



**Professional Services Capability
Framework: Delivering Customer
Service**

This document sets out in one place all of the information relating to the **Delivering Customer Service** capability, including:

- Capability indicators
- Ineffective behaviours
- Development suggestions, tips, tools and activities
- Formal learning options

This is to support you in developing in this particular capability. This document should always be read with the [Professional Services Capability Framework](#)



Delivering Customer Service

Puts the customer first, manages customer expectations and provides a quality experience for all customers



Foundation

Grades 2, 3, 4 & 5



Adept

Grade 6



Advanced

Grades 7, 8 & 9



Strategic

SSG

Ensures customer service excellence, resolving problems quickly and in a professional manner

Resolves queries efficiently, offering support and advice and escalates where appropriate

Helps customers understand the services that are available

Manages customer expectations and understands their experience

Develops customer insight and ensures service satisfaction

Takes ownership of queries ensuring they reach resolution

Develops and uses knowledge across different areas to serve customers

Engages with customers in a friendly and appropriate way

Records queries and interactions promptly on relevant systems

Identifies, understands and responds to complex customer needs and recognises when to escalate an issue

Contributes to quality assurance in customer service

Develops ideas to improve customer satisfaction

Provides advice and guidance to customers and colleagues

Seeks the help of others to get a positive outcome and follows through on actions

Finds opportunities to collaborate with colleagues and stakeholders to improve outcomes for customers

Knows when to include other services to resolve complex queries

Actively seeks feedback and suggestions to improve customer service

Leads colleagues in continuously improving the customer experience

Promotes a culture of quality customer service

Is accountable and takes decisions for the delivery of high standards of customer service

Encourages strong customer focus and builds understanding of customer demographics and needs

Ensures systems, processes and policies respond to customer needs

Incorporates customer needs into business process design

Monitors service performance to identify common issues

Creates and monitors service level agreements

Monitors customer feedback, recognises achievement and identifies actions to improve services or address issues

Creates a culture which embraces high quality customer service across the university

Ensures management processes and systems drive service delivery outcomes

Ensures customer needs are central to university strategic planning processes

Understands the level of service that is needed by customers (at all levels) and ensures these are priority

Instigates, influences and manages key strategic relationships

Sets overall performance standards for service delivery and understands and applies external professional standards

Anticipates customer needs and identifies the key strategic issues

Looks externally to learn from exemplars of customer service



Delivering Customer Service: Ineffective Behaviours

Examples of behaviours which are ineffective and may indicate a need for further discussion or development

For all

- Is satisfied with providing an acceptable level of customer service, rather than continuously seeking to improve their service
- Ignores or makes assumptions about changing customer needs or satisfaction levels, rather than asking customers
- Follows existing processes unquestioningly even when they do not serve customer needs
- Works in isolation from other team members or teams. Provides a lower quality service to a customer by only considering their own role, rather than working across teams to ensure customer needs are fully met
- Assumes without checking that they can hand over responsibility for a customer outcome to other individuals or teams
- Is careless or inconsistent when recording customer information
- Fails to build rapport with customers or to make them feel comfortable and welcome

For leaders and managers

- Sets unclear or no quality and performance standards for customer service excellence in the team or fails to monitor them
- Allows poor or inadequate customer service to go unchallenged in their business area
- Ignores or discourages suggestions of service improvements from customers or team members
- Maintains the status quo in services delivery standards and only reacts to complaints or problems
- Fails to learn about, benchmark or introduce best practice in customer services from within and outside the University
- Ignores customer needs in decisions or changes to services or products
- Does not seek to understand end-to-end customer service processes and the effect of poor performance on other teams



Delivering Customer Service - development suggestions

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Foundation

Grades 2, 3, 4 & 5



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Grade 6



Advanced

Grades 7, 8 & 9



Strategic

SSG

Individual activities and reflection

Ensure you have a thorough understanding of all the services the University offers your customers so you can direct them appropriately

Actions with others

Discuss with your manager what good customer service looks like to ensure you both have the same view. Regularly review any team standards for customer service and reflect on whether you are meeting them

Find someone you and your manager believe role models excellent customer service: seek to adopt some of their best traits

Take the opportunity to shadow or learn from colleagues who are specialists in different services for customers to learn how they approach customer service

Seek feedback from colleagues on how you come across in your interactions with customers

Look at available customer insight data and discuss it at a team meeting

Take the opportunity to observe a

Individual activities and reflection

Use a [customer journey mapping tool](#) to map a customer journey to identify duplication, bottle necks or improvements in your area

Actions with others

Create a community of practice to share learning from difficult queries and solutions and to drive customer service improvement

Create a network of colleagues who are involved in delivering services to the same customers and who you are regularly in contact with: get to know each other, share your knowledge, best practice and experience and discuss opportunities for shared improvements across your teams

Identify where different people have different customer service standards. Run a team session to discuss what the most appropriate standards are and agree a consistent approach to adopt

[Carry out a SWOT analysis](#) with colleagues on your current approach to customer service to identify opportunities to improve customer satisfaction and overcoming barriers to

Individual activities and reflection

Visit [another organisation known for great customer service](#). What best practice could you take on from them and embed in your team?

Set clear customer service expectations on what an excellent email, message, greeting and face to face interaction in your team, including style and timing

Track your customer service data in a way visible to your entire team: include outcomes and performance of your team where possible

Actions with others

Ensure your team are clear on what taking ownership of customer outcome means and how they can all do that

Take the [opportunity to map your stakeholders](#) and consider their needs and influence on your service

Individual activities and reflection

Consider how you could ["embed customer service in your team's DNA"](#): what elements of this could be used to clarify performance expectations, build consistent style and approach to customer service?

Actions with others

Identify best practice external professional standards for customer service: integrate some of them into your own customer service standards ensuring your team is clear on what they mean. Work with other senior leaders to ensure different business areas are delivering to the same customer standards

Commission customer insight data and review it: consider innovative ways of collecting qualitative information about customer service and understanding of customer needs. Discuss with your team what could be extracted from that data and information and ideas for how it should change your service and standards

Invite the [Continuous Improvement](#)

variety of colleagues in how they deal with customers: share your thoughts on what worked well and how it could be adopted across your team.

doing so

Agree with colleagues or your team to review [case studies](#) of other organisations' approaches to customer service and bring to a meeting one suggestion which you could use to improve your customer service

Ensure colleagues understand your areas of expertise and how you can best support and guide them with complex queries

Discuss with your manager which issues you are empowered to act on and when you should escalate and seek support

[Team](#) to work with you and your team to reassess any critical or complex processes and whether they are delivering the desired customer outcomes



Delivering customer service - learning options

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Face to face learning

Coming soon...Customer Service Excellence: a face to face workshop helping those with customer facing roles to understand what excellent customer service looks like and how to deliver it.

Communicating effectively with students: The aim of this course is to provide participants with the knowledge and skills to communicate effectively with students. The course will cover verbal communication, either face to face or via telephone.

Supporting Student Diversity: The aim of this course is to build your confidence and ability to work effectively with a diverse range of students. To do this we will cover the importance of treating each student as an individual, while strengthening your knowledge of the range of issues faced by students, and your confidence in meeting statutory requirements.

Online courses

Customer service learning: A range of online customer service courses, for those new to customer service, and those who manage or lead customer service teams

Active listening: Active listening is critical in customer services and ensuring customers feel valued

Customer journey mapping: Customer journey mapping is a good way to find opportunities to improve your customer experience. This course gives you the tools to map your own customer journeys and improve them

Downloadable toolkits and guides

Customer Service This guide has been designed as a practical resource to help you understand customer service and develop skills that will ensure that you perform to high standards no matter what your background or type of job

Problem solving: This guide gives you hands-on training to help you work your way through fixing a problem, made up of 6 steps to follow

Resolving Conflict: This guide provides you with tips and advice on how you can deal with and resolve conflict and how you can be better prepared to manage it successfully

Further guides [here](#)