Level 1/2/3 Award in Customer Service (8992)

Examination Support Guide

Ofqual Level 1: 500/3682/8
Ofqual Level 2: 500/3681/6
Ofqual Level 3: 500/3680/4

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Level 1-3 Principles of Customer Service (8992)

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1 About the Qualification

1.1 Introduction

Aim of qualification

The Principles of Customer Service award offers the opportunity for candidates to study the principles of customer service in the context of a variety of settings. It concentrates on core essential areas which are likely to be required on a day to day basis in the delivery of customer service in all businesses and which will underpin future studies in this area. This qualification contributes to the knowledge and understanding requirements in the N/SVQs in Customer Service at the related levels. This single unit award is available at three levels.

Level 1

This level aims to provide the learner with the essential knowledge and skills required to deliver good customer service within the limit of their responsibility. They will show an understanding of what is meant by customer satisfaction and what the needs and expectations of different customers are and how to deal with them, demonstrating the knowledge of appropriate verbal and non-verbal communication techniques. At Level 1, candidates will be expected to:

- complete routine forms accurately using information supplied
- record customer information and know why this must be kept confidential
- describe the steps that could be used to solve customer queries and complaints
- demonstrate written communication skills by accurately drafting messages and correspondence according to guidance, and describe appropriate non-verbal skills
- identify different types of customer and ways of dealing with them.

Level 2

Candidates will develop an understanding of the qualities and interpersonal skills required to deliver good customer service and learn how to adapt and apply these to dealing with customers with different needs in a variety of situations. They will gain an understanding of the impact of customer service on the organisation's reputation, and the importance of the organisational policies and procedures in place and how they affect the service deliverer. At Level 2, candidates will be expected to:

- identify organisational standards, policies and procedures
- apply knowledge to solve customer queries and complaints
- demonstrate written communication skills by accurately drafting messages and correspondence
- describe communication and interpersonal skills required to deal with different customers
- record and use customer information according to current legislation
- create questions suitable for gathering customer feedback.

Level 3

At this level, candidates will not only have an understanding of the qualities and interpersonal skills required to deliver efficient and reliable customer service, but also how these should be adapted to suit different customers and situations and how they can be monitored and developed in others within the team. They will also show an understanding of how the service offer is developed, how it can be monitored and improved, and how organisations can use customer feedback to target and promote products and services. At Level 3, candidates will be expected to:

- identify and apply organisational standards, policies and procedures in providing customer service
- analyse, select and use information from various sources for a given purpose
- select, use and adapt appropriate communication techniques
- provide solutions to customer problems that are acceptable to both parties
- suggest and evaluate promotional techniques
- design methods of capturing customer information and feedback
- analyse customer feedback to suggest improvements to service
- create materials that contribute to effective team work
- assess their own and others' customer service skills and draw up development plans.

It is expected at all levels that candidates will have a basic knowledge of accepted standards in composing business letters that will create a good impression on customers and should include:

- the date
- the addressee's address
- a salutation (Dear Sir, Dear Mr X)
- a complimentary close (Yours faithfully, Yours sincerely).

See **Appendix 1** for an example of a business letter.

At Level 3, candidates may also be expected to write informal short reports that demonstrate the candidate's communication skills and ability to logically organise and structure information required by using, for example, an introduction, headings, paragraphs. Reports may be in the form of a memo or other accepted layout.

Target group

Level 1

The qualification is aimed at people seeking a first qualification in customer service. It is a single subject, demonstrating an understanding of the principles behind customer service and a foundation upon which to progress within this particular area of study. Potential job occupations are: Bank/Building Society Customer Adviser, Customer Service Adviser (Post Office), Customer Service Assistant/Manager or Local Government Customer Services Officer.

This qualification provides opportunities for the learner to progress onto our Level 2/3 Certificates in Customer Service, as well as the possibility of getting a job within the Customer Service environment where they could then progress onto the Level 1/2/3 NVQ in Customer Service.

Level 2

Candidates at this level are likely to have had some experience in dealing with customers and wish to further develop and apply their skills.

Level 3

This level of study is aimed at candidates with experience of working in a customer services environment who wish to progress to supervisory level. Candidates are likely to have experience of working as part of a team and now wish to develop their own skills further as well as progressing to a supportive role.

2 General information for centres

Guided learning hours

City & Guilds do not determine the length of courses, or the number of hours of study required (ie in the classroom or in self-study set by the trainer/tutor).

The best indicator is when candidates have covered all areas of the syllabus and can successfully complete a sample test paper within the given time.

Success in the examination results from demonstrating the ability to achieve the objectives that will be tested. Practice papers will enable candidates to know what is expected of them in an examination.

The recommended learning hours are 30 hours for Level 1, 60 hours for Level 2 and 90 hours for Level 3. Please note that the length of each course will vary according to the circumstances and learners.

The examination

For all three levels the examination is printed in a question booklet, consisting of two sections. Section A contains short-answer questions and Section B requires the candidate to complete practical tasks based on a short scenario.

All questions and tasks are compulsory.

Candidates must complete all tasks within the examination time.

Calculators and English and mother tongue dictionaries are allowed during the examination.

All final answers must be in blue or black ink.

If additional separate sheets of paper are used, they should be clearly labelled with the candidate's name.

We recommend that candidates complete the paper in task order.

Examination times

Level 1

The examination lasts for 1 hour (plus 5 minutes' reading time). Note making during reading time is not allowed.

Level 2

The examination lasts for 1 hour 30 minutes (plus 5 minutes' reading time). Note making during reading time is not allowed.

Level 3

The examination lasts for 2 hours (plus 5 minutes' reading time). Note making during reading time is not allowed.

Assessment

Candidates' performance will be assessed as follows:
Marks for Sections A and B are aggregated.
At least 40% must be achieved in each section.

Level 1

To be awarded a Pass, candidates must achieve 55%.
A First Class Pass will be awarded to candidates who achieve 70% overall.

Level 2

To be awarded a Pass candidates must achieve 55%.
A First Class Pass will be awarded to candidates who achieve 70% overall.

Level 3

To be awarded a Pass candidates must achieve 55%.
A First Class Pass will be awarded to candidates who achieve 70% overall.

3 Principles of Customer Service – Level 1

3.1 Syllabus Objectives

The syllabus aims to provide the candidate with the skills required to deliver efficient and reliable customer service, gaining an understanding of customer expectations and needs in order to deal effectively with customers' queries and complaints.

There are four learning outcomes to be assessed. The candidate will:

1. know how to deliver good customer service
2. know different communication methods
3. know how to provide good customer service in line with organisational procedures
4. know how to effectively deal with customer queries, problems and complaints.

3.2 Sample Question Paper

Principles of Customer Service
Level 1

8992-11-011
Sample Paper 2

This paper must be returned with the candidate's work, otherwise the entry will be void and no result will be issued.

Candidate's name (Block letters please)

Centre no **Date**

Time allowed: 1 hour (plus 5 minutes reading time)

Section A Answer all 12 questions in Section A. Your answers should be written in the spaces provided.

Section B Answer **all** questions in Section B.

All final answers must be in blue or black ink.
If additional separate sheets of paper are used, make sure each page is clearly labelled with your name.

Calculators and English and mother tongue dictionaries can be used.

For examiner's use only

Section A	Section B	Total
24	16	40

Section A

Answer **all** questions in this section – 24 marks.

1. State **two** expectations a customer may have of an organisation's staff.

.....

.....

(2 marks)

2 State **one** type of organisation and identify **one** of its internal customers.

Organisation: .....

Internal customer: .....

(1 mark)

3 List **three** general requirements a customer may have.

.....

.....

.....

(3 marks)

4 a) Describe what is meant by 'body language'.

.....

(1mark)

b) Give **one** example.

.....

(1mark)

5 Identify **two** circumstances when customer service staff would need to use questioning to satisfy a customer.

.....

.....

(2 marks)

6 State **two** methods of how staff can communicate with customers.

.....

.....

(2 marks)

7 Give **two** reasons an organisation must keep its customer records safe and secure.

.....

.....

(2 marks)

8 Identify **two** expectations a customer will have about a product they are buying.

.....

.....

(2 marks)

9 a) State **one** reason an organisation has set procedures for staff to follow.

.....

(1 mark)

b) Give **one** course of action that a member of staff can take when they cannot answer a customer's query.

.....

(1 mark)

10 Give **two** ways a customer service deliverer can effectively deal with a customer's query.

.....

.....

(2 marks)

11 Apart from the customer's name and contact details, state **two** other pieces of information that must be recorded when they are complaining about a product or service.

.....

.....

(2 marks)

12 Identify **two** reasons a customer might complain about a new mobile (cell) phone they have just bought.

.....

.....

(2 marks)

(Total 24 marks)

Section B

Answer **all** questions in this section – 16 marks.

Scenario

Arty Crafty Ltd is a small company that sells arts and crafts supplies. You work in the Sales department, along with Su Lin, your colleague. Your supervisor is Steven Butler. You have the following tasks to complete today:

- Write a letter to a customer.
- Complete a telephone message.

Question 1 - 9 marks

The following is a complaint taken last month. As you can see, there is now a **resolution** to the problem. Using the letterhead paper opposite, write to Mr Peters to let him know the action taken and what the resolution is. Do not forget to apologise for the inconvenience caused.

CUSTOMER COMPLAINT FORM

Customer Information

Customer Name	Mr A Peters
Customer Address	14 The Glade Sutton Surrey GU19 4DD
Phone Number	01449 399938
Email Address	

Complaint Information

Complaint Taken by	(*Candidate)*
Complaint Date	15th (*last month)*
Product Number	PB 5593
Product Description	Artel Paper Trimmer

Complaint:

Plastic paper holder worked loose and doesn't hold paper down. Trimmer is 13 months old.

First Corrective Action:

Referred to manufacturer. Out of guarantee period.

Suspected Cause:

Faulty.

Resolution:

(*Date – today)*

Manufacturer is sending out a replacement, free of charge, directly to customer, in next 2 weeks.

Problem resolved? ☑ Yes ☐ No

Arty Crafty Ltd

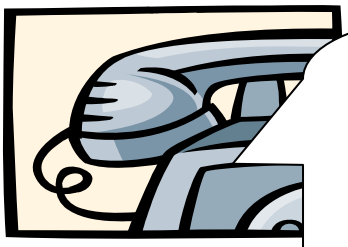
High Road Shillingham GN19 4PP
www artycrafty.com / info@artycrafty.com

(9 marks)

Question 2 – 7 marks

You receive the following telephone call at 1.30pm today. Although you have offered to have the damaged goods collected and replacement sent out, Mrs Lewis does not want to wait and is demanding a new order and a credit note, which is not normal procedure.

Using the form below, write up the message to the appropriate person.



Hello, my name is Mrs Lewis. I've just received my order of art supplies and the packaging was badly damaged. Half of the paper is ruined! I'm really cross because I've waited over 2 weeks for this order! My order number is P2021 – I really want this sorted out urgently, or it will be the last time I use your company! My 'phone number is 01933 732135.

MESSAGE ☐ *URGENT?*

Message for _____

Time _____ Date _____

WHILE YOU WERE OUT

M _____

of _____

Tel no _____

☐ Telephoned ☐ Wants to see you

☐ Wants you to phone ☐ Came to see you

☐ Will phone later ☐ Returned your call

Message _____

_____

_____

_____

Taken by _____

(7 marks)

(Total 16 Marks)

End of Examination

3.3 Sample Marking Scheme

Answers given in the marking and grading criteria are indicative of the type of answers candidates could give. They are not definitive. Please accept alternative reasonable/suitable answers.

Section A

1 Friendly/approachable.
Helpful.
Knowledgeable about the products/service.
Well presented.
Polite.

1 mark each to a maximum of 2 marks

2 Internal customer stated for given type of organisation
eg Hotel – restaurant staff, Bank – cashiers.

1 mark each correct internal customer up to 1 mark

3 Requiring product information – price, location, details.
Requiring assistance eg with small children, packing.
Requiring customer service – refunds, returns, complaints.
Requiring general advice or guidance.

1 mark each to a maximum of 3 marks

4 Body language is the conveying of messages via gestures, posture and facial expressions.

Any example given, eg shrugging, hands on hips, smiling.

1 mark each to a maximum of 2 marks

5 To find out what they want.
To confirm understanding.
To find out if they are satisfied.
To find out if they need help.

1 mark each to a maximum of 2 marks

6 Face to face.
By telephone.
In writing – email, letter.
PA system.

1 mark each to a maximum of 2 marks

7 To avoid ID fraud.
Other security issues eg location of house and when vacant.
To maintain the customer's confidence in them.
To comply with legislation in safeguarding personal information.

1 mark each to a maximum of 2 marks

8 It will be safe to use.
It will work.
It will do everything it is supposed to do.
It will be reasonably durable.

1 mark each to a maximum of 2 marks

9a) Standardisation of operation across the organisation.
New staff know what to do.
Allows staff to ensure consistency in providing the same outcome and level of service.

1 mark to a maximum of 1 mark

9b) Refer to colleague/supervisor.
Look up information.

1 mark to a maximum of 1 mark

10 Promptly.
Accurately – checking information given is correct.
According to organisation's procedures.
Keeping customer informed at all times.
Listen carefully / confirm understandingly.

1 mark to a maximum of 2 marks

11 Date.
Item/service being complained about.
Nature of complaint.
Who took the complaint.
Action taken.

1 mark each to a maximum of 2 marks

12 Does not work.
There is no network coverage.
Difficult to use.
Paid too much/seen at a better price.
Parts missing.

1 mark each to a maximum of 2 marks

Total 24 marks

Section B

Question 1 –9 marks

Format: Date, Address, Salutation, Complimentary close

½ mark each up to a maximum of 2 marks

1. Acknowledgement of complaint/item.
2. Action taken: referred to manufacturer.
3. Out of guarantee period.
4. Manufacturer will send free of charge replacement direct.
5. Within next 2 weeks.
6. Apology for inconvenience.

1 mark each point to a maximum of 6 marks

Clarity, construction, etc. 1 mark

Total 9 marks

Question 2 – 7 marks (see marks allocated in bold)

MESSAGE ☑ *URGENT?* **(1)**

Message for Steven Butler **(2)**

Time 1.30 pm Date *(date of exam)* **2 x (1)**

WHILE YOU WERE OUT

M rs Lewis **(1)**

Tel no 01933 732135 **(1)**

☒ Telephoned	☐ Wants to see you	**(1)**
☒ Wants you to phone	☐ Came to see you	**(1)**
☐ Will phone later	☐ Returned your call	

Message Order No P2021 **(1)**

Order arrived damaged and art paper ruined **(1)**

Replacement order offered but **(1)**

Wants credit note as well **(1)**

Taken by *(candidate's name)* **(1)**

14/2 = 7 marks

Total 16 marks

Grading criteria Level 1
Marks for Sections A and B are aggregated: Section A: min 10 marks; Section B: min 7 marks.

At least 40% must be achieved in each section.
Pass = 55% overall (22 out of 40 marks)
First Class Pass = 70% overall (28 out of 40 marks)

Level 1 Sample Assessment Material

3.4 Worked Question Paper

The following sample worked paper is designed to reflect what a candidate might produce under examination conditions. Some of the answers and approaches taken are incorrect and not in line with the sample marking scheme; this is to indicate how the paper of a typical candidate might be assessed. These answers and approaches do, however, reflect what examiners see in the work of candidates.

Except where candidate answers match the marking scheme, the marks indicated are justified and explained in the same way that tutors would provide feedback to students.

Points which can be learnt from this analysis of the assessment are included in a later section on tips, guidance and recommendations to prepare candidates to pass their examination.

(Marks awarded are in red)
Section A

Answer **all** questions in this section – 24 marks.

1. State **two** expectations a customer may have an organisation's staff.

They serve them.

They are kind and helpful. ✓

1

(2 marks)

Q1 Candidate has not been given a mark for first response as this is part of their job. 'Kind' is not appropriate.)

2. State **one** type of organisation and identify **one** of its internal customers.

Organisation: College

Internal customer: students

0

(1 mark)

Q2 'Students' would be a college's external customers.

3 List **three** general requirements a customer may have.

Finding out where are the things they want to buy. ✓

If there is a toilet in the shop. ✓

2

(3 marks)

Q3 Candidate is awarded a mark for second response as it is 'assistance'.

4 a) Describe what is meant by 'body language'.

Letting them know what you think by the way you stand and how you are looking ✓

1

(1 mark)

b) Give **one** example.

with your arms folded. ✓

1

(1 mark)

5 Identify **two** occasions when customer service staff would need to ask customers questions.

If you want to know the price.

Where something is.

0

(2 marks)

Q5 Candidate has not read the question properly and has answered with questions the customers may have.

6 State **two** methods of how staff can communicate with customers.

Talking to them

on the phone. ✓

1

(2 marks)

Q6 Candidate has not qualified 'talking to them' as being face to face and in fact may be one response: 'Talking to them on the phone."

7 Give **two** reasons an organisation must keep its customer records safe and secure.

So that the customers don't get cross about everyone knowing their business. ✓

1

Because all the files must be kept confidential.

(2 marks)

Q7 Second response is insufficient.

8 Identify **two** expectations a customer will have a product they are buying.

- for it to work properly ✓

- it will not blow up. ✓

2

(2 marks)

9 a) State **one** reason an organisation has set procedures for staff to follow.

- so that there are rules for the staff so they don't go wrong ✓

1

(1 mark)

b) Give **one** course of action that a member of staff can take when they cannot answer a customer's query.

- get someone else who knows the answer ✓

1

(1 mark)

10 Give **two** ways a customer service deliverer can effectively deal with a customer's query.

- be friendly

- as quick as possible ✓

1

(2 marks)

Q10 First response is not appropriate.

11 Apart from the customer's name and contact details, state **two** other pieces of information that must be recorded when they are complaining about a product or service.

What is the complaint. ✓

date ✓

2

(2 marks)

12 Identify **two** reasons a customer might complain about a new mobile (cell) telephone they have just bought.

1

- if it doesn't work ✓

- it breaks.

(2 marks)

Q12 Second response amounts to the same as the first.

(Total 24 marks)

Section B

Scenario

ArtyCrafty Ltd is a small company that sells arts and crafts supplies. You work in the Sales department, along with Su Lin, your colleague. Your supervisor is Steven Butler. You have the following tasks to complete today:

- Letter to customer
- Completing a telephone message

Question 1 - 9 marks

The following is a complaint taken last month. As you can see, there is now a **resolution** to the problem. Using the letterhead paper opposite, write to Mr Peters to let him know the action taken and what the resolution is. Don't forget to apologise for the inconvenience caused.

CUSTOMER COMPLAINT FORM

Customer Information

Customer Name	Mr A Peters
Customer Address	14 The Glade Sutton Surry GU19 4DD
Phone Number	01449 399938
Email Address	

Complaint Information

Complaint Taken by	(*Candidate)*
Complaint Date	15th (*last month)*
Product Number	PB 5593
Product Description	Artel Paper Trimmer

Complaint:

Plastic paper holder worked loose and doesn't hold paper down.
Trimmer is 13 months old.

First Corrective Action:

Referred to manufacturer. Out of guarantee period.

Suspected Cause:

Faulty.

Resolution:

Manufacturer is sending out a replacement, free of charge, directly to customer, in next 2 weeks.

Problem resolved? ☑ Yes ☐ No

Arty Crafty Ltd

High Road Shillingham GN19 4PP
www artycrafty.com / info@ artycrafty.com

½ Dear Mr Peters ✓

I am writing to you to say that we spoke to ✓ the manufacturer and your paper trimmer is out of guarantee ✓ period.

5 The manufacturer is sending out a replacement, ✓ free of charge, ✓ directly to customer, in next 2 weeks.

We are very sorry ✓ about your trouble and hope you come to the shop again.

½ Yours truly ✓

Gemma Peters

Total= 6 marks

Candidate loses 2 x ½ mark (ie 1 mark) for not including a date and address.

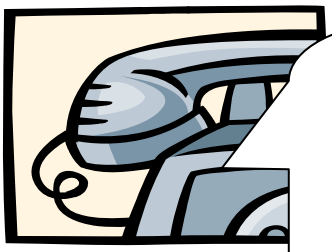
Candidate also loses a mark for clarity/construction as the text about the resolution reached has been lifted from the complaint form without adapting it to make sense in the letter, ie changing "directly to the customer" to "directly to you".

A further mark is lost as there is no introduction/acknowledgement of the complaint/reference to the product. Candidate could have achieved this mark by including a heading with the product details and beginning the letter "Further to your complaint about the above …"

Question 2 – 7 marks

You receive the following telephone call at 1.30 pm today. Although you have offered to have the damaged goods collected and a replacement order sent out again, Mrs Lewis is demanding a new order **and** a credit note, which is not normal procedure.

Using the form below, write up the message to the appropriate person.



Hello, my name is Mrs Lewis. I've just received my order of art supplies and the packaging was badly damaged. Half of the paper is ruined! I'm really annoyed because I've waited over 2 weeks for this order! My order number is P2021 – I really want this sorted out urgently! My 'phone number is 01933 732135.

MESSAGE ☐ *URGENT?* **(0)**

Message for __ _____ **(0)**

Time 1.30 pm _____ Date 2/10/10 _____ **(2)**

WHILE YOU WERE OUT

M rs Lewis _____ **(1)**

Tel no 01933 732135 _____ **(1)**

☒ Telephoned	☐ Wants to see you	**(1)**
☒ Wants you to phone	☐ Came to see you	**(1)**
☐ Will phone later	☐ Returned your call	

Message Order No P2021 _____ **(1)**

Order arrived damaged and art paper ruined _____ **(1)**

Replacement order offered but _____ **(1)**

Wants credit note as well _____ **(1)**

_____

Taken by Gemma _____ **(1)**

11 divided by 2 = 5.5 marks = 5 marks

NB: half marks are usually rounded down, unless they will make the difference between a Fail and a Pass or a Pass and a First Class Pass.

Total marks awarded:

Section A	Section B	Total
24	16	40
15	**11**	**26**

Candidate easily achieves the 22 marks required for a **Pass** with a generally sound paper. Slight carelessness (eg not reading question 5 properly) has led to the candidate missing out on the 28 marks required for a First Class Pass.

4 Principles of Customer Service – Level 2

4.1 Syllabus objectives

The syllabus aims to provide the candidate with the skills required to deliver efficient and reliable customer service and how to communicate effectively with different types of customer. They will also gain an understanding of the importance of an organisation's customer service policies and procedures.

There are six learning outcomes to be assessed. The candidate will:

1. know how to deliver good customer service to different types of customers
2. know organisational customer service policies and procedures
3. understand the benefits to an organisation of having a good reputation
4. understand the qualities and attributes required in the customer service role
5. understand importance of responding effectively to customers' needs, expectations and complaints
6. understand the importance of different methods of communication used to deal with different types of customers.

Principles of Customer Service – Level 2

4.2 Sample Question Paper

Principles of Customer Service

Level 2

8992-12-012
Sample Paper 2

This paper must be returned with the candidate's work, otherwise the entry will be void and no result will be issued.

City & Guilds

Candidate's name (Block letters please)

Centre no **Date**

Time allowed: 1 hour and 30 minutes (plus 5 minutes' reading time)

Section A Answer all 12 questions in Section A. Your answers should be written in the spaces provided.

Section B Answer **all** questions in Section B.

All final answers must be in blue or black ink.
If additional separate sheets of paper are used, make sure each page is clearly labelled with your name.

Calculators and English and mother tongue dictionaries can be used.

For examiner's use only

Section A	Section B	Total
36	24	60

Section A

Answer **all** questions in this section – 36 marks.

1. State **three** different types of customer needs a service deliverer may have to deal with. (3 marks)

.....

.....

.....

2. Give **two** ethical standards an organisation may set. (2 marks)

.....

.....

.....

3. List **four** reasons why customers would have to supply an organisation with personal information. (4 marks)

.....

.....

.....

.....

4. Briefly describe **three** ways that an organisation can achieve a good reputation. (3 marks)

.....

.....

.....

.....

5. State **four** ways a customer service deliverer can make a good first impression on a customer. (4 marks)

.....

.....

.....

.....

6. Give **two** ways an organisation can ensure staff are up to date with current procedures..... (2 marks)

.....

7. List **three** ways of maintaining a good working relationship with colleagues. (3 marks)

.....

.....

.....

8. a) State **two** ways of gathering customer feedback. (2 marks)

Method of feedback 1:.....

.....

Method of feedback 2:.....

.....

b) Give a different possible disadvantage of **each** method above. (2 marks)

Method of feedback 1 – disadvantage: .....

.....

Method of feedback 2 – disadvantage: .....

.....

9. Identify **two** reasons why an organisation would want to gain customer feedback. (2 marks)

.....

.....

.....

10. List **three** procedures an organisation can follow when handling a customer's online order to ensure customer satisfaction. ..... (3 marks)

.....

.....

11. a) Identify **two** facial expressions a customer service deliverer may make. (2 marks)

Facial expression 1: .....

Facial expression 2 : .....

.....

b) State the impression **each** of the above will give the customer. (2 marks)

Customer's impression 1: .....

.....

Customer's impression 2: .....

.....

12. Give **two** ways a customer service deliverer can check their understanding of what the customer wants. (2 marks)

.....

.....

.....

(Total 36 marks)

Section B Answer **all** questions in this section – 24 marks.

Scenario

You work as part of the customer service team at NuFashions Ltd, a new but quickly growing mail order clothing company. The manager, Gina Cohen, is keen to ensure that excellent customer service is provided.

You have the following tasks to perform today:

- Create a customer charter.
- Create an advice sheet on handling complaints.
- Create a complaint log.
- Write a telephone operator's script.

Question 1 – 7 marks

Gina has asked you to create a customer charter with:

- **three** different commitments to the customer
- the complaints procedure
- **one** relevant ethical standard.

(7 marks)

Question 2 - 7 marks

As there are a number of new telesales staff, Gina has asked you to create an advice sheet that can be sent to all staff, giving **six** pieces of advice on how to handle customer complaints.

(7 marks)

Question 3 - 7 marks

Use the box below to create a complaint log to take details of any complaints, include **six** pieces of relevant information.

(7 marks)

Question 4 - 3 marks

In order to be consistent, all staff are to answer the telephone in the same way. Write what the telesales staff should say when answering a call to a customer.

(3 marks)

(Total 24 marks)

End of examination

Principles of Customer Service – Level 2

4.3 Sample Marking Scheme

Answers given in the marking and grading criteria are indicative of the type of answers candidates could give. They are not definitive. Please accept alternative reasonable/suitable answers.

Section A

1 Requiring product information – price, location, details.
Requiring assistance eg with small children.
Requiring customer service – refunds, returns, complaints.
Assistance required to deal with a special needs, eg –
someone to speak a foreign language.
adaptation of communication to deal with hearing impaired or sight impaired.
access for mobility impaired.

1 mark each to a maximum of 3 marks

2 Responsible investment.
Never using their position for personal gain.
Maintaining integrity in all their business relationships.
Complying with the letter and spirit of the law.
Ensuring confidentiality of all information received.
Not accepting gifts or similar from suppliers.
Respecting others they work with.

1 mark each to a maximum of 2 marks

3 Placing an order.
Notifying change of address/personal details.
Making a complaint.
Giving feedback.
Making a claim on warranty/guarantee.
Subscribing to service.
Registering for promotional schemes/loyalty cards.

1 mark each to a maximum of 4 marks

4 Provide excellent customer service.
Ensure service is consistent in delivery, eg following any given procedures.
Present a professional image at all times.
Product/services offer value for money/high quality.
Follow up complaints.
Act on customer feedback.
Have published standards/customer charter.

1 mark each to a maximum of 3 marks

5 Neat and tidy personal presentation.
Positive body language – smile/open posture, etc.
Helpful and willing.
Knowledgeable about products/services.
Good communication skills.
Takes care to establish what customer wants.

1 mark each to a maximum of 4 marks

6 Produce staff newsletter/bulletin.
Hold regular staff meetings.
Regular training sessions.
Notice board.
Up to date intranet.

1 mark each to a maximum of 2 marks

7 Fulfill own responsibilities.
Work with others to achieve team goals.
Co-operative and willing attitude.
Courteous and respectful.
Avoid blame culture.
Loyal and friendly.
Listen and understand the views of the others.
Supportive.
Communicate.

1 mark each to a maximum of 3 marks

8

Methods	**Disadvantages**
Questionnaires Comment cards Surveys	requires careful design to get relevant information rate of return poor need large sample for validity
Service calls Interviews Consumer panels	expensive time consuming

NB: **must** be a different disadvantage for **each**

1 mark each method to a maximum of 2 marks

1 mark each disadvantage to a maximum of 2 marks

9 To find out what customers want.
To monitor level of service.
To inform staff training.
To continuously improve service/products.

1 mark each to a maximum of 2 marks

10 Turn the order around quickly.
Track and communicate the status of the order.
Appropriate measures to ensure safe delivery.
Realistic delivery timescale.
Ensure sufficient resources to handle demand.
Handle returns efficiently.

1 mark each to a maximum of 3 marks

11 Frown/scowl – unfriendly, cross, unapproachable.
Raised eyebrows – questioning, disbelief.
Smile – friendly, welcoming, approachable.
Eye contact – interested, alert.
Yawn – bored, disinterested.

1 mark each expression to a maximum of 2 marks
1 mark each meaning to a maximum of 2 marks

12 Questioning/probing.
Paraphrasing/restating what the customer has said.
Summarising.
Clarifying.

1 mark each to a maximum of 2 marks

Total 36 marks

Section B

Question 1 – 7 marks

Customer charter drafted that relates to a mail order clothing company - 1 mark

Customer charter containing three commitments to the customer, eg

- Delivery times – "We aim to deliver your goods within 10 working days"
- Quality of goods
- Conduct of staff
- Refunding policy

1 mark each to a maximum of 3 marks

Suitable complaints procedure outlined with what the customer should do 1 mark
and what the company will do - 1 mark

Any suitable ethical standard, eg security of personal information, clothing is ethically sourced and produced, environmental packaging, etc 1 mark

Total 7 marks

Question 2 - 7 marks

Suitable heading eg Advice sheet on how to react to complaining customers.

1 mark

Suitable guidance eg –

- Stay calm – don't get upset.
- Do not argue.
- Be polite.
- Listen.
- Question to get all the facts.
- Note down the details.
- Empathise with customer/show concern.
- State action to be taken.
- Take the follow up action as necessary.
- Refer to supervisor if necessary.

1 mark each to a maximum of 6 marks

Total 7 marks

Question 3 - 7 marks

Suitable heading eg Complaint log form.

1 mark

Form has headings for the following:

- Customer Name.
- Customer contact telephone number.
- Reason for complaint/Complaint details.
- Action.
- Date complaint received.
- Date resolved.
- Complaint taken by.

1 mark each to a maximum of 6 marks

Total 7 marks

Question 4 – 3 marks

Greeting – Good morning/afternoon.
Company announcement eg – This is NuFashions Ltd.
Offer eg – How may I help you?

1 mark each to a maximum of 3 marks

Total 3 marks

Total 24 marks

Grading Criteria Level 2:

Marks for Sections A and B are aggregated.
At least 40% must be achieved in each section: Section A: min 15 marks; Section B: min 10 marks.

Pass = 55% overall (33 out of 60 marks)
First Class Pass = 70% overall (42 out of 60 marks)

Principles of Customer Service – Level 2

4.4 Worked Question Paper

The following sample worked paper is designed to reflect what a candidate might produce under examination conditions. Some of the answers and approaches taken are incorrect and not in line with the sample marking scheme; this is to indicate how the paper of a typical candidate might be assessed. These answers and approaches do, however, reflect what examiners see in the work of candidates.

Except where candidate answers match the marking scheme, the marks indicated are justified and explained in the same way that tutors would provide feedback to students.

Points which can be learnt from this analysis of the assessment are included in a later section on tips, guidance and recommendations to prepare candidates to pass their examination.

Section A

Answer **all** questions in this section – 36 marks.

No.	Questions and Answers	Marks Awarded
1.	State **three** different types of customer needs a service deliverer may have to deal with. Where to find a product **1/2** The price of a product **1/2** Any special facilities for those with disabilities ✓	
	NB: Candidate has been awarded only one mark for items 1 and 2 as they are both needs for information on a product. Candidate has been awarded one mark for 'disabilities'.	**2**
2.	Give **two** ethical standards an organisation may set. Employ a percentage of people from other countries Giving sick pay to employees	
	Q2 No marks awarded as both items are obligations of an organisation not ethical standards that may be upheld.	
		0

3.	List **four** reasons why customers would have to supply an organisation with personal information. To find out about special promotions..... To receive information on orders that they have placed✓ ..... To find out about events taking place in store ..... To join clubs eg. Loyalty clubs etc✓ ..... Q3 Item 1, 3 and 4 are all about promotions, besides which items 1 and 3 would not necessarily require the customer to leave personal information.	**2**
4.	Briefly describe **three** ways that an organisation can achieve a good reputation. Deliver good customer service✓ ..... Keep the organisation in good condition eg clean and tidy✓ ..... Ensure competitive prices are maintained✓	**3**
5.	State **four** ways a customer service deliverer can make a good first impression on a customer. Look presentable – clean and well dressed✓ ..... Offer as much help as possible✓ ..... Make conversation with the customer ..... Do not be too over friendly ..... Q5 Item 3 needs restating to qualify as good communication skills; item 4 not considered valid.	**2**
6.	Give **two** ways an organisation can ensure staff are up to date with current procedures. Have regular meetings at the beginning of shifts. ✓ ..... E-mail the staff lists of any changes✓	**2**

7.	List **three** ways of maintaining a good working relationship with colleagues. Do not talk about them behind their backs✓ ..... Ensure everyone is up to date with any changes✓ ..... Do not exercise authority unnecessarily✓ ..... Q7 Item 1 awarded a mark under "Loyal and friendly"; item 2 awarded under "Communicate"; item 3 awarded for fulfilling own responsibilities.	**3**
8.	a) State **two** ways of gathering customer feedback. Method of feedback 1:Customer comment forms✓ .... Method of feedback 2:Ask the customer face to face in the store✓ .... b) Give a different possible disadvantage of each method above. Method of feedback 1 – disadvantage: Some may not be bothered to fill them out✓ .... Method of feedback 2 – disadvantage: Some may not feel comfortable talking badly of the store to a member of staff✓ .... Q8 Second method/disadvantage not on marking scheme but considered a suitable answer.	**4**
9.	Identify **two** reasons why an organisation would want to gain customer feedback. In order to see where improvements need to be made✓ ..... Customers feel the organisation is approachable and take their views into consideration, good reputation. .... Q9 Second item written from the customer's point of view not the organisation's.	**1**

10.	List **three** procedures an organisation can follow when handling a customer's online order to ensure customer satisfaction. ..... Their order is sent out asap✓ ..... Ensure all produce are stocked up✓ Ensure products are packaged well to avoid breakages or damages en route✓	**3**
11.	a) Identify **two** facial expressions a customer service deliverer may make. Facial expression 1:Smile✓ ..... Facial expression 2 :Frown✓	**2**
	b) State the impression each of the above will give the customer. Customer's impression 1: The employee is happy in their job and the organisation are good towards them .... Customer's impression 2: The employee does not enjoy their job and the organisation treat their staff badly and do not give sufficient customer service training..... ..... Q11 Candidate needs to be aware of the impact of their body language on what the customer feels. The customer may not care whether the employee is happy or not in their work. At level 2 candidate is expected to be more explicit in their explanation.	**0**
12.	Give **two** ways a customer service deliverer can check their understanding of what the customer wants. Call over a specialist from the department the customer is interested in. ..... Show the customer a range of products to ensure they know what the customer wants✓ .... Q12 Mark not awarded for first item as this is not checking understanding with the customer. Whilst second item is not on the mark scheme, it is considered a valid answer.	**1**

Section B Answer **all** questions in this section – 24 marks.

Question 1 – 7 marks

Scenario

You work as part of the customer service team at NuFashions Ltd, a new but quickly growing mail order clothing company. The manager, Gina Cohen, is keen to ensure that excellent customer service is provided.

You have the following tasks to perform:

1. **Draft a customer charter**
2. **Create an advice sheet on handling complaints**
3. **Design a complaint log**
4. **Write a telephone operator's script**

Gina has asked you to draft out a customer charter with: (7 marks)

- **three** different commitments to the customer
- the complaints procedure
- a relevant ethical standard.

Customer Charter

Commitments to the Customer

Help the customer as much as possible eg. if a product is out of stock try to help them by offering alternatives. ✓ **1 mark**

Ensure that deliveries are sent out asap to ensure customer satisfaction.

Ensure the customer is sent the correct items in their deliveries.

Complaints Procedure

Write down the customer's name, address, telephone number and complaint and tell them you will raise it to the manager.

Manager will try to rectify the problem and contact the complainee with the outcome. ✓ **1 mark**

Ethical Standard

Treat each customer the same despite their nationalities, disabilities, gender etc.

✓ **1 mark - charter content relevant to mail order company**

Total marks awarded - 3

Candidate has attained a low score on this task and has obviously not seen enough examples of customer charters. It has been written in the form of instructions to employees rather than outlining to customers what they can expect.

Candidate has scored one mark for contextualising for a mail order company; one mark for the policy of sending alternative items – the second and third 'commitments' are what would be expected by any customer of any company. One mark awarded for stating something the organisation will do in the event of a complaint; the other item stated is instructions to employees.

The candidate has not understood the concept of ethical standards throughout the paper and on this occasion is stating a legal obligation of the organisation

Question 2 - 7 marks (7 marks)

As there are a number of new telesales staff, Gina has asked you to create an advice sheet that can be sent to all staff, giving **six** pieces of advice on how they should handle customer complaints.

Handling Customer Complaints ✓

Answer the phone politely and ask the customer what the problem is. ✓

Remain calm even if the customer is not. ✓

Be sympathetic to the customer without making derogatory comments about the company or other members of staff. ✓

Assure them that you will pass the complaining on to a higher level who will get back to them within a few days. ✓

Try to do what you can for the customer whilst talking to them.

Do not hang up on the customer if they are being threatening or rude allow them to finish and tell them that their complaint has been noted and someone will get back to them with the outcome. ✓

Total marks awarded 6

A good task: Candidate scores one mark for appropriate heading and 5 out of 6 possible marks for the advice. No mark has been awarded for "try to do what you can for the customer whilst talking to them" as there is insufficient explanation as to what this means.

Question 3 - 7 marks (7 marks)

Use the box below to design a complaint log to take details of any complaints, include six pieces of information.

Customer Name ✓ 1	Contact details ✓ 1	Complaint ✓ 1
	Address: Tel. No: Email:	
	Address: Tel. No: Email:	
	Address: Tel. No: Email:	

Total 3 marks

Candidate loses marks for not including a heading and for omission of the following items, which would be considered essential:

- Action
- Date
- Complaint taken by

Candidates should have plenty of practice in logging complaints in order to be familiar with the information required and the implications of what may happen if insufficient information is gained.

Question 4 - 3 marks

In order to be consistent, all staff are to answer the telephone in the same way. Write what the telesales staff should say when answering a call to a customer.

Good Morning/Afternoon ✓ , this is / name / from NuFashion, ✓ How may I help you? ✓

1 1 1

Total 3 marks

(3 marks)

Total marks awarded:

Section A	Section B	Total
36	24	60
25	**15**	**40**

A good paper, with the candidate achieving comfortably more than the 33 marks required for a Pass. This candidate would have benefited from more exposure to different mechanisms and procedures that organisations use to achieve customer satisfaction. Greater familiarity with the syllabus and what are generally considered to be 'customers' needs and expectations' etc will enable the candidate to interpret what is required as an answer rather than guessing.

5 Principles of Customer Service Level 3

5.1 Syllabus objectives

The aim of the syllabus is to provide the candidate with the skills required to deliver efficient, reliable customer service and how to develop, monitor and improve existing service. It will also give them an understanding of the benefits of developing their own as well as others' skills within the customer service environment.

There are seven learning outcomes to be assessed. The candidate will:

- know the key features of a service offer and its effects on customer expectations
- know how to deliver reliable customer service
- understand how to deal with different customer behaviours to ensure customer satisfaction
- understand how customer service can be developed and improved
- understand how the promotion of products and services can benefit the customer and the organisation
- understand the benefits of team-working in delivering good customer service
- understand how to develop the customer service skills of self and others

6 Level 3 Sample Assessment Material

6.1 Sample Question Paper

Principles of Customer Service
Level 3

This paper must be returned with the candidate's work, otherwise the entry will be void and no result will be issued.

8992/13/013
Sample Paper 002

Candidate's name (Block letters please)

Centre no **Date**

Time allowed:	2 hours (plus 5 minutes' reading time).
Section A	Answer all 12 questions. Your answers should be written in the question booklet in the spaces provided.
Section B	Answer all questions. Information required to help answer these questions is given in the Scenario.

If additional separate sheets of paper are used, make sure each page is clearly labelled with your name.

All final answers to be in blue or black ink.

Calculators and English and mother tongue dictionaries can be used.

For examiner's use only

Section A	Section B	Total
48	32	80

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Section A

Answer **all** questions in this section – 48 marks.

1 Identify **four** ways an organisation can continue to meet its customers' expectations.

_____

_____

_____

_____

(4 marks)

2 List **four** possible limitations when formulating an organisation's service offer.

_____

_____

_____

_____

(4 marks)

3 State **four** possible outcomes of not maintaining the confidentiality of customer and organisational records.

_____

_____

_____

_____

(4 marks)

4 Describe **four** ways an organisation's staff resources could undermine its service offer.

_____

_____

_____

_____

(4 marks)

5 State **three** different behaviours a customer may display and briefly describe how to deal with **each**.

_____

_____

_____

_____

_____

_____

(6 marks)

6 State **two** outcomes a customer may expect from the organisation when making a complaint.

_____

_____

(2 marks)

7 Identify and describe **two** methods an organisation can measure current levels of customer service.

_____ _____

_____

_____ _____

_____

(4 marks)

8 List **four** benefits a customer may be looking for in the purchase of any product or service.

_____

_____

_____

_____

(4 marks)

9 Identify a possible Unique Selling Point (USP) for **each** of the following:

Car_____

Washing machine_____

Hotel _____

Umbrella _____

(4 marks)

10 Identify **two** different types of personality and state why **each** would be useful in a team.

Personality 1: _____

Why useful: _____

Personality 2: _____

Why useful: _____

(4 marks)

11 State **two** areas where staff may need to improve their skills and identify a different way of doing so for **each**.

Area for improvement: _____

Method: _____

Area for improvement: _____

Method: _____

(4 marks)

12 Apart from improving skills, identify **four** other reasons for staff development.

_____

_____

_____

_____

(4 marks)

(Total 48 marks)

Section B
Answer **all** questions in this section – 32 marks.

Scenario

You work as the supervisor of a small team that sells advertising space in TradeUp!, a motoring magazine. You report directly to Dan Clark, the Editor in Chief and owner of the magazine.

You have the following tasks to complete today:

- Report on methods of obtaining feedback.
- Create a letter of apology.
- Create an email on performance review.

Question 1 – 12 marks

Dan wishes to gain feedback from the magazine's advertising customers on the level of customer service received. Write a report to compare **two** possible methods of gathering customer feedback that could be used, with a recommendation as to which would be the most effective and a suggestion on how to encourage customer response to the request for feedback.

(12 marks)

Question 2 – 11 marks

You have been asked to deal with the following complaint recorded in the customer complaints log this morning. The cause was an error in completing the order form by a junior member of staff. Using the letterhead below, write a letter of apology to deal with the matter effectively and informing the client of the action to be taken by the organisation to ensure it does not happen again.

TradeUp! Complaint Log			
Customer Name	Alan Baker	Customer company	Lea Valley Auto Traders
Customer Address	River Trading Estate Enfield EN8 6TT	Complaint Date	(today)
Complaint: Mr Baker bought advertising space on our '3 months for the price of 2' promotion. However, his advert only appeared in 2 editions of the magazine. He is a new client and is very disappointed that we have not fulfilled our offer. There is the possibility of regular business if we can satisfy this customer.			

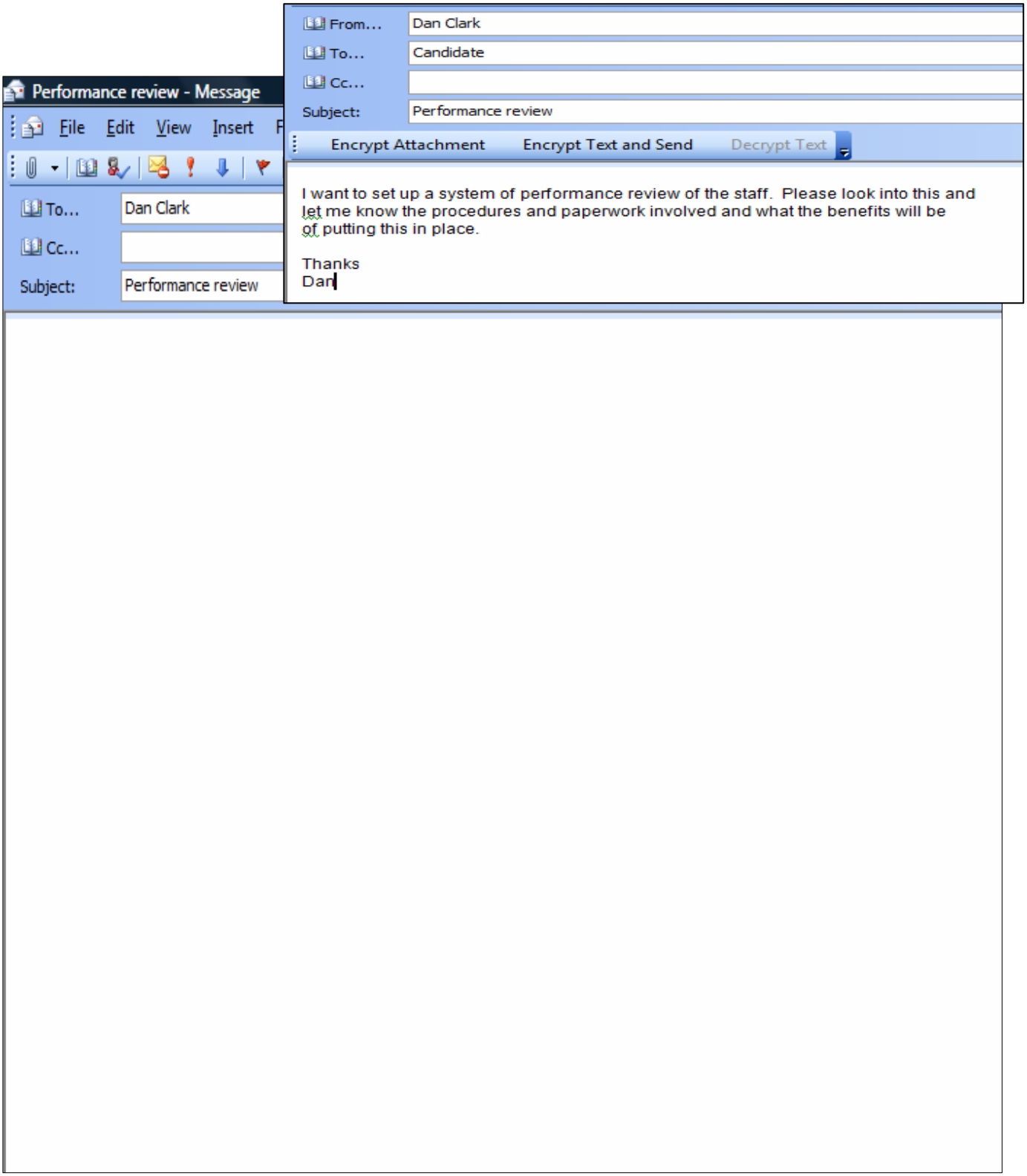
TradeUp! Publications Ltd
1-3 Park Lane Foxton SG5 4DX
Tel 01234 393349
www.tradeup.com / email: sales@tradeup.com

(11 marks)

Question 3 - 9 marks

Reply to Dan's email below, giving:

- **three** steps involved in the performance review process, the required paperwork and the benefits of putting it in place
- **four** documents involved
- **two** benefits of implementing the process.



Level 3 Sample Assessment Material

6.2 Sample Marking Scheme

Answers given in the marking and grading criteria are indicative of the type of answers candidates could give. They are not definitive. Please accept alternative reasonable/suitable answers.

Section A

1 Provide quality service/product.
Meet contractual obligations.
Meet standards set out in service offer/charter.
Seek feedback from customers.
Aim for continuous improvement to service.
Keep up with changing trends.
Maintain professional staff, adequately trained.

1 mark each to a maximum of 4 marks

2 Finance / Budgets.
Time.
Equipment.
Technology.
Staff.
Premises.

1 mark each to a maximum of 4 marks

3 ID fraud.
Industrial espionage.
Competitor advantage.
Unsolicited marketing.
Disclosure of sensitive information.
Loss of customer confidence/business.

1 mark each to a maximum of 4 marks

4 Understaffed.
Not sufficiently trained.
Unmotivated and disinterested.
Do not work as a team.
Unaware of organizational objectives/standards.
Do not follow procedures/act outside scope of authority.

1 mark each to a maximum of 4 marks

5 Angry – use calming techniques, don't react.
Calm - let customer know the provider is interested in helping them.
Vague – question techniques to establish need.
Confused– question techniques to establish need.
Abusive – do not get upset, use calming techniques.
Aggressive - use calming techniques, unaggressive body language, call for help.

1 mark each to a maximum of 6 marks

6 Apology.
Refund.
Replacement.
Discount.
Credit note.

1 mark each to a maximum of 2 marks

7 Key Performance Indicators (KPIs) – specific and quantifiable measurements against a target. Used to monitor customer service against targets/to chart progress towards a target.
Customer feedback – analysis to gauge customer opinion.
Mystery shopper/diner, etc.
Sales records – analysis to see if sales are increasing/decreasing.
Management Information System – gives overall picture of organisation's position in market.

1 mark each method to a maximum of 2 marks
1 mark each description to a maximum of 2 marks

8 Time saving.
Money saving.
Security/safety/peace of mind.
Personal enjoyment.
To make money.
Convenience/comfort.
Status.
Reliability.
Flexibility.

1 mark each to a maximum of 4 marks

9 Rational USP identified for each.
Car – eg the only sports car to run on LPG.
Washing machine – eg available in black.
Hotel – eg free membership to hotel chain's gym/spa.
Umbrella – eg smallest folded size to fit any handbag.

1 mark each to a maximum of 4 marks

10 **The following serves as an example; any other relevant theorist may be applied.**

A	B	Team Role
Action Oriented Roles	Shaper	Challenges the team to improve.
	Implementer	Puts ideas into action.
	Completer/Finisher	Ensures thorough, timely completion.
People Oriented Roles	Coordinator	Acts as a chairperson.
	Team Worker	Encourages cooperation.
	Resource Investigator	Explores outside opportunities.
Thought Oriented Roles	Plant	Presents new ideas and approaches.
	Monitor-Evaluator	Analyses the options.
	Specialist	Provides specialised skills.

This Table above relates to Belbin's team roles: accept any other relevant theorist.

Accept any description that fits into A or B 1 mark each to a maximum of 2 marks
One purpose from Team Role 1 mark each to a maximum of 2 marks

Total of 4 marks

11 Communication skills- internal or external training or coaching.
Dealing with complaints – in-house training session, observation, work shadowing.
Identifying customer needs - in-house training session, observation, work shadowing.
Telephone techniques - internal or external training, on the job coaching.
IT skills – training course.
Etc.

(Note: candidate must give a different method for **each** skill.)
1 mark each skill and 1 mark each method to a maximum of 4 marks

12 To motivate staff.
To provide training on new equipment/procedures.
To improve customer service provision.
To rectify when things go wrong.
To ensure new staff meet expected standards.
As part of a cycle of continuous improvement.

1 mark each to a maximum of 4 marks
Total 48 marks

Section B

Question 1

1. Title eg Report on Methods of Obtaining Customer Feedback (or similar).
2. For Dan Clark.
3. Date (in title or at end)
4. Candidate's name (in title or at end)

½ mark each up to a maximum of 2 marks

1. Suitable introduction.
2. Clarity and structure of information.

1 mark each to maximum of 2 marks

Two methods of obtaining feedback described, suitable for scenario, with advantages and disadvantages of each, eg

- Questionnaire to existing clients (*advantage: structured questions to target required information, client can answer at most convenient time; disadvantage: rate of return, time taken to get response).*
- Service calls to existing clients *(advantage: detailed information via structured questions can be obtained; disadvantage: may not be convenient for customer, time consuming, cost).*
- Telephone survey at end of each call *(advantage: immediate response, cost effective; disadvantage: may annoy customer, time consuming).*
- Online survey (*advantage: cost effective, structured questions to target required information; disadvantage: rate of return).*

1 mark each method and 1 mark each advantage and disadvantage to max of 6 marks

Suitable effective recommendation for scenario and suggestion on how to encourage response, eg incentive – discount, draw.

1 mark each to maximum of 2 marks

Total of 12 marks

Question 2

Format: Address, Date, Salutation, Complimentary close

½ mark each up to a maximum of 2 marks

Intro – referring to the complaint. 1 mark

1.Reason for the offence (oversight – junior staff).
2.Recognition of accountability.
3.Acknowledgement of inconvenience caused.
4.A judgment of the offence, eg "it was wrong, insensitive, etc .. ,"
5.Statement of steps to be taken to ensure won't happen again, eg staff training.
6.Statement of compensation, eg discount/repeat of offer.

1 mark each to maximum of 6 marks

Signatory: Candidate or Dan Clark. 1 mark
Clarity, construction, etc. 1 mark

Total of 11 marks

Question 3

Described three steps for performance review, eg

1.(Self) assessment of performance.
2.Formal interview/feedback on performance.
3.Putting in place of development plan.

} 1 mark each to maximum of 3 marks

Described four documents required, eg
Job description.
SWOT.
TNA.
Appraisal form.
Personal Development Plan.

} 1 mark each to maximum of 4 marks

Described two benefits of putting in place, eg
motivate staff.
identify training needs.
personal growth.
monitor performance against targets.

1 mark each to a maximum of 2 marks

Total 9 marks

Grading Criteria Level 3

Marks for Sections A and B are aggregated.

At least 40% must be achieved in each section: Section A: min 20 marks; Section B: min 13 marks.

Pass = 55% (44 out of 80 marks)

First Class Pass = 70% overall (56 out of 80 marks)

Level 3 Sample Assessment Material

6.3 Worked Question Paper

The following sample worked paper is designed to reflect what a candidate might produce under examination conditions. Some of the answers and approaches taken are incorrect and not in line with the sample marking scheme; this is to indicate how the paper of a typical candidate might be assessed. These answers and approaches do, however, reflect what examiners see in the work of candidates.

The marks indicated are justified and explained in the same way that tutors would provide feedback to students.

Points which can be learnt from this analysis of the assessment are included in a later section on tips, guidance and recommendations to prepare candidates to pass their examination.

1 Identify **four** ways an organisation can continue to meet its customers' expectations.

Mystery Shoppers to test standards. ✓

Suggestion boxes ✓

Regular staff training and refresher courses ✓

Carefully hiring individuals with a good personality match for the job to build an effective service team.

3

(4 marks)

Q1 Mark has been awarded for first item as candidate has qualified how it is relevant. Item 2 is an example of customer feedback.

2 List **four** possible limitations when formulating an organisation's service offer.

0

(4 marks)

3 State **four** possible outcomes of not maintaining the confidentiality of customer and organisational records.

Fraud

Breach of data protection act ✓

Identity theft ✓

Legal action against company ✓

3

(4 marks)

Q3 First item requires clarification as to what is meant by 'fraud' in this instance.

4 Describe **four** ways an organisation's staff resources could undermine its service offer.

Insufficient wage budget meaning that staff cuts leaves the organisation short staffed as this will impact the customer service. ✓

Lack of training and inability to send staff away for courses meaning that there skills are not improved upon. ✓

Lacking the resources to hire staff with the levels of experience and expertise that are required. ✓

3

(4 marks)

Q4 Whilst item 3 is not on the marking scheme, it is considered a valid answer.

5 State **three** different behaviours a customer may display and briefly describe how to deal with each.

Angry ✓ – a customer may have a complaint about the product. React politely and offer compensation where appropriate. ✓

Happy and receptive ✓ – The staff should recognise a receptive customer and attempt to upsell products. ✓

Aggressive ✓ - If the customer becomes aggressive or threatens staff they should be asked to leave or be removed by security staff. ✓

6

(6 marks)

Q5 Whilst item 2 is not on the marking scheme, it is considered a valid answer.

6 State **two** outcomes a customer may expect from the organisation when making a complaint.

The customer could expect a replacement for a faulty product. ✓

If the customer experience has been particularly bad they can often be given freebies by way of apology. ✓

2

(2 marks)

7 Identify and describe **two** methods an organisation can measure current levels of customer service.

Mystery shoppers ✓

Individuals employed by the company visit "undercover" and assess the customer service. ✓

Customer satisfaction survey ✓

Ask customers to leave feedback on their customer service experience. ✓

4

(4 marks)

8 List **four** benefits a customer may be looking for in the purchase of any product or service.

Value for money/ a competitive price. ✓

Advice and assistance in choosing the correct product.

Customer support after the purchase.

Free trials

1

Candidate has not learnt about benefits versus features.

(4 marks)

9 Identify a possible unique selling point (USP) for each of the following:

Car: Fuel economy ✓

Washing machine: Larger drum for bigger loads ✓

Hotel: Spa facilities ✓

Umbrella: Small when folded up to fit into bags easier. ✓

4

(4 marks)

10 Identify **two** different types of personality and state why each would be useful in a team.

Leaders ✓; useful for inspiring a good work ethic within a team and making important decisions on the team's behalf. ✓

Followers; ✓ useful as they cooperate and work well with others to perform tasks.

Compliant and do not create friction within the team. ✓

4

(4 marks)

11 State **two** areas where staff may need to improve their skills and identify a different way of doing so for each.

Customer interaction. ✓ These skills can be practised and improved via role playing different scenarios. ✓

Product Knowledge. ✓ Staff should sample/test products to ensure that they have a good knowledge base to draw from to advise customers. ✓

4

(4 marks)

12 Apart from improving skills, identify **four** other reasons for staff development.

Keeps staff interested in the job, ✓

Ensures that company standards are widely known and met. ✓

Ensures that staff are aware of and follow the most up to date health and safety procedures. ✓

Identify specific skills and talents in different members of staff to help you to guide staff towards roles they are best suited to.

3

(4 marks)

Last item is not a reason for staff development: if candidate had made it clear that it was to address training needs identified in performance review, it would have attracted a mark.

Question 1 – 12 marks

Dan wishes to gain feedback from the magazine's advertising customers on the level of customer service received. Write a report to compare two possible methods that could be used with your recommendation as to which would be the most effective method and a suggestion on how to encourage customer response.

1

Customer Focus Group: ✓

Organise a regular focus group for a selection of customers. This offers the clients the opportunity to feedback on the current levels of customer service they are receiving and highlight any aspects of the service that they would like to see improved.

1

Telephone Survey: ✓

Task junior members of staff to work through the customer database, contacting each client to ask them some pre-set questions on customer service and satisfaction. The results can then be collated to give an overview of client experience.

1

Client focus groups are a great way for customers to give feedback; the face to face aspect of the focus groups is a good way to build rapport with clients. The interaction makes the client feel valued and lets them know that opinions are important and illustrates your dedication to providing excellent customer service. The quality of information gathered at focus groups tends to be high as the customers have prepared for the meeting and fully considered the topic as opposed to having to spontaneously answer unexpected questions. Individuals that take part in focus groups often benefit from being able to hear others' opinions as this will often help to invoke memories of their own experiences and you may cover aspects that you hadn't even considered before. ✓

1

The drawbacks to focus groups can be unwillingness on the clients' behalf to sacrifice their time and energy to attend a meeting; you must have a good relationship with the clients whose attendance you request. The sample group with focus groups tends to be smaller than contacting clients over the phone. This could lead to the results being unrepresentative of your wider group of clients. The challenge of organising a group of busy business people to be in the same place at the same time can often be nightmarish and can lead to some not being able to attend. ✓

1

Telephone surveys are excellent at contacting a large number of clients quickly and efficiently. It doesn't inconvenience clients by requiring them to travel to a meeting. The clients will appreciate that you recognise that they are busy people whose time is at a premium. The ease in contacting a large number of customers in a relatively short space of time allows you to see a very accurate snapshot of customer opinion. ✓

1

Telephone surveys can be very prescriptive as you are asking the same questions repeatedly with no option for the clients to touch on other subjects. Some customers may feel that being contacted over the phone without warning for the purpose of a survey is intrusive and there is the possibility of them refusing to participate. The time and expense involved in taking office juniors away from their other duties should not be underestimated or the possible inconvenience this may cause. ✓

2

1 mark

As we are a small to medium size business with a fairly loyal client base I would recommend the focus group for collecting customer feedback. ✓ Our client database isn't large enough to warrant doing a telephone survey and taking members of staff away from their day-to-day duties. I also believe that as a result of having a smaller client base we have good enough relationships with our clients to ask them to attend a focus group and that the rapport we could build with this kind or regular face to face contact would be invaluable. ✓

Candidate loses 3 marks for not providing any heading, introduction or date that would be expected in any report. At level 3, candidates should be able to use an accepted format for reporting to seniors. Candidate has given a good comparison of two different methods and has justified their recommendation**. Total score 9 marks.**

Question 2 – 11 marks

You have been asked to deal with the following complaint recorded in the customer complaints log this morning. The cause was an error in completing the order form by a junior member of staff. Using the letterhead below, write a letter of apology to deal with the matter effectively and informing the client of the action to be taken by the organisation to ensure it does not happen again.

TradeUp! Complaint Log			
Customer Name	Alan Baker	**Customer company**	Lea Valley Auto Traders
Customer Address	River Trading Estate Enfield EN8 6TT	**Complaint Date**	(today)
Complaint: Mr Baker bought advertising space on our '3 months for the price of 2' promotion. However, his advert only appeared in 2 editions of the magazine. He is a new client and is very disappointed that we have not fulfilled our offer. There is the possibility of regular business if we can satisfy this customer.			

TradeUp! Publications Ltd
1-3 Park Lane Foxton SG5 4DX
Tel 01234 393349
www.tradeup.com / email: sales@tradeup.com

½ Dear Mr Baker, ✓

2 I am very sorry ✓ to hear that you have not received your free advert. The order was erroneously taken down by a new member of staff. ✓

1 We value all our customers, old and new, and wish to provide the highest possible service. As a result of this error we are now having all orders checked by a senior member of staff before processing to ensure that this does not happen again. ✓

1 Your advert will run in the next issue TradeUp! and by way of apology I would like to offer you a free, half page, full colour advert to be taken at the time of your choosing. ✓

1 I hope this will help to make up for any inconvenience ✓ caused and I look forward to doing business with you again.

Kind regards

1 Ella Howes

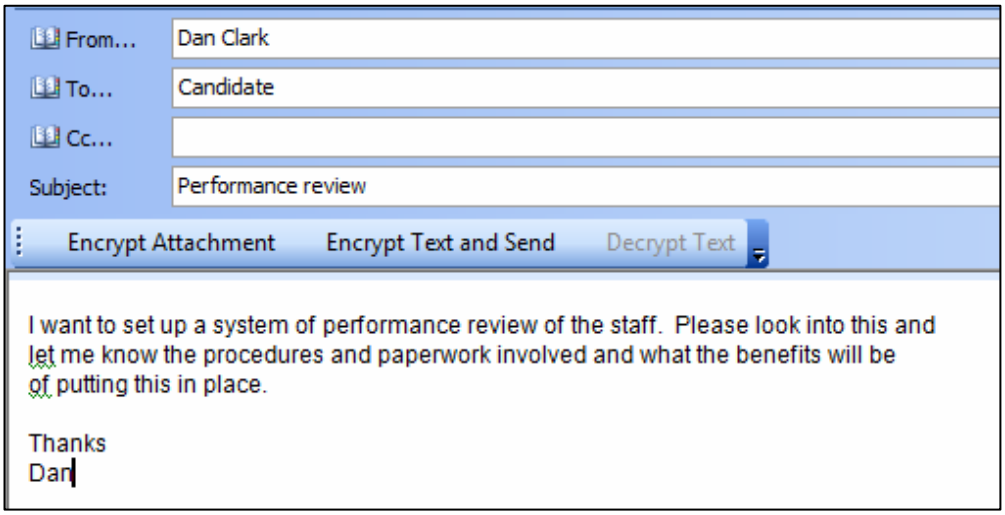
1

A good letter of apology with all the components necessary to endeavour to maintain and satisfy the customer. Candidate loses marks for not using information in the Complaint Log, ie customer's address and date of the complaint. 'Kind regards' not considered a formal enough close. **Total score 7.**

Question 3 - 9 marks

Reply to Dan's email, giving:

- **three** steps involved in the performance review process, the required paperwork and the benefits of putting it in place
- **four** documents involved
- **two** benefits of implementing the process.



Hi Dan,

I would suggest all or any of the following methods:

- Appraisals with management.

  Appraisal forms ✓ with a number of preset questions should be put together to allow the staff to rate themselves ✓ on different areas of customer service and, in turn, be rated by their managers. This allows the staff to express any concerns or requests for additional training in specific areas and for management to give members of staff feedback on their performance.

1

1

- Work books:

  Staff will be required to fill in workbooks documenting their progress and answering a series of questions on customer service best practice. These books are then reviewed by management who will identify areas for improvement. Workbooks will need to be devised and created for differing levels.

- Mystery Shoppers

  Staff will be secretly assed on their customer service. Individuals need to recruited to be mystery shoppers; they are usually be hired via an agency. The results need to reviewed and collated by management.

- Individual staff action plan: ✓

  Using the results from the above the staff and the management should work to together to identify areas for improvement and methods for improving for each member of staff. ✓ A short document should be put together for management and staff to fill in together.

1

1

Kind regards

Ella

Candidate has not understood 'performance review' and, whilst some documents are mentioned (appraisal form, action plan) has not specifically identified the documents required for performance review.
Candidate has neglected to mention the benefits of putting the system in place and loses 2 marks.
Total score 4 marks.

Total marks awarded:

Section A	Section B	Total
48	32	80
37	20	57

Candidate just achieves a **First Class Pass.** This candidate has not had sufficient practice in writing reports using a standard business format that would be expected at supervisory level. A disappointing Section B: the quality of the candidate's written work suggests that not enough practice papers were completed to comfortably achieve a First Class Pass. There are some gaps in this candidate's knowledge, notably staff performance review, features and benefits, service standards, which suggests inadequate coverage of the syllabus.

7 General Guidance

7.1 Guidance for Tutors

Preparing candidates for the examination

Ideally candidates should have the opportunity to apply the knowledge they have learnt to real life or simulated role play. Candidates should be exposed to examples of both good and bad customer service practice in order to understand how to apply the knowledge and skills taught. Candidates should have practice in completing forms, logs and messages accurately from given information and should also practice drafting letters, memos, emails and reports according to standard business layout and language. Make good use of sample and past examination papers, past examination reports and other information from City & Guilds Qualifications. If you have any questions or queries, please contact us for clarification.

The best indicator that a candidate is ready for the exam is when candidates have covered all areas of the syllabus and can successfully complete past examination papers within the allowed time. Practice is essential so that candidates learn to recognise what is required of them and are able to produce it quickly and accurately.

Success in the examination results from demonstrating the relevant ability in the objectives that will be tested. Practice papers show candidates what is expected of them in an examination.

Hints, tips and recommendations

The Principles of Customer Service qualification at Levels 1, 2 and 3 provides a solid base of the knowledge and skills required which will be beneficial to candidates in whatever they decide to do next, be it further study or entry into, or progress at, work. Where at all possible, it is recommended that candidates have the opportunity to apply the knowledge and skills learnt in a practical environment, whether this is work experience related or through use of simulations. The use of video material or case studies will help to demonstrate both good and bad practice and enable candidates to apply their knowledge to them.

Performance codes

Customer Service **8992-11-011 (Level 1)** **8992-12-012 (Level 2)** **8992-13-013 (Level 3)** **Performance Codes**				
		Level 1	**Level 2**	**Level 3**
	Narrow fail	AA	AA	AA
	Insufficient work submitted	AB	AB	AB
	Misinterpretation of question(s)	FK	FK	FK
	Customer needs, satisfaction and expectation	FL	FL	FL
	Organisations policies, complaints and confidentiality	FM	FM	FM
	Methods of communication	FN	FN	FN
	Knowledge, ability and attributes	FO	FO	FO
	Sources of information and storage/retrieval		FP	FP
	Promotion of products and services			FR
	Personal development and team working			FS

Why candidates fail

Candidates need to be made aware that there is a greater need to think about information in examinations and to deal with it in appropriate ways and with enough depth as they progress through Levels. Candidates should be careful to ensure that they have properly read what is required of them in the question and not assumed what is required. Candidates who fail to practise during their course of study are those most likely to fail. Simply attending a course of study without further practice at home is not recommended for obvious reasons and candidates should expect to receive regular exercises to complete at home which should be marked and returned to the candidate.

Reading list and recommended websites (see Appendix 1).

Documents available on our website

FAQs

Sample Papers

General Guidance

7.2 Guidance for Candidates

Preparing for the examination

Try to put into practice the knowledge and skills you acquire during your course. You should practise drafting written communications and completing forms and messages clearly and accurately. Check through the syllabus to ensure you are confident in all of the outcomes required and make good use of sample and past examination papers and the feedback from your tutors to test for gaps in your knowledge. Complete sample examination papers against the clock to ensure you are able to complete them in the time allowed. Past examination reports and other information from your tutors will inform you on reasons why previous candidates have failed.

Hints, tips and recommendations

We all have experience of being a customer and you should keep a note of your experiences as such, as examples of good and bad practice. Collect examples of business communications and practise drafting your own letters, memos, emails and reports. Collecting examples of organisations' surveys and questionnaires will enable you to see and judge the types of information they require from their customers, whilst customer charters and organisations' service standards are often available from their websites to enable you to see how levels of customer service are established.

Why candidates fail

You should be careful to ensure that you have properly read what is required of you in the question and not assumed what is required. Failure to complete enough practice exercises and examination papers during their course of study is most likely to lead to failure. As you move through the levels, you should be aware of the need to give answers in greater depth. Simply attending a course of study without further practice at home is not recommended for obvious reasons and you should expect to receive regular exercises to complete at home which should be marked by your tutor and returned to you with feedback.

Reading list and recommended websites (see Appendix 1).

Documents available on our website

FAQs
Sample Papers

Appendix 1

Example of a Business Letter

Alpha Supplies
1 Wycombe Way Cambridge PE19 20D
01202 939399

14 November 20--

Mr F Taylor
Sales Manager
Thomkins & Greenaway & Co Ltd
Greenacre Industrial Estate
PETERBOROUGH
PE4 9XR

Dear Mr Taylor

Thank you for your letter of last week.

As requested, I enclose a copy of this year's catalogue and price list.

Please do not hesitate to contact me if you have any further requirements or wish to place an order.

Yours sincerely

Jane Peters

Enc

⇦ A letter should always include the current date. (For the purposes of the examination, this will be the date of the examination.)

⇦ This is the name and address of the person the letter is being sent to.

⇦ This is the **salutation**. Use Dear Sirs when writing to a firm, or Dear Sir when writing to an unknown person. The complimentary close will then change to Yours faithfully.

⇦ This is **the complimentary close**

⇦ Enc indicates that an enclosure will be included in this letter.

Recommended Reading and Resources

Reading lists

Title	Edition/Year	Author	ISBN	Publisher
Managing Customer Service	1998	Hayes, J.; Dredge, F.	ISBN 978-0566080050	Gower Publishing Ltd.
Monitoring, Measuring and Managing Customer Service	2000	Goodman, G.	ISBN 978-0787951399	Jossey Bass
S/NVQ Level 2 Customer Service	2nd edition 2007	Bradley Sally	ISBN 978 0 435465 29 2	Heinemann
S/NVQ Level 3 Customer Service	-	Woods Allan, Hebron Lesley, Bradley Sally	ISBN 978 0 435 45227 4	Heinemann
The Multichannel Challenge - Integrating Customer Experiences for Profit		Wilson Hugh, Street Rod, Bruce Lindsay	978-0-7506-8711-9	Butterworth-Heinemann
Out to lunch - back in six hours		Johns Ted	978-1-906080-01-3	Institute of Customer Service
Call Handling Operations S/NVQ 2		Bowen Keith, Munn Yvonne, Richardson Peter	0 435 45561 3	Heinemann
Better Communication Skills For Work		Melanie Kelcher	0-563-36370-3	BBC
Communicate Clearly		Robert Heller	0-7513-0630-4	Dorling Kindersley Essential Managers
Essential Communication Skills		Taylor S	0 582 43202 2	Longman

Communication for Work		Carysforth C	0 435 45542 7	Heinemann
Safety, Health and Environmental Hazards at the Workplace		Dalton AJP	0 304 33291 7	Cassell
Marketing Made Simple		Geoff Lancaster and Paul Reynolds	0-7506-4771-X	Made Simple Books
Principles of Marketing	Second European Edition	Philip Kotler, Gary Armstrong, John Saunders, Veronica Wong	0-13-262254-8	Prentice Hall
Perfect Customer Care		Johns Ted	0 09 940621 7	Random House Business Books
Dictionary of Marketing	Third edition	Collin Peter	0-7475-6621-6	Bloomsbury
Higher Business Management (with answers)		Hagan Peter, Alistair B Wylie	0 340 84902 9	Hodder Gibson
The Art of Giving Quality Service		Gober M	0 9624563 0 6	Mary Gober International
Mastering Customer Relations		Cartwright Roger	0 333 80159 8	MacMIllan Master Series
Customer Care in a Week		Wellemin John	0 340 84958 4	Hodder and Stoughton
How to Kiss and Keep your Customer and Kick the Competition	2nd Edition	Malouf Doug	1 86508 957 5	Allan B Unwin
Delivering Knock Your Socks off Service	3rd Edition	Performance Research Associates	0 8144 0765 X	AMACOM
How to Advertise: What Works, What Doesn't, and Why	2005	Roman, K.; Maas, J.; Nisenholtz, M.	978-0749444624	Kogan Page
The New Integrated Direct Marketing	1998	The New Integrated Direct Marketing	978-0566079603	Gower

Resources

Websites

www.instituteofcustomerservice.com – Institute of Customer Service

www.oft.gov.uk – The Office of Fair Trading

www.teamtechnology.co.uk – information on team working

www.hse.gov.uk – Health and Safety Executive

www.rospa.co.uk – Health and safety information

www.riddor.gov.uk – Reporting of accidents

www.bbc-safety.co.uk – Health and safety information

www.informationcommissioner.gov.uk – Data protection information

www.opsi.gov.uk Office of Public Sector Information

www.humanrights.gov.uk – on human rights

www.cre.gov.uk – on race relations

www.diversityleaders.org.uk – on diversity in the workplace

www.drc-gb.org – Disability Rights Commission

www.eoc.org.uk – Equal Opportunities Commission

www.disability.gov.uk – DDA information

www.dti.gov.uk – Department of Trade and Industry

www.tradingstandards.gov.uk - Trading Standards Office

www.thecpa.co.uk - Consumer Protection Association

www.berr.gov.uk/whatwedo/consumers/f**act**-sheets/page38337.html - Supply of goods and services

www.standardsboard.gov.uk - Standards Board for England

www.learnmarketing.net/promotion.htm LearnMarketing.net: Promotion Strategies

www.learnmarketing.net/images.htm LearnMarketing.net: image bank

www.vts.intute.ac.uk Intute: Virtual Training Suite /

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