



ICMI CUSTOMER MANAGEMENT OPERATIONS STANDARDS

Leadership • Strategy and Planning • Employee Management • Infrastructure
Process and Procedures • Employee Engagement Measurement Process
Customer Experience Management • Performance Results

ICMI's Customer Management Operation Standards provide a results-driven framework for advancing the contact center's overall performance.



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OVERVIEW

ICMI's **Customer Management Operation (CMO) Standards Program** is a comprehensive management approach that employs a mix of specialized tools, cross-industry best practices, assessments, and proven systems that deliver sustained contact center efficiency and effectiveness.

The **ICMI CMO Standards** represent the global landmark requirement for exceptional customer experiences, service quality and operational efficiency, with a focus on meeting core business objectives, including:

- Improving the financial performance of the contact center
- Building and maintaining customer loyalty and lifetime customer value
- Standardizing processes and best practice collaboration
- Increasing employee engagement and satisfaction
- Improving business intelligence and analytics

Comprised of a four-step process, participating organizations take part in a formal assessment, followed by an implementation and audit period, which then prepares them for certification.

Through ICMI's CMO Standards Program, organizations are guided through each phase of the process by a team of experts. For any organization that does not meet the requirements, or that needs additional assistance with implementing the recommended solutions, additional support is available.





PROGRAM

ICMI Customer Management Operations (CMO) Standards Program

- **Phase I: ICMI CMO Standards Assessment:** A comprehensive qualitative and quantitative analysis and improvements roadmap
- **Phase II: ICMI CMO Standards Improvements:** Offers prescriptive, expert guidance toward realizing industry-leading customer management effectiveness
- **Phase III: ICMI CMO Standards Audit:** Delivers the final tune-up on the path to ICMI Certification
- **Phase IV: ICMI CMO Standards Certification:** Represents the mark of customer management excellence



IMPACT

ICMI’s CMO Standards provide a framework designed to strengthen all aspects of your customer contact center, from the backend to the frontline.

Enacted by ICMI, the 25-year old leading global provider of resources for customer management professionals, ICMI CMO Standards Certification signifies that the organization has met and/or exceeded practice guidelines resulting in:

- Cost savings
- Scalability
- Flexible environments that embrace and adopt to changes in the marketplace
- Low internal turnover with high productivity
- Increased loyalty
- Improved gross margins

Deliberated by a strategic committee of noted customer management operation veterans, ICMI’s CMO Standards demand a high level of process maturity and operational achievement designed to rapidly mature and optimize existing operational process, while providing the implementation framework for new functions and processes resulting in increased efficiency, long-term flexibility, and sustained success rates.



PROCESS

ICMI's CMO Standards Provide Comprehensive Guidance and Implementation Strategies to Help Organizations Achieve ICMI CMO Certification.

Over a four-week assessment period, your company will be thoroughly reviewed by an expert team of analysts starting with a live audit phase, followed by an off-site analysis phase, and finally, report development.

Did you know?

One leading organization that implemented call center standards and framework benefited from such significant cost savings they were able to reinvest 35% of their expenditures into other areas of the business.

The assessment will comprise quantitative and qualitative evidence gathering, research and analytics. Qualitative methods include: interviews, focus groups and expert observation. Quantitative measurement and evidence collection involves review of client submitted data collected across 14 contact center operational elements in conjunction with data collected from ICMI-conducted customer and employee survey data.

ICMI's experts work directly with your organization's stakeholders to identify your vision and operational objectives, understand the unique attributes of your environment and baseline current performance. ICMI's gap analysis and capability maturity roadmap puts your organization on a clear path to operational excellence.

Upon receipt of results from the analysis, ICMI provides customized comprehensive training for key members of the client management team, providing the roadmap to champion and execute the operating standards. Additionally, clients may choose to leverage general or targeted consultative support from ICMI.

Following the assessment, your organization can apply for ICMI CMO Standards Certification; you determine when you are ready to be evaluated for ICMI Certification. At this time, your organization will undergo an audit to assure the ICMI CMO Standards have been met. If sufficient evidence is found, the ICMI CMO Certification will be awarded for a two-year period.

For companies that do not meet the certification requirements, a detailed gap analysis will be provided. Additional consulting assistance is available for organizations that do not meet criteria.

Organizations recognized with ICMI's CMO Standards Certification see near-term and long-term results for their contact center.

- *Cost savings*
- *Scalability*
- *Flexible environments that embrace and adopt to changes in the marketplace*
- *Low internal turn over with high productivity*
- *Increased loyalty*
- *Improved gross margins*



SCOPE OF ASSESSMENT

Organizations recognized with ICMI's CMO Standards Certification see near- and long-term results for their contact center.

The best practices achieved through ICMI's CMO Standards Certification can be applied across the entire spectrum of your customer-facing business for a global and unified organization. They highlight key functional areas and segments, including:

- **Leadership** (strategic alignment, teamwork, execution): all levels of management and all employees in leadership roles define success, inspire, motivate, and drive continual improvement
- **Strategy and Planning** (establishing goals and objectives, operational planning and customer strategies): how contact center management incorporates the organization's customer values and concepts of quality into the determination, communication, review, and continuous improvement of the contact center planning process
- **Employee Management** (recruiting, hiring, development, compensation): fulfilling the optimal potential of human resources
- **Infrastructure** (technology integration, customer management systems/reporting, physical environment): access to the resources and tools necessary to achieve objectives
- **Process and Procedures** (budgeting, quality control monitoring, data security): how the organization identifies, documents, reviews, and revises its processes and procedures to ensure optimal levels of support
- **Employee Engagement Measurement Process**: contact center staff drives the quality of the customer experience; highly engaged employees deliver effective service, which positively impacts customer loyalty
- **Customer Experience Management**: a positive customer experience builds and maintains brand loyalty; customer brand loyalty promotes sustainable financial performance
- **Performance Results** (quality scores, customer satisfaction, cost per contact): focusing on how performance against goals and objectives are the key indicator of overall contact center effectiveness

ICMI CMO Standards: Prescriptive guidance for customer management professionals—from frontline agents to executives.

ICMI's CMO Standards Program provides comprehensive resources designed for all levels of personnel and are customized for each business industry and adoption level.



ICMI CMO STANDARDS COMMITTEE

ICMI's Seal of Approval: By the Industry for the Industry

ICMI's CMO Standards Committee consists of providers and operators in the contact center industry. Members are selected to join the committee based on their credentials and experience in order to establish and revise the standards. Members of the committee are committed to customer service and contact center management, improving the operating performance, and cooperate in the frontline of the industry development.

The objective of the committee is service, guidance, supervision and coordination. It strives to implement the policies, guidelines and regulations, and associated with governments at all levels, customer service department of enterprise and experts and scholars to build a bridge between the government, enterprise and consumers. It also provides guidance to strengthen communication and cooperation of the members and improve information technology application level of customer service, guide and help enterprise to carry out the service process, accelerating the development of customer service industry, and promote the whole society to lift the level of customer service.

The committee meets biennially to review the standards to insure their effectiveness and progress.

THE ICMI DIFFERENCE: RELENTLESS COMMITMENT TO IMPROVING CUSTOMER EXPERIENCES

Evolution of ICMI's Customer Management Operations Standards and Certification: In the Making for 25 Years

Recognizing the need for a global approach to customer service excellence, ICMI's CMO Standards and Certification is the next generation service offered by ICMI, a brand that has been providing resources, training and consulting for two and a half decades.

Through its knowledge base, experience and position as the most authoritative call center management research institution, ICMI's CMO Standards Program provides this international standard and certification program for vendors and providers.

Founded in 1985, ICMI continues to serve as one of the most established and respected organizations in the contact center industry.

ICMI is the leading global provider of comprehensive resources for customer management professionals — from frontline agents to executives — who wish to improve customer experiences and increase efficiencies at every level of the contact center. ICMI's experienced and dedicated team of industry insiders, analysts, and consultants are committed to providing uncompromised objectivity and results-oriented vision through the organization's respected lineup of professional services including:

Resources & Insight:

- Your source for the most relevant and independent industry news, interactive forums, research, webcasts, and other dynamic customer management content

Training & Certification:

- Highly interactive classroom, onsite, and live virtual classroom training programs with educational resources for continued learning

Events:

- More than twenty years of cutting-edge and practical content, insightful industry experts, and productive networking opportunities

Consulting:

- Industry veterans helping customer-centric companies make powerful, lasting improvements to their customer experiences — and the bottom line

Join the conversation at icmi.com.



1. Leadership

All levels of management and all employees in leadership roles define success, inspire, motivate, and drive continual improvement.

1.01 Strategic Alignment

Aligning contact center services to the core business of the organization allows the organization to better achieve its strategic objectives.

Number	Maturity Level	Maturity Level Description
1	Just started	Contact center management can describe the most important factors for the success of the organization’s core business.
2	Some progress	Contact center staff understands the necessity of efficient operations to the success of the organization’s core business.
3	Considerable progress	Contact center management seeks to meet the continual changes in business requirements through the use of customer and operational intelligence.
4	Fully achieved and/or optimized	Contact center management fosters cross unit collaboration and intelligence sharing to enhance the strategic value of customer interaction.

1.02 Key Stakeholder Alignment

Aligning key stakeholders (i.e. HR, Training, Marketing, Outsourcer, etc.) both internal and external to the organization allows the contact center to provide a more optimized customer experience.

Number	Maturity Level	Maturity Level Description
1	Just started	Contact center management demonstrates a clear understanding of how the contact center interacts with stakeholders.
2	Some progress	The contact center staff understands the needs of stakeholders’ and their impact on contact center operations.
3	Considerable progress	Contact center management actively communicates with stakeholders.
4	Fully achieved and/or optimized	To fully anticipate and support planned changes, a contact center representative is actively engaged in the planning and monitoring of activities in other departments impacting the customer.



1.03 Execution

In order that contact center operations run as efficiently as possible, it is essential that all levels of contact center management are able to effectively execute, implement and communicate policies and procedures (both new and established) to ensure the optimal use of contact center resources (defined as people, processes, and tools/technology).

Number	Maturity Level	Maturity Level Description
1	Just started	Senior center management is able to clearly communicate both new and established policies and procedures as needed to frontline management to promote consistency and quality of response. Performance objectives have been communicated.
2	Some progress	Frontline management is able to clearly communicate and explain both new and established policies and procedures as needed to frontline employees to promote consistency and quality of response. Performance results are communicated to frontline employees.
3	Considerable progress	Communication within the center is honest, frequent and timely; all center employees understand the direction the center is heading, understand the how and why of resource allocation and have a solid understanding of performance objectives and measurements.
4	Fully achieved and/or optimized	All levels of contact center management foster an adaptable environment that focuses on effectively managing resources utilizing all available tools to achieve organizational objectives.

1.04 Teamwork

It is important that all levels of contact center management actively promote and participate in team building activities and advocate teamwork throughout the contact center organization in order to help motivate employees.

Number	Maturity Level	Maturity Level Description
1	Just started	Initiatives are designed to foster teamwork within the contact center.
2	Some progress	Team building processes are implemented throughout all areas of the contact center.
3	Considerable progress	Documented processes for assessing and recognizing the success of team-based efforts are in place.
4	Fully achieved and/or optimized	Cross functional team building processes are implemented, documented and assessed.



1.05 Contact Center Promotion

All members of the contact center are responsible for supporting, promoting, and increasing the visibility of the contact center as a valued component of the organization.

Number	Maturity Level	Maturity Level Description
1	Just started	All levels of contact center management recognize and articulate the function of the contact center within the organization.
2	Some progress	Contact center management and staff are proactively involved with other major departments in the organization to promote the role of the contact center.
3	Considerable progress	Senior management in the organization recognizes the value of the contact center function to the organization.
4	Fully achieved and/or optimized	Senior management promotes the value of the contact center function to the organization.

1.06 Distribution of Information

The distribution of contact center-related planning, operating and performance information allows key information to be shared within the contact center as well as throughout the organization.

Number	Maturity Level	Maturity Level Description
1	Just started	Some information is shared with contact center staff regarding planning, operating and/or performance of the contact center.
2	Some progress	Contact center staff is aware of various ways to access information about planning, operating and/or performance for the contact center.
3	Considerable progress	Contact center related planning, operating and/or performance information is accessible throughout most of the organization in some form.
4	Fully achieved and/or optimized	Specific communication guidelines are documented and followed to ensure all information is distributed in a timely manner to the appropriate parties in the appropriate media.



2. Strategy & Planning

How contact center management incorporates the organization’s customer focused values and concepts of quality into the determination, communication, review, and continuous improvement of the contact center planning process.

2.01 Vision and Mission

A customer focused vision and/or mission statement establishes the contact center’s role and contribution to the organization.

Number	Maturity Level	Maturity Level Description
1	Just started	All levels of contact center management recognize and articulate the function of the contact center within the organization.
2	Some progress	The contact center has its own documented vision/mission statement.
3	Considerable progress	Contact center staff can articulate the vision/mission statement and understands its meaning. The contact center’s vision/mission statement is published and distributed inside and outside of the contact center.
4	Fully achieved and/or optimized	The contact center’s vision/mission statement is aligned with the organization’s vision/mission and a process is in place to review and promote the contact center’s vision/mission statement on a periodic basis.

2.02 Goals and Objectives

Specific, measurable, goals and objectives establish the contact center’s customer focused vision/mission.

Number	Maturity Level	Maturity Level Description
1	Just started	Goals and objectives are established for the contact center.
2	Some progress	Documented, quantitative and period-based performance objectives have been established for most contact center goals.
3	Considerable progress	Contact center goals and objectives are aligned with the goals and objectives of the organization. Performance results against contact center goals and objectives are communicated to contact center staff and management.
4	Fully achieved and/or optimized	Financial and strategic goals are established that align to the mission of the organization. Performance results and achievements are communicated throughout the organization (e.g., contact center staff, other departments, business units, etc.).



2.03 Operational Plan

An operational plan defines the organizational structure, functions, processes, resources and measurements required to fulfill the contact center's mission and achieve its business objectives. Contact center operational plans are typically included as a section in the organization's strategic plan and are submitted to senior management on an annual basis.

Number	Maturity Level	Maturity Level Description
1	Just started	The contact center has an operational planning process that accounts for some of the functions, processes, and resources required to fulfill the contact center's mission and achieve its business objectives.
2	Some progress	The contact center has a documented operational plan that sets forth the organizational structure as well as accounts for all of the functions, processes and resources required to fulfill the contact center's mission and achieve its business objectives. The operational plan is updated on an annual basis.
3	Considerable progress	The contact center's operational plan aligns with the objectives of the organization's strategic plan and includes monthly budget requirements; measureable and relevant KPIs; and documented operating procedures and business rules.
4	Fully achieved and/or optimized	The contact center's operational plan defines functional performance indicators, documents day to day procedures, and establishes a process to measure contact center performance against the organization's strategic objectives. The operational plan is periodically reviewed and, if necessary, revised throughout the operating year.

2.04 Customer Access Strategy

A customer access strategy serves as a high level plan to help guide a contact center's direction and decisions in order to ensure customer expectations are met.

Number	Maturity Level	Maturity Level Description
1	Just started	The contact center has a basic customer access strategy that segments customers, defines contact types, establishes access alternatives, and sets service level/response time objectives.
2	Some progress	The customer access strategy describes the contact center's routing methodology; defines the agents and/or systems required for each customer segment and contact type; and defines the information on customers, products and services that will be available to agents.
3	Considerable progress	The customer access strategy defines how the information captured during customer contacts will be used to better understand customers and to improve products, services and processes.
4	Fully achieved and/or optimized	The customer access strategy outlines a framework for deploying new services, including technology architecture and investment guidelines.



3. Employee Management

Fulfilling the optimal potential of human resources.

3.01 Job Descriptions

Job descriptions for positions within the contact center exist that accurately describe the roles, responsibilities and requirements of the positions.

Number	Maturity Level	Maturity Level Description
1	Just started	Some job descriptions exist.
2	Some progress	Job descriptions for all roles exist.
3	Considerable progress	The roles and responsibilities established in the job descriptions accurately reflect the roles, responsibilities and requirements of the described positions, and are reviewed and updated regularly. A competency list is created each job. Job descriptions are accessible to the staff.
4	Fully achieved and/or optimized	Job descriptions are competency focused and specifically referenced during hiring/recruiting, training, performance appraisals, and career development meetings.

3.02 Recruiting/Hiring Plan

Recruiting and hiring plans are necessary to attract, interview, test and select the best possible candidates for contact center roles.

Number	Maturity Level	Maturity Level Description
1	Just started	Recruiting and hiring plans exist.
2	Some progress	Documented recruiting and hiring plans exist.
3	Considerable progress	A contact center competency list and appropriate screening exists. Recruiting methodology has been established and is utilized.
4	Fully achieved and/or optimized	A contact center competency matrix exists for each position and is periodically reviewed, and changes are made as needed to ensure competencies are appropriate to recruit the right candidate for each position and the candidate of the highest caliber. An ideal candidate profile is used as a benchmark in hiring. Recruiting effectiveness is measured and recruiting costs are tracked.



3.03 Training Plans

Effective training plans should provide multiple approaches that address the new hire and ongoing requirements for customer service skills, technical skills and product knowledge among the contact center staff.

Number	Maturity Level	Maturity Level Description
1	Just started	New hire training plans exist and are documented and are updated on a regular basis.
2	Some progress	Ongoing training plans exist for all contact center roles and are documented and are updated on a regular basis.
3	Considerable progress	A competency list exists for each position and gap analysis and training plans exist for each employee.
4	Fully achieved and/or optimized	A contact center staffing competencies matrix exists for each employee and is periodically reviewed, and changes are made as needed to match competencies to requirements.

3.04 Performance Appraisals

Group and individual performance criteria need to align with the objectives of the contact center and the organization in order to drive desired employee behaviors.

Number	Maturity Level	Maturity Level Description
1	Just started	An annual, documented performance appraisal process is in place.
2	Some progress	Contact center staff is provided with quarterly feedback from their supervisor/manager between formal performance appraisal meetings. Key job performance criteria are specific, measureable, attainable, and time bound.
3	Considerable progress	Specific developmental plans are created in the performance process and managed throughout the year.
4	Fully achieved and/or optimized	Key job performance criteria are linked to contact center and organizational objectives.



3.05 Compensation

A competitive compensation program is essential in maintaining employee engagement, productivity, and retention.

Number	Maturity Level	Maturity Level Description
1	Just started	Contact center staff compensation is regularly reviewed.
2	Some progress	Contact center staff compensation is regularly compared to similar positions within the same industry sector and geographic area.
3	Considerable progress	The compensation program includes performance incentives and adequate controls in place to ensure equitable distribution of compensation.
4	Fully achieved and/or optimized	The compensation program rewards the accomplishments of contact center staff to individual, contact center, and overall organization objectives.

3.06 Recognition/Motivational Activities

Recognition and motivational activity programs for contact center staff increase the incidence of desired behaviors and are integral in achieving retention, increased performance and higher levels of customer satisfaction.

Number	Maturity Level	Maturity Level Description
1	Just started	Recognition programs are in place to acknowledge staff accomplishments and contributions to the contact center on a regular and consistent basis.
2	Some progress	Documented recognition programs for individuals and teams are incorporated into the contact center's objectives. Motivational activity programs are in place to drive desired behaviors and such programs are incorporated into the contact center's objectives.
3	Considerable progress	The contact center staff participates in the development and ongoing maintenance of the recognition and motivational activity programs.
4	Fully achieved and/or optimized	Staff esteem needs are recognized and leveraged.



3.07 Career Development

Career development planning is fundamental to increasing employee capabilities, engagement, and retention.

Number	Maturity Level	Maturity Level Description
1	Just started	Career development plans exist for contact center employees.
2	Some progress	Career development plans are documented and reviewed.
3	Considerable progress	Career development plans are reviewed and progress is assessed, at minimum, on a semi-annual basis.
4	Fully achieved and/or optimized	Career development plans align with training plans and include a variety of relevant developmental activities (e.g. stretch assignments, cross departmental training and support, job shadowing, etc.).

4. Infrastructure

Access to the resources and tools necessary to achieve objectives.

4.01 Physical Environment / Ergonomics

The contact center is located in an appropriate and ergonomically effective work area.

Number	Maturity Level	Maturity Level Description
1	Just started	A process is in place to meet minimum regulatory requirements.
2	Some progress	The facilities adequately support the operational needs of the customer interaction environment.
3	Considerable progress	The contact center environment is designed to facilitate desired work interactions among staff while incorporating some degree of ergonomic design.
4	Fully achieved and/or optimized	Work areas reflect a high level of ergonomic design and a significant level of employee consideration in amenities, aesthetics, and supporting infrastructure.



4.02 Customer Management Systems

Appropriate capacity, reliability and redundancy within the customer management systems are critical aspects for delivering a positive customer experience.

Number	Maturity Level	Maturity Level Description
1	Just started	Customer management systems, which may include telephony network, workforce management solutions, etc., are in place.
2	Some progress	Customer management systems are reliable and meet the requirements of the organization.
3	Considerable progress	Customer management system administration includes capacity management, reliability monitoring and reporting, maintenance scheduling, and serviceability analysis.
4	Fully achieved and/or optimized	A 3 to 5 year customer management technology roadmap is in place.

4.03 Enabling Technologies

The contact center utilizes the necessary technologies (e.g. wireless headsets, dual monitors, desktop optimization software, speech analytics, etc.) to enable contact center staff to deliver world class service to their customers.

Number	Maturity Level	Maturity Level Description
1	Just started	Technologies needed to meet the minimal requirements of the contact center are in place and working.
2	Some progress	Technologies and version upgrades are installed to improve the efficiencies of the contact center and all appropriate maintenance is scheduled and performed.
3	Considerable progress	Technologies impacts on customer operations and the organization are measured and monitored.
4	Fully achieved and/or optimized	New enabling technologies are utilized effectively to keep the contact center running at peak efficiency while also optimizing the employee and customer experience.



4.04 Knowledge Management

Systems and methods are used to capture, structure, and share knowledge to provide answers to common customer questions, search for solutions to known errors, and improve the quality of service delivery to customers.

Number	Maturity Level	Maturity Level Description
1	Just started	Knowledge management tools are in place and accessible to contact center staff for use during the customer contact.
2	Some progress	There is a moderate level of acceptance and use of knowledge management tools by the contact center staff.
3	Considerable progress	The knowledge management tools have been integrated into standard workflow processes and their use is tracked and monitored. Contact center staff regularly contributes to the maintenance and development of knowledge content.
4	Fully achieved and/or optimized	Knowledge management practices have been culturally accepted by all contact center levels and are supported and developed by contact center staff in coordination with other departments.

4.05 Integrated Systems

Integrated systems provide advantages to contact center operations by increasing efficiency, capability, accuracy and usefulness of information.

Number	Maturity Level	Maturity Level Description
1	Just started	Standard role based configurations exist for all staff work stations.
2	Some progress	Some level of application integration exists.
3	Considerable progress	Contact center agent desktops and appropriate technologies are integrated.
4	Fully achieved and/or optimized	Contact center systems and applications are highly integrated to optimize efficiency, effectiveness and customer satisfaction.



4.06 Reporting

Reporting and analytics are used to monitor and manage the activity of various contact center operations.

Number	Maturity Level	Maturity Level Description
1	Just started	Monitoring and reporting contact center performance and objectives is performed on a regular basis. Metrics are defined and calculations are agreed upon.
2	Some progress	Reporting identifies trends in performance and quality as compared to the contact center's goals and objectives. Regular analysis is performed.
3	Considerable progress	Reporting systems monitor and report performance metrics, exceptions, thresholds, breaches and/or overall quality in real time, and highlight opportunities for performance and quality improvement. Data is cleaned and validated.
4	Fully achieved and/or optimized	Performance is regularly reported and analyzed resulting in recommendations which are presented to key stakeholders resulting in meaningful actions and improvements.

4.07 System Support

Support of contact center technologies including version updates and break fixes is integral to ensure maximum accessibility for customer interaction.

Number	Maturity Level	Maturity Level Description
1	Just started	The support team has an awareness of the impacts of system downtime on the contact center, customer, and the enterprise.
2	Some progress	Plans exist to appropriately support continuity for all mission critical systems.
3	Considerable progress	Service level agreements exist for all service facing systems.
4	Fully achieved and/or optimized	Proactive maintenance and monitoring of systems and open proactive communication of system status. Reporting of service level agreement performance.



5. Processes and Procedures

How the organization identifies, documents, reviews, and revises its processes and procedures to ensure optimal levels of support.

5.01 Financial Management

Understanding the link between customer requirements, operational needs, budgeting, staffing levels, technology and facilities is key to the effective management of the contact center and the organization.

Number	Maturity Level	Maturity Level Description
1	Just started	The contact center has an annual budget and regularly reports on variances from the budget.
2	Some progress	Contact center management exerts some influence over the scope, the amounts, and allocation of its budget.
3	Considerable progress	Budgets are formatted into monthly P&L's where expenses and revenue are maintained and tracked.
4	Fully achieved and/or optimized	Contact center regularly analyzes and reports on activity costs and budgetary performance. Expense mitigation strategy is in place. Standardized investment evaluation methods are utilized.

5.02 Customer Satisfaction Management

Measuring customer satisfaction and managing the customer experience are critical factors in building and maintaining customer loyalty.

Number	Maturity Level	Maturity Level Description
1	Just started	A process is in place to measure customer satisfaction.
2	Some progress	The contact center measures customer satisfaction against performance objectives.
3	Considerable progress	Customer satisfaction is measured at all touch points and used in planning and setting objectives. Customer satisfaction data is shared throughout the organization.
4	Fully achieved and/or optimized	A comprehensive customer experience management program is in place that includes agent level customer satisfaction goals, correlation with internal quality measures, correlation with agent quality results and a continual improvement process.



5.03 Change Management

Change management processes control and manage the introduction of new policies, new systems, hardware, software, services, documentation, capabilities, or other capacities. The contact center requires controlled processes to support changes successfully.

Number	Maturity Level	Maturity Level Description
1	Just started	There is a documented change management process.
2	Some progress	Roles and responsibilities are documented, and the processes are consistently followed by the contact center.
3	Considerable progress	Contact center staff is aware of changes and are prepared through training or other means prior to the implementation.
4	Fully achieved and/or optimized	The contact center and customer are represented in organizational change management planning. Downstream impacts are assessed and addressed.

5.04 Process Management and Continuous Improvement

Process management monitors and measures all processes to ensure they meet the needs of the business and the customer. Processes for identifying continuous improvement opportunities exist throughout the contact center at all levels fostering process oriented thinking and innovation.

Number	Maturity Level	Maturity Level Description
1	Just started	A process for employee and/or customer feedback and suggestions is in place. Major processes are documented.
2	Some progress	All processes have been defined and data collection has begun to measure process performance. There is a documented process to review all processes and procedures periodically for deficiencies or enhancement opportunities.
3	Considerable progress	There is evidence that some form of a continuous improvement approach exists within the contact center. Solid process measures exist and data is gathered consistently.
4	Fully achieved and/or optimized	The contact center uses a systematic approach of identifying, managing and implementing all processes and improvement efforts. The results of these efforts are communicated to the contact center staff.



5.05 Service Continuity Management

Regularly maintained service continuity plans manage contact center service interruptions due to both unexpected and planned circumstances.

Number	Maturity Level	Maturity Level Description
1	Just started	Contact center data and systems are regularly backed up and stored in a secure offsite area.
2	Some progress	Specific plans exist that address specific scenarios (e.g., weather emergencies, fire, natural disaster, etc.). The plans are appropriate to the contact center and its geographic location, and include service level targets for recovery.
3	Considerable progress	A documented service continuity plan includes replacement progress of customer and contact center data, hardware, systems, and telecommunications infrastructure, and the plan is distributed, communicated and funded.
4	Fully achieved and/or optimized	Service continuity plans are periodically tested and regularly updated, and/or optimized and Service Continuity is represented in the Change Management process to ensure that the continuity plans meet the current environment and business needs.

5.06 Quality Monitoring/Coaching

Quality monitoring and coaching processes allow contact center management to ensure the quality of the interactions between contact center staff and customers.

Number	Maturity Level	Maturity Level Description
1	Just started	All customer access channels are monitored, monitoring form(s) are in place and some coaching takes place.
2	Some progress	The quality process is fully documented with a defined purpose, stated objectives and performance standards that reflect the organization's and contact center's mission, vision, and business objectives. A business-rationalized number of contacts have been identified and are monitored. Regular and timely individual coaching sessions occur. The quality process in place has the support of executive leadership.
3	Considerable progress	Performance standards are linked to customer needs and expectations. Direct customer feedback is incorporated into agent quality monitoring scores with results included in the performance appraisal process. Documented calibration and reporting processes are in place and various methods of monitoring are utilized. Performance results related to the coaching process are tracked, trended and reported on.
4	Fully achieved and/or optimized	Monitoring results are analyzed utilizing statistical methods to determine performance patterns and trends and uncover quality process improvement opportunities. This information is shared with key contact center functions and stakeholders for continuous improvement. The value of the quality process in providing the Voice of the Customer for the organization is recognized by executive leadership.



5.07 Forecasting

Effective processes for forecasting workload and shrinkage are fundamental components to consistently achieving service levels and optimized customer experiences.

Number	Maturity Level	Maturity Level Description
1	Just started	Contact workload is tracked and daily forecasts are created for the major contact types.
2	Some progress	Contact workload is tracked and forecasts are created for the major contact types down to the interval level.
3	Considerable progress	Some shrinkage data is tracked and forecasted. Volume drivers are identified and factored in the forecasting methodology. A high level long term workload model exists.
4	Fully achieved and/or optimized	All contact types are tracked and forecasted at the interval level and forecast accuracy is tracked and monitored. All shrinkage is monitored, forecasted and analyzed. Recommendations are made based on the foregoing analysis and incorporated into long term planning models.

5.08 Scheduling

Effective scheduling processes are essential for service level management, optimized customer experience and employee engagement.

Number	Maturity Level	Maturity Level Description
1	Just started	Schedules are created to cover hours of operation.
2	Some progress	Schedules are created and slight changes are made based on business needs. Breaks and lunches are optimized based on the needs of the business.
3	Considerable progress	Flexible schedules are created to assist in meeting peaks and valleys in volumes during the day and breaks and lunches are optimized. Agents' needs are considered when creating the schedules.
4	Fully achieved and/or optimized	Flexible scheduling strategies are incorporated into the schedule creation process to meet the needs of the business while balancing the needs of the agent.



5.09 Real-Time Management

The contact center must have the ability to quickly identify changes in performance levels from call volume to agent availability and take action before they negatively impact the operation.

Number	Maturity Level	Maturity Level Description
1	Just started	Service levels are monitored real time during the day.
2	Some progress	Service levels are monitored and some off-phone activities are planned and documented.
3	Considerable progress	Service levels are monitored and off-phone activities are pre-planned, scheduled, and adjusted based on the needs of the business.
4	Fully achieved and/or optimized	There is a service level management plan documented, communicated, and implemented. All off-phone activities are pre-planned and communicated and scheduled through the WFM team. Focus is primarily on future intervals.

5.10 Contact Routing

Contact routing helps the contact center ensure customer interactions are resolved and handled by the appropriate resource. The contact center manages the flow of interactions from the time the customer makes contact until the contact is finalized.

Number	Maturity Level	Maturity Level Description
1	Just started	Contact routing is documented.
2	Some progress	Contact routing is documented and contacts are routed to the appropriate resource.
3	Considerable progress	Contact routing plans have been developed to ensure that the customers' needs have been addressed upon first contact.
4	Fully achieved and/or optimized	Customer transfers and handoffs are continually monitored and analyzed to identify routing improvement opportunities. Any data collected from the customer during routing is used in the routing decisions and relevant data is delivered to the employee when the contact is delivered.



5.11 Data Privacy & Security

Processes designed to monitor and maintain the privacy and security of customer data are important to prevent negative customer reactions that result from privacy/security breaches. Data privacy and/or security requirements may originate from either organizational policy or regulatory action.

Number	Maturity Level	Maturity Level Description
1	Just started	There is a process in place by which contact center management is aware of data privacy and/or security requirements.
2	Some progress	There is a process in place to manage compliance with data privacy and/or security requirements.
3	Considerable progress	There is a process in place to detect, report, and remediate data privacy and/or security breaches.
4	Fully achieved and/or optimized	There is a process in place to stay abreast of changes in data privacy and/or security requirements and to update monitoring and compliance processes accordingly. There is also a process in place to assess privacy and/or security risks with respect to new contact center initiatives.

6. Employee Engagement

Contact center staff drives the quality of the customer experience. Highly engaged employees deliver effective service which positively impacts customer loyalty.

6.01 Employee Engagement Measurement Process

The employee engagement measurement process measures overall staff satisfaction through data collection, and analysis in order to identify specific opportunities for improvement.

Number	Maturity Level	Maturity Level Description
1	Just started	Employee satisfaction data at the contact center level is collected and analyzed.
2	Some progress	The organization has identified employee engagement objectives. Employee satisfaction data is routinely compared to those objectives.
3	Considerable progress	The organization has developed action plans based on gaps identified.
4	Fully achieved and/or optimized	The organization is maintaining a continual improvement process of measurement and action planning.



6.02 Employee Attrition

High employee turnover can be an indicator of increased employee dissatisfaction. Unplanned attrition increases cost and undermines service level management, employee skill development, and the overall customer experience.

Number	Maturity Level	Maturity Level Description
1	Just started	Internal and external attrition is routinely measured.
2	Some progress	Root causes of attrition are identified.
3	Considerable progress	Action plans are developed to mitigate potential employee dissatisfiers and attrition drivers.
4	Fully achieved and/or optimized	An employee retention management program has been implemented. Attrition planning involves cross functional support from key stakeholders.

7.0 Customer Experience Management

A positive customer experience builds and maintains brand loyalty. Customer brand loyalty promotes sustainable financial performance.

7.01 Customer Satisfaction—Surveys

Customer satisfaction surveys are designed to provide insight into the customer experience with contact center interactions. Measurement is essential to identifying opportunities for continual improvement.

Number	Maturity Level	Maturity Level Description
1	Just started	Customer satisfaction data at the contact center level is collected.
2	Some progress	Customer satisfaction data is collected across all contact channels. Statistically valid data has been collected and compared against identified performance objectives.
3	Considerable progress	The organization has developed action plans based on gaps identified in customer satisfaction surveys. Satisfaction data is analyzed and reported at the center, team, and agent level.
4	Fully achieved and/or optimized	A customer experience management program has been implemented and involves cross functional support from key stakeholders. Customer satisfaction is correlated to financial performance objectives.



7.02 Customer Feedback

Capturing and sharing the voice of the customer elements such as complaints, suggestions, and compliments is critical to understanding customer needs, preferences, and organizational improvement opportunities.

Number	Maturity Level	Maturity Level Description
1	Just started	Voice of the customer feedback is collected.
2	Some progress	Voice of the customer feedback data is analyzed in order to identify customer needs, preferences, and improvement opportunities. Customer compliments are shared with the appropriate party. A process is in place to respond to customer feedback when appropriate.
3	Considerable progress	Voice of the customer analysis is used to develop action plans and continuous improvement initiatives.
4	Fully achieved and/or optimized	Voice of the customer feedback and analysis is routinely distributed and reviewed with key organizational stakeholders.

8. Performance Results

Performance against goals and objectives is the key indicator of overall contact center effectiveness.

8.01 Service Level/Response Time*

The percentage of contacts answered or responded to in a defined time period.

Number	Maturity Level	Maturity Level Description
1	Just started	Business rationalized service levels/response times are tracked and consistently achieved at the monthly level 10 of the last 12 consecutive months.
2	Some progress	Service levels/response times are tracked and consistently achieved at the daily level 80% of the days of each of the past 9 months.
3	Considerable progress	Service levels/response times are tracked and consistently achieved at the interval level. Service level/response times must be for 80% of the intervals in the past 120 days.
4	Fully achieved and/or optimized	Evidence of alignment between goals and customer preferences exist.

**Response times may not be captured at the daily and/or interval level and, therefore, maturity level 2 and 3 may not be applicable for response times.*



8.02 Quality Scores

The score associated with the quality of the interaction experienced by the customer.

Number	Maturity Level	Maturity Level Description
1	Just started	Site level quality score objectives were achieved 6 out of the last 12 months.
2	Some progress	Site level quality score objectives were achieved 9 out of the last 12 months.
3	Considerable progress	Site level quality score objectives were achieved 12 out of the last 12 months.
4	Fully achieved and/or optimized	Evidence of alignment between goals and customer expectations exist.

8.03 Customer Satisfaction Scores

The scores achieved based on the customer satisfaction surveys conducted.

Number	Maturity Level	Maturity Level Description
1	Just started	Customer satisfaction score objectives were achieved 6 out of the last 12 months.
2	Some progress	Customer satisfaction score objectives were achieved 9 out of the last 12 months.
3	Considerable progress	Customer satisfaction score objectives were achieved 12 out of the last 12 months.
4	Fully achieved and/or optimized	Evidence exists that satisfaction with contact center interactions has had a positive and measurable impact on business performance.

8.04 Cost per Contact

The per-contact cost of the contact center's operations, including people, contact center infrastructures, and overhead.

Number	Maturity Level	Maturity Level Description
1	Just started	Performance data is routinely calculated.
2	Some progress	Performance data is analyzed and objectives are established. Objectives are analyzed and performance is trending towards goal.
3	Considerable progress	Objectives are consistently at or under targets for 9 out of the last 12 consecutive months.
4	Fully achieved and/or optimized	Objectives are consistently at or under targets for 12 out of the last 12 consecutive months.



8.05 Cost of Quality

Quality Management programs enable contact centers to ensure predictable, high value services are delivered at optimal efficiency. Sound program management practices call for the measurement of the effectiveness of the program. Cost of quality (CoQ), analysis is a key tool in assessing the value and effectiveness of contact center quality programs.

Number	Maturity Level	Maturity Level Description
1	Just started	Performance baselines measurement for Detailed Quality CoQ metrics are underway
2	Some progress	Global quality metrics and Detailed CoQ baselines are under development
3	Considerable progress	Global and detailed CoQ metrics are measured and analyzed on a recurring basis.
4	Fully achieved and/or optimized	CoQ and return on quality metrics are key component in service operation planning. Organization has taken measures to improve the return on quality and reduce the cost of quality.

8.06 Transaction Value Measurement

Customer management operations create value through service transactions. The consistent measurement and use of transaction value data in performance management, planning, revenue forecasting and budgeting practices enables effective decision-making for the organization.

Number	Maturity Level	Maturity Level Description
1	Just started	Major transaction types have been identified
2	Some progress	Revenue or other applicable value metrics have been identified
3	Considerable progress	Transaction value is measured by transaction type and performance baselines have been established. Goals for transactional value have been defined
4	Fully achieved and/or optimized	Transaction value metrics are utilized in operations planning, performance management and as strategic decision support.