Unit Title:	**Manage team and individual performance in contact centre operations**
OCR unit number	14
Sector unit number:	CC28
Level:	4
Credit value:	5
Guided learning hours:	15
Unit reference number:	F/503/0408

Unit purpose and aim

This unit concerns being able to organise performance-based feedback for contact centre colleagues, organise team and individual performance enhancement activities, manage organisational change and employee retention and understand the management of performance in a contact centre.

Learning Outcomes	**Assessment Criteria**	**Teaching Content**
The Learner will: 1 Be able to organise performance-based feedback for contact centre colleagues	**The Learner can:** 1.1 Identify a range of routes for obtaining feedback on performance in contact centre operations 1.2 Allocate responsibility for contact centre performance management in a way that makes optimum use of resources 1.3 Obtain usable feedback on performance from a range of sources	This may include an understanding of: • The various forms of feedback both internal and external, and how to generate these • The amount of feedback and the depth of detail to pass on to staff to enable them to use it to improve performance.
2 Be able to organise team and individual performance improvement activities for contact centre colleagues	2.1 Identify opportunities for improvement from an analysis of feedback 2.2 Agree strategies for team building and the improvement of team and individual performance that are capable of meeting identified objectives 2.3 Monitor the progress of improvement activities and their effect against agreed objectives	This may include an understanding of: • Team building training both internal and external • The type of activities that are most suitable for the team members and for improving performance • The ways in which to monitor team performance both before and after any activities

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Learning Outcomes	Assessment Criteria	Teaching Content
3 Be able to manage organisational change in contact centre operations	3.1 Develop procedures and guidelines that address the area(s) of operations that are subject to change 3.2 Organise a programme of buddying and coaching support that supports the organisational change 3.3 Obtain formal and informal feedback on work satisfaction and the reason for resignations 3.4 Provide practicable advice to management on the steps that can be taken to improve staff retention	This may include an understanding of: • The changes and the reasons that they need to be implemented • The positive and negative impact of the changes on staff • Ways in which staff can be supported during times of change • The ways of supporting staff in the long-term and the advantages of this reducing staff turnover
4 Understand the management of performance in a contact centre	4.1 Evaluate the impact of organisational procedures and guidelines for contact centre operations on team and individual performance 4.2 Explain the importance of ensuring that performance management activities become part of day to day work and management 4.3 Explain how staff turnover can be mitigated through management actions 4.4 Explain the factors that influence staff retention	This may include an understanding of: • What motivates the staff to work in the contact centre (paid work or voluntary) • Motivational tools that are available • The impact of staff training and development on retention

Assessment

This unit is centre assessed and externally verified. In order to achieve the unit you must produce a portfolio of evidence which, on request, will need to be made available to the OCR external verifier. Portfolios of work must be produced independently and Centres must confirm to OCR that the evidence is authentic. An OCR Centre Authentication form is provided in the Centre Handbook.

Evidence requirements

In order to achieve this unit you must demonstrate that you have met all of the stated learning outcomes and assessment criteria. Your assessor must be able to observe you in the workplace or you must provide tangible evidence of your real work activities.

You may collect evidence for the unit through work in a private sector organisation, a public sector organisation or a not-for-profit organisation.

You must provide evidence that shows you have done this over a sufficient period of time on different occasions for your assessor to be confident that you are competent.

You must provide evidence that you are able to manage the performance management process and activities within a contact centre to the benefit of the organisation as a whole.

Guidance on assessment and evidence requirements

Please refer to the OCR Centre Handbook available from the OCR website www.ocr.org.uk

National Occupational Standards (NOS) mapping/signposting

Occupational Standards	Unit Number	Title
Contact Centre	28	Manage team and individual performance in a contact centre

Functional Skills signposting

This section indicates where candidates may have an opportunity to develop their functional skills

Functional Skills Standards					
English		Mathematics		ICT	
Speaking and Listening		Representing		Use of ICT systems	
Reading		Analysing		**Find and** select information	
Writing		Interpreting		Develop, present and communicate information	

Resources

Access to photocopier, PC and printer is desirable but not essential.

Access to sources of under-pinning knowledge such as websites, books, journals, etc, might be of help, but you are not expected to reproduce other people's written work.

Additional information

For further information regarding administration for this qualification, please refer to the OCR document '*Admin Guide: Vocational Qualifications*' (A850).