

Quality Monitoring

CCA Standard© User Groups

Since the launch of the CCA Standard© in 2001, over 100 contact centres have successfully achieved CCA accreditation. At the end of 2004, it was agreed that the knowledge and experience garnered by these accredited organisations would benefit being shared by the group and within the broader circles of CCA members. CCA has established several working groups to examine specific topics known to be of importance within contact centres, to learn how to overcome problems, and to establish how best practice can be implemented in line with the ethos of the CCA Standard© of continuous improvement.

Based on a presentation given by Nyree Tobias of Indigo Lighthouse, this white paper outlines the key findings of the **Performance Management User Group** relating to quality monitoring.

CCA would like to thank the following additional individuals and their organisations for their input to discussions on this topic. As organisations that have demonstrated best practice in their own contact centres, their contribution to the development of these specific guidelines is greatly valued.

- Ian McKinnon – West Bromwich Building Society
- Frances McKean – RHL
- Natalie Mulaghton – Lloyds TSB
- Eilin DeBuitleir – Bank of Ireland 365
- Theresa Wood – British Gas
- Gill Jones – Telereal
- Neil Shackleton – BT
- Laura Harold – National Australia Group
- Nyree Tobias – Indigo Lighthouse

Best Practice Guidelines

Essentials

- It should be recognised that quality monitoring is an integral component of coaching for agents.
- Standards must be clearly defined against the values of the organisation, and a frequent “calibration” exercise should be conducted to ensure that calls are being assessed to the same standard.
- If quality monitoring is conducted by way of written correspondence, the Quality Team or management should check before despatch. Having standard templates in place for written correspondence will help in this process.
- Protocols should be developed to ensure that common activities such as call transfer are managed effectively and consistently for the caller.
- **The Key: Find the quality and efficiency matrix that suits your business.**

Quality Monitoring

- One option is to use IVR to capture customer comments at the end of the call. Using this method, callers are asked if they would be happy to be transferred to record comments on the call.
- Another option is to preface all calls by offering customers the opportunity to give feedback on the call. One organisation using this method has found it to be extremely useful in capturing customer comments and understanding requirements - all of which have resulted in changes to the business.
- Where customer activity / service is delivered across a number of functions, quality must be checked end-to-end. One means of achieving this is by using the company website to capture information, and to assign a group of people (from within management) to check this data frequently and to feed back any process failures to their team. One positive impact of this

method is to position teams to work more closely together, and to communicate more effectively - resulting in improved quality.

- Questionnaires may be sent out to a percentage of callers to assess quality performance. Dedicated quality monitoring teams can then be put in place which focus on this activity and feed back outcomes.
- In a sales environment, outbound calls may be made by a quality team in order to gain feedback from customers. If the customer asks a number of questions, this may indicate that there are quality issues to be addressed, and that coaching and monitoring will be required to better support sales staff in their challenging roles. NB: It has been noted that rewarding sales staff on net sales rather than gross sales has actually improves the quality of sales activity.
- Outsourcing companies have often found that their clients will monitor quality remotely by way of "mystery shopping", and that they themselves can access remote monitoring services if they wish to monitor calls directly in this way.

Results

- Results must be recorded - this may be via a system in larger organisations, or manually in smaller centres.
- Utilising a call recording system to record all calls has been proven to improve call quality by offering the facility to play back calls to agents.

Further Information

For further information on this topic, or for more details regarding the CCA Standard© User Groups, please contact Judy Smyth, CCA Best Practice Specialist, at judy.smyth@cca.org.uk