



Australian Government

Department of Education, Employment and Workplace Relations

BSBCCO608B Manage customer contact operational costs

Release: 1

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Modification History

| Release | Comments |
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| 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 BSBCCO608A Manage customer contact operational costs.</p> |

Unit Descriptor

This unit describes the performance outcomes, skills and knowledge required to manage costs in a customer contact environment. It requires the application of well-developed skills and knowledge in effective financial management and management of the budgetary process. Competence in this unit requires extensive knowledge of the industry and marketplace, well developed analytical and research skills, and the ability to work with data and statistics.

Application of the Unit

This unit applies in customer contact environments that operate under a considerable degree of statistical control, using high levels of technology.
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 |
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| <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

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| 1. Calculate cost for contact centre operations | <p>1.1 Identify cost-generating contact centre transactions</p> <p>1.2 Calculate <i>transaction costs</i></p> <p>1.3 Identify clearly fixed and variable components of transaction costs</p> |
| 2. Prepare budget for customer contact operation | <p>2.1 Produce accurate estimates of expected <i>revenue</i> supported by business and financial records</p> <p>2.2 Identify expected <i>operating expenses</i> based on realistic projections</p> <p>2.3 Identify proposed <i>capital expenditure</i> based on business plans and estimates</p> <p>2.4 Work closely with <i>stakeholders</i> to identify factors that may influence operations and costs</p> <p>2.5 Prepare justifiable high, low and expected budget scenarios</p> |
| 3. Present and justify budget | <p>3.1 Deliver an effective presentation of customer contact centre budget</p> <p>3.2 Justify aspects of operating expenses, revenues and capital expenditure</p> <p>3.3 Introduce qualitative information into justification when appropriate</p> |
| 4. Monitor budget performance | <p>4.1 Correlate <i>statistical performance</i> of contact centre to budget estimates</p> <p>4.2 Closely monitor variations between actual budget reporting and expected budget</p> <p>4.3 Maintain accurate tracking of accrued, invoiced and other costs</p> <p>4.4 Identify cash flow implications for current and planned events</p> <p>4.5 Communicate progress against budget to stakeholders</p> |
| 5. Control financial operations of the customer contact operation | <p>5.1 Closely monitor reasonable threats to budget on a regular basis</p> <p>5.2 Identify variations in contact centre performance that present threats to financial performance</p> <p>5.3 Identify operational strategies to minimise threats to budget</p> <p>5.4 Regularly monitor staff compliance with financial delegation limits</p> <p>5.5 Regularly update organisation's <i>financial control systems</i></p> |

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
 - use understanding of budget scenarios, sensitivities and threats
- communication skills to:
 - communicate effectively with personnel at all levels
 - conduct effective formal and informal meetings
- consultation and negotiation skills to develop, implement and monitor strategies
- interpersonal skills to:
 - establish rapport and build relationships with clients, team members and stakeholders
 - establish relevant networks
- literacy skills to prepare and present reports containing complex information, data and concepts
- leadership skills to gain the trust and confidence of colleagues and stakeholders
- numeracy skills to:
 - deal with the data and statistical information required to establish and monitor the budget
 - manage budgetary resources
- planning and organising skills to manage own tasks within required timeframes
- presentation skills to articulate information and ideas effectively
- problem-solving skills to create innovative solutions to problems that arise
- research skills to access relevant information and consider available options
- risk assessment and mitigation skills to identify threats to the customer contact centre budget and to implement remedial actions
- self-management skills to:
 - comply with policies and procedures
 - pay attention to detail when making observations and recording outcomes
 - seek learning and development opportunities
- technology skills to organise, manage and analyse data.

Required knowledge

- accounting principles
- benchmarking principles
- budgeting principles
- cost-benefit analysis principles
- financial delegation policy of organisation, financial control systems and requirements
- organisational business objectives and goals, including operational and business planning
- risk assessment and management 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.

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| 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"> • analyse costs of operating customer contact operations • prepare, justify and present the budget • control and monitor the budget and comply with financial control systems • demonstrate knowledge of budgeting principles. |
| 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 standards and guidelines • financial control systems, and budget documentation and reporting. |
| 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 feedback from stakeholders • review of performance against targets and budget • review of transaction cost report • review of operations budget • review of budget justification documentation • review of budget performance tracking report • oral and/or written questioning to assess knowledge of strategies to minimise threats to budget • review of communication plan. |
| Guidance information for assessment | <p>Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended, for example:</p> <ul style="list-style-type: none"> • BSBCCO601B Optimise customer contact operations • BSBMGT618A Develop a contact centre business plan. |

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.

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| <p><i>Transaction costs</i> may include:</p> | <ul style="list-style-type: none"> • unit cost per transaction, which may comprise: <ul style="list-style-type: none"> • administration costs • information technology costs • incentive payment costs • infrastructure costs • staff costs • support service costs • telecommunications services costs. |
| <p><i>Revenue</i> may include:</p> | <ul style="list-style-type: none"> • payments for outsourced services • payments for services provided to organisation • performance incentives • sales and marketing incentives. |
| <p><i>Operating expenses</i> may include:</p> | <ul style="list-style-type: none"> • information technology costs • labour costs • recurring costs associated with operations • rental for facilities • repair and maintenance costs • sales incentive payments • stationery • training costs • utility costs. |
| <p><i>Capital expenditure</i> may include:</p> | <ul style="list-style-type: none"> • expenditure on depreciating assets • non-recurring costs • purchase of equipment • purchase of infrastructure. |
| <p><i>Stakeholders</i> may include:</p> | <ul style="list-style-type: none"> • back office support areas • billing • credit and collections • executive • finance • marketing and sales • regulatory • strategy and planning |

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| | <ul style="list-style-type: none"> • other service areas. |
| <p><i>Statistical performance</i> may include:</p> | <ul style="list-style-type: none"> • abandoned call data • call volume and handling time data • customer satisfaction data • headcount and staffing data • occupancy and adherence data • overtime levels • sales conversion rates • sales data • service level data. |
| <p><i>Financial control systems</i> may include:</p> | <ul style="list-style-type: none"> • enterprise-specific methods and tools for tracking and managing costs • financial delegation limits • reporting templates • system-generated reports and alerts. |

Unit Sector(s)

Stakeholder relations – contact centre operations

Custom Content Section

Not applicable.