

Customer Service

Level 2 Level 3 Level 4

Contents

1	Introduction	4
1.1	About this Centre Handbook	4
1.2	What is an NVQ?	4
2	General Information	5
2.1	Qualification profiles	5
2.2	Target market	8
2.3	Qualification aims	8
2.4	Entry requirements	9
2.5	Entry restrictions	9
2.6	Progression opportunities	9
2.7	Mode of delivery	9
2.8	Assessment centre	10
2.9	Trainer	10
2.10	Assessor	10
2.11	Internal verifier	10
2.12	External verifier	11
2.13	Wider issues	11
2.14	Arrangements for candidates with particular requirements	12
2.14	Delivery in Wales and Northern Ireland	12
2.15	Funding	12
2.16	Appeals procedure	12
2.17	Centre malpractice guidance	13
3	Assessment	14
3.1	Assessment: how it works	14
3.2	Initial assessment	14
3.3	Assessment planning	14
3.4	Making assessment decisions	15
3.5	Methods of assessment	15
3.6	Examining the evidence	16
3.7	Observation	17
3.8	Questioning	17
3.9	Professional discussion	18
3.10	Witness testimonies	18
3.11	Personal statements	18
3.12	Performance evidence	18
3.13	Where evidence comes from	19
3.14	Real work	19
3.15	Simulation	19
3.16	Medium that can be used	20
3.17	Amount of evidence needed	21
3.18	Cumulative Assessment Record (CAR)	21
3.19	Verification – How it works	21
4	Assessor and Internal Verifier Requirements	24
4.1	Important	24
5	Certification	26
5.1	Claiming certificates	26
5.2	Ten-week rule	26

6	Qualification Structure and Units	29
6.1	Unit format	29
6.2	Units	29
	Level 2	29
	Level 3	33
	Level 4	37
7	Administration Arrangements	40
7.1	Centre approval	40
7.2	OCR's advisory service	40
8	Recording Documentation	41
8.1	Recording assessment	41
8.2	Recording the method of assessment	41
8.3	Recording documents	41
9	Key Skills Signposting	43
9.1	Key and core skills signposting	43
10	Other Related OCR Qualifications	44
10.1	General and Vocational qualifications	44
11	Further Support and Information	45
11.1	General enquiries	45
11.2	Centre Approval, Candidate Registration and Certification	45
11.3	Customer feedback	45
11.4	OCR Training Events	46
11.5	OCR Publications	46
11.6	Publications	46

1 Introduction

1.1 About this Centre Handbook

This centre handbook contains important information for anyone working towards or involved in assessing or verifying the following qualifications:

OCR Level 2 NVQ in Customer Service

OCR Scheme code 05943

OCR Level 3 NVQ in Customer Service

OCR Scheme code 05944

OCR Level 4 NVQ in Customer Service

OCR Scheme code 05945

1.2 What is an NVQ?

An NVQ (National Vocational Qualification) is a qualification that assesses someone's competence (that is the skills, knowledge and understanding they have) within a work situation. NVQs are based on the national occupational standards that describe the level and breadth of performance expected of individuals whose work involves Customer Service practices. These NVQs are based on the national occupational standards developed by the Institute of Customer Service (ICS). They are the government approved body who set the standards for the Customer Service sector.

The awarding body for this NVQ is Oxford Cambridge and RSA Examinations (OCR) and the regulatory body is the Qualifications and Curriculum Authority (QCA).

2 General Information

2.1 Qualification profile

Title	OCR Level 2 NVQ in Customer Service	
OCR code	05943	
Level	This qualification has been accredited onto the National Qualifications Framework (NQF) at Level 2	
QAN	100/6084/4 (Qualification Accreditation Number)	
This qualification is suitable for	People whose customer service role requires well developed behavioural competence but whose scope for independent decision making and bringing about change is limited.	
Entry requirements	There are no formal entry requirements for this qualification	
Qualification structures	<p>To achieve this qualification, candidates must achieve 7 units made up of 2 mandatory units and 5 optional units, at least one unit from each theme.</p> <p>This qualification contains 3 units that can be brought forward from Level 1; all three units can be claimed towards a Level 2 qualification.</p> <p>This qualification contains 5 units that can be carried forward to Level 3; from these, a maximum of 3 units may be claimed towards a Level 3 qualification.</p>	
Assessment and grading	Like all NVQs, this qualification is competence-based . This means that it is linked to a person's ability to competently perform a range of tasks connected with their work.	
Funding	This qualification has been accredited to the National Qualifications Framework (NQF) and, as such, is eligible for public funding. When seeking public funding, centres will need to provide the Qualification Accreditation Number (QAN) shown above.	
National occupational standards	This qualification relates to national occupational standards for Customer Service at Level 2.	
Key Skills	Signposting to Key Skills is provided	
Last registration date*	31/07/2009	Revised date:
Last certification date*	31/07/2011	Revised date:

*OCR will inform centres of changes to these dates, and they are published on our website. All centre records must be updated accordingly.

Qualification profile

Title	OCR Level 3 NVQ in Customer Service	
OCR code	05944	
Level	This qualification has been accredited onto the National Qualifications Framework (NQF) at Level 3	
QAN	100/6080/7 (Qualification Accreditation Number)	
This qualification is suitable for	People who have the scope to bring about permanent improvements in service delivery that benefit customers and the organisation for which they work. Such individuals do not have to be in roles where they have direct line responsibility for people.	
Entry requirements	There are no formal entry requirements for this qualification	
Qualification structures	<p>To achieve this qualification, candidates must achieve 8 units made up of 2 mandatory units and 6 optional units, at least one unit from each theme.</p> <p>This qualification contains 5 units that can be brought forward from Level 2; from these a maximum of 3 units may be claimed towards a Level 3 qualification.</p> <p>This qualification contains 5 units that can be carried forward to Level 4; all of these can be claimed towards a Level 4 qualification.</p>	
Assessment and grading	Like all NVQs, this qualification is competence-based . This means that it is linked to a person's ability to competently perform a range of tasks connected with their work.	
Funding	This qualification has been accredited to the National Qualifications Framework (NQF) and, as such, is eligible for public funding. When seeking public funding, centres will need to provide the Qualification Accreditation Number (QAN) shown above.	
National occupational standards	This qualification relates to national occupational standards for Customer Service at Level 3.	
Key Skills	Signposting to Key Skills is provided	
Last registration date*	31/07/2009	Revised date:
Last certification date*	31/07/2012	Revised date:

*OCR will inform centres of changes to these dates, and they are published on our website. All centre records must be updated accordingly.

Qualification profile

Title	OCR Level 4 NVQ in Customer Service	
OCR code	05945	
Level	This qualification has been accredited onto the National Qualifications Framework (NQF) at Level 4	
QAN	100/6081/9 (Qualification Accreditation Number)	
This qualification is suitable for	People who manage customer service functions, who have more general management or technical responsibilities, or who occupy a specialist internal consultancy role within their organisation and hold a position that will allow them to influence decision making and shape how customer service is delivered inside or outside their organisation	
Entry requirements	There are no formal entry requirements for this qualification	
Qualification structures	<p>To achieve this qualification, candidates must achieve 9 units made up of 2 mandatory units and 7 optional units, at least one unit from each theme.</p> <p>This qualification contains 5 units that can be brought forward from Level 3; all of these can be claimed towards a Level 4 qualification.</p>	
Assessment and grading	Like all NVQs, this qualification is competence-based . This means that it is linked to a person's ability to competently perform a range of tasks connected with their work.	
Funding	This qualification has been accredited to the National Qualifications Framework (NQF) and, as such, is eligible for public funding. When seeking public funding, centres will need to provide the Qualification Accreditation Number (QAN) shown above.	
National occupational standards	This qualification relates to national occupational standards for Customer Service at Level 4.	
Key Skills	Signposting to Key Skills is provided	
Last registration date*	31/07/2009	Revised date:
Last certification date*	31/07/2012	Revised date:

*OCR will inform centres of changes to these dates, and they are published on our website. All centre records must be updated accordingly.

2.2 Target market

These NVQs are designed to reflect the work of candidates who undertake Customer Service activities at Levels 2, 3 or 4.

2.3 Qualification aims

The aim of these qualifications is to recognise the skills and competences of candidates in the workplace.

The **OCR Level 2 NVQ in Customer Service** is primarily aimed at candidates who undertake a customer service role and recognises that employment in the customer service sector involves a diverse range of functions, tasks and activities that are constantly developing and changing.

It is suitable for candidates:

- who have particular customer service and administrative job roles
- who are working in a customer service environment
- whose role is to provide service to customers.

The **OCR Level 3 NVQ in Customer Service** is aimed at candidates who will be delivering and managing service and will be accountable in the area of practice. Candidates will be working without direct supervisions or on their own, such as in a commercial customer service environment.

It is suitable for candidates who:

- can influence what happens at work
- use the organisation's rules and systems flexibly to deliver good service
- question the way things are done and suggest improvements
- have good communication skills and a wide knowledge of what to do, who to see and where to go to get things done for the customer
- are aware of the commercial or other pressures facing the organisation/business.

The **OCR Level 4 NVQ in Customer Service** is aimed at the candidate working in a senior role within an organisation that treats customer service as a priority. The candidate does not have to be a line manager of other people or even have manager as part of the title, however they should hold a position that would allow them to influence decision making and shape how customer service is delivered inside or outside of the organisation.

It is suitable for candidates who:

- have a role that is clearly linked to customer service, for example, customer service managers, customer service team leaders or people who have significant responsibility for operations, staff and other resources
- may have a general management type job that includes some aspects of customer service
- are consultants or specialists who have responsibility for a particular aspect of the business which impacts directly on customer service, such as IT.

These qualifications will allow for progression to OCR's existing portfolio of Customer Service qualifications and will complement other vocational qualifications.

2.4 Entry requirements

These NVQs are work-orientated qualifications and are suitable for those who undertake Customer Service practices in their work. These are open to candidates of any age, of either gender and there are no entry barriers on grounds of race, creed or previous academic attainment or learning.

There should be equality of access for candidates regardless of work setting and patterns of work. Candidates must be enabled and supported to undertake these qualifications.

All centre staff involved in the assessment or delivery of these qualifications should understand their requirements and match them to the needs and capabilities of individuals before entering them as candidates for these qualifications, through initial assessment.

2.5 Entry restrictions

Where a candidate has registered for a qualification, they should not enter with another awarding body for a qualification at the same level with the same title.

2.6 Progression opportunities

These qualifications have also been designed to develop the skills, knowledge and understanding required to enable progression to and from qualifications along the vertical and horizontal planes in the National Qualifications Framework.

For example, a candidate achieving an OCR Level 1 NVQ in Customer Service may:

- progress to the OCR Level 2, Level 3 or Level 4 NVQ in Customer Service
- obtain the OCR Level 2 or Level 3 Certificate in Customer Service or
- widen their specialist skills and undertake other OCR work based qualifications.

OCR offers a range of related qualifications in this vocational area. (Further details can be found in the section **Other related OCR qualifications**).

2.7 Mode of delivery

These qualifications are **competence-based**, linking a person's ability to competently perform a range of tasks connected with their work. This means that a person's skills, knowledge and competences are assessed in a practical way. (See **Assessment and verification** section for further information.)

To gain these NVQs a candidate must achieve the level of competence described in the NVQ units of competence. The units of competence contain the national occupational standards for Customer Service at Levels 2, 3 and 4.

2.8 Assessment centre

Any organisation, whether it is a place of employment, college or private training organisation can be approved to offer these qualifications, as long as it meets the criteria set out in the OCR publication *The Administrative Guide to Verified Qualifications* (reference code L526). This includes being able to provide suitable assessors and internal verifiers. (For more information on how to become an OCR-approved assessment centre see section **Further support and information**).

Once approved, an **assessment centre** will register candidates for the NVQ and allocate each candidate an **assessor** or **assessors**.

2.9 Trainer

The trainer will develop a candidate's knowledge, understanding and skills in relation to the NVQ that is being undertaken.

Trainers will:

- provide opportunities for learning
- provide ongoing mentoring to the candidate, including review and feedback on learning experiences and development of competence
- provide opportunities for a candidate to practice what they have learnt in a realistic, but safe and protected working environment or, where this is not appropriate, in a simulated environment as appropriate to the assessment strategy.

Please note that learning, and practising the learning, does not indicate competence in the workplace. The application of the learning will need to be assessed for competence to be decided.

2.10 Assessor

Assessors will be appointed by approved centres to assess candidate performance and judge the validity of work place assessments.

The criteria for appointing assessors are set out in section **Assessor and internal verifier requirements**. An assessor may be a candidate's line manager, a tutor at college, or someone specially appointed to this role. Assessments may also be carried out by a team of assessors.

The roles of trainer and assessor are inextricably linked and may be carried out by the same person, however, training activities must be clearly separated from assessment and only assessed evidence of competence should be presented as evidence towards the NVQ.

2.11 Internal verifier

Internal verifiers will be appointed by approved centres to ensure the quality and consistency of assessments within the centre.

Each assessor's work must be checked and confirmed by an **internal verifier** who is also a member of the staff of the assessment centre. The criteria for appointing internal verifiers are set

in the section **Assessor and internal verifier requirements**. The internal verifier checks and standardises assessment decisions made by the assessors in the centre.

The internal verifier will observe assessors carrying out assessments, review assessment decisions from the evidence provided and hold meetings with the assessment team to ensure consistency in the use of paperwork and interpretation of the qualifications' requirements.

2.12 External verifier

The **external verifier** checks the assessment and internal verification processes and decisions made in the centre, and authorises the claims for certificates. The external verifier is appointed by OCR.

2.13 Wider issues

These qualifications provide the potential for centres to develop candidates' understanding of spiritual, moral, ethical, social and cultural issues and heighten candidates' awareness of environmental issues, health and safety considerations and European developments.

Social

All of the units within the qualifications focus on the individual and key people in the individual's lives being able to promote, as much as they are able, their own independence. Within the units communication is a critical aspect, this again contributes to demonstrating the social aspects underpinning the qualification.

Legislation

Legislation is covered in all units through the knowledge section on legislation and organisational policy and procedures and within relevant criteria

Economic

Economic aspects of the qualification will be found when reference is made to resources, facilities and services and for health and safety issues.

Sustainable development

Sustainable development has been used in the true ecological sense of recycling and utilizing disposable materials to enable the sustainability of scarce resources.

Health and Safety

Health and safety is an important element of all of the units, either relating to health and safety issues generally (equipment/materials etc) or through the identification, assessment and management of risk of danger, harm and abuse (including self harm and abuse) to individuals, key people, other associated people, other people with whom the candidate works and the candidate. This is usually explicitly stated within the knowledge and performance or the knowledge alone. In some instances the need to take account of risk is implicit within the unit.

European developments

Within the qualification the European dimensions are embedded in the knowledge and related to legislation.

2.14 Arrangements for candidates with particular requirements

Centres should ensure that all candidates are given equal opportunity to demonstrate their competence for the NVQ against specified criteria. All of the specified criteria must be met by all candidates independently and may not be reworded or omitted in any circumstances. However, candidates may use mechanical, electronic and other aids in order to demonstrate competence so long as the aids are generally commercially available and can feasibly be used on employers' premises. OCR's publication *Access to Assessment: NVQs, Vocationally-Related Qualifications (VRQs) and Other Vocational Qualifications. Regulations and Guidance Relating to Candidates with Particular Requirements* (reference code L16) provides further advice on assessment arrangements for candidates with special assessment needs.

2.15 Delivery in Wales and Northern Ireland

The specification for these qualifications has been approved by DELLS for use by centres in Wales and by CCEA for use by centres in Northern Ireland.

Candidates in Wales or Northern Ireland should not be disadvantaged by terms, legislation or aspects of government that are different from those in England. Where such situations might occur the terms used have been selected as neutral, so that candidates may apply whatever is appropriate to their own situation.

We will provide specifications, assessments and supporting documentation in English.

Further information concerning the provision of assessment materials in Welsh and Irish may be obtained from the OCR Customer Contact Centre (telephone 024 76 851509).

2.16 Funding

These qualifications are accredited at Level 2, Level 3 and Level 4 of the National Qualifications Framework and are eligible for funding. Should you require any more information please contact your appropriate funding body.

2.17 Appeals procedure

In exceptional circumstances, if a centre disagrees with a decision made by an OCR external verifier, systems auditor or evaluator the centre has the right to appeal.

Equally, if a candidate disagrees with the assessment decision, the candidate has the right to appeal.

You can get more information on the OCR appeals procedure in our publication *Administrative Guide to Verified Qualifications* (reference code L526). This publication is also available on the OCR website www.ocr.org.uk.

2.18 Centre malpractice guidance

It is the responsibility of the Head of Centre* to report (in writing) all cases of suspected malpractice involving centre staff or candidates, to the OCR Quality and Standards division.

When asked to do so by OCR, Heads of Centres are required to investigate instances of malpractice promptly, and report the outcomes to the OCR Quality and Standards division.

Further information is contained in the publication *Guidelines for Dealing with Cases of Malpractice* (R322) which is available from the OCR Customer Contact Centre (telephone 024 76 851509).

* The Head of Centre is defined as the most senior officer in the organisation, directly responsible for the delivery of OCR qualifications, eg the Principal of a College, the Head Teacher of a school, the Managing Director of a private Training Provider or the Group Training Manager of a major company.

3 Assessment

3.1 Assessment: How it works

It is the assessor's role to satisfy themselves that evidence is available for all performance, knowledge and evidence requirements before they can decide that a candidate has finished a unit. Where performance and knowledge requirements allow evidence to be generated by other methods, for example by questioning the candidate, assessors must be satisfied that the candidate will be competent under these conditions or in these types of situations in the workplace in the future.

Candidates may claim accreditation of prior achievement for any of the units, as long as the evidence fully meets the criteria and the candidate can prove that it is all their own work. It is also important that assessors are convinced that the competence claimed is still current. If the assessors have some doubts, they should take steps to assess the candidate's competence directly. An initial assessment of candidates is recommended (see **Initial assessment**).

When assessors are satisfied that the candidate has met all of the requirements for a unit, they must confirm this by signing the evidence record sheet for that unit to show that the assessment process is complete.

3.2 Initial assessment

It is important for centres to carry out some form of initial assessment that identifies what competence and knowledge a candidate already has and the gaps that they need to look at. This will help plan the assessment because it allows assessors to help candidates understand the best place to start collecting evidence. It will also identify units which candidates might have difficulty finishing. This is important at the initial assessment stage to ensure that candidates commence a programme leading to the appropriate NVQ at the appropriate level.

3.3 Assessment planning

Assessors must take responsibility for assessment planning with candidates. This will involve agreeing a number of issues with candidates including:

- finding the best source of evidence to use for particular units
- finding the best way of assessing the candidate
- confirming the best times, dates and places for the assessments to take place.

Assessors must make a note of their assessment planning and regularly give feedback to candidates. To help support this, template forms are available within the *OCR NVQ Toolbox* (reference code L391).

3.4 Making assessment decisions

It is not necessary for candidates to meet all the criteria every time they carry out an activity but they must consistently provide enough evidence for assessors to believe that the candidate is competent in their working environment. All criteria must be completed before the assessor can sign the unit off as complete.

In line with the Learning and Development standard A1, assessors should:

- plan with the candidates
- assess candidate performance, knowledge and understanding
- look at the evidence
- question and give feedback to the candidate working towards these qualifications.

They should also be satisfied that the candidate has demonstrated competence over a reasonable period of time and they can reliably demonstrate it in the future.

Assessors should be careful to deal with the criteria as a whole when assessing a candidate's work. They cannot assess individual criteria separately, without recognising how all the units are connected to one another.

You can get more information on assessment in our publication, *Administrative Guide to Verified Qualifications* (reference code L526).

3.5 Methods of assessment

It is the assessor's responsibility to agree the best method of assessing a candidate in relation to their individual circumstances. The methods agreed must be:

- valid
- reliable
- safe and manageable
- suitable to the needs of the candidate.

Valid

A valid assessment method is one that is capable of measuring the knowledge or skills in question. For example, a written test cannot measure a candidate's practical skills or their ability to work well with others.

Validity can also be compromised if a candidate does not understand what is required of them. For example, one valid method of assessing a candidate's knowledge and understanding is to question them. If the questions posed are difficult for the candidate to understand (not in terms of the content but the way they are phrased, for example), the validity of the assessment method is questionable.

As well as assessment methods being valid, the evidence presented must also be valid. For example, it would not be appropriate to present an organisation's policy on "data protection" as evidence towards the requirement of Unit 5 knowledge and understanding 5g "the main things you must do and do not do in your job under laws covering data protection", unless developed by the candidate, as it would not allow for valid assessment. It may be more appropriate for the candidate

and assessor to have a discussion about the policy and for the candidate to explain how it is relevant, illustrated with examples from their work of their compliance to the requirements. This discussion could then be assessed by the assessor and recorded as evidence.

Reliable

A reliable method of assessment will produce consistent results for different assessors on each assessment occasion. Internal verifiers must make sure that all assessors' decisions are consistent.

Safe and manageable

Assessors and internal verifiers must make sure that the assessment methods are safe and manageable and do not put unnecessary demands on the candidate and/or the organisation they work for.

Suitable to the needs of the candidate

OCR has tried to make sure that achievement of these NVQs is free from constraints outside the requirements of the candidate's job role.

Assessment arrangements can be changed, where the standards allow. The type of any special arrangement will depend on a candidate's personal circumstances, their job role, and the requirements of the particular unit (see **Arrangements for candidates with particular requirements**).

If centre staff think that any aspect of these NVQs unfairly restricts access and progression, they should talk to their OCR external verifier about this.

OCR in partnership with the Institute of Customer Service and other awarding bodies have identified the following main assessment methods which are suitable for these NVQs:

- **direct observation** of practice by a qualified assessor
- **discussion** with an assessor
- **examining the evidence** by an assessor
- **questioning** the candidate or witness by an assessor.

In some situations, the assessor can speak to the candidate to provide evidence of the candidate's performance and knowledge (see **Professional discussion**).

3.6 Examining the evidence

Only approved and qualified assessors (see **Assessor and internal verifier requirements**) may examine the evidence for the assessment of these qualifications.

Evidence can reflect how the candidate carried out the process or it can be the product of a candidate's work or a product relating to the candidate's competence.

For example:

The process that the candidate carries out could be recorded in a personal statement or witness testimony. It is the assessor's responsibility to make sure that the evidence a candidate submits for assessment meets the requirements of the NVQ.

The product of a candidate's work could be, email messages to or from colleagues, service user testimony, project reports, etc.

After the assessor has examined the evidence, the assessor must record an assessment decision and the justification for the decision. The assessor should also give feedback to the candidate.

3.7 Observation

Only approved and qualified assessors (see **Assessor and internal verifier requirements**) may carry out observations for the assessment of these qualifications.

The assessor and candidate should plan observations together but it is the assessor's responsibility to record the observation properly.

After the observation has taken place, the assessor needs to record an assessment decision and the justification for the decision. The assessor should also give feedback to the candidate

3.8 Questioning

Only approved and qualified assessors (see **Assessor and internal verifier requirements**) may verbally question a candidate or witness for the assessment of these qualifications.

Questioning the candidate is normally an ongoing part of the assessment process, and is necessary to:

- test a candidate's knowledge of facts and procedures
- check if a candidate understands principles and theories
- collect information on the type and purpose of the processes a candidate has gone through.

Assessors should ask open questions, for example questions where the candidate has to give an answer (other than 'yes' or 'no'). You should also be careful to avoid complicated questions which may confuse the candidate.

It is important that assessors record assessment decisions after they have questioned the candidate. They must record enough information to justify the decisions they make. This does not mean that assessors must record, word for word, the questions put to the candidate and the answers the candidate gives. However, assessors must record enough information about what they asked and how the candidate replied to allow the assessment to be verified.

Questioning witnesses is normally an ongoing part of validating written witness statements. However, questioning witnesses should not just be used for this purpose. Assessors should be able to speak to witnesses and record, in whatever way is suitable, the verbal statements of these witnesses. A record of verbal statement is a form of witness statement and could provide valuable evidence to confirm a candidate's competence over a period of time.

3.9 Professional discussion

Professional discussion is between a candidate and an assessor. The discussion focuses on one or more case histories. The assessor asks the candidate a series of questions about the case histories and records the discussion (in writing, on audio tape, or on video tape). The assessor will need the candidate to prove how they are able to confirm their verbal testimony (and case history) in other ways, for example, product evidence and witness testimonies.

3.10 Witness testimonies

Witness testimonies can be used as evidence of a candidate's performance. Such testimonies could be made verbally to the assessor or could be written in a short note.

If a witness provides a written statement they should include the following:

- the candidate's name
- the date, time and venue of the activity carried out
- a description of the activities performed by the candidate
- the date of writing the testimony
- a description of their relationship to the candidate
- their signature and job title
- their contact details (such as telephone number).

It is not appropriate for witness testimonies to contain a list of the skills to which it relates. Witnesses must direct the information in their testimonies to describing what the candidate did. The assessor will then judge whether the candidate's activities demonstrate competence to the standards.

3.11 Personal statements

This is a candidate's own account of what they did, backed up by reference to evidence or witnesses. Candidates can also produce logs or diaries or reflective accounts, but someone who can authenticate them as a true account of what took place must countersign these.

3.12 Performance evidence

Performance evidence provides proof of what a candidate can do. Sometimes, performance evidence can also provide evidence of what a candidate knows. Performance evidence can take the form of the following:

- products or outcomes of the candidate's work (for example, things that the candidate produced or worked on). The evidence presented for assessment may be the actual product or a record of the product. If group work is used as evidence, the candidate's contribution

must be identified clearly. Other products (for example, company policies) may have been reproduced by someone else but relate to the candidate and their competence

- proof of the way the candidate carried out their work (that is, the process they went through). An assessor's observation of a candidate or a witness' testimony both provides performance evidence and would be suitable for these NVQs.

3.13 Where evidence comes from

Evidence may come from a number of different sources, for example:

- performance evidence may come from a candidate carrying out workplace activities
- knowledge evidence may come from a candidate carrying out workplace activities or from the candidate answering the assessor's questions.

3.14 Real work

The qualifications requires that assessment of a candidate's performance takes place within the workplace, and that observation should be of naturally occurring practice within the candidate's work role. This will include the demonstration of the application of knowledge. This principle will apply to all units, except for Units 1, 5 and 6 where simulation has been deemed acceptable.

3.15 Simulation

Simulation is defined as any activities where dealing with customers and work activities are carried out through using individuals acting the part of the customer or scenarios which are not 'real' customer transactions.

To undertake the assessment of simulated activities for units 1, 5 and 6 only, the following guidelines must be met:

- when role playing, candidates and anybody taking part as a customer must have a brief that gives sufficient information for them to recognise the equivalent real life situation and decide what they would do and say
- the simulated situation should represent normal and routine experience wherever possible and not exceptional or unusually difficult circumstances that might be faced
- the person taking part in the simulation as a customer must be credible for the situation that is being simulated
- any resources or equipment that would normally be in real work should be available and in working order for the simulation
- candidates should complete the required tasks to the National Occupational Standards and in the timescales that would normally be expected in real work
- candidates should complete the required tasks taking account of legislation and regulation that would apply in real work

- candidates must carry out the simulated activity in a professional manner taking into account establishment requirements such as appearance and dress code, personal conduct, hygiene, reliability and punctuality
- whilst the primary purpose of the simulation is for assessment, feedback must be given in a way that builds confidence.

Where simulations are used they must replicate working activities in a realistic workplace environment.

Realistic working environment

A realistic working environment is defined by an environment that replicates what is likely to happen when an individual is carrying out their normal duties and activities.

Realistic Working Environment Guidelines for Customer Service NVQs (Units 9, 10, 11, 12, 13, 14, 15, 16, 17, 21, 22, 23, 31, 36, 37 and 38 only)

It is essential that organisations wishing to operate a Realistic Working Environment (RWE) operate in an environment which reflects a real work setting. This will ensure that any competence achieved in this way will be sustained in real employment.

To undertake the assessment in a RWE the following guidelines must be met:

- a. assessments must be carried out under realistic business pressures, using real customers and within a defined service offer
- b. all services that are carried out should be completed in a way, and to a timescale, that is acceptable in business organisations
- c. candidates must be expected to achieve a volume of work comparable to normal business practices
- d. the range of services, products, tools, materials and equipment that the candidates use must be up to date and available. They must enable candidates to meet the requirements of the National Occupational Standards
- e. account must be taken of any legislation or regulations in relation to the type of work that is being carried out
- f. candidates must be given workplace responsibilities to enable them to meet the requirements of the Customer Service National Occupational Standards at Level 2
- g. candidates must show that their productivity reflects those found in the work situation being represented
- h. customer perceptions of the RWE is similar to that found in the work situation being represented
- i. the RWE is managed as a real work situation.

3.16 Medium that can be used

Evidence can take many forms, for example, photographs, videos, audio tapes, CD-ROMs, floppy disks and paper-based or digitally formatted documents.

3.17 Amount of evidence needed

It is difficult to give a detailed answer to this question as it depends on the type of evidence collected and the judgement of assessors.

For a candidate to be judged competent in a unit, the evidence presented must satisfy:

- all the Customer Service Standards
- all knowledge and understanding listed
- everything in the section **evidence requirements**.

The quality and breadth of evidence provided should determine whether an assessor is confident that a candidate is competent or not. Assessors must be convinced that candidates working on their own can work independently to the required standard.

OCR may accept some evidence from candidates who have been assessed in a language other than English, Welsh or Irish as long as there is enough evidence to show that candidates are competent in English, Welsh or Irish to the standard required for competent performance throughout the UK.

3.18 Cumulative Assessment Record (CAR)

As well as collecting evidence, candidates must record all their assessed evidence in their personal **Cumulative Assessment Record (CAR)**. The CAR is the candidate's record of what evidence has been accepted as proof of competence and where that evidence can be found. It can also be used to record progress towards, and achievement of, units of competence.

To build a CAR that a candidate will need to complete, please refer to their candidate resource pack.

Filling in the CAR is an ongoing process involving discussion and agreement between the candidate and their assessor. The candidate should fill in and keep the CAR while working towards their NVQ. An assessor may help the candidate complete the CAR if necessary.

Centres can design their own recording documents if they want to. You should talk about any document you want to use with your external verifier before you use them. OCR's publication *Administrative Guide to Verified Qualifications* (reference code L526) includes information and criteria for designing recording documents.

We have provided other forms and recording documents which assessors and candidates might want to use for these NVQs (see **Recording documents**).

3.19 Verification – how it works

Internal verification

It is the centre's responsibility to appoint an internal verifier to manage the internal verification process. The purpose of internal verification is to make sure and show that assessment is valid and consistent, through monitoring and sampling assessment decisions.

Internal verifiers must agree the use of simulated activities with the external verifier at every stage and before they take place, and must sample all evidence produced through simulated activities (see section **Simulation**).

The role of the internal verifier is more fully explained in the *Administrative Guide to Verified Qualifications* (reference code L526).

External verification

We will appoint and train an external verifier who will visit the centre regularly to monitor the quality of assessments and internal verification.

External verifiers will want to interview candidates, assessors and internal verifiers during their visits. Assessment records and evidence for all candidates must also be available for verifiers to view if required. It is the assessor's (and not the internal or external verifiers') responsibility to 'sign off' each unit of competence.

Centres should have the following available for each external verification visit:

- a list of candidates registered for these qualifications, together with their achievements to date plus certification records
- access to evidence (for example, up-to-date portfolios) and CARs
- completed Certification Record Forms (CRFs) and Certification Summary Forms (UB99s) for those candidates claiming certification
- relevant assessors and selected candidates as requested by the external verifier (EV), including those whose certificates have been claimed through Direct Claims Status (DCS)
- all portfolios (access to evidence) relating to certificates claimed through DCS
- a copy of the external verifier's last visit report
- a sample signature list for all assessors and internal verifiers
- curriculum vitae and D/A unit certificates of new members of the assessment team
- all **centre records** (see **Centre records – assessment and verification** for more details)
- evidence of achieving action points since the last external verifier visit and systems audit report
- notes of any action carried out due to particular points mentioned by a systems auditor or external verifier in any correspondence since their last visit
- tutor qualification candidate matrix
- recommendations to the external verifier
- if professional discussion is used, ensure all tapes and appropriate equipment (eg video recorders) are available.

Centre records – assessment and verification

A centre must make sure that assessment and verification records are available for external verification purposes. Assessment and/or internal verification records must record the following minimum information:

- candidate's name
- the title and level of the NVQ they are taking

- candidate's start date on the programme and confirmation of registration with OCR
- name of the assessor
- name of the internal verifier
- date and outcome of the initial assessment of the candidate
- dates and details of candidate reviews and feedback sessions
- dates of all assessments and their outcomes (that is, the decision whether the candidate has met the requirements or not) cross-referenced to the unit
- enough detail of the assessment to justify the decision made
- an indication of the use of simulation, if used
- dates and outcomes of internal verification
- action resulting from internal verification
- certification.

Records should show formative assessment decisions (ongoing decision making), summative assessment decisions and feedback to the candidate.

4 Assessor and Internal Verifier Requirements

4.1 Important

Assessors

The Assessor working at Levels 2, 3 or 4 must have:		This can be evidenced by:	L2	L3	L4
1	A thorough understanding of the National Occupational Standards in Customer Service at the level they are assessing with the ability to interpret them within the environments and sectors they are working in	gathering feedback from a variety of centres			
		explaining and putting the National Occupational Standards into the contexts they are working in	✓	✓	✓
2	Knowledge of current practice and emerging issues and changes in the VQ area across the UK	taking active participation in consultations and briefings with Awarding Bodies, DfES and Accreditation Bodies and the ICS			
		explaining the differences between the 4 UK Countries	✓	✓	✓
3	Knowledge of current practice and emerging issues and changes in Customer Service across organisations and industries	gathering feedback from a variety of employers and centres			
		attending conferences or workshops where trends and developments in Customer Service are on the agenda	✓	✓	✓
		reading Customer Service publications and articles	✓	✓	✓
		regularly looking at the ICS Website for new developments	✓	✓	✓
		keeping up to date with media news regarding Customer Service	✓	✓	✓
		joining the ICS	✓	✓	✓
4	Experience and working knowledge of the operational, assessment and verification processes specifically for Customer Service S/NVQ Level 2	having a successful track record of assessing or verifying the current Standards across a variety of organisations	✓	✓	✓
		achieving or be working towards the Level 2, 3 or 4 Customer Service S/NVQ	✓	✓	✓
5	Relevant and credible Customer Service experience across the level and breadth of the Standards and S/NVQs at Level 2, Level 3 or Level 4	gathering feedback from a variety of employers and centres			
		demonstrating at least 1 years' experience of delivering Customer Service as part of their job	✓		
		demonstrating at least 2 years' experience of delivering Customer Service as part of their job		✓	
		demonstrating at least 3 years' experience of delivering Customer Service as part of their job			✓

6	<p>Appropriate A and V Units according to their role – within 18 months of working with the Standards for Assessors and IVs and within 12 months for EVs.</p> <p>In Scotland all assessors and verifiers should be able to show that they possess formal recognition of achievement of the appropriate assessment and verification units of competence, or show that they are working towards achieving these units of competence or hold TQFE or TQSE.</p>	producing certificates or evidence of working towards these units	✓	✓	✓
7	Demonstrated high levels of communication and interpersonal skills	gathering feedback from candidates, employers or peers	✓	✓	✓

New assessors should have a clear action plan for achieving A1 within 18 months of beginning assessment.

Assessment decisions by assessors who are still working towards certification of A1 must be supported by someone who has gained these units. Support for trainee assessors' decisions should be recorded by the qualified assessor. This can be achieved by counter-signing assessment decisions (in CARs or in the centre's internal assessment and verification records).

Internal Verifiers

The Internal Verifier working at Levels 2, 3 or 4 must have:		This can be evidenced by:	L2	L3	L4
1	A thorough understanding of the National Occupational Standards in Customer Service at the level they are Internally verifying with the ability to interpret them within the environments and sectors they are working in	gathering feedback from a variety of centres			
		explaining and putting the National Occupational Standards into the contexts they are working in	✓	✓	✓
2	Knowledge of current practice and emerging issues and changes in the VQ area across the UK	taking active participation in consultations and briefings with Awarding Bodies, DfES and Accreditation Bodies and the ICS	✓	✓	✓
		explaining the differences between the 4 UK Countries	✓	✓	✓
3	Knowledge of current practice and emerging issues and changes in Customer Service across organisations and industries	gathering feedback from a variety of employers and centres			
		attending conferences or workshops where trends and developments in Customer Service are on the agenda	✓	✓	✓
		reading Customer Service publications and articles	✓	✓	✓
		regularly looking at the ICS Website for new developments	✓	✓	✓
		keeping up to date with media news regarding Customer Service	✓	✓	✓
		joining the ICS	✓	✓	✓
4	Experience and working knowledge of the operational, assessment and verification processes specifically for Customer Service S/NVQ Level 2	having a successful track record of assessing or verifying the current Standards across a variety of organisations	✓	✓	✓
5	Relevant and credible Customer Service experience across the level and breadth of the Standards and S/NVQs at Level 2, Level 3 or Level 4	gathering feedback from a variety of employers and centres			
		demonstrating at least 1 years' experience of delivering Customer Service as part of their job	✓		
		demonstrating at least 2 years' experience of delivering Customer Service as part of their job		✓	
		demonstrating at least 3 years' experience of delivering Customer Service as part of their job			✓
6	Appropriate A and V Units according to their role – within 18 months of working with the Standards for Assessors and IVs and within 12 months for EVs. In Scotland all assessors and verifiers should be able to show that they possess formal recognition of achievement of the appropriate assessment and verification units of competence, or show that they are working towards achieving these units of competence or hold TQFE or TQSE.	producing certificates or evidence of working towards these units	✓	✓	✓
7	Demonstrated high levels of communication and interpersonal skills	gathering feedback from candidates, employers or peers	✓	✓	✓

New internal verifiers should have a clear action plan for achieving Unit V1 within 18 months of beginning internal verification.

Verification carried out by internal verifiers who are still working towards certification of V1 must be supported by someone who has gained V1. Support for trainee IV decisions should be recorded by the qualified IV. This can be achieved by counter-signing verification decisions (in CARs or in the centre's internal verification records).

Without a suitably qualified internal verifier, the approved assessment centre cannot submit claims for certification to OCR. (See OCR's *Administrative Guide to Verified Qualifications*, reference code L526.)

5 Certification

5.1 Claiming certificates

The internal verifier must fill in a Certification Record Form (CRF) when a candidate has finished as much of the qualification as they want to at that time. This form can be requested from Operations, OCR, Coventry Office, Westwood Way, Coventry, CV4 8JQ.

- You can only submit units that the candidate has finished.
- The candidate's assessor must have accepted and signed off the units.

If the candidate is claiming the full qualification, then we will issue two certificates:

- a certificate listing the units
- a certificate giving the full qualification title:
 - OCR Level 2 NVQ in Customer Service or**
 - OCR Level 3 NVQ in Customer Service or**
 - OCR Level 4 NVQ in Customer Service.**

Candidates achieving one or more units of competence but who do not meet the requirements for a full certificate will receive a certificate listing the units they have achieved.

5.2 Ten-week rule

Candidates must be registered with us for the NVQ for at least ten weeks before they claim for certification for a full award.

6 Qualification Structure and Units

6.1 Unit format

The folder ‘**Units and Evidence Requirements**’ on this CD-ROM contain the National Occupational Standards (Units) approved for Customer Service NVQs at Levels 2, 3 and 4. Some of the units may appear in different formats but each unit will contain:

- A brief summary of the unit content and element title and the values that underpin the whole unit
- Customer service standards, this details what tasks and activities the candidate must demonstrate their performance against
- Key words and phrases
- Knowledge and understanding, what you need to know and understand.

The folder also contains the agreed **assessment** and **evidence requirements** needed to show competence. These have been produced for each unit of the qualification by the awarding bodies in partnership with the standards setting body ICS.

6.2 Units

OCR Level 2 NVQ in Customer Service

(Qualification Accreditation Number 100/6084/4)

To achieve this qualification, candidates must achieve 7 units made up of 2 mandatory units and 5 optional units (including at least one unit from each theme).

Candidates can also undertake additional units, although they are not required to complete the qualification.

This qualification contains 3 units that can be brought forward from Level 1; all three units can be claimed towards a Level 2 qualification.

This qualification contains 5 units that can be carried forward to Level 3; from these, a maximum of 3 units may be claimed towards a Level 3 qualification.

Mandatory units

1 Prepare yourself to deliver good customer service (QCA Unit Number M/102/4501)

- 1.1 Describe the customer service of your organisation to customers and/or colleagues
- 1.2 Describe your organisation's products or services to customers and/or colleagues

**5 Provide customer service within the rules
(QCA Unit Number J/102/4505)**

- 5.1 Follow organisation procedures
- 5.2 Follow external regulation and legislation

Optional units

Theme: Impression and Image

**9 Give customers a positive impression of yourself and your organisation
(QCA Unit Number H/103/6273)**

- 9.1 Establish effective rapport with customers
- 9.2 Respond appropriately to customers
- 9.3 Communicate information to customers

**10 Promote additional services or products to customers
(QCA Unit Number K/103/6274)**

- 10.1 Identify additional services or products that are available
- 10.2 Inform customers about additional services or products
- 10.3 Gain customer commitment to using additional services or products

**11 Process customer service information
(QCA Unit Number M/103/6275)**

- 11.1 Collect customer service information
- 11.2 Select and retrieve customer service information
- 11.3 Supply customer service information

**12 Live up to the customer service promise
(QCA Unit Number T/103/6276)**

- 12.1 Understand and explain the promise
- 12.2 Produce customer satisfaction by delivering the promise

**13 Make customer service personal
(QCA Unit Number A/103/6277)**

- 13.1 Identify opportunities for making customer service personal
- 13.2 Treat your customer as an individual

**14 Go the extra mile in customer service
(QCA Unit Number F/103/6278)**

- 14.1 Distinguish between routine service standards and going the extra mile
- 14.2 Check that your extra mile ideas are feasible
- 14.3 Go the extra mile

**15 Deal with customers in writing or using ICT
(QCA Unit Number J/103/6279)**

- 15.1 Use written or ICT communication effectively
- 15.2 Plan and send an effective written or ICT communication
- 15.3 Handle incoming written or ICT communications effectively

**16 Deal with customers face to face
(QCA Unit Number A/103/6280)**

- 16.1 Communicate effectively with your customer
- 16.2 Improve the rapport with your customer through body language

**17 Deal with customers by telephone
(QCA Unit Number F/103/6281)**

- 17.1 Use the telephone system effectively
- 17.2 Plan and make focussed telephone calls to your customer
- 17.3 Handle incoming calls effectively

Theme: Delivery

**21 Deliver reliable customer service
(QCA Unit Number D/102/0234)**

- 21.1 Prepare to deal with your customers
- 21.2 Give consistent service to customers
- 21.3 Check customer service delivery

**22 Deliver customer service on your customer's premises
(QCA Unit Number J/103/6282)**

- 22.1 Establish a rapport with your customer
- 22.2 Balance customer service with your own skills and expertise

**23 Recognise diversity when delivering customer service
(QCA Unit Number L/103/6283)**

- 23.1 Use reasonable assumptions about your customer whilst avoiding stereotyping
- 23.2 Adapt customer service to recognise the different needs and expectations of diverse groups of customers

Theme: Handling Problems

**6 Recognise and deal with customer queries, requests and problems
(QCA Unit Number L/102/4506)**

- 6.1 Recognise and deal with customer queries and requests
- 6.2 Recognise and deal with customer problems

**31 Resolve customer service problems
(QCA Unit Number H/102/0235)**

- 31.1 Spot customer service problems
- 31.2 Pick the best solution to resolve customer service problems
- 31.3 Take action to resolve customer service problems

Theme: Development and Improvement

**36 Develop customer relationships
(QCA Unit Number M/103/6793)**

- 36.1 Build your customer's confidence that the service you give will be excellent
- 36.2 Meet the expectations of your customers
- 36.3 Develop the long-term relationship between your customer and your organisation

**37 Support customer service improvements
(QCA Unit Number T/103/6794)**

- 37.1 Use feedback to identify potential customer service improvements
- 37.2 Implement changes in customer service
- 37.3 Assist with the evaluation of changes in customer service

**38 Develop personal performance through delivering customer service
(QCA Unit Number A/103/6795)**

- 38.1 Review performance in your customer service role
- 38.2 Prepare a personal development plan and keep it up to date
- 38.3 Undertake development activities and obtain feedback on your customer service performance

The units for this qualification can be found in the 'Units and Evidence Requirements' folder on this CD-ROM.

OCR Level 3 NVQ in Customer Service

(Qualification Accreditation Number 100/6080/7)

To achieve this qualification, candidates must achieve 8 units made up of 2 mandatory units and 6 optional units (including at least one unit from each theme).

Candidates can also undertake additional units, although they are not required to complete the qualification.

This qualification contains 5 units that can be brought forward from Level 2; from these a maximum of 3 units may be claimed towards a Level 3 qualification.

This qualification contains 5 units that can be carried forward to Level 4; all of these can be claimed towards a Level 4 qualification.

Mandatory units

7 Understand customer service to improve service delivery (QCA Unit Number R/103/6284)

- 7.1 Use accepted customer service language and apply its principles
- 7.2 Place customer service principles in context for your professional customer service role

8 Know the rules to follow when developing customer service (QCA Unit Number Y/103/6285)

- 8.1 Develop customer service following organisational rules and procedures
- 8.2 Develop customer service following external regulation and legislation

Optional units

Theme: Impression and Image

13 Make customer service personal (QCA Unit Number A/103/6277)

- 13.1 Identify opportunities for making customer service personal
- 13.2 Treat your customer as an individual

14 Go the extra mile in customer service (QCA Unit Number F/103/6278)

- 14.1 Distinguish between routine service standards and going the extra mile
- 14.2 Check that your extra mile ideas are feasible
- 14.3 Go the extra mile

15 Deal with customers in writing or using ICT (QCA Unit Number J/103/6279)

- 15.1 Use written or ICT communication effectively
- 15.2 Plan and send an effective written or ICT communication
- 15.3 Handle incoming written or ICT communications effectively

**18 Use customer service as a competitive tool
(QCA Unit Number T/103/6312)**

18.1 Organise customer service to gain a competitive advantage

18.2 Deliver a competitive service

**19 Organise the promotion of services or products to customers
(QCA Unit Number A/103/6313)**

19.1 Offer additional services or products

19.2 Organise support to promote use of additional services or products

19.3 Monitor the promotion of additional services or products

Theme: Delivery

**22 Deliver customer service on your customer's premises
(QCA Unit Number J/103/6282)**

22.1 Establish a rapport with your customer

22.2 Balance customer service with your own skills and expertise

**23 Recognise diversity when delivering customer service
(QCA Unit Number L/103/6283)**

23.1 Use reasonable assumptions about your customer whilst avoiding stereotyping

23.2 Adapt customer service to recognise the different needs and expectations of diverse groups of customers

**24 Deliver customer service using service partnerships
(QCA Unit Number F/103/6314)**

24.1 Work effectively within a customer service chain

24.2 Build and nurture positive relationships in a customer service chain

**25 Organise the delivery of reliable customer service
(QCA Unit Number Y/103/6318)**

25.1 Plan and organise the delivery of reliable customer service

25.2 Review and maintain customer service delivery

25.3 Use recording systems to maintain reliable customer service

**26 Improve the customer relationship
(QCA Unit Number K/103/6792)**

26.1 Improve communication with your customers

26.2 Balance the needs of your customer and your organisation

26.3 Exceed customer expectations to develop the relationship

Theme: Handling Problems**32 Monitor and solve customer service problems
(QCA Unit Number D/103/6790)**

- 32.1 Solve immediate customer service problems
- 32.2 Identify repeated customer service problems and options for solving them
- 32.3 Take action to avoid the repetition of customer service problems

**33 Apply risk assessment to customer service
(QCA Unit Number D/103/6319)**

- 33.1 Analyse customer service processes for risk
- 33.2 Assess customer service risks and take appropriate actions

**34 Process customer service complaints
(QCA Unit Number Y/103/6321)**

- 34.1 Recognise the signs that a query or problem is about to produce a complaint
- 34.2 Deal with a complaint effectively

Theme: Development and Improvement**39 Work with others to improve customer service
(QCA Unit Number H/103/6791)**

- 39.1 Improve customer service by working with others
- 39.2 Monitor your own performance when improving customer service
- 39.3 Monitor joint performance when improving customer service

**40 Promote continuous improvement in customer service
(QCA Unit Number J/103/6329)**

- 40.1 Plan improvements in customer service based on customer feedback
- 40.2 Implement changes in customer service
- 40.3 Review changes to promote continuous improvement

**41 Develop your own and others' customer service skills
(QCA Unit Number J/103/6332)**

- 41.1 Develop your own customer service skills
- 41.2 Plan the coaching of others in customer service
- 41.3 Coach others in customer service

- 42 Lead a team to improve customer service
(QCA Unit Number M/103/6339)**
 - 42.1 Plan and organise the work of a team
 - 42.2 Provide support for team members
 - 42.3 Review performance of team members

- 43 Gather, analyse and interpret customer feedback
(QCA Unit Number R/103/6348)**
 - 43.1 Plan to gather customer feedback
 - 43.2 Gather customer feedback
 - 43.3 Analyse and interpret customer feedback

The units for this qualification can be found in the 'Units and Evidence Requirements' folder on this CD-ROM.

OCR Level 4 NVQ in Customer Service

(Qualification Accreditation Number 100/6081/9)

To achieve this qualification, candidates must achieve 9 units made up of 2 mandatory units and 7 optional units (including at least one unit from each theme).

Candidates can also undertake additional units, although they are not required to complete the qualification.

This qualification contains 5 units that can be brought forward from Level 3; all of these can be claimed towards a Level 4 qualification.

Mandatory units

7 Understand customer service to improve service delivery (QCA Unit Number R/103/6284)

7.1 Use accepted customer service language and apply its principles

7.2 Place customer service principles in context for your professional customer service role

8 Know the rules to follow when developing customer service (QCA Unit Number Y/103/6285)

8.1 Develop customer service following organisational rules and procedures

8.2 Develop customer service following external regulation and legislation

Optional units

Theme: Impression and Image

18 Use customer service as a competitive tool (QCA Unit Number T/103/6312)

18.1 Organise customer service to gain a competitive advantage

18.2 Deliver a competitive service

20 Champion Customer Service (QCA Unit Number Y/103/6402)

20.1 Promote the importance and benefits of customer service

20.2 Provide advice and information on customer service issues

Theme: Delivery

27 Maintain and develop a healthy and safe customer service environment (QCA Unit Number M/101/9394)

27.1 Assess the customer service environment for factors that affect health, safety

27.2 Minimise risks to health and safety in the customer service environment

- 28 Plan, organise and control customer service operations
(QCA Unit Number D/101/9391)**
 - 28.1 Plan customer service operations
 - 28.2 Supervise customer service operations
 - 28.3 Deal with problems relating to customer service operations
- 29 Evaluate the quality of customer service
(QCA Unit Number Y/101/9387)**
 - 29.1 Plan how to measure customer service
 - 29.2 Collect and analyse information on customer service
- 30 Build and maintain effective customer relations
(QCA Unit Number F/101/9383)**
 - 30.1 Establish effective customer relations
 - 30.2 Maintain and develop effective customer relations

Theme: Handling Problems

- 33 Apply risk assessment to customer service
(QCA Unit Number D/103/6319)**
 - 33.1 Analyse customer service processes for risk
 - 33.2 Assess customer service risks and take appropriate actions
- 35 Handle referred customer complaints
(QCA Unit Number K/101/9393)**
 - 35.1 Investigate referred customer complaints
 - 35.2 Take action to deal with referred customer complaints

Theme: Development and Improvement

- 42 Lead a team to improve customer service
(QCA Unit Number M/103/6339)**
 - 42.1 Plan and organise the work of a team
 - 42.2 Provide support for team members
 - 42.3 Review performance of team members
- 44 Implement quality improvements to customer service
(QCA Unit Number M/103/6406)**
 - 44.1 Plan the introduction of customer service improvements
 - 44.2 Manage the implementation of customer service improvements
 - 44.3 Monitor and evaluate customer service improvements

- 45 Plan and organise the development of customer service staff
(QCA Unit Number T/103/6407)**
 - 45.1 Identify customer service staff development and training needs
 - 45.2 Organise customer service development and training
- 46 Develop a customer service strategy for an area
(QCA Unit Number K/103/6405)**
 - 46.1 Research and evaluate your organisation's business and customer service strategy
 - 46.2 Help to identify current and future best practice in customer service
 - 46.3 Identify and recommend the key features of a customer service strategy
- 47 Work as a member of a team to deliver seamless customer service
(QCA Unit Number H/103/6404)**
 - 47.1 Build effective working relationships with colleagues
 - 47.2 Build effective relationships with service partners
- 48 Manage a customer service award programme
(QCA Unit Number D/103/6403)**
 - 48.1 Review options and plan a customer service award programme
 - 48.2 Implement and manage a customer service award programme

The units for this qualification can be found in the 'Units and Evidence Requirements' folder on this CD-ROM.

7 Administration Arrangements

7.1 Centre approval

To seek approval to offer these qualifications, centres must complete an application form. Centres who are new to OCR must complete an 'Application for Approval as an OCR Centre for N/VQs (VQ1)'. Centres who already offer NVQs with OCR must complete an 'Application for Approval to Run Additional N/VQs (VQ1a)'.

Once the application and supporting documentation has been submitted to OCR, the centre can expect to be contacted with a view to setting up an evaluation visit.

Before submitting the application form, centres are advised to read the OCR booklet *Administrative Guide to Verified Qualifications* (reference code L526) for more details on all aspects covered in this introduction, including full details of the approval process and criteria.

These forms are available from Operations, OCR, Coventry Office, Westwood Way, Coventry, CV4 8JQ - Telephone 024 7647 0033, Fax 024 7646 8080.

7.2 OCR's advisory service

Centres considering seeking approval to offer these qualifications (or any other qualification we offer) might be interested to know that OCR staff are available to help with any aspect of setting up an assessment centre. Through an advisory telephone call or visit, centres can benefit from experience gained in existing centres. Many centres ask for help in the following areas:

- identifying potential candidates and marketing opportunities
- meeting OCR requirements
- identifying resourcing levels both in terms of staff and equipment
- the documents needed, both for the benefit of future candidates and to ensure a smooth-running operation
- help in filling in centre approval forms.

More information on our advisory service can be requested from the OCR Customer Contact Centre, OCR, Coventry Office, Westwood Way, Coventry, CV4 8JQ Telephone 024 7685 1509 or email vocational.qualifications@ocr.org.uk

(Please note that as part of our quality assurance programme, your call may be recorded or monitored for training purposes.)

8 Recording Documentation

8.1 Recording assessment

OCR has provided a master evidence record sheet. When evidence is recorded on the evidence record sheet, assessors will be advised to identify the method that has been used to assess the evidence. OCR external verifiers will look for this information when verifying the NVQ.

8.2 Recording the method of assessment

The master evidence record sheet includes a box in which you must record the method of assessment. The following list shows the individual codes you should use when filling in these record sheets:

Method of assessment used	Code to be inserted on evidence reference sheet
Observation of the candidate by the assessor	O
Examination of the evidence by the assessor: Examination of a product Examination of the witness testimony Examination of a case history Examination of a personal statement Examination of written answers to questions	EP EWT ECH EPS EWQ
Questioning of the candidate or witness by the assessor: Questioning of the candidate Questioning of the witness	QC QW
Professional Discussion	PD
Simulated Activities	S

8.3 Recording documents

The following recording documents are included:

- Evidence Record Sheet
- Witness List
- Record of Achievement

Evidence record sheet

This form (or a suitable alternative) is **mandatory** for candidates' Cumulative Assessment Record (CAR). It is the vehicle for linking evidence to the 'Customer Service Standards' and 'knowledge and understanding'. The evidence for the unit should be listed (as it is collected) down the left-

hand side. The assessment method should be indicated and then the relevant 'Customer Service Standards' and 'knowledge and understanding' that the candidate is claiming should be written in the appropriate column. The evidence record sheet, where possible, should be filled in by the candidate with the help of an assessor if necessary.

Witness List

This form is designed to capture all the necessary information about witnesses who have contributed to a candidate's evidence of competence. The use of this form is **optional**.

Record of achievement

This form is designed to record a candidate's progress through the qualification. It will show, at a glance, which units the assessor considers the candidate to have finished and met all the requirements for.

The sample recording documents for OCR Level 2, 3 and 4 NVQ in Customer Service can be located in the folder 'Recording documents' on this CD-ROM.

9 Key Skills Signposting

9.1 Key and core skills signposting

Some candidates may want to put forward evidence from these NVQs towards their achievement of the individual Key Skills units. To show where evidence from these NVQs may also provide evidence opportunities for Key Skills, OCR have provided details of signposting of the national occupational standards to the Key Skills specification.

Individual Key Skills units are available in the following six areas:

- Communication
- Application of Number
- Information Technology
- Working with Others
- Improving Own Learning and Performance
- Problem Solving

Signposting can only identify the possibility that a piece of evidence put forward for the NVQ may also meet the requirements of the Key Skills. Each piece of evidence must be assessed against the Key Skills specifications to see if it is suitable.

The Key Skills signposting for these qualifications can be found in the Key Skills signposting folder on this CD-ROM.

10 Other Related OCR Qualifications

OCR offers a wide range of qualifications that are related to the requirements of customer service sector.

10.1 General Qualifications & Vocational Qualifications

These qualifications complement and support the activities undertaken with the Level 2, 3 and 4 NVQ in Customer Service.

	General Qualifications	Vocationally-related Qualifications	Occupational Qualifications
Level 1	GNVQ Foundation in Business	Customer Service OCR Nationals Certificate in Preparation for Employment, Certificate in Career Planning	Administration Customer Service Retail
Level 2	GNVQ Intermediate in Business	Customer Service Certificate in Preparation for Employment, Certificate in Career Planning, OCR Nationals - Business	Administration Customer Service Retail
Level 3	VCE Business includes Customer Service optional unit	Customer Service OCR National – Business includes optional unit	Administration Customer Service Retail
Level 4			Customer Service Administration

11 Further Support and Information

11.1 General enquiries

For general enquiries relating to any of OCR's vocational qualifications, please contact the OCR Customer Contact Centre on:

Telephone: 024 76 851509
Fax: 024 76 851633
Email: vocational.qualifications@ocr.org.uk

Alternatively, you could visit OCR's website at www.ocr.org.uk, for further information on OCR qualifications and 'Interchange', OCRs secure extranet.

11.2 Centre Approval, Candidate Registration and Certification

Operations Customer Support on 024 76 470033 or:

Operations
OCR
Coventry Office
Westwood Way
Coventry
CV4 8JQ

11.3 Customer feedback

We welcome feedback from customers on all aspects of our provision. Comments relating to this documentation should be sent to:

The Professional Officer
OCR Level 2, 3, 4 NVQ in Customer Service
Public Services
OCR
Coventry Office
Westwood Way
Coventry
CV4 8JQ

11.4 OCR Training Events

Information on OCR's training events for centres can be found on the OCR website by going to www.ocr.org.uk, or by contacting:

OCR Training
Mill Wharf
Mill Street
Birmingham
B6 4BU

Telephone: 0121 628 2950
Fax: 0121 628 2940
Email: training@ocr.org.uk

11.5 OCR Publications

OCR's *Publications Catalogue* (A410) lists all the qualifications that OCR offers, and contains more detail on how to order publications. It is available to download from the OCR website at www.ocr.org.uk, or to order from the OCR Customer Contact Centre by telephoning 024 76 851509.

If you would like to order any OCR publications, please contact:

OCR Publications
PO Box 5050
Annesley
Nottingham
NG15 0DL

Telephone: 0870 770 6622
Fax: 0870 770 6621
Email: publications@ocr.org.uk

11.6 Publications

The NVQ Toolbox (reference code L391)

Administrative Guide to Verified Qualifications (reference code L526)

Access to Assessment: NVQs, Vocationally-Related Qualifications (VRQs) and Other Vocational Qualifications. Regulations and Guidance Relating to Candidates with Particular Requirements (reference code L16)