

## CFACC28

# Manage team and individual performance in contact centre operations



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### Overview

#### What this standard is about

Efficiency and effectiveness in contact centres rely on close management of performance. With defined business objectives, clear procedures and many repeated transactions the environment is right for active performance management. Much of the performance management that takes place is centred on team members and team leaders who must take responsibility for their activities in contact centre operations. Overall management of performance in the contact centre involves organising feedback to team members, organising individual performance management and managing change and staff retention for contact centre operations.

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### Performance criteria

*You must be able to:*

#### **Organise performance based feedback in a contact centre**

- P1 Identify a range of routes for obtaining and providing feedback on performance in contact centre operations
- P2 Work with colleagues within organisational policy to allocate responsibility for contact centre performance management
- P3 Support team and individual initiatives to obtain feedback on performance from varied sources
- P4 Work with colleagues to identify ways to use feedback to improve performance

#### **Organise team and individual performance improvement activities resulting from feedback about contact centre operations**

- P5 Analyse feedback on performance to identify common themes where there are opportunities for improvement
- P6 Work with teams to agree actions for performance improvement
- P7 Agree with team leaders strategies for team building and the improvement of team performance
- P8 Monitor performance improvement actions by teams and individuals to measure outcomes
- P9 Coordinate strategies to deal with working under pressure in contact centre operations

#### **Manage organisational change and employee retention in contact centre operations**

- P10 Work with team leaders to identify key changes that require active management
- P11 Develop or adapt procedures and guidelines for contact centre operations subject to changes
- P12 Organise buddying and coaching patterns that contribute to the management of change in contact centre operations
- P13 Identify factors that are influencing staff retention
- P14 Seek opportunities to obtain formal and informal feedback on work satisfaction and reasons for resignation
- P15 Advise the organisation on steps that can be taken to improve staff retention in contact centre operations

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#### Knowledge and understanding

*You need to know and understand:*

- K1 The services or products offered or supported by your contact centre
- K2 Organisational requirements and external regulation and legislation relevant to contact centre operations
- K3 Organisational procedures and guidelines for contact centre operations that impact on performance
- K4 The importance of ensuring that performance management activities become part of day to day work and management within contact centre teams
- K5 Different sources and ways of obtaining feedback about performance in contact centre operations
- K6 Roles and responsibilities for performance management actions in contact centres
- K7 Activities that can contribute to performance in contact centre operations
- K8 Techniques for analysing performance in contact centre operations
- K9 The importance of working with teams to agree actions to improve performance in contact centre operations
- K10 Strategies for team building and development
- K11 Ways to measure and monitor performance development actions
- K12 Strategies to deal with working under pressure in contact centre operations
- K13 Features of changes that demand active management in contact centre operations
- K14 Techniques for adapting or developing procedures for contact centre operations
- K15 Buddying and coaching techniques to support management of change
- K16 Factors that impact on staff retention in contact centre operations
- K17 Common reasons for staff turnover which can be mitigated through management actions
- K18 How to present recommendations for actions on staff retention to management colleagues

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