

ICMI PROFESSIONAL CERTIFICATION

Contact Center Management Competencies

The ICMI Professional Certification Contact Center Management Competencies specify job role-specific knowledge, skills and abilities for superior leadership and management of a contact center. Global in scope and definition, the competencies are modeled to drive results-based outcomes in all aspects of contact center management across four domains of responsibility:

Leadership



People



Customers



Operations & Technology



The ICMI Professional Certification Contact Center Management Competencies apply to contact center leadership and management professionals in the following job roles:

- **Contact Center Strategic Management:** ICMI-Certified Strategic Leader (CCSL)
- **Contact Center Operations Management:** ICMI-Certified Operation Manager (CCOM)
- **Contact Center Management Consultant:** ICMI-Certified Management Consultant (CCMC)
- **Contact Center Management Partner:** ICMI-Certified Management Partner (CCMP)

The competencies are designed in a building–block format with knowledge and skill requirements progressing starting with the CCMP designation. Unless stated specific to a genre, the competencies apply to inbound, outbound and blended contact centers.

I. COMPETENCY DOMAIN: LEADERSHIP

CORE COMPETENCY	(CCSL) STRATEGIC LEADER <i>Also requires mastery of CCMC competencies.</i>	(CCMC) MANAGEMENT CONSULTANT <i>Also requires mastery of CCOM competencies.</i>	(CCOM) OPERATIONS MANAGER <i>Also requires mastery of CCMP competencies.</i>	(CCMP) MANAGEMENT PARTNER
I. A. Defines the Business of Contact Centers	Identifies and quantifies factors critical to the success of inbound, outbound and blended contact centers to achieve business objectives.	Identifies business drivers for inbound and outbound contact centers.	Defines the contact center's role in creating and retaining profitable customer relationships.	Identifies types and functions of contact centers and their roles in an organization.
	Translates the contact center environment to facilitate stakeholders' understanding and support of business needs.			
I. B. Provides Leadership	Defines and promotes the contact center's role in the organization and impact on stakeholders to maximize its strategic	Describes ways to influence strategic thinking and develop strategic awareness.	Identifies the contact center's contributions to organizational and customer value to define its value proposition.	Describes how to develop the contact center's strategic value.

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	value and return on investment.			
	Creates a contact center infrastructure to enable and support performance excellence through a sense of purpose and cooperation.	Uses leadership skills and techniques to inspire and guide others, gaining their acceptance of ideas and plans.	Creates a work environment to positively influence the behavior of contact center personnel and motivate commitment to achieving the center's mission.	Defines leadership attributes and traits.
	Defines and manages to agreed accountabilities to ensure contact center management personnel take ownership for the center's performance to goals.	Identifies common leadership challenges in contact centers.	Implements a consistent, proactive management focus to ensure contact center personnel are actively engaged in achieving performance and customer satisfaction goals.	Compares and contrast leadership and management.
	Develops contact center policies and procedures to facilitate decision-making and provide guidelines, standards and requirements for business		Implements and communicates contact center policies and procedures to drive operational consistency, efficiency and quality in the handling of customer	

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	operations.		interactions.	
	Articulates the organization's core values to instill commitment to 'living the values' in all aspects of contact center activities.		Exhibits professional, ethical and social conduct and responsibility.	Demonstrates behaviors that model the organization's core values.
I. C. Plans and Develops Strategy	Creates a mission statement to define the contact center's business purpose and commitment to stakeholders.			Defines the purpose and characteristics of a mission, vision and values statement.
	Creates and articulates a compelling view of the future direction of the contact center to engage and motivate others toward a common goal.	Describes how to create a shared vision and gain buy-in.	Defines the framework for aligning tactical activities with the contact center mission, vision and values.	
	Communicates the contact center mission and vision to build stakeholder consensus and linkage to	Identifies actions to build stakeholder commitment to the contact center mission and vision.	Translates the contact center mission and vision to ensure center personnel know how their job relates.	

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	organizational objectives.			
	Defines and communicates contact center objectives, goals and strategies to achieve organizational and customer objectives.	Identifies linkages between contact center objectives and organizational and customer objectives.		
	Creates a strategic business plan to communicate the role and objectives of the contact center to stakeholders and focus activities on priority tasks.	Describes the benefits and components of a strategic business plan.	Creates an annual operating plan and related project plans to guide and focus the contact center's tactical execution of business objectives.	Defines project management terms and steps.
	Establishes a framework for ongoing strategy development to ensure the contact center meets evolving business and customer needs.	Outlines the framework for ongoing strategic development.	Explains the concept of a balanced scorecard and its use in the contact center environment.	
	Identifies and quantifies	Explains the purpose of an	Uses an environmental scan to	Identifies the purpose of an

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	internal and external forces impacting the organization to plan and respond accordingly within the context of the contact center's strategic direction.	internal and external environmental analysis.	anticipate customer expectations and requirements, and maintain awareness of marketplace trends.	environmental scan.
I. D. Facilitates Communications	Defines the lines of communication between the contact center and organizational stakeholders to facilitate the flow of information and feedback.		Facilitates the flow of information from customers and contact center personnel to organizational stakeholders.	
	Defines procedures, practices and processes to ensure the effective communication of relevant contact center information to stakeholders.	Differentiates an external communications plan from an internal communications plan.	Creates and implements communications plans to convey contact center information to stakeholders and customers.	Defines the components of a communications plan.
I. E. Builds Collaborative Relationships	Builds collaborative relationships across internal and external organizational boundaries to identify and achieve	Builds networks and alliances with diverse groups.	Builds alliances and works cooperatively with others to accomplish contact center goals.	Develops and maintains a relationship with superiors to enhance mutual productivity and effectiveness.

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	common goals.			
I. F. Supports and Manages Change	Defines processes and tactics to plan and manage the implementation of change to meet evolving business and customer needs and requirements.	Identifies strategies and actions to manage the implementation of change.	Defines and applies change management practices and techniques to facilitate the implementation of change in the contact center.	Demonstrates support for changes and works cooperatively with others to implement changes.
	Facilitates group and team problem-solving and creative thinking to produce innovative solutions and approaches for improvement.		Fosters an open and creative environment to encourage innovation.	
I. G. Demonstrates Business Acumen	Demonstrates competence in planning and directing the execution of a contact center through the application of related practices, principles and procedures to accomplish organizational objectives	Defines the role and responsibilities of a contact center strategic leader and operations manager in achieving organizational objectives.	Demonstrates competence in the operational management of a contact center through the application of related practices, principles and procedures to achieve performance objectives and goals.	Interprets and proficiently applies contact center terminology.

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	Exhibits a global breadth of perspective to work and leverage business opportunities cross-culturally and worldwide.	Defines the impact of globalization on contact centers.	Interprets and leverages the impact of globalization as a strategic advantage to the contact center.	Comprehends and respects cultural differences.
	Identifies and assesses factors obstructing the contact center's organizational and strategic performance to determine the cause(s) and enact corrective action.		Identifies and assesses managerial obstacles to performance improvement to determine the cause(s) and enact corrective action.	
	Develops a business case to validate and communicate objectives for contact center initiatives.	Defines the elements to include in a business case.	Identifies and assesses the impact of new trends and business initiatives to proactively adapt and prepare the contact center to respond.	
I. H. Manages Financial Resources	Manages the contact center's financial performance to achieve business goals within the projected budget.	Identifies and applies the elements of financial management.	Interprets and uses the organization's financial statements to evaluate the contact center's performance to budget.	Identifies and applies basic financial concepts.

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	Proposes and negotiates approval of an annual operating budget to secure the funding needed to achieve contact center objectives.		Develops and administers an annual operating budget to manage contact center resources.	Identifies the components of an operating budget and how to control the budget.
I. I. Establishes and Manages Supplier Relationships	Determines when and how to utilize a suppliers' capabilities and assets as a strategic advantage to the contact center.	Identifies the purpose and benefits of establishing suppliers' relationships.	Creates a Request for Information (RFI) and/or Request for Proposal (RFP) to identify and qualify suppliers.	Identifies the purpose and elements of a Request for Information (RFI) and Request for Proposal (RFP).
	Defines, negotiates and establishes contracts and internal and external service level agreements to form mutually beneficial relationships.	Identifies types of contracts and their uses in a contact center.	Develops and implements a plan to meet and manage service level agreement requirements.	Defines the purpose and components of a service level agreement.
	Creates assessment instruments to evaluate and manage service level agreements and supplier performance.	Identifies methods, tools and measurements for evaluating suppliers' performance.	Uses assessment instruments to manage supplier relationships as a strategic asset to realize maximum value for the contact center.	

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			Applies negotiation principles and techniques to achieve mutually beneficial solutions.	Identifies negotiation principles and techniques.

II. COMPETENCY DOMAIN: PEOPLE

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II. A. Designs Organizational Structure	Designs and implements a contact center structure that organizes the workforce to achieve business goals and fosters cross-functional communications.	Outline the various types of organizational structures.	Identifies typical contact center organizational structures and the factors that impact structure to examine the tradeoffs and implications.	
	Assesses the organizational challenges of multiple site operations to design and organize an effective multi-site contact center.	Identifies the organizational challenges of multiple site contact center operations.	Identifies alternatives for the division of labor and responsibility within a multi-site center to optimize the use of contact center resources.	
			Designs and implements agent groups to optimize service efficiency and customer interactions.	Identifies agent group structures.
II. B. Defines Staffing Requirements	Defines roles, duties, responsibilities and reporting relationships to accomplish organizational and contact center	Defines the purpose and process for determining the relative value of contact center jobs.	Defines the knowledge, skills, attributes and interpersonal competencies required for contact center job roles to excel at providing excellent	Identifies contact center job roles and responsibilities.

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	objectives.		customer service.	
	Specifies staffing ratios for the contact center's management and support roles to ensure optimal use of resources.	Identifies factors impacting contact center staffing ratios.	Creates and maintains updated job descriptions to define the job role requirements, provide hiring criteria and serve as a frame of reference for performance evaluation.	Describes the components of a job description.
II. C. Develops Staffing Plans	Develops strategic staffing plans to support the organization's business objectives.	Defines the components and process for creating and presenting a strategic staffing plan.	Develops long- and short-term staffing plans to meet the contact center's business goals and forecast requirements.	Identifies factors impacting contact center staffing requirements.
			Identifies and describes contact center staffing alternatives and their purpose, benefits and disadvantages.	
	Evaluates the costs and benefits of outsourcing as a staffing strategy to accomplish customer contact	Identifies and quantifies the need for outsourcing contact center services.	Identifies and evaluates outsourcer selection criteria to facilitate a successful partnership.	Describes the benefits and challenges of outsourcing.

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	initiatives.			
II. D. Recruits, Hires and Retains Qualified Talent	Develops recruiting and compensation strategies to ensure the contact center has the right workforce with the necessary skills, capabilities and attributes.	Identifies contact center recruiting and compensation strategies.	Creates and implements recruiting and compensation plans and methods to identify, attract and retain qualified and skilled talent.	Identifies the principles, practices and processes for recruiting, interviewing and hiring contact center personnel.
	Develops onboarding strategies to integrate new hires into the organization, contact center team and job role.	Identifies the elements of onboard management.	Implements onboarding tactics to expedite the integration of new hires into the organization, contact center team and job role.	Defines the concept of onboarding.
	Conducts exit interviews and analyzes trends to manage attrition and retention rates.	Identifies retention strategies and techniques.	Implements programs and tactics to track, measure and assess the causes and tradeoffs of turnover.	Identifies types and causes of contact center turnover.
			Creates incentive plans to recognize, reward and motivate desired performance and outcomes.	Identifies the types and common uses of incentives.
II. E.	Creates a workplace that	Identifies strategies and	Builds and manages a	Identifies the benefits of a

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Builds A Diverse Workforce	respects and integrates diverse cultures and different ways of thinking to increase the contact center's strategic advantage and effectiveness.	sources for recruiting a diverse workforce.	workforce where diversity and individual differences are valued and leveraged to achieve business goals and objectives.	diverse workforce.
II. F. Creates a Learning Environment	Creates and sustains a contact center environment that promotes and supports continuous learning and development to strengthen the organization's strategic and competitive advantage.	Defines the business drivers for and actions to create a learning organization.	Identifies and provides opportunities and resources for learning and development to support and sustain a learning environment.	Characterizes a learning organization.
	Establishes a career or skill path strategy for contact center job roles to specify opportunities and requirements for professional growth and advancement.	Describes the elements of measuring and rewarding personnel for learning and development.	Implements professional development and learning paths to encourage and help contact center personnel fulfill their professional growth potential.	Demonstrates commitment to learning through own personal development efforts.
	Establishes methods and incentives to motivate contact center personnel to contribute their knowledge to the		Implements tactics to encourage and reward knowledge sharing and reuse.	

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	organization and seek out the knowledge of others.			
II. G. Develops Job Competency	Determines knowledge, skill and behavioral requirements for contact center job roles to meet strategic staffing plan requirements.	Defines the drivers of contact center training requirements.	Identifies current and future training and development needs of contact center personnel to ensure achievement of performance goals.	Defines the process for identifying training needs.
	Develops and executes a training strategy to ensure the ongoing growth and development of contact center personnel to meet current and future performance requirements.	Defines the elements and strategic factors for creating a training strategy.	Identifies and implements training programs to ensure the contact center has the right people with the right skills to build and strengthen customer relationships.	Defines the purpose of training and development and the methodologies and components to create and deliver training programs.
	Evaluates the effectiveness of the contact center's hiring, training, performance management and workflow capabilities to deliver great customer experiences.	Defines the principles and methodologies for evaluating training and development programs.	Identifies and implements a methodology to evaluate the effectiveness of training programs in fulfilling defined objectives.	Identifies the levels of evaluation for assessing training program effectiveness.
II. H.	Develops a succession	Identifies the components of a	Implements and supports	Describes the importance of

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Cultivates Future Leaders	strategy and plan to identify and groom future leaders to support the organization's growth strategy.	succession plan.	succession plans to cultivate future leaders.	succession planning.
II. I. Creates a High Performance Workforce	Develops and applies a structured performance management methodology and system to improve the job performance of contact center personnel.	Identifies methodologies and tools for measuring the performance of contact center personnel.	Implements a performance management system to maximize the talent and contributions of contact center personnel.	Identifies sources of performance reports.
	Establishes performance standards that enable and empower contact center personnel to create and sustain customer satisfaction and loyalty.	Defines the contribution each job role makes toward accomplishment of contact center objectives.	Sets performance goals for individuals and teams to drive desired behaviors in support of contact center goals.	Identifies performance measures for contact center agents.
	Establishes quality assurance programs to drive increased customer satisfaction, performance consistency and continuous improvement.	Explains the importance of linking quality standards to customer requirements and satisfaction measures.	Develops and implements a legally-compliant quality monitoring and coaching program to improve and enhance agents' contact handling performance.	Defines the types and objectives of call monitoring.

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			Coaches others using timely, goal-defining feedback to recognize and reinforce desired behaviors and address poor performance promptly.	Identifies the basic principles and practices of coaching and feedback.
			Conducts and documents performance appraisals to evaluate the job performance of contact center personnel and facilitate the creation of performance objectives and development plans.	Defines the purposes and benefits of performance appraisals.
	Establishes procedures to ensure the effective management of contracted, temporary and virtual contact center personnel.	Identifies strategies to manage contracted, temporary and virtual contact center personnel.	Develops and implements plans and procedures to manage contracted, temporary and virtual contact center personnel.	Identifies the issues and barriers to managing contracted, temporary and virtual contact center personnel.
	Establishes procedures to ensure employment decisions comply with applicable legal requirements and organizational policies.		Identifies and addresses workforce privacy issues to comply with applicable legal requirements and organizational policies.	

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II. J. Creates and Leads Teams	Creates and fosters a contact center environment that inspires, motivates and supports teamwork to accomplish contact center objectives.	Identifies the decision factors for creating and using teams.	Creates and implements contact center teams to accomplish business goals and objectives.	Identifies types of teams.
	Identifies and establishes team structure to accomplish organizational objectives.	Defines the factors impacting team structure.	Creates and leads cross-functional teams to achieve shared goals.	Describes team roles and responsibilities.
	Defines the goals of consensus and team building.	Identifies factors that impede team building.	Identifies and implements strategies and tactics to build team effectiveness and maximize collaboration.	Identifies tactics for building team effectiveness.
II. K. Creates a Motivating and Engaging Work Environment	Creates and sustains a contact center culture that rewards accountability and fosters high levels of enthusiasm and engagement to maximize the talents of each individual.	Identifies strategies and actions to create a motivating and engaging contact center culture.	Creates and sustains a stimulating and empowering contact center environment to motivate commitment to optimal performance, the job and serving customers.	Defines the benefits of an empowered workforce and actions to support empowerment and build trust.
			Develops and implements recognition and motivation programs to drive desired	Identifies the elements of a rewards and recognition program.

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			behaviors, increase retention and engage contact center personnel.	
	Evaluates and communicates survey data to identify and act on opportunities to improve employee satisfaction and increase retention.	Identifies strategies and tactics to improve employee satisfaction.	Conducts routine surveys to gauge and optimize the satisfaction of contact center personnel with their job and work environment.	Describes contributors to employee satisfaction.
	Identifies and facilitates the implementation of a structured methodology to measure the drivers of employee engagement.	Identifies methodologies to measure the drivers of employee engagement.	Interprets and applies the principles and drivers of employee engagement to create an engaged workforce.	Differentiates employee satisfaction and employee engagement.
II. L. Manages Conflict	Establishes policies and procedures for resolving grievances and disputes to maintain a productive work environment and focus on achieving contact center goals.	Identifies approaches for resolving grievance and disputes.	Applies conflict resolution techniques to manage and resolve disagreements and conflicts in a constructive manner.	Identifies the types and sources of conflict and tactics to facilitate a positive outcome.

III. Competency Domain: CUSTOMERS

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III. A. Creates Customer Focus	Aligns stakeholders around a unified customer focus to gain consensus for delivering loyalty-creating customer experiences.	Identifies strategies and actions for fostering a collaborative environment in which all stakeholders work together to focus on the customer.	Builds cross-functional partnerships to meet the needs of customers and enhance the customer experience.	Defines the role of cross-functional teams in building and sustaining customer relationships.
	Creates a culture that rewards customer-focused behavior and outcomes to maximize customer satisfaction and profitability.	Characterizes a customer-focused contact center and organization.	Sets individual and team performance objectives to motivate and reward customer-focused behavior and outcomes.	Identifies individual and team performance objectives that drive customer-focused behavior and actions.
III. B. Builds and Manages Customer Relationships	Differentiates the attributes of the organization's brand to identify and interpret the differences in customer segments and the experiences they expect.	Defines customer segmentation strategies.	Designs and aligns contact-routing and handling with the organization's segmentation strategy to optimize the value of each customer relationship.	Defines the application of customer segmentation in the contact center.

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		Specifies how customer management goals differ among customers, internal contact centers, business units and outbound centers.	Manages customer expectations to achieve customer satisfaction and loyalty in balance with the judicious use of contact center resources.	Identifies and quantifies customer expectations and related business drivers.
	Develops strategies to build and retain valuable customer relationships and create customer advocates to maximize the long-term potential of the organization.	Defines the relationship between employee satisfaction and customer satisfaction.	Implements tactics to empower contact center personnel to take ownership of customer relationships.	Identifies management and agent actions that support empowerment.
			Identifies and creates opportunities to influence business development and expand opportunities with existing customers.	
	Establishes guidelines and procedures to ensure timely and satisfactorily escalation and resolution of customer complaints.	Articulates the impact of the contact center's handling of complaints on customer loyalty and future revenue.	Implements a process for complaint resolution and escalation to ensure negative customer experiences are promptly addressed.	Defines the contact center's role in achieving customer satisfaction and loyalty.

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III. C. Improves the Customer Experience	Establishes methodologies and strategies to evaluate and improve the effectiveness of the contact center's service delivery.	Defines the metrics and process to assess the quality of customer experience.	Implements a multi-channel customer experience measurement methodology to evaluate the quality of service delivery across all channels.	Identifies customer survey methodologies.
	Uses customer data to anticipate and predict relevant customer needs and detect customer dissatisfaction trends.	Identifies the general causes of customer dissatisfaction with the contact center.	Identifies and implements practices and tactics to improve the quality of service delivery and customer experience across all service channels.	Identifies actions to correct and/or prevent customer dissatisfaction.
	Identifies and examines trends and best practices to benchmark the quality of the contact center's service delivery.	Describes the role, benefits and challenges of benchmarking in the contact center.	Examines competitive benchmarking data to identify ways to enhance the customer experience.	Identifies key barriers to delivering a positive customer experience.
III. D. Captures and Leverages Customer Feedback	Establishes a systematic process across the organization to capture customer feedback.	Describes the premise of voice-of-the-customer and its use in the contact center.	Implements procedures to capture customer comments to maximize the value of customer interactions and identify opportunities to better meet customer needs.	Identifies the benefits of capturing customer feedback.

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	Interprets and leverages customer feedback to improve the customer experience and demonstrate the contact center's return on investment.		Captures and disseminates customer feedback to enable and support business decisions and actions for increasing customer satisfaction, loyalty and retention.	
III. E. Aligns Service Delivery and Strategy	Defines and directs the execution of a customer contact strategy to align the contact center's service delivery and resources to support the organization's customer service strategy.	Identifies the variables used to determine service channels and customer choices.	Manages service delivery across all service channels to ensure a single, seamless customer interface.	Identifies the role and components of a customer contact strategy.
	Identifies and applies an operational model to maximize the contact center's contribution to customer satisfaction and fulfilling the organization's brand promises.	Relates the impact of customer relationship management on the contact center operational model.	Aligns operational processes and procedures to ensure they fulfill the organization's brand promises in every customer interaction.	Identifies the objectives of customer relationship management.

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III. F. Manages Service Channels	Develops and facilitates the implementation of strategies to ensure the efficiency and effectiveness of the contact center's service channels and multi-channel interactions.	Identifies communications tactics to inform and help customers use the service channels available to them.	Manages and evaluates service channels as an integrated whole to optimize the customer experience and assess the effectiveness of service delivery across the contact center.	Identifies the benefits of maintaining a consistent voice across all service channels.
	Evaluates and establishes self-service offerings to meet business objectives and customer requirements.	Identifies key performance indicators for self-service.	Implements self-service offerings to improve customer service and reduce contact center costs.	Identifies the benefits of using self-service delivery in a contact center.
	Identifies opportunities to utilize consumer-generated media and content to deliver enhanced contact center services and engage customers.		Provides protocol and guidelines of engagement to instruct agents' interactions over public channels.	Identifies the benefits and challenges of consumer-generated media and content to the contact center.
	Establishes protocol for the contact center's integration of new service channels to expand customer contact options and reduce costs.		Develops and implements guidelines and protocol to guide agents' interactions with customers via new service channels.	

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III. G. Implements Customer Relationship Management Tools	Deploys customer relationship management technologies and tools to deliver differentiated customer experiences.	Identifies processes that enable people to improve the customer experience.	Implements and manages the use of customer relationship management systems and tools to optimize the customer experience and business processes.	Identifies technologies that enhance the customer experience.
	Establishes and supports processes, tools and resources to capture, distribute and use knowledge to improve customer interactions.	Describe the challenges of implementing knowledge management in the contact center.	Identifies and implements knowledge management capabilities and tools to enable agents to knowledgeably address customer questions, shorten contact time and increase first-contact resolution.	Identifies the purpose and benefits of knowledge management.
	Establishes policies to ensure the contact center's compliance with customer data privacy policies and preferences.	Identifies strategies and tactics to protect customer data.	Implements policies and procedures to protect and respect the privacy, security and preferred use of customer data.	Recognizes and interprets the consequences for failing to protect customer data.

IV. COMPETENCY DOMAIN: OPERATIONS & TECHNOLOGY

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IV. A. Manages Contact Center Operations	Plans and directs contact center operations to meet customer and business requirements.	Identifies and interprets the impact of behavioral and environmental factors on customer tolerance.	Identifies, interprets and manages the forces driving customer behavior in inbound and outbound contact centers to achieve performance objectives.	Identifies factors affecting customer tolerance in inbound and outbound contact centers.
	Manages the contact center as a corporate asset to accomplish organizational objectives.		Identifies and interprets the operational dynamics of inbound, outbound and blended contact centers to apply people, processes and technology to meet business needs.	Compares and contrast the operational environment of inbound, outbound and blended contact centers.
	Develops a contact routing strategy to optimize customer interactions and contact center costs.	Identifies the components of a contact routing strategy.	Implements and manages the routing of contacts to ensure efficient and effective customer interactions.	Identifies the basic options for routing contacts.

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IV. B. Sets and Achieves Service and Quality Objectives	Establishes service and quality objectives to optimize the delivery of contact center services to achieve business and customer requirements.	Identifies and evaluates the alternatives for setting service objectives.	Creates and implements a plan to achieve and maintain agreed service and quality objectives.	Identifies and interprets the metrics and factors for planning and managing service delivery in inbound and outbound contact centers.
	Establishes and facilitates a planning and management process to ensure consistent achievement of service and quality objectives.	Identifies the steps of a contact center planning and management process.	Implements a systematic planning and management process to ensure consistent achievement of service and quality objectives.	Identifies the process and techniques for monitoring, responding to and providing real-time information.
IV. C. Measures and Monitors Operational Performance	Aligns the contact center's performance objectives to meet the needs of stakeholders.		Identifies stakeholders to ensure the contact center meets their needs.	Differentiates contact center metrics and performance indicators.
	Defines and monitors key performance indicators to optimize service delivery and ensure the contact center is achieving business and customer requirements.	Describes how to identify key performance indicators that support business and service objectives.	Tracks key performance indicators to manage the contact center's operational performance.	Identifies and interprets key metrics and performance indicators for inbound and outbound contact centers.
	Establishes reporting guidelines to provide contact	Defines the framework for reporting of contact center	Creates and implements reporting mechanisms and	Identifies the sources of contact center performance

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	center performance information that supports decision-making.	performance data.	processes to provide contact center operational and performance data.	data and reports.
IV. D. Plans and Allocates Resources	Establishes processes and procedures for the effective and efficient allocation and utilization of the contact center workforce and resources to optimize service delivery, customer experiences and costs.	Articulates the factors impacting supply and demand in inbound and outbound contact centers.	Identifies and manages the factors and metrics impacting the allocation and utilization of the contact center workforce and resources to achieve business goals.	Interprets and applies contact center forecasting and scheduling principles, practices and methodologies.
	Assesses the impact of new communications channels on the contact center workload to plan and respond accordingly.		Coordinates scheduling across multiple channels, virtual sites and agent groups to optimize resources and service delivery.	Defines the objective of workforce management.
	Establishes the rationale for division of workload to virtual sites and outsourcers to maximize the contact center's performance in meeting business and customer requirements.	Identifies the advantages and disadvantages of centralizing versus decentralizing forecasting and scheduling activities.	Defines and implements procedures for distributing workload to virtual sites and outsourcers to ensure efficient and cost effective service delivery that meets customer requirements.	Identifies workforce management options in multi-site and decentralized contact center operations.

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			Creates and implements real-time reaction strategies to manage staffing to workload and affect changes needed to consistently achieve service objectives.	Identifies real-time reaction strategies for under and overstaffing events.
IV. E. Optimizes Operational Processes	Establishes a systematic approach to identify and leverage opportunities to optimize the contact center's operational efficiency and effectiveness.	Evaluates and optimizes contact center operational processes.	Defines and implements a quality assurance process to continuously improve the contact center's performance.	Identifies and applies tools and methodologies to determine the root causes of contact center performance problems.
IV. F. Aligns Technology and Strategy	Establishes a cross-functional team to develop and implement a technology strategy and infrastructure that supports and accomplishes the organization's business strategy and objectives.	Outlines the processes, steps and success factors for developing a technology strategy.	Implements and manages the contact center's use of technologies, systems and tools to optimize service delivery and customer interactions.	Demonstrates knowledge of technologies for inbound, outbound and blended contact centers.

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	Identifies and leverages emerging technologies to shape new business strategies, enhance and enable new customer relationships and improve service delivery.		Manages the implementation of new contact center technologies to ensure a smooth and complete integration.	
	Establishes a process for evaluating technology investments against a strategic view of customer contact to meet the needs of all stakeholders.		Interprets and applies the technology adoption lifecycle to identify tradeoffs and underlying assumptions when evaluating new technology.	Identifies the steps to conduct a technology needs assessment.
IV. G. Provides a Safe, Healthy and Productive Workplace	Develops a business case for selecting a contact center site based on the organization's business objectives.	Defines the decision factors and steps for selecting a contact center site.		
	Applies contact center design concepts and principles to create an optimally functional workplace.	Identifies and articulates the phases and requirements of contact center design and space planning.		

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	Establishes policies and procedures to ensure a safe, healthy, secure and productive workplace.	Identifies techniques to ensure productivity is maximized through the integration of people with the tools and work environment.	Implements policies and procedures to provide a safe, healthy, secure and productive contact center workplace.	Identifies the benefits of a safe and healthy contact center environment.
IV. H. Manages Risk and Compliance	Creates a contingency plan to identify potential risks and implement measures to avoid, mitigate or minimize the contact center's exposure to risk.	Defines the purpose and elements of risk management.	Implements a contingency plan to enact risk prevention for the contact center.	Identifies the purpose and benefits of a contact center contingency plan.
	Develops a disaster recovery strategy and plan to ensure the contact center's continuation of service in the event of a service interruption.	Outlines the components of a disaster recovery strategy for a contact center operation.	Tests the contact center's disaster recovery plan on a periodic basis to ensure its accuracy and effectiveness.	Identifies the purpose of a disaster recovery plan.
	Identifies and interprets local and global regulations impacting contact center operations and establishes measures to ensure compliance.	Identifies and interprets local and global regulations impacting contact center operations.	Implements proactive measures to ensure the contact center's compliance with applicable regulations.	Identifies applicable regulations impacting the contact center.