

# Competency Standard

<b>UNIT TITLE:</b> BUILD AND MAINTAIN A TEAM APPROACH TO SERVICE DELIVERY		<b>NOMINAL HOURS:</b> 80
<b>UNIT NUMBER:</b> D2.TCS.CL5.03		
<b>UNIT DESCRIPTOR:</b> This unit deals with skills and knowledge required to develop and lead a customer service team to provide identified standards of service delivery.		
<b>ELEMENTS AND PERFORMANCE CRITERIA</b>	<b>UNIT VARIABLE AND ASSESSMENT GUIDE</b>	
<p><b>Element 1: Develop service standards</b></p> <p><b>1.1</b> Identify the <i>internal and external factors impacting on the level of customer service to be provided</i></p> <p><b>1.2</b> <i>Research customer expectations and opinions</i> regarding current level, and expected level, of service delivery</p> <p><b>1.3</b> Integrate research findings into draft <i>service standards</i></p> <p><b>1.4</b> Liaise with management to ratify service standards</p> <p><b>1.5</b> Produce written service standards for team use</p> <p><b>Element 2: Establish service teams</b></p> <p><b>2.1</b> <i>Nominate the service teams that are required to support required levels of service delivery</i></p>	<p><b>Unit Variables</b></p> <p>The Unit Variables provide advice to interpret the scope and context of this unit of competence, allowing for differences between enterprises and workplaces. It relates to the unit as a whole and facilitates holistic assessment.</p> <p>This unit applies to organisations that are involved in customer service delivery within the labour divisions of the hotel and travel industries and may include:</p> <ol style="list-style-type: none"> <li>1. Travel Agencies</li> <li>2. Tour Operation</li> </ol> <p><i>Internal and external factors impacting on the level of customer service</i> may be related to:</p> <ul style="list-style-type: none"> <li>• Location of service delivery</li> <li>• Customer expectations</li> <li>• Advertised levels of service</li> <li>• Customer profiles</li> <li>• Customer service levels being implemented by the competition</li> <li>• Image and past performance of host enterprise</li> </ul>	

<p><b>2.2</b> Identify membership of the nominated service delivery teams and <i>oversee the establishment of teams</i></p> <p><b>2.3</b> <i>Communicate established service standards</i> to team members</p> <p><b>2.4</b> <i>Train staff</i> in service delivery standards</p> <p><b>Element 3: Work to improve service</b></p> <p><b>3.1</b> <i>Monitor team performance</i> in terms of service delivery</p> <p><b>3.2</b> <i>Review policies, procedures and standards</i> relating to service delivery</p> <p><b>3.3</b> <i>Allocate resources to enable the provision of identified service delivery standards</i></p> <p><b>3.4</b> <i>Assist team members to resolve customer complaints</i> regarding the provision of service delivery</p> <p><b>3.5</b> <i>Support team members to rectify instances of deficient service delivery</i></p> <p><b>3.6</b> <i>Monitor the extent to which service delivery targets are achieved</i></p> <p><b>3.7</b> <i>Take action to address failure</i> to meet service delivery targets</p> <p><b>3.8</b> <i>Maintain records relating to service delivery</i></p> <p><b>Element 4: Liaise with management regarding service delivery</b></p> <p><b>4.1</b> Discuss suggestions for improvements to service delivery with management</p>	<ul style="list-style-type: none"> <li>• Budget, including ratio of team members to clients/customers</li> <li>• Safety issues, including consideration of the varying service levels that exist in an office environment and on a tour</li> <li>• Reputation</li> <li>• Workplace quality rating.</li> </ul> <p><i>Research customer expectations and opinions</i> should include:</p> <ul style="list-style-type: none"> <li>• Studying customer complaints and compliments that have been received by the organisation</li> <li>• Observation of current service delivery</li> <li>• Interviewing customers and staff regarding their experiences and issues with the receipt of service and service delivery</li> <li>• Determining the levels and standards of service being provided by the opposition</li> <li>• Accessing existing industry research data regarding service delivery.</li> </ul> <p><i>Service standards</i> may be related to:</p> <ul style="list-style-type: none"> <li>• Time taken to respond to customers, including waiting time for in-person interactions and transactions as well as electronic responses via e-mail and telephone</li> <li>• Ratio of service delivery team members to customers</li> <li>• Level(s) of service quality, including consideration of the varying quality standards that may legitimately apply within the one organisation under nominated and different circumstances</li> <li>• Identification of objective monitoring parameters to determine whether or not service standards are being achieved or not</li> <li>• Personal presentation, appearance and dress of service delivery team members, including personal hygiene, uniforms and attitude</li> <li>• Setting mandatory minimum training and other requirements for service delivery team members before they are allowed to provide service delivery</li> </ul>
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<p>4.2 <i>Discuss significant instances of failure to deliver identified service delivery standards with management</i></p> <p>4.3 <i>Provide operational information regarding service delivery to management</i></p> <p>4.4 <i>Participate in developing service delivery teams and standards for emerging and new business activities and markets</i></p> <p><b>Element 5: Lead service delivery team</b></p> <p>5.1 <i>Interpret stated service delivery standards for team members</i></p> <p>5.2 <i>Encourage team members to take advantage of opportunities to enhance service delivery</i></p> <p>5.3 <i>Allocate service delivery tasks to team members</i></p> <p>5.4 <i>Advise team members of changes to service delivery standards and/or targets</i></p> <p>5.5 <i>Provide feedback to team members regarding the provision of service delivery</i></p> <p>5.6 <i>Encourage team members to contribute feedback in regard to achievement of service and performance targets</i></p> <p>5.7 <i>Handle routine problems using appropriate problem-solving techniques</i></p>	<ul style="list-style-type: none"> <li>• Identifying prescribed communication strategies for dealing with nominated and regular service delivery requirements, including greeting customers, dealing with difficult customers, fare welling customers verbally and non-verbally</li> <li>• Production of written material to be given to, or seen by, customers, including signage, web-based, forms, handouts and all enterprise-specific documentation.</li> </ul> <p><i>Nominate the service teams that are required</i> should include:</p> <ul style="list-style-type: none"> <li>• Ensuring labour budget requirements are complied with</li> <li>• Identifying the need for service delivery at every stage of customer interaction with the host enterprise and/or its staff</li> <li>• Quantifying the size of service delivery teams</li> <li>• Identifying individuals to become team members</li> <li>• Ensuring established teams contain a mix of skills, knowledge and attitudes to deliver the identified service standards</li> <li>• Developing permanent and <i>ad hoc</i> teams suitable to address contingency service provision requirements, including emergency situations, staff illness, unexpected peaks in trade and customer problems</li> <li>• Obtaining agreement from team members, where appropriate, regarding their participation in a nominated team.</li> </ul> <p><i>Oversee the establishment of teams</i> should relate to:</p> <ul style="list-style-type: none"> <li>• Managing the stages of team development, including forming, storming, norm-setting, performing and adjourning</li> <li>• Providing directions, advice and support</li> <li>• Explaining team goals and objectives in relation to service delivery.</li> </ul>
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*Communicate established service standards* may include:

- Providing verbal and written description and explanation of identified service standards
- Demonstration of service delivery techniques, strategies and procedures
- Incorporating service standards into staff operating manuals
- Posting hard copies of service standards in staff areas
- Adding coverage of required service standards in induction sessions and formal internal staff training.

*Train staff* may include:

- Demonstrating service delivery techniques, strategies and procedures
- Providing opportunities to practice required service delivery standards and procedures
- Conducting formal and/or informal assessment of staff competency in relation to the delivery of nominated service delivery standards
- Providing remedial training to team members as required
- Ensuring only suitable, trained staff are authorised to provide nominated service delivery.

*Monitor team performance* may include:

- Observing team members while they are providing service delivery
- Using objective checklists to evaluate the extent of individual team member compliance with identified service standards
- Obtaining feedback from the recipients of service delivery
- Exercising fairness in the evaluation of individual staff performance
- Ensuring team members are aware of the criteria against which their provision of service delivery is being assessed.

*Review policies, procedures and standards* may include:

- Establishing regular intervals at which service-related matters must be formally evaluated and reviewed
- Designating responsibility for undertaking formal service delivery reviews
- Providing resources for the scheduled reviews
- Researching service standards that are being implemented by the competition
- Seeking feedback from customers relating to their satisfaction with and expectations of, existing service delivery
- Creating new service standards and/or amending existing service standards on the basis of feedback, research findings and/or emerging necessity
- Re-prioritising nominated service delivery standards
- Participating in accreditation processes.

*Resources to enable the provision of identified service delivery standards* may include:

- Time
- Training
- Physical resources, including technology
- Information.

*Assist team members to resolve customer complaints* may include:

- Intervening when team members appear unable to resolve a customer complaint
- Supporting team members in their dealings with complaints
- Leading by example in the resolution of customer complaints
- Encouraging team members to deal with complaints and difficult customers so as to extend their expertise and build confidence

- Assisting team members in the completion of necessary internal documentation that must be completed following a complaint or other workplace service-related event
  - Debriefing with team members about difficult customers and situations.
- Support team members to rectify instances of deficient service delivery may include:*
- Providing one-on-one demonstrations, mentoring and advice as required/requested and in a proactive manner
  - Being approachable so that team members are encouraged to seek assistance
  - Highlighting the positive action that team members have taken and limiting emphasis on any negatives that may have been involved
  - Providing information to explain instances where assistance is required, in addition to providing physical demonstration
  - Arranging top-up training, as required
  - Arranging for team members to be transferred to other duties, where appropriate, until the required service standards can be demonstrated
  - Implementing disciplinary and counselling for team members who fail to deliver the required service standards.
- Monitor the extent to which service delivery targets are achieved may include:*
- Adhering to practices that have been explained to team members regarding evaluation of service delivery
  - Using objective evaluation accompanied by personal observation and reflection to determine levels of service being delivered
  - Using an external 'mystery shopper' to assist in providing data to use in the monitoring process
  - Observing team member practices
  - Seeking feedback from customers and team members
  - Checking complaints, compliments and accident/damage reports.

*Take action to address failure* may include:

- Revising policies, procedures and service standards, including consideration that initial service standards may have been set unrealistically high
- Integrating additional and/or different resources to assist in target achievement
- Re-training team members
- Supplying additional resources, including extra staff
- Re-forming the service delivery team.

*Records relating to service delivery* may include:

- Staff rosters and wage sheets
- Complaints and compliments received from customers
- Written records of personal observations
- Hard copy records of feedback from customers and staff
- Copies of documentation completed by team members to illustrate compliance with paper-based service requirements, including accuracy, correct prices, monitoring of detail, legibility and comprehensiveness
- Accreditation reports.

*Discuss significant instances of failure to deliver identified service delivery standards* may include:

- Describing the context of the situation
- Involving/inviting team members to participate in the discussion
- Supporting the team member in discussions with management
- Developing changes to existing protocols to reduce or eliminate the likelihood of repetition of sub-standard service delivery
- Completing incident reports.

*Operational information* may include:

- Explanation of the impact of service delivery standards on team members
- Identification of the impact of service standards on customers
- Cost of providing current level of service, including labour costs, training, and associated physical resources to support the delivery
- Opportunities that have been identified for improving or altering service delivery standards without adversely impacting on levels of service delivery
- Identifying technology that may be able to be used to replace or enhance existing service standards.

*Interpret stated service delivery standards* may include:

- Explaining service standards and service levels
- Prioritising service delivery standards and requirements
- Defining relevant terminology
- Clarifying service-related issues.

*Encourage team members* may include:

- Motivating individuals
- Providing examples of opportunities to provide high levels of customer service
- Demonstrating by example how opportunities for enhancing service delivery can be taken.

*Allocate service delivery tasks* may include:

- Nominating individual team members to undertake specified service delivery duties
- Assisting in staff rosters for customer service delivery duties
- Assigning extra duties to service team during interactions with customers
- Delegating duties.



*Provide feedback* may include:

- Praising team members for their efforts, including recognising and rewarding individual and team efforts
- Advising team members of non-compliance with service delivery standards and monitoring their efforts at remedying the situation
- Passing on instances of customer compliments and complaints.

*Encourage team members to contribute feedback* may include:

- Conducting regular team meetings
- Demonstrating personal preparedness to receive positive and negative information from team members
- Acting on information received
- Representing team members in discussions with management
- Ensuring that team members who contribute feedback are not victimised.

*Handle routine problems* may include:

- Demonstrating sympathy and empathy with team members
- Developing and communicating programmed decisions for routine problems
- Following recognised problem-solving techniques, including identifying the problem, considering options, making a decision, conveying the decision and reviewing the decision
- Factoring in short-term and long-term legal and operational issues
- Referring problems to management, where appropriate.

### **Assessment Guide**

The following skills and knowledge must be assessed as part of this unit:

- The enterprise's policies and procedures in regard to service delivery, complaint handling, staff supervision, team performance monitoring, disciplining staff, allocating responsibilities and staff meetings
- Principles of team management and team cohesion techniques
- Ability to use interpersonal, communication, coaching, feedback, motivation and leadership skills
- Knowledge of relevant service delivery codes of practice
- Knowledge of customer service expectations and general industry service delivery strategies and options available and being applied by the competition.

### **Linkages To Other Units**

- Manage and resolve conflict situations
- Receive and resolve customer complaints
- Work effectively with colleagues and customers
- Work in a socially diverse environment
- Maintain quality customer/guest service
- Develop and supervise operational approaches
- Lead and manage people
- Manage the effective use of human resources
- Monitor staff performance
- Provide professional support to business colleagues
- Work as a tour guide
- Apply industry standards to team supervision.

**Critical Aspects of Assessment**

Evidence of the following is essential:

- Understanding of host enterprise policies and procedures in regard to service delivery, complaint handling, staff supervision, team performance monitoring, disciplining staff, allocating responsibilities and conducting staff meetings
- Demonstrated ability to develop and verbally communicate a set of written service delivery standards suitable for use in a nominated organisation
- Demonstrated ability to identify staff and individual service delivery responsibilities for a nominated organisation for a given time period and/or a given event or tour
- Demonstrated ability to provide ongoing leadership to a service delivery team in an operational environment including the monitoring, maintenance and improvement of service delivery throughout the nominated period.

**Context of Assessment**

Assessment must ensure:

- Actual or simulated workplace application of service delivery and team leadership.

**Resource Implications**

Training and assessment must include the use of real or simulated industry environments, real people and real or simulated service-related problems and issues.

**Assessment Methods**

The following methods may be used to assess competency for this unit:

- Observation of practical candidate performance
- Simulation exercises
- Analysis of written service standards that have been prepared
- Feedback from team members who have been led by the candidate in service-related contexts

- Feedback from customers who have received service delivered by team members who have been led by the candidate
- Role plays
- Oral and written questions
- Third party reports completed by a supervisor
- Project and assignment work.

**Key Competencies in this Unit**

*Level 1 = competence to undertake tasks effectively*

*Level 2 = competence to manage tasks*

*Level 3 = competence to use concepts for evaluating*

<b>Key Competencies</b>	<b>Level</b>	<b>Examples</b>
Collecting, organising and analysing information	3	Compiling information and data to use as the basis for revising service standards and/or providing feedback to team members
Communicating ideas and information	1	Sharing and explaining service standards to team members
Planning and organising activities	2	Organising team member training in relation to service delivery; scheduling revisions to service standards
Working with others and in teams	1	Providing support and advice to team members
Using mathematical ideas and techniques	1	Applying statistical parameters to service delivery standards

	Solving problems	2	Assisting team members to deal with difficult customers and resolve customer service issues
	Using technology	1	Using internet to research matters related to customer service delivery