



MODULE 0 – CUSTOMER SERVICE



Purpose

The purpose of this module is to provide a better understanding of customer service as it relates to the cycling official. The module serves as part of the training necessary for Level C Road Officials for advancement to Level B Road Official.

Required Reading

1. 2013 USA Cycling Rulebook
 - a. **1G**. Officials
2. USA Cycling Race Officials Manual Part 1: General Officiating Principles
 - a. **Part IV**. Basic Principles of Officiating
3. Customer Service Manual for USAC Officials

Prerequisites

- Must be a Level C Official
- Module Pre-Test (see next section)

Goals

After successful completion of this module, the Level C Road Official will be able to do the following:

1. Understand the different roles of officials.
2. Understand who our customers are.
3. Understand the principles of providing customer service within the boundaries of our regulations.
4. Understand the need for a tactful approach with customers.
5. Understand the difference between sympathy and empathy, and how these relate to officiating.
6. Be self-aware of one's demeanor and presence as an official.
7. Understand the bigger picture of customer service.
8. Become a more successful communicator.

Tasks to be Completed

1. Required reading.
2. Using the attached form, perform at least three post-event self-evaluations of one's actions during each of the events, pointing out where you've demonstrated good customer service. Review these evaluations with the Chief Referee, a senior official or local mentor.
3. Demonstrate tactfulness and good customer service as an official (documented by observing official).



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Criteria for Successful Completion

1. Communicate with USAC customers
 - a. Riders in the pit: Tactfully communicate whether or not the rider is eligible for a free lap.
 - b. Riders protesting results: Correctly direct the riders to the Chief Referee or Chief Judge, as appropriate.
 - c. Riders at registration: Demonstrate positive customer service skills in dealing with questions and problems at registration.
 - d. Riders asking questions: Demonstrate positive customer service skills while answering the multitude of riders' questions that will come your way while you are busy doing your job.
2. Post-Race Self-Evaluations: Copy and complete the two page Post Event Evaluation for *three separate events*. Evaluate your performance as an official – what went right, what went wrong, and what you could have done better in terms of customer service. Review with a senior official, the Chief Referee, or a mentor.



MODULE #0 – CUSTOMER SERVICE Pre-Test



Prior to beginning the practical portion of this module, please complete the following pre-test and check your answers in the back of the document.

- 1) All officials shall endeavor to uphold and enforce the regulations of USA Cycling and shall do so:
 - (a) Wearing club/team clothing.
 - (b) Giving preference to a rider that is always in the top placings.
 - (c) Understanding that some riders are habitually “bad” and this should be taken into account when making decisions.
 - (d) In an impartial manner.
 - (e) In accordance with the promoter’s wishes.

- 2) The official’s skill set should include:
 - (a) Communication, Confidence, Motivation, Concentration, Tact.
 - (b) Communication, Arrogance, Focus, Temper.
 - (c) Confidence, Manipulation, Concentration, Comedy.
 - (d) Flexibility, Adaptation, Self-Importance, Emotional Instability.

- 3) Your customers at a bike race include:
 - (a) Spectators.
 - (b) The race organizer and staff.
 - (c) The racers.
 - (d) The media.
 - (e) All of the above.

- 4) If a rider wishes to protest the result of a single day criterium on the grounds that another rider did not hold a straight line in the final sprint, the protest must be lodged:
 - (a) In writing, to the Chief Referee.
 - (b) Within 15 minutes of the protesting rider’s finish.
 - (c) With a protest fee as specified in the Schedule of Fees.
 - (d) With the Chief Judge within 15 minutes of the rider’s finish.
 - (e) (a), (b), and (c)



MODULE #0 – CUSTOMER SERVICE Pre-Test



- 5) Which of the following penalties may **NOT** be imposed by a Chief Referee?
- (a) Warning
 - (b) Fine
 - (c) Relegation
 - (d) Disqualification
 - (e) Suspension
 - (f) 72-hour suspension effective immediately
- 6) Which of the following is **NOT** a power of a Chief Referee?
- (a) To interpret and enforce the rules of USA Cycling.
 - (b) To make rulings on any point not specifically covered by the rules.
 - (c) To recommend a rider for suspension when serious infractions of USA Cycling rules are witnessed.
 - (d) To overrule the Chief Judge when he has clearly made an error in determining the order of finish.
 - (e) To supervise the general conduct of a race.
- 7) When may a rider benefit from his own misconduct?
- (a) Never.
 - (b) Never, except when the rider was fouled during the final sprint.
 - (c) Never, except during the final kilometer of a stage race finish.
 - (d) Never, except during National Racing Calendar (NRC) events.
 - (e) When he's participating in a Category E race.
- 8) If a rider appears to present a danger to the other competitors, at what point may that rider be disqualified, if at all?
- (a) Before the race begins.
 - (b) During the race.
 - (c) Before, during or after the race.
 - (d) Only when another rider or manager complains.
 - (e) Before or during the race.



MODULE #0 – CUSTOMER SERVICE Pre-Test



- 9) True or False:
- (a) Listening is the first key to successful communication.
 - (b) Shouting back at an irate rider is the best way to get my point across to them.
 - (c) My tone of voice can convey a different message than what I intend.
 - (d) A written protest allows the rider or coach to think through the problem carefully, present it with the rule they feel is applicable, and helps them to look at the problem more rationally and with less emotion.
 - (e) Re-stating the problem in my own words is a waste of time.
 - (f) A decision that affects one rider may have an effect on several or more of the riders in the race.
 - (g) It's important to identify the source of the problem and assign blame in order to provide good customer service.
 - (h) Other officials at the event may have records, information, or insight to resolving a problem.
 - (i) Giving a realistic estimate of the time needed to resolve an issue is part of providing customer service.
 - (j) The rider (customer) is always right.
 - (k) Stick to the regulations and you'll always make the right decisions.
 - (l) Maintaining a safe, fair race for all riders and remaining consistent generally leads to good customer service.
- 10) In the examples below, either statement gets the point across. Which of the statements in each of the pairs demonstrates the best approach to providing customer service?
- a)
 - 1. Your number can't be read easily when it's that small. Please unfold it before the start of your race. We want to make sure we place you correctly!
 - 2. Unfold your number or you'll be fined \$20.
 - b)
 - 1. Helmets are required while you're on the bike. It's a safety and liability issue.
 - 2. Put your helmet on!
 - c)
 - 1. The Chief Judge handles results protests.
 - 2. Protests on order of finish need to be lodged with the Chief Judge at the Finish Line. She's really busy right now, but she will be available as soon as the race finishes. If you like, you can put it down on a note for her, including your category, bib number, and where you think you placed, it will serve as a reminder for her to look at it, and she can get started working on it before you come back.
 - d)
 - 1. The promoter doesn't need to give you a refund!



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2. The organizer has met his obligations in providing you a safe, fair race. I understand that you're not happy because you missed a turn on the course, but according to our rules, the responsibility of knowing the course ultimately lies with the rider. You are not entitled to a refund.
- e)
1. You can't sign someone's waiver for them. They have to sign it themselves.
 2. I'm sorry, but your teammate will have to personally sign the waiver. It's a legal document.
- f)
1. You actually placed fourth in the sprint, but the Chief Referee has relegated you to the back of the bunch you were sprinting with. If you want to discuss it further, you'll need to speak with him. He's the tall guy over there with the white hat.
 2. You were relegated for your bad riding behavior. Go home.
- g)
1. Only a coach or the rider can file a protest. I won't listen to anyone else. You'd be doing your son a favor by encouraging him to talk to me personally.
 2. Our rules say only the rider or coach can file a protest. It's part of what sportsmanship is all about. Tell him I'll listen! That's partly what I'm here for!



MODULE #0 – CUSTOMER SERVICE Tasks Completion



Post-Event Evaluation

Date: _____ Official: _____

Event: _____ Type: _____ Category: _____

Position Worked: _____ Chief Referee: _____
(signature)

In which area(s) did you demonstrate tactfulness and good customer service?

- Registration Riders in the pit Riders protesting results Riders asking questions

Rate each of the following on a scale of 1 to 5, 5 being highest possible.

Personal	1	2	3	4	5	N/A
Appearance:	<input type="checkbox"/>					
Attitude:	<input type="checkbox"/>					
Attentiveness:	<input type="checkbox"/>					
Tact:	<input type="checkbox"/>					
Guidance:	<input type="checkbox"/>					
Body Language:	<input type="checkbox"/>					
Selling Skills:	<input type="checkbox"/>					
Problem Solving:	<input type="checkbox"/>					

Procedural	1	2	3	4	5	N/A
Timing:	<input type="checkbox"/>					
Flow:	<input type="checkbox"/>					
Accommodation:	<input type="checkbox"/>					
Anticipation	<input type="checkbox"/>					
Communication:	<input type="checkbox"/>					
Customer Feedback:	<input type="checkbox"/>					
Organization:	<input type="checkbox"/>					
Supervision:	<input type="checkbox"/>					

Customer Service Notes: _____



MODULE #0 – CUSTOMER SERVICE
Tasks Completion

Post-Event Evaluation

What went well for you during the event?

What went wrong for you during the event?

What can you do to improve the situation for the future?

Official (print)

Chief Referee or Mentor (print)

signed

signed

Date

Date

When complete, please return to the [National Technical Commission member from your region](#) (3 completed forms required for module completion).



MODULE 0 – CUSTOMER SERVICE Pre-Test Answer Sheet



- 1) All officials shall endeavor to uphold and enforce the regulations of USA Cycling and shall do so:
 - (d) In an impartial manner.

- 2) The official's skill set should include:
 - (a) Communication, Confidence, Motivation, Concentration, Tact.

- 3) Your customers at a bike race include:
 - (e) All of the above.

- 4) If a rider wishes to protest the result of a single day criterium on the grounds that another rider did not hold a straight line in the final sprint, the protest must be lodged:
 - (e) [(a), (b), and (c)]

- 5) Which of the following penalties may **NOT** be imposed by a Chief Referee?
 - (e) Suspension

- 6) Which of the following is **NOT** a power of a Chief Referee?
 - (d) To overrule the Chief Judge when he has clearly made an error in determining the order of finish.

- 7) When may a rider benefit from his own misconduct?
 - (a) Never

- 8) If a rider appears to present a danger to the other competitors, at what point may that rider be disqualified, if at all?
 - (c) Before, during or after the race.



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- 9) True or False:
- (a) Listening is the first key to successful communication. **TRUE**
 - (b) Shouting back at an irate rider is the best way to get my point across to them. **FALSE**
 - (c) My tone of voice can convey a different message than what I intend. **TRUE**
 - (d) A written protest allows the rider or coach to think through the problem carefully, present it with the rule they feel is applicable, and helps them to look at the problem more rationally and with less emotion. **TRUE**
 - (e) Re-stating the problem in my own words is a waste of time. **FALSE**
 - (f) A decision that affects one rider may have an effect on several or more of the riders in the race. **TRUE**
 - (g) It's important to identify the source of the problem and assign blame in order to provide good customer service. **FALSE**
 - (h) Other officials at the event may have records, information, or insight to resolving a problem. **TRUE**
 - (i) Giving a realistic estimate of the time needed to resolve an issue is part of providing customer service. **TRUE**
 - (j) The rider (customer) is always right. **FALSE**
 - (k) Stick to the regulations and you'll always make the right decisions. **FALSE**
 - (l) Maintaining a safe, fair race for all riders and remaining consistent generally leads to good customer service. **TRUE**
- 10) In the examples below, either statement gets the point across. Which of the statements in each of the pairs demonstrates the best approach to providing customer service?
- a)
 - 1. Your number can't be read easily when it's that small. Please unfold it before the start of your race. We want to make sure we place you correctly!
 - b)
 - 1. Helmets are required while you're on the bike. It's a safety and liability issue.
 - c)
 - 2. Protests on order of finish need to be lodged with the Chief Judge at the Finish Line. She's really busy right now, but she will be available as soon as the race finishes. If you like, you can put it down on a note for her, including your category, bib number, and where you think you placed, it will serve as a reminder for her to look at it, and she can get started working on it before you come back.
 - d)
 - 2. The organizer has met his obligations in providing you a safe, fair race. I understand that you're not happy because you missed a turn on the course, but according to our rules, the responsibility of knowing the course ultimately lies with the rider. You are not entitled to a refund.
 - e)
 - 2. I'm sorry, but your teammate will have to personally sign the waiver. It's a legal document.



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- f)
1. You actually placed fourth in the sprint, but the Chief Referee has relegated you to the back of the bunch you were sprinting with. If you want to discuss it further, you'll need to speak with him. He's the tall guy over there with the white hat.
- g)
2. Our rules say only the rider or coach can file a protest. It's part of what sportsmanship is all about. Tell him I'll listen! That's partly what I'm here for!