COMPETENCY STANDARD

Advanced Customer Service in Contact Center

Level: 05

(ICT Sector)

Competency Standard Code: CS-ICT-ACSC-L5-EN-V1

National Skills Development Authority
Prime Minister's Office
Government of the People's Republic of Bangladesh

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This Competency Standard for Advanced Customer Service in Contact Center is a document for the development of curricula, teaching and learning materials, and assessment tools. It also serves as the document for providing training consistent with the requirements of industry in order to meet the qualification of individuals who graduated through the established standard via competency-based assessment for a relevant job.

This document has been validated by NSDA in association with Information Communication Technology Sector ISC, industry representatives, academia, related specialist, trainer and related employee.

Public and private institutions may use the information contained in this standard for activities benefitting Bangladesh.

Introduction

The NSDA aims to enhance an individual's employability by certifying completeness with skills. NSDA works to expand the skilling capacity of identified public and private training providers qualitatively and quantitatively. It also aims to establish and operationalize a responsive skills ecosystem and delivery mechanism through a combination of well-defined set of mechanisms and necessary technical supports.

Key priority economic growth sectors identified by the government have been targeted by NSDA to improve current job skills along with existing workforce to ensure required skills to industry standards. Training providers are encouraged and supported to work with industry to address identified skills and knowledge to enable industry growth and increased employment through the provision of market responsive inclusive skills training program. "Advanced Customer Service in Contact Center" is selected as one of the priority occupations of Information Communication Technology Sector. This standard is developed to adopt a demand driven approach to training with effective inputs from Industry Skills Councils (ISC's), employer associations and employers.

Generally, a competency standard informs curriculum, learning materials, assessment and certification of trainees enrolled in Skills Training. Trainees who successfully pass the assessment will receive a qualification in the National Skills Qualification Framework (NSQF) under Bangladesh National Qualification Framework (BNQF) and will be listed on the NSDA's online portal.

This competency standard is developed to improve skills and knowledge in accordance with the job roles, duties and tasks of the occupation and ensure that the required skills and knowledge are aligned to industry requirements. A series of stakeholder consultations, workshops were held to develop this document.

The document also details the format, sequencing, wording and layout of the Competency Standard for an occupation which is comprised of Units of Competence and its corresponding Elements.

Overview

A competency standard is a written specification of the knowledge, skills and attitudes required for the performance of an occupation, trade or job corresponding to the industry standard of performance required in the workplace.

The purpose of a competency standards is to:

- provide a consistent and reliable set of components for training, recognising and assessing people's skills, and may also have optional support materials
- enable industry recognised qualifications to be awarded through direct assessment of workplace competencies
- encourage the development and delivery of flexible training which suits individual and industry requirements
- encourage learning and assessment in a work-related environment which leads to verifiable workplace outcomes

Competency standards are developed by a working group comprised of representative from NSDA, Key Institutions, ISC, and industry experts to identify the competencies required of an occupation in Informal Sector.

Competency standards describe the skills, knowledge and attitude needed to perform effectively in the workplace. CS acknowledge that people can achieve technical and vocational competency in many ways by emphasizing what the learner can do, not how or where they learned to do it.

With competency standards, training and assessment may be conducted at the workplace or at training institute or any combination of these.

Competency standards consist of a number of units of competency. A unit of competency describes a distinct work activity that would normally be undertaken by one person in accordance with industry standards.

Units of competency are documented in a standard format that comprises of:

- unit title
- nominal duration
- unit code
- unit descriptor
- elements and performance criteria
- variables and range statement
- curricular content guide
- assessment evidence guides

Together, all the parts of a unit of competency:

- describe a work activity
- guide the assessor to determine whether the candidate is competent or not yet competent

The ensuing sections of this document comprise of a description of the relevant occupation, trade or job with all the key components of a unit of competency, including:

- a chart with an overview of all Units of Competency for the relevant occupation, trade or job including the Unit Codes and the Unit of Competency titles and corresponding Elements
- the Competency Standard that includes the Unit of Competency, Unit Descriptor, Elements and Performance Criteria, Range of Variables, Curricular Content Guide and Assessment Evidence Guide.

Competency Standards for National Skills Certificate – Level-5 in Advanced Customer Service in Contact Center in ICT Sector

Level Descriptors of NSQF (BNQF 1-6)

Level & Job Classification	Knowledge Domain	Skills Domain	Responsibility Domain
6-Mid-Level Manager/ Sub Assistant Engineer	Comprehensive actual and theoretical knowledge within a specific work or study area with an awareness of the validity and limits of that knowledge, able to analyse, compare, relate and evaluate.	Specialised and wider range of cognitive and practical skills required to provide leadership in the development of creative solutions to defined problems. Communicate professional issues and solutions to the team and to external partners/users.	Work under broad guidance and self-motivation to execute strategic and operational plan/s. Lead lower-level management. Diagnose and resolve problems within and among work groups.
5-Supervisor	Broad knowledge of the underlying, concepts, principles, and processes in a specific work or study area, able to scrutinize and break information into parts by identifying motives or causes.	Broad range of cognitive and practical skills required to generate solutions to specific problems in one or more work or study areas. Communicate practice-related problems and possible solutions to external partners.	Work under guidance of management and self-direction to resolve specific issues. Lead and take responsibility for the work and actions of group/team members. Bridge between management.
4-Highly Skilled Worker	Broader knowledge of the underlying, concepts, principles, and processes in a specific work or study area, able to solve problems to new situations by comparing and applying acquired knowledge.	A range of cognitive and practical skills required to accomplish tasks and solve problems by selecting and applying the full range of methods, tools, materials and information. Communicate using technical terminology and IT technology with partners and users as per workplace requirements.	Work under minimal supervision in specific contexts in response to workplace requirements. Resolve technical issues in response to workplace requirements and lead/guide a team/ group.
3-Skilled Worker	Moderately broad knowledge in a specific work or study area, able to perceive ideas and abstract from drawing and design according to workplace requirements.	Basic cognitive and practical skills required to use relevant information in order to carry out tasks and to solve routine problems using simple rules and tools. Communicate with his team and limited external partners upholding the values, nature and culture of the workplace	Work or study under supervision with considerable autonomy. Participate in teams and responsible for group coordination.
2-Semi Skilled Worker	Basic understanding of underpinning knowledge in a specific work or study area, able to interpret and apply common occupational terms and instructions.	Skills required to carry out simple tasks, communicate with his team in the workplace presenting and discussing results of his work with required clarity.	Work or study under supervision in a structured context with limited scope of manipulation
1 –Basic Skilled Worker	Elementary understanding of ability to interpret the underpinning knowledge in a specific study area, able to interpret common occupational terms and instructions.	Specific Basic skills required to carry out simple tasks. Interpret occupational terms and present the results of own work within guided work environment/ under supervision.	Work under direct supervision in a structured context with limited range of responsibilities.

List of Abbreviations

General	
NSDA	National Skills Development Authority
ISC	Industry Skills Council
NSQF	National Skills Qualifications Framework
BNQF	Bangladesh National Qualification Framework
PPP	Public Private Partnership
SCVC	Standards and Curriculum Validation Committee
SEIP	Skills for Employment Investment Program
STP	Skills Training Provider
ICT	Information and Communication Technology
ACSC	Advanced Customer Service in Contact Centers
GU	Generic Unit of Competency
SU	Sector Specific Unit of Competency
OU	Occupational Unit of Competency
UoC	Unit of Competency
OSH	Occupational Health and Safety
PPE	Personal Protective Equipment
CLV	Customer Lifetime Value
KPI	Key Performance Indicator
3-P	People, Process, Performance
CX	Customer experience
RAM	Responsibility Assignment Matrix
RACI	Responsible, Accountable, Consult, Inform
CRM	Customer Relationship Management
FCR	First Contact Resolution
NPS	Net Promoter Score
CSAT	Customer Satisfaction Score
ROI	Return on Investment
QA	Quality Analysis
RPA	Robotic Process Automation
NPS	Net Promoter Score

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Contents

Competency Standards for National Skill Certificate – 5 in Advanced Customer Service in Contact Center in ICT Sector

Course Structure

SL	Unit Code and Title		UoC Level	Nominal Duration (Hours)
Generic Units of Competencies				**20**
1.	GU-06-L3-V1	Manage Personal and Professional Development	3	20
Sector Specific Units of Competencies				**30**
2.	SU-ICT-05-L3-V1	Comply with Ethical Standards in IT Workplace	2	15
3.	SU-ICT-06-L3-V1	Apply Soft Skills in Customer Service	2	15
Occupation Specific Units of Competencies				**310**
4.	OU-ICT-ACSC-01-L5-V1	Comprehend Knowledge on Advanced Customer Service in Contact Center	5	60
5.	OU-ICT-ACSC-02-L5-V1	Lead and Manage Team for Contact Center	5	100
6.	OU-ICT-ACSC-03-L5-V1	Operate Contact Center Processes	5	90
7.	OU-ICT-ACSC-04-L5-V1	Manage and Track Team Performance	5	60
Total Nominal Learning Hours				**360**

Units & Elements at Glance

Generic Units of Competencies

Code	Unit of Competency	Elements of Competency	Duration (hours)
GU-06-L3-V1	Manage Personal and Professional Development	1. Interpret personal development skills. 2. Set and meet self-development priorities. 3. Maintain professional growth and development.	**20**
Total Hours			**20**

The Sector Specific (Common) Competencies (40 hrs.)

Code	Unit of Competency	Elements of Competency	Duration (hours)
SU-ICT-05-L3-V1	Comply with Ethical Standards in IT Workplace	1. Interpret the interest of clients. 2. Deliver quality products and services. 3. Demonstrate professionalism in IT sector. 4. Comply workplace code of conduct.	15
SU-ICT-06-L3-V1	Apply soft skills in customer service	1. Understand customer service operations. 2. Identify soft skills requirements in the workplace. 3. Demonstrate required gesture and posture during customer service.	15
Total hours			**30**

The Occupation Specific (core) Competencies (280 hrs.)

Code	Unit of Competency	Elements of Competency	Duration (hours)
OU-ICT-ACSC-01-L5-V1	Comprehend Knowledge on Advanced Customer Service in Contact Center	1. Illustrate concept of Advanced Customer Service in Contact Centers (ACS). 2. Interpret contact center structure and functions. 3. Interpret customer service leadership.	60
OU-ICT-ACSC-02-L5-V1	Lead and Manage Team for Contact Center	1. Determine number of agents for a contact center. 2. Develop team for contact center. 3. Apply robust coordination and communication system. 4. Manage stress and conflict. 5. Retain the talent.	100
OU-ICT-ACSC-03-L5-V1	Operate Contact Center Processes	1. Apply contact center process. 2. Identify key points for improving contact center process. 3. Handle and resolve contact center escalation. 4. Generate and analyze report.	90
OU-ICT-ACSC-04-L5-V1	Manage and Track Team Performance	1. Interpret performance management strategies. 2. Apply leadership matrix. 3. Create a contact center quality scorecard. 4. Monitor performance according to KPIs. 5. Conduct performance appraisal.	60
Total Hours			**310**

The Generic Competencies

IndUnit Code and Title	GU-06-L3-V1: Manage Personal and Professional Development
Nominal Hours	20 Hours
Unit descriptor	This unit covers the knowledge, skills and attitudes required to demonstrate the concept of personal and professional development. It specifically includes interpreting personal development skills, setting and meeting work priorities, maintaining professional growth and development.
Elements of Competency	**Performance Criteria** (**Bold & Underlined** terms are elaborated in the Range of Variables)
1. Interpret personal development skills	1.1 Objectives of personal development skills are described. 1.2 **Personal development skills** are identified. 1.3 Intra and Interpersonal relationships are maintained in the course of managing oneself. 1.4 Self-analysis is performed and personal development needs are identified.
2. Set and meet self-development priorities	2.1 Tasks are prioritized to achieve personal, team and organizational goals and objectives. 2.2 **Resources** are utilized efficiently and effectively to manage work priorities and commitments. 2.3 Economic usage and maintenance of facilities are followed as per established procedures.
3. Maintain professional growth and development	3.1 Pro activeness/zeal is demonstrated in fulfilling personal and professional growth requirements. 3.2 **Trainings and career opportunities** are identified and accessed based on job requirements. 3.3 **Recognitions** are sought/ received and demonstrated as proof of career advancement. 3.4 **Licenses and/or certifications** relevant to the job and career are obtained and renewed
Range of Variables	
Variables	**Range** (may include but not limited to):
1. Personal Development skills	1.1 Problem-solving 1.2 Self-confidence 1.3 Adaptability 1.4 Integrity 1.5 Work ethic 1.6 Pro-activeness
2. Resources	2.1 Human 2.2 Financial 2.3 Technology

3. Trainings and career opportunities	3.1 Participation in training programs
	    3.1.1 Technical
	    3.1.2 Supervisory
	    3.1.3 Managerial
	    3.1.4 Continuing Education
	3.2 Serving as Resource Persons in conferences and workshops

4. Recognitions	4.1 Recommendations 4.2 Citations 4.3 Certificate of Appreciations 4.4 Commendations 4.5 Awards 4.6 Tangible and Intangible Rewards
5. Licenses and/or certifications	5.1 National Certificates 5.2 Certificate of Competency 5.3 Support Level Licenses 5.4 Professional Licenses

Evidence guide
The evidence must be authentic, valid, sufficient, reliable, consistent and recent and meet the requirements of the current version of the unit of competency.

1. Critical aspects of competency	1.1 Attained personal development skills. 1.2 Maintained intra and interpersonal relationship in the course of managing oneself. 1.3 Prioritized tasks according to work commitments. 1.4 Identified training and career opportunities. 1.5 Completed trainings based on the requirements of the industries. 1.6 Acquired and maintained licenses and/or certifications according to the requirement of the qualification.
2. Underpinning knowledge	2.1 Importance of personal development skills. 2.2 Organizational policies relevant to training and professional growth. 2.3 Company operations, procedures and standards. 2.4 Resources in work environment.
3. Underpinning skill	3.1 Utilizing and improving personal development skills 3.2 Maintaining Intra and Interpersonal relationship 3.3 Utilizing communication skills 3.4 Prioritizing tasks in accordance with work commitment. 3.5 Utilizing resources efficiently and effectively
4. Required attitude	4.1 Commitment to occupational health and safety 4.2 Environmental concerns 4.3 Eagerness to learn 4.4 Tidiness and timeliness 4.5 Respect for rights of peers and seniors in workplace 4.6 Communication with peers and seniors in workplace

5. Resource implication	The following resources must be provided: 5.1 Workplace or assessment location. 5.2 Case studies/scenarios.
6. Methods of assessment	Methods of assessment may include but not limited to: 6.1 Written test. 6.2 Demonstration 6.3 Oral questioning. 6.4 Portfolio.
7. Context of assessment	7.1 Competency assessment must be done in an assessment/training center or in an actual or simulated work place after completion of the training module 7.2 Assessment should be done by a suitably qualified/ certified assessor.

Accreditation Requirements

Training Providers must be accredited by National Skills Development Authority (NSDA), the National Quality Assurance Body, or a body with delegated authority for quality assurance to conduct training and assessment against this unit of competency for credit towards the award of national qualification. Accredited providers assessing against this unit of competency must meet the quality assurance requirements set by NSDA.

The Sector Specific Competencies

Unit Code and Title	SU-ICT-05-L3-V1: Comply with Ethical Standards in IT Workplace
Nominal Hours	**15 Hours**
Unit Descriptor	This unit covers the knowledge, skills and attitudes required to comply with ethical standards in IT workplace. It specifically includes the task of interpreting the interest of clients, delivering quality products and services, demonstrating professionalism in IT sector, and complying workplace code of conduct.
Elements of Competency	**Performance Criteria** (**Bold & underlined** terms are elaborated in the Range of Variables)
1. Interpret the interest of clients	1.1 Client's view is interpreted and respected 1.2 Confidentiality of information is upheld in accordance with organizational policies, **national legislation** and workplace policies 1.3 Potential conflicts of interests are identified and informed to proper authority
2. Deliver quality products and services	2.1 Benchmark of product and service quality is identified 2.2 Need of quality product and service delivery is interpreted 2.3 Quality process to develop quality products and services is implemented following Industry and international standards
3. Demonstrate professionalism in IT sector	3.1 Agreed standards to deliver product or services are followed and commitment to deadlines is honoured 3.2 Professional image in the workplace is projected 3.3 Clients are negotiated effectively
4. Comply workplace code of conduct	4.1 IT security compliance is achieved 4.2 Workplace code of conduct is interpreted 4.3 Code of conduct is followed as stated in company guidelines in the workplace
Range of Variables	
Variable	**Range** (may include but not limited to):
1. National Legislation	1.1 Industry / sector code of ethics 1.2 International and national guidelines for consumer protection 1.3 International and national copyright laws 1.4 Occupational health and safety requirements 1.5 Intellectual property rights law 1.6 Legal and regulatory policies in the information technology sector 1.7 Fire safety rules and regulations

Evidence Guide	
The evidence must be authentic, valid, sufficient, reliable, consistent and recent and meet all requirements of current version of the Unit of Competency.	
1. Critical aspects of Competency	1.1 Interpreted the interest of client. 1.2 Delivered quality products and services. 1.3 Demonstrated professionalism in IT sector. 1.4 Complied workplace code of conduct.
2. Underpinning knowledge	2.1 Details of professional code of conduct in the workplace 2.2 Industry and international standards
3. Underpinning skills	3.1 Complying client's satisfaction 3.2 Interpreting quality product and services 3.3 Demonstrating professionalism in the workplace 3.4 Maintaining workplace code of conduct
4. Required attitudes	4.1 Commitment to occupational health and safety 4.2 Promptness in carrying out activities 4.3 Sincere and honest to duties 4.4 Environmental concerns 4.5 Eagerness to learn 4.6 Tidiness and timeliness 4.7 Respect for rights of peers and seniors in workplace 4.8 Communication with peers and seniors in workplace
5. Resource implications	The following resources must be provided: 5.1 Workplace (actual or simulated). 5.2 Personal computer and peripherals. 5.3 Software. 5.4 Projector.
6. Methods of assessment	Methods of assessment may include but not limited to: 6.1 Demonstration 6.2 Oral questioning. 6.3 Written test. 6.4 Portfolio.
7. Context of assessment	7.1 Competency assessment must be done in a training centre or in an actual or simulated workplace after completion of the training module. 7.2 Assessment should be done by a suitably qualified/ certified assessor.

Accreditation Requirements

Training Providers must be accredited by National Skills Development Authority (NSDA), the National Quality Assurance Body, or a body with delegated authority for quality assurance to conduct training and assessment against this unit of competency for credit towards the award of any BNQF qualification. Accredited providers assessing against this unit of competency must meet the quality assurance requirements set by NSDA.

Unit Code and Title	**SU-ICT-06-L3-V1: Apply Soft Skills in Customer Service**
Nominal Hours	**15 Hours**
Unit Descriptor	This unit covers the knowledge, skills and attitudes to apply soft skills in customer service. It specifically includes understanding customer service operations, identifying soft skills requirements in the workplace, and demonstrating required gesture and posture during customer service.
Elements of Competency	**Performance Criteria** (**Bold & underlined** terms are elaborated in the Range of Variables)
1. Understand customer service operations	1.1 Customer service operation is interpreted 1.2 Duties of a customer service agent are identified 1.3 **Customer service skills** are interpreted
2. Identify soft skills requirements in the workplace	2.1 Meaning of **soft skills** is clearly stated and key components are listed 2.2 Soft skill requirements are identified in the workplace with specific emphasis on situational requirements
3. Demonstrate required gesture and posture during customer service	3.1 Importance of body language and posturing during customer interactions is summarised 3.2 Dos and don'ts of body language during customer service interaction are recognised
Range of Variables	
Variable	**Range** (may include but not limited to):
1. Customer service skills	1.1 Patience 1.2 Attentiveness 1.3 Clear communication skill 1.4 Knowledge of the product 1.5 Ability to use "positive language" 1.6 Acting skill 1.7 Time management skill 1.8 Ability to "read" customers 1.9 A claiming presence 1.10 Goal-oriented focus 1.11 Ability to handle surprises 1.12 Persuasion skills 1.13 Tenacity 1.14 Closing ability 1.15 Willingness to learn
2. Soft skills	2.1 Personality traits 2.2 Social grace 2.3 Facility with language 2.4 Friendliness 2.5 Personal habits

	2.6 Optimism
	2.7 Teamwork
	2.8 Time management
	2.9 Stress management
	2.10 Responsibility
	2.11 Self-esteem
	2.12 Sociability
	2.13 Self-management

Evidence Guide
The evidence must be authentic, valid, sufficient, reliable, consistent, and recent and meet all requirements of current version of the Units of Competency.

1. Critical aspects of competency	1.1 Understood customer service operations. 1.2 Identified soft skills requirements in the workplace. 1.3 Demonstrated required gesture and posture during customer service.
2. Underpinning knowledge	2.1 Scope and structure of customer service 2.2 Duties of a call centre agent 2.3 Soft skills techniques 2.4 Required gesture and posture for an agent
3. Underpinning skills	3.1 Interpreting customer service skills 3.2 Applying soft skills at workplace 3.3 Demonstrating required gesture and posture at workplace
4. Required attitudes	4.1 Commitment to occupational health and safety 4.2 Promptness in carrying out activities 4.3 Sincere and honest to duties 4.4 Environmental concerns 4.5 Eagerness to learn 4.6 Tidiness and timeliness 4.7 Respect for rights of peers and seniors in workplace 4.8 Communication with peers and seniors in workplace
5. Resource implications	The following resources must be provided: 5.1 Workplace (simulated or actual). 5.2 Environment on internet. 5.3 Course materials. 5.4 Laptops / computers. 5.5 Projector.
6. Methods of assessment	Methods of assessment may include but not limited to: 6.1 Written test. 6.2 Oral questioning. 6.3 Demonstration. 6.4 Portfolio.

| 7. Context of Assessment | 7.1 Competency assessment must be done in a training centre or in an actual or simulated work place after completion of the training module. |
| | 7.2 Assessment should be done by a suitably qualified/certified assessor. |

Accreditation Requirements

Training Providers must be accredited by National Skills Development Authority (NSDA), the National Quality Assurance Body, or a body with delegated authority for quality assurance to conduct training and assessment against this Units of Competency (UoC) for credit towards the award of any BNQF qualification. Accredited providers assessing against this Units of Competency must meet the quality assurance requirements set by NSDA.

The Occupation Specific (Core) Competencies

Unit Code and Title	OU-ICT-ACSC-01-L5-V1: Comprehend Knowledge on Advanced Customer Service in Contact Center
Nominal Hours	**60 Hours**
Unit Descriptor	This unit covers the knowledge, skills and attitudes required to comprehend Knowledge on Advanced Customer Service in Contact Center. It specifically includes illustrating concept of Advanced Customer Service in Contact Centers (ACS), interpreting contact center structure and functions, and interpreting customer service leadership.
Elements of Competency	**Performance criteria** (**Bold & underlined** terms are elaborated in the Range of Variables)
1. Illustrate concept of Advanced Customer Service in Contact Centers (ACSC)	1.1 **Degrees of Customer Service** are interpreted. 1.2 **Elements of Advanced Customer Service in Contact Centers** are explained and measured. 1.3 Customer Lifetime Value (CLV) and loyalty in customer services are measured. Customer satisfaction metrics in contact center service is exercised.
2. Interpret contact center structure and functions	2.1 **Contact Center components** are described. 2.2 Organizational structure is illustrated. 2.3 Service levels of a Contact Center is explained. 2.4 Contact Center matrices/KPIs are described.
3. Interpret customer service leadership	3.1 Traits of a leader are interpreted. 3.2 Role and responsibilities of team leader are described. 3.3 **3-P** operational framework is interpreted. 3.4 Procedures to develop capacity of a team leader are explained.
Range of Variables	
Variable	**Range** (may include but not limited to):
1. Degrees of Customer Service	1.1 Good customer service 1.2 Great customer service 1.3 Quality customer service 1.4 Excellent customer service 1.5 Exceptional customer service 1.6 Extraordinary customer service **1.7** Outstanding customer service

2. Elements of Advanced Customer Service in Contact Centers	2.1 Customer value
	     2.1.1 Customer loyalty
	     2.1.2 Customer lifetime value (CLV)
	 2.2 Customer satisfaction
	     2.2.1 Customer needs
	     2.2.2 Customer expectation
	 2.3 Customer experience (CX)

3. Contact Center Components	3.1 Client 3.2 Agent 3.3 Customer 3.4 Service technology

7. 3-P	1.1 People
	1.2 Process
	1.3 Performance

Evidence Guide
The evidence must be authentic, valid, sufficient, reliable, consistent and recent and meet all requirements of current version of the Units of Competency (UoC).

1. Critical aspects of competency	1.1 Illustrated concept of Advanced Customer Service in Contact Centers (ACSC).
	1.2 Interpreted contact center structure and functions.
	1.3 Interpreted customer service leadership.
2. Underpinning knowledge	2.1 Customer Lifetime Value (CLV).
	2.2 Customers' expectation.
	2.3 Organizational structure.
	2.4 Traits of effective leader.
	2.5 Procedures of train the team leader.
3. Underpinning skills	3.1 Interpreting target customer and customers' need.
	3.2 Interpreting contact center matrices
	3.3 Describing contact center components.
	3.4 Identifying contact center setup requirement.
	3.5 Elucidating role and responsibilities of the team leader.
4. Required attitudes	4.1 Commitment to occupational health and safety.
	4.2 Promptness in carrying out activities.
	4.3 Sincere and honest to duties.
	4.4 Eagerness to learn.
	4.5 Tidiness and timeliness.
	4.6 Environmental concerns.
	4.7 Respect for rights of peers and seniors at workplace.
	4.8 Communication with peers and seniors at workplace.
5. Resource implications	The following resources must be provided:
	5.1 Workplace (actual or simulated).
	5.2 Tools, equipment and facilities appropriate to the process or activity.
	5.3 Materials relevant to the proposed activity.
6. Method of assessment	Methods of assessment may include but not limited to:
	6.1 Written Test.
	6.2 Demonstration.
	6.3 Oral Questioning.
	6.4 Portfolio.
7. Context of assessment	7.1 Competency assessment must be done in a training center or in an actual or simulated workplace after completing of the training module.
	7.2 Assessment should be done by a suitably qualified/certified assessor.

Accreditation Requirements

Training providers must be accredited by National Skills Development Authority (NSDA), the National Quality Assurance Body, or a body with delegated authority for quality assurance to conduct training and assessment against this Units of Competency for credit towards the award of any national qualification. Accredited providers assessing against this Units of Competency must meet the quality assurance requirements set by NSDA.

Unit Code and Title	OU-ICT-ACSC-02-L5-V1: Lead and Manage Team for Contact Center
Nominal Hours	**100 Hours**
Unit Descriptor	This unit covers the knowledge, skills and attitudes required to lead and manage team for contact center. It specifically includes determining number of agents for a contact center, developing team for contact center, applying robust coordination and communication system, managing stress and conflict, and retaining the talent.
Elements of Competency	**Performance Criteria** (**Bold & underlined** terms are elaborated in the Range of Variables)
1. Determine agent requirements	1.1 Contact center demand is forecasted using **4 Prediction Model**. 1.2 Average Handling Time (AHT) is measured. 1.3 Occupancy & Shrinkage in the contact center is calculated. 1.4 Service Level standard is determined. 1.5 Call Abandon Curve is plotted. 1.6 Number of staff is calculated using Erlang Calculator. 1.7 Staff are mapped to best shift pattern. 1.8 Major time allocation pitfalls are addressed.
2. Develop team for contact center	2.1 **Five (5) Stages of Tuckman Ladder** for team development is implemented for specific project. 2.2 Agents are selected as per service requirement. 2.3 Responsibilities of team members are assigned through internal meeting. 2.4 **Steps** for building trustworthy team are applied.
3. Apply robust coordination and communication system	3.1 Responsibility Assignment Matrix (RAM)/ Responsible, Accountable, Consult, Inform (RACI) chart are implemented. 3.2 Elements of team charter are followed. 3.3 Cross-functional team communication techniques are implemented.
4. Manage stress and conflict	4.1 **Techniques to handle stress** in the Contact Center is applied. 4.2 Customer interaction is monitored and sentiment is analyzed. 4.3 Causes of ambiguity and conflicts are addressed. **4.4 Five (5) type of Thomas-Kilmann conflict management style** are applied. 4.5 **Steps of conflict redressing techniques** are determined and applied.

5. Retain the talent	5.1 **Seven (7) Strategies** are implemented to increase staff motivation. 5.2 Absenteeism is calculated and managed. 5.3 Attrition rate is calculated and reduced. 5.4 Scheduled adherence is calculated and improved. 5.5 **Three (3) keys to engage employees** are applied for motivating team members. 5.6 Team members are recommended to reward and incentive. 5.7 Games to liven up the team are performed.

Range of Variables

Variable	Range (may include but not limited to)
1. 4 Prediction Model	1.1 Triple exponential smoothing 1.2 Auto Regressive Integrated Moving Average (ARIMA) 1.3 Neural Networks 1.4 Multiple Temporal Aggregation
2. Five (5) stages of Tuckman Ladder	2.1 Forming 2.2 Storming 2.3 Norming 2.4 Performing 2.5 Adjourning
3. Steps for building trustworthy team	3.1 Ensuring accountability. 3.2 Advocating team. 3.3 Addressing problems openly and early 3.4 Encouraging open communication and feedback 3.5 Making time for bonding 3.6 Empowering worker
4. Techniques to handle stress	4.1 Appropriate training for agents 4.2 Encourage agents to be self-reliant 4.3 Careful with targets and measures 4.4 Encourage and reward agents 4.5 Keep in touch with agents 4.6 Support the agents
5. Five (5) types of Thomas-Kilmann conflict management style	5.1 Avoiding 5.2 Accommodating 5.3 Competing 5.4 Compromising 5.5 Collaborating
6. Steps of conflict management techniques	6.1 Listen carefully and gain insight into the cause of the situation. 6.2 Ask questions to understand the conflict. 6.3 Step back and observe the changing situation. 6.4 Encourage each side to talk and listen. 6.5 Organize a meeting and discuss possible solutions. 6.6 Inform agents about next step to involve upper management.

7. Seven (7) strategies	7.1 Inculcate importance of the workplace. 7.2 Leading with emotional intelligence. 7.3 Giving and Receiving Effective Feedback. 7.4 Building a Culture of Enabling Environment. 7.5 Managing Matrices effectively. 7.6 Finding ways to break monotony. 7.7 Generating innovative ideas.
8. Three keys to engaging employees	8.1 Purpose. 8.2 Potential. 8.3 Play.

Evidence Guide
The evidence must be authentic, valid, sufficient, reliable, consistent, and recent and meet all requirements of current version of the Units of Competency (UoC).

1. Critical aspects of competency	1.1 Determined agent requirements 1.2 Developed team for contact center 1.3 Applied robust coordination and communication system 1.4 Managed stress and conflict
2. Underpinning knowledge	2.1 Contact center demand. 2.2 Call Abandon Curve. 2.3 Roles and responsibilities of team members. 2.4 Responsibility assignment matrix. 2.5 Ambiguity and conflict.
3. Underpinning skills	3.1 Determining agent requirements 3.2 Developing team for contact center 3.3 Applying robust coordination and communication system 3.4 Managing stress and conflict 3.5 Retaining the talent..
4. Required attitudes	4.1 Commitment to occupational health and safety. 4.2 Promptness in carrying out activities. 4.3 Sincere and honest to duties. 4.4 Environmental concerns. 4.5 Eagerness to learn. 4.6 Tidiness and timeliness. 4.7 Respect for rights of peers and seniors in workplace. 4.8 Communication with peers and seniors in workplace.
5. Resource implications	The following resources should be provided: 5.1 Workplace (actual or simulated). 5.2 Tools, equipment and facilities appropriate to the process or activity. 5.3 Materials relevant to the proposed activities.

	Methods of assessment may include but not limited to:
6. Methods of assessment	6.1 Written Test. 6.2 Demonstration. 6.3 Oral questioning. 6.4 Portfolio.
7. Context for assessment	7.1 Competency assessment must be done in a training center or in an actual or simulated workplace after completion of the training module. 7.2 Assessment should be done by a suitably qualified/certified assessor.

Accreditation Requirements

Training providers must be accredited by National Skills Development Authority (NSDA), the National Quality Assurance Body, or a body with delegated authority for quality assurance to conduct training and assessment against this Units of Competency for credit towards the award of any national qualification. Accredited providers assessing against this unit of competency must meet the quality assurance requirements set by NSDA.

Unit Code and Title	**OU-ICT-ACSC-03-L5-V1: Operate Contact Center Processes**
Nominal Hours	**90 Hours**
Unit Descriptor	This unit covers the knowledge, skills and attitudes required to operate contact center processes. It specifically includes applying contact center process, identifying key points for improving contact center process, handling and resolving contact center escalation and generating & analyzing report.
Elements of Competency	**Performance Criteria** (**Bold & underlined** terms are elaborated in the Range of Variables)
1. Apply contact center process	1.1 Steps for outstanding customer service are comprehended. 1.2 Essential management routine is applied. 1.3 Obstacles against outstanding service delivery are explored and addressed. 1.4 **Service delivery channel** is optimized for faster and better service. 1.5 Cost-of-service failures are calculated.
2. Identify key points for improving contact center process	2.1 Customer interactions are analyzed. 2.2 **Approaches to elevate service quality** are implemented. 2.3 Techniques to build a culture of continuous improvement are applied.
3. Handle and resolve contact center escalation	3.1 Ways to handle call escalations are applied. 3.2 Customer requirements are identified and listed. 3.3 **Methods to improve complaints handling** in Contact Centre are implemented. 3.4 **De-escalation Techniques** are applied to handle an Angry Caller. 3.5 Skills and diplomacy are applied to ensure customer satisfaction.
4. Generate and analyze report	4.1 Segmented data from relevant sources is collected. 4.2 Collected data is analyzed using Customer Relationship Management (CRM) software. 4.3 Report is prepared as per requirement. 4.4 Report is shared with authority.
Range of variables	
Variable	**Range** (may include but not limited to):
1. Service delivery channel	1.1 Voice 1.2 Text 1.3 Social media 1.4 E-mail 1.5 Chat-bot 1.6 Omni Channel

2. Approaches to elevate service quality	2.1 Monitoring all channels 2.2 Receiving feedback from agent 2.3 Coaching following a consistent routine 2.4 Following up Coaching by Tracking Improvements 2.5 Investing in Smart Software
3. Methods to improve complaints handling	3.1 Offer consistent support across multiple channels. 3.2 Practice active listening skills. 3.3 Automate customer support with bots. 3.4 Use the right tools & processes to manage complaints. 3.5 Handle customer complaints proactively. 3.6 Apply special techniques to keep customers happy. 3.7 Record important customer complaints. 3.8 Be polite while dealing with complaints. 3.9 Document your customer issues. 3.10 Think yourself as a customer. 3.11 Keep your customers updated.
4. De-escalation Techniques	4.1 Stay calm 4.2 Use your words wisely 4.3 Let the customer tell 4.4 Use a script 4.5 Optimize technology 4.6 Make the customer satisfied

Evidence Guide
Evidence must be authentic, valid, sufficient, reliable, consistent and recent and meet all requirements of current version of Units of Competency.

1. Critical aspects of competency	1.1 Applied contact center process 1.2 Identified key points for improving contact center process 1.3 Handled and resolve contact center escalation 1.4 Generated and analyze report
2. Underpinning knowledge	2.1 Outstanding customer service. 2.2 Service quality. 2.3 Culture of continuous improvement. 2.4 Customer Relationship Management (CRM).
3. Underpinning skills	3.1 Applying contact center process 3.2 Identifying key points for improving contact center process 3.3 Handling and resolving contact center escalation 3.4 Generating and analyzing report.

4. Required attitudes	4.1 Commitment to occupational health and safety. 4.2 Promptness in carrying out activities. 4.3 Sincere and honest to duties. 4.4 Environmental concerns. 4.5 Eagerness to learn.
	4.6 Tidiness and timeliness. 4.7 Respect for rights of peers and seniors in workplace. 4.8 Communication with peers and seniors in workplace.
5. Resource implications	The following resources must be provided: 5.1 Workplace (actual or simulated). 5.2 Tools, equipment and facilities appropriate to the process or activity. 5.3 Materials relevant to the proposed activity.
6. Method of assessment	Methods of assessment may include but not limited to: 6.1 Written Test. 6.2 Demonstration. 6.3 Oral Questioning. 6.4 Portfolio.
7. Context of assessment	7.1 Competency assessment must be done in a training center or in an actual or simulated workplace after completion of the training module. 7.2 Assessment should be done by a suitably qualified/certified assessor.

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Unit Code and Title	OU-ICT-ACSC-04-L5-V1: Manage and Track Team Performance
Nominal Hours	**60 Hours**
Unit Descriptor	This unit covers the knowledge, skills and attitudes required to manage and track team performance. It specifically includes interpreting performance management strategies, applying leadership matrix, creating a contact center quality scorecard, monitoring performance according to KPIs, and conducting performance appraisal.
Elements of Competency	**Performance Criteria** (**Bold & underlined** terms are elaborated in the Range of Variables)
1. Interpret performance management strategies	1.1 Performance management strategies are explained. 1.2 Expectations in performance management are identified. 1.3 **Steps of performance reviews** are explained. 1.4 **Performance management tools** for contact center are described.
2. Apply leadership matrix	2.1 **Four ways to assess** a team member's results are described. 2.2 **Quadrants of Leadership matrix** are interpreted. 2.3 Performance improvement techniques for different **performance patterns** are selected. 2.4 Performance patterns are placed into the four quadrants of the leadership matrix. 2.5 Different ways to lead and motivate are described.
3. Create a contact center quality scorecard	3.1 **Key areas of Quality Assurance** is comprehended for contact center service. 3.2 Scores are collected from Quality Assurance Team. 3.3 Scores are measured and inserted in the Quality Monitoring Scorecard. 3.4 Meetings are arranged to remove subjectivity by calibrating quality scores. 3.5 Quality scorecard is aligned with organization's goal
4. Monitor performance according to KPIs	4.1 **Factors for choosing necessary KPIs** are comprehended. 4.2 Matrix or KPIs for the Quality Scorecard is selected. 4.3 First Contact Resolution (FCR) is calculated. 4.4 Net Promoter Score (NPS) is calculated. 4.5 Customer Satisfaction Score (CSAT) is calculated. 4.6 Customers' feedback is reviewed. 4.7 **Technologies** for best Return on Investment (ROI) are applied.

5. Conduct performance appraisal	5.1 Individual performance of team members is evaluated using KPIs. 5.2 360-degree feedback are provided to team members. 5.3 Areas of improvement are identified and communicated to the team members. 5.4 Performance appraisal is communicated to HR department.
Range of variables	
Variable	**Range** (may include but not limited to):
1. Steps of performance reviews	1.1 Assessment 1.2 Feedback 1.3 Giving positive reinforcement and constructive criticism 1.4 Exchanging of views 1.5 Agreement
2. Performance management tools	2.1 VICIDIAL 2.2 HubSpot 2.3 Bitrix24 2.4 Lattice Performance Management. 2.5 Zendesk.
3. Four ways to assess	3.1 Examples 3.2 Passengers 3.3 Detractors 3.4 High cost procedures
4. Quadrants of leadership matrix	4.1 Supporting 4.2 Coaching/ Mentoring 4.3 Directing 4.4 Empowering
5. performance patterns	5.1 Rising stars 5.2 Domain Masters 5.3 Stowaways 5.4 Joyriders 5.5 Slackers 5.6 Square pegs 5.7 Steamrolls 5.8 Squeaky wheels
6. Key areas of quality assurance	6.1 Customer 6.2 Company 6.3 Engagement

8. Factors for choosing necessary KPIs	8.1 Contact volumes across all contact types. 8.2 Complaint volumes spread over different complaint reasons. 8.3 Sales volumes. 8.4 Customer experience matrix 8.5 Customer survey feedback. 8.6 Service level. 8.7 Abandon rate.
9. Technologies	9.1 Workforce Management System. 9.2 Quality Analysis (QA) Solution. 9.3 Unified Advisor Desktop Software. 9.4 Intraday Management Solution. 9.5 Cloud-Based Multichannel Solution. 9.6 Interaction Analytics. 9.7 Mobile Screening for Outbound Campaigns. 9.8 Outbound Dialer & Outbound Contact Management. 9.9 Robotic Process Automation (RPA).

Evidence Guide

Evidence must be authentic, valid, sufficient, reliable, consistent and recent and meet all requirements of current version of Units of Competency.

1. Critical aspects of competency	1.1 Applied performance management strategies. 1.2 Applied leadership matrix. 1.3 Created a contact center quality scorecard. 1.4 Monitored performance according to KPIs. 1.5 Conducted performance appraisal.
2. Underpinning knowledge	2.1 Performance management strategy. 2.2 Performance management tools. 2.3 Leadership matrix. 2.4 Performance patterns. 2.5 Balance scorecard. 2.6 Best Return on Investment (ROI).
3. Underpinning skills	3.1 Conducting performance review using Five Keys. 3.2 Selecting performance improvement techniques. 3.3 Measuring and inserting scores in the Quality Assurance Team. 3.4 Calculating first contact resolution and Net Promoter Score (NPS). 3.5 Providing 360-degree feedback to team members. 3.6 Identifying and communicating areas of improvement.
4. Required attitudes	4.1 Commitment to occupational health and safety. 4.2 Promptness in carrying out activities. 4.3 Sincere and honest to duties. 4.4 Environmental concerns. 4.5 Eagerness to learn. 4.6 Tidiness and timeliness.

	4.7 Respect for rights of peers and seniors in workplace. 4.8 Communication with peers and seniors in workplace.
5. Resource implications	The following resources must be provided: 5.1 Workplace (actual or simulated). 5.2 Tools, equipment and facilities appropriate to the process or activity. 5.3 Materials relevant to the proposed activity.
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Development of Competency Standard

The Competency Standards for National Skills Certificate in Advanced Customer Service in Contact Center, Level-5 is developed by SEIP on December 12, 2021.
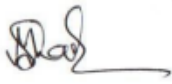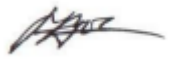
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Validation of Competency Standard

The Competency Standards for National Skills Certificate in Advanced Customer Service in Contact Centre, Level-5 is validated by NSDA on 21 August 2022.

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