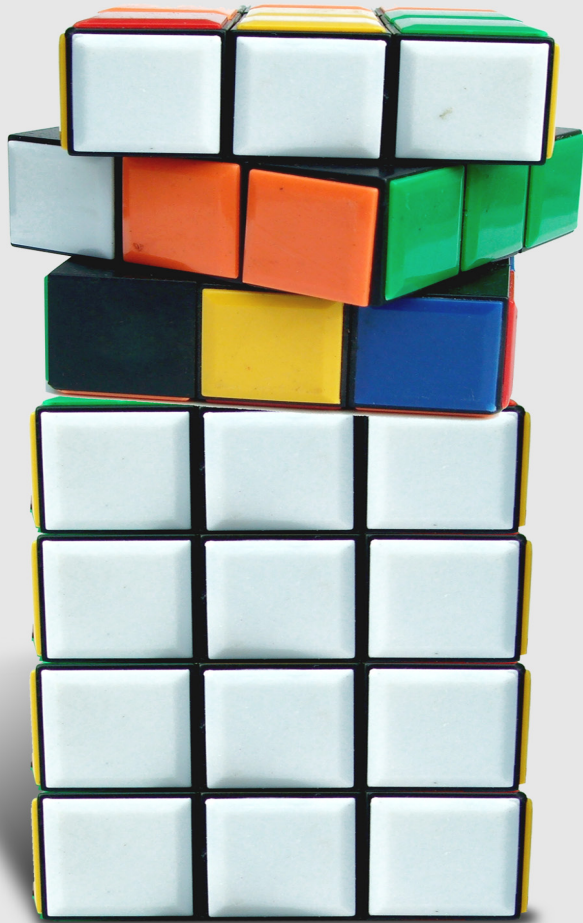**Institute of Policy Analysis and Research - Rwanda**

A ToolKit for Developing A Customer Centric Organisation

Improving Policy, Impacting Change

A Toolkit for Developing, A Customer Centric Organisation

Authors: Professor Abbott Pamela, Research Director, IPAR

                               Gloria Lwakabamba, Research Fellow, IPAR

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Introduction

This document provides a customer satisfaction 'toolkit'. It is designed to help organisations to improve the experience of their customers by understanding how to take effective action to make their organisations more customers focused, to enable them to have satisfied customers by meeting their expectations and needs. The toolkit has been designed for 'service' owners in organisations. It is designed to be accessible to all those involved in improving the customer experience in organisations and to provide them with an understanding of how they can improve the customers experience.

The toolkit provides guidance on developing some of the tools that organizations can use to support the transformation to a customer centric organization. Much guidance with examples is freely available on the web. Tools that can be used include questionnaires, complaints procedures, feedback forms, mystery shoppers, journey mapping, and focus groups of users. We can ask customers about their experience of using our services, we can experience or share their experience of using our services, we can learn from complaints made about our services and we can ask customers how they would like us to improve our services.

The Toolkit provides guidance on carrying out surveys of customers and staff. However, it does not cover in detail technical matters such as sampling and interpreting data when carrying out surveys. Most organisations will need to employ consultants to carry out staff and customer satisfaction surveys, for example. However, the examples of customer charters, customer complaint procedures and customer feedback forms should be adequate for organizations to use as guides to develop their own.

A Roadmap for transforming to a Customer Centric Organisation

The Role of Senior Managers

Organisations will only achieve improved levels of customer care if there is commitment from senior managers in terms of their time, money, effort, commitment, persistence and visibility. Managers have to provide leadership and inspire their employees to transform organisations into customer centric ones.

Actions

- Develop a mission and vision for the organisation with the involvement of staff.
- Use the *Balanced Score Card* or the *European Foundation for Quality Model* or equivalent quality standard as a measure of your business performance. Work towards the *Investors In people* standard.
- Encourage the development of an organisational value system to implement the corporate mission and vision.
- Develop a strategic plan and strategy for implementation that is outcome focused and encompasses all parts of the business. Involve middle managers in this process.
- Develop a service charter for customers and make certain it is adhered to.
- Review the past performance of the organisation and evaluate its current position in terms of customer service commitment and delivery.
- Review the internal and external factors that impact upon service quality.
- Develop a Brand that positions your organisation as one that 'puts the customer first'
- Establish objectives for your customer service programme that are Specific, Measurable, Achievable and Realistic Targets (SMARTs).
- Identify the risks to achieving your targets and identify how you will overcome them.
- Identify the 'owners' of each target and ensure they become 'champions' for their achievement.
- Communicate and encourage the full implementation of the service strategy.
- Develop an implementation plan for the service strategy, monitor its implementation and review it regularly.
- Ensure that there is speedy and visible success.
- Encourage teamwork and joined up service delivery throughout the organisation.
- Review the role and person specifications for each job in your organisation and develop customer service competencies.
- Review your organisations processes to ensure they are customer-friendly. Ensure that your people-management policies are people and customer orientated.

- Put in place strategies for getting customer feedback and regularly review and respond to the feedback.
- Make certain that an efficient and effective complaints procedure is in place.

Listening to Customers and using their Experience

It is essential to put customer focus at the heart of an organisation if it is to meet the expectations of customers. Listening to customers is an essential element of the cycle of continuous improvement. Customer focused organisation regularly track their levels of customer satisfaction to monitor performance over time and measure the impact of service improvement activity. They also carry out *Customer Journey Mapping* so that they understand and measure the customer experience, and so they understand where internal processes impede the delivery of services.

Customer satisfaction measurement and journey mapping allows an organisation to understand the issues, or key drivers, that cause satisfaction with the service they provide. It may also enable them to understand the extent to which satisfaction with a service is influenced by factors out-side their control and to differentiate between what people say influences how satisfied they are, and what is really driving their satisfaction with a service experience.

Most importantly, customer satisfaction measurement and journey mapping helps an organisation focus on its customers and galvanise service owners, customer-facing staff, policy, strategy and research staff as well as senior manager around the aim of improving service delivery.

Actions
- Develop a system for measuring customer satisfaction.
- Ensure that customers are listened and responded to.
- Carry out customer experience mapping, mapping the system and measuring customer experience.
- Put in place a formal complaints procedure.
- Internal service providers (providers of services to employees) to measure their customer satisfaction.

Implementing a Customer Service Excellence Strategy

A quality philosophy needs to become embedded in the organisation. A commitment to service excellence should become totally integrated and ongoing within the business.

Actions
- Provide leadership training for the managers who will lead the change.
- Establish a steering group to oversee the introduction of the customer service strategy.
- Communicate with staff to explain what you are doing and why you are doing it.

Empowerment and Ownership

Employees who feel valued and empowered are happier at work. Happy employees will deliver better quality services. Team working improves productivity and breaks down silos thus improving service delivery.

Actions
• Determine how you can empower and involve employees more.
• Encourage team working.
• Determine ways in which employees can take on more responsibility for their work roles.

The Internal customer

Internal service delivery is pivotal to quality service delivery to external customers. Understanding internal customer (employee) needs is a key step in improving internal service quality.

Actions
• Review internal process and customer needs.
• Examine how internal process can be improved by setting up a cross-functional service improvement steering group.
• Hold focus groups and workshops to discuss problem areas and how to solve them.
• Set service level agreements.

Training and Development for Customer Service

Training staff at all levels of the organisation is essential to improving customer service delivery. Training for managers should include leadership, coaching, communication and presentation skills. Customer service training for front-line staff should include a mixture of skills, knowledge, teamwork, process improvement and empowerment. Staff should be recruited with the competencies necessary for quality service delivery.

Actions
• Provide training for all staff at all levels on a regular basis as appropriate to their role in the organisation.
• Use customer feedback to help identify training needs.
• Ensuring that customer orientation is an important appraisal criterion.

Communication

Communication is essential to engendering a customer focus; organisations need to get the message across to all employees and customers and to do this they need a communications strategy.

Actions
- Set up a communications strategy which encourages a dialogue between employees and managers, and between the organisation and its customers.
- Hold regular team briefings with staff.
- Put up posters emphasising the importance of quality service delivery and customer care.

Recognition and Reward

Motivating staff to provide a quality service is essential. It is important that good service delivery is recognised and rewarded. Staff must be encouraged to focus on the customer.

Actions
- Include customer service as a key aspect in appraisal.
- Have good service awards for staff and for teams.
- Include improving service delivery in personal targets.
- Ensure that good performance is recognised and rewarded.

Sustaining a Customer Focus

Once policies practices and procedures are in place, it is important that a customer focus is sustained and that a philosophy of continuous improvement is embedded in the organisation. Organisations can do a number of things to ensure this (see Figure 1):

- Include a section in the annual report to the board of directors on customer care. This should include the findings of any surveys, consultations or other feedback from customers together with what actions have been taken to improve customer care, a report on the operation of the complains procedures including the number of complaints received, how many complaints were resolved to the satisfaction of the complaint and any actions taken to improve service delivery, and a section on any surveys or consultations undertaken with employees and any actions undertaken to meet their concerns;
- solicit feedback from customers on a regular basis. This can include for example, questionnaires, suggestion boxes and consultations;
- undertake regular employee satisfaction surveys and consult with employees. This can include, for example, an annual employee satisfaction survey and meetings where employees can meet with members of the senior managemen

Figure 1: Questions for Organisations to Consider for Improving Service Delivery

Type of Service Delivery	Direct Service Delivery	Internal – Part of the Value chain
Aspect of Service Delivery		
Target Setting	• Have recipients of services been consulted during the target setting process? • Have targets been benchmarked against organisations providing similar services in East Africa or aboard to test whether they are sufficiently stretching yet achievable?	• Do targets reflect outputs being delivered to customers of the organisation further down the chain? • Are the targets sufficiently stretching and realistic when compared against similar functions outside the organisation?
Focus of Targets	• Do targets set a clear standard against which individuals using the service can measure the service they receive? • Is priority being given to improve the targets most likely to benefit customers?	• Have users been consulted about the elements of the service which are a priority for customers of the organisation?

Reporting and Monitoring Performance	• Are the aspects of quality of service performance important to customers assessed by senior managers? • Are the experiences of customers used to monitor performance? Has Customer journey Mapping been used? • Are workloads managed so that bottle necks in service delivery can be quickly identified and addressed? • Are strategies in place for the rapid deployment of staff in the event of increased demand for specific services?	• Is good practice identified and disseminated to raise service standards and rectify under performance? • Is reliable information captured about demand and used to ensure resources are best deployed to meet demand? • Has the system been mapped and silos identified?
Initiatives to Improve service Delivery	• Has the gap between customers' expectations and satisfaction been identified and are plans in place to address the gap? • Are outcomes achieved being evaluated to identify areas for improvement?	• Is the gap between customers expectations and satisfaction being used to target improvements in areas which really matter to customers?
Ensuring Cost Effectiveness	• Are costs monitored so that the cost of outputs can be measured against service delivery?	• Does the service delivered provide value for money?

Measuring and improving the Customer Exprience

The experience that customers have of service delivery can be explored in a number of ways. Here we provide guidance on how to measure customer satisfaction. Quantitative research can provide a numerical measurement of customer satisfaction and enable a service provider to access performance and provide information for driving service improvement. By carrying out this type of research the organisation is giving thought to the customer experience and shifting the focus of the organisation to be more customer centric.

Customer satisfaction measurement enables an organisation to identify the key drivers of satisfaction and dissatisfaction with its services and to consider ways in which it can improve service delivery. It is important to make certain that the insight gained from the measurement is used to drive change, customer satisfaction measurement is not a one off exercise, but should be carried out regularly.

Customer satisfaction measurement involves the collection of data that provides information about how satisfied/dissatisfied customers are with a service. As well as providing 'scores ' the data can be used to understand the reasons for the level of satisfaction/dissatisfaction with overall service delivery and various aspects of it.

Customer satisfaction measurement is a questionnaire based approach. However, for quantitative measurement to be effective, it will generally need to be proceeded by qualitative methods to explore the key features of a service from the customer perspective. *Customer Journey Mapping* and other qualitative techniques such as focus groups can be used for this.

Why measure customer satisfaction

A service organisation measure's customer satisfaction so that it can improve service delivery. Measuring customer satisfaction should be part of the process of the continuous improvement of service delivery. It is not a once-off exercise but something undertaken on a regular basis.

Customers are your best source of business information, whether you want to improve existing services or launch something new.

Business need to ensure that they are keeping existing customers happy. To do this they need to 'check in' with their customers to see if they are happy or not and what it will take to keep them happy. They can identify their own strengths and weaknesses, where they stand in comparison to their competitors and chart future progress and improvement.

Talking to customers directly improves the chances of success for a business and in turn ensures that businesses become more committed to success.

Measuring customer satisfaction enables an organisation to take steps to ensure that it is customer focused. It enables an understanding of what are the key drivers of customer satisfaction are to ensure strategic alignment so that the organisation is focused on serving its customers. It can be used for

internal performance management. It offers opportunities for increasing efficiency and identifying ways to cut costs.

To measure customer satisfaction we need to know what customers want. Customer expectations are of two types:

- expressed customer expectations are those written or implied in the contract. Performance against these is usually directly measurable. For example a bank may promise a decision on a loan application within seven days or a restaurant promises a meal on the menu.

- implied customer expectations are not written or spoken but are 'ones' the customer would nevertheless expect the supplier to meet. For example a customer would expect the member of staff on the enquiry desk in the bank to be able to answer enquires about bank services and a restaurant customer would expect a meal to be served in a reasonable time.

The supplier's job is to provide the customer with the expected services when they want them. Customer satisfaction is when a supplier has met or exceeded a customer's expectations.

Who should be involved?
The most important stakeholders in customer satisfaction measurement are the customers themselves.

Senior managers need to be involved to signal that the work is seen as strategically important. Government service providers, local and central, need to involve politicians, who can articulate policy commitment to improvements in service delivery and ensure timely action is taken to improve service delivery based on the findings from the research.

Communication staff need to be involved to ensure timely communication of the findings from the research and of the actions to be taken to improve customer service delivery.

Operational managers need to understand customer perceptions of the aspects of service delivery they are responsible for.

Customer-facing staff are important because they will have valuable in-sights into how customers view service delivery and they will be responsible for delivering the changes which can bring improvements in the customer experience. Their commitment and buy-in is essential.

What will the process involve?

Measuring customer satisfaction is just one stage in the continuous improvement of service delivery.

The first stage involves:

• a review of what the service provides;

• where it sits in the customer's mind in relation to other services (competitors);

• who its customers are ;

• what information about the customer experience is already available;

• what the customer experience is – possibly carry out customer journey mapping.

The second stage involves:

• deciding what the objectives for customer satisfaction measurement are;

• identify the key drivers of customer satisfaction;

• measuring the customer experience – carrying out the survey;

• uncovering what you have learnt – interpreting the findings.

The third stage involves:

• communicating the findings;

• planning action to be taken.

The final stage involves:

• taking action to improve customer satisfaction;

• informing customers of the improvements you have introduced.

Measuring Customer Satisfaction: Conducting A Successful Survey

Conducting a survey is an effective method for measuring customer satisfaction and achieving continuous improvement in the quality of delivery. There are seven steps to conducting a successful survey.

Step 1: Managing the Project

Set up a steering group to be responsible for the project. Cost the project and provide a budget for it. Identify the staff who will work on the survey, and their responsibilities. Appoint a member of staff to be responsible for supervising the survey and any staff necessary to support the supervisor (or tender for a consultancy firm to be responsible for the survey).

Determine a schedule for completing all the major stages of the survey process.

Set a budget for the survey (staff time, consultant's fees, stationary, printing costs, data collectors etc).

Decide on how you will contact customers to ask them to participate in the survey.

Decide how the survey results will be reported and used.

Step 2: Decide on your objectives.

What do you want to know? Be specific and limit your objectives to just a few. If you include too much the questionnaire will be too long and customers may not participate in the survey, and you may uncover more than you can handle, and have the resources to respond to. Only include relevant questions.

Step 3: Determine who should complete the survey

First know who your customers are and which ones are appropriate for the survey you are carrying out. You may have different groups of customers. A bank for e.g. has personal bank account holders and business account holders. You may have different levels of customers. A school has pupils and parents.

Also give some thought to the number of customers you are going to survey. You may have a few key customers you want to survey. You may have to select a sample of customers. If your customers are firms you need to determine who at the firm you wish to include. Feedback from other than your direct contact at a firm may reflect problems that your contact does not know about.

Clearly define the population of customers including the unit of analysis (e.g. people, businesses etc).

Determine if there are different of customers segements.

Decide what type of sample – random, convenience, purposeful.

Decide how large a sample – the sample size.

Step 4: Develop the Questionnaire

You need to formulate questions the answers to which will help you decide what needs to be changed to improve your service and what new products there is demand for.

First list potential topics about which you may want to ask questions. These could include:

*   **products** - features, features desired, variety, durability, safety, quality, reliability, documentation, adequacy, packaging, convenience, cost, value for money.
*   **employees** - pushiness, friendliness, courtesy, accessibility, attention, care, competence, flexibility, understanding of customers needs, professionalism, appearance, attentiveness, efficient use of time.
*   **customer feelings** - appreciated, respected, expectations met, needs and desires met, appreciated, complaints dealt with in an efficient and timely manner.
*   **post-sales service** - order processing timeline, delivery timeliness, condition on delivery, installation problems, problem solving, promises kept, product usefulness, product quality and questions as for employees.
*   **company perception** - confidence, trust, honesty, affection, efficiency, stability, innovativeness, brand quality.

At a minimum you should cover: what is important to customers/what their priorities are; customers' perception of your performance; customers' perception of your performance relative to other suppliers; their priorities for you improving your service.

Consider what you want to know and what you want to know regarding customers from the survey you are planning and what areas you want to work on to improve.

There are four types of questions that make up the majority of most customer satisfaction questionnaires:

*   overall rating measurers;
*   service specific questions;
*   customer priorities;
*   customer characteristics.

Draft a questionnaire and pilot it – try it out with about 12 people who are part of the customer group you are going to survey. Make it easy to fill in with the minimum of time and effort on the customer's part. The best way to do this is to use objective questions where the customer has to rate on a scale of 1 to 10. You should also allow space for the customer to add their own comments.

Revise in the light of the pilot. Was it too long? Did the customers understand the questions? Were the answers helpful?

If the questionnaire is going to be administered by interviewers then train them in doing the interviews.

Step 5: Administer the Questionnaire

You should generally use either a probability design or quota design to select your sample. This enables you to confidentially generalise to all your customers.

With a probability sample you select a number of customers at random from a list of all your customers. You then need to contact those selected to interview them. It is important to get as many of those selected as possible to agree to be interviewed. This is to ensure that those interviewed are representative of all your customers.

With a quota sample you determine how many customers you want to interview with quotas set as to who is interviewed, for example by age, gender, type of customer, based on our knowledge of your customers.

The size of sample depends to some extent on the number of customers you have but generally you should have at least 100 respondents in any group of customers you want to talk about.

If you are going to follow-up customers you may wish to contact them in advance and ask them if they are prepared to answer your questionnaire. This enables you to visit/send the questionnaire out only to those who have agreed to participate and saves you annoying those who do not wish to participate.

If you are handing out questionnaires to customers or leaving questionnaires for them to complete, research has found that it is better to do so when they are about to leave. Restaurants, for example, can hand a questionnaire out with the bill, customers can be asked about the service they have received as they leave a bank or shop or visitor attraction or government office.

No one should ever be pressurised to cooperate with a survey or paid to participate, although respondents may be offered a small incentive for participating, for example participation in a prize draw. In the case of a long survey, such as governments may carry out on citizen satisfaction with services it may be necessary to compensate respondents for their time and/or for any costs they have incurred by participating.

Step 6: Analyze the results

Once you have completed the survey, or at regular intervals if it is an ongoing survey, you need to compile and analyse the data. This can generally be done using a spread sheet on a computer or even for a very small survey by hand. If it is a large and complex survey then you may need to use a statistical package such as SPSS or Stata.

Assuming you use a excel spread sheet, first you need to design the spread sheet and then enter the data. You can then add up the responses to each question and use graphs to display your results, these can be pie charts, or bar graphs or line graphs. You can also calculate an overall satisfaction index (and sub-indexes), the average level of satisfaction of all respondents with all items. Average scores can then

be used to set targets for improvement and to map progress in improvements.

You can also carry out a key drives analysis, what are the factors that influence overall satisfaction and how important is each of them. This is done by carrying out a multiple regression analysis and requires the use of a statistical package.

Write a report setting out what you found, what it tells you and how you are going to improve your service in response to the findings. Then prepare informative leaflets for your employees and your customers. Have a focus group of employees and one with customers and get their feedback on the leaflets. Amend the leaflets in the light of the feedback.

Step 7: Communicate the results

Tell the staff, about the findings reminding them how important customer satisfaction is for the business. Emphasize the importance of keeping customer wants and needs in mind whenever decisions are made- especially in product design, marketing and customer services.

Secondly develop and implement an action plan to improve customer service delivery based on the findings from your survey.

Thirdly communicate the survey results and the resulting actions to your customers. This is essential if you want your customers to feel valued, to know that their feedback is valued and taken seriously, and if you want them to give you feedback in the future.

Then report your findings to your Board of Directors in your *Annual Report*. Show how you are doing in terms of the targets or goals you set yourself e.g. number of generally satisfied customers, percentage improvement in those agreeing the speed of service was good. Recommend new targets/goals to be set by your Board of Directors. Give details of all the actions you took to improve service delivery based on the findings from the survey.

A Customer Value Audit

A *Customer Value Audit* (CVA) is a strategic marketing tool used to measure customer perceived value as a trade-off between benefits and sacrifices. In business-to-business evaluations a number of informants in each business are included in the audit (Figure I). The key difference between a customer value audit and a satisfaction survey is that in the former the research includes customer evaluation of competitor suppliers, and they do not know the identity of the firm carrying out the audit.

Figure I: Key Elements of the CVA Process

- Identification of Benefits and Sacrifices
- Value Creation as a Trade-off between Quality and Costs
- Identifying Customer Segments
- Identifying Multiple Users in Targeted Firms
- Comparison with Alternative suppers Good/Services

(Based on: Ulaga and Chacour 2001)

Perceived benefits are a combination of physical attributes, service attributes and technical support attributes. Sacrifices are costs including financial costs. Research suggests that customers value a reduction in sacrifices more than an increase in benefits. Customers may not be well informed about the quality of a product and may use cues such as packaging, advertising, word-of-mouth or branding to judge quality. However, in business- to- business markets buyers generally have the resources to compare the quality of products and services.

Figure 5: Components of a Customer –Perceived Product Value

Different customers may have different requirements and perceive value differently. It is therefore important to segment the market.

It is important to ask more than one member of a buying organisation in business-to-business audits. Research has found that it is important to capture the views of key informants involved in the purchasing process.

It is essential to compare performance measures across competitors. This is the key aspect that differentiates customer value measurement from customer satisfaction measurement.

Carrying Out a Customer Value Audit

In a customer value audit both the supplier and the customers are asked to assess their perceptions of the value of the product/service. This enables the perception gap to be measured and corrective action plans can be developed to reduce the gaps.

Phases and Steps of the CVA Process

Phase 1: Start-up

- Allocate a budget for the audit.

- Appoint a steering committee to be responsible for directing the audit , chaired by a senior manager.

- Appoint a consultant to be responsible for managing the audit.

- Design the agenda for the internal CVA which should cover product related components, service related components and promotion related components. Personal should first be asked how they think customers view the relative importance of price (costs) versus value in making purchasing decisions. They should then be asked how they see the relative importance of the different quality categories, ask for how the respondents estimate the customers views.

- Carry out the internal CVA, interviewing key informants. For example in a firm-to-firm value audit the key informants would include marketing management and direct sales personal.

- Analyse the findings from the internal CVA.

- Determine what the different segments of the market are. For example in firm-to-firm CVA the segments may be firms of different sizes (micro, small and medium) or firms engaged in different sectors of the economy (primary, construction, manufacturing, service).

- Draw up a sample of customers (firms) to be included in the CVA and in the case of a firm-to-firm CVA identify the key informants in each company to be interviewed.

- Draw up a list of rival firms.

- Design the agenda for the interviews with the key informants in a firm in each identified market segment (it should take no longer than 2 hours for an interview covering the same topics as for the internal CVA).

Phase 2: The Survey

- Carry out the face-to-face interviews with the key personal.

- On the basis of assessment by the key personal, design a questionnaire for administration to the main sample. Questions should ask the respondents to indicate the relative importance of price and quality. Then for each aspect of quality they should be asked how important each of the identified product related components, service related components and promotion related components are

for them when making a purchasing decision. They should then be asked to rate the price of the firms product in comparison with competitors, and for each quality component. For questions about how important each of the quality aspects, is respondents can be asked to give a rank out of 10. For comparing the company with others, a mean of 100 per cent (as good as can be expected, less than a 100% below expectations, above a 100 per cent, better than expectations) should be set and respondents asked to place companies relative to each above and below the 100 per cent.

- Analyse the findings and draw up maps to model the findings.
- Compare the findings from the company key personal with those from the survey of customers.
- Consider what are the specific attributes and what their relative importance are as identified by customers and compare the company with its rivals.

Phase 3: Strategy Formulation

- Consider what strategies need to be implemented to improve the current competitive position of the company. A company that is perceived as offering low value needs to consider how it can improve its competitiveness by a combination of quality improvement and price reduction. A company that is perceived as offering good value for money can either consolidate or improve their high value position, increase their price or reduce their quality and thereby their costs and increase profitability. The latter of these is seen as high risk as the company may lose its reputation for quality products.
- Top management needs to decide what the strategic priorities are and the actions to be taken to implement them.
- The action plans need to be implemented.

Instruments for Customer Feedback

Customer feedback is asking customers to give you feedback on the service you deliver. It differs from a survey because all customers are invited to participate and generally it is continuous. It does not provide a representative view of what your customers think of your service but gives some indication of how customers feel. You can encourage customers to give you feedback by having a monthly draw of all the feedback cards you have received and giving a small 'prize' to the customer whose card is selected. You could for example, give a voucher for a meal at a restaurant or a voucher for a shop or a mobile airtime card.

Customer feedback can be collected by a short questionnaire, a comment card, a suggestions box, inviting customers to phone in comments, text them or write an email (Figures II and III)

Figure II: Asking for Customer Feedback

<div>

PLEASE GIVE US YOUR FEEDBACK

We'd like your help to improve our service

- Sms your comments for free at 0788....

- Phone for free at 0788.....

- Email us at info@   .rw

- Fill out a customer comment card and put it in the suggestion box

- Talk to a member of our staff

</div>

Figure III: Customer Feedback Questionnaire

PLEASE GIVE US YOUR FEEDBACK

We want to improve the service we offer you. To help us do that, please give us your feedback by completing this card. It will only take you a few minutes

- Date of visit _____
- How satisfied were you with the service you received (please circle which applies)
  - Very satisfied
  - Satisfied
  - Not very satisfied
  - Very dissatisfied
- How satisfied were you with the quality of the -------- you purchased (please circle which applies)
  - Very satisfied
  - Satisfied
  - Not very satisfied
  - Very dissatisfied
- How satisfied were you with the value for money of the---------- you purchased from us (please circle which applies)
  - Very satisfied
  - Satisfied
  - Not very satisfied
  - Very dissatisfied
- How likely are you to make a return visit (circle your score out of 10)

Not at all likely   Very likely

| 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

- How likely are you to recommend us to a friend (circle your score out of 10)

Not at all likely   Very likely

| 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

THANK YOU VERY MUCH
Please Put the Completed Questionnaire in the Box Provided

Customer Compliants Procedures

A customer complaints procedure should be in place so that customers who wish to complain about the service they have received know how to do so.

Details of the complaints procedure should be available for customers and should be advertised so customers are aware of its existence. It should invite customers to complain if they are dissatisfied with the service they have received, tell them how to complain and what will happen to their complaint. They should be told that their complaint will help you improve the service you deliver.

All complaints should be taken seriously and investigated. You should have members of staff specifically responsible for investigating customer complaints.

Customers should be informed of the outcome of their complaint and told what you will do to put things right and/or compensate them as appropriate. They should also be told how they can take the matter further if they are not satisfied with the conclusions you have come to as a result of your initial investigation of their complaint.

You should clearly set out the complaints procedure and make customers aware of its existence. You can have a leaflet that is available for customers and provide details on your web site.

The leaflet should:
* invite customers who are unhappy with the service they have received to complain;
* tell customers how and where to complain
* tell them how long it will take you to respond to the complaint;
* tell them what to do if they are still unhappy after you have respondent to them.

Are you unhappy with our service?
Taking your complaint further
Talk to us

If you are not completely happy with our service we'd like to hear about it, that way we can do something to put it right

- At the ------ we do everything we can to make sure our customers get the best possible service. However, sometimes we do not always get things right the first time.
- When that happens, we always encourage you to tell us about your complaint, so we can put matters right.

We want to:
- make it easy for you to tell us about your complaint;
- give your complaint the attention it deserves;
- resolve your complaint without delay; and
- make sure you are satisfied with how your complaint was resolved

This leaflet explains what to do if you have a complaint about any aspect of the service or products you receive at ----------------------- It also tells you how quickly we will deal with your complaint and who to contact if you are not completely satisfied with our response.

How and Where to Complain

If you are not completely satisfied with any aspect of our service or products, you can tell us about your complaint in the following ways.

- In person: visit any of our ------------------- and speak to a member of staff. We are generally open from --------- to------------ on ----------------
- In writing: address your letter to the Manager -------------------
- By email: email us at ---------------------
- By phone: call us at 0788-------------

How long will it take?

We aim to resolve your complaint straight away. However, if we have not been able to do so within one week, we will let you know:
- why we have not yet resolved your complaint;
- who is dealing with your complaint and
- when we will contact you again.

In most cases complaints are resolved within two weeks.
If your complaint is particularly complex, it may take longer but may not take more than 15 business days.
We will contact you regularly until we have resolved your complaint.

If you are unhappy with the way your complaint is dealt with

Our aim is to resolve your complaint as quickly as possible and to your complete satisfaction.
If you are not satisfied with our action or explanation, the member of staff dealing with your complaint will be happy to discuss your concerns further.

However, if you remain unhappy you can ask for your complaint to be reviewed at a higher level within our organisation. Our -----------------will review your complaint fully and will aim to give you a full response within two weeks. If their investigation is likely to take longer they will keep you fully informed of their progress.

You can send the request for a review of your complaint to ---------------------

We will issue a final response letter when we have reviewed you complaint.

If together we cannot reach agreement

If together we cannot reach an acceptable resolution of your complaint, you can refer your complaint to the Office of the Ombudsman Service. The Ombudsman will review your complaint and mediate between us.

Customer Service Charters

A *Customer Service Charter* sets out the standards of service an organisation will deliver. They are critical in customer relations management as they provide the basis for customer expectations of the service they will receive. Expectations (or rather the non-fulfilment of them) are one of the main drivers of customer satisfaction. Charters should only promise what can be delivered. They form a moral contract between the supplier and recipient.

The customer charter should be drawn up by managers in consultation with staff. A senior manager should be appointed to manage the process with a team to support her/him. Representatives of staff at all levels should be consulted via focus groups. A range of customers (citizens/service users) should also help to define the standards set out in the Charter. Focus groups can be used. The charter once developed should be approved by the senior management team and recommend for adoption to the board of directors. Once approved by the board of directors it is the responsibility of senior management to ensure implementation.

Examples of Customer Service Charters
To ensure our customers receive excellent service we operate on five principles.

* **Standard**

    The identification, setting and monitoring of standards for the service we provide to ensure customer satisfaction.

* **Communication**

    Two way communication at all levels providing comprehensive and accurate information. Operating in a transparent, open environment and where possible providing a flexible service.

* **Respect**

    Ensure all personnel deal with both the customer and each other in a courteous and helpful manner and in a non-discriminatory way.

* **Rectifying**

    We aim to satisfy our clients 100 per cent first time. Identifying when we get it wrong and how we can put it right is key to our continuous improvement policy.
    Ensuring we have an effective complaints procedure which will provide an apology, explanation and effective action to rectify the situation.
    Ensuring that we have an effective defects management system in place to record and manage the process.

* **Added Value**

    We are committed to provide an efficient, effective and economical service to our customers.

Customer Care Policy

Our customer care policy is based on the belief that all our customers have the right to be treated with respect and dignity.

We are committed to the delivery of a quality service, in a fair, courteous and responsive manner. Customers will be involved as far as it is practically possible, they will have the right to explanations for actions and the right to question actions taken.

Buffalo City Municipality, South Africa: Customer Care Service Charter

On the basis of this Service Charter, the customer/citizen has the right to expect, and if necessary, to demand that the services meet the standard set in the Charter and the quality requirements imposed. The Service Charter is a commitment which is ethically and morally binding on the municipality.

Our general pledge

- *Buffalo City Municipality commits itself to set clear standards of service that users can expect, monitor and review performance, publish the results and receive independent validation wherever possible.*
- *Buffalo City Municipality aspires to provide quality services to households and individuals*
- *The municipality undertakes to continually improve the quality of its service offering.*
- *The municipality pledges to communicate with the community in a truthful, open and transparent manner.*
- *The IDP process will be used as the main consultation mechanism with communities.*
- *Where necessary other appropriate public participation and consultation mechanisms will be used.*
- *The municipality shall monitor quality and gather feedback from our customers through the annual Buffalo City Customer Satisfaction survey.*
- *The findings of the Customer Satisfaction survey will be published and publicised annually.*
- *The municipality will strive to ensure that its management systems are sufficiently well-structured to deal with customer complaints and queries.*
- *The procedure for clients to make complaints and the standards they can expect of the complaints handling process are set out below. We guarantee to respond in acknowledgement of all complaints within 14 days. We guarantee that answers, results or a progress report will be provided within 60 working days from the date of receipt of the complaint.*

Specific Service pledges
(This section of the Charter sets out service delivery promises relating to specific service. The pledge here is an example and is the one for trading services).

- *Trading services will be provided at the most affordable rate to communities and stakeholders and will be reviewed annually to ensure that service levels are kept affordable.*

Services between Departments
(This section of the charter sets out service pledges for the delivery of internal services. The example here is for IT services).

- *We will maintain a 2 working day turnaround time to resolve all IT-related queries.*

Customer / citizen responsibilities
Customer/citizens are expected to:

- *treat officials with courtesy;*
- *abide by any legal requirements and other obligations that they must meet in order to be eligible for services sought.* (Source: Africa 2006)

Kent County Council, UK, Customer Care Charter

KCC is working hard to improve customer care for all the people of Kent
If you need us we are here
If you want us you can reach us
You can trust us to do our best

Kent County Council not only uses the standards in their Charter in the delivery of the services they provide but they also require contractors who deliver services on their behalf to meet them. All staff are trained so they understand the service delivery standards and how to implement them. The Council also points out that it has limited resources and that it can't change things immediately but is determined to make a difference for the residents of Kent.

Involving our Customers
We will make sure we understand what our customers need, and develop our services around our customers' expectations.

We will:
- regularly ask customers for their opinions about our services;
- ensure that our customer help shape the services we deliver;
- be honest about what we can do and what we can't do.

Our people
We recognise that we rely on our staff to deliver great Customer Care.

We will:
- ensure our staff are trained and competent to deliver our services;
- ensure our staff treat every user of KCC services as we would wish to be treated ourselves with respect, curtsey and understanding;
- train every member of staff, and every elected Member, in Customer Care.

Reaching us
We will provide ways to help people contact us and access the services they need.

We will:
- make information about Kent county Council and its services easily available;
- publish opening hours and describe how to access services;
- provide a welcoming, friendly environment, easily accessible to all.

How we communicate
We want to make every contact a positive experience for our customers.

We will:
- always listen carefully to what customers and colleagues say;
- be honest and polite;
- give correct name and details;
- let people know what will happen next;
- point people in the right direction if we can't help;
- provide a suitable environment and ensure confidentiality.

- write letters, emails and publications that are easy to read and understand;
- respond to letters, and emails promptly and when that is not possible, we will send an acknowledgement with details of who is dealing with the matter;
- let people know if there will be a delay in responding;
- ensure answer-phone messages are clear and tell people when to expect a reply and offer an alternative contact.

Measuring how we perform

We want to make sure that our commitment to Customer Care is making a difference and we will assess our success by measuring what our customers' value.

We will:
- seek regular feedback on customer satisfaction;
- publish details of how customers can tell us about complaints, pay compliments and give us feedback;
- investigate all complaints thoroughly, as quickly as possible, and learn from mistakes;
- set specific Customer Care standards and publish the results.

(Source Kent County Council (2004), Customer Care ed. 2, www.kent.gov.uk last accesses 19th December 2009)

Customer Journey Mapping

Customer Journey Mapping is the process of tracking and describing all the experiences that customers have as they use a service, taking account of their response to the experience of using service as well as what happens to them. In effect *Customer Journey mapping* requires that the service provider 'walks in the shoes' of the customer.

Customer Journey Mapping is a powerful tool for understanding the experience of using a service. It is used to track and describe the experiences that customers have as they use a service looking at how they respond to their experience as well as what happens to them. It can be used to improve and innovate services so that the customer experience is improved.

What Journey Mapping is used for?
The basic approach to journey mapping is very simple and it is possible to start easily and cheaply. More complex processes and formal research can subsequently be developed.

Journey mapping enables the providers of services to gain an understanding of the customer experience and come up with workable solutions for improving it. Basically senior staff should role play being a customer and then actually use the service.

There are three types of maps you can use:

• customer experience mapping;

• mapping the system;

• measuring the experience.

They are best used in combination starting with the customer experience, then mapping the system and using the outcome from these two exercises to measure the experience.

Types of Journey Mapping
Customer Experience Mapping
This is a qualitative technique that tracks the main steps in a customer's experience and records how customers think, feel and act at each step. The aim is to generate emotional insight into, and deep understanding of, the customers' experience of using the service. It involves five stages.

Customer Experience Mapping

1. Decide on the context

CONTEXT	CHECKLIST
Who will use the maps?	• Identify key users, current expertise and knowledge . • Agree how key users will be involved in the process – the more involved the better. • Identify additional stakeholders and agree how they should be involved/informed. • Ensure everyone is clear and aligned in their expectations of the process and outputs.
How will the maps be applied	• Confirm what the maps will be used for and the level of detail/robustness required. • Ensure that you have a set of clear, measurable objectives for the exercise. • How will you consider this map together with the mapping of the system?
What is the scope?	• Confirm the budget and timescales. • Agree how and when other organisations should be involved. • Do an insight audit – what do you know already? • Make an inital plan of the approach, process and anticipated outputs.

2. Decide on the mapping event

You can:

- recruit actual customers and follow their journey in real time;

- recruit real customers to recall the journey – focus groups or individual interviews;

- get knowledgeable staff to 'walk the journey' as if they were customers;

- construct the journey from a review of past research, staff views and knowledgeable customers in a workshop.

3. Constructing the map

The starting point is the customer. The process is about understanding the customers' experience. In a complex process, just map the main steps.

The map should be constructed by a team in a workshop

CUSTOMER EXPERIENCE MAP						
Objectives, Scope and Journey Type		Customer Segment				
Moment of Truth						
Key Journey Steps						
Actions, feelings, thoughts and reactions at each step						
Touch points						

Constructing a Customer Experience Map	
Step 1 – Confirm the journey and the customer	• Confirm type of journey and customer segment. • Ensure definitions are clear and there is a shared understanding of them.
Step 2 – Identify key journey steps	• Note down all the journey steps people go through. • Put these in chronological order. • Ensure you are clear what channels people use at each step.
Step 3 – Actions, thoughts and feelings	• For each step , and taking the customer's view point, write down what they do and how they think and feel. • Put it in the everyday words of customers. • Say what people's emotions are and how strongly they felt. • Use emotive words to bring it alive.

Step 4 – Touch points	• For each step in the journey write down what the touch points are - a point in the journey where the service provider has some sort of contact with the customer. • Think about face-to-face, written, 'phone and electronic communications.
Step 5 – Moments of truth	• Identify the points in the journey where customers may pause and evaluate the experience, or make a crucial decision – be discriminating and identify the key points.

4.   Taking action

It is important that once you have constructed your customer Experience Maps you use the information to improve or transform the customer experience;

- remind yourself about how you intended to use the maps;
- use the touch points and moments of truth to identify where you need to focus your attention;
- think about what the 'ideal' journey might look like compared to the one experienced by customers now;
- plan how you can improve things – how can you innovate to provide the ideal;
- plan how to involve customers in taking your ideas forward.

5.   Evaluating the results

Benchmark your service against other providers or measure improvements over time

Mapping the system

A System Map shows what the current system looks like, the relationship between departments involved in the process. It can be used to identify deviations from the norm and where things can and should be improved. It can serve as a process document and be used for setting standards.

This requires producing graphic representation of all the steps, actions, interactions and decision points in delivering a service in order to understand it and thus identify opportunities for improvement. It includes looking at internal systems and delivery to internal customers as well as service delivery to the customer per see.

Steps in System Mapping
1. **Set-up the system**

CONTEXT CHECKLIST	
Who will use the maps?	• Identify key users, current expertise and knowledge. • Agree how these key users will be involved in the process. • Identify other stakeholders and agree how they should be involved/informed. • Ensure everyone has the same understanding of the process.
How will the maps be applied?	• Confirm what the maps will be used for. • Decide if you need to quantify the steps e.g. time taken, cost. • Set clear measurable objectives. • How will you consider the System Map with the customer experience map.
What is the scope?	• Confirm the budget and timescales. • Agree how and when other departments/ organisations should be involved. • Determine how much you already know about the system. • Make an initial plan of the approach, process and anticipated outputs.

2. **Gathering information**

You will need the following information in order to construct your map. It can be gathered from desk research, talking to the providers and talking to customers, as well as observing the system in operation:

- activities – key tasks and steps, , what order do they take place in, who is responsible, who performs each step;
- inputs – data input, forms used, computer system involved;
- outputs – how many there are, where they go, how they are used, who reviews them and when;
- metrics – time taken for each step, cost, volume;
- issues – e.g. problems experienced, cycles of demand, short cuts;
- onstructing the map.

The map should be constructed by a team in a mapping workshop

CONSTRUCTING THE MAP	
Step 1; Identifying The Journey.	• Decide on level of detail. • Identify the key steps – what customers experience and back office functions. • List steps briefly. • Define the start and end point of the journey.
Step 2: Sequence and Decision Points.	• Put the steps in chronological order. • Identify decision points.
Step 3:Identifying Who is Involved and Dependencies.	• List all the people/departments involved in the process including customers. • Identify who is involved at every step in the process. • Identify dependencies.
Step 4: Critical Incidence and Other Notes	• Annotate the map with what is going on and why. • Note where there are problems. • Note where there are opportunities for improvement. • Build the 'ideal' map.

3. Taking action

Develop an action plan to improve your system. You need to take account of the costs and benefits of taking actions to improve the system and prioritise those that will bring the greatest benefits taking account of relative costs.

Prioritising actions

High Cost/ Low Priority	High Cost/High Priority
Forget.	Management decision weighed over other priorities.
Low priority/low cost	High Priority/Low Cost
	Implement.

4. Evaluating the results

You can compare the improved system with the previous one in terms of costs, time convenience etc

and/or benchmark

Measuring the Experience

This is about getting a quantitative measurement of the customer experience and allows you to measure customer satisfaction. Each step in a process that can be looked at and it enables you to determine how big an issue is.

The basic tool is the Heart Monitor which records a score from -1 to +1 for each main stage in the process to record the customer experience. This is important as it enables you to understand the key things that are most important in shaping the customers experience and enables you to focus on improving those things that are most important for customers.

Steps in the Process of Measuring the Experience

1. **Introduction and set up**
Confirm the context and set up your map

Heart Monitor

HEART MONITOR							
Objectives, scope and journey type	Track the process experienced by jurors to improve level of service	Customer segment	Jurors				
Moments of truth							
Key journey steps							
Great +100 Customer							
Satisfaction Rating-100 Poor							
Levers for solution hunting							

2. Gathering information

Collect all the relevant information you have including your customer experience map and/or process map. You may also have information from customer satisfaction surveys, customer feedback, mystery shoppers and complaints. You need to decide if you need additional information and if you do how you will collect it.

3. Constructing the map

Set up a workshop to construct the map. Remember that you are looking at things from the customer perspective. Focus on the main steps.

Constructing the Heart Monitor: Key Steps	
Step 1: Confirming the key journey steps	
Step 2: Plot the highs and lows of the experience	
Step 3: Identify the moments of truth	
Step 4: identify levers for solution hunting	

4. Taking action:

• Identify the points in the system where you should focus effort and resources.

• Make decisions about priority actions.

• Take steps to implement improvements in the identified priority areas.

• Agree indicators that you will use to measure success.

5. Evaluating the results:

• Carry out regular exercises to benchmark your improvements over time using the processes used for the initial journey mapping exercise.

• Possible measurers include:

  • total time taken to complete the journey;

  • time taken to complete each step;

  • number of customers dealt with per hour/transactions per day;

  • customer satisfaction;

  • number of complaints received;

  • costs of handling complaints;

Institute of Policy Analysis and Research- Rwanda

Employee Satisfaction Survey-Template

Introduction
Survey
1. *Name*
2. *Gender*
3. *Department*
4. *Job title*
5. *How long have you worked for the company*

Work environment and methods
6. Please rate the company's overall performance on a scale of 1 to 10 with 1 being very poor and 10 being excellent.

	1	2	3	4	5	6	7	8	9	10
6.1 Working practices										
6.2 Working environment										
6.3 IT facilities										
6.4 Morale										

Communication
7. Please rate the company's overall performance on a scale of 1 to 10 with 1 being very poor and 10 being excellent.

	1	2	3	4	5	6	7	8	9	10
7.1 Departmental cooperation										
7.2 Inter-departmental cooperation										
7.3 Assigning clear responsibilities										
7.4 Holding regular meetings										
7.5 Management meetings										
7.6 Keeping you informed										
7.7 Consulting you										

General

8. Please rate the company's overall performance on a scale of 1 to 10 with 1 being very poor and 10 being excellent:

	1	2	3	4	5	6	7	8	9	10
8.1 Remuneration										
8.2 Holiday and sick benefits										
8.3 Social amenities										
8.4 Training and development										
8.5 Opportunities for promotion										

Responsibilities

9. Do you know: Yes/No
10. Who you are responsible to: Yes/No
11. Who you are responsible for: Yes/No
12. What procedures you are responsible for: Yes/No

Please rate the company's performance in promoting equal opportunities

13. Please rate the company's overall performance on a scale of 1 to 10 with 1 being very poor and 10 being excellent:

	1	2	3	4	5	6	7	8	9	10
13.1 Gender										
13.2 Age										
13.3 People with disabilities										

Please use the space below to add any comments or concerns

Thank You

Institute of Policy Analysis and Research- Rwanda

Customer Service Excellence Standard Self Assessment

The *Customer Service Excellence Standard Self Assessment Tool* provides organisations with a practical tool for driving customer focused change within their organisations. The standard enables organisations to 'test' in great depth those areas that research has shown are most important for ensuring that an organisation meets customers needs and expectations. The Tool can be used on two levels:

1. as a driver for continuous improvement by enabling organisations to self-assess their capability in terms of customer-focused service delivery and enable them to identify areas and methods for improvement.

2. as a skills development tool by allowing employees to explore and acquire new skills in the area of customer focus and customer engagement thus building their capacity for delivering improved services.

Not all the elements will apply equally to all organisations and there may be important aspects of service delivery in certain contexts not included. A key factor for organisations will be ensuring that they address aspects highlighted by research they have undertaken including journey mapping, customer surveys, staff surveys and analysis of complaints from customers. The evidence column gives examples of evidence that organisations can use to demonstrate they are addressing the element. It is not exhaustive but indicative.

Criterion 1: Senior Management Commitment

Organisations will only achieve higher levels of customer care if there is commitment from senior managers in terms of their time, money, effort, commitment, persistence and visibility. Managers have to provide leadership and inspire their employees to transform organisations into customer centric ones.

Element	Evidence
Top team commitment to customer excellence.	A vision and mission that are focused on delivering customer excellence agreed by the Board of Directors and Senior Management Team.
Customer focused organisation.	A strategic plan and strategy for implementation that is outcome focused and encompasses all parts of the business. A service charter for customers that is adhered to objectives for the customer service programme that are specific, measurable, achievable and realistic targets (SMARTS) that are regularly reviewed and evaluated.

	Performance target and performance review for managers requires they demonstrate their commitment to ensuring customer service excellence. Managers subject to 360° appraisal.
Leadership by Example.	
Investment in staff.	Staff satisfaction surveys and actions taken, staff training, promotion procedures, staff reward and recognition policy.

Criterion 2: Listening to Customers and Using their Experience

Element	Evidence
An in-depth understanding of the characteristics of current and potential customer groups based on recent and reliable information.	A profile of the organisation's main customer groups. Details on the frequency and reliability of the research and the characteristics of customers to identify customer groups. Details of how these groups were segmented and classified. Details on the frequency and reliability of the research.
Insight about customer groups to better understand their needs and preferences.	Methods and approaches used for developing and details of how you improved your services as a result of better understanding, methods used such as focus groups, one-to-one interviews, surveys, observation, customer journey mapping and other ways of collecting information about customers needs.
We have a strategy for engaging and involving customers using a range of methods appropriate to the needs of identified customer groups.	Methods and approaches such as surveys, focus groups and feedback mechanisms.
We have made the consultating of customers integral to continually improving our service and advice customers of the results and action taken.	Evidence of how feedback from customers has been used to improve service delivery and how this has been communicated to customers.

We regularly review our strategies and opportunities for consulting and engaging with customers to ensure that the methods used are effective and provide reliable and representative results.	Evidence of having reviewed the methods and how they were revised following the review.
We use reliable and accurate methods to measure customer satisfaction on a regular basis.	Use of reliable and valid customer satisfaction surveys and other methods.
We analyse and publicise satisfaction levels for the full range of customers for all main areas of our service and we have improved services as a result.	Publications.
We include in our measurement of satisfaction specific questions relating to key areas including those on delivery, timeliness, information, access and the quality of customer service, as well as specific questions which are informed by customer insight.	Questionnaires.
We set challenging and stretching targets for customer satisfaction and our levels are improving.	Targets and evidence on improvements.
We have made positive changes to services as a result of analysing customer experience, including improved customer journeys.	Examples of changes.

Criterion 3: The Culture of the Organisation

The transition to a customer focused culture can be challenging but at its core is a business model based on a detailed understanding of customers. In building a customer-focused culture, organisations look at how those who work within the organisation demonstrate the necessary values and understanding as well as how the operations and procedures meet customer needs and expectations

This criterion is therefore concerned with the support for customer- focused approaches throughout the organisation so that excellent service is delivered to all customers. Also included here are two of the key drivers relating to staff behaviour – professionalism and attitude. These have been brought together and reinforced by a requirement that this approach is fully supported by the leadership team.

Taken together these elements should help to build and develop a customer-focused culture that supports improved service delivery.

Element	Evidence
There is corporate commitment to putting the customer at the heart of service delivery and leaders in our organisation actively support this and advocate for customers.	Vision and mission demonstrating commitment. Senior managers personal targets include ones relevant to customer service delivery.
Customer insight to inform policy and strategy and to prioritise service improvement activity.	Evidence of how customer insight has informed policy and strategy and service improvements.
Policies and procedures that support the right of all customers to expect excellent levels of service.	Customer charter, service delivery targets, service quality targets.
All customers and customer groups are treated fairly and this is confirmed by feedback and the measurement of the customer experience.	Policies on service delivery, customer feedback.
We protect customers' privacy both in face-to-face discussions and in the transfer and storage of customer information.	Policies and procedures. Evidence of monitoring.
We empower and encourage all employees to actively promote and participate in the customer-focused culture of our organisation.	Evidence of employee involvement.
We can demonstrate our commitment to developing and delivering customer-focused services through our recruitment, training and development policies for staff.	Human resource policies.
Our staff are polite and friendly to customers and have an understanding of customer needs.	Customer feedback etc.
We prioritise customer focus at all levels of our organisation and evaluate individual and team commitment through the performance management system.	Customer feedback, performance review criteria.
We can demonstrate how customer-facing staff's insight and experience are incorporated into internal processes, policy development and service planning.	Policies, practices and procedures.
We value the contribution our staff makes to delivering customer-focused services, and reward leaders, managers and staff demonstrating these behaviours.	Customer feedback, staff rewards and incentives scheme.

Criterion 4: Information

Element	Evidence
We make information about the full range of services we provide available to our customers and potential customers, including how and when people can contact us, how our services are run and who is in charge.	Information provided.
Where there is a charge for services, we tell our customers how much they will have to pay.	Details of charges and where displayed.
We provide our customers with the information they need in ways that meet their needs and preferences, using a variety of appropriate channels.	Evidence from customer feedback used to inform how and where provide information.
We have improved the range, content and quality of verbal, published and web-based information we provide to ensure it is relevant and meets the needs of customers.	Evidence that information provided is regularly up-dated.
We can demonstrate that information we provide to our customers is accurate and complete, and that when this is not the case we advise customers when they will receive the information they requested.	Information, customer feedback.
We make our services easily accessible to all customers through provision of a range of alternative channels.	Customer feedback, customer journey mapping.
We evaluate how customers interact with the organisation through access channels and we use this information to identify possible service improvements and offer better choices.	Customer feedback, customer journey mapping etc and details of improvements made.
We ensure that where customers can visit our premises in person facilities are as clean and comfortable as possible.	Inspection of premises, customer feedback.

Criterion 5: Delivery

Element	Evidence
We monitor and meet our standards and key departmental and performance targets, and we tell our customers about our performance.	Information on targets and achievement of them.
We agree with our customers at the outset what they can expect from the service we provide.	Customer Charter.
We can demonstrate that we deliver the service we promised to individual customers and that outcomes are positive for the majority of our customers.	Customer surveys.
We identify any dips in performance against our standards and explain these to customers, together with action we are taking to put things right and prevent further recurrence.	Details of how to monitor performance and communicate with customers.
We have an easy-to-use complaints procedure, which includes a commitment to deal with problems fully and solve them wherever possible within a reasonable time limit.	Complaints procedure and details of monitoring of operation of procedure.
We give staff training and guidance to handle complaints and to investigate them objectively, and we can demonstrate that we empower staff to put things right.	Details of staff training and evaluation of effectiveness of training.
We analyse the complaints we receive and use the information to improve service delivery.	Reports on operation of complaints procedure.
We ensure that outcome of the complaints procedure is satisfactory for customers.	Evidence of evaluation of operation of complaints procedure.

Criterion 6: Quality of Service

This criteria looks in more detail at how you carry out your main business. Key aspects of this are the speed of service and the quality of the product/service.

Element	Evidence
We set appropriate and measurable standards for service delivery.	Standards.
We set comprehensive standards for all aspects of the quality of customer service.	Standards.
We advise our customers of our standards for timeliness of service delivery and quality	Details of how to make customers aware of the standards.
We advise customers of what is required to complete a transaction.	The advice, customer feedback.
We monitor our performance for timeliness and take action if problems are identified.	Details of monitoring procedure and of actions taken.
We monitor our performance for quality and take action if problems are identified.	Details of monitoring procedure and of actions taken.
We monitor our performance for timeliness and quality of service delivery against that of similar organisations.	Details of monitoring procedure and of actions taken.