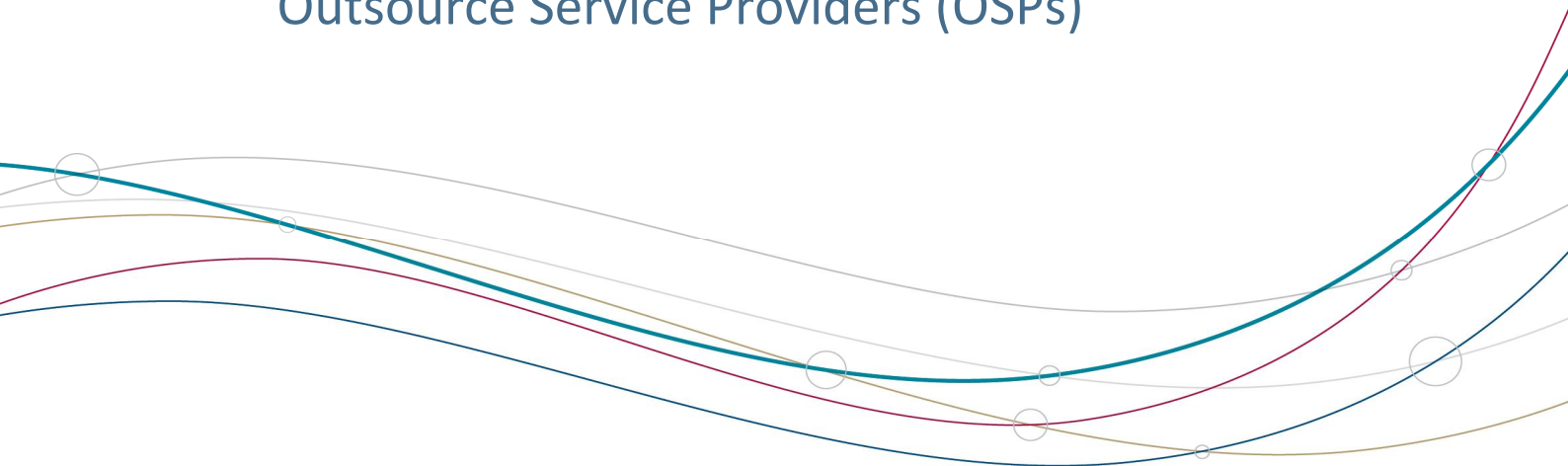


MAY 2016

COPC Customer Experience Standard

The Performance Management System for
Outsource Service Providers (OSPs)



RELEASE 6.0
VERSION 1.0

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INTRODUCTION TO THE COPC CUSTOMER EXPERIENCE (CX) STANDARD FOR OUTSOURCE SERVICE PROVIDERS (OSPS)

The COPC CX Standard for OSPs (formerly known as the COPC OSP Standard) is a performance management system for managing customer experience operations. It offers a set of management practices and key metrics/measurements for operations that are involved in managing the customer experience through a single channel or across multiple channels.

While still applicable to contact center operations and other single channels of operations, Release 6.0 of the COPC CX Standard for OSPs has been expanded and updated to provide guidelines and best practices for managing any type of customer contact operation, including unassisted (digital) channels.

The COPC CX Standard for OSPs is designed to:

- Improve the customer experience through better insights into customers' requirements and expectations and through alignment of systems and processes to meet these expectations
- Provide a proven process to evaluate and manage a multichannel customer experience program
- Increase revenue (for operations that are revenue-driven)
- Reduce the cost of providing excellent service

Companies that successfully implement the COPC CX Standard will significantly improve the customer experience and increase sales while lowering costs.

Key Terms and Relationships

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

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

The COPC CX Standard is based on the following terminology and relationships:

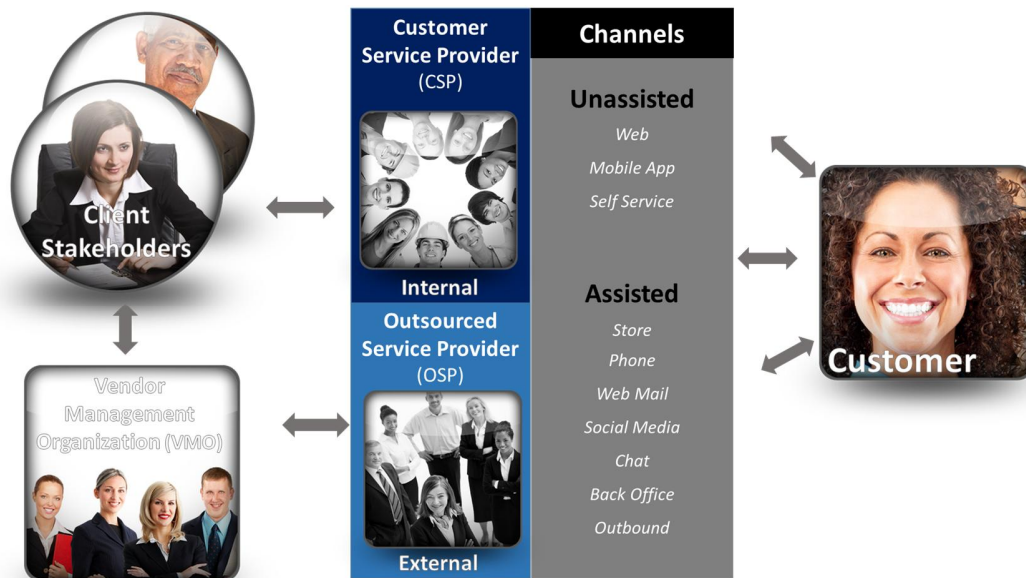


Figure 1. This diagram depicts how service is ultimately provided to an end user, or customer, the organizations involved, and the channels through which service is provided. Below are descriptions of each.

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.

Outsourced 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.



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, but may also manage CSPs.

Unassisted Channels

Unassisted channels are contact points where customers direct their service transactions without interaction with an individual. 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-store systems, phone-based systems or mobile applications.

Assisted Channels

Assisted channels are those in which the service is provided by individuals assisting customers. These typically include service provided by phone, email, chat, social media, or in-store staff.

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

OBJECTIVES AND USES OF THE COPC CUSTOMER EXPERIENCE (CX) STANDARD

The COPC CX Standard is used by leading companies in more than 70 countries.

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 6.0 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.

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.



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 agent, 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 an agent 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 occurs through effective customer ordering systems, or in sales and collections customer contact operations.
- **Cost** typically focuses on efficiency and the cost per unit incurred by the OSP 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 assisted channels, while high capital costs are associated with unassisted channels. Blending these will show if migrating customer support from assisted to unassisted channels genuinely results in reduced cost per unit.

Cost is different from price. Price represents what a OSP might charge for its services or the cost burden transferred to the parent corporation.

What Types of OSPs Use the COPC CX Standard?

Assisted Channels:

Inbound and Outbound Customer Contact Operations:

These operations are often referred to as “call” centers. However, most of these customer contact operations interact with customers via phone, electronic 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 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 Stores:

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

Unassisted Channels:

Content Managers:

The staff responsible for ensuring the information that is provided to customers – either through self-service systems or customer service/support staff – is accurate, complete and up-to-date.



Digital Service Providers:

These operations are responsible for delivering customer service through digital channels such as online services, mobile applications, self-help and self-service systems.



ABOUT THE COPC CUSTOMER EXPERIENCE (CX) STANDARD

Background

The original COPC CX Standard (formerly known as the COPC OSP 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 OSP industry, the team then adapted the Baldrige criteria to accommodate the practical realities of the OSP industry by:

- Emphasizing or adding results, measures, and processes most important to OSPs and their clients and customers.
- Excluding portions of the criteria that, based on OSP 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.

There will be three versions of the COPC CX Standard—for CSPs, OSPs, and VMOs. The OSP and VMO versions will become available following the CSP version. The COPC Healthcare Provider (HSP) Standard will not be updated at this time. The three versions of the COPC CX Standard are:

- The ***COPC CX Standard for Customer Service Providers (CSPs)*** is the comprehensive performance management system for CSPs that is endorsed by the COPC® Standards Committee. The 33 items in the CX Standard 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 CSPs are to:



- Provide high-performing CSPs with a level of recognition that will distinguish them as among the best in the world.
- Provide the industry with a model to use to drive high performance.
- The **COPC CX Standard for Vendor Management Organizations (VMOs)** (formerly known as the COPC VMO Standard) 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 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.
- The **COPC CX Standard for Outsource Service Providers (OSPs)** (formerly known as the COPC OSP Standard) is the comprehensive performance management system for OSPs that is endorsed by the COPC Standards Committee. Like the COPC CX Standard for CSPs, the COPC CX Standard for OSPs is an effective management system that will contribute to achieving high levels of performance in a customer contact operation. It has been modified to meet the unique aspects of their relationships with clients.

Each of these Standards is available on COPC Inc.'s web site: (www.copc.com).

Release 6.0 of the COPC CX Standard for OSPs is a major revision. For the first time, COPC Inc.'s performance management system is applied to all types of customer contact operations, including unassisted channels. This marks the COPC CX Standards continued evolution to meet the dynamic needs of the customer contact 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 current members may be found at www.copc.com.

- The COPC Standards Committee meets twice each year to interpret and refine the COPC CX Standard.
- International representation will continue to be added to the COPC Standards Committee.
- Users of the COPC CX Standard provide input to the COPC Standards Committee. Changes to compliance criteria for each item of the COPC CX Standard are made once a year. The compliance criteria for the CSP and OSP versions of the CX Standard may be found in the certification guides for each.

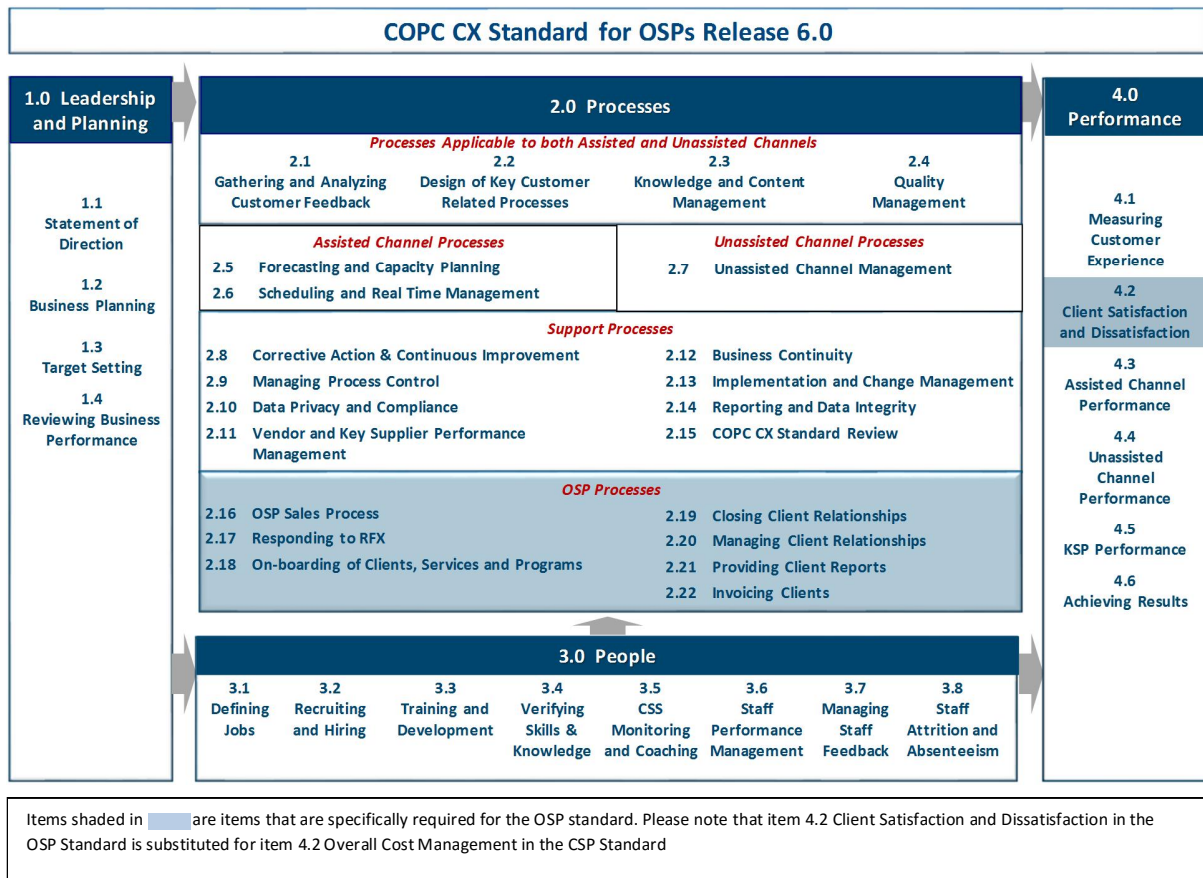


Overview of the COPC CX Standard for OSPs

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

- The COPC CX Standard for OSPs 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 processes and managing those processes with the appropriate information.
- The **goal** of the system is a balanced composite of customer experience, product and service performance, and productivity addressed in *Category 4.0 Performance*.

COPC CX STANDARD FOR OSPs RELEASE 6.0 SCHEMATIC



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 OSP provides appropriate leadership and how doing so helps the OSP achieve its objectives. It also focuses on the management of the Category 4.0 Performance results.

1.1 Statement of Direction (100 Points)

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

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

1.2 Business Planning (100 Points)

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

1. The OSP's process for developing its Annual Entity and Department Business Plans must incorporate an analysis of:
 - a. Customer feedback and customer data.
 - b. All required metrics listed in Exhibits 1, 2 and 3 to identify prolonged failures and opportunities for improving performance.
 - c. New channels for delivering a better customer experience.
 - d. Overall service design and the balance between assisted and unassisted channels, and the impact this has on costs and customer experience.
 - e. The expected volume of unassisted and assisted interactions and the ability of the infrastructure to support the workload.
2. The OSP'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 Targets: Targets for improving productivity and efficiency, increasing revenue, reducing costs, or achieving budget can be considered as financial targets.
 - b. Quantified Non-Financial Targets: Targets must be established for those Category 4.0 Performance metrics that relate to the statement of direction and annual entity business plan.
 - c. For each quantified financial and non-financial target, the OSP must define:
 - i. The actions that will be taken to achieve the target
 - ii. Milestones for implementing these actions
 - iii. The manager(s) who will be responsible for implementation

1.3 Target Setting (100 Points)

The OSP must have an approach for setting targets for all required metrics listed in Exhibits 1, 2 and 3 that ensures high performance and continuous improvement, where continuous improvement will improve the customer experience or financial results.

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

1.4 Reviewing Business Performance (100 Points)

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

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

2.0 PROCESSES (1360 POINTS)

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

2.1 Gathering and Analyzing Customer Feedback (80 Points)

The OSP must ensure a structured approach is used for capturing, evaluating, and taking appropriate action on feedback obtained from customers.

1. The structured approach must:
 - a. Gather feedback from customers about the clients' products, services, support and service policies, processes and procedures or any aspects of customer handling from any channel the client employs.
 - i. The OSP must gather feedback from customer interactions that are handled in the course of their normal service provision. It is not required that the OSP proactively solicits feedback.
 - ii. Sources of feedback may include but are not limited to complaints, information captured during transaction monitoring, satisfaction surveys, analysis of detractors or dissatisfied customers, and feedback received from frontline staff.
 - b. Identify reasons why customers contact the OSP.
 - c. Analyze data generated from unassisted interactions to determine customer trends and signals that indicate opportunities to improve the customer experience.
2. Based on an analysis of the data gathered in 1 above, the OSP must identify, quantify and understand the relative importance of the factors that have a significant impact on the enterprise or client business's ability to generate high levels of customer experience, revenue performance or cost efficiency.
3. The OSP must take action on factors controllable by the OSP and ensure the client is provided with the necessary information to enable it to take effective action.
4. Drivers of the customer experience must be identified and used to develop the attributes that are included in customer experience surveys (see Item 4.1 *Measuring the Customer Experience*) and Customer Critical Errors (see Item 2.4 *Quality Management*).

2.2 Design of Key Customer-Related Processes (100 Points)

The OSP must ensure its key customer-related processes (KCRPs) are defined and operating effectively to consistently achieve targets.

1. Each KCRP must include clear procedures that have a high probability of achieving:
 - a. Client, customer, and OSP requirements, and
 - b. Targets or specification limits.
2. If the customer's task can be accomplished through more than one channel, the customer experience must be consistent across channels, unless there is a business reason for this differentiation.
 - a. Relevant customer information and data must be consistent and available through all channels.
 - b. The results from the same process carried out in each channel must be consistent and predictable.
3. For assisted channels, the OSP must have an approach that ensures the procedures for each KCRP are performed:
 - a. As intended.
 - b. In a consistent manner across all shifts and work teams (i.e., the OSP must minimize variation).
4. Any technology or systems intended for customer use must be designed to enhance customer interactions.
 - a. Information gathered through the system must be used by the system or frontline staff to address customer needs.
 - b. 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).
 - c. The system must allow customers to recover from input errors (i.e., customers using the system must have the ability to return to a previous prompt or menu).

2.3 Knowledge and Content Management (100 Points)

The OSP must use a structured approach for managing content, including changes to content built into programs, procedures or systems. The intent is that all channels provide customers with up-to-date content.

1. The OSP must have and use a structured approach for content management to ensure content used by customers or staff 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. Determining the method for execution of changes – update of knowledge base or content management of unassisted channel data, and how CSSs are to be informed or trained on the new content:
 - i. Providing up-to-date content to all appropriate CSSs.
 - ii. Communicating these changes to all relevant staff in a timely manner.
 - iii. Verifying CSSs understand and use the new content.
 - d. Ensuring only authorized staff are able to make revisions to content.
 - e. Removal of obsolete content.
2. Positions responsible for content management are KCR jobs.
 3. The OSP must measure and manage the timeliness, accuracy and completeness of content management using all appropriate metrics in Exhibit 2

2.4 Quality Management (100 Points)

The OSP must have an approach for quality management that is designed to meet OSP, client, and customer requirements and targets. For assisted channels, quality management is likely to be accomplished via transaction monitoring. For unassisted channels, the OSP must perform quality assurance checks.

This approach must have two goals:

- (1) To enable the OSP to measure the accuracy or defect rate performance of a program.
 - (2) To enable the OSP to identify reasons for defects and address them.
1. The quality management approach must enable the OSP to measure the accuracy or defect rate performance of a program. This approach must ensure that:
 - a. The OSP establishes the number of monthly interactions to be monitored or checked for each program based on an understanding of the statistical implications of the sample size.
 - b. The methodology used to select the sample of interactions to be monitored or checked is unbiased.
 - i. If the OSP is using a systems-based quality assurance check (e.g., to measure the quality of unassisted interactions), then it must ensure the selection and sampling approach is unbiased.
 - c. The method of measuring quality does not affect the results (e.g., side-by-side monitoring for assisted channels).
 - d. Customer Critical Error Accuracy, Business Critical Error Accuracy, and Compliance Critical Error Accuracy must be monitored or checked and assessed as distinct components
 - i. The OSP must define Customer Critical Errors by an analysis of the key drivers of the Customer Experience (see *Item 2.1 Gathering and Analyzing Customer Feedback*).
 - ii. The OSP 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 Measuring Customer Experience*).
 - iii. Business Critical Errors must be related to other measures of business performance (e.g., cost).

2. The OSP must have an approach for analyzing quality results to understand and identify frequent causes of error. This must include:
 - a. The aggregation of monitoring results to identify frequent causes of error.
 - b. The OSP must investigate the causes of these frequent errors using the corrective action approach (see *Item 2.8 Corrective Action and Continuous Improvement*) to identify how and where to address these errors in the organization.
 - c. Action must be taken to address the issues identified.
3. The OSP'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 used for quality assurance checking must be regularly calibrated to ensure they are consistently and accurately measuring quality.
 - b. Individuals performing monitoring must be trained and verified on all the minimum skills to perform the job. (Monitoring transactions is a KCR job.)
 - c. 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.
 - d. A sample of transactions or interactions assessed by monitors must be re-monitored on an on-going basis to ensure consistency with the reference or gauge.

2.5 Forecasting and Capacity Planning (80 Points)

The OSP must develop a capacity plan based upon forecasts for transaction volumes, handle times, and shrinkage to ensure that it has sufficient resources to meet future demand.

1. **Forecasting** - The OSP must understand its historical volume, transaction handle time, and shrinkage and must develop forecasts for each of these for all types of assisted channel transactions (e.g., calls, emails, chat, social media).
 - a. The OSP must measure and manage all forecast accuracy metrics required in Exhibit 2.
2. **Capacity Planning** - The OSP must develop a capacity plan using a quantitative model 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 forecasts from 2.5.1 for:
 - i. Transactional volume
 - ii. Transaction handle time
 - iii. Shrinkage
 - iv. Target service level or cycle time
 - c. Capacity plans must be produced using weekly or daily data.

2.6 Scheduling and Real Time Management (80 Points)

The OSP must schedule staff to meet expected assisted channel transaction volumes and utilize a real time management approach to provide sufficient staff availability to achieve speed of answer targets while minimizing cost.

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

- a. Calculate the number of staff required per interval of the day and create a schedule that minimizes the variation between the number of staff required and the number of staff available in each interval.
- b. Consider both its Service Level and Efficiency/Cost targets.
- c. Incorporate forecasts for:
 - i. Volume
 - ii. Handle Time
 - iii. Shrinkage
 - iv. Service level or Cycle time targets
- d. 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
- e. Schedules must be implemented as designed.
- f. The OSP 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 OSP must use a structured approach for:

- a. Taking action 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.

3. **Allocating Transactions** - The OSP 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.
- c. Where the OSP 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

2.7 Unassisted Channel Management (100 Points)

The OSP must have approaches for the implementation and management of key customer-related processes for unassisted channels in order to provide high levels of service delivery to customers.

KCRPs for unassisted channels are provided by customer touch systems which are systems with which customers directly interact (*e.g. website, mobile application, self-help, self-support systems, IVR self-service and IVR call-routing*).

1. The OSP must have a structured approach for forecasting future activity and calculating required systems capacity in order to maintain customer touch systems availability and throughput at targeted levels.
2. For all customer touch systems the OSP uses, the OSP must ensure:
 - a. There is a measurement of customer experience with the system.
 - i. The measure of the customer experience must be consistent with the requirements of Item 4.1 *Measuring the Customer Experience*.
 - b. Action is taken on any factors identified from Item 2.1 *Gathering and Analyzing Customer Feedback* that have a significant impact on the OSP's ability to improve the customer experience.
 - c. User acceptance testing is conducted during development and after a material change to ensure each customer touch system accurately and efficiently supports customers as intended.
 - d. There are regular review cycles for each system to ensure the system is up-to-date with changes that have occurred in the business and the system functions as it was designed.
3. The OSP must have a structured approach for monitoring customer touch systems usage and taking action to maintain system availability and throughput at targeted levels.

2.8 Corrective Action and Continuous Improvement (80 Points)

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

1. The OSP 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 OSP must:
 - a. Apply this methodology to Customer Affecting, Efficiency or Cost, Sales, and Customer Experience and Dissatisfaction metrics that are not meeting performance 3/4ths of the time periods.
 - b. Use a structured prioritization process to take action on those improvement initiatives that have the highest potential impact on the OSP, client, or customer.
 - c. Be able to demonstrate that performance has improved as a result of its process improvement efforts.

2.9 Managing Process Control (40 Points)

The OSP must use a structured process to minimize variation within its KCRPs.

1. For those assisted KCRPs where the OSP has low performance, the OSP must demonstrate it can improve process performance, in part, by using the continuous improvement process described in *Item 2.8 Corrective Action and Continuous Improvement*. As part of this improvement process, the OSP must:
 - a. Manage variation between CSSs performing the same process.
 - b. Determine if changes are required to improve the process.
2. The OSP must formally audit its KCRPs.
 - a. Each KCRP for assisted channels must undergo a detailed, end-to-end evaluation at least annually.
 - b. Each KCRP for unassisted channels must undergo a detailed end-to-end audit at least quarterly.
 - c. Audit findings must be documented and reported to appropriate persons. Corrective action must be taken on any identified deficiencies.
 - d. KCRPs performed by vendors are also subject to this audit requirement. If the OSP 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.

2.10 Data Privacy and Compliance (40 Points)

The OSP must ensure compliance with regulatory requirements and protect customer sensitive and proprietary data and information.

1. The OSP must have a documented compliance and privacy policy that considers any legal requirements and defines:
 - a. How compliance with international, national, state and federal regulatory requirements will be ensured.
 - b. How customer privacy will be protected.
2. The OSP must document its procedures for enforcing compliance and protecting customer privacy.
3. The OSP 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 assisted channels must be considered a critical error.
 - b. Customer handling by unassisted channels must ensure that compliance requirements and data privacy policies are correctly implemented.

2.11 Vendor & Key Supplier Performance Management (40 Points)

The OSP must manage the performance of its vendors (those who perform KCRPs) and key suppliers (those perform KSPs). This applies to those suppliers and vendors that provide services for assisted or unassisted channels.

1. The OSP 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 OSP requires.
 - b. Anticipated transaction types and volumes.
 - c. The OSP 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 with legal and regulatory requirements.
3. The OSP must analyze the performance of each of its vendors or key suppliers quarterly. At least once every six months, the OSP 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.

2.12 Business Continuity (40 Points)

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

1. The OSP 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 OSP must establish a documented plan that clarifies its approach to service continuity and data integrity during interruptions of up to six hours, such as might be caused by a systems or communications malfunction, power failure or disruption to one or more of its assisted centers.
 - a. If the plans for service continuity include increasing traffic at an assisted center, this the plans must be aligned and consistent with the approaches for real time management and allocating transactions under abnormal conditions (see Item 2.6 *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 OSP must establish a documented plan that clarifies its approach to the restart of operations after a fire, a natural disaster, or other major event that interrupts service delivery for more than six hours. These plans must include procedures for:
 - a. Maintaining or restoring service
 - b. Ensuring data integrity during transition
 - c. Minimizing downtime
4. The recovery approach for both short-term interruptions and long-term disruptions must be well understood by appropriate personnel.

2.13 Implementation and Change Management (40 Points)

The OSP must have a structured implementation management approach for controlling major changes to the provision of customer services.

1. The OSP must have a structured approach to identify future changes.
2. For major changes to (and for new) products, services, programs, client or customer requirements or systems, the approach must:
 - a. Define new or changed requirements and targets.
 - b. Identify the relevant KCRPs, KSPs, and associated metrics required by the client, customers, and the COPC CX Standard, as well as KCR jobs and the associated minimum skills.
 - c. 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.
 - d. Ensure processes are designed to meet requirements and targets.
 - e. Ensure customer touch systems undergo user acceptance testing to ensure they accurately and efficiently support customers as intended.
 - f. Include a timeline for implementing requirements (e.g., installing infrastructure, programming services, developing software and data links, hiring and training staff, and communicating with customers).
 - g. 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, OSP, customer, and all pertinent COPC CX Standard requirements.
 - h. Track the timeliness of the implementation, and demonstrate implementation milestones have been met.

During implementation, the OSP must:

- i. Track the on-time setup of program components.
- ii. Track actual performance and compare results to performance targets.
- iii. Identify controllable and uncontrollable causes when performance targets are not met. Actions must be taken to address controllable causes.
- iv. Establish a target for timeliness that is consistent with the OSP's statement of direction and annual entity business plan.

2.14 Reporting and Data Integrity (40 Points)

The OSP must measure all the required metrics.

1. For all required metrics, the OSP 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 COPC CX Standard Review (40 Points)

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

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 OSPs.
 - c. Yield findings that include documented evidence of “compliance” and “non-compliance” with the COPC CX Standard for OSPs and opportunities for improvement in both processes and performance.
2. The OSP must implement corrective actions for areas of non-compliance.

2.16 OSP Sales Process (40 Points)

The OSP must use a structured approach for developing and qualifying prospective new client business.

The approach must include:

1. A new business development process that the OSP applies to all potential new business opportunities
 - a. The OSP must define which target markets and services it wishes to focus new business development on. These must be consistent with its statement of direction and strategic intent.
 - b. The target markets must be communicated and understood by all OSP sales personnel
 - c. The OSP must define new business requirements – factors that it uses for prioritizing prospective client opportunities and deciding which opportunities it will pursue.
 - d. 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.
2. Ensuring that the OSP visible external profile (company web sites, marketing material etc.) supports its new business development process
3. An annual review of:
 - a. Opportunities that have been won or lost
 - b. Its service offerings to ensure that these are relevant and competitive in the marketplace
 - c. New or emerging service opportunities for inclusion in its offers.
4. The annual review must be used to make adjustments to its new business development process

2.17 Responding to RFXs (40 Points)

The OSP must use a structured approach for responding to RFXs from existing or prospective Clients.

The approach must include:

1. 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 be able to meet the client requirements and deadlines.
 - d. An assessment of ROI and margin expectations from the prospective business.
2. Development of the Response
 - a. Assigning responsible personnel for ensuring that the RFX is responded to by the Clients 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, Programs and Services (60 Points)

The OSP must use a structured approach for implementing a new or changed client program, service or relationship.

The approach must include:

1. Understanding and defining 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. Negotiating the terms and conditions of the contract
3. Drafting and finalizing the required contracts and supporting documents (Statements of Work, SLAs etc.)
4. Developing an implementation Plan. The implementation plan and managing the implementation for new or changed Client programs and services are covered in the requirements for managing Major Changes in item 2.13 *Implementation and Change Management, specifically sub items 2.13.2.b), c), d), e), f), g) and h).*

2.19 Closing Client Relationships (60 Points)

The OSP must develop a structured approach for terminating or closing a client program, service or relationship.

The approach must include an exit plan which covers:

1. Reviewing and analyzing all applicable contracts, agreements, invoices and outstanding payments.
2. 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.
3. Developing the required communications (e.g., notices to Clients, Program Staff, Key Suppliers, Stakeholders)
4. Developing a redeployment plan for staff employed in the program
5. Developing a timeline of key activities and milestones
6. 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)

The OSP must use a structured approach for managing Client relationships that must include reviewing performance delivered to Clients

The approach must include:

1. A designated client relationship manager(s) for each client
 - a. The client relationship manager is a KCR job and the requirements of 3.1 *Minimum Skills*, 3.2 *Recruiting and Hiring*, 3.3 *Training and Development* 3.4 *Verifying skills* and 3.6 *Staff Performance Management* must be applied to this role.
 - b. The minimum skills for this role must include but may not be 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 will 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 CSS's require to perform their role (management of this information must be compliant to the requirements of lesser changes in item 2.13 *Implementation and Change Management*)
 - d. Regular and timely reports of any OSP performance data tracked by the Client (e.g. End User Satisfaction/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. At a minimum this review must be Quarterly (QBR) the review must include
 - a. Formal analysis of OSP performance to performance targets and plans required in the Statement of Work
 - b. Quarterly review and discussion of anticipated Client and program changes
 - c. Ensuring Corrective actions:
 - i. Are developed (using a root cause analysis approach) when performance is not meeting target
 - ii. Result in performance improvement.

2.21 Providing Client Reports (40 Points)

The OSP must use a structured approach for reporting OSP performance to Clients.

The approach(es) for reporting performance to clients must include :

1. Determining:
 - a. The OSP performance data and other information to be reported (see item 2.18 on-boarding new clients).
 - b. 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)

The OSP must use a structured approach for the production of accurate, timely invoices to Clients for providing OSP services.

1. The approach must include
 - a. A timeline for producing invoices as soon as possible after the period end.
 - 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 OSPs have people management approaches that enable all staff to effectively and efficiently deliver quality products and services.

3.1 Defining Jobs (60 Points)

The OSP must have clear, written definitions of the minimum skills and knowledge required for each key customer-related (KCR) job.

1. For each KCR job, the OSP 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*).



3.2 Recruiting and Hiring (80 Points)

The OSP must acquire staff which has a high probability of successfully performing their key customer-related (KCR) jobs.

1. The OSP must establish a list of minimum hiring requirements of the individuals to be hired for each KCR job.
2. The OSP'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 OSP must measure and manage On Time to Recruit and a Recruitment Quality metric to show that recruitment is in control (see Exhibit 2 for more details).

3.3 Training and Development (80 Points)

The OSP must provide the training and development required of all staff performing KCR jobs to acquire and maintain the skills and knowledge required for their positions. The OSP must provide transaction monitoring and coaching to improve CSS 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 OSP'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. There must be formal retraining of existing staff if skill and knowledge requirements change.
4. The OSP must measure and manage a Training Quality metric to show KCR job training is effective (see Exhibit 2 for more details).
5. At least annually, the OSP must review the effectiveness of CSS training and take action. This review must consider, but not be limited to, pass rates, performance of graduates in operations, and time required for new hires to reach acceptable quality and efficiency performance.

3.4 Verifying Skills and Knowledge (80 Points)

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

1. For all staff in all KCR jobs (including existing staff), all minimum skills and knowledge defined in 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 (e.g., pass transaction monitoring).
 - 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.

3.5 CSS Monitoring and Coaching (80 points)

The OSP must systematically monitor transactions handled by all CSSs to provide an indication of the CSSs' performance. The OSP must provide coaching for those CSSs whose performance is beneath required standards.

1. **Monitoring** - The OSP must monitor transactions for all CSSs on an ongoing basis. 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.
 - 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.
 - 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 must be 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 2.4 *Quality Management*). A CSS cannot pass monitoring if he/she makes critical errors.
 - f. The calibration requirements described in Item 2.4 *Quality Management* apply to those staff that monitor CSSs.
2. **Coaching** - The OSP must take action 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. Individually (one-on-one) coached on all transactions that do not meet target.
 - ii. Monitored more frequently.
 - d. For CSSs who repeatedly fail transaction monitoring, corrective actions are implemented. The OSP'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 Staff Performance Management (80 Points)

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

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

3.7 Managing Staff Feedback (60 Points)

The OSP must use a structured approach for proactively soliciting, evaluating, and taking appropriate action on feedback obtained from CSSs and supervisors.

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 OSP's current performance relative to each of these drivers.
2. A staff satisfaction survey must be conducted at least annually.
3. The OSP must proactively involve CSSs and supervisors in identifying process improvement opportunities and developing recommendations.
4. The OSP must evaluate, analyze, and take effective corrective action on feedback identified in 1, 2 and 3 above that has a significant impact on employee commitment and business performance.
5. The OSP must have a structured approach for career planning for CSSs and supervisors.

3.8 Staff Attrition and Absenteeism (80 Points)

The OSP must measure and manage staff attrition for CSSs and supervisors and absenteeism for those in CSS jobs.

1. Where attrition performance is not meeting target, the OSP must assess the impact of recruitment performance on attrition results.
2. The OSP's measurement of staff attrition must:
 - a. Be measured by staff category (by job type, e.g., supervisors, CSSs, etc.) for CSSs and supervisors 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 both 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 OSP employee or an employee of a staffing/recruiting firm.
3. The OSP's measurement of staff absenteeism (unscheduled shift absences) must:
 - a. Be measured at the entity and program levels and analyzed at least quarterly.
 - b. Track absences for CSSs but not leads, supervisors, or other KCR jobs.
 - c. Be tracked whether staff are employed by the OSP or a staffing/recruiting firm. The OSP is responsible for understanding statistics tracked by its staffing/recruiting firms.
4. The OSP must measure and manage CSS attrition, supervisor attrition, and CSS 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 OSPs 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 *Corrective Action and Continuous Improvement* and Item 2.9 *Managing Process Control* are used to drive improvement in performance metrics. All Exhibit 1, 2 and 3 metrics must be compliant with level and trend requirements (see the COPC CX Standard Certification Guides for CSPs and OSPs).

4.1 Measuring Customer Experience (500 Points)

The OSP must measure and manage measures of the customer experience.

1. Where a OSP is responsible for customer service through multiple channels (e.g., phone, email, chat, social media, or on-line service), the OSP must assess the experience of customers who use more than one channel.
2. The OSP must quantify for each channel at the program level:
 - a. A measure of the overall customer experience associated with the transaction.
 - i. The OSP must measure all required customer experience metrics detailed in Exhibit 3.
 - b. Satisfaction with each of the attributes that drive the measure of the overall customer experience.
 - c. For assisted channels, both a measure of the overall customer experience and attributes that drive this overall measure at the transaction level.
3. Measures of the customer experience must be measured at least monthly and analyzed at least quarterly. Measures of the customer experience associated with multichannel transactions must be measured and analyzed at least quarterly.
4. Targets for measures of the overall customer experience and the customer experience associated with multichannel transactions must be set consistent with the statement of direction using comparative data representative of high-performing organizations. Comparative data must be updated at least every two years.
5. If a sampling approach is used for these measures, samples must be representative.

4.2 Client Satisfaction and Dissatisfaction (200 Points)

The OSP must measure and manage client satisfaction and dissatisfaction.

Client Satisfaction

1. 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)
2. Satisfaction must be measured and analyzed at least quarterly.
3. Targets must be set consistent with the statement of direction using comparative data representative of high-performing organizations. Comparative data must be updated at least every two years.
4. The 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

5. A client complaint is broadly defined as any negative comment (received in person or by phone, mail, fax, email, etc.) about any aspect of the OSP's products, services, staff, or CSS's.
6. 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.
 - 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 collect client dissatisfaction data from 100% of the clients and programs.
 - c. The OSP must take action on all client complaints.
 - i. There must be a process for responding to each client complaint.
 - ii. This process must include the tracking of either "On Time to Respond" or "On Time to Resolve" metrics.
 - iii. The OSP must investigate and take action on the most common causes of complaints using the Corrective Action and Continuous Improvement approach detailed in 2.8 *Corrective Action and Continuous Improvement*.

4.3 Assisted Channel Performance (400 Points)

The OSP must measure and manage the performance of each KCRP associated with assisted channels performed by the OSP or a vendor. The objective of this is to achieve high performance levels and improve performance where levels achieved are below targets.

1. For each Exhibit 1 KCRP that the OSP or a vendor performs, the OSP must use all of the required metrics listed in Exhibit 1.
2. Exhibit 1 required metrics used by the OSP or a vendor must be compliant with the guidelines set out in Exhibit 1.
3. The OSP must use any KCRP metrics required by clients that are not in Exhibit 1.
4. The OSP must establish targets for each required KCRP metric that are consistent with the OSP'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 assisted channel metrics on a continuous basis.

For Service Performance

7. Data must be gathered from 100% of the data; sampling is not permitted. These data must be analyzed at least monthly.
8. Targets for real time KCRPs (Speed of Answer and Abandonment Rate) must be mathematically consistent.

For Quality Performance

9. The OSP may use a sampling approach to measure quality performance. These data must be analyzed at least monthly.

For Sales Performance

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

For Efficiency Performance

11. Data must be gathered from 100% of the data; sampling is not permitted. These data must be analyzed at least monthly.
12. The OSP must demonstrate it understands the potential cost savings from realized efficiency gains.

4.4 Unassisted Channel Performance (350 Points)

The OSP must measure and manage the performance of each KCRP associated with unassisted channels performed by the OSP or a vendor. The objective of this is to achieve high performance levels and improve performance where levels achieved are below targets.

1. For each KCRP for unassisted channels that the OSP or a vendor performs, the OSP must use all of the required metrics listed in Exhibit 1.
2. Exhibit 1 required metrics used by the OSP or a vendor must be compliant with the guidelines set out in Exhibit 1.
3. The OSP must use any KCRP metrics required by clients that are not included in Exhibit 1.
4. The OSP must establish targets for each required KCRP metric that are consistent with the OSP's statement of direction and annual entity business plan.
5. Targets must be set using comparative data representative of high-performing organizations. Comparative data must be updated at least every two years.
6. Data must be collected for all KCRP for unassisted channels 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 monthly.

4.5 KSP Performance (200 Points)

The OSP must measure and manage the performance of each key support process (KSP) performed by the OSP or a key supplier. The objective of this is to achieve high performance levels and improve performance where levels achieved are below targets.

1. For each Exhibit 2 KSP that the OSP or a key supplier performs, the OSP must use all of the metrics listed in Exhibit 2.
2. Exhibit 2 KSP metrics used by the OSP or a key supplier must be compliant with the guidelines set out in Exhibit 2.
3. The OSP must use any KSP metrics required by clients that are not included in Exhibit 2.
4. Data must be gathered from 100% of the data; sampling is not permitted unless specifically stated in Exhibit 2. These data must be analyzed at least monthly. Data must be collected for all KSP metrics on a continuous basis.
5. The OSP must establish targets for each KSP metric that are consistent with the OSP's statement of direction and annual entity business plan.
6. The OSP must establish targets 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. If comparative data are used for setting targets, these data must be updated at least every two years.
7. The OSP must establish targets for other KSP metrics based on comparative high-performing organizations. The OSP must gather comparative data representative of the results achieved by high-performing organizations for service metrics at least every two years.

4.6 Achieving Results (350 Points)

The OSP must achieve targeted levels and exhibit sustained improvement in a majority of its required service, quality, revenue, cost, and customer experience metrics.

1. The OSP must:
 - a. Meet or exceed targeted performance levels for a minimum of 50% of these performance metrics and
 - b. Meet or exceed targeted performance levels or exhibit sustained improvement in a total of 75% of these performance metrics.
2. Entities involving multiple locations or services (within or across locations) must meet or exceed targeted performance levels or exhibit sustained improvement trends for the required service, quality, sales, efficiency and cost, and customer experience performance metrics for each:
 - a. Location in the entity.
 - b. Service (e.g., customer service, tech support, outbound, fulfillment, e-commerce, collections, healthcare, business process outsourcing).

EXHIBITS

There are three exhibits that together list the required metrics for the COPC CX Standard for OSPs.

Exhibit 1 is divided into **assisted** and **unassisted** channel metrics.

Exhibit 1 Assisted defines the metrics used to measure and manage key customer-related processes (KCRPs) within assisted channels. Most 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 assisted channel KCRP depends on the group to which the KCRP belongs.

For each assisted channel KCRP not listed in Exhibit 1 that the OSP or vendor performs, the OSP must determine if this KCRP is a real time or deferred transaction and use the appropriate metrics.

Exhibit 1 Unassisted defines the metrics used to measure and manage KCRPs within unassisted channels. As these KCRPs are system-based, the response times and service metrics may be replaced by measures of system performance.

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 OSP or key supplier performs, the OSP 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 assisted and unassisted channels.

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

Exhibit 1 - Key Customer-Related Processes (KCRPs)

KCRPs – Assisted Real Time Transactions	Item	Required Metrics for Assisted Real Time Transactions	How is the metric measured?	Special Considerations	Benchmark or Best Practice Target	Frequency
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 call is not answered in a reasonable time frame	Service	2.5/4.3 Speed of Answer - Must track Service Level (i.e., % of transactions answered within targeted time period), or Average Speed of Answer (ASA)	Percent of transactions answered <u>before</u> a targeted threshold (e.g., 40 sec.), or Average time to answer all transactions in period (ASA)	Service Level must be based on transactions <u>offered</u> to the CSS queue, not on transactions <u>answered</u> by CSS queue. If using ASA, must CUIKA the distribution of answer speed around the average. Where it is not appropriate or possible to measure Service Level or Abandonment Rate at the site level for a program, such as in a shared queue operation, then the OSP must measure Schedule Attainment for each location participating in the Shared Queue.	Set target based on customer expectation and type of service.	Monthly
		2.5/4.3 Abandonment Rate - (e.g., % of transactions abandoned before being answered by a live CSS)	The number of callers who hang up after the IVR but before they talk to a live CSS expressed as a percentage of calls offered.	If there is an IVR or message system, then a short abandon threshold should not be used. Abandon Rate and Speed of Answer targets should be mathematically consistent.	Target set based on customer expectation and type of service	Monthly
		4.3 Escalation Rate - (e.g., % of transactions that are escalated to another team that will take over responsibility for resolving the transaction)	Measured as the number of transactions that were escalated as a percentage of the number of transactions handled. $\frac{\text{No of escalated Transactions} * 100}{\text{No of Transactions Handled}}$	This is measured when escalation is an option for the CSS during transaction handling.	Target set based on expectations from the client or internal process owner	Monthly

KCRPs – Assisted Real Time Transactions	Item	Required Metrics for Assisted Real Time Transactions	How is the metric measured?	Special Considerations	Benchmark or Best Practice Target	Frequency
Types of KCRPs which are Real Time Transactions are: – Inbound customer calls – Web chat – Escalations (Live transfer of phone calls) – Person to Person Customer Services	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) $\frac{\# \text{ Transactions correctly Escalated}}{\# \text{ Transactions Escalated}}$ Or $\frac{\# \text{ Transactions incorrectly Escalated}}{\# \text{ Transactions Escalated}}$	Can be measured as % Defective or % Correct Should also be measured where escalations or transfers are made between departments, tiers, front office/back office, etc.	Target is set based on expectations from the Client or internal process owner but would be expected to be >90%.	Monthly
		2.4/ 4.3	Customer Critical Error Accuracy - (e.g., accuracy rate of customer affecting critical errors of transactions monitored) $\frac{\text{Transactions with no CC Errors}}{\text{Transactions Monitored}}$	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.) Measured by Unit – where a unit = a transaction	Percent of transactions monitored that <u>do not</u> have a Customer Critical Error. When measuring satisfiers and dissatisfiers 95% (By Unit) When measuring satisfiers only 98% (By Unit)	Monthly
		2.4/ 4.3	Business Critical Error Accuracy - (e.g., accuracy rate of business affecting critical errors of transactions monitored) $\frac{\text{Transactions with no BC Errors}}{\text{Transactions Monitored}}$	Errors that are critical from an OSP or Client perspective but do not negatively impact customers Measured by Unit – where a unit = a transaction	Percent of transactions monitored that <u>do not</u> have a Business Critical Error 90%	Monthly
		2.4/ 4.3	Compliance Critical Error Accuracy - (e.g., accuracy rate of compliance affecting critical errors of transactions monitored) $\frac{\text{Transactions with no CompC Errors}}{\text{Transactions Monitored}}$	Errors associated with National, State or Federal compliance or compliance to any industry regulatory body Measured by Unit – where a unit = a transaction	Percent of transactions monitored that <u>do not</u> have a Compliance Critical Error 99.5% However, this will vary with whatever are the regulatory bodies’ requirements.	Monthly

KCRPs – Assisted Real Time Transactions	Item	Required Metrics for Assisted Real Time Transactions	How is the metric measured?	Special Considerations	Benchmark or Best Practice Target	Frequency
	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.	Monthly
		4.3 Sales - Must track conversion rate (e.g., percent of calls with a sale) or conversion volume (e.g., dollars sold)	Number of transactions where the sales/revenue objective is achieved (e.g., a sale or appointment is made) as a percentage of total transactions answered Or Total value or volume of sales/revenue objective achieved in a given period	Services that have a revenue-related objective (e.g., making appointments, completing surveys, saving customers, generating leads) must use this metric.	Targets for sales/revenue will be Program dependent.	Monthly
		Volume - (e.g., number of calls received per period)			Volume metrics do not require a target.	Monthly
	Efficiency	4.3 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%	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).	Targets for efficiency are better set with a goal of continual improvement and	Monthly

KCRPs – Assisted Real Time Transactions	Item	Required Metrics for Assisted Real Time Transactions	How is the metric measured?	Special Considerations	Benchmark or Best Practice Target	Frequency
	Efficiency 2.5/4.3	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 a number of factors such as staffing rules, opening hours, volume of transactions, etc.	Can be based, initially, on budget assumptions or similar financial indicators	Monthly

KCRPs – Assisted Deferred Transactions	Item	Required Metrics for Assisted Deferred Transactions	How is the metric measured?	Special Considerations	Benchmark or Best Practice Target	Frequency	
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 - Voice Mail message processing - Internal Escalations (except live transfers) - Exceptions - Payment Processing	Service	2.5/4.3	On Time - Must track percentage of transactions processed within the targeted cycle time	Cycle time must be defined and the targeted cycle time set before on-time can be measured. On time is the percent of transactions processed within the targeted cycle time.	Target Cycle Time is the target time for processing a transaction end-to-end from the 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 OSP must measure Schedule Attainment for each location participating in the Shared Queue.	95% for any Cycle time requirement	Monthly
		2.5/4.3	Backlog - (e.g., average time late of transactions not processed on time)	Average Time Late of Transactions yet to be processed that are beyond the targeted cycle time	Weighted average of daily snapshots	Average time late of 24 hr. or 1 cycle late, whichever is shorter	Monthly
		4.3	Escalation Rate - (e.g., % of transactions that are escalated to another team that will take over responsibility for resolving the transaction)	Measured as the number of transactions that were escalated as a percentage of the number of transactions handled. $\frac{\text{No of escalated Transactions} * 100}{\text{No of Transactions Handled}}$	This is measured when escalation is an option for the CSS during transaction handling.	Target set based on expectations from the client or internal process owner	Monthly
	Quality	4.3	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 $\frac{\text{\# Transactions incorrectly Escalated}}{\text{\#Transactions Escalated}}$	Can be measured as % Defective or % Correct Should also be measured where escalations or transfers are made between departments, tiers, front office/back office, etc.	Target is set based on expectations from the Client or Internal process owner but would be expected to be >90%.	Monthly

KCRPs – Assisted Deferred Transactions	Item	Required Metrics for Assisted Deferred Transactions	How is the metric measured?	Special Considerations	Benchmark or Best Practice Target	Frequency
- Most Back Office Functions - Processing Orders - Assembling Product - Pick, Pack, Ship - Processing Returns - Material Receipt & Put Away - Service Dispatch - Case Management - Activating Accounts - Processing Lit Requests - Processing Do Not Call List - Processing Client Files - Processing Letters - Receiving & Preparing Transactions - Database Updates - Processing Transactions - Processing Defective Transactions or Transactions That Cannot Be Handled - Storing Transactions - Retrieving Transactions - Providing Product - Re-Supplying Marketing Materials	Quality	2.4/4.3 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.) <u>Transactions with no CC Errors</u> 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)	Monthly
		2.4/4.3 Business Critical Error Accuracy - (e.g., accuracy rate of business affecting critical errors of transactions monitored)	Errors that are critical from a OSP or Client perspective but do not negatively impact customers <u>Transactions with no BC Errors</u> Transactions Monitored	Percent of transactions monitored that <u>do not</u> have a Business Critical Error. Measured by Unit – where a unit = a transaction	90%	Monthly
		2.4/4.3 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 <u>Transactions with no CompC Errors</u> Transactions Monitored	Percent of transactions monitored that <u>do not</u> have a Compliance Critical Error. Measured by Unit – where a unit = a transaction	99.5% However, this will vary with whatever are the regulatory bodies' requirements	Monthly
		4.3 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.	Monthly

KCRPs – Assisted Deferred Transactions	Item		Required Metrics for Assisted Deferred Transactions	How is the metric 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 customer, generating leads) must use this metric.	Targets for sales/revenue will be Program dependent.	Monthly
			Volume - (e.g., number of transactions received per period)			Volume metrics do not require a target.	Monthly
	Efficiency	4.3	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.	Targets for efficiency are better set with a goal of continual improvement and can be based, initially, on budget assumptions or similar financial indicators.	Monthly

KCRPs – Unassisted Service Transactions	Item		Required Metrics for Unassisted Service Transactions	How is the metric measured?	Special Considerations	Benchmark or Best Practice Target	Frequency
Unassisted Service Transactions: Handling of customer contacts by a system-based service that does not involve a live agent. Typical Unassisted KCRPs: – Web-delivered service – Service delivered through a mobile app – IVR Self Help	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 for Service Rate.	Monthly
		4.4	Systems Functionality - (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. Unassisted channel systems are expected to be available 24/7.	>99.6% Systems Functionality	Monthly
			Volume	The total number of transactions eligible for service			Monthly
	Quality	2.4/ 4.4	Customer Critical Error Accuracy - (e.g., accuracy rate of customer affecting critical errors of checked transactions)	Errors that are critical from the customer’s perspective (e.g., wrong information, not resolving the customers issue, etc.) Transactions with no CC Errors Transactions Checked	Percent of checked transactions that <u>do not</u> have a Customer Critical Error. Measured by Unit – where a unit = a transaction	98%	Monthly
		2.4/ 4.4	Business Critical Error Accuracy - (e.g., accuracy rate of business affecting critical errors of checked transactions)	Errors that are critical from a OSP or Client perspective but do not negatively impact customers Transactions with no BC Errors Transactions Checked	Percent of checked transactions that <u>do not</u> have a Business Critical Error. Measured by Unit – where a unit = a transaction	95%	Monthly
		2.4/ 4.4	Compliance Critical Error Accuracy - (e.g., accuracy rate of compliance affecting critical errors of checked transactions)	Errors associated with National, State or Federal compliance or compliance to any industry regulatory body Transactions with no CompC Errors Transactions Checked	Percent of checked transactions monitored that <u>do not</u> have a Compliance Critical Error. Measured by Unit – where a unit = a transaction	99.5% However, this will vary with whatever are the regulatory bodies’ requirements	Monthly

KCRPs – Unassisted Service Transactions	Item		Required Metrics for Unassisted Service Transactions	How is the metric 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 a given 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.	Monthly
	Cost	4.4	Cost or Efficiency - (e.g., Cost per Transaction; Deflection Rate - % of transactions deflected from assisted channels)	Cost per transaction is measured as the cost of running the service / the total number of transactions eligible for service. Deflection rate is the number of Contacts that were deflected from reaching an assisted channel.		There is no benchmark or best practice for cost per transaction.	Monthly

Exhibit 2: Key Support Processes

KSP	Item	Required Metrics	How is the metric measured?	Special Considerations	Benchmark or Best Practice Target	Frequency
Managing the IVR Providing and maintaining IVR hardware and software used to route 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 for IVR Metrics.	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).		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 percent of calls that are technically sent to the agent skill sets as per IVR design (e.g., IVR node 1 is supposed to be sent to agents with skill set 1). Behavioral accuracy measures the percent of calls that have been accurately identified by the customer as they use the IVR (e.g., for an airline, what percent of international reservation calls were actually from customers seeking an international reservation)			Quarterly

KSP	Item		Required Metrics	How is the metric 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 time lines are fully available)	The number of minutes of uptime of the switch as a percentage of the total minutes that the service is open.	This should be calculated as a percentage of the opening hours.	99.6%	Monthly
		4.5	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 indicates an issue with customer access, this metric should be reported more frequently.	0%	Quarterly
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%	Monthly	
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.	Monthly	
Q		4.5	Content Accuracy - (e.g., Accuracy rate of searches where information was correct)			This data may be sampled	Monthly

KSP	Item		Required Metrics	How is the metric measured?	Special Considerations	Benchmark or Best Practice Target	Frequency
Providing Internal Helpdesk Responding to staff requests to fix (or add/move/change) telecommunications or information systems equipment	S	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	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.		Monthly
Forecasting Volume and AHT Projecting transaction volume in order to ensure sufficient capacity exists to meet service requirements at an optimal efficiency	Quality	2.5/ 4.5	Staffing Forecast Accuracy - (e.g., actual vs. forecasted transaction volume for the forecast developed to identify required staffing levels to recruit/hire and train staff)	The average absolute weekly percentage variance between the forecast and actual transaction volumes.	Must account for the operational lag time for both hiring and training. Must be calculated at the weekly level.	Various targets depending upon the volatility of the transaction arrival rate.	Monthly
		2.5/ 4.5	Scheduling Volume Forecast Accuracy - (e.g., actual vs. forecasted transaction volume at the interval level for the forecast developed to create schedules for existing staff)	The % of intervals where the actual transaction volume is between +x% and -y% of the forecast volume.	Must account for the operational lag time for scheduling. Must be calculated at the interval level.	Various targets depending upon the volatility of the transaction arrival rate.	Monthly
		2.5/ 4.5	Scheduling AHT Forecast Accuracy - (e.g., Actual vs. forecasted AHT at the daily level for the AHT forecast used to create schedules for existing staff)	The % of days where the actual transaction AHT is between +x% and -y% of the forecast AHT.	Must account for the operational lag time for scheduling. This is reported monthly based on daily data.	Various targets depending upon the volatility of the transaction handle time.	Monthly

KSP	Item		Required Metrics	How is the metric measured?	Special Considerations	Benchmark or Best Practice Target	Frequency
Recruiting/Hiring Acquiring the necessary human resources to meet the staffing needs of the operation	Service	3.2/ 4.5	On Time - (e.g., % of staffing requests filled by the targeted date)	Percentage of staff requests filled by the targeted date	Recruiting more than the requested staff does not result in an on-time greater than 100%. The maximum is 100%.	Typically, 90% or above	Monthly
	Quality	3.2/ 4.5	Recruitment Quality - (e.g., retention rate amongst new staff)	The number of new CSSs still in the business after 3 months as a percentage of the total recruited in the month.	The figures should be reported in the month of recruitment. There will be a delay in reporting due to the 3-month time lag.	80%	Monthly
Training Training staff to minimum skill and knowledge requirements		3.3/ 4.5	Training Quality - (e.g., % of staff passing transaction monitoring 30 days after completing training)	The percentage of new CSSs who pass monitoring at the end of their first 30 days on the job.	It is best to look at the performance in the last monitoring session of the 30-day period.	90%	Monthly
Implementing New Programs The timeliness of meeting implementation milestones	Service	2.13/ 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	Monthly
Real Time Management Ensuring that the schedule or roster is implemented correctly		2.6/ 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?).			Monthly

KSP	Item		Required Metrics	How is the metric measured?	Special Considerations	Benchmark or Best Practice Target	Frequency
Attrition Assessing the rate of staff departures for CSS and Team Leaders	People	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. Annualization can be based upon 1 month or more of data. It is recommended that 1 month of data is used for large programs and up to 12 months of history for smaller programs. At entity level, the calculation is based upon the number of people who left the entity. At program level, it is based upon the number of people who left the role in the program (this includes promotions to another role in the same program).	Targets must be set based on an understanding of the cost of attrition and the impact on Service, Quality and Cost.	At least Quarterly
		3.8/ 4.5	Supervisor Attrition - Annualized attrition of Team Leader staff calculated at both the program and entity level		For small programs with very few TLs, it is not required to measure TL attrition for that program.	Targets must be set based on an understanding of the cost of attrition and the impact on Service, Quality and Cost	At least Quarterly
		3.8/ 4.5	CSS Absenteeism - (e.g., % of hours lost through absenteeism) Must be measured at the program and entity levels	This is calculated as the number of hours lost through short term absenteeism as a percentage of scheduled hours.	Includes short-term absenteeism for whatever reason. Short-term absenteeism is defined as absenteeism for whatever reason of those staff that are scheduled to work. <i>NB. Does not include long-term absence. CSSs become long-term absenters when they are no longer included in normal schedule creation.</i>	There is no best practice target for absenteeism.	At least Quarterly

Exhibit 2: OSP Key Support Processes

KSP	Item	Required Metrics	How is the metric measured?	Special Considerations	Benchmark or Best Practice Target	Frequency
Reporting Performance to Clients Reporting information as required by clients. Commonly referred to as daily, weekly, or monthly reports	Service	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 range 95% to 100% depending upon the volume of reports	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 range 90% to 100%	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	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	Monthly
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	At least Quarterly

Exhibit 3: Customer Experience Metrics

Key Customer Experience Metrics	Item		Required Metrics	How is the metric measured?	Special Considerations	Benchmark or Best Practice Target	Frequency
Multi-channel Customer Experience Assessing the experience of customers who use more than one channel to resolve a customer issue or request Note: This metric only applies to OSPs who are responsible for customer service through multiple channels (e.g., phone, email, chat, social media or on-line service).	Customer Experience	4.1	Multi-channel Customer Experience - (e.g., Customer Effort Index)	No specific metric is required as long as it is: Tracking the experience of the customer with the organization concerning the way that the resolution of a customer issue or request has been dealt with.	This must cover experience across all the channels that the customer may have used.	Targets for multi-channel Customer Experience are best set using benchmarks from high performing companies. If data is not available, then a target must be set to drive improvement.	At least Quarterly
		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 OSP must define the appropriate metric based upon a number of boxes. It is also the responsibility of the OSP to demonstrate that their target is high performing.	85% Top Two Box on a 5-point scale with neutral mid-point	Monthly
		4.1	Overall 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		2% Bottom Box on a 5-point scale with neutral mid-point	Monthly
Client Satisfaction and Dissatisfaction Assessing how satisfied/dissatisfied Clients are with the service(s) provided by the OSP	Satisfaction	4.2	Overall Client Satisfaction - Must track overall Client Satisfaction at the program level and at the client level.	Number of responses to surveys that score the overall satisfaction in the top two box as a percentage of the total completed surveys received	If very few surveys are received, it is compliant to report an average score.	80% Top Two Box on a 5-point scale with neutral mid-point	Quarterly
		4.2	On Time Complaint Handling - Must track either On Time to Resolve or On Time to Respond to client complaints	Number of complaints responded to or resolved within the target time as a % of total complaints received.		Typically higher than 95% to any cycle time	Monthly

GLOSSARY

Abandoned Calls	Calls answered by the ACD system and placed in a live agent or voice response queue but are disconnected by the caller or incorrectly dropped by the queue management system before being answered.
Absenteeism	A measure of the percentage of staff that are not present during their scheduled shifts (see Item 3.7 <i>Staff Attrition and Absenteeism</i>).
Absenteeism Costs	Typically include most or all of 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 items in backlog that have not been processed. It must be calculated as “Average Time Late” (ATL).

- Application** OSP data and documents provided by the OSP to COPC Inc. that will provide the certification or baseline assessment team with an outline of the approaches and practices used by an entity to comply with each of the Items of the COPC CX Standard and its performance results. Applications are submitted prior to baseline assessments and certification and recertification audits.
- 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 OSPs must develop and implement to meet the requirements of the COPC CX Standard.
- Assisted Channel** A method of support in which the service is provided by individuals assisting customers. This typically includes service provided by phone, email, chat, social media, or in-store staff.
- Attrition** Voluntary and involuntary staff separations (see Item 3.8 *Staff Attrition and Absenteeism*).
- Attrition Costs** Typically include most or all of 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 OSP personnel time)
 - Cost of training – the allocated costs per student for the training program
 - Ramp up costs – efficiency of new hires vs. experienced agents commonly referred to as “learning curve” costs. Typically, these costs include reduced production, accuracy (fixing errors made by new staff), and the resulting adverse impact on client and customer satisfaction.
 - Overtime incurred due to reduced staff size

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).
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 <i>Category 4.0 Performance</i> 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 indicates an issue with customer access.
- 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.
- 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 OSP at a future date. The capacity plan (also referred to as a “staffing plan”) is normally created well in advance of the period planned for to allow for the length of time that is required to recruit and train additional staff or create additional workspace. This is distinct from the schedule which determines when existing staff will work.

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).
Certified COPC Implementation Leader	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.
Client	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.
Client Complaint	Any negative comment 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.
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. Web sites with and without self-service capability
2. Inbound phone, including the IVR
3. Social media
4. Discussion boards
5. Email
6. Chat
7. Mobile applications
8. Stores, branches, kiosks, and other physical locations
9. Call-backs
10. Text or SMS (short messaging service)

Contact channels do not include marketing communications.

Content Content is the information either contained in customer touch systems (unassisted channels) or for CSSs to reference when supporting customers (assisted channels).

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 OSP, VMO, or client (Business Critical Errors) (see also Compliance Accuracy).

CSS (Customer Service/ Support Staff) Staff that process customer transactions in a customer contact operation (e.g., calls, emails, web inquiries, fax, mail, etc.), stores, offices, etc., and those who dispatch for field service operations. Alternative terminology often used in the industry includes agents, CSRs, technical service representatives, 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 <i>Category 4.0 Performance</i> must be “CUIKA”. The elements of CUIKA are contained in Items 1.3, 1.4 and 2.10 of the COPC CX Standard for OSPs.
Customers	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.
Customer Critical Errors	Anything from the customer’s perspective that causes the transaction to be defective, such as: • Not solving the query (whether or not this necessitates a repeat transaction) • Mistreating the customer • Failure to communicate clearly
Customer Touch 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, website self-service, mobile applications).
Customer Experience	The cumulative impact of multiple touchpoints over the course of a customer's interaction with an organization.
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.
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 & Put away
- Service Dispatch
- Case Management
- Activating Accounts
- Processing Lit Requests
- Processing Do Not Call List
- Processing Client Files
- Activating Accounts
- Processing Letters
- Receiving & Preparing Transactions
- Database Updates
- Processing Transactions
- Processing Defective Transactions or Transactions That Cannot Be Handled
- Storing Transactions
- Retrieving Transactions
- Providing Product
- Resupplying Marketing Materials

Demand (Demand Requirement)	A calculation that identifies the expected CSS resources needed, based on the forecasted transaction volume and AHT (“Unloaded Demand”) or based on the forecasted transaction volume, AHT and shrinkage (“Loaded Demand”).
Department	Within an entity, a distinct group or segment of the operation most often defined by the entity’s organization structure. The department may be comprised of the operation’s service delivery customer contact component or a support service (e.g., human resources, information technology).
Department Business Plan	The annual plan, prepared at the departmental level, which must contain quantified financial targets (e.g., improving productivity and efficiency, increasing revenue, reducing costs, or achieving budget) and non-financial targets for those Category 4.0 Performance metrics that relate to the statement of direction and annual entity business plan.
Deployment	The extent to which approaches are used throughout the organization.
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.
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, the 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 the COPC CX Standard for OSPs

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.
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 that are generally recognized as having achieved high levels of service, quality, revenue, cost, and customer satisfaction.
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. These processes are identified in Exhibit 1 of the COPC CX Standard for VMOs.

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

(KCR Jobs)

- For customer-contact operations, KCR jobs include phone, e-mail or web agents, collectors, telemarketers, and mail/fax processors, as well as the staff who direct, manage, and evaluate their performance (often referred to in the industry as leads or supervisors).
- For fulfillment operations, KCR jobs include assemblers, pick-pack-shippers, and material handlers, as well as the staff who direct, manage, and evaluate their performance.
- 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, CSPs and OSP versions, KCR jobs include those that deliver CSS training, manage content, perform transaction monitoring, and workforce planning, scheduling and real time management.

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 Standard, CSP and OSP versions.

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 and recruiting, training, and telecom (for customer contact operations). KSPs are identified in Exhibit 2 of the COPC CX Standard CSP or OSP versions..
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 $\frac{3}{4}$ 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.
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.

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.
Occupancy	An efficiency metric calculated as: $(\text{transaction handle time}) / (\text{transaction handle time} + \text{available time})$ 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 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.
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 with regard to 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 <i>Category 4.0 Performance</i> 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 target and/or showing sustained improvement (also referred to as the 50/75 rule) required by Item 4.6 <i>Achieving Results</i> .
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).
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 OSP, including those outside the entity, as well as key suppliers.
Productive Time	Time spent by a CSS processing transactions. For blended agents handling both real time and deferred transactions, it will include talk time, hold time, and after call work as well as any time spent handling deferred transactions such as processing 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).

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
- Mobile application transactions
- Web transactions
- 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).

COPC Registered Auditor	An individual who has successfully completed COPC Best Practices for CX Operations Training, successfully completed COPC Auditor Training, and has formally demonstrated his/her ability to apply the COPC CX Standard in the field. Annual testing and skills demonstration are required to maintain <i>COPC Registered Auditor</i> status.
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 has to 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 <i>1.1 Statement of Direction</i>.
Sales/ Revenue	Income for the client (or OSP) 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 actually taken between 10:05 am and 10:20 am. The calculation of Schedule Adherence is: $[15 \text{ (actual break)} - 5 \text{ (late start)} - 5 \text{ (late return)}] / [15 \text{ (scheduled break)}] = 33\%.$

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

1. The percentage of intervals in which the OSP 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:

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

$$\text{Actual FTE} = 14.5, \text{ Required FTE} = 15$$

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

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

See Demand/Demand Requirement.

Scope of Work (SOW) A definition of requirements created by a 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 agent or how long it takes to receive a response to an email. 2. A specific function that the OSP or VMO has to provide (e.g., Inbound Customer Service, Technical Support, Collections, etc.).
Service Level	A measurement expressing the percentage of transactions that are responded to in a specified timeframe. For example, 80/30 for a call center means that 80% of the offered calls are or will be answered within 30 seconds. Service level can be a target or a measurement of actual performance.
Service Level Agreements (SLA)	Written contracts or agreements with suppliers of products or services. These usually consist of agreed-upon performance levels and targets.
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 in an attempt to obtain specific information or a resolution.
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 callers 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 the course of 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 actually be assigned) that are required to handle the forecast transaction load (loaded demand).
	See Demand/Demand Requirement.
Statement of Direction (SOD)	A documented statement of the entity’s overall direction (e.g., vision, mission, or purpose) that clarifies its commitment to clients and customers. It must address one or more: customer experience, service, quality, or cost. Management and employee behavior must be aligned with the statement of direction.
Statement of Work (SOW)	See Scope of Work above

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 statistically significantly above the previous performance level. The three points do not have to demonstrate successive improvement (i.e., each point does not have to demonstrate higher performance than the previous data point, but all three data points have to be statistically significantly above the previous performance level). Data points which are better than target will be treated as being above the previous performance level.
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.
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 2.4 <i>Quality Management</i>). For calls, this is usually performed by remote or side-by-side observation of actual calls. For emails or correspondence, this is usually performed by reviewing the 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.
Unassisted Channel	A method of support in which the service is provided by an electronic system and a CSS is not involved. Examples include service provided by websites, mobile applications, IVRs and automated teller machines.
Unscheduled-time 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 a given timeframe. Example: a CSS is absent one workday, takes an unplanned personal day and is tardy by an hour twice during a 21-day month, totaling 18 hours. This information is used in the absenteeism calculation.
Uptime	The percentage of time 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: $(\text{transaction handle time} + \text{available time}) / (\text{paid onsite time})$ 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 the COPC CX Standard for OSPs

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.