

Contact Centre Roles

CCA Standard© User Groups

Since the launch of the CCA Standard© in 2001, over 100 contact centres have successfully achieved CCA accreditation. At the end of 2004, it was agreed that the knowledge and experience garnered by these accredited organisations would benefit being shared by the group and within the broader circles of CCA members. CCA has established several working groups to examine specific topics known to be of importance within contact centres, to learn how to overcome problems, and to establish how best practice can be implemented in line with the ethos of the CCA Standard© of continual improvement.

Based on a presentation given by Stephen Murphy of MM Teleperformance, this white paper outlines the key findings of the [Recruitment, Induction & Retention User Group](#) (click on link for more info) relating to specifying contact centre roles.

CCA would like to thank Debbie Maciver of Lloyds TSB and Colette Miller of Indigo Lighthouse Group for their input to discussions on this topic. Representing organisations that have demonstrated best practice in their own contact centres, their contribution to the development of these specific guidelines is greatly valued.

Introduction

This paper has been written to reflect the process used by centres to ensure that they have a complete understanding of the roles involved in the contact centre, the requirements of these roles, and the specific competencies required to fulfil them. These models have been developed over time and reflect changes made to enhance the process and improve results in selecting the appropriate employees for the specific role. This is critical to ensure success for all parties concerned - the contact centre, the employee, and the customer.

Best Practice Guidelines

In order to develop a framework on which successful recruiting can be based, four steps can be followed:

1. Determine the job and the job role objective.
2. Determine the key result areas linked to the role and how these are measured.
3. Determine the specific competencies required.
4. Determine the person specification for the job or job role.

Step 1: Determine the job and the job role objective

Consider what you will be expecting the employee to cover within the role, as well as the responsibility that they will have within that role. A job description should be developed which contains all the key elements of the role, so that the employee is completely clear on what is / will be expected of them when they are in the role. Job descriptions are essential to avoid any misunderstandings or unclear expectations on the part of either employer or employee.

Step 2: Determine the key result areas linked to the role, and how these are measured

Step 2 defines in more detail the key result areas which will be covered in the role, and the actions that will be carried out to deliver these results. Measures and standards that will define the success of the actions should be included at this point.

Step 3: Determine the specific competencies required

Once Steps 1 & 2 have been defined, consideration should be given to the competencies required to be able to fulfil the role successfully. Examples would be communication skills or customer service skills. Some competencies may already be found in a candidate, while other more specific competencies such as product, process, or system skills, would be covered in a corporate training programme if they do not already exist.

Possessing an acceptable attitude is deemed to be an essential element which should be looked for in potential employees. Other competencies may be present in an applicant, but if they do not possess an acceptable attitude it would not be advisable to employ that person.

Step 4: Determine the person specification for the job or job role

The final step in the process is to develop a person specification which defines the ideal applicant and the specific requirements of the role. The requirements would be based around the following areas:

- Education and training
- Experience and achievements
- Skills, abilities and personal qualities
- Any other relevant factors, e.g. ability to work shifts, car owner, etc.

Additional Notes

Interviewing

It is essential that anyone involved in the interview process is quite clear on the above requirements and uses them in the selection process. Whilst it may take time to implement the above, there is absolutely no doubt that it pays dividends and results in improved recruitment and reduced attrition.

Using Agencies

Agencies must be fully aware of the requirements and recruit in accordance with them.

Further Information

For further information on this topic, or for more details regarding the CCA Standard[©] User Groups, please contact Judy Smyth, CCA Best Practice Specialist, at judy.smyth@cca.org.uk