



## Factors driving customer service performance

- Managing changes to customer service procedures
- Customer service objectives and targets
- Clarifying customer service roles and functions
- Developing internal customer relationships
- Developing external customer relationships

## Process

- Review the actions for each factor.
- Identify three things we do well and three things we could do better.
- In relation to the things we could do better, ask – what needs to happen? What do I need to initiate?

# Improve Customer Service



## Managing changes to customer service procedures

- All people to be affected by the change are identified.
- The background and reasons for the change are explained.
- The positives and negatives of the change being made are identified and explored.
- We compare how the benefits of the change will outweigh the cost of not changing.
- People who deliver the service are involved in the planning phase and not just the implementation phase.
- The roles of all work group / team members in relation to the changes are agreed.
- The consequences for all of us if we do not make the changes are explored.
- We gain agreement as to why the changes are necessary.
- The likely impediments to implementing the changes are identified and resolved.
- The priorities of key tasks are re-negotiated to accommodate the required changes.
- Practical steps or required behaviours to implement the change are agreed.
- Other areas are informed of the changes and the reasons behind them, where appropriate.
- We demonstrate support for the intended change.
- We ensure adequate resources are available to support the changes.
- We provide responses to questions / issues of concern about the proposed changes.
- A strategy including key actions for the implementation of the change using input from those affected is developed.
- The priority of key actions is determined before implementation.
- We follow through on implementation of the changes.
- The impact of the change is reviewed on a regular basis.
- Senior management do what needs doing to help us implement the required changes.

# Improve Customer Service



## Customer service objectives and targets

- Key practices relating to customer service performance are identified, discussed and agreed.
- Customer service objectives, standards and targets are set, accepted and achieved for these key practices.
- We are involved in the setting of customer service objectives and customer service targets.
- Customer service objectives, standards and targets are concise and unambiguous.
- We all have the same understanding of customer service objectives, standards and targets.
- How we all will be involved in trying to achieve the objectives is clarified and accepted.
- Customer service objectives / targets are specific, measurable, achievable and realistic.
- Customer service objectives / targets fit into and comply with organisation policies and practices.
- Other areas whose actions can impact on customer service are consulted during the development of customer service objectives / targets.
- Customer service objectives / targets are free of jargon, are easy to understand, are communicated and documented where required.
- The appropriate resources to achieve identified customer service objectives / targets are provided.
- A budget which will support the desired customer service objectives / targets is provided, if necessary.
- Customer service priorities receive constant focus and compliance is measured regularly.
- We measure whether customer service objectives / targets have been achieved and take remedial action where necessary.
- We check that work group / team and individual performance is aligned with the customer service objectives / targets.
- We check and confirm that the work group / team is able to achieve its identified customer service objectives and targets.
- Customer service performance is a key performance indicator and documented in workplace agreements, business plans and job / position descriptions.
- Customer service performance is featured in performance agreements and performance appraisals.
- How the work group / team will monitor its customer service performance is agreed and executed.

# Improve Customer Service



## Clarifying customer service roles and functions

- The benefits of having individual customer service roles and functions clearly defined is discussed and agreed.
- The customer service role, functions and what is expected from us regarding our customer service performance are clarified and applied.
- The work group / team leader's customer service role and functions and work group / team expectations of that role are clarified and accepted.
- Tasks are allocated fairly and in relation to competence to ensure that the workload is not contributing to unacceptable customer service.
- The required customer service standards and expectations of each position within the work group / team are clarified and accepted.
- The customer service role for each position is documented and discussed with and agreed by each work group / team member.
- We agree who performs key customer service functions, who is consulted, who is advised of the result, who provides the information and who makes the decision.
- All work group / team members are aware of the customer service role of other positions.
- We review customer service roles on an ongoing basis - each time a new employee is appointed, new jobs are allocated, people leave, people take leave, restructuring occurs, new strategic plans are developed or every 6 months as a minimum.
- We have the required resources, support, knowledge, skills and motivation to deliver outstanding customer service.
- We agree the importance of customer service roles being carried out to the agreed customer service standard and work to those standards.
- The duties, responsibilities and authority of customer service people are defined and they are effectively trained in the performance of these roles.
- We have the right mix of people and are able to influence the achievement of customer service outcomes.
- We identify where duplication or overlap affects customer service and take remedial action.
- Senior management do what needs doing to support the clarification of customer service roles and functions.

# Improve Customer Service



## Developing internal customer relationships

- The benefits of improving internal customer relationships are clarified and accepted.
- Our expectations and perceptions of our relationships with our internal customers are clarified and accepted.
- The impact we have on our internal customer's ability to deliver services to their customers is known and accepted.
- Internal customers' expectations and perceptions of our service to them are clarified and incorporated in our service standards.
- We know where and why relationships with our internal customers need to be improved.
- The blockages to developing better internal customer relationships are resolved.
- We explain what our internal customers need to do to help us help them.
- We negotiate ways to develop our relationships with our internal customers.
- Internal customer perceptions of our relationship are monitored on a regular basis and improvements are made.
- We use internal customers' suggestions for improving the quality of service in our plans to improve things.
- We check regularly that all key processes are capable of, and meeting, internal customer requirements.
- We explore what both parties need to do more of or less of to develop internal customer relationships.
- Senior management support our initiatives to make improvements to customer relationships.
- We regularly monitor the health of our relationships with our internal customers.
- We implement new or better ways to do things as part of developing internal customer relationships.

# Improve Customer Service



## Developing external customer relationships

- The reasons for and benefits of improving external customer relationships are known and accepted.
- We have better relationship-developing strategies than those of our competitors.
- The impact our area has on the ability of our internal customers to deliver services to external customers is known and managed.
- We ask customers how they would like to see us improve services or introduce new services and then use their suggestions to improve things.
- We clarify what our customers need to do to help us help them.
- How and why customer relationships break down are known and resolved.
- We check with customers that we have understood what they have told us.
- We maintain non-invasive personal and social information about our customers so that we can demonstrate an interest in their lives.
- Senior management implement the actions we require from them to help us develop customer relationships.
- We ask customers what they would like to see us do more of or less of to develop the relationship.
- All key systems and procedures are capable of meeting customer expectations
- We establish how soon the customer needs the service provided and then inform them of when we will be able to comply.
- Customers are provided with feedback in relation to progress with problems.
- Customer expectations are established by confirming with them what it is they want done and the standard to which they want it done.
- Information we provide is accurate, timely and consistent at all times.
- We seek answers to unknown questions from those who know.
- We agree and implement creative and innovative ways to develop customer relationships.
- We Identify and resolve problems with servicing major accounts from the customers perspective.
- Agreed actions to develop customer relationships are implemented.
- We check to see that the customer's needs and expectations have been met.
- Our roles in relation to developing customer relationships are defined and the key things that we are responsible for in this area are agreed.
- Ideas and strategies for developing customer relationships shared.
- We identify customer expectations and perceptions of our relationships.