

# C314 Manage the achievement of customer satisfaction

## Introduction

### Summary

This unit covers a broad range of general, operational management responsibilities, all aimed at satisfying customers with the processes, products and or services being delivered.

The term 'customer' includes internal and external customers of the organisation. 'Customers' could be, for example, the clubs and communities with whom you are working as well as individuals.

**This unit is taken from the generic standards developed by the Management Standards Centre where it appears as unit F11.**

The unit is divided into two parts:

The first part (page 2) describes what you have to do and how you should behave.

The third part (pages 3 - 4) describes the knowledge and understanding you must have.

### Target Group

The unit is for experienced leisure managers and sports development officers with considerable autonomy in their job roles.

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## The National Standard

### Outcomes

*You must:*

1. Ensure that colleagues are briefed on and understand the expectations of customers and their own roles and responsibilities in meeting these expectations, including any agreed standards of customer service.
2. Empower colleagues to deliver good customer service, including identifying and addressing their learning needs and providing other resources.
3. Ensure that clear and effective processes are in place to support customers and sort out their problems.
4. Ensure that the day to day behaviour of colleagues matches the organisation's customer focused values.
5. Develop a culture which nurtures, respects, values, recognises and rewards 'front line' colleagues who work with customers.
6. Establish and operate suitable processes for monitoring levels of customer satisfaction.
7. Make recommendations and propose plans to improve the level of customer satisfaction.
8. Demonstrate increasing levels of customer satisfaction with the organisation's products and/or services and processes.

### Behaviours

*You must show you are consistently:*

1. Constantly seeking to improve performance.
2. Recognising the achievements and the success of others.
3. Demonstrating a clear understanding of different customers and their real and perceived needs.
4. Empowering staff to solve customer problems within clear limits of authority.
5. Taking personal responsibility for resolving customer problems referred to you by other staff.
6. Recognising recurring problems and promote changes to structures, systems and processes to resolve these.
7. Advocating customers' interests within your organisation.
8. Articulating a vision that generates excitement, enthusiasm and commitment.

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## What you must know and understand

*To be competent in this unit, you must know and understand the following*

### General knowledge and understanding

- K1 The difference between customer service and customer satisfaction
- K2 The factors that make customers satisfied
- K3 The importance of achieving customer satisfaction in a competitive environment or an environment where high levels of service are expected
- K4 Best practice in customer service outside your own sector
- K5 Types of customer survey and effective ways of collecting feedback
- K6 How to measure customer satisfaction
- K7 Techniques and reward strategies for motivating staff
- K8 How information and communications technology can support customer service and customer satisfaction
- K9 Process/systems design and management

### Sport and Active leisure Specific Knowledge and Understanding

- K10 Current and emerging trends that are likely to affect your products and/or services
- K11 Developments in technology and how this will affect your work with customers
- K12 The legal and regulatory framework within which you work, including customer and consumer rights, relevant codes of practice and ethical codes

### Knowledge and Understanding Relevant to Your Organisation

- K13 Your organisation's products and/or services
- K14 Your organisation's customers
- K15 The overall vision, objectives and associated plans of your organisation and its values
- K16 The strengths and weaknesses of your products and services in terms of customer satisfaction
- K17 The customer satisfaction survey, feedback and measuring methods that are suitable for your organisation
- K18 The activities and services of your competitors or similar organisations and how this may affect your products, services and processes
- K19 Which organisations you are compared with by your customers