

Unit Title:	Principles of performance management in a contact centre
OCR unit number	10
Sector unit number:	CCTC11
Level:	3
Credit value:	3
Guided learning hours:	18
Unit reference number:	Y/503/0396

Unit purpose and aim

This unit is concerned with understanding how to improve the performance of individuals and teams and performance management in a contact centre.

Learning Outcomes	Assessment Criteria	Teaching Content
<p>The Learner will:</p> <p>1 Understand how to improve the performance of individuals and teams in a contact centre</p>	<p>The Learner can:</p> <p>1.1 Explain how performance is managed to meet objectives</p>	<p>Candidates should have an understanding of:</p> <ul style="list-style-type: none"> • performance management including <ul style="list-style-type: none"> - contributing to team performance measures - setting achievable individual targets - recognising barriers to performance • objectives to be met including <ul style="list-style-type: none"> - call handling goals - customer satisfaction and retention - employee development and attrition
	<p>1.2 Describe methods of performance monitoring</p>	<ul style="list-style-type: none"> • methods of monitoring including <ul style="list-style-type: none"> - analysis of performance against agreed targets - own observations - 360 degree feedback - analysis of customer feedback

Learning Outcomes	Assessment Criteria	Teaching Content
	1.3 Explain how to give feedback for performance improvement that is motivating	<ul style="list-style-type: none"> • how to give feedback that is motivating including <ul style="list-style-type: none"> - formal - informal - recognising individual circumstances and limitations - listening to ideas and suggestions from individuals and teams
	1.4 Explain how to develop practical ways of managing workflows	<ul style="list-style-type: none"> • practical ways by applying the workforce management cycle
	1.5 Explain how to provide support that is tailored to identified performance needs	<ul style="list-style-type: none"> • tailored support including <ul style="list-style-type: none"> - identification of development opportunities i.e. coaching/mentoring; formal training; work shadowing - assistance in coping with stress related issues - communicating change effectively
2 Understand performance management in a contact centre	2.1 Explain the purpose and importance of performance management	<p>Candidates should have an understanding of:</p> <ul style="list-style-type: none"> • the purpose and importance including <ul style="list-style-type: none"> - to ensure organisational goals are met - to recognise individual performance - to manage poor performance - to develop the skills of individuals and the team
	2.2 Explain the impact of legislation and regulations on contact centre performance	<ul style="list-style-type: none"> • the impact on <ul style="list-style-type: none"> - working practices - work force management • legislation and regulation including <ul style="list-style-type: none"> - health and safety - employment - confidentiality and data protection - consumer protection - specific to the sector

Learning Outcomes	Assessment Criteria	Teaching Content
	2.3 Explain the need for organisational procedures and guidelines in contact centre operations	<ul style="list-style-type: none"> the need including <ul style="list-style-type: none"> consistency of practice across agents and/or locations to meet professional codes of practice to comply with legislation and regulation
	2.4 Explain how to identify deviations in performance from expected and historical performance	<ul style="list-style-type: none"> identifying deviations through analysis of reports and statistical data

Assessment

This unit is internally assessed by centre staff (e.g. teachers/tutors, support workers, carers, assessors) and externally verified by OCR.

Guidance on assessment and evidence requirements

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

You should refer to the 'Admin Guide: Vocational Qualifications (A850)' for *Notes on Preventing Computer-Assisted Malpractice*.

National Occupational Standards (NOS) mapping/signposting

Occupational standards	Unit number	Title
Contact centre	27	Contribute to performance management in a contact centre

Functional skills signposting

Training provided for contact centre operations may help to prepare candidates for the functional skills assessment (e.g. report writing may be good preparation for English). It is likely however that further training would be needed to fully prepare candidates for functional skills assessment.

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

Resources

OCR evidence sheets have been produced to support candidates in producing appropriate evidence for these qualifications. Centres may choose to:

- tailor these for candidates
- use these as a benchmark for devising their own evidence sheets to aid candidates

Candidate evidence checklists can be found in the Contact Centre Operations section containing on the OCR website: <http://www.ocr.org.uk>.

Additional information

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

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