BSBCCO604A Develop and maintain a service level strategy

Revision Number: 1

BSBCCO604A Develop and maintain a service level strategy

Modification History

Not applicable.

Unit Descriptor

Unit descriptor	This unit describes the performance outcomes, skills and knowledge required to establish, monitor and maintain a service level strategy in a customer contact environment.
	No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.

Application of the Unit

Application of the unit	This unit applies in a customer contact environment where the achievement of a predetermined service level is a key measurement of performance. Achievement of this service level may be a regulatory or organisational requirement and is normally organisation specific.
	Competence in this unit requires developing and implementing a successful service level strategy to achieve the service levels required by an organisation, and the associated processes required to establish that service level.
	This role is undertaken by staff with managerial responsibility, although specialist staff may undertake it under supervision - depending on the size and structure of the centre.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Prerequisite units		

Employability Skills Information

Employability skills	This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Elements describe the essential outcomes of a unit of competency.	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.

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Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Analyse historical data	1.1. Distinguish between *call*/*contact wait characteristics* and *service level* data
	1.2. Collect relevant and accurate service level data
	1.3. Determine historical service levels for all service level periods
	1.4. Collect relevant and accurate caller wait time, abandonment rate and customer survey data
	1.5. Determine historical caller wait and abandon time characteristics
2. Formulate a service level policy	2.1. Identify the difference and impacts of providing the required service level against the *industry standard*
	2.2. Effectively consult with relevant *stakeholders* on call wait characteristics and service levels
	2.3. Identify business needs related to service levels
	2.4. Review organisation's call wait characteristics in relation to the industry, the market and competition
	2.5. Formulate a comprehensive set of appropriate call wait characteristics
	2.6. Define and document an appropriate service level policy or target
	2.7. Identify and document corresponding resources requirements
	2.8. Communicate and justify service level policy to senior management and all stakeholders
3. Monitor and maintain service levels	3.1. Identify measurement capabilities of existing technology
	3.2. Select diagnostic measures to accurately monitor service levels
	3.3. Collect and accurately analyse service level data
	3.4. Identify under-performing *service level periods*
	3.5. Accurately analyse service level inputs
	3.6. Recommend corrections to service level inputs to maintain service levels
	3.7. Conduct *benchmarking* to compare performance to competitors and industry best practice
	3.8. Develop comprehensive contingency plans for loss of facilities or technology

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

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

Required skills

- analytical skills to analyse workplace information and data, and to make observations of workplace tasks and interactions between people, their activities, equipment, environment and systems
- attention to detail when making observations and recording outcomes
- communication skills to conduct effective formal and informal meetings, and to communicate effectively with personnel at all levels
- consultation and negotiation skills in relation to developing, implementing and monitoring strategies
- financial skills to consider and manage service level to budgetary resources
- information technology skills to organise, manage and analyse data
- interpersonal skills to establish rapport; to build relationships with clients, team members and stakeholders; to establish relevant networks
- numeracy skills to test assumptions taking the context of data and circumstances into account
- organisational skills to manage own tasks within timeframes
- presentation skills to prepare and present reports on complex concepts and ideas, and to articulate information and ideas effectively
- problem-solving skills to create innovative solutions to problems that arise
- research and data collection skills to monitor an organisation's compliance with service level targets
- risk assessment and management skills to cover problems or challenges that may arise.

Required knowledge

- benchmarking principles
- business and financial planning (budget) principles
- business requirements for service level performance (this may include any regulatory requirements)
- call data available and technology functionality and reporting capability
- customer expectations and satisfaction with level of service
- industry standards, best practice and regulatory requirements for service levels
- organisational structure and key stakeholders
- structure and organisation of workforce (e.g. part time, casual , contract, shift workers).

Evidence Guide

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	Evidence of the following is essential: • development of a service level strategy that consistently meets the requirements of a customer contact organisation, including documentation of processes and policy, and maintenance of reporting and records • knowledge of industry standards, best practice and regulatory requirements for service levels.
Context of and specific resources for assessment	Assessment must ensure: • access to workplace information and data • access to information and databases for analysis activities • access to relevant legislation, regulations, standards and guidelines • access to stakeholder feedback.
Method of assessment	A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this unit: • direct questioning combined with review of portfolios of evidence and third party workplace reports of on-the-job performance by the candidate • review of stakeholder feedback • review of service level performance • review of process and service level policy documentation • review of documentation of poor service level performance • review of reporting and historical data, along with analysis • practical demonstration of effective use of customer contact technology • review of financial performance and resourcing budget.
Guidance information for	Holistic assessment with other units relevant to the

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EVIDENCE GUIDE	
assessment	industry sector, workplace and job role is recommended, for example: • BSBCCO601AOptimise customer contact operations • BSBITA601AConfigure and optimise customer contact technology • BSBMGT618ADevelop a contact centre business plan.

Range Statement

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.	
Call/contact wait characteristics may include:	• abandonment rates • breakdown of waiting times • related indicators of caller responses to any waiting periods
Service level may include:	• abandonment rates • average speed of answer • percentage of calls answered within a defined waiting period
Industry standard may include:	• best practice service level • regulated service level requirement • service level set by individual organisations
Stakeholders may include:	• finance • human resources • market research • occupational health and safety • sales and marketing • senior customer service and executive staff
Service level periods may include calculating service levels at varying periods of time such as:	• half hourly • hourly • daily • weekly • monthly • yearly

Benchmarking may include:	• best practice across all industry sectors
	• comparison with other organisations including:
	  • other internal departments
	  • industry sector
	  • other industry sectors
	  • targeted competitor

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Unit Sector(s)

Unit sector	

Competency field

Competency field	Stakeholder Relations - Contact Centre Operations

Co-requisite units

Co-requisite units		

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