

Resource Guide for Trainers and Coaches in Call and Contact Centres

2nd Edition





Resource Guide for Trainers and Coaches in Call and Contact Centres

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Disclaimer

Every effort has been made to provide you with accurate and current information within this publication. All information is provided in good faith and neither Training4 nor the University of Central Lancashire can be held responsible for any inaccuracies or omissions within the guide.

Welcome

The long awaited update to the original guide published in 2007 is finally here!

At Training4 we are totally committed to supporting the continuing professional development of the estimated 8,380* dedicated coaching and training specialists in the 5,000+ UK contact centres**. Many more team leaders and managers carry out these responsibilities as part of their existing role. We understand the crucial role that trainers and coaches have and how fundamental learning and development is to the retention of staff and the success of the business.

The aim of this guide is to provide you with a resource of information and details of how you can support your ongoing personal development as a coach or trainer. We hope that the guide acts as a comprehensive reference tool not only to help you in your career in, what we think is, one of the most exciting roles, but also to allow you to best support those people you work with in the contact centre. This guide provides everything from information on career development frameworks, right through to useful reading materials and websites to support you in your day-to-day activities.

Training4 thanks the EU for providing Leonardo Da Vinci, Lifelong Learning Programme funding for both this guide and the launch of 3 new Training4 Academies in Germany, Bulgaria and Lithuania and for continuing to support the provision of training for trainers and coaches in the UK.

A very warm welcome to **your** guide to training and coaching good practice in the contact centre industry – we would be very interested to receive your feedback on this publication so please let us know your views by emailing us at info@training4.org.uk

With best wishes

Alison Hitchen
Training4 Project Manager

*Based on a ratio of 75:1 agents to trainers/coaches

**Contact Babel 2009 – 5130 contact centres in the UK

Table of Contents

Section	Page Number
Reference & Resources	
About Us _____	4
Awards and Standards	
Award Programmes _____	8
Standards of Excellence _____	11
Qualifications	
Training and Coaching (specific) _____	17
Training and Coaching (generic) _____	22
People in Operations _____	24
Contact Centre by Role _____	25
Career Routes _____	31
Recommended Reading	
For Trainers _____	36
For Coaches and Mentors _____	41
Magazines _____	46
Useful websites	
Learning and Development _____	47
Contact Centres _____	49
Continuous Personal Development	
Membership _____	50
Accreditation of Training _____	50
Guide to using External Providers _____	51
Funding Support for Training Provision _____	56



Introduction

Introduction

About Us

Who are we and what do we do?

Training4 Call and Contact Centres

Training4 Call and Contact Centres is the training arm of CallNorthWest, the leading support organisation for Contact Centres in the Northwest of England. CallNorthWest is hosted by the University of Central Lancashire within its Knowledge Transfer activity.

Visit: www.training4.org.uk

CallNorthWest

CallNorthWest was established in 2003 through funding from the North West Regional Development Agency. It is hosted by the University of Central Lancashire, based in Preston, Lancashire. Both the Training4 Trainers and Training4 Coaches courses have been accredited by the University of Central Lancashire at University Certificate level.

Visit: www.callnorthwest.org.uk

University of Central Lancashire (UCLan)

UCLan is one of the largest universities in the UK with a student community of more than 35,000, 500 undergraduate courses and 180 postgraduate courses. CallNorthWest is positioned within the Knowledge Transfer Services Department, our mission statement:

'We promote access to excellence enabling you to develop your potential'

Visit: www.uclan.ac.uk

Training4 Contact Centre Trainers and Coaches Programme

Since 2006 when CallNorthWest launched the Training4 Coaches and Training4 Trainers programmes, over 350 coaches and trainers from throughout the UK have completed the 4-day course. In 2009, 3 further Training4 Academies were launched in Germany, Bulgaria and Lithuania. In 2010/11 we plan to expand the range of accredited courses to include Training4 Contact Centre:

- Team Leaders
- Resource Planners
- Managers

If you are not already involved, take a look at the course outlines in the 'Qualifications' section of this guide.

CallNorthWest Events

Boasting the North West's largest events programme dedicated to the customer management agenda. From networking events such as directors debates, good practice networks and regional forums to professional development for team leaders, trainers, coaches and managers, each designed specifically to meet the current needs of the contact centre industry. The following are our most established events:

CallNorthWest Annual Customer Management Conference

Established in 2005 the Annual Conference is held each June and aims to bring together call and contact centre professionals across all sectors and industries.

Our aim is for the Annual Conference to be an inspiration for innovation. The opportunity to network with a diversity of participants from different sectors is a major strength of the CallNorthWest conference. The speakers,

presentations, solution sessions, networking and the exhibition are all designed to provide the widest range of information, ideas and discussions for delegates.

CallNorthWest - North West Contact Centre Annual Awards

Aim: To highlight and reward 'Excellence' in North West Call and Contact Centres.

Since 2006 The North West Contact Centre Annual Awards programme has recognised and rewarded the contributions made by individuals and organisations as they continually strive to achieve 'excellence'.

The awards are free to enter and are firmly established as the benchmark for 'excellence' throughout the North West Contact Centre Sector. Please see the 'Awards and Standards' section of this guide for full details or visit:
www.callnorthwest.org.uk/events

North West Contact Centre Forum

The network has been meeting regularly since 2002 and is a major source of information and advice. Held quarterly they combine presentations with round table discussions, designed to promote and share best practice. Forums are free (for members) to attend, for further information visit
www.callnorthwest.org.uk/events

Forthcoming Events

For an up to date calendar visit: **www.callnorthwest.org.uk/events** and if you can't find what you are looking for then just email your enquiry to **events@callnorthwest.org.uk** if we can't help we will point you in the right direction!

Join Us!

To date over 5,000 contact centre professionals have participated and benefited from the events and training delivered by CallNorthWest. Isn't it time you got involved too?

CallNorthWest offers two ways to get involved, Annual Subscription and 'Pay As You Go'. Becoming a member is the best way to strengthen your connection to the Call Centre Industry with other related organisations and individuals across the North West. Your membership helps build a dynamic network and provides important support for agents, team leaders and managers. Membership also comes with many benefits including:

- Free places at the quarterly North West Contact Centre Forum
- 2-4-1 offer on Annual Conference places
- Discounts off all training and events
- Copy of the North West Annual Contact Centre Report
- Access the good practice network and reports
- Post jobs, access the online forum, directory and research database Free!
- Initial help and advice on any industry related issue

If you would like to become a member of CallNorthWest contact: [**membership@callorthwest.org.uk**](mailto:membership@callorthwest.org.uk)



Awards and Standards

Awards and Standards

We have compiled this section of the guide to provide you with a list of all relevant annual awards programmes for trainers and coaches as well as a list of company standards applicable to the customer management agenda. We hope you find it helpful and enjoy using it!

Awards Programmes

CallNorthWest - North West Contact Centre Annual Awards

Aim: To highlight and reward 'Excellence' in North West Call and Contact Centres.

Since 2006 The North West Contact Centre Annual Awards programme has recognised and rewarded the contributions made by individuals and organisations as they continually strive to achieve 'excellence'. The awards are free to enter and are firmly established as the benchmark for 'excellence' throughout the North West Contact Centre Sector.

We know that North West Contact Centres are achieving great things that deserve recognition. The awards are a fantastic opportunity to raise your own profile and show your staff, customers and community alike, that you are committed to achieving 'excellence'.

Each year the awards are open between April and June for applications. The gala dinner takes place mid October. There are 14* company and individual categories as follows:

Individual

Agent of the Year

Team Leader of the Year

Trainer/Coach of the Year

Support Person of the Year

Contact Centre Manager of the Year (under 50 seats)

Contact Centre Manager of the Year (over 50 seats)

Company

Best Technology Partnership
Best Outsourced Partnership
Best Training Programme
Best Customer Experience Programme
Best Contact Centre Improvement Strategy
Team of the Year (under 25 members)
Contact Centre (under 50 seats)
Contact Centre (over 50 Seats)

*The list of categories is subject to change each year.

The Trainer/Coach of the Year and The Best Training Programme awards are of particular interest to trainers and coaches in the North West region of the UK.

More information on the North West Contact Centre Annual Awards and awards dinner can be obtained from the CallNorthWest events team on **0845 402 2303** or by visiting: **www.callnorthwest.org.uk/events**

European Call Centre Awards

These awards are call and contact centre specific. At the time of compiling this guide there were no categories specific to trainers/coaches although the award categories include 'Small Team of the Year (under 10 people)'. Further information on UBM's European Contact Centre Awards can be found at: **www.callcentreawards.co.uk**

The Call Centre Management Association

The Call Centre Management Association (CCMA) holds an annual award ceremony every April, where, amongst other awards, a Support Manager of the Year is recognised.

This recognition usually goes to a professional involved in learning and development, planning or recruitment.

For more information on the CCMA's awards, please visit: **www.ccma.org.uk**

CCA Excellence Awards

Organised by the Customer Contact Association, these awards are contact centre specific and are held annually in November. There are 22 categories including 'Most Effective Training Programme'. Further details are available at: www.cca-global.com

National Customer Service Awards

Within the National Customer Service Awards, there is an award for Best Training or Development Project. The awards entry deadline is usually August and the dinner is held in December. Further details are available at: www.callcentre.co.uk/nationalcustomerserviceawards

The National Training Awards

The National Training Awards are the premier accolade for training and development in the UK and are run by UK Skills on behalf of the Department for Business, Innovation and Skills.

The Awards identify and celebrate organisations and individuals that have achieved really outstanding business and personal success through investment in training. The Awards are unique because entries are received from all sectors, industries and areas across the UK and in return the entrants are provided with the exceptional opportunity to have their training judged against the best in the UK.

There are 7 awards and the closing date is usually April with the award ceremony held in December. More information is available from: www.nationaltrainingawards.com

The World of Learning Awards

The World of Learning Awards, again not Call and Contact Centre specific, recognise organisations and individuals

whose achievements are judged to have notably improved workplace productivity and performance. There are 11 categories (for the 2011 awards) including coaching programme of the year. Further information available from: www.learnevents.com/awards/category-information.php

The IT Training Awards

The IT Training Awards are hosted by the Institute of IT Training and aim to highlight outstanding examples of high standards, best practice, innovation and excellence within IT training. The award deadline is the end of September and the award ceremony is held in February each year.

There are 14 categories for both individuals and companies. Further information is available from: www.ittrainingawards.com

Standards of Excellence

There is little doubt that achieving recognised external quality standards can be motivational for individuals, giving them a new pride in their work and in their organisation. Quality standards are also typically good for business efficiency and quality and, in some circumstances, vital for trading with other organisations.

As a trainer or coach, it is important to have an awareness of the standards that exist so that as you design and deliver programmes of learning you can support the development of skills and knowledge that will meet external operating standards.

Below is an overview of each of the standards we feel are relevant and that organisations may wish to consider. The list is by no means exhaustive.

CCA Global Standard[®]

The Customer Contact Association (CCA) is a global professional body for the contact centre industry.

First launched in 2001, the CCA Global Standard[®] accreditation model was created by working in partnership with some of the UK's largest contact centre operators. CCA Global Standard[®] has been continuously developed by industry, for industry over the past 9 years and offers objective judgement on whether your processes and systems are rigorous and effective, and point towards continual improvement.

Version 5 launched in September 2010.

For more information please visit: www.cca-global.com

Investors in Excellence

The revised 2010 EFQM Excellence Model was launched on 29 September 2009. The UK Excellence Award/ Levels of Excellence will be assessed against the new Model in 2010. Regardless of sector, size, structure or maturity, organisations need to establish an appropriate management framework to be successful. The EFQM Excellence Model is a practical, non-prescriptive framework that enables organisations to:

- Understand their key strengths and potential gaps in relation to their stated vision and mission
- Effectively communicate ideas within and outside the organisation
- Integrate existing and planned initiatives, removing duplication and identifying gaps
- Provide a basic structure for the organisation's management system

The Excellence Model provides an holistic view of the organisation and determines an overarching framework for developing sustainable excellence.

Further information is available in the new EFQM Excellence Model 2010 Guide. Copies can be obtained by visiting the website www.bqf.org.uk

Investors in People

The Standard

At the heart of Investors in People is The Standard which continues to deliver real business benefits. It has 39 outcome-based evidence requirements which make up the plan, do, and review cycle. This allows you to build up a complete picture of how your business is managing its people and where it can make improvements. Your organisation will need to meet these 39 evidence requirements to be recognised as an Investor in People and to be able to display the laurel logo and plaque.

Investors in People have grown to be the UK's leading people management business improvement standard because it delivers improved performance to thousands of organisations. Currently almost seven million employees in over 35,000 organisations have achieved Investors in People recognition.

An amazing 3,000 of these have been recognised for ten or more years!

At time of going to print the latest version was launched in May 2009.

More information about the standard and how it is assessed is available at: www.investorsinpeople.co.uk

National Customer Service Standard

Service Mark is an organisational accreditation which uses a combination of self-diagnosis, customer satisfaction measurement and independent assessment.

Visit: www.instituteofcustomerservice.com/1724/National-customer-service-standard.html

Customer Service Excellence, the Government Standard (formerly Charter Mark)

The Customer Service Excellence standard aims to make a tangible difference to public service users by encouraging

provider organisations to focus on their individual needs and preferences.

In order for your organisation to be recognised as achieving Customer Service Excellence you must be successfully assessed against the criteria. The five criteria of Customer Service Excellence are:

- Customer Insight
- The Culture of the Organisation
- Information and Access
- Delivery
- Timeliness and Quality of Service

The detailed criteria, and their relevant elements, can be found in the Customer Service Excellence standard which is available to download from: www.customerserviceexcellence.org.uk/standardRequirementCSE.do

National Occupational Standards (NOS)

National Occupational Standards are statements of the skills, knowledge and understanding needed in employment and clearly define the outcomes of competent performance.

National Occupational Standards are used as the basis for National Vocational Qualification (NVQ) development as well as being useful for training, appraisal and recruitment.

The National Occupational Standards (NOS) for Contact Centre roles are the responsibility of the CfA (Council for Administration).

The CfA is the leading UK authority on Business, Administration and Governance. Focused on the improvement of Business, Administration and Governance Skills, the CfA bridge the gap between what business needs and what the labour market has to provide. It designs and promotes vocational qualifications such as NVQs, SVQs, Apprenticeships and Foundation Degrees and these are amongst the most popular courses across the UK. They cover the following areas of business and business related skills across the UK:

- Business & Administration
- **Customer Service (including Contact Centres)**
- Enterprise and Business Support
- Governance
- Human Resources and Recruitment
- Industrial Relations
- Languages and Intercultural Working
- Leadership and Management (including consultancy)
- Marketing and Sales

The CfA and its partner organisations develop standards, qualifications, and apprenticeship frameworks covering the pan sector areas listed above. The CfA also conducts research, approves qualifications and provides consultancy services within the UK and internationally to businesses and public sector organisations. For further information visit: www.cfa.uk.com

The COPC-2000® CSP Standard

The Customer Operations Performance Center Inc. (COPC Inc.) is a US-based organisation that focuses on the development of global standards and best practice for operational management and performance improvement for providers of call and contact centre services.

The COPC-2000® CSP Standard is a Performance Management Framework designed to deliver results in Customer Service Provider (CSP) contact centre environments including Call Centres, E-Commerce Centres and Transaction Processing Operations. It is relied on as the global standard for implementing contact centre best practices that improve performance metrics in customer satisfaction and service, inbound and outbound sales, dispatch, collections, retention, remittance processing, fulfilment and other related service operations.

For more information about the standard and the certification process, please see: www.copc.com/the_standards/csp/

Skills Pledge

The Skills Pledge is a voluntary public commitment made by the leader of an organisation, agreeing to develop the skills of its employees, including those needing to improve basic skills and those without a first full Level 2 qualification. The Skills Pledge is open to all organisations in England.

Making the Skills Pledge is a promise that, through training, you will work to boost the productivity and efficiency of your organisation and realise the potential of your employees by working towards relevant and economically valuable qualifications. For more information visit: **www.businesslink.gov.uk/bdotg/action/layer?topicId=1084719426**

National Skills Academy

National Skills Academies are employer-led centres of training excellence that enable business, government and other stakeholders to work together to deliver world-class skills.

There are now 15 active Skills Academies including IT and financial services. More are planned and the aspiration is to have one in every major economy sector.

Visit: **www.nationalskillsacademy.co.uk**

Training Quality Standard

The Training Quality Standard recognises and celebrates the best organisations delivering high quality, high impact training to employers. It highlights quality training by looking at the organisation's responsiveness, flexibility, expertise and commitment to continuous improvement.

The Training Quality Standard is a mark for training providers to aspire to because it's tough to achieve, and through it, their performance is what really sets them apart from the competition. If you're an employer, you'll find this is a great way to spot the training providers you can work with to improve the return on your training investments.

Visit: **www.trainingqualitystandard.co.uk/index.php**



Qualifications

Qualifications

Training and Coaching (Contact Centre specific)

This section of the guide provides an overview of the qualifications specifically for trainers and coaches within a contact centre environment.

Training4 Trainers in Contact Centres, University Certificate

This is the only accredited course of its kind, specifically developed for call and contact centre trainers leading to a recognised qualification. The course was developed through European funding.

This 4-day training course mixes theory with practice and provides the opportunity for input, practice and to network with other trainers with the desire to further develop their training design and delivery skills. The course analyses the link between organisational strategy and the delivery of successful, high quality internal training and development programmes.

Attendees will leave with the knowledge and inspiration to deliver even more effective training with improved results! This is the only accredited course of its kind for call and contact centre trainers in the UK.

100% recommendation rating by delegates graduating in the UK (February 2010)

The following is the course in more detail:

Day 1: Training in Context

- To recognise the need for successful, high quality internal training and development programmes

- Explore a range of training styles, methods and theories and discover how these can be used in an organisational context
- To understand and apply the principles of accelerated learning, experiential learning and action learning
- Consider individual learning styles and intelligences and the way in which the adult human brain learns and stores information

Day 2: Identifying Learning Needs

- Identify, prioritise and agree learning needs with individuals and groups, using appropriate methods of training needs analysis
- Recommend learning and development opportunities relevant to identified needs
- Explore how to overcome barriers to organisational learning, including negotiating and persuading for resources and dealing with difficult delegates
- Apply learning to case studies

Day 3: Designing Training

- Design training and development sessions for a group
- Prepare and develop relevant materials and facilities to support a training and development session, including activities, content, paperwork, visual aids and preparing the training environment
- Apply learning to case studies

Day 4: Delivering and Evaluating Training

- Deliver and review a practical learning session for a group
- Receive constructive feedback on training design and delivery
- Provide feedback to learners
- Analyse two models of Evaluation

Entry Requirements

There are no formal entry requirements for this course. It would be an advantage if delegates were existing trainers

or aspiring trainers, in a position to put the course learning outcomes into practice.

University Certificate

The course has been validated by the University of Central Lancashire and a university certificate is available on successful completion of 4 assignments. Each day will be accompanied by an assignment of 1000 words.

Course Fees†

The cost of attending this 4–day course is:

CallNorthWest members: £999+vat*

Non-members: £1099+vat*

To undertake the University Certificate is an additional £450** (vat free).

*The above fees include all course materials (workbooks and tool kit), refreshments including lunch and **full tutor support and access to UCLan library and student services.

†Fees correct at time of going to press.

This course commences each winter and spring, for details of forthcoming courses visit: www.training4.org.uk

Training4 Coaches in Contact Centres, University Certificate

This is the only accredited course of its kind, specifically developed for call and contact centre coaches leading to a University Certificate. The course was developed through European funding.

This programme of 4 x 1-day workshops is designed for dedicated coaches, experienced advisers and/or team leaders who provide coaching support for contact centre staff. It is suitable both for individuals who have limited experience of coaching others and for coaches who would like to further develop their skills in this area.

Delegates will work with real case studies supported by instructor input and practical exercises to hone their

coaching ability. They will also benefit from the opportunity to network with peers from other contact centres in the public and private sectors.

The following is the course in more detail:

Day 1: Coaching

- Establish the personal relevance of the course content
- Identify learning goals
- Consider different organisational approaches to coaching
- Observe and manage a coaching situation
- Introductory practice of client centred coaching skills
 - Questioning
 - Listening
- Introduction and practice of the TGROW coaching model
- Conduct a self assessment of own skills

Day 2: The Developing Coach

- Consider the essential qualities of a highly effective coach
- Practice of coaching skills
 - Questioning
 - Listening
 - Empathy
 - Goal setting
 - Rapport-building
 - TGROW or Constructive Change coaching model
- Managing the coaching relationship
 - Pre coaching engagement
 - Contracting the relationship and areas of focus
 - Post coaching engagement
- Consider approaches for constructive confrontation

Day 3: Creating a Coaching Culture

- Practice using a cultural analysis tool, NLP technique
- Consider the features of a coaching culture
- Consider strategies for introducing a coaching culture
- Practice using a planning tool for cultural transition

- Draw up an action plan for developing/enhancing the use of coaching in your organisation
- Practice coaching skills

Day 4: Continuing Your Development in Coaching

- Explore personal coaching successes and experiences to identify personal learning
- Discuss and identify top tips for 'best practice'.
- Discuss the value of on-going development and identify strategies for taking development forward
- Consider support processes for in house coaching staff
- Identify personal actions to maintain ongoing development

University Certificate

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†Fees correct at time of going to press.

This course commences each winter and spring, for details of forthcoming courses visit: www.training4.org.uk

Training and Coaching Roles (Generic)

This section of the guide provides an overview of the qualifications and standards for roles that are concerned with learning and development but are not specific to the call and contact centre environment.

LLUK

Lifelong Learning UK (LLUK) is the independent employer-led sector skills council responsible for the professional development of those working in career guidance, community learning and development, further education, higher education, libraries, archives and information services, and work based learning across the UK.

The following are the results from the Lifelong Learning UK standards and qualifications database:

Title Framework Level (NI/Eng/Wales)

- BTEC Certificate in Introduction to Life Coaching Skills NQF 2
- BTEC Certificate in Life Coaching Skills and Practice NQF 3
- Certificate in Coaching Learners in the Workplace NQF 3
- Certificate in Education Coaching NQF 3
- Diploma in Leadership Mentoring and Executive Coaching NQF 5
- Advanced Award in Mentoring in Context NQF 3
- Certificate in Community Education Mentoring NQF 2
- Certificate in Work Based Support and Mentoring NQF 2
- Community Mentoring Fundamentals NQF 3
- Intermediate Certificate in Peer Mentoring NQF 2

Note: Lifelong Learning UK is in the process of establishing several new qualifications in coaching and mentoring, as the existing qualifications referred to above are being reviewed they may also change in scope. For further information visit: www.lluk.org

Learning and Development NVQs

NVQs (National Vocational Qualifications) are work-related competence based qualifications.

They reflect the skills and knowledge required to do a job effectively and show that a candidate is competent in the area of work the NVQ represents.

There are a number of NVQs appropriate to trainers and coaches, as follows:

- Level 3 NVQ in Learning and Development
- Level 3 NVQ in Direct Training and Support
- Level 4 NVQ in Learning and Development
- Level 4 NVQ in Management of Learning and Development Provision
- Level 4 NVQ in Co-ordination of Learning and Development Provision
- Level 5 NVQ in Learning and Development

More generic information and guidance visit
www.cityandguilds.com/qtls.html

Chartered Institute of Personnel and Development (CIPD) Professional Qualifications

Rather than the vocational qualifications, some learning and development professionals choose the CIPD qualifications.

Certificate in Training Practice (CTP)

Studying for the CTP provides the first step towards a successful career in training. It covers the skills required by proficient trainers such as training officers, training advisers and line managers. More information can be obtained from:
www.cipd.co.uk/qualifications/choose/foundation/ctp.htm?lsSrchRes=1

Practitioner Level Qualifications (Professional Development Scheme PDS)

The Practitioner Level standards are made up of four subject areas and achievement of all four standard leads to graduate membership of the CIPD. The four areas are:

1. Applied Personnel and Development Standards
2. Leadership and Management Standards
3. People Management and Development Standards
4. Specialist and Generalist Personnel and Development

For more details of these standards, please see:
www.cipd.co.uk/qualifications/choose/pds

People in Operations

CIAC Certification

The Call Center Industry Advisory Council (CIAC) is a US-based non-profit, industry organisation that exists to promote and enable high performance in contact centre people and operations. CIAC Certification testing is based on call centre industry-defined competency standards that specify the knowledge, skills and attributes indicative of superior work performance. The competencies are specific to the job role and at mastery-level.

The CIAC Leadership and Management Competencies specify job role-specific knowledge, skills and attributes for superior leadership and management of a call centre. The competencies address four domains of call centre management responsibility:

- People
- Operations
- Customer Relationships
- Leadership & Business

For more information on the CIAC standards and certification process, please see: www.ciac-cert.org

Contact Centre Roles

National Occupational Standards for Contact Centre's

The National Occupational Standards (NOS) provide an industry-recognised reference framework that can be used for a variety of purposes.

They are recognised as being particularly useful within the areas of recruitment and training and development, where they can be used to:

- define the scope and focus of job roles
- write and review job descriptions
- assess staff
- benchmark individual performance
- identify individual training and development needs
- design and develop in-house training programmes / training materials
- set and appraise individual or team objectives
- align individual and team targets to organisational goals
- ensure best practice at work
- help an organisation meet the indicators for external accreditation
- assure quality of staff performance

Details of the customer service and contact centre National Occupational Standards can be found on the Council for Administration (CfA) website. Visit: www.cfa.uk.com

Contact Centre National Vocational Qualifications (NVQs)

NVQs are recognised qualifications which are assessed 'on-the-job' and exist at a range of levels, as follows, to recognise competence in a variety of Contact Centre job roles:

- Level 5 NVQ for Contact Centre Professionals (aimed at senior managers)

- Level 4 NVQ for Contact Centre Professionals (aimed at managers)
- Level 3 NVQ for Contact Centre Professionals (aimed at team leaders/supervisors)
- Level 2 NVQ for Contact Centre Operations (aimed at agents)
- Level 1 NVQ for Contact Centre Operations (aimed at agents)

Some organisations decide to use NVQs that are not contact centre specific. For example, administration awards are often used in the back office departments of contact centres. Examples of these include:

- Level 4 NVQ in Customer Service (aimed at managers)
- Level 3 NVQ in Customer Service (aimed at team leaders/supervisors)
- Level 2 NVQ in Customer Service (aimed at agents)
- Level 5 NVQ in Management (aimed at senior managers)
- Level 4 NVQ in Management (aimed at managers)
- Level 3 NVQ in Management (aimed at team leaders/supervisors)
- Level 3 NVQ in Telesales (aimed at team leaders/supervisors)
- Level 2 NVQ in Telesales (aimed at agents)
- Level 4 NVQ in Business and Administration (aimed at managers)
- Level 3 NVQ in Business and Administration (aimed at team leaders/supervisors)
- Level 2 NVQ in Business and Administration (aimed at agents)
- Level 1 NVQ in Business and Administration (aimed at agents)

NVQ awards are available from a number of Awarding Bodies, such as (but not exclusive to):

City and Guilds of London Institute

Tel: (+44) 0844 543 0000

Visit: www.cityandguilds.com

Edexcel

Tel: 0844 576 0026 or visit: www.edexcel.com

OCR

Tel: **01223 553998** or visit: **www.ocr.org.uk**

Please contact the Awarding Bodies to obtain details on the awards, how to work towards them and for details of approved centres that can offer support.

Vocationally Related Qualifications (VRQs) and Certificates (VRCs)

Unlike NVQs, these awards are not assessed 'on-the-job' and therefore do not necessarily require an individual to be employed in order to be able to undertake them.

Therefore, they are suitable for those who are already employed and who wish to develop further knowledge and skills to support their work and for those who are studying in preparation for employment in job roles.

These qualifications have been designed to both complement and support NVQ provision.

Examples of these awards that are specific to Contact Centres include:

- Level 3 Certificate in Contact Centre Skills
- Level 2 Certificate in Contact Centre Skills
- Level 1 Certificate of Introduction to the Contact Centre Industry
- Level 3 BTEC Certificate in Call Handling Operations
- Level 2 BTEC Certificate in Call Handling Operations
- Level 1 BTEC Award in Call Handling Operations
- Level 4 BTEC Career path Certificate for Managers
- Level 3 BTEC Career path Certificate for Team Leaders/ Supervisors
- Level 2 BTEC Award in Contact Centre Skills
- Level 1 BTEC Award in Introduction to Contact Centres

Further information is available from (but not exclusive to) the following organisations:

City and Guilds of London Institute

Tel: **(+44) 0844 543 0000**

Visit: **www.cityandguilds.com**

Edexcel

Tel: **0844 576 0026** or visit **www.edexcel.com**

QPC

Tel: **+44 (0)870 242 1097** or visit: **www.qpc.com/eu/Resources/QPC-eu_BTECCareerPath_V4.pdf**

Other BTEC awards that may be of interest to those in Contact Centres include:

- Level 2 Certificate in Customer Service
- Level 3 Certificate in Customer Service
- Level 3 Certificate in Administration
- Level 2 Certificate in Administration
- Level 1 Certificate in Administration
- Level 3 Award in Administration
- Level 2 Award in Administration

From the Institute of Leadership and management:

- Level 3 Certificate in Leadership (ILM)
- Level 3 Award in Leadership (ILM)
- Diploma in Management Coaching and Mentoring (ILM)

ILM

Tel: **+44 (0) 1543 266867**

or visit: **www.i-l-m.com/learn-with-ilm/847.aspx**

Higher Education Qualifications (Customer and Contact Centre Management)

Post Graduate Certificate and Diploma in Contact Centre Management

University of Central Lancashire

Tel: **01772 201201**

Email: **tekirby@uclan.ac.uk**

Visit: **www.uclan.ac.uk/information/courses/index.php**

Foundation Degree (MA) in Contact Centre Management

University of Central Lancashire

Tel: **01772 201201**

Email: **tekirby@uclan.ac.uk**

Visit: **www.uclan.ac.uk/information/courses/index.php**

Foundation Degree in Contact Centre Management

Burnley College, visit: **www.burnley.ac.uk**

Certificate in Call Centre Operations

Chartered Institute of Bankers in Scotland, visit:

www.charteredbanker.com

Professional Certificate in Contact Centre Management and Strategy for Contact Centre Managers

Calcom Group

Visit: **www.calcomgroup.com/learning.php**

Professional Qualifications – Team Leaders

Certificate in Management Studies for the Contact Centre Industry

The University of Northampton, visit: www.northampton.ac.uk/courses/postgraduate/detail/?id=0174

CCA Professional Certificate and CCA Professional Diploma Management Development Partnership, visit: www.mdpuk.org/brochures/accreditationofCCtraining2009web.pdf

BTEC Advanced Certificate in Contact Centre Leadership Edexcel, visit: www.edexcel.com

Professional Qualifications – Planning and Resourcing

Foundation Certificate in Contact Centre Resource Planning Professional Planning Forum

Visit: www.planningforum.co.uk/Default.aspx?tabid=79

Advanced Certificate in Contact Centre Resource Planning Professional Planning Forum, visit: www.planningforum.co.uk/Default.aspx?tabid=81

Professional Qualifications – Agents

City & Guilds Certificate in Diagnosing Defects and Ordering Repairs

Upkeep, visit: www.upkeep.org.uk/training/certificate.htm

ICS Communications Award

Institute of Customer Service, visit: www.instituteofcustomerservice.com/1738/Institute-professional-qualifications.html

ICS Solutions Award

Institute of Customer Service, visit:

www.instituteofcustomerservice.com/1738/Institute-professional-qualifications.html

ICS Innovations Award

Institute of Customer Service, visit:

www.instituteofcustomerservice.com/1738/Institute-professional-qualifications.html

Career Routes in the Contact Centre Industry

With so many qualifications and awards available, it is sometimes difficult to see a career route or pathway. See below for examples of the awards and qualifications that you may consider by job role:

Senior Contact Centre Manager / Director

- **Post Graduate Certificate in Contact Centre Management** - University of Central Lancashire.
For more information visit: www.uclan.ac.uk
- **Post Graduate Diploma in Contact Centre Management** - University of Central Lancashire.
For more information visit: www.uclan.ac.uk
- **Masters in Contact Centre Management**
- University of Central Lancashire.
For more information visit: www.uclan.ac.uk
- **Level 5 NVQ for Contact Centre Managers**
- **Level 5 NVQ in Management**

Call Centre Manager

- **Foundation Degree in Contact Centre Management** - University of Central Lancashire
- **Foundation Degree in Contact Centre Management** - Burnley College
- **Foundation Degree in Service Management** - City of Sunderland College
- **Diploma in Service Leadership** - Warwick Business School
- **Diploma in Call Centre Management (CIOBS)**
- **Professional Certificate in Management** - The Open University
- **Professional Certificate in Contact Centre Management and Strategy for Contact Centre Managers** - Calcom, www.calcomgroup.com
- **Advanced Certificate in Contact Centre Leadership** - Calcom, www.calcomgroup.com
- **Diploma in management (for contact centres)** - MDP Working with Oxford Brookes University
- **International Diploma in Business Management and Call Centre Operations** - Chichester College
- **Sitel Certificate in Call Centre Management** - Sitel Accredited by the Open University
- **Level 4 NVQ for Contact Centre Professionals**
- **Level 4 NVQ in Customer Service**
- **Level 4 NVQ in Management**
- **Level 4 NVQ in Business Administration**
- **Level 4 BTEC Career path Certificate for Managers**

Team Leader / Senior Agent

- **Certificate in Management Studies for the Contact Centre Industry** - University of Northampton
- **The Diploma in Contact Centre Team Management (MDP)**
- **Advanced Certificate in Contact Centre Leadership** - Calcom, www.calcomgroup.com

Team Leader / Senior Agent (cont...)

- Level 3 NVQ for Contact Centre Professionals
- Level 3 NVQ in Customer Service
- Level 3 NVQ in Management
- Level 3 NVQ in Business Administration
- Level 3 BTEC Career path Certificate for Team Leaders/Supervisors
- Level 3 NVQ in Telesales
- Level 3 Certificate in Contact Centre Skills
- Level 3 BTEC Certificate in Call Handling Ops Operations
- Level 3 Certificate in Customer Service
- Level 3 Certificate in Administration
- Level 3 Award in Administration
- Level 3 Certificate in Leadership (ILM)
- Level 3 Award in Leadership (ILM)
- Diploma in Management Coaching and Mentoring (ILM)

Trainer

- CallNorthWest Training4 Trainers University Certificate
- Level 3 NVQ in Learning and Development
- Level 3 NVQ in Direct Training and Support
- Level 4 NVQ in Learning and Development
- Level 4 NVQ in Management of Learning and Development Provision
- Level 4 NVQ in Co-ordination of Learning and Development Provision
- Level 5 NVQ in Learning and Development
- Certificate in Initial Assessment and Support of Learners
- Certificate in Review and Assessment of Learning
- Certificate in Basic Skills Development in the Workplace

Trainer (cont...)

- **Certificate in Basic Skills Support in the Workplace**
- **Certificate in Training and Presenting in the Workplace**
- **Certificate in Skills Training in the Workplace**
- **Certificate in Workplace Learning**
- **Certificate in Training Practice**
- **CIPD Professional Development Scheme (PDS)**

Coach / Mentor

- **CallNorthWest Training4 Coaches University Certificate**
- **Level 3 NVQ in Learning and Development**
- **Level 3 NVQ in Direct Training and Support**
- **Level 4 NVQ in Learning and Development**
- **Level 4 NVQ in Management of Learning and Development Provision**
- **Level 4 NVQ in Co-ordination of Learning and Development Provision**
- **Level 5 NVQ in Learning and Development**
- **Certificate in Initial Assessment and Support of Learners**
- **Certificate in Review and Assessment of Learning**
- **Certificate in Basic Skills Development in the Workplace**
- **Certificate in Basic Skills Support in the Workplace**
- **Certificate in Mentoring in the Workplace**
- **Certificate in Coaching Learners in the Workplace**
- **Certificate in Skills Training in the Workplace**
- **Certificate in Workplace Learning**
- **CIPD Professional Development Scheme (PDS)**

Resource Planning

- **Foundation Certificate in Call Centre Resource Planning**
- **Advanced Certificate in Call Centre Resource Planning**

Experienced Agent

- **The Certificate in Telephone Banking** (Chartered Institute of Bankers Scotland)
- **City & Guilds Certificate in Diagnosing Defects and Ordering Repairs**
- **ICS Communications Award**
- **ICS Solutions Award**
- **ICS Innovations Award**
- **Level 2 NVQ for Contact Centre Operations**
- **Level 2 NVQ in Customer Service**
- **Level 2 NVQ in Business Administration**
- **Level 2 BTEC Career path Award in Contact Centre Skills**
- **Level 2 NVQ in Telesales**
- **Level 2 Certificate in Contact Centre Skills**
- **Level 2 BTEC Certificate in Call Handling Operations**
- **Level 2 Certificate in Customer Service**
- **Level 2 Certificate in Administration**
- **Level 2 Award in Administration**

New Entrant or New Agent

- **Level 1 NVQ for Contact Centre Operations**
- **Level 1 NVQ in Business Administration**
- **Level 1 BTEC Career path Award in Introduction to Contact Centres**
- **Level 1 Certificate of Introduction to the Contact Centre Industry**
- **Level 1 BTEC Award in Call Handling Operations**
- **Level 1 Certificate in Administration**



Recommended Reading

Recommended Reading

For Trainers

To support personal development, we have included a short section on recommended reading materials. To help you select reading material, we have reproduced Amazon's short synopses of a number of books and named other books that you may find interesting. In all cases, we have included the ISBN number to help you order publications.

The Call Centre Training Handbook: A Complete Guide to Learning and Development in Contact Centres by John P Wilson

The call Centre Training Handbook provides a complete resource for training in contact centres. Based on detailed research and compiled by a team of international experts, it addresses all the key areas of learning and development including:

- Recruiting and inducting new staff
- Communicating and connecting with the customer
- Dealing with difficult customers
- Coaching and mentoring
- Developing emotional intelligence to handle stress
- Measuring and evaluating performance

ISBN: 0749450886

Basic Training for Trainers: A Handbook for New Trainers by Gary Kroehnert

This book is a standard reference on training with an established reputation amongst trainers, human resource managers and managers. Covering all the core principles of training, this revised edition is accessible and fun, and offers insights into achieving success in the constantly changing workplace.

ISBN: 0074709135

Ultimate Training Workshop Handbook: A Comprehensive Guide to Leading Successful Workshops and Training Programs by Bruce Klatt

This is probably one of the most comprehensive guides to leading a training session or workshop ever published. This reference book answers just about every question a trainer/facilitator might have about leading a successful training programme, from motivating participants to measuring the results. Based on 25 years of workshop experience, the book features hundreds of professional tips and tricks, plus reproducible materials to use at every step of the training process.

ISBN: 0070382018

The Accelerated Learning Handbook: A Creative Guide to Designing and Delivering Faster, More Effective Training Programs by Dave Meier

Discover how today's organisations are benefiting from accelerated learning to speed training time, improve results, and reduce costs. Accelerated learning is the use of music, colour, emotion, play, and creativity to involve the whole student and enliven the learning experience. The "Accelerated Learning Handbook" is the first definitive book to explain state-of-the-art accelerated learning techniques to trainers and teachers, and features 40 techniques designed to save money while producing far better results. Leading expert Dave Meier provides an overview of the background and underlying principles of accelerated learning, and reviews the latest supporting research results. Training professionals will look to "The Accelerated Learning Handbook" to: improve the long-term value of training, cut course development time by half, and discover tips for music- and computer-based learning.

ISBN: 0071355472

How to write and Prepare Training Materials by Nancy Stimson

This handbook is packed with highly practical advice to help trainers ensure their training materials are as effective as possible. Clearly explaining the essential techniques to employ when writing and preparing all types of training materials whether handouts, reports, structured courses or material for use online the book gives proven tips for improvement. Covering all aspects of the written word relating to training, the book covers: Manuals, Forms and Questionnaires; Course notes and handouts; Course Visuals; Self-learning Texts; Reports; Memos and Minutes; Tables and Charts and also has helpful information on copyright issues, data protection implications, editing and punctuation.

ISBN: 0749437235

500 Tips for Trainers by Phil Race and Brenda Smith

This publication offers at least 500 practical suggestions for trainers on a wide variety of aspects of designing, delivering and evaluating training programmes and resources. The book covers such topics as planning your programme, organising the venue, running the workshop, using resources effectively and making the most of feedback.

ISBN: 088415288X

Training for Dummies by Elaine Biech

ISBN: 0764559850

The Trainer's Toolkit: Bringing Brain-friendly Learning to Life by Kimberley Hare and Larry Reynolds

ISBN: 1904424236

Making Training and Development Work: A Best Practice Guide by Thomas N Garavan, Caroline Hogan and Amanda Cahir-O'Donnell

ISBN: 186076276X

**Creating a Learning and Development Strategy by
Andrew Mayo**

ISBN: 1843980568

**Developing Effective Training Skills (McGraw-Hill Training
Series) by Tony Pont**

ISBN: 0077091434

**Learning Needs Analysis and Evaluation by Frances Bee
and Roland Bee**

ISBN: 0852929676

Training Practice by Penny Hackett

ISBN: 0852929803

Learning and Development by Rosemary Harrison

ISBN: 1843980509

**The Trainer's Toolkit: Bringing Brain-friendly Learning to
Life by Kimberley Hare and Larry Reynolds**

ISBN: 1904424236

**How to Measure Training Success by Jack Phillips and
Ron Stone**

ISBN: 0071387927

**The Training Needs Analysis Pocketbook (Management
Pocketbooks) by Paul Donovan and John Townsend**

ISBN: 1903776244

**The Trainer's Handbook (Pfeiffer Essential Resources for
Training and HR Professionals) by Karen Lawson**

ISBN: 0470403047

**Learning Needs Analysis and Evaluation by Ronald Bee
and Frances Bee**

ISBN: 0852929676

**Practical Training Strategies for the Future by Sue
Brelade, Tony Miller and Chris Harman**

ISBN: 0273633953

**Making Training and Development Work: A Best Practice
Guide by Thomas N Garavan, Caroline Hogan and
Amanda Cahir-O'donnell**

ISBN: 186076276X

**Creating a Learning and Development Strategy: The
HR Business Partner's Guide to Developing People by
Andrew Mayo**

ISBN: 1843980568

**The Accelerated Learning Handbook: A Creative Guide to
Designing and Delivering Faster, More Effective Training
Programs by Dave Meier**

ISBN: 0071355472

Designing and Delivering Training by David Simmonds

ISBN: 0852929927

Delivering Training (Training Essentials) by Suzy Siddons

ISBN: 0852926685

For Coaches and Mentors

The Coaching Manual: The Definitive Guide to the Process and Skills of Personal Coaching by Julie Starr

This book combines an understanding of coaching principles, skills, attitudes and behaviours, along with practical guidance and a comprehensive tool kit for coaches.

ISBN: 0273661930

Coaching for Performance: GROWing Human Potential and Purpose - the Principles and Practice of Coaching and Leadership (4th Edition) (People Skills for Professionals) by John Whitmore

A must read for any coach aspiring to do advanced work with their clients. Bringing together the simplicity of the coaching process and the larger scope of the coaching profession in a readable and provocative way, coaching for performance forecasts the necessary evolution that awaits the world of business and the world of coaching. --Laura Whitworth, co-founder of The Coaches Training Institute and author of Co-Active Coaching.

ISBN: 185788535X

Feedback Pocketbook by Mike Pezet

For Managers, trainers and team members, a pocketful of techniques to create feedback conversations that underpin learning, build relationships and engage motivation.

ISBN: 1906610126

Complete Guide to Coaching at Work by Suzanne Skiffington and Perry Zeus

"Complete Guide to Coaching at Work" is an important book for people looking to step into the dynamic and progressive area of coaching. This comprehensive, unique reference explains the basic principles and key concepts behind this increasingly well-recognised, effective method of achieving change and development in organisations. "Coaching" follows a well-defined, systematic logic that produces results that can be powerful. This book provides a concise, step-by-step blueprint of successful coaching methods, models and tools, using case studies and an accessible format to make it easy to use and informative. It contains useful insights on how to permanently enhance personal and organizational effectiveness, performance and growth in the work place.

ISBN: 0074708422

The Coaching at Work Toolkit by Perry Zeus and Suzanne Skiffington

"The Coaching at Work Toolkit" is the first comprehensive, practical resource for coaches in the use of the theories, tools, techniques and practices that affect learning and change. This book offers coaching tools and psychology-based techniques and is a much-needed guide to understanding the practice of coaching and applying the theories and language associated with it. The employment of life skills coaching, executive coaching and business coaching is being heralded as the way to create organizations of the future.

Anyone interested in achieving their best and staying ahead of the competition should read this book. Through the use of case studies, practical instructions and application guidelines, the authors have provided models, principles and techniques that enable professional coaches to achieve breakthrough results.

This book builds upon the success of the authors' first general coaching reference "The Complete Guide to Coaching at Work". This title is focused on the nature of coaching, coaching models and frameworks, and the competencies for successful coaches.

ISBN: 0074711032

Behavioural Coaching: Building Sustainable Personal and Organizational Strengths by Suzanne Skiffington and Perry Zeus

This book follows on from the first two books; however it does not form part of a strict series. The "Complete Guide to Coaching at Work" was a general introduction to definitions and applications of coaching. The "Coaching at Work" toolkit provided behaviourally based tools and techniques for coaches. "Behavioural Coaching" provides a model of practice for the coaching applications in "The Coaching at Work" toolkit. This book presents a coherent definition and model of behavioural coaching based upon scientific, validated behavioural principles. It provides structured models and strategies for bringing about durable and measurable change in individuals and organisations.

ISBN: 0074713280

Performance Coaching: The Handbook for Managers, HR Professionals and Coaches by Angus McLeod

ISBN: 1904424058

Coaching: Evoking Excellence in Others by James Flaherty

ISBN: 0750679204

Coaching and Mentoring for Dummies by Marty Brounstein

ISBN: 0764552236

The Coaching Bible: The Essential Handbook by Ian McDermott and Wendy Jago

ISBN: 0749927046

Coaching with NLP: How to Be a Master Coach by Joseph O'Connor and Andrea Lages

ISBN: 0007151225

The Little Book of Coaching: Motivating People to Be Winners by Kenneth Blanchard and Don Shula

ISBN: 0007122209

Coaching Skills: A Handbook

ISBN: 0335225527

The Coaching Pocketbook (The Pocketbook) by Ian Fleming, Allan J.D Taylor and Phil Hailstone

ISBN: 075065287X

The Art of Mentoring by Mike Pegg

ISBN: 1934747033

The Coaching Pocketbook by Ian Fleming, Allan JD Taylor, Phil Hailstone

ISBN: 1903776198

The Coaching Manual: The Definitive Guide to the Process, Principles and Skills of Personal Coaching by Julie Starr

ISBN: 0273713523

101 Coaching Strategies and Techniques (Essential Coaching Skills and Knowledge) by Gladeana McMahon and Anne Archer

ISBN: 0415473349

**Focusing: How to Open Up Your Deeper Feelings and
Intuition by Eugene T Gendlin**

ISBN: 184413220X

From Coach to Awakener by Robert Dilts

ISBN: 0916990451

**NLP at Work: The Essence of Excellence-3rd Edition by
Sue Knight**

ISBN: 1857885295

Mentoring by Reg Hamilton

ISBN: 184439008X

**The Life Coaching Handbook: Everything You Need to Be
an Effective Life Coach by Curly Martin**

ISBN: 1899836713

**The One Minute Manager - The One Minute Manager by
Kenneth Blanchard and Spencer Johnson**

ISBN: 0007107927

**The 7 Habits of Highly Effective People by Stephen R.
Covey**

ISBN: 0684858398

**Getting Past No: Negotiating with Difficult People by
William Ury**

ISBN: 0712655239

Magazines for Contact Centre Trainers and Coaches

If books aren't what you are looking for, then monthly magazines may be more your thing. The selection below provides support in learning and development, as well as contact centre awareness. Take a look at:

Coaching at Work

www.cipd.co.uk/coachingatwork/presales/

People Management

www.peoplemanagement.co.uk/pm

Training and Coaching Today

<https://www.qssa.co.uk/reed/subcentre/subsorder.asp?rb=1&title=tra&promcode=031>

Call Centre Focus

www.callcentre.co.uk/callcentrefocus

Call Centre Europe

www.call-centre-europe.com/



Useful Websites

Useful Websites

Learning and Development

In today's electronic age we don't need to leave our offices to get information. Here are some websites that may be helpful in your learning and development role – we've also given an overview on what each website can provide.

<http://skillsfundingagency.bis.gov.uk>

Department for Business, Innovation and Skills agency, fund and regulate adult further education and skills training in England.

<http://careersadvice.direct.gov.uk/>

Helpful advice on careers and learning.

www.cipd.co.uk/default.cipd

Chartered Institute of Personnel & Development, the professional institute for HR and development staff.

www.businessballs.com

For; free games, famous quotes, personality tests and team building ideas.

www.campaign-for-learning.org.uk

A charity that promotes learning, offering free support materials for organisations.

www.thetrainingshop.co.uk

Shop for training toys and materials, specialists in creative training and accelerated learning.

www.trainerslibrary.com

Download training materials.

<http://rwp.excellencegateway.org.uk/readwriteplus>

Excellence Gateway offers you resources, support and advice, and opportunities to participate and share good practice.

www.traintogain.gov.uk

Train to Gain offers impartial advice, matches training needs with training providers and makes sure that training and support is delivered to meet your objectives.

www.investorsinpeople.co.uk

Free business improvement tool is designed to guide you through development activities and help transform your performance.

www.sfbn-mandl.org.uk

Sector Skills Development Agency, aimed at enhancing Management and Leadership development.

www.insights.com/index.aspx

Insights is a global learning and development company working in partnership with leading organisations across the world.

www.lsnlearning.org.uk

Experienced in delivering innovative solutions in the learning and skills sector.

www.mast.co.uk

An innovative learning and development consultancy website.

Contact Centre Information

If you are looking for facts, figures and information on the Contact Centre industry in the UK and globally, you should visit these websites:

www.callnorthwest.org.uk
www.contactbabel.com
www.callcentrehelper.com
www.callcentre.co.uk
www.contactcenterworld.com/main.asp
www.instituteofcustomerservice.com
www.callcenterops.com
www.callcentres.net
www.callcentres.com.au
www.teleplaza.com
www.supportindustry.com
www.insightexec.com
www.customerthink.com
www.crm-daily.com
www.crmxchange.com
www.benchmarkportal.com/newsite/index.tml
www.ecustomerserviceworld.com
www.cm-insight.com
www.cca2z.co.uk
www.ccma.org.uk
www.qaqna.com
www.cca-global.com
www.contactcentrelink.com
www.call-centre-europe.com
www.callcentrevoice.com



Continuous Personal Development

Continuous Personal Development

Memberships

Aside from qualifications, books, magazines and websites given earlier, other avenues you may want to consider in supporting your personal development are memberships.

Membership of the Chartered Institute of Personnel and Development

Visit: www.cipd.co.uk/qualifications/choose/advance

Membership of The Learning Network

Visit: www.thelearningnetworkonline.com/

Membership of the Development Education Association

Visit: www.dea.org.uk/

Membership of the International NLP Trainers Association

Visit: www.inlpta.co.uk/

Accreditation of Trainers and Training

Part of your own personal development may be gained through seeking accreditation as a trainer or accreditation of the materials you have written. This section of the guide gives you the names of organisations that accredit trainers and training – please visit their websites for specific details:

CCA Global Standard® Training Accreditation

Benchmark the quality of training delivered globally within customer contact centres.

Visit: www.cca-global.com

Institute of Customer Service Training Mark

Provides a national accreditation of an organisation's internal customer service training programme, visit:

www.instituteofcustomerservice.com/1723/Training-accreditation.html

Financial Services Skills Council

Training accreditation scheme, visit:

www.fssc.org.uk/ssa_stage_3_scotland.pdf

Institute of IT Trainers

A range of targeted accreditation programmes for IT

Training, visit: www.iitt.org.uk/

Guide to using External Providers

The 'do's' and 'do not's' of using External Training Providers

In most businesses there will be times when either there are too few internal trainers available or the internal trainers do not have the required knowledge or skill to meet all call and contact centre training requirements. As a result, it may be necessary to bring in an external training provider. This section of the guide provides some help in understanding the potential benefits of using external providers as well as identifying the pitfalls that may be encountered in selecting a provider and some guidance on how best to approach this. This guidance may support you in justifying the need for external provision in your business.

The potential benefits of using an external provider

1. The training provider may have spent years refining their training courses, while training thousands of people in different organisations so the quality of delivery is maintained through the continual development of the trainers delivering the programme
2. The trainer can bring you up to date with current best practice
3. External training can bring new fresh ideas and energy into the learning process

4. A good trainer may challenge the way your business currently operates
5. The quality of the materials may be superior to what you can produce yourself
6. It frees up your time to create courses only you can design (specific for your business)
7. The course may already have been developed, so the cost may be less than developing a course yourself i.e. it is more cost effective to buy a course that fits your needs than develop it yourself

Selecting an External Training Provider

In choosing a provider, the decision essentially comes down to assessing the competence of the organisation and/or the trainer and the quality of training on offer. In doing this, it is advisable to consider the following factors:

Do

Look beyond existing suppliers

It is often difficult to identify a really good training provider that can provide innovative and effective training solutions. This leads many organisations to stick rigidly with existing suppliers, even when they are expensive or could add something new.

Check with colleagues in other businesses - or staff who might have received training with past employers - or trade bodies - Contact CallNorthWest and actively look for recommendations.

Do not

Choose a generic provider

Ensure you find a specialist. Avoid the generic providers who walk in and present an answer before listening to your training needs.

Typically, they may have a general solution to a broad problem. Review the course objectives of the trainer and ensure they match your own.

Do

Look for custom fit

The most effective training is often the programme that is carefully customised. Look for a training provider that offers insight and support in refining your organisation's training goals, researches your needs, and applies the findings to proven strategies.

With a specialist, the chances are greater that your training will be relevant and successful

Do not

Assume who the facilitator will be

Insist on profiles of all training facilitators who will be delivering the training. You could even ask the training provider for an opportunity to meet their facilitator.

Check if he or she has trained with similar groups in the past and with similar learning objectives and delivery tools as the programme you are seeking. Remember that the person who comes to pitch to you may well not be the same person who develops and delivers the training.

Do

Check the reputation of provider

Ensure the reputation of the training provider is still current, they are 'as good as they used to be' and you are not dazzled by their marketing spiel.

Ask for, and follow up references for both the organisation and the training facilitator who will be looking after your training project.

Do not

Accept a vague costing

Clearly you need to know the exact 'per person cost' of the training. Don't accept open-ended quotations and look out for extras such as materials, overnight expenses for trainers and refreshments for participants.

When inviting quotes, specify that 100% of the costs must be included even if an exact estimate is not possible.

Do

Review materials/training style

Ensure you have an opportunity to look at all of the materials to be used by participants during the training programme. Are the materials available on CD-Rom or on-line?

Be clear about the level of participant involvement in aspects such as learning, project work and assessment.

Do not

Overlook the total costs

As well as the direct costs, allow for the lost work time of those attending and the time spent setting up the training when you are considering the cost benefit analysis.

Do

Check currency of training

Be clear about the risks that the training might quickly become out-of-date, in terms of legislation, technological developments or your own organisational change.

Do not

Overlook follow up

The effectiveness of many training programmes is enhanced by follow-up sessions. Look for these, and check they are included in the cost.

Do

Clarify ability to offer certification

If the training course is needed for employee certification or you believe that a participant motivation will be enhanced by external certification, ensure a relevant and respected awarding body properly accredits the course offered.

Remember that if you are going to use an external provider you need to be clear on the criteria you are going to use to evaluate them. It may be worth considering the following questions to help in this process:

Are the training objectives in the proposal stated as outcomes relating to workplace behaviour?

Is the training pitched at a level appropriate to the audience?

Are the course materials professional? Effective?
User-friendly? Current?

Is there going to be sufficient interaction and variety of learning methods for the delegates?

Are exercises well-designed, appropriate and time-effective?

Is the cost reasonable and affordable relative to the benefits?

Are processes to maximise transfer of learning into practice built in?

Have evaluation tools been provided? Do they measure the desired behaviour?

Has the course been run before and validated?
Can the supplier provide references, customer feedback and details of results?

How much does the training provider know about the subject you wish them to train?

Have they worked with your industry sector/business before?

How will they measure the success of any programme they run with you?

Can you work with them during the preparation stages to determine the learning points are relevant to your trainees?

How much of the material is off-the-shelf and how much of it is bespoke?

What guarantees does the provider offer in respect to the quality of the materials and delivery?

Will you be charged for design work, or is it a complete package price?

Will you require follow-up work after the programme?
Can they offer coaching and telephone support to the trainees after the events?

What contingency plans do they offer in the event of sickness of the trainer before or during the training event?

What contingency plans do they offer if the programme doesn't hit the mark?

Guide to Funding Support for Training Provision

Skills Funding Agency

The Skills Funding Agency replaced the Learning Skills Council (LSC). They are an agency of the Department for Business, Innovation and Skills and their job is to fund and regulate adult further education and skills training in England.

Their mission is to ensure that people and businesses can access the skills training they need to succeed in playing their part in society and in growing England's economy. They do this in the context of policy set by the Department for Business, Innovation and Skills and informed by the needs of businesses, communities and sector and industry bodies.

Research shows that three in four business people (76%) believe that their organisation would not succeed without investment in training.

Full information on the skills support provided is below:

Train to Gain

Help your business to survive and thrive by investing in training as a route to improving business performance. The advice comes from a Business Link Adviser (at no cost), a college or training provider who will work with you on a dedicated one-to-one basis. Tel: **0845 600 9 006**, Visit: **www.businesslink.gov.uk/bdotg/action/layer?topicId=1085436146**

Apprenticeships

Apprenticeship funding is available from the National Apprenticeship Service. The size of the contribution varies depending on your sector and the age of the candidate. If the apprentice is aged 16–18 years old, you will receive 100 per cent of the cost of the training; if they are 19-24 years old, you will receive up to 50 per cent; if they are 25 years old or over you may only get a contribution depending on the sector and area in which you operate.

This is paid directly to the organisation that provides and supports the Apprenticeship; in most cases this will be a learning provider. Large employers with a direct contract with the National Apprenticeship Service may receive the funding themselves. Visit: **<http://apprenticeships.org.uk/Employers/Training-and-Funding.aspx>**

The Young People's Learning Agency (YPLA)

The YPLA was established by the Apprenticeships, Skills, Children and Learning Act 2009 and launched in April 2010. They are sponsored by the Department for Education and exist to support the delivery of training and education to all 16 – 19 year olds in England.

Their work falls into three interlinked areas:

- raising participation and improving attainment by 16-19 year olds
- funding academies for all their provision; and
- providing financial support to young learners, typically in the form of Education Maintenance Allowance (EMA);

Visit: www.ypla.gov.uk

Other Funding Sources

In addition to funding via the Learning and Skills Council, there is frequently funding for training and development available from sources such as the European Social Fund (ESF), the European Commission and local government grants and incentives. For example, certain locations in the North West are in receipt of European Union Objective 2/3 funds.

As a result many FE and HE institutions as well as work based learning providers have secured funds to run training programmes. The availability of funding varies between geographic sites and is dependant upon public sector priorities.

For the most comprehensive and up-to-date database of grants and other initiatives operating in the UK, please visit GRANTnet, a straightforward FREE-to-use service that can help you to find suitable funding. Visit: www.grantnet.com/index.php

The information on GRANTnet comprises in excess of 5,000 funding schemes that are available in the UK from European and national sources, directed at the public, private, charitable, and voluntary and community sectors.

Another source of information about funding availability is e-skills UK. The site is a great resource for funding opportunities. Visit: www.e-skills.com

Disclaimer

Whilst every effort has been made to ensure the accuracy of the resource guide, if there are any omissions, errors, additions or comments you would like to bring to our attention, please e-mail them to: info@training4.org.uk



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