



Aneka Hutchinson M.Sc., B.Sc

Customer Service

SUMMER 2016

Staff Training and Development

- ▶ “Improvement of the knowledge and skills of employees within an organization by providing them with training” (Dictionary.cambridge.org, 2016).
- ▶ “The process of teaching staff better and more profitable ways of working” (InvestorWords.com, 2016).

Purpose of evaluating a customer service policy

- Effectiveness: the policy works
- Efficiency: the policy is not wasteful
- Other values
 - *Equity*
 - *Fairness*
 - *Democratic*
 - *These values may often conflict*
 - *i.e. affirmative action, increases equality, assuming it is effective, but is it fair?*



Purpose of Policy Evaluation

- ▶ Identify the unintended consequences and make adjustments
- ▶ Identify the persons who benefit from the policy
- ▶ Identify the stakeholders who Suffers
- ▶ Examine outputs and outcomes of policy



Customer Service Policy Evaluation

- ▶ This should be inexpensive, precise and efficient
- ▶ Partial evaluation is better than none
- ▶ Utilize the services of an external evaluator for objectivity
- ▶ Evaluator should be competent
- ▶ Evaluation plan should be meaningful, aligned with goals and objectives and produce an honest examination of policy

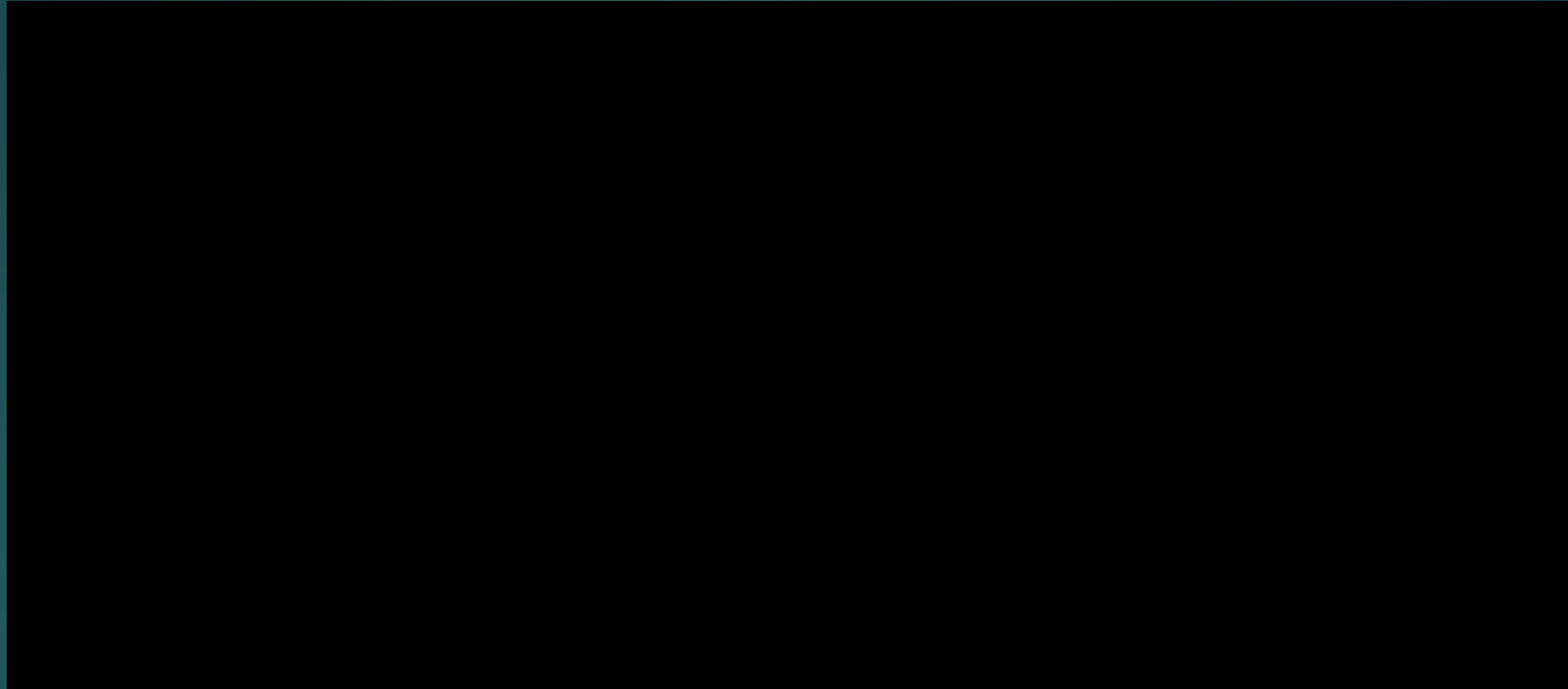
Factors to consider when conducting policy evaluation

- ▶ Purpose
- ▶ Sources of feedback
- ▶ Accuracy
- ▶ Relevance
- ▶ Reliability
- ▶ Validity
- ▶ Methods of data collection



Role of Training and Development

Aneka Hutchinson M.Sc., B.Sc



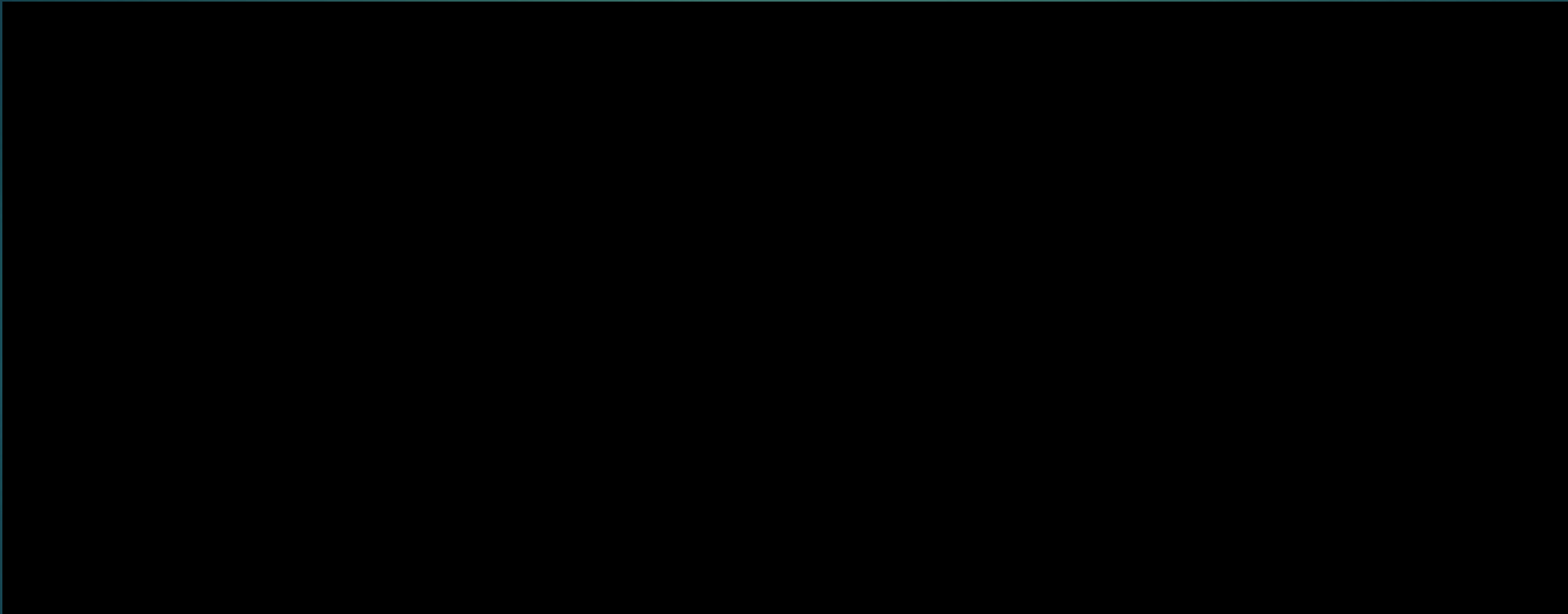
(Online Courses, 2016)

Staff Training and Development

- ▶ Coaching
- ▶ Mentoring
- ▶ Rotation
- ▶ Shadowing
- ▶ Performance Appraisal
- ▶ Workshops, Seminars & Courses
- ▶ Membership with a Professional Association
- ▶ Self Study (Hrcouncil.ca, 2016)



Task – How would you handle this situation?



(YouTube, 2012)

Types of Customers

- ▶ Internal Customers may include flight and cabin crews, airline customer service personnel, caterers, maintenance personnel, baggage handlers and other airport personnel.
- ▶ Passengers includes all the persons who access the service by paying to be transported from one location to the next
- ▶ Non-Passengers includes all internal customers and friends and families of passengers.

Levels of Customer Service



Customer Perception



(Miller, 2011)

Customer Expectations

There are many different types of customer expectations and ways of forming same. These include:

- ▶ Subjective
- ▶ Perceived standards
- ▶ Media influences
- ▶ Previous experience

Subjective Expectations

- ▶ Subjective refers to feelings, beliefs or expectations which are not formed through experience or independent thought.
- ▶ In other words - these are the expectations we have - but can't say exactly how we got them!
- ▶ An example could be flying from an airport you have never been to – but presume there will be lots of facilities (Limbrick, 2015)

- ▶ If expectations are not met then customers will be disappointed and this will limit the possibility of having repeat business.
- ▶ It is also possible to exceed these expectations making the customer feel even happier! This could lead to free advertising by word-of-mouth or referral. (Limbrick, 2015)

Media Influences

- ▶ Media influences may include:
- ▶ Advertisements
- ▶ Airline Documentaries
- ▶ Consumer programmes e.g. watchdog
- ▶ Internet reviews e.g. facebook/trip advisor

Advertisements

- ▶ Allows the company to show the facilities and services they offer in various forms
- ▶ It is important that the customer service they advertise is what each customer will receive consistently– if not this could lead to disappointed passengers or action against the company (Limbrick, 2015)

Perceived Standards

- ▶ People have ideas of the standards they expect from an aviation company these can come from advertising, word of mouth, internet reviews.
- ▶ It is important that companies 'don't over promise and under deliver'

Previous Experiences

- ▶ If a passenger has travelled with another airline before they will expect the same standard of customer service again – if they don't receive this it may cause them to look for another airline to travel with. This is why it is important for companies and employees to ensure they are consistently giving high standards of customer service. (Limbrick, 2015)

Additional Reading

- ▶ http://www.slideshare.net/faxlove/managing-customer-expectations?next_slideshow=1
- ▶ <http://www.slideshare.net/imtiaz2578/customer-expectations-of-service-32007310>
- ▶ <http://www.consumerprotection.govt.nz/for-business/compliance/providing-airline-passenger-services>
- ▶ <http://thehairpin.com/2011/08/the-four-kinds-of-airplane-passengers/>
- ▶ <http://www.aabri.com/manuscripts/11801.pdf>
- ▶ <https://www.ukessays.com/essays/tourism/evaluating-the-effectiveness-of-customer-service-policies-tourism-essay.php>

Reference

- ▶ Dictionary.cambridge.org. (2016). *staff development Meaning in the Cambridge English Dictionary*. [online] Available at: <http://dictionary.cambridge.org/dictionary/english/staff-development>.
- ▶ Hrcouncil.ca. (2016). *Implementing an Employee Training & Development Program | Learning, Training & Development | HR Toolkit | hrcouncil.ca*. [online] Available at: <http://hrcouncil.ca/hr-toolkit/learning-implementing.cfm>.
- ▶ InvestorWords.com. (2016). *What is Staff Training? definition and meaning*. [online] Available at: http://www.investorwords.com/11165/staff_training.html.
- ▶ Limbrick, J. (2015). *Presentation "P2: Explain how customers form their expectations of customer service in the aviation industry."*. [online] Slideplayer.com. Available at: <http://slideplayer.com/slide/3293146/>.

Reference

- ▶ Miller, R. (2011). *Perception and Customer Service | Impact Blog!*. [online] Impactlearning.com. Available at: <http://www.impactlearning.com/perception-and-customer-service/>.
- ▶ Online Courses, (2016). *Role of Training and Development in Hotel Management*. [online] YouTube. Available at: <https://www.youtube.com/watch?v=ICX5RoP4cVY>.
- ▶ YouTube. (2012). *Flight attendant loses it on passengers*. [online] Available at: <https://www.youtube.com/watch?v=oqCCcfKRt6k>.