



Australian Government

Department of Education, Employment and Workplace Relations

BSBMGT618A Develop a contact centre business plan

Revision Number: 2

BSBMGT618A Develop a contact centre business plan

Modification History

Release	Comments
Release 2	New release of this Qualification released with <i>version 6 of BSB07 Business Services Training Package</i> . Outdated advice removed

Unit Descriptor

This unit describes the performance outcomes, skills and knowledge required to develop, implement and maintain a business plan for a contact centre.

Application of the Unit

This unit applies in an environment where the candidate is required to develop and implement a business plan for the business unit in accordance with the overall organisational goals and objectives.

Competence in this unit requires developing, implementing and maintaining an effective business plan that achieves positive outcomes and supports the overall success and growth of the organisation. It requires understanding best practice, focus on continuous improvement activities, and the justification and presentation of the plan to the organisation.

This role is undertaken by staff with managerial responsibility or specialist staff, depending on the size and structure of the centre.

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

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. Analyse the current situation and evaluate alternatives	1.1. Use a broad range of information sources to identify best practice criteria and examples 1.2. Analyse current performance against best practice to identify improvement and business opportunities 1.3. Identify operating requirements and constraints imposed by internal and external customers and suppliers 1.4. Review and evaluate existing strategic and operating plans to identify opportunities for improvement 1.5. Propose viable alternatives to improve current situation and to exploit opportunities
2. Set objectives in alignment with corporate aims	2.1. Develop business objectives which represent business needs and global trends 2.2. Identify business objectives which support corporate aims 2.3. Consult with key stakeholders and other relevant parties to ensure consensus on objectives 2.4. Ensure objectives reflect a competitive position in the global market
3. Prepare a business plan	3.1. Develop a business plan based on agreed business objectives 3.2. Translate business objectives into a feasible strategy 3.3. Address all relevant operations in plans and justify any not addressed 3.4. Identify clear profitability, productivity and performance targets in line with objectives 3.5. Identify financial, physical and human resources requirements to implement strategies 3.6. Include appropriate feedback and customer satisfaction measurement methods in business plan 3.7. Comply with enterprise requirements for business planning 3.8. Identify risks posed by business plans 3.9. Incorporate risk management strategies for identified risks
4. Present a business plan to senior management	4.1. Deliver an effective written and oral presentation of a business plan 4.2. Focus on critical aspects of the plan in the presentation

ELEMENT	PERFORMANCE CRITERIA
	4.3. Articulate and resolve specific concerns and needs raised about the plan
5. Implement and maintain a business plan	5.1. Communicate plan to team, engage team members with the plan and obtain buy in from the team 5.2. Establish action plans, systems and processes to implement business plan 5.3. Conduct measurement programs to assess performance against business plan 5.4. Adjust systems or processes in response to performance variations to maintain business plan 5.5. Conduct regular substantive reviews of systems and processes 5.6. Communicate performance results and issues arising to relevant stakeholders

Required Skills and Knowledge

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

Required skills

- communication skills to conduct effective formal and informal meetings and to communicate effectively with personnel at all levels
- analytical skills to understand complex ideas and concepts, and to articulate ideas and information effectively
- consultation and negotiation skills to develop and implement business plan
- data and information gathering skills such as brainstorming, polling and interviewing
- information technology skills to effectively manage and analyse data and information
- leadership skills to gain trust, confidence and support of colleagues and clients
- presentation skills to develop and present reports or presentations that deal with numeracy skills to carry out analysis, and to produce graphs and presentations of workplace information and data to identify trends and patterns
- organisational skills to manage own tasks within timeframes
- problem-solving skills to create innovative solutions to problems that arise
- research and analytical skills to effectively undertake research and analysis of complex issues, options and information communication technology advances
- risk assessment and management skills to mitigate any risks that may impact on business plan outcome

Required knowledge

- best practice or benchmarking principles
- corporate aims and objectives
- key personnel, stakeholders and resources
- organisational communication methods
- organisational, statutory, regulatory and legislative requirements
- principles of cost/benefit analysis
- recent or impending advances in technology
- risk management techniques.

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 following is essential:</p> <ul style="list-style-type: none"> • developing, implementing, controlling and monitoring a contact centre business plan • knowledge of organisational, statutory, regulatory and legislative requirements.
Context of and specific resources for assessment	<p>Assessment must ensure:</p> <ul style="list-style-type: none"> • access to workplace information and data • access to information and databases for analysis activities • access to relevant legislation, standards and guidelines • access to stakeholder feedback.
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 business plan documentation • oral and/or written questioning to assess knowledge of global trends and best practice • review of stakeholder feedback • review of communication plan and stakeholder understanding and knowledge of plan • analysis of existing business plans • review of documentation of business objectives • direct observation of business plan presentation • review of management documentation endorsing the business plan • review of analysis of the performance of a business plan including statistical measurement.
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.

<p><i>Best practice</i> may include:</p>	<ul style="list-style-type: none"> • business model and structure • cost to serve • customer satisfaction • human resources management • identifying areas with exemplary processes • performance • training • use of technology
<p><i>Stakeholders</i> may include:</p>	<ul style="list-style-type: none"> • business unit staff (own team) • enterprise employees at management level with an interest in operations and performance outcomes • external clients and suppliers with an interest in business planning including contracting organisations, recruitment suppliers, software and equipment suppliers
<p><i>Risks</i> may include:</p>	<ul style="list-style-type: none"> • damage to property/equipment • environmental • equipment/system failures • financial/economic loss/failure • industrial disputation • natural disasters • occupational health and safety • political events • product failure • professional incompetence • security failure (including criminal activities)

Unit Sector(s)

Management and Leadership - Management