



EXTERNAL INTEGRATED SUMMATIVE ASSESSMENT

EXEMPLAR- WRITTEN ASSESSMENT- PAPER 2

CANDIDATE INFORMATION

SURNAME													
NAMES													
ID NUMBER													
EISA REGISTRATION NUMBER													
ASSESSMENT CENTRE													
ASSESSMENT CENTRE ACCREDITATION NUMBER													

QUALIFICATION INFORMATION

QUALIFICATION TITLE	Occupational Certificate: Contact Centre Manager
SAQA ID	99687
NQF LEVEL	5
CREDITS	285
DURATION	2 hours
TOTAL MARKS	100
PASS MARK	50
DATE OF EISA	

GENERAL EISA RULES

1. Candidates are **only** allowed to use the supplied EISA booklets.
2. Candidates are **only** allowed to use a black pen for their answers.
3. Candidates to ensure that their name, surname and EISA registration number appear on the front of your EISA booklet.
4. This is a closed-book examination.
5. All EISA booklets must be handed back to the invigilator intact. No pages may be torn off from the EISA booklet. The removal of EISA booklets from the examination room is prohibited.
6. Candidates may make use of a calculator in this EISA.
7. Unless this is an online examination where access to a computer will be made available to you, the use of any communication devices, including smart watches, cell phones, tablets, iPads, headphones and laptops is prohibited.
8. All cell phones are to be switched off for the duration of the EISA.
9. The invigilator will not assist you with the explanation of questions related to the EISA.
10. Candidates are prohibited from conversing in any manner with other candidates.
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I HEREBY CONFIRM THAT I HAVE READ THE ABOVE EISA RULES AND
DECLARE THAT I UNDERSTAND AND ACCEPT THE RULES.

SIGNATURE OF STUDENT

INSTRUCTIONS TO CANDIDATES

1. Candidates must complete all questions in this EISA.
2. Candidates must ensure that they use only a black pen when completing this EISA.
3. Should you require additional space to complete your answer, please request additional paper from your invigilator. Ensure that you indicate your name, surname, and EISA registration number at the top of the additional paper. Also, ensure that the question number is marked on your additional paper.

QUESTION 1

Read the following case study and answer the question/s that follow:

1.1 The newly appointed Contact Centre Manager for Ndabambi Telecoms call centre has been tasked with creating a question bank to be utilised for training new recruits. The question scope covers SLA and their uses in aligning operational objectives, targets, deliverables, and planning requirements with business targets. As a new recruit you are required to answer the following questions

1.1.1 In a contact centre, which statement best describes the role of a service level agreement (SLA) when aligning operations with business targets? (1)

- A. It primarily documents disciplinary procedures for agents who miss performance targets.
- B. It defines technical system specifications only, leaving customer experience metrics to separate documents.
- C. It sets internal staffing schedules without reference to customer expectations or business goals.
- D. It translates business expectations for responsiveness and quality into measurable targets for day to day operations.

1.1.2 A contact centre has an SLA to answer 80%80% of calls within 2020 seconds. Which operational planning action most directly supports meeting this SLA during forecasted peak periods? (1)

- A. Reducing the number of agents scheduled during peak times to lower labour costs.
- B. Increasing after call work time allowances so agents can complete detailed notes.
- C. Focusing exclusively on email response training instead of phone handling skills.
- D. Adjusting workforce schedules and adding temporary staff to match forecasted call volumes.

1.1.3 Which metric most directly measures performance against an SLA that commits to resolving 90%90% of customer complaints within 5 business days? (1)

- A. Percentage of complaints closed within 5 business days
- B. Net promoter score for all customers surveyed
- C. First contact resolution rate for all interactions
- D. Average speed of answer for inbound calls

1.1.4 How can clearly defined SLAs help manage stakeholder expectations in a contact centre environment? (1)

- A. By guaranteeing that no customer will ever experience a delay or service issue.
- B. By replacing the need for regular communication between operations and stakeholders.
- C. By providing transparent, agreed upon performance standards and reporting mechanisms.
- D. By allowing each stakeholder group to interpret service performance metrics in their own way.

1.1.5 A new marketing campaign is expected to double inbound call volumes for two weeks. To keep SLA commitments stable, which approach best demonstrates alignment between operational planning and business targets? (1)

- A. Maintaining current staffing and accepting that SLA performance will temporarily decline.
- B. Refusing the campaign unless the business agrees to lower SLA targets permanently.
- C. Proactively adjusting staffing, training, and queue strategies based on the forecasted campaign impact.
- D. Suspending SLA reporting for the duration of the campaign to avoid negative results.

1.1.6 Which of the following best illustrates a mismatch between SLAs and actual business priorities in a contact centre? (1)

- A. The SLA provides different service levels for different customer segments based on business value.
- B. The SLA targets and scorecards are reviewed quarterly with input from key business stakeholders.
- C. The SLA emphasises fast response times, but stakeholders care most about resolving complex cases correctly, even if it takes longer.
- D. The SLA includes both response time and quality measures, aligned with stakeholder feedback sessions.

1.1.7 In managing stakeholder expectations, why is it important to specify measurement rules and data sources within an SLA? (1)

- A. Because it removes the need to validate data quality or system accuracy.

B. Because consistent definitions ensure all stakeholders interpret performance results in the same way.

C. Because it allows each team to select whichever data supports their preferred narrative.

D. Because it ensures that only financial metrics are used to assess performance.

1.1.8 A contact centre consistently meets its SLA for average speed of answer but receives poor customer feedback about issue resolution. What does this suggest about the SLA design? (1)

A. The SLA focuses too heavily on responsiveness and does not adequately address quality or resolution outcomes.

B. The SLA is too ambitious and should be relaxed to reduce pressure on agents.

C. Meeting the speed of answer SLA automatically guarantees high customer satisfaction.

D. Customer feedback is unreliable and should be ignored if SLA targets are met.

1.1.9 Which action best demonstrates using SLA results to drive continuous improvement in a contact centre? (1)

A. Investigating root causes of SLA breaches and implementing targeted process, training, or staffing changes.

B. Reducing SLA targets each time they are not met to avoid difficult conversations.

C. Focusing only on intervals where the SLA was met and ignoring underperforming periods.

D. Publishing SLA reports but taking no specific action when targets are missed.

1.1.10 In a multi-channel contact centre (phone, email, chat), how should SLAs be designed to support realistic delivery and stakeholder satisfaction? (1)

A. Prioritise only the phone channel in the SLA, as it is traditionally the most important.

B. Avoid including chat in SLAs because it is difficult to measure performance there.

C. Set identical response time targets for all channels to simplify reporting.

D. Define channel specific SLAs that reflect different customer expectations and handling characteristics.

Question number	Answer
1.1.1	
1.1.2	

1.1.3	
1.1.4	
1.1.5	
1.1.6	
1.1.7	
1.1.8	
1.1.9	
1.1.10	

Read the following case study and answer the question/s that follow:

Amelias Florist operates a small call centre in Mamelodi, South Africa, handling customer inquiries for flower orders, deliveries, and custom arrangements amid high seasonal demand like Valentine's Day. The centre manages up to 200 calls daily, relying on service level agreements (SLAs) with wire services and e-commerce partners for order fulfilment. Targets include 80% of calls answered within 20 seconds, average handling time (AHT) under 360 seconds, and 85% first call resolution (FCR). These metrics aim to support rapid order processing in a competitive market where same-day delivery is expected.

Ambiguous SLA scopes led to disputes when peak volumes exceeded defined exceptions, causing unfulfilled orders and fees from wire services. Static SLAs failed to adapt to changing customer needs, like complex customization requests, resulting in compliance gaps and fines for abandoned calls. Rigid AHT targets pressured agents to rush calls, dropping FCR and increasing repeat inquiries despite meeting speed metrics—a "watermelon SLA" effect where numbers looked good but service suffered. Unrealistic targets during high-shrinkage periods caused agent burnout and 30% attrition, amplifying data security risks from high turnover. Lost revenue hit R150,000 from penalties and refunds, eroding trust in Mamelodi's local market. To mitigate, Amelias revised SLAs with clear exceptions, real-time tracking, and balanced metrics prioritizing quality over speed.

1.2 As the manager for Amelias Florist, identify the risks they face as well as corrective measures to address deviations from planned targets. (8 marks)

Metric	SLA Target	Purpose
Answer Service Level (ASL)	80% within 20 seconds	Ensure quick response
Average Handle Time (AHT)	≤ 300 seconds	Efficient call resolution
First Contact Resolution (FCR)	≥ 85%	Minimize repeat calls
Abandonment Rate (ABR)	≤ 5%	Reduce customer frustration
Uptime/Availability	99.5%	System reliability

Current Performance Statistics (Q1 2026)

Monthly averages from Crixus dashboard (Jan-Mar 2026), during peak logistics season:

Metric	Jan	Feb	Mar	Variance from Target
ASL (%)	72%	68%	75%	-5% to -12%
AHT (sec)	345	380	320	+20 to +80 sec
FCR (%)	78%	72%	81%	-4% to -13%
ABR (%)	8%	12%	7%	+2% to +7%
Uptime (%)	98.2	97.5	99.0	-0.5% to -2%

1.3. You are required to identify service delivery gaps, and document practicable, cost-effective recommendations to address identified gaps (6 marks).

Read the following case study and answer the question/s that follow:

1.4. As a Contact Centre Manager your role includes operational and strategic planning. You are required to answer the following questions:

1.4.1 A contact centre has a strategic objective to increase customer retention by 10% in the next 12 months. Which operational target best aligns with this strategy? (1)

- A. Increase the number of outbound sales calls per agent by 30% in three months
- B. Reduce average handling time (AHT) by 25% within one month, regardless of call outcomes
- C. Achieve a first-contact resolution (FCR) rate of 80% within six months for priority customer segments
- D. Reduce staffing costs by 15% over the next quarter by cutting evening shifts

1.4.2 The strategic plan calls for differentiating the contact centre through personalised service. Which scheduling decision best supports this strategic direction? (1)

- A. Schedule fewer quality monitoring sessions to free more time for answering calls

- B. Schedule agents strictly based on lowest hourly wage to minimise total labour cost
- C. Group agents by skill and customer segment, and schedule them to ensure coverage of high-value segments during peak hours
- D. Use a single, generalist agent pool and assign them randomly to calls throughout the day

1.4.3 You are creating a monthly operational plan for a contact centre. Which element best demonstrates alignment with both the strategic plan and daily operations? (1)

- A. A set of measurable service-level and quality targets, mapped to strategic goals, with weekly reporting and review mechanisms
- B. A detailed schedule of breaks and lunches only, ensuring legal compliance
- C. A list of all customer complaints received last month without any related actions
- D. A summary of the organisation's mission statement copied into the plan without specific actions

1.4.4 Forecasts show a 20% increase in call volume over the next quarter due to a planned marketing campaign. Which action best applies strategic and operational planning concepts to prepare the contact centre? (1)

- A. Ignore the forecast and adjust only after the campaign starts to avoid overstaffing
- B. Ask agents to work harder during the campaign without changes to staffing or scheduling
- C. Develop a workforce plan that increases staff and cross-trains agents in advance, based on forecasted demand patterns
- D. Stop all non-essential training immediately to maximise time on calls during the campaign

1.4.5 Senior leaders have set a strategic goal to shift 30% of simple enquiries from phone to digital self-service within 18 months. Which operational target in the contact centre most directly supports this goal? (1)

- A. Maintain current call scripts without promoting digital channels to avoid confusing customers
- B. Reduce after-call work (ACW) time by 40% for all call types

- C. Set a target that 70% of eligible calls include an explanation and demonstration of available digital self-service options
- D. Increase call transfer rates so more calls reach specialised teams

1.4.6 During quarterly review, you find that the contact centre consistently meets its service level target but misses its customer satisfaction (CSAT) target. What is the most appropriate planning response? (1)

- A. Maintain current schedules but add an aggressive AHT reduction target to further improve efficiency
- B. Review and adjust quality standards, coaching plans, and agent objectives to place more emphasis on interaction quality and problem resolution
- C. Lower the CSAT target so performance appears aligned with service levels
- D. Remove service level targets entirely and focus only on CSAT

1.4.7 Which of the following best illustrates cascading strategic objectives into team-level operational plans in a contact centre? (1)

- A. Team leaders allow each agent to choose their own personal goals without reference to organisational priorities
- B. The organisation defines a strategic goal for customer loyalty, and team plans translate this into specific targets for first-contact resolution, CSAT, and proactive follow-up actions
- C. The CEO sets a high-level customer experience goal, but team leaders continue to use only historical AHT as their primary team KPI
- D. Supervisors focus only on individual attendance issues, with no connection to broader strategic outcomes

1.4.8 A contact centre strategy emphasises building long-term relationships with customers rather than maximising short-term sales. Which operational planning decision is most aligned with this strategy? (1)

- A. Reduce handling times by limiting how long agents can talk to customers about non-transactional topics

B. Introduce an incentive scheme that rewards agents purely based on the number of sales per day

C. Ban agents from discussing future needs with customers to keep calls focused on the current sale

D. Set balanced scorecards for agents that weight customer satisfaction, retention indicators, and compliant sales behaviours more heavily than raw sales volume

Question number	Answer
1.4.1	
1.4.2	
1.4.3	
1.4.4	
1.4.5	
1.4.6	
1.4.7	
1.4.8	

SUB- TOTAL: 32 marks

QUESTION 2

Read the following case study and answer the question/s that follow:

All Life has a vacancy for an outbound contact centre agent in their Klerksdorp office. As their Contact Centre Manager, the Human Resources Department requests for a job description which they can use in their recruitment and selection effort.

2.1 You are required to prepare a job description for an outbound call centre agent. (6 marks)

[illegible]

Read the following case study and answer the question/s that follow:

2.2. As the manager of a call centre your duties sometimes extend to conflict management as well as dispute resolution

2.2.1 What is the purpose of the Labour Relations Act (1 mark)

2.2.2 The abbreviation CCMA in labour law means (1 mark)

2.2.3 Define the term substantive fairness and give an example (2 marks)

2.2.4 Define the term procedural fairness and give an example (2 marks)

The Midrand facility employs around 120 full-time equivalents (FTEs) on average, focusing on customer service for financial services clients. Key factors included 35% shrinkage from absenteeism, training, and breaks, average handle time of 5 minutes per call, and 85% target occupancy.

Key Assumptions

- 22 working days per month, 8 hours per agent daily.
- Forecasted call volumes based on historical trends and marketing campaigns.
- Plan aims to balance staffing with demand to avoid overtime.

2023 Workforce Plan

The plan forecasts monthly FTE needs after applying shrinkage and occupancy adjustments.

Month	Call Volume	Workload Hours	Required FTE
Jan	120000	10000	103
Feb	115000	9583	99
Mar	125000	10417	107
Apr	118000	9833	101
May	122000	10167	105
Jun	130000	10833	111
Jul	135000	11250	116
Aug	132000	11000	113
Sep	128000	10667	110
Oct	140000	11667	120

Month	Call Volume	Workload Hours	Required FTE
Nov	150000	12500	129
Dec	145000	12083	124

2.5 As the contact centre manager for MFS how would you align staffing requirements with operational demands. (6 marks)

[illegible]

SUB- TOTAL: 36 marks

QUESTION 3

Read the following case study and answer the question/s that follow:

The South African Bureau of Standards (SABS) is the national institution responsible for developing, promoting, and maintaining South African National Standards (SANS), providing certification, testing, and inspection services to ensure product quality and safety. Founded in 1945, it plays a key role in supporting local industry and regulating standards for imports.

Key Functions and Services of SABS:

Standards Development: Creates and publishes SANS, which cover various industries, including technical regulations and performance requirements.

Certification: Offers the "SABS Mark of Approval" for products, indicating they meet strict safety and quality standards.

Testing and Inspection: Provides laboratories to test products against national and international standards.

Management Systems: Certifies company management systems, such as ISO 9001 (Quality) and SANS 13485 (Medical Devices).

3.1 Describe the scope, purpose and structure of the South African Bureau of Standards. (6 marks)

QA team now uses several calibration methodologies to ensure that monitoring scores are fair, repeatable, and aligned with the bank's service standards.

All agents and supervisors are monitored against a QA scorecard with criteria such as:

Greeting and identification

Compliance and security (e.g., ID verification)

First-contact resolution

Empathy and brand tone

Accurate documentation

The Centre Manager has shared the following information about four different calibration approaches currently used:

Methodology 1: Traditional Panel Calibration

Description:

Each month, the Quality Manager selects 10–15 calls (mix of good, average, and poor) and invites two team leads, one quality analyst, and the Operations Manager to a calibration session.

All participants listen to the same call recording.

Each rates the call independently using the same scorecard.

After everyone submits scores, the group discusses discrepancies and agrees on a final benchmark score for that call.

Example:

Call 1: A complaint about a blocked debit card.

Quality Analyst: 82/100

Team Lead A: 76/100

Team Lead B: 85/100

Consensus score agreed: 81/100, with notes on where the agent should have probed the issue further.

Key features:

Focus on alignment between QA and supervisors.

Helps standardise how “medium” or “poor” performances are interpreted across raters.

Methodology 2: Agent-Led 360-Degree Calibration

Description:

Peoples Bank runs bi-monthly “360-degree” sessions where the person being rated is invited to the table.

A recorded call from the agent is selected.

The agent self-rates the call first, then the team lead and quality analyst rate it.

All three scores are discussed, focusing on:

What the agent did well.

Where they missed standards.

How the scorecard criteria apply in real calls.

Example:

Call 2: A customer applying for a personal loan.

Agent self-score: 78/100 (believes they explained terms clearly).

Team lead: 70/100 (missed full disclosure about fees).

QA analyst: 68/100 (also notes inadequate ID verification).

Discussion: Group agrees on 69/100, and the agent accepts coaching on fee disclosure and verification.

Key features:

Builds transparency and trust in the QA process.

Turns calibration into a development (coaching) session, not just a scoring exercise.

Methodology 3: Sample-Based Multi-Channel Calibration

Description:

Peoples Bank deals with calls, WhatsApp messages, and live-chat. The QA team periodically runs multi-channel calibration sessions.

A small sample is chosen (e.g., 3 phone calls, 2 WhatsApp threads, 2 chats).

All evaluators score each interaction type using channel-specific scorecards mapped to the same core standards (e.g., “compliance”, “empathy”, “resolution”).

The group then compares:

How strictly the same standard is applied across channels. Where wording in the scorecard needs adjusting for clarity.

Example:

Call 3: A phone call about a missed payment.

WhatsApp 1: The same customer later messages asking for proof of payment.

Group discussion:

Evaluators realise that “tone and empathy” is rated much more strictly on phone than on WhatsApp because tones are not visible.

They agree to add clearer guidance: “On digital channels, use positive language and clear next steps to compensate for lack of voice tone.”

Key features:

Ensures consistent standards across channels (phone, chat, WhatsApp).

Helps refine QA scorecards so wording is channel-neutral where possible.

Methodology 4: AI-Supported Calibration (Automated Sampling)

Description:

Peoples Bank has started using an AI-assisted QA tool to support calibration.

The system automatically tags calls (e.g., “complaint”, “fraud-check”, “upsell”) and selects a balanced calibration sample (e.g., 5 high-risk, 5 easy, 5 borderline).

Evaluators review the AI-flagged calls and compare:

Their human score.

The AI-generated risk/compliance score.

The group then adjusts QA criteria or AI rules where human and AI scores consistently differ.

Example:

Call 4: A transfer request flagged by AI as high-risk because of urgency and multiple account questions.

AI score: 65/100 (low on empathy metrics).

Key features:

Helps the centre move toward data-driven, continuous calibration instead of only monthly sessions.

3.3 You are required to make recommendations on how the call calibration can improve output service delivery quality in a contact centre. (10 marks)

[illegible]

1. Introduction and audit objectives

This internal quality audit was conducted to evaluate the compliance, efficiency, and service quality standards of the Loxion Kulcha call centre operations in Soshanguve against the company's customer service policy, SLA commitments, and internal quality management procedures.

The objectives were:

- Assess adherence to call handling scripts, brand tone, and escalation procedures.
- Measure compliance with data privacy and security protocols.
- Identify strengths and improvement areas in agent performance and process controls.

2. Scope and methodology

The audit covered the following areas:

- Inbound customer service calls (complaints, inquiries, order support).
- Call handling practices (greeting, probing, resolution, closing).
- Use of CRM and ticketing systems.
- Shift supervisor quality monitoring and coaching.
- Adherence to call quality scorecards and KPIs (AHT, FCR, CSAT).

Methodology:

- Random sampling of 100 recorded calls over the audit period.
- On site observation of 2 shifts and 4 team leads.
- Review of 10 completed quality monitoring scorecards and 5 coaching logs.

3. Summary of key findings

3.1 Overall compliance rating

Category	Compliance level	Notes
Call-handling process	85%	Good adherence to greeting and closing standards; some gaps in probing and escalation.
Brand tone and language	90%	Agents consistently reflect Loxion Kulcha's "urban African" brand voice.
Data privacy and security	80%	Basic compliance; some agents shared minimal but unnecessary details on screen.
First-contact resolution	72%	FCR below target; multiple transfers and repeat calls noted.

Category	Compliance level	Notes
Escalation and documentation	70%	Escalations not always logged with clear actions and timeframes.

3.2 Positive observations

- Agents demonstrated strong customer empathy and patience, especially on complaints and returns.
- Majority of calls opened and closed with the correct standard greeting and closing statements.
- Supervisors are actively monitoring calls and providing basic feedback, typically within 24 hours.

3.3 Non-conformances and areas for improvement

Major and minor findings included:

- Incomplete probing: 18% of sampled calls showed agents jumping to solutions without confirming the full issue, leading to repeat calls.
- Weak escalation logging: 25% of escalated tickets lacked clear ownership, timelines, or follow up notes.
- Privacy awareness: In 12% of calls, agents were observed verbally reading or confirming sensitive information (e.g., full ID numbers) without clear need.
- Inconsistent use of CRM: 30% of calls had missing or incomplete notes, reducing traceability and audit trail quality.

4. Risk assessment

- High risk: Weak escalation logging and inconsistent probing may lead to customer dissatisfaction and reputational impact for the Loxion Kulcha brand.
- Medium risk: Data privacy gaps expose the call centre to potential information security incidents if not corrected.
- Low risk: Minor gaps in CRM usage mainly affect internal reporting and coaching, not immediate service delivery.

3.4 As the Contact Centre Manager for Loxion Kulcha make recommendations to ensure the company is ready for external audits (8 marks)

[illegible]

SUB- TOTAL: 32 marks

GRAND TOTAL: 100 Marks