



# STRATEGIC TRAINING PLAN FOR THE CONTACT CENTRE INDUSTRY

2009-2011

ETITO

2008 Version



# STRATEGIC TRAINING PLAN

## STRATEGIC TRAINING PLAN FOR THE CONTACT CENTRE INDUSTRY 2009-2011

### FOREWORD

ETITO is committed to providing relevant high quality products and services to meet the current and future skill needs of our industries. To this end, strategic training plans are developed to consider the design and maintenance of services, and qualifications and qualification pathways that meet industry requirements.

Strategic training plans are public documents and contribute to the following of ETITO's activities, systems and processes:

- ETITO investment plan
- ETITO activity plans
- ETITO qualification development and review processes
- ETITO quality assurance systems
- ETITO industry training services
- ETITO's contribution to Institute of Technology and Polytechnic [ITP] regional plans

The data that contributed to this report was collected from the following sources:

- Consultation with the contact centre industry and industry stakeholders
- Callcentres.net Pty Ltd – New Zealand Contact Centre Industry Benchmarking Report 2007

Further detail about the processes used to consult with the contact centre industry can be found in Appendix 1.

**Comments about the content of this strategic training plan [STP] are welcome and will be considered when next year's STP is developed. Please email any comments to: [r&dadministrator@etito.co.nz](mailto:r&dadministrator@etito.co.nz)**

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A group of 13 members of a focus group for the contact centre industry and a group of four representing contact centre training providers were consulted about the future training needs of the contact centre industry. Information collected from these groups and from "Callcentres.net Pty Ltd – New Zealand Contact Centre Industry Benchmarking Report 2007" led to the following conclusions.

### 1. PERCEIVED BENEFITS OF TRAINING

The industry and provider focus groups ranked a list of ten benefits of training in order of their importance.

The three most highly ranked benefits by both groups were:

- Training results in more motivated, satisfied employees
- Training increases the quality of employees' work
- Training increases employees' productivity

Table 2 in Appendix 2 shows the full list of benefits of training in order of their perceived importance.

### 2. INDUSTRY DEMOGRAPHICS

In addition to the following information, further detail about industry demographics can be found in Appendix 3.

#### 2.1 NATIONAL INFORMATION

The callcentres.net Pty Ltd - New Zealand Contact Centre Industry Benchmarking Report 2007 states that:

- The contact centre industry currently operates approximately 24,960 seats
- It is estimated that 40,000 people now work in contact centre jobs nationally
- The New Zealand contact centre industry has grown every year since 2003
- Growth is expected to continue in 2008, increasing by an estimated 10% to approximately 27,450 seats [this figure was verified as being realistic by the focus groups]

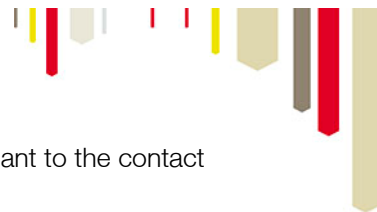
#### 2.2 REGIONAL INFORMATION

##### 2.21 Relative importance of regions to the contact centre industry

While all regions of New Zealand have some importance to the contact centre industry, both the industry and provider focus groups stated that the greatest concentrations of contact centre employees can be found in the following locations:

- Auckland
- Wellington
- Canterbury

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The industry group stated that the following regions are becoming more important to the contact centre industry:

- Northland
- Otago

The provider group stated that the following regions are becoming more important to the contact centre industry:

- Bay of Plenty
- Waikato

The provider group stated that there is a cluster of contact centres in the following region:

- Manawatu-Wanganui

## 2.22 Regional recruitment and retention of employees

Both the industry and provider groups stated that there may be most difficulty recruiting and retaining skilled staff in Auckland and Wellington, but that this may be easier in Christchurch and Palmerston North.

## 2.23 Other regional issues

Other comments relating to regional issues were:

- The concentration of the workforce tends to drive the location of the contact centre industry, although this may become less influential in the future as technology reduces the importance of the physical location of employees [industry comment]
- Load balancing and disaster recovery have an impact on the location of which contact centres are used most [industry comment]

# 3. DEMAND FOR SKILLED LABOUR

In addition to the following information, further detail about industry demand for skilled labour can be found in Appendix 4.

## 3.1 OCCUPATIONAL SKILL DEMANDS AND RELEVANT QUALIFICATIONS

The following are occupational roles within the contact centre industry as identified by the industry and provider focus groups. [Where more than one name exists for a role, these have been separated by a "/".] Comments beneath each role indicate the qualifications that the industry and provider groups stated were most relevant to each occupation.

Skill demands for each role are also discussed in this section. The industry group stated that there are skills shortages for each of the job roles described. The provider group agreed in many cases: comments beneath each role describe the specific comments that were made by the two groups.

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## Contact Centre Agent / Customer Service Representative / Sales Service Representative

- National Certificate in Contact Centre Operations [Level 3]

There is a current shortage of skilled labour for this role, especially in Auckland, although there may be fewer problems with recruiting of skilled contact centre agents in Christchurch [industry and provider comment]

One of the main recruitment difficulties for this role is finding applicants with adequate communication skills, especially among migrant populations [industry comment]

Skills shortages for this role may be decreasing, although this could also just be an industry perception, because companies have become accustomed to a shortage of skilled employees [provider comment]

Other comments were:

- There is less of a skills shortage for sales roles than other types of contact centre agent role, but this may depend on the level of skill being sought [industry comment]
- It can be particularly difficult to find skilled employees for customer services/complaints departments [industry comment]
- IT staff may move on after acquiring skills from their present company [industry comment]
- There may be lower staff turnover in sectors such as fire and rescue [provider comment]

## Contact Centre Senior Agent

- No current qualification but a new senior Contact Centre Agent strand is currently being added to the Level 4 qualification which should suit this role

There is a skills shortage for this role, as it is difficult to find suitable employees from outside a company. Recruits for this role tend to come from within the company [industry comment]

There is no skills shortage because skilled employees can usually be found within a company [provider comment]

## Team Leader/Team Manager

- National Certificate in Contact Centre Management [Team Leader] [Level 4]

There are difficulties in recruiting skilled employees to this role [industry and provider comment]

Recruitment difficulties are partly due to the fact that potential employees have high salary expectations for this role, especially in metropolitan areas [industry comment]

It may be hard to recruit skilled employees to this role because the types of skill necessary for it are a large step up from those needed to be a Contact Centre Agent. For example, employees may have much of their behaviour monitored and managed by others at Agent level, but at

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Team Leader level they are expected to have a range of abilities including interpersonal, management and coaching skills [provider comment]

## Contact Centre Manager/Operations Manager/Customer Services Manager

- National Diploma in Contact Centre Management [Level 5]

There are skill shortages for this role in metropolitan areas, although provincial regions may have fewer problems [industry comment]

There may be less of a skills shortage for this role than for others in the contact centre industry because it is easier to find employees within companies who can transition from Team Leader to Manager, than employees who can transition from Customer Service Agent to Team Leader. This is because Team Leaders will already have had experience in managing themselves and others to some extent [provider comment]

## Workforce Manager

- This role would be most suited to a new elective or strand for the National Certificate in Contact Centre Management [Team Leader] [Level 4] [industry and provider comment]

There are recruitment difficulties for this role and there is also a shortage of training for it [industry and provider comment]

It can be difficult to recruit skilled employees to this role because it is specialised, and because those with relevant skills are often lost to Australia [industry comment]

## Customer Service Administrator

- The NZQA Business Administration qualification suits this role. This is currently being reviewed by NZQA and is aligned with the Levels 3, 4 and 5 contact centre qualifications

## Trainer/Assessor

- National Certificate in Adult Education and Training [including unit standard 4098]

The National Certificate in Contact Centre Operations [Level 3] and National Certificate in Contact Centre Management [Team Leader] [Level 4] are also suited to this occupational role [industry comment].

There is a current shortage of trainers and assessors [industry and provider comment]



## 3.2 POTENTIAL TRAINEES WITHIN CONTACT CENTRE INDUSTRY

Both industry and provider groups agreed with an estimate that around 23 000 trainees in the contact centre industry would benefit from undertaking tertiary training, although this figure should be viewed as very approximate. The industry group stated that there are certainly more contact centre staff currently not training than training.

## 4. SUPPLY OF SKILLED LABOUR

In addition to the following information, further detail about the supply of skilled labour can be found in Appendix 5.

### 4.1 SOLUTIONS TO SKILL SHORTAGES

The following were suggested as solutions to skill shortages by the industry and provider focus groups:

- Promotion of the contact centre career path, especially within schools [industry comment]
- Increased use of technology to answer customer queries [industry comment] [although the provider group suggested that while greater use of technology is likely to influence the types of skill necessary to work in the industry, it may not reduce numbers of employees needed]
- Job sharing, especially among older employees [industry comment]
- Increased customer relationship management to reduce the need for more time consuming, reactive approaches to customer issues [industry comment]
- A clear career path to discourage highly qualified employees from leaving the industry [industry comment]
- Flexible working practices to allow those who would not normally work in the contact centre industry the opportunity to do so [provider comment]
- Smaller gaps between the skill levels required to fill different job roles to encourage skill development. For example, the new senior CSR strand of the Level 4 contact centre qualification may help with this [provider comment]

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## 4.2 TRAINING PROVISION

The following training provision issues were discussed by the industry and provider groups.

### Level 3

- The consultation groups stated that the Level 3 contact centre qualification currently has adequate provision [industry and provider comment]

### Level 4

- Further Tertiary Education Organisation [TEO] provision for the Level 4 qualification is required, especially of core units [industry comment]

### Level 5

- The Level 5 qualification requires further provision by TEOs, especially as it contains a large number of credits. It would be useful to have further provision of the core units of the qualification in particular [industry comment]
- Industry mentoring programmes may be useful for the provision of the Level 5 qualification [industry comment]
- Before further provision of qualifications at higher levels is made available, it would be beneficial to find out why there are not currently many trainees for these, in case this is related to another issue outside of provision [provider comment]

Other comments relating to training provision were that:

- The possibility of undertaking the Level 5 contact centre qualification currently relies on having a relevant industry contact to provide support through the Recognition of Prior Learning [RPL] process [industry comment]
- If a trainee has had a good experience of doing a lower level qualification, they will see value in undertaking higher level qualifications [provider comment]

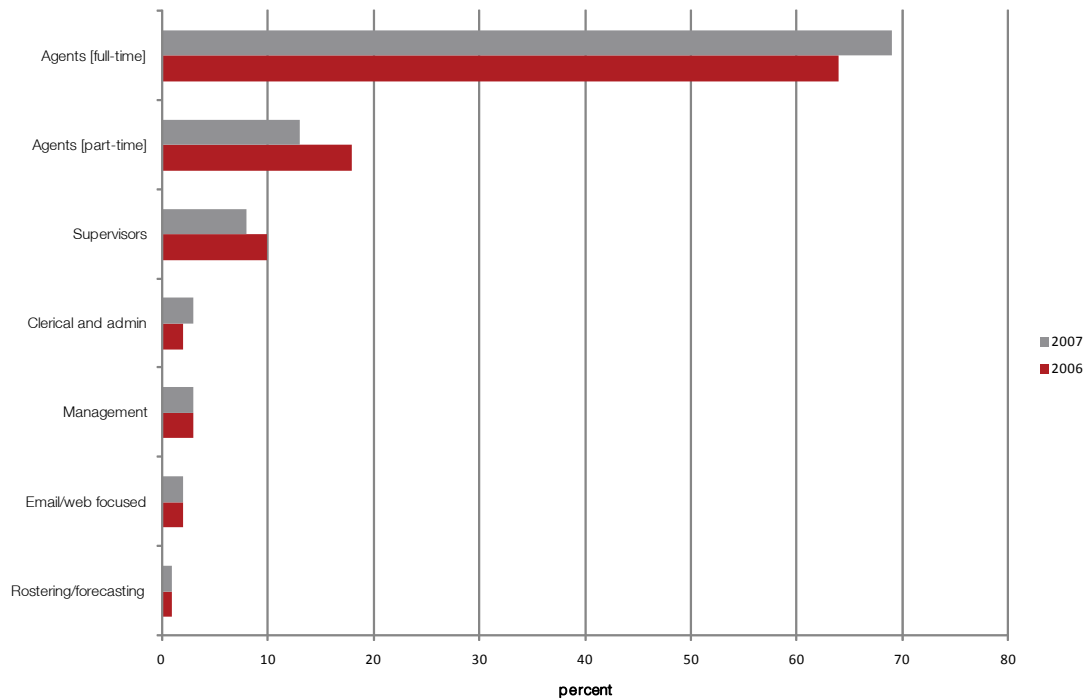
Figure 1, below shows average staffing ratios in contact centres [according to callcentres.net Pty Ltd - New Zealand Contact Centre Industry Benchmarking Report 2007]. This indicates that only a small proportion of those who work in contact centres are Managers, and would help to explain why there is only a low uptake of the Level 5 qualification.

Other explanations for the low uptake of the Level 5 qualification could be:

- Contact centres often recruit managers from outside the industry who might have other management qualifications [industry comment]
- The Level 5 qualification is a large undertaking [industry comment]



Figure 1: Average Staffing Ratios in Contact Centres



## 5. QUALIFICATION ISSUES

### 5.1 QUALIFICATION CONTENT

The industry and provider groups discussed the types of technology that are relevant to contact centre training using the list shown in Table 1.

The following comment was made by the industry focus group:

- While some knowledge of technology is useful for working in a contact centre, the ability to communicate is often a more important skill. That is, technology can be viewed as an enabler that allows staff to perform their primary functions, and so detailed knowledge of it is not always necessary at lower employment levels [industry comment]

Table 1 specifies which technologies the industry group considered that it was important for contact centre staff to know about, and at which qualification levels.

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**Table 1: Types of technology relevant to the contact centre industry**

Technologies discussed	Level of qualification at which knowledge of technology is required [industry group]
Voice recognition systems	Level 5
VoIP/IP Telephony	Level 5
ACD	Levels 3 to 5, with more detail taught at higher levels
Knowledge/Content Management	Levels 3 to 5, with more detail taught at higher levels
Call [voice only] recording	Levels 4 and 5, with more detail taught at higher levels
CRM	Levels 3 to 5, with more detail taught at higher levels
IVR	Levels 3 to 5, with more detail taught at higher levels
CTI	Levels 3 to 5, with more detail taught at higher levels
Workforce Management	Level 3 [mainly practical knowledge] with more detail at Levels 4 and 5
E-learning	Levels 3 to 5, with more detail taught at higher levels
Voice and data recording & QMS (there will be substantial investment in 2008 according to LMA report)	Levels 3 to 5, with more detail taught at higher levels
Presence	This is firm specific software, and so does not require specialist training
ERMS	This is firm specific software, and so does not require specialist training
SMS	This is becoming increasingly important and requires training from Level 3 onwards
Web Chat	Levels 3 to 5, with more detail taught at higher levels
Predictive Diallers	Levels 3 to 5, depending on the degree to which the company uses it
SIP	This is software used for balancing queues, and training is appropriate for Levels 4 and 5
Biometric ID	Level 5
Video Calling	This may become important to Level 5 qualifications in around five years' time
Skills-based routing	Training is necessary at Levels 3 to 5, with more detail taught at higher levels

The provider group stated that training in all the technologies listed in Table 1 would be useful, but at a level of detail appropriate to the qualification being undertaken. They stated that the following types of knowledge would suit the qualification levels listed:

- Level 3: a basic understanding of the function of the technology
- Level 4: an understanding of the types of circumstances in which the technology would be used and how it might be applied
- Level 5: the viability of a piece of technology for an organisation

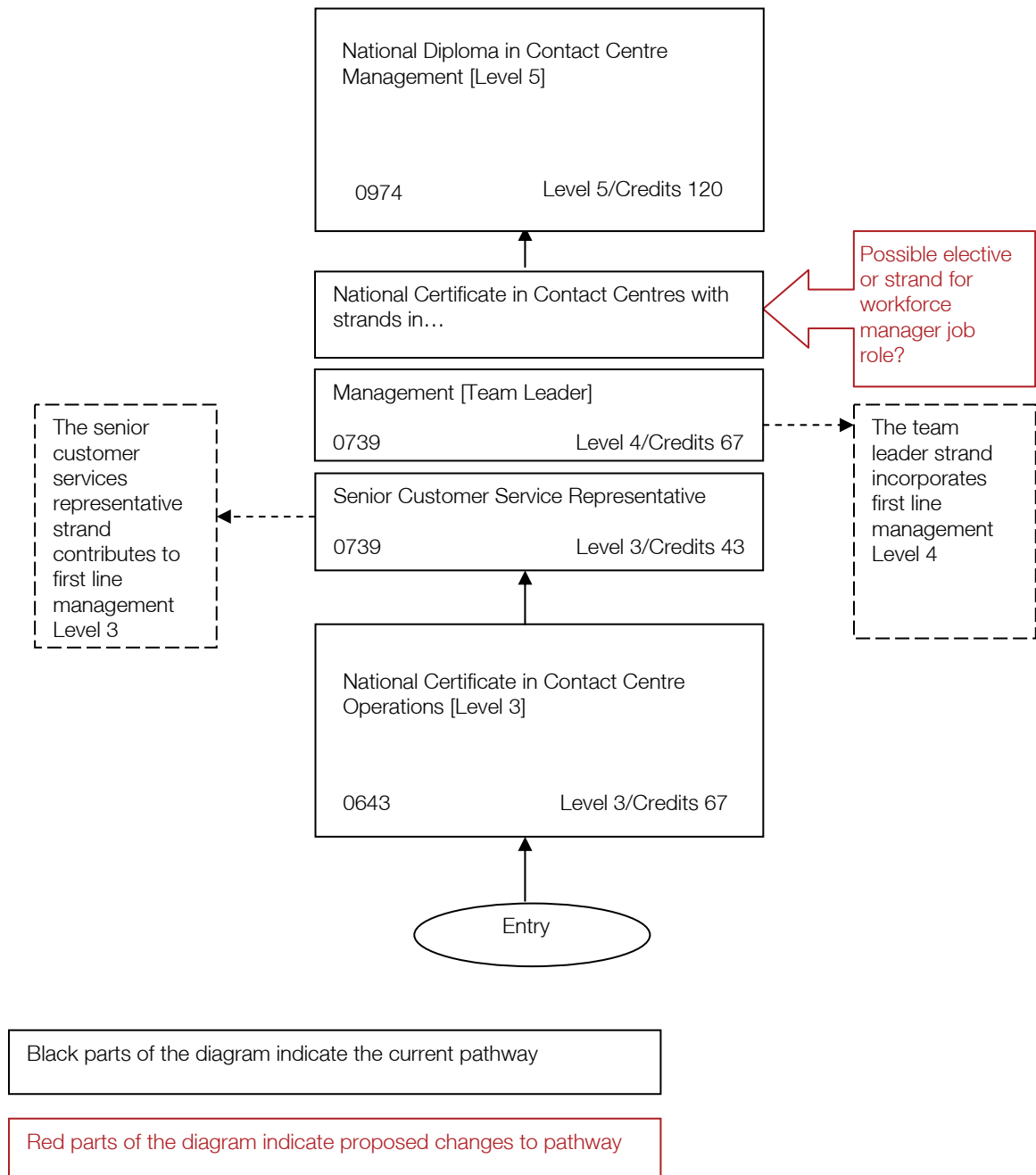
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## 5.2 QUALIFICATION PATHWAY

A suggested future qualifications pathway for the contact centre industry is shown in Figure 1, based on the current qualification pathway and information collected for this strategic training plan.

Figure 2: Suggested future pathway



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## 6. WORKPLACE PRACTICE ISSUES

### 6.1 THE CURRENT SITUATION

The following were described as current workplace practices within the contact centre industry by the industry group [the provider group was not specifically asked to discuss workplace practices]:

#### Working environment

1. "Pods" in contact centres create a team environment
2. Contact centres can be viewed as a clean working environment, in which there is little need for manual labour
3. There are health and safety issues associated with the sedentary nature of work in contact centres

#### Working hours

1. Shift work is common
2. There is an increased expectancy from customers that contact centres will be open 24 hours a day, seven days a week
3. One benefit of working in a contact centre is that you rarely need to take work home
4. Flexible working arrangements, including job-sharing, are becoming increasingly important to working in contact centres
5. Allowing employees to work from home can encourage recruitment, as this means that travel is not necessary. This is especially advantageous in urban areas

#### Training

1. There is a strong ethos for professional training and development within the contact centre industry
2. Contact centres may give out awards and certificates as incentives for training
3. Performance tends to be measured to a considerable degree in contact centres

#### Pay

1. There can be a wide range in salaries for Contact Centre Agents, which depends on the specific industry sector in which they work

#### Travel

1. The cost of travel and parking in an area and the general cost of living have an impact on salary expectations for working in a contact centre
2. Provincial contact centres do not have as many difficulties with travel arrangements as urban contact centres

#### Transfer of skills

1. Experience in a contact centre can be viewed as a route to other jobs within an organisation
2. The length of time that people want to stay in one job before moving on is getting shorter in the contact centre industry. This is related to the employment of "Generation Y"
3. The fact that some contact centres are moving offshore could mean that skills gained in contact centres will be viewed as internationally transferable, although wage levels in other countries will have an impact on the extent to which this is the case



## 6.2 THE IDEAL FUTURE SITUATION

The following were described as ideal future workplace practices by the industry group:

- Customers will increasingly be directed to help themselves, with increased emphasis on automated and computerised services, rather than receiving help from agents
- Video communication may be increasingly used to connect contact centre employees who work from home, so that they are not isolated
- Technology will mean that there are not geographical constraints on the location of contact centres
- The contact centre industry will be viewed as highly paid, with skilled employees
- There will be a skilled labour market from which to recruit
- Technology will make it easier to provide services by the company for the customer
- There will be support and recognition from other sections of companies which contain contact centres

## 6.3 BARRIERS TO ACHIEVING THE IDEAL FUTURE SITUATION

The following were described as barriers to achieving the ideal future situation by the industry group:

- Contact centres are often seen as an overhead in an organisation and so this can be a barrier to high salaries
- The financial cost of training
- Senior management expect a return on investment for training
- There is a tight labour market, and so contact centres are often short-staffed and constantly recruiting. This makes it difficult to find the resources to allow staff to train

## 6.4 FACTORS WHICH WOULD MAKE THE MOST DIFFERENCE TO ACHIEVEMENT OF THE IDEAL FUTURE SITUATION

The industry group stated that the following factors would make the most difference to achievement of the ideal future situation:

- A one page description of Return on Investment for training to be produced for contact centre senior management
- More external assessors
- Raising the profile of qualifications with contact centre industry senior management, especially the Level 5 qualification
- Raise the profile of the contact centre industry in schools

Although providers were not specifically asked to discuss the ideal future situation, they made two comments that relate to this issue:

- Offer clear qualification pathways linked to career development
- Focus on behaviour change within the workplace, as the primary aim of qualifications

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## APPENDIX 1

# APPENDIX 1: METHODOLOGY USED FOR CONSULTATION

## A1.1 AIMS OF CONSULTATION

Consultation was undertaken with the contact centre industry in 2008 to:

- Verify and comment on labour market analysis and training provision data
- Review and update the 2007 Strategic Training Plan [STP]

This was in order to contribute to a strategic training plan to meet the current and future skill needs of the contact centre industry. This is part of an ongoing process to provide a current STP that considers the design and maintenance of services, and qualifications and qualification pathways that meet industry needs.

## A1.2 BACKGROUND MATERIAL

ETITO has a broad picture of the current status of the contact centre industry, from past research and consultation, and this informed the 2008 consultation. The material that was considered before 2008 consultation included:

- Contact centre strategic training plan 2007 Version
- Draft contact centre labour market analysis

## A1.3 ELEMENTS OF CONSULTATION PROCESS

The consultation process consisted of the following aspects:

### **A1.31 Notification of Advisory Groups and Stakeholders**

Notification of focus group consultation was placed on the 'contact centre research' and 'latest news' pages of ETITO's website inviting stakeholders to register their interest in participating.

The Chair of the contact centre advisory group was contacted to invite her to suggest participants for consultation.

The ETITO Industry Training Manager for the contact centre industry was notified and encouraged to put forward representative industry members.

Industry members were then selected and invited to participate.

### **A1.32 Focus Group**

Two focus group sessions were conducted, one for industry and one for providers. The focus group members were asked to read the following background material prior to the session:

- An outline of the purpose of the focus group
- Questions to be discussed in the focus group
- A copy of the 2007 version of the Strategic Training Plan
- Labour market analysis draft report

## APPENDIX 1

At the session, they contributed their feedback on this material and communicated relevant knowledge which would support the production of a strategic training plan to meet the current and future skill needs of industry.

### A1.33 Other Communications

Some follow-up communications with industry stakeholders also took place. These were conducted either face-to-face, over the phone, or electronically.

### A1.34 Participants

Those who took part in the focus group sessions are listed below.

Industry focus group session:

1. Lin Song, New Zealand Immigration
2. Candice Murphy, Amway
3. Kamini McCarthy, TOWER New Zealand
4. Roz Cracknell, Absol
5. Aubrey Cooper, Telstraclear
6. Kaye Kennedy, Warehouse Stationery
7. Ann Hollway, North Shore City Council
8. Julie Prentice, Manpower
9. Paula Cull, Independent Workplace Assessor
10. Tina Hilliam, Massey University
11. Lynette Humphrey, Land Transport New Zealand
12. Fil Glen, New Zealand Post
13. Kelly Walter, ETITO

Also present to facilitate the industry session were:

1. Dominic Madell, Researcher, ETITO
2. Heather Lees, Research and Development Manager, ETITO
3. Robyn Kunaiti, Research and Development Administrator, ETITO

Provider focus group session:

1. Derek Good, Rapid Results
2. Pauline Wrigley, BR Training
3. Peter Gwynne, The Open Polytechnic of New Zealand
4. Kelly Walter, ETITO

Also present to facilitate the provider session was:

1. Dominic Madell, Researcher, ETITO

### A1.35 Circulation of Strategic Training Plan

This strategic training plan was also circulated more widely by email among members of industry to allow them to offer feedback.

## APPENDIX 2

### APPENDIX 2: PERCEIVED BENEFITS OF TRAINING

Table 2 shows a list of the perceived benefits of training as ranked by 13 members of the contact centre industry focus group and four members of the provider focus group. The lower the mean rank, the more important participants considered the benefit.

**Table 2: Perceived benefits of training**

Benefits of Training	Mean Rank [industry group]	Mean Rank [provider group]
Training results in more motivated, satisfied employees	1.9	3.3
Training increases the quality of employees' work	2.2	3.5
Training increases employees' productivity	4.2	1.8
Training results in employees with better 'soft skills' such as inter-staff communication, leadership and time-management	4.3	5.0
Training results in employees that are more loyal to the company	5.6	6.3
Training increases employee retention	5.8	4.8
Training results in reduced recruitment costs through the internal promotion of skilled staff	6.8	6.8
Training results in staff who better understand and are able to comply with industry regulations	6.8	7.8
Training results in higher standards for health and safety	8.5	10.0
Training reduces wasted time and materials	8.8	5.8

The three most highly ranked benefits of training for both the industry and provider groups were:

- Training results in more motivated, satisfied employees
- Training increases the quality of employees' work
- Training increases employees' productivity

However, the order in which benefits were ranked was slightly different between the groups.

## APPENDIX 3

### APPENDIX 3: TRENDS IN THE CONTACT CENTRE INDUSTRY

This section considers data provided by callcentres.net Pty Ltd - New Zealand Contact Centre Industry Benchmarking Report 2007.

Figure 3 shows the national number of seats in the contact centre industry from 2003-2008.

**Figure 3: Contact centre seats [national]**

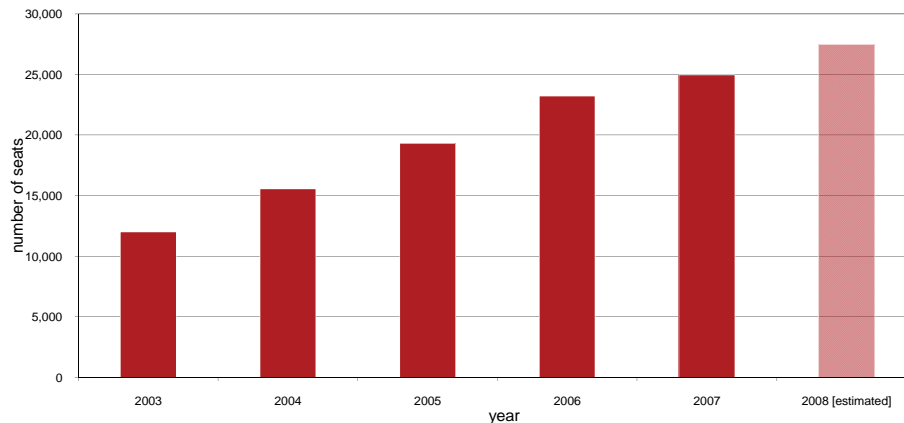


Figure 3 shows that:

- The New Zealand contact centre industry has grown every year since 2003
- This growth is expected to continue in 2008, increasing by an estimated 10% to approximately 27,450 seats

The New Zealand Contact Centre Industry Benchmarking Report 2007 states that:

- Major growth is predicted to come from the larger contact centres
- The industry currently operates approximately 24,960 seats
- It is estimated that 40,000 people now work in contact centre jobs throughout the country
- The primary activity for the majority of contact centres is still the provision of customer service, however 20% of centres have been setup primarily for revenue generation either through inbound or outbound sales activity
- Although over a quarter of New Zealand contact centres service international markets, there is a reduction in the number of centres servicing the rest of the world. Centres servicing overseas now tend to service Australia, the UK or Hong Kong

## APPENDIX 4

### APPENDIX 4: DEMAND FOR TRAINING

#### A4.1 USE OF ETITO CONTACT CENTRE QUALIFICATIONS

This section describes levels of use of ETITO's contact centre qualifications over the past five years linked to occupations within the contact centre industry.

For each ETITO qualification, data was collected from the New Zealand Qualifications Authority [NZQA]. This data is summarised in Table 3 and presented in section A4.34.

Data collected from NZQA indicates:

- Numbers of trainees nationally who have completed an ETITO qualification [either through ETITO or elsewhere] and had this verified by NZQA since 2003

## APPENDIX 4



### A4.11 Patterns of Participation Data Summary

Table 3 shows NZQA verifications for contact centre qualifications and how qualifications relate to job roles. Graphs representing this data, broken down into gender and ethnicity can be found in Section A4.34.

**Table 3: Patterns of participation data summary**

Name of Qualification	Number of NZQA verifications					Relevant to which job roles?
	2003	2004	2005	2006	2007	
National Certificate in Contact Centre Operations [Level 3]	379	520	691	805	691	Contact Centre Agent/Customer Service Representative/Sales Service Representative
National Certificate in Contact Centre Management [Team Leader] [Level 4]	9	10	19	8	12	Team Leader/Team Manager
National Diploma in Contact Centre Management [Level 5]	2	1	5	5	0	Contact Centre Manager/Operations Manager/Customer Services Manager

## APPENDIX 4

Table 3 shows that the following qualifications had many NZQA verifications over the past five years and were considered relevant to occupations within the contact centre industry by the consultation group:

- National Certificate in Contact Centre Operations [Level 3]

Table 3 shows that the following qualifications had a few NZQA verifications over the past five years and were considered relevant to occupations within the contact centre industry by the consultation group:

- National Certificate in Contact Centre Management [Team Leader] [Level 4]
- National Diploma in Contact Centre Management [Level 5]

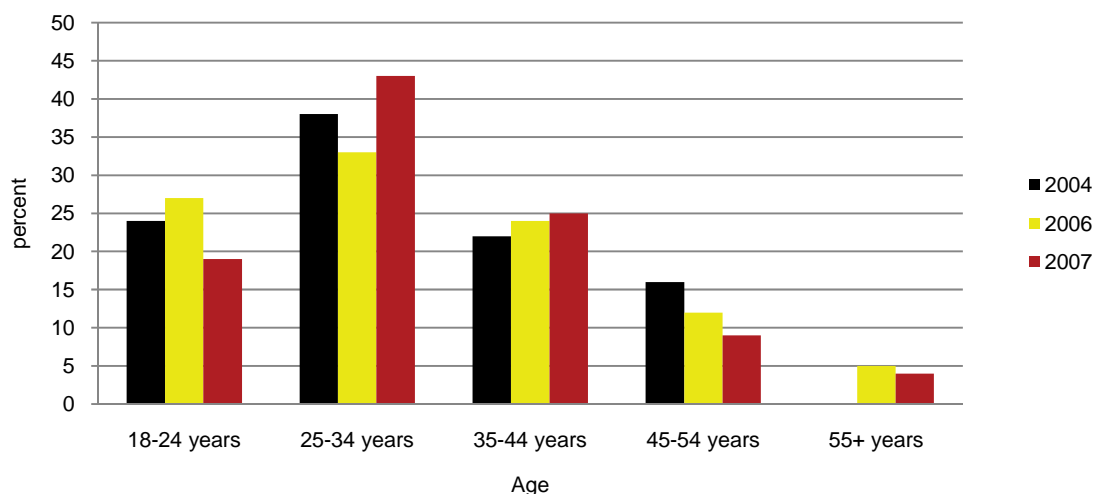
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### A4.2 DEMAND FOR SKILLED LABOUR BY INDUSTRY

#### A4.21 Demographic Aspects of Contact Centre Industry Employees

This section contains data provided by callcentres.net Pty Ltd - New Zealand Contact Centre Industry Benchmarking Report 2007].

Figure 4: Age Profile of Contact Centre Agents



[Note that 55+ was not measured in 2004, as the category 45+ was used instead]

Figure 4 shows the age profile of contact centre agents for 2004-2007. The New Zealand Contact Centre Industry Benchmarking Report 2007 states that:

- While the age profile of contact centres has not significantly changed over the past 2 years, there has been a slight decrease in younger agents [aged 18-24] and more agents aged 25-34

In 2007:

- 19% of contact centre agents were 18-24 years of age
- 43% of contact centre agents were 25-34 years of age
- 25% of contact centre agents were 35-44 years of age
- 9% of contact centre agents were 45-54 years of age
- 4% of contact centre agents were 55+ years of age

The New Zealand Contact Centre Industry Benchmarking Report 2007 also states that in 2007:

- 23% of Contact Centre Agents were male
- 77% of Contact Centre Agents were female

And:

- The average annual gross base wage for a contact centre agent in 2007 was \$37 052

## APPENDIX 4

Data from Statistics New Zealand [obtained from the ITF] indicates that in 2006 the 'Call Centre Operations Industry' contained the following proportions of workers who identified with the following ethnic groups:

- European: 63.9%
- Maori: 14.0%
- Pacific Peoples: 12.0%
- Asian: 14.7%
- MELAA [Middle Eastern, African, Latin American]: 0.7%
- Other: 0.0%
- New Zealander: 10.4%

### A4.22 Numbers of potential trainees within the contact centre industry

Table 4 shows potential numbers of trainees within the contact centre industry nationally<sup>1</sup>.

This process can only provide a very approximate measure of the potential number of contact centre trainees within the contact centre industry because:

- The percentage of client information clerks without tertiary qualifications is likely to be different to the percentage of contact centre employees without tertiary qualifications [see footnote.] However, the former percentage is all that is currently available and so has been used as an approximation
- The calculation does not take into account managers or supervisors that do not have tertiary qualifications

**Table 4: Potential Trainees in Contact Centre Industry**

Occupation	Relevant qualifications	Potential trainees within contact centre industry [national]
Contact Centre Employees	National Certificate in Contact Centre Operations [Level 3] National Certificate in Contact Centre Management [Team Leader] [Level 4] National Diploma in Contact Centre Management [Level 5]	23 100

<sup>1</sup> This figure has been calculated by multiplying the number of employees in the contact centre industry [40 000 according to callcentres.net Pty Ltd, 2007] by the proportion of employees that are likely to be full-time agents as opposed to supervisors/managers [87.5% according to callcentres.net Pty Ltd, 2007] by the percentage of Client Information Clerks without tertiary qualifications [66% according to Department of Labour]. Client Information Clerk was the closest occupation to Contact Centre Agent with data available from the Department of Labour.

## APPENDIX 4

### A4.23 Patterns of Participation Graphs

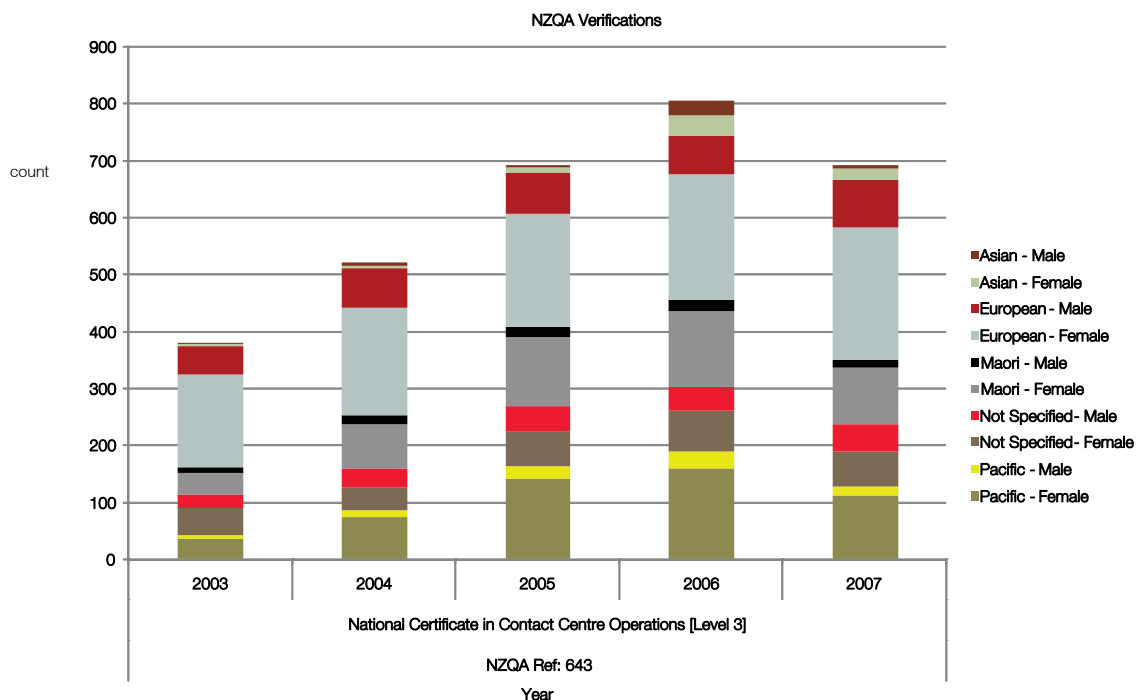
The figures in this section show patterns of participation for ETITO contact centre qualifications from 2003-2007, including the demographic characteristics [gender and ethnicity] of trainees.

- European females tend to be the best represented demographic group on contact centre qualifications, although other demographic groups are also represented.
- There was a slight downturn in the number of verifications for the Level 3 contact centre qualification in 2007 as compared with the generally upward trend for *completions and verifications* of this qualification from 2003-2006.

#### NZQA Ref 643: National Certificate in Contact Centre Operations [Level 3]

Figure 5 shows the number of trainees who had this qualification verified nationally since 2003.

Figure 5: NZQA Ref 643: National Certificate in Contact Centre Operations [Level 3] – NZQA [National] Verifications



For the National Certificate in Contact Centre Operations [Level 3]:

- The total number of national verifications over the past five years was 3086
- The number of national verifications ranged annually from 379 to 805 over the past five years
- The number of national verifications rose from 379 in 2003 to 805 in 2006. The number of verifications then fell to 691 in 2007
- Of the national trainees who were verified by NZQA over the past five years:
  - 33% indicated that they were European female
  - 17% indicated that they were Pacific female

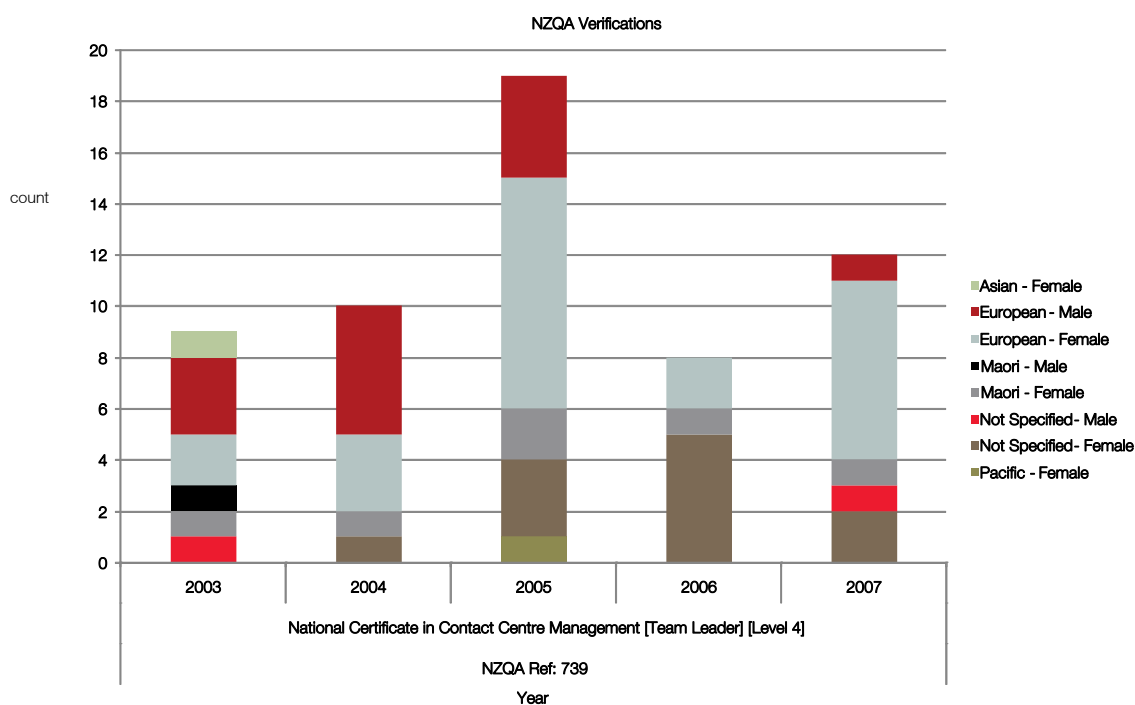
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- 15% indicated that they were Maori female
- 11% indicated that they were European male
- 9% indicated that they were female but did not specify their ethnicity
- 6% indicated that they were male but did not specify their ethnicity
- 3% indicated that they were Pacific male
- 2% indicated that they were Asian female
- 2% indicated that they were Maori male
- 1% indicated that they were Asian male

### NZQA Ref 739: National Certificate in Contact Centre Operations [Level 4]

Figure 6 shows the number of trainees who had this qualification verified nationally since 2003.

Figure 6: NZQA Ref 739: National Certificate in Contact Centre Management [Level 4] – NZQA [National] Verifications



For the National Certificate in Contact Centre Management [Team Leader] [Level 4]:

- The total number of national verifications over the past five years was 58
- The number of national verifications ranged annually from nine to 19 over the past five years
- The number of national verifications was nine in 2003 and rose to 19 by 2005. The number of verifications then fell to eight in 2006 before rising to 12 in 2007

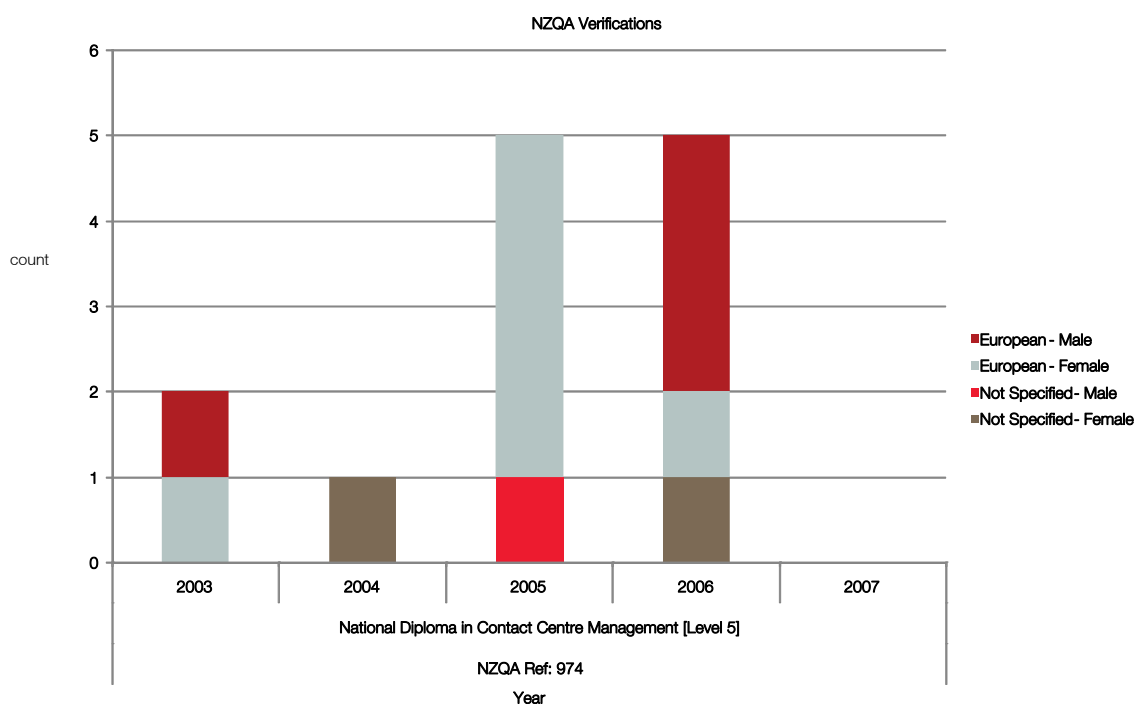
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- Of the national trainees who were verified by NZQA over the past five years:
  - 40% indicated that they were European female
  - 22% indicated that they were European male
  - 19% indicated that they were female but did not specify their ethnicity
  - Six indicated that they were Maori female
  - Two indicated that they were male but did not specify their ethnicity
  - One indicated that they were Pacific female
  - One indicated that they were Asian female
  - One indicated that they were Maori male

### NZQA Ref 739: National Certificate in Contact Centre Management [Level 5]

Figure 7 shows the number of trainees who had this qualification verified nationally since 2003.

**Figure 7: NZQA Ref 974: National Certificate in Contact Centre Management [Level 5] – NZQA [National] Verifications**



For the National Certificate in Contact Centre Management [Level 5]:

- The total number of national verifications over the past five years was 13
- The number of national verifications ranged annually from zero to five over the past five years
- The number of national verifications was two in 2003. This fell to one in 2004 before rising to five in 2005. The number of verifications remained at five in 2006 before falling to zero in 2007

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- Of the national trainees who were verified by NZQA over the past five years:
  - Six indicated that they were European female
  - Four indicated that they were European male
  - Two indicated that they were female but did not specify their ethnicity
  - One indicated that they were male but did not specify their ethnicity



## APPENDIX 5

### APPENDIX 5: SUPPLY OF SKILLED LABOUR

#### A5.1 CURRENT QUALIFICATION PROVISION BY REGION

Table 5 shows qualification provision for contact centre qualifications in regions of New Zealand.

**Table 5: Employees in contact centre industry by region, linked with provision of contact centre qualifications**

Region	TEOs in region providing any of ETITO contact centre qualifications [2008] [excluding ITOs]	Contact centre qualifications provided in region	Other relevant contact centre qualifications provided in region/provider
Auckland	1] MIT 2] Academy Business Training Ltd 3] Institute of Applied Learning 4] New Zealand Management Academies Ltd 5] Rapid Results Ltd [distance learning] 6] The Open Polytechnic of New Zealand [through distance learning]	National Certificate in Contact Centre Operations [Level 3]  National Certificate in Contact Centre Management [Level 4]	Certificate in Contact Centre Operations [Level 3]/MIT  Certificate in Contact Centre and Employment Skills [Level 3]/NZ Management Academies Ltd
Wellington	1] The Open Polytechnic of New Zealand [distance learning] 2] Rapid Results Ltd [distance learning]	National Certificate in Contact Centre Operations [Level 3] [distance learning]  National Certificate in Contact Centre Management [Level 4] [distance learning]	Certificate in Office Administration and Computing [Contact Centre] [Level 3]/Whitireia Community Polytechnic

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Region	TEOs in region providing any of ETITO contact centre qualifications [2008] [excluding ITOs]	Contact centre qualifications provided in region	Other relevant contact centre qualifications provided in region/provider
Canterbury	1] SIT 2] The Open Polytechnic of New Zealand [distance learning] 3] Rapid Results Ltd [distance learning]	National Certificate in Contact Centre Operations [Level 3] National Certificate in Contact Centre Management [Level 4] [distance learning]	
Waikato	1] New Zealand Management Academies Ltd 2] The Open Polytechnic of New Zealand [distance learning] 3] Rapid Results Ltd [distance learning]	National Certificate in Contact Centre Operations [Level 3] National Certificate in Contact Centre Management [Level 4] [distance learning]	
Hawke's Bay	1] The Open Polytechnic of New Zealand [distance learning] 2] Rapid Results Ltd [distance learning]	National Certificate in Contact Centre Operations [Level 3] [distance learning] National Certificate in Contact Centre Management [Level 4] [distance learning]	
Bay of Plenty	1] Macquarie Training Ltd 2] The Open Polytechnic of New Zealand [distance learning] 3] Rapid Results Ltd [distance learning]	National Certificate in Contact Centre Operations [Level 3] National Certificate in Contact Centre Management [Level 4]	

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Region	TEOs in region providing any of ETITO contact centre qualifications [2008] [excluding ITOs]	Contact centre qualifications provided in region	Other relevant contact centre qualifications provided in region/provider
Manawatu-Wanganui	<p>1] The Open Polytechnic of New Zealand [distance learning]</p> <p>2] Rapid Results Ltd [distance learning]</p>	<p>National Certificate in Contact Centre Operations [Level 3] [distance learning]</p> <p>National Certificate in Contact Centre Management [Level 4] [distance learning]</p>	Certificate in Call Centre Operations [Level 2]/UCOL
Otago	<p>1] The Open Polytechnic of New Zealand [distance learning]</p> <p>2] Rapid Results Ltd [distance learning]</p>	<p>National Certificate in Contact Centre Operations [Level 3] [distance learning]</p> <p>National Certificate in Contact Centre Management [Level 4] [distance learning]</p>	
Tasman	<p>1] The Open Polytechnic of New Zealand [distance learning]</p> <p>2] Rapid Results Ltd [distance learning]</p>	<p>National Certificate in Contact Centre Operations [Level 3] [distance learning]</p> <p>National Certificate in Contact Centre Management [Level 4] [distance learning]</p>	
Southland	<p>1] The Open Polytechnic of New Zealand [distance learning]</p> <p>2] Rapid Results Ltd [distance learning]</p>	<p>National Certificate in Contact Centre Operations [Level 3] [distance learning]</p> <p>National Certificate in Contact Centre Management [Level 4] [distance learning]</p>	

## APPENDIX 5



Region	TEOs in region providing any of ETITO contact centre qualifications [2008] [excluding ITOs]	Contact centre qualifications provided in region	Other relevant contact centre qualifications provided in region/provider
Taranaki	<p>1] The Open Polytechnic of New Zealand [distance learning]</p> <p>2] Rapid Results Ltd [distance learning]</p>	<p>National Certificate in Contact Centre Operations [Level 3] [distance learning]</p> <p>National Certificate in Contact Centre Management [Level 4] [distance learning]</p>	
Northland	<p>1] The Open Polytechnic of New Zealand [distance learning]</p> <p>2] Rapid Results Ltd [distance learning]</p>	<p>National Certificate in Contact Centre Operations [Level 3] [distance learning]</p> <p>National Certificate in Contact Centre Management [Level 4] [distance learning]</p>	
Nelson	<p>1] The Open Polytechnic of New Zealand [distance learning]</p> <p>2] Rapid Results Ltd [distance learning]</p>	<p>National Certificate in Contact Centre Operations [Level 3] [distance learning]</p> <p>National Certificate in Contact Centre Management [Level 4] [distance learning]</p>	
Gisborne	<p>1] The Open Polytechnic of New Zealand [distance learning]</p> <p>2] Rapid Results Ltd [distance learning]</p>	<p>National Certificate in Contact Centre Operations [Level 3] [distance learning]</p> <p>National Certificate in Contact Centre Management [Level 4] [distance learning]</p>	

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Region	TEOs in region providing any of ETITO contact centre qualifications [2008] [excluding ITOs]	Contact centre qualifications provided in region	Other relevant contact centre qualifications provided in region/provider
Marlborough	1] The Open Polytechnic of New Zealand [distance learning]  2] Rapid Results Ltd [distance learning]	National Certificate in Contact Centre Operations [Level 3] [distance learning]  National Certificate in Contact Centre Management [Level 4] [distance learning]	
West Coast	1] The Open Polytechnic of New Zealand [distance learning]  2] Rapid Results Ltd [distance learning]	National Certificate in Contact Centre Operations [Level 3] [distance learning]  National Certificate in Contact Centre Management [Level 4] [distance learning]	

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Table 5 indicates that:

- There is national training provision in Levels 3 and 4 contact centre qualifications as Rapid Results and The Open Polytechnic of New Zealand offer distance learning
- There is no provision for the National Certificate in Contact Centre Management [Level 5]
- Available non-national qualifications for the contact centre industry [and their providers] are:
  - Certificate in Contact Centre Operations [Level 3] [MIT]
  - Certificate in Contact Centre and Employment Skills [Level 3]/NZ Management Academies Ltd●
  - Certificate in Office Administration and Computing [Contact Centre] [Level 3] [Whitireia Community Polytechnic]
  - Certificate in Call Centre Operations [Level 2] [UCOL]

### A5.2 QUALIFICATION PROVISION BY INSTITUTION

Tables 6 to 8 show accredited providers for each of ETITO's contact centre qualifications. The percentage of those who are active is shown at the end of each table. Providers with multiple locations were counted as representing a single provider and TEOs who would normally deliver only workplace assessment [that is ITOs] have not been included in calculations.

**Table 6: Providers for National Certificate in Contact Centre Operations [Level 3]**

Accredited Institutions	Provider type	Current Provider?	Type of learning
Aviation, Tourism And Travel Training Organisation [Wellington]	ITO	No	
Electricity Supply Industry Training Organisation [Hamilton]	ITO	Yes	Workplace assessment
ETITO [Auckland]	ITO	Yes	Workplace assessment
New Zealand Industry Training Organisation [Hamilton]	ITO	No	
Learning State [Public Sector Training Organisation] [Wellington]	ITO	Yes	Workplace assessment
1. Aoraki Polytechnic [Timaru]	Polytechnic	No	
2. Manukau Institute of Technology [Auckland]	Polytechnic	Yes	4 days per week for 17 weeks plus workplace learning at the end of the course
3a. Otago Polytechnic [Cromwell]	Polytechnic	No	
3b. Otago Polytechnic [Dunedin]	Polytechnic	No	
3c. Otago Polytechnic [Oamaru]	Polytechnic	No	
4a. Southern Institute of Technology [Christchurch]	Polytechnic	Yes	Do theory units of qualification in a 16 week face-to-face course. Practical units must be done in workplace to gain National Certificate
4b. Southern Institute of Technology [Gore]	Polytechnic	No	

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Accredited Institutions	Provider type	Current Provider?	Type of learning
4c. Southern Institute of Technology [Invercargill]	Polytechnic	No	
5. The Open Polytechnic of New Zealand [Lower Hutt]	Polytechnic	Yes	Distance learning with some e-learning involved. Can only enrol through a contract with an employer
6a. UCOL [Levin]	Polytechnic	No	
6b. UCOL [Palmerston North]	Polytechnic	No	
6c. UCOL [Wanganui]	Polytechnic	No	
7. Whitireia Community Polytechnic [Porirua]	Polytechnic	No	
8. Academy Business Training NZ Ltd	Private Training Establishment	Yes	Would Deliver to corporate groups in workplace
9. Beattie Rickman Training Limited [Hamilton]	Private Training Establishment	No	
10. Institute of Applied Learning Ltd [Otahuhu]	Private Training Establishment	Yes	20 weeks full-time, or 32 weeks part-time if trainee is working. They have a live and a dummy contact centre for assessments. Blended delivery: e-learning is used for theory part of qualification
11. Macquarie Training Limited [Tauranga]	Private Training Establishment	Yes	Entirely workplace assessment, with some coaching over the phone. Takes around one year
12a. Martin-Hautus The Pacific Peoples Learning Institute [Mangere]	Private Training Establishment	No	
12b. Martin-Hautus The Pacific Peoples Learning Institute [Onehunga]	Private Training Establishment	No	
12c. New Zealand Management Academies Limited [Auckland]	Private Training Establishment	No	
13a. New Zealand Management Academies Limited [Hamilton]	Private Training Establishment	Yes	20 weeks full-time course at premises. On-job assessment also occurs.
13b. New Zealand Management Academies Limited [Henderson]	Private Training Establishment	Yes	20 weeks full-time course at premises. On-job assessment also occurs.
13c. New Zealand Management Academies Limited [Otahuhu]	Private Training Establishment	Yes	20 weeks full-time course at premises. On-job assessment also occurs.
14a. New Zealand National Institute of Business Limited [Christchurch]	Private Training Establishment	No	

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Accredited Institutions	Provider type	Current Provider?	Type of learning
14b. New Zealand National Institute of Business Limited [New Lynn]	Private Training Establishment	No	
15. People Potential Limited [Whangarei]	Private Training Establishment	No	
16. Raffles Design Institute [Formerly Digitrain] [Auckland]	Private Training Establishment	No	
17. Rapid Results Limited [Auckland]	Private Training Establishment	Yes	Online learning
18. University of Auckland [Faculty of Education]	University	No	

**Number of accredited TEOs: 18**

**% of active accredited TEOs: 44%**

**Table 7: Providers for National Certificate in Contact Centre Management [Team Leader] [Level 4]**

Accredited Institutions	Provider type	Current Provider?	Type of learning
Electricity Supply Industry Training Organisation [Hamilton]	ITO	No	
ETITO [Auckland]	ITO	Yes	Workplace assessment
New Zealand Industry Training Organisation [Hamilton]	ITO	No	
Learning State [Public Sector Training Organisation] [Wellington]	ITO	Yes	Workplace assessment
1. Aoraki Polytechnic [Timaru]	Polytechnic	No	
2. Manukau Institute of Technology [Auckland]	Polytechnic	No	
3a. Otago Polytechnic [Cromwell]	Polytechnic	No	
3b. Otago Polytechnic [Dunedin]	Polytechnic	No	
3c. Otago Polytechnic [Oamaru]	Polytechnic	No	
4. The Open Polytechnic Of New Zealand [Lower Hutt]	Polytechnic	Yes	Through an MOU with "iContact" [www.icontact.co.nz] who do training via elearning. TOPNZ report the credits.
5a. UCOL [Levin]	Polytechnic	No	
5b. UCOL [Palmerston North]	Polytechnic	No	
5c. UCOL [Wanganui]	Polytechnic	No	
6. Whitireia Community Polytechnic [Porirua]	Polytechnic	No	
7. Academy Business Training NZ Ltd	Private Training Establishment	Yes	Would Deliver to corporate groups in workplace
8. Beattie Rickman Training Limited [Hamilton]	Private Training Establishment	No	
9. Macquarie Training Limited [Tauranga]	Private Training Establishment	Yes	Workplace assessment, with some coaching over the phone. Takes around one year
10. Rapid Results Limited [Auckland]	Private Training Establishment	Yes	Online learning
11. University Of Auckland [Faculty Of Education]	University	No	

**Number of accredited TEOs: 11**

**% of active accredited TEOs: 36%**

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Table 8: Providers National Certificate in Contact Centre Management [Level 5]

Accredited Institutions	Provider type	Current Provider?	Type of learning
Electrotechnology Industry Training Organisation [Auckland]	ITO	Yes	Workplace assessment
Manukau Institute Of Technology [Auckland]	Polytechnic	No	
Otago Polytechnic [Cromwell]	Polytechnic	No	
Otago Polytechnic [Dunedin]	Polytechnic	No	
Otago Polytechnic [Oamaru]	Polytechnic	No	
Whitireia Community Polytechnic [Porirua]	Polytechnic	No	

**Number of accredited TEOs: 0**

**% of active accredited TEOs: 0%**