**TOPIC**

**DIPLOMA IN PRACTICE MANAGEMENT**

Manage Quality Customer Service

BSBCUS501

Published by: Australian Institute of Professional Counsellors Pty Ltd   
ACN 077 738 035

All Case Histories in this text are presented as examples only and any comparison which might be made with persons either living or dead is purely coincidental.

**Marker Guide 5**

First Edition, May 2023

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Assessment Instructions

Before attempting to complete this Assessment Book you must read through all of the information supplied to you in the Study Guide and associated Book of Readings for this unit. You are required to complete all assessment questions successfully in order to be deemed competent in this unit.

This Assessment Book is designed to assess **your** knowledge. Copying sentences and blocks of text directly from your Study Guide, Book or Readings, or other documents does not demonstrate your understanding of the topic. Neither does copying the work of another student. Such practices are regarded as plagiarism and will not be tolerated. (Please see your Student Handbook for further information regarding Plagiarism).

A guideline for the number of words required for a response is included to give you an idea of the depth of information that is required to successfully answer the question. If you are well under the approximate number of words you may need to ask yourself whether you have been too superficial in your response. If you are well over the word limit, then you may need to ask yourself whether you have included irrelevant information or repeated yourself unnecessarily. If you do not understand what is required for you to complete an assessment, please contact an Education Adviser.

Work your way through the Assessment Book until you have completed all sections. Then **submit by the due date** noted in your Student Portal. Failure to do so will result in you being required to re-enrol in this unit.

Submitting an Assessment Book

When you have completed all of the questions and activities in each section of your Assessment Book upload the Assessment Book to your Student Portal.

**You must submit the completed Assessment Book by the due date noted in your Student Portal.**

Use the following as a checklist before submitting your Assessment Book:

 Have all of the questions and activities been completed?

 Is your name and student number typed in your Assessment Book?

 Have you completed the Candidate Declaration?

 Have you saved a copy of all of your work (in case of loss)?

Fully completed Assessment Books will be marked and returned within 3 – 5 working days. Assessments Books that are incomplete will be returned unmarked.

You will be able to access your marked Assessment Book through your Student Portal. Your work will be assessed as either “Competent” or “Not Yet Competent”. In instances where a grade of “Not Yet Competent” is given, the Assessment Book will be returned to you with comments from the marker who will recommend how to improve your work. “Not Yet Competent” or “NYC” means that your work is incomplete or that you have not included some important information or adequately demonstrated your understanding of the information. In this case you should follow the marker’s recommendations for improvement. If you are not sure why you have been requested to resubmit an Assessment Book, please contact an Education Adviser.

If you are deemed “Not Yet Competent” you must review your responses and resubmit the amended Assessment Book for grading within 7 days. You will have one opportunity to resubmit your work to gain Competency. If the resubmitted work is re-assessed as “Not Yet Competent” then you will be required to re-enrol in the Unit of Study during a later study period.

This Assessment Book Belongs To:

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| Student Name: |  |
| Student Number: |  |

Candidate Declaration:

By signing below, I declare that:

* I am the enrolled student
* I have been advised of the assessment requirements and my rights and responsibilities as an assessment candidate, and I choose to be assessed at this time.
* All of the responses within this Assessment Book are my own.
* This Assessment Book contains no material written by another person except where due reference is made.
* I am aware that a false declaration may lead to the withdrawal of a qualification or statement of attainment.

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| Signature: |  | Date: |  |
|  | (Type your full name in the field above) |  |  |

**Section 1**

Short Answer Questions

1. What is the difference between internal customers and external customers? (Your response should be no more than 100 words)

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| Responses will vary but should demonstrate an understanding of the differences between internal and external customers, for example:  External customers are individuals who purchase the organisation’s products and services however Internal customers are individuals within an organisation who rely on the work carried out by other employees in order to perform their own role. |

1. Outline two key techniques you can use to investigate customer needs and behaviour. (Your response should be no more than 100 words)

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| Responses will vary but should demonstrate an understanding of qualitative and quantitative research for example:  Qualitative researchis about getting people to talk about their opinions so that you can understand their motivations and feelings. Face-to-face interviews and group discussions are the best way to get this kind of in-depth feedback.  Quantitative researchis about asking people for their opinions in a structured way so that a business can produce hard facts and statistics to help them develop an understanding of their customers. Quantitative research methods include surveys and customer questionnaires. |

1. List two common needs or expectations of all customers (Your response should be no more than 50 words)

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| Responses may include but are not limited to:   * Reliability * Competence * Responsiveness * Courtesy * Credibility * Consistency |

1. In your own words, briefly explain each of the three levels of customer service outlined in **Step 3 – Developing Standards to Meet Customer Needs.** (Your response should be no more than 150 words)

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| Responses will vary but should demonstrate an understanding of core service, augmented service and excellent service, for example:  Core service involves providing a basic level of customer service. Core level service meets some customers’ expectations; however, many customers will not feel satisfied if they have experienced better customer service elsewhere.  Augmented Servicesis going slightly above what customers might expect from the organisation, however the level of service at this level may not always be consistent. It is likely that this level of service will retain customers in the short- to medium-term however, it is unlikely to foster high levels of customer loyalty  Excellent Service**.** At this level, an organisation has decided that they want to maximise their chances of being the market leader. Organisations that want to deliver this level of service are consistently looking for ways to improve their services with the most skilled and motivated employees. There is consistency in exceeding a customer’s expectations each and every time. |

1. What are customer service standards and why are they important? (Your response should be no more than 100 words)

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| Responses will vary but should demonstrate an understanding of customer service standards and their importance for example:  Essentially, customer service standards should be developed in accordance with the business plan. Service standards help to: (1) establish the direction and goals of the organisation, and (2) establish benchmarks which can be used as a measure of success. Achieving service standards will come down to how effectively an organisation can utilise its people, systems and technology. However, clear standards must first be established and then communicated. |

1. Select one common type of customer service standard used by most organisations (e.g., a Customer Service Policy, a Customer Communication Policy, a Customer Complaint policy, etc.) and briefly outline how the presence of such a policy assists the organisation in meeting the specific needs of its customers. (Your response should be no more than 100 words).

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| Responses will vary but should demonstrate an understanding of the benefits of the type of customer service standard selected, for example:  A customer communication policy outlines the principles and methods of communication used by an organisation. A communication policy sets a clear standard of communication which all staff must abide by in order to meet customer needs. A communication policy helps to ensure clear and accurate communication between the organisation and its customers. |

1. Briefly outline the difference between product promotion and public relations and the techniques used in each. (Your response should be no more than 150 words)

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| Responses will vary but should demonstrate an understanding of product promotion and public relations strategies. An example response is included below:  Though both of these areas of marketing contain overlapping factors, there are key differences to each approach. Product promotions are techniques used specifically to stimulate demand for your products and/or services. This differs from public relations which is concerned with maintaining good relationship with your customers, the media and the community at large. Some examples of the techniques used in product promotion and public relations are outlined below.   * **Product promotion activities:** These may include advertising campaigns, demonstrations of products in a marketplace, and door-to-door or telemarketing sales campaigns, or may also involve business to business sales campaigns. * **Public relations activities:** These may include Media relations activities such as press release articles or interviews, newsletters, or community relations activities such as sponsorship of a charitable organisation. |

1. Briefly explain two key legislative considerations that must be kept in mind when developing customer service standards. (Your response should be no more than 200 words)

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| Responses will vary but may include:   * Relevant codes of practice for their industry. Codes of practice are essentially a set of rules that set out an industry’s commitment to deliver a certain standard of practice. Any organisational policies, including customer service standards, must comply with relevant codes. * Anti-discrimination legislation. There are a number of national, state and territory laws that make it illegal to discriminate against an individual on the basis of their ethnicity, religion, age, disability, sexual preference (and a range of other personal characteristics). Customer service standards must not directly or indirectly enforce any form of discrimination. * Work health and safety legislation. Organisations have a duty of care to provide a safe working environment for their workers and employees. All policies and procedures must comply with work health and safety legislation and practices. * Privacy laws. Specific legislation (such as The Privacy Act (Cth) 1988) restrict an organisation’s collection, use, management and disclosure of personal information. Customer service standards and organisational policies and procedures must comply with this legislation. For example, organisations should not give out their customer’s details. * Ethical principles. Organisations should also consider ethical principles when establishing their customer service standards. Just because a particular practice may be legal, it may not be ethical. Quality customer service involves delivering consistently ethical service. * Australian consumer law. Consumers in Australia are protected by Australian consumer law. This covers many areas of business dealings including consumer contracts, consumer rights, product safety, consumer redress and rules for things as lay-by agreements. |

1. List two government bodies that protect the rights of external customers (Your response should be no more than 20 words)

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| Responses should include:   * The Australian Competition and Consumer Commission (ACCC) * The Office of Fair Trading in each state |

1. Explain two key customer service skills that you should develop both yourself and in your team, in order to deliver quality customer service. (Your response should be no more than 200 words)

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| Responses will vary but may include and two of the following sills:  **Effective Listening**. A major contributor to communication breakdown is poor listening skills. It is important that managers and employees understand that carefully listening to a customer will improve an employee’s ability to deliver great customer service. Being a good listener not only helps with handling complaints, it is also a great way to build trust and confidence. Effective listening helps employees “step into the shoes” of their customers.  **Product Knowledge**. Many frustrations can occur if staff do not have adequate product knowledge. When a customer interacts with an employee who demonstrates a good understanding of the product or service, then the customer will have more confidence in the organisation and have a higher level of satisfaction. Good product knowledge also makes customer transactions more efficient.  **Problem Solving**. Delivering good customer service relies on employees being able to solve customer problems quickly and within organisational procedures and policies. Staff need to have the confidence to perform tasks within their power and to refer to management when appropriate.  **Rapport Building**. The ability to quickly establish rapport and treat customers in a polite and friendly manner greatly contributes to the customer experience. This can be as simple as acknowledging and greeting a customer as soon as possible, calling them by their name and showing professional courtesy.  **Complaint Handling**. Successfully handling customer complaints is often thought of as an advanced customer service skill. However, how an organisation handles customer complaints can significantly impact the organisation’s reputation. Therefore, it is important that all staff members feel comfortable and confident in all of their customer interactions and in their ability to handle disputes as they arise |

1. Outline five key ways a customer service manager can monitor their team's customer service delivery. (Your response should be no more than 300 words)

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| Responses will vary but should demonstrate an understanding of the five methods of monitoring team performance described below:  **“Checking–in” with each team member.** Checking-in with employees is one of the easiest and most effective ways of monitoring performance. Checking-in with employees can be as simple as the following examples: “Morning Sarah, how did you go with Mrs Smith’s order yesterday? Were we able to deliver her products on time like we promised?” or “Hi Jack, I know you have a lot on your plate today. Can we sit down in an hour together and talk through how to best prioritise what needs to be done?”  **Reviewing Key Performance Indicators (KPI’s).** KPI’s are metrics used to help an organisation define and measure progress towards achieving its objectives or critical success factors. They are quantifiable measures that can be expressed in either financial or non-financial terms. Financial indicators can include things like sales figures, revenue growth rate, and net profit margins. Non-Financial Indicators can include things such as customer satisfaction scores, customer feedback, and customer retention rates. Customer service managers should consider the organisation’s overall performance as well as the performance of individual staff members.  **Customer feedback.** Paying attention to customer feedback is a valuable tool in monitoring employee performance. If a customer reports that they’re pleased with the product, or that the sales staff were exceptionally helpful, this is a good indication that the team is probably on-track. However, negative customer feedback indicates that there are issues to resolve. Such feedback provides managers with an opportunity to pinpoint areas that require further training. Some organisations also chose to employ ‘mystery shoppers’ to perform transactions and then report back on the level of service they received. The advantage of this monitoring technique is that the mystery shopper provides specific, measurable information about the transaction.  **Regular Team Meetings.** Team meetings are a great way to manage team performance, check and redistribute workloads, and increase employee motivation. Time should be taken to ensure all staff are aware, and motivated to meet, customer service goals and standards.  **Monitoring customer interactions.** Customer service managers should also regularly monitor individual staff members and how they interact with customers. Monitoring |

1. Briefly outline the advantages and disadvantages of on-the-job training (Your response should be no more than 100 words)

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| The advantages of on-the-job training may include but are not limited to   * It is generally more cost-effective than off-the-job training * Employees are actually productive during training * It provides an opportunity to learn specific on-the-job skills   The disadvantages of on-the-job training may include but are not limited to:   * The quality of training largely depends on the quality of the trainer available at the time – bad habits may be passed onto the new employee. * The work environment is not always conducive to learning (e.g., high-stress or fast-paced environments) * Potential disruption to the work of other staff members |

1. Briefly outline the advantages and disadvantages of off-the-job training (Your response should be no more than 100 words)

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| The advantages of off-the-job training may include but are not limited to:   * A wider range of skills or qualifications can be obtained * Employees can learn from outside specialists or experts * Employees can be more confident when starting a job   The disadvantages of off-the-job training may include but are not limited to:   * Possible added costs (e.g., training facilitators, transport, accommodation, etc.) * Lost working time for study leave * Does not allow for training specific processes/skills within the exact work environment |

1. Imagine that you are a customer service manager for a national provider of bulk transport services.
2. One of your team members, Steve, is great with clients when he interacts with them face-to-face. He is always friendly and quite knowledgeable about your products. However, you have noticed that when sending emails to customers his communication is less professional. For example, he starts his emails with greetings such as "Heya Michael" and signs off with "See ya!" Additionally, his emails often contain spelling errors. In the space below provide an example of constructive feedback that you would give Steve. (Your response should be no more than 150 words)

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| Responses will vary but students should;   * State the purpose * Be positive * Be specific * Be timely * Allow response * Summarise with support, for example:   Steve, I would like to discuss your email communication with customers.  You always keep a friendly tone with customers and you are very knowledgeable about our products however some of your emails lately have been less professional than I would like.  For example, you often begin emails with “Heya” and sign off with “See-ya”. Another problem with your email is spelling errors.  Keep up the good work providing customers with accurate information but spend a little more time to make sure your spelling is correct You could use a spell checker or ask someone for help if you’re not sure how to spell a particular word.  I would also like you to begin emails with; hello, good morning, good afternoon or dear followed by the customer’s name and concluded with kind regards followed by your name.  Do you think you can make this happen? |

1. Imagine that after providing Steve with this feedback the problem was resolved. In order to avoid the problem arising again with other team members, you have decided to explain the importance of writing emails professionally during the next team meeting. In the space below, provide an example of how you would communicate this with your team during the next team meeting. (Your response should be no more than 100 words)

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| Responses will vary but must demonstrate an ability clearly articulates the importance of maintaining professionalism when writing emails in a team environment. An example response is included below.  Team, most of the time the emails we are sending to clients are ok. However I’d like to take this opportunity to emphasise the importance of writing professionally presented emails.  Therefore please ensure when writing emails to clients that we maintain a high level of professionalism in the way we address people. For example always addresses clients as Mr or Mrs. Do not use phrases such as ‘hey mate’ or ‘heya.’  Also, always spell check everything before sending an email. Sending emails that are not presented professionally presents a bad image of our organisation.  Are we all clear on that? |

1. In your own words, outline seven key steps to take when dealing with customer complaints. (Your response should be no more than 250 words)

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| Responses will vary but should demonstrate an understanding of the seven steps to handling customer complaints, for example:   * **Adopt a Customer Service Mindset.** A customer service mindset simply means ignoring what you personally believe might be right or wrong and instead focusing on a resolution that leads to a happy customer and ultimately a more profitable company. * **Engage in Active Listening.** Active listening requires a person to be fully engaged with the other person. Most importantly it involves remaining quiet and letting the other person feel like they have been given a chance to fully explain themselves. * **Relay The Customer’s Concerns.** This step involves confirming your understanding of the situation. Confirming or relaying the customers concern is about paraphrasing what they have already said. * **Empathise and Apologise.** This step relates back to demonstrating active listening skills and getting into a customer service mindset. It is about making the customer feel like their concerns are being acknowledged and that they are important. * **Present a Solution.** There are two primary ways to do this: (1) ask the customer what they would like and, if it is within reason, this can be implemented; or (2) the staff member can suggest what they can do to solve the problem. * **Take Action and Follow-up.** Once a solution has been agreed upon, it must be actioned immediately. The employee should explain every step that they will take to fix the problem and then complete those steps * **Assess the Feedback.** The last step of the process is to reduce the risk of the situation happening again. Consider how the problem arose and what can be done to prevent that situation happening again in the future |

1. Many customer service experts highlight the importance of using positive language when talking to angry customers. Explain why this is important and provide at least one example to illustrate your explanation. (Your response should be no more than 200 words)

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| Responses will vary but should demonstrate an understanding of the importance of remaining positive and provide an example, for example:  It is best for an employee to focus on what the organisation can do rather than what they can’t do. For example, it’s better to say “We’d be more than happy to offer you a store credit for the value of your purchase.” Instead of “We don’t provide refunds.” Employees should be particularly mindful of the language they use while handling customer complaints. Using positive language can help prevent a situation from escalating. |

1. Outline three key strategies for monitoring organisational delivery of customer service standards (Your response should be no more than 300 words)

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| Responses will vary but should demonstrate an understanding of the following:   * The use of customer relationship management systems * Encouraging ongoing customer feedback. * Customer questionnaires, surveys and interviews.   **The use of customer relationship management systems.** A customer relationship management (CRM) system is a system used to collect, store and manage information on all customer interactions (this includes marketing, leads, sales, and feedback). Many organisations will use a CRM system to monitor overall organisational performance.  **Encouraging ongoing customer feedback.** Organisations must have processes in place to ensure regular customer feedback is obtained. One of the best ways to do this is to ensure that it is easy for customers to submit feedback at every point of interaction.  **Customer questionnaires, surveys and interviews.** While regular customer feedback is a great source of information, organisations will usually have specific questions that they want answered. Organisations can use a number of strategies to gather such data, including focus groups, market research, and customer interviews. However, one of the lower-cost strategies utilised by most organisations are customer questionnaires or surveys. These can conducted on-line and can be used to provide the organisation with accurate and targeted information on its customer service delivery. |

1. Imagine that you are a customer service manager for a retail clothing chain. You want to gather feedback from customers about their customer service experiences. What strategies would you use to gather this feedback? (Your response should be no more than 200 words)

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| Responses will vary but should demonstrate an understanding of commonly used strategies for gathering customer service feedback for example.  A CRM would be used to collect, store and manage information on all customer interactions. This information could then be used for targeted marketing campaigns based on purchase history, demographics etc. A CRM can also be used to gather customer feedback, measure customer loyalty, track KPIs, sales, enquiries and customer satisfaction.  Customer feedback would be encouraged by training employees to collect and document customer feedback and complaints, prominently displaying comments cards in all stores, having a clearly labeled and easily accessible contact us and feedback section on the company website and directing customers to feedback systems in all customer interactions.  Surveys and questionnaires would be conducted both online and in stores in order to provide the organisation with accurate and targeted information on its customer service delivery. |

1. Outline four possible actions an organisation may take if it finds that it is not meeting its customer service standards. (Your response should be no more than 250 words)

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| Responses will vary but should demonstrate an understanding of 4 of the following five actions.   * Review specific policies and/or procedures that are causing problems or establish specific policies and/or procedures from specific problematic situations. For example, if a lack of a specific policy is leading to customer service problems, it would be appropriate to establish and implement a strategy to alleviate these problems. * Deliver further employee training. If customer feedback revealed issues with the customer service or product knowledge then this would indicate a need for further staff training. Additionally, training could assist with other issues such as poor sales conversion rates. * Review service standards. If and organisation is failing to deliver quality customer service because the current standards are not what customers actually want, then it is time to review of the service standards. For example, if the organisation is providing a basic level of service when their customers want an excellent level of service then standards must be amended. * Change a service offering to better accommodate the needs of their customers. For example, customers may prefer to purchase an organisation’s products in bundles rather than individually. * Purchase additional resources to effectively deliver on a higher standard of service. Perhaps the organisation would benefit from better equipment or newer technology to deliver on their standards. As in the case scenario of Fit for Mums, there are times when a business cannot deliver on a customer service standard unless invests in further resources such as new equipment or technology. Monitoring whether there are sufficient or adequate resources to meet service standards will come down to seeking feedback from customers, as well as open communication channels between team members and managers. |

**Section 2**

Case Study Questions

**Background Information:**

To respond to the question in this section of the Assessment Book you are to imagine that you are the Operations Manager for Tranquillity Wellness Centre, a holistic health and wellness centre located in the inner suburbs of Brisbane. Part of your responsibilities include overseeing the delivery of quality customer service at Tranquillity.

Extracts from key Tranquillity business documents are included in your BSBCUS501 Assessment – Supporting Documents book. You will need to review these documents in order to respond to the questions below.

1. You have received an email from an angry client who was charged a "no show" fee after failing to attend his appointment. Tranquillity has a No Show/Late Cancellation Policy (see Supporting Document B). This policy applies to all Tranquillity appointments. Additionally, Tranquillity trains each of its employees to ensure that they advise clients of this policy when the appointment is made, as well as sending this policy as part of an automated email sent out to the client to confirm the booking as soon as it is made in Tranquillity's system.

You look up the client's records in Tranquillity's customer relationship management system and notice that Tranquillity does not have an email address or mobile number for this client. You find this odd since the client has booked for a series of acupuncture appointments over the past 6 months. It’s the job of the receptionist at the time of booking the appointment to double check and confirm the contact details of each client who makes an appointment.

You then have a look at who made the appointment in the system and see that is was Sarah, a junior team member. You have previously cautioned Sarah for not confirming contact details with clients and for not relaying Tranquillity’s policy on no shows/late cancellations. While Sarah has always been given positive feedback from clients (i.e., she is very friendly and professional) her lack of attention to detail has been a concern for some time. You approach Sarah about the email and she apologises and explains that she does sometimes forget to mention the no show/cancellation policy when making client appointments over the phone. Sarah also says that because it gets so busy and a little stressful on reception she doesn’t feel that she has the time to check contact details.

You read over the No Show/Cancellation policy and notice that it does not mention anything about what happens in circumstances where the no show/late cancellation is a one off and/or happens for circumstances outside of the client's control. Additionally, the policy does not explain what a client can do if they feel they have been unfairly charged a late cancellation fee.

With this background you are required to address the following questions:

1. Consider Sarah's response when you questioned her about the circumstances of this email complaint. In the space below, write the feedback you would give Sarah in response to her statement. Make sure that your feedback is constructive in nature and clearly outlines what she has done wrong, the impact that it has had on the organisation, and what she needs to do differently in the future. (Your response should be no more than 200 words)

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| Responses will vary but should demonstrate an understanding of how to deliver constructive feedback, for example:  Sarah, I would like to talk to you about you customer service, specifically regarding customer contact information and the no show/cancellation policy.  Customers have said that you are always friendly and professional so keep up the good work in that area. However it is also important that you double check and confirm the contact details of the customer when you make an appointment and inform them of the no show/ cancellation policy every time. I understand that you get very busy on reception however it is vital that we have the correct information so that we can confirm the appointment and issue the customer with a copy of the no show/cancellation policy.  I recently received an angry email from a customer who was not informed of the no show/cancellation policy because we did not have her contact details on file. As a result we will most likely have to issue her with a refund as well as reimbursing her for a $25 fee charged by her bank.  Like I said it’s great that you are friendly and professional but from now on you need to explain the no show/cancellation policy to every customer. You could say something like *I just need to inform you of our no show/cancellation policy which states that you will be charged $50 for missing an appointment or not giving at least 24 hours notice of a cancellation, do you understand?*  It’s also important for you to check and confirm every customer’s contact details when they make an appointment so that we can confirm the appointment and issue them with the policy via email. You could try saying something like *Hi Sally, can I just take a moment to confirm that your phone number is 123 and your email address is ABC, is that correct?*  Do you have any question about the feedback I have just given you Sarah? Can I rely on you to follow through with these instructions from now on? |

1. From a staff training perspective, how would you handle this situation? Outline the strategies you will use to ensure that such a situation does not happen again. (Your response should be no more than 200 words)

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| Responses will vary but should demonstrate an understanding of how staff training can be used to improve customer service, for example.  When feedback reveals an issue with customer service, this can indicate a need for further training. In Sarah’s case she needs to be trained how to check and confirm customer contact details and inform customers of the no show/ cancellation policy even when she is busy or stressed.  Firstly Sarah should be trained in the no show/cancellation policy to ensure that she is fully aware of the terms and conditions of the policy, why it is important and how to describe it to customers succinctly and professionally over the phone. This may involve reading through the policy, answering questions on the policy and practicing describing the policy out loud.  Secondly Sarah should be trained in how to look up customers in the database, access their phone number and email address and edit these details of necessary to ensure that she is doing so correctly and efficiently. This may involve one-on-one training from a fellow staff member, reading a manual or user guide for the computer system and or practicing accessing, confirming and editing customer information so that she can do so, even when she is busy or stressed. |

1. Specifically, outline how you would monitor Sarah’s job performance in the future. (Your response should be no more than 200 words)

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| Responses will vary but should demonstrate an understanding of the methods of monitoring and managing employee performance, for example.  Sarah’s performance would be monitored in a number of ways to ensure that she is meeting the customer service standards required. This would include regularly checking in with Sarah to see how she is coping with the role and if she feels she is meeting the required standard. This may also include asking whether she feels anything can be done to streamline or simplify the process. Her performance would also be monitored using KPIs such as number of calls missed or number of customers without correct contact information. Customers could be issued with feedback cards asking specific questions such as: *Were you informed of our cancellation policy upon booking?* Or *did you receive a confirmation email containing the cancellation policy after you make a booking?* The final way that Sarah’s performance would be monitored is by monitoring her interaction with customers, this would involve observing Sarah while she spoke to customers to ensure she was following the correct procedure while making bookings. |

1. In the space below, draft an email response that you would send to Bill to address his complaint. In this email, ensure that you outline the steps you will take to resolve his complaint and how you will follow up on the situation. Ensure that your response is in line with the customer service standards, policies and procedures, and complaint handling techniques you have learned about throughout this unit. (Your response should be no more than 300 words)

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| Responses will vary but should demonstrate an understanding of the process for handing customer complaints outlined in the study guide.  Example response:  To: [bill989@hotmail.com](mailto:bill989@hotmail.com)  From: [OperationsManager@Tranquillity.com.au](mailto:OperationsManager@Tranquillity.com.au)  Subject: Re: Charged without receiving any service. Please refund my money immediately!!  Dear Bill,  I am very sorry to hear about the unfortunate circumstances that caused you to have an unsatisfactory experience with Tranquillity. It is our goal here at Tranquillity to provide you with outstanding customer service each and every time.  Our no-show/cancellation policy does state that customers will be charged $50 upon missing an appointment or failing to cancel an appointment with sufficient notice. Making an appointment is an integral part of servicing our clients as efficiently as possible. No-shows and late- cancellations cause problems that go beyond a financial impact on our centre. Making an appointment with us is a time slot that is no longer available for another client. Late cancellations or missed appointments exclude others from receiving treatment and inconvenience both the Wellness Practitioners and other waiting clients.  However as you have explained the extenuating circumstances in your case in addition to the fact that we failed to inform you of the no show/cancellation policy at the time of you booking I will make every effort to rectify the situation to your ultimate satisfaction.  I understand from your email that you would like a refund of the $50 cancellation fee that was charged to your credit card. Although it goes against our policy to do so I will process the refund on this occasion. The refund of $50 will be processed today and should be back in your account within 2-3 business days. I strongly advise you to check your bank statement to confirm that this is the case.  Unfortunately I am unable to reimburse you for the $25 charged to you by your bank. However I would be happy to issue you with a voucher to the value of $25 to be used on any of our services here at Tranquillity. You will find the voucher attached to this email, which you can print off and redeem for your next treatment.  I would like to apologies once again for the inconvenience you experienced and I sincerely hope that the situation has been resolved to your satisfaction. If you would like to discuss this issue further, please don’t hesitate to contact me directly on 0400 000 000.  Yours Sincerely… |

1. You are required to re-design the No-Show/Late Cancelations policy in order to resolve the inadequacies that you identified in it. Your re-designed policy document should clear, direct, and unambiguously detail the policy and procedure for both external customers and staff members.

The policy should include reference to the following:

* The fact that the organisation values customer complaints as an opportunity for customer service improvement.
* The method for customers to address what they believe is an unfair no show/late cancellation charge.
* A timeframe for responding to the customer’s complaint.
* The employee/s who will deal with the customer, and how a complaint may be escalated for resolution.
* The way that the customer will be kept informed of the progress.
* How the complaint and resolution process will be recorded and monitored
* The customer’s legal rights to appeal to an independent authority.

(Your response should be no more than 400 words)

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| Responses will vary but should demonstrate an understanding or quality customer service, complaints handling procedures and legislative requirements as well as addressing all of the points mentioned above, for example:  **TRANQUILLITY WELLNESS CENTRE**  No Show/Late Cancellation Policy  This policy has been established to help ensure that every customer’s experience at the Tranquillity Wellness Centre is a positive one from the moment you first contact us to the moment you leave.  Making an appointment is an integral part of servicing our clients as efficiently as possible. No-shows and late- cancellations cause problems that go beyond a financial impact on our centre. Making an appointment with us is a time slot that is no longer available for another client. Late cancellations or missed appointments exclude others from receiving treatment and inconvenience both the Wellness Practitioners and other waiting clients.  It is the employee’s responsibility to ensure that your contact details are correct and that you are informed of the policy at the time you make an appointment. The employee will also ensure that an email confirmation of your appointment is issued along with a copy of this policy after your appointment is made.  For the purpose of this policy a “no show” will mean missing a scheduled appointment and a “late cancellation” will mean cancelling an appointment without calling the centre to cancel 24 hours in advance of an appointment.  **A charge of $50.00 will be assessed for each no show or late cancellation.**  At Tranquillity we understand that occasionally, through no fault of your own, extenuating circumstances outside of your control will result in a no show or late cancellation occurring. At Tranquillity we also value your feedback. If you feel that you have been unfairly charged a no show/late cancellation fee you should email the manager directly at [operations@tranquillity.com.au](mailto:operations@tranquillity.com.au) to lodge a complaint. In most cases the operations manager will respond to your complaint within 1-2 business days.  If you are unhappy with the response and still feel that you have been treated unfairly you should refer the complaint to the Australian Competition and Consumer Commission (ACCC) or the Office of Fair Trading in your state. |

**Note: There is an additional practical component to the assessment of this unit. Please see BSBCUS501 Practical Assessment Instructions for details.**

Supporting Document A

Complaint E-mail from Customer

Subject: **Charged without receiving any service. Please refund my money immediately!!**

To whom it may concern,

I’m writing to you as I would like a refund of $50 charged on my credit card. I called on Friday afternoon and made an acupuncture appointment for Saturday morning for 10:30am. Unfortunately when I woke up on Saturday I was not feeling well and I was unable to attend the appointment. In my state of ill-health I completely forgot to call up and cancel my appointment. I then checked my bank account this morning to find that I have been charged $50 by you.

I find this completely disgraceful. I’ve been to other clinics before and this has never happened. When I rang to make my appointment I was never told that I would be charged if I didn’t show up. You can’t just take people’s money without letting them know that is your policy. I demand a refund at once and in future if you’re going to take people’s money without a service you should make sure your staff tell the customer at the time of making the appointment.

Bill

Supporting Document B

Tranquillity’s

“No Show/Late Cancellation Policy”

A logo for a wellness center

Description automatically generated with low confidence

TRANQUILLITY WELLNESS CENTRE

No Show/Late Cancellation Policy

This policy has been established to help ensure that your experience at the Tranquillity Wellness Centre is a positive one from the moment you first contact us to the moment you leave.

Making an appointment is an integral part of servicing our clients as efficiently as possible. No-shows and late- cancellations cause problems that go beyond a financial impact on our centre.

Making an appointment with us is a time slot that is no longer available for another client. Late cancellations or missed appointments exclude others from receiving treatment and inconvenience both the Wellness Practitioners and other waiting clients.

A “no show” is missing a scheduled appointment. A “late cancellation” is cancelling an appointment without calling us to cancel 24 hours in advance of an appointment.

**A charge of $50.00 will be assessed for each no show or late cancellation.**

Please understand that insurance companies consider this charge to be entirely the patient’s responsibility.

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|  | **Assessor's Comments** | | | | |  |
|  | To be completed by the Assessor to provide constructive feedback on the assessment of this Assessment Book. | | | | |  |
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|  | Competent / Not Yet Competent |  |  |  | |  |
|  | Signature of Assessor: |  | | Date: |  |  |

Assessment Summary

Please find below the results of your first submission (this will be completed by your assessor after your Assessment Book has been submitted)

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| **Result** | **Date Assessed** | **Assessor Name** | **Assessor Initials** |
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| **Questions to resubmit (if first submission is not yet competent)** |
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***Students, please note:***

***A Not Yet Competent (NYC) result does not mean that you have to redo the whole unit. In the box above, the marker has identified exactly which questions you need to resubmit. Feedback is provided (in a comment box) beside your current answer. All resubmissions have to be completed on the Resubmission Page of this marked book.***

To make a resubmission,

**Step 1:** Go to the “Resubmission Page” (the next page of this Assessment Book). ***Please do not change your original answers.*** Your marker will need to look at your original answer and your resubmitted answer.

**Step 2:** Write the question number and then enter your answers into the Resubmission Box. The box will expand as you enter text.

**Step 3:** Make sure that you have answered all of the questions that you have been asked to resubmit.

**Step 4:** Resubmit this assessment book for marking via the Student Portal.

*All the best!*

**RESUBMISSION PAGE**

**The following Entry Box is for students to complete any activities that require resubmission**

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| **Important Note:** In order to assist the marker in reassessing your work, please make clear headings throughout your work, identify the Section Number, Question Number and Page Number for each question you have to re-submit. |

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| **Complete resubmission activities here** |

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|  | **Assessor's Comments - Resubmission** | | | | |  |
|  | To be completed by the Assessor to provide constructive feedback on the resubmission of this Assessment Book. | | | | |  |
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| **Resubmission Result** | **Date Assessed** | **Assessor Name** | **Assessor Initials** |
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