The Student First Maturity Model

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Canterbury Christ Church University

Level	Description							
Leader	Processes are fully mapped and aligned to policies. Procedures are followed, continuously updated and thoroughly communicated throughout the organisation. All elements support the organisation's commitment to customer service excellence.	Systems fully support end-to-end processes and provide staff with the ability to see a job through to its conclusion. The applications used support free flow of information, with the agility to react to change and provide easy access to management information, adhering at all times to necessary security measures.	Service standards are challenging and an embedded part of the organisation's culture and have been developed to fit processes and feed into performance management systems in order to drive improvement. Customer feedback ensures what is measured matters.	Performance management drives individual and team performance using service standards as targets and formal assessment tools. Recruitment/Induction aligns by employing staff committed to providing excellent service. Training/coaching is needs driven and emphasis is placed on subsequent change.	Teams across the organisation share knowledge both formally and informally, demonstrating a broad awareness of different strategies, departments and services to the customer. The customer journey is seamless across teams as relationships are well developed and teamworking is a natural part of the organisation.	Information about the full range of services including costs, restrictions and instructions is easily available in a variety of different media and communication channels which are constantly monitored and kept up to date. Information that is provided is accurate, consistent, reliable, complete and secure.	Scalable resource plans are deployed to ensure levels of service. Staff are conscious of how their environment appears to customers, particularly during peak periods. Respect, ownership, approachability and a willingness to help is ever present. Service delivery is reliable, effective, professional, fair and inclusive.	Feedback is solicited by a variety of different means and fedback through regular cross departmental communications and PM. Complaints are encouraged and embraced resulting in improvement. Staff demonstrate lateral and creative thinking, expertise to deal with issues and are empowered to resolve them.
Competent	Processes are available and reflect cross functional workflow. When issues arise, the processes are assessed and amended if necessary. All policies exist and communicated throughout the organisation. All procedures documented and easily accessible for those who require them.	Some legacy systems exist but systems overall support the business processes and provide necessary information for the management of the organisation and provision of required service levels.	Standards and the organisations performance against them is promoted to customers. Organisationally these are understood and frequently monitored. Individual performance is also monitored and may be included in performance management systems.	Coaching and mentoring are provided in order to continually improve performance. Regular reviews are held and managers are equipped and skilful in assessing situations. Training is made available and is needs driven focusing on change. Poor performance is recognised and managed fairly.	Ownership for each element of the process is taken by the relevant department and securely passed on to the next. Employees understand the fragility of these hand off situations and are careful to ensure smooth transition. Everyone understands their part of the process and those they directly link to.	Technology is used well to update and distribute information. Other communication channels which are less automated are also monitored regularly to ensure information is accurate and accessible for all. Little inconvenience is experienced by the customer as most chosen channels are reliable and fit for purpose.	Management information is analysed frequently and feeds resourcing plans to meet known peaks and troughs. Agreed service levels exist and are mostly delivered. Employees exhibit good behavioural customer service skills, including empathy, sensitivity and a problem solving approach.	New methods of soliciting feedback are assessed and piloted if considered suitable. The organisation is willing to listen and always looking for new ways to understand their customers and improve their performance. Complaints are taken seriously and subsequent prevention is a high priority.
Developing	Most policies are up to date and reflect a service commitment. Processes are understood and documented. Most procedures documented and made available centrally.	Some departments have specific IT systems to support their own needs. Access may be available to other depts. to view data. Others still rely on generic applications to support their business needs.	A reasonable set of standards exist, although not all departments will have an understanding of how they contribute to achieving them.	Regular one to ones and 6 monthly reviews are conducted as part of the overall performance management system. Managers still a little uncomfortable with appraisal and reviews but central support is available. Training is requested based on individuals request rather than from a need or requirement from the job.	Tangible efforts are made to increase role awareness across the organisation enabling an holistic approach. Cross departmental interaction is encouraged informally. Employees start to understand their contribution to the customer journey.	Customer information is more readily available and better organised, allowing access for relevant parties. Some communication channels may be less successful as constraints have not allowed a fully equipped service, perhaps necessitating the need to inconvenience some customers.	Some management information is used to assist the creation of staff rotas. Staff are knowledgeable and confident in their own areas. A full knowledge base is not demonstrated, however cross functional development is in place. Staff development in service skills is available.	Appropriate complaint handling training is available and encouraged. Staff are demonstrably aware of formal procedures. Feedback is formally requested more regularly and obvious recurring trends investigated.
Aware	Some policies exist and procedures are available for regular activities. Process aware although none mapped.	Basic generic applications (such as Microsoft Office) are used to collate customer information.	Some basic standards exist but not readily upheld by managers and supervisors. Standards are also very much internal and departmental and not promoted to customers and other business areas. No formal measurement against these standards exists.	Appraisals are conducted annually and when requested with little appraisee input. Staff issues dealt with when a critical situation has occurred.	There is a lack of understanding by employees as to how team working affects their service to internal customers and how this ultimately affects the end customer. The degree of communication is determined by relationships built by individuals.	Websites are present although not highly interactive and only occasionally updated. Data is held locally and not easily accessible or updateable by other staff. Access to information via other methods can also be difficult for external customers.	Obvious peaks and troughs are identified, but resourcing is set. Staff attempt to deal with customers the best way they can although difficult situations are not always dealt with effectively.	Feedback is acquired by one predominant method and carried out irregularly. Formal complaints are taken seriously and usually treated as a one off. Reflective practice on what went wrong is not exhibited and staff feel unsure about dealing with unhappy customers.
Unaware	No organised or documented processes, policies or procedures.	All systems are manual and paper based.	No defined standards exist.	Performance Management is not evident, neither informally or formally. Recruitment and Induction does not support a service culture. Minimal training is available.	No team working demonstrable - individuals only focused on their own tasks and departments concentrate on their own performance.	Information is not readily available in any form of communication, leading to inaccuracy, inconsistency and inconvenience.	Customer Service delivery is unchecked, quality is ad hoc and complaints are ignored. Staff become defensive and argue back.	No measurement, feedback or review is carried out making continuous improvement impossible.
Category	**Processes, Policies & Procedures**	**IT Systems**	**Standards**	**Performance Management**	**Teams**	**Information & Access**	**Service Delivery**	**Continuous Improvement**