

## Government Contact Centres Functional Map

### Final Version – June 2010

#### Key Purpose of the Government Contact Centres

To identify and meet the diverse needs of customers, by providing efficient and accurate access to government products and services through appropriate channels, in line with legislation, policy and quality requirements

#### Key Areas of the Functional Map

(Use CTRL + left click to go directly to the key area).

[A. Manage strategy for Contact Centres](#)

[B. Manage operations of Contact Centres](#)

[C. Manage Contact Centres services](#)

[D. Deliver Contact Centres services](#)

#### Caveat

It is important to understand that, although the Government Contact Centres Functional Map is presented in a hierarchical format, there is no intention to suggest that functions nearer the top of the hierarchy are more important than those at the bottom. Likewise, there is no intention to suggest that functions must happen as a linear process; sometimes they do, but more often than not functions happen simultaneously and there are lots of feedback loops.

**Contact Centre Functional Map within Operational Delivery Profession**

**Key Area A: Manage strategy for Contact Centres**

<b>Area of Competence</b>	<b>Function</b>	<b>NOS</b>	<b>Origin</b>
<b>AA Establish the business requirements of Contact Centres</b>	AA1 Establish the business requirements of Contact Centres	GS CC AA1.1 Establish strategic direction in line with political priorities for the public sector	<i>Import</i> 2.3.2 Establish strategic direction in line with political priorities for the public sector ( <b>Government Skills – Professional Skills for Government</b> )
	AA2 Map the environment in which your organisation operates	GS CC AA2.1 Map the environment in which your organisation operates	<i>Import</i> B2 Map the environment in which your organisation operates ( <b>Management Standards Centre – Management and Leadership</b> )
<b>AB Establish the needs and preferences of customers</b>	AB1 Research the needs and preferences of customers	GS CC AB1.1 Plan, manage and evaluate social marketing research programmes	<i>Import</i> SMA1.1 Plan, manage and evaluate social marketing research programmes ( <b>Marketing and Sales Standard Setting Body – Social Marketing NOS</b> )
		GS CC AB1.2 Analyse, interpret and synthesise data and research findings to inform social marketing strategy	<i>Import</i> SMA1.4 Analyse, interpret and synthesise data and research findings to inform social marketing strategy ( <b>Marketing and Sales Standard Setting Body – Social Marketing NOS</b> )

### Contact Centre Functional Map within Operational Delivery Profession

Area of Competence	Function	NOS	Origin
	AB2 Identify groups of customers with similar profiles, needs and preferences	GS CC AB2.1 Develop and define segments within target groups to inform social marketing strategies	<i>Import</i> SMA1.5 Develop and define segments within target groups to inform social marketing strategies ( <b>Marketing and Sales Standard Setting Body – Social Marketing NOS</b> )
<b>AC Develop and review strategic plans to meet customer needs and preferences and business requirements</b>	AC1 Develop and review strategic plans to meet customer needs and preferences and business requirements	GS CC AC1.1 Develop a strategic business plan for your organisation	<i>Import</i> B3 Develop a strategic business plan for your organisation ( <b>Management Standards Centre – Management and Leadership</b> )
<b>AD Develop standards, targets and frameworks for monitoring and evaluating Contact Centres</b>	AD1 Develop standards, targets and frameworks for monitoring and evaluating Contact Centres	GS CC AD1.1 Improve organisational performance	<i>Import</i> F12 Improve organisational performance ( <b>Management Standards Centre – Management and Leadership</b> )
<b>AE Establish policies to deliver strategic plans</b>	AE1 Establish policies to deliver strategic plans	GS CC AE1.1 Design policy	<i>Import</i> 2.4.1 Design policy ( <b>Government Skills – Professional Skills for Government</b> )

### Contact Centre Functional Map within Operational Delivery Profession

Area of Competence	Function	NOS	Origin
<b>AF Implement strategic plans</b>	AF1 Put the strategic plan into action	GS CC AF1.1 Put the strategic plan into action	<i>Import</i> B4 Put the strategic plan into action <b>(Management Standards Centre – Management and Leadership)</b>
	AF2 Design and test operational processes to deliver strategic plans	GS CC AF2.1 Design and test operational delivery business process	<i>Import</i> 2.3.8 Design and test operational delivery business process <b>(Government Skills – Professional Skills for Government)</b>
<b>AG Develop the culture of Contact Centres</b>	AG1 Develop the culture of Contact Centres	GS CC AG1.1 Develop the culture of your organisation	<i>Import</i> B9 Develop the culture of your organisation <b>(Management Standards Centre – Management and Leadership)</b>
<b>AH Procure strategic equipment for Contact Centres</b>	AH1 Procure strategic capital equipment for Contact Centres	GS CC AH1.1 Select suppliers through a tendering process	<i>Import</i> E16 Select suppliers through a tendering process <b>(Management Standards Centre – Management and Leadership)</b>

## Contact Centre Functional Map within Operational Delivery Profession

Area of Competence	Function	NOS	Origin
	AH2 Outsource Contact Centre services	GS CC AH2.1 Outsource business processes	<i>Import</i> E17 Outsource business processes <b>(Management Standards Centre – Management and Leadership)</b>
<b>AI Develop, maintain and evaluate business continuity plans and arrangements</b>	AI1 Develop, maintain and evaluate business continuity plans and arrangements	GS CC AI1.1 Develop, maintain and evaluate business continuity plans and arrangements	<i>Import</i> CC AD1 Develop, maintain and evaluate business continuity plans and arrangements <b>(Skills for Justice – Civil Contingencies)</b>
<b>AJ Co-ordinate communications functions and the dissemination of the organisation's communications</b>	AJ1 Co-ordinate communications functions and the dissemination of the organisation's communications	GS CC AJ1.1 Co-ordinate communications functions and the dissemination of the organisation's communications	<i>Import</i> 4.4.4 Co-ordinate communications functions and the dissemination of the organisation's communications <b>(Marketing and Sales Standard Setting Body – Social Marketing NOS)</b>
<b>AK Ensure compliance with legal, regulatory, ethical and social requirements</b>	AK1 Ensure compliance with legal, regulatory, ethical and social requirements	GS CC AK1.1 Ensure compliance with legal, regulatory, ethical and social requirements	<i>Import</i> B8 Ensure compliance with legal, regulatory, ethical and social requirements <b>(Management Standards Centre – Management and Leadership)</b>

[Back to Key Areas](#)

## Contact Centre Functional Map within Operational Delivery Profession

### Key Area B: Manage operations of Contact Centres

Area of Competence	Function	NOS	Origin
<b>BA Manage human resources</b>	BA1 Plan workforce requirements	GS CC BA1.1 Plan the workforce	<i>Import</i> D4 Plan the workforce ( <b>Management Standards Centre – Management and Leadership</b> )
	BA2 Recruit and select human resources	GS CC BA2.1 Recruit, select and keep colleagues	<i>Import</i> D3 Recruit, select and keep colleagues ( <b>Management Standards Centre – Management and Leadership</b> )
	BA3 Induct people	GS CC BA3.1 Manage the induction of staff	<i>New NOS based on existing NOS</i> C4 Manage the induction of volunteers ( <b>Skills - Third Sector – Management of Volunteers</b> )
	BA4 Train and develop people	GS CC BA4.1 Provide learning opportunities for colleagues	<i>Import</i> D7 Provide learning opportunities for colleagues ( <b>Management Standards Centre – Management and Leadership</b> )

### Contact Centre Functional Map within Operational Delivery Profession

Area of Competence	Function	NOS	Origin
	BA5 Manage the performance of people	GS CC BA5.1 Allocate and monitor the progress of work within your area of responsibility	<i>Import</i> D6 Allocate and monitor the progress of work within your area of responsibility <b>(Management Standards Centre – Management and Leadership)</b>
	BA6 Manage attendance and absenteeism	GS CC BA6.1 Help team members address problems affecting their performance	<i>Import</i> D8 Help team members address problems affecting their performance <b>(Management Standards Centre – Management and Leadership)</b>
	BA7 Manage discipline and grievances	GS CC BA7.1 Initiate and follow disciplinary procedures	<i>Import</i> D14 Initiate and follow disciplinary procedure <b>(Management Standards Centre – Management and Leadership)</b>
		GS CC BA7.2 Initiate and follow grievance procedures	<i>Import</i> D15 Initiate and follow grievance procedure <b>(Management Standards Centre – Management and Leadership)</b>

### Contact Centre Functional Map within Operational Delivery Profession

Area of Competence	Function	NOS	Origin
	BA8 Manage redeployment and termination of employment	GS CC BA8.1 Change job roles and handle redundancy	<i>Import</i> OP8 Change job roles and handle redundancy ( <b>SFEDI – Business Development</b> )
<b>BB Manage financial resources</b>	BB1 Obtain additional finance for the organisation	GS CC BB1.1 Obtain additional finance for the organisation	<i>Import</i> E3 Obtain additional finance for the organisation ( <b>Management Standards Centre – Management and Leadership</b> )
	BB2 Manage finance for your area of responsibility	GS CC BB2.1 Manage finance for your area of responsibility	<i>Import</i> E2 Manage finance for your area of responsibility ( <b>Management Standards Centre – Management and Leadership</b> )
	BB3 Manage a budget	GS CC BB3.1 Manage a budget	<i>Import</i> E1 Manage a budget ( <b>Management Standards Centre – Management and Leadership</b> )
<b>BC Manage physical resources and supplies</b>	BC1 Manage physical resources	GS CC BC1.1 Manage physical resources	<i>Import</i> E8 Manage physical resources ( <b>Management Standards Centre – Management and Leadership</b> )

### Contact Centre Functional Map within Operational Delivery Profession

Area of Competence	Function	NOS	Origin
	BC2 Manage supplies	GS CC BC2.1 Procure supplies	<i>Import</i> E15 Procure supplies ( <b>Management Standards Centre – Management and Leadership</b> )
<b>BD Manage information and systems</b>	BD1 Establish and maintain information management systems	GS CC BD1.1 Manage knowledge in your area of responsibility	<i>Import</i> E12 Manage knowledge in your area of responsibility ( <b>Management Standards Centre – Management and Leadership</b> )
	BD2 Monitor and control relationship management activities	GS CC BD2.1 Monitor and control relationship management activities	<i>Tailored</i> 9.6 Monitor and control relationship management activities ( <b>Sales – Marketing and Sales Standards Setting Body</b> )
<b>BE Manage change and improvement</b>	BE1 Encourage innovation	GS CC BE1.1 Encourage innovation in your area of responsibility	<i>Import</i> C2 Encourage innovation in your area of responsibility ( <b>Management Standards Centre – Management and Leadership</b> )

### Contact Centre Functional Map within Operational Delivery Profession

Area of Competence	Function	NOS	Origin
	BE2 Lead change	GS CC BE2.1 Lead change	<i>Import</i> C4 Lead change ( <b>Management Standards Centre – Management and Leadership</b> )
	BE3 Plan change	GS CC BE3.1 Plan change	<i>Import</i> C5 Plan change ( <b>Management Standards Centre – Management and Leadership</b> )
	BE4 Implement change	GS CC BE4.1 Implement Change	<i>Import</i> C6 Implement Change ( <b>Management Standards Centre – Management and Leadership</b> )
<b>BF Manage relationships</b>	BF1 Develop productive working relationships with colleagues	GS CC BF1.1 Develop productive working relationships with colleagues	<i>Import</i> D1 Develop productive working relationships with colleagues ( <b>Management Standards Centre – Management and Leadership</b> )

### Contact Centre Functional Map within Operational Delivery Profession

Area of Competence	Function	NOS	Origin
	BF2 Develop productive working relationships with agencies and stakeholders	GS CC BF2.1 Develop productive working relationships with colleagues and stakeholders	<i>Import</i> D2 Develop productive working relationships with colleagues and stakeholders ( <b>Management Standards Centre – Management and Leadership</b> )
	BF3 Develop professional networks and interact with other agencies and services	GS CC BF3.1 Develop and sustain effective working with staff from other agencies	<i>Tailored</i> AD1 Develop and sustain effective working with staff from other agencies ( <b>Skills for Justice – Common NOS</b> )
<b>BG Manage risks</b>	BG1 Identify and manage risks to operational activities	GS CC BG1.1 Manage risk	<i>Import</i> B10 Manage risk ( <b>Management Standards Centre – Management and Leadership</b> )
<b>BH Manage quality</b>	BH1 Implement quality management systems	GS CC BH1.1 Manage quality systems	<i>Import</i> F13 Manage quality systems ( <b>Management Standards Centre – Management and Leadership</b> )
	BH2 Audit quality	GS CC BH2.1 Prepare for and participate in quality audits	<i>Import</i> F14 Prepare for and participate in quality audits ( <b>Management Standards Centre – Management and Leadership</b> )

### Contact Centre Functional Map within Operational Delivery Profession

Area of Competence	Function	NOS	Origin
<b>BI Manage health, safety and security</b>	BI1 Develop and promote workplace health	GS CC BI1.1 Promote a healthy and safe culture in the workplace	<i>Import</i> HSS4 Promote a healthy and safe culture in the workplace ( <b>ENTO – Health and Safety</b> )
	BI2 Assess and address risks to health, safety and security of individuals in the workplace	GS CC BI2.1 Conduct a health and safety risk assessment of a workplace	<i>Import</i> HSS6 Conduct a health and safety risk assessment of a workplace ( <b>ENTO – Health and Safety</b> )
	BI3 Ensure your own actions contribute to health, safety and security of individuals in the workplace	GS CC BI3.1 Make sure your own actions reduce risks to health and safety	<i>Import</i> HSS1 Make sure your own actions reduce risks to health and safety ( <b>ENTO – Health and Safety</b> )
<b>BJ Promote equality and diversity</b>	BJ1 Promote equality of opportunity, diversity and inclusion	GS CC BJ1.1 Promote equality of opportunity, diversity and inclusion in your area of responsibility	<i>Import</i> B11 Promote equality of opportunity, diversity and inclusion in your area of responsibility ( <b>Management Standards Centre – Management and Leadership</b> )

### Contact Centre Functional Map within Operational Delivery Profession

Area of Competence	Function	NOS	Origin
<b>BK Manage environmental impact</b>	BK1 Manage the environmental impact on your work	GS CC BK1.1 Manage the environmental impact on your work	<i>Import</i> E9 Manage the environmental impact on your work ( <b>Management Standards Centre – Management and Leadership</b> )

[Back to Key Areas](#)

## Contact Centre Functional Map within Operational Delivery Profession

### Key Area C: Manage Contact Centre services

Area of Competence	Function	NOS	Origin
<b>CA Manage work processes and work flow</b>	CA1 Manage operational processes	GS CC CA1.1 Manage business processes	<i>Import</i> F3 Manage business processes <b>(Management Standards Centre – Management and Leadership)</b>
	CA2 Manage work flow / allocation	GS CC CA2.1 Allocate and check work in your team	<i>Import</i> D5 Allocate and check work in your team <b>(Management Standards Centre – Management and Leadership)</b>
<b>CB Manage the performance of teams and individuals</b>	CB1 Build and manage teams	GS CC CB1.1 Build and manage teams	<i>Import</i> D9 Build and manage teams <b>(Management Standards Centre – Management and Leadership)</b>
	CB2 Consult and exchange information and knowledge with teams and individuals	GS CC CB2.1 Lead meetings	<i>Import</i> D11 Lead meetings <b>(Management Standards Centre – Management and Leadership)</b>

### Contact Centre Functional Map within Operational Delivery Profession

Area of Competence	Function	NOS	Origin
		GS CC CB2.2 Communicate information and knowledge	<i>Import</i> E11 Communicate information and knowledge ( <b>Management Standards Centre – Management and Leadership</b> )
	CB3 Coach and mentor individuals	GS CC CB3.1 Support individuals to develop and maintain their performance	<i>Import</i> D13 Support individuals to develop and maintain their performance ( <b>Management Standards Centre – Management and Leadership</b> )
<b>CC Monitor and improve quality</b>	CC1 Monitor and improve Contact Centre efficiency and effectiveness	GS CC CC1.1 Work with others to improve customer service	<i>Import</i> D8 Work with others to improve customer service ( <b>Customer Service – Institute of Customer Service</b> )
	CC2 Monitor and improve the quality of customer contacts	GS CC CC2.1 Implement quality improvements to customer service	<i>Import</i> D14 Implement quality improvements to customer service ( <b>Customer Service – Institute of Customer Service</b> )
	CC3 Monitor and improve customer satisfaction	GS CC CC3.1 Manage customer service performance	<i>Import</i> D20 Manage customer service performance ( <b>Customer Service – Institute of Customer Service</b> )

### Contact Centre Functional Map within Operational Delivery Profession

Area of Competence	Function	NOS	Origin
	CC4 Deal with customer comments and complaints	GS CC CC4.1 Recognise and deal with customer queries, requests and problems	<i>Import</i> C1 Recognise and deal with customer queries, requests and problems <b>(Customer Service – Institute of Customer Service)</b>
	CC5 Resolve customer service problems	GS CC CC5.1 Resolve customer service problems	<i>Import</i> C3 Resolve customer service problems <b>(Customer Service – Institute of Customer Service)</b>
<b>CD Promote the services of Contact Centres</b>	CD1 Publicise the services of Contact Centres	GS CC CD1.1 Organise the promotion of additional services or products to customers	<i>Import</i> A15 Organise the promotion of additional services or products to customers <b>(Customer Service – Institute of Customer Service)</b>
		GS CC CD1.2 Promote additional services or products to customers	<i>Import</i> A5 Promote additional services or products to customers <b>(Customer Service – Institute of Customer Service)</b>

### Contact Centre Functional Map within Operational Delivery Profession

Area of Competence	Function	NOS	Origin
	CD2 Promote the use of alternative communication channels	GS CC CD2.1 Recognise diversity when delivering customer service	<i>Import</i> B4 Recognise diversity when delivering customer service ( <b>Customer Service – Institute of Customer Service</b> )

[Back to Key Areas](#)

## Contact Centre Functional Map within Operational Delivery Profession

### Key Area D: Deliver Contact Centre services

Area of Competence	Function	NOS	Origin
<b>DA Provide services to meet customer needs</b>	DA1 Respond to contacts from customers	GS CC DA1.1 Deal with incoming telephone calls from customers	<i>Import</i> A11 Deal with incoming telephone calls from customers ( <b>Customer Service – Institute of Customer Service</b> )

### Contact Centre Functional Map within Operational Delivery Profession

Area of Competence	Function	NOS	Origin
	DA2 Contact customers proactively	GS CC DA2.1 Provide added value in customer service	<i>New NOS based on existing NOS</i> A9 Go the extra mile in customer service <b>(Customer Service – Institute of Customer Service)</b>
		GS CC DA2.2 Make telephone calls to customers	<i>Import</i> A12 Make telephone calls to customers <b>(Customer Service – Institute of Customer Service)</b>
	DA3 Communicate with customers through written or electronic correspondence	GS CC DA3.1 Deal with customers in writing or electronically	<i>Import</i> A13 Deal with customers in writing or electronically <b>(Customer Service – Institute of Customer Service)</b>
	DA4 Deal with customers face-to-face	GS CC DA4.1 Deal with customers face to face	<i>Import</i> A10 Deal with customers face to face <b>(Customer Service – Institute of Customer Service)</b>
	DA5 Deliver customer service to difficult customers	GS CC DA5.1 Deliver customer service to difficult customers	<i>Import</i> C4 Deliver customer service to difficult customers <b>(Customer Service – Institute of Customer Service)</b>

### Contact Centre Functional Map within Operational Delivery Profession

Area of Competence	Function	NOS	Origin
<b>DB Carry out specific operations with customers</b>	DB1 Provide remote support to help customers use products and services	GS CC DB1.1 Support customers using self-service technology	<i>Import</i> D7 Support customers using self-service technology ( <b>Customer Service – Institute of Customer Service</b> )
		GS CC DB1.2 Support customers using on-line customer service	<i>Import</i> D4 Support customers using on-line customer service ( <b>Customer Service – Institute of Customer Service</b> )
	DB2 Determine customer needs and requirements over the telephone	GS CC DB2.1 Determine customer needs and requirements over the telephone	<i>New NOS</i>
	DB3 Carry out calculations for customers	GS CC DB3.1 Calculate correct amount liable/payable	<i>Import</i> 6.4.9 Calculate correct amount liable/payable ( <b>Government Skills – Public Service</b> )
	DB4 Process customer financial transactions	GS CC DB4.1 Process information about customers	<i>Import</i> A6 Process information about customers ( <b>Customer Service – Institute of Customer Service</b> )

### Contact Centre Functional Map within Operational Delivery Profession

Area of Competence	Function	NOS	Origin
<b>DC Use systems and technology effectively</b>	DC1 Use Contact Centre technology effectively	GS CC DC1.1 Deal with customers using bespoke software	<i>Import</i> B7 Deal with customers using bespoke software ( <b>Customer Service – Institute of Customer Service</b> )
	DC2 Use systems to manage customer information	GS CC DC2.1 Use systems to manage customer information	<i>New NOS</i>
<b>DD Carry out follow up activities</b>	DD1 Carry out after-call activities	GS CC DD1.1 Carry out after-call activities	<i>New NOS</i>
<b>DE Manage your own workload, professional performance and development</b>	DE1 Manage and develop yourself	GS CC DE1.1 Manage your own resources and professional development	<i>Import</i> A2 Manage your own resources and professional development ( <b>Management Standards Centre – Management and Leadership</b> )
		GS CC DE1.2 Maintain the currency of your competence and knowledge in public service	<i>Import</i> 1.1.2 Maintain the currency of your competence and knowledge in public service ( <b>Government Skills – Professional Skills for Government</b> )

### Contact Centre Functional Map within Operational Delivery Profession

Area of Competence	Function	NOS	Origin
	DE2 Progress allocated tasks	GS CC DE2.1 Prepare to communicate in a business environment	<i>Import</i> BAA614 Prepare to communicate in a business environment ( <b>Council for Administration – Business and Administration</b> )
	DE3 Work as a team member to deliver services of the Contact Centre	GS CC DE3.1 Contribute to working with others in a business environment	<i>Import</i> BAG129 Contribute to working with others in a business environment ( <b>Council for Administration – Business and Administration</b> )
	DE4 Act as a mentor to a colleague	GS CC DE4.1 Act as a mentor to a colleague	<i>Import</i> MEN1 Act as a mentor to a colleague ( <b>Skills for Justice – Custodial Care</b> )
<b>DF Maintain the security of data</b>	DF1 Maintain the security of data through your own actions	GS CC DF1.1 Maintain the security of data through your own actions	Awaiting approval from UKCES <b>(Government Skills – Processing)</b>

[Back to Key Areas](#) 0oRlaRn