



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?



Managing Changes to Customer Service Procedures

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



Customer Service Objectives and Targets

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



Clarifying Customer Service Roles and Functions

1. The benefits of having individual customer service roles and functions clearly defined is discussed and agreed.
2. The customer service role, functions and what is expected from us regarding our customer service performance are clarified and applied.
3. The work group / team leader's customer service role and functions and work group / team expectations of that role are clarified and accepted.
4. Tasks are allocated fairly and in relation to competence to ensure that the workload is not contributing to unacceptable customer service.
5. The required customer service standards and expectations of each position within the work group / team are clarified and accepted.
6. The customer service role for each position is documented and discussed with and agreed by each work group / team member.
7. 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.
8. All work group / team members are aware of the customer service role of other positions.
9. 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.
10. We have the required resources, support, knowledge, skills and motivation to deliver outstanding customer service.
11. We agree the importance of customer service roles being carried out to the agreed customer service standard and work to those standards.
12. The duties, responsibilities and authority of customer service people are defined and they are effectively trained in the performance of these roles.
13. We have the right mix of people and are able to influence the achievement of customer service outcomes.
14. We identify where duplication or overlap affects customer service and take remedial action.
15. Senior management do what needs doing to support the clarification of customer service roles and functions.



Developing Internal Customer Relationships

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



Developing External Customer Relationships

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