

## CFACC29

# Develop and enhance performance management in a contact centre



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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. At a strategic level, performance management involves several key components. Structuring of performance based feedback, direction of the performance management process and strategy for change management are all essential parts of performance management strategy. Strategic actions are needed to guide management and day to day engagement with performance management by contact centre team members.

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### Performance criteria

*You must be able to:*

#### **Devise and develop strategy for performance based feedback**

- P1 Review formal and informal sources and methods of obtaining and sharing feedback on performance of contact centre operations
- P2 Identify alternative methods of obtaining and sharing feedback about performance in contact centre operations
- P3 Evaluate the benefits and drawbacks of available methods of obtaining and sharing feedback about performance in contact centre operations
- P4 Make recommendations for structured collection of feedback on contact centre performance
- P5 Make recommendations for effective use and sharing of feedback with colleagues involved in delivery of contact centre services

#### **Direct management of the performance management system in a contact centre**

- P6 Identify organisational strategies and objectives relevant to performance management systems
- P7 Review existing performance management metrics and systems and identify features that work well
- P8 Consult colleagues about options for development of performance management strategy appropriate to contact centre operations
- P9 Evaluate options for improvements in performance management systems for contact centre operations
- P10 Implement performance management strategy and systems
- P11 Monitor performance management systems and strategy against ongoing development of organisational strategy

#### **Direct strategy for change management in contact centre operations**

- P12 Review management systems and structures for contact centre operations
- P13 Assess the probable impact on operations of changes that have been identified
- P14 Devise strategies to guide management of change in contact centre operations
- P15 Devise strategies to guide managers of contact centre operations when teams are under pressure

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P16 Monitor staff retention patterns in order to identify management options for improving work satisfaction

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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 service delivery in the contact centre
- K4 The importance of strategies and guidance for managers who are organising contact centre operations
- K5 Techniques for reviewing sources and methods of obtaining feedback on contact centre operations
- K6 The benefits and drawbacks of different methods of obtaining feedback on performance
- K7 The importance of sharing feedback on performance effectively with colleagues
- K8 Organisational strategies and objectives relevant to performance management
- K9 Techniques for devising, implementing and using performance management metrics
- K10 Methods for monitoring performance management systems and strategies against organisational strategy
- K11 Techniques for change management
- K12 Techniques for managing contact centre teams operating under pressure
- K13 Actions available to management teams in contact centres to mitigate lack of work satisfaction being a reason for staff turnover

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