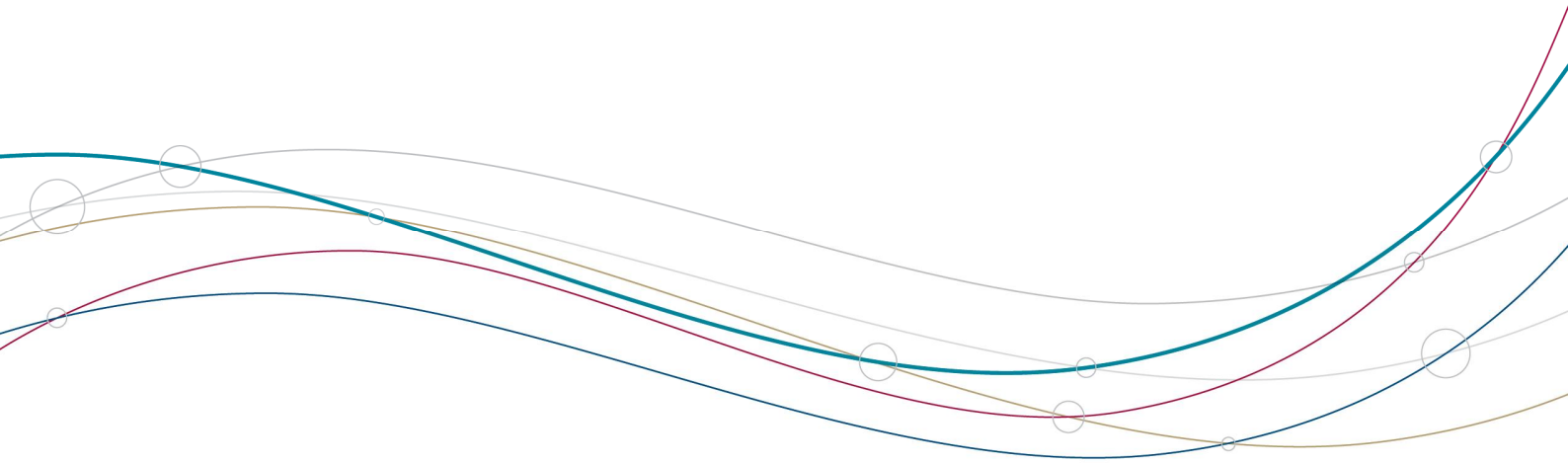


NOVEMBER, 2012

COPC CSP Standard

The Performance Management System for
Customer Contact Operations



RELEASE 5.1
VERSION 1.0





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INTRODUCTION TO THE COPC CSP STANDARD PERFORMANCE MANAGEMENT SYSTEM

The COPC® Family of Standards is a collection of performance management systems that includes a set of management practices, key metrics/measurements and training for customer-centric service operations designed to:

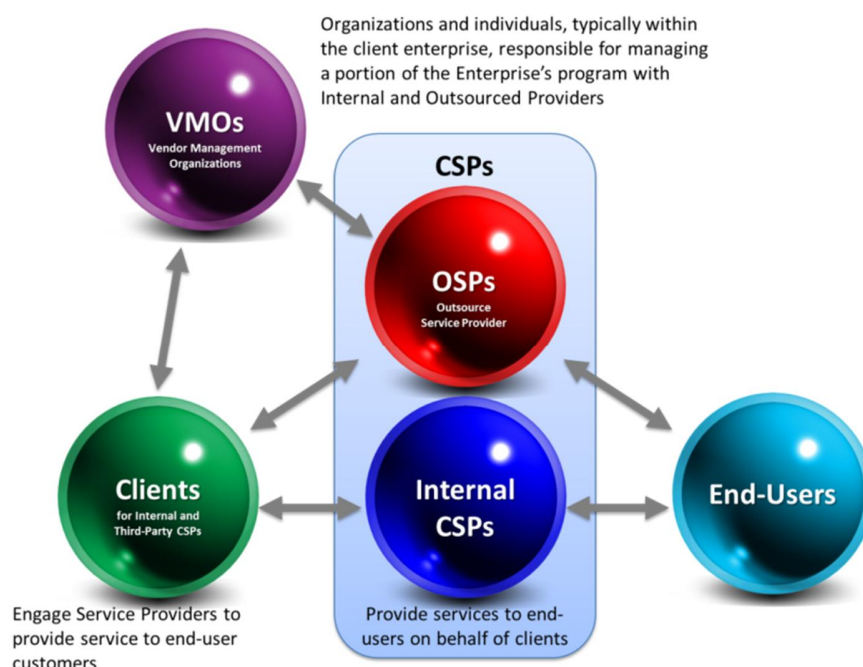
- Improve customer satisfaction through improved service and quality
- Increase revenue (for customer contact operations that are revenue driven)
- Reduce the cost of providing excellent service

Experience has demonstrated that customer contact operations that successfully implement any of the COPC Family of Standards as a performance management system can dramatically lower costs while maintaining or improving service and quality as well as client and end-user satisfaction.

Key Terms and Relationships

One of the advantages of a globally accepted performance management system and set of standards is that they help to drive a consistent “industry vocabulary”.

The COPC Family of Standards is a collection of performance management systems that are based on the following terminology and relationships:





CSPs

The COPC CSP Standard is designed for Service Environments. CSPs, encompass most, if not all, types of service environments. CSPs provide services to end users on behalf of clients. A representative, but incomplete, list of the service environments where the COPC CSP Standard used is provided in the section entitled *What Types of CSPs Use the COPC Family of Standards?*

CSPs exploring using the COPC CSP Standard in “unlisted” areas have experienced success when they have focused on developing the KCRPs (defined in the glossary) that are relevant for their service environments. COPC Inc. professional staff are available to assist you in determining how to best leverage the COPC Family of Standards in your business.

CSPs can be part of the client organization (an Internal CSP) or a third party hired to provide service (an Outsourced Service Provider or “OSP”).

Clients

Clients are (a) the organizations that hire third-party CSPs (Outsourced Service Providers or “OSP”) to provide products and services to their end users and (b) the groups within a company that obtain CSP services from a “sister” group, division, department, or team within the same company.

End-Users

End-users are the customers of internal CSPs and the customers of the OSP’s clients. They may be consumers, businesses, field organizations, or the retailers, distributors, and specialists that make up a distribution channel.

Vendor Management Organizations (VMOs)

VMOs are organizational units or groups of individuals, typically within the client enterprise, responsible for managing at least a portion of the enterprise’s programs with CSPs. Typically they manage the OSPs but can take responsibility for the internal CSPs.

Additional terms used in the COPC CSP Standard are defined in the glossary of terms.

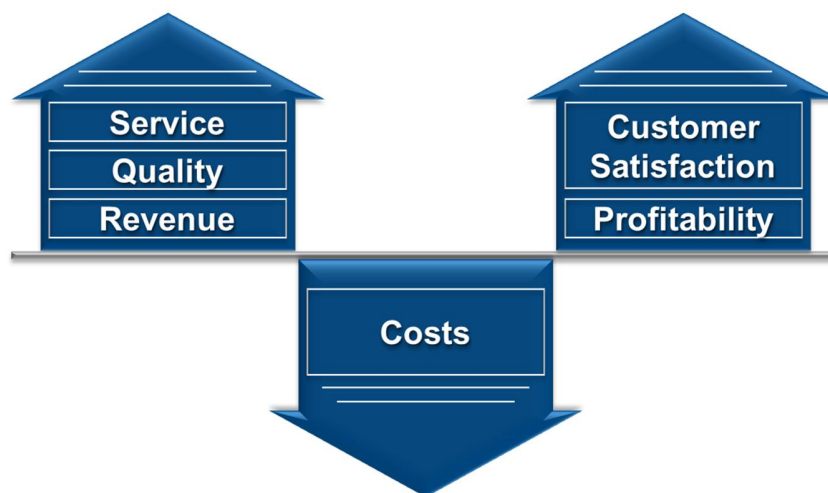
OBJECTIVES AND USES OF THE COPC® FAMILY OF STANDARDS

The COPC Family of Standards is currently used in over 70 countries. The reasons for this high level of global adoption and use include:

- It works! Users of the COPC Family of Standards have reduced cost, improved revenue, increased service and quality, and increased customer satisfaction.
- CSPs both internal and outsourced want a well-understood system within which they can define and implement improvement efforts. This system establishes a guideline for implementing high performance management techniques and provides for a common language for managing relationships and communications.
- Clients of OSPs want to define the minimum management and operational requirements that CSPs need to have in place to ensure the services they provide have a high probability of consistently meeting the demanding requirements of clients and end-users.

Improving Service, Quality, Revenue, Customer Satisfaction, and Profitability

Underlying the COPC CSP Standard is demonstrated evidence that service and quality can be improved and revenue can be increased while decreasing cost.



- **Service** is the speed in which things are done from the customer's perspective. This might be how long it takes to talk to a live agent or how long it takes to receive a response to an email.
- **Quality** is handling transactions correctly and *at the first attempt* (e.g., giving the correct answer to an inquiry, inputting an order correctly, not mistreating the customer).
- **Revenue** generation occurs in sales and collections customer contact operations.
- **Cost** typically focuses on efficiency and the cost per unit incurred by the CSP to provide a product or service. Cost is different from price. Price represents what a CSP might charge for its services or the cost burden transferred to the parent corporation.



What Types of CSPs Use the COPC Family of Standards?

Inbound and Outbound Customer Contact Operations:

These operations are often referred to as “call” centers; however, most of these customer contact operations interact with end users via phone, electronic means (e.g., email, web, text messaging), or traditional mail or fax. Typical services provided include customer service, technical support, reservations, operator services, sales and others.

Business Process Outsourcing Operations:

These include a variety of service functions including new account set-up and activation, records management, claims processing, redemption, and other similar functions.

Transaction Processing Centers:

These operations typically process non-electronic transactions such as mail and fax.

Fulfillment Centers:

These operations perform warehousing, light assembly, and pick, pack, and ship activities. Typically, this is done as a result of transactions coming from one or more customer contact operations.

Remittance Processing Centers:

These operations process end-user payments (e.g., credit card payments).

Field Service Operations:

These include operations that dispatch service technicians to end-user customer locations for repair or replacement of products covered by warranty, service contracts, or on a time and materials basis.

Returns Processing Centers:

These operations receive and process returned materials (e.g., computers, electronic goods, clothing, etc.).

Collections/Recovery Services:

These operations contact commercial and/or consumer end users to recover funds owed.

The COPC Family of Standards is used by **internal CSPs** (i.e., those that interact with their companies’ own end users), **outsourced CSPs** (i.e., those that interact with the end-users of their clients), and **buyers** of third-party services.



THE COPC FAMILY OF STANDARDS

Background

The original COPC CSP Standard was developed in 1996 by buyers, providers, and senior managers responsible for operational management of customer-centric service operations. Not satisfied with the performance of existing operations and with the lack of commonly known and understood operational guidelines, these individuals worked together to fill the void and move the industry forward. Among the development team were:

- Leading technology companies that outsource and operate customer contact operations that provide sales, customer service, order management, technical support, and other functions (i.e., Microsoft, Compaq, Intel, Novell, and Dell).
- Companies known for their excellent service provided by their own internally managed customer contact operations in the areas of sales, customer service, distribution/fulfillment operations, payment processing, and other services (i.e., American Express, L.L. Bean, and Motorola).
- Individuals with extensive experience in operations management and performance improvement. This experience included senior management from firms in both the contact center and manufacturing industries who had achieved ISO certification for their firms, and a Judge for the Malcolm Baldrige National Quality Award.

The development team used the criteria and systems of the United States' Malcolm Baldrige National Quality Award as the foundation for the COPC CSP Standard. To meet the unique needs of the CSP industry, the team then adapted the Baldrige criteria to accommodate the practical realities of the CSP industry by:

- Emphasizing or adding results, measures, and processes most important to CSPs and their clients and end-users.
- Excluding portions of the criteria that, based on CSP and client experience, did not readily contribute to the goals of the COPC CSP Standard.
- Including from other worldwide standards those components that better addressed practical performance improvement approaches.

As of May 12, 2011 four Standards Comprise the COPC Family of Standards:

- The **COPC CSP Standard** represents the comprehensive performance management system endorsed by the COPC® Standards Committee for CSPs. The 30 Items in the Standard reflect those areas the COPC® Standards Committee (see *The COPC Standards Committee*) believes, and verified through a survey of COPC users, contribute most significantly to achieving high levels of performance. The objectives of the COPC CSP Standard are to:
 - Provide high-performing CSPs with a level of recognition that will distinguish them as among the best in the world.
 - Provide the industry with a model to use to drive high performance.



- The **COPC VMO Standard** represents the comprehensive performance management system endorsed by the COPC Standards Committee for Vendor Management Organizations (VMOs). As referenced earlier, VMOs are the client groups responsible for managing the programs with CSPs. In 2002, the COPC Standards Committee determined that the ability of CSPs to achieve high levels of performance was being limited by the performance of their (internal and external) clients and VMOs on mission critical deliverables such as forecasts and product/process-related training. To address this gap the COPC Standards Committee developed the COPC VMO Standard, which defines the key processes a VMO must perform and the related metrics a VMO must measure and manage to ensure high levels of VMO and CSP performance.
- The **COPC OSP Standard** represents a comprehensive performance management system endorsed by the COPC Standards Committee for those CSPs that are providing Outsourced Customer Management Services to their clients' end users.
- The **COPC HSP Standard** represents a comprehensive performance management system endorsed by the COPC Standards Committee for Healthcare organizations including Payers, Purchasers and Providers who provide operational services to their Beneficiaries and Stakeholders within the healthcare system.

Copies of each of the COPC Family of Standards are available on COPC Inc.'s web site: (www.copc.com).

Release 5.1 of the COPC CSP Standard represents the continual evolution of the COPC criteria, and reflects the COPC Standards Committee's and the industry's continued commitment to the COPC Family of Standards and their objectives. As has been the practice since the COPC CSP Standard was developed, revisions to the COPC Family of Standards are only made by the COPC Standards Committee.

The COPC® Standards Committee

The COPC Family of Standards and related certification processes are governed by the COPC Standards Committee. This independent group is comprised of individuals who have senior management responsibility at their firms and are also deeply knowledgeable of the COPC Family of Standards through direct experience of using the COPC CSP Standard in their operations. The current members may be found at www.copc.com.

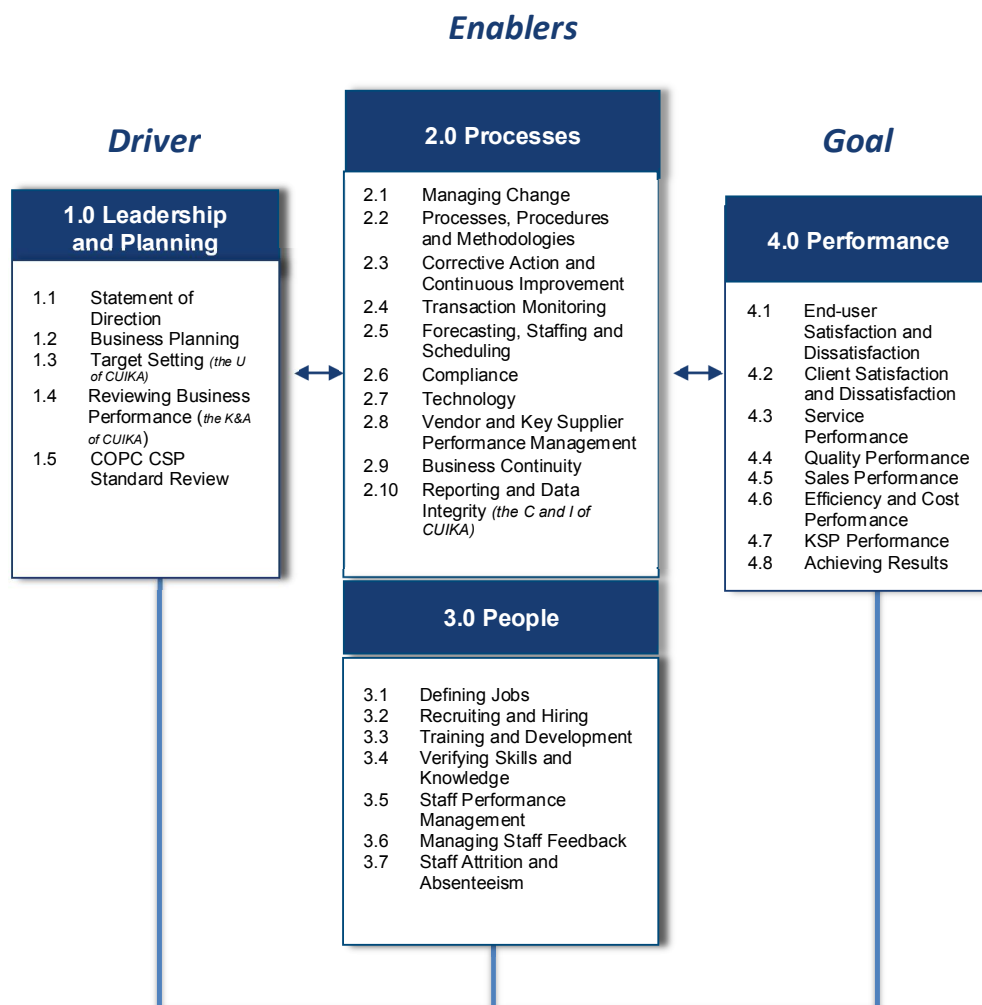
- The COPC Standards Committee meets twice each year to interpret and refine the COPC Family of Standards.
- International representation will continue to be added to the COPC Standards Committee.
- Users of the COPC Family of Standards provide input to the COPC Standards Committee. Changes to the interpretations of the COPC Family of Standards are made once a year.

Overview of the COPC CSP Standard

The COPC CSP Standard is a comprehensive and integrated system for managing a customer-centric service operation.

- The COPC CSP Standard begins with the **driver** of customer-focused performance management, embodied in the leadership characteristics and activities described in *Category 1.0 Leadership and Planning*.
- Taken together, *Category 2.0 Processes* and *Category 3.0 People* represent the organization's **enablers**: a skilled and motivated work force using well-designed processes and managing those processes with the appropriate information.
- The **goal** of the system is a balanced composite of client and end-user satisfaction, product and service performance and productivity addressed in *Category 4.0 Performance*.

The Items in the COPC CSP Standard are listed in the system below:





QUANTIFYING SAVINGS GAINED THROUGH THE USE OF THE COPC FAMILY OF STANDARDS

Implementing the concepts and the principles embodied in the COPC Family of Standards has enabled many companies to achieve significant reductions in cost of operations; improvement in revenue or collections or both.

This section is intended to provide a guide to help COPC users quantify savings or gains in revenue or collections; it will identify where common opportunities lie and the financial benefits of implementing the COPC CSP Standard as a performance management system.

Savings

Improvements in Quality

- **Increase in FCR:** By solving problems and issues more frequently during the first contact, will lead to less repeat transactions and therefore into a reduced requirement for CSSs or other operatives.
- **Cost of Poor Quality:** There is often a cost of getting things wrong, which can be measured through calculating the cost of what we do to compensate end-users that have had a bad experience with the customer contact operation. Examples include: giving the end-user extra time on their subscription, giving free store vouchers, free product, direct financial compensation, expedited delivery (at a higher cost to the CSP), removal of handling charges. Poor quality may directly lead to financial loss to the CSP or Client.

Improvements in Efficiency

- **AHT:** By decreasing the average handle time of transactions the CSP has the opportunity to reduce staffing and realize headcount savings. Savings are typically made either through reducing variation by managing CSS's who are outliers, or streamlining the process to improve the process's capability to perform.
- **Occupancy:** Improvements in occupancy are made by better scheduling staff, and reducing the amount of non-productive ready time. Occupancy gains result when the customer contact operation is either doing more work with the same number of CSS or has reduced the number of CSS's required to do the existing workload.
- **Utilization:** Minimizing the amount of CSS work time where they are not ready to handle transactions reduces the number of CSS's that are needed.
- **Cost per transaction:** When measuring the overall effects of efficiency gains as detailed above, these will drive reduction in the cost per transaction.

Improvements in Service

- **Reduction in Backlog:** By better meeting speed of response targets for deferred transactions, backlogs are reduced and therefore the number of transactions that are received by eliminating repeat contacts.

- **Reduction in Client Penalty Payments:** OSPs can minimize penalties and maximize bonus payments by consistently meeting contractual commitments amongst which may be Service Level targets.

Reduction in transaction volume

Reduction in volumes handled by the customer contact operation will have a significant impact on CSS numbers and therefore generate savings.

Reduction in volume can be achieved by:

- Increased First Contact Resolution
- Reduction in Backlogs
- Identify and fix causes of contacts
- Provide End-users alternate methods of resolving problems; e.g., Internet service provision, iPhone Applets.
- Automating contacts (self-service options on IVR)

Improvements in Staff engagement

Attrition is very often created by poor processes for recruitment and selection of the right CSS. COPC Inc. finds that the implementation of robust recruitment processes, which properly define the recruitment profile for CSS's based on an analysis of good and bad hires, is a very effective way of reducing attrition.

- **Attrition:** By calculating the cost of replacing CSS's, it is possible to estimate the impact of the cost of attrition on the organization. Cost factors will include:
 - *Salary costs during training:* Salary costs paid to CSS's during new hire training includes salary plus benefits and fringe costs but not fixed costs such as workstations, etc.
 - *Direct recruitment costs:* An agency's cost or internal costs specifically spent on recruitment – excluding fixed costs.
 - *Cost of overtime:* Backfilling leavers until new recruits are operational.
 - *Reduced productivity of new hires:* New hires have poorer average handle times than existing staff. In a typical customer contact operation with a medium call length program, COPC Inc. finds that it can take up to 7 weeks from the end of training for a new hire to reach the efficiency of existing CSS's.
 - *Direct costs of training:* Materials, additional equipment, hires, directly attributable costs – excluding fixed costs.
 - *For OSPs paid by Full Time Equivalent (FTE):* There is a revenue impact to take into account when calculating the cost of attrition.
 - *Fixed Costs:* It is debatable whether costs of overheads such as recruiting and training departments, training facilities, etc. should be included in the cost per leaver. COPC Inc. normally does not include these in the calculation of savings, as often reducing attrition does not have as much impact on these departments as the cost per leaver calculation implies, as costs will reduce by steps rather than by leaver. If they are to be included it is

better to forecast annual attrition and spread the fixed costs over the total number of expected leavers in a year to derive the burdened cost per leaver.

- **Absenteeism:** The CSS headcount should be increased to allow for absent CSS for the CSP to properly staff to arrival patterns. For every % of absenteeism for whatever reason that is included in the capacity plan the number of CSS 's employed will increase by that %. This does not just include sickness; this will also include vacation, training, holidays, personal time off, maternity leave (paid for), and other types of absence. The calculation of the impact of absenteeism will include:
 - *Direct salary costs:* Additional CSS's recruited to cover absence.
 - *Overtime:* Paid to existing CSS's.

The impacts of Attrition or Absenteeism on Service Level, Revenue, First Contact Resolution or other resulting costs associated with poor performance are not included in the Costs of Attrition or Absenteeism for savings purposes, as savings made will be calculated in those specific performance areas and including them in Attrition or Absenteeism will lead to double counting of savings.

Calculating the monetary value of Savings

It is recommended that savings calculations are:

1. Conservative rather than exaggerated
2. Turned into monetary amounts
3. Expressed as annual savings
4. Differentiated between one time and on-going savings
5. Backed up by data
6. Are not double counted

Typically savings will either be directly quantifiable, or will be expressed as Full Time Equivalent (FTE) head count savings.

- **Headcount Reduction:** Most commonly in customer contact operations, savings will be measured in reduced FTEs, or reduced paid hours. To make it real to the organization it is imperative to turn savings into monetary amounts. *For example, the significance of a 5% gain in FCR in a 500 seat program is hidden unless this is translated into 5% less call volume, or 25 less CSS's required or €500,000 potential annual savings (assuming a CSS costs €20,000 per annum)*
- **When calculating actual head count savings,** these need to be offset against increases or decreases in volumes (not attributable to the project), other work taken on, or other changes to the operation.
- **Direct Attributable Savings:** These also need to be turned into a monetary value, so that the organization can truly perceive the impact of the change. A 10% reduction in Critical Errors,

for example, could be turned into a 10% reduction in the goodwill paid to End Users when errors are made.

Gains in Revenue and other benefits to the organization

Implementing the COPC Family of Standards will also impact other results areas of the customer contact operation apart from savings. Where the operation is involved in revenue generation, lead generation, collections or retention there will be a directly attributable financial gain through performance improvements. There are other areas where improving performance will have benefits which are difficult to turn into direct financial gains; these intangible benefits will include improvements in Client and End-user Satisfaction identification of areas of the organization external to the customer contact operation that are poorly performing.

Direct Performance Gains

Sales: Improvement in performance of Service (by reduction in abandon rate), Quality (reducing cancellations), and Efficiency (improving availability) will all drive improvement in sales performance.

The best measure of this is improvement in net sales revenue, which directly or indirectly would result from the improved performance. It is best to translate the number of sales units into revenue through the use of an average sales value or in the case of a subscription to the annual revenue produced.

- If the customer contact operation is selling or collecting this can be measured in the \$ value of the improved performance.
- If the customer contact operation is generating leads then this needs to be turned into a revenue figure by using a conversion factor and average sale value.
- For retentions the revenue saved is calculated as the expected annual spend of the saved end user. (often a save is only counted as a save if the customer is still a customer after 90 days)
- Collections improvement is calculated as the actual collections improvement calculated as an annual figure.

Intangible Benefits

Loyalty/ Increased Satisfaction and Churn/ Decreased Dissatisfaction: It is usually hard to put a numerical figure on the financial benefit from improvements in End-user Satisfaction and Dissatisfaction with the service provided by the customer contact operation.

Client Satisfaction: In an OSP, this is clearly a big benefit to the organization and can have a revenue impact, but in internal customer contact operations the benefits will be less tangible.

Identification of Other problem areas in the Organization: By analyzing the reason for end-users contacting the customer contact operation, it is possible to identify where failures are happening in the supply and provision of services and products elsewhere in the organization. While this can be used to reduce transactional volume and therefore costs in the customer contact operation; these improvements can also have much greater benefits to the organization as a whole.



LOOKING FORWARD: STRATEGIC DIRECTION

The COPC Standards Committee decided that all the standards in the COPC Family of Standards will be synchronously updated annually, and that they will share the same release numbering to make it easier for OSPs and VMOs to make sure that they are working to the same requirements. For logistical purposes the COPC CSP Standard will be updated first and the other Standards in the family updated to align with the CSP Standard:

- **The COPC CSP Standard will change periodically to reflect the evolution of the industry.**
The customer contact operations industry is evolving rapidly and the COPC CSP Standard will reflect these developments and maintain their status as the global definition of “state of the art” practices and performance. Changes to the COPC CSP Standard will be announced by the COPC Standards Committee as the changes are approved and incorporated. When changes have been agreed for the COPC CSP Standard then the VMO and OSP standards will be updated
- **Change types:**
 - Maintenance changes: These include interpretations and clarifications.
 - Modifications to reflect changing conditions and industry needs. These changes will continue to increase both the reach (e.g., adoption rate) and rigor (e.g., being a true operational and financial differentiator) of the COPC CSP Standard and keep the COPC CSP Standard as the global definition of “state of the art” practices and performance measures.
- **Requirements will become more specific over time.** As the industry evolves, users should expect the COPC CSP Standard to change. For example, originally the COPC CSP Standard did not require process-level efficiency metrics because these were not available or used in the industry. When *Cost and Efficiency Performance* was introduced, it required a single efficiency metric for some KCRPs. Over the past few years, the requirements of the Item have been refined to:
 - Require three efficiency metrics for Inbound phone
 - Require that Utilization, AHT, and Cost per Transaction be the three required metrics
 - Clearly define the calculation of Utilization
 - Remove the requirement to track Cost per Transaction and introduce specific criteria for metrics which may be used as the third required efficiency metric
 - Require four cost and efficiency metrics - Utilization, Occupancy, AHT, and Cost per Unit

1.0 LEADERSHIP AND PLANNING (300 POINTS)

The long-term success of an organization depends on its leaders' ability to set direction and ensure the operational practices support effective performance. Category 1.0 focuses on how the CSP provides appropriate leadership and how doing so helps the CSP achieve its objectives. It also focuses on the management of the Category 4.0 Performance results.

1.1 Statement of Direction (70 Points)

The CSP must have a documented statement of overall direction (e.g., vision, mission, or purpose) that clarifies its commitment to clients and end-users.

1. The CSP's statement of direction must address one or more of the following:
 - a. Client Satisfaction
 - b. End User Satisfaction
 - c. Service
 - d. Quality
 - e. Sales (Revenue)
 - f. Cost
2. The CSP must ensure management and employee behavior is aligned with the statement of direction.
3. The CSP must ensure individual departments work together effectively and that their goals and actions are aligned with the statement of direction and with each other.

1.2 Business Planning (60 Points)

The CSP must have and use a documented approach for developing annual business plans.

1. The CSP's process for developing its Annual Entity and Department Business Plans must incorporate an analysis of:
 - a. All required metrics listed in Exhibits 1, 2 and 3
 - b. Emerging new product and service opportunities
 - c. Contact avoidance opportunities and their potential impacts on end-user satisfaction and costs
 - d. Social Media opportunities and their potential impacts on end-user satisfaction, revenues and costs
 - e. Corporate Social Responsibility opportunities and their potential impacts on the CSP and its enterprise and stakeholders.
2. The CSP's Annual Entity and/or Department Plans must detail the CSP's Social Media approach which includes:
 - a. The level of involvement the CSP may or may not undertake in Social Media
 - b. If the CSP participates in Social Media:
 - i. The sites to be monitored and the frequency of this monitoring
 - ii. The criteria used to determine which types of transactions the CSP will either respond to or send to the appropriate individuals/departments
 - iii. The processes to be used to ensure the appropriate:
 1. Sites are effectively monitored
 2. Transactions are effectively identified and processed
3. The CSP's annual entity and department plans must detail the CSP's approach to corporate social responsibility. This approach must include:
 - a. The level of commitment the CSP may or may not make to corporate social responsibility
 - b. If the CSP has a commitment to corporate social responsibility:
 - i. The areas of corporate social responsibility to be addressed, e.g., labor, human rights, environment, philanthropy, diversity, etc.
 - ii. A statement of commitment to each area
 - iii. Identification of the relevant portions of the approach in the requirements for Vendors and Key Suppliers developed in 2.8 Vendor and Key Supplier Performance Management.



- iv. The processes used to ensure the CSP, its Vendors and Key Suppliers adhere to the requirements of the commitment to corporate social responsibility
 - v. Communication of the commitment to CSP staff, Vendors, Key Suppliers and, if appropriate, the public
 - c. If the enterprise and CSP have commitments to corporate social responsibility:
 - i. They must not be in conflict
 - ii. The CSP may have the same commitment as the enterprise
- 4. The CSP's process for developing its Annual Entity and Department Business Plans must ensure that:
 - a. Entity and department plans are consistent with and supportive of each other
 - b. Managers and supervisors understand their specific responsibilities in carrying out the actions in the plans
- 5. The Annual Entity and Department Business Plans must be documented and each plan must contain:
 - a. Quantified Financial Targets: Targets for improving productivity and efficiency, increasing revenue, reducing costs, or achieving budget can be considered as financial targets
 - b. Quantified Non-Financial Targets: Targets must be established for those Category 4.0 Performance metrics that relate to the statement of direction and annual entity business plan
- 6. For each quantified financial and non-financial target, the CSP must define:
 - a. The actions that will be taken to achieve the target
 - b. Milestones for implementing these actions
 - c. The manager(s) who will be responsible for implementation



1.3 Target Setting (60 Points)

The CSP must have an approach for setting targets for all required metrics listed in Exhibits 1, 2 and 3 that ensures high performance and continuous improvement, where continuous improvement would drive end-user satisfaction or financial results.

1. For all required metrics, targets must be clearly identified and enough data must be provided to discern trends.
2. The CSP must set targets at high performance levels unless these are in conflict with the entity's statement of direction.
3. Comparative data must be updated every two years.
4. Targets must be periodically reviewed and where performance is routinely better than target and continuous improvement would drive end-user satisfaction or financial results, the target must be improved.

1.4 Reviewing Business Performance (70 Points)

The CSP must have and use a documented approach for reviewing performance to business plans and targets.

1. Targets and performance must be **known** by the appropriate personnel.
 - a. This includes the requirement that the appropriate CSP personnel understand the statistical validity of the metrics they use that are based on samples. This understanding must include knowledge of the precision (confidence interval) of the sampled performance results.
2. The Approach for reviewing performance must include;
 - a. Formal monthly analysis of performance to business plans and targets for all required metrics
 - b. Lead to Actions if results fall below targets
 - c. The CSP must be able to demonstrate sustained improvement as a result of its actions



1.5 COPC CSP Standard Review (40 Points)

The CSP must perform a comprehensive review of its implementation and use of the COPC CSP Standard (performance management system) at least annually, and must take actions to address deficiencies and gaps identified in this review.

1. At a minimum, the COPC CSP Standard review must:
 - a. Be conducted annually
 - b. Assess compliance to all requirements of the COPC CSP Standard
 - c. Yield findings that include documented evidence of “compliance” and “non-compliance” to the COPC CSP Standard and opportunities for improvement for both processes and performance
2. The CSP must implement corrective actions for areas of non-compliance which represent deficiencies and gaps in meeting the requirements of the COPC CSP Standard.

2.0 PROCESSES (800 POINTS)

Superior performance derives from the CSP's ability to efficiently provide clients and end-users with products and services that meet their expectations. Category 2.0 Processes focuses on the Key Customer-Related Processes (KCRPs) and Key Support Processes (KSPs) CSPs use to develop and deliver their products and services. It also focuses on the mechanisms the CSP uses to quantitatively evaluate, maintain, and improve these processes to ensure they are effective and efficient.

2.1 Managing Change (80 Points)

The CSP must have a structured change management approach for controlling changes to the provision of customer services.

1. The CSP must have a structured approach to identify future changes.
2. The CSP must develop clear decision criteria to determine if changes are major or lesser changes.
3. For major changes to (and new) products, services, programs, client or end-user requirements or systems the approach must:
 - a. Define new or changed requirements and targets
 - b. Identify the relevant KCRPs, KSPs, and associated metrics required by the client, end-users, and the COPC CSP Standard, as well as KCR jobs and the associated minimum skills
 - c. Ensure the changes are communicated to affected end users and KCR staff in a timely and accurate manner; this will require formal training of KCR staff if minimum skills requirements are affected
 - d. Ensure that processes are designed to meet requirements and targets
 - e. Create a timeline for implementing requirements (e.g., installing infrastructure, developing software and data links, and hiring and training staff, communicating with end-users)
 - f. Conduct an audit early in the implementation to ensure processes are properly controlled and to verify that the product, service, program or system is meeting client, CSP, end-user and all pertinent COPC CSP Standard requirements
 - g. The CSP must track the timeliness of the implementation and demonstrate implementation milestones have been met.
During implementation the CSP must:
 - i. Track the on-time setup of program components
 - ii. Track actual performance and compare results to performance targets
 - iii. Identify controllable and uncontrollable causes when performance targets are not met. Actions must be taken to address controllable causes.
 - iv. Establish a target for timeliness that is consistent with the CSP's statement of direction and annual entity business plan

4. For lesser changes, including minor changes to programs, procedures, systems or information:
 - a. There must be a structured approach to ensure changes are communicated to all staff who need the data and information to do their jobs effectively and to affected end users in a timely and accurate manner. The approach must include mechanisms for:
 - i. Providing relevant data and information to all appropriate staff and end users
 - ii. Making changes (whether required by clients or end users or internally generated) to the data and information
 - iii. Communicating these changes to all relevant staff and end users in a timely manner and verifying that the staff understand and use the new data and information
 - iv. Preventing staff from making unauthorized revisions
 - v. Removal of obsolete data and information
 - b. The CSPs change process must include clear decision criteria to determine at what point formal training and verification of staff in KCR jobs are required

2.2 Processes, Procedures and Methodology (120 Points)

The CSP must ensure its KCRPs are defined and operating effectively to consistently achieve targets.

1. Each KCRP must include clear procedures that have a high probability of achieving:
 - a. Client, end-user, and CSP requirements, and
 - b. Targets or specification limits
2. The CSP must have an approach that ensures the procedures for each KCRP are performed:
 - a. As intended
 - b. In a consistent manner across all shifts and work teams; i.e., the CSP must minimize variation
3. For those KCRPs where the CSP has low performance, the CSP must demonstrate it can improve process performance, in part by using the continuous improvement process described in *Item 2.3 Corrective Action and Continuous Improvement*. As part of this improvement process, the CSP must:
 - a. Manage variation
 - b. Determine if changes are required to improve the process
4. The CSP must formally audit its KCRPs.
 - a. Each KCRP must undergo a detailed, end-to-end evaluation at least annually.
 - b. Audit findings must be documented and reported to appropriate persons, who in turn must take corrective action on any identified deficiencies.
 - c. KCRPs performed by vendors are also subject to this audit requirement. If the CSP cannot conduct the audit, it must seek and review evidence (e.g., audit findings report), at least once every year, that the vendor has conducted comparably rigorous audits.

2.3 Corrective Action and Continuous Improvement (90 Points)

The CSP must use a structured approach to identify and resolve the root cause(s) of poor performance of those required metrics not consistently meeting requirements and targets.

1. The CSP must use a structured problem solving approach to process improvement that:
 - a. Defines the problem
 - b. Analyzes data to determine causes
 - c. Develops and implements solutions
 - d. Monitors and evaluates results
2. The CSP must:
 - a. Apply this methodology to Service, Quality, Efficiency or Cost, Sales, Client Satisfaction, and End-user Satisfaction metrics that are not meeting performance 3/4ths of the time periods
 - b. Use a structured prioritization process to take action on those improvement initiatives that have the highest potential impact on the CSP, Client, or End User
 - c. Be able to demonstrate that performance has improved as a result of its process improvement efforts

2.4 Transaction Monitoring (120 Points)

The CSP must have an approach for monitoring transactions that is designed to meet CSP, client, and end-user requirements and targets. This approach must focus on two levels:

- (1) At the process level to identify and correct program-level issues that cut across multiple CSS's,
 - and**
 - (2) At the CSS level to assess and improve the performance of individual CSS's.
1. The CSP's transaction monitoring approach at both the program and CSS levels must ensure:
 - a. All types of end-user transactions (e.g., calls, faxes, mail, web-based, email, callbacks etc.) are monitored
 - b. Both side-by-side and remote monitoring are performed on an on-going basis. Screen capture and voice recording applications cannot be substituted for side-by-side monitoring.
 - c. The methodology used to select the sample of transactions to be monitored is unbiased
 - d. All information given and received by CSS's (e.g., information entered by CSS's into information systems) is included in monitoring
 - e. End-user Critical Error Accuracy, Business Critical Error Accuracy and Compliance Critical Error Accuracy must be monitored and assessed as distinct components
 - i. The CSP must define End-user Critical Errors by an analysis of the key drivers of End-user Satisfaction and Dissatisfaction (see Item 4.1. End-user Satisfaction and Dissatisfaction)
 - ii. The CSP must be able to demonstrate the relationship at the attribute level between its End-user Critical Error Accuracy performance and the results of End-user Satisfaction and Dissatisfaction (see Item 4.1 End-user Satisfaction and Dissatisfaction)
 - iii. Business Critical Errors must be related to other measures of business performance (e.g., cost)
 - f. There must be clear performance thresholds, e.g., pass/fail, which must, at a minimum, be based on the CSS's End-user Critical Error Accuracy, Business Critical Error Accuracy, and Compliance Critical Error Accuracy scores. A CSS cannot pass monitoring if he/she makes Critical Errors.

- g. Individuals performing monitoring are trained and calibrated at least quarterly using a quantitative approach that measures calibration at the attribute level in comparison to a reference or gauge. Calibration must ensure both:
 - i. Reference or gauge scores that are reflective of the end-user experience (i.e., the scores given by monitors for End-user Critical Error Accuracy should not be significantly different from those received in 4.1 End-user Satisfaction and Dissatisfaction) and those provided by the client
 - ii. Consistency of evaluation among the monitors
- h. The evaluations and scores provided by monitors to CSS's are reviewed on an on-going basis to ensure consistency with the reference or gauge
- 2. The CSP must analyze monitoring results and take action at the program level.
 - a. The CSP must establish a monitoring frequency based on an understanding of the statistical implications of its sample size.
 - b. The CSP must identify program-level issues impacting performance.
 - c. Action must be taken at the program level to improve performance.
- 3. The CSP must analyze monitoring results and take action at the individual CSS level.
 - a. Each CSS must be monitored on an on-going basis.
 - b. New CSS's must be monitored at least once per week for at least their first month on the job.
 - c. There must be a plan for communicating the findings of all transactions monitored to CSS's, including both negative and positive feedback. The plan must specify the time frame and the format for delivering this feedback.
 - d. CSS's must be individually (one-on-one) coached on at least a sample of transactions that do meet target.
 - e. CSS's who fail a transaction monitoring must be:
 - i. Individually (one-on-one) coached on all transactions that do not meet target.
 - ii. Monitored more frequently in order to determine if the failure is an isolated case or symptomatic of poor performance.
 - f. For CSS's who repeatedly fail transaction monitoring, corrective actions must be implemented. The CSP's approach for corrective action must provide for removing CSS's who repeatedly perform critical errors from handling end-user transactions until effective corrective action is taken

2.5 Forecasting, Staffing, and Scheduling (120 Points)

The CSP must forecast and schedule staffing requirements to meet transaction volume demands to achieve service and efficiency targets.

1. **Forecasting** - The CSP must understand its historical volume, AHT or transaction handle time, and shrinkage, and must forecast future volume, for each type of transaction (e.g., calls, emails, web, faxes, mail) at a frequency that is appropriate based on the model used to establish demand requirements (2.5.2).

The CSP must measure and CUIKA (see glossary) the accuracy of the following forecasted inputs for schedule creation. These forecasts must allow for the lag time for schedule creation

- a. Forecast Accuracy of volume of transactions – At a minimum, volume forecast accuracy must be calculated at the interval level.
 - b. Forecast Accuracy of AHT or handle time – At a minimum, AHT or handle time forecast accuracy must be calculated at the daily level.
2. **Demand Requirements** - The CSP must use two quantitative models.
 - a. The CSP must use a quantitative model to determine the number of staff required (this is often called a capacity plan model). Calculation of the number of staff required must be carried out sufficiently in advance to allow for the time needed to recruit and train new staff.
 - b. The CSP must use a quantitative model to create schedules for the staff required (often called a work force management [WFM] scheduling model).
 - c. Both models must incorporate forecasts from 2.5.1 for:
 - i. Average Handle Time or Transaction Handle Time
 - ii. Volume
 - iii. Shrinkage
 - iv. Targeted Service Level or Cycle Time

3. **Scheduling**
 - a. Schedules that minimize the variation between demand requirements (from 2.5.2) and staff capacity must be established and implemented for the following intervals:
 - i. Real Time: 30 minute intervals
 - ii. Deferred Transactions: Appropriate intervals for the targeted cycle time

- b. The CSP's scheduling approach must:
 - i. Consider both its Service Level and Efficiency/Cost targets
 - ii. Clearly describe the "rules" for minimizing interval level over- and understaffing. These rules must be consistent with the CSP's statement of direction and implemented as designed.
 - c. The CSP must periodically (at least semi-annually):
 - i. Evaluate its scheduling and work practices to identify those that are limiting its ability to staff to forecasted demand requirements
 - ii. Change the scheduling and work practices to minimize the variation between forecasted demand requirements and staff capacity
 - d. Resulting schedules must be implemented as designed.
4. **Real Time Management** - The CSP must use a structured approach for:
- a. Planning the staffing and scheduling for the near-term (e.g., current day and/or week) when the plan for the current day and /or week is inconsistent with the inputs used to create the original (locked) schedule, (e.g., if absenteeism, AHT, training, or volume, etc. is expected to be higher than originally forecast)
 - b. Taking action during the day when actual performance is significantly different than assumptions used to create the forecast and/or the schedule (e.g., transaction volumes or Average Handle Time [Demand] are significantly above or below forecasted levels)
 - c. Taking action when abnormal conditions arise (e.g., telecommunications or system reduced availability/slowness or outage)
 - d. Measuring and managing a form of Adherence (Supply) at the interval level
5. **Allocating Transactions** - The CSP must:
- a. Use a documented structured approach for allocating transactions (this may include allocating transactions between sites or within sites) in the most likely scenarios including:
 - i. Normal operations within forecasted levels
 - ii. Abnormal conditions which may arise
 - 1. Transaction volumes or AHT significantly above or below forecasted levels
 - 2. Site, telecommunications, or system reduced availability/slowness or outage
 - 3. Staffing levels well above or below scheduled levels (e.g., bad weather)
 - b. Review the structured approach for allocating transactions at least every three months and make required adjustments to ensure the policies and procedures optimize the performance of the CSP/ CSS network. This review must consider routing accuracy performance of the IVR.
 - c. Route transactions to specific sites, queues, and CSS's according to the structured approach. This includes consideration of the use of skill-based routing.



- d. Where the CSP is managing a shared queue environment, monitor overall network and site-level performance on a real-time basis, including as appropriate:
 - i. On Time: Service Level/ASA, Abandonment Rate, and Backlog
 - ii. Occupancy and/or utilization
- e. Take corrective action when performance does not meet requirements.



2.6 Compliance (60 Points)

The CSP must ensure compliance to regulatory requirements and protect end-user sensitive and proprietary data and information.

1. The CSP must have a documented compliance and privacy policy that considers any legal requirements and defines;
 - a. How compliance to International, National, State and Federal regulatory requirements will be ensured
 - b. How end-user privacy will be protected
2. The CSP must document its procedures for enforcing compliance and protecting end-user privacy.
3. The CSP must verify that these procedures are implemented as designed and effectively ensure compliance and protect end-user privacy.
4. Any violation of compliance or the privacy policy must be considered a Critical Error.

2.7 Technology (60 Points)

The CSP must have approaches for the implementation and management of technology solutions in order to provide high levels of service delivery to both end users and internal users.

Technology systems are defined as

- **Customer Touch Systems**, systems that the customer directly interacts with.
 - **Production Systems**, systems that are used by CSP/ OSP staff to carry out a KCRP
 - **Support Systems**, systems which are required to help manage the center.
1. For any Customer Touch Systems; (*e.g., IVR Call Routing, IVR Self Service, Website Self Service, Self Help and Self Support*); that the CSP - uses, the CSP must ensure that:
 - a. The system must undergo user acceptance testing to ensure that it accurately and efficiently supports end users for its intended use
 - b. The CSP must define a regular review cycle for the system to ensure that the system is up-to-date with changes that have occurred in the business and that the system functions as it was designed
 - c. There must be measurements of satisfaction in place for the system:
 - i. End-user Satisfaction of the system must be included in End-user Satisfaction surveys and action must be taken on the End-user Dissatisfiers.
 - ii. Feedback must be gathered from CSP front line staff regarding the system's usability and functionality.
 - d. The CSP must measure and manage any metrics required in Exhibits 1 and 2 for the applicable system.
 - e. The technology and implementation must be designed to enhance end user interaction.
 - i. Information gathered through the system must be used by CSS's or the system to address end-user needs
 - ii. Required instructions and prompts must be consistent with external communications and /or intuitive language (*e.g., if the system uses a specific term, then end users should correctly understand what this means*).
 - iii. The system must have the capability to allow the user to recover from an input error; *i.e., customers using the system must have the ability to return to a previous prompt or menu if they have selected a process that they do not like or understand*



2. For all Production Systems; (*e.g., Phone Switch/Phone System, Telecommunications line and Network infrastructure, Outbound Predictive Dialing, Knowledgebase, CRM Systems, Email Management Systems, reactive/proactive Social Media solution*) used by the CSP, the CSP must:
 - a. Measure and manage any required metrics noted in Exhibit 2.
 - b. Have a structured approach to dealing with outages, including redundancy
3. For all Support Systems; (*e.g., Transaction Monitoring/Quality Monitoring, Workforce Management, Reporting Systems, HR Systems*) used by the CSP, the CSP must:
 - a. Ensure that technology is utilized at its fullest to improve End User, CSP and Client satisfaction, quality, service and efficiency.



2.8 Vendor and Key Supplier Performance Management (40 Points)

The CSP must manage the performance of its vendors (those who perform KCRPs) and key suppliers (those who perform KSPs).

1. The CSP must have a documented statement (such as a contract, service level agreement, or letter) of its requirements for each vendor or key supplier.
2. For vendors the statement of requirements must include the following;
 - a. Identifying the key requirement areas (e.g. service, quality, cost and volume)
 - b. The type of support the CSP requires
 - c. Anticipated transaction types and volumes
 - d. The CSP measure of success for the vendor including key performance metrics and targets
 - e. The provision for Business Continuity in the event of service interruptions
 - f. Compliance to legal and regulatory requirements
3. The CSP must analyze the performance of each of its vendors or key suppliers quarterly. At least once every six months, the CSP must provide written performance feedback to each vendor or key supplier.
4. Corrective action plans must be developed if a vendor or key supplier's performance is found to be deficient.

2.9 Business Continuity (40 Points)

The CSP must establish a documented plan that clarifies the CSP's approach to providing service during short term interruptions (up to six hours) and recovering from long term disruptions.

1. The CSP must conduct a risk assessment of the potential problems that could threaten smooth functioning of the customer contact operation, and develop contingency plans for those problems most likely to occur.
2. **Short Term Interruptions**—The CSP must establish a documented plan that clarifies its approach to service continuity and data integrity during interruptions of up to six hours, such as would be caused by a power failure or a computer or telecommunications malfunction.
 - a. Plans for service continuity must be aligned with and consistent with the approaches for Real Time Management and Allocating Transactions under abnormal conditions (see Item 2.5 Forecasting Staffing and Scheduling)
 - b. These plans must be demonstrated to be effective, either by simulation or actual occurrence, within the past twelve months
3. **Long Term Disruptions**—The CSP must establish a documented plan that clarifies its approach to the restart of operations after a fire, a natural disaster, or other major event that interrupts service delivery for more than six hours. These plans must include procedures for:
 - a. Maintaining or restoring service
 - b. Ensuring data integrity during transition
 - c. Minimizing downtime
4. The recovery approach for both short term interruptions and long term disruptions must be well understood by appropriate personnel, and must include clear targets for restoring:
 - a. Phone lines, PBXs, switches, and automated call distributors (ACD)
 - b. Servers and desktop computers
 - c. Software applications used to provide products and services
 - d. Electronic transactions, including all types of e-commerce interfaces

2.10 Reporting and Data Integrity (70 Points)

The CSP must report on all of the required metrics.

1. For all required metrics, the CSP must ensure that the data:
 - a. Are Collected
 - b. Have Integrity. All data must be:
 - i. *Relevant*: reflect what the requirement intended to be measured
 - ii. *Objective*: the methodology used to gather the data is unbiased
 - iii. *Accurate*: numerically correct and not misleading
 - iv. *Representative*: reflect the underlying population
2. Reports must be made available to the appropriate personnel.



3.0 PEOPLE (500 POINTS)

Meeting performance targets and improving performance levels requires a workforce that is appropriately skilled, knowledgeable, and motivated. Category 3.0 requires that CSPs have people management approaches that enable all staff to effectively and efficiently deliver quality products and services.

3.1 Defining Jobs (60 Points)

The CSP must have clear, written definitions of the minimum skills and knowledge required for each Key Customer-Related (KCR) job.

1. For each KCR job, the CSP must demonstrate that the required minimum skills and knowledge are appropriate to the job and cover all skills and knowledge required to perform the job, not just those required to be hired for the position.
2. The required minimum skills and knowledge to perform the job must be verifiable (see *Item 3.4 Verifying Skills and Knowledge*).



3.2 Recruiting and Hiring (80 Points)

The CSP must acquire staff which has a high probability of successfully performing their Key Customer-Related (KCR) jobs.

1. The CSP must establish a list of minimum hiring requirements of the individuals to be hired for each KCR job.
2. The CSP's recruiting and hiring approaches must identify and successfully recruit individuals with these minimum requirements.
3. Those recruited with these minimum hiring requirements must have a high probability of successfully performing their KCR jobs.
4. The CSP must measure and manage On Time to Recruit and a Recruitment Quality metric to show that recruitment is in control (see Exhibit 2 for more details).

3.3 Training and Development (80 Points)

The CSP must provide the training and development required of all staff performing KCR jobs, to acquire and maintain the skills and knowledge required for their positions.

1. For all staff in all KCR jobs, training must be provided for all the minimum skills and knowledge required for the KCR jobs (see Items 3.1 Defining Jobs and 3.2 Recruiting and Hiring), unless staff are hired with these minimum skills and knowledge.
2. The CSP's approach to training and development must be formally defined for all KCR jobs and must:
 - a. Identify the setting or methodology (e.g., classroom, in-queue, on-the-job (OJT), or computer-based)
 - b. List the specific skills and knowledge required for each minimum skill. For example, if the minimum skill is "how to use the desktop computer system", the specific skills and knowledge would include a list of all programs, information, and data that CSS's would need to access on the desktop computer system.
 - c. Identify the personnel authorized to provide the training
 - d. Define the desired or required outcome that can be verified (see *Item 3.4 Verifying Skills and Knowledge*)
3. There must be formal retraining for existing staff if skill and knowledge requirements change.
4. The CSP must measure and manage a Training Quality metric to show that KCR Job training is effective (see Exhibit 2 for more details).
5. At least annually the CSP must review the effectiveness of CSS training and take action. This review should consider but not be limited to, pass rates; performance of graduates in operation; time taken for new hires to reach acceptable quality and efficiency performance.

3.4 Verifying Skills and Knowledge (90 Points)

The CSP must verify that all staff (including indefinite and temporary staff) in KCR jobs have the skills and knowledge required for their jobs.

1. For all staff in all KCR jobs (including existing staff), all minimum skills and knowledge defined in 3.1 Defining Jobs must be verified prior to allowing staff to perform the job.
2. The verification process for all staff in KCR jobs must include:
 - a. Objective performance thresholds that are linked to the minimum requirements (including all minimum skills and knowledge) of the position
 - b. Staff that pass the minimum performance thresholds, must be able to perform satisfactorily on the job (e.g., pass transaction monitoring)
 - c. Documentation (e.g., tests, scores, dates) that can be audited
 - d. Action plans for staff that fail to demonstrate the required skills and knowledge
 - e. Indefinite and temporary staff performing similar roles verified in the same manner
 - f. Annual re-verification of skills and knowledge
 - g. Re-verification of skills and knowledge following changes in program, procedures, systems, etc.

3.5 Staff Performance Management (50 Points)

The CSP's approach to evaluating individual performance must support the CSP's statement of direction and business performance targets.

1. For indefinite and temporary staff in CSS jobs, the CSP must:
 - a. At least quarterly, conduct a review of each CSS's performance relative to each of the CSS's objectives (e.g., schedule adherence, transaction monitoring scores, AHT, absenteeism, etc.) and identify areas for improvement
 - b. Develop and ensure the effective implementation of improvement plans for areas in which the CSS is not achieving targeted levels
2. For all staff in KCR jobs, with end dates of more than one year:
 - a. The CSP must conduct a formal/comprehensive review of each individual's performance to objectives and identify areas for improvement at least annually
 - b. For CSS's, evaluations must consider and be consistent with the findings from skills and knowledge verification (Item 3.4) and transaction monitoring (Item 2.4)
 - c. Evaluations must support the CSP's statement of direction and business performance targets



3.6 Managing Staff Feedback (50 Points)

The CSP must use a structured approach for proactively soliciting, evaluating, and taking appropriate action on feedback obtained from CSS's and Supervisors.

1. The structured approach must include proactively soliciting feedback from CSS's and Supervisors at least quarterly on a broad range of topics including:
 - a. The attributes (drivers) of staff commitment or engagement, attrition, absenteeism, and satisfaction and the CSP's current performance relative to each of these drivers. These must be solicited at least quarterly.
 - b. A staff satisfaction survey that is undertaken at least annually.
2. The CSP must proactively involve CSS's and Supervisors in identifying process improvement opportunities and developing recommendations.
3. The CSP must evaluate, analyze and take effective corrective action on feedback identified in 1 and 2 above that has a significant impact on employee commitment and business performance.
4. The CSP must have a structured approach for career planning for CSS's and Supervisors.

3.7 Staff Attrition and Absenteeism (90 Points)

The CSP must measure and manage staff attrition for CSS's and Supervisors and absenteeism for those in CSS jobs.

1. Where attrition performance is not meeting target the CSP must assess the impact of Recruitment performance on Attrition results.
2. The CSP's measurement of staff attrition must:
 - a. Be measured by staff category (by job type, e.g., Supervisors, CSS's, etc.) for CSS's and Supervisors at the entity and program levels, and analyzed at least quarterly. CSS's who move from one program to another program in the entity are considered attrition at the program level (but not the entity level) if their positions are "backfilled."
 - b. Be reported as an annualized percentage
 - c. Include both voluntary and involuntary departures
 - d. Be defined as voluntary or involuntary staff departure before the position's end date for temporary positions
 - e. Be tracked whether the position is filled with a CSP employee or with an employee of a staffing/recruiting firm
3. The CSP's measurement of staff absenteeism (unscheduled shift absences) must:
 - a. Be measured at the entity and program levels and analyzed at least quarterly
 - b. Track absences for CSS's, but not leads, Supervisors, or other KCR jobs
 - c. Be tracked whether staff are employed by the CSP or a staffing/recruiting firm. The CSP is responsible for understanding statistics tracked by its staffing/recruiting firms.
4. The CSP must measure and manage CSS attrition, Supervisor attrition and CSS absenteeism metrics to show that they are in control (see Exhibit 2 for more details).

4.0 PERFORMANCE (1400 POINTS)

The goal of the COPC CSP Standard is to help CSPs achieve high and ever-increasing levels of client and end-user satisfaction, product and service performance, and efficiency. The approaches described in 2.2 Processes, Procedures, and Methodology and 2.3 Corrective Action and Continuous Improvement, are used to drive improvement in Performance metrics. All Exhibit 1, 2 and 3 metrics must be compliant with Level and Trend requirements.

4.1 End-user Satisfaction and Dissatisfaction (280 Points)

The CSP must measure and manage end-user satisfaction and dissatisfaction.

1. The CSP must identify, quantitatively assess, and understand the relative importance of each of the attributes (e.g., responsiveness or accuracy) which drive end-user satisfaction and dissatisfaction.
2. The CSP must quantify at the individual transaction level and program level:
 - a. Overall end-user satisfaction and dissatisfaction
 - b. End-user satisfaction and dissatisfaction with each of the attributes which drive end-user satisfaction and dissatisfaction (this may not be relevant at the transaction level).
3. End-user satisfaction and dissatisfaction must be measured at least monthly and analyzed at least quarterly.
4. Targets for end-user satisfaction and dissatisfaction must be set consistent with the statement of direction using comparative data representative of high-performing organizations. Comparative data must be updated at least every two years.
5. Samples must be representative.
6. Samples must include all types of end-user transactions performed by the CSP in approximate proportion to the CSP's volumes as defined by transaction volume or revenue.

4.2 Client Satisfaction and Dissatisfaction (100 Points)

The CSP must measure and manage client satisfaction and dissatisfaction.

Client Satisfaction

1. The CSP must quantify at the program level and across multiple programs for a client:
 - a. Overall client satisfaction
 - b. Client satisfaction with specific attributes (e.g., responsiveness, accuracy, report timeliness)
2. Satisfaction must be measured and analyzed at least annually.
3. Targets must be set consistent with the statement of direction using comparative data representative of high-performing organizations. Comparative data must be updated at least every two years.
4. The CSP must assess the satisfaction of all client staff that have significant:
 - a. Influence over the client's relationship with the CSP
 - b. Interaction with the CSP

Client Dissatisfaction

5. A client complaint is broadly defined as any negative comment (received in person or by phone, mail, fax, email, etc.) about any aspect of the CSP's products, services, staff, or CSS's.
6. The CSP must measure and manage complaints and other key indicators of client dissatisfaction at the program level, across multiple programs for a client, and at the entity level across clients.
 - a. Client complaint and other dissatisfaction data must be:
 - i. Collected on an on-going basis
 - ii. Tracked and recorded by cause or symptom
 - iii. Analyzed quarterly
 - b. The CSP must collect client dissatisfaction data from 100% of the clients and programs.
 - c. The CSP must take action on all client complaints.
 - i. There must be a process for responding to each client complaint.
 - ii. This process must include the tracking of either "On Time to Respond" or "On Time to Resolve" metrics.
 - iii. The CSP must investigate and take action on the most common causes of complaints using the Corrective Action and Continuous Improvement approach detailed in 2.3 *Corrective Action and Continuous Improvement*.

4.3 Service Performance (180 Points)

The CSP must measure and manage the service performance of each Key Customer-Related Process (KCRP) performed by the CSP or a Vendor. The objective of this is to achieve high performance levels and to improve performance where levels achieved are below targets.

1. For each Exhibit 1 KCRP that the CSP or a Vendor performs, the CSP must use all of the service metrics listed in Exhibit 1.
2. Exhibit 1 Service metrics used by the CSP or a Vendor must be compliant to the guidelines set out in Exhibit 1.
3. The CSP must use any service metrics required by clients that are not included in Exhibit 1.
4. Data must be gathered from 100% of the data; sampling is not permitted. These data must be analyzed at least monthly. Data must be maintained for all service metrics on a continuous basis.
5. The CSP must establish targets for each service metric that are consistent with the CSP's statement of direction and annual entity business plan. Targets for real time KCRPs; Speed of Answer, and Abandonment Rate must be mathematically consistent.
6. The CSP must establish targets for each service metric based on comparative high-performing organizations unless the target for this metric is best set based on end-user expectations. The CSP must gather comparative data representative of the results achieved by high-performing organizations for service metrics at least every two years.

4.4 Quality Performance (180 Points)

The CSP must measure and manage the quality performance of each Key Customer-Related Process (KCRP) performed by the CSP or a Vendor. The objective of this is to achieve high performance levels and to improve performance where levels achieved are below targets.

1. For each Exhibit 1 KCRP that the CSP or a Vendor performs, the CSP must use all of the quality metrics listed in Exhibit 1.
2. Exhibit 1 Quality metrics used by the CSP or a Vendor must be compliant to the guidelines set out in Exhibit 1.
3. The CSP must use any quality metrics required by clients that are not included in Exhibit 1.
4. These data must be analyzed at least monthly. Data must be maintained for all quality metrics on a continuous basis.
5. The CSP must establish targets for each quality metric that are consistent with the CSP's statement of direction and annual entity business plan.
6. The CSP must establish targets for each quality metric based on comparative high-performing organizations. The CSP must gather comparative data representative of high-performing organizations for quality metrics at least every two years.



4.5 Sales Performance (180 Points)

The CSP must measure and manage the sales performance of each Key Customer-Related Process (KCRP) performed by the CSP or a Vendor. The objective of this is to achieve high performance levels and to improve performance where levels achieved are below targets.

1. For each Exhibit 1 KCRP that the CSP or a Vendor performs, the CSP must use all of the Sales metrics listed in Exhibit 1.
2. Exhibit 1 Sales metrics used by the CSP or a Vendor must be compliant to the guidelines set out in Exhibit 1.
3. The CSP must use any Sales metrics required by clients that are not included in Exhibit 1.
4. Data must be gathered from 100% of the data; sampling is not permitted. These data must be analyzed at least monthly.
5. Data must be maintained for all sales metrics on a continuous basis.
6. The CSP must establish targets for each sales metric that is consistent with the CSP's statement of direction and annual entity business plan.



4.6 Efficiency and Cost Performance (180 Points)

The CSP must measure and manage process-level efficiency for Key Customer-Related Processes (KCRPs) and manage cost savings at the entity or program level.

1. For each Exhibit 1 KCRP that the CSP performs, the CSP must use all of the efficiency and cost metrics listed in Exhibit 1.
2. Exhibit 1 Efficiency and Cost metrics used by the CSP must be compliant to the guidelines set out in Exhibit 1.
3. CSPs must use any efficiency or cost metrics required by clients that are not included in Exhibit 1.
4. 100% of efficiency data must be collected; sampling is not permitted. These data must be analyzed at least monthly.
5. Data must be maintained for all efficiency and cost metrics on a continuous basis.
6. The CSP must demonstrate it understands the potential cost savings from realized efficiency gains.
7. The CSP must establish targets for each efficiency and cost metric that are consistent with the CSP's statement of direction and annual entity business plan.

4.7 KSP Performance (100 Points)

The CSP must measure and manage the performance of each Key Support Process (KSP) performed by the CSP or a Key Supplier. The objective of this is to achieve high performance levels and to improve performance where levels achieved are below targets.

1. For each Exhibit 2 KSP that the CSP or a Key Supplier performs, the CSP must use all of the metrics listed in Exhibit 2.
2. Exhibit 2 KSP metrics used by the CSP or a Key Supplier must be compliant to the guidelines set out in Exhibit 2.
3. The CSP must use any KSP metrics required by clients that are not included in Exhibit 2.
4. Data must be gathered from 100% of the data; sampling is not permitted unless specifically stated in Exhibit 2. These data must be analyzed at least monthly. Data must be maintained for all KSP metrics on a continuous basis.
5. The CSP must establish targets for each KSP metric that are consistent with the CSP's statement of direction and annual entity business plan.
6. The CSP must establish targets for Attrition and Absenteeism based on an understanding of costs of attrition and absenteeism and the impact of each on service, quality, and end-user satisfaction, other business requirements, and labor conditions. If comparative data are used for setting targets, these data must be updated at least every two years
7. The CSP must establish targets for other KSP metrics based on comparative high-performing organizations. The CSP must gather comparative data representative of the results achieved by high-performing organizations for service metrics at least every two years.



4.8 Achieving Results (200 Points)

The CSP must achieve targeted levels and exhibit sustained improvement in a majority of its required Service, Quality, Revenue, Cost, and Client and End-user Satisfaction metrics.

1. The CSP must:
 - a. Meet or exceed targeted performance levels for a minimum of 50% of these performance metrics and
 - b. Meet or exceed targeted performance levels or exhibit sustained improvement in a total of 75% of these performance metrics
2. Entities involving multiple locations or services (within or across locations), must meet or exceed targeted performance levels or exhibit sustained improvement trends for the required Service, Quality, Sales, Efficiency and Cost, and Client and End-user Satisfaction performance metrics for each:
 - a. Location in the Entity
 - b. Service (e.g., customer service, tech support, outbound, fulfillment, e-commerce, collections, healthcare, business process outsourcing)

EXHIBITS

There are three Exhibits that together list the required metrics for the COPC CSP Standard.

Exhibit 1

Exhibit 1 defines the metrics that are used for measuring and managing Key Customer Related Processes (KCRPs). Most KCRPs fall into one of two groups **Real Time KCRPs**, where the end-user is actually engaged during the handling of the transaction, or **Deferred KCRPs** where the transaction is handled in the absence of the end-user. The metrics used to manage the KCRP depends on which group the KCRP belongs to.

For simplicity, the metrics for each of these KCRP groups are itemized, together with a list of KCRPs found in each group.

There are a few, specialist, KCRPs that do not fit into either group, and require different metrics. These KCRPs are listed together with their required metrics.

For each KCRP not listed in Exhibit 1 that the CSP or vendor performs the CSP must determine if this KCRP is a Real time or Deferred transaction and use the appropriate metrics.

Exhibit 2

Exhibit 2 defines the metrics that are used for measuring and managing Key Support Processes (KSPs). Each KSP is listed with its required metrics.

For each KSP not listed in Exhibit 2 that the CSP or a Key Supplier performs, the CSP must use, as appropriate, On Time, Backlog, and Accuracy metrics.

Exhibit 3

Exhibit 3 defines the Key Outcome Metrics, which are required to manage non KCRP and KSP processes, such as End-user Satisfaction and Dissatisfaction.

Each exhibit, as well as defining the process and required metrics, also defines how that metric must be measured, and any special considerations.

Exhibit 1 - Key Customer-Related Processes (KCRPs)

KCRPs – Real Time Transactions	Item	Required Metrics for Real Time Transactions	How is the metric measured?	Special Considerations	Benchmark or Best Practice Target	Frequency
Real Time Transactions: Real Time transactions are typified by: <ul style="list-style-type: none"> There is a live engagement with the end user and the end user is present throughout the queue time The end user determines when to contact the center and the center is reacting to this demand The center has a limited time to pick up the transaction before the end user abandons Backlogs are not experienced as end user abandons if call is not answered in reasonable time frame 	Service	2.5/4.3 Speed of Answer - Must track Service Level (i.e., % of transactions answered within targeted time period), or Average Speed of Answer (ASA)	Percent of transactions answered <u>before</u> a targeted threshold; e.g., 40 sec. Or Average time to answer all transactions in period (ASA)	Service Level must be based on transactions <u>offered</u> to the CSS queue not on transactions <u>answered</u> by CSS queue If using ASA, must CUIKA the distribution of answer speed around the average Where it is not appropriate or possible to measure Service Level or Abandonment Rate at the site level for a program, such as in a shared queue operation. Then the CSP must measure Schedule Attainment for each location participating in the Shared Queue	Set target based on customer expectation and type of service	Monthly
		2.5/4.3 Abandonment Rate - (e.g., % of transactions abandoned before being answered by a live CSS)	The number of callers who hang up after the IVR but before they talk to a live CSS expressed as a percentage of calls offered.	If there is an IVR or message system, then a short abandon threshold should not be used. Abandon rate and Speed of answer targets should be mathematically consistent.	Target set based on customer expectation and type of service.	Monthly
		4.3 Escalation Rate – (e.g., % of transactions that are escalated to another team that will take over responsibility for resolving the transaction)	Measured as the number of transactions that were escalated as a percentage of the number of transactions handled. $\frac{\text{No of escalated Transactions} * 100}{\text{No of Transactions Handled}}$	This is measured when escalation is an option for the CSS during transaction handling.	Target set based on expectations from the client or internal process owner	Monthly

KCRPs – Real Time Transactions	Item	Required Metrics for Real Time Transactions	How is the metric measured?	Special Considerations	Benchmark or Best Practice Target	Frequency
Types of KCRPs which are Real Time Transactions are : <ul style="list-style-type: none">– Inbound end user calls– Web chat– Escalations (Live transfer of phone calls)– Person to Person End User Services	Quality	4.4	Escalation Accuracy- (e.g., % of transactions that were escalated to another team to take over responsibility for resolving the transaction that were escalated correctly) $\frac{\# \text{ Transactions correctly Escalated}}{\# \text{ Transactions Escalated}}$ Or $\frac{\# \text{ Transactions incorrectly Escalated}}{\# \text{ Transactions Escalated}}$	Can be measured as % Defective or % Correct Should also be measured where escalations or transfers are made between departments; tiers; front office/back office etc.	Target is set based on expectations from the Client or Internal process owner but would be expected to be >90%	Monthly
		2.4/4.4	End-user Critical Error Accuracy - (e.g., accuracy rate of end-user affecting critical errors of transactions monitored) $\frac{\text{Transactions with no EUC Errors}}{\text{Transactions Monitored}}$	Errors that are critical from the end user’s perspective (e.g., wrong information, mistreating the customer (e.g., rudeness), not resolving the end users issue, etc.) Measured by Unit – where a unit = a transaction	Percent of transactions monitored that <u>do not</u> have an End-user Critical Error. When measuring satisfiers and dissatisfiers 95% (By Unit) When measuring satisfiers only 98% (By Unit)	Monthly
		2.4/4.4	Business Critical Error Accuracy - (e.g., accuracy rate of business affecting critical errors of transactions monitored) $\frac{\text{Transactions with no BC Errors}}{\text{Transactions Monitored}}$	Errors that are critical from a CSP or Client perspective but do not negatively impact end users Measured by Unit – where a unit = a transaction	Percent of transactions monitored that <u>do not</u> have a Business Critical Error 90%	Monthly
		2.4/4.4	Compliance Critical Error Accuracy - (e.g., accuracy rate of compliance affecting critical errors of transactions monitored) $\frac{\text{Transactions with no CC Errors}}{\text{Transactions Monitored}}$	Errors associated with National, State or Federal compliance or compliance to any industry regulatory body Measured by Unit – where a unit = a transaction	Percent of transactions monitored that <u>do not</u> have a Compliance Critical Error 99.5% However this will vary with whatever are the regulatory bodies requirements	Monthly

KCRPs – Real Time Transactions	Item	Required Metrics for Real Time Transactions	How is the metric measured?	Special Considerations	Benchmark or Best Practice Target	Frequency
	Sales	4.4 Contact Resolution - Must track Issue Resolution, First Contact Resolution, or First Call Resolution	Number of transactions that were resolved as a percentage of the total number of transactions answered Or Number of transactions that were resolved during the first contact as a percentage of the total number of transactions answered	There is no consistent industry standard way of measuring Contact Resolution. Approaches include measuring in an end user survey, by analysis of repeat transactions in CRM data or during transaction monitoring.	There is no benchmark or best practice target for Contact Resolution. Targets and results should be consistent with End-user Satisfaction Targets and Results	Monthly
		4.5 Sales - Must track conversion rate (e.g., percent of calls with a sale) or conversion volume (e.g., dollars sold)	Number of transactions where the sales/ revenue objective is achieved (e.g. a sale or appointment is made) as a percentage of total transactions answered Or Total value or volume of sales/revenue objective achieved in a given period	Services that have a revenue related objective (e.g. making appointments; completing surveys; saving customer; generating leads) must use this metric.	Targets for sales/revenue will be Program dependent	Monthly
		Volume - (e.g., number of calls received per period)			Volume metrics do not require a target	Monthly
	Efficiency	4.6 CSS Utilization - Percentage of paid time that CSSs are either performing productive work or available to handle customer transactions.	Must be calculated as:- $\frac{\text{Productive Time} + \text{Available Time}}{\text{Paid hours}}$	Productive work includes call handle time and time spent working on other types of customer transactions (e.g., correspondence, cases). Available time is the time that CSSs are waiting for transactions.	86%	Monthly
		4.6 AHT - The average time it takes to handle a Real Time transaction including any work carried out after the end-user disconnected	Must be calculated as $\frac{\text{Total Handle Time (inc. ACW)}}{\text{Transactions Handled}}$	Average time spent per answered transaction, either talking to a customer (ATT), on hold with a customer, or in After Call Work (ACW)	Targets for efficiency are better set with a goal of continual improvement and	Monthly

KCRPs – Real Time Transactions	Item	Required Metrics for Real Time Transactions	How is the metric measured?	Special Considerations	Benchmark or Best Practice Target	Frequency
	2.5/ 4.6	Occupancy - Must track time that a CSS is engaged in productive work as a percentage of the time they are available to do productive work.	Must be calculated as:- $\frac{\text{Productive Time}}{\text{Productive Time} + \text{Available Time}}$	Occupancy will vary significantly from program to program, depending on a number of factors such as staffing rules, opening hours, volume of transactions etc.	can be based initially on budget assumptions or similar financial indicators	Monthly
	4.6	Cost per x - Where x can be: - transaction - resolution - customer - sale / lead / retention - incident - case/application - or any other factor	$\frac{\text{Direct Costs}}{\text{Total number of } x}$	Numerator should be all the direct costs associated with providing service. It should not include allocated costs. Denominator should be total number of x (<i>whatever x is – so if x is transactions then this is the total number of transactions handled</i>)		Monthly

KCRPs – Deferred Transactions	Item	Required Metrics for Deferred Transactions	How is the metric measured?	Special Considerations	Benchmark or Best Practice Target	Frequency	
Deferred Transactions: Deferred transactions are typified by: <ul style="list-style-type: none">The end-user is not actively engaged during the queue timeThe center determines when to process the transactionThe cycle times for deferred transactions are usually measured in hours or daysTransactions waiting to be processed are termed backlog Types of KCRPs which are deferred transactions are: <ul style="list-style-type: none">EmailsWeb MailsLetters and FaxCall BacksVoice Mail message processingInternal Escalations (except live transfers)ExceptionsPayment ProcessingMost Back Office FunctionsProcessing Orders	Service	2.5/4.3	On Time - Must track percentage of transactions processed within the targeted cycle time	Cycle time must be defined and the targeted cycle time set before on-time can be measured. On time is the percent of transactions processed within the targeted cycle time.	Target Cycle Time is the target time for processing a transaction end to end, from the end-users point of view Where it is not appropriate or possible to measure On Time or Backlog at the site level for a program, such as in a shared queue operation. Then the CSP must measure Schedule Attainment for each location participating in the Shared Queue	95% for any Cycle time requirement	Monthly
		2.5/4.3	Backlog - (e.g., average time late of transactions not processed on time)	Average Time Late of Transactions yet to be processed that are beyond the targeted cycle time	Weighted average of daily snapshots	Average time late of 24 hr. or 1 cycle late whichever is shorter	Monthly
		4.3	Escalation Rate – (e.g., % of transactions that are escalated to another team that will take over responsibility for resolving the transaction)	Measured as the number of transactions that were escalated as a percentage of the number of transactions handled. $\frac{\text{No of escalated Transactions} * 100}{\text{No of Transactions Handled}}$	This is measured when escalation is an option for the CSS during transaction handling.	Target set based on expectations from the client or internal process owner	Monthly
	Quality	4.4	Escalation Accuracy- (e.g., % of transactions that were escalated to another team to take over responsibility for resolving the transaction that were escalated correctly)	This may be measured directly by the escalations team, or indirectly from case analysis – such as No Fault Found or No Part Used in a technical support environment. $\frac{\# \text{ Transactions correctly Escalated}}{\# \text{ Transactions Escalated}}$ Or $\frac{\# \text{ Transactions incorrectly Escalated}}{\# \text{ Transactions Escalated}}$	Can be measured as % Defective or % Correct Should also be measured where escalations or transfers are made between departments; tiers; front office/back office etc.	Target is set based on expectations from the Client or Internal process owner but would be expected to be >90%	Monthly

KCRPs – Deferred Transactions	Item	Required Metrics for Deferred Transactions	How is the metric measured?	Special Considerations	Benchmark or Best Practice Target	Frequency
<ul style="list-style-type: none"> Assembling Product Pick, Pack, Ship Processing Returns Material Receipt & Put away Service Dispatch Case Management Activating Accounts Processing Lit Requests Processing Do Not Call List Processing Client Files Activating Accounts Processing Letters Receiving & Preparing Transactions Database Updates Processing Transactions Processing Defective Transactions or, Transactions that cannot be Handled Storing Transactions Retrieving Transactions Providing Product Re-Supplying Marketing Materials 	2.4/4.4	End-user Critical Error Accuracy - (e.g., accuracy rate of end-user affecting critical errors of transactions monitored)	Errors that are critical from the end user's perspective (e.g., wrong information, mistreating the customer (e.g. rudeness), not resolving the end users issue, etc.) <u>Transactions with no EUC Errors</u> Transactions Monitored	Percent of transactions monitored that <u>do not</u> have an End-user Critical Error. Measured by Unit – where a unit = a transaction	When measuring satisfiers and dissatisfiers 95% (By Unit) When measuring satisfiers only 98% (By Unit)	Monthly
	2.4/4.4	Business Critical Error Accuracy - (e.g., accuracy rate of business affecting critical errors of transactions monitored)	Errors that are critical from a CSP or Client perspective but do not negatively impact end users <u>Transactions with no BC Errors</u> Transactions Monitored	Percent of transactions monitored that <u>do not</u> have a Business Critical Error. Measured by Unit – where a unit = a transaction	90%	Monthly
	2.4/4.4	Compliance Critical Error Accuracy - (e.g., accuracy rate of compliance affecting critical errors of transactions monitored)	Errors associated with National, State or Federal compliance or compliance to any industry regulatory body <u>Transactions with no CC Errors</u> Transactions Monitored	Percent of transactions monitored that <u>do not</u> have a Compliance Critical Error. Measured by Unit – where a unit = a transaction	99.5% However this will vary with whatever are the regulatory bodies requirements	Monthly
	4.4	Contact Resolution - Must track Issue Resolution, or First Contact Resolution.	Number of transactions that were resolved as a percentage of the total number of transactions handled Or Number of transactions that were resolved during the first contact as a percentage of the total number of transactions handled	There is no consistent industry standard way of measuring Contact Resolution. Approaches include measuring in an end user survey, by analysis of repeat transactions in CRM data or during transaction monitoring	There is no benchmark or best practice for Contact Resolution. Targets and results should be consistent with End-user Satisfaction Targets and Results	Monthly

KCRPs – Deferred Transactions	Item		Required Metrics for Deferred Transactions	How is the metric measured?	Special Considerations	Benchmark or Best Practice Target	Frequency
	Sales	4.5	Sales - If appropriate - Must track conversion rate (e.g., percent of calls with a sale) or conversion volume (e.g., dollars sold)	Number of transactions where the sales/ revenue objective is achieved (e.g. a sale or appointment is made) as a percentage of total transactions answered Or Total value or volume of sales/revenue objective achieved in a given period	Services that have a revenue related objective (e.g. making appointments; completing surveys; saving customer; generating leads) must use this metric.	Targets for sales/revenue will be Program dependent	Monthly
			Volume - (e.g., number of transactions received per period)			Volume metrics do not require a target	Monthly
	Efficiency	4.6	Efficiency - (e.g., average processing time per transaction, transactions processed per CSS hour, cost per transaction)	No specific metric is required as long as it is: - comparing units of input to units of output and - is relevant to the KCRP that it is measuring	A common metric used to manage deferred transaction efficiency is the number of transactions processed per given time period (usually a CSS hour or day) instead of measuring handle time since it may be difficult to track this, without a specialist transaction tracking tool	Targets for efficiency are better set with a goal of continual improvement and can be based initially on budget assumptions or similar financial indicators	Monthly

Exhibit 1 - Breakdown of KCRPs and where they are commonly used

	Customer Service	Technical Support	Outbound	BPO	Collections	Face to Face	Fulfilment
Real Time Transactions							
Inbound Call	X	X	X			X	
Web Chat	X	X					
Call Escalations	X	X					
Person to Person End User Services						X	
Deferred Transactions							
Emails	X	X	X	X		X	
Web Mails	X	X	X				
Letters and Faxes	X	X	X	X		X	
Call Backs	X	X					
Voice Mail message processing	X	X					
Internal Escalations (except live transfers)	X	X					
Exceptions	X	X	X	X	X		
Payment Processing	X		X	X	X	X	
Service Dispatch		X					
Activating Accounts			X		X		
Processing Campaign Literature			X				
Processing Do not Contacts			X				
Off line Tasks					X		
Processing Orders							X
Assembling Product							X
Pick, Pack, Ship							X
Processing Returns							X
Material Receipt & Put away							X
Case Management	X	X		X			
Processing Client Files					X		
Processing Letters					X		
Receiving & preparing Transactions				X			
Database Updates				X			
Processing Transactions				X			
Processing Defective Transactions or, Transactions that cannot be Handled				X			
Storing Transactions				X			

Exhibit 1 - Other KCRPs

While the majority of KCRPs can be defined as real time or deferred transactions with a common set of metrics, there are a number of specialized KCRPs that are found in specific circumstances that have a unique set of metrics. These are listed below.

Other KCRP	Typically Used in
Processing Escalations Outside the Entity	Inbound Customer Service Centers
Managing the IVR	Inbound Customer Service Centers
Closing Outbound Contacts	Outbound Call handling
Processing Outbound Calls	Outbound Call handling
Prospect Tracing	Outbound Call handling
Overall Case Management	All services

KCRP - Processing Escalations Outside the Entity	Item	Required Metrics for Processing Escalations Outside the Entity	How is the metric measured?	Special Considerations	Benchmark or Best Practice Target	Frequency
Processing Escalations Outside the Entity Inquiries that cannot be resolved by the CSP and must be forwarded to the Client or an external function	Quality	4.4 Escalation Rate - % of transactions requiring escalation to an external function	The number of transactions that have been escalated as a percentage of the transactions handled	Escalation outside the entity specifically means a. That responsibility for resolving the transaction has passed to another group or function outside of and not managed by the entity. b. Where the CSP has a narrow entity definition, the KCRP "Processing escalations outside the entity" will not apply if the CSP is able to influence the performance of the group or function receiving the escalated transaction.	There is no benchmark or best practice target for Escalation rate	Monthly
		Volume - The number of escalated transactions	The number of transactions escalated		Volume metrics do not require a target	Monthly

KCRP - Managing the IVR	Item	Required Metrics for Managing the IVR	How is the metric measured?	Special Considerations	Benchmark or Best Practice Target	Frequency
Managing the IVR Providing and maintaining IVR hardware and software used to route an end user to automated information or to the appropriate CSS queues	Service	4.3 Self Service Rate – (e.g., total interactions completed using self-service functionality divided by the total number of offered transactions eligible for self service)	Total number of calls completed by the self –service menu options of the IVR as a percentage of total calls answered by the IVR.		There are no benchmark or best practice for IVR Metrics	Quarterly
		4.3 Abandonment Rate - (e.g., % of callers who contact the IVR, perform no meaningful task, and abandon)	The total number of callers who abandon the call in the IVR (without conducting self service) as a percentage of the total number of calls answered by the IVR.			Quarterly
	Quality	4.4 Exit Rate - (e.g., % of callers who contact the IVR, may or may not perform some meaningful activity, but either opt out to a CSS or “error out”)	Exit Rate is defined as the sum of “Opt Out” Rate and “Error Out” Rate.	Opt outs are those callers in the IVR who select an option to go directly to a CSS without selecting among the options offered in the IVR. Error outs are those callers in the IVR who do not select an option or select an option that is not offered (e.g., the caller presses “4” when there are only options for 1, 2, and 3).		Quarterly
		4.4 Routing Accuracy - (e.g., % of transactions that are routed correctly as per IVR design)	Typically there are two measures— Technical and Behavioral. Technical accuracy measures the percent of calls that are technically sent to the agent skill sets as per IVR design (e.g., IVR node 1 is supposed to be sent to agents with skill set 1). Behavioral accuracy measures the percent of calls that have been accurately identified by the customer as they use the IVR (e.g., for an airline, what percent of international reservation calls were actually from customers seeking an international reservation)			Quarterly

KCRPs - Closing Outbound Contacts	Item		Required Metrics for Closing Outbound Contacts	How is the metric measured?	Special Considerations	Benchmark or Best Practice Target	Frequency
Closing Outbound Contacts Obtaining end-user commitment (e.g., Sales, leads, product references, Retentions, membership pledges, etc.) on behalf of internal or external clients	Sales	4.5	Completion Success – (e.g., Sales value, number of leads generated, total pledge value, product value, Retained value).	Total value or volume of sales/revenue objective achieved in a given period.	Must track at two levels: at the individual CSS level and at the appropriate aggregate level (e.g., client, center, product type, portfolio).	Targets for Completion Success will vary from program to program.	Monthly
		4.5	Closure Rate – (e.g., percent sales closed, leads to sales ratio, percent pledges redeemed)	Total volume of successfully closed transactions as a percentage of the number of transactions handled or transactions where a close was possible	Must track at least one metric to measure closure effectiveness (e.g., percent sales closed, leads to sales ratio, percent pledges redeemed)	Targets for Closure rate will vary from program to program, so it is not appropriate to set a best practice target	Monthly

KCRPs - Outbound End-user Calls	Item		Required Metrics for Outbound End-user Calls	How is the metric measured?	Special Considerations	Benchmark or Best Practice Target	Frequency
Processing Outbound End-user Calls Attempting to contact end users either using an automated (dialer) or manual dialing methods	Service	4.3	Right Party Connect - (also known as Contact Rate) RPC's per Attempts Made	The number of RPs reached as a percentage of records processed	A record is processed after the Prospect has been reached or the number of repeat attempts has been exceeded or the prospect is unreachable (e.g. gone away; no number; not known etc.)		Monthly
		4.3	List Backlog - (e.g., Average time late of list not yet contacted or not yet attempted)	Calculated by comparing the number of records that have been processed per period (normally day) to the number that must be processed per period to achieve the list completion date	The list completion date is either a target defined by the Client or is internally defined. List backlog enables the outbound team to plan their staffing requirements and schedule future campaigns.	Typically no more than 1 day late	Monthly
	Quality	2.4 / 4.4	End-user Critical Error Accuracy - (e.g., accuracy rate of end-user affecting critical errors of transactions monitored)	Errors that are critical from the end user's perspective (e.g., wrong information, mistreating the customer (e.g. rudeness), not resolving the end users issue, etc.) $\frac{\text{Transactions with no EUC Errors}}{\text{Transactions Monitored}}$	Percent of transactions monitored that <u>do not</u> have an End-user Critical Error. Measured by Unit – where a unit = a transaction	When measuring satisfiers and dissatisfiers 95% (By Unit) When measuring satisfiers only 98% (By Unit)	Monthly

KCRPs - Outbound End-user Calls	Item	Required Metrics for Outbound End-user Calls	How is the metric measured?	Special Considerations	Benchmark or Best Practice Target	Frequency
	Quality	2.4 / 4.4 Business Critical Error Accuracy - (e.g., accuracy rate of business affecting critical errors of transactions monitored)	Errors that are critical from a CSP or Client perspective but do not negatively impact end users $\frac{\text{Transactions with no BC Errors}}{\text{Transactions Monitored}}$	Percent of transactions monitored that <u>do not</u> have a Business Critical Error. Measured by Unit – where a unit = a transaction Lack of sales competency is typically a business critical error	90%	Monthly
		2.4 / 4.4 Compliance Critical Error Accuracy - (e.g., accuracy rate of compliance affecting critical errors of transactions monitored)	Errors associated with National, State or Federal compliance or compliance to any industry regulatory body $\frac{\text{Transactions with no CC Errors}}{\text{Transactions Monitored}}$	Percent of transactions monitored that <u>do not</u> have a Compliance Critical Error. Measured by Unit – where a unit = a transaction	This will vary with whatever are the regulatory bodies requirements	Monthly
	Efficiency and Cost	4.6 Cost per Unit - (e.g., cost per RPC, cost per sale, cost per call, cost per account, cost per hour)	Calculated as the costs associated with delivering the service divided by the total number of x.	Numerator should be all the <u>direct</u> costs associated with providing service. It should not include allocated costs. Denominator should be total number of x (<i>whatever x is – so if x is sales then this is the total number of sales</i>)	Targets for efficiency are better set with a goal of continual improvement and can be based initially on budget assumptions or similar financial indicators	Monthly
		4.6 RPC Rate - (e.g., RPCs per labor hour)	Calculated as the number of RPCs made divided by the number of staff hours worked.			Monthly
		4.6 Sales Rate - (e.g., sales per hour, contacts per hour, pledges per hour)	Calculated as the number of Sales / contacts / retentions / etc. made divided by the number of staff hours employed.			Monthly
		4.6 Completion Rate - (if the CSP uses an automated dialer)	Calculated as the actual number of attempts made divided by total records.			Monthly

KCRPs - Outbound End-user Calls	Item		Required Metrics for Outbound End-user Calls	How is the metric measured?	Special Considerations	Benchmark or Best Practice Target	Frequency
	Efficiency and Cost	4.6	Utilization - Must be calculated as (transaction handle time + available time)/(paid time)	$\frac{\text{Productive Time} + \text{Available Time}}{\text{Paid hours}}$	Percentage of paid time that CSSs are doing productive work. Productive work includes call handle time, time spent waiting for a call, if using a dialler (available time), and time spent working on other types of customer transactions (e.g., correspondence, cases) or reviewing a record prior to calling.	86%	Monthly
		4.6	AHT - The average time it takes to handle a call including any work carried out after the end-user disconnected	$\frac{\text{Total Handle Time (inc. ACW)}}{\text{Calls Handled}}$	Calculated as (transaction handle time)/(number of transactions processed)	Targets for efficiency are better set with a goal of continual improvement and can be based initially on budget assumptions or similar financial indicators	Monthly

KCRPs - Prospect Tracing	Item		Required Metrics for Prospect Tracing	How is the metric measured?	Special Considerations	Benchmark or Best Practice Target	Frequency
Prospect Tracing Locating potential prospects with unknown telephone numbers and /or E mail or Mailing Addresses	Quality	4.4	Success Rate - Percent of prospects that are located	Calculated as the number of successfully traced prospects divided by the number of prospects attempted.		There is no benchmark or best practice target for Prospect Tracing	Monthly

KCRPs - Overall Case Management	Item		Required Metrics for Overall Case Management	How is the metric measured?	Special Considerations	Benchmark or Best Practice Target	Frequency
Overall Case Management Managing cases through to completion. Case Management is concerned with the measurement and management of end user interactions that typically are not going to be resolved in one transaction and the CSP is responsible for managing the end user interaction until it is resolved. 1. This is distinct from typical transaction handling, where it is expected that most transactions would be resolved on the first contact, and those which involve multiple contacts would be exceptions. 2. Each event in a case is measured as a discrete KCRP, and together they combine to form the complete case. This is explained in detail in the Case Management Guide that can be downloaded from www.copc.com	Service	4.3	On Time to Close - (e.g., % of cases closed within targeted cycle time)	Percent of cases that have been closed within the targeted cycle time divided by the number of cases created.	Can track On Time to Resolve if the processes do not require case closure.	95%	Monthly
		4.3	Case Backlog - Average Time Late of cases that have not been closed by the targeted cycle time	Average time late of cases that are open beyond the Cycle time	Measured as a weighted monthly average of daily snapshots.		Monthly
	Quality	2.4/ 4.4	End-user Critical Error Accuracy - Errors that are critical from the end user's perspective (e.g., wrong answer, rudeness, unresolved issue, etc.)	Errors that are critical from the end user's perspective (e.g., wrong information, mistreating the customer (e.g., rudeness), Not resolving the end users issue, etc.) <u>Cases with no EUC Errors</u> Cases Monitored	Transaction Monitoring for overall Case Management is carried out on full cases.	When measuring satisfiers and dissatisfiers 95% (By Unit)	Monthly
		2.4/ 4.4	Business Critical Error Accuracy - Errors that are critical from a business perspective	Measured as accuracy rate of business affecting critical errors of cases monitored; by unit <u>Cases with no BC Errors</u> Cases Monitored		When measuring satisfiers only 98% (By Unit)	
		2.4/ 4.4	Compliance Critical Error Accuracy - Errors associated with National, State or Federal compliance or compliance to any industry regulatory body	Measured as accuracy rate of compliance critical errors of cases monitored; by unit <u>Cases with no CC Errors</u> Cases Monitored		90%	Monthly
			Volume - (e.g., number of cases received per period)			This will vary with whatever are the regulatory bodies requirements	Monthly
	Efficiency	4.6	Efficiency - (e.g., average processing time per case, cases processed per hour, cost per resolution)	No specific metric is required as long as it is: - comparing units of input to units of output and - is relevant to the KCRP that it is measuring	A common metric used to manage overall case management efficiency is the number of cases processed per given time period (usually an operative hour or day) instead of measuring handle time since it may be difficult to track this, without an effective case tracking tool.	Volume metrics do not require a target	Monthly

Exhibit 2: Key Support Processes

KSP	Item		Required Metrics	How is the metric measured?	Special Considerations	Benchmark or Best Practice Target	Frequency
Telecommunications (Technology) Providing and maintaining telecommunications hardware, software and services (e.g., long distance service, local line service, telecommunication switch, CSS phones, and call management software)	Service	4.7	Uptime/Accessibility - (e.g., % of time the system is fully functional, % of time lines are fully available)	The number of minutes of uptime of the switch as a percentage of the total minutes that the service is open.	This should be calculated as a percentage of the opening hours.	99.6%	Monthly
		4.7	Blocked Transactions - (e.g., the number of calls not received due to network, trunk, or PBX limitations and /or settings)	Number of calls that receive an engaged tone as a percentage of the total offered calls.	If blockage reporting is not available, the monthly maximum utilization of trunk capacity may be reported. If end-user satisfaction and dissatisfaction data indicates an issue with customer access this metric should be reported more frequently.	0%	Quarterly
4.7		Uptime/Accessibility - (e.g., % of time the system is fully functional)	The number of minutes of uptime of the information systems as a percentage of the total minutes that the service is open.	This should be calculated as a percentage of the opening hours. It is acceptable to report on each system separately. However, these should be combined to create a single metric for the levels calculation.	99.6%	Monthly	
4.7		On Time - (e.g., On Time processing of information updates within targeted cycle times)	The number of updates that were processed in the targeted time as a percentage of total updates		There are no specific benchmarks or best practice targets for Knowledgebase metrics	Monthly	
Quality		4.7	Knowledgebase Accuracy - (e.g., Accuracy rate of searches where information was correct)			This data may be sampled	Monthly
		4.7	Knowledgebase Satisfaction - (e.g., % of users that agree knowledgebase article was helpful)	Percent of users who mark the knowledgebase as Top Two Box on a five point scale.		This data may be sampled	Monthly

KSP	Item		Required Metrics	How is the metric measured?	Special Considerations	Benchmark or Best Practice Target	Frequency
Providing Internal Helpdesk Responding to staff requests to fix (or add/move/change) telecommunications or information systems equipment	Quality	4.7	On Time - (e.g., on time by severity level)	The percentage of tickets that are resolved within the targeted time.	It is acceptable to set a target resolution time for each ticket based upon its severity.	Typically 90% or above	Monthly
		4.7	Quality - (e.g., accuracy of solution/fix)	Percentage of tickets that are not re-opened. If quality is measured of monitored transactions then this data may be sampled	Business rules must be developed to define when an incident is re-opened.		Monthly
2.5/4.7		Scheduling Volume Forecast Accuracy - (e.g., actual vs. forecasted transaction volume at the interval level for the forecast developed to create schedules for existing staff)	The % of intervals where the actual transaction volume is between +x% and –y% of the forecast volume.	Must account for the operational lag time for scheduling. Must be calculated at the interval level.	Various targets depending upon the volatility of the transaction arrival rate.	Monthly	
Forecasting Volume and AHT Projecting transaction volume in order to ensure sufficient capacity exists to meet service requirements at an optimal efficiency	2.5/4.7	Scheduling AHT Forecast Accuracy - (e.g. Actual vs. forecasted AHT at the daily level for the AHT forecast used to create schedules for existing staff)	The % of days where the actual transaction AHT is between +x% and –y% of the forecast AHT.	Must account for the operational lag time for scheduling. This is reported monthly based on daily data.	Various targets depending upon the volatility of the transaction handle time.	Monthly	
Recruiting/Hiring Acquiring the necessary human resources to meet the staffing needs of the operation	S	3.2/4.7	On Time - (e.g., % of staffing requests filled by the targeted date)	Percentage of staff requests filled by the targeted date	Recruiting more than the requested staff does not result in an on-time greater than 100%. The maximum is 100%.	Typically 90% or above	Monthly
		Quality	3.2/4.7	Recruitment Quality - (e.g., attrition rate amongst new staff)	The number of new CSSs still in the business after 3 months as a percentage of the total recruited in the month.	The figures should be reported in the month of recruitment. There will be a delay in reporting due to the 3 month time lag.	80%
Training Training staff to minimum skill and knowledge requirements	Quality		3.3/4.7	Training Quality - (e.g., % of staff passing transaction monitoring 30 days after completing training)	The percentage of new CSSs who pass monitoring at the end of their first 30 days on the job.	It is best to look at the performance in the last monitoring session of the 30 day period.	90%

KSP	Item		Required Metrics	How is the metric measured?	Special Considerations	Benchmark or Best Practice Target	Frequency
Implementing New Programs The timeliness of meeting implementation milestones	Service	4.7	On Time - (e.g., % of program components delivered on time)	The percentage of milestones that are completed on or before the planned date	It is not best practice, but it is compliant to track only On Time to the agreed to “go live” date.	Typically 90% or above	Monthly
Floor Management Ensuring that the schedule or roster is implemented correctly		2.5/4.7	Adherence - (e.g., Schedule Adherence, Conformance, Schedule Attainment)	No specific metric is required. Examples could be measuring schedule attainment - were the right number of CSSs present in each interval compared to the schedule; Schedule Adherence – did each CSS adhere to the schedule as planned; Schedule Conformance - were the total available hours scheduled met.			Monthly
Providing Product Ordering product from product suppliers in order to maintain sufficient inventory, and providing the product necessary to either assemble kits or ship product to end users	Service	4.7	On Time - (e.g., percent of product orders delivered On Time)	Number of orders that were delivered within the cycle time as a percentage of the total number of orders			Monthly
		4.7	Backlog - (e.g., average time late of marketing materials that have been ordered but have not yet been received)	Average Time Late of orders yet to be processed that are beyond the targeted cycle time	Weighted average of daily snapshots	24 hr. or 1 cycle late whichever is shorter	Monthly
	Q	4.7	Accuracy - (e.g., percent of correct or undamaged marketing materials delivered)	Number of correct and undamaged orders as a percentage of total orders placed			Monthly
Re-supplying marketing materials Ensuring marketing materials are always up to date.	Service	4.7	On Time - (e.g., percent of marketing materials re-supplied On Time)	Number of orders that were delivered within the cycle time as a percentage of the total number of orders			Monthly
		4.7	Backorder - (e.g., aging of SKUs that have been ordered but have not yet been received)	Average Time Late of orders yet to be processed that are beyond the targeted cycle time			Monthly
	Q	4.7	Accuracy - (e.g., percent of correct or undamaged SKUs delivered)	Number of correct and undamaged orders as a percentage of total orders placed			Monthly

KSP	Item	Required Metrics	How is the metric measured?	Special Considerations	Benchmark or Best Practice Target	Frequency
Controlling Inventory Maintaining accurate inventory whether it is client or CSP owned	Q	4.7 Cycle Count Accuracy - (e.g., SKU accuracy)				Monthly
Material receipt and put away Receiving material and putting material away in both primary and secondary bin locations	Service	4.7 On Time - (e.g., On Time to receipt in the computer)	The number of items recorded as processed within the target time as a percentage of the total number of items			Monthly
		4.7 Backlog - (e.g., average time late of product that has been received on the dock but has not yet been put on the CSP's system or has not yet been put away)	Average Time Late of Transactions yet to be processed that are beyond the targeted cycle time	Weighted average of daily snapshots	Average time late of 24 hr. or 1 cycle late whichever is shorter	Monthly
Managing Dialler Providing and maintaining hardware and software to support the CSP's automated dialling function		4.7 Uptime/ Accessibility - (e.g., % of time the dialler is fully functional)		This should be calculated as a percentage of the opening hours. Applicable only if the CSP uses an automated dialer.	99.6%	Monthly
Attrition Assessing the rate of staff departures for CSS and Team Leaders	People	3.7/ 4.7 CSS Attrition - Annualized attrition of CSSs calculated at both the program and entity level	Number of leavers who were backfilled as a % of total heads.	Must be measured as heads not FTE. Annualization can be based upon 1 month or more of data. It is recommended that 1 month of data is used for large programs and up to 12 months of history for smaller programs. At entity level the calculation is based upon the number of people who left the entity. At program level it is based upon the number of people who left the role in the program (this includes promotions to another role in the same program)	Targets must be set based on an understanding of the cost of attrition and the impact on Service, Quality and Cost.	At least Quarterly

KSP	Item	Required Metrics	How is the metric measured?	Special Considerations	Benchmark or Best Practice Target	Frequency
	3.7/ 4.7	Supervisor Attrition - Annualized attrition of Team Leader staff calculated at both the program and entity level		For small programs with very few TLs it is not required to measure TL attrition for that program.	Targets must be set based on an understanding of the cost of attrition and the impact on Service, Quality and Cost	At least Quarterly
Absenteeism Calculating the amount of time that is lost due to unscheduled absenteeism	3.7/ 4.7	CSS Absenteeism - (e.g., % of hours lost through absenteeism) Must be measured at the program and entity levels	This is calculated as the number of hours lost through short term absenteeism as a percentage of scheduled hours	Includes short term absenteeism for whatever reason. Short term absenteeism is defined as absenteeism for whatever reason of those staff that are scheduled to work. <i>NB. Does not include long term absence: CSS become long term absenters when they are no longer included in normal schedule creation</i>	There is no best practice target for absenteeism	At least Quarterly

Exhibit 2: OSP Key Support Processes

KSP	Item	Required Metrics	How is the metric measured?	Special Considerations	Benchmark or Best Practice Target	Frequency
Reporting Performance to Clients Reporting information as required by clients. Commonly referred to as daily, weekly, or monthly reports	Service	4.7 / 2.16 On Time - (e.g., On Time to send report to the client)	Percentage of reports sent to the client on or before the reporting deadline.		By agreement with the client. Typically in the range 95% to 100% depending upon the volume of reports	Monthly
	Quality	4.7 / 2.16 Critical Error Accuracy - (e.g. percentage of reports with no errors flagged by the client)	The percentage of reports with no errors	Can be calculated by unit or opportunity	Depending upon the calculation method and number of reports, this will be in the range 90% to 100%	Monthly
Invoicing Clients Invoicing clients for services rendered	Service	4.7 / 2.17 On Time - (e.g., On Time to send invoice to the client)	Percentage of invoices sent to the client on or before the deadline.	The deadline will be set by internal accounting policy	Typically 100% due to the importance of payments to the OSP	Monthly
	Quality	4.7 / 2.17 External Accuracy - (e.g. value of credit notes)	Value of credits as a percentage of the total invoice value	The credit should be reported for the month of the invoice. This may cause a lag in reporting until all credits are known	98% or above	Monthly
Responding to RFXs Responding to Requests For proposal/information/quotation	Service	4.7 / 2.12 On Time (e.g., On Time to meet the RFX deadline)	Percentage of RFXs that are responded to on or before the response deadline.	This can be measured at the overall RFX level or at the component of the RFX level. (e.g. meeting the deadline for registering intent to respond)	Depending on the volume of RFXs but typically in the 95 to 100% range	At least Quarterly

Exhibit 3: Key Outcome Metrics

Key Outcome Metrics	Item	Required Metrics	How is the metric measured?	Special Considerations	Benchmark or Best Practice Target	Frequency	
End-user Satisfaction and Dissatisfaction Assessing how satisfied/dissatisfied End-users are with the service(s) provided by the CSP	Satisfaction	4.1	Overall End-user Satisfaction – Must track overall end-user satisfaction at the individual transaction and program level.	Number of responses to surveys that score the overall satisfaction in the top two box as a percentage of the total completed surveys received	COPC Inc. uses a 5-point scale with a neutral mid-point. It is compliant to use other scales. If another scale is used the CSP must define the appropriate metric based upon a number of boxes. It is also the responsibility of the CSP to demonstrate that their target is high performing.	85% Top Two Box on a 5-point scale with neutral mid-point	Monthly
		4.1	Overall End-user Dissatisfaction - Must track overall end-user dissatisfaction at the individual transaction and program level.	Number of responses to surveys that score the overall satisfaction in the bottom box as a percentage of the total completed surveys received		2% Bottom Box on a 5-point scale with neutral mid-point	Monthly
Client Satisfaction and Dissatisfaction Assessing how satisfied/dissatisfied Clients are with the service(s) provided by the CSP		4.2	Overall Client Satisfaction - Must track overall Client Satisfaction at the program level and at the client level.	Number of responses to surveys that score the overall satisfaction in the top two box as a percentage of the total completed surveys received	If very few surveys are received, it is compliant to report an average score.	80% Top Two Box on a 5-point scale with neutral mid-point	At least annually
		4.2	On Time Complaint Handling - Must track either On Time to Resolve or On Time to Respond to client complaints	Number of complaints responded to or resolved within the target time as a % of total complaints received.		Typically higher than 95% to any cycle time	Monthly

GLOSSARY OF TERMS

Abandoned Calls	Calls answered by the ACD system and put in live agent or voice response queue but are disconnected by the caller or incorrectly dropped by the queue management system before being answered.
Absenteeism	A measure of the percentage of staff that are not present during their scheduled shift (see 3.7 <i>Staff Attrition and Absenteeism</i>).
Absenteeism Costs	Typically include most or all of the following: <ul style="list-style-type: none"> - Cost of overtime – additional hours needed to compensate for absent staff - Cost of increased staffing – additional staff needed to compensate for absence - Cost of lost productivity – hours away from work; e.g., for doctor appointments - Associated costs from absenteeism - poor Service Level, reduced Revenue, increased Delinquency or other performance indicators
Accuracy	The quality of the transaction. This measurement is usually separated into End-user Critical, Business Critical and Compliance error accuracy. Accuracy may be measured as “percent correct”, “percent defective”, or “defective parts per million (dppm)”.
Actionable Item	Social Media post (question, concern, issue) that calls for a response from a Company.
After Call Work (ACW)	A component of Average Handle Time (AHT). An ACD work-state that tracks how long each CSS is unavailable to take another call because of additional activities necessary to complete the previous call, while that person is still logged-on to the ACD system. This includes online entries that could not be completed during the call, such as call wrap-up codes, free text comments, and research. On some ACD systems this is also called Wrap.
Aging	Categorization of the age of items in backlog that have not been processed. It must be calculated as: “Average Time Late” (ATL).
Application	CSP data and documents provided by the CSP to COPC Inc. that will provide the certification or benchmark review team with an outline of the approaches and practices used by an entity to comply with each of the Items of the appropriate COPC CSP Standard and its performance results. Applications are submitted prior to baseline assessments, benchmark reviews, and certification audits.
Applied	A designation from COPC Inc. identifying entities that have formally committed to pursue certification to the COPC CSP Standard.

Approach	The processes, practices, and procedures CSPs must develop and implement to meet the requirements of the COPC CSP Standard.
Asset Efficiency	There are multiple definitions of asset efficiency. Common metrics include: seat utilization, revenue/asset, and other metrics that relate the performance of assets (dollars or units) to output. Asset efficiency may be measured and managed at either the entity or program level.
Attrition	Voluntary and involuntary staff separations (see <i>4.6 Staff Attrition and Absenteeism</i>).
Attrition Costs	Typically include most or all of the following: <ul style="list-style-type: none"> ▪ Compensation of new hires for non-productive period (training time) ▪ Agency fees ▪ Cost of “lost” production opportunity (pay per call x number of calls/day x period new hire is not “on the job”) ▪ Cost of recruitment – internal and external (newspaper ads, job fairs, and CSP personnel time) ▪ Cost of training – the allocated costs per student for the training program ▪ Ramp up costs – efficiency of new hires vs. experienced agents commonly referred to as “learning curve” costs. Typically these costs include reduced production, accuracy (fixing errors made by new staff), and the resulting adverse impact on client and end-user satisfaction. ▪ Overtime incurred due to reduced staff size
Automatic Call Distributor (ACD)	The system used by inbound call centers to answer and distribute calls on a first-come/first-served basis amongst the available CSS’s. These systems can be standalone or part of larger telecommunications systems. They usually have the capability to hold callers in queue, play announcements, and store data about the calls for report purposes.
Auxiliary Time (Aux)	Non-telephone time in the CSS’s scheduled day. This often includes time spent on training, breaks, meetings, special projects, restroom visits or getting coffee. Most customer contact telephone systems have a feature called ‘Aux Time’ or ‘Aux State’ that is tracked through the use of one or more telephone buttons. Larger than expected segments of auxiliary time should be noted by Supervisors to identify and analyze possible performance metric deviations.
Available Time	The time between transactions in which CSS’s are ready to accept the next transaction.
Average Time Late (ATL)	A weighted average calculation used to monitor late backlog.

Average Handle Time (AHT)	The average amount of time CSS's spend processing a transaction. This includes time spent communicating with end users, putting end users on hold (Hold Time), and wrapping up the transaction after the end user has ended his/her participation in the transaction.
Average Speed of Answer (ASA)	The average amount of time all end users wait in queue before their calls or chat requests are answered by CSS's. For comparison purposes, COPC Inc. would also suggest this metric include IVR menu time and automated attendant time. Because abandoned calls can distort the value of this metric, it is important to clarify if and how abandoned calls are used in this calculation.
Average Talk Time (ATT)	The average length of time CSS's are on the telephone with a caller. (Ideally, the time the caller spends on hold is not included in this metric. If Hold Time cannot be separated, consider this in the utilization formula). ATT is typically calculated as the total amount of time on the phone divided by the total number of calls taken. This is also called ACD time in some telephone systems.
Backlog	Transactions that have been received but not processed within the defined cycle time. The appropriate measure for backlog is Average Time Late (ATL).
Baseline Assessment	A COPC Audit designed to provide a gap analysis of where the entity stands on all Items of the relevant member of the COPC Family of Standards. It is used to identify the non-compliant Items so the entity can take appropriate action prior to the COPC Certification Audit.
Benchmark Data	COPC Inc.'s first-hand experience from audits and reviews conducted around the world and across industry and/or business sectors. These are the best examples of performance and practices observed by COPC Inc. to address <i>Category 4.0 Performance</i> of the COPC CSP Standard.
Benchmark Review	A comprehensive assessment by COPC Inc. of a service organization to provide an operational performance comparison between the service organization and high performance customer contact centers.
Best Practice	COPC Inc.'s first-hand experience from audits and reviews conducted around the world and across industry and/or business sectors. This is the best approach, process or method witnessed by COPC Inc. to address either a particular requirement of one of the COPC Family of Standards, or a process that is performed in a customer contact or fulfillment center.
Blended Staff	Staff processing a mix of call, electronic and non-electronic transactions.

Blocked Transactions	The number of calls not received due to network, trunk, or PBX limitations and /or settings. Blocked transactions may be measured as the amount of time the network(s), trunk(s), or PBX are at capacity and must be tracked at least quarterly. This frequency must be increased if end-user satisfaction and dissatisfaction data indicates an issue with customer access.
Blogs	Specific websites run by individuals with the intent of sharing opinion, commentary, rich media and other web-based content.
Business Critical Errors	Anything from the business perspective that causes the transaction to be defective, such as: <ul style="list-style-type: none"> • Unnecessary cost to the business • Unnecessary loss of revenue to the business “Business” could mean “client” for an OSP or “company” for an internal center
Calibration Sessions	Meetings during which individuals responsible for the monitoring of transactions compare scoring results for selected transactions and discuss the scoring of these transactions to ensure consistency of scoring. These sessions include quantitative evaluation of the consistency of the scores via comparison to a gauge or reference at the attribute level and their correlation with End-user Satisfaction and scores provided by clients.
Callback	An outbound CSS call to an end user which must be made as a result of a previous CSP action which, in-turn is directly related to a previous inbound end-user call.
Capacity Plan	This is typically the model used to determine the number of CSS’s that will be required to be employed by the CSP at a future date. The Capacity Plan also referred to as a “Staffing Plan” is normally created well in advance of the period planned for, to allow for the length of time that is required to recruit and train additional staff or creating additional workspace. This is distinct from the schedule which determines when existing staff will work.
CGM	Consumer Generated Media
COPC Certification Audit	A comprehensive review of all Items of the relevant COPC CSP Standard to determine the extent to which a CSP has implemented the COPC CSP Standard. It typically requires two to three COPC Registered Auditors for three to five days on site. The output from this COPC Audit is a certification decision and written report. See COPC CSP Standard certification process for further details (separate document).
COPC Registered Auditor	An individual who has successfully completed the COPC Registered Coordinator Training for CSPs, has also successfully completed the COPC Auditor Training, and has also formally demonstrated his/her ability to apply the COPC CSP Standard in the field. Annual testing and skills demonstration is required to maintain the <i>COPC Registered Auditor</i> status.



Client	Clients are (a) the organizations that hire OSPs to provide products and services to their end users and (b) the groups within a company that obtain CSP services from a “sister” group, division, department, or team within the same company.
Client Complaint	Any negative comment received in person or by phone, mail, fax etc. about any aspect of the CSP/ OSP’s products, services, staff or CSS’s.
Comments/ Replies	User replies to online content, usually to articles or other third-party content.
Compliance Audit	See COPC Certification Audit.
Compliance Critical Errors	Inaccuracies that cause an entire transaction to be deemed defective because it is against prevailing regulations or laws and could cause personal or company liability.
Compliant	Meeting the detailed, individual Item requirements of the relevant COPC CSP Standard.
Confidence Interval (Precision)	Based on a given set of sample data, a confidence interval gives an estimated range of values which is likely to include an unknown population parameter; e.g., mean. Confidence intervals are expressed as a +/- percentage. For example, the results of an end-user satisfaction survey may indicate the average score is 87% with a confidence interval of +/-3%. This indicates that the actual average satisfaction of the population is between 84% (87%-3%) and 90% (87%+3%).
COPC Registered Coordinator	The person from the entity responsible for coordinating all activities for compliance to the relevant COPC standard. This person is usually the primary interface between the entity and COPC Inc.
Cost	Typically focuses on efficiency and the cost per unit incurred by a CSP to provide a product or service. Cost is different from price. Price represents what a CSP might charge for its services or the cost burden transferred to the parent corporation.
Cpk	See Statistical Process Control.
Critical Errors	Inaccuracies that cause an entire transaction to be deemed defective. Typically, these are errors that will cause the end user to contact the CSP again or result in unnecessary expense for the end user (End-user Critical Errors), CSP, or Client (Business Critical Errors) (see also Compliance Accuracy).
CSS (Customer Service/ Support Staff)	CSS is a term that is used in the COPC Family of Standards to refer to staff in a customer-contact center that process end-user transactions (e.g., calls, emails, web inquiries, fax, mail, etc.). Alternative terminology often used in the industry includes agents, CSRs, technical service representatives, communicators, consultants, and cyber-agents.



CUIKA	COPC Inc. acronym used to describe the collection, analysis, and use of performance data to enable the CSP to achieve its service, quality, cost, and satisfaction targets (as appropriate). All performance data in <i>Category 4.0 Performance</i> must be "CUIKA". The elements of CUIKA are contained in Items 1.3, 1.4 and 2.10 of the COPC CSP Standard.
Customer	Customer is used to refer to the CSP's end users.
Customer Contact Center (CCC)	Call center, customer service centers, technical support centers, help desks, collection centers, telemarketing centers, electronic response centers, sales support centers, outsourcing centers, and customer order centers, etc. that handle end-user contacts of varying types (inbound calls, outbound calls, fax, white mail, email, web transactions and other electronic end-user interactions).
Customer Touch System	Systems that the customer directly interacts with. These include IVR systems and websites but also cover any self-service provisions which the CSP/OSP provides to the end-user. (<i>examples: IVR Call Routing, IVR Self Service, Website Self Service, Self Help and Self Support</i>)
CSP	CSPs, provide services to end users on behalf of clients. CSPs encompass most if not all, types of service environments. There are Internal CSPs who are part of the same organization as the client, and third party CSPs (OSPs) who are contracted by the client to provide the service to end-users.
Cycle Time	The elapsed time for the end to end handling of a transaction from the end users point of view. This is used to determine the speed of answer for deferred transactions.
Defect	An error or an undesired result that is different from the planned or expected outcome.

- Deferred Transactions** Deferred transactions are typified by:
- The end user is not actively engaged during the queue time
 - The center determines when to process the transaction
 - The cycle times for deferred transactions are usually measured in hours or days
 - Transactions waiting to be processed are termed backlog

Types of KCRPs which are deferred transactions are:

- Emails
- Web Mails
- Letters and Fax
- Call Backs
- Voice Mail message processing
- Internal Escalations (except live transfers)
- Exceptions
- Payment Processing
- Most Back Office Functions
- Processing Orders
- Assembling Product
- Pick, Pack, Ship
- Processing Returns
- Material Receipt & Put away
- Service Dispatch
- Case Management
- Activating Accounts
- Processing Lit Requests
- Processing Do Not Call List
- Processing Client Files
- Activating Accounts
- Processing Letters
- Receiving & Preparing Transactions
- Database Updates
- Processing Transactions
- Processing Defective Transactions or, Transactions that cannot be Handled
- Storing Transactions
- Retrieving Transactions
- Providing Product
- Re-Supplying Marketing Materials

Demand (Demand Requirement) A calculation which identifies the expected CSS resource needs, based on the forecasted transaction volume and AHT ("Unloaded Demand") or, based on the forecasted transaction volume, AHT and shrinkage ("Loaded Demand").

Department	Within an entity, a distinct group or segment of the operation most often defined by the entity's organization structure. The department may be comprised of the operation's service delivery customer contact component or a support service (e.g., human resources, information technology).
Department Business Plan	The annual plan, prepared at the departmental level, which must contain quantified financial targets (e.g., improving productivity and efficiency, increasing revenue, reducing costs, or achieving budget) and non-financial targets for those Category 4.0 Performance metrics that relate to the statement of direction and annual entity business plan.
Deployment	The extent to which Approaches are used throughout the organization.
Download	Usually refers to data being sent between clients and the CSP. See 'Electronic Download' also.
DMAIC	See Statistical Process Control (SPC).
Efficiency Metrics	Refers to units of input (typically labor hours or costs) divided by units of output (typically number of transactions, time or revenue). Also referred to as productivity metrics.
Electronic Data Interchange (EDI)	Electronic computer-to-computer data exchange, such as invoices or orders. Typically, this is between clients and the CSP.
Electronic Download	The activity that occurs when an end user accesses the Web or FTP site and requests a download of information or software. See 'Download' also.
Electronic Funds Transfer (EFT)	A form of bill payment from one account to another.
Electronic Purchase Orders (EPO)	Purchase orders generated electronically and sent over the network to the CSP.
Email	Electronic memos and letters sent over an internal or external network. These can be free-form messages or information provided by filling in an electronic form.
End-to-End Evaluation	Analysis of processes from start to finish with start being defined as the time the transaction is delivered to the CSP (e.g., day and time an email is received, day and time a fax is received) and finish being defined as the time that the transaction is completed from the customer's perspective (e.g., when the product ships, when an email response is sent to the customer).
End-user	End-users are the customers of internal CSPs and the customers of Outsourced Service Providers (OSPs) clients. They may be consumers, businesses, field organizations, or the retailers, distributors, and specialists that make up a distribution channel.

End-user Critical Errors	Anything from the customer perspective that causes the transaction to be defective, such as: <ul style="list-style-type: none"> • Not solving the query (whether or not this necessitates a repeat transaction) • Mistreating the customer • Failure to communicate clearly
End State Objectives	Statements that describe the level of achievement/performance to which the CSP aspires. Examples include market leader, high levels of customer sat, lowest cost, etc. COPC Inc. recommends these objectives be quantified, but this is not required for certification to the COPC CSP Standard.
Engagement (SM)	The acting of a business responding to a customer/prospect comment within a social media community via public reply or private message
Enterprise	The client company selling products or services to customers or end-users; the company or entity represented by the VMO.
Entity	The company, organization, or service operation applying, or seeking certification to, a COPC standard. As an example, any of the following could be considered an entity for the purposes of certification to the COPC CSP Standard: <ul style="list-style-type: none"> • Valu-Write Service Corporation. • The San Jose Customer Service Center of Valu-Write Service Corporation. • The Technical Support Operation of the San Jose Customer Service Center of Valu-Write Service Corporation. • The Megasoft PowerNotes Unit of the Technical Support Operation of the San Jose Customer Service Center of Valu-Write Service Corporation.
Entity Business Plan	The annual plan, prepared at the entity level, which must contain quantified financial targets (e.g., improving productivity and efficiency, increasing revenue, reducing costs, or achieving budget) and non-financial targets for those Category 4.0 Performance metrics that relate to the statement of direction.
Exceptions	Non-compliant transactions (e.g., incomplete applications, checks that are over or short paid, incomplete orders).
Exemptions	Required when the OSP is not able to demonstrate a competence in one or more items as this function is performed by the client – e.g., Forecasting Staffing and Scheduling

Fax Back or Fax-on-Demand	Two different names for the same service. This service allows an end user with a touch-tone telephone to enter digits that will generate a request for an automatic document to be sent to a fax machine. This can also be activated internally by CSS's who send documents to an end-user's fax machine.
FB	Facebook
First Call Resolution	The percentage of calls successfully processed during the first call made by the end user and not resulting in a repeat call on the same issue. Sometimes referred to as 'FCR'.
First Contact Resolution	The percentage of transactions successfully processed during the first contact made by the end user and not resulting in a transfer or repeat call on the same issue. Sometimes referred to as 'FCR'.
Forums/ Message Boards	Online communities that allow users/visitors to discuss and react to various subjects via posts, comments and replies.
Forecast Accuracy	Forecast accuracy is defined and must be measured at two levels: <ul style="list-style-type: none"> • Staffing Forecast Accuracy (e.g., actual vs. forecasted transaction volume for the forecast developed to identify required staffing levels to recruit/hire and train staff). • Scheduling Forecast Accuracy (e.g., actual vs. forecasted transaction volume for the forecast developed schedules for existing staff).
Forecasting	Analysis of historical transaction volume and AHT arrival patterns and shrinkage to determine future patterns and demand requirements.
Full Time Equivalent (FTE)	Usually defined by the entity. It requires standardizing full-time and part-time employees to a full-time equivalent. For example, two part-time employees who each work half time would be considered one FTE.
High-Performing Organizations	Companies and entities that are generally recognized as having achieved high levels of service, quality, revenue, cost, and client and end-user satisfaction.
IM	Instant Message
Indefinite Staff	Staff occupying positions with no known end date.
Intelligent Voice Response/ Interactive Voice Response (IVR)/Voice Response Units (VRU)	There are several interpretations for the acronym IVR, Intelligent Voice Response, Interactive Voice Response and Voice Response Units (VRU). It is an electronic (e.g., touchtone, voicemail or speech recognition) decision tree used to route an end user to automated information or to the appropriate queue.
Influencer	A blog or forum 'super user'; one who is active and authoritative enough in an online community to have an influence or impact on other users.

Issue Resolution	The percentage of processed transactions in which the end users' requests were successfully resolved.
Key Business Processes (KBPs)	KBPs are those processes that are critical to a VMO's ability to deliver high levels of performance to end users and clients for the products and services it offers. These processes are identified in Exhibit 1 of the VMO Standard.
Key Customer-Related Jobs (KCR Jobs)	<p>KCR (key customer-related) jobs are those positions that either perform or directly manage staff performing KCRPs (see definition below).</p> <ul style="list-style-type: none"> • For customer-contact centers, KCR jobs include phone, e-mail or web agents, collectors, telemarketers, and mail/fax processors, as well as the staff who direct, manage, and evaluate their performance (often referred to in the industry as leads or supervisors). • For fulfillment operations, KCR jobs include assemblers, pick-pack-shippers, and material handlers, as well as the staff who direct, manage, and evaluate their performance (often referred to in the industry as line leads or supervisors). • For the COPC CSP Standard, KCR jobs include those that deliver CSS training, perform transaction monitoring, and work force planning, scheduling and real time management.
Key Customer-Related Processes (KCRP)	KCRPs (key customer-related processes) are those processes that are critical to the CSP's ability to deliver high levels of performance to end users clients for the products and services it offers. These processes are identified in Exhibit 1 of the CSP/OSP and HSP Standards.
Key Suppliers	Key suppliers are those organizations, external to the entity, that perform a KSP. These suppliers need not be external to the <i>company</i> ; other parts of the company that are not part of the entity may also be considered key suppliers. Corporate departments that provide information systems and telecommunications represent key suppliers. Key suppliers may also include clients and client-designated companies.
Key Support Processes (KSPs)	Key support processes are those processes necessary to enable or perform KCRPs (CSP/OSP Standard) or KBPs (VMO Standard) to meet targeted levels. These almost always include information systems, forecasting, hiring and recruiting, training, and telecom (for customer-contact centers). KSPs are identified in Exhibit 2 of the CSP/OSP and HSP Standards.
Lag Time	The time between when a forecast is prepared and when the resulting action will be completed (often called the operational lag time). For example, if six weeks are required to successfully recruit, train and assign new CSS's to handle an expected future transaction volume, then the forecast must be prepared at least six weeks earlier (i.e., it has a lag time of six weeks).

Lead or Lead CSS Normally a position within an entity that is partially CSS and partially responsible for first line management functions for the team, such as monitoring, coaching, being a product or procedure/policy expert reference, handling escalated calls, etc.

Lesser Changes Lesser changes are simple changes that are quickly implemented and impact few functions. Changes to information or procedures that can be briefed out by email or short meetings are typically lesser changes.

See also Major Changes

Levels Measurements which reflect performance at specific times that are evaluated relative to the performance achieved by appropriate comparisons.

Licensee Companies that are licensed by COPC Inc. to determine compliance to the COPC CSP Standard and nominate entities for certification to the COPC CSP Standard. They perform audits and reviews using the COPC CSP Standard. Licensees must follow specific guidelines to ensure the integrity of the COPC CSP Standard and the COPC Certification Audit.

Line Staff Personnel handling the customer contacts and other KCR jobs.

Logged-off CSS's log-off to tell the ACD system they are no longer working. Log-off rules vary by company (e.g., CSS's log-off during lunch hours and/or at the end of each shift only). COPC Inc. recommends that CSS log-off only at shift end. Also referred to as sign-off.

Logged-on CSS's log-on to tell the ACD system they are starting work. This usually means entering a touchtone code or agent number. Also referred to as sign-on.

Major Changes Major changes will typically involve the co-ordination of multiple functions or departments, take significant time to implement and/or substantial investment. The appointment of a member of staff as a project manager is a clear indicator that the change is seen by the organization as a major change.

See also Lesser Changes

Media/ Rich Media Online content that includes graphics, pictures, sound effects, music and video.

Minimum Hiring Requirements The "Minimum Requirements to Hire" is a list of the criteria that a candidate for a KCR Job must fulfill if he or she is to be eligible for that role. They are typically a set of personal attributes that are a combination of prior experience, personality, literacy, numeracy, computer familiarity and ability to be flexible to work the shift pattern required. They will often include skills required to do the job for which training will not be offered by the company e.g. Language capability or ability to type.

Minimum Skills and Knowledge	The term “Minimum Skills and Knowledge” is used to describe what the employee must know and be able to do before they become operational in their job. These Skills and Knowledge must be verifiable and will be defined by the job
	NOTE: In common usage this is often shortened to “Minimum Skills”
Monitoring	See Transaction Monitoring.
Monitoring (Social Media)	The passive review of social media content as it pertains to a specific company or brand.
Net Promoter Score	The difference between the percentage of customers who are promoters and the percentage of customers who are detractors.
Non-Critical Errors	Inaccuracies that do not cause an entire transaction to be deemed defective. These may include errors in professionalism, soft skills, and some data input errors.
Occupancy	An efficiency metric calculated as: $(\text{transaction handle time}) / (\text{transaction handle time} + \text{available time})$ <p>Occupancy is commonly used to show how effectively CSS's are scheduled to work to meet the arrival of transactions.</p>
OJT	On-the-job training.
Outsource Service Provider (OSP)	Third party CSPs who are contracted by the client to provide the service to end-users
On Time	The percentage of transactions processed within the targeted cycle time.
Outlier Management	An approach to identify CSS's who are at the extremes of performance (e.g., the top and bottom 15% of CSS's for monthly AHT), investigate and implement corrective action where appropriate.
Paid Time	Paid working time. This typically refers to the hours for which CSS's are paid during his/her work day (this often excludes paid time off and lunch breaks).
Performance Management System	The organizational structure, procedures, processes and resources needed to ensure overall service, quality, revenue, and cost performance, particularly with regard to consistently meeting customer requirements.
Performance Metrics	Measures used by the CSP to track performance, particularly of KCRPs. Examples and Requirements are presented in <i>Category 4.0 Performance and Exhibit 1</i> .
Performance Summary Table (PST)	A table summarizing the performance of key output metrics used to calculate the number of metrics consistently meeting target and/or showing sustained improvement (also referred to as the 50/75 rule) required by Item 4.8 Achieving Results.

Post	User content published to an online source. Maybe contain links and/or rich media
Precision	See Confidence Interval.
Previous	The average of the previous three data points (or the average of the previous data points if fewer than three data points are available).
Performance Level	
Private Message or PM	Message delivered to a user's private mailbox and not seen by SM community.
Process Audits, End-to-End	Audits of KCRPs that follow the process from the first process step through the output of the process. These audits often cross multiple departments within the CSP, including those outside the entity, as well as key suppliers.
Process Capability	The measure of how capable a process is of consistently meeting target, specification limits or end-user requirements. A capable process will show little variation and will be achieving targets.
Process Centering	A process is centered when the distribution of results from a process show a normal distribution and the mean of the process results are equal to or very close to target.
Process Sigma	See Statistical Process Control.
Productive Time	Time spent by a CSS processing transactions. For blended agents, handling both real time and deferred transactions it will include: Talk time, hold time, and after call work, as well as any time spent handling deferred transactions such as processing e mails, making callbacks or replying to letters or faxes
Productivity	An efficiency metric calculated as: (productive time)/(paid time)
PRT	Please Re-Tweet
Production System	Systems that are used by CSP/ OSP staff to carry out a KCRP. Typically these would be the phone system, CRM systems, knowledgebase, email handling system or any workflow systems. Production systems are fundamental to delivering services to customers but are used by the CSP/ OSP staff rather than the customer.(examples: <i>Phone Switch/Phone System, Telecommunications line and Network infrastructure, Outbound Predictive Dialing, Knowledgebase, CRM Systems, Email Management Systems, reactive/proactive Social Media solution</i>)

Program	A program is support provided for a specific product or service for a specific client. Individual clients often have multiple programs. These might be services provided to different divisions or departments within the client organization, a similar service provided for different products, different services provided for the same product, or individual campaigns. Programs should be defined based primarily (although not exclusively) on the client's and the CSP's organization structures. The more distinct the organization structure, the more the CSP is likely to have different programs. Thus, a CSP that uses two different teams for one client probably has two programs for that client.
Public Response/Reply	Message or reply that is publicly accessible and able to be seen and read by SM community.
Quality	Doing things accurately at the first attempt (e.g., giving the correct answer to an inquiry, inputting an order correctly, and shipping the correct product to the correct address).
Real Time Transactions	<p>Real time transactions are typified by:</p> <ul style="list-style-type: none"> • There is a live engagement with the end user and the end user is present throughout the queue time • The end user determines when to contact the center and the center is reacting to this demand • The center has a limited time to pick up the transaction before the end user abandons • Backlogs are not experienced as the end user abandons if the transaction is not answered in reasonable time frame <p>Real time transactions include :</p> <ul style="list-style-type: none"> • Inbound end-user calls • Web chat • Escalations (live transfer of phone calls) • Person to person end-user services
COPC® Re-certification Audit	Entities certified to the COPC CSP Standard must be re-certified on an annual basis. The COPC® Re-certification Audit is an abbreviated version of a COPC Certification Audit. See COPC CSP Standard certification process for more detailed requirements (separate document).
COPC CSP Registered Coordinator	Someone who has successfully completed the COPC CSP Registered Coordinator Training and passed the exam by scoring 90% or higher.
Request for... (RFX)	A term created by COPC Inc. for any Requests made by VMOs to potential CSPs for Information (RFI), Proposal (RFP), or Quote (RFQ).



Request for Proposal (RFP)	A document normally prepared by a client and sent to CSPs asking them to present a proposal detailing the methods and price to perform the services to be outsourced as described in the RFP.
Requirement	<p>There are two definitions of this term as it is used in the COPC CSP Standard and COPC VMO Standard:</p> <ol style="list-style-type: none">1. Any need that the CSP or VMO has to fulfill (e.g., respond to emails). Reference is made throughout all the COPC Family of Standards to client and end-user requirements.2. An element of any of the COPC Family of Standards that is a subset of an Item. For example, 1.1.1 is a requirement in <i>1.1 Statement of Direction</i>.
Sales/ Revenue	Income for the client (or CSP) generated during an end-user transaction. E.g., making a product sale or collecting past due amounts.
Schedule Adherence	<p>There are multiple definitions of schedule adherence. The numerator and denominator will vary, depending on the definition. For example, comparing actual and scheduled work by time of day and type of work (handling transactions, attending meetings, coaching, on break, etc.).</p> <p>To illustrate this calculation assume CSS's break of 15 minutes is scheduled to begin at 10:00am, but is actually taken between 10:05 am and 10:20 am, Schedule adherence would be:</p> <p>Calculation</p> $[15 \text{ (actual break)} - 5 \text{ (late start)} - 5 \text{ (late return)}] / [15 \text{ (scheduled break)}] = 33\%.$

Schedule Attainment Schedule attainment is the percentage of FTEs in the client-required staffing plan which are actually available during a time period. This can be measured in two ways

1. The percentage of intervals in which the CSP has staffed within the staffing band that has been agreed with the client. These bands could allow a degree of over and understaffing, and the CSP does not have to have equal emphasis both above and below the target to reflect a different emphasis on cost or end user experience; e.g., 85% of the intervals must be between 95% and 115% of the requirement

Or

2. The absolute value of the difference of the number of FTEs in the client-required staffing plan and the actual number of FTEs available

On a daily, weekly, and monthly basis, this measurement must include the weighted average (based on the number of client-required FTE) of schedule attainment for the relevant 30-minute intervals.

To illustrate this calculation, assume the client-required staffing plan calls for 15 FTE to be available from 10:00 am to 10:30 am.

If 14.5 FTE are available during this interval, the schedule attainment would be calculated as follows:

Calculation

$1 - (\text{ABS}(\text{Actual FTE} - \text{Required FTE}) / \text{Required FTE})$

Actual FTE = 14.5, Required FTE = 15

$1 - (\text{ABS}(14.5 - 15) / 15) = 1 - (\text{ABS}(-.5) / 15) = 1 - (.5 / 15) = 1 - .033 = 96.7\%$

Scheduling Assigning CSS resources (planned 'roster') by period to meet the estimated loaded demand.

See Demand/Demand Requirement.

Scope of Work (SOW) A definition of requirements created by a client and a CSP that clearly delineates the work product to be delivered by the CSP.

Sentiment A measurement of brand opinion with a specific social media network or other online community

SEO Search Engine Optimization

Service There are two definitions of this term as it is used in the COPC CSP Standard and the COPC VMO Standard:

1. The speed in which things are done from the customer's perspective. This might be how long it takes to talk to a live agent or how long it takes to receive a response to an email.
2. A specific function that the CSP or VMO has to provide, e.g., Inbound Customer Service, Technical Support, Collections, etc.

Service Level	A measurement expressing the percentage of transactions that are responded to in a specified timeframe. For example, 80/30 for a call center means that 80% of the offered calls are or will be answered within 30 seconds. Service level can be a target or a measurement of actual performance.
Service Level Agreements (SLA)	Written contracts or agreements with suppliers of products or services. These usually consist of agreed upon performance levels and targets.
Shrinkage (Lost Time)	There are multiple definitions of shrinkage. The definition COPC Inc. finds most useful is: the estimated amount of scheduled time that will not be realized because of absenteeism, sick/late time (and FMLA), training, coaching, team meetings, etc. that are not included in the work schedule.
Skill-based Routing	Software controlled ACD function that routes callers to specific CSS's based upon predetermined parameters and calling conditions (e.g., language capability, call priority, etc.).
SKU	Stock Keeper's Unit.
SMM	Social Media Marketing/ Management
SMO	Social Media Optimization
Social Media	Tools and applications that are created with the intent to allow individual to create profiles, create, develop and share content, communicate and connect with one another.
Social Media Networks	Specific sites that are created to facilitate Social Media activities, including sites like Facebook, Twitter, YouTube and Flickr.
Specific Attribute	An individual element or component used to break down overall satisfaction into the elements that create or contribute to satisfaction (e.g., accuracy, timeliness).
Specification Limit	Used where a process is to be managed to a band around target rather than a single target value. Upper Specification Limit (USL) will determine the highest permitted result, and the Lower Specification Limit (LSL) will determine the lowest permitted result from a process.
SROI	Social Return Of Investment

Staff Classification	Two distinct staff classifications within CSPs describe positions (as opposed to the personnel occupying those positions) from the end-user perspective. <ul style="list-style-type: none"> • Indefinite staff occupy positions with no known end date. They are employed either by the CSP, or by a staffing or recruiting firm (in which case they are often called “temps”). A CSS position that is occupied during the course of a year by four three-month “temps” is de facto an indefinite position for the purposes of the COPC Family of Standards. • Temporary staff occupy positions for which there is a known end date, such as for a holiday rush.
Staff, Contract Staffing	Full- and part-time staff on the payroll of a staffing/recruiting agency. Calculating the estimated number of CSS resources by period (regardless of who will actually be assigned) that are required to handle the forecast transaction load (loaded demand).
	See Demand/Demand Requirement.
Standard Operating Procedure (SOP)	The sequential steps to be followed for a particular process. The COPC Family of Standards does not require these to be written documents, although they often are documented.
Statement of Direction (SOD)	A documented statement of the CSP’s overall direction (e.g., vision, mission, or purpose) that clarifies its commitment to clients and end users. It must address one or more of client and end-user satisfaction, service, quality, or cost. Management and employee behavior must be aligned with the statement of direction.
Statement of Work (SOW)	See Scope of Work above
Statistical Process Control (SPC)	A structured approach, using statistical tools, to minimize process variation and improve process performance (when targets are not achieved). Typically SPC tools include Six Sigma, DMAIC, Cpk, etc.
Supervisor	The managerial position within a CSP to which CSS’s report (also referred to as first line management).
Support Staff	The personnel responsible for supporting staff in KCR jobs. This usually includes information systems, information technology, telecom, human resources, schedulers/forecasters, and management.

Support System	Systems which are required to help manage the center. They typically automate a KSP. Examples include forecasting systems, scheduling applications, transaction monitoring databases, reporting software, human resources systems, etc.
Sustained Improvement	Three consecutive data points which are statistically significantly above the previous performance level. The three points do not have to demonstrate successive improvement, i.e., each point does not have to demonstrate higher performance than the previous data point, but all three data points have to be statistically significantly above the previous performance level.
Target	A quantified level of performance for a requirement (e.g., respond to 95% of emails within 24 hours of receipt).
Technical Support Representative (TSR)	COPC Inc. uses this term interchangeable with CSS, CSR, agent, representative, rep or other terms used to refer to the line staff that handle end-user contacts.
Temporary Staff	Staff occupying positions for which there is a known end date.
Time on Phone	The actual length of time CSS's are talking on the phone with an end user including hold time (commonly referred to as average talk time). See Utilization and Occupancy.
Transaction Arrival Patterns	The transaction volume arriving in specific time intervals.
Transaction Handle Time	The total time spent handling transactions including talk time (inbound and outbound calls), non-phone (email, correspondence) time, and any after call work.
Transaction Monitoring	Reviewing the style, format, professionalism, knowledge, and accuracy of information as it is provided by CSS's to end users (see <i>2.4 Transaction Monitoring</i>). For calls, this is usually performed by remote or side-by-side observation of actual calls. For emails or correspondence, this is usually performed by reviewing the CSS's written responses to end-user inquiries.
Trends	Evaluation of how performance has changed over time.
UGC	User Generated Content
Unscheduled-time Hours	The number of hours CSS's (or a group of CSS's) are scheduled to work but do not because of unplanned absences - such as illness, tardiness and last-minute personal days - in a given timeframe. Example: a CSS is absent one workday, takes an unplanned personal day and is tardy by an hour twice during a 21-day month, totaling 18 hours. This information is used in the absenteeism calculation.
Uptime	The percentage of time that systems are available to be used as intended (computer systems, telephone lines, ACDs and desktop terminals).
Upload	Data being sent from the end user to the CSP/Client or other designated location.

Utilization	<p>An efficiency metric that represents the time that CSS's are engaged in a customer interaction or are waiting for an incoming customer interaction as a percent of the time CSS's are paid (this excludes paid time off and any non-paid breaks). This is calculated as:</p> $(\text{transaction handle time} + \text{available time}) / (\text{paid onsite time})$ <p>Utilization is commonly used to show how effectively CSS's are being managed and how much of their time is truly available to handle end-user transactions.</p>
Vendor	<p>Vendors are those organizations, external to the entity, that perform a KCRP. These vendors need not be external to the company; other parts of the company that are not part of the entity may also be considered vendors if they perform a KCRP for the entity.</p>
Vendor Management Organization (VMO)	<p>An organizational unit or group of individuals, typically within the client enterprise, responsible for managing at least a portion of the enterprise's programs with CSPs.</p>
Voice-Over-Data	<p>Incoming calls to CSS's direct from end users that are using the client's website. The Internet circuit is shared between the audio for the call and the data for the screen(s). Requires speakers (or headset) and a receiver associated with the user's terminal.</p>
Waivers	<p>Are required when the OSP is not able to be compliant due to</p> <ul style="list-style-type: none"> • Client policy - e.g., Forbidding contact with End Users to run End-user Sat Surveys • Deficiencies in Client systems or processes, • Conflict with Client contractual or commercial terms e.g., Low Target Requirements • Client not responding
Web Callback	<p>Callbacks generated when the end user activates a button on the clients website that sends a message with the telephone number to an automatic out-dialer at the CSP. The out-dialer dials the end user and connects to CSS's.</p>
Web Chat	<p>On a network, real-time exchange of written communication between customers and CSS's. Usually used for technical support, product queries, idea generation or customer satisfaction discussions. Typically CSS's chat concurrently with two or more end-users.</p>