

# Using CSE to develop the 'Leeds Standard'

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Who are we and what do we do?

What does excellent Customer Service look like? Let's go back to basics...



<https://www.youtube.com/watch?v=EjVC-bwhhpw&feature=youtu.be>

What do we expect when we are customers (**ourselves**)

What do our students/users/borrowers/readers (**customers**) expect from us as service providers

Who are (y)our customers

What other services are they using across your institution

## Tell me who your customers are?

- Students – UG, TPG, RPG, distance learner, international
- Staff – administrative, academic, technical
- Visitors
- Prospective students/parents/funders
- School students
- Lifelong Learning/Access to education
- Alumni
- Members of the general public

## Tell me who else is serving *your* customers?

- HR
- Research & Innovation
- Finance
- Careers
- Catering
- Marketing/Press Office
- Students Union
- Health & Safety
- Sports & Recreation
- Alumni Office
- Secretariat
- Facilities
- Faculty/Departments
- Student Education Service

## Customers, Services & Customer Services

Where do we overlap with each other?

Aren't we all each other's customer?

Surely we share customers?

The 'customer' at the University of Leeds is often the same person – do they have a consistent, quality, excellent experience with us?

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CUSTOMER  
SERVICE  
EXCELLENCE



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## 1. Customer Insight

1.1 Customer Identification

1.2 Engagement & Consultation

1.3 Customer Satisfaction

## 2. The Culture of the Organisation

2.1 Leadership, Policy & Culture

2.2 Staff Professionalism & Attitude

## 3. Information and Access

3.1 Range of Information

3.2 Quality of Information

3.3 Access

3.4 Co-operative working with other providers, partners and communities

CUSTOMER  
SERVICE  
EXCELLENCE



## 4. Delivery

4.1 Delivery Standards

4.2 Achieved Delivery Outcomes

4.3 Deal Effectively with Problems

## 5. Timeliness and Quality

5.1 Standards for Timeliness and Quality

5.2 Timely Outcomes

5.3 Achieved Timely Delivery



57

elements to assess  
ourselves against

172

pieces of evidence  
collected

22

people were  
involved in collating  
& providing  
evidence

41

people took part  
in the actual  
assessment days

78

individual  
pieces of  
evidence  
submitted



"We build successful long-term relationships  
with our customers"

### Our 30 Statements

**These are the criteria against which you will be assessed on your journey towards achieving the Customer First Standard. There are 30 Statements in all, split across the three core elements.**

#### **CUSTOMER RELATIONSHIPS SECTION**

1. We build successful long-term relationships with our customers
2. We identify our customers' needs at the first point of contact with us
3. Where appropriate, our customers can access other relevant and related services through their contact with us
4. We clearly specify what our customers can expect from the service we provide to them
5. We deliver services to our customers in a timely manner or within agreed timeframes
6. The needs of our customers are reviewed appropriately during service delivery
7. Our people follow clear guidelines to select the most appropriate organisation to either contract with or refer to, in the best interests of the customer
8. Our people have access to relevant customer information that is accurate and up to date
9. We gather customer feedback to check the effectiveness of our service delivery and identify opportunities for improvement
10. Where appropriate we always follow up our key customers after we refer them to others

## The “Leeds” Standard

### What is it?

Reduced criteria to measure internally across ALL services –

Consolidated from shared themes of Customer Service Excellence Framework and Customer First Standard

<i>Criteria 1.</i>	We identify our customers’ needs at the first point of contact with us.	<i>Gold</i>	<i>Silver</i>	<i>Bronze</i>





**The Leeds Standard**

**A. Customer Relationships, Identification, Engagement & Feedback**

<b>1.</b>	We identify our customers' needs at the first point of contact with us.	<b>Compliance</b>	<b>Partial Compliance</b>	<b>Non Compliance</b>
<b>Potential Evidence</b>	<ul style="list-style-type: none"> <li>Records of live and completed enquiries</li> <li>Records of referrals and follow-ups</li> <li>Customer feedback related to enquiry handling</li> </ul>			
<b>Evidence</b>				

<b>2.</b>	We regularly review and identify the different needs of our customer groups.	<b>Compliance</b>	<b>Partial Compliance</b>	<b>Non Compliance</b>
<b>Potential Evidence</b>	<ul style="list-style-type: none"> <li>Documented marketing plan including marketing objectives and how they will be achieved</li> <li>Marketing materials tailored to specific customer groups and segments</li> <li>Documented business plan identifying key customer groups and how their needs will be addressed</li> </ul>			
<b>Evidence</b>				



**A. Staff Professionalism, Recruitment, Training & Development**

1.	We ensure we recruit the right people with a customer focused attitude by using effective and appropriate recruitment methods in line with equality of opportunity principles.	<i>Compliance</i>	<i>Partial Compliance</i>	<i>Non Compliance</i>
<i>Potential Evidence</i>	<ul style="list-style-type: none"> <li>Employee retention performance e.g. labour turnover / comparison with industry average</li> <li>Employee feedback including exit interviews</li> </ul>			
<i>Evidence</i>				

2.	Our people understand their role within our organisation and are clear about what we expect from them regarding customer service levels.	<i>Compliance</i>	<i>Partial Compliance</i>	<i>Non Compliance</i>



**A. Delivery standards & service quality**

<p><b>1.</b></p>	<p>We have overall business objectives that we measure and regularly review.</p>	<p><i>Compliance</i></p>	<p><i>Partial Compliance</i></p>	<p><i>Non Compliance</i></p>
<p><b>Potential Evidence</b></p>	<ul style="list-style-type: none"> <li>• KPIs</li> <li>• Documented strategic, business and operational plans</li> <li>• Management information reports, minutes of meetings</li> <li>• Employee feedback related to understanding of business objectives and the organisation’s performance</li> </ul>			
<p><b>Evidence</b></p>				

<p><b>2.</b></p>	<p>We set overall objectives for service delivery which we regularly review to ascertain how our performance affect our customers.</p>	<p><i>Compliance</i></p>	<p><i>Partial Compliance</i></p>	<p><i>Non Compliance</i></p>

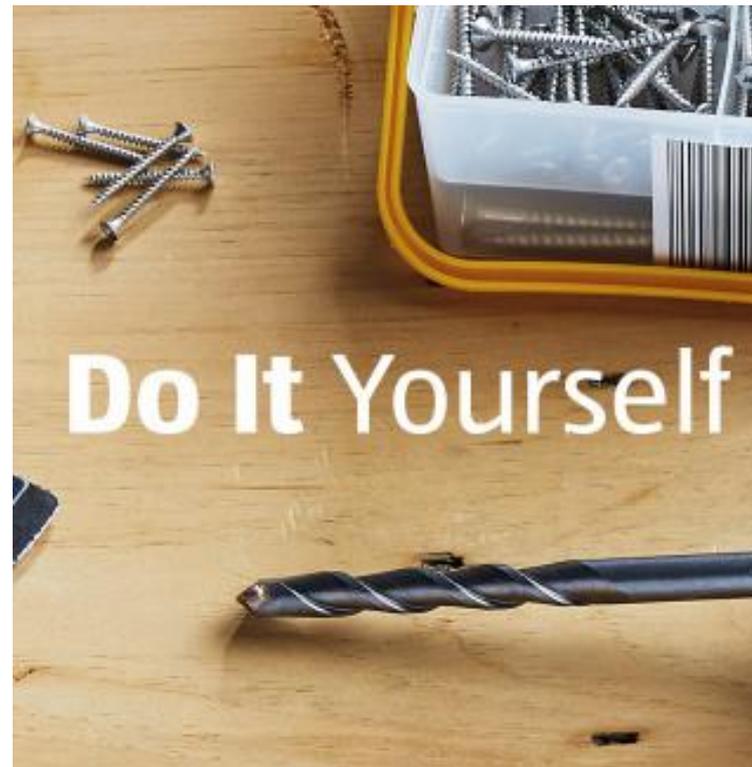
## **Why are we doing it?**

- To make life smoother for University staff, students and visitor
- To lead the way across campus as a beacon of good practice for service consistency
- To develop our staff and create a peer-support network
- To identify areas of strength and highlight opportunities for development
- To celebrate success 😊

## **How will it work?**

*That's an interesting question... still evolving!*

Let's create a CSG "Chelmsford" standard!





### Criterion 1 - Customer Insight

#### 1.1 Customer Identification

##### ELEMENT

1.1.1 We have an in-depth understanding of the characteristics of our current and potential customer groups based on recent and reliable information.

1.1.2 We have developed customer insight about our customer groups to better understand their needs and preferences.

1.1.3 We make particular efforts to identify hard to reach and disadvantaged groups and individuals and have developed our services in response to their specific needs

#### 1.2 Engagement & Consultation

##### ELEMENT

1.2.1 We have a strategy for engaging and involving customers using a range of methods appropriate to the needs of identified customer groups.

1.2.2 We have made the consultation of customers integral to continually improving our service and we advise customers of the results and action taken.

1.2.3 We regularly review our strategies and opportunities for consulting and engaging with customers to ensure that the methods used are effective and provide reliable

#### 1.3 Customer Satisfaction

##### ELEMENT

1.3.1 We use reliable and accurate methods to measure customer satisfaction on a regular basis.

1.3.2 We analyze and publicized satisfaction levels for the full range of customers for all main areas of our service and we have improved services as a result.

1.3.3 We include in our measurement of satisfaction specific questions relating to key areas including those on delivery, timeliness, information, access, and the quality specific questions which are informed by customer insight.

1.3.4 We set challenging and stretching targets for customer satisfaction and our levels are improving.

## Remember the comfy bed..?

- The things we remembered relate to real-life experience and associated emotion

*people + process =  
keeping our promise*



CSE is a continuous journey, have a great trip!

