



Australian Government

BSBCCO604B Develop and maintain a service level strategy

Release 1

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Modification History

Release	Comments
Release 1	This version first released with <i>BSB07 Business Training Package version 6.0</i> Revised unit. Required skills updated to focus on learning and development practices and compliance with policy and procedures. Replaces BSBCCO604A Develop and maintain a service level strategy.

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.

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.

Application of the Unit

This unit applies in customer contact environments where the achievement of this service level may be a regulatory or organisational requirement and is normally organisation-specific. 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

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. Analyse historical data	1.1 Distinguish between contact wait characteristics and service level data 1.2 Collect relevant and accurate service level data 1.3 Determine historical service levels for service level periods 1.4 Collect relevant and accurate contact wait time, abandonment rate and customer survey data 1.5 Determine historical contact 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 Consult with relevant stakeholders on contact wait characteristics and service levels 2.3 Identify business needs related to service levels 2.4 Review organisation's contact wait characteristics in relation to the industry, the market and competition 2.5 Formulate a comprehensive set of appropriate contact wait characteristics 2.6 Define and document an appropriate service level policy or target 2.7 Develop comprehensive contingency plans for loss of facilities or technology 2.8 Identify and document corresponding resource requirements 2.9 Communicate and justify service level policy to senior management and stakeholders
3. Monitor and maintain service levels	3.1 Identify measurement capabilities of existing technology 3.2 Select diagnostic measures to monitor service levels 3.3 Collect and analyse service level data 3.4 Identify under-performing service level periods 3.5 Analyse service level inputs and recommend corrections to maintain service levels 3.6 Conduct benchmarking to compare performance to competitors and industry best practice

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
 - make observations of workplace tasks and interactions between people, their activities, equipment, environment and systems
- 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 on complex concepts and ideas
- numeracy skills to:
 - consider and manage service level consistent with budget and resources
 - test assumptions, taking the context of data and circumstances into account
- 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
- risk assessment and management skills to:
 - cover problems or challenges that may arise
 - monitor an organisation's compliance with service level targets
- 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

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

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 ability to: - develop a service level strategy that consistently meets the requirements of a customer contact organisation, including documenting processes and policy, and maintaining reports and records - demonstrate knowledge of industry standards, best practice and regulatory requirements for service levels.
Context of and specific resources for assessment	Assessment must ensure access to: - information and databases for analysis activities - relevant legislation, regulations, standards and guidelines - 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 assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended, for example: - 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.

Contact wait characteristics may include:	• abandonment rates • breakdown of waiting times • related indicators of caller responses to waiting periods.
Service level may include:	• abandonment rates • average speed of answer • contact escalation policy • 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.

Unit Sector(s)

Stakeholder relations – contact centre operations

Custom Content Section

Not applicable.