COPC Customer Experience (CX) Standard for Contact Centers

Suitable for Outsource Service Providers (OSPs) and Customer Service Providers (CSPs)

RELEASE 7.0
VERSION 1.2

copc®

Table of Contents

Executive Summary

The COPC Customer Experience (CX) Standard for Contact Centers is a rigorous management system and quality management framework for CX operations. Originally designed for contact centers, the Standard now covers all the channels used by customers to interact with CX operations throughout a service journey. The Standard is adopted and used by buyers of CX operations and support services to optimize the procurement and management of these services. Buyers often require providers get certified to the COPC CX Standard for Contact Centers to drive proven levels of high performance. Buyers certify to the COPC CX Standard for Vendor Management Organizations (VMOs) to strengthen their organization and hold themselves accountable for high performance vendor management.

Service Providers leverage the Standard as their management system for a high-performance organization. Use of the Standard facilitates a faster path to sustainable high performance and is accompanied by recognition of achievement in the market. Certification is challenging and requires a commitment to high performance but yields great rewards driving up customer satisfaction, efficiency, and revenue. To support success, COPC Inc. provides a variety of trainings designed to enable team members to build an organization capable of COPC Certification, high performance, and ongoing performance improvement.

Adoption of the COPC CX Standard fundamentally improves an organization's approach to high performance and creates a systematic and lasting ability to drive continuous improvement even for those not seeking certification.

Introduction

The COPC Customer Experience (CX) Standard for Contact Centers is a performance management system for setting a CX vision, developing best-practice based strategies to achieve that vision, and managing customer experience operations to peak performance. It offers a set of management practices and key measurements for operations that are involved in managing the customer experience through a single channel or across multiple channels during the service journey that customers undertake to resolve their issues.

The mission of every Customer Experience (CX) operation is simple — to fulfill the needs of customers quickly, cost effectively, and with as little customer effort as possible. The path customers take to resolve an issue, as well as the experiences they have along the way, is known as the service journey. It differs from what many know as the customer journey as it applies to customer-facing activities and non-customer-facing activities that impact the customer experience and outcome. The service journey includes all the steps and communication methods a customer uses, and the tools and logistics a business or contact center employs to complete the service process. For operations, this helps promote greater efficiency, improved performance, and reduced cost. For customers, this means reduced effort, improved satisfaction, and enhanced loyalty.

With a focus on contact center operations, Release 7.0 of the COPC CX Standard for Contact Centers requirements have been updated to expand upon the customers service journeys, digital assisted channels, and employee experience.

The COPC CX Standard for Contact Centers is designed to:

- Provide users a management system and quality management framework with proven processes to design, evaluate and manage multichannel CX operations.
- Improve the customer experience through better insights into customers' requirements and expectations and through alignment of systems, processes, and technology to meet these expectations.
- Increase revenue (for operations that are revenue-driven).
- Reduce the cost of providing excellent service.

Companies that successfully implement the COPC CX Standard for Contact Centers will significantly improve the customer experience and increase sales while lowering costs. COPC Inc. offers training that will provide company staff the knowledge and capabilities to design, manage and maintain a high performance CX operation.

Key Terms and Relationships

One of the advantages of a globally accepted performance management system and set of standards is the establishment of a consistent "industry vocabulary."

The COPC CX Standards are based on key terminology and relationships specific to managing customer experience operations. The list below defines the most commonly used terms within the COPC CX

Standards. Understanding these foundational terms and relationships ensures consistent and relevant use of the COPC CX Standards. Additional terms and definitions are included in the glossary of terms at the end of this document.

The COPC CX Standards are based on the following terminology and relationships:
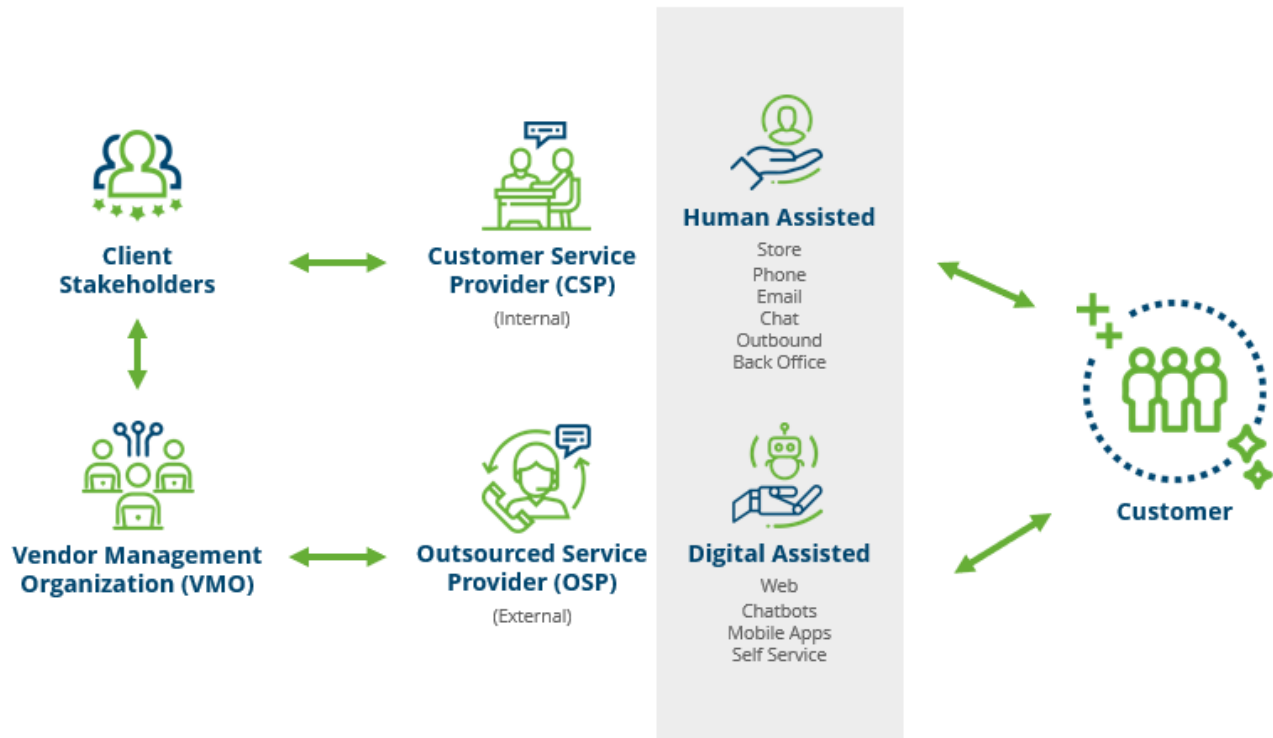
Figure 1. This diagram depicts how service is ultimately provided to a customer, the organizations involved, and the channels through which service is provided. Below are descriptions of each.

Customer Service Provider (CSP)

CSPs provide services to customers on behalf of internal clients who are part of the same organization. CSPs encompass most, if not all, types of service environments.

Outsource Service Provider (OSP)

OSPs are third parties that are contracted by clients to provide services to customers on their behalf like CSPs, OSPs encompass most, if not all, types of service environments.

Clients

Clients may be the companies that hire OSPs to provide products and services to their customers. Clients may also be defined as the groups within companies that obtain services from one or more "sister" groups, divisions, departments, or teams within the same company.

Customers

Customers are the end users of an organization's products or services. Customers may be consumers, businesses, field organizations, or the retailers, distributors, and specialists that encompass a distribution channel.

Service Journey

The path taken by a customer end to end, interacting with any combination of company human and digital assisted contact channels and resources required to resolve a customer request or need.

Vendor Management Organizations (VMOs)

VMOs are organizational units or groups of individuals within a company, typically within the client company, responsible for managing at least a portion of the company's customer experience programs. Typically, VMOs manage OSPs, and may also manage CSPs.

Digital Assisted Channels

Digital assisted channels are contact points where customers direct their service transactions without interaction with a Customer Service/Support Staff representative (CSS). These channels are also referred to as digital channels. Examples include self-service solutions such as web-based services, self-service by specific systems such as in-location systems, phone-based systems, or digital applications.

Human Assisted Channels

Human assisted channels are those in which the service is provided by a CSS who helps the customer. Service is typically provided through phone, email, chat, social media, or in-location staff.

Additional terms used in the COPC CX Standard are defined in the Glossary.

Objectives and Uses of the COPC Customer Experience (CX) Standard for Contact Centers

The COPC CX Standard is used by leading companies globally.

 The reasons for this high level of global adoption and use include:

- It works! Users of the COPC CX Standard have improved the customer experience and revenue, increased service and quality, and reduced costs.
- By expanding the COPC CX Standard to all customer contact channels, Release 7.0 provides all types of customer service organizations the necessary tools to improve the customer experience while increasing revenue and containing cost.
- For organizations providing multichannel customer service, the COPC CX Standard provides a structure to coordinate and bring uniformity across channels to give customers a consistent experience as they navigate their service journey to a successful resolution.

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

The underlying objective and power of the COPC CX Standard is demonstrated in that customer experience and revenue can be enhanced while improving service and quality and decreasing cost. Hundreds of companies around the world have achieved this by implementing the COPC CX Standard within their customer experience operations.

Service Quality Revenue

Customer Satisfaction Profitability

Costs
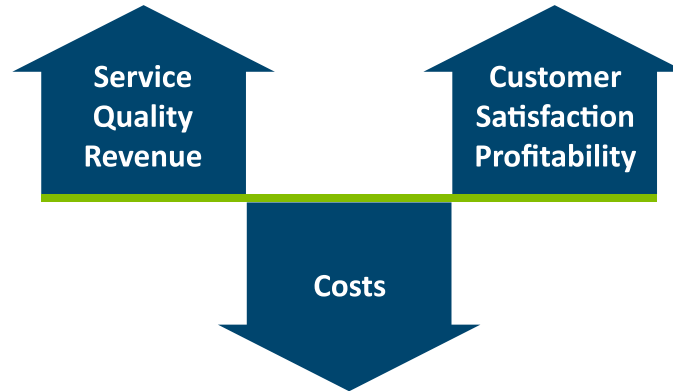
Each of these can be defined as:

- *Service* is, from the customer's perspective, how easy it is to resolve an issue and the speed with which actions are performed. This might be how easy it is to use a self-help system, how long it takes to reach a live CSS, or the time it takes to receive a response to an email.
- *Quality* is about the accuracy of the information given to the customer by a CSS or a self-service tool. It is about handling transactions correctly the first time. Examples: giving the correct answer to an inquiry, entering an order correctly, or resolving the customer's issue in their first channel of choice.
- *Revenue generation* is optimized through better designed sales processes and systems, higher skilled staff, and products/services that provide value to clients and customers.
- *Cost* typically focuses on efficiency and the cost per unit incurred by the CSP to provide a product or service. In a multichannel environment, this involves combining the cost to support customers across all channels. Typically, high operating costs are associated with human assisted channels, while high capital costs are associated with digital assisted channels. Blending these will show if migrating customer support from human assisted to digital assisted channels genuinely results in reduced cost per unit.

    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 CX Standard?

CSPs that use the COPC CX Standard may include any combination of these types.

Inbound [IB] and Outbound [OB] Customer Contact Operations:

These operations are often referred to as "call" centers. However, most of these customer contact operations interact with customers via phone, digital means (e.g., email, web, chat, SMS, social media, video), or traditional mail. Typical services provided include customer service, technical support, reservations, operator services, sales, fulfilment, and others.

Business Process Outsourcing [BPO] Operations:

These operations typically process large volumes of transactions that may or may not directly touch customers. They include new account set-up and activation, records management, claims processing, redemption, and other similar functions.

Retail Branches and Other Locations (Face to Face [F2F]):

These operations provide service and support to customers who come to a physical location for service. Examples include retail stores, walk-in support, or billing service, banks, medical centers, or assistance centers.

Field Service Operations:

These include operations that dispatch service technicians to customer locations, typically to perform installations or repairs or deliver products.

Collections/Recovery Services:

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

Digital Assisted Service Providers:

These operations are responsible for delivering customer service through digital assisted channels such as online services, mobile apps, self-help kiosks, and chatbots.

About the COPC Customer Experience (CX) Standard for Contact Centers

Background

The original COPC CX Standard (formerly known as the 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 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 a Judge for the Malcolm Baldrige National Quality Award and senior management from firms in both the contact center and manufacturing industries who had achieved ISO certification for their firms.

The development team used the criteria and systems of the Malcolm Baldrige National Quality Award in the United States as the foundation for the original COPC CX 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 customers.
- Excluding portions of the criteria that, based on CSP and client experience, did not readily contribute to the goals of the COPC CX Standard.
- Including from other worldwide standards those components that better addressed practical performance improvement approaches.
- Structuring the COPC CX Standard to encompass not only high-performance approaches, but also the extent of the deployment of these approaches within the organization. Well-designed approaches that are pervasively deployed will lead to sustained high levels of performance.
    - *Approaches* are the processes, practices, and procedures used to meet the requirements of the COPC CX Standard*.
    - *Deployment* refers to how extensively these approaches are used throughout the CSP or OSP organization.

There are three versions of the COPC CX Standard, each endorsed by the Standards Committee:

- The *COPC CX Standard for Customer Operations* is the comprehensive performance management system for CSPs that is focused on achieving high levels of performance for all kinds of service journeys customers use to get their issues resolved. The COPC CX Standard for Customer Operations is a proven framework CSPs use to balance business outcomes across the many service journeys used that include human and digital assisted customer-facing and non-customer-facing channels and services. The COPC CX Standard for Customer Operations is an effective management system that contributes to achieving high levels of performance across the service journey including human and digital assisted customer-facing and non-customer-facing channels and services.
- The *COPC CX Standard for Contact Centers* is the comprehensive performance management system for 3rd party contact center outsource service providers and can be used by internal contact center organizations. The Items in the COPC CX Standard for Contact Centers reflect those areas the COPC Standards Committee (see *The COPC Standards Committee*) believes, and verified through an industry survey, contribute most significantly to achieving high levels of performance. The objectives of the COPC CX Standard for Contact Centers are to:

    - Provide high-performing OSPs 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 CX Standard for Vendor Management Organizations (VMOs)*** is the comprehensive performance management system for VMOs that is endorsed by the COPC Standards Committee. In 2002, the COPC Standards Committee determined that the ability of CSPs and OSPs to achieve high levels of performance was limited by the performance of their (internal and external) clients on mission-critical deliverables such as forecasts and product/process-related training. To address this gap, the COPC Standards Committee developed the COPC CX Standard for VMOs, 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 OSP performance.

Each of these versions of the COPC CX Standard is available on COPC Inc.'s web site: (www.copc.com).

Release 7.0 of the COPC CX Standard is a major revision. COPC Inc.'s performance management system is applied to all types of customer-facing and customer-affecting operations, including digital assisted channels. This marks the COPC CX Standards continued evolution to meet the dynamic needs of the customer experience industry. As has been the practice since the COPC CX Standard was first developed, revisions are only made by the COPC Standards Committee.

The COPC® Standards Committee

The COPC CX Standard 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 organizations and are deeply knowledgeable of the COPC CX Standard through direct experience of using the COPC CX Standard in their operations.

The COPC Standards Committee:
- Meets twice each year to interpret and refine the COPC CX Standard.
- Has international representation across several industries to ensure it remains a globally accepted Standard applicable across all geographies and industries.
- Receives input from users of the COPC CX Standard and changes to the criteria of the COPC CX Standard are made once a year.
- Sponsors research on industry topics to secure the necessary information to evaluate trends worthy of inclusion in the COPC CX Standard.

Overview of the COPC CX Standard for Contact Centers

The COPC CX Standard for Contact Centers is a comprehensive and integrated system for managing a customer-centric service operation with an emphasis on contact center applications.
- The COPC CX Standard for Contact Centers begins with the ***drivers*** 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 technology and processes and managing these to optimal levels of performance.

- The **goal** of the system is a balanced composite of customer experience, quality, and cost/efficiency performance addressed in *Category 4.0 Performance.*

OSPs pursuing certification to the COPC CX Standard for Contact Centers should review the Certification Waivers section later in this document.

COPC CX Standard for Contact Centers Release 7.0 Framework

1.0 Leadership and Planning
1.1 Setting Direction
1.2 Developing Business Plans
1.3 Setting Targets
1.4. Reviewing Business Performance

2.0 Processes

Processes Applicable to both Human and Digital Assisted Channels
2.1 Defining and Managing Service Journeys
2.2 Gathering and Analyzing Customer Information
2.3 Defining KCRPs and Minimizing Variation

Human Assisted Channel Processes
2.4 Forecasting and Capacity Planning
2.5 Scheduling and Real Time Management

Digital Assisted Channel Processes
2.6 Managing IT Services

Support Processes
2.7 Managing Quality
2.8 Managing Corrective Action and Continuous Improvement
2.9 Managing Knowledge and Content
2.10 Managing Vendors and Key Suppliers
2.11 Establishing Business Continuity Plans
2.12 Implementing and Controlling Changes
2.13 Ensuring Data Privacy and Compliance
2.14 Reporting and Data Integrity
2.15 Reviewing COPC CX Standard

OSP Processes
2.16 Managing OSP Sales Process
2.17 Responding to RFXs
2.18 On-boarding of Clients, Services and Programs
2.19 Closing Client Relationships
2.20 Managing Client Relationships
2.21 Providing Client Reports
2.22 Invoicing Clients

3.0 People
3.1 Defining Jobs
3.2 Recruiting and Hiring
3.3 Training and Development
3.4 Verifying Skills and Knowledge
3.5 Monitoring and Coaching CSSs
3.6 Managing Staff Feedback
3.7 Managing Employee Experience and Feedback
3.8 Reducing Attrition and Absenteeism

4.0 Performance
4.1 Customer Experience Performance
4.2a (CSP Only) Overall Cost Performance
4.2b (OSP Only) Client Experience Performance
4.3 Human Assisted Channel Performance
4.4 Digital Assisted Channel Performance
4.5 Key Support Process Performance
4.6 Achieving Results

(Shaded requirements apply to OSPs only)

Why Get Certified to the COPC CX Standard?

Underlying the COPC CX Standard is the requirement that certified Customer Service Providers (CSPs) or Outsource Service Providers (OSPs) demonstrate the operational rigor and consistency required to consistently perform well on measures of service, quality, revenue, cost and client and customer satisfaction throughout the service journey customers undertake to resolve their issues. Companies certified to either of the COPC CX Standards must have:

- Objective measures in place for all activities that directly impact customers and clients.
- A demonstrated capability to achieve a majority of their performance targets.
- Performance improvement methodologies that have been proven to produce results.
- A system that allows clients and customer contact operations management to verify that the operation is actively monitoring and managing the system over time to improve performance.

The COPC CX Standards describe performance management approaches that a CSP or OSP must institute and defines the metrics used to evaluate the effectiveness and efficiency of its approaches. ***They are sustainable performance management systems for CSPs***. The COPC CX Standard links customer-centered performance objectives with the CSPs operational processes and the people who manage and maintain them. The objectives, processes, and people are in turn linked to the statement of direction and plans that propel and sustain them. This integration ensures that customer focus and efficiency drive performance, behavior, and direction. ***Client and customer-driven excellence and efficiency are the desired end-states for all CSPs that adopt the COPC CX Standard as a performance management and quality management framework.***

Many CSPs seek to institute these practices and track these measures to become *compliant with* the requirements of the COPC CX Standard. This compliance is assessed and verified during the COPC CX Standard certification process, which requires an audit by COPC Inc. or its licensees or Implementation Partners. ***Certified compliance with the COPC CX Standard is a major near-term objective for many companies that use the COPC CX Standard.***

Once certified COPC Inc. and the COPC Standards Committee recognizes success.   Certified entities are added to the COPC Inc. website noting certification attainment with a description of the certified entity. COPC Inc. shares across major news wires the success of the entity with congratulations from COPC Inc. and the COPC Standards Committee.   The entity also receives a physical trophy and digital badge to commemorate and share the achievement.

Quantifying Savings Gained Through the use of the COPC Customer Experience (CX) Standard

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

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

Savings

Improvements in Quality

- **Increase in issue resolution/first contact resolution (FCR)**: By solving problems and issues more frequently during the first contact will lead to less repeat transactions and therefore a reduced requirement for CSSs, digital assisted capacity, or other operatives. Plus, achieving higher levels of FCR lowers the customer effort which has been shown to increase loyalty. Customer loyalty drives both ongoing revenue and opportunities for growth in revenue.
- **Cost of Poor Quality:** There is often a cost of getting things wrong, which can be measured through calculating the cost of rework and the cost of compensating customers who have had a bad experience with a product or service. Examples include giving the customer extra time on their subscription at no additional charge, giving free product vouchers, free replacement products, direct financial compensation, expedited delivery (at a higher cost to the CSP), and removal of handling charges. Poor quality increases the cost of doing business, thus lowering profit margins. Poor quality also increases customer effort (i.e., as they seek resolution or remediation), which has been shown to negatively impact customer loyalty.

Improvements in Efficiency

- **Average Handle Time (AHT):** By decreasing the average handle time of transactions the CSP can reduce staffing and realize headcount savings or handle more transactions with the same number of staff. Reductions in handle time can be achieved through a number of mechanisms, such as improving the design and performance of digital assisted systems, improving processes (e.g., recruiting, training, knowledgebases, CSS technology) that are key to effective and efficient human assisted channels, and reducing variation by managing CSSs who are outliers.
- **Occupancy:** Improvements in CSS occupancy are made by optimizing staff scheduling, reducing the amount of non-productive ready time, and fine-tuning the balance of transactions being handled autonomously by digital assisted systems. Occupancy gains result when the CSP is either doing more work with the same number of CSSs or has reduced the number of CSSs required to do the existing workload. This is managed by the workforce management staff.
- **Utilization:** Minimizing the amount of CSS work time where they are not ready to handle transactions reduces the number of CSSs that are needed. This is managed by the floor management team.
- **Autonomous Handle Rate:** Increasing the percentage of customer interactions where a digital assisted system can completely handle the transaction, end to end, without any human intervention. Well-designed digital assisted systems can provide highly efficient and accurate customer service at a lower cost than human assisted support.
- **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

- **Faster Service Speed:** Delivering great service in an efficient manner is the product of many factors, including but not limited to better capacity planning models, well-designed and maintained digital assisted systems, and competent CSSs.
- **Reduction in Backlog:** By better meeting speed of response targets for deferred transactions, backlogs are reduced, and the number of transactions received by eliminating repeat contacts. Backlog can also be reduced by leveraging digital assisted systems to increase operational throughput and expand support hours during days/times that are difficult and costly to staff.
- **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 CX operations will have a significant impact on staffing needs and digital assisted system capacity and therefore generate savings.

Reduction in volume can be achieved by:

- Increased issue resolution and first contact resolution
- Reduction in backlog by improving service quality (i.e., less defects lead to less repeat contacts and less rework) and expanding service capacity to handle customer inquiries in a timely manner (e.g., deploying well-designed digital assisted systems).
- Identify and fix product or service defects that trigger unnecessary customer contacts.
- Provide customers alternate methods of problem resolution, e.g., self-service options on IVR, mobile apps, websites, and kiosks.

The Importance of Employee Engagement

Attracting and maintaining a highly engaged workforce has a large impact on an entity's ability to meet its service, quality, cost, revenue, and satisfaction goals.

As personnel costs account for approximately 70-80% of the total operational costs in a CSP or OSP environment, changes in employee engagement levels can have a significant impact on the financial performance of an entity.

Two of the most common ways of measuring the direct cost savings brought about as a result of improving employee engagement are focused on reducing absenteeism and increasing employee retention (reducing attrition).

Calculating the Cost Savings from improvements in Attrition and Absenteeism

In addition to being affected by employee engagement, attrition is also very often impacted by the implementation of poorly designed processes for recruitment and hiring. COPC Inc. finds that the implementation of robust recruitment processes, which properly define the recruitment profile for CSSs based on an analysis of good and bad hires, is a very effective way of reducing attrition.

- **Attrition:** By calculating the cost of replacing CSSs, it is possible to estimate the impact of the cost of attrition on the organization. Cost factors will include:

  o *Salary costs during training*: Salary costs paid to CSSs during new hire training includes salary plus benefits and fringe costs but not fixed costs such as workstations, etc.

  o *Direct recruitment costs*: An agency's cost or internal costs specifically spent on recruitment – excluding fixed costs.

  o *Cost of overtime*: Backfilling leavers until new recruits are operational.

  o *Reduced productivity of new hires*: New hires tend to have poorer average handle times than tenured 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 CSSs.

  o *Direct costs of training:* Materials, additional equipment, hires, directly attributable costs – excluding fixed costs.

  o *For OSPs paid by Full Time Equivalent (FTE)*: There is a revenue impact to consider when calculating the cost of attrition.

  o *Fixed Costs*: It is debatable whether costs of overhead such as recruiting and training departments, training facilities, etc. should be included in the cost per attrit. 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 attrit. 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 CSSs 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 CSSs 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:

  o *Direct salary costs:* Additional CSSs recruited to cover absence.
  o *Overtime:* Paid to existing CSSs.

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:

- Conservative rather than exaggerated.
- Turned into monetary amounts.
- Expressed as annual savings.
- Differentiated between one time and on-going savings.

- Backed up by data.
- Accounting for capital costs (when introducing digital assisted channels)
- Are not double counted.

Typically, savings will either be directly quantifiable, or will be expressed as Full Time Equivalent (FTE) headcount 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 CSSs 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 customers when errors are made.

Gains in Revenue and Other Benefits to the Organization

Implementing the COPC CX Standards will also impact other 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 Customer Satisfaction, identification of areas of the organization external to the customer experience 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 retention, the revenue saved is calculated as the expected annual spend of the saved customer. (Often, a save is only counted as a save if the customer is still a customer after 90 days)

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 Customer 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 customers 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 versions of the COPC CX Standard will be synchronously updated annually, and they will share the same release numbering to make it easier for CSPs, OSPs and VMOs to make sure they are working to the same requirements.

- **The COPC CX Standard will change periodically to reflect the evolution of the industry.** The CX operations industry is evolving rapidly and the COPC CX Standard will reflect these developments and maintain its status as the global definition of "state of the art" practices and performance. Changes to the COPC CX Standard will be announced by the COPC Standards Committee as the changes are approved and incorporated. There will be one Standard with three versions.

- Change types:

  o Maintenance changes: These include interpretations and clarifications.
  o Requirement Modifications: These changes will reflect changing conditions and industry needs and continue to increase both the reach (e.g., adoption rate) and rigor (e.g., being a true operational and financial differentiator) of the COPC CX Standard, keeping the COPC CX Standard as the global definition of "state of the art" practices and performance measures.

1.0   Leadership and Planning (400 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 Setting Direction (100 Points)

Setting a statement of direction clarifies the organization's commitment to clients, customers and employees and aligns the behavior and actions of everyone in the organization with those necessary to attain the organization's goals.

1. The CSP's statement of direction must address Customer Experience and one or more of the following:

    a.   Employee Experience

    b.   Service

    c.   Quality

    d.   Sales (Revenue)

    e.   Cost

2. The CSP must ensure management and employee behavior are aligned with the statement of direction.

3. The CSP must ensure individual departments work together effectively and their goals and actions are aligned with the statement of direction and each other.

1.2 Developing Business Plans (100 Points)

Business plans define actions to meet operational objectives which support the statement of direction.

1. The CSP's process for developing its Annual Entity and Department Business Plans must incorporate an analysis of:

   a. Customer feedback and customer data.

   b. New channels or technology (i.e., digitalization) for delivering a better customer experience.

   c. Service journey design and the balance between human and digital assisted channels and activities, and the impact this has on costs and customer experience.

   d. Employee experience and engagement data.

   e. All required metrics listed in Exhibits 1, 2 and 3 to identify prolonged failures and opportunities for improving performance.

   f. The expected volume of human and digital assisted transactions and the ability of the infrastructure and staff to support the workload.

   g. The effectiveness of service journeys in meeting customer expectations.

2. 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 – including those for each channel if they are managed by different departments.

   b. Managers and supervisors understand their specific responsibilities in carrying out the actions in the plans.

3. The Annual Entity and Department Business Plans must be documented, and each plan must contain:

   a. **Quantified Financial Objectives**: Objectives for improving productivity and efficiency, increasing revenue, reducing costs, or achieving budget can be considered as financial objectives.

   b. **Quantified Non-Financial Objectives**: Objectives must be established for those Category 4.0 Performance metrics that relate to the statement of direction and annual entity business plan.

   c. For each quantified financial and non-financial objective, the CSP must define:

      i. The actions that will be taken to achieve the objective.

      ii. Milestones for implementing these actions.

      iii. The manager(s) who will be responsible for implementation.

1.3 Setting Targets (100 Points)

By setting high performance targets, an organization establishes goals for each objective leading to performance excellence and continuous improvement.

1. For all required metrics, targets must be clearly identified, and enough data must be provided to discern trends.

2. Targets must be set 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 improve the customer experience or financial results, the target must be improved.

1.4 Reviewing Business Performance (100 Points)

Regular reviews of performance to business plans and targets informs the organization on whether objectives are being met, which metrics are performing at targeted levels, and where actions are required to improve performance.

1. Targets and performance must be **known** by the appropriate personnel.   This includes the requirement that the appropriate CSP personnel understand the statistical validity of the metrics they use that based on samples. This understanding must include knowledge of the precision (confident interval) of the sampled performance results.

2. The approach for reviewing performance must:

    a. Include formal monthly analysis of performance to business plans and performance to targets for all required metrics.

    b. Lead to **actions** if results fall below targets, and the actions must demonstrate sustained improvement.

2.0 Processes (1360 Points)

Superior performance is derived from the CSP's ability to efficiently provide clients and customers with optimized service journeys 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 these service journeys. It also focuses on the mechanisms the CSP uses to quantitatively evaluate, maintain, and improve their service journeys to ensure they are effective and efficient. Items 2.16 – 2.22 apply to OSPs only and focus on the OSPs' ability to effectively manage a third-party organization to meet the expectations of clients and the clients' customers.

2.1 Defining and Managing Service Journeys (100 Points)

Clearly defining and managing the service journeys that customers undertake to satisfy service requests ensures these service journeys meet customer expectations.

1. The structured approach must:

    a. Identify those service journeys that have the highest potential impact on the CSP, client, or customer.

    b. Develop visual blueprints or maps for the service journeys identified in 2.1.1.a, detailing customer- and non-customer-facing activities.

    c. Ensure, for service journeys involving more than one channel, that the customer experience is consistent across channels unless there is a business reason for this differentiation.

        i.   Relevant customer information and data must be consistent and available through all channels.

        ii. The results from the same process carried out in each channel must be consistent and predictable.

2. The CSP must:

    a. Identify failures in the service journeys, product design, or other unintended drivers of customer contact, reviewing failures in channels and linkages between channels within service journeys.

    b. Determine which service journeys can be optimized through automation, elimination, simplification, or improvement, and understand the impact on channels and the interrelationship of service journeys involved.

3. At least annually, the CSP must analyze and evaluate the data gathered above and take appropriate action to improve service journey performance.

4. If the entity is not responsible for the entire service journey, then the CSP must:

    a. Understand how their operation fits into the overall service journey.

    b. Evaluate the upstream and downstream impacts the service they deliver has on the service journeys.

    c. Provide information to affected business units to take actions.

2.2 Gathering and Analyzing Customer Information (100 Points)

Capturing, evaluating, and taking appropriate action on information obtained from customers provides the organization with the customer insights needed to improve the customer experience.

1. The structured approach must:

    a. Gather feedback from customers about the client's products, services, support and service policies, processes, and procedures from any part of the service journey or any aspects of customer handling from all human and digital assisted channels the client employs.

        i.   The CSP must gather feedback from customer interactions that are handled in the course of their normal service provision. It is not required that the CSP proactively solicits feedback.

        ii. Sources of information may include but are not limited to complaints, information captured during transaction monitoring, satisfaction surveys, and feedback received from frontline staff, and speech and text analytics.

        iii. **[OB]** Tracking of complaints related to violations of any national or federal regulations must be addressed by the CSP (i.e., Consumer Protection Law; DNC or telemarketing violations). Where required, the CSP must investigate and CUIKA customer complaints that allege any violations and must track complaint resolution cycle time.

    b. Identify reasons why customers contact the CSP.

2. Satisfaction with the customer experience must be measured for each service journey (identified in 2.1.1) and channel.

    a. For the service journey, the CSP must measure and manage the customer's overall experience with the service journey. The experience with the service journey must be measured at least monthly and analyzed at least quarterly.

    b. For the channel, at the program level, the CSP must measure and manage overall satisfaction and dissatisfaction with the customer experience associated with the transaction.

        i.   Satisfaction with each of the attributes that drive the measure of the overall customer experience.

        ii. The experience with the channel must be measured and analyzed at least monthly.

        iii. Data must be obtained from 80% of the CSP's programs or clients as defined by transactions or revenue.

    c. If a sampling approach is used for these measures, samples must be unbiased.

        i.   **[F2F]** Customer Satisfaction and Dissatisfaction results must be tracked and measured at the individual location level and aggregated at the city/region or any other level that allows the identification of specific patterns that impact overall Satisfaction and Dissatisfaction of customers. Customer Satisfaction and Dissatisfaction must be tracked for all types of customer contacts including repair and warranty claims.

3. The information gathered must be aggregated and the CSP must quantify and understand the relative importance of the factors that have a significant impact on satisfaction with the customer experience and business outcomes. This understanding must be used to develop the attributes included in customer experience surveys and Customer Critical Errors (see *Item 2.7 Managing Quality*).

4. The CSP must take actions on factors controllable by the CSP and ensure the client is provided with the necessary information to enable it to take effective action.

2.3 Defining Key Customer Related Processes and Minimizing Variation (100 Points)

Defining the KCRPs and using a structured approach that minimizes variation leads to more consistent processes and improved customer experiences.

1. Each KCRP must include clear procedures that have a high probability of achieving Client, customer, and CSP requirements, targets, or specification limits.

    a. **[F2F]** Ensure KCRPs:

        i. Consider the complete process from time of entry to the location, routing to the right queue if there are different service areas in the location, as well as the interaction with location staff, right through to payment and departure.

        ii. Include how to handle exceptional circumstances, such as out of stock, and follow up with customers whose service request cannot be solved on the spot.

        iii. Include the handoffs to and from central customer contact operation staff and self-service systems.

        iv. Ensure consistency between the experience of customers when they contact the company through the Contact Center and through Face-to-Face customer contact operations.

2. For human assisted channels, the CSP must have an approach that ensures the procedures for each KCRP are performed as intended and in a consistent manner across all shifts and work teams, i.e., the CSP must minimize variation.

3. For those human assisted KCRPs where there is high variation, the CSP must demonstrate it can improve process performance, in part, by using the continuous improvement process described in Item *2.8 Managing Corrective Action and Continuous Improvement*. As part of this improvement process, the CSP must:

    a. Manage variation between CSSs performing the same process.

    b. Determine if changes are required to improve the process.

4. The CSP must formally audit its KCRPs.

    a. For human assisted channels this must be done at least annually.

        i. **[Case]** Evaluation of the service journey performance would include auditing the complete service journey, including Real Time Escalations, Deferred Escalations, Service Dispatch, and Management of the overall case.

        ii. **[F2F]** End to end process audits as well as assessing the entire customer visit in a location must also include the handoffs between central customer contact operation staff and Face to Face operation staff.

    b. For digital assisted channels this must be done at least quarterly.

    c. Audit findings must be documented and reported to appropriate persons, who in turn must take corrective action on any identified deficiencies.

d. 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) that the vendor has conducted comparably rigorous audits at the frequency required above.

2.4 Forecasting and Capacity Planning (80 Points)

A capacity plan based upon forecasts for transaction volumes, handle times, and shrinkage ensures the organization has sufficient resources to meet demand.

1. **Forecasting** – For the Capacity Plan and Scheduling Plan, the CSP must understand its historical volume, transaction handle time, and shrinkage and must develop forecasts for each of these for all types of human assisted channel transactions (e.g., calls, emails, chat, footfall (retail), social media).

    a. The CSP must measure and manage all forecast accuracy metrics required in Exhibit 2.

        i. **[F2F]** Staffing Forecast Accuracy metrics should be calculated per location for those locations that track volume and treatment time. If the CSP operates location pooling, where locations which are geographically close share resources to cover absence and vacation, then the forecast would be for the pool.

    b. **[Chat]** The understanding of historical volume, AHT and shrinkage must include an understanding of historical concurrent transactions.

    c. **[BPO]** If production per hour is used instead of AHT, the CSP must use production per hour instead of AHT for the Staffing Forecast.

    d. **[OB]** There is no need to track inbound arrival patterns unless the customer contact operation also takes inbound calls (e.g., those resulting from leaving messages from outbound calls).

        i. There is no need to track Forecast Accuracy unless there is a significant volume of inbound calls.

    e. **[F2F]** The CSP must ensure it is producing a forecast based on location traffic for at least those locations that account for 80% of customer volume. For the larger locations, this traffic should be forecasted to type of customer visit if there are multiple services offered by the location (e.g., payment, service, support, sales).

2. **Capacity Planning** - The CSP must develop a capacity plan(s) (using the appropriate demand requirement calculations, by channel, considering the types of transactions) to determine the number of staff required to handle the predicted number of transactions.

    a. The plan must be created sufficiently far in advance to allow for the time needed to recruit and train new staff.

    b. The model must incorporate the target service level or cycle time and forecasts from 2.4.1 for:

        i. Transactional volume

        ii. Transaction handle time

            a. **[F2F]** Visit handle time or treatment time must be built into the forecast either based on actual time for those locations that use a customer tracking system, or customers per staffed hour for those that only use a footfall counter.

        iii. Shrinkage

            a. **[F2F]** Shrinkage typically will include absence and vacation and any time that the location CSSs are unavailable (e.g., the time they are assigned to location

administration tasks such as merchandising or stock management) and must be factored into the forecast.

c. **[Chat]** If the CSSs are expected to process concurrent transactions, the capacity plan must incorporate the forecasting of concurrency.

d. Capacity plans must be produced using weekly or daily data.

2.5 Scheduling and Real Time Management (80 Points)

Scheduling staff to meet expected human assisted channel transaction volumes and effective real time management ensures sufficient staff availability to achieve business objectives.

1. **Scheduling** - The CSP's scheduling approach must:

    a. Calculate the number of staff required at the relevant interval (by using the appropriate demand requirement calculation(s) for the type(s) of transaction(s) being handled).

    b. **[BPO]** The CSP must align staff capacity with all incoming and outgoing transaction patterns, across all applicable KCRPs, at a frequency that is appropriate based on the cycle time target(s).

    c. Create a schedule that considers both its Service Level and Efficiency/Cost targets by minimizing the variation between the number of staff required and the number of staff available in each interval.

    d. Incorporate service level or cycle time targets and forecasts for:

        i. Volume

        ii. Handle Time

        iii. Shrinkage

    e. **[Chat]** If the CSSs are expected to process concurrent transactions, the inputs for schedule creation must incorporate the forecasting of concurrency.

        i. When scheduling proactive chat staff, a forecast of take up rate by time of day must be included.

    f. Be based on the following intervals:

        i. Real Time no more than 30-minute intervals.

        ii. Deferred Transactions: Appropriate intervals for the targeted cycle time.

    g. **[OB]** Outbound CSPs must address both Inbound and Outbound contacts. Outbound forecast and demand requirements should be based on Attempt Volume, Right Party Connect (RPC) Rate, AHT, Utilization, etc.

    h. **[OB]** Staffing plan must be based on the experience of the CSP (e.g., based on an analysis of program success (contact rate) by time of day, day of week, and week of month).

    i. Schedules must be implemented as designed.

    j. The CSP must periodically (at least every six months):

        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 availability.

2. **Real Time Management** - The CSP must use a structured approach for:

   a. Taking actions during the day when actual performance is significantly different from the assumptions used to create the forecast and/or schedule (e.g., transaction volumes or AHT are significantly above or below forecasted levels).

   b. Re-planning staffing and scheduling for the near-term (e.g., current day and/or week) when the plan is inconsistent with the inputs used to create the original schedule (e.g., if absenteeism, AHT, training, or volume, etc. is expected to be higher than originally forecasted).

   c. Managing adherence (supply) at the interval level.

   d. Measuring and managing all metrics for real time management required in Exhibit 2.

   e. **[OB]** CSPs must include procedures and metrics for ensuring the dialer is managed effectively, as well as procedures for managing the mix of inbound, outbound, and deferred transactions.

3. **Allocating Transactions** - The CSP must:

   a. Use a documented structured approach for allocating transactions. (This may include allocating transactions between sites or within sites).

   b. Route transactions to specific sites, queues, and CSSs according to the structured approach. This may involve the use of a routing strategy based on CSS skills or competency or an alternative such as personality-based pairing.

      i. **[Case]** Allocating transactions will include reallocating cases in the event of a case owner's absence.

   c. 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.

2.6 Managing IT Services (80 Points)

Organizations design, maintain, and continuously improve customer-facing and customer-support digital systems to deliver high levels of service that meet customer expectations while achieving business objectives.

1. The CSP's IT service management for customer-facing and customer-support digital assisted systems must incorporate the following processes:

    a. Strategy and Planning processes, including but not limited to planning and alignment with business strategy, budgeting, service portfolio, and governance.

        i. IT Service Management plans must be consistent with the CSPs Statement of Direction and aligned with the Annual Business Plans.

    b. Design, Develop and Control processes, including but not limited to requirements gathering, design, development, project management, test, release, and transitional support.

        i. User acceptance testing must be conducted during development and after a material change to ensure each customer-facing system accurately and efficiently supports customers as intended.

        ii. During development of customer-facing systems, the CSP must carry out a risk assessment of potential problems that could adversely impact system availability, and build in redundancy, or contingency for those problems most likely to occur.

    c. Delivery processes, including but not limited to provision/fulfillment, availability, reporting, performance, capacity, security, and continuity.

        i. The CSP must have a structured approach for forecasting future activity and calculating required systems capacity to maintain customer-facing systems availability and throughput at targeted levels. Forecasts must be created sufficiently far in advance to enable the effective deployment of adequate systems capacity.

        ii. The CSP must have a structured approach for monitoring customer-facing systems usage and taking action to maintain system availability and throughput at targeted levels.

        iii. The CSP must have a structured approach for the ongoing training of digital assisted systems, including the relevance of the data used for training, to increase the accuracy.

    d. Resolution processes, including but not limited to incident and problem management.

        i. The CSP must have a Service Level Agreement that defines target incident resolution times. Targets must be consistent with the severity of the incident and the CSPs statement of direction and business plans.

    e. Relationship processes, such as business relationship and supplier management (using the approach detailed in Item *2.10 Managing Vendors and Key Suppliers*).

    f. Continuous improvement processes incorporate customer and business feedback.

        i. For any issues identified, the CSP must use its structured problem-solving process as defined in Item *2.8 Managing Corrective Action and Continuous Improvement*, to

identify causes and resolve performance issues and improve usability and reliability of its customer-facing systems.

2. All technology or systems intended for customer use must be designed to enhance customer interactions.

    a. Instructions and prompts must be consistent with intuitive language and not use company-specific terms (e.g., customers should understand the terms used by the system).

    b. The system must allow customers to recover from input errors.

    c. Systems must enable seamless transfer of unanswered questions and unresolved issues to a CSS for handling, if there are customer-facing human assisted channels.

        i. The CSP must track, analyze, and take actions on transfer reasons, at least quarterly.

        ii. A structured approach must be used to identify and address undesired outcomes from any technology or systems, e.g., unintended profiling.

    d. The CSP must ensure all autonomous decisions made by any systems are accessible for review.

3. The CSP or its key suppliers must measure all the service management Metrics in Exhibit 2.

4. Each IT process must have a clear process owner (typically a senior level manager) with overall accountability of the design, function, performance, and improvement of that process.

2.7 Managing Quality (80 Points)

An effective quality management approach reduces errors and improves consistency leading to high levels of first contact resolution and customer experience at lower cost to the organization. The approach has two goals:

(1)   *To enable the CSP to measure the accuracy or defect rate performance of a program.*
(2)   *To enable the CSP to identify reasons for defects and address them.*

1. The quality management approach must enable the CSP to measure the accuracy or defect rate performance of a program. This approach must ensure that:

    a. The number of monthly interactions to be monitored or checked for each program must be based on an understanding of the statistical implications of the sample size.

        i. **[Chat]** If proactive and reactive chats are offered, the sample must include both.

    b. The methodology used to select the sample of interactions to be monitored or checked is unbiased and does not affect the results (e.g., side-by-side monitoring).

        i. If the CSP is using a systems-based quality assurance check to measure the quality of human or digital assisted interactions, then it must ensure the selection and sampling approach is unbiased.

    c. Where digital assisted systems are used for transaction monitoring, the CSP must have an approach to review decisions made by these systems.

    d. **For customer-facing processes**, Customer Critical Error Accuracy, Business Critical Error Accuracy, and Compliance Critical Error Accuracy must be monitored or checked and assessed as distinct components of both human and digital assisted transactions.

        i. The CSP must define Customer Critical Errors by an analysis of the key drivers of the Customer Experience (see Item *2.2 Gathering and Analyzing Customer Information*).

            a. **[F2F]** Customer Critical errors for handling of customers in location must be defined by an analysis of the key drivers of the customer experience of customers who have visited locations.

            b. **[BPO]** Where there is no direct contact with customers the CSP must ensure that monitoring scores are consistent with those provided by the client.

        ii. The CSP must be able to demonstrate the relationship, at the attribute level, between its Customer Critical Error Accuracy performance and the results of the measures of the Customer Experience (see Item *4.1 Customer Experience Performance*).

        iii. Business Critical Errors must be related to other measures of business performance (e.g., cost).

            a. **[Case]** Business critical errors will include correctly applying company support policies and boundaries.

      b. **[F2F]** Business critical errors for those operations which involve sales, must include at a minimum "offers not being made when appropriate" and "missed sales opportunities (including upselling opportunities)".

    e. **[BPO]** The CSP must, at a minimum, measure defect rate of human and digital assisted transactions. Defects must be defined as those defects likely to have a material impact to the customer or the business.

    f. **[OB]** Must include observations of the individual CSS's performance in terms of any federal or state/provincial laws related to telemarketing and *Do Not Contacts (DNCs).*

    g. **[F2F]** There must be a metric that measures the overall quality of the location network as measured by mystery shopping – this is an entity metric that must be reported at least quarterly, but this does not mean that every location must be mystery shopped each quarter.

2. The CSP must have an approach for analyzing quality results to identify frequent errors. This must include:

    a. The aggregation of monitoring results to determine the causes of these frequent errors.

    b. The CSP must investigate the causes of these frequent errors using the corrective action approach (see Item *2.8 Managing Corrective Action and Continuous Improvement*) to identify how and where to address these errors in the organization.

        i. **[BPO]** Where internal data validation procedures are used to ensure accuracy of transactions, the CSP must ensure that it analyzes errors revealed to identify process level improvement opportunities or to coach CSSs as appropriate (see Item *3.5 Monitoring and Coaching CSSs*).

    c. Action must be taken to address the issues identified.

3. The CSP's quality management approach must ensure that individuals performing monitoring or systems used for quality assurance checks are effective and calibrated to ensure consistency.

    a. Systems conducting quality assurance must be regularly calibrated to ensure they are consistently and accurately measuring quality.

    b. All staff performing monitoring must be calibrated at least quarterly using a quantitative approach that measures calibration at the attribute level in comparison to a reference or gauge.

        i. **[F2F]** Staff that carry out mystery shopping, staff performing customer visit monitoring, and Location Managers performing location staff monitoring must be calibrated. These calibrations are usually carried out in a live location. Calibration for each type of evaluation must be a separate process, e.g., mystery shopping or in location staff monitoring must have different calibration criteria and a different reference or gauge.

    c. The CSP must ensure ongoing quality results show consistency with the reference or gauge.

        i. **[F2F]** This requirement to ensure ongoing consistency does not apply due to the difficulty in recording interactions.

2.8 Managing Corrective Action and Continuous Improvement (80 Points)

Organizations that use an effective problem-solving methodology to identify and resolve the root cause(s) of poor performance take actions that improve results.

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 Efficiency or Cost, Sales, Customer Experience, and any other customer affecting metrics that are not meeting performance 3/4ths of the time periods.

    b. Use a structured prioritization process to take actions on those improvement initiatives that have the highest potential impact on the CSP, client, or customer.

    c. Be able to demonstrate that performance has improved as a result of its process improvement efforts. The CSP must have a minimum of three examples of improved performance using the process improvement methodology, if the CSP is not meeting targeted performance levels for 75% or more of its required Customer Experience, Client Satisfaction, Service, Quality, Sales, Efficiency and Cost, metrics outlined in Item *4.6 Achieving Results*.

2.9 Managing Knowledge and Content (60 Points)

A structured approach for managing content ensures that customers and internal staff are provided consistent and up-to-date information across all channels to meet their needs.

1. The CSP must use a structured approach for content management to ensure content used by customers, staff, or digital systems assisting customers is current, relevant, and accurate. The approach must include mechanisms for:

   a. Managing the consistency of content between channels.

   b. Identifying and prioritizing changes (whether required by clients or customers or internally generated) to content.

   c. Review of content for both accuracy and usefulness at a frequency appropriate to the business.

   d. Ensuring digital assisted systems prompting content for CSSs are effective.

   e. Users to provide feedback for the continuous improvement of the accuracy and usefulness of content.

   f. Determining the method for execution of changes:

      i. How the content and data will be updated.

      ii. How CSSs and digital assisted systems are to be informed, trained, and verified on the new content.

   g. Ensuring only authorized staff are able to make revisions to content.

   h. Ensuring obsolete content is not visible to CSSs or customers but is retained to provide track and traceability and management of version control.

2. The CSP must measure and manage the timeliness and accuracy of content management using all appropriate metrics in Exhibit 2.

2.10 Managing Vendors and Key Suppliers (40 Points)

Effective management of vendors and key suppliers ensures that key support organizations perform optimally to benefit the organization and the customers it serves.

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. The type of support the CSP requires.

   b. Anticipated transaction types and volumes.

   c. The CSP measures of success for the vendor including key performance metrics and targets.

   d. The requirements for business continuity in the event of service interruptions.

   e. 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.

2.11 Establishing Business Continuity Plans (40 Points)

High performing organizations develop a comprehensive business continuity plan to handle scenarios that may occur that could adversely affect operations so that staff react appropriately and get back to full operation per recovery timelines.

1. The CSP must conduct a risk assessment of the potential problems that could adversely impact its provision of customer handling through each channel 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 (e.g., systems malfunction, connectivity outage, power failure, automobile traffic disruption).

    a. If the plans for service continuity include increasing traffic at a human assisted center, then the plans must be aligned and consistent with the approaches for real time management and allocating transactions under abnormal conditions (see Item *2.5 Scheduling and Real Time Management*).

    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 at existing or alternative locations.

    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.

2.12 Implementing and Controlling Changes (40 Points)

A structured approach to implementing major changes should result in a seamless customer experience and meet requirements for the organization, client, and customer.

1. The CSP must have a structured approach to identify future changes.

2. For major changes to (and new) products, services, programs, client or customer requirements or systems, the approach must:

   a. Define new or changed requirements and targets.

   b. Identify the impacted service journeys.

   c. Identify the relevant KCRPs, KSPs, and metrics required by the client and the COPC CX Standard, as well as KCR jobs and the associated minimum skills.

   d. Ensure the changes are communicated to affected customers and KCR staff in a timely and accurate manner. This will require formal training of KCR staff if minimum skills requirements are affected.

   e. Ensure processes are designed to meet requirements and targets.

   f. Ensure customer-facing systems undergo user acceptance testing to ensure they accurately and efficiently support customers as intended.

   g. Include a timeline for implementing requirements (e.g., installing infrastructure, programing services, developing software and data links, hiring and training staff, and communicating with customers).

   h. Ensure an audit is conducted early in the implementation to ensure processes are properly controlled and to verify the product, service, program or system is meeting client, CSP, customer, and all pertinent COPC CX Standard requirements.

      i. Gather and analyze employee feedback to improve the implementation process.

   i. Track the timeliness of the implementation and demonstrate implementation milestones have been met.

3. During implementation, the CSP must:

   a. Track the on-time setup of program components.

      i. It is compliant to only track On Time to the agreed to "go live" date for the program.

   b. Track actual performance and compare results to performance targets.

   c. Identify controllable and uncontrollable causes when performance targets are not met. Actions must be taken to address controllable causes.

   d. Establish a target for timeliness that is consistent with the CSP's statement of direction and annual entity business plan.

2.13 Ensuring Data Privacy and Compliance (40 Points)

Organizations establish clear procedures that ensure compliance with regulatory requirements to protect customer 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. Customer data and information considered by clients to be sensitive and proprietary.

   b. How compliance to international, national, state, and federal regulatory requirements will be ensured.

   c. How customer privacy will be protected.

   d. **[OB]** How to comply with all relevant laws and regulations related to telemarketing including DNCs and non-rebuttal states (US).

2. The CSP must document its procedures for enforcing compliance and protecting customer privacy.

3. The CSP must verify these procedures are implemented as designed and effectively ensure compliance and protect customer privacy.

4. During customer interactions:

   a. Any violation of compliance requirements or the privacy policy by human assisted channels must be considered a critical error.

   b. Customer handling by digital assisted channels must ensure that compliance requirements and data privacy policies are correctly implemented.

2.14 Reporting and Data Integrity (40 Points)

Organizations with appropriate and reliable data and information successfully identify the actions necessary to meet business objectives.

1. For all required metrics, the CSP must ensure 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.

2.15 Reviewing COPC CX Standard (40 Points)

A comprehensive review of the COPC CX Standard framework focusses the organization on areas that need to be addressed to achieve high levels of performance.

1. At a minimum, the COPC CX Standard review must:

    a. Be conducted annually.

    b. Assess compliance with all requirements of the COPC CX Standard for Contact Centers.

    c. Yield findings that include documented evidence of "compliance" and "non-compliance" to the COPC CX Standard for Contact Centers and opportunities for improvement in both processes and performance.

2. The CSP must implement corrective actions for areas of non-compliance.

2.16 Managing OSP Sales Process (40 Points)

A structured approach for developing and qualifying prospective new client business should drive revenue for the organization.

1. The approach must include:

    a. A new business development process that the OSP applies to all potential new business opportunities.

        i.   The OSP must define which target markets and services on which it wishes to focus new business development. These must be consistent with the statement of direction and strategic intent.

        ii. The target markets must be communicated and understood by all OSP sales personnel.

        iii. The OSP must define new business requirements – factors that it uses for prioritizing prospective client opportunities and deciding which opportunities it will pursue.

        iv. Before proposals for new business are submitted to the client, they must be signed off by those functions that will implement the service if the bid is successful.

    b. Ensuring that the OSP's visible external profile (company web sites, marketing material etc.) supports its new business development process.

2. There must be an annual review of:

    a. Opportunities that have been won or lost.

    b. Its service offerings to ensure these are relevant and competitive in the marketplace.

    c. New or emerging service opportunities for inclusion in its offers.

3. The annual review must be used to make adjustments to its new business development process.

2.17 Responding to RFXs (40 Points)

A structured approach for responding to RFXs leads to a higher probability of achieving a positive outcome.

1. The approach must include a formal decision process for determining if the OSP is going to respond to the RFX. This should be based on:

    a. Fit of the potential service with the OSPs strategic intent, Statement of Direction, and new business requirements.

    b. OSPs experience with the services or type of service required by the Client.

    c. Ability of the OSP to meet the client requirements and deadlines.

    d. An assessment of ROI and margin expectations from the prospective business.

2. Development of the Response must include:

    a. Assigning responsible personnel for ensuring the RFX is responded to by the Client's deadline.

    b. Assembling the necessary expertise to provide technical assistance in the creation of the response, e.g., Information Systems, Human Resources, Operations, Training, Finance, Reporting and Management Information.

    c. Developing questions to the Client regarding areas of the RFX which are unclear and participating in any client organized RFX follow up activities, e.g., conference calls to answer OSP questions.

3. The OSP must measure and manage all the metrics listed in Exhibit 2 for Responding to RFXs.

2.18 On-boarding of Clients, Services, and Programs (60 Points)

A structured approach for implementing a new client or new client program, service, or relationship results in an effective start-up.

1. The approach must include an understanding of the Client requirements.

    a. The type of service and support required.

    b. Anticipated transaction types and volumes.

    c. Client key performance metrics and targets.

    d. Payment models to be used in the contract.

    e. Reporting and invoicing requirements.

    f. Target implementation dates and project milestones.

2. The OSP must:

    a. Negotiate the terms and conditions of the contract.

    b. Draft and finalize the required contracts and supporting documents (Statements of Work, SLAs etc.).

    c. Develop an implementation plan and manage the implementation for new or changed Client programs and services as covered in the requirements for managing major changes in Item *2.12 Implementing and Controlling Changes,* specifically sub-Items *2.12.2.b-h.*

2.19 Closing Client Relationships (60 Points)

A structured approach for terminating or closing a client program, service or relationship assists in meeting client and organizational requirements.

1. The approach must include an exit plan which covers:

   a. Reviewing and analyzing all applicable contracts, agreements, invoices, and outstanding payments.

   b. Developing with the Client and or VMO an exit strategy with target dates and how operations are going to be managed during the period between announcement and closure.

   c. Developing the required communications (e.g., notices to Clients, Program Staff, Key Suppliers, Stakeholders).

   d. Developing a redeployment plan for staff employed in the program.

   e. Developing a timeline of key activities and milestones.

   f. Taking corrective action (including obtaining client and VMO's agreement on any date changes) when critical milestones are not met.

2.20 Managing Client Relationships (80 Points)

A structured approach for managing client relationships should result in higher client satisfaction, fewer complaints, and possibly additional business.

1. The approach must include designating a client relationship manager(s) for each client.

    a. The client relationship manager is a KCR job and the requirements of Items *3.1 Defining Jobs, 3.2 Recruiting and Hiring, 3.3 Training and Development, 3.4 Verifying Skills and Knowledge* and *3.6 Managing Staff Performance* must be applied to this role.

    b. The minimum skills for this role must include but not limited to knowledge of Client requirements and the terms of the Client contract or Statement of Work.

2. A process by which the OSP obtains information from the Client necessary for the provision of services, this information must include:

    a. Product and procedural information required for CSS training.

    b. Timely forecast of anticipated volumes for all types of transactions or timely information of staffing requirements if Forecasting and Staffing are carried out by the client.

    c. Changed information and updates to knowledgebases or any other information that CSSs require to perform their role.

    d. Regular and timely reports of any OSP performance data tracked by the Client, e.g., Customer Satisfaction and Dissatisfaction if this is performed by the client.

    e. Regular and timely information and data regarding the performance of any KSPs or KCRPs performed by the Client, e.g., Systems Uptime for Client managed systems.

3. A formal, regular business review must be conducted with each client. This review must be done at least quarterly (QBR) and must include:

    a. Formal analysis of OSP performance to targets and plans required in the Statement of Work.

    b. Review and discussion of anticipated Client and program changes.

    c. Ensuring corrective actions are developed (using a root cause analysis approach) when performance is not meeting target and the actions result in performance improvement.

Client Satisfaction

4. The OSP 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).

5. Satisfaction must be measured and analyzed at least quarterly.

6. The OSP must assess the satisfaction of all client staff that have significant:

   a. Influence over the client's relationship with the OSP.

   b. Interaction with the OSP.

Client Dissatisfaction

7. The OSP 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.

8. A client complaint must be broadly defined as any negative comment (received in person or by phone, mail, fax, email, etc.) about any aspect of the OSP's products, services, staff, or CSSs.

   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 OSP must take actions 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 OSP must investigate and take actions on the most common cause of complaints using the approach detailed in Item *2.8 Managing Corrective Action and Continuous Improvement.*

2.21 Providing Client Reports (40 Points)

A structured approach for reporting performance to Clients ensures reports are accurate and provided on time.

1. The approach for reporting performance to clients must include:

   a. Determining:

      i. The OSP performance data and other information to be reported (see *Item 2.18 On-Boarding of Clients, Services, and Programs*).

      ii. The format, frequency, and recipients for each report.

2. Measuring and managing all the required metrics in Exhibit 2 for Reporting to Clients.

3. At least annually, review with each Client their reporting requirements and ensure that reports produced match these requirements.

2.22 Invoicing Clients (40 Points)

A structured approach to produce accurate, timely invoices to clients should result in more timely receipt of payment.

1. The approach must include:

    a. A timeline for producing invoices as soon as possible after the period ends.

    b. A schedule for each client of which services are to be billed and the basis for calculating payment due.

    c. An understanding of how any risk/reward or bonus/penalty payments will be applied to the account.

    d. Calculation of any additional charges that were incurred by the client.

2. The OSP must measure and manage all the metrics listed in Exhibit 2 for Invoicing Clients.

3.0   People (600 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 deliver quality products and services effectively and efficiently.

3.1 Defining Jobs (60 Points)

Clearly defining the skills and knowledge required to perform Key Customer Related (KCR) jobs leads to successful performance and motivated staff.

1. For each KCR job, the CSP must demonstrate 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. KCR Jobs must include but not limited to; CSSs, supervisors of CSSs, staff who perform Quality or Transaction Monitoring of CSSs and digital assisted systems, staff delivering CSS and digital assisted system training, work force management staff (forecasters, planners, schedulers, and real time managers), staff who create and update content, staff who recruit CSSs, staff responsible for functional configuration of customer-facing digital assisted systems, and client relationship managers.

    a. **[F2F]** KCR Jobs include location CSSs, any front of shop staff, in-location inventory controllers and location managers.

4. Minimum skills for phone-based CSSs must include but not limited to ability to use the phone system, ability to use the computer system, typing/keyboarding skills, customer service skills, sales and lead generation, knowledge of product and procedures.

5. Minimum skills for email, chat, and written correspondence CSSs must include but not limited to writing skills.

    a. **[Chat]** CSS minimum skills must require faster typing speeds and ability to multitask to effectively handle concurrent sessions.

6. Minimum skills for supervisors must include but not limited to knowledge of client and customer requirements and ability to provide effective coaching.

    a. If supervisors are expected to use or be involved in the Corrective Action and Continuous Improvement process, then knowledge of this process must be included in their minimum skills.

7. Minimum skills for Client Relationship Managers must include but not be limited to knowledge of Client requirements and the terms of the Client contract or Statement of Work.

3.2 Recruiting and Hiring (80 Points)

Acquiring skilled and motivated staff increases the probability of successful performance.

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)

Providing training and development to staff performing KCR jobs results in higher probability of successful performance.

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 will include a list of all programs, information, and data CSSs will 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. If the trainee CSS is required to handle live transactions during the training process, e.g., calls, email, web, mail, etc.

    a. The trainee must pass initial skills verification (see Item *3.4 Verifying Skills and Knowledge*) before handling live transactions.

    b. There must be structured supervision during the training period for processing live transactions.

4. There must be formal retraining of existing staff if skill and knowledge requirements change.

5. The CSP must measure and manage a Training Quality metric to show KCR job training is effective (see Exhibit 2 for more details).

6. At least annually, the CSP must review the effectiveness of CSS and supervisor training.   At a minimum, this review must consider pass rates and performance against their minimum skills and objectives. The CSP must take actions based on this review.

3.4 Verifying Skills and Knowledge (80 Points)

Verifying that staff in KCR jobs have the skills and knowledge required for their jobs ensures they can service customers as intended.

1. For all staff in all KCR jobs (including existing staff), all minimum skills and knowledge defined in Item *3.1 Defining Jobs* must be verified prior to allowing staff to perform the jobs.

2. The verification process for all staff in KCR jobs must ensure:

    a. Objective performance thresholds that are linked to the minimum requirements (including all minimum skills and knowledge) of the positions are established.

    b. Staff that pass the minimum performance thresholds are able to perform satisfactorily on the job.

    c. There is documentation (e.g., tests, scores, dates) that can be audited.

    d. Action plans are established for staff that fail to demonstrate the required skills and knowledge.

    e. Indefinite and temporary staff performing similar roles are verified in the same manner.

    f. There is annual re-verification of skills and knowledge.

    g. There is re-verification of skills and knowledge following changes in program, procedures, systems, etc.

3. Initial and annual re-verification for coaching and interview skills must be done through a multiple observation process.

4. For skills and knowledge verification requiring multiple observations with sign off, the following are required:

    a. Initial verification: there must be at least two observations at two different times by a lead, supervisor, manager, or trainer.

    b. Annual re-verification: there must be at least one observation by a lead, supervisor, manager, or trainer.

3.5 Monitoring and Coaching CSSs (80 points)

Monitoring transactions provides the quality control to ensure customer needs are met and identifies areas where coaching can lead to performance improvement.

1. **Monitoring** - The CSS monitoring approach must ensure that:

    a. Each CSS is monitored on an on-going basis for all transaction types (KCRPs) they handle. Each CSS must be monitored at least every month and must be monitored for each transaction type at least once each quarter.

        i. **[Case]** For cases or complex transactions that routinely require multiple touches to resolve, the CSP needs to monitor a sample of finished cases as well as individual transactions.

        ii. **[F2F]** All location CSSs must receive regular monthly monitoring. If the CSS is supporting more than one type of customer interaction, for example service as well as support, then they must be monitored for both transaction types at least once a quarter.

        iii. **[BPO]** The CSP must monitor all transaction types, regardless of whether the transactions are customer or client initiated. This also includes transactions to fix errors found during internal checks within the process.

    b. Both side-by-side and remote monitoring are performed on an on-going basis. At least one of the monitoring sessions conducted each quarter for each CSS must be side-by-side and one remote.

        i. **[F2F]** Remote monitoring is not required for monitoring of location CSSs.

    c. New CSSs must be monitored at least once per week for at least their first month on the job.

    d. Where monitoring is used to investigate specific performance issues with a CSS, such as high AHT or low customer experience scores, this monitoring must be in addition to the systematic on-going monitoring of the CSS.

    e. There are clear performance thresholds (e.g., pass/fail) which must, at a minimum, be based on the CSS's Customer Critical Error Accuracy, Business Critical Error Accuracy, and Compliance Critical Error Accuracy scores (critical errors are defined in Item *2.7 Managing Quality*). A CSS cannot pass monitoring if he/she makes critical errors.

    f. The calibration requirements described in Item *2.7 Managing Quality* apply to those staff that monitor CSSs.

2. **Coaching** - The CSP must take actions at the individual CSS level based on monitoring results. The CSS coaching approach must ensure:

    a. There is a plan for communicating to CSSs the findings of all transactions, including both negative and positive feedback. The plan must specify the timeframe and the format for delivering this feedback.

b. CSSs are one-on-one coached on a sample of transactions they passed.

c. CSSs who fail a transaction monitoring are:

    i. Monitored more frequently.

    ii. Individually (one-on-one) coached on all transactions that do not meet target.

d. For CSSs who repeatedly fail transaction monitoring, corrective actions are implemented. The CSP's approach for corrective action must provide for removing CSSs who repeatedly perform critical errors from handling customer transactions until effective corrective action is taken.

3.6 Managing Staff Performance (80 Points)

Evaluating individual performance to appropriate key performance indicators (KPIs) and documenting actions needed to improve, support the organization in achieving business performance objectives.

1. For indefinite and temporary staff in CSS and supervisor jobs, the CSP must at least quarterly:

    a. Conduct a review of each CSS's and supervisor's performance relative to each of their objectives (e.g., schedule adherence, transaction monitoring, AHT, absenteeism, coaching, etc.) and identify areas for improvement.

        i. **[Chat]** CSS objectives typically include Average Response Time and Chat Handle Time.

    b. Develop and ensure the effective implementation of improvement plans for areas in which the CSS and supervisor are not achieving targeted levels.

2. For all staff in KCR jobs with end dates of more than one year:

    a. At least annually, the CSP must conduct a formal/comprehensive review of each individual's performance to objectives, qualitative feedback, and identify areas for improvement.

    b. All KCR Job evaluations must consider and be consistent with the findings from skills and knowledge verification (Item *3.4 Verifying Skills and Knowledge*) and for CSSs this includes transaction monitoring (Item *3.5 Monitoring and Coaching CSSs*).

    c. Evaluations must support the CSP's statement of direction and business performance targets.

    d. The CSP must have a structured approach for career planning for CSSs and supervisors.

        i. For high performing staff, individual career development plans must be created.

3.7 Managing Employee Experience and Feedback (60 Points)

Feedback from employees about the employee experience and process issues provides the information needed to implement appropriate changes to improve employee commitment and business performance.

1. The structured approach must include proactively soliciting feedback from CSSs and supervisors at least quarterly on a broad range of topics including the attributes (drivers) of staff commitment or engagement, attrition, absenteeism, and satisfaction as well as the CSP's current performance relative to each of these drivers.

2. At least annually for CSSs at the entity level the CSP must conduct an employee experience survey and assess the experience at specific key points throughout the employee lifecycle.

3. The CSP must proactively involve CSSs and supervisors in identifying process improvement opportunities and developing recommendations.

4. The CSP must evaluate, analyze, and take effective corrective action on feedback identified above that has a significant impact on employee commitment and business performance.

3.8 Reducing Attrition and Absenteeism (80 Points)

Managing CSS staff attrition and absenteeism should result in improved performance and increases the organization's ability to service customers and decrease costs.

1. Where attrition performance is not meeting target, the CSP must assess the impact of recruitment performance and employee satisfaction on attrition results.

2. The CSP's measurement of CSS attrition must:

    a. Be measured for CSSs at the entity and program levels and analyzed at least quarterly. CSS movement from one program to another within the entity is 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 voluntary and involuntary departures.

    d. For temporary positions, be defined as voluntary or involuntary staff departure before the position's end date.

    e. Be tracked whether the position is filled with a CSP employee or an employee of a staffing/recruiting firm.

3. The CSP's measurement of CSS absenteeism (unscheduled shift absences) must:

    a. Be measured at the program level and analyzed at least quarterly.

    b. 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 and absenteeism metrics to show they are in control (see Exhibit 2 for more details).

4.0   Performance (2000 Points)

The goal of the COPC CX Standard is to help CSPs improve the customer experience and achieve high and ever-increasing levels of product and service performance and cost efficiency. The approaches described in Item 2.8 Managing Corrective Action and Continuous Improvement and Item 2.3 Defining KCRPs and Minimizing Variation are used to drive improvement in performance metrics. All Exhibit 1, 2, and 3 metrics must be compliant with level requirements (see the COPC CX Standard Certification Guide).

4.1 Customer Experience Performance (500 Points)

Managing the level of satisfaction customers have with their service journey and individual contact channels should result in more loyal customers.

1. The CSP must measure and be compliant with the guidelines set out in Exhibit 3 for

    a.   The customer experience with the service journeys identified in 2.1.1.

    b.   The customer experience with each contact channel.

2. The CSP must use any customer experience metrics required by clients.

3. Targets for these metrics must be set consistent with the statement of direction using comparative data representative of high-performing organizations and comparative data must be updated at least every two years.

4. Data must be collected for these metrics on a continuous basis.

5. The CSP must measure and manage all required customer experience metrics in Exhibit 3 for interactions carried out by the CSP or a vendor.

4.2a Overall Cost Performance (For CSPs only) (200 Points)

Managing the overall cost to provide service to customers across all channels should result in the provision of high levels of customer service at optimal cost.

1. The CSP must measure the overall cost of service delivery, including both human and digital assisted channels for which the CSP is responsible.

   a. If the enterprise has a stated objective to migrate contacts to digital assisted channels, then the entity must be able to demonstrate an understanding of the level of migration and how this is impacting the cost management of the entity.

2. The CSP must use all overall cost management metrics in Exhibit 3.

3. Required metrics used by the CSP must be compliant with the guidelines in Exhibit 3.

4. The CSP must use any overall cost metrics required by clients.

5. The CSP must establish targets for the overall cost of providing service delivery that are consistent with the CSP's statement of direction and annual entity business plans and budgets.

6. Data must be maintained for all metrics on a continuous basis.

7. Data must be gathered from 100% of the data; sampling is not permitted. These data must be analyzed at least quarterly.

4.2b Client Experience Performance (For OSPs only) (200 Points)

Measuring and managing client satisfaction and dissatisfaction provides the organization with a better understanding of actions needed to satisfy clients which should result in renewed contracts and additional business.

1. The client experience with the OSP must be measured and compliant with the guidelines set out in Exhibit 3.

2. The OSP must use any client experience metrics required by clients.

3. Targets must be set consistent with the statement of direction using comparative data representative of high-performing organizations and comparative data must be updated at least every two years.

4. The OSP must collect client dissatisfaction data from 100% of the clients and programs.

4.3 Human Assisted Channel Performance (400 Points)

Managing the performance of each key customer-related process (KCRP) performed by human assisted channels supports achieving high performance levels.

1. For each Exhibit 1 KCRP that the CSP or a vendor performs, the CSP must use all the required metrics listed in Exhibit 1.

   a. The CSP may combine the tracking of efficiency metrics from several KCRPs if the CSP uses "blended" staff (i.e., staff handling a mix of call, electronic and non-electronic transactions) to process transactions.

   b. If the CSP is using a call back system that, when wait times are long offers the caller the option for the system to keep their place in the queue and call them back when they are the next call to be answered or be called back at another time.

      i. Callers that take this option must be considered as still waiting, for speed of answer calculation, until the customer is answered by a CSS.

      ii. Callers that take this option but are not available when the call back is made, must be included in the calculation of abandonment rate.

      iii. Callers who choose to be called back at another time, must be treated as an abandoned call, and included in the calculation of abandonment rate.

   c. **[Case]** For transactions that are going to involve more than one interaction, the CSP must measure "On Time to Close" or "On Time to Resolve" which measures the time to solve a problem end to end from the customers point of view.

   d. **[Case]** If Staff are required to generate leads from incoming transactions, then the required metric will be either Conversion Rate (leads generated per qualifying transaction) or overall number of leads generated.

   e. **[F2F]** Retail CSPs must use a metric that measures the overall quality of the location network as measured by mystery shopping – this is an entity metric that must be reported at least quarterly, but this does not mean that every location must be mystery shopped each quarter.

   f. **[F2F]** When CSPs are involved in managing repairs, the percentage of repairs that require rework must be measured as another quality metric.

   g. **[F2F]** CSPs in large locations, greater than 5 CSS positions, handle time (treatment time) must be measured. In all locations with greater than 2 CSS positions the CSP must measure customers handled per staffed hour.

2. Exhibit 1 required metrics used by the CSP or a vendor must be compliant with the guidelines set out in Exhibit 1.

3. The CSP must use any KCRP metrics required by clients.

4. The CSP must establish targets for each required KCRP metric that are consistent with the CSP's statement of direction and annual entity business plan. Specific requirements for target setting for each metric are set out in Exhibit 1.

5. If comparative data representative of high-performing organizations is used to set targets, the comparative data must be updated at least every two years.

6. Data must be collected for all KCRPs for human assisted channel metrics on a continuous basis.

7. The CSP may use a sampling approach to measure quality performance, all other data must be collected from 100% of the data. These data must be analyzed at least monthly.

For Service Performance

8. Targets for real time KCRPs (Speed of Answer and Abandonment Rate) must be mathematically consistent.

For Efficiency Performance

9. The CSP must demonstrate it understands the potential cost savings from realized efficiency gains.

10. For KCRPs carried out by Vendors, all KCRP metrics must be measured and managed except efficiency.

4.4 Digital Assisted Channel Performance (350 Points)

Managing the performance of each KCRP associated with digital assisted channels supports achieving high performance levels.

1. For each KCRP for digital assisted channels that the CSP or a vendor performs, the CSP must use all the required metrics listed in Exhibit 1.

2. Exhibit 1 required metrics used by the CSP or a vendor must be compliant with the guidelines set out in Exhibit 1.

3. The CSP must use any KCRP metrics required by clients.

4. The CSP must establish targets for each required KCRP metric that are consistent with the CSP's statement of direction and annual entity business plan. Specific requirements for target setting for each metric are set out in Exhibit 1.

5. If comparative data representative of high-performing organizations is used to set targets, the comparative data must be updated at least every two years.

6. Data must be collected for all KCRPs for digital assisted channel metrics on a continuous basis.

7. For measuring Quality performance, the CSP may use a sampling approach. Other performance data must be based on 100% of the data; sampling is not permitted. These data must be analyzed at least monthly.

4.5 Key Support Process Performance (200 Points)

Managing the performance of each key support process (KSP) performed by the organization or a key supplier supports achieving high performance levels.

1. For each Exhibit 2 KSP that the CSP or a key supplier performs, the CSP must use all the metrics listed in Exhibit 2.

2. Exhibit 2 KSP metrics used by the CSP or a key supplier must be compliant with the guidelines set out in Exhibit 2.

3. The CSP must use any KSP metrics required by clients.

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 collected for all KSP metrics on a continuous basis.

    a. A minimum of three continuous months of data is required for each newly implemented KSP metric for the metric to be counted in the calculation of Item level scoring.

5. The CSP must establish targets:

    a. For each KSP metric that are consistent with the CSP's statement of direction and annual entity business plan.

    b. For Attrition and Absenteeism based on an understanding of the costs of attrition and absenteeism and the impact of each on service, quality, and the customer experience; other business requirements; and labor conditions.

4.6 Achieving Results (350 Points)

Achieving targeted levels and exhibiting sustained improvement in a majority of the required service, quality, revenue, cost, customer experience and client satisfaction metrics indicates a high performing organization.

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. The CSP can include additional metrics provided:

    a. The metrics are Service, Quality, Revenue, Cost or Client or Customer Experience metrics.

    b. Each of the additional metrics is used by the CSP to manage the business.

    c. Collectively these additional metrics do not exceed 10% of the metrics required.

3. A minimum of three continuous months of data is required for each newly implemented KCRP metric for the metric to be counted in the calculation of the 50/75 rule and Item level scoring.

4. Entities involving multiple locations or services (within or across locations) must meet the requirements of 4.6.1 for each:

    a. Location in the entity.

    b. Each group of locations (i.e., region).

    c. Service (e.g., customer service, tech support, outbound, fulfillment, e-commerce, collections, healthcare, business process outsourcing).

To calculate whether it is compliant with the 50% and 75% requirements of this Item, the CSP must assess its performance on the required Customer and Client Satisfaction, and Service, Quality, Sales, Efficiency and Cost metrics at the levels indicated in the following table:

Item	Metrics included in Calculations for Item 4.6 (by level)	
	Entity	Program
4.1 Customer Experience Performance	▪ Service Journey Customer Experience	▪ Overall Customer Satisfaction ▪ Overall Customer Dissatisfaction
4.2a Overall Cost Performance (CSP) **4.2b Client Experience Performance (OSP)**	▪ Cost per X (CSP) ▪ Overall Client Satisfaction (OSP)	
4.3 Human Assisted Channel Performance		All KCRP metrics managed at the entity or client levels will be counted once at the entity level.
4.4 Digital Assisted Channel Performance		All KCRP metrics managed at the entity or client levels will be counted once at the entity level.

1.3 **Setting Targets**

- If client required targets are lower than High Performing targets, then the OSP may use the client target.

2.2 **Gathering and Analyzing Customer Information**

- Where a customer-facing system is controlled and managed by the Client or an external party paid by the Client, then the OSP will be only responsible for gathering feedback from CSS staff regarding the systems usability and functionality.

- Use of the Net Promoter Score method for measuring customer satisfaction does not replace the requirements to measure and manage Customer Satisfaction and Dissatisfaction in this Item.

- If the client is conducting the CSAT survey and the OSP is not able to influence the content of the survey, then the OSP must analyze and understand the key drivers of Customer Satisfaction and Dissatisfaction, even if this does not result in a change to the survey itself.

- If a client refuses to allow the OSP to contact customers and will not provide customer satisfaction and dissatisfaction data to the OSP in a manner that is compliant to the requirements of the COPC CX Standard, the OSP must:

  - Prove it has used every effort to obtain customer satisfaction data. Effort needs to be made on an on-going basis at least annually.

  - Ensure data is obtained from at least 50% of the OSP's programs as defined by transactions or revenue.

- If the OSP is conducting customer satisfaction surveys, they must include satisfaction with the customer-facing system in their CSAT Survey.

2.4 **Forecasting and Capacity Planning**

- Where the client is providing the OSP with interval level staffing requirements, then the OSP will be exempt from the requirements of 2.4.1 Forecasting and 2.4.2 Capacity Planning.

2.5 **Scheduling and Real Time Management**

- Where the client operates a command center or centralized Real Time Management group, the OSP may be exempt for the requirements of 2.5.3 Allocating Transactions if this function is always done by the client.

- There are some exceptions to the requirements in 2.5.1.e for schedules to be based on 30-minute intervals. 60-minute intervals may be more appropriate for transactions with very long handle times.

- The organization must have responsibility for and sufficiently deploy all requirements of this Item to demonstrate competency and to be process certified to this Item, i.e., the CSP must demonstrate competency to forecast, staff, schedule, and manage in real time.

2.7   Managing Quality

- Where a client is centrally measuring, managing, and performing quality monitoring at the program level for an OSP, and the OSP cannot demonstrate that they are able to meet the requirements of Item *2.7 Managing Quality* in any other program in the entity, then the OSP can be granted a waiver for Item *2.7 Managing Quality* if the following conditions apply.

  - The OSP's CSAT/DSAT performance is high and is consistent with COPC or high-performance benchmarks.

  - There is a client quality metric in place that measures program level quality which is included in Table F and the calculation of the 50/75 rule.

  - The OSP has a CSS monitoring approach that is compliant with the requirements for Item *3.5 Monitoring and Coaching CSSs*.

  - The OSP has implemented an approach for identifying and addressing issues, controllable by the OSP, through aggregating and analyzing errors made by CSSs.

2.9   Managing Knowledge and Content

- Where the information system used by CSSs to service the customer is provided and managed by the client, the OSP will only be responsible for making sure that staff understand the data and information changes. The OSP remains responsible for any information systems controlled by the OSP.

2.10   Managing Vendors and Key Suppliers

- If the Supplier is a monopoly, a client, or a client designated supplier that the OSP has no control over then the requirement for corrective action may be waived.

2.16   Managing OSP Sales Process

- If the Entity is a single client entity and the Sales function is not part of the entity, then the OSP may be exempt from this Item.

2.17   Responding to RFXs

- If the Entity is a single client entity and the RFX response function is not part of the entity, then the OSP may be exempt from this Item.

2.20   Managing Client Relationships

- This requirement may be waived if the OSP has used every effort to obtain client satisfaction data and the client refuses to respond to client surveys. In this case the OSP must show that data obtained from other clients are sufficient to manage the business.

3.5   Monitoring and Coaching CSSs

- Where an OSP generates a high number of actionable errors because the Client has defined critical errors to include both those with high and lower impact to customer experience and the business and the Client is also controlling the monitoring form, the OSP may be granted a waiver for 3.5.2.c.i and ii. if:

    o   The OSP is not able to influence the definition of critical errors.

    o   All CSSs are coached on all critical errors they make, but this does not necessarily have to be separately for each error. Coaching can be delivered by group sessions if several CSSs make the same error.

    o   The OSP's CSAT/DSAT performance is high and is consistent with COPC or high-performance benchmarks.

    o   The OSP has an effective approach for 3.5.2.d dealing with CSSs that are significantly impacting customer experience.

4.3   Human Assisted Channel Performance

- If the OSP is working in a shared queue environment, then they must measure and manage Schedule Attainment instead of Service Level and Abandonment Rate or for deferred transactions, On Time and Backlog.

4.5   Key Support Process Performance

- The requirements to measure KSPs may be waived if they are managed by the client and the OSP has used every effort to get this data.

- Where the client controls and manages a production system then the OSP will not be required to CUIKA Systems Uptime for that system.

- If the client controls and manages the Telecoms lines and equipment, then the OSP will not be responsible for Blocked transactions or Telecoms Up Time metrics.

COPC CX Standard Certification Process

Step 1:
Define the Entity Seeking Certification to the COPC CX Standard

Step 2:
COPC Inc. Conducts a Kickoff Meeting and Workshop (Optional)

Step 3:
Your Staff become Certified to the COPC CX Standard for OSPs

Step 4:
COPC Inc. Conducts a COPC® Baseline Assessment with your Certified Staff

Step 5:
Your Team Closes the Gaps and COPC Inc. Provides Structured Implementation Support

Step 6:
COPC® High Performance Management Technique Training (Optional)

Step 7:
COPC Inc. Conducts a COPC® Stress Test Audit (Optional)

Step 8:
You Complete and COPC Inc. evaluates your internal Standard Review to the COPC CX Standard

Step 9:
COPC Inc. Conducts a Comprehensive COPC® Certification Audit

If Certified:
Re-audit in 12 Months

If not Certified:
Establish Plan to Close Gaps; Implement and Conduct COPC® Certification Audit when Ready

Typical Timing: 12 Months of diligent effort

Fastest Ever: 8 Months

*Optional, but highly recommended step

For more details about the certification process, please refer to the COPC Customer Experience Standard Certification Guide.

COPC CX Standard Scoring System

The COPC CX Standard scoring system involves the following components:

Item Point Values

Each Item in the COPC CX Standard has been assigned points based on the importance of the Item. The point values can be found as you review the requirements of each Item. The score for the COPC CX Standard totals 4,000 points for CSPs and 4,360 points for OSPs.

To become certified, the entity must:

- Score 95% of the available points AND
- 100% on Approach in Categories 1.0-3.0 AND
- Meet the 50%/75% requirement of Item *4.6 Achieving Results.*

Scoring Guidelines for Individual Items

The COPC CX Standard scoring system requires different methods for scoring the Category 1.0 - 3.0 Items and the Category 4.0 Items. Both methods provide a percentage of the available points that will be awarded for the Item.

Categories 1.0 – 3.0 of the COPC CX Standard describe the various types of processes, practices, and procedures that CSPs and OSPs must develop and implement to meet the requirements of the COPC CX Standard. The COPC CX Standard encompasses not only high-performance approaches, but also the extent of the deployment of these approaches within the organization. Well-designed approaches that are pervasively deployed will lead to sustained high levels of performance, which is the goal of the COPC CX Standard.

- *Approaches* are the processes, practices, and procedures used to meet the requirements of the COPC CX Standard.
- *Deployment* refers to how extensively these approaches are used throughout the CSP or OSP organization.

Scoring Categories 1.0 to 3.0

Items in Categories 1.0 - 3.0 are evaluated based on the Approach and the extent of Deployment, according to the following scoring guidelines:

Scoring	Approach	Deployment
0%	The approach meets **less than 25%** of the requirements of the item	The approach is fully deployed **in less than 25%** of the Programs (or in less than 25% of the KCR jobs in Cat 3.0)
25%	The approach meets **at least 25% and less than 50%** of the requirements of the item	The approach is fully deployed **in atleast 25% and less than 50%** of the Programs (or in at least 25% and less than 50% of the KCR jobs in Cat 3.0)
50%	The approach meets **at least 50% and less than 75%** of the requirements of the item	The approach is fully deployed **in atleast 50% and less than 75%** of the Programs (or in at least 50% and less than 75% of the KCR jobs in Cat 3.0)
75%	The approach meets **at least 75% and less than 100%** of the requirements of the item	The approach is fully deployed **in atleast 75% and less than 90%** of the Programs (or in at least 75% and less than 90% of the KCR jobs in Cat 3.0)
100%	The approach meets **all** the requirements of the item	The approach is fully deployed **in atleast 90%** of the Programs (or in atleast 90% of the KCR jobs in Cat 3.0)
	Note #1: The score for an individual item is equal to the lowest score on either Approach or Deployment. Example – if a CSP scores 75% on Approach and 50% on Deployment, the Item score is 50%	

Scoring Category 4.0

Items in Category 4.0 Performance are evaluated based on Results performance, according to the following scoring approach and table of required metrics.

Scoring Approach for Each Item in Category 4.0

Scoring	Results
100%	**At least 50%** of the required metrics are achieving targeted levels

Note #1: A metric cannot count for "Results" if it does not meet "CUI" of CUIKA. Any requirement in Category 4.0 not met by the CSP would count as a "miss" on "C" of CUIKA.

Scoring Items 4.1, 4.2, 4.5 – The score for an individual Item would be equal to the percentage of metrics achieving targeted levels and those showing sustained improvement. Example #1 – If a CSP achieves targeted levels in 48% of the metrics, they receive 96% of the points for that Item. For metrics showing sustained improvement, 0.5% of the points for each percentage point are awarded up to a maximum of 100% of the points for that Item. Example #2 – If a CSP achieves targeted levels in 50% or more of the required metrics, they achieve 100% of the points for that Item regardless of metrics showing sustained improvement. Example #3 – If a CSP achieves targeted levels in 0% of the metrics, they receive 0% of the points for that Item for Levels. For metrics showing sustained improvement, they are awarded 0.5% of the points for each percentage point.

Scoring Items 4.3 and 4.4 (S, Q, R, E metrics) – The score would require each metric type to be worth 1/4th of the points if all four metric types exist or 1/3rd of the points if only three of the metric types exist. Use the same methodology as above but separate by metric type (S, Q, R, E). Example #1 – If a CSP achieves targeted levels in 40% of the Service metrics with no sustained improvement they receive 80% of the points, if 50% of the Quality metrics achieved targeted levels with no sustained improvement they receive 100% of the points, if 60% of the Revenue metrics achieved targeted levels with no sustained improvement they receive 100% of the points, and if 25% of the Efficiency metrics achieved targeted levels with an additional 10% showed sustained improvement they receive 55% of the points. Since metrics exist for all metric types (S, Q, R, E), each is worth 1/4th of the available points for the Item.

Scoring Item 4.6 – Score the 50/75 result where any 1% drop in achieving 50% would result in a 2-percentage point drop in points and any 1% drop in achieving 75% would result in a 1 1/3rd percentage point drop in points. Example #1 – If a CSP achieves targeted levels for 48% of the metrics and achieves targeted levels or exhibits sustained improvement in 69% of the metrics they receive 96% of the points for the "50% rule" and 92% of the points for the "75% rule".

Metrics to Include in the Calculation of Results for Category 4.0 Scoring:

Item	Description	Entity	Client	Program
4.1	Customer Experience	▪ Service Journey Customer Experience		▪ Overall Customer Satisfaction ▪ Overall Customer Dissatisfaction
4.2	Overall Cost Performance (CSP) Client Experience Performance (OSP)	▪ Cost Per X (CSP)	▪ <u>Overall</u> Client Satisfaction (OSP) ▪ On-Time Complaint Handling (OSP)	
4.3	Human Assisted Channel Performance			▪ All KCRP metrics except those managed at the entity or client levels and which have the same targets ▪ All Client required metrics
4.4	Digital Assisted Channel Performance			▪ All KCRP metrics except those managed at the entity or client levels and which have the same targets ▪ All Client required metrics
4.5	KSP Performance	▪ All KSP performance metrics except Forecasting, Schedule Adherence, and Managing the IVR ▪ CSS Attrition ▪ Responding to RFXs (OSP)	▪ Reporting Performance to Clients (OSP) ▪ Invoicing Clients (OSP)	▪ Forecast Accuracy Metrics* (Staffing and Scheduling) ▪ Schedule Adherence ▪ Managing the IVR ▪ Absenteeism ▪ CSS Attrition
*If data is combined for more than one KCRP then only use the data once in the calculation. All client-required metrics are included in the calculation.				

For a more detailed explanation of scoring, please refer to the COPC Customer Experience Standard Certification Guide.

Exhibits

There are three Exhibits that together list the required metrics for the COPC CX Standard for Contact Centers.

- Exhibit 1 which contains the operational metrics for different types of operations (Inbound, Outbound and Face-to-Face) is split into Exhibits 1a, 1b and 1c.
- Exhibit 2 contains the Key Support Process (KSP) metrics.
- Exhibit 3 contains the Customer Experience and Overall Cost Metrics.

Exhibit 1a is divided into **human assisted** and **digital assisted** channel metrics.

Exhibit 1a *Human Assisted* defines the metrics used to measure and manage key customer-related processes (KCRPs) within human assisted channels. Most human assisted channel KCRPs fall into one of two groups: ***real time KCRPs***, in which the customer is engaged during the handling of the transaction, and ***deferred KCRPs,*** in which the transaction is handled in the absence of the customer. The metrics used to manage the human assisted channel KCRP depends on the group to which the KCRP belongs.

For each human assisted channel KCRPs 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 1a *Digital Assisted* defines the metrics used to measure and manage KCRPs within digital assisted channels. As these KCRPs are system-based, the response times and service metrics may be replaced by measures of system performance.

Exhibit 1b defines the metrics for *Outbound* channels. It should be noted that for Outbound Sales there often is an Inbound component for which the inbound metrics in Exhibit 1a would apply.

Exhibit 1c defines the metrics for *Face-to-Face* channels primarily used in Retail.

Exhibit 2

Exhibit 2 defines the metrics used to measure and manage key support processes (KSPs). Each KSP is listed with its required metrics.

For each KSP not listed in Exhibit 2 that the CSP or 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 measure how the handling of customers by one or more service channels impacts the customers' experiences and the overall cost to the enterprise of servicing their customers by a combination of both human and digital assisted channels.

Each Exhibit defines the process and required metrics, how each metric must be measured, and any special considerations.

Exhibit requirements:

1. The CSP may combine tracking of metrics from several KCRPs if the CSP has the same performance target for the metrics it seeks to combine. However, metrics for human assisted and digital assisted transactions cannot be combined.
2. The requirement to track all Exhibit 1 metrics for a KCRP can be waived if the CSP performs the KCRP and the CSP can demonstrate that the volume of customer contacts for the KCRP is not material to either the CSP or to customers.
   a. Guideline: If the KCRP represents 5% or more of customer contacts for a specific program or client, then the CSP must track all required metrics.
   b. If the KCRP represents less than 5% of customer contacts for a specific program or client, then the CSP must track and CUIKA either On-Time or Accuracy to determine if the process is in control.
3. If the CSP tracks small volume KCRP's, (typically a KCRP with less than 5% of the volume of transactions for that program), for the purpose of calculating compliance with Item *4.6 Achieving Results*, the percentage of overall metrics made up by small volume KCRP's must be collectively less than 10% of the required metrics.

KCRPs	Item	Required Metrics	How the Metric is Measured	Special Considerations	Benchmark or Best Practice Target	Frequency
Human Assisted Real Time Transactions: Real Time transactions are typified by: • There is a live engagement with the customer, and the customer is present throughout the queue time • The customer 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 customer abandons • Backlogs are not experienced as the customer abandons if the transaction is not answered in a reasonable time frame Types of KCRPs which are Real Time Transactions are: – Inbound calls – Web chat – Escalations (Live transfer of phone calls) – Person to Person Customer Services	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) **[Chat] Service Level and ASA** must be based on the time from when a customer requests or accepts a chat session to the CSS' first manual response.	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	Measured and Analyzed Monthly
	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. **[Chat] Abandonment Rate** must include all requests or acceptances for a chat session where there is no customer response to the CSS's first response i.e., no chat dialogue has been established. **[Chat] Session Abandonment Rate** must include all transactions that abandoned after a chat dialogue has been established.	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.	Set target based on customer expectation and type of service. Set targets consistent with the CSP's statement of direction.	Measured and Analyzed Monthly

Service

KCRPs	Item		Required Metrics	How the Metric is Measured	Special Considerations	Benchmark or Best Practice Target	Frequency
Note: For real-time channels (e.g., Chat) where a single transaction spans several individual interactions, quality metrics must be evaluated for the complete transaction and not for individual interactions.	**Service**	4.3	**[Chat] Average Response Time –** e.g., the average time delay between customer responses and CSS responses	The average of the time between a completed chat message to the completed subsequent chat message		Set target based on expectations from the client or internal process owner.	Measured and Analyzed 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. $$\frac{\text{\# of escalated Transactions}}{\text{\# of Transactions Handled}}$$	This is measured when escalation is an option for the CSS during transaction handling.	Set target based on expectations from the client or internal process owner.	Measured and Analyzed Monthly
		4.3	**[Chat] Take Up or Deflection Rate –** e.g., % of chats offered that were accepted or that were deflected	**Take Up Rate** The CSP must track the % of customers offered a live chat that accepts. More commonly used in sales, order processing or revenue generating environments **Or** **Deflection Rate** The number of customers that did not take up the offer of live chat. More often used in support or service environments			Measured and Analyzed Monthly
	Quality	4.3	**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** $$\frac{\text{\# Transactions \textbf{in}correctly Escalated}}{\text{\#Transactions Escalated}}$$	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.	Set target based on Client expectations or internal process owner but would be expected to be >90%	Measured and Analyzed Monthly

KCRPs	Item	Required Metrics	How the Metric is Measured	Special Considerations	Benchmark or Best Practice Target	Frequency
Quality	2.7 / 4.3	**Customer Critical Error Accuracy –** e.g., accuracy rate of customer affecting critical errors of transactions monitored	Errors that are critical from the customer's perspective (e.g., wrong information, mistreating the customer [e.g., rudeness], not resolving the customer's issue, etc.) $$\frac{\text{\# Transactions with no CC Errors}}{\text{\# Transactions Monitored}}$$	Percent of transactions monitored that <u>do not</u> have a Customer 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)	Measured and Analyzed Monthly
Quality	2.7 / 4.3	**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 customers. $$\frac{\text{\# Transactions with no BC Errors}}{\text{\# Transactions Monitored}}$$	Percent of transactions monitored that <u>do not</u> have a Business Critical Error Measured by Unit – where a unit = a transaction	90%	Measured and Analyzed Monthly
Quality	2.7 / 4.3	**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. $$\frac{\text{\# Transactions with no CompC Errors}}{\text{\# Transactions Monitored}}$$	Percent of transactions monitored that <u>do not</u> have a Compliance Critical Error Measured by Unit – where a unit = a transaction	99.5% However, this will vary with whatever are the regulatory body requirements.	Measured and Analyzed Monthly
Quality	4.3	**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 a customer 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 Customer Satisfaction Targets and Results.	Measured and Analyzed Monthly

KCRPs		Item	Required Metrics	How the Metric is Measured	Special Considerations	Benchmark or Best Practice Target	Frequency
	Sales	4.3	**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 customers, generating leads) must use this metric	Targets for sales/revenue will be program dependent	Measured and Analyzed Monthly
			Volume – e.g., number of transactions received per period			Volume metrics do not require a target	Measured Monthly
	Efficiency	4.3	**CSS Utilization –** Percentage of paid time that CSSs are either performing productive work or available to handle customer transactions	Must be calculated as: $$\frac{\text{Productive Time} + \text{Available Time}}{\text{Paid hours Onsite}}$$	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%	Measured and Analyzed Monthly
		4.3	**AHT –** The average time it takes to handle a real time transaction including any work carried out after the customer disconnected	Must be calculated as: $$\frac{\text{Total Handle Time (inc. ACW)}}{\text{\# Transactions Handled}}$$	Average time spent per answered transaction, including talking to a customer (ATT), on hold with a customer, or in After Call Work (ACW).	Set targets for efficiency with a goal of continual improvement and can be based, initially, on budget assumptions or similar financial indicators	Measured and Analyzed Monthly
		4.3	**[Chat] Concurrency –** the average number of chat sessions handled simultaneously	Must be calculated as: $$\frac{\text{Total Chat Handle Time} + \text{Wrap}}{\text{Total Time engaged in Chat}}$$			Measured and Analyzed Monthly

KCRPs	Item	Required Metrics	How the Metric is Measured	Special Considerations	Benchmark or Best Practice Target	Frequency
	4.3	**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 several factors such as staffing rules, opening hours, volume of transactions, etc.		Measured and Analyzed Monthly

KCRPs		Item	Required Metrics	How the Metric is Measured	Special Considerations	Benchmark or Best Practice Target	Frequency

Human Assisted Deferred Transactions:
 	
Deferred transactions are typified by:
• The customer 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 Faxes
  – Call Backs/Chat-backs
  – Outbound Calls
  – Cases
  – Voice Mail message processing
  – Internal Escalations (except live transfers)
	Service	4.3	**On Time –** Must track percentage of transactions processed within the targeted **cycle time.**
			
			[Case] Can track On Time to Close, On Time to Resolve (e.g., % of tech support or case transactions involving more than one interaction that are closed or resolved in 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 customer's 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%
						On Time for any Cycle time requirement
							Measured and Analyzed Monthly

		4.3	**Backlog/Case Backlog –** e.g., average time late of transactions/cases not processed on time	Average Time Late of Transactions/Cases 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	Measured and Analyzed Monthly
		4.3	**Escalation Rate –** e.g., % of transactions 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. $$\frac{\text{\# of Escalated Transactions} * 100}{\text{\# of Transactions Handled}}$$	This is measured when escalation is an option for the CSS during transaction handling	Set target based on client expectations or internal process owner.	Measured and Analyzed Monthly
	Quality	4.3	**Escalation Accuracy –** e.g., % of transactions that were escalated to another team to take over responsibility for resolving the transactions 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** $$\frac{\text{\# Transactions \textbf{in}correctly Escalated}}{\text{\# Transactions Escalated}}$$	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.	Set target based on Client expectations or Internal process owner but would be expected to be >90%	Measured and Analyzed Monthly

KCRPs	Item	Required Metrics	How the Metric is Measured	Special Considerations	Benchmark or Best Practice Target	Frequency
– Exceptions – Service Dispatch – Payment Processing – Most Back Office Functions – Processing Orders	2.7 / 4.3	**Customer Critical Error Accuracy –** e.g., accuracy rate of customer affecting critical errors of transactions monitored	Errors that are critical from the customer's perspective (e.g., wrong information, mistreating the customer [e.g., rudeness], not resolving the customer's issue, etc.) $\frac{\text{\# Transactions with no CC Errors}}{\text{\# Transactions Monitored}}$	Percent of transactions monitored that <u>do not</u> have a Customer 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)	Measured and Analyzed Monthly
Note: For deferred channels (e.g., Social Media, SMS, WhatsApp) where a single transaction spans several individual interactions, quality metrics must be evaluated for the complete transaction and not for individual interactions	2.7 / 4.3	**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 customers. $\frac{\text{\# Transactions with no BC Errors}}{\text{\# Transactions Monitored}}$	Percent of transactions monitored that <u>do not</u> have a Business Critical Error Measured by Unit – where a unit = a transaction	90%	Measured and Analyzed Monthly
	2.7 / 4.3	**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. $\frac{\text{\# Transactions with no CompC Errors}}{\text{\# Transactions Monitored}}$	Percent of transactions monitored that <u>do not</u> have a Compliance Critical Error Measured by Unit – where a unit = a transaction	99.5% However, this will vary with whatever are the regulatory body requirements	Measured and Analyzed Monthly
	4.3	**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 a customer 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 Customer Satisfaction Targets and Results.	Measured and Analyzed Monthly
	4.3	**Defect Rate –** Rate of transactions inspected that contain an error	The number of transactions or records checked which contain errors as a percentage of the number of records checked	To be used in Backoffice applications where there is no direct interaction with the customer. In this situation, critical error accuracy would not be required.	Target expected to be lower than 2%	Measured and Analyzed Monthly

(Quality — left vertical spanning label)

KCRPs	Item	Required Metrics	How the Metric is Measured	Special Considerations	Benchmark or Best Practice Target	Frequency
Sales		**Sales –** If appropriate - Must track conversion rate, e.g., percent of transactions 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 customers, generating leads) must use this metric	Targets for sales/revenue will be program dependent	Measured and Analyzed Monthly
		Volume – e.g., number of transactions [customers] received per period			Volume metrics do not require a target.	Measured Monthly
Efficiency	4.3	**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 - 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.	Set targets for efficiency with a goal of continual improvement and can be based, initially, on budget assumptions or similar financial indicators	Measured and Analyzed Monthly

KCRPs	Item	Required Metrics	How the Metric is Measured	Special Considerations	Benchmark or Best Practice Target	Frequency
Front Stage Conversational Digital Assisted Transactions: Handling of customer-facing interactions where there is a dialogue between the digital system and the customer without CSS involvement. Typical Front Stage Conversational Digital Assisted KCRPs: − Voice Bots − Chat Bots − Digital Humans − Smart IVR Solutions	**Service** 4.4	**Service Rate –** e.g., Completion rate of customers using the service	Total interactions completed using service functionality divided by the total number of transactions eligible for the service	The number of transactions eligible for service are those transactions where the customer has had a meaningful interaction with the system to try to obtain specific information or a resolution	There is no benchmark or best practice target for Service Rate	Measured and Analyzed Monthly
	4.4	**System Uptime –** e.g., % of time system is fully functional; System Latency	The basis for these measurements must be full functionality of the system from a customer perspective and not simply hardware availability.	Metrics should be measured on total time. Digital assisted channel systems are expected to be available 24/7	>99.6% System Uptime	Measured and Analyzed Monthly
	4.4	**Autonomous Handle Rate –** e.g., % of interactions handled by a digital assisted system, end-to-end, without human involvement	The percentage of interactions in which the digital assisted system (e.g., bot or RPA) handled the transaction, end-to-end, autonomously without choosing to transfer, escalate, or seek any other form of human involvement, compared to the total number of interactions initiated with the digital assisted system $$\frac{\% \text{ digital assisted interactions handled without human involvement}}{\text{number of initiated digital assisted interactions}}$$	Also referred to as Containment Rate or Automation Score.	There is no benchmark or best practice target for Autonomous Handle Rate	Measured and Analyzed Monthly
		Volume	The total number of customer-facing digital transactions eligible for service from all digital systems		Volume does not require a target	Measured Monthly
		Number of Conversations	The total number of customer-facing digital assisted conversations (specific to bots)	A conversation is a complete transaction between a bot and a human. The individual interactions within the conversation are considered messages	Number of Conversations does not require a target	Measured Monthly

KCRPs	Item	Required Metrics	How the Metric is Measured	Special Considerations	Benchmark or Best Practice Target	Frequency
Quality	4.4	**Recognition Accuracy–** e.g., % of correctly recognized customer inputs or the confidence achieved by the system while handling customer interactions *This is a recommended metric not currently required by the COPC Standard.*	The number of customer inputs or intents correctly recognized and actioned by the digital assisted channel **OR** The level of confidence achieved by the digital assisted channel while handling the customers interaction	This metric indicates the accurate processing of input and identification of intents by the customer-facing digital system as well provides insight in the efficiency and effectiveness of the interaction. To be measured on all transactions by for example the confidence level or confirmation rate in the flow, or to be defined by quality management sampling with a specific attribute.	There is no benchmark or best practice target for Recognition Accuracy	Measured and Analyzed Monthly
	2.7 / 4.4	**Customer Critical Error Accuracy –** e.g., accuracy rate of customer affecting critical errors of transactions monitored	Errors that are critical from the customer's perspective (e.g., wrong information, mistreating the customer [e.g., rudeness], not resolving the customer's issue, etc.) $$\frac{\text{\# Transactions with no CC Errors}}{\text{\# Transactions Monitored}}$$	Percent of transactions monitored that do not have a Customer Critical Error Measured by Unit – where a unit = a transaction	Varies by industry and transaction type, however the target needs to be equal or higher than the human assisted channel benchmark	Measured and Analyzed Monthly
	2.7 / 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 the customers. $$\frac{\text{\# Transactions with no BC Errors}}{\text{\# Transactions Monitored}}$$	Percent of transactions monitored that do not have a Business Critical Error Measured by Unit – where a unit = a transaction	Varies by industry and transaction type, however the target needs to be equal or higher than the human assisted channel benchmark	Measured and Analyzed Monthly
	2.7 / 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. $$\frac{\text{\# Transactions with no CompC Errors}}{\text{\# Transactions Monitored}}$$	Percent of transactions monitored that do not have a Compliance Critical Error Measured by Unit – where a unit = a transaction	Varies by industry and transaction type, however the target needs to be equal or higher than the human assisted channel benchmark	Measured and Analyzed Monthly

KCRPs		Item	Required Metrics	How the Metric is Measured	Special Considerations	Benchmark or Best Practice Target	Frequency
		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 a customer survey, by analysis of repeat transactions in the CRM data, or during transaction monitoring	There is no benchmark or best practice target for Contact Resolution Targets and results should be consistent with Customer Satisfaction targets and results	Measured and Analyzed Monthly
	Sales	4.4	**Sales –** If appropriate, e.g., Success Rate; monetary value per contact	Number of contacts where the sales/ revenue objective is achieved as a percentage of total contacts received **Or** Total value or volume of sales /revenue objective achieved in each period	Services that have a revenue-related objective (e.g., booking appointments; completing surveys) must use this metric	Targets for sales/revenue will be program dependent	Measured and Analyzed Monthly
	Efficiency	4.4	**Cost or Efficiency –** e.g., Cost per Conversation; Average Conversation Time; Deflection Rate - % of transactions deflected from human assisted channels	Cost per conversation is measured as the cost of running the service divided by the total number of conversations eligible for service. Average Conversation Time is the avg duration of the total conversation between the digital system and the customer, also called Session Occupation Time. Deflection rate is the number of contacts that were deflected from reaching a human assisted channel.		There is no benchmark or best practice target for Cost per Conversation, Average Conversation Time, or Deflection Rate	Measured and Analyzed Monthly

KCRPs	Item	Required Metrics	How the Metric is Measured	Special Considerations	Benchmark or Best Practice Target	Frequency
	4.4	Messages per Conversation	The average number of messages generated by the digital assisted system (e.g., bot) during a customer-facing conversation, based on all handled conversations and the total number of messages generated by the digital assisted system		There is no benchmark or best practice target for Messages per Conversation	Measured and Analyzed Monthly

KCRPs		Item	Required Metrics	How the Metric is Measured	Special Considerations	Benchmark or Best Practice Target	Frequency

Front Stage Non-Conversational Digital Assisted Transactions:
 	
Handling customer-facing interactions where the customers only provide inputs and there is **no** dialogue between the digital system and the customer, without CSS involvement.
 	
Typical Front Stage Non-Conversational Digital Assisted KCRPs:
  – USSD
  – Mobile App
  – Website
  – MyDomain Environment
	Service	4.4	**Service Rate –** e.g., Completion Rate of customers using the service	Total interactions completed using service functionality divided by the total number of transactions eligible for the service	The number of transactions eligible for service are those transactions where the customer has had a meaningful interaction with the system to try to obtain specific information or a resolution	There is no benchmark or best practice target for Service Rate	Measured and Analyzed Monthly

		4.4	**System Uptime –** e.g., % of time system is fully functional; System Latency	The basis for these measurements must be full functionality of the system from a customer perspective and not simply hardware availability.	Metrics should be measured on total time. Digital assisted channel systems are expected to be available 24/7	>99.6% System Uptime	Measured and Analyzed Monthly
			Volume	The total number of customer-facing digital transactions eligible for service from all digital systems	To indicate the adaption of customers to a channel and to identify the effectiveness of a channel it is recommended to report Number of Unique Users, in addition to the Volume	Volume does not require a target	Measured Monthly
	Quality	2.7 / 4.4	**Defect Rate –** e.g., number of defects detected by quality analysts or automated system checks	Examples but not limited to: • # users who zeroed out of self service • # defects detected during system checks • # defects determined during checks of completed transactions	Defects identified during system checks must be material and likely to cause impact to the customer or business	There is no Benchmark or best practice target for Defect Rate	Measured and Analyzed 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 a customer 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 Customer Satisfaction targets and results	Measured and Analyzed Monthly

KCRPs	Item	Required Metrics	How the Metric is Measured	Special Considerations	Benchmark or Best Practice Target	Frequency
Sales	4.4	**Sales –** If appropriate, e.g., Success Rate; monetary value per contact	Number of contacts where the sales/revenue objective is achieved as a percentage of total contacts received **Or** Total value or volume of sales /revenue objective achieved in each period	Services that have a revenue-related objective (e.g., booking appointments; completing surveys) must use this metric	Targets for sales/revenue will be program dependent	Measured and Analyzed Monthly
Efficiency	4.4	**Cost or Efficiency –** e.g., Cost per Transaction; Deflection Rate - % of transactions deflected from human assisted channels	Cost per transaction is measured as the cost of running the service divided by the total number of transactions eligible for service. Deflection rate is the number of contacts that were deflected from reaching a human assisted channel.		There is no benchmark or best practice target for Cost per Transaction or Deflection Rate	Measured and Analyzed Monthly

KCRPs		Item	Required Metrics	How the Metric is Measured	Special Considerations	Benchmark or Best Practice Target	Frequency
Back Stage Digital Assisted Transactions: Processing customer contacts or tasks by a system-based service without CSS involvement. Typical Back Stage Digital Assisted KCRPs: – RPAs	**Service**	4.4	**System Uptime –** e.g., % of time system is fully functional; System Latency	The basis for these measurements must be full functionality of the system from a customer perspective and not simply hardware availability.	Metrics should be measured on total time. Digital assisted channel systems are expected to be available 24/7	>99.6% System Uptime	Measured and Analyzed Monthly
			Volume	The total number of customer-facing digital transactions eligible for service from all digital systems		Volume does not require a target	Measured Monthly
	Quality	2.7 / 4.4	**Defect Rate –** e.g., number of defects detected by quality analysts or automated system checks	Examples but not limited to: • # defects detected during system checks • # defects determined during checks of completed transactions	Defects identified during system checks must be material and likely to cause impact to the customer or business	There is no benchmark or best practice target for Defect Rate	Measured and Analyzed Monthly
	Efficiency	4.4	**Cost or Efficiency –** e.g., Cost per Task, Average Processing Time	Cost per task is measured as the cost of running the task divided by the total number of tasks eligible for processing		There is no benchmark or best practice target for Cost per Task or Average Processing Time	Measured and Analyzed Monthly
		4.4	**Messages per Conversation –**	The average number of messages generated by the digital assisted system (e.g., bot) during a customer-facing conversation, based on all handled conversations and the total number of messages generated by the digital assisted system		There is no benchmark or best practice target for messages per conversation	Measured and Analyzed Monthly

It should be noted that for Outbound Sales there is also an Inbound component for which the inbound metrics in Exhibit 1a would apply.

KCRPs		Item	Required Metrics	How the Metric is Measured	Special Considerations	Benchmark or Best Practice Target	Frequency
Processing Outbound Customer Calls Attempting to contact customers either using an automated (dialer) or manual dialing methods	**Service**	2.6 / 4.3	**Right Party Connect –** also known as Contact Rate, RPCs per Attempts Made	The number of RPCs 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.)		Measured and Analyzed Monthly
		2.6 / 4.3	**List Backlog –** e.g., Average time late of list not yet contacted or not yet attempted	A measure of the lateness of the number of records that have been processed per period (normally day) to the number that should have been 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	Measured and Analyzed Monthly
	Quality	2.7 / 4.3	**Customer Critical Error Accuracy –** e.g., accuracy rate of customer affecting critical errors of transactions monitored	Errors that are critical from the customer's perspective (e.g., wrong information, mistreating the customer (e.g., rudeness), not resolving the customers issue, etc.) $$\frac{\text{\# Transactions with no CC Errors}}{\text{\# Transactions Monitored}}$$	Percent of transactions monitored that <u>do not</u> have a Customer 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)	Measured and Analyzed Monthly
		2.7 / 4.3	**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 customers. $$\frac{\text{\# Transactions with no BC Errors}}{\text{\# Transactions Monitored}}$$	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%	Measured and Analyzed Monthly

KCRPs		Item	Required Metrics	How the Metric is Measured	Special Considerations	Benchmark or Best Practice Target	Frequency
	Quality	2.7 / 4.3	**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	99.5% but this will vary with whatever are the regulatory body requirements	Measured and Analyzed Monthly
	Sales	4.3	**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.			Measured and Analyzed Monthly
	Efficiency	4.3	**RPC Rate –** e.g., RPCs per labor hour	Calculated as the number of RPCs made divided by the number of staff hours worked.			Measured and Analyzed Monthly
		4.3	**Completion Rate –** if the CSP uses an automated dialer)	Calculated as the actual number of attempts made divided by total records.			Measured and Analyzed Monthly
		4.3	**CSS Utilization –** Percentage of paid time that CSSs are either performing productive work or available to handle customer transactions	Must be calculated as: $$\frac{\text{Productive Time + Available Time}}{\text{Paid hours Onsite}}$$	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 dialer (available time), and time spent working on other types of customer transactions (e.g., correspondence, cases) or reviewing a record prior to calling.	86%	Measured and Analyzed Monthly
		4.3	**AHT –** average time it takes to handle a call including any work carried out after the customer disconnected	Must be calculated as: $$\frac{\text{Total Handle Time (inc. ACW)}}{\text{Calls Handled}}$$	Calculated as (transaction handle time) / (number of transactions processed)	Set targets for efficiency with a goal of continual improvement and can be based initially on budget assumptions or similar financial indicators	Measured and Analyzed Monthly

KCRP	Item	Required Metrics	How the Metric is Measured	Special Considerations	Benchmark or Best Practice Target	Frequency
Closing Outbound Contacts Obtaining customer commitment (e.g., Sales, leads, product references, Retentions, membership pledges, etc.) on behalf of internal or external clients **Sales**	4.3	**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	Measured and Analyzed Monthly
	4.3	**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.	Measured and Analyzed Monthly

KCRP	Item	Required Metrics	How the Metric is Measured	Special Considerations	Benchmark or Best Practice Target	Frequency
Prospect Tracing Locating potential prospects with unknown telephone numbers and /or email or mailing addresses **Quality**	4.3	**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 Success Rate	Measured and Analyzed Monthly

KCRPs		Item	Required Metrics	How the Metric is Measured	Special Considerations	Benchmark or Best Practice Target	Frequency
Human Assisted Real Time Transactions: Face to Face	Service	4.3	**Average Wait Time –** Must track average wait time, or average time to serve	The average wait time of customers from the time they are registered in the location to the time they are served. Average time to Serve all visitors in a period	While it is desirable for locations to be able to track average wait time for customers visiting their location, it may be impractical in smaller locations. It is acceptable if only locations with over 5 CSS positions have the infrastructure to track timelines of customer visits and are measuring and managing Average Wait Time and Abandonment Rate.	Set target based on customer expectation and type of service	Measured and Analyzed Monthly
		4.3	**Abandonment Rate –** e.g., % of visitors that abandon before being served by a live CSS	The number of registered customers who have left the location before being served		Set target based on customer expectation and type of service	Measured and Analyzed Monthly
		4.3	**Exit Rate –** e.g., % of footfalls that do not register	The % of visitors that enter the location but do not get registered on the system	*This is a recommended metric not currently required by the COPC Standard*	Target set based on type of service	Measured and Analyzed Monthly
		4.3	**Escalation Rate –** e.g., % of visitors that are escalated to another team or service channel that will take over responsibility for resolving the issue	Measured as the number of visitors that were escalated as a percentage of the number of visitors registered. $$\frac{\text{\# of escalated visitors} * 100}{\text{\# of visitors registered}}$$	This is measured when escalation is an option for the CSS whilst servicing a visitor	Set target based on client expectations or internal process owner	Measured and Analyzed Monthly
	Quality	4.3	**Escalation Accuracy –** e.g., % of escalations that were correct	This may be measured directly by the escalations team or indirectly from case analysis. $$\frac{\text{\# Visitors correctly Escalated}}{\text{\#Visitors Escalated}}$$ **Or** $$\frac{\text{\# Visitors \textbf{in}correctly Escalated}}{\text{\# Visitors Escalated}}$$	Can be measured as % Defective or % Correct. Should also be measured where escalations or transfers are made between departments, tiers, to contact center, etc.	Set target based on Client expectations or internal process owner but would be expected to be >90%	Measured and Analyzed Monthly

KCRPs	Item	Required Metrics	How the Metric is Measured	Special Considerations	Benchmark or Best Practice Target	Frequency
Quality	2.7 / 4.3	**Overall Location Quality –** e.g., average quality score of the locations in the group	This is measured by Mystery shopping for each visited location in the group, and the average for all the locations in the group that have been visited in the quarter	Mystery shopping can be carried out by either internal or external resources. A group is a pool of locations that are in a management group, e.g., a region. It is intended that all the major locations in the group are visited each quarter and all locations visited in a year. **It is not required that every location be visited each quarter.**	This should be set based on statement of direction and Annual business plans	Measured and Analyzed Quarterly
	2.7 / 4.3	**Customer Critical Error Accuracy –** e.g., accuracy rate of customer affecting critical errors of visits monitored	Errors that are critical from the customer's perspective (e.g., wrong information, mistreating the customer [e.g., rudeness], not resolving the customer's issue, etc.) $$\frac{\text{\# Visits with no CC Errors}}{\text{\# Visits Monitored}}$$	Percent of visits monitored that <u>do not</u> have a Customer Critical Error Measured by Unit – where a unit = a visit	When measuring satisfiers and dissatisfiers 95% (By Unit) When measuring satisfiers only 98% (By Unit)	Measured and Analyzed Monthly
	2.7 / 4.3	**Business Critical Error Accuracy –** e.g., accuracy rate of business affecting critical errors of visits monitored	Errors that are critical from a CSP or Client perspective but do not negatively impact customers. $$\frac{\text{\# Visits with no BC Errors}}{\text{\# Visits Monitored}}$$	Percent of visits monitored that <u>do not</u> have a Business Critical Error Measured by Unit – where a unit = a visit	90%	Measured and Analyzed Monthly
	2.7 / 4.3	**Compliance Critical Error Accuracy –** e.g., accuracy rate of compliance affecting critical errors of visits monitored	Errors associated with National, State or Federal compliance or compliance to any industry regulatory body. $$\frac{\text{\# Visits with no CompC Errors}}{\text{\# Visits Monitored}}$$	Percent of visits monitored that <u>do not</u> have a Compliance Critical Error Measured by Unit – where a unit = a visit	99.5% However, this will vary with whatever are the regulatory body requirements	Measured and Analyzed Monthly

KCRPs		Item	Required Metrics	How the Metric is Measured	Special Considerations	Benchmark or Best Practice Target	Frequency
	Quality	4.3	**Contact Resolution –** Must track Issue Resolution,	Number of visitors that were resolved as a percentage of the total number of visitors registered.	There is no consistent industry-standard way of measuring Contact Resolution. Approaches include measuring by use of a customer survey, by analysis of repeat transactions in CRM data.	There is no benchmark or best practice target for Contact Resolution. Targets and results should be consistent with Customer Satisfaction Targets and Results.	Measured and Analyzed Monthly
	Sales	4.3	**Sales –** Must track conversion rate, e.g., percent of visits that resulted in a sale **or** conversion volume, e.g., dollars sold	Number of visits which resulted in a sale as a percentage of total visits. **Or** Total value or volume of sales achieved in each period		Targets for sales/revenue will be program dependent.	Measured and Analyzed Monthly
			Volume – e.g., number of customers received per period	Volume must be measured by both **footfall** (number of customers entering the location) and Visitor registration (number of visitors that were registered for service by either a ticketing system or some other type of queue recording system)		Volume metrics do not require a target	Measured Monthly
	Efficiency	4.3	**Average Handle Time (or Treatment time) –** average time taken to handle the customer from the time they are served	average time it takes to handle a visitor including any work carried out after the customer has departed.	This is required for those face-to-face locations that have greater than 5 CSS positions	Set targets based on past performance with an intent to improve	Measured and Analyzed Monthly
		4.3	**Customers Handled per Staffed Hour –**	Measured as the number of customers that are handled or visitors to the location for smaller locations divided by the staffed hours. Staffed hours are the cumulative CSS hours, excluding lunch		Set targets based on past performance with an intent to improve	Measured and Analyzed Monthly

Exhibit 2 – Key Support Processes (KSPs)

KSP	Item		Required Metrics	How the Metric is Measured	Special Considerations	Benchmark or Best Practice Target	Frequency
Managing the IVR Providing and maintaining IVR hardware and software used to route a customer to automated information or to the appropriate CSS queues	**Service**	4.5	**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.		There is no benchmark or best practice targets for IVR Metrics.	Measured and Analyzed Quarterly
		4.5	**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).		Measured and Analyzed Quarterly
	Quality	4.5	**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 % of calls that are technically sent to the CSS skill sets as per IVR design (e.g., IVR node 1 is supposed to be sent to CSSs with skill set 1). Behavioral accuracy measures the % 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 from customers seeking an international reservation)			Measured and Analyzed Quarterly

KSP		Item	Required Metrics	How the Metric is Measured	Special Considerations	Benchmark or Best Practice Target	Frequency
Telecommunications 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	4.5	**Uptime/Accessibility –** e.g., % of time the system is fully functional, % of timelines are fully available	The number of minutes of uptime of the switch as a percentage of the total minutes that the service is open. **[Chat]** % of time during opening hours that the Chat Service is available	This should be calculated as a percentage of the opening hours	99.6%	Measured and Analyzed Monthly
		4.5	**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 customer satisfaction and dissatisfaction data indicate an issue with customer access, this metric should be reported more frequently.	0%	Measured and Analyzed Quarterly
Managing Production Systems Providing and maintaining hardware and software that support the systems that are used by CSP staff to carry out a KCRP		4.5	**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%	Measured and Analyzed Monthly
		4.5	**Dialer Effectiveness –** e.g., effectiveness for the automated dialer	Completion Rate $$\frac{\text{\# of records contacted}}{\text{all records identified by the debt issuer}}$$			Measured and Analyzed Monthly

KSP		Item	Required Metrics	How the Metric is Measured	Special Considerations	Benchmark or Best Practice Target	Frequency
Managing Content Keeping the knowledgebase up to date and accurate	**Quality**	4.5	**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	Measured and Analyzed Monthly
		4.5	**Content Accuracy –** e.g., % of searches where information was correct	This is the number of content checks that were complete and accurate as a percentage of the number of checks completed	This data may be sampled. This metric must consider both incomplete information (completeness) and inaccurate information (accuracy) as defects.		Measured and Analyzed Monthly
Providing Internal Helpdesk Responding to staff requests to fix (or add/move/change) telecommunications or information systems equipment	**Service**	4.5	**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	Measured and Analyzed Monthly
		4.5	**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		Measured and Analyzed Monthly
Forecasting Accuracy Projecting the required resources in order to ensure sufficient capacity exists to meet service requirements at optimal efficiency.	**Quality**	2.4/ 4.5	**Staffing Forecast Accuracy –** e.g., actual required vs. forecasted staffing levels to identify required staffing levels to recruit/hire and train staff	The average of the absolute values of the weekly or daily percentage variance between the forecasted staffing levels and the required staffing levels.	Forecasting must be done at least at the weekly level accounting for the operational lag time for both hiring and training.	Various targets depending upon the volatility of the number of transactions, transaction handle time, and shrinkage percentage	Measured and Analyzed Monthly
		2.4/ 4.5	**Scheduling Forecast Accuracy –** e.g., actual required vs. forecasted staffing levels for scheduling resources to meet demand requirements	The variance between the forecast and actual required staffing levels. This is calculated as the % of intervals that are within $+x\%$ and $-y\%$ of the forecast staffing requirements.	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 arrivals.	Measured and Analyzed Monthly

KSP		Item	Required Metrics	How the Metric is Measured	Special Considerations	Benchmark or Best Practice Target	Frequency
[F2F] Inventory Management The timeliness of meeting implementation milestones	Quality	4.5	**Cycle Count Accuracy –** e.g., % of SKUs that are accurate. This could also be measured as a variance in units or value	The number of SKUs where the book to physical count was the same as a % of the SKUS counted.		Set targets consistent with the statement of direction and annual business plans	Measured and Analyzed Quarterly
		4.5	**Out of Stock –** e.g., number of SKUs where insufficient stocks were available to meet customer orders	Measured as the number of customer orders that could not be fulfilled in the month		Set target to balance stockouts against the cost of carrying too much inventory	Measured and Analyzed Monthly
Recruiting/Hiring Acquiring the necessary human resources to meet the staffing needs of the operation	Service	3.2/ 4.5	**On Time/Fill Rate –** e.g., **% of CSS staffing requests filled by the targeted date**	Percentage of CSS staff requests filled by the targeted date	Recruiting more than the requested CSS staff does not result in an on-time greater than 100%. The maximum is 100%. Other KCR jobs are not included in this metric	Typically, 90% or above	Measured and Analyzed Monthly
	Quality	3.2/ 4.5	**Recruitment Quality –** e.g., retention rate amongst new CSS staff	The percentage of new CSSs still in the business after 3 months 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. Other KCR jobs are not included in this metric	80%	Measured and Analyzed Monthly
Training Training staff to minimum skill and knowledge requirements	Quality	3.3/ 4.5	**Training Quality –** e.g., **% of CSSs meeting** acceptable performance levels on a metric or group of metrics that reflect training effectiveness within the first 30 days after completing training		This metric may be measured as an "index" score of multiple metrics or as an average class performance on metrics which are based on samples (to overcome issues with small sample sizes at the CSS level). Other KCR jobs are not included in this metric.	90%	Measured and Analyzed Monthly
Managing Employee Experience	Satisfa	3.7/ 4.5	**Employee Lifecycle Satisfaction –** Must track staff satisfaction at each key point in the lifecycle	The percentage of staff in KCR jobs indicating their level of satisfaction at each key point in the lifecycle	Applies to CSSs and any other KCR jobs where it is cost-beneficial to do so.	There are no specific benchmarks or best practice targets for Employee Lifecycle Satisfaction	Measured and Analyzed Annually

KSP	Item	Required Metrics	How the Metric is Measured	Special Considerations	Benchmark or Best Practice Target	Frequency
	3.7/ 4.5	**Overall Employee Satisfaction –** Must track overall staff satisfaction	The number of responses to surveys that score the overall satisfaction in the top two box as a percentage of the total completed surveys received		There are no specific benchmarks or best practice targets for Overall Employee Satisfaction	Measured and Analyzed Annually
	3.7/ 4.5	**Overall Employee Dissatisfaction –** Must track overall staff dissatisfaction	The number of responses to surveys that score the overall satisfaction in the bottom box as a percentage of the total completed surveys received		There are no specific benchmarks or best practice targets for Overall Employee Dissatisfaction	Measured and Analyzed Annually
Implementing New Programs The timeliness of meeting implementation milestones	**2.12/ 4.5**	**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	Measured and Analyzed Monthly
Real Time Management Ensuring that the schedule or roster is implemented correctly.	**2.5/ 4.5**	**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?)			Measured and Analyzed Monthly
Attrition Assessing the rate of staff departures for CSS	**3.8/ 4.5**	**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. Staff who leave during training are not included in this calculation. Annualization can be based on 1 month or more of data. At entity level, the calculation is based on the number of people who left the entity. At program level, it is based on the number of people who left the role in the program (this	Set targets based on an understanding of the cost of attrition and the impact on Service, Quality and Cost	Measured Monthly and Analyzed Quarterly

Service (vertical label)
People (vertical label)

KSP	Item	Required Metrics	How the Metric is Measured	Special Considerations	Benchmark or Best Practice Target	Frequency
	People			includes promotions to another role in the same program).		
Absenteeism Calculating the amount of time that is lost due to unscheduled absenteeism	3.8/ 4.5	**CSS Absenteeism –** e.g., % of hours lost through absenteeism. Must be measured at the program level	This is calculated as the number of hours lost through unplanned short term absenteeism as a percentage of scheduled hours.	CSS absenteeism includes only short-term absence. Short-term absence is an absence, for whatever reason, of those staff that were scheduled to work.	Set targets based on an understanding of the cost of absenteeism and the impact on Service, Quality, and Cost	Measured Monthly and Analyzed Quarterly
Service Management Metrics Controlling the performance of digital assisted systems	2.6/ 4.5	**Digital Assisted Systems Tickets On Time –** e.g., on time by severity level	The percentage of digital assisted system trouble tickets that are resolved within the targeted time	It is acceptable to set a target resolution time for each ticket based on its severity	Typically, 90% or above	Measured and Analyzed Monthly
	2.6/ 4.5	**Forecast Accuracy Peak –** e.g., % of days with an accurate peak forecast	The percentage of days that the actual peak demand was within a tolerance of the forecast peak in the day		Various targets depending upon the volatility of the transaction arrival rate	Measured and Analyzed Monthly
	2.6/ 4.5	**Forecast Accuracy Run Rate –** e.g., % of days with an accurate forecast of the daily transaction rate	The percentage of days that the actual transaction arrival rate was within a tolerance of the forecast transaction arrival rate		Various targets depending upon the volatility of the transaction arrival rate	Measured and Analyzed Monthly

KSP		Item	Required Metrics	How the Metric is Measured	Special Considerations	Benchmark or Best Practice Target	Frequency
Responding to RFXs Responding to Requests For proposal/information/quotation	**Service**	2.17/ 4.5	**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	Measured and Analyzed Monthly
Providing Client Reports Reporting information as required by clients. Commonly referred to as daily, weekly, or monthly reports	**Service**	2.21/ 4.5	**On Time** – e.g., On Time to send reports to the client	Percentage of reports sent to the client on or before the reporting deadline.		By agreement with the client. Typically, in the 95% to 100% range depending upon the volume of reports	Measured and Analyzed Monthly
	Quality	2.21/ 4.5	**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 90% to 100% range	Measured and Analyzed Monthly
Invoicing Clients Invoicing clients for services rendered	**Service**	2.22/ 4.5	**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	Measured and Analyzed Monthly
	Quality	2.22/ 4.5	**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	Measured and Analyzed Monthly

Exhibit 3 – Customer Experience and Overall Cost Metrics

Customer Experience and Cost Metrics		Item	Required Metrics	How the Metric is Measured	Special Considerations	Benchmark or Best Practice Target	Frequency
Service Journey Customer Experience Assessing the customer experience with the entire Service Journey	**Customer Experience**	4.1	**Service Journey Customer Experience** – e.g., Customer Effort Score	No specific metric is required as long as the organization is tracking the experience of the customer concerning the way that the resolution of a customer issue or request has been dealt with	This would apply to the service journeys identified in 2.1.1 Defining and Managing Service Journeys.	There are no specific benchmarks or best practice targets	Measured Monthly and Analyzed Quarterly
Customer Satisfaction and Dissatisfaction The Customer Experience with a channel is assessed by measuring how satisfied/dissatisfied customers are with the service(s) provided by the CSP		4.1	**Overall Customer Satisfaction** – Must track overall customer satisfaction for each channel 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 on several boxes. It is also the responsibility of the CSP to demonstrate their target is high performing. For channels (e.g., Chat, Social Media, SMS, WhatsApp) where a single transaction spans several individual interactions, the customer experience must be evaluated for the complete transaction and not for individual interactions.	85% Top Two Box on a 5-point scale with neutral mid-point	Measured and Analyzed Monthly
		4.1	**Overall Customer Dissatisfaction** – Must track overall customer dissatisfaction for each channel 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		Typically, 5% or below	Measured and Analyzed Monthly
Client Satisfaction and Dissatisfaction Assessing how satisfied/ dissatisfied clients are with the service(s) provided by the OSP	**Satisfaction**	4.2b	**Overall Client Satisfaction** – Must track overall client satisfaction	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 midpoint	Measured and Analyzed Quarterly
		4.2b	**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	Measured Monthly and Analyzed Quarterly

Customer Experience and Cost Metrics	Item		Required Metrics	How the Metric is Measured	Special Considerations	Benchmark or Best Practice Target	Frequency
Overall Cost Performance The CSP must measure the overall cost of handling customers across all the channels they employ	**Cost**	4.2a	**Cost per X –** e.g., Cost per Customer Served, Cost per Resolution, Cost per Contact, Cost per Unit Sold, Cost per Customer in the customer base	No specific metric is required. (Costs are based on total costs of service delivery)	The CSP must ensure the costs for human assisted and digital assisted channels are blended to allow the tracking of changes to overall cost from moving transactions from one channel to another		Measured and Analyzed Monthly

Glossary

Abandoned Calls Calls answered by the ACD system and placed in a live CSS 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 shifts (see Item *3.8 Reducing Attrition and Absenteeism*).

Absenteeism Costs Typically include most or all the following:

- 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 Customer Critical, Business Critical, and Compliance Error Accuracy. Accuracy may be measured as "percent correct", "percent defective", or "defective parts per million (dppm)".

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. 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 transactions in backlog that have not been processed. It must be calculated as "Average Time Late" (ATL).

Applied	A designation from COPC Inc. identifying entities that have formally committed to pursue certification to the COPC CX Standard.
Approach	The processes, practices, and procedures CSPs must develop and implement to meet the requirements of the COPC CX Standard.
Attrition	Voluntary and involuntary staff separations (see Item *3.8 Reducing Attrition and Absenteeism*).
Attrition Costs	Typically include most or all the following:

- 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)

- 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 CSSs 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 customer satisfaction.

- Overtime incurred due to reduced staff size

Automatic Call Distributor (ACD)	The system used by inbound contact centers to answer and distribute calls on a first-come/first-served basis amongst the available CSSs. These systems can be standalone or part of larger telecommunications systems. They usually have the capability to hold callers in queue, play announcements, and location data about the calls for report purposes.

Autonomous	A person, system, or entity that operates independently without the control or aid of others. Autonomous decisions by digital assisted systems are decisions where the system can recognize the customer's problem or need and provide resolution without human assistance or intervention.
Auxiliary Time (Aux)	Non-telephone time in the CSS 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 using 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 CSSs 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 CSSs spend processing a transaction. This includes time spent communicating with customers, putting customers on hold (hold time), and wrapping up the transaction after the customer has ended his/her participation in the transaction.
Average Speed of Answer (ASA)	The average amount of time all customers wait in queue before their calls or chat requests are answered by CSSs. 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 CSSs 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).
Back Stage Digital Assisted Transactions	Processing customer contacts or tasks by a system-based service without CSS involvement. These are typically RPAs.
COPC Baseline Assessment	An audit conducted by one or more COPC Registered Auditors and designed to provide a gap analysis of where the entity stands on all Items of the COPC CX Standard. 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 *Category 4.0 Performance* of the COPC CX Standard.
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 the COPC CX Standard or a process that is performed in a customer contact operation.
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 customer satisfaction and dissatisfaction data indicate an issue with customer access.
Bot	Bot -- short for "robot" and called a chatbot or an internet bot -- is a computer program that operates as an agent for a user or other program or to simulate human activity. Bots are normally used to automate certain tasks, meaning they can run without specific instructions from humans.

Business Critical Errors	Anything from the business perspective that causes the transaction to be defective, such as: • Unnecessary cost to the business • Unnecessary loss of revenue to the business "Business" could mean "client" for an OSP or "company" for a CSP or VMO.
Business Plan	A document used by the CSP containing actions to meet the specific objectives established by (or for) the CSP that identifies the individuals responsible for meeting the objectives, for taking the actions, and the milestones/target dates that should be met.
Business Process Outsourcer (BPO)	BPO covers a spectrum of activities that involve the outsourcing of Back Office work to be handled by an Outsource Service Provider (OSP) or a CSP.
Business Unit (BU)	Different groups, and departments within the enterprise. While the CSP itself is a BU, references in the standard are to groups outside the CSP.
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 measures of the customer experiences and scores provided by clients.
Capacity Plan	This is typically the model used to determine the number of CSSs 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 to allow for the length of time that is required to recruit and train additional staff or create additional workspace. This is distinct from the schedule which determines when existing staff will work.

Case Management	Case Management is concerned with the management of complex transactions that require multiple interactions to resolve. Cases will include Complaint Handling, Warranty Claims, Technical Support, On-site repair, Return to base repair, Application processing.
Chat	A real time electronic interaction between a CSS and customer utilizing an application on the company's website.
Chatbot	A digital assisted system that conducts a "chat" with a customer using either pre-programmed potential responses or responses based on a self-learning autonomous decision algorithm.
Client	Clients are the companies that hire OSPs to provide products and services to their customers.
Client Complaint	Any negative comment from a client received in person or by phone, mail, fax, etc. about any aspect of the CSP/OSP/VMO's products, services, staff, or CSSs.
Compliance Critical Error	An inaccuracy that causes 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 COPC CX Standard.
Concurrency	The measure of the rate at which chat transactions are processed concurrently
Concurrent Sessions	Chat transactions being processed simultaneously by a CSS.
Confidence Interval (Precision)	Based on a given set of sample data, a confidence interval gives an estimated range of values that is likely to include an unknown population parameter (e.g., mean). Confidence intervals are expressed as a +/- percentage. For example, the results of a customer satisfaction survey may indicate the average score is 87% with a confidence interval of +/-3%. This indicates the actual average satisfaction of the population is between 84% (87%-3%) and 90% (87%+3%).

| **Contact Channel** | A method by which a customer contacts a company to resolve an issue or make a request and/or the company contacts a customer in response to a previous customer inquiry. Contact channels may include but are not limited to: |

1. Inbound phone, including the IVR

2. Social media

3. Discussion boards

4. Email

5. Chat

6. Digital applications

7. Stores, branches, kiosks, and other physical locations

8. Call-backs

9. Text or SMS (short messaging service)

Contact channels do not include marketing communications.

| **Content** | Content is the information either contained in customer-facing systems (digital assisted channels) or for CSSs to reference when supporting customers (human assisted channels). |

| **Conversation** | In the Standard, this refers to the entire interaction between a customer and a bot/chatbot. The individual interactions that make up the conversation between the customer and the bot are called messages. |

| **COPC Certification Audit** | A comprehensive review of all Items of the COPC CX Standard to determine the extent to which an entity has implemented the COPC CX Standard. It typically requires two to three COPC Registered Auditors on site for three to five days. The output from this audit is a certification decision and written report. See the COPC CX Standard Certification Guide or VMO Certification Process for further details (separate documents). |

| **Cost** | Typically focuses on efficiency and the cost per unit incurred by an entity to provide a product or service. Cost is different from price. Price represents what an entity might charge for its services, or the cost burden transferred to the parent corporation. |

Critical Error	An inaccuracy that causes an entire transaction to be deemed defective. Typically, these are errors that will cause the customer to contact the CSP/OSP/VMO again or will result in unnecessary expense for either the customer (Customer Critical Errors) or the CSP, VMO, or client (Business Critical Errors) (see also Compliance Accuracy).
CSS (Customer Service/ Support Staff)	Staff that processes customer transactions in a customer contact operation (e.g., calls, emails, web inquiries, fax, mail, etc.), locations, offices, and field service dispatch. Alternative terminology often used in the industry includes agents, CSRs, technical service representatives, collectors, retail staff, technicians, and associates.
CUIKA	COPC Inc. acronym used to describe the collection, analysis, and use of performance data to enable the entity to achieve its service, quality, cost, and customer experience targets (as appropriate). All performance data in *Category 4.0 Performance* must be "CUIKA". The elements of CUIKA are contained in Items 1.3, 1.4, and 2.14 of the COPC CX Standard.
Customers	The end users of an organization's products or services. Customers may be consumers, businesses, field organizations, or retailers, distributors, and specialists that encompass a distribution channel.
Customer Critical Errors	Anything from the customer's perspective that causes the transaction to be defective, such as:

- Not solving the query (whether this necessitates a repeat transaction)

- Mistreating the customer

- Failure to communicate clearly

Customer Experience	The cumulative impact of multiple touchpoints over the course of a customer's interaction with an organization.

Customer Experience Performance Leader (CXPL)	Someone who has successfully completed COPC Best Practices for CX Operations Training. The person from the entity responsible for coordinating all activities to reach compliance with the COPC CX Standard. This person is usually the primary interface between the entity and COPC Inc.
Customer-Facing Systems	Systems with which customers directly interact. These include IVR systems and websites but also cover any self-service provisions which the CSP/OSP/VMO provides to the customer. (Examples: IVR call routing, IVR self-service, digital applications, chatbots).
Customer Service Provider (CSP)	CSPs provide services to customers on behalf of internal clients who are part of the same organization. CSPs encompass most, if not all, types of service environments.
Customer Support Systems	Digital assisted systems used by CSSs and other staff to support customers.
Cycle Time	The elapsed time for the end-to-end handling of a transaction from the customer's 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 customer is not actively engaged during the queue time

- The center determines when to process the transaction

- The cycle time is usually measured in hours or days

- Transactions waiting to be processed are termed backlog

Types of KCRPs which are deferred transactions include:

- 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 and Put away
- Service Dispatch
- Case Management
- Processing Literature Requests
- Processing Do Not Call List
- Processing Client Files
- Activating Accounts
- Processing Letters
- Receiving and Preparing Transactions

Demand

(Demand Requirement) A calculation that identifies the expected CSS resources needed to handle all transaction types, based on the targeted Service Level (Cycle Time), forecasted transaction volume, and forecasted AHT ("Unloaded Demand") or based on the targeted Service Level (Cycle Time), forecasted transaction volume, forecasted AHT, and forecasted shrinkage ("Loaded Demand").

Department	Within an entity, a distinct group or segment of the operation is most often defined by the entity's organizational structure. The department may be comprised of the operation's service delivery customer contact component or support service (e.g., human resources, information technology).
Department Business Plan	The annual plan, prepared at the departmental level, 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.
Digital Assisted Channel	A method of support in which the service is provided by an electronic system and a CSS is not involved. Examples include services provided by digital applications, bots, AI, IVRs, and automated teller machines.
Digital Assisted System	A computer system designed to provide customer support with little to no intervention or assistance from a CSS. Examples include but not limited to service provided by IVRs, kiosks, chatbots, smartphone apps, and self-service websites.
Digitalization	The conversion of text, images, or sound into a digital form that can be processed by a computer. Also refers to the transformation of services, customer support models, and back-office processes to primarily being handled by digital assisted systems rather than humans.
Downstream	Steps in a process or journey that take place later than at a given point.
Efficiency Metrics	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.
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.

Employee Lifecycle	The different stages an employee experiences within a specific job and through the employee's progression within the organization.
End-to-End Evaluation	Analysis of processes from start to finish with start defined as the time the transaction is delivered to the entity (e.g., day and time an email is received, day and time a fax is received) and finish defined as the time the transaction is completed from the customer's perspective (e.g., when the product ships, when an email response is sent to the customer).
Enterprise	The client company selling products or services to customers; the company or entity represented by the VMO.
Entity	The company, organization, or service operation applying, or seeking certification to a COPC CX Standard. As an example, any of the following could be considered an entity for the purposes of certification to the COPC CX Standard:

- 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).

Exemption (or Waiver)	Required when the OSP is not able to demonstrate a competence in one or more Items.
	This may be due to:

- Client policy (e.g., forbidding contact with customers to conduct customer satisfaction surveys)
- Deficiencies in client systems or processes
- Conflict with client contractual or commercial terms (e.g., low target requirements)
- Client not responding

	They are only applicable to OSPs in the COPC CX Standard for Contact Centers.
Exit Rate	For Face-to-Face operations, the Exit Rate is measured as the delta between footfall and customers that register for a queue.
First Call Resolution	The percentage of calls successfully processed during the first call made by the customer 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 customer and not resulting in a transfer or repeat contact on the same issue. Sometimes referred to as 'FCR'.
Forecast Accuracy	The quantified difference between a forecasted number (e.g., volume, AHT, required staff) and the actual results as a percentage of the forecast.
Forecasting	Analysis of historical transaction volume and AHT, arrival patterns, and shrinkage to determine future patterns and demand requirements.
Front Stage Conversational Digital Assisted Transactions	The handling of customer-facing interactions where there is a dialogue between the digital system and the customer without CSS involvement. These are typically voice bots, chat bots, digital humans, or smart IVR solutions.

Front Stage Non-Conversational Digital Assisted Transactions	The handling of customer-facing interactions where the customers only provide inputs and there is **no** dialogue between the digital system and the customer, without CSS involvement. These are typically USSD, mobile app, website, or mydomain environment.
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 are typically considered one FTE.
High-Performing Organizations	Companies and entities are generally recognized as having achieved high levels of service, quality, revenue, cost, and customer satisfaction.
Human Assisted Channel	A method of support in which the service is provided by a CSS who helps the customer. This typically includes service provided by phone, email, chat, social media, or in-location staff.
Incident	An incident is a customer issue or problem, and all the associated work that is involved in handling it until it is resolved.
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 a customer to automated information or the appropriate queue.
Interval	A term used in forecasting, staffing, and scheduling to define the appropriate time interval for creating forecasts and schedules. It applies to both real time and deferred transactions. Intervals for inbound phone transactions are usually 15 or 30 minutes. For deferred transactions such as email, the interval used is normally related to the target cycle time and is usually measured in hours.
Issue Resolution	The percentage of processed transactions in which the customers' 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 customers and clients for the products and services it offers.

Key Customer Related Jobs (KCR Jobs)	Those positions that either perform or directly manage staff performing KCRPs (see definition below).

- For customer contact operations, KCR jobs include phone, email, 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.

- For field service operations, KCR jobs include staff who are dispatched to the customer site, as well as the staff who direct, manage, and evaluate their performance.

- For stores, branches, etc., KCR jobs include staff who interface directly with customers (e.g., cashiers, associates, tellers, etc.) as well as the staff who direct, manage, and evaluate their performance.

- For the COPC CX Standard for Contact Centers, KCR jobs include CSSs, those that deliver CSS or digital system training, update or manage content, perform CSS or digital system transaction monitoring, workforce planning, scheduling, and real time management, those who recruit CSSs, staff responsible for functional configuration of customer-facing digital assisted systems, and client relationship managers.

Key Customer Related Processes (KCRP)	Those processes that are critical to the CSP/OSP's ability to deliver high levels of performance to customers and clients for the products and services it offers. These processes are identified in Exhibit 1 of the COPC CX Standards.

Key Suppliers	Key suppliers are those organizations, external to the entity, that perform a KSP. These suppliers need not be external to the *company*; 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 a CSP/OSP to perform KCRPs or a VMO to perform KBPs to meet targeted levels. These almost always include information systems, forecasting, hiring, recruiting, training, and telecom (for customer contact operations). KSPs are identified in Exhibit 2 of the COPC CX Standards.
Knowledge	Knowledge is information and skills that are gained through education or experience.
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 CSSs 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).
Levels	The performance required for each metric to meet the requirements of Category 4.0 and as defined in Exhibits 1, 2, and 3. Fifty percent [50%] of metrics for each Category 4.0 Item must consistently meet or exceed target ¾ of the time periods.
Licensee	Companies that are licensed by COPC Inc. to determine compliance with the COPC CX Standard and nominate entities for certification to the COPC CX Standard. They perform audits and reviews using the COPC CX Standard. Licensees must follow specific guidelines to ensure the integrity of the COPC CX Standard and the COPC Inc. Certification Process.
Location	The COPC CX Standard, refers to a place where face-to-face service transactions take place, e.g., retail stores, bank branches, customer's homes, etc.

Major Changes	Major changes typically involve the coordination of multiple functions or departments and take significant time and/or substantial investment to implement. The appointment of a member of staff as a project manager is a clear indicator a change is seen by the organization as a major change.
Meeting Targeted Performance Levels	Meeting targeted performance levels is defined as meeting the target in at least three-quarters (3/4ths) of the time periods for each metric. "Meeting targeted performance levels" is based by metric. As an example, for a CSP with 100 metrics, to be certified, the CSP would have to achieve its target at least three-fourths (3/4ths) of the time periods in 50 of the 100 metrics.
Messages	In the Standard, this means the individual interactions between a customer and a bot/chatbot that together make up a conversation of the complete transaction.
Minimum Hiring Requirements	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.
	The list is 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.
	The list includes 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	What an employee who occupies a KCR job must know and be able to do before he or she becomes operational in his or her job. These skills and knowledge must be verifiable and will be dependent upon the job. NOTE: In common usage, this is often shortened to "Minimum Skills".
Monitoring	See Transaction Monitoring.
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.

Objective	A specific result that a person or system aims to achieve within a time frame and with available resources. In general, objectives are more specific and easier to measure than goals. Objectives are basic tools that underlie all planning and strategic activities.
Occupancy	An efficiency metric calculated as:
	(transaction handle time) / (transaction handle time + available time)
	Occupancy is commonly used to show how effectively CSSs are scheduled to work to meet the arrival of transactions.
OJT	On-the-job training.
Outsource Service Provider (OSP)	Third parties are contracted by clients to provide services to customers on their behalf. Like CSPs, OSPs encompass most, if not all, types of service environments.
On Time	The percentage of transactions processed within the targeted cycle time.
Paid Time	Paid working time. This typically refers to the hours for which CSSs are paid during their workday. (This 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 about consistently meeting customer requirements.
Performance Metrics	Measures used by the entity to track performance, particularly of KCRPs (CSP/OSP) and KBPs (VMO). Examples and requirements are presented in *Category 4.0 Performance* and the Exhibits.
Performance Summary Table (PST)	A table summarizing the performance of key output metrics used to calculate the number of metrics consistently meeting the target and/or showing sustained improvement (also referred to as the 50/75 rule) required by Item *4.6 Achieving Results*.
Precision	See Confidence Interval.
Previous Performance Level	The average of the previous three data points (or the average of the previous data points if fewer than three data points are available).

Proactive Chat	A chat session initiated by the CSP sending an invitation to the customer.
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.
Productive Time	Time spent by a CSS processing transactions. For blended CSSs 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 emails or making callbacks.
Productivity	An efficiency metric calculated as: (productive time) / (paid time).
Production System	Systems that are used by CSP/ OSP staff to carry out a KCRP. Typically, these include 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.
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/OSP/VMO's organization structures. The more distinct the organization structure, the more the entity is likely to have different programs. Thus, an OSP that uses two different teams for one client probably has two programs for that client.
Quality	Doing things accurately on 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).
Reactive Chat	A chat session initiated by the customer.

Real Time Transactions	Real time transactions are typified by:

- There is a live engagement with the customer, and the customer is present throughout the queue time.

- The customer determines when to initiate contact, and the service operation is reacting to this demand.

- The center has a limited time to pick up the transaction before the customer abandons.

- Backlogs are not experienced as the customer abandons if the transaction is not answered in reasonable time frame.

Real time transactions include:

- Inbound customer calls

- Web chat

- Escalations (live transfer of phone calls)

- Person to person customer services

COPC® Recertification Audit	Entities certified to the COPC CX Standard must be re-certified on an annual basis. The COPC® Recertification Audit is an abbreviated version of a COPC Certification Audit. See the COPC CX Standard Certification Guidelines for CSPs and OSPs, and the COPC CX Standard Certification Process for VMOs for more detailed requirements (separate documents).
Request for… (RFX)	A term created by COPC Inc. for any requests made by VMOs to potential OSPs for Information (RFI), Proposal (RFP), or Quote (RFQ).
Request for Proposal (RFP)	A document normally prepared by a VMO and sent to OSPs asking them to present a proposal detailing the methods and price to perform the services to be outsourced as described in the RFP.

Requirement	There are two definitions of this term as it is used in the COPC CX Standard:
	1. Any need that the CSP/OSP/VMO must fulfill (e.g., respond to emails). Reference is made throughout all the COPC CX Standard to client and customer requirements.
	2. An element of the COPC CX Standard that is a subset of an Item. For example, 1.1.1 is a requirement in *1.1 Setting Direction*.
Resolution	Resolution is when a customer's problem or issue has been satisfactorily (to the customer) dealt with.
Right Party	Right Party for Outbound is defined as the person to be reached.
Sales/ Revenue	Income for the client (or CSP) generated during a customer transaction (e.g., making a product sale or collecting past due amounts).
Schedule Adherence	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.).
	To illustrate this calculation, assume a CSS's break of 15 minutes is scheduled to begin at 10:00am, but is taken between 10:05 am and 10:20 am. The calculation of Schedule Adherence is:
	[15 (actual break) – 5 (late start) – 5 (late return)] / [15 (scheduled break)] = 33%

Schedule Attainment	Schedule attainment is the percentage of FTEs in the client-required staffing plan that are 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/OSP does not have to have equal emphasis both above and below the target to reflect a different emphasis on cost or customer 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, Schedule Attainment is calculated as follows:

1- (ABS (Actual FTE - Required FTE) / Required FTE)

Actual FTE = 14.5, Required FTE = 15

1 - (ABS (14.5 - 15) / 15) = 1 - (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 VMO and an OSP that clearly describes the work product to be delivered by the OSP.

Service	There are two definitions of this term as it is used in the COPC CX 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 CSS or how long it takes to receive a response to an email.
	2. A specific function that the CSP or VMO must provide (e.g., Inbound Customer Service, Technical Support, Collections, etc.).
Service Dispatch	Service dispatch is that part of the organization that is responsible for arranging for technicians to visit customers to provide on-site support.
Service Journey	The path taken by a customer end to end, interacting with any combination of company contact channels and resources required to resolve a customer request or need.
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.
Service Rate	Total interactions completed using service functionality divided by the total number of transactions eligible for the service. The number of transactions eligible for service are those transactions in which the customer has had a meaningful interaction with the system to obtain specific information or a resolution.
Service Request	A service request is another name for an incident or customer issue.
Session Abandonment Rate	Session Abandonment Rate is a measure of the number of transactions that abandon after a chat dialogue has been established.

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	A software controlled ACD function that routes caller to specific CSSs based upon predetermined parameters and calling conditions (e.g., language capability, call priority, etc.).
Social Media	Tools and applications that are created with the intent to allow an individual to create profiles; to create, develop and share content; and to 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 Pinterest.
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.
Staff Classification	Two distinct staff classifications describe positions (as opposed to the personnel occupying those positions) from the customer perspective.

- **Indefinite staff** occupy positions with no known end date. They are employed either by the CSP/OSP/VMO or a staffing or recruiting firm (in which case they are often called "temps"). A position that is occupied during a year by four three-month "temps" is de facto an indefinite position for the purposes of the COPC CX Standard.

- **Temporary staff** occupy positions for which there is a known end date, such as for a holiday rush.

Staff, Contract	Full- and part-time staff on the payroll of a staffing/recruiting agency.

Staffing	Calculating the estimated number of CSS resources by period (regardless of who will be assigned) that are required to handle the forecast transaction load (loaded demand).
	See Demand/Demand Requirement.
Stakeholder	A party that is involved in the process either as a participant or is affected by the process. Business Units within a company that are outside the CSP are referred to as Stakeholders.
Statement of Work (SOW)	See Scope of Work.
Supervisor	The managerial position within a CSP/OSP 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 better than 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 must be better than the previous performance level). Data points which are better than target will be treated as being better than the previous performance level. The previous performance level is the average of the previous three data points (or the average of the previous data points if fewer than three data points are available).
Systems Functionality	Operation of the system from a customer perspective and not simply hardware availability.
Target	A quantified level of performance for a requirement (e.g., respond to 95% of emails within 24 hours of receipt).
Temporary Staff	Staff occupying positions for which there is a known end date.

Third (3rd) Party Maintainer	A maintenance supplier which is used to provide on-site or return to base repair or engineering.
Time on Phone	The actual length of time CSSs are talking on the phone with a customer 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 time (email, correspondence), and any after call work.
Transaction Monitoring	Reviewing the style, format, professionalism, knowledge, and accuracy of information as it is provided by CSSs to customers (see Item *2.7 Managing Quality*). 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 CSSs' written responses to customer inquiries. For field service operations, this is usually performed by reviewing work performed by the CSS or accompanying and observing the CSS. For stores, branches, etc., this is typically performed through direct observation.
Trends	Evaluation of how performance has changed over time.
Unscheduled Shift Absences (Hours)	The number of hours CSSs (or a group of CSSs) are scheduled to work but do not because of unplanned absences - such as illness, tardiness, and last-minute personal days - in each 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.
	The following can be excluded from the calculation: long-term absences, planned vacation, sending staff home early or instructing them to stay home, shift swaps that occur 24 hours or more in advance.
Upstream	Steps in a process or journey that take place earlier than at a given point.

Uptime	The percentage of time systems are available to be used as intended (computer systems, telephone lines, ACDs and desktop terminals).
Utilization	An efficiency metric that represents the time CSSs are engaged in customer interactions or waiting for an incoming customer interaction as a percent of the time CSSs are paid (this excludes paid time off and any non-paid breaks). This is calculated as: (transaction handle time + available time) / (paid onsite time) Utilization is commonly used to show how effectively CSSs are being managed and how much of their time is truly available to handle customer transactions.
Vendor	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.
Vendor Management Organization (VMO)	VMOs are organizational units or groups of individuals within a company, typically within the client company, responsible for managing at least a portion of the company's customer experience programs. Typically, VMOs manage OSPs but may also manage CSPs.
Waiver (or Exemption)	Required when the OSP is not able to demonstrate a competence in one or more Items. This may be due to: • Client policy (e.g., forbidding contact with customers to conduct customer satisfaction surveys) • Deficiencies in client systems or processes • Conflict with client contractual or commercial terms (e.g., low target requirements) • Client not responding They are only applicable to OSPs in the COPC CX Standard for Contact Centers.

Web Chat   On a network, real-time exchange of written communication between customers and CSSs. Usually used for technical support, product queries, idea generation or customer satisfaction discussions. Typically, CSSs chat concurrently with two or more customers.