COMPETENCY STANDARD

BPO Operations Management

Level: 06

(ICT Sector)

Competency Standard Code: CS-ICT-BOM-L6-EN-V1

National Skills Development Authority
Prime Minister's Office
Government of the People's Republic of Bangladesh

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This Competency Standard for BPO Operations Management is a document for the development of curricula, teaching and learning materials, and assessment tools. It also serves as the document for providing training consistent with the requirements of industry in order to meet the qualification of individuals who graduated through the established standard via competency-based assessment for a relevant job.

This document has been validated by NSDA in association with Information Communication Technology Sector ISC, industry representatives, academia, related specialist, trainer and related employee.

Public and private institutions may use the information contained in this standard for activities benefitting Bangladesh.

Introduction

The NSDA aims to enhance an individual's employability by certifying completeness with skills. NSDA works to expand the skilling capacity of identified public and private training providers qualitatively and quantitatively. It also aims to establish and Operationalize a responsive skills ecosystem and delivery mechanism through a combination of well-defined set of mechanisms and necessary technical supports.

Key priority economic growth sectors identified by the government have been targeted by NSDA to improve current job skills along with existing workforce to ensure required skills to industry standards. Training providers are encouraged and supported to work with industry to address identified skills and knowledge to enable industry growth and increased employment through the provision of market responsive inclusive skills training program. "BPO Operations Management" is selected as one of the priority occupations of Information Communication Technology Sector. This standard is developed to adopt a demand driven approach to training with effective inputs from Industry Skills Councils (ISC's), employer associations and employers.

Generally, a competency standard informs curriculum, learning materials, assessment and certification of trainees enrolled in Skills Training. Trainees who successfully pass the assessment will receive a qualification in the Bangladesh National Qualification Framework (BNQF) and will be listed on the NSDA's online portal.

This competency standard is developed to improve skills and knowledge in accordance with the job roles, duties and tasks of the occupation and ensure that the required skills and knowledge are aligned to industry requirements. A series of stakeholder consultations, workshops were held to develop this document.

The document also details the format, sequencing, wording and layout of the Competency Standard for an occupation which is comprised of Units of Competence and its corresponding Elements.

Overview

A competency standard is a written specification of the knowledge, skills and attitudes required for the performance of an occupation, trade or job corresponding to the industry standard of performance required in the workplace.

The purpose of a competency standards is to:

- provide a consistent and reliable set of components for training, recognising and assessing people's skills, and may also have optional support materials
- enable industry recognised qualifications to be awarded through direct assessment of workplace competencies
- encourage the development and delivery of flexible training which suits individual and industry requirements
- encourage learning and assessment in a work-related environment which leads to verifiable workplace outcomes

Competency standards are developed by a working group comprised of representative from NSDA, Key Institutions, ISC, and industry experts to identify the competencies required of an occupation in Informal Sector.

Competency standards describe the skills, knowledge and attitude needed to perform effectively in the workplace. CS acknowledge that people can achieve technical and vocational competency in many ways by emphasizing what the learner can do, not how or where they learned to do it.

With competency standards, training and assessment may be conducted at the workplace or at training institute or any combination of these.

Competency standards consist of a number of units of competency. A unit of competency describes a distinct work activity that would normally be undertaken by one person in accordance with industry standards.

Units of competency are documented in a standard format that comprises of:

- unit title
- nominal duration
- unit code
- unit descriptor
- elements and performance criteria
- variables and range statement
- curricular content guide
- assessment evidence guides

Together, all the parts of a unit of competency:

- describe a work activity
- guide the assessor to determine whether the candidate is competent or not yet competent

The ensuing sections of this document comprise of a description of the relevant occupation, trade or job with all the key components of a unit of competency, including:

- a chart with an overview of all Units of Competency for the relevant occupation, trade or job including the Unit Codes and the Unit of Competency titles and corresponding Elements
- the Competency Standard that includes the Unit of Competency, Unit Descriptor, Elements and Performance Criteria, Range of Variables, Curricular Content Guide and Assessment Evidence Guide.

Competency Standards for National Skills Certificate – Level-6 in BPO Operations Management in ICT Sector

Level Descriptors of NSQF (BNQF 1-6)

Level & Job Classification	Knowledge Domain	Skills Domain	Responsibility Domain
6-Mid-Level Manager/ Sub Assistant Engineer	Comprehensive actual and theoretical knowledge within a specific work or study area with an awareness of the validity and limits of that knowledge, able to analyse, compare, relate and evaluate.	Specialised and wider range of cognitive and practical skills required to provide leadership in the development of creative solutions to defined problems. Communicate professional issues and solutions to the team and to external partners/users.	Work under broad guidance and self-motivation to execute strategic and Operationsal plan/s. Lead lower-level management. Diagnose and resolve problems within and among work groups.
5-Supervisor	Broad knowledge of the underlying, concepts, principles, and processes in a specific work or study area, able to scrutinize and break information into parts by identifying motives or causes.	Broad range of cognitive and practical skills required to generate solutions to specific problems in one or more work or study areas. Communicate practice-related problems and possible solutions to external partners.	Work under guidance of management and self-direction to resolve specific issues. Lead and take responsibility for the work and actions of group/team members. Bridge between management.
4-Highly Skilled Worker	Broader knowledge of the underlying, concepts, principles, and processes in a specific work or study area, able to solve problems to new situations by comparing and applying acquired knowledge.	A range of cognitive and practical skills required to accomplish tasks and solve problems by selecting and applying the full range of methods, tools, materials and information. Communicate using technical terminology and IT technology with partners and users as per workplace requirements.	Work under minimal supervision in specific contexts in response to workplace requirements. Resolve technical issues in response to workplace requirements and lead/guide a team/ group.
3-Skilled Worker	Moderately broad knowledge in a specific work or study area, able to perceive ideas and abstract from drawing and design according to workplace requirements.	Basic cognitive and practical skills required to use relevant information in order to carry out tasks and to solve routine problems using simple rules and tools. Communicate with his team and limited external partners upholding the values, nature and culture of the workplace	Work or study under supervision with considerable autonomy. Participate in teams and responsible for group coordination.
2-Semi Skilled Worker	Basic understanding of underpinning knowledge in a specific work or study area, able to interpret and apply common occupational terms and instructions.	Skills required to carry out simple tasks, communicate with his team in the workplace presenting and discussing results of his work with required clarity.	Work or study under supervision in a structured context with limited scope of manipulation
1 –Basic Skilled Worker	Elementary understanding of ability to interpret the underpinning knowledge in a specific study area, able to interpret common occupational terms and instructions.	Specific Basic skills required to carry out simple tasks. Interpret occupational terms and present the results of own work within guided work environment/ under supervision.	Work under direct supervision in a structured context with limited range of responsibilities.

List of Abbreviations

General	
NSDA	National Skills Development Authority
BMET	Bureau of Manpower Employment and Training
ILO	International Labor Organization
ISC	Industry Skills Council
NPVC	National Pre-Vocation Certificate
NSQF	National Skills Qualifications Framework
PPP	Public Private Partnership
SCVC	Standards and Curriculum Validation Committee
SEIP	Skills for Employment Investment Program
STP	Skills Training Provider
UoC	Unit of Competency
OSH	Occupational Health and Safety
SOP	Standard Operating Procedures
PPE	Personal Protective Equipment

Approval of Competency Standard

Approved by
---th Executive Committee (EC) Meeting of NSDA
Held on ---th -- 2022

Deputy Director (Admin)
and
Officer of Secretarial Duties for EC Meeting
National Skills Development Authority

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Competency Standards for National Skill Certificate – 6 in BPO Operations Management in ICT Sector

Course Structure

SL	Unit Code and Title		UoC Level	Nominal Duration (Hours)
Generic Units of Competencies				**40**
1.	GU-21-L3-V1	Manage Personal and Professional Development	3	40
Occupation Specific Units of Competencies				**180**
2.	OU-ICT-BOM-01-L6-V1	Comprehend fundamentals of BPO Operations Management	6	30
3.	OU-ICT-BOM-02-L6-V1	Perform BPO Operations Management Activities	6	50
4.	OU-ICT-BOM-03-L6-V1	Apply Principles & Techniques for Service Delivery Excellence	6	60
5.	OU-ICT-BOM-04-L6-V1	Optimize Organizational Growth	6	40
Total Nominal Learning Hours				**220**

Units & Elements at Glance

Generic Units of Competencies

SL	Code	Unit of competency	Elements of Competency	Duration (hours)
1.		Manage Personal and Professional Development	1. Interpret personal development skills. 2. Set and meet self-development priorities. 3. Maintain professional growth and development.	**40**
Total hours				**40**

Occupation-Specific Units of Competencies

SL	Code	Unit of Competency	Elements of Competency	Duration (hours)
1.	OU-ICT-BOM-01-L6-V1	Comprehend fundamentals of BPO Operations Management	1. Work with BPO Operations Process 2. Implement BPO Operations Process 3. Explore BPO Operations tools and trends	30
2.	OU-ICT-BOM-02-L6-V1	Perform BPO Operations Management Activities	1. Apply interpersonal skills 2. Carry out workforce management (WFM) activities 3. Manage team 4. Ensure accountability of team 5. Comply with guidelines of regulatory authority	50
3.	OU-ICT-BOM-03-L6-V1	Apply Principles and Techniques for Service Delivery Excellence	1. Apply principles of service delivery management in BPO 2. Create and comply with ethical standards 3. Apply service quality and productivity management	60
4.	OU-ICT-BOM-04-L6-V1	Optimize Organizational Growth	1. Develop service level agreement. 2. Analyze and evaluate findings and facts. 3. Carryout innovation process for company success.	40
Total hours				**180**

Generic Units of Competencies

Unit Code and Title	**GU-21-L3-V1: Manage Personal and Professional Development**
Nominal Hours	40 Hours
Unit descriptor	This unit covers the knowledge, skills and attitudes required to demonstrate the concept of personal and professional development. It specifically includes interpreting personal development skills, setting and meeting work priorities, maintaining professional growth and development.
Elements of Competency	**Performance Criteria** **(Bold & Underlined** terms are elaborated in the Range of Variables)
1. Interpret personal development skills	1.1 Objectives of personal development skills are described. 1.2 **Personal development skills** are identified. 1.3 Intra and Interpersonal relationships are maintained in the course of managing oneself. 1.4 Self-analysis is performed and personal development needs are identified.
2. Set and meet self-development priorities	2.1 Tasks are prioritized to achieve personal, team and organizational goals and objectives. 2.2 **Resources** are utilized efficiently and effectively to manage work priorities and commitments. 2.3 Economic usage and maintenance of facilities are followed as per established procedures.
3. Maintain professional growth and development	3.1 Pro activeness/zeal is demonstrated in fulfilling personal and professional growth requirements. 3.2 **Trainings and career opportunities** are identified and accessed based on job requirements. 3.3 **Recognitions** are sought/ received and demonstrated as proof of career advancement. 3.4 **Licenses and/or certifications** relevant to the job and career are obtained and renewed
Range of Variables	
Variables	**Range** (may include but not limited to):
1. Personal Development skills	1.1 Problem-solving 1.2 Self-confidence 1.3 Adaptability 1.4 Integrity 1.5 Work ethic 1.6 Pro-activeness
2. Resources	2.1 Human 2.2 Financial 2.3 Technology

3. Trainings and career opportunities	3.1 Participation in training programs 3.1.1 Technical 3.1.2 Supervisory 3.1.3 Managerial 3.1.4 Continuing Education 3.2 Serving as Resource Persons in conferences and workshops
4. Recognitions	4.1 Recommendations 4.2 Citations 4.3 Certificate of Appreciations 4.4 Commendations 4.5 Awards 4.6 Tangible and Intangible Rewards
5. Licenses and/or certifications	5.1 National Certificates 5.2 Certificate of Competency 5.3 Support Level Licenses 5.4 Professional Licenses
Evidence guide The evidence must be authentic, valid, sufficient, reliable, consistent and recent and meet the requirements of the current version of the unit of competency.	
1. Critical aspects of competency	1.1 Attained personal development skills. 1.2 Maintained intra and interpersonal relationship in the course of managing oneself. 1.3 Prioritized tasks according to work commitments. 1.4 Identified training and career opportunities. 1.5 Completed trainings based on the requirements of the industries. 1.6 Acquired and maintained licenses and/or certifications according to the requirement of the qualification.
2. Underpinning knowledge	2.1 Importance of personal development skills. 2.2 Organizational policies relevant to training and professional growth. 2.3 Company Operations, procedures and standards. 2.4 Resources in work environment.
3. Underpinning skill	3.1 Utilizing and improving personal development skills 3.2 Maintaining Intra and Interpersonal relationship 3.3 Utilizing communication skills 3.4 Prioritizing tasks in accordance with work commitment. 3.5 Utilizing resources efficiently and effectively
4. Required attitude	4.1 Commitment to occupational health and safety 4.2 Environmental concerns 4.3 Eagerness to learn 4.4 Tidiness and timeliness 4.5 Respect for rights of peers and seniors in workplace 4.6 Communication with peers and seniors in workplace
5. Resource implication	The following resources **MUST** be provided: 5.1 Workplace or assessment location. 5.2 Case studies/scenarios.

6. Methods of assessment	Methods of assessment may include but not limited to: 6.1 Written test. 6.2 Demonstration 6.3 Oral questioning. 6.4 Portfolio.
7. Context of assessment	7.1 Competency assessment must be done in an assessment/training center or in an actual or simulated work place after completion of the training module 7.2 Assessment should be done by a suitably qualified/ certified assessor.

Accreditation Requirements

Training Providers must be accredited by National Skills Development Authority (NSDA), the National Quality Assurance Body, or a body with delegated authority for quality assurance to conduct training and assessment against this unit of competency for credit towards the award of national qualification. Accredited providers assessing against this unit of competency must meet the quality assurance requirements set by NSDA.

Occupation Specific Units of Competencies

Unit Code and Title	**OU-ICT-BOM-01-L6-V1: Comprehend fundamentals of BPO Operations Management**
Nominal Hours	**30 Hours**
Unit Descriptor	This unit covers the knowledge, skills and attitudes required to comprehend fundamentals of BPO operations management. It specifically includes working with BPO Operations Process, implementing BPO operations process, and exploring BPO Operations tools and trends.
Elements of Competency	**Performance criteria** **(Bold & underlined** terms are elaborated in the Range of Variables)
1. Work with BPO Operations Process	1.1 **Fundamentals of BPO Operations Process** are comprehended 1.2 **Types and categories** are explained. 1.3 **Key phenomena of BPO** are comprehended 1.4 Recent trends of Business Process Outsourcing (BPO) are explored.
2. Implement BPO Operations Process	2.1 Standard Operating Procedures (SOP) of BPO Operations is described. 2.2 Process flow is identified, designed and applied. 2.3 BPO Firm set up process is implemented
3. Explore BPO Operations tools and trends	3.1 **IT enabled BPO tools** are comprehended. 3.2 **Expected BPO Trends** are exercised.
Range of Variables	
Variable	**Range** (may include but not limited to):
1. Fundamentals of BPO Operations Process	1.1 Concept of BPO 1.2 BPO Operations Process 1.3 Types of BPO 1.4 Key benefits of BPO 1.5 Activities of BPO 1.6 Service level Agreement (SLA)

2. Types and categories	2.1 Based on service provider location 2.1.1 offshore 2.1.2 onshore 2.1.3 near-shore 2.2 based on functions 2.2.1 Front office 2.2.2 Back office 2.3 Based on service delivery 2.3.1 Customer interaction services 2.3.2 Back-office transactions 2.3.3 IT and Software Operations 2.3.4 Finance and accounting services 2.3.5 Human resources services 2.3.6 Knowledge services 1.3.7 Health services 2.4 Based on added business value 2.4.1 Vertical integration 2.4.2 Horizontal integration
3. Key phenomena of BPO	3.1 Economics & Geopolitics 3.2 Technology trends 3.3 Public sector reforms 3.4 Demographic changes 3.5 Globalization
4. IT enabled BPO tools	4.1 Hubspot 4.2 Wipro 4.3 Accenture 4.4 Velan 4.5 CGS
5. Expected BPO trends	5.1 Digital transformations 5.1.1 Cloud service 5.1.2 Mobility service 5.1.3 portal service 5.1.4 digital commerce service 5.2 Digital accelerator 5.2.1 Robotic process automation 5.2.2 Business intelligence service 5.2.3 DevOps 5.3 Business process service 5.3.1 Finance and accounting 5.3.2 Revenue cycle management 5.3.3 Business support service 5.3.4 Front-end service
Evidence Guide The evidence must be authentic, valid, sufficient, reliable, consistent and recent and meet all requirements of current version of the Units of Competency (UoC).	

1. Critical aspects of competency	1.1 Worked with BPO Operations Process 1.2 Implemented BPO Operations Process 1.3 Explored BPO Operations tools and trends
2. Underpinning knowledge	2.1 Concepts of Business Process Outsourcing (BPO). 2.2 Key phenomenon of BPO. 2.3 Opportunities of Business Process Outsourcing (BPO). 2.4 Process flow of BPO. 2.5 SOP of BPO Operations management. 2.6 IT enabled tools and services. 2.7 Data management application. 2.8 Activities of BPO Operations.
3. Underpinning skills	3.1 Working with BPO Operations Process 3.2 Implementing BPO Operations Process 3.3 Exploring BPO Operations tools and trends
4. Required attitudes	4.1 Commitment to occupational health and safety. 4.2 Promptness in carrying out activities. 4.3 Sincere and honest to duties. 4.4 Eagerness to learn. 4.5 Tidiness and timeliness. 4.6 Environmental concerns. 4.7 Respect for rights of peers and seniors at workplace. 4.8 Communication with peers and seniors at workplace.
5. Resource implications	The following resources must be provided: 5.1 Workplace (actual or simulated). 5.2 Tools, equipment and facilities appropriate to the process or activity. 5.3 Materials relevant to the proposed activity.
6. Method of assessment	Methods of assessment may include but not limited to: 6.1 Written Test. 6.2 Demonstration. 6.3 Oral Questioning. 6.4 Portfolio.
7. Context of assessment	7.1 Competency assessment must be done in a training center or in an actual or simulated workplace after completing of the training module. 7.2 Assessment should be done by a suitably qualified/certified assessor.
Accreditation Requirements Training providers must be accredited by National Skills Development Authority (NSDA), the National Quality Assurance Body, or a body with delegated authority for quality assurance to conduct training and assessment against this Units of Competency for credit towards the award of any national qualification. Accredited providers assessing against this Units of Competency must meet the quality assurance requirements set by NSDA.	

Unit Code and Title	**OU-ICT-BOM-02-L6-V1: Perform BPO Operations Management Activities**
Nominal Hours	**50 Hours**
Unit Descriptor	This unit covers the knowledge, skills and attitudes required to perform BPO Operations Management activities. It specifically includes applying interpersonal skills, carrying out workforce management (WFM) activities, managing team, ensuring accountability of team, and complying with guidelines of regulatory authority.
Elements of Competency	**Performance Criteria** **(Bold & underlined** terms are elaborated in the Range of Variables)
1. Apply interpersonal skills	1.1 Collaboration and team building activities is implemented 1.2 Effective communications in different layers are ensured 1.3 Critical thinking and problem-solving techniques are applied 1.4 Coordination and negotiation are performed with B2B concerns 1.5 Conflict management techniques are implemented 1.6 Effective meeting conduction techniques are carried out. 1.7 Effective time management skills are applied. 1.8 Leading skills are exercised using leadership matrices
2. Carry out workforce management (WFM) activities	2.1 Workforce requirement is identified. 2.2 Schedule and budget are prepared to meet workforce requirement. 2.3 Tasks delegations and prioritizations are maintained as per work load 2.4 Workforce is allocated within teams as per task delegation process
3. Manage team	3.1 BPO performance management system are comprehended 3.2 **BPO performance matrices** are implemented at required levels. 3.3 Performance is evaluated against KPI and actions are taken based on the findings. 3.4 Escalated critical conflicts and unresolved issues are handled
4. Ensure accountability of team	4.1 Accountability assessment is conducted 4.2 **Five Why approaches to assess a team's accountability** are implemented. 4.3 **5Cs framework** is followed for building accountability of a team.
5. Comply with guidelines of regulatory authority	5.1 Guidelines of appropriate regulatory authorities are described. 5.2 Coordination with regulatory authority is maintained. 5.3 Regulatory authority is reported as per requirement.
Range of Variables	
Variable	**Range** (may include but not limited to)

1. BPO performance matrix	1.1 Average handle time (AHT) 1.2 First response time (FRT) 1.3 Average abandonment rate 1.4 Average time in queue 1.5 Average after-contact work time (AWT) 1.6 First contact resolution (FCR) 1.7 Cost per contact 1.8 Revenue per successful contact 1.9 Occupancy rate 1.10Agent turnover rate
2. Five Why approaches to assess a team's accountability	2.1 Why is your team a team? 2.2 Why is your work important? 2.3 Why is that important? [Based on answer] 2.4 Why is that important? [Based on answer] 2.5 Why does that matter? [Based on answer]
3. 5Cs Framework	3.1 Common purpose 3.2 Clear expectation 3.3 Communication and alignment 3.4 Coaching and collaboration 3.5 Consequences
Evidence Guide The evidence must be authentic, valid, sufficient, reliable, consistent, and recent and meet all requirements of current version of the Units of Competency (UoC).	
1. Critical aspects of competency	1.1 Applied interpersonal skills 1.2 Carried out workforce management (WFM) activities 1.3 Managed team 1.4 Ensured accountability of team
2. Underpinning knowledge	3.1 Types of workforces. 3.2 Recruitment process. 3.3 Workforce allocation. 3.4 Five Why approaches to assess a team's accountability 3.5 Monitoring tools. 3.6 Key Performance Indicator (KPI). 3.7 Conflict management. 3.8 GLOW framework
3. Underpinning skills	4.1 Applying interpersonal skills 4.2 Carrying out workforce management (WFM) activities 4.3 Managing team 4.4 Ensuring accountability of team 4.5 Complying with guidelines of regulatory authority.

4. Required attitudes	5.1 Commitment to occupational health and safety. 5.2 Promptness in carrying out activities. 5.3 Sincere and honest to duties. 5.4 Environmental concerns. 5.5 Eagerness to learn. 5.6 Tidiness and timeliness. 5.7 Respect for rights of peers and seniors in workplace. 5.8 Communication with peers and seniors in workplace.
5. Resource implications	The following resources should be provided: 6.1 Workplace (actual or simulated). 6.2 Tools, equipment and facilities appropriate to the process or activity. 6.3 Materials relevant to the proposed activities.
6. Methods of assessment	Methods of assessment may include but not limited to: 7.1 Written test. 7.2 Demonstration. 7.3 Oral questioning. 7.4 Portfolio.
7. Context for assessment	8.1 Competency assessment must be done in a training center or in an actual or simulated workplace after completion of the training module. 8.2 Assessment should be done by a suitably qualified/certified assessor.

Accreditation Requirements

Training providers must be accredited by National Skills Development Authority (NSDA), the National Quality Assurance Body, or a body with delegated authority for quality assurance to conduct training and assessment against this Units of Competency for credit towards the award of any national qualification. Accredited providers assessing against this unit of competency must meet the quality assurance requirements set by NSDA.

Unit Code and Title	OU-ICT-BOM-03-L6-V1: Apply Principles and Techniques for Service Delivery Excellence
Nominal Hours	**60 Hours**
Unit Descriptor	This unit covers the knowledge, skills and attitudes required to apply principles and techniques for service delivery excellence. It specifically includes applying principles of service delivery management in BPO, creating and complying with ethical standards, and applying service quality and productivity management.
Elements of Competency	**Performance Criteria** **(Bold & underlined** terms are elaborated in the Range of Variables)
1 Apply principles of service delivery management in BPO	1.1 **Principles and objectives of service delivery** are described. 1.2 **Service delivery frameworks** are described 1.3 Customer centric service design is maintained. 1.4 Knowledge management and lesson learned are documented to ensure Operational excellence. 1.5 **Core value** setup, monitoring and feedback process development are performed.
2 Create and comply with ethical standards	2.1 Key stakeholders' (internal and external) requirements and interests are identified. 2.2 Organizational ethical standard is prepared and complied 2.3 Promised service to the concern is ensured 2.4 Professional attitudes at workplace are maintained 2.5 Workplace Code of Conduct are complied with.
3 Apply service quality and productivity management	3.1 Service quality and productivity management are described. 3.2 Service quality and productivity strategy are implemented. 3.3 Regular monitoring is performed and service quality management is upgraded if required for improvement.
Range of variables	
Variable	**Range** (may include but not limited to):
1 Principles and objectives of service delivery	1.1 Support customer as a team. 1.2 Listen to customer. 1.3 Spend time building relationships. 1.4 Be honest about what you don't know. 1.5 Practice empathy. 1.6 Know your product. 1.7 Remember-every second count.
2 Service delivery frameworks	2.1 Outsourcing decision framework 2.2 Infosys BPM's process progression model (PPM) 2.3 Assess-Define-Establish (ADE) Framework 2.4 The BSDQ™ Framework (BCI)

2. Core value	2.1 Loyalty. 2.2 Honesty. 2.3 Trust. 2.4 Ingenuity. 2.5 Accountability. 2.6 Simplicity. 2.7 Respect. 2.8 Value-centricity.
Evidence Guide Evidence must be authentic, valid, sufficient, reliable, consistent and recent and meet all requirements of current version of Units of Competency.	
1. Critical aspects of competency	1.1 Applied principles of service delivery management in BPO 1.2 Created and complied with ethical standards 1.3 Applied service quality and productivity management
2. Underpinning knowledge	2.1 Principles and objectives of service delivery. 2.2 Knowledge management. 2.3 Service quality and productivity management. 2.4 Customer requirements and interests. 2.5 Workplace Code of Conduct.
3. Underpinning skills	3.1 Applying principles of service delivery management in BPO 3.2 Creating and complying with ethical standards 3.3 Applying service quality and productivity management
4. Required attitudes	4.1 Commitment to occupational health and safety. 4.2 Promptness in carrying out activities. 4.3 Sincere and honest to duties. 4.4 Environmental concerns. 4.5 Eagerness to learn. 4.6 Tidiness and timeliness. 4.7 Respect for rights of peers and seniors in workplace. 4.8 Communication with peers and seniors in workplace.
5. Resource implications	The following resources must be provided: 5.1 Workplace (actual or simulated). 5.2 Tools, equipment and facilities appropriate to the process or activity. 5.3 Materials relevant to the proposed activity.
6. Method of assessment	Methods of assessment may include but not limited to: 6.1 Written Exam. 6.2 Demonstration. 6.3 Oral questioning. 6.4 Portfolio.

7. Context of assessment	7.1 Competency assessment must be done in a training center or in an actual or simulated workplace after completion of the training module. 7.2 Assessment should be done by a suitably qualified/certified assessor.
Accreditation Requirements Training providers must be accredited by National Skills Development Authority (NSDA), the National Quality Assurance body, or a body with delegated authority for quality assurance to conduct training and assessment against this Units of Competency for credit towards the award of any national qualification. Accredited providers assessing against this unit of competency must meet the quality assurance requirements set by NSDA.	

Unit Code and Title	OU-ICT-BOM-03-L6-V1: Optimize Organizational Growth
Nominal Hours	**40 Hours**
Unit Descriptor	This unit covers the knowledge, skills and attitudes required to optimize organizational growth. It specifically includes developing service level agreement, analyzing and evaluating findings and facts, and carrying-out innovation process for company success.
Elements of Competency	**Performance Criteria** **(Bold & underlined** terms are elaborated in the Range of Variables)
1. Develop service level agreement	1.1 Best practice for SLA is demonstrated. 1.2 Service level agreement (SLA) is prepared based on the agreement 1.3 **Components of Service Level Agreement (SLA)** in BPO are described.
2. Analyze and evaluate findings and facts	2.1 Key points of SLA are performed. 2.2 Report is extracted from reporting module. 2.3 Collected report is analyzed and evaluated. 2.4 Recommendations are provided on key points. 2.5 Corrective action is taken according to the findings.
3. Carryout innovation process for company success	5.4 Benefits of team innovation on company's success are explained. 5.5 **Steps of creating scope** for team innovation are followed. 5.6 Innovation charter is prepared. 5.7 Reflection of innovation is described.
Range of variables	
Variable	**Range** (may include but not limited to):
1. Components of service Level agreement	1.1 Agreement overview. 1.2 Goals and objectives. 1.3 Stakeholders. 1.4 Periodic Review. 1.5 Service Agreement. 1.6 Service management.
2. Steps of creating scope	2.1 Step 1: Idea Generation and Mobilization. 2.2 Step 2: Advocacy and Screening. 2.3 Step 3: Experimentation. 2.4 Step 4: Commercialization. 2.5 Step 5: Diffusion and Implementation.
Evidence Guide Evidence must be authentic, valid, sufficient, reliable, consistent and recent and meet all requirements of current version of Units of Competency.	

1. Critical aspects of competency	1.1 Developed service level agreement. 1.2 Analyzed and evaluated findings and facts. 1.3 Carried-out innovation process for company success.
2. Underpinning knowledge	2.1 Component of service legal agreement. 2.2 Best practice for SLA. 2.3 Steps of creating scope 2.4 Reporting module. 2.5 Historical data.
3. Underpinning skills	3.1 Developing service level agreement. 3.2 Analyzing and evaluated findings and facts. 3.3 Carrying-out innovation process for company success.
4. Required attitudes	4.1 Commitment to occupational health and safety. 4.2 Promptness in carrying out activities. 4.3 Sincere and honest to duties. 4.4 Environmental concerns. 4.5 Eagerness to learn. 4.6 Tidiness and timeliness. 4.7 Respect for rights of peers and seniors in workplace. 4.8 Communication with peers and seniors in workplace.
5. Resource implications	The following resources must be provided: 5.1 Workplace (actual or simulated) 5.2 Tools, equipment and facilities appropriate to the process or activity 5.3 Materials relevant to the proposed activity.
6. Method of assessment	Methods of assessment may include but not limited to: 6.1 Written test 6.2 Demonstration 6.3 Oral questioning 6.4 Portfolio.
7. Context of assessment	7.1 Competency assessment must be done in a training center or in an actual or simulated workplace after completion of the training module. 7.2 Assessment should be done by a suitably qualified/certified assessor.

Accreditation Requirements

Training providers must be accredited by National Skills Development Authority (NSDA), the National Quality Assurance body, or a body with delegated authority for quality assurance to conduct training and assessment against this Units of Competency for credit towards the award of any national qualification. Accredited providers assessing against this unit of competency must meet the quality assurance requirements set by NSDA

Finalization Workshop at SEIP

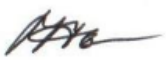
Review and validation workshop were held on 21.06.2022 at the SEIP conference room with the participation of the following members:

S.N	Name	Organization	Designation
1.	Mohammed Yasin	SEIP	DEPD (Public)
2.	Mr. Mohiuzzaman	SEIP	Course Specialist
3.	Md. Nurul Islam	SEIP	TVET Specialist
4.	Md. Wazed Ali	SEIP	TVET Specialist
5.	Md. Shakhawat Hosssain	Service Solution Pvt Ltd. (SSL)	Trainer
6.	Nazmul Haque Khan	Digicon Technologies Ltd.	AGM-Business
7.	Afroza Tahsin Lubna	My Outsourcing Ltd.	Sr. Executive & Trainer
8.	Shorab H. Sabbir	SEIP-BACCO-PIU	Coordinator-J, D&P
9.	SK Abdul Mannan	Construction Industry Skills Council (CISC)	Chief Executive Officer (CEO)
10.	B. M. Mofizur Rahman	CISC	Curriculum development & Training Executive
11.	Mr. Saifuzzaman Mia	SEIP	Quality Assurance Officer
12.	Mr. Sultan Al Maruf	SEIP	Quality Assurance Officer
13.	Mr. Riad Mashrub Shourov	SEIP	Quality Assurance Officer
14.	Mr. Md. Guljar Hossain	SEIP	Quality Assurance Officer
15.	Mr. Al-Mustafa Tawqir Hossain	SEIP	Quality Assurance Officer

Validation of Competency Standard

The Competency Standards for National Skills Certificate in BPO Operations Management, Level-3 is validated by NSDA on 13 August 2023.

List of Members of the SCVC

S/N	Name and Address	Position in the committee	Signature and Date
1.	Shafquat Haider, Chairman, ICT ISC, ciproco@bol-online.com, shafquat.haider@gmail.com, Mobile No. 01711532597	Chairperson	
2.	Md. Shorab Hossain Majumder, Coordinator (Tra ining), SEIP-BACCO, Email: cjd.seip@bacco.org.bd, Mobile: 01748952575	Member	
3.	Mostofa Jaman, Head of Partnership and PR, Genex Infosys Ltd., Email:mostofa.jaman@genexinfosys.com, Mobile: 01847100158	Member	
4.	Mirdha Mohammad Mahfuz Ul Haque, Manager (Operations, HR, Trainer), HMC Technology Ltd., Email: chayanbd@gmail.com, Mobile: 01711328171	Member	
5.	Abdur Rahman Shawon, CEO, Pendulum Motion, Email: shawon@pendulummotion.com, Mobile: 01781 200300	Member	
6.	Md. Shakhawat Hossain, Trainer, Service Solutions Pvt. Ltd. Email: shakhawat.sajal@gmail.com Mobile: 01707800266	Member	
7.	Mahbub Huda, Consultant, Specialist, NSDA, Email: huda73@gmail.com, Mobile: 01735490491.	Member	