

# Learning Assessment Guide

## Unit Standard 19441 – Version 2

### *Prepare business plan and budget for a contact centre*

### Level 6 – 10 Credits

Assessment Summary			
Learner to complete			
Learner's name:			
Employer:			
NSN no. (ROL):		DOB:	
Signed:		Date:	
Assessor to complete			
<input type="checkbox"/> Meets requirements <input type="checkbox"/> More training required <input type="checkbox"/> More evidence required			
Assessor's name:		Assessor's No.	
Signed:		Date:	

## Before you begin...

As well as this Learning Assessment Guide, you may also want to refer to the unit standard from the NZQA website (<http://www.nzqa.govt.nz>).

Read the Trainee Information Kit. The kit contains important information and guidelines for Learners and can be found on the Learning State website (<http://www.learningstate.govt.nz>) under Learners, then Learning Assessment Guides.

Check the learning resources available for this unit standard on the Learning State website (<http://www.learningstate.govt.nz>) under Learners, then Learning Assessment Guides.

The tasks in this assessment are designed to show your assessor that you can:

- *Develop a business plan for a contact centre*
- *Develop a budget for a contact centre*
- *Review budget information for a contact centre.*

This Learning Assessment Guide is made up of:

- Task(s) for you to complete.
- Manager or Team Leader Verification form
- Assessment Guide that the assessor will use to assess your competence.

Special notes relating to this unit standard:

### Definitions

*Contact centre* – an organisational unit that acts as a focal point for communication between organisations and customers using live voice telephony and/or information technology to meet service purposes. Contact centres exist across a wide range of industries. Examples include – banking, insurance, telecommunications, computer companies, retailers and suppliers of services, local government, government agencies, travel industry, market research companies, and charity organisations.

### Useful Resources:

You will find information at the following sites, but mainly on business planning for a start up. Your own organisation will have information and probably templates that will help you to put a plan together.

<http://www.business.govt.nz/Starting-or-buying-a-business/Your-business-plan.aspx>

<http://www.companies.govt.nz/cms/how-do-i/do-business-in-new-zealand/a-business-plan>

“Call Centre management on Fast Forward” by Brad Cleveland.

Business Planning templates from Microsoft. Sample in Appendix 1 attached. Your organisation may have different templates that you can work from.

## Assessment Task One

### Introduction

This unit standard is intended for training and assessment of contact centre management, and covers the business planning and budgeting functions expected of contact centre managers.

People credited with this unit standard are able to develop a business plan, and develop and review a budget for a contact centre.

### Instructions

Please prepare a business plan and a budget for your contact centre

**The evidence required for assessment task Unit standard 19441 Elements 1, 2 and 3 business planning will include:**

- A business plan which covers all performance criteria which is signed off by the candidate's immediate Manager or higher.
- A budget which covers all criteria which is signed off by the candidate's immediate Manager or higher.
- A review of the budget information and any remedial action that has been initiated.
- Completed and signed Manager Verification form that can be found on page 9 of the Learner's Assessment Guide.

Your assessor may wish to discuss your evidence and documentation with you in order to assess your competency.

## Assessment Guide

This is the assessment guide your assessor will use to assess your competence in unit standard 19441

Element	Task	Evidence required	Judgement
Element 1 PC 1.1	Task 1	The Business plan links to the mission and/or vision statement or wider objectives of the organisation	Must include Example and explanation of links to the mission or vision statement or the objectives of the wider organisation. E.g. .Copy of the above and clear explanation of the link between the business plan and the <b>intent</b> of the above. (Mission/Vision statement or objectives.
PC 1.2	.	The plan documents the contact centre structure and operational environment within the organisation	Must include Short concise background of the contact centre (current or proposed) Clear organisational structure including reporting hierarchy and operating environment within the wider organisation.
PC 1.3		Plan identifies the contact centre's strengths, weaknesses, opportunities and threats	Must include relevant and logical SWOT analysis
PC 1.4		Plan identifies the strategic objectives for the contact centre.	Must include <ul style="list-style-type: none"> <li>• Range of standard or normal activities and projects, planned or non-standard activities and projects.</li> <li>• Customer service standards/service level expectations and projections</li> <li>• Performance targets, method of measurement and explanations.</li> </ul> May include: <ul style="list-style-type: none"> <li>• Cultural standards</li> <li>• Ethical standards</li> </ul>

Element	Task	Evidence required	Judgement
PC 1.5		Plan identifies how and when the objectives are to be achieved and the resources required.	<p>Must include</p> <p>Financial</p> <ul style="list-style-type: none"> <li>▪ Expenditure budget (include capital expenditure, previous year and current year projections for existing centre or projections for new contact centre with explanations.)</li> <li>▪ Project budgets (. marketing campaigns, disaster recovery, technology developments, equipment replacement and/or maintenance, relocation, specialised training)</li> <li>▪ Financial targets (could be expenditure targets if a cost centre only i.e. not a profit centre)</li> </ul> <p>Personnel</p> <ul style="list-style-type: none"> <li>▪ Requirements (e.g. current and projected, project specific requirements, churn, recruitment, succession planning.)</li> <li>▪ Utilisation (e.g. hours of operation, skill based requirements, campaigns, projects, leave liability.)</li> </ul> <p>May include</p> <p>Accommodation, Equipment, Maintenance</p> <p>Training/coaching. Expansion or downsizing, External services</p> <p>Outsourcing Overflow capabilities, External Consultants.</p>

Element	Task	Evidence required	Judgement
PC 1.6		The standard and format of the plan meets higher management expectations of presentation.	<p><b>Must have</b></p> <ul style="list-style-type: none"> <li>• Contents page</li> <li>• Executive summary This must draw together the highlights of the completed business plan. It must be a brief informative overview which emphasises , and includes: <ul style="list-style-type: none"> <li>- links to the mission and or vision statement or the wider objectives of the organisation</li> <li>- What are the contact centre goals and objectives for achieving success</li> <li>- What needs to happen and how will you achieve these goals and objectives Including a brief summary of the financial and personnel requirements</li> </ul> </li> <li>• Business background including structure and operating environment</li> <li>• SWOT analysis</li> <li>• Strategic and operational objectives including implementation/action plans</li> <li>• Personnel and resources requirements</li> <li>• Full Financials and projections.</li> </ul> <p><b>May include</b> Marketing strategies and review of the market.</p> <p>Should be “SMART” and have Correct grammar spelling and structure. (Specific, measurable, achievable, realistic and time bound)</p> <p>Must be signed off by immediate manager or higher and meet the organisational expectations</p>

Element	Task	Evidence required	Judgement
<i>Element 2</i>	Task 1	Develop a budget for a contact centre.	(Candidate must develop a budget and have it signed off by their manager) Budget may link to or be part of, business plan produced for Element 1 of Unit 19441
<i>PC 2.1</i>		Budget reflects the directions indicated in the agreed business plan	The budget produced accurately and realistically reflects the directions indicated in the agreed business plan.
<i>PC 2.2</i>		Budget incorporates estimates of projected statistics, and where available analysis of historical data.	<b>Must include the following:</b> <ul style="list-style-type: none"> <li>• Projected service levels</li> <li>• Activity description.</li> <li>• Resource scheduling expectations</li> </ul>
<i>PC 2.3</i>		Budget itemises all categories of income and expenditure relating to the operation and projects of the contact centre.	<b>Expenditure should include,</b> <ul style="list-style-type: none"> <li>• Operating costs</li> <li>• Telecommunication costs</li> <li>• Technology costs</li> <li>• Personnel costs</li> <li>• Premises costs</li> </ul> <p>Income may vary based on the call centre activities (<b>Cost or Profit based</b>)</p> <p><b>Cost based</b> Income for a Cost based Contact Centre would depend on allocated operating budget (i.e. no reported monetary income. It may be measured on customer satisfaction or similar measures)</p> <p><b>Profit based.</b> Profit based income would depend upon actual Contact Centre activity.</p>
<i>PC 2.4</i>		Budget calculations are free of arithmetical errors, and are supported by verifiable evidence.	Calculations are free of errors and supported by verifiable evidence.
<i>PC 2.5</i>		The standard and format of the budget meets higher management expectation of presentation.	Must be signed off by immediate manager or higher and meet the organisational expectations

Element	Task	Evidence required	Judgement
<p><i>Element 3</i> <i>PC 3.1</i></p>	<p>Task 1</p>	<p>Review budget information for a contact centre. Differences between actual and budgeted figures are identified and remedial action initiated, in accordance with the organisation's requirements.</p>	<p>Candidate must produce documentation of actual costs for review against budgeted figures for a given period.</p> <p>Period depends upon the type of budget produced e.g.</p> <ul style="list-style-type: none"> <li>• a campaign or project budget would be relative to the time frame of the activity, and actual documentation must also be relative i.e. similar time frame or activity</li> <li>• monthly or annual budget must have actual for same</li> </ul> <p>Explanations of remedial action are 'SMART' and meet organisation's requirements</p>