



## Factors driving customer service performance

- Leadership and customer service
- Policy and standards
- Planning and implementing customer service requirements
- Monitoring, adjusting and reporting customer service performance
- Reducing unacceptable customer service

## 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?



## Leadership and Customer service

1. What we can and cannot do in relation to customer service is defined, explained, understood and applied.
2. We express and explore all perceptions about customer service issues in a balanced, objective and factual manner.
3. The background and the reasons behind customer service decisions that affect the ways we do our work are explained and accepted.
4. We show commitment to customer service decisions and we follow through on those decisions.
5. There are no repercussions (overt or covert) if we speak honestly and openly about unacceptable customer service practices or behaviours.
6. We facilitate conformance with the best customer service practices where there are conflicting opinions.
7. Customer service decisions that need to be made are made even though they may not please all work group / team members.
8. Decisions that have an adverse effect on customer service are reversed or modified.
9. Both the positive and negative consequences of planned customer service changes are discussed openly.
10. Background issues that may be a root cause of unacceptable customer service behaviour at work are identified and resolved.
11. In relation to new customer service initiatives or customer service changes, we clarify what the work group / team will do and why.
12. Clear direction on customer service issues is provided to the work group / team and individuals when the situation requires it.
13. Support in relation to customer service issues is provided to the work group / team and individuals when the situation requires it.
14. We improve customer service practices in the light of changing circumstances and changing customer expectations.
15. We identify and eliminate or modify blockages to better customer service performance.
16. Best customer service practices are not compromised by workload and production demands.
17. Attitudes and behaviour detrimental to customer service are identified and resolved.
18. When required, people receive adequate counselling, training, coaching or mentoring related to customer service behaviour.
19. We identify and acknowledge examples of outstanding customer service.
20. We constantly measure the achievement of desired customer service outcomes.
21. We actively listen when discussing issues that affect customer service.
22. We demonstrate the customer service behaviours we expect of others.



## Policy and standards

1. We know what is required of us in relation to company policy, practices and customer service standards.
2. The reasons why company policy, practices and customer service standards exist are clarified and accepted.
3. Complex information relating to customer service are summarised into meaningful information.
4. Relevant information affecting our ability to provide outstanding customer service is communicated effectively for all team members.
5. We understand and apply the information provided.
6. The expectations of a supervisor / team leader in relation to customer service are clarified and executed.
7. The expectations of team members to provide outstanding customer service are clarified and executed.
8. The implications and consequences of disgruntled customers are clarified and accepted.
9. We assess what team members know in relation to company policy, practices and customer service standards.
10. Changes in customer service requirements are assessed and their impacts communicated to affected persons.
11. Necessary changes are made to policy, systems and procedures, and customer service standards.



## Planning and implementing customer service requirements

1. Strategies and work practices to ensure compliance with customer service policy and customer service standards are planned and implemented.
2. Relevant people are consulted during the planning stage.
3. Key customer service issues needing to be considered during the planning stage are identified.
4. The obstacles to providing outstanding customer service are identified and resolved.
5. We are aware of the most common causes of unsatisfied customers or of customer complaints.
6. Control strategies to optimise customer service are planned and executed.
7. We know and execute the customer service strategies and customer service requirements.
8. We comply with policy and customer service performance standards.
9. The consequences of not complying with customer service requirements are clearly explained and accepted.
10. We identify where individuals are unsure about their responsibilities in relation to customer service.
11. People who need assistance in managing their responsibilities are coached or mentored.
12. Senior management do what needs doing to support the achievement of outstanding customer service.
13. We explore what we need to do better in relation to planning and implementing customer service requirements.



## Monitoring, adjusting and reporting customer service performance

1. Actual and potential customer service problems are identified, reported promptly and are rectified.
2. We have identified and discussed the most common types of incidents with the potential for complaints or lost custom.
3. The causes of customer service problems and deficiencies are identified and resolved.
4. Corrective or preventative actions appropriate to the size of the problems and the potential risk are taken to eliminate the causes of actual or potential incidents.
5. The reasons for reporting incidents and exploring causes are discussed and accepted by work group / team members.
6. People are informed of the results of improvements in customer service performance.
7. Information on customer service issues and performance is reported and recorded in accordance with organisational requirements.
8. Work group / team members monitor, adjust and report customer service performance, as required.
9. Those work group / team members who require assistance to monitor, adjust and report customer service performance receive training, coaching or mentoring.
10. Systems, records and reporting procedures are maintained according to company requirements.
11. The records and statistics that we keep are effective (eg. incident rates, complaints).
12. Records and statistics are analysed effectively and used by the appropriate people to improve customer service.
13. Customer service performance records are maintained and followed through effectively.
14. Customer service performance / incidents / complaints are tracked over time to identify trends.
15. Statistics are analysed, communicated effectively and follow up action to improve customer service applied, where necessary.
16. Incident reports are kept in an appropriate form and used to improve customer service.
17. We record data relating to customer service to track performance towards achieving



objectives and targets.

18. Changes resulting from corrective or preventative action are made to documented procedures.
19. Those changes are followed through with the relevant people.

## Reducing Unacceptable Customer Service

1. Things we do which could damage customer service are identified and remedied.
2. We identify (without blame) where most unacceptable customer service occurs in the processing of work.
3. The consequences of unacceptable customer service on us and others are discussed and agreed.
4. The causes of unacceptable customer service are identified and remedied.
5. Ways to reduce unacceptable customer service are explored and executed.
6. We identify those people who need additional coaching or training to help them eliminate unacceptable customer service in their work.
7. Faulty equipment which may cause unacceptable customer service are identified and remedied.
8. Faulty systems or procedures which may cause unacceptable customer service are identified and remedied.
9. Pressures and demands that contribute to unacceptable customer service are identified and reduced, modified or eliminated.
10. Attitudes and behaviours that contribute to unacceptable customer service are identified and changed.
11. We take particular action to prevent incidents where there is a high degree of monotony and repetition which could lead to unacceptable customer service.
12. We discuss with other areas the things they do which appear to contribute to unacceptable customer service.
13. We collaborate with other areas to eliminate or modify unacceptable actions.
14. We push to make changes to things that need to change in relation to customer service.
15. We identify, define, document and monitor the application of key systems and procedures which must be followed to eliminate unacceptable customer service.
16. We explore and execute better ways to perform unacceptable activities.
17. Standard customer service procedures and customer service standards for the key things we do are agreed and applied.
18. We agree ways to check that all people comply with customer service procedures and standards.
19. We check regularly that all people are complying with customer service standards.

# Improve Customer Service



20. The efforts of those who act to reduce unacceptable activities are acknowledged and recognised.
21. Senior management do what needs doing to help reduce unacceptable activities.