TECHNICAL FEASIBILITY FOR THE DEVELOPMENT OF COMPETENCIES UNDER THE COPC STANDARDS IN THE TELECOMMUNICATIONS SECTOR

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Abstract:

The main objective of this project is to full fill the required needs of telecommunications organizations in Colombia. The methodology type used is a descriptive field, transactional, not experimental. The results show that the creation of a method is required to create technical competencies under the COPC standards, which induces to improve processes, favoring changes in the execution of processes, to raise the levels of efficiency and effectiveness in the accomplishment of them.

1. Introduction:

Organizations are social systems. There, sciences are combined with individuals, technology, and human capacity. It makes possible to achieve through it the goals and objectives planned that make business success feasible, for this purpose the multiplication of strengths, Valenzuela et al. (2018)say that the scope of opportunities, the weaknesses minimization, coupled with positive action before the threats in the environment that arise, likewise for Parra et al. (2019), the organizations' development has been linked to the technical and professional evaluation of the competencies that are required and integrated into jobs.

However, Simancas et al. (2018), express that, due to the existing deficit in the labor field, many organizations maintain in the different professional positions, people who do not have the skills required to occupy the different existing jobs in them. For this reason, within a structured company, there are different departments with unequal tasks and functions. In addition to this, they detail that work teams are needed that adapt promptly to the changes posed by each action scenario and accept the commitment to drive companies to the new dynamics of the market, where the strategy to generate value is assumed by motivated people who develop projects from their skills, abilities, techniques and of course their knowledge.

In the particular case, the sector of telecommunications private institutions should not escape to the application of adequate techniques for the selection of existing staff and especially that personnel with the competencies because they provide advantages with these processes.Therefore, there is a specific need for the creation of a methodology. This with the objective to encourage technical competencies for each job under COPC standards that telecommunications companies can use as a guide, to face the new realities of globalization, where competitiveness and human resources play a fundamental role.

In this manner, the Customer Operations Performance Center (COPC) certifications grant specialized operations in the "Contact Center", considered the best global management practices with consistent processes, and performance metrics, to achieve and sustain continuous improvement. Through them, the company will be able to improve the quality service provided, optimize the customer experience, and increase income, while simultaneously operating costs are reduced.

2. Methodology:

The methodological design used to base the competencies under the COPC standards is related to the graphic and narrative description of the different aspects that make it up. This in terms of following activities and processes by the Human Resources Department, andto achieve solutions and alternatives that allow the organization to develop a database that verified the candidate's profiles for positions, and which may be useful at a certain time for the organization.

This methodological design is important for telecommunications companies because it is fundamental to make a great effort for workers to establish a union between the technical competencies, skills, and quality services required and with this achieve what we are looking for, a better job and optimal results.

This technical competencies' design under the COPC standards offers an analytical instrument that allows understanding the relationships between the individual's performance and the factors that support it. It can be used in any institution since this is to identify what causes are those that give the good or bad performance of the existing human resources in the company.

This methodology enables promoting that employee feel identified with the organization (as well as its vision, mission, and objectives), because they will be allowed to develop their skills, letting them know that their work is evolving efficiently and makes an opportunity to be promoted. This person will be motivated to give the best of himself helping the objectives to be developed efficiently and making their goals to be achieved in a faster and more effective way.

3. Results:

3.1. Offer analysis:

In the analysis of the offer, we focus on the number of goods and services offered by the methodology used in the elaboration of technical competencies as well as the existing offer to introduce to the commercial service in communications and to those who are the potential competitors, whether direct or indirect. In this context, there are the companies that can generate or offer this methodology to improve the internal processes of other organizations.

Because telecommunications companies are dedicated to the implementation of business resource and planning of communication systems, they have high-tech equipment and methods, techniques, and accurate and up-to-date information, therefore, they will have the necessary resources both of hardware, software, and human resources for the implementation of the project, which leads to successful development of the methodological design for the organization.

The organization is the structure that links relationships that must exist between the functions, levels, and activities of the material and human elements that make it up, to achieve maximum efficiency within the plans and objectives indicated in the organization. Based on the fact, the project is oriented to promote organization, planning, coordination, and development to each one of the processes that will be executed within the department, aiming to raise the quality levels and efficiency in the execution of each activity.

The COPC standard, gathers the main practices of different contact centers in the world that serve different operations, to establish an ideal standard to obtain the results expected. Likewise, the guidelines for the monitoring of transactions are established, defining indicators that are used throughout the project such as PECUF and PECNEG. According to Kenwin-PSIC, cited by Gavagan (2008), PECUF: means "Accuracy of the critical error of the End user". Conceived as all errors that directly affect customer / end user satisfaction.

For example, a lack of respect manifested by the call consultant is an error that is detrimental to the customer support. PECNEG: means "Accuracy of the critical business error". They are all errors that directly affect the Business. For example, do not enter a request in the commercial system or a claim requested by customer. According to the previous example, the fact of do not be diligent to enter the request in the system can affect the company if a regulated inspection (audit) is carried out, since the Regulatory entity of the sector (Osiptel) could fine the company from 50 to 150 UIT (Tax Unit), equivalent to approximately S/630,000. Clearly, for the control of the processes that are generated in the sector, it is necessary to develop technical skills in virtue of providing adequate responses to the user.

3.2. Charges to consider for the evaluation:

The foundation used for the selection process is aimed to identify the strengths and weaknesses of potential candidates compared with the position´s requirements demanded, it is using a methods series such as the behavioral event interview, Assenmentcenter, multifunctional panels, and psychometric tests. These varieties of methods allow to maximize the predictive value of the selection in the company. Then, The Human resources department has the most efficient way to inform the decisions made for the selections of workers

Nowadays, this type of organization has more than 110 positions defined at the national level. Those positions are ranging from the general presidency to the reps for customer service, administrative ones, negotiation, and operations. For this reason, they will only be four positions taken that encompass the customer service area and at the end, the same techniques used for the selection of personnel can be considered for the other positions of the organization.

In addition to this, because of the need in incorporate the techniques used into the company and incorporated them from the external environment, new technological trends welcome such as the creation of a methodology for that matter, the creation of technical skills for jobs under the standards COPC. Whit this, they guarantee to the organization the new trends in terms of improving the quality service to its customers. Based on that, Echeverri et al. (2018), consider that work methodologies promote and reward the ideas of employees, in a way that encourages the generation of new and useful ideas. Likewise, the development of a culture´s collaboration that allows the acquisition and exchange of knowledge and experiences. The activities related to feedback also facilitate the generation of creative ideas, to the extent that they direct the attention of employees towards the search for new ways of doing things.

3.3. Previous Activities to the identification of competencies:

This stage constitutes the core of success factor for the achievement of the process objectives. It is at this time when the foundations are stablished to achieve business commitment and promote the active participation of all the actors involved in the following phases. In this way, the requirement is to have the skill of designation and training of the different work teams, highlighting that the last one will intervene in the application of this methodology, it will be made up for the Human Resources facilitator of each company and line supervisors, who will participate in all phases of the process.

The methodology competencies for training of team members will be carried out through first, instructional workshops, coordinated by the Human Resources organization. In this way, clients can progressively have built autonomy in the leadership process, as stated. shown in Table 1.

Table 1. Initial process to apply the methodology. COPC

Communication and Disclosure: It fundamentally comprises two objectives:	Formally start the process of identifying competencies in the organization
	Achieve the commitment of the members of the organization.
Review of the Organizational Framework	It constitutes the anchor point in the identification of competencies. It is the north that directs the generation of the models and represents the reason for the exercise.
Supplies: The organization must have the following documents:	Vision and mission Strategic priorities, objectives and associated strategies Business plan Value chain Accountability Model

Products	Work team familiar with the strategic context of the organization. Strategic competence of the organization
Workteam	Line management Line focal point Focal point of Strategic Planning of the organization Human ResourcesFacilitator

Figure 1 shows the different actions that telecommunications companies must carry out to identify the required technical skills.
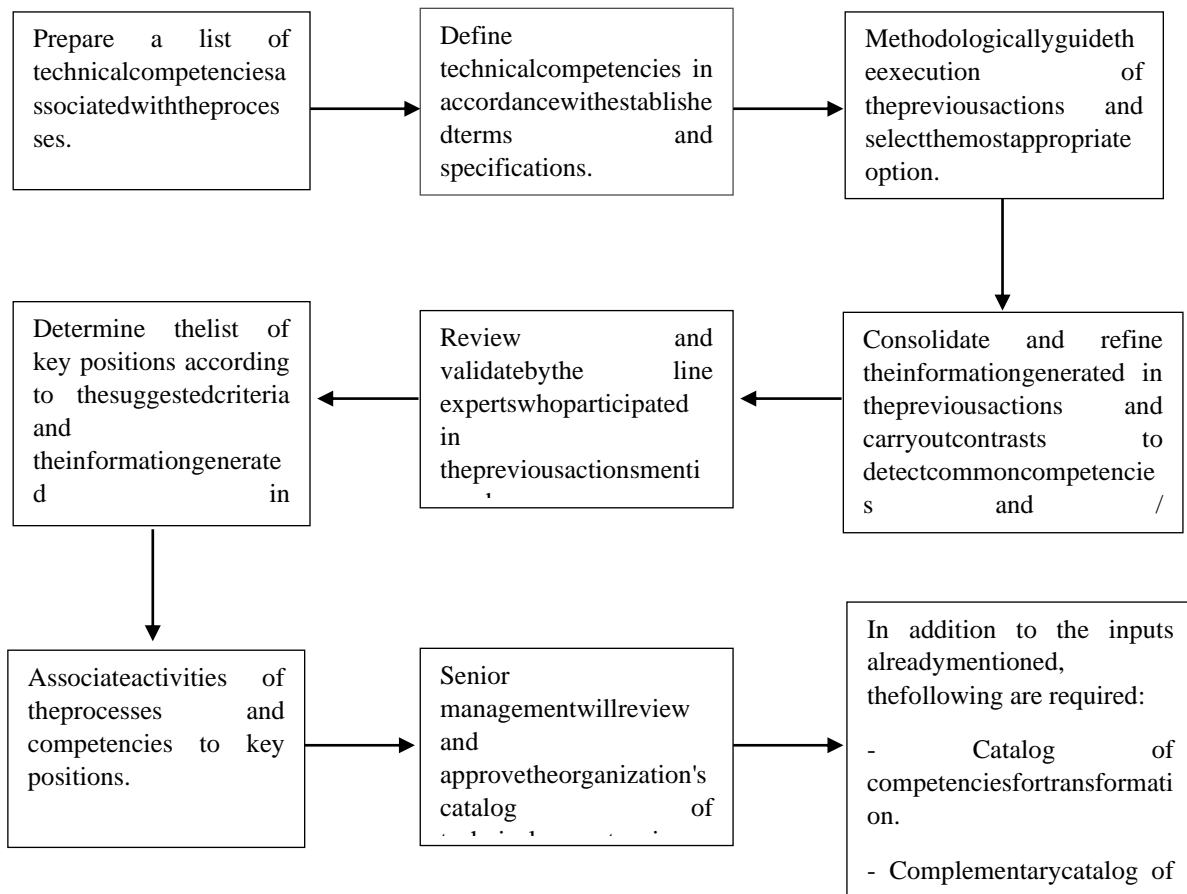

Figure 1. Actions for the Identification of Technical Competences

It is necessary to point out that according to the COCP methodology, the assignment of priorities is of particular importance, because it allows the training actions to be focused on those competencies that have the greatest impact and contribute to a greater degree to the execution of the process. By joining the proficiency levels and competency priorities of a position, the formula for excellence is obtained.

Once the identification of the technical and generic competences corresponding to a position is made, and It is defined the level of mastery of each one of them, and the priority level is assigned, the

following step is that they will be ordered according to the latter concept. If the priority level coincides in some of these competencies, they will be ranked in relation to their relative weight and frequency of use.

Therefore, it is required to collect and document: The line focal point together with the Human Resources facilitator will systematize the information generated, to structure the definitive generic catalog of competencies of the organization. Then, at that point, the senior line management will review and approve the generic catalog of competencies of the organization.

4. Conclusions:

According to the above, the conclusion is that job profiles are documents that record and transmit just the basic information regarding the functioning of the administrative units; they also facilitate the human performance elements that collaborate in the achievement of the objectives and the functions development. In addition, they support the performance of daily activities realized within the application area; on the other hand, they are considered as fundamental elements for communication, coordination, direction, and evaluation, because it facilitates the interaction between areas.

In the same direction, competency maps are necessary to determine technical competencies under the COCP standards, because it seeks to improve the processes and functions of each position to achieve the objectives that are required for highly qualified, trained personnel and trained. Training competencies is the key for each one of them.   In accord with the standards and functions that the company require to adopt, and mechanisms defined in the planning, the process implementation and development will allow the worker to act in their job under the technical skills required for its success.

With this stablished, there is a need to apply a methodology to determine the competencies according to the COCP Standards, because it is an instrument that allows knowing the description of tasks internal functioning, requirements, and the positions in charge for their execution. Finally, it fulfills the auxiliary function in the induction to the jobs, in the training and development of the workers and at the same time describes in detail the position activities.

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