

## Welcome!

Welcome! This is the application for the 2010 ICMI Global Call Center of the Year Award. This coveted award will be presented to the one large call center AND the one small-medium call center that ICMI feels most embody call center excellence -- based on the following criteria:

- Show a strong grasp of the core and advanced principles of effective call center management.
- Measure the right metrics and consistently meet or exceed key performance objectives – always mindful of each metric's impact on the customer experience.
- Sustain a positive work culture that fosters employee engagement, development, and continuous improvement.
- Demonstrate innovation and progressive strategy in terms of people management, processes and technology.
- Continually strive to strengthen the call center's role within and strategic value to the larger organization.

All applications (and videos -- see next section) will be evaluated by ICMI's elite Selection Committee, comprising leading call center consultants (all of whom have considerable call center management experience), researchers and journalists.

Thank you for your interest in the 2010 ICMI Global Call Center of the Year Award, and best of luck!

## Instructions

The application deadline (for all materials submissions and payment) for the 2010 ICMI Global Call Center of the Year Award is at noon Eastern Time on Friday, March 12, 2010.

The application must be completed using this online form. However, we strongly recommend that you download the PDF version of this form first, so that you can prepare your responses to all of the questions before you begin working on the online form. To download the PDF, [click here](#).

You may stop work on this online form at any time and continue later from the same computer (SurveyMonkey uses a cookie on your computer to identify you and take you back to your own form). \*\*\* So, please note that you will have to complete the entire online application from the same computer. \*\*\*

**IMPORTANT:** In addition to completing this online application form, you must submit a video that takes the judges on a virtual tour of your call center. The video should be 3 to 5 minutes long and show the following:

- Physical layout and ergonomics of your call center
- People and teamwork in action
- Whatever else you would like us to see!

Please put your video in one of the following formats:

- .avi
- .wmv

For instructions on how to submit your video, [click here](#).

Semi-Finalists will be notified of their status and invited to submit the additional materials that are ONLY required for semi-finalists.

ICMI will keep the contents of the application confidential, and will not disclose information contained in the application absent consent from the applicant. However, ICMI shall have no obligation to preserve the confidentiality of any information which (i) was previously known to ICMI free of any obligation to keep it confidential, (ii) Is or becomes publicly available by other than unauthorized disclosure by ICMI; (iii) Is independently developed by ICMI without reference to the application information; or (iv) Is received from a third party whose disclosure to ICMI would not violate any confidentiality obligation.

For more information on the Global Call Center of the Year Award, [click here](#) or call the Customer Care Center 800.672.6177 (001.719.268.0305 outside the U.S. and Canada), or email [icmi@icmi.com](mailto:icmi@icmi.com).

## Eligibility and Requirements

Please read carefully the eligibility and requirements explanations on this page, and indicate your understanding and agreement. In order to be considered for the award, you must be both eligible and willing to meet all of the requirements set forth on this page.

### Eligibility Requirements:

To be eligible for consideration for this award, contact centers must:

- a) Complete the arduous application questionnaire;
- b) Submit a video virtual tour (3-5 minutes) of their call center;
- c) Submit the application fee of \$50;
- d) Complete the ICMI Global Call Center of the Year Award publicity waiver form.

For details on video submissions, the application fee and the publicity waiver form, [click here](#).

Past winners and other call centers within the same organization are not eligible to apply until two (2) years after their award.

Are you eligible to apply for the 2010 ICMI Global Call Center of the Year Award?

Yes

No

## Requirements of Semi-Finalists:

Semi-finalists will be notified of their status by Friday, April 2, 2010, and then SEMI -FINALISTS ONLY must submit the following by noon Eastern on Monday, April 19, 2010:

- Organization chart(s) for the call center, showing how it fits into the overall organization
- 2009 monthly performance reports
- 2009 monthly quality reports
- Quality monitoring form
- Most recent customer satisfaction survey and results
- Most recent employee satisfaction survey and results

Do you understand the requirements of Semi-Finalists?

Yes

No

## Requirements of Finalists:

There will be only two (2) Finalists for each award category (Large and Small-to-Medium). Call center finalists will be notified of their status by Monday, May 3, 2010. Each finalist will need to send at least one management representative to attend ACCE 2010 -- ICMI's annual call center conference and exhibition -- where they will be interviewed by the ICMI Selection Committee. After the interviews have been completed, the committee will select a winner in each of the two award categories (Large, and Small-Medium), then announce the winners at an award ceremony on Wednesday, June 16, right at ACCE!

NOTE: ICMI will provide a total of two (2) complimentary comprehensive ACCE conference passes for each finalist organization (one for the representative at the award ceremony, plus one for another member of the team).

Finalists must agree to allow ICMI to use their organization's name, as well as photographs and video, to publicize the award.

Do you understand and agree to comply with the requirements of Finalists?

Yes

No

## Outsourced Call Centers Only:

Outsourcers are welcome to apply jointly with one of their clients. Respond to the questions in this application as a client/outsourcer team that constitutes a single entity. This is the only way ICMI can fairly compare your application with in-house call centers.

All of your responses must reflect ONLY the resources used for the client with whom you are applying. For example, only list the call center location (s) where this client's work is handled.

If you have any questions or need clarification, please contact ICMI .

Note: Only one (1) application per outsourcer may be submitted. Select a client that is happy to be publicly acknowledged as having a successful outsourced call center arrangement, since we will publicize both client and outsourcer if you become finalists.

All outsourcer applications will be judged in the Large Call Center category, regardless of the number of agent seats dedicated to the client with whom you apply, because outsourcer operations have access to large pools of resources and technology that can be leveraged across multiple clients. The Small-to-Medium Call Center category is intended to level the playing field for centers that do not have as many resources.

Are you applying as an outsourced call center, and if so do you understand that you must do so jointly with a single client?

Yes, I am applying as an outsourcer jointly with one client

No, I am not applying as an outsourced call center

## Outsourcer Information

Only fill in this page if you are applying as an outsourced call center.

Throughout this application, evaluate the questions in terms of the entity that composes your outsourcer-client relationship. Responses should only apply to the work performed within this relationship.

### Client and Outsourcer Information

Client Organization's Name

Outsourcer Organization's Name

Which organization is the main point of contact for this application?

Client

Outsourcer

# Contact Information

## Applicant Information

Organization's Name

Industry

## Award Category:

Small-to-Medium category: 75 agent seats or less

Large category: More than 75 agent seats

Outsourcer (will be considered in the Large Call Center category only)

## Main point of contact for the application process:

Name:

Title:

Address:

Address 2:

City/Town:

State:

ZIP/Postal Code:

Country:

Email Address:

Phone Number:

## Call Center Location (if you have more than one site, we'll ask you about those on the next page)

Name of Center:

Manager of Center:

Address:

Address 2:

City/Town:

State:

ZIP/Postal Code:

Country:

Manager' Email

Address:

Manager's Phone   
Number:

## Are additional sites part of this application?

Yes

No

## Additional Sites

### Call Center Location

Name of Center	<input type="text"/>
Hours of Operation	<input type="text"/>
Number of Agents (full-time and part-time)	<input type="text"/>
Average Length of Service for Agents (company-wide is acceptable if not available by site)	<input type="text"/>
Manager of Center	<input type="text"/>
Center Address	<input type="text"/>
Address 2	<input type="text"/>
City/Town	<input type="text"/>
State	<input type="text"/>
Zip/Postal Code	<input type="text"/>
Country	<input type="text"/>
Manager's Email	<input type="text"/>
Manager's Phone #	<input type="text"/>

### Call Center Location

Name of Center	<input type="text"/>
Hours of Operation	<input type="text"/>
Number of Agents (full-time and part-time)	<input type="text"/>
Average Length of Service for Agents (company-wide is acceptable if not available by site)	<input type="text"/>
Manager of Center	<input type="text"/>
Center Address	<input type="text"/>
Address 2	<input type="text"/>
City/Town	<input type="text"/>
State	<input type="text"/>
Zip/Postal Code	<input type="text"/>
Country	<input type="text"/>
Manager's Email	<input type="text"/>
Manager's Phone #	<input type="text"/>

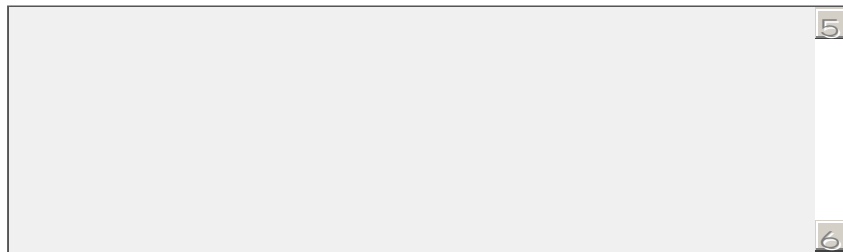
## Call Center Location

Name of Center	<input type="text"/>
Hours of Operation	<input type="text"/>
Number of Agents (full-time and part-time)	<input type="text"/>
Average Length of Service for Agents (company-wide is acceptable if not available by site)	<input type="text"/>
Manager of Center	<input type="text"/>
Center Address	<input type="text"/>
Address 2	<input type="text"/>
City/Town	<input type="text"/>
State	<input type="text"/>
Zip/Postal Code	<input type="text"/>
Country	<input type="text"/>
Manager's Email	<input type="text"/>
Manager's Phone #	<input type="text"/>

## Call Center Location

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Hours of Operation	<input type="text"/>
Number of Agents (full-time and part-time)	<input type="text"/>
Average Length of Service for Agents (company-wide is acceptable if not available by site)	<input type="text"/>
Manager of Center	<input type="text"/>
Center Address	<input type="text"/>
Address 2	<input type="text"/>
City/Town	<input type="text"/>
State	<input type="text"/>
Zip/Postal Code	<input type="text"/>
Country	<input type="text"/>
Manager's Email	<input type="text"/>
Manager's Phone #	<input type="text"/>

If you have more sites than we've given you space for, please add them here.



## Call Center Value

Your company's vision statement, mission statement and values:

If your call center has its own mission statement, insert below:

How do other departments visibly demonstrate they value the call center's contribution to the organization? Check all that apply.

- Senior management and other department managers do side-by-side call observations on a regular basis
- Call center organizational structure supports all critical functions (workforce management, quality, training, supervision)
- Call center budget process supports our mission and gets the needed resources
- Senior management conducts frequent focus group sessions throughout the year
- Call center has a collaborative relationship with other departments and participates in planning meetings/committees.
- We have a C- level call center executive
- Senior management is highly visible in the call center

Other (please specify)

Give three examples of how your call center has demonstrated value to your company.

Example 1

	5
	6

Example 2

	5
	6

Example 3

	5
	6

## Metrics

What are the *primary* metrics that guide you in managing the call center?  
Check all that apply.

- Abandoned calls
- Absenteeism
- Agent turnover
- Average handle time (AHT)
- Average speed of answer (ASA)
- Customer Satisfaction
- First-call resolution (FCR)
- Forecast accuracy
- Maximum delay
- Occupancy
- Quality
- Schedule adherence
- Self-service (IVR, Web) completion rate
- Service level/Response time

Other (please specify) and/or comments

At what interval(s) is your service level performance measured?  
Check all that apply.

- Annually
- Monthly
- Weekly
- Daily
- Interval (1/2 hourly)

Other (please specify)

Please report on your Service Level performance for 2009. What is your service level objective (x% of calls in y seconds)? What monthly levels did you achieve? (ENTER WHOLE NUMBERS ONLY -- NO DECIMALS)

Objective %	<input type="text"/>
Objective seconds	<input type="text"/>
Actual January %	<input type="text"/>
Actual February %	<input type="text"/>
Actual March %	<input type="text"/>
Actual April %	<input type="text"/>
Actual May %	<input type="text"/>
Actual June %	<input type="text"/>
Actual July %	<input type="text"/>
Actual August %	<input type="text"/>
Actual September %	<input type="text"/>
Actual October %	<input type="text"/>
Actual November %	<input type="text"/>
Actual December %	<input type="text"/>

Define the precise formula you use to calculate your service level:

Please report your monthly calls answered in 2009.

January Calls Answered	<input type="text"/>
February Calls Answered	<input type="text"/>
March Calls Answered	<input type="text"/>
April Calls Answered	<input type="text"/>
May Calls Answered	<input type="text"/>
June Calls Answered	<input type="text"/>
July Calls Answered	<input type="text"/>
August Calls Answered	<input type="text"/>
September Calls Answered	<input type="text"/>
October Calls Answered	<input type="text"/>
November Calls Answered	<input type="text"/>
December Calls Answered	<input type="text"/>

Comments on call volume, if needed:

Please report your Abandon Rate (calls abandoned / calls received) in 2009. What is your Abandon Rate objective (less than or equal to what %)? What were your actual Abandon Rate levels? (ENTER WHOLE NUMBERS ONLY -- NO DECIMALS)

Objective: <= %	<input type="text"/>
Actual January %	<input type="text"/>
Actual February %	<input type="text"/>
Actual March %	<input type="text"/>
Actual April %	<input type="text"/>
Actual May %	<input type="text"/>
Actual June %	<input type="text"/>
Actual July %	<input type="text"/>
Actual August %	<input type="text"/>
Actual September %	<input type="text"/>
Actual October %	<input type="text"/>
Actual November %	<input type="text"/>
Actual December %	<input type="text"/>

Explain your call center's policy regarding intentionally blocking calls (giving out busy signals even though trunk capacity has not been exceeded) and state whether those calls are included in the abandon rate reported.

Does your call center track first-call resolution (FCR)?

Yes

No

## Additional FCR Questions

What is your average FCR rate?

96%-100%

91%-95%

86%-90%

81%-85%

76%-80%

71%-75%

66%-70%

61%-65%

56%-60%

51%-55%

46%-50%

41%-45%

40% or less

How do you measure FCR? (Check all that apply)

Via post-call regular mail survey

Via technology that checks if a customer re-contacts the call center within a pre-determined amount of time on a given issue

Agents simply ask the caller, "Has your issue been fully resolved?" at the end of each call

Via post-call automated (IVR-based) phone survey

Via post-call live phone survey

Agent "judgment call"

Via post-call email survey

Call monitoring

Other (please specify) and/or comments

## Agent Hiring and Training

Please describe your call center's agent recruiting and assessment/selection process:

Does your call center actively recruit older workers (age 55 and older)?

Yes

No

Comments (optional)

Does your call center actively recruit individuals with disabilities?

Yes

No

Comments (optional)

Please check all that are key components of your new-hire training program.

- Complaint management
- Customer service skills
- Dedicated trainer
- E-learning
- E-support skills (email, chat, web collaboration)
- Formal tests for learning comprehension
- Mentoring
- On-the-job training
- Role playing
- Sales skills
- Structured classroom training
- Training evaluations
- Transition training ("nesting" period in a controlled environemnt)
- Written communication skills

Other (please specify) and/or comments

How many weeks, on average, does your new-hire agent training program last?

Less than 1 week

1-2 weeks

3-4 weeks

5-6 weeks

7-8 weeks

9-10 weeks

More than 10 weeks

Comments, if needed

5

6

On average, how many hours of ongoing training do agents receive each year?

Less than 10 hours

11-20 hours

21-30 hours

31-40 hours

41-50 hours

51-60 hours

61-70 hours

71-80 hours

81-90 hours

91-100 hours

More than 100 hours

Comments, if necessary

Please explain how your call center measures the effectiveness of agent training.

## Agent Retention/Engagement

How is turnover measured in your call center? Check all that apply.

- Negative (terminations, resignations from company)
- Positive (internal transfers and promotions)
- Tenure level (e.g., 30-day, 60-day, 90-day, 6-month, 1 year, etc.)

Other (please specify)

Please report your Agent Turnover Rate (Number of agents exiting the job / average actual number of agents during the month) in 2009. (ENTER WHOLE NUMBERS ONLY -- NO DECIMALS)

Actual January %	<input type="text"/>
Actual February %	<input type="text"/>
Actual March %	<input type="text"/>
Actual April %	<input type="text"/>
Actual May %	<input type="text"/>
Actual June %	<input type="text"/>
Actual July %	<input type="text"/>
Actual August %	<input type="text"/>
Actual September %	<input type="text"/>
Actual October %	<input type="text"/>
Actual November %	<input type="text"/>
Actual December %	<input type="text"/>

Please describe how your call center deals with the effects of INTERNAL agent turnover (agents moving on to other departments within the organization).

How do you further the level of employee satisfaction and engagement in your call center? Check all that apply.

- Rewards and recognition programs
- Career-pathing opportunities
- Opportunities to serve as mentors, training assistants, interdepartmental liaisons, etc.
- Intriguing off-phone projects/tasks
- Act on results of employee satisfaction/engagement surveys
- Employee-led committees

Other (please specify) and/or comments

Does your call center utilize home agents? (Check all that apply)

- Yes, we have a full-fledged home agent program in place
- Yes, we have a home agent pilot in place
- Yes, we use a virtual outsourcer that is staffed with home agents
- No, we do not use home agents at this time

Comments

How are employee feedback results used? Check all that apply.

- Action plan created for any area of deficiency
- Significant accountability at all levels for results
- Results are shared with the entire company
- No serious action is typically taken based on the results

Other (please specify)

	5
	6

## Customer Satisfaction Measurement/Management

Do you formally measure customer satisfaction?

Yes

No

## Additional C-Sat Questions

How do you measure customer satisfaction? Check all that apply.

- Post-contact mail survey
- Quarterly surveys
- Annual surveys
- Post-contact email surveys
- Quality monitoring results
- Post-call IVR surveys
- Post-contact phone survey (conducted by live interviewer)

Other (please specify)

What is your average customer satisfaction rate?

- 96%-100%
- 91%-95%
- 86%-90%
- 81%-85%
- 76%-80%
- 71%-75%
- 66%-70%
- 61%-65%
- 56%-60%
- 51%-55%
- 46%-50%
- 41%-45%
- 40% or less

How are the customer satisfaction survey results used? Check all that apply.

- Initiate service recovery plan for customers who express strong dissatisfaction.
- Action plan created for any area of deficiency
- Significant accountability at all levels for results
- Results are shared with the entire company
- No serious action is typically taken based on the results

Other (please specify) and/or comments

5

6

## Organizational Structure and Departments

What is your supervisor-to-agent ratio? Please select from the choices below the response that best completes the expression: 1 supervisor to "x" agents

< 5

6-10

11-15

16-20

21-25

26-30

> 30

Other (please specify)

Do you have designated positions for the following functions?

Designated Position(s)?

Workforce  
management

Training

Quality

Comments, if needed

## Technology

Call Center Technology: Please tell us the specific technology you use in your center(s).

ACD system

IVR/VRU system

CRM system

Call recording system

Call monitoring system

Workforce  
management system

Email/chat  
management system

Training technologies

Other call center  
technology

How do you use technology to support your call center's mission?

## Quality Monitoring and Coaching

Does your call center conduct quality monitoring of agent/customer interactions?

Yes

No

## Additional Quality Monitoring Questions

On average, how many times a month are experienced agents (those on the job for 6 months or more) monitored?

1-2

3-4

5-6

7-8

9-10

More than 10

On average, how many times a month are new/newer agents (those on the job for less than 6 months) monitored?

1-2

3-4

5-6

7-8

9-10

More than 10

Please check all that are key components of your quality program.

- Call recording
- Customer feedback/ratings are incorporated into quality monitoring scores
- Frequent calibration sessions to ensure scoring consistency
- Email/chat transcript monitoring
- Mystery shopping calls
- Guidelines are documented for all lines on the scoresheet
- All coaches have received formal coaching skills training
- Call monitoring scoresheet that measures both foundation and finesse
- Side-by-side call observations
- Real-time remote listening

Other (please specify)

How many hours per week do those conducting the monitoring spend on monitoring and related coaching, on average?

- 1-5 hours per week
- 6-10 hours per week
- 11-15 hours per week
- 16-20 hours per week
- 21 or more hours per week

How many hours PER AGENT per month do you allocate for coaching:

1

2

3

4

5

6

7

8

9

10

More than 10

Comments, if needed

Who conducts the monitoring sessions? (Check all that apply)

Team leader

Supervisor

Manager

Internal quality assurance specialist

External quality assurance company

Dedicated trainer

Agents (peer monitoring)

What calls are coached with agents?

Only calls where the agents made significant errors

Only calls where the agents made any errors

All calls that were reviewed and scored

Other (please specify)

When you are in your busy season, you:

- Cancel all coaching
- Email results with feedback
- Scale back but still coach
- Maintain same level of coaching

Other (please specify)

	5
	6

Quality performance is measured, tracked, and trended at:  
(Check all that apply)

- Agent level
- Supervisor level
- Call center level

Other (please specify)

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	6

Are QA reports customized and shared with other departments across the organization?

- Yes
- No

Comments, if needed

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	6

Do you share customer intelligence gathered through your quality program with other departments? If yes, give examples.

Yes

No

If yes, examples:

5

6

# Workforce Management

Please check all that are key components of your workforce management program.

- Dedicated WFM resource(s)
- Forecasting workload
- Developing agent schedules
- Developing call center budget/staffing requirements
- Day-to-day real time management
- Call center reports development
- We do not have a workforce management function

Other (please specify)

Please check all of the following that describe your forecasting process:

- Forecast accuracy is measured against an established goal
- Forecast other workload (i.e., off phone workload)
- Workload is so stable and predictable we do not forecast

Other (please specify)

If you do forecast, please indicate the levels of detail that are part of your forecasting process:

(Check all that apply)

	Year	Month	Week	Day	Interval level	N/A, we don't forecast this
Forecast call volume for	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Forecast average talk time for	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Forecast average after call work time for	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments, if needed

Please check all of the following that describe your forecasting process:

- Schedules are created to match the workflow at the interval level
- Effectiveness of the schedule is continually assessed
- Process is in place to rebalance schedule as needed
- Front line collaboration is an integral part of our scheduling methodology
- Schedules are set and change only if new hires are added

Other (please specify)

	5
	6

## Multichannel

Besides phone, what other contact channels does your call center handle/manage? (Check all that apply)

- Email
- Chat
- Web calls
- IVR
- Web self-service
- Fax
- Mail

Other (please specify) and/or comments

Does your organization have a social media strategy in place to stay abreast of and influence customer sentiment online?

- Yes
- No
- N/A

## Social Media Strategy

Please briefly describe your call center's role in your organization's social media strategy.

## Testimonial

Statement from manager accountable for day-to-day operations in the call center. Explain the reasons for your call center's success.

5

6

Please provide contact information for the manager providing the testimonial.

Name:	<input type="text"/>
Title:	<input type="text"/>
Address:	<input type="text"/>
Address 2:	<input type="text"/>
City/Town:	<input type="text"/>
State:	<input type="text"/>
ZIP/Postal Code:	<input type="text"/>
Country:	<input type="text"/>
Email Address:	<input type="text"/>
Phone Number:	<input type="text"/>

## Supplemental Information

When you have completed all of the questions in this online form, go to the next page and click on "Done" to submit your application for the 2010 ICMI Global Call Center of the Year Award.

**DON'T FORGET:** In addition to this form, you must submit the video tour of your call center, your application fee, and your publicity waiver form, by no later than noon Eastern Time on Friday, March 12. (For details on video submissions, the application fee and the publicity waiver form, [click here](#).)

If you have any other information to submit as part of your application, it must be received by noon Eastern on Friday, March 12, 2010.

Submit supplemental materials electronically to [gregl@icmi.com](mailto:gregl@icmi.com)

Are you submitting supplemental information?

Yes

No

## Thank you!

Thank you for submitting your application for the 2010 ICMI Global Call Center of the Year Award. Don't forget to also submit the video tour of your call center. We truly appreciate your efforts in providing us with so much data and information. Best of luck!

