

# Victorian Government Call Centre Code





## ■ INTRODUCTION

The call centre industry represents one of the most significant growth industries world-wide, expanding at an estimated 40% per annum.<sup>1</sup> The Australia call centre industry currently consists of around 4000 call centre sites with industry growth estimated at 15 percent annually.<sup>2</sup>

Victoria presently accounts for almost one third of all call centres nationally. The industry is a major employer, particularly within some Victorian regional centres.

In addition, the sector provides impetus to a range of derivative sectors such as technology development, system support, and training and recruitment.

However, competition to attract investment by call centre operators is rigorous, and occurs on an international, regional, state and local government basis.

### Victorian Government Objectives

The objectives of the Victorian Government in relation to the Victorian call centre industry are:

- to facilitate further development within the existing industry;
- to actively attract new investment and generate higher levels of employment; and
- to promote the development and adoption of cooperative and progressive approaches to employee and industrial relations within call centre workplaces.

The priority of the Victorian Government is to encourage and assist the development of a genuinely sustainable call centre industry which competes successfully on the basis of:

- the vision and direction of its managers;
- the skills and commitment of its employees;
- the partnership culture of its workplaces; and
- the customer service orientation of its stakeholders.

Of particular concern within the industry are current high rates of employee turnover<sup>3</sup> and occupational health and safety issues. It has been demonstrated that cooperative and consensual industrial and employee relations reduces employee turnover and promotes good occupational health and safety outcomes.

1 Call Centre Agent Study 1998

2 Australia & New Zealand Call Centre Industry Benchmark Study 2001

3 Although the national rate of turnover of permanent staff through resignation was recorded at 22.7% in 2001, it has declined from the previous year (Hallis Contact Centre Staff Turnover 2001/2002)

### Victorian Government Policy

The Victorian Government believes that 'every Victorian worker is entitled to a fair, safe and secure workplace'<sup>4</sup> and advocates a partnership approach to industrial and employee relations. In particular, the Victorian Government supports workplace arrangements based on the following principles and practices:

- productivity and efficiency;
- cooperation;
- communication and consultation between employers and employees;
- training and skill development;
- fair and reasonable employment standards;
- commitment to occupational health and safety;
- security of employment;
- rights of representation; and
- equity in the workplace.

These principles and practices are incorporated into the Victorian Government's Code of Practice for the Victorian Government Call Centre Code.

<sup>4</sup> Fairer, Safer, More Secure, More Productive – The Future for Victorian Workplaces



## ■ APPLICATION OF THE CODE

The Victorian Government's Call Centre Code is to apply to:

- the Victorian Government (including all 'in budget' agencies, statutory authorities and Government owned corporations); and
- private sector organisations contracted to the Victorian Government to provide or perform call centre services.

The Victorian Government also encourages all industry participants in Victoria to adopt and adhere to the provisions and principles of the Code as operating standards.

The application of the Code is subject to the provisions of relevant State or Federal legislation or federal award or agreement. In particular, the following legislative provisions apply:

- the Workplace Relations Act 1996;
- the Victorian Public Service (Non-Executive Staff) Agreement 2002 or subsequent enterprise agreements applicable to Victorian public sector employment;
- Victorian and Commonwealth occupational health & safety legislation;
- Victorian and Commonwealth workers compensation legislation;
- Victorian and Commonwealth equal opportunity and anti-discrimination legislation; and
- all relevant legislation relating to the operation of superannuation.

## ■ MANAGEMENT AND ORGANISATION OF WORK

The management and organisation of work and systems within the workplace are central to good performance outcomes.

### Work Organisation

The following provisions centre on including and enabling employees to achieve high standards of customer service.

The Code requires that:

- employees are provided with enough flexibility so that they can adequately follow up customer service issues;
- employees are able to negotiate appropriate flexibility guidelines with management which follow the principles of quality customer service, job satisfaction, and efficiency; and
- employees are provided with adequate technological resources and information to resolve customer concerns.

## Workforce Management

In terms of workforce management, the Code requires that organisations:

- create and maintain a safe working environment;
- integrate training and skill development into project management;
- pursue consultative forms of management;
- adopt 'best practice' performance assessment and monitoring; and
- integrate these into the procedures, practices and performance standards of the organisation.

## Workplace Health and Safety

The Victorian Government believes that 'it is the fundamental responsibility of employers, employees and government to secure a healthy and safe workplace'.<sup>5</sup> However, a number of health and safety issues have been highlighted within call centre work environments, and these represent major development issues for the call centre industry.

In terms of occupational health and safety, the Code requires that organisations:

- comply with the Occupational Health and Safety Act 1985;
- improve workplace health and safety through:
  - establishing an occupational health and safety committee;
  - providing eye, ear and voice tests at employer expense;
  - providing ergonomically designed furniture & headsets;
  - reducing noise volume;
  - using stress relief measures;
  - using appropriate call volume targets;
  - adopting appropriate work organisation; and
  - providing regular rest breaks away from the telephone for a minimum of 5 minutes per hour.



## Training and Skill Development

The Victorian Government recognises that ‘clever workers and smart workplaces are the basis of economic prosperity.’<sup>6</sup> As a technology driven sector, the development of the call centre industry is reliant on constant upgrading of the workforce skills base. For employers, training and new skills provide for greater functional flexibilities and higher employee productivity. Conversely, employees gain access to a wider range of jobs, more engaging duties and labour market benefits.

The Code requires that signatories:

- provide adequate training time to all employees;
- aim training at developing skills for meaningful jobs and quality customer service;
- use training to facilitate career advancement in the call centre industry;
- provide training that, as far as is practicable, is portable and recognised across the industry;
- link training packages to key industry competency standards, assessment and qualifications; and
- provide e-commerce training if the call centre intends to expand e-commerce activities.

## Communication and Consultation

Communication and consultation are central to the Victorian Government’s partnership approach to industrial and employee relations. The rationale underlying the value of communication and consultation is an acknowledgment that employees’ experience and ideas add value to the quality of service the call centre can deliver.

The Code requires that:

- all team members are given the opportunity to meet as a team on a regular basis;
- employees are given adequate time to familiarise themselves with organisational policies;
- employees have access to noticeboards, e-mail or other communication facilities to facilitate communication between employees and/or their union representative regarding work matters; and
- management consults with employees prior to implementing major changes to company policy and product development, while retaining the right to make final decisions.

## Performance Assessment

As with many industries, the ways in which employee performance is formally assessed within the call centre industry represents a difficult area for many organisations. The following requirements look to incorporate the principles of the Code into organisational assessment systems.

The Code requires that organisations seek to utilise:

- performance assessment criteria which is developed in consultation with employees and based on employee skill development;
- performance assessment criteria which is sufficiently flexible to accommodate customer service requirements, efficiency or consistency requirements; and
- a performance review process which embodies fair procedures and review options.

With respect to call monitoring, the Code directs that:

- organisations use call monitoring as a coaching and developmental tool by:
  - developing and operating the monitoring process in cooperation and collaborative with employees;
  - providing employees with reasonable notice of calls being monitored (including the period of monitoring), and
  - including a feedback mechanism as part of the process.
- consult with employees and their union representatives before introducing call recording.

In terms of targets, the Code requires that:

- organisations provide employees with an opportunity to participate in setting achievable targets;
- targets are linked to customer service outcomes rather than solely on volume of calls and call completion time; and
- organisations consult with employees over changes to targets.



## ■ EMPLOYEE ENTITLEMENTS

### Salary Levels

The Code requires that:

- organisations provide employees with minimum salary rates which exist in their industry sector - rates should also consider the complexities and responsibilities of roles performed by employees.

Appendix 1 provides an overview of minimum pay rates for a range of generic functions performed by call centre employees. Appendix 2 provides a description of each generic function. While these do not necessarily reflect salary ranges for call centre employees in different industries, they do provide a general guide to minimum rates for generic types of call centre employees. Some industries will have higher minimum salary ranges than those reflected in Appendix 1.

### Penalty Rates

Regarding penalty rates, the Code requires that:

- employees who work outside the span of ordinary hours are provided appropriate penalty, shift loadings or overtime (such compensation may be taken as time off in lieu by prior agreement); and
- all permanent employees are entitled to national and state public holidays (employees who work public holidays to be compensated with appropriate penalty loadings).

### Higher Duties

The Code requires that organisations:

- provide appropriate remuneration for employees who perform at a higher level for more than one shift.

### Superannuation

The Code requires that organisations:

- contribute to a superannuation fund on behalf of each eligible employee, and such superannuation contributions as required to comply with the Superannuation Guarantee (Administration) Act 1992 as amended from time to time.

### Leave

In relation to leave, the Code requires that employees be provided with:

- annual leave;
- sick leave;
- personal leave (including carers' and bereavement leave);
- unpaid leave; and
- parental leave (maternity or paternity leave, adoption leave and part-time work connected with the child birth or adoption).

## Working from Home

If a call centre is considering the viability of employees working from home, management should consult with employees and their union prior to implementing any trial or proposal.

## Redundancy

Under this Code:

- where an employer wants to cease an existing job and terminate someone's employment, that employee will be entitled to at least the minimum Federal Termination, Change and Redundancy provisions.

## Security of Employment and Entitlements

The Victorian Government believes that the decline in opportunities for permanent employment is causing considerable hardship for a significant section of the workforce and has a negative impact on consumer confidence and economic activity<sup>5</sup>. It encourages permanent, sustainable employment in place of contract and casual employment.

Accordingly, the Code requires that;

- agency employees should not be used to replace permanent positions, unless their employment is for the purposes of:
  - completing a specified task or project;
  - filling in for an employee taking leave;
  - temporarily providing specialist skills not internally available for a specified period;
  - filling short term vacancies resulting from resignation of a permanent employee; or
  - supplementing the workforce during peak work loads.

The Victorian Government believes that employment standards and their protection 'should apply to workers employed under any contract or agreement that is wholly or principally for the performance of work by one party to the contract for agreement<sup>6</sup>.'

As such, the Code requires that:

- out-sourcing of a call centre business function to a contract call centre should not be a strategy to undercut wages and conditions of permanent employees; and
- the industrial instrument relevant to employees of the out-sourcing call centre will be applicable to the employees of the contract call centre unless otherwise agreed by the parties to the industrial agreement.

5 Fairer, Safer, More Secure, More Productive – The Future for Victorian Workplaces  
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## Non-Standard Employee Entitlements

The following entitlements are to be provided to non-standard employees under the Code.

- Part-time employees:
  - regular and clearly defined hours of work;
  - consultation over changes to hours;
  - entitlements on a pro-rata basis; and
  - equal employment opportunities.
- Casual Employees:
  - payment for minimum two hours work for attending work; and
  - primary choice to become a permanent employee subject to the availability of ongoing work.
- Agency Employees:
  - same pay rate as employees in the same job classification or performing similar duties;
  - rights to attend employee meetings; and
  - benefits after six months employment.

## Anti-discrimination

In relation to equity in the workplace, the Code requires that:

- call centres respect and value the diversity of the workforce by helping to prevent and eliminate discrimination on the basis of race, colour, sex, sexual preference, age, physical or mental disability, marital status, family responsibilities, pregnancy, religion, political opinion, national extraction or social origin.

## ■ EMPLOYEE RELATIONS

### Relationship between the Code and Industrial Instruments

All parties to the Code must comply with the provisions of all applicable federal and state based industrial legislation. This includes the following.

- Workplace Relations Act 1996.
  
- State based occupational health and safety legislation:
  - Victorian Occupational Health & Safety Act (1985);
  - Occupational Health & Safety (Incident Notification) Regulations 1997; and
  - Occupational Health and Safety (Issue Resolution) Regulations 1999.
  
- Victorian workers' compensation legislation:
  - Accident Compensation Act 1985;
  - Accident Compensation (WorkCover Insurance) Act 1993;
  - Workers Compensation Act 1958; and
  - Accident Compensation (Occupational Health and Safety) Act 1996.
  
- Victorian equal opportunity legislation - Equal Opportunity Act 1995 (Vic).
  
- Commonwealth anti-discrimination legislation:
  - Racial Discrimination Act 1975 (Cth);
  - Sex Discrimination Act 1984 (Cth); and
  - Disability Discrimination Act 1992 (Cth).
  
- Commonwealth superannuation legislation – Superannuation Guarantee (Administration Act) 1993.

In addition, all organisations are to comply with the provisions of relevant federal awards and/or certified enterprise bargaining agreements.



## Dispute Settlement

Under the Code, organisations commit to:

- establish procedures for resolving disputes at the workplace and to engage in local dispute settlement in good faith - procedures for considering and resolving workplace disputes should incorporate:
  - processes which are fair and non-discriminatory;
  - the right of employees to union representation;
  - maintenance of the status quo pending resolution; and
  - a co-operative effort to resolving disputes efficiently.

## Employer/Employee Representation

The Victorian Government supports the rights of employers and employees to representation.

In terms of representational rights, the Code requires that:

- organisations and employees are free to join an association or organisation;
- employees be entitled to negotiate collectively; and
- organisations not hinder the activities of the union.

Under the Code, an authorised union representative is to be accorded:

- recognition that representatives act on behalf of members;
- access to employees for conducting union business (provided there is no undue interference with work);
- reasonable access to information about the workplace/business;
- reasonable paid time during normal working hours to conduct union business;
- reasonable paid leave to attend accredited union education; and
- reasonable access to facilities for conducting union business (phone, facsimile, post, photocopying, internet e-mail).

## ■ IMPLEMENTATION AND COMPLIANCE

### Implementation

The Victorian Government is committed to the implementation of the Code.

The Code will be widely disseminated to Victorian Government departments, agencies, statutory authorities and government owned enterprises.

In relation to call centre operations within the Victorian public sector, each agency will be responsible for establishing:

- internal procedures for implementing the Code;
- mechanisms to ensure responsiveness to Code issues;
- consultative mechanisms as required by the Code; and
- a point of contact for Code matters.

In relation to the application of the Code to organisations who provide call centre services to the Victorian Government:

- the relevant agency responsible for administering the tender process will specify the Code requirements to interested parties; and
- similarly, the relevant agency will assist interested parties in factoring the Code provisions into their submissions.

Industrial Relations Victoria will assist in the dissemination of the Code, and aid individual agencies in implementing and operating the Code.

### Compliance

The effectiveness of the Code is dependent on a robust system of monitoring and compliance.

#### Local Level Compliance

The primary responsibility for monitoring and managing compliance rests with workplaces themselves and established workplace processes and structures within the principles established within this Code.

Issues involving non-compliance with the Code provisions may be raised by any party.

In the first instance, compliance issues are to be raised and managed within existing workplace dispute or grievance resolution processes, according to established protocols and procedures.



Where such processes do not exist, or are unable to resolve compliance issues, the matter may then be referred to the Secretary of the relevant department or agency for attempted resolution.

Where compliance issues in organisations contracted to the Government cannot be resolved at the workplace level, they may be referred to the relevant departmental contract manager.

In cases where compliance issues are not resolved by existing dispute/grievance procedures and are referred to Departmental Secretary level, or to relevant contract managers, the referral must be in writing and include the following:

- full details of the circumstances and extent of the issue;
- details of efforts to resolve the issue at local level;
- evidence demonstrating the alleged breach or breaches; and
- all supporting documentation.

Where contract managers are unable to resolve compliance issues, these may be further referred to the relevant departmental Secretary.

In cases of referral to departmental Secretary level (either directly or through a contract manager), compliance will involve the Secretary (or their nominees) conducting:

- a process of informal review;
- making recommendations for remedial action; and
- forwarding recommendations to the relevant Minister for consideration.

All proven breaches of the Code will be reported to relevant Ministers.

The nature and severity of recommended remedial actions will be in proportion to the assessed nature and severity of the breach. These may range from a Ministerial request to explain demonstrated breaches, to referral of matters directly to the relevant enforcement agency in cases where of employment or industrial law has been transgressed.

In the case of identified breaches by signatories who have a contractual relationship with the Government, remedial action may also involve sanctions which limit, suspend or exclude the organisation from tendering opportunities at either agency or government wide level under certain conditions.

### Central Level Compliance

In the last instance, compliance issues may be referred by departmental Secretaries (or nominees) to Industrial Relations Victoria (IRV), provided that cases have been comprehensively subjected to earlier efforts at resolution as described above.

IRV will undertake a similar process of reviewing and developing recommendations for consideration by the Minister for Industrial Relations. The recommendations may include a similar range of remedial actions.

In addition to the procedures described above, compliance issues may be referred to the Victorian Workplace Rights Advocate (WRA) where such cases have been subjected to earlier departmental-level efforts at resolution and have not been resolved. The WRA response will be entirely at the discretion of the WRA, consistent with the purpose of the Workplace Rights Advocate Act 2005, and the functions and powers of the WRA including the obligations imposed on the WRA to facilitate and encourage the fair industrial treatment of workers in Victoria and to promote informal decision-making by Victorian workers and employers.

### Continuous Improvement

The provisions of the Code are to operate for a period of twelve months. At the completion of this period, the Code will be subject to a process of review.

The aim of the review will be to assess the operation of the Code, and to recommend adjustment or revision of specific provisions to ensure that the overall aims and objectives of the Code are being achieved.

The review process will place particular emphasis on the monitoring and compliance provisions of the Code.



## ■ APPENDIX 1. Indicative Job Salary Range

### Indicative Salary Range Call Centre Functions

Level 1 Customer Service Basic	29,500 – 40,000
Telemarketer Basic	33,000 - 40,000
Help Desk Basic	33,000 – 40,000
Level 2 Customer Service Intermediate	31,000 – 40,000
Telemarketer Intermediate	34,000 – 42,000
Level 3 Customer Service Advanced	35,000 – 41,000
Telemarketer Advanced	37,500 – 45,500
Help Desk Advanced	37,000 – 47,000
Level 4 Team Leader: Customer Service	42,500 – 54,000
Team Leader: Telesales	42,500 – 50,000
Scheduling & Rostering Specialist	40,000 – 52,000
Level 5 Supervisor: Customer Service	43,000 – 60,000
Supervisor: Telesales	43,000 – 55,000
Campaign Co-ordinator/ Sales Support	45,000 – 55,000
Training Officer	40,000 – 50,000
Customer Relations Specialist	40,000 – 50,000
Quality Specialist/ Workforce Analyst	40,000 – 55,000
Level 6 Contact Centre Manager	50,000- 150,000

## ■ APPENDIX 2. Employee Level Job Descriptors

### Level 1

General description for entry level Call Centre worker engaged in customer service or sales through the application of basic procedures and policies and clear guidelines, within clearly defined limits of authority.

#### Customer Service - Basic

This level requires the incumbent to meet customer needs through consultation, support and problem solving to a lesser degree. At this level, service delivery is provided through the application of basic procedures and policies and involves higher volumes of transactions, normally of shorter duration. It may involve data entry and modification of database/customer records (eg. recording inbound customer details for loyalty programs/operator assisted information services). At this level, incumbents work within clearly defined limits of authority.

#### Telemarketer - Basic

This level requires the incumbent to work with 'pre-warmed' prospects to close sales and capture customer data (eg. loyalty campaign), tempt customers to switch services or gain their participation for a specified period of time to participate in a voluntary activity (eg. market research interview or "churns"). Staff at this level are provided with a complete prospect list/data source and work with defined scripts.

#### Reservation Agent - Basic

This level requires the incumbent to meet customer needs through consultation, support and problem solving/resolution. At this level, service delivery is provided through the application of basic procedures and policies and involves higher volumes of transactions, normally of shorter duration. As such, the role would normally be focused on simply answering booking inquiries for price details and timings or entering bookings on a database. At this level, some degree of specialised knowledge may be applied during service delivery, but this is likely to be through established guidelines, manuals policies or terms and conditions. At this level, incumbents work within clearly defined limits of authority. Bookings sales or conversion targets may be present, but the emphasis is on process efficiency. There may be more emphasis on sales targets or conversion rates from Enquirer to bookings, thus requiring a consultative sales approach.

### Level 2

This level requires the incumbents to meet customer needs through consultation, support and problem resolution. At this level, some degree of specialised knowledge is applied during service delivery, but this is likely to be through established guidelines, manuals, policies or terms and conditions. Incumbents act with a higher degree of freedom. Products and services are clearly defined.



### Customer Service – Intermediate.

This level requires the incumbents to meet customer needs through consultation, support and problem resolution. At this level, some degree of specialised knowledge is applied during service delivery, but this is likely to be through established guidelines, manuals, policies or terms and conditions (eg. assisting customers to operate basic equipment/software packages, help desk, complete financial transactions). At this level, there is a higher incidence of dealing with the general public and incumbents act with a moderate degree of freedom.

### Telemarketer – Intermediate.

This level requires the incumbent to work with identified prospects, either through inbound or outbound activity. However, these prospects may or may not be 'warmed'. Sales are gained through consultative techniques. This level may also include staff who work with field sales staff to make appointments for sales meetings. Products and services are clearly defined (eg. tangible products or financial services).

### Help Desk – Basic.

This level requires the incumbent to meet customer needs through consultation, support and problem resolution. This role will involve specialised knowledge of one or more software packages at the user, non technical level. It may involve assistance with the use of applications such as word processing, database or spreadsheet, or basic fault correction on hardware systems (ie. within the scope of user documentation).

### Reservation Agent – Advanced.

This level requires the incumbent to meet customer needs through consultation, support and complex problem resolution. At this level, a high degree of specialised knowledge is applied during service delivery. It may involve complex arrangements for interconnections of services or itineraries or have an account management focus. Incumbents act with a higher degree of freedom and are more likely to be operating in a sales focussed environment.

### Level 3

This level requires the incumbent to meet customer needs through consultation, support and problem resolution at a more advanced or technical level. It involves the selling of complex or intangible products or services. At this level, there is a higher incidence of business-to-business service and high-cost consequences of actions. Incumbents act with a higher degree of freedom.

### Customer Service – Advanced.

This level requires the incumbent to meet customer needs through consultation, support and problem resolution. At this level, a high degree of specialised knowledge is applied during service delivery (eg. problem resolution on the help desk of a proprietary software application/analysis of business financial information) or application of complex procedures and policies is facilitated (eg. application of import/export regulations/legal considerations). At this level, there is a higher incidence of business-to-business service delivery and a high-cost consequence of actions. Incumbents act with a higher degree of freedom.

### Telemarketer – Advanced.

This level requires the incumbent to identify sales prospects through research efforts and to develop sales through prospecting and closing over the telephone. It involves the selling of complex or intangible products or services (eg. information technology or professional services) and may require a level of account management and after-sales service.

### Help Desk – Advanced.

This level requires the incumbent to meet customer needs through consultation, support and problem resolution at a more advanced or technical level. It will involve specialised technical knowledge of one or more software programming languages or hardware systems at a semi-technical or technical level. It may involve assistance with the use of proprietary applications or advanced fault correction on hardware systems.

### Level 4

#### Team Leader.

This is the first level of supervision and requires incumbents to lead staff in the achievement of their customer contact goals (eg. sales, service level, collections targets) and may involve planning, organising and controlling team activities.

#### Scheduling & Rostering Specialist.

This role is principally aimed at maintaining work and roster systems to ensure service targets are met based on forecasted information provided by historical data or IT systems. It may involve basic calculations and liaison with team leaders or supervisors, or assisting the operation of specialist equipment (such as predictive diallers). Higher levels of expertise and analysis are provided by Quality/Workforce analysts.

### Level 5.

The role requires incumbents to lead staff in the achievement of goals and will involve planning, organising and controlling team activities to meet organisational goals. This level provides an intermediate level of supervision reporting to the call centre manager. This role is a specialised customer contact officer, responsible for dealing with complex, escalated problems that involve systemic or multi-functional factors. This is distinct from the normal escalation process.

#### Supervisor.

This role may be present in some larger or multi-functional call centres and normally provides an intermediate level of supervision reporting to the call centre manager. The role requires incumbents to lead staff in the achievement of goals and will involve planning, organising and controlling team activities to meet organisational goals. Additional responsibilities may include some elements of specialist support or assistance with organisational outcomes to support senior management. This role may equate to an “Operations Manager” in some organisations.



### **Campaign Co-ordinator/ Sales Support.**

This role involves broad ranging co-ordination of customer contact activity in a project or campaign based environment, or through an account management process. They may be involved in training staff on product or service lines particular to a launch or marketing drive, without actually being formally designated as “Trainers” (see Training Officer below). They may work across other departments with franchisees, agents, service providers or other third parties to get feedback, provide guidance or disseminate information.

### **Training Office.**

This role is principally involved with the design, development and delivery of call centre specific training. It may include broad based introductory or specific product or technical training on the use of systems. The role will involve development of training materials, basic administration of trainees and assistance with implementing program changes.

### **Customer Relations Specialist.**

This role is a specialised customer contact officer, responsible for dealing with complex, escalated problems that involve systemic or multi-functional factors. This is distinct from the normal escalation process and may involve detailed correspondence, claimant handling or dispute resolution.

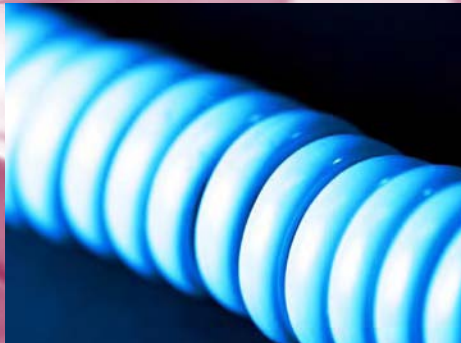
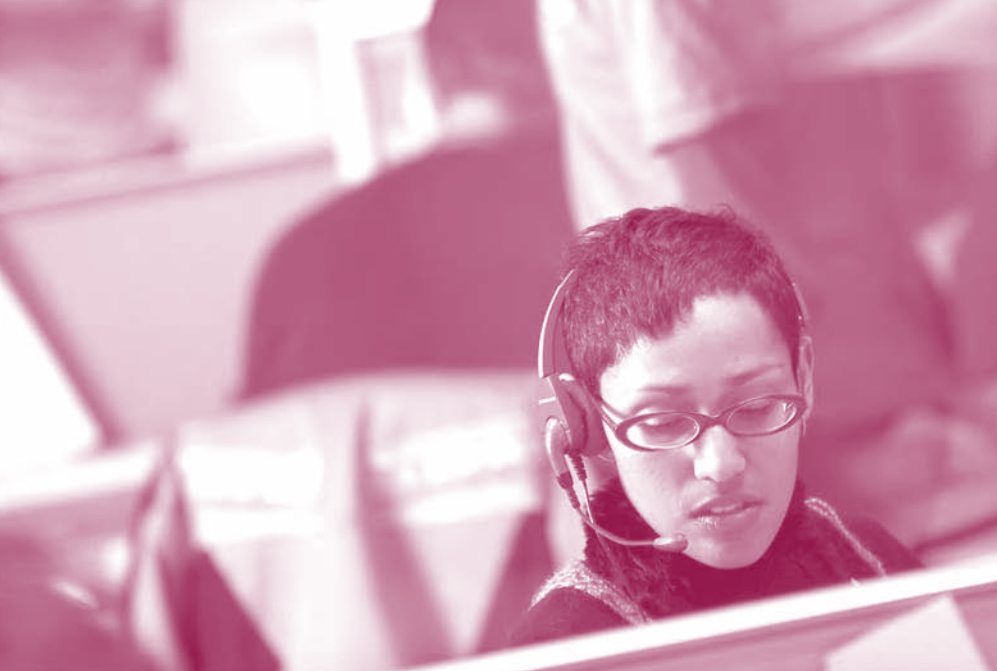
### **Quality Specialist/Workforce Analyst.**

This role deals with those who gather MIS data at a more advanced level and will involve a higher level of analysis of the data from the PABX, ACD or CTI based systems. It may involve assisting supervisors with coaching, developing and recommending improved systems of work in the call centre, or supervision of support staff. The role is broader in scope than scheduling and rostering specialist and will involve a higher level of problem solving and accountability.

## **Level 6**

### **Call Centre Manager.**

This is the senior grade of management in the call centre. It may involve responsibility for multi-functional units or larger groups of single function staff. There will normally be some line of supervision between the customer contact staff and the manager. The role requires incumbents to plan over the longer term, lead staff in the achievement of goals and will involve organising and controlling team leaders’ and specialists’ activities to meet organisational goals. They will normally be responsible for budgeted profit, sales, service or cost control targets, and several measures of organisational performance.



**Industrial Relations Victoria**  
Department of Innovation, Industry and Regional Development

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A Victorian  
Government  
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