



Australian Government

Department of Education, Employment and Workplace Relations

BSBCCO607B Manage customer contact centre staffing

Release: 1

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Modification History

Release	Comments
Release 1	<p>This version first released with <i>BSB07 Business Training Package version 6.0</i>.</p> <p>Revised unit. Required skills updated to focus on learning and development practices and compliance with policy and procedures.</p> <p>Replaces BSBCCO607A Manage customer contact centre staffing .</p>

Unit Descriptor

This unit describes the performance outcomes, skills and knowledge required to maintain stable and productive staffing levels in a business unit within an organisation. Competence in this unit requires broad management skills, including people management, as well as knowledge of recruitment, remuneration, incentive and compliance issues.

Application of the Unit

This unit applies in a business environment where a manager has overall responsibility for the recruitment, induction, retention and training, and regulatory and legislative compliance of staff.

This work is undertaken by those with managerial responsibility.

Licensing/Regulatory Information

No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.

Pre-Requisites

Not applicable.

Employability Skills Information

This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Element	Performance Criteria
<i>Elements describe the essential outcomes of a unit of competency.</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the required skills and knowledge section and the range statement. Assessment of performance is to be consistent with the evidence guide.</i>

Elements and Performance Criteria

1. Develop and apply recruiting and staff retention strategies	<p>1.1 Develop and maintain <i>job descriptions</i> for customer contact roles</p> <p>1.2 Develop and maintain <i>position profiles</i> for customer contact roles</p> <p>1.3 Apply staff selection processes using <i>interviewing techniques</i></p> <p>1.4 Identify critical <i>churn factors</i> by analysing records of staff turnover and exit interviews</p> <p>1.5 Introduce staff retention strategies to reduce churn</p>
2. Manage induction and ongoing staff training	<p>2.1 Arrange for staff skill levels to be audited</p> <p>2.2 Arrange the identification of skill needs and skill gaps for all customer contact roles</p> <p>2.3 Distinguish between technology skill and customer service skill needs</p> <p>2.4 Develop training plans to meet identified skill gaps</p> <p>2.5 Identify suitable sources of training support</p> <p>2.6 Arrange training programs to reduce skill gaps for all staff</p>
3. Establish a performance management program	<p>3.1 Develop and maintain <i>key performance indicators</i> (KPIs) or competency sets for all staff</p> <p>3.2 Agree on KPIs with each customer contact staff member</p> <p>3.3 Plan and maintain review dates and data collection to enable performance management</p> <p>3.4 Conduct performance reviews and produce personal development plans</p>
4. Manage remuneration and incentive programs	<p>4.1 Determine KPIs for individuals and groups</p> <p>4.2 Set appropriate remuneration levels for job accountabilities and industry</p> <p>4.3 Initiate <i>incentive schemes</i> using KPIs that are within the control of staff</p> <p>4.4 Regularly review remuneration and incentive schemes to ensure effectiveness</p> <p>4.5 Implement audit process to ensure integrity of programs</p>
5. Manage compliance with statutory and regulatory requirements	<p>5.1 Maintain personal and staff awareness of relevant statutory and regulatory requirements</p> <p>5.2 Ensure total compliance with statutory and regulatory requirements</p>

	<p>5.3 Identify, record and rectify breaches of <i>statutory and regulatory requirements</i></p> <p>5.4 Implement compliance training and review programs as required</p>
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Required Skills and Knowledge

This section describes the skills and knowledge required for this unit.

Required skills

- analytical skills to:
 - analyse relevant workplace information and data
 - make observations of workplace tasks and interaction between people, their activities, equipment, environment and systems
- consultation and negotiation skills to:
 - collate and record information
 - communicate effectively verbally and in writing
 - develop and implement plans
- interpersonal skills to:
 - establish rapport and build relationships with customers, team members and stakeholders
 - establish relevant networks
- interviewing and recruitment skills to arrive at effective selection outcomes
- literacy skills to:
 - articulate information and ideas clearly
 - prepare and present reports and presentations containing complex ideas and concepts
 - write policies, procedures and plans
- numeracy skills to:
 - carry out analysis and validation of data and information
 - manage budgetary resources
- planning and organising skills to manage own tasks within required timeframes
- problem-solving skills to find innovative solutions to problems
- self-management skills to:
 - comply with policies and procedures
 - seek learning and development opportunities
- technology skills to manage and analyse data and information.

Required knowledge

- employee and industrial relations principles
- equal employment opportunity guidelines
- interviewing principles
- legislative, regulatory and organisational policy framework
- organisational recruitment process, including role definition, selection criteria, direct and indirect assessment processes
- range of reward and recognition strategies and initiatives
- skill auditing and training gap analysis methodologies
- strategies for the development of a positive compliance culture
- succession planning principles
- training program design principles.

Evidence Guide

The evidence guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, range statement and the Assessment Guidelines for the Training Package.

Overview of assessment	
Critical aspects for assessment and evidence required to demonstrate competency in this unit	<p>Evidence of the ability to:</p> <ul style="list-style-type: none"> • manage a business unit, encompassing: <ul style="list-style-type: none"> • compliance with relevant legislation, regulations and codes • induction • management of remuneration and incentive programs • performance management • recruitment • training • demonstrate knowledge of legislative, regulatory and organisational policy framework.
Context of and specific resources for assessment	<p>Assessment must ensure access to:</p> <ul style="list-style-type: none"> • information and databases for analysis activities • relevant legislation, standards and guidelines.
Method of assessment	<p>A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this unit:</p> <ul style="list-style-type: none"> • direct questioning combined with review of portfolios of evidence and third party workplace reports of on-the-job performance by the candidate • review of: <ul style="list-style-type: none"> • documentation of training programs • documentation of compliance programs • copies of position descriptions and position profiles • documentation of incentive and remuneration programs • documentation of staff retention strategies and supporting data and assessment • performance against KPIs • staff satisfaction surveys and results • churn rates and trends.
Guidance information for assessment	<p>Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.</p>

Range Statement

The range statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. Bold italicised wording, if used in the performance criteria, is detailed below. Essential operating conditions that may be present with training and assessment (depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts) may also be included.

<i>Job descriptions</i> may include:	<ul style="list-style-type: none"> • accountabilities • experience required • qualifications required • skills and knowledge required • special requirements • specification of the duties for an individual employee.
<i>Position profiles</i> may include:	<ul style="list-style-type: none"> • classification of roles • remuneration levels • set of competency statements to assist in defining the role • specification of dimensions of a position within an organisational structure.
<i>Interviewing techniques</i> may include:	<ul style="list-style-type: none"> • competency and behavioural-based questions • fair recruitment practices.
<i>Churn factors</i> may include:	<ul style="list-style-type: none"> • external factors, such as higher pay rates elsewhere • lack of career progression • lack of feedback • lack of training • leadership issues • physical environment • recognition or reward • stress.
<i>Key performance indicators</i> may include targets for:	<ul style="list-style-type: none"> • adherence to roster • availability • average handling time • call volumes • quality • retention • relevant measures for specific roles • sales • sales conversion rates • seeking learning and development opportunities.
<i>Incentive schemes</i> may include:	<ul style="list-style-type: none"> • commissions • incentive payments

	<ul style="list-style-type: none"> • non-cash rewards, such as time off • remuneration adjustment • reward and recognition programs.
<i>Statutory and regulatory requirements</i> may include:	<ul style="list-style-type: none"> • award and enterprise agreements • national, state or territory legislative requirements, especially in regard to occupational health and safety • industry-related codes and regulations, such as: <ul style="list-style-type: none"> • Consumer Credit Code • Privacy Act • Trade Practices Act/Competition and Consumer Act

Unit Sector(s)

Stakeholder relations – contact centre operations

Custom Content Section

Not applicable.