

Service Excellence Programmes

For Supervisors

Lead a Service Team

COURSE OVERVIEW

On successful completion of this unit the learner will have the knowledge and application skills in promoting team effectiveness by developing team plans to meet expected service outcomes, leading a small service team and proactively working with organizational line management to improve service delivery.

This competency unit consists of the following elements:

1. Plan to achieve team service outcome

- 1.1 Establish the roles, responsibilities and accountabilities of service team members in accordance with the organisation's objectives and operational procedures.
- 1.2 Plan and arrange for resources required to achieve service goals, plans and objectives.
- 1.3 Involve team members in planning and organising their work to meet the organisation's service goals, plans and objectives.
- 1.4 Recognise and utilise the strengths and attributes of individuals when allocating work tasks.
- 1.5 Organise the team to achieve service goals, plans and objectives in accordance with organisational procedures.

2. Develop team cohesion

- 2.1 Build and maintain trust, respect and rapport with and between service teams and individuals to foster a team oriented environment.
- 2.2 Facilitate and encourage service team to use effective communication processes to obtain and share information in accordance with organizational communications systems and procedures.
- 2.3 Manage team conflicts to prevent team disunity.

3. Participate in and facilitate a service team

- 3.1 Actively participate in and facilitate service team activities to encourage service team members' and guide service team performance.
- 3.2 Identify and manage difficult team members
- 3.3 Demonstrate the skills, attributes and behaviours required of service team members within the organisation.
- 3.4 Provide support to service team members to strengthen team service performance.
- 3.5 Ensure the provision of necessary resources for the service team in accordance with job role and responsibilities.
- 3.6 Facilitate team decision making in accordance with the service team's purpose, roles, responsibilities and accountabilities.

4. Coordinate with management on service issues

- 4.1 Identify relevant personnel by studying the organisation's structure.
- 4.2 Maintain open contact and communication with relevant line managers to provide and obtain feedback on service delivery.
- 4.3 Recognise personal limitations with regard to decision making and escalate service issues to relevant personnel where necessary.
- 4.4 Seek relevant information and advice from related line managers as required to ensure service issues may be resolved.
- 4.5 Respond promptly, in agreed format, to line manager's requests for information.

This unit is within the competency category of *Customers* and is one of the elective modules leading to the CET Advanced Certificate in Retail Supervision.

The main target audiences for the Service Excellence WSQ Supervisory modules are supervisors and customer service management staff from various service industry sectors. It is recognised that service is extended not only to external customers but internal customers as well. The Service Excellence WSQ Supervisory modules serve as intermediate units in the journey towards service excellence for all workers in Singapore.

Training Hours (inclusive of assessment): 30 hours

Build Relationships with Customers

COURSE OVERVIEW

On successful completion of this unit the learner will have the knowledge and application skills to build relationships with customers in service environments, which include building customers' confidence, maintaining and developing customer relations and handling referred difficult customers.

This competency unit consists of the following elements:

1. Build customers' confidence

- 1.1 Identify and update service team customers whom organisation wants to build relationship with.
- 1.2 Apply accurate product and service knowledge, organisational service procedures and policies and related legislations to meet customers' needs.
- 1.3 Demonstrate qualities of service professional when interacting with customers to assure customers of quality customer service.

2. Maintain and develop customer relations

- 2.1 Coordinate post sale/service support to ensure customers' needs are met.
- 2.2 Coordinate the use of a customer database to update identified customers' information
- 2.3 Coordinate with service staff to keep customers updated of company's new products and promotions
- 2.4 Provide customers with additional help and information in response to their queries
- 2.5 Obtain feedback on whether customers expectations are being met
- 2.6 Make recommendations to management on how to build customer loyalty based on customer feedback, where appropriate

3. Handle referred difficult customers

- 3.1 Confirm details of referred complaint.
- 3.2 Acknowledge customer politely and assure customer that appropriate actions will be taken to resolve the complaint.
- 3.3 Use active listening to and questioning skills to confirm customer issues with customer
- 3.4 Use effective communication techniques to develop rapport with the customer and consolidate customer confidence.
- 3.5 Establish mutually acceptable resolutions to complaints within own limits of authority and according to organisational customer service policies and procedures.
- 3.6 Implement agreed actions and follow up with customer until complaints satisfactorily resolved.
- 3.7 Follow organisational procedures if customer would like to escalate complaint to higher authority.
- 3.8 Take opportunities to turn incidents of dissatisfactions into a demonstration of high quality service to customer to encourage customer loyalty in line with organizational policy.
- 3.9 Close complaint according to organisational policy and procedures after complaint is satisfactorily resolved.

This unit is within the competency category of *Customers* and is one of the elective modules leading to the CET Advanced Certificate in Retail Supervision. The main target audiences for the Service Excellence WSQ Supervisory modules are supervisors and customer service management staff from various service industry sectors. It is recognised that service is extended not only to external customers but internal customers as well. The Service Excellence WSQ Supervisory modules serve as intermediate units in the journey towards service excellence for all workers in Singapore.

Training Hours (inclusive of assessment): 24 hours

Implement Continual Improvements in Service Delivery

COURSE OVERVIEW

On successful completion of this unit the learner will have the knowledge and application skills in implementing continual improvements in service delivery in work teams. It includes encouraging and coordination the team to participate in the planning, executing, monitoring and evaluation of continual improvements in service delivery.

This competency unit consists of the following elements:

1. Prepare work team for continual improvement

- 1.1 Identify service areas for continual improvement
- 1.2 Prepare individual or work teams for continual improvement.
- 1.3 Establish roles, responsibilities and authority in work team.
- 1.4 Establish targets and timelines for continual improvement.

2. Execute action plan for continual improvement

- 2.1 Obtain resources required for continual improvement.
- 2.2 Encourage and support individuals and teams to participate in continual improvement.
- 2.3 Communicate continual improvement plan to individual/work teams.
- 2.4 Implement continual improvement plan.

3. Monitor and evaluate results of action plan for continual improvement

- 3.1 Collect data relating to results of action plan to monitor action plan.

- 3.2 Analyse results of action plan for continual improvement.
- 3.3 Evaluate effectiveness of continual improvement to identify performance gaps.
- 3.4 Communicate results of action plan to relevant personnel.

4. Address gaps in targets

- 4.1 Determine root cause of performance gaps.
- 4.2 Allocate and provide resource to take action to address the gaps.
- 4.3 Implement actions to close gaps.

This unit is within the competency category of *Results* and is one of the elective modules leading to the CET Advanced Certificate in Retail Supervision.

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Training Hours (inclusive of assessment): 24 hours

Lead a Team to Participate in Service Innovation Processes

COURSE OVERVIEW

Upon completion of this programme, the learner should have the knowledge and skills to demonstrate competence in the following four (4) competency elements of the Service Excellence WSQ framework:

- a. Identify service innovation opportunities**
- b. Generate ideas to transform customer experience**
- c. Evaluate and select service innovation ideas to develop**
- d. Advance service innovation ideas towards implementation**

Participants will have the knowledge and application skills in identifying service innovation opportunities, generating ideas to transform customer experiences, evaluating and selecting service innovation ideas to develop as well as advancing service innovation ideas towards implementation.

Contents Coverage

- 1. Definition of service innovation and its processes;
- 2. Factors in internal environment;
- 3. Factors in external environment;
- 4. Methods to identify potential service innovation opportunities;
- 5. Types of service innovation opportunities;

6. Assumptions relating to service innovation;
7. Divergent thinking processes;
8. Convergent thinking processes;
9. Guidelines for creating ideas in collaborative environment;
10. Principles of divergent thinking;
11. Types of divergent thinking techniques;
12. Convergent thinking process;
13. Principles of convergent thinking;
14. Organisational evaluation criteria for evaluating ideas generated;
15. Techniques of convergent thinking;
16. Guidelines for evaluating and selecting ideas in collaborative environment;
17. Organisational procedure for documenting ideas evaluated;
18. Types of enhancements & modifications to be made to selected ideas;
19. Mock-up creation process;
20. Types of mock-up, their characteristics and purposes;
21. Types of stakeholders to obtain feedback and approval from;
22. Types of refinements to make to presented ideas for meeting stakeholders requirements;
23. Types of stakeholders' requirements;
24. Types of stakeholders' decisions; and
25. Types of follow up actions to take arising from stakeholders' decision

Eligibility Criteria

Enrolment into the programme requires a minimum of:

- Be able to listen and speak English at a proficiency level equivalent to the Employability Skills System Workplace Literacy (WPL) Level 5
- Be able to read and write English at a proficiency level equivalent to the Employability Skills System Workplace Literacy (WPL) Level 5
- Be able to use numeracy skills equivalent to the Employability Skills System Workplace Literacy (WPL) Level 5

OR

- GCE 'O' Level Credit in English and Mathematics

Assessment Methodology

Learners would be individually assessed through written assignments and group discussion.

Program Duration: 16 hours

Coach Service Teams and Individuals

Upon completion of this programme, the learner should have the knowledge and skills to demonstrate competence in the following three (3) competency elements of the Service Excellence WSQ framework:

- 1. Prepare for coaching**
- 2. Coach service teams and individuals on the job to achieve service objectives**
- 3. Evaluate and follow up service coaching**

The objective of the programme is to equip learners with the knowledge and application skills in providing coaching in organisational service environments. It includes preparing to coach, coaching on-the-job and following up on the results of coaching.

Contents Coverage

1. The attributes of a good coach;
2. Techniques for identifying service coaching needs;
3. Types of service skills and knowledge to be addressed during coaching;
4. Components in coaching plan;
5. Methods for obtaining resources relevant to coaching;
6. Relevant organisational coaching guidelines.
7. Service objectives;
8. Techniques for explaining and demonstrating specific service skills to learners;
9. Coaching process,
10. The range and styles of learning;
11. Barriers to learning and how to overcome them;
12. Methods for providing learners the opportunity to practise new skills and ask questions;
13. Techniques for confirming service coaching outcomes;
14. Techniques for providing constructive and supportive feedback;
15. Techniques for monitoring and evaluating individual and team learning progress;
16. Principles for providing supportive assistance to learners;
17. Relevant organisational coaching systems and procedures;
18. Methods for reporting individual and team progress to relevant personnel;
19. Specific organisational procedures and documentation for reporting on service coaching activities;
20. Methods and techniques for reviewing personal coaching style and performance; and
21. Principles of developing strategies for coaching improvement

Eligibility Criteria

Enrolment into the programme requires a minimum of:

- Be able to listen and speak English at a proficiency level equivalent to the Employability Skills System Workplace Literacy (WPL) Level 5
- Be able to read and write English at a proficiency level equivalent to the Employability Skills System Workplace Literacy (WPL) Level 5
- Be able to use numeracy skills equivalent to the Employability Skills System Workplace Literacy (WPL) Level 5

OR

- GCE 'O' Level Credit in English and Mathematics

Assessment Methodology

Learners would be individually assessed through written assignments and group discussion.

Program Duration: 16 hours