BSBCCO607A Manage customer contact centre staffing

Revision Number: 1

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Modification History

Not applicable.

Unit Descriptor

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.
	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 business environment where a manager has overall responsibility for the recruitment, induction, retention and training, and regulatory and legislative compliance of staff.
	Competence in this unit requires people management skills, and knowledge of recruitment, remuneration, incentive and compliance issues. This unit is very broad; it requires broad management skills and knowledge.
	This role is undertaken by those with managerial responsibility.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Prerequisite units		

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.

Elements and Performance Criteria

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

ELEMENT	PERFORMANCE CRITERIA
regulatory requirements	5.2. Ensure total compliance to *statutory and regulatory requirements*
	5.3. Identify, record and rectify any breaches of statutory and regulatory requirements
	5.4. Implement compliance training and review programs as required

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 relevant workplace information and data, and to make observations of workplace tasks and interaction between people, their activities, equipment, environment and systems
- consultation and negotiation skills to develop and implement plans, to communicate effectively verbally and in writing, and to accurately collate and record information
- communication skills to relate to people from diverse backgrounds and with diverse abilities
- financial skills to manage budgetary resources
- information technology skills to manage and analyse data and information
- interpersonal skills to establish rapport; to build relationships with customers, team members and stakeholders; to establish relevant networks
- interviewing and recruitment skills to arrive at effective selection outcomes
- literacy skills to articulate information and ideas clearly, to prepare and present reports and presentations containing complex ideas and concepts, and to write policies, procedures and plans
- numeracy skills to carry out analysis and validation of data and information
- organisational skills to manage own tasks within timeframes
- problem-solving skills to create innovative solutions to problems.

Required knowledge

- employee and industrial relations principles
- equal employment opportunity guidelines
- interviewing and recruitment 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

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: • effective management of a business unit encompassing recruitment, induction, training, performance management, management of remuneration and incentive programs, and compliance with relevant legislation, regulations and codes • knowledge of legislative, regulatory and organisational policy framework.
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, standards and guidelines.
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 documentation of training programs • review of documentation of compliance program • review of copies of position descriptions and position profiles • review of documentation of incentive and remuneration programs • review of documentation of staff retention strategies and supporting data and assessment • review of performance against key performance indicators • review of staff satisfaction surveys and results • review of churn rates and trends.
Guidance information for	Holistic assessment with other units relevant to the

EVIDENCE GUIDE	
assessment	industry sector, workplace and job role is recommended, for example:
	• human resources management units.

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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.	
Job descriptions may include:	• accountabilities • any special requirements • experience required • qualifications required • skills and knowledge required • specification of the duties for an individual employee
Position profiles may include:	• 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
Interviewing techniques may include:	• competency and behavioural based questions • fair recruitment practices
Churn factors may include:	• 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
Key performance indicators may include:	• Targets for; • call volumes • average handling time • adherence to roster • availability • sales • sales conversion rates • retention

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RANGE STATEMENT

	• quality • relevant measures for specific roles
Incentive schemes may include:	• commissions • incentive payment • non-cash rewards such as time off • remuneration adjustment • reward and recognition programs
Statutory and regulatory requirements may include:	• award and enterprise agreements • national, state/territory legislative requirements especially in regard to occupational health and safety • industry related codes and regulations such as the Trade Practices Act, Consumer Credit Code and the Privacy Act

Unit Sector(s)

Unit sector	

Competency field

Competency field	Stakeholder Relations - Contact Centre Operations

Co-requisite units

Co-requisite units		