

Dubai' The Model Centre

The Executive Council

Government of Dubai



مركز نموذج دبي

المجلس التنفيذي

حكومة دبي



GOVERNMENT OF DUBAI
CONTACT CENTRE STANDARDS
& ASSESSMENT SYSTEM

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برنامج محمد بن راشد آل مكتوم
للحكومة الذكية

HAMDAN BIN MOHAMMED PROGRAMME FOR SMART GOVERNMENT



“Today we embark on the primary path of transforming the Government of Dubai from an excellent government into a smart government, a government that will be a leader in service delivery, in line with the aspirations of our leadership. We no longer wish to merely excel, we seek to become pioneers.”

H.H. Sheikh Hamdan Bin Mohammed Bin Rashid Al Maktoum

Crown Prince of Dubai, Chairman of The Executive Council of Dubai.

**GOVERNMENT OF DUBAI
CONTACT CENTRE
STANDARDS &
ASSESSMENT SYSTEM**

**Issued by the General Secretariat of the
Executive Council**

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Preface

In 2013, The Executive Council of the Government of Dubai kicked off a comprehensive study to analyse and understand the customer experience being delivered by the Government of Dubai contact centres. The intensive study analysed customer interactions through multiple touchpoints across 26 contact centres. The study also assessed the efficiency of the contact centres by looking at the operational and capital expenses. Following to the study, an effort was made to align contact centre operations with the Dubai Model for Government Services whose strategic objectives are “Greater Customer Centricity” and “Improved Service Efficiency”. The vision was to deliver a customer experience with uniqueness stemming from the Arabic, and particularly the Dubai culture, that is at its core. The goal was to provide an innovative framework that accurately reflects what Dubai stands for, what it offers and how it will be perceived by its residents and visitors.

The framework was developed in association with world-leading experts and consultants from the contact centre industry. Focus group workshops were held with Government of Dubai contact centres to shape a vision of how customer experience should look like and how service efficiency will be achieved without negatively impacting customer experience. Through the focus groups and workshops, the framework took into account the ground realities of the contact centres and the experiences of their managers. The model consists of three parts: **Standards, Self-assessment and Audit.**

The set of “**Standards**” consists of 4 pillars, each of which is logically divided into a subset of perspectives and focus areas. Each focus area has a set of standards that if collectively achieved will reflect the vision of delivering a consistent customer experience.

The second part of the framework is “**Self-assessment**”. In order to provide a method for determining how well a contact centre is adhering to the standards, a tool kit was developed to enable contact centre management to track and report their performance through a “self-assessment” process on a monthly basis. The toolkit also allows contact centres to track and report the complaints that they receive and financial aspects of the operations. The purpose of the self-assessment is two-fold: it helps managers determine how they are performing against the standards and identifies areas for improvement.

The last part in this framework is an “**Audit**” process. Once contact centres undertake self-assessment consistently, and if they meet certain criteria based on the self-assessments, they are eligible for a Contact Centre Rating. The Contact Centre Rating is awarded through an audit process and rated contact centres are eligible to participate in the Hamdan Bin Mohammed Programme for Smart Government.

This framework is not just about meeting numbers or achieving the standards. It is about strategically identifying where incremental improvements can be made to enhance customer experience and improve service efficiency at Government of Dubai contact centres. Therefore, contact centre managers are strongly encouraged to read through this manual and strategically plan how best to achieve these standards for their contact centres.

Key Concepts & Terms



Contact Centre Touchpoints

A touchpoint is any method by which a customer interacts with the organisation. The specific touchpoints covered by these standards are:



Phone



Email



Web Chat/WhatsApp



Social Media (SocMed)



SMS



Service Centre

A service centre is a physical location where customers deal with staff members on a “face to face” basis. Customers may need to visit service centres in order to facilitate payments, for ID checking or to complete specific Government processes that cannot be completed online or elsewhere. DTMC had previously developed a separate set of standards specifically for service centres.



Call Centre

A call centre, is defined as a unit, department or team within an entity responsible for dealing with public enquiries and transactions via telephone. This includes “directory” or “telephone operator”-type services, but excludes direct dialling to individuals within the organisation. To be considered as a call centre, the unit, department or team must have at least 5 people (“agents”) dedicated to answering telephone queries and said agents should not be simultaneously serving customers in a service centre environment. In addition to answering inbound customer calls, a call centre may make outbound calls to customers.



Contact Centre

A contact centre is a call centre that handles telephones and other touchpoints.

In this document, the term “**Contact Centre**” will be used to indicate a call centre that also handles the contact centre touchpoints defined above.

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Abbreviations

ACD	Automatic Call Distributor
CAPEX	Capital Expenditures
CCR	Contact Centre Rating
CCS	Contact Centre Score
CEM	Customer Experience Management
CMS	Content Management System
CRM	Customer Resource Management
DTMC	Dubai' The Model Centre
ERMS	Email Response Management System
FTE	Full Time Employee
GDCCS	Government of Dubai Contact Centre Standards
HBMASG	Hamdan Bin Mohammed Award for Smart Government
ISDN	Integrated Services Digital Network
IVR	Integrated Voice Response
KPI	Key Performance Index
OPEX	Operational Expenditures
OSF	Operations Support Function
OSP	Operations Service Provider
QA	Quality Assurance
QMS	Quality Management System
RTO	Real Time Objective
SLO	Service Level Objective
WFM	Work Force Management



INTRODUCTION



THE PURPOSE OF THIS MANUAL

The Purpose of this Manual

This manual was developed to provide Government of Dubai contact centres with a framework that if adequately deployed and supported by the required competencies will improve their service delivery and directly enhance the customer experience across contact centres.

The first part of this manual, “Standards”, provides a set of experiential interaction standards that are grouped into four pillars. The standards within these pillars are used to evaluate the quality of customer interactions with contact centres, whether it is through direct interactions with agents or through self-service options such as IVR.

The “Standards” part also addresses staff training as well as their performance. It provides a method for assessing processes related to operational support functions and facilities.

The section also defines the technological aspects that are needed to run a successful and efficient contact centre. It includes a section titled “Operational Finance” that can be used to assess a contact centre’s efficiency by analysing its operational finance aspects.

Overspending does not always translate to a better customer experience. Therefore, contact centres need to be aware of their overall financial status and specifically of their cost-per-call measure. These can be fine-tuned to optimize the contact centre’s efficiency while still providing an optimal customer experience by achieving the standards.

The second part of the manual, “Self-assessment”, describes the means by which contact centres will measure their adherence to these standards. Self-assessment includes a description of a toolkit that streamlines the assessment and reporting process.

The toolkit describes the frequency for measuring these standards and how the performance should be reported. It also describes a scoring method that is used to determine the extent to which each contact centre is adhering to the standards.

The third part of the manual, “Audit”, describes the eligibility criteria for the centre to be considered for rating. In order to maximise the efficiency of the assessment process and to limit the distraction factor of long, arduous audits, the assessment process will combine continuous self-assessment and reporting with an audit/verification process.

The audit process is therefore a process of confirmation rather than a process of investigation. The audit would include Desk-Audit and Site visit for a period will be limited to a single working day and will be conducted by a team of up to 1- 3 auditors. Smaller operations will require smaller teams and shorter periods.



IMPLEMENTATION SCOPE

Implementation Scope

Any Government of Dubai entity with a contact centre can benefit from implementing this framework. The framework can be used as a management and as an operational tool to effectively manage resources and operations. However, not every Government of Dubai Contact Centre will be able to implement the framework.

For example, smaller contact centres without Automatic Call Distributors (ACD) will have a hard time achieving the standards related to incoming and outgoing calls. The following are the suggested guidelines for Contact Centres who should implement the framework:

- A minimum of 5 dedicated agents
- An ACD system or CRM or both
- A minimum of 3,000 calls per month

Contact centres are strongly encouraged to weigh the costs and benefits of implementing the criteria of these standards and to strategically plan what improvements should be implemented and within what timeframe.



RESPONSIBILITY

Responsibility

The Implementation and monitoring of the framework is the responsibility of all contact centre employees. This includes contact centre managers, operational functional managers, supervisors, team leaders, agents, and anyone else responsible for overseeing or providing contact centre services and operations.

It is expected that contact centre managers will be the ones responsible for the completion of the self-assessment process as outlined in Part 2 of this manual. They are strongly advised to work with supervisors and OSF managers to complete the self-assessment and to work and consult with them on where and how improvements can be made to improve the overall performance of the contact centre.

The audit process, described in Part 3, will be a combined effort between DTMC and the contact centre staff. Independent experts will be hired by DTMC to perform the audit. DTMC will provide them with the proper tools for a fair and smooth audit. Contact centre management is expected to facilitate access to additional information during site visits that will happen as part of the audit process.



DEFINITION OF A SUCCESSFUL CONTACT CENTRE

Definition of a Successful Contact Centre

A successful Government of Dubai contact centre is one that provides a superior customer experience at a justifiable cost in a way that highlights how Dubai is different from other global destinations. Success is not measured simply by numbers, but an overall experience. It requires management teams with strategic competence and shared vision, emotional as well as intellectual competence. Another success factor is providing a consistent customer experience across all Government of Dubai contact centres and all touchpoints.

Contact centres that have a clearly defined Organizational Structure (Appendix B), clear Job Descriptions (Appendix C) and a well laid-out Skill Path and Competency Plan (Appendix D) will have a much more efficient and proficient team that is capable of performing their day-to-day operations and dealing with change.

Being clear with customers on the set of service standards that the contact centre will adhere to, by publishing a Service Charter (Appendix E), will ensure that customers know their rights while receiving the service.

Streamlined Process Guides (Appendix F) for the major services can help prevent some of the complaints received from customers and can also help increase the processes knowledge of the staff. In addition to providing an excellent customer experience, contact centres need to track their financial expenditures to assess their service efficiency. Contact centre operational finance tracking is explained in Appendix G.



PART 1 STANDARDS



THE STANDARDS STRUCTURE

The Standards Structure

The Government of Dubai Contact Centre Standards are based on internationally recognized contact centre frameworks. They are divided into 4 pillars as shown in the figure below. By achieving these standards, contact centres will be able to improve their quality of customer service, and as a result, customer experience with the contact centres will be enhanced.

CUSTOMER EXPERIENCE

This deals with aspects of the interaction that are directly “felt” or “experienced” by the customer and attempts to measure, as simply as possible, the overall impact of an experience upon a customer.

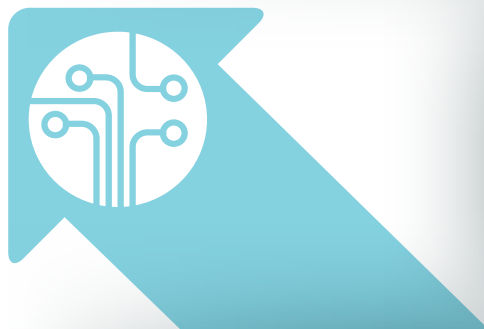
01



PEOPLE

Training and evaluating the performance of agents (customer-facing staff) and their team leaders, supervisors, managers and support staff are of utmost importance for smooth operations.

02



04

TECHNOLOGY

This deals with the reliability of technology and also the expediency and efficiency of resolution to any technological failure.

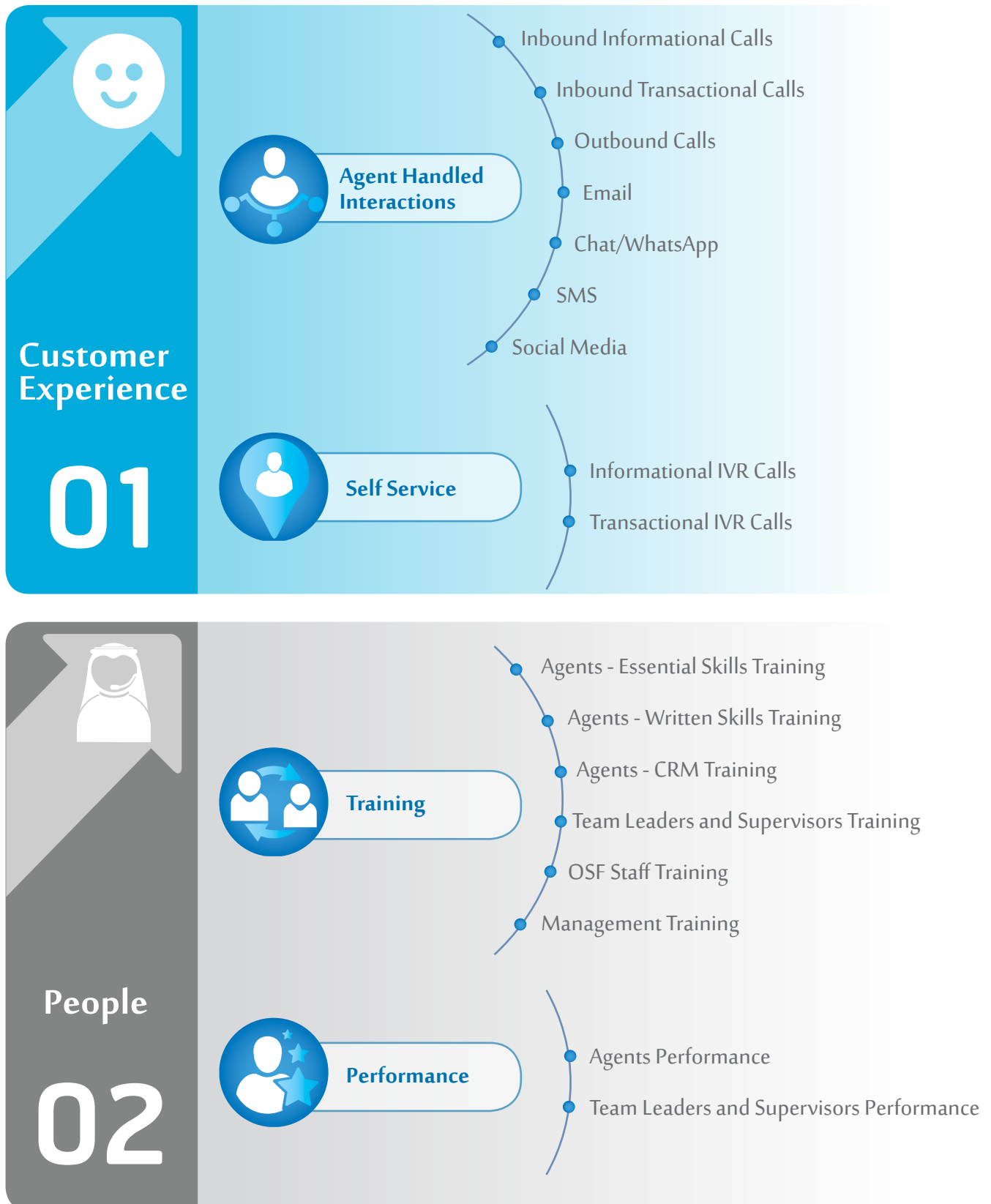


03

PROCESSES

Operations Support Functions and proper facilities are critical to customer interaction effectiveness and efficiency.

For easier management of the standards, the four pillars are further broken down into perspectives and focus areas as shown in the figure below.





Processes

03



Operational Support Functions

Quality Assurance (QA)

Work Force Management (WFM)

Real-time WFM

Recruitment

Training

Complaint Handling

Disaster Recovery

Motivation



Facilities

Staff Facilities

Disaster Recovery and Service Continuity



Technology

04



Contact Centre Technology

Standards and Indicators

Standards

The standards in this document are a tool for all Government of Dubai contact centres to provide a consistent customer experience. The standards can also be used by management teams as an assessment tool to find out how their contact centres are performing and as a management tool to see where improvements can be made. Standards have the following format:

Standard #	The standard number identifies the specific standard and it can be used for reference.
Name	The name of the standard which can also be used for reference.
Abbreviation	For some of the technical standards, abbreviations are listed.
Target	The target is what needs to be achieved to meet the standard. Targets will be one of 4 different types: • Absolute: The standard must be achieved as specified. • Minimum: The minimum specified target or more must be achieved. If the achieved value is less than the minimum, then the standard is not being met. • Maximum: The maximum specified target or less must be achieved. If the achieved value is more than the maximum, then the standard is not being met. • Range: A value from the minimum to the maximum must be achieved. If the achieved value is less than the minimum or more than the maximum, then the standard is not being met.
Source	The source lists possible systems that can be used to collect the values for the standard. This includes the ACD, CRM, IVR systems, etc. If the calculation is performed manually, "Calculated" will be listed as a source.
Description	The description will list more information about the standard. It will have additional notes and can answer some questions on what the standard applies to and what it doesn't.
Calculation	The calculation will list a method that can be used to calculate the value used in the standard. This can be an equation or instructions on what to consider in the calculation.

Indicators

Besides the standards, there are also indicators. Indicators differ from standards in that they have no targets. Indicators provide extra information that can be used to gain more insights into the standards. They can be used as a management tool, in addition to the standards, to get a complete picture of how the contact centre is performing. Indicators have the following format:

Indicator #	The indicator number identifies the specific indicator and it can be used for reference.
Name	The name of the indicator which can also be used for reference.
Abbreviation	For some of the technical indicators, abbreviations are listed.
Source	The source lists possible systems that can be used to collect the values for the standard. This includes the ACD, CRM, IVR systems, etc. If the calculation is performed manually, "Calculated" will be listed as a source.
Description	The description will list more information about the indicator. It will have additional notes and can answer some questions on what the indicator applies to and what it doesn't.
Calculation	The calculation will list a method that can be used to calculate the value used in the indicator. This can be an equation or instructions on what to consider in the calculation.



Pillar 1: Customer Experience

This section deals with aspects of the interaction that are directly “felt” or “experienced” by the customer. As far as possible, this section attempts to measure the overall impact of an experience upon a customer. Some of the standards in this section are directly rated by customers, such as Customer Satisfaction, Customer Effort Score and Net Promoter Scores. Other standards, such as Handle Time, Hold Time, and Abandon Rates, are measured and reported by contact centre management and operations teams.

Customers either interact directly with an agent (Agent Handled Interactions) or through an automated system (Self-Service Interactions). The following is the breakdown of the perspectives and the focus areas in this pillar:

Agent Handled Interactions:

- Inbound Informational Calls
- Inbound Transactional Calls
- Outbound Calls
- Email
- Chat/WhatsApp
- SMS
- Social Media

Self Service:

- Informational IVR Calls
- Transactional IVR Calls

1.1 Inbound Informational Calls

Inbound informational calls are calls that are initiated from customers to the contact centre with the goal of getting information (e.g. directions to a service centre, hours of operation, etc.)

Indicator #	i1.1.1
Name	Total Inbound Volume
Abbreviation	VOL(i)
Source	ACD
Description	Total volume of inbound informational calls offered. Some of these calls may be handled by IVR, some will be abandoned and others will be answered by a human agent. The volume of offered informational calls is not directly controllable by the operation. Climate conditions, holidays, government policies, new processes, regulations, decrees and even press coverage can unexpectedly impact offered volume. When offered volume experiences sudden large unexpected peaks, operations cannot be expected to adjust instantaneously and operations performance will suffer. If the peak is temporary then the operation should not engage in any permanent upsizing. Thus, poor performance only lasts for as long as the temporary peak remains. This metric should be used by operations teams in real time in order to assure effective operational decision making. Operations Management (and especially WFM) should review it periodically to identify trends and ensure adequate planning. Senior managers and assessors need to be aware of this metric so that unexpected poor performance is not penalized because of a peak in informational inbound calls.
Calculation	Agent Handled Volume + IVR Volume + Abandoned Volume

Indicator #	i1.1.2
Name	Agent Handled Volume
Abbreviation	AGNT(iv)
Source	ACD
Description	Volume of inbound informational calls that were handled by an agent.
Calculation	No. of inbound informational calls that were handled by agents.

Indicator #	i1.1.3
Name	Informational IVR Volume
Abbreviation	IVR(iv)
Source	ACD or IVR
Description	Volume of inbound informational calls that were fully serviced by the IVR system (i.e. customer did not need to speak to a human agent).
Calculation	No. of informational calls fully serviced by IVR

1.1 Inbound Informational Calls

Indicator #	i1.1.4
Name	Informational IVR Percentage
Abbreviation	IVR(i%)
Source	Calculated
Description	Percentage of inbound informational calls that were fully serviced by the IVR system (i.e. customer did not need to speak to a human agent). Return on IVR investment is maximised when IVR(iv) increases but excessive IVR(i%) may also be frustrating for those who prefer to deal with agents directly.
Calculation	$\frac{IVR(iv)}{VOL(i)}$

Indicator #	i1.1.5
Name	Abandoned Volume
Abbreviation	ABN(i)
Source	ACD
Description	Volume of inbound informational calls that were abandoned (terminated) by callers after the SL Threshold (see S1.1.2).
Calculation	No. of inbound informational calls abandoned after the SL Threshold

Indicator #	i1.1.6
Name	Abandoned Percentage
Abbreviation	ABN(i%)
Source	ACD
Description	The percentage of inbound informational calls that were abandoned (terminated) by callers after the SL Threshold (see S1.1.2).
Calculation	$\frac{ABN(i)}{VOL(i)}$

1.1 Inbound Informational Calls

Standard #	S1.1.1
Name	Max Interval Abandon Rate
Abbreviation	ABR(i%)
Target	The maximum inbound informational calls abandon rate for any 30 minutes interval during the month shall not exceed 8%.
Source	ACD and Calculated
Description	The maximum percentage of calls abandoned in a single 30-minute interval during the month. If an operation achieves the Service Level target, but the Max Interval Abandon Rate is excessive, then the Max Interval Abandon Rate is not a reflection of the performance of the operation. If this continually happens, an investigation must be undertaken to understand the reasons for such impatience.
Calculation	For every 30 minutes, calculate the percentage of calls that were abandoned after the SL Threshold. ABR(i%) is the maximum percentage for the whole month.

Indicator #	i1.1.7
Name	Average Time to Abandon
Abbreviation	ATA(i)
Source	ACD
Description	The average amount of time waited by an abandoning caller above the SL Threshold before abandoning the call. Operations teams can monitor this as decreased ATA indicates less tolerant or more impatient customers and this could be caused by reasons outside the control of the contact centre.
Calculation	$\frac{\sum \text{Abandon Time}}{\text{ABN}(i)}$ Abandon Time = Time to abandon above SL Threshold for inbound informational calls. For example, if a call goes into the agent queue and the caller then abandons after 45 seconds, the abandon time is 25 seconds (45 – SL Threshold).

1.1 Inbound Informational Calls

Indicator #	i1.1.8
Name	Max Delay
Abbreviation	DLY(i)
Source	ACD
Description	Inbound call delay is the time between a call entering the queue for a human agent and that call being answered by a human agent. It does not include calls that were abandoned. Max delay is the maximum delay experienced by one or more callers during the calendar month. When contact centres achieve Service Levels in the order of 80% in 20 seconds, it is not at all unusual for 1% of calls to wait longer than 4 minutes to be answered. This is an unavoidable fact. Therefore, viewing Service Level alone can be VERY misleading. At Service Levels below 90%, the gap between Max Delay and Service Level (seconds) can therefore be considerable. It is nothing to be unduly concerned about unless the gap is outside normal expectations, in which case it may be indicative of agents handling multiple calls simultaneously or even “lost calls”. Max Delay, therefore, is a critical validator and calibrator of Service Level reports.
Calculation	Max (Delay time) Delay Time = Time between the caller entering a queue and the call being answered by an agent.

Standard #	S1.1.2
Name	Service Level
Abbreviation	SL(i)
Target	Contact centre agents shall answer 85% to 90% of inbound informational calls within 20 seconds after the call starts queuing for an agent.
Source	ACD
Description	The percentage of inbound informational calls that were answered by a human agent within the Service Level threshold (20 seconds of the call entering the queue for a human agent). These SL standards are high because informational customers are more intolerant than transactional customers. However, SL's in excess of 90% are expensive to maintain and are hard to justify for informational calls.
Calculation	No. of inbound informational calls answered in less than SL Threshold/AGNT(iv)

1.1 Inbound Informational Calls

Standard #	S1.1.3
Name	Average Handle Time
Abbreviation	AHT(i)
Target	The average handle time for inbound informational calls shall be 60 to 90 seconds.
Source	ACD
Description	The average amount of time spent by an agent per call (time spent talking to a customer including hold time and after call work).
Calculation	$\frac{\sum (\text{Talk time} + \text{Hold Time} + \text{After Call Work Time})}{\text{AGNT(iv)}}$ Talk Time = Time spent by agent on the phone talking to customer Hold Time = Time that the customer is put on hold during the call After Call Work Time = Time spent finalizing the interaction after the call ended

Standard #	S1.1.4
Name	Short Calls Percentage
Abbreviation	Short (%i)
Target	The percentage of inbound informational calls that are handled in less than 40 seconds, shall not exceed 10%.
Source	ACD and Calculated
Description	The percentage of total answered inbound informational calls where call handle time (HT) is less than 40 seconds. Informational calls are naturally shorter than transactional calls. Also, informational customers are naturally less tolerant than transactional customers. Therefore, there is more likelihood of short calls caused by customer actions on informational services. Short calls occur because customers terminate a call early. However, in order to deliver a good customer experience, calls should never be rushed, no matter how much volume the contact centre is dealing with. Hence, there is a maximum allowable percentage of short calls.
Calculation	$\frac{\text{No. of inbound informational calls with HT} < 40 \text{ seconds}}{\text{AGNT(iv)}}$

1.1 Inbound Informational Calls

Standard #	S1.1.5
Name	Long Calls Percentage
Abbreviation	Long (%i)
Target	The percentage of inbound informational calls that are handled in more than 120 seconds, shall not exceed 5%.
Source	ACD and Calculated
Description	The percentage of total answered inbound informational calls where call handle time (HT) is greater than 120 seconds. If there are a lot of long calls to an information line, then investigations must be undertaken to understand why. It could be that agents need to be trained more or that they are lacking the proper systems to handle inquiries. It can also be because customers are “confused” or lacking in information. The contact centre should report the root cause of the problem and if it lies outside the control of the contact centre, it can be dealt with at a strategic level. The operations team need to monitor this closely because any sudden surge in long calls could be indicative of a problem elsewhere in the organisation and the contact centre may need to prepare for a sustained period of high workload.
Calculation	$\frac{\text{No. of inbound informational calls with HT > 120 seconds}}{\text{AGNT(iv)}}$

Standard #	S1.1.6
Name	Holds Per Call
Abbreviation	HPC(i)
Target	Contact centre agents shall not place inbound informational call customers on hold more than once every 10 calls.
Source	ACD / Calculated/QA
Description	The average number of times agents use the hold button during informational calls. Informational calls should very rarely require the use of HOLD. Excessive use of hold and excessively long hold durations may be an indicator of poor agent training, weak empowerment and/or ineffective systems or processes. But, it could also be indicative of agents who are sub-optimally or super-optimally occupied.
Calculation	$\frac{\text{No. of use of HOLD for inbound informational calls}}{\text{AGNT(iv)}}$

Standard #	S1.1.7
Name	Hold Duration
Abbreviation	HAD(i)
Target	The average hold duration for inbound informational calls is 30 seconds or less.
Source	ACD / Calculated
Description	The average duration of hold used in informational calls
Calculation	$\frac{\text{Total hold time for all informational calls}}{\text{No. of HOLDS for informational calls}}$

1.1 Inbound Informational Calls

Standard #	S1.1.8
Name	First Call Resolution
Abbreviation	FCR(i)
Target	Contact centre agents shall fulfil customers' requirements in the first call for at least 95% of all inbound informational calls.
Source	IVR Exit Survey or Agent Wrap-up Code verified by QA sample
Description	The percentage of handled calls where the customer's requirements were fully met in the first call, by the first agent to answer the call. The preferred method of calculation is to ask customers in an IVR Exit Survey if their request has been fully satisfied and whether or not it was the customer's first call and first attempt to resolve the issue or answer the query. The results of this survey can be matched with calls that were not escalated or re-directed. In the absence of such systems, agents can use Wrap-up Codes. QA can then assess FCR and they can validate their assessments through random samples with outbound validation calls to customers.
Calculation	$\frac{\text{No. of inbound informational calls recorded with FCR in Survey}}{\text{Volume of Survey}}$ The survey can be an IVR Exit Survey, QA Survey or through the use of Agent-Wrap up codes.

Standard #	S1.1.9
Name	Re-directed Calls Percentage
Abbreviation	RDC(i)
Target	Contact centre agents shall not redirect or escalate more than 5% of inbound informational calls.
Source	ACD
Description	The percentage of calls which were escalated or re-directed to another person, department or entity by the initial responding agent. Agents may redirect specific calls to a specific department or they may ask the customer to engage via a different touchpoint (e.g.: "You can only carry out this transaction at our office.") When agents work as "Directory Services" and are responsible for distributing calls across the organization (e.g. when customer requests to speak to Mr. X and the agent transfers the call to Mr. X.), such call transfers are NOT considered as redirected or escalated.
Calculation	$\frac{\text{No. of redirected or escalated inbound informational calls}}{\text{AGNT(iv)}}$

1.1 Inbound Informational Calls

Standard #	S1.1.10
Name	All Trunks Busy
Abbreviation	ATB(i)
Target	Accumulated time that all telephone lines, channels, trunks, and/or bandwidth available for inbound calls were being fully utilized (busy) shall not exceed 100 minutes for the month.
Source	ACD
Description	Accumulated time that all telephone lines, channels, trunks and/or bandwidth available for inbound calls were being fully utilised (busy). When all trunks are busy, customers cannot reach the contact centre. They hear a busy tone. This is inconvenient but it also artificially inflates service level. Operations teams need to review ATB on a daily basis as excessive ATB periods will result in unreliable data such as Service Level and Abandoned Volume. This can further result in unreliable planning.
Calculation	Total period of time that all inbound telephone lines were occupied for the month

Standard #	S1.1.11
Name	Quality Assurance (QA) Score
Abbreviation	QAS(i)
Target	The average Quality Assurance Score for inbound informational calls shall be 90% or better.
Source	QA
Description	The average score awarded by the QA team for analysed inbound informational calls
Calculation	Average QA score for inbound informational calls

Standard #	S1.1.12
Name	Customer Effort Score
Abbreviation	CES(i)
Target	The average Customer Effort Score for inbound informational calls shall be 9.0 or better.
Source	Survey
Description	Average CES score awarded by customers through CES survey. The CES survey may be conducted as an IVR Exit Survey, via email, web or outbound calls using a statistically valid sampling rate. A high CES average means that information is very accessible, and vice versa.
Calculation	Average CES score for inbound informational calls

1.1 Inbound Informational Calls

Standard #	S1.1.13
Name	Customer Satisfaction (CSAT) Score
Abbreviation	CSAT(i)
Target	The average Customer Satisfaction Score for inbound informational calls shall be 8.0 or better.
Source	Survey
Description	Average customer satisfaction awarded by customers through a survey.
Calculation	Average CSAT score for inbound informational calls.

Indicator #	i1.1.9
Name	Net Promoter Score
Abbreviation	NPS(i)
Source	Survey
Description	NPS is a relative behavioural indicator. Because Government of Dubai customers do not have a choice about using a particular entity, the only choice they might have is about which touchpoint to use. Therefore, NPS is a good, relevant indicator of touchpoint preference, but it is not an indicator of entity performance.
Calculation	Average NPS for inbound informational calls as collected through a survey.



1.2 Inbound Transactional Calls

Inbound transactional calls are calls that are initiated from customers to the contact centre with the goal of performing a transaction (e.g. paying bills, moving service to a new address, applying for a license, etc.).

Indicator #	i1.2.1
Name	Total Inbound Volume
Abbreviation	VOL(t)
Source	ACD
Description	Total volume of inbound transactional calls offered. Some of these calls may be handled by IVR, some will be abandoned and others will be answered by a human agent. The volume of offered transactional calls is not directly controllable by the operation. Climate conditions, government policies, new processes, regulations, decrees and even press coverage can unexpectedly impact offered volume. When offered volume experiences sudden large unexpected peaks, operations cannot be expected to adjust instantaneously and operations performance will suffer. If the peak is temporary then the operation should not engage in any permanent upsizing. Thus, poor performance only lasts for as long as the temporary peak remains. This metric should be used by operations teams in real time in order to assure effective operational decision making. Operations Management (and especially WFM) should review it periodically to identify trends and ensure adequate planning. Senior managers and assessors need to be aware of this metric so that unexpected poor performance is not penalized because of a peak in transactional inbound calls.
Calculation	Agent Handled Volume + IVR Volume + Abandoned Volume

Indicator #	i1.2.2
Name	Agent Handled Volume
Abbreviation	AGNT(tv)
Source	ACD
Description	Volume of inbound transactional calls that were handled by an agent.
Calculation	No. of inbound transactional calls that were handled by agents.

Indicator #	i1.2.3
Name	Transactional IVR Volume
Abbreviation	IVR(tv)
Source	ACD or IVR
Description	Volume of inbound transactional calls that were fully serviced by the IVR system (i.e. customer did not need to speak to a human agent).
Calculation	No. of inbound transactional calls fully serviced by IVR

1.2 Inbound Transactional Calls

Indicator #	i1.2.4
Name	Transactional IVR Percentage
Abbreviation	IVR(t%)
Source	Calculated
Description	Percentage of inbound transactional calls that were fully serviced by the IVR System (i.e. customer did not need to speak to a human agent). Return on IVR investment is maximised when IVR(tv) increases but excessive IVR(t%) may also be frustrating for those who prefer to deal with agents directly.
Calculation	$\frac{IVR(tv)}{VOL(t)}$

Indicator #	i1.2.5
Name	Abandoned Volume
Abbreviation	ABN(t)
Source	ACD
Description	Volume of inbound transactional calls that were abandoned (terminated) by callers after the SL Threshold (see S1.2.2).
Calculation	No. of inbound transactional calls abandoned after the SL Threshold

Indicator #	i1.2.6
Name	Abandoned Percentage
Abbreviation	ABN(t%)
Source	ACD
Description	The percentage of inbound transactional calls that were abandoned (terminated) by callers after the SL Threshold (see S1.2.2).
Calculation	$\frac{ABN(t)}{VOL(t)}$

Standard #	S1.2.1
Name	Max Interval Abandon Rate
Abbreviation	ABR(t%)
Target	The maximum inbound transactional calls abandon rate for any 30 minutes interval during the month shall not exceed 8%.
Source	ACD and Calculated
Description	The maximum percentage of calls abandoned in a single 30-minute interval during the month. If an operation achieves the Service Level target, but Max Interval Abandon Rate is excessive, then the Max Interval Abandon Rate is not a reflection of the performance of the operation. If this continually happens, an investigation must be undertaken to understand the reasons for such impatience.
Calculation	For every 30 minutes, calculate the percentage of calls that were abandoned after the SL Threshold. ABR(t%) is the maximum percentage for the whole month.

1.2 Inbound Transactional Calls

Indicator #	i1.2.7
Name	Average Time to Abandon
Abbreviation	ATA(t)
Source	ACD
Description	The average amount of time waited by an abandoning caller above the SL Threshold before abandoning the call. Operations teams can monitor this as decreased ATA indicates less tolerant or more impatient customers and this could be caused by reasons outside the control of the contact centre.
Calculation	$\frac{\sum \text{Abandon Time}}{\text{ABN}(t)}$ Abandon Time = Time to abandon above SL Threshold for inbound transactional calls. For example, if a call goes into the agent queue and the caller then abandons after 45 seconds, the abandon time is 25 seconds (45 – SL Threshold).

Indicator #	i1.2.8
Name	Max Delay
Abbreviation	DLY(t)
Source	ACD
Description	Inbound call delay is the time between a call entering the queue for a human agent and that call being answered by a human agent. It does not include calls that were abandoned. Max delay is the maximum delay experienced by one or more callers during the calendar month. When contact centres achieve Service Levels in the order of 80% in 20 seconds, it is not at all unusual for 1% of calls to wait longer than 4 minutes to be answered. This is an unavoidable fact. Therefore, viewing Service Level alone can be VERY misleading. At Service Levels below 90%, the gap between Max Delay and Service Level (seconds) can therefore be considerable. It is nothing to be unduly concerned about unless the gap is outside normal expectations, in which case it may be indicative of agents handling multiple calls simultaneously or even “lost calls”. Max Delay, therefore, is a critical validator and calibrator of Service Level reports.
Calculation	Max (Delay time) Delay Time = Time between the caller entering a queue and the call being answered by an agent.

1.2 Inbound Transactional Calls

Standard #	S1.2.2
Name	Service Level
Abbreviation	SL(t)
Target	Contact centre agents shall answer 75% to 85% of inbound transactional calls within 20 seconds after the call starts queuing for an agent.
Source	ACD
Description	The percentage of inbound transactional calls that were answered by a human agent within the Service Level threshold (20 seconds of the call entering the queue for a human agent).
Calculation	$\frac{\text{No. of inbound transactional calls answered in less than SL Threshold}}{\text{AGNT(tv)}}$

Standard #	S1.2.3
Name	Average Handle Time
Abbreviation	AHT(t)
Target	The average handle time for inbound transactional calls shall be 120 to 240 seconds.
Source	ACD
Description	The average amount of time spent by an agent per call (time spent talking to a customer including hold time and after call work).
Calculation	$\frac{\sum (\text{Talk time} + \text{Hold Time} + \text{After Call Work Time})}{\text{AGNT(tv)}}$ Talk Time = Time spent by agent on the phone talking to customer Hold Time = Time that the customer is put on hold during the call After Call Work Time = Time spent finalizing the interaction after the call ended

Standard #	S1.2.4
Name	Short Calls Percentage
Abbreviation	Short (%t)
Target	The percentage of inbound transactional calls that are handled in less than 80 seconds, shall not exceed 10%.
Source	ACD and Calculated
Description	The percentage of total answered inbound transactional calls, where call handle time (HT) is less than 80 seconds. Short calls occur because customers terminate a call early. However, in order to deliver a good customer experience, calls should never be rushed, no matter how much volume the contact centre is dealing with. Hence, there is a maximum allowable percentage of short calls.
Calculation	$\frac{\text{No. of inbound transactional calls with HT < 80 seconds}}{\text{AGNT(tv)}}$

1.2 Inbound Transactional Calls

Standard #	S1.2.5
Name	Long Calls Percentage
Abbreviation	Long (%t)
Target	The percentage of inbound transactional calls that are handled in more than 320 seconds, shall not exceed 5%.
Source	ACD and Calculated
Description	The percentage of total answered inbound transactional calls, where call handle time (HT) is greater than 320 seconds. If there are a lot of long calls to a transaction line, then investigations must be undertaken to understand why it is taking too long. It could be that processes are not streamlined or that agents need more training. The contact centre should report the root cause of the problem and if it lies outside the control of the contact centre, it can be dealt with at a strategic level. The operations team need to monitor this closely because any sudden surge in long calls could be indicative of a problem elsewhere in the organisation and the contact centre may need to prepare for a sustained period of high workload.
Calculation	$\frac{\text{Number of inbound transactional calls with HT} > 320 \text{ seconds}}{\text{AGNT(tv)}}$

Standard #	S1.2.6
Name	Holds Per Call
Abbreviation	HPC(t)
Target	Contact centre agents shall not place inbound transactional call customers on hold more than two times every 10 calls.
Source	ACD/ Calculated/QA
Description	The average number of times agents use the hold button during inbound transactional calls. Transactional calls should very rarely require the use of HOLD. Excessive use of hold and excessively long hold durations may be an indicator of poor agent training, weak empowerment and/or ineffective systems or processes. But, it could also be indicative of agents who are sub-optimally or super-optimally occupied.
Calculation	$\frac{\text{No. of use of HOLD for inbound transactional calls}}{\text{AGNT(tv)}}$

Standard #	S1.2.7
Name	Hold Duration
Abbreviation	HAD(t)
Target	The average hold duration for inbound transactional calls is 45 seconds or less.
Source	ACD/ Calculated
Description	The average duration of hold used in transactional calls
Calculation	$\frac{\text{Total hold time for all inbound transactional calls}}{\text{No. of HOLDS for transactional calls}}$

1.2 Inbound Transactional Calls

Standard #	S1.2.8
Name	First Call Resolution
Abbreviation	FCR(t)
Target	Contact centre agents shall fulfil customers' requirements in the first call for at least 80% of the time for all inbound transactional calls.
Source	IVR Exit Survey or Agent Wrap-up Code verified by QA sample
Description	The percentage of handled calls where the customer's requirements were fully met in the first call, by the first agent to answer the call. The preferred method of calculation is to ask customers in an IVR Exit Survey if their request has been fully satisfied and whether or not it was the customer's first call and first attempt to resolve the issue/answer the query. The results of this survey can be matched with calls that were not escalated/re-directed. In the absence of such systems, agents can use Wrap-up Codes. QA can then assess FCR and they can validate their assessments through random samples with outbound validation calls to customers.
Calculation	$\frac{\text{No. of inbound transactional calls recorded with FCR in Survey}}{\text{Volume of Survey}}$ The survey can be an IVR Exit Survey, QA Survey or through the use of Agent-Wrap up codes.

Standard #	S1.2.9
Name	Re-directed Calls Percentage
Abbreviation	RDC(t)
Target	Contact centre agents do not redirect or escalate more than 15% of inbound transactional calls.
Source	ACD
Description	The percentage of calls which were escalated or re-directed to another person, department or entity by the initial responding agent. Agents may redirect specific calls to a specific department or they may ask the customer to engage via a different touchpoint (e.g.: "You can only carry out this transaction at our office.") When agents work as "Directory Services" and are responsible for distributing calls across the organization (e.g. when customer requests to speak to Mr. X and the agent transfers the call to Mr. X.), such call transfers are NOT considered as redirected or escalated.
Calculation	$\frac{\text{No. of redirected or escalated inbound transactional calls}}{\text{AGNT(tv)}}$

1.2 Inbound Transactional Calls

Standard #	S1.2.10
Name	All Trunks Busy
Abbreviation	ATB(t)
Target	Accumulated time that all telephone lines, channels, trunks, and/or bandwidth available for inbound calls were being fully utilized (busy) shall not exceed 100 minutes for the month.
Source	ACD
Description	Accumulated time that all telephone lines, channels, trunks and/or bandwidth available for inbound calls were being fully utilised (busy). When all trunks are busy, customers cannot reach the contact centre. They hear a busy tone. This is inconvenient but it also artificially inflates service level. Operations teams need to review ATB on a daily basis as excessive ATB periods will result in unreliable data such as Service Level and Abandoned Volume. This can further result in unreliable planning. If the centre handles both informational and transactional calls, then this is the same number as that in the Inbound Informational Calls section.
Calculation	Total period of time that all inbound telephone lines were occupied for the month.

Standard #	S1.2.11
Name	Quality Assurance (QA) Score
Abbreviation	QAS(t)
Target	The average Quality Assurance Score for inbound transactional calls shall be 90% or better.
Source	QA
Description	The average score awarded by the QA team for analysed inbound transactional calls.
Calculation	Average QA score for inbound transactional calls.

Standard #	S1.2.12
Name	Customer Effort Score
Abbreviation	CES(t)
Target	The average Customer Effort Score for inbound transactional calls shall be 8.0 or better.
Source	Survey
Description	Average CES score awarded by customers through CES survey. The CES survey may be conducted as an IVR Exit Survey, via email, web or outbound calls using a statistically valid sampling rate. A high CES average means that completing the transaction was very easy.
Calculation	Average CES score for inbound transactional calls.

1.2 Inbound Transactional Calls

Standard #	S1.2.13
Name	Customer Satisfaction (CSAT) Score
Abbreviation	CSAT(t)
Target	The average Customer Satisfaction Score for inbound transactional calls shall be 8.0 or better.
Source	Survey
Description	Average customer satisfaction awarded by customers through a survey.
Calculation	Average CSAT score for inbound transactional calls.

Indicator #	i1.2.9
Name	Net Promoter Score
Abbreviation	NPS(t)
Source	Survey
Description	NPS is a relative behavioural indicator. Because Government of Dubai customers do not have a choice about using a particular entity, the only choice they might have is about which touchpoint to use. Therefore, NPS is a good, relevant indicator of touchpoint preference, but it is not an indicator of entity performance.
Calculation	Average NPS for inbound transactional calls as collected through a survey.



1.3 Outbound Calls

Outbound calls are placed by contact centre agents to customers. Some of the reasons to place outbound calls can include debt collection, telemarketing and informing users of new products.

Volume metrics for outbound calls are a little more complicated than inbound calls. An outbound call is attempted once an agent or a system dials a number. That attempted call may result in a busy tone (customer not contacted) or it may be answered. If it is answered, it may be answered by voicemail, by the person sought or it may be answered by another correct or incorrect individual. A “connected” call is a call that connected to the required person, department, company or entity.

Indicator #	i1.3.1
Name	Outbound Attempts Volume
Abbreviation	VOL(o)
Source	ACD & AutoDialler
Description	Total volume of outbound calls ATTEMPTED. Only some of these calls will be answered by a human and only some of those will be connected with the person required. Others will be answered by voicemails, will be busy or will be an incorrect number. This value should be viewed by operations teams in real time in order to assure effective operational decision making. Operations Management (and especially WFM) should review Interval results to identify trends and ensure adequate planning.
Calculation	No. of outbound calls dialled by logged-in agents and or by the automatic dialler.

Indicator #	i1.3.2
Name	Outbound Busy Volume
Abbreviation	VOL(ob)
Source	ACD & AutoDialler
Description	Total volume of outbound call attempts that returned a BUSY tone to the dialler or agent. If agents are dialling numbers manually or using a list, a Wrap-up Code system may need to be established to identify ‘busy’ outbound calls within ACD reports. Agents’ utilisation of this feature will then need to be verified by QA during outbound call analysis.
Calculation	No. of outbound calls that received a busy tone

1.3 Outbound Calls

Indicator #	i1.3.3
Name	Outbound Answered Volume
Abbreviation	VOL(oa)
Source	ACD & AutoDialler
Description	Total volume of outbound call attempts that were answered by a voicemail or an answering machine that allowed the agent to leave a message if appropriate. If agents are dialling numbers manually or using a list, a Wrap-up Code system may need to be established to identify “answered” outbound calls within ACD reports. Agents’ utilisation of this feature will then need to be verified by QA during outbound call analysis.
Calculation	No. of outbound calls that were answered by voicemail or an answering machine.

Indicator #	i1.3.4
Name	Outbound Connected Volume
Abbreviation	VOL(oc)
Source	ACD & AutoDialler
Description	Total volume of outbound call attempts that were answered by the person with whom the agent wished to speak or were answered by an individual who connected the agent to the desired person. If agents are dialling numbers manually or using a list, a Wrap-up Code system may need to be established to identify “connected” outbound calls within ACD reports. Agents’ utilisation of this feature will then need to be verified by QA during outbound call analysis.
Calculation	No. of outbound calls that connected with the desired individual or company.

Standard #	S1.3.1
Name	Average Handle Time
Abbreviation	AHT(o)
Target	The average handle time for outbound calls shall be 90 to 120 seconds.
Source	ACD
Description	The average amount of time spent by an agent per connected call (time spent talking to a customer including hold time and after call work).
Calculation	$\frac{\sum (\text{Talk time} + \text{Hold Time} + \text{After Call Work Time})}{\text{VOL(oc)}}$ Talk Time = Time spent by agent on the phone talking to customer Hold Time = Time that the customer is put on hold during the call After Call Work Time = Time spent finalizing the interaction after the call ended

1.3 Outbound Calls

Standard #	S1.3.2
Name	Short Calls Percentage
Abbreviation	Short (‰)
Target	The percentage of outbound calls that are handled in less than 30 seconds, shall not exceed 15%.
Source	ACD and Calculated
Description	The percentage of total connected outbound calls where call handle time (HT) is less than 30 seconds. Since outbound calls are initiated by contact centres and not by customers, customers are usually less impatient or too busy to take the call and, therefore, can terminate a call early. However, in order to deliver a good customer experience, calls should never be rushed, no matter how much volume the contact centre is dealing with. Hence, there is a maximum allowable percentage of short calls.
Calculation	$\frac{\text{No. of connected outbound calls with HT} < 30 \text{ seconds}}{\text{VOL(oc)}}$

Indicator #	i1.3.5
Name	Long Calls Percentage
Abbreviation	Long (‰)
Source	ACD and Calculated
Description	The percentage of total connected outbound calls where call handle time (HT) is greater than 150 seconds. Since outbound calls are initiated by contact centres and not by customers, customers expect the agents to be quick and to-the-point. Therefore, agents need to be prepared beforehand to finish the call in a reasonable time.
Calculation	$\frac{\text{No. of connected outbound calls with HT} > 150 \text{ seconds}}{\text{VOL(oc)}}$

Standard #	S1.3.3
Name	Holds Per Call
Abbreviation	HPC(o)
Target	Contact centre agents shall not place outbound call customers on hold more than once every 10 calls.
Source	ACD / Calculated/QA
Description	The average number of times agents use the hold button during outbound calls. Outbound calls should very rarely require the use of HOLD, especially because the contact centre is the one that initiates these calls. Excessive use of hold and excessively long hold durations may be an indicator of poor agent training, weak empowerment and/or ineffective systems or processes. But, it could also be indicative of agents who are sub-optimally or super-optimally occupied.
Calculation	$\frac{\text{No. of use of HOLD during connected outbound calls}}{\text{VOL(oc)}}$

1.3 Outbound Calls

Standard #	S1.3.4
Name	Hold Duration
Abbreviation	HDA(o)
Target	The average hold duration for outbound calls shall be 30 seconds or less.
Source	ACD or Calculated
Description	The average duration of hold used in outbound calls
Calculation	$\frac{\text{Total hold time for all connected outbound calls}}{\text{No. of HOLDS for connected outbound calls}}$

Standard #	S1.3.5
Name	Quality Assurance Score
Abbreviation	QAS(o)
Target	The average Quality Assurance Score for outbound calls shall be 90% or better.
Source	QA
Description	The average score awarded by the QA team for analysed outbound calls
Calculation	Average QA score for outbound calls



1.4 Email

Email response may be partially or fully automated as long as such automation utilises an intelligent or artificially intelligent Email Response Management System to read and interpret inbound emails before writing a response to be sent to the customer directly or via an agent. Automated emails that merely confirm receipt of the inbound email are not considered to have been handled automatically.

Indicator #	i1.4.1
Name	Received Email Volume
Abbreviation	VOL(er)
Source	ERMS
Description	Volume of emails received
Calculation	No. of emails received from customers on 'Customer Contact Centre' email addresses.

Indicator #	i1.4.2
Name	Handled Email Volume
Abbreviation	VOL(e)
Source	ERMS
Description	Volume of emails handled (includes manually handled emails and automatically handled emails). A HANDLED email is an email interaction that consists of an inbound email from a customer and at least one RESPONSE email from an agent or an automatic email response system. Confirmation emails that confirm receipt of the inbound email whether sent automatically or manually, are not considered to be responses. They are merely confirmations.
Calculation	No. of emails that were handled by agents and by automatic email handler.

Indicator #	i1.4.3
Name	Automatically Handled Email Volume
Abbreviation	Auto(e)
Source	ERMS
Description	Volume of emails that were handled by an automatic email handler. Emails may be partially or fully automated as long as such automation utilizes an intelligent or artificially intelligent ERMS to read and interpret inbound emails before writing a response to be sent to the customer directly or via an agent. Automated emails that merely confirm receipt of the inbound email are not considered to have been handled automatically. They are merely confirmed automatically.
Calculation	No. of emails handled by automatic email handler

1.4 Email

Indicator #	i1.4.4
Name	Repeat Email From Auto Response
Abbreviation	RPT(ae)
Source	ERMS/Calculated/QA
Description	Percentage of automatically handled emails that resulted in a repeat email from the customer (possibly due to an invalid or a misunderstood automatic response). Automated email responses invariably suffer from errors. This metric provides some quantification of those errors. The errors are not always due to system problems. In many cases, the errors are due to the way customers write emails.
Calculation	$\frac{\text{No. of emails handled automatically that resulted in a repeat request from customer}}{\text{Auto(e)}}$

Standard #	S1.4.1
Name	Repeat Email From Manual Response
Abbreviation	RPT(me)
Target	The percentage of repeat emails after manual responses shall not exceed 10%.
Source	ERMS/Calculated/QA
Description	Percentage of manually handled emails that resulted in a repeat email from the customer (possibly due to an invalid response or a misunderstood response). This metric also serves the purpose of validating RPT(ae). In order to assess the real error rate, the automated response email repeat rate can be compared to the manual response email repeat rate.
Calculation	$\frac{\text{No. of emails handled manually that resulted in a repeat request from customer}}{\text{VOL(e)-Auto(e)}}$

Standard #	S1.4.2
Name	Average Handle Time
Abbreviation	AHT(e)
Target	The average handle time for manually handled emails shall be from 120 to 300 sec.
Source	ERMS/Calculated/QA
Description	The average amount of time spent by an agent per email (time spent writing, researching, following-up, etc.)
Calculation	$\frac{\text{Total time spent handling emails for calendar month}}{\text{VOL(e)-Auto(e)}}$

1.4 Email

Standard #	S1.4.3
Name	Average Response Time
Abbreviation	RT(e)
Target	Agents shall respond to emails 3.5 to 4.5 hrs after receipt.
Source	ERMS
Description	The average time delay between receipt of an inbound email from a customer and the transmission of a response by the organisation. The response time is considered when the organisation has sent a response to the customer. Confirmation of receipt of inbound emails does not constitute a response.
Calculation	$\frac{\text{Total response time for all handled emails}}{\text{VOL(e)-Auto(e)}}$

Standard #	S1.4.4
Name	Re-directed Email Percentage
Abbreviation	RDC(e)
Target	Contact centre agents shall not re-direct or escalate more than 5% of email to another person.
Source	ADC
Description	The percentage of emails that were escalated or redirected to another person, department or entity by the initial responding agent
Calculation	$\frac{\text{No. of emails redirected or escalated by initial agent}}{\text{VOL(e)-Auto(e)}}$

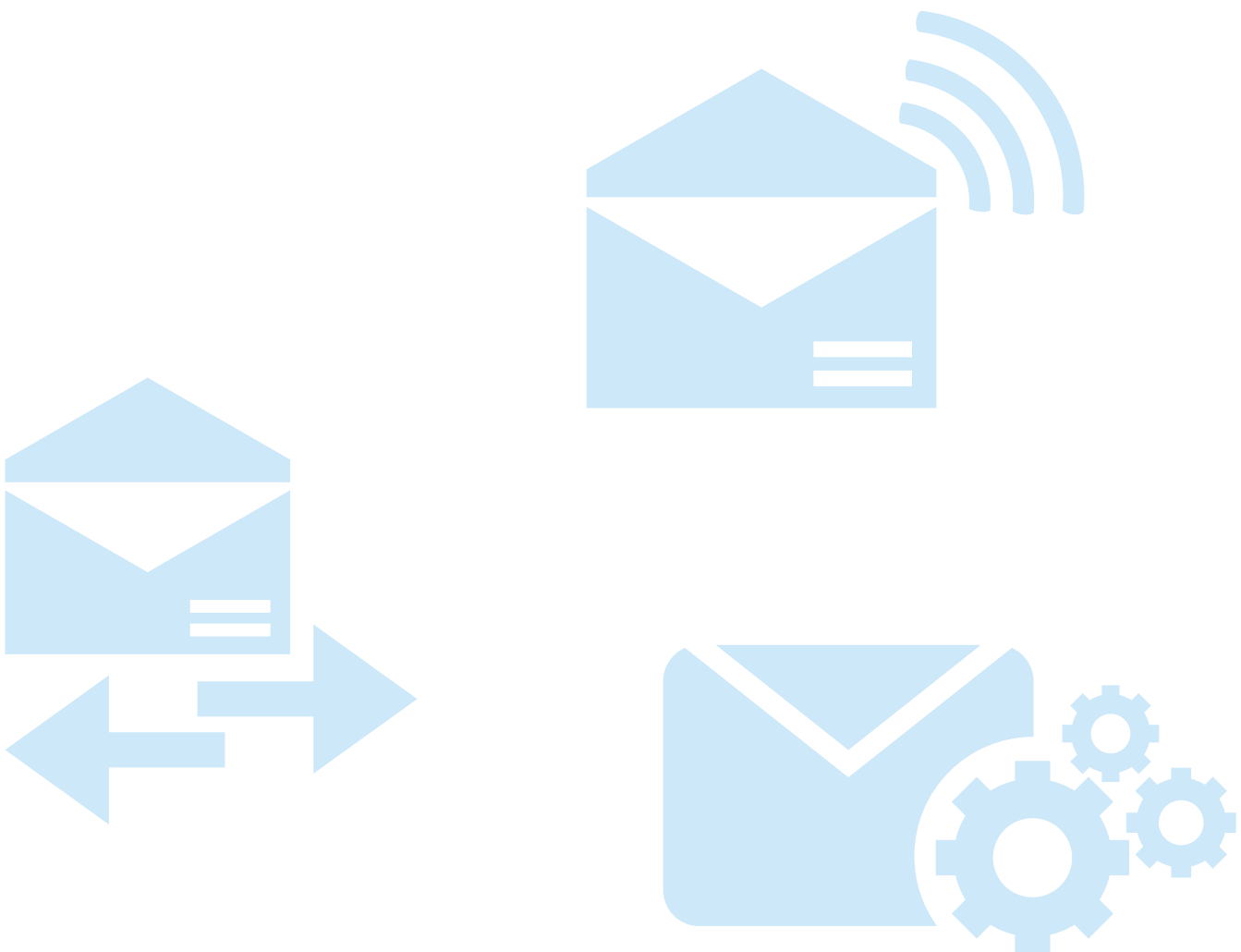
Standard #	S1.4.5
Name	Quality Assurance (QA) Score
Abbreviation	QAS(e)
Target	The average Quality Assurance Score for emails shall be 90% or better.
Source	QA
Description	The average score awarded by the QA team for analysed email interactions
Calculation	Average QA score for emails

Standard #	S1.4.6
Name	Customer Effort Score
Abbreviation	CES(e)
Target	The average Customer Effort Score for emails shall be 9.0 or better.
Source	Survey
Description	Average CES score for email interactions awarded by customers through CES survey. The CES survey may be conducted via email, web or outbound calls using a statistically valid sampling rate. A high CES average means that information is very accessible, and vice versa.
Calculation	Average CES score for emails

1.4 Email

Standard #	S1.4.7
Name	Customer Satisfaction (CSAT) Score
Abbreviation	CSAT(e)
Target	The average Customer Satisfaction Score for emails shall be 8.0 or better.
Source	Survey
Description	Average customer satisfaction with email interactions awarded by customers through a survey.
Calculation	Average CSAT score for emails

Indicator #	i1.4.5
Name	Net Promoter Score
Abbreviation	NPS(e)
Source	Survey
Description	NPS is a relative behavioural indicator. Because Government of Dubai customers do not have a choice about using a particular entity, the only choice they might have is about which touchpoint to use. Therefore, NPS is a good, relevant indicator of touchpoint preference, but it is not an indicator of entity performance.
Calculation	Average NPS for emails as collected through a survey.



1.5 Chat/WhatsApp

Indicator #	i1.5.1
Name	Total Chat Volume
Abbreviation	VOL(c)
Source	Chat System
Description	Volume of chat sessions initiated by customers
Calculation	Volume of chat sessions initiated by customers

Indicator #	i1.5.2
Name	Abandoned Chat Volume
Abbreviation	ABN(c)
Source	Chat System
Description	Volume of chat sessions that were abandoned (terminated) by the customer more than 20 seconds after they entered the queue for live agents
Calculation	Total chats abandoned where time to abandon > SL Threshold

Indicator #	i1.5.3
Name	Abandoned Chat Percentage
Abbreviation	ABN(c%)
Source	Calculated
Description	The percentage of chat sessions that were abandoned (terminated) by the caller more than 20 seconds after they entered the queue for live agents.
Calculation	$\frac{ABN(c)}{VOL(c)}$

Standard #	S1.5.1
Name	Max Interval Abandon Rate
Abbreviation	ABR(c%)
Target	The max chat abandon rate for any 30 minutes interval during the month shall not exceed 8%.
Source	Chat System
Description	The maximum percentage chat sessions abandoned in a single 30-minute interval during the month. If an operation achieves the Service Level Target but Max Interval Abandon Rate is excessive, then the Max Interval Abandon Rate is not a reflection of the performance of the operation. If this continually happens, an investigation must be undertaken to understand the reasons for such impatience.
Calculation	For every 30 minutes, calculate the percentage of chats that were abandoned after the SL Threshold. ABR(c%) is the maximum percentage for the whole month.

1.5 Chat/WhatsApp

Indicator #	i1.5.4
Name	Average Time to Abandon
Abbreviation	ATA(c)
Source	Chat System
Description	The average amount of time waited beyond the SL Threshold by a chat user before abandoning the session.
Calculation	$\frac{\sum \text{Abandon Time}}{\text{ABN (c)}}$ Abandon Time = Time to abandon above SL Threshold for chats

Standard #	S1.5.2
Name	Service Level
Abbreviation	SL(c)
Target	Contact centre agents shall answer 85% to 90% of chats within 20 seconds after the chat starts queuing for an agent.
Source	Chat System
Description	The percentage of chat sessions that were answered by a human agent within the Service Level threshold (20 seconds of the chat entering the queue for a human agent).
Calculation	$\frac{\text{No. of chat sessions answered within the SL Threshold}}{\text{VOL(c)-ABN(c)}}$

Indicator #	i1.5.5
Name	Max Chat Delay
Abbreviation	DLY(c)
Source	Chat System
Description	Chat delay is the number of seconds between a chat entering the queue for a human agent and that chat being answered by a human agent. It does not include chats that were abandoned. Max Chat Delay is the maximum delay experienced by one or more customers during the calendar month.
Calculation	Max Delay experienced by one or more chat customers during the calendar month.

Standard #	S1.5.3
Name	Average Handle Time
Abbreviation	AHT(c)
Target	The average handle time for chats shall be from 240 to 480 sec
Source	Chat System
Description	The average amount of time spent by an agent per chat session. This time includes time spent chatting with customers and any after chat work.
Calculation	$\frac{\text{Total Chat Time} + \text{Total After Chat Work}}{\text{VOL(c)-ABN(c)}}$

1.5 Chat/WhatsApp

Standard #	S1.5.4
Name	First Chat Resolution
Abbreviation	FCR(c)
Target	Contact centre agents shall fulfil customers' requirements in the first chat at least 85% of the time.
Source	Exit Survey/Agent Wrap-up Code verified by QA sample
Description	The percentage of handled chat sessions where the customer's requirements were fully met in the first session, by the first agent to answer the session. The preferred method of calculation is to ask customers in an Exit Survey if their request has been fully satisfied and whether or not it was the customer's first attempt to resolve the issue or answer the query. The results of this survey can be matched with chats that were not escalated or redirected. In the absence of such systems, agents can use Wrap-up Codes and this can be verified by random samples conducted by IVR through call recordings and outbound calls to customers.
Calculation	$\frac{\text{Total chat sessions recorded with FCR in survey}}{\text{Volume of Survey}}$ The survey can be an Exit Survey, QA Survey or through the use of Agent-Wrap up codes.

Standard #	S1.5.5
Name	Re-directed Chat Percentage
Abbreviation	RDC(c)
Target	Contact centre agents shall not redirect or escalate more than 20% of chats.
Source	Chat System
Description	The percentage of chat sessions which were escalated or redirected to another person, department or entity by the initial responding agent.
Calculation	$\frac{\text{Number of chats redirected or escalated}}{\text{VOL(c)-ABN(c)}}$

Standard #	S1.5.6
Name	Max Simultaneous Sessions per Agent
Abbreviation	SSA
Target	Chat Agents shall not be allowed to handle more than 3 to 6 chats simultaneously.
Source	Chat System
Description	The maximum number of chats that a contact centre agent is allowed to handle. This is usually set by the supervisor or manager depending on the agent's expertise and the nature of business.
Calculation	The maximum number of chats that an agent is allowed to handle simultaneously

1.5 Chat/WhatsApp

Standard #	S1.5.7
Name	Quality Assurance (QA) Score
Abbreviation	QAS(c)
Target	The average Quality Assurance Score for chats shall be 95% or better.
Source	QA
Description	The average score awarded by the QA team for chat interactions
Calculation	Average QA score for chats.

Standard #	S1.5.8
Name	Customer Effort Score
Abbreviation	CES(c)
Target	The average Customer Effort Score for chats shall be 9.0 or better.
Source	Survey
Description	Average CES score awarded by chat customers through CES survey. The CES survey may be conducted as an Exit Survey, via email, web or outbound calls using a statistically valid sampling rate. A high CES average means that information is very accessible, and vice versa.
Calculation	Average CES score for chats.

Standard #	S1.5.9
Name	Customer Satisfaction (CSAT) Score
Abbreviation	CSAT(c)
Target	The average Customer Satisfaction Score for chats shall be 8.0 or better.
Source	Survey
Description	Average customer satisfaction awarded by chat customers through a survey.
Calculation	Average CSAT score for chats.

Indicator #	i1.5.6
Name	Net Promoter Score
Abbreviation	NPS(c)
Source	Survey
Description	NPS is a relative behavioural indicator. Because Government of Dubai customers do not have a choice about using a particular entity, the only choice they might have is about which touchpoint to use. Therefore, NPS is a good, relevant indicator of touchpoint preference, but it is not an indicator of entity performance.
Calculation	Average NPS for chats as collected through a survey.

1.6 SMS

Indicator #	i1.6.1
Name	Received SMS Volume
Abbreviation	VOL(smsr)
Source	SRMS
Description	Volume of SMS messages received
Calculation	No. of SMS messages RECEIVED

Indicator #	i1.6.2
Name	Handled SMS Volume
Abbreviation	VOL(sms)
Source	SRMS
Description	Volume of SMS messages handled A HANDLED SMS is an SMS interaction that consists of an inbound SMS from a customer and at least one RESPONSE SMS message from an agent or an automatic SMS response system.
Calculation	No. of SMS messages HANDLED

Indicator #	i1.6.3
Name	Automatically Handled SMS Percentage
Abbreviation	SMS(a%)
Source	SRMS
Description	Percent of HANDLED SMS messages that were handled by an automatic SMS handler. Confirmation SMS messages (confirming receipt of inbound SMS) are not considered to have been handled automatically. They are merely confirmed automatically.
Calculation	$\frac{\text{Volume of SMS messages handled automatically}}{\text{VOL(SMS)}}$

Indicator #	i1.6.4
Name	Repeat SMS From Auto Response
Abbreviation	VOL(smsra)
Source	SRMS/Calculated/QA
Description	Percent of automatically handled SMS messages that resulted in a repeat SMS from the customer (possibly due to an invalid automatic response or a misunderstood automatic response).
Calculation	Percentage of SMS messages handled automatically that resulted in a repeat request from customers.

1.6 SMS

Standard #	S1.6.1
Name	Repeat SMS From Manual Response
Abbreviation	VOL(smsrm)
Target	The percentage of repeat SMS after a manual response shall be 10% or less.
Source	SRMS/Calculated/QA
Description	Percentage of manually handled SMS' that resulted in a repeat SMS from the customer, (possibly due to an invalid response or a misunderstood response).
Calculation	Percentage of SMS messages handled manually that resulted in a repeat request from customers.

Standard #	S1.6.2
Name	Average SMS Response Time
Abbreviation	RT(sms)
Target	SMS messages shall be responded to in 10 minutes or less.
Source	SRMS
Description	The average time delay between receipt of an inbound SMS from a customer and the transmission of a response by the organisation. The response time is considered when the organisation has sent a response to the customer. Confirmation of receipt of inbound SMS messages does not constitute a response.
Calculation	$\frac{\text{Total response time for all handled SMS messages for calendar month}}{\text{VOL(SMS)}}$

Standard #	S1.6.3
Name	Average Handle Time - Manual SMS
Abbreviation	AHT(sms)
Target	The average SMS handling time shall be 60 to 90 seconds.
Source	SRMS
Description	The average amount of time spent by an agent per SMS (time spent responding to customer + After Call Work) Note that this is AVERAGE Handle Time. It is NOT expected that every single SMS response will have a duration between the Min and Max targets. Rather, it is expected that for the entire operation, over an entire month, the AVERAGE time taken to handle SMS messages will lie somewhere between the two targets.
Calculation	$\frac{\text{Total Handle Time for SMS interactions}}{\text{VOL(sms)}}$

1.6 SMS

Standard #	S1.6.4
Name	Re-directed SMS Percentage
Abbreviation	RDC(sms)
Target	Contact centre agents shall not re-direct or escalate more than 5% of SMS messages.
Source	SRMS
Description	The percentage of SMS' which were escalated or redirected to another person, department or entity by the initial responding agent.
Calculation	$\frac{\text{Number of SMS' re-directed or escalated}}{\text{VOL(sms)}}$

Standard #	S1.6.5
Name	Quality Assurance (QA) Score
Abbreviation	QAS(sms)
Target	The average Quality Assurance Score for SMS messages shall be 95% or better.
Source	QA
Description	The average score awarded by the QA team for analysed SMS interactions
Calculation	Average QA score for SMS messages.

Standard #	S1.6.6
Name	Customer Effort Score
Abbreviation	CES(sms)
Target	The average Customer Effort Score for SMS messages shall be 9.0 or better.
Source	Survey
Description	Average CES score awarded by customers through CES survey. The CES survey may be conducted as an Exit Survey, via email, web or outbound calls using a statistically valid sampling rate. A high CES average means that information is very accessible, and vice versa.
Calculation	Average CES score for SMS messages.

Standard #	S1.6.7
Name	Customer Satisfaction (CSAT) Score
Abbreviation	CSAT(sms)
Target	The average Customer Satisfaction Score for SMS messages shall be 8.0 or better.
Source	Survey
Description	Average customer satisfaction awarded by customers through a survey.
Calculation	Average CSAT score for SMS messages.

1.6 SMS

Indicator #	i1.6.5
Name	Net Promoter Score
Abbreviation	NPS(sms)
Source	Survey
Description	NPS is a relative behavioural indicator. Because Government of Dubai customers do not have a choice about using a particular entity, the only choice they might have is about which touchpoint to use. Therefore, NPS is a good, relevant indicator of touchpoint preference, but it is not an indicator of entity performance.
Calculation	Average NPS for SMS messages as collected through a survey.



1.7 Social Media

Indicator #	i1.7.1
Name	Social Media (SocMed) Handled Volume
Abbreviation	VOL(s)
Source	Social Media Tracking Software or Calculated
Description	This is the volume of social media that were handled by an agent.
Calculation	No. of social media posts that were responded to by agents

Standard #	S1.7.1
Name	Average Response Time
Abbreviation	RT(s)
Target	The average time to respond to a Social Media interaction shall be 8 Hrs or less
Source	Social Media Tracking Software or Calculated
Description	The average time delay between a social media post being posted by a customer and the time of a response by an agent.
Calculation	$\frac{\text{Total response time for all handled social media}}{\text{VOL(s)}}$

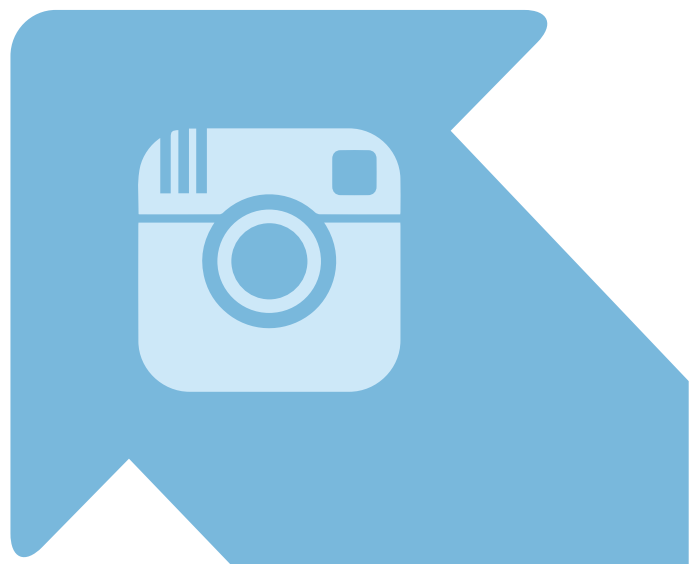
Standard #	S1.7.2
Name	Quality Assurance (QA) Score
Abbreviation	QAS(s)
Target	The average Quality Assurance Score for Social Media enquiries shall be 95% or better.
Source	QA
Description	The average score awarded by the QA team for Social Media Interactions.
Calculation	Monthly average QA score for Social Media.

Standard #	S1.7.3
Name	Customer Effort Score
Abbreviation	CES(s)
Target	The average Customer Effort Score for Social Media enquiries shall be 8.5 or better.
Source	Survey
Description	Average CES score awarded by customers through CES survey. The CES survey may be conducted via email, web or outbound calls using a statistically valid sampling rate. A high CES average means that information is very accessible, and vice versa.
Calculation	Average CES score for Social Media.

1.7 Social Media

Standard #	S1.7.4
Name	Customer Satisfaction (CSAT) Score
Abbreviation	CSAT(s)
Target	The average Customer Satisfaction Score for Social Media enquiries shall be 8.0 or better.
Source	Survey
Description	Average customer satisfaction awarded by customers through a survey.
Calculation	Average CSAT score for Social Media.

Indicator #	i1.7.2
Name	Net Promoter Score
Abbreviation	NPS(s)
Source	Survey
Description	NPS is a relative behavioural indicator. Because Government of Dubai customers do not have a choice about using a particular entity, the only choice they might have is about which touchpoint to use. Therefore, NPS is a good, relevant indicator of touchpoint preference, but it is not an indicator of entity performance.
Calculation	Average NPS for Social Media as collected through a survey.



1.8 Informational IVR Calls

IVR systems can be used to provide information to customers. The information provided should be based on the most frequently requested information such as operating hours and locations. By providing information through an IVR system, contact centres can off-load calls going to agents. However, contact centres need to weigh the benefits of having an IVR versus the costs associated with installing, designing and maintaining it.

Indicator #	i1.8.1
Name	Informational IVR Volume
Abbreviation	IVR(iv)
Source	IVR or ACD
Description	Volume of inbound informational calls that were fully serviced by the IVR system (i.e. customer did not need to speak to a human agent).
Calculation	No. of informational calls fully serviced by the IVR system.

Indicator #	i1.8.2
Name	Informational IVR Percentage
Abbreviation	IVR(i%)
Source	Calculated
Description	Percentage of inbound informational calls that were fully serviced by the IVR system (i.e. customer did not need to speak to a human agent). Return on IVR investment is maximised when IVR(iv) increases but excessive IVR(i%) may also be frustrating for those who prefer to deal with agents directly.
Calculation	$\frac{\text{IVR(iv)}}{\text{VOL(i)}}$

Indicator #	i1.8.3
Name	Abandoned Informational IVR Volume
Abbreviation	ABN(ii)
Source	IVR or ACD
Description	Volume of informational IVR calls that were abandoned (terminated) by the caller before being fully serviced by the IVR system and before joining a queue to speak to a live agent.
Calculation	No. of abandoned informational IVR calls

1.8 Informational IVR Calls

Indicator #	i1.8.4
Name	Abandoned Informational IVR Percentage
Abbreviation	ABN(ii%)
Source	IVR, ACD and/or Calculated
Description	The percentage of informational IVR calls that were abandoned (terminated) by the caller before being fully serviced by the IVR system and before joining a queue to speak to a live agent.
Calculation	$\frac{ABN(ii)}{IVR(iv)}$

Standard #	S1.8.1
Name	Max Interval Abandon Rate
Abbreviation	ABR(ii%)
Target	The max percentage of informational IVR calls abandoned in a single 30-minute interval during the month shall not exceed 3%.
Source	IVR, ACD and/or Calculated
Description	The maximum percentage of informational calls abandoned from the IVR system in a single 30-minute interval during the month.
Calculation	For every 30 minutes, calculate the percentage of calls that were abandoned before being fully serviced by the IVR system and before joining a queue to speak to a live agent. ABR(ii%) is the maximum percentage for the whole month.

Standard #	S1.8.2
Name	All Channels Busy
Abbreviation	ACB(ii)
Target	Accumulated time that IVR channels were fully utilized (busy) shall not exceed 50 minutes for the month.
Source	IVR or ACD
Description	The total time that all IVR channels were simultaneously occupied for the calendar month.
Calculation	Total time that all IVR channels were occupied per month.

Standard #	S1.8.3
Name	Percentage of Informational IVR Calls Transferred To Agent
Abbreviation	IATx(ii%)
Target	Informational IVR calls that get transferred to agents for resolution shall not exceed 20% of the total informational IVR volume.
Source	IVR, ACD and/or Calculated
Description	The percentage of calls that were transferred from the IVR to an agent (i.e. customer did not receive fully automated IVR service).
Calculation	$\frac{\text{Number of informational IVR calls that were transferred to an agent}}{IVR(iv)}$

1.8 Informational IVR Calls

Standard #	S1.8.4
Name	Average Informational IVR Time (Fully Resolved)
Abbreviation	AIT(ii)
Target	Informational IVR calls shall on average take 2 minutes or less to finish.
Source	IVR or ACD
Description	The average amount of time a customer, who did not request agent service, spent in the IVR.
Calculation	$\frac{\text{Total IVR time by customers who did not request the assistance of an agent}}{\text{IVR(iv)} \times (1 - \text{IATx(ii\%)})}$

Indicator #	i1.8.5
Name	Average Informational IVR Time (Transferred To Agent)
Abbreviation	AIT(iix)
Source	IVR or ACD
Description	The average amount of time a customer, who ended up requesting agent services, spent in the IVR and on the phone with the agent.
Calculation	$\frac{(\text{Total informational IVR Time} + \text{Agent Time after IVR})}{(\text{IVR(v)} \times \text{IATx(ii\%)})}$

Indicator #	i1.8.6
Name	Average Informational IVR Time (Abandoned)
Abbreviation	AIT(ia)
Source	IVR or ACD
Description	The average amount of time a customer spent in the IVR and then abandoned. This includes the time that the customer might have spent in the queue if he/she requested to be transferred to an agent.
Calculation	$\frac{(\text{Total IVR Time} + \text{Queuing Time})}{\text{IVR(iv)}}$

Standard #	S1.8.5
Name	Max Number of Menu Levels
Abbreviation	MENU(ii)
Target	The maximum number of levels a customer can descend into during an informational IVR session shall not be more than 4.
Source	IVR
Description	The maximum number of levels a customer can descend into during an informational IVR session, measured from the root menu. Each menu level can have a max number of options and the number of menus is limited.
Calculation	The maximum number of menu levels in the informational IVR.

1.8 Informational IVR Calls

Standard #	S1.8.6
Name	Max Number Of Options Per Menu
Abbreviation	OPT(ii)
Target	The maximum number of options that can be presented to a customer in any informational IVR menu level shall not be more than 4.
Source	IVR
Description	The maximum number of options that can be presented to a customer in any IVR menu. Note, the number of options is limited to informational, process and transactional options. In addition to the maximum number permitted, IVR menus should include an option to repeat the menu, to revert back to the previous menu and, under certain circumstances, the option to seek the assistance of an agent.
Calculation	The maximum number of menu levels in the informational IVR

Standard #	S1.8.7
Name	Informational IVR Languages
Abbreviation	LANG(ii)
Target	The informational IVR system shall support at a minimum the Arabic and English languages.
Source	IVR
Description	The number of language options available to informational IVR users. The official language for Government of Dubai business is Arabic, but English is also accommodated. These languages must therefore be supported by the IVR and the voice menus must be recorded using a natural voice for the language. Additional language options may significantly reduce the number of customers seeking the assistance of contact centre agents or visiting service centres and therefore, entities may add additional IVR languages at their own discretion.
Calculation	Number of languages supported in the informational IVR system

Standard #	S1.8.8
Name	Quality Assurance (QA) Score
Abbreviation	QAS(ii)
Target	The average Quality Assurance Score for informational IVR calls shall be 90% or better.
Source	QA
Description	The average score awarded by the QA team for analysed informational IVR call customer interactions.
Calculation	Average QA score for informational IVR calls

1.8 Informational IVR Calls

Standard #	S1.8.9
Name	Customer Effort Score
Abbreviation	CES(ii)
Target	The average Customer Effort Score for informational IVR calls shall be 9.0 or better.
Source	Survey
Description	Average CES score awarded by customers through CES survey. The CES survey may be conducted as an IVR Exit Survey, via email, web or outbound calls using a statistically valid sampling rate. A high CES average means that information is very accessible, and vice versa.
Calculation	Average CES score for informational IVR calls

Indicator #	i1.8.7
Name	Net Promoter Score
Abbreviation	NPS(ii)
Source	Survey
Description	NPS is a relative behavioural indicator. Because Government of Dubai customers do not have a choice about using a particular entity, the only choice they might have is about which touchpoint to use. Therefore, NPS is a good, relevant indicator of touchpoint preference, but it is not an indicator of entity performance.
Calculation	Average NPS for informational IVR calls as collected through a survey



1.9 Transactional IVR Calls

IVR systems can be used by customers to perform basic transactions via the phone without having to talk to an agent. Some transactions that can be provided are: paying bills, renewing contracts or licences, etc. By providing transactions through an IVR system, contact centres can off-load calls going to agents. However, contact centres need to weigh the benefits of having an IVR versus the costs associated with installing, designing and maintaining it. This is especially significant for specific transactions where contact centres really need to assess whether customers are likely to use the IVR system versus talking to an agent.

Indicator #	i1.9.1
Name	Transactional IVR Volume
Abbreviation	IVR(tv)
Source	IVR or ACD
Description	Volume of inbound transactional calls that were fully serviced by the IVR system (i.e. customer did not need to speak to a human agent).
Calculation	No. of transactional calls fully serviced by IVR.

Indicator #	i1.9.2
Name	Transactional IVR Percentage
Abbreviation	IVR(t%)
Source	Calculated
Description	Percentage of inbound transactional calls that were fully serviced by the IVR system (i.e. customer did not need to speak to a human agent). Return on IVR investment is maximised when IVR(tv) increases but excessive IVR(t%) may also be frustrating for those who prefer to deal with agents directly.
Calculation	$\frac{\text{IVR(tv)}}{\text{VOL(t)}}$

Indicator #	i1.9.3
Name	Abandoned Transactional IVR Volume
Abbreviation	ABN(it)
Source	IVR or ACD
Description	Volume of transactional IVR calls that were abandoned (terminated) by the caller before being fully serviced by the IVR system and before joining a queue to speak to a live agent.
Calculation	No. of abandoned transactional IVR calls.

1.9 Transactional IVR Calls

Indicator #	i1.9.4
Name	Abandoned Transactional IVR Percentage
Abbreviation	ABN(it%)
Source	IVR, ACD and/or Calculated
Description	The percentage of transactional IVR calls that were abandoned (terminated) by the caller before being fully serviced by the IVR system and before joining a queue to speak to a live agent.
Calculation	$\frac{ABN(it)}{IVR(tv)}$

Standard #	S1.9.1
Name	Max Interval Abandon Rate
Abbreviation	ABR(it%)
Target	The max percentage of transactional IVR calls abandoned in a single 30-minute interval during the month shall not exceed 3%.
Source	IVR, ACD and/or Calculated
Description	The maximum percentage of transactional calls abandoned from the IVR system in a single 30-minute Interval during the month.
Calculation	For every 30 minutes, calculate the percentage of calls that were abandoned before being fully serviced by the IVR system and before joining a queue to speak to a live agent. ABR(it%) is the maximum percentage for the month.

Standard #	S1.9.2
Name	All Channels Busy
Abbreviation	ACB(it)
Target	Accumulated time that IVR channels were fully utilized (busy) shall not exceed 50 minutes for the month.
Source	IVR or ACD
Description	The total time that all IVR channels were simultaneously occupied for the calendar month.
Calculation	Total time that all IVR channels were occupied for the month.

Standard #	S1.9.3
Name	Percentage of Transactional IVR Calls Transferred To Agent
Abbreviation	IATx(it%)
Target	Transactional IVR calls that get transferred to agents for resolution shall not exceed 20% of the total transactional IVR volume.
Source	IVR, ACD and/or Calculated
Description	The percentage of calls that were transferred from the IVR to an agent (i.e. customer did not receive fully automated IVR service)
Calculation	$\frac{\text{No. of transactional IVR calls that were transferred to an agent}}{IVR(tv)}$

1.9 Transactional IVR Calls

Standard #	S1.9.4
Name	Average Transactional IVR Time (Fully Resolved)
Abbreviation	AIT(it)
Target	Transactional IVR calls shall on average take 2 minutes or less to finish.
Source	IVR/ACD
Description	The average amount of time a customer, who did not request agent service, spent in the IVR.
Calculation	$\frac{\text{Total IVR time by customers who did not request the assistance of an agent}}{\text{IVR(tv)} \times (1 - \text{IATx(it\%)})}$

Indicator #	i1.9.5
Name	Average Transactional IVR Time (Transferred To Agent)
Abbreviation	AIT(itx)
Source	IVR or ACD
Description	The average amount of time a customer, who ended up requesting agent services, spent in the IVR and on the phone with the agent.
Calculation	$\frac{(\text{Total transactional IVR Time} + \text{Agent Time after IVR})}{(\text{IVR(tv)} \times \text{IATx(it\%)})}$

Indicator #	i1.9.6
Name	Average Transactional IVR Time (Abandoned)
Abbreviation	AIT(ita)
Source	IVR or ACD
Description	The average amount of time a customer spent in the IVR and then abandoned. This includes the time that the customer might have spent in the queue if he/she requested to be transferred to an agent.
Calculation	$\frac{(\text{Total IVR Time} + \text{Queuing Time})}{\text{IVR(i)}}$

Standard #	S1.9.5
Name	Max Number of Menu Levels
Abbreviation	MENU(it)
Target	The maximum number of levels a customer can descend into during a transactional IVR session shall not be more than 6.
Source	IVR
Description	The maximum number of levels a customer can descend into during a transactional IVR session, measured from the root menu. Each menu level can have a max number of options and the number of menus is limited.
Calculation	The maximum number of menu levels in the transactional IVR

1.9 Transactional IVR Calls

Standard #	S1.9.6
Name	Max Number of Options Per Menu
Abbreviation	OPT(it)
Target	The maximum number of options that can be presented to a customer in any transactional IVR menu level shall not be more than 4.
Source	IVR
Description	The maximum number of options that can be presented to a customer in any IVR menu. Note, the number of options is limited to informational, process and transactional options. In addition to the maximum number permitted, IVR menus should include an option to repeat the menu, to revert back to the previous menu and, under certain circumstances, the option to seek the assistance of an agent.
Calculation	The maximum number of options in any transactional IVR menu level.

Standard #	S1.9.7
Name	Transactional IVR Languages
Abbreviation	LANG(it)
Target	The transactional IVR system shall support at a minimum the Arabic and English languages.
Source	IVR
Description	The number of language options available to transactional IVR users. The official language for Government of Dubai business is Arabic, but English is also accommodated. These languages must therefore be supported by the IVR and the voice menus must be recorded using a natural voice for the language. Additional language options may significantly reduce the number of customers seeking the assistance of contact centre agents or visiting service centres and therefore, entities may add additional IVR languages at their own discretion.
Calculation	No. of languages supported in the transactional IVR system

Standard #	S1.9.8
Name	Transactional IVR First Call Resolution (FCR)
Abbreviation	FCR(it)
Target	The monthly percentage of First Call Resolution for transactional IVR calls shall be 60% or better.
Source	QA
Description	The percentage of transactional IVR calls where the customer's requirements were fully met in the first call, by the IVR system or an agent if they requested to be transferred to an agent.
Calculation	$\frac{\text{Total transactional IVR calls recorded with FCR in Survey}}{\text{Volume of Survey}}$ The survey can be an IVR Exit Survey or QA Survey.

1.9 Transactional IVR Calls

Standard #	S1.9.9
Name	Quality Assurance (QA) Score
Abbreviation	QAS(it)
Target	The average Quality Assurance Score for transactional IVR calls shall be 90% or better.
Source	QA
Description	The average score awarded by the QA team for analyzed transactional IVR call customer interactions analysed.
Calculation	Average QA score for transactional IVR calls.

Standard #	S1.9.10
Name	Customer Effort Score
Abbreviation	CES(it)
Target	The average Customer Effort Score for transactional IVR calls shall be 8.0 or better.
Source	Survey
Description	Average CES score awarded by customers through CES survey. The CES survey may be conducted as an IVR Exit Survey, via email, web or outbound calls using a statistically valid sampling rate. A high CES average means that transaction is very accessible, and vice versa.
Calculation	Average CES score for transactional IVR calls.

Indicator #	i1.9.7
Name	Net Promoter Score
Abbreviation	NPS(it)
Source	Survey
Description	NPS is a relative behavioural indicator. Because Government of Dubai customers do not have a choice about using a particular entity, the only choice they might have is about which touchpoint to use. Therefore, NPS is a good, relevant indicator of touchpoint preference, but it is not an indicator of entity performance.
Calculation	Average NPS for transactional IVR calls as collected through a survey.



Pillar 2: People

This section highlights the importance of the staff at contact centres: front-line and back-office staff. Front-line staff are employees who come in direct contact with customers: agents, team leaders and supervisors. Without proper training, they may not have the ability or confidence to handle customer interactions efficiently. Similarly, without proper training, the back-office staff will not be able to properly support the operations and management of the contact centre. Therefore, the majority of the standards in this section deals with training for specific skills that are essential. The performance of agents, their team leaders and supervisors are also addressed in this section. It provides insight into the areas of people performance that are within the control of the employees such as attendance and adherence.

The following are the perspectives and focus areas in the “People” pillar:

Training:

- Agents - Essential Skills Training
- Agents - Written Skills Training
- Agents - CRM Training
- Team Leaders and Supervisors Training
- OSF Staff Training
- Management Training

Performance:

- Agents Performance
- Team Leaders and Supervisors Performance

2.1 Agents - Essential Skills Training

Standard #	Training Programme
S2.1.1	Understanding GDCCS
S2.1.2	Interaction Technology
S2.1.3	Teamwork
S2.1.4	Essential Customer Interaction Skills
S2.1.5	Basic Communications Skills
S2.1.6	Reactive Interactions Structure & Wording
S2.1.7	Customer Service
S2.1.8	Questioning and Listening Skills
S2.1.9	Building Rapport / Neuro-linguistic Programming (NLP)
S2.1.10	Dealing with Anger, Irrate and Abusive Behaviours
S2.1.11	Controlling Customer Interactions
S2.1.12	Multi-lingual Challenges
S2.1.13	Proactive Interactions Structure, Control & Outcome
S2.1.14	Handling Objections
S2.1.15	Tele-surveying Skills
S2.1.16	Understanding Organisational Performance
S2.1.17	Personal Performance Development
S2.1.18	Service Recovery Skills
S2.1.19	Touchpoint Variances
S2.1.20	Multi Touchpoint Technology
S2.1.21	How We Think and Understand
S2.1.22	Empowered Responsibility
S2.1.23	Understanding Customer Experience
S2.1.24	Delivering a Branded Experience
S2.1.25	Understanding Organisational Experiential Performance
S2.1.26	Personal Experiential Performance Development

2.2 Agents - Written Skills Training

Standard #	Training Program
S2.2.1	Challenges of Written Interactions
S2.2.2	Basics of Written English
S2.2.3	Basics of Written Arabic

Indicator #	Training Program
i2.2.1	Basics of a Written Third Language

2.3 Agents - CRM Training

Standard #	Training Program
S2.3.1	Customer Relationship Management

2.4 Team Leaders and Supervisors Training

Standard #	Training Programme
S2.4.1	All Applicable Agent Training Courses
S2.4.2	Understanding KPI's
S2.4.3	Quality Management
S2.4.4	Coaching
S2.4.5	Conflict Management
S2.4.6	Customer Satisfaction Metrics
S2.4.7	Resource Planning & Scheduling
S2.4.8	Performance Management
S2.4.9	Strategic Leadership
S2.4.10	Team Building
S2.4.11	Communications Skills
S2.4.12	Team Competence Development
S2.4.13	Team Performance Development
S2.4.14	Supervisor Technologies
S2.4.15	Reporting
S2.4.16	Customer Experience Management (CEM) Essentials
S2.4.17	Voice of the Customer
S2.4.18	Understanding Financial Statements
S2.4.19	Experiential Returns
S2.4.20	Staff Experience Management
S2.4.21	Motivation & Stress Management
S2.4.22	Managing Difficult Team Members
S2.4.23	Presentation Skills
S2.4.24	Understanding Organisational Experiential Performance
S2.4.25	Personal Experiential Performance Development

2.5 OSF Staff Training

Standard #	Training Program
S2.5.1	All Applicable Agent Courses
S2.5.2	Recommended courses as per OSF Standards

2.6 Management Training

Standard #	Training Program
S2.6.1	All Applicable Supervisory Courses
S2.6.2	Recommended courses as per Personal Computing Skills (PCS)

2.7 Agents Performance

There are five schedule-related performance measures that are critical to a contact centre's performance. They are: **attendance, adherence, availability, occupancy and shrinkage**.

Attendance simply means that a staff member came to work as scheduled. For example if an agent was scheduled to work 20 days for the month, but missed 2 days of work, then his attendance is 90%.

Adherence is how much a staff member adheres to his schedule. If an agent is scheduled to work from 8 to 5, and arrives at 8:10 and leaves at 5:10, then he is 20 minutes out of adherence.

Availability is a measure of how much time the agent spends at his desk. This includes time interacting with customers and any after-call work done to finalize transactions. It also includes time waiting at the desk and readiness to "take calls".

Occupancy is how occupied a staff member is with handling customers. For example, if an agent is "available" for 6 hours and he works 4 hours, then his occupancy is 67%.

Shrinkage is the time that an agent is at work but unavailable to interact with a customer. This includes lunch breaks, vacations, absenteeism, training, coaching, after-call work, etc.

Standard #	S2.7.1
Name	Attendance
Abbreviation	Attend
Target	The average attendance for agents shall be 95% or better.
Source	WFM/Calculated
Description	The total percentage of scheduled shifts for which scheduled agents are in attendance. Staff members who are taking scheduled and pre-approved vacation are not considered to be out of attendance, while staff members who take "emergency leave" are considered to be out of attendance. This is because vacation periods should be built into the headcount calculations and therefore should have no negative impact on the performance of the operation.
Calculation	If the entity does not have a WFM system, then the following equation may be used to calculate attendance: $\frac{\sum_{\text{First shift of month}}^{\text{Last shift of month}} \text{Scheduled agents present for scheduled shift}}{\sum_{\text{First shift of month}}^{\text{Last shift of month}} \text{Total agents scheduled for shift}}$

2.7 Agents Performance

Standard #	S2.7.2
Name	Adherence
Abbreviation	Adhere
Target	The average adherence for agents shall be 92% or better.
Source	WFM/Calculated
Description	The percentage of shift time in which agents were conforming to scheduled start time, break time, prayer time, aux time (as applicable) and end time. A staff member is out of adherence when they are at work but fail to be available to handle customers or fail to perform their expected normal duties. For example, a staff member who returns from lunch 5-minutes late is deemed to be 5 minutes out of adherence. Similarly, a staff member who starts work 10 minutes late but works 10 minutes extra at the end of their shift is deemed to be 20 minutes out of adherence (10 minutes late in the morning and 10 minutes late leaving in the evening). Workforce Management Systems (WFM) are now equipped with exceptionally reliable, real-time Adherence Management Systems.
Calculation	If the entity does not have a WFM system, then the following equation may be used to calculate adherence: $\frac{\text{Total man hours worked} - \text{Total man hours out of adherence}}{\text{Total man hours worked}}$

Standard #	S2.7.3
Name	Occupancy
Abbreviation	Occupancy
Target	The average agent occupancy across all touchpoints shall be from 75% to 90%.
Source	ACD/ QMS/WFM
Description	The average agent occupancy across all touchpoints covered by these standards. Occupancy is a good measure of how busy agents are. Excessively high occupancy (>90%) can lead to staff burnout and higher turnover, while excessively low occupancy leads to boredom. Therefore, management teams need to properly plan their staff assignments.
Calculation	$\frac{\sum_{n=0}^N \text{Occupied Time}}{\sum_{n=0}^N \text{Available Time}}$ N = number of agents Occupied Time = Talk or Chat Time + Hold Time (if applicable) + Wrap-up Time Available Time = Time available at the workstation or desk, whether interacting with a customer or waiting to handle an interaction (i.e. Occupied Time + Idle Time at the desk)

2.7 Agents Performance

Standard #	S2.7.4
Name	Shrinkage
Abbreviation	Shrinkage
Target	Average agent shrinkage across all touchpoints shall not exceed 25%.
Source	ACD/ QMS /WFM
Description	Shrinkage is defined as any reason a staff member is at work but unavailable to conduct their duties. Shrinkage includes training, coaching, lunch, prayers, personal time, etc. Shrinkage may be in or out of adherence depending on whether or not the agent is adhering to their scheduled shrinkage.
Calculation	$\frac{\text{Man Hours Worked} - \text{Man Hours Unavailable}}{\text{Man Hours Worked}}$ Man Hours Worked = Total man hours at work for all Man Hours Unavailable = Total man hours unavailable to work (e.g. lunch break, prayer, absenteeism, training, etc.)

Standard #	S2.7.5
Name	Quiz Average
Abbreviation	AMQA
Target	The Quiz Average for all agents shall be at least 95%.
Source	Online or manual quiz
Description	Agents are required to take a monthly process quiz to ensure that they remain aware of current procedures, processes, rules and regulations. The test will comprise of simple multiple choice questions in addition to scenario-based questions to assess if they are providing correct instructions to customers. The quiz will be set by QA; they will assess the most commonly witnessed procedural errors and also any new rules/updates and build a quiz from that data.
Calculation	$\frac{\sum_{n=0}^N \text{Agent Quiz Result}}{N}$ N = number of agents

Standard #	S2.7.6
Name	Quality Assurance (QA) Score
Abbreviation	AQAS
Target	The average Quality Assurance Score for all agents across all touchpoints shall be at least 90%.
Source	QA
Description	This is the average for all agents across all touchpoints covered by these standards.
Calculation	$\frac{\sum_{n=0}^N \overline{QAS} \times A}{\sum_{n=0}^N A}$ N = number of touchpoints $\overline{QAS}$ = average Quality Assurance Score for touchpoint A = number of assessed interactions for the touchpoint

2.7 Agents Performance

Standard #	S2.7.7
Name	Customer Satisfaction (CSAT) Score
Abbreviation	ACSAT
Target	The average CSAT score for all agents across all touchpoints shall be at least 8.0.
Source	Survey, IVR Exit Survey, Online Survey, etc.
Description	The CSAT score awarded by customers for agent services.
Calculation	$\frac{\sum_{n=0}^N \overline{CSAT} \times A}{\sum_{n=0}^N A}$ N = number of touchpoints $\overline{CSAT}$ = average customer satisfaction score as awarded by customers for touchpoint A = number of interactions assessed by customers for the touchpoint

Indicator #	i2.7.1
Name	Employee Satisfaction (ESAT) Score
Abbreviation	AESAT
Source	Employee Surveys
Description	This is the average of all employee satisfaction scores. Quarterly staff satisfaction surveys should be conducted in order to ensure that the working environment is conducive to motivating agents to deliver the desired customer experience.
Calculation	$\frac{\sum_{n=0}^N \text{Agent ESAT Score}}{N}$ N = number of agents

Indicator #	i2.7.2
Name	Quality Assurance Score Delta
Abbreviation	MQS
Source	Calculated
Description	This is the monthly difference in QA Score. This metric demonstrates the effectiveness of the coaching program in addition to supervision effectiveness.
Calculation	Current Month's QA Score – Last Month's QA Score

2.8 Team Leaders and Supervisors - Performance

Standard #	S2.8.1
Name	Attendance
Abbreviation	LAttend
Target	The average attendance for team leaders and supervisors shall be 95% or better.
Source	WFM/Calculated
Description	The total percentage of scheduled shifts for which scheduled team leaders and supervisors are in attendance. Staff members who are taking scheduled and pre-approved vacation are not considered to be out of attendance, while staff members who take “emergency leave” are considered to be out of attendance. This is because vacation periods should be built into the headcount calculations and therefore should have no negative impact on the performance of the operation.
Calculation	If the entity does not have a WFM system, then the following equation may be used to calculate attendance: $\frac{\sum_{\text{First shift of month}}^{\text{Last shift of month}} \text{Scheduled agents present for scheduled shift}}{\sum_{\text{First shift of month}}^{\text{Last shift of month}} \text{Total agents scheduled for shift}}$

Standard #	S2.8.2
Name	Adherence
Abbreviation	LAdhere
Target	The average adherence for team leaders and supervisors shall be 92% or better.
Source	WFM/Calculated
Description	The percentage of shift time in which team leaders and supervisors were conforming to scheduled start time, break time, prayer time, aux time (as applicable) and end time. A staff member is out of adherence when they are at work but fail to be available to handle customers or fail to perform their expected normal duties. For example, a staff member who returns from lunch 5-minutes late is deemed to be 5 minutes out of adherence. Similarly, a staff member who starts work 10 minutes late but works 10 minutes extra at the end of their shift is deemed to be 20 minutes out of adherence (10 minutes late in the morning and 10 minutes late leaving in the evening). Workforce Management Systems (WFM) are now equipped with exceptionally reliable, real-time Adherence Management Systems.
Calculation	If the entity does not have a WFM system, then the following equation may be used to calculate adherence: $\frac{\text{Total man hours worked} - \text{Total man hours out of adherence}}{\text{Total man hours worked}}$

2.8 Team Leaders and Supervisors - Performance

Standard #	S2.8.3
Name	Occupancy
Abbreviation	LOccupancy
Target	The average team leader and supervisor occupancy across all touchpoints shall be from 75% to 90%.
Source	ACD/ QMS/WFM
Description	The average team leaders' and supervisors' occupancy across all touchpoints covered by these standards. Occupancy is a good measure of how busy team leaders and supervisors are. Unlike agents, who are mainly busy with handling interactions, team leaders' and supervisors' time is spent reviewing interactions, planning and training amongst other things. Excessively high occupancy (>90%) can lead to staff burnout and higher turnover, while excessively low occupancy leads to boredom. Therefore, management teams need to properly plan their staff assignments.
Calculation	$\frac{\sum_{n=0}^N \text{Occupied Time}}{\sum_{n=0}^N \text{Available Time}}$ N = number of agents Occupied Time = Talk or Chat Time + Hold Time (if applicable) + Wrap-up Time Available Time = Time available at the workstation or desk, whether interacting with a customer or waiting to handle an interaction (i.e. Occupied Time + Idle Time at the desk)

Indicator #	i2.8.1
Name	Shrinkage
Abbreviation	LShrinkage
Source	ACD/ QMS /WFM
Description	Shrinkage is defined as any reason a staff member is at work but unavailable to conduct their duties. Shrinkage includes training, coaching, lunch, prayers, personal time, etc. Shrinkage may be in or out of adherence depending on whether or not the employee is adhering to their scheduled shrinkage.
Calculation	$\frac{\text{Man Hours Worked} - \text{Man Hours Unavailable}}{\text{Man Hours Worked}}$ Man Hours Worked = Total man hours at work for all Man Hours Unavailable = Total man hours unavailable to work (e.g. lunch break, prayer, absenteeism, training, etc.)

2.8 Team Leaders and Supervisors - Performance

Standard #	S2.8.4
Name	Quiz Average
Abbreviation	LMQA
Target	The Quiz Average for all team leaders and supervisors shall be at least 95%.
Source	Online or manual quiz
Description	Team leaders and supervisors are required to take a monthly process quiz to ensure that they remain aware of current procedures, processes, rules and regulations. The test will comprise of simple multiple choice questions in addition to scenario-based questions to assess if they are providing correct instructions to customers. The quiz will be set by QA; they will assess the most commonly witnessed procedural errors and also any new rules/updates and build a quiz from that data.
Calculation	$\frac{\sum_{n=0}^N \text{Agent Quiz Result}}{N}$ N = number of agents

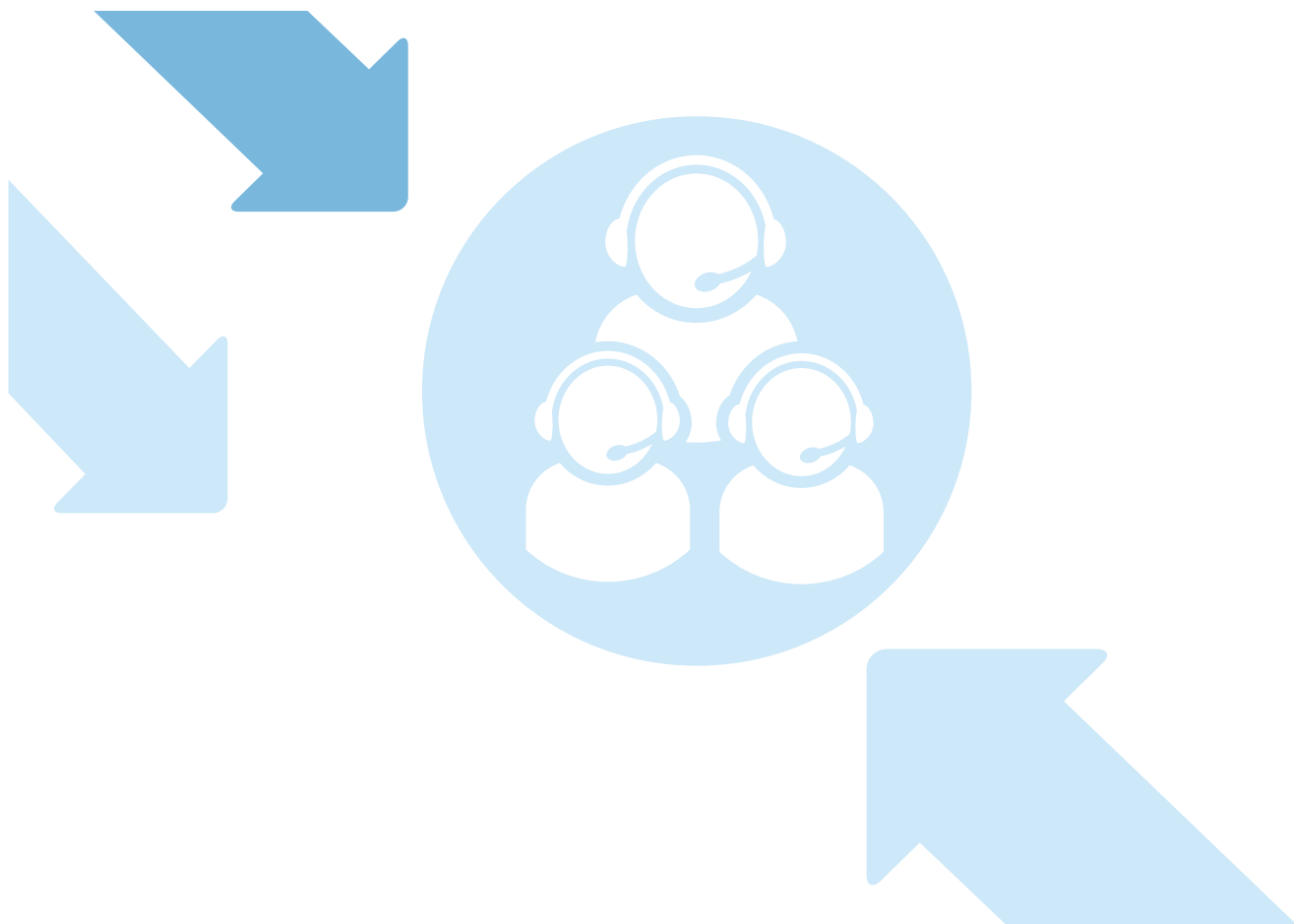
Standard #	S2.8.5
Name	Quality Assurance (QA) Score
Abbreviation	LQAS
Target	The average Quality Score for all team leaders and supervisors across all touchpoints shall be at least 90%.
Source	QA
Description	This is the average for all team leaders and supervisors across all touchpoints covered by these standards.
Calculation	Average QAS for all team leaders and supervisors across all touchpoints covered by these standards.

Indicator #	i2.8.2
Name	Customer Satisfaction (CSAT) Score
Abbreviation	LCSAT
Source	Survey, IVR Exit Survey, Online Survey, etc.
Description	The CSAT score awarded by customers for team leaders and supervisors services.
Calculation	$\frac{\sum_{n=0}^N \overline{\text{CSAT}} \times A}{\sum_{n=0}^N A}$ N = number of touchpoints $\overline{\text{CSAT}}$ = average customer satisfaction score as awarded by customers for touchpoint A = number of interactions assessed by customers for the touchpoint

2.8 Team Leaders and Supervisors - Performance

Indicator #	i2.8.3
Name	Employee Satisfaction (ESAT) Score
Abbreviation	LESAT
Source	Employee Surveys
Description	This is the average of all employee satisfaction scores. Quarterly staff satisfaction surveys should be conducted in order to ensure that the working environment is conducive to motivating agents to deliver the desired customer experience.
Calculation	$\frac{\sum_{n=0}^N \text{Agent ESAT Score}}{N}$ N = number of agents

Indicator #	i2.8.4
Name	Quality Assurance Score Delta
Abbreviation	LMQS
Source	Calculated
Description	This is the monthly difference in QA Score. This metric demonstrates the effectiveness of the coaching program in addition to supervision effectiveness.
Calculation	Current Month's QA Score – Last Month's QA Score





Pillar 3: Processes

This section of the manual defines the methodologies that need to be implemented in order to ensure that processes effectively support contact centre performance. The section covers Operational Support Functions (OSF) and facilities standards that support a successful and efficient contact centre.

Operations Support functions are critical, enabling functions. Without efficient and effective OSF operation, customer interaction effectiveness and efficiency would be impossible to maintain.

Facilities in a contact centre should provide a comfortable and enticing environment where agents and staff are enabled to perform their daily job without feeling undue stress. Facilities also need to be established such that in case of disaster or inaccessibility, operations can continue on with a minimal service interruption.

The following are the perspectives and focus groups in the “Processes” pillar:

Operational Support Functions

- Quality Assurance (QA)
- Work Force Management (WFM)
- Real-time WFM
- Recruitment
- Training
- Complaint Handling
- Disaster Recovery
- Motivation

Facilities

- Staff Facilities
- Disaster Recovery and Service Continuity

3.1 Quality Assurance (QA)

The QA function is carried out either by a dedicated group of certified analysts or, in the case of smaller centres, it may be carried out by QA certified supervisors. All staff engaged in the QA function must be certified for the role.

QA staff members are responsible for analysing interactions and arranging Voice of the Customer feedback (CSAT, CES and NPS surveys). They produce a monthly report about each agent's qualitative performance and that report is made available to the agent and the agent's supervisor. In addition, the QA team produces a monthly qualitative report for the entire operation.

QA staff do not, under any circumstances, provide feedback to agents. This is a function of the coaching team or the agent's supervisor. However, the QA function is transparent and agents should know who analysed their interactions and agents should also have the right to request further information from the QA analysts via their supervisor or coach.

A sample of the analysis should be scored "double blind" and a sample of them should be validated with the actual customers who were engaged in the interactions. Double blind scoring means that at least two QA analysts will analyse the interaction. Neither analyst will know that another analyst will also analyse it and they will not see the results of the other analyst until they engage in a feedback session with their supervisor or manager.

Double blind scoring ensures consistent analysis on the part of QA analysts and customer validation ensures that the QA team assesses interaction experience in a similar fashion to customers. QA staff members are assessed on the basis of the accuracy of their analysis (validations and double-blind comparisons) and the results of the interventions that they recommend as a result of their qualitative operational performance assessments relative to these standards.

The QA team's technology requirements include essential interaction recording systems in addition to QA-specific analysis and reporting systems. Smaller operations often utilise internally developed, macro-enabled spreadsheets to complete analysis and produce reports. Larger operations may utilise advanced systems such as speech analytics.

The QA methodology requires analysts to review a statistically valid sample of recorded interactions or transcripts in the case of written interactions. There is a recognized mathematical formula for calculating the number of samples required. Understanding this formula is one competency within the QA certification. For the purposes of facilitation, the table below has been created utilizing the formula:

Table 1: Quality Assurance Sampling

Quality Assurance					
Agent QA Score	95%	85%	75%	65%	55%
Call Analysis per Agent per Month	17	47	68	83	90
Expected Performance Distribution	24%	55%	13%	8%	0%

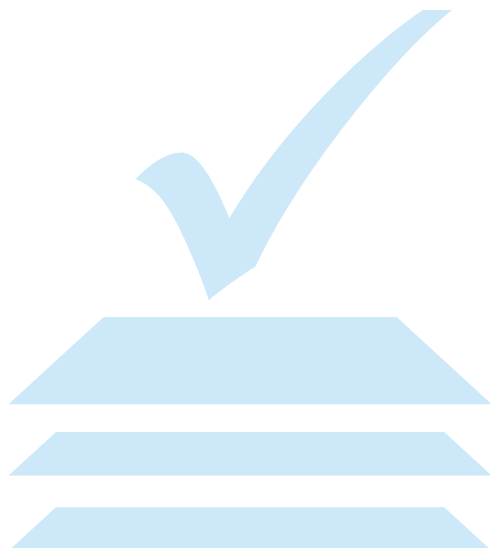
3.1 Quality Assurance

Based on this methodology and assuming the performance distribution in *Table 1 Quality Assurance Sampling* on the previous page, the number of QA analysts can be calculated based on the overall size of the operation (Note: this calculation is ONLY valid for the performance distribution illustrated in Table 1).

Table 2 : QA Analysts Required

Agents per Touchpoint	Average Handle Time (minutes)												
	1	1.5	2	2.5	3	3.5	4	4.5	5	6	7	8	10
10*	1	1	1	1	1	1	1	1	1	1	1	2	2
20*	1	1	1	1	1	1	1	2	2	2	3	3	4
30*	1	1	1	1	2	2	2	3	3	3	4	5	6
40	1	1	2	2	2	3	3	3	4	5	5	6	8
50	1	1	2	2	3	3	4	4	5	6	7	8	9
60	1	2	2	3	3	4	5	5	6	7	8	9	11
70	1	2	3	3	4	5	5	6	7	8	9	11	13
80	2	2	3	4	5	5	6	7	8	9	11	12	15
90	2	3	3	4	5	6	7	8	8	10	12	14	17
100	2	3	4	5	6	7	8	8	9	11	13	15	19
120	2	3	5	6	7	8	9	10	11	14	16	18	23
140	3	4	5	7	8	9	11	12	13	16	18	21	26
160	3	5	6	8	9	11	12	14	15	18	21	24	30
180	3	5	7	8	10	12	14	15	17	20	24	27	34
200	4	6	8	9	11	13	15	17	19	23	26	30	38
250	5	7	9	12	14	17	19	21	24	28	33	38	47
300	6	8	11	14	17	20	23	25	28	34	40	45	57
350	7	10	13	17	20	23	26	30	33	40	46	53	66

* - These can be a supervisory function



3.1 Quality Assurance

Standard #	S3.1.1
Name	Interactions Recorded for Random Analysis
Abbreviation	N/A
Target	All customer interactions shall be recorded for random analysis.
Source	N/A
Description	Since QA analysis is random, all interactions must be recorded for analysis later on.
Calculation	N/A

Standard #	S3.1.2
Name	Sufficient QA Analysts
Abbreviation	N/A
Target	Contact centres shall have a sufficient number of QA analysts that are based on the size of the operation
Source	N/A
Description	The number of QA analysts (including QA supervisors) should be based on the number of agents and the average handle time of the interactions. <i>Table 2: QA Analysts Required</i> above can be used to determine the number of QA analysts based on the number of agents and the Average Handle Time. Alternatively, certified methodologies in QA analyst estimates can be utilized.
Calculation	Use Table 2 above to estimate the required number of QA analysts.

Standard #	S3.1.3
Name	QA Staff OSP Management Certification
Abbreviation	N/A
Target	All QA staff shall be certified in OSP Management.
Source	N/A
Description	ALL staff should be certified along with any operations supervisors engaged in the QA process.
Calculation	N/A

Standard #	S3.1.4
Name	Valid QA Sample Size
Abbreviation	N/A
Target	QA sample size shall be based on the agent's performance
Source	N/A
Description	QA sample size should be based on the agent's performance. The better an agent's performance, the less sampling that is needed. Table 1 above can be used to determine the number. Otherwise, QA methodology describes in detail the formula that can be used to determine the sample size.
Calculation	Use <i>Table 1: Quality Assurance Sampling</i> to determine the sample size for agents based on their performance and compare to the actual QA sample size for each agent.

3.1 Quality Assurance

Standard #	S3.1.5
Name	GDCCS Interaction Scorecard Utilised
Abbreviation	N/A
Target	Contact Centres shall utilize the GDCCS Interaction scorecard for their QA analysis.
Source	N/A
Description	The GDCSS Interaction Scorecards can be used to evaluate inbound informational and transactional calls, outbound calls, informational and transactional IVR calls and written forms of communications.
Calculation	N/A

Standard #	S3.1.6
Name	Management of Monthly Quiz
Abbreviation	N/A
Target	Contact Centre agents, team leaders and supervisors shall take a randomized online monthly quiz to test their process and/or product knowledge
Source	N/A
Description	It is the responsibility of the QA team to arrange for agents, team leaders and supervisors to take a monthly randomized quiz to test their process and/or product knowledge. QA teams shall analyse and include questions that address the root causes of interaction problems.
Calculation	N/A

Standard #	S3.1.7
Name	CEM Canvas Analysis
Abbreviation	N/A
Target	QA teams shall utilize a CEM canvas depiction of interaction quality to analyse QA performance
Source	N/A
Description	QA performance cannot be analysed with a simple numeric result. The preferred CEM methodology is to utilise a strategy canvas depiction of interaction quality. In addition to presenting results, the QA teams should recommend interventions for both individual agents and the operation as a whole based on the curve shape.
Calculation	N/A

Standard #	S3.1.8
Name	Attitudinal (NPS) Correlations to Perceptions (CSAT)
Abbreviation	N/A
Target	QA teams shall correlate QA analysis results with customer validation and other survey results
Source	N/A
Description	The QA team is responsible for correlating QA analysis results with customer validation and other survey results. They are required to produce such correlations in operational reports and data should be augmented with recommendations to improve customer behaviour.
Calculation	N/A

3.1 Quality Assurance

Standard #	S3.1.9
Name	Validation Calls with Customers
Abbreviation	N/A
Target	QA teams shall conduct from 10% to 20% of the QA analysis through validation calls with customers.
Source	N/A
Description	The percentage of interaction analysis where the QA team conducts validation calls with customers.
Calculation	$\frac{\text{No. of QA analysis conducted via validation call with customers}}{\text{No. of QA analysis}}$

Standard #	S3.1.10
Name	QA Auto Calibration Techniques Deployed
Abbreviation	N/A
Target	QA teams shall employ auto calibration techniques to identify gaps between QA scores and Customer Emotional Scores.
Source	N/A
Description	Auto calibration occurs when the empirical data is leveraged to identify how the QA methodology can be further improved to ensure interactions meet the standards defined herein. Traditional calibration (non-auto) is a more qualitative process involving customer focus groups, agent focus groups and the QA team. It is much more complicated, more expensive and less reliable. On the other hand, customer emotional scores are based on customer surveys.
Calculation	N/A

Standard #	S3.1.11
Name	Double-Blind Analysis
Abbreviation	N/A
Target	QA teams shall perform double-blind analysis on 10 to 15% of all QA analysis.
Source	N/A
Description	This is the percentage of analysis that are scored by more than one analyst in a “double-blind methodology”. Analysts must not know that another analyst is scoring the same customer interaction.
Calculation	$\frac{\text{No. of Double-Blind QA Analysis}}{\text{No. of QA Analysis}}$

3.1 Quality Assurance

Standard #	S3.1.12
Name	Monthly QA & KPI Performance Reports
Abbreviation	N/A
Target	QA teams shall provide monthly QA & KPI performance reports for all agents
Source	N/A
Description	All agents need to know how they are doing so that they can improve. Providing a monthly QA and KPI performance report is necessary to help them fine tune their performance. QA Staff is not allowed to discuss the reports directly with agents. That is the supervisor's or coach's responsibility.
Calculation	N/A

Standard #	S3.1.13
Name	Team/Operations Performance Reports
Abbreviation	N/A
Target	QA teams shall provide monthly team and operations performance reports
Source	N/A
Description	The QA team must report data and recommend appropriate interventions to operations and management teams.
Calculation	N/A

Standard #	S3.1.14
Name	Integrated Service Recovery Process
Abbreviation	N/A
Target	Contact Centres shall have an integrated service recovery process in place
Source	N/A
Description	If a QA analyst, pursuant to their job function, should discover an agent making a "fatal error" with a customer (shouting, using bad language, arguing, etc.) or should discover an agent providing incorrect instructions or advice to a customer, then the QA analyst should be empowered to invoke a service recovery process. The service recovery process can be implemented by appropriately trained QA analysts or members of a specifically trained service recovery team. In all cases, the service recovery process should be recorded and a written report should be sent to the operations manager and the complaint management team.
Calculation	N/A

3.1 Quality Assurance

Standard #	S3.1.15
Name	Average Deviation of Validated Analysis
Abbreviation	N/A
Target	QA team awarded scores for interactions shall not differ by more than 33% from those awarded by customers for the same interactions
Source	N/A
Description	The average of the difference between the scores awarded to an interaction by a QA analyst and the score awarded by the customer for the same interaction
Calculation	$\frac{\sum (QA \text{ Score} - \text{Customer Awarded Score})}{N}$ N = No. of interactions analysed by customers and QA

Standard #	S3.1.16
Name	Average Deviation of Double-Blind Analysis
Abbreviation	N/A
Target	The absolute average difference between the interaction analysis scores awarded by different QA analysts as part of a double-blind study shall not be more than 15%
Source	N/A
Description	The average difference between QA analysts in double-blind analysis.
Calculation	$\frac{\sum (Analyst \#1 \text{ Awarded Score} - \text{Analyst \#2 Awarded Score})}{N}$ N = No. of Double-Blind QA Analysis

Standard #	S3.1.17
Name	Attendance
Abbreviation	N/A
Target	The average attendance for QA staff shall be 95% or better.
Source	N/A
Description	When QA analysts do not attend work or adhere to their schedule, it puts additional pressure on other QA team members. This can cause QA analysts to “rush” their interaction analysis in order to catch up. That is not acceptable as agents deserve an adequate opportunity to prove themselves and customers deserve due care and attention.
Calculation	If the entity does not have a WFM system, then the following equation may be used to calculate attendance: $\frac{\sum_{\text{First shift of month}}^{\text{Last shift of month}} \text{Scheduled QA Staff present for scheduled shift}}{\sum_{\text{First shift of month}}^{\text{Last shift of month}} \text{Total QA Staff scheduled for shift}}$

3.1 Quality Assurance

Standard #	S3.1.18
Name	Adherence
Abbreviation	N/A
Target	The average adherence for QA staff shall be 92% or better.
Source	N/A
Description	In order to ensure that QA staff members are seen to be responsive to the needs of the role they fill, their adherence should be managed and monitored exactly like agents' adherence. QA staff should also suffer consequences for adherence failure in exactly the same way as agents suffer consequences.
Calculation	If the entity does not have a WFM system, then the following equation may be used to calculate adherence: $\frac{\text{Total man hours worked} - \text{Total man hours out of adherence}}{\text{Total man hours worked}}$

Standard #	S3.1.19
Name	Quiz Average
Abbreviation	N/A
Target	QA staff scores in the monthly quiz shall average 100%.
Source	N/A
Description	In order to keep up their knowledge, the entire QA team should partake in the monthly quiz and must achieve superior results.
Calculation	$\frac{\sum_{n=0}^N \text{QA Staff Quiz Result}}{N}$ N = number of QA Staff



3.2 Work Force Management

The WFM function is carried out either by a dedicated group of certified analysts or, in the case of smaller operations, may be carried out by WFM certified supervisors. All staff engaged in the WFM function must be certified for the role. This includes WFM supervisors or WFM managers.

The WFM methodology requires analysts to capture historical workload and staff performance data in order to accurately forecast future workload and plan staff schedules accordingly. There are recognised mathematical methodologies for forecasting workload and calculating staff requirements based on Service Level Objective (SLO), Response Time Objective (RTO) and other variables. Understanding these methodologies is one competency within the WFM certification. The number of WFM analysts required, based upon the size of operation is illustrated in *Table 3: WFM Staff Requirements*. As mentioned above, smaller operations can utilise WFM certified supervisors to carry out the WFM function. It is assumed that operations larger than 60 seats are fully equipped with a fit-for-purpose Workforce Management System that will automate much of the WFM function.

Table 3: WFM Staff Requirements

Total Agent	WFM (Incl. PM)	
	Super	Analyst
10*	0	0
20*	0	0
30*	0	0
40	0	1
50	0	1
60	0	1
70	1	1
80	1	1
90	1	1
100	1	2
120	1	2
140	1	2
160	1	3
180	1	3
200	1	4
250	2	4
300	2	5
350	2	5

Aside from the primary forecasting and scheduling responsibilities, WFM analysts are also responsible for quantitative performance analysis. They are required to produce a monthly, quantitative performance report for each agent, detailing aspects such as attendance, adherence to schedule, shrinkage and even occupancy. The WFM team provides these reports to the agents' supervisors who, in turn, combine the quantitative data with qualitative data from QA before providing feedback to agents either directly or via a coaching team.

Finally, the WFM team is also responsible for real-time management. If workload is significantly higher or lower than forecasts or staff attendance issues create problems, it is incumbent upon the WFM team to work with the operations team to develop proactive plans to protect operations performance in accordance with the standards defined herein. Pursuant to their responsibilities, WFM analysts and supervisors are required to provide situational feedback and resolution advice to supervisors and other members of the operations team.

For the purposes of facilitation, the following tables (4 - 7) identify the "first attempt" staff required to handle interactions within the standards defined herein.

* - Supervisory Function

Note that these calculations are only valid for the Average Handle Times illustrated and they should be adjusted for shrinkage/adherence. These tables are intended to be used by smaller operations (<20 agents). Medium operations should use an Erlang C calculator. (a standard calculator used by contact centres to quickly assess the number of agents needed). Larger operations (>60) should implement a fully functioning WFM system.

3.2 Work Force Management

Table 4: Required Staff for Online Touchpoints (SLO = 80% in 20 seconds)

Calls per 30 mins	Average Handle Time (seconds)					
	60	90	120	150	180	240
10	2	2	2	3	3	4
20	2	3	3	4	4	5
30	3	3	4	5	5	7
40	3	4	5	6	7	8
50	4	5	6	7	8	10
60	4	5	7	8	9	11
70	4	6	7	9	10	13
80	5	6	8	10	11	14
90	5	7	9	11	12	16
100	6	8	10	12	14	17
120	6	9	11	14	16	20
140	7	10	13	15	18	23
160	8	11	14	17	20	26
180	9	12	16	19	22	29
200	9	13	17	21	25	32
250	11	16	21	25	30	39
300	13	19	24	30	35	46
350	15	21	28	34	40	53

Table 5: Required Staff for Offline Touchpoints (RTO = 10 minutes)

Contacts per 10 mins	Average Handle Time (seconds)					
	60	90	120	150	180	240
10	1	2	2	3	4	5
20	2	4	5	6	7	9
30	4	5	7	9	11	14
40	5	7	9	12	14	19
50	6	9	12	15	18	24
60	7	11	14	18	21	28
70	8	12	16	21	25	33
80	9	14	19	24	28	38
90	11	16	21	26	32	42
100	12	18	24	29	35	47
120	14	21	28	35	42	56
140	16	25	33	41	49	66
160	19	28	38	47	56	75
180	21	32	42	53	64	85
200	24	35	47	59	71	94
250	29	44	59	74	88	118
300	35	53	71	88	106	141
350	41	62	82	103	124	165

3.2 Work Force Management

Table 6: Required Staff for Offline Touchpoints (RTO = 4 hours)

Contacts per 4 hours	Average Handle Time (seconds)						
	120	150	180	240	300	360	480
50	1	1	1	1	1	1	2
100	1	1	1	2	2	3	4
150	1	2	2	3	4	4	6
200	2	2	3	4	5	6	8
250	2	3	4	5	6	7	10
300	3	4	4	6	7	9	12
350	3	4	5	7	9	10	14
400	4	5	6	8	10	12	16
450	4	6	7	9	11	13	18
500	5	6	7	10	12	15	20
550	5	7	8	11	13	16	22
600	6	7	9	12	15	18	24
650	6	8	10	13	16	19	25
700	7	9	10	14	17	21	27
750	7	9	11	15	18	22	29
800	8	10	12	16	20	24	31
850	8	10	13	17	21	25	33
900	9	11	13	18	22	26	35

Table 7: Required Staff for Offline Touchpoints (RTO = 8 hours)

Contacts per 8 hours	Average Handle Time (seconds)						
	120	150	180	240	300	360	480
50	1	1	1	1	1	1	1
100	1	1	1	1	1	1	2
150	1	1	1	1	2	2	3
200	1	1	1	2	2	3	4
250	1	2	2	2	3	4	5
300	1	2	2	3	4	4	6
350	2	2	3	3	4	5	7
400	2	2	3	4	5	6	8
450	2	3	3	4	6	7	9
500	2	3	7	5	6	7	10
550	3	3	4	5	7	8	11
600	3	4	4	6	7	9	12
650	3	4	5	6	8	10	13
700	3	4	5	7	9	10	14
750	4	5	6	7	9	11	15
800	4	5	6	8	10	12	16
850	4	5	6	8	10	13	17
900	4	6	7	9	11	13	18

3.2 Work Force Management

Standard #	S3.2.1
Name	Sufficient WFM Resources
Abbreviation	N/A
Target	Contact Centres shall have sufficient WFM analysts and supervisors depending on the number of contact agents that they have.
Source	N/A
Description	The number of WFM resources should be based on the number of agents. <i>Table 3: WFM Staff Requirements</i> above can be used to determine the number of WFM resources that are needed based on the number of agents. Alternatively, certified estimates methodologies in Work force Management can be utilized.
Calculation	Use <i>Table 3: WFM Staff Requirements</i> to estimate the number of WFM resources that are required.

Standard #	S3.2.2
Name	Certified WFM Staff
Abbreviation	N/A
Target	All WFM staff members shall be certified in WFM.
Source	N/A
Description	This includes supervisors if they are carrying out the function on smaller operations. All WFM Staff should be certified (along with any operations supervisors engaged in the WFM process)
Calculation	N/A

Standard #	S3.2.3
Name	Remote Touchpoint Systems Data Capture Intervals
Abbreviation	N/A
Target	Remote touchpoint systems shall generate a data report every 15 to 30 minutes.
Source	ACD or CRM
Description	Remote touchpoint systems (ACD or CRM) shall generate data reports every 15 to 30 minutes. These reports shall be accessible by the operations teams so that they can fine-tune and better forecast the operations.
Calculation	N/A

Standard #	S3.2.4
Name	Statistical Volume Forecasting
Abbreviation	N/A
Target	WFM teams shall provide weekly and monthly statistical volume forecasting in advance
Source	N/A
Description	The WFM team should use recognised and valid statistical forecasting methodologies to predict the work force that is needed. This forecasting shall be done for weekly and monthly resource needs. These reports should be provided to the operations and management teams in charge of assigning resources.
Calculation	N/A

3.2 Work Force Management

Standard #	S3.2.5
Name	Volume Forecast Adjusted for Seasonality
Abbreviation	N/A
Target	WFM teams shall adjust the volume forecasts for seasonality
Source	N/A
Description	The WFM team should accurately adjust volume forecasts for seasonal factors, such as effects of summer slow-down.
Calculation	N/A

Standard #	S3.2.6
Name	Volume Forecast Adjusted for Affecting Events
Abbreviation	N/A
Target	WFM teams shall adjust the volume forecasts for events that can affect its operations
Source	N/A
Description	WFM teams should accurately adjust volume forecasts for events such as holidays, major sporting events, and weather.
Calculation	N/A

Standard #	S3.2.7
Name	Monthly Volume Forecast Accuracy
Abbreviation	N/A
Target	The forecast accuracy shall be 90% or better
Source	N/A
Description	A comparison of forecasted workload per interval versus actual workload per month reveals the accuracy of the WFM forecast. If high levels of forecasting are not maintained by WFM, the operation cannot be expected to achieve the standards defined herein.
Calculation	$1 - \frac{ A-F }{A}$ A = Actual workload F = Forecasted workload

Standard #	S3.2.8
Name	Agent Resource Calculations
Abbreviation	N/A
Target	Agent resource calculations shall utilise the Erlang C or RTO methods for estimating agent resources.
Source	N/A
Description	First attempt agent resource estimations can be made utilising the tables 4 - 7 but more accurate resourcing can be achieved by implementing an appropriate WFM model. Calculations can also be made by using licensed EXCEL plug-ins or by using a fully functional WFM system.
Calculation	N/A

3.2 Work Force Management

Standard #	S3.2.9
Name	Agent Resource Calculations Adjustment
Abbreviation	N/A
Target	Agent resources calculations shall be adjusted with the most recent and accurate Attendance, Adherence and Shrinkage data.
Source	N/A
Description	The first attempt staff calculations must be adjusted for attendance, adherence and shrinkage. Attendance, adherence and/or shrinkage calculations should be correct and recent.
Calculation	N/A

Standard #	S3.2.10
Name	Real Time Schedule Adjustments
Abbreviation	N/A
Target	Agent resources schedules shall be accurately managed in real time Attendance, Adherence, and Average Handle Time fluctuations.
Source	N/A
Description	This requires the use of accurate real-time dashboards and wallboards.
Calculation	N/A

Standard #	S3.2.11
Name	Backup Plans for Unanticipated High Workload or Service Level Failures
Abbreviation	N/A
Target	Contact centres shall have documented backup plans for unanticipated high workload and/or service levels failures.
Source	N/A
Description	Contact centres shall have a documented plan for dealing with unanticipated high workload or lower levels of service (e.g. higher abandon rate, service level failures, etc.) Such a plan may include invoking disaster recovery processes or enlisting the assistance of standby support staff.
Calculation	N/A

Standard #	S3.2.12
Name	Attendance
Abbreviation	N/A
Target	WFM staff average attendance shall be 95% or better.
Source	N/A
Description	WFM team members should be required to adhere to schedule just like agents.
Calculation	N/A

3.2 Work Force Management

Standard #	S3.2.13
Name	Adherence
Abbreviation	N/A
Target	WFM staff average adherence shall be 92% or better.
Source	N/A
Description	WFM team members should be required to adhere to schedule just like agents.
Calculation	N/A



3.3 Real-time Work Force Management

Standard #	S3.3.1
Name	Real Time Wallboards or Dashboards
Abbreviation	N/A
Target	Contact Centres shall have at least one wallboard for all agents, managers & supervisors to view real time stats. Alternatively, desktop dashboards shall be installed on all staff desktops.
Source	N/A
Description	Without sufficient displays of real time ACD statistics and WFM system statistics (if installed), real time WFM will be dysfunctional and supervisors will be ill-informed to make decisions regarding the re-allocation of break times, allowing discretionary leave, adjusting for operational issues, scheduling coaching and/or training, etc. Every agent, supervisor and WFM analyst should be able to clearly see real-time ACD queue statistics. Real-time displays on computer dashboards or telephone handsets are acceptable as long as they fulfil the requirement that all operations staff have visibility of the real time statistics.
Calculation	N/A

Standard #	S3.3.2
Name	Disaster Recovery Plan with Backup Resources
Abbreviation	N/A
Target	Contact centres shall have a disaster recovery plan that identifies backup resources for service level and response time failures.
Source	N/A
Description	The WFM team should develop a disaster recovery plan. Such a plan shall include the identification of resources that can be used to address real time failures in service level or response time.
Calculation	N/A

Standard #	S3.3.3
Name	Disaster Recovery Plan with Live Re-skilling
Abbreviation	N/A
Target	Contact centres shall have a disaster recovery plan that includes a process for re-skilling staff for volume management.
Source	N/A
Description	Re-skilling is a process that grants agents additional skill sets within the ACD and the QMS in order to allow agents to serve queues they may not ordinarily serve in order to alleviate queue pressures.
Calculation	N/A

3.3 Real-time Work Force Management

Standard #	S3.3.4
Name	Intra-day Volume Forecast Frequency
Abbreviation	N/A
Target	WFM teams shall report to the operations supervisors an intra-day comparisons report at most every 2 hours during working hours.
Source	N/A
Description	Intra-day comparisons require an email, SMS or verbal instructions to operations supervisors from the WFM team to explain how the day's workload is comparing to volume forecast. If the workload differs significantly from volume forecast, the documented recovery plans can be implemented proactively.
Calculation	N/A

Standard #	S3.3.5
Name	Escalation Process for Excessive Attendance or Adherence Failures
Abbreviation	N/A
Target	Contact Centres shall have an escalation process for excessive attendance or adherence failures.
Source	N/A
Description	An unambiguous HR disciplinary process must be automatically triggered for any staff member exceeding acceptable attendance or adherence limits.
Calculation	N/A



3.4 Recruitment

Effective and successful recruitment of customer-facing staff (most notably agents), requires a slightly different approach than traditional recruitment. Recruits are selected for their ability to communicate and for their attitude towards customers. New recruits for agent positions do not need to possess prior experience as an agent; however, recruits for higher positions must have prior experience.

In large operations where recruitment is constant, the function is usually carried out by a dedicated team of certified customer interaction recruiters who either work for or work with the HR department. In the case of smaller operations, it may be carried out by certified team leaders, supervisors, OSF staff and even senior agents, along with the support of HR. All staff engaged in the recruitment function (including HR) must be certified in Customer Interaction Recruitment.

The number of resources certified for recruitment will be based upon the requirement to establish a recruitment team, considering the number of recruits. Consideration must also be given to the fact that large numbers of staff cannot be removed from the operation for the purposes of recruitment without negatively impacting the operational standards of performance. Some operations choose to certify all supervisory staff and all OSF staff for recruitment. When a recruitment campaign is underway, 2 - 3 certified staff are chosen to facilitate the recruitment process but all other required resources are contracted for the campaign. Thus, an external company can be retained to run the campaign, supported by a few internal resources.

A typical recruitment campaign will begin with CV and work experience analysis. This is followed by outbound telephone interviews and/or written interviews (web chat) for agent positions. Those that pass this round are then invited to an assessment centre for ½–1 day. At the assessment centre, candidates are tested for 60 minutes in each of:



Face-to-face interview



Role play exercise (includes computer skills)



Team work exercise



Language tests



Mathematical tests (if required)



Additional written or practical tests (if required)

Each assessment follows a structured, documented protocol and the assessor awards points for each phase of the assessment.

3.4 Recruitment

Immediately upon completion of each session, the recruitment team sits and utilises the assessment centre process and the assessment documentation to decide which candidates should receive a job offer, which should be rejected and which should be held in case of additional short term requirements.

Recruitment staff members are assessed by their ability to select candidates who are capable of fulfilling the job role and achieving the required performance standards within a reasonable period of time after training. They are also expected to hire candidates who are a “good fit” for the organisation (meaning that they will enjoy the job role and will remain employed). For this reason, recruitment staff are usually assessed by the number of recruits that they hired who remain with the company and continue to perform as expected 12 months after completion of the recruitment process.

Because of the long period involved, assessor performance is also assessed during the recruitment process by the Assessment Centre Manager. The Assessment Centre Manager is chosen by the organisation to manage and arrange the entire recruitment process. This could be a certified member of the customer interaction team, a certified member of the HR team or an external resource.

Standard #	S3.4.1
Name	Assessment Team Certification
Abbreviation	N/A
Target	All recruitment assessments shall be conducted by certified staff.
Source	N/A
Description	Assessors involved in the recruitment process must be certified in recruitment assessment.
Calculation	N/A

Standard #	S3.4.2
Name	CV Evaluation
Abbreviation	N/A
Target	The first stage of any candidate assessment shall include a CV evaluation of the candidate's education and experience.
Source	N/A
Description	The first stage of the recruitment process is to evaluate CVs utilising a structured form and to award points to each CV assessed. This will ensure objectivity and will filter out candidates who might not have the basic education or expertise needed to fill the position.
Calculation	N/A

Standard #	S3.4.3
Name	Telephone/Chat Interview
Abbreviation	N/A
Target	The second stage of any candidate assessment shall include a telephone or chat interview.
Source	N/A
Description	The second stage of the recruitment process involves interviewing candidates over the phone and/or over a chat session. This will test the candidates' communication skills.
Calculation	N/A

3.4 Recruitment

Standard #	S3.4.4
Name	Interaction Skills
Abbreviation	N/A
Target	Part of the candidate assessment shall include an Interaction Skills assessment for all staff positions excluding WFM.
Source	N/A
Description	Interaction skills include physical, voice and/or written interactions. Interaction skills are tested for all customer interaction staff, with the exception of WFM. All OSF staff (QA, training, etc.) must be capable of constructing a reasonable customer interaction. This test is much more critical for agents than for other staff. This is a role play test that is structured and scored on competency results. Certified and experienced QA staff are very good assessors for this.
Calculation	N/A

Standard #	S3.4.5
Name	Computer Skills
Abbreviation	N/A
Target	Part of the candidate assessment shall include a Computer Skills assessment for all staff positions.
Source	N/A
Description	The assessment centre should utilise an acceptable method to assess computer skills. This could be a component of the role play/interaction skills test or it could be a separate assessment. The assessment must be structured and points must be awarded to candidates.
Calculation	N/A

Standard #	S3.4.6
Name	Language Skills
Abbreviation	N/A
Target	Part of the candidate assessment shall include a Language Skills assessment for all staff positions.
Source	N/A
Description	Candidates should be assessed for competence in the required language(s). This can be both written and verbal. It must be noted that recruits who do not pass the written assessment should not be permitted to handle written communications until they successfully complete the assessment. The same rule applies for verbal communications. The assessment must be structured and points must be awarded to candidates.
Calculation	N/A

3.4 Recruitment

Standard #	S3.4.7
Name	Teamwork Skills
Abbreviation	N/A
Target	Part of the candidate assessment shall include a Teamwork Skills assessment for all staff positions.
Source	N/A
Description	Teamwork is usually assessed by analysis of candidates in a team exercise. This is separate from the role play exercise and the tasks required to be completed are not work related. Certified HR staff and senior contact centre agents are very good team work assessors. The assessment must be structured and points must be awarded to candidates.
Calculation	N/A

Standard #	S3.4.8
Name	Multitasking Skills
Abbreviation	N/A
Target	Part of the candidate assessment shall include a Multitasking Skills assessment for all staff positions.
Source	N/A
Description	Candidates must be assessed for multitasking skills. This could be a component of the role play test or it could be a separate assessment. The assessment must be structured and points must be awarded to candidates.
Calculation	N/A

Standard #	S3.4.9
Name	Interaction Management Skills
Abbreviation	N/A
Target	Part of the candidate assessment shall include an Interaction Management Skills assessment for all staff positions.
Source	N/A
Description	Candidates should be assessed for their interaction management skills to test their leadership skills in handling conflict, delegation, productivity, etc. This test could be a component of the role play test or it could be a separate assessment. The assessment must be structured and points must be awarded to candidates.
Calculation	N/A

3.4 Recruitment

Standard #	S3.4.10
Name	Numeric Skills
Abbreviation	N/A
Target	Part of the candidate assessment shall include a Numeric Skills assessment for all staff positions.
Source	N/A
Description	Numeric skills can be tested by a separate mathematical test. This is usually used to assess mental arithmetic for agents but may be used to assess complicated mathematics for QA staff and WFM staff. The numeric testing could be carried out by requiring some simple mental arithmetic during the role play exercise if that is all that is required for the job.
Calculation	N/A

Standard #	S3.4.11
Name	Customer Service Attitude
Abbreviation	N/A
Target	Part of the candidate assessment shall include a Customer Service Attitude assessment for all staff positions.
Source	N/A
Description	These may be assessed separately (sometimes using psychometric tests) but they are more often accomplished during the role play exercise.
Calculation	N/A

Standard #	S3.4.12
Name	Assessment Protocols
Abbreviation	N/A
Target	Contact centres shall have a protocol document for each assessment that provides quantitative analysis and the contact centre shall retain all assessment documents for future reference.
Source	N/A
Description	A protocol document must exist for each assessment. It must be easy to follow and must provide quantitative outputs. Protocol documents filled by assessors during the recruitment process should be retained for future use and reference.
Calculation	N/A

Standard #	S3.4.13
Name	Multiple Assessors per Candidate
Abbreviation	N/A
Target	Candidate assessments shall be conducted by multiple assessors.
Source	N/A
Description	It is preferable that each assessment is conducted by a different assessor but, as a minimum requirement, no assessor shall assess a candidate more than twice during the process.
Calculation	N/A

3.4 Recruitment

Standard #	S3.4.14
Name	Hiring on Proven Merit
Abbreviation	N/A
Target	Contact centres shall hire candidates based on merit alone.
Source	N/A
Description	Candidates should be hired based only on the scores awarded by the assessors in the recruitment process. No other considerations are permitted. If the process is not effective then the protocols need to be reassessed but under no circumstances should anyone be permitted to over-ride the assessment procedure.
Calculation	N/A

Standard #	S3.4.15
Name	Transparent Decision Process
Abbreviation	N/A
Target	Notes taken by assessors during the candidate assessment process shall be retained for use in feedback and for future reference.
Source	N/A
Description	Assessors are trained to take adequate notes. All notes are retained. These notes are available to HR for use in providing feedback on candidates or assessors to managers, candidates, etc.
Calculation	N/A

Indicator #	i3.4.1
Name	CV's Evaluated per Telephone or Chat Interviewee
Abbreviation	N/A
Source	N/A
Description	This metric illustrates the effectiveness of any marketing campaign surrounding the recruitment process. If the ratio is very high (i.e. 5 CVs analysed for every telephone interview), then the candidates being attracted to the position are not ideal.
Calculation	$\frac{\text{No. of CV's Evaluated}}{\text{No. of Phone or Chat Interviews}}$

Indicator #	i3.4.2
Name	Telephone or Chat Interviews per Assessment Centre Invitee
Abbreviation	N/A
Source	N/A
Description	This metric indicates the health of the telephone and chat interviews. If the ratio is very low (i.e. every telephone interviewee was invited to assessment centre), then the robustness of the telephone interview is suspect.
Calculation	$\frac{\text{No. of Telephone or Chat Interviews}}{\text{No. of Assessment Centre Invitees}}$

3.4 Recruitment

Indicator #	i3.4.3
Name	Assessment Centre Invitees per Offer
Abbreviation	N/A
Source	N/A
Description	This is a comparison of the number of people invited to the assessment centre versus the number of job offers that were issued. If the ratio is very high (10:1 or 10 invitees for 1 job offer), then the robustness of the previous stages of recruitment is suspect. If the ratio is very low (2:1 or 2 invitees for 1 job offer), then the robustness of the assessment centre is suspect.
Calculation	$\frac{\text{No. of Invitees}}{\text{No. of Offers}}$

Indicator #	i3.4.4
Name	Offers per Recruit
Abbreviation	N/A
Source	N/A
Description	This indicator assesses the number of offers that were issued compared to the number of candidates who actually accepted the offer and joined the organisation. This ratio is usually very low (close to 1:1) but if it was approaching 2:1 (only 50% of job offers accepted) then the organisation's attractiveness must be suspect. The quality of the offer may also be a problem or the nature of the job may be dissuading people. This may require a more transparent description of the job in order to ensure that candidates know what they are applying for from the outset.
Calculation	$\frac{\text{No. of Offers}}{\text{No. of Recruits}}$

Indicator #	i3.4.5
Name	Recruit Retention
Abbreviation	N/A
Source	N/A
Description	There are many influencing factors beyond the control of the recruitment and/or management team when it comes to recruit retention. It is included here as an aid for management.
Calculation	$\frac{\text{No. of Recruits Retained}}{\text{No. Recruits Hired}}$ Recruits Retained = Recruits remaining employed and performing nominally 12 months after recruitment.

3.5 Training

The training function is carried out either by a dedicated group of certified trainers, or, in the case of smaller operations, it may be carried out by certified supervisors. Certified trainers also fill the role of coaches providing monthly feedback and advice to agents regarding both qualitative and quantitative performance.

All staff engaged in the training and/or coaching function must be certified for the role. This includes training supervisors and training managers (if employed).

Organisations may, alternatively choose to outsource the training function. In this case, it is imperative that the training provider and the content be fully assessed to ensure it is compliant with the training competencies listed in *Pillar 2: People* and that the training mechanisms are fully compliant with the standards contained herein.

Standard #	S3.5.1
Name	Licensed and Certified Material
Abbreviation	N/A
Target	Training material used in contact centres shall be licensed and certified
Source	N/A
Description	All material used in training and coaching should be licensed from an external company, utilising material that meets the competency requirements in <i>Pillar 2: People</i> and the performance standards below. Training and coaching material can also be developed internally if they meet the same requirements.
Calculation	N/A

Standard #	S3.5.2
Name	Licensed and Certified Trainers
Abbreviation	N/A
Target	Training shall be delivered by licensed and certified trainers.
Source	N/A
Description	Training should only be delivered by individuals who are trained and certified as customer interaction trainers. Trainers should also be licensed to deliver the training (or coaching) by the provider of the training material.
Calculation	N/A

3.5 Training

Standard #	S3.5.3
Name	Role Play Training
Abbreviation	N/A
Target	All training material shall include role play exercises.
Source	N/A
Description	Interaction skills are behavioural. Therefore, academic learning, whilst an essential foundation, is not enough. Training material must be supported with practical role plays in addition to the practical and academic testing. The results of role play exercises should be part of the overall certification assessment.
Calculation	N/A

Standard #	S3.5.4
Name	ILT & CBT Training Program
Abbreviation	N/A
Target	Training programs shall include both Instructor Led Training (ILT) and Computer Based Training (CBT)
Source	N/A
Description	Behavioural skills are usually taught in a classroom setting through Instructor Led Training (ILT) using the role play exercises. However, foundation skills and competencies may be trained by Computer Based Training (CBT) and/or Web Based Training. CBT is less expensive than ILT and therefore is desirable to use where possible. The ideal training program combines elements of both CBT and ILT in order to maximise effectiveness and minimise costs.
Calculation	N/A

Standard #	S3.5.5
Name	Randomised Online Testing
Abbreviation	N/A
Target	All agent training material testing shall be conducted via a randomized online test.
Source	N/A
Description	In addition to assessment by role play, participants should also take an extensive certification test that includes knowledge-based questions and scenario-based questions. The tests should be based on multiple choice questions, but the answers should be randomised. Questions should be chosen randomly from a bank of questions. Thus, each participant will receive different questions, in a different order and the answers to the questions will also be displayed in a different order.
Calculation	N/A

3.5 Training

Standard #	S3.5.6
Name	Mentorship
Abbreviation	N/A
Target	All trainees shall be mentored by certified trainers for a period of time.
Source	N/A
Description	Upon completion of certification, trainees should be mentored. They should work in very close proximity to their mentor and, certainly for the first week or two, the mentor should be readily available to assist. It is normal for trainee performance to drop as soon as they take up their position in live operations and therefore, during the mentoring process, the recent graduate is not expected to achieve nominal performance results.
Calculation	N/A

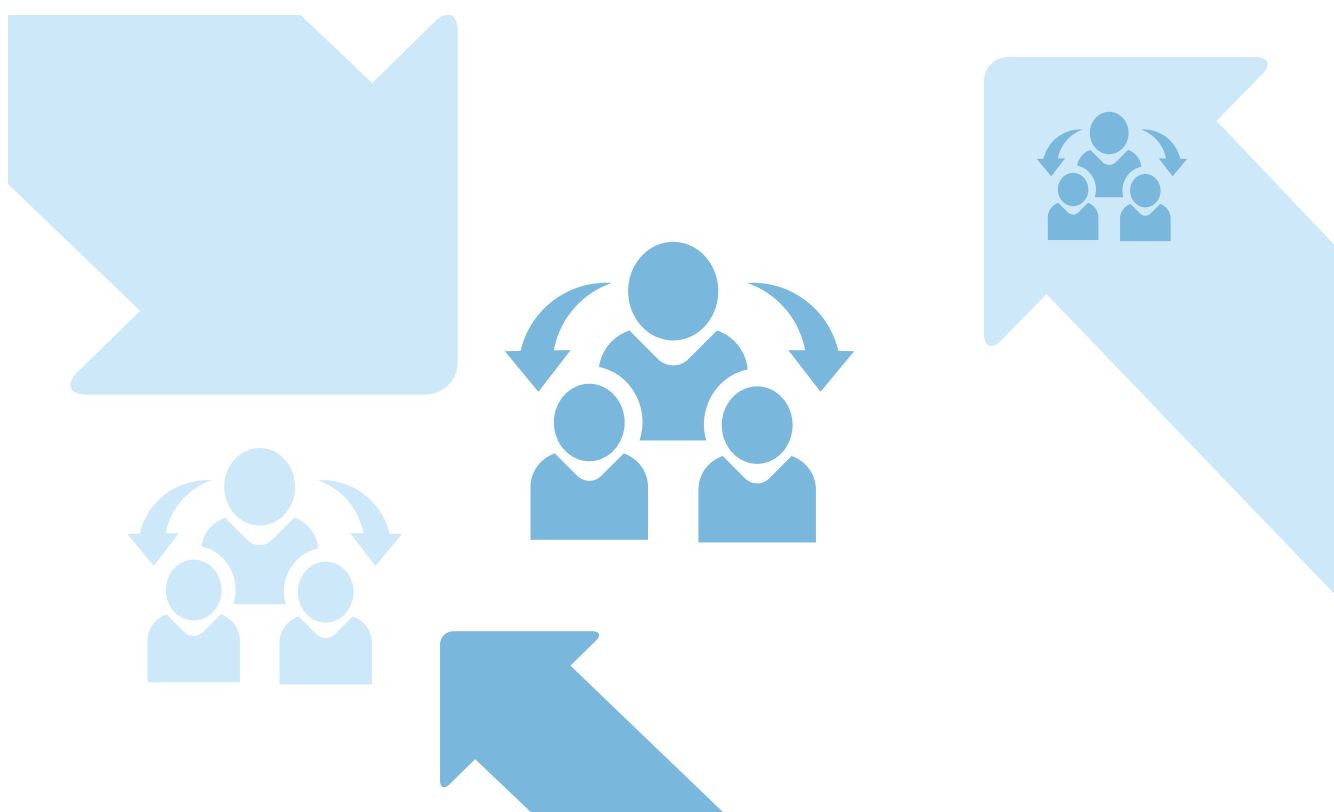
Standard #	S3.5.7
Name	Average Agent Coaching Time
Abbreviation	N/A
Target	Agents shall, on average, receive a minimum of 30 minutes of coaching per month.
Source	N/A
Description	Agents should receive an average of 30 minutes per month with a coach. This does not suggest that EVERY agent should receive 30 minutes of coaching. However, in all cases, EVERY agent should receive coaching even if it is simply to congratulate them on doing a good job and soliciting their feedback. A coaching log should be maintained and should be signed by the agent and the coach.
Calculation	$\frac{\text{Total Coaching Time for all Agents}}{\text{Number of Agents}}$

Standard #	S3.5.8
Name	Certified Coaches
Abbreviation	N/A
Target	Coaching shall be delivered by licensed and certified trainers or coaches.
Source	N/A
Description	Coaches are not necessarily trainers. Supervisors might perform a coaching role without performing a training role. Therefore, it is imperative to ensure that coaches are certified as coaches, if they are not trainers. Coaches also need to be licensed to coach any training material used.
Calculation	N/A

3.5 Training

Standard #	S3.5.9
Name	Training Staff Quiz Average
Abbreviation	N/A
Target	Trainers and coaches shall score 100% on the monthly process quiz.
Source	N/A
Description	ALL trainers and coaches must take the monthly quiz. If they fail to achieve the standard required, they may re-take the test. But if they repeatedly fail the same test or different tests then their position as trainer and/or coach must be revoked.
Calculation	N/A

Standard #	S3.5.10
Name	Trainee Nominal Performance Period
Abbreviation	N/A
Target	New trainees shall take from 6 to 10 months to achieve nominal performance for 3 consecutive months.
Source	N/A
Description	All agents shall achieve the required competencies and performance outlined in <i>Pillar 2: People</i> . However, new trainees will need some time for induction training, mentoring and then achieving the basic required performance standards. Once new trainees complete their training, they shall have 6 to 10 months to achieve the basic required performance standards for 3 consecutive months. This includes the mentoring period. Therefore, it is incumbent upon trainers to deliver effective training so that new trainees are performing nominally as soon as possible.
Calculation	N/A



3.6 Complaint Handling

Entities are strongly encouraged to make use of Government of Dubai's Unified Customer Complaints' Portal. This portal allows customers to voice their concerns and opinions regarding the services and interactions that they have with the contact centres. By using the portal, contact centres will be able to automatically meet several of the standards in this focus area.

Standard #	S3.6.1
Name	Training
Abbreviation	N/A
Target	All complaints regarding a contact centre shall be handled by trained agents or QA analysts.
Source	N/A
Description	Agents or analysts handling and responding to customer complaints shall be trained in conflict resolution.
Calculation	N/A

Standard #	S3.6.2
Name	Structured Complaint Form
Abbreviation	N/A
Target	Complaint services shall utilize a structured complaint form.
Source	N/A
Description	It is highly advisable for contact centres to use the Government of Dubai's e-Complain system to track complaints from customers.
Calculation	N/A

Standard #	S3.6.3
Name	Complaint Reference Number
Abbreviation	N/A
Target	Customers shall be given a complaint reference number once the complaint is entered into the system.
Source	N/A
Description	In order for customers to track the status of their complaints and for future reference, contact centres must provide a complaint reference number to the customers once the complaint is successfully entered in the system.
Calculation	N/A

Standard #	S3.6.4
Name	Non-interaction Complaints Escalation Process
Abbreviation	N/A
Target	Contact centres shall have a documented process for handling non-interaction complaints.
Source	N/A
Description	Non-interaction complaints are defined as those that do not involve the agent's handling of the interaction. These can include complaints regarding the process, the service time or others.
Calculation	N/A

3.6 Complaint Handling

Standard #	S3.6.5
Name	Complaint Investigation Feedback
Abbreviation	N/A
Target	Complaint investigation results shall be shared with the customer and internally with the appropriate operations teams.
Source	N/A
Description	Once complaints are investigated, the investigation results shall be shared with the customer and with the appropriate operations teams. Personal complaints shall be handled privately and shall only be shared with the direct supervisor or the responsible managers.
Calculation	N/A

Standard #	S3.6.6
Name	Agent Sanctions
Abbreviation	N/A
Target	Contact centres shall have a documented process for applying sanctions to agents that do not adhere to documented and trained standards.
Source	N/A
Description	If a complaint investigation identifies an agent's failure to perform to documented and trained standards, sanctions should be applied.
Calculation	N/A

Standard #	S3.6.7
Name	QA Analyst Sanctions
Abbreviation	N/A
Target	Contact centres shall have a documented process for applying sanctions to QA analysts and supervisors who fail to identify failures in analysed interactions.
Source	N/A
Description	If a complaint investigation identifies a documented failure by QA analysts or supervisors to identify failures in analysed interactions, sanctions should be applied.
Calculation	N/A

Standard #	S3.6.8
Name	Closed Complaint Customer Survey
Abbreviation	N/A
Target	The QA team shall conduct a customer survey for at least 25% of the closed complaints.
Source	N/A
Description	When a complaint is "closed", customers should be surveyed by QA to ensure that the complaint has been resolved and correctly documented.
Calculation	N/A

3.6 Complaint Handling

Standard #	S3.6.9
Name	Integration with QA and Service Recovery Processes
Abbreviation	N/A
Target	Complaint handling processes shall be integrated with QA and service recovery processes.
Source	N/A
Description	Integrating with QA and service recovery processes will ensure that the complaint handling processes are streamlined into the operations and thought of proactively.
Calculation	N/A



3.7 Disaster Recovery

Standard #	S3.7.1
Name	Secure Server Room
Abbreviation	N/A
Target	All IT systems shall be housed in a secure room with fire suppression and data security.
Source	N/A
Description	Contact centres shall house all servers in a separate and dedicated computer room(s). Access to the computer rooms shall be limited to IT staff. Guests should only be given access if they are directly involved with the maintenance and/or upgrading of the equipment or the computer room. Guests should be monitored and accompanied by an employee the whole time. Access to the computer rooms must also be controlled through the use of an access card and/or a PIN code at a minimum. Computer rooms must also be equipped with a proper fire suppression system that uses inert gases or other suppression methods that can quickly limit the fire from spreading and damaging high value equipment.
Calculation	N/A

Standard #	S3.7.2
Name	IT Systems Failure Process
Abbreviation	N/A
Target	Contact Centres shall have documented and practiced processes for disaster recovery and business continuity for partial or full IT system failures.
Source	N/A
Description	Contact Centres should have documented and practiced business continuity & disaster recovery processes for partial and full IT system failures.
Calculation	N/A

Standard #	S3.7.3
Name	Network or Connectivity Failure Process
Abbreviation	N/A
Target	Contact Centres shall have documented and practiced processes for disaster recovery and business continuity for partial or full network connectivity failures.
Source	N/A
Description	Contact centres operations can be severely affected if the network connection is affected. Therefore, contact centres shall have a documented process that can be employed in the case of network connectivity issues.
Calculation	N/A

3.7 Disaster Recovery

Standard #	S3.7.4
Name	Unusable or Inaccessible Facilities Process
Abbreviation	N/A
Target	Contact Centres shall have documented and practiced processes for disaster recovery and business continuity for partial or fully unusable or inaccessible facilities.
Source	N/A
Description	Contact Centre facilities can become unusable or inaccessible, because of severe weather, natural catastrophes, fire, war, AC failures, etc. Contact centres should have documented processes to deal with these situations and the processes need to be reviewed and updated on a regular basis.
Calculation	N/A

Standard #	S3.7.5
Name	Process for Staff Mobility Issues
Abbreviation	N/A
Target	Contact Centres shall have documented and practiced processes for disaster recovery and business continuity for partial or full staff mobility issues.
Source	N/A
Description	In case of disaster or inaccessibility, staff will need to be able to get to and access back-up sites. Contact centres need to document how the staff will be mobilized to the backup site(s) and how they will access the site.
Calculation	N/A

Standard #	S3.7.6
Name	On-site Resilience and Multiple-site or Off-site Backups
Abbreviation	N/A
Target	Contact Centres shall have on-site backups as well as multiple site or off site backups
Source	N/A
Description	Contact centres shall have on-site backups of their systems in case of system failures. In addition, contact centres shall have multiple sites or an offsite backup in case of inaccessible or unusable facilities.
Calculation	N/A

3.8 Motivation

Standard #	S3.8.1
Name	Staff Motivational Budget
Abbreviation	N/A
Target	Contact Centres shall set aside at least 2% of their budget for motivational initiatives and events.
Source	N/A
Description	Motivational initiatives can include team building activities, awards for ideas to improve service, attending sporting events, etc.
Calculation	$\frac{\text{Motivational Budget}}{\text{Total Contact Centre Budget}}$

Standard #	S3.8.2
Name	Internal Recreation Room
Abbreviation	N/A
Target	Contact Centres shall have an internal recreation room.
Source	N/A
Description	The recreation room should be equipped with games, TV and/or other sources of entertainment. Sports activities such as darts, billiard (pool tables) or table tennis are highly recommended.
Calculation	N/A

Standard #	S3.8.3
Name	Customer Interaction Team Gatherings
Abbreviation	N/A
Target	Contact Centres shall hold customer interaction team gatherings.
Source	N/A
Description	Customer interaction team gatherings should be held quarterly. The gatherings should be funded by the motivational budget and they should have team building activities, refreshments, prizes, etc.
Calculation	N/A

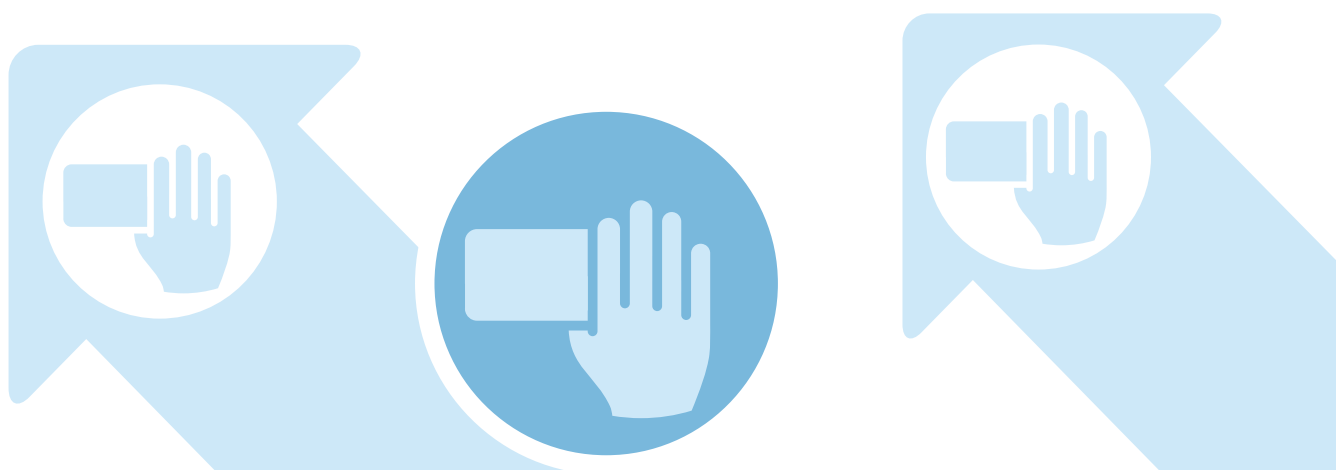


3.9 Staff Facilities

This section deals with facilities used by the staff of the contact centre. The contact centre's facilities must provide a comfortable environment for the staff while maintaining a professional setting. The staff area includes the workstations, meeting rooms, breakout areas, canteens and other areas that can affect the efficiency of the employees.

Standard #	S3.9.1
Name	Employee Density
Abbreviation	N/A
Target	Contact Centres shall have 9 to 14 m² of built-up area per employee.
Source	Calculated
Description	This is the total built-up area per employee. It gives a measure of whether employees are comfortable or cramped in a tight place.
Calculation	$\frac{\text{Total Built-up Interior Area}}{\text{Number of Employees}}$ Number of Employees is the total number of employees involved in the contact centre operations. If employees are shared, then the entity should adjust the number of employees. If the built-up area is shared with other functions, then the area should be adjusted based on the percentage of use by the contact centre.

Standard #	S3.9.2
Name	Agents Per Workstation
Abbreviation	N/A
Target	Contact Centres shall not have more than 4 agents per workstation.
Source	Calculated
Description	Contact centres should plan properly for the number of agents that they hire. If this ratio is too high, then there is most likely no redundancy. Therefore, any technical problems with even one workstation can cause disruption in service.
Calculation	$\frac{\text{Number of Agents}}{\text{Number of Workstations}}$ Number of Agents is the number of all agents that work for the contact centre and who handle all contact centre touchpoints covered by these standards.



3.9 Staff Facilities

Standard #	S3.9.3
Name	Water Coolers
Abbreviation	N/A
Target	Contact Centres shall provide at least 1 water cooler for every 50 employees.
Source	Calculated
Description	Access to drinkable water must be easy for all employees in a contact centre. If pantry service is available to bring drinks to an agent's desk, then the contact centre can take full credit for meeting this standard.
Calculation	$\frac{\text{Number of Water Fountains}}{\text{Number of all Employees}}$ Number of Employees includes agents, team leaders, supervisors, managers and OSF staff.

Standard #	S3.9.4
Name	Agent Workstation Area
Abbreviation	N/A
Target	The average agent workstation area shall be between 3 and 5 m².
Source	Calculated
Description	Agents must be comfortable while carrying out their work. A larger workstation means that they are not cramped and have space to store their personal effects and to take notes while interacting with customers.
Calculation	$\frac{\text{Agent Workstations Area}}{\text{Number of Workstations}}$ Agent Workstations Area = the total area where contact centre agents sit to handle calls or written interactions with customers. This could be the cubicle or the desk area.

Standard #	S3.9.5
Name	Number of Fire Drills
Abbreviation	N/A
Target	Contact centres shall perform a minimum of 4 and a maximum of 12 fire drills per year.
Source	Calculated
Description	Staff safety must be a high priority. Performing regular fire drills ensures that the staff is trained in what needs to be done in case of fire. However, too many fire drills can be distracting, costly and inefficient.
Calculation	Number of fire drills performed per year.

3.9 Staff Facilities

Standard #	S3.9.6
Name	Canteen Hours
Abbreviation	N/A
Target	The canteen shall be open for at least 90% of the working time.
Source	Calculated
Description	Canteens should be open during operating hours. Therefore, contact centres that have multiple shifts or that are open 24/7, should ensure that their canteens are adequately staffed.
Calculation	$\frac{\text{Canteen Operating Hours}}{\text{Work Hours}}$

Standard #	S3.9.7
Name	Canteen Seating Capacity
Abbreviation	N/A
Target	The canteen shall have enough seating to accommodate at least 5% of the employees.
Source	Calculated
Description	The canteen should have enough seating to accommodate at least 5% of the staff.
Calculation	$\frac{\text{No. of Seats in Canteen}}{\text{No. of Contact Centre Employees}}$ No. of Contact Centre Employees should include the agents, team leaders, supervisors, OSF staff, management and employees involved in the day-to-day operation of contact centres.

Standard #	S3.9.8
Name	Window to Floor Area Ratio
Abbreviation	N/A
Target	The external windows area ratio shall be more than 12% of the floor area ratio.
Source	Calculated
Description	There is a significant and positive correlation between sunlight penetration at the work place and general well-being of employees. Being in touch with the “external world” provides employees a certain comfort that is otherwise missing in work places where windows are limited.
Calculation	$\frac{\text{Total Area of Windows}}{\text{Total Built-up Interior Area}}$ If the built-up area is shared with other functions, then the area should be adjusted based on the percentage of use by the contact centre. The same applies to the windows area.

3.9 Staff Facilities

Standard #	S3.9.9
Name	Training Rooms
Abbreviation	N/A
Target	Contact centres shall have at least one training room.
Source	Calculated
Description	Contact centres will be responsible for coaching their agents. Therefore, contact centres should have a dedicated training room with appropriate facilities. The training facilities should also be designed to be used for recruitment assessment purposes. As an added advantage, the facilities could be expanded slightly to provide disaster recovery facilities, which can improve both financial and operational efficiency for contact centres. For small contact centres (<20 agents), meeting rooms and training rooms may be shared.
Calculation	N/A

Standard #	S3.9.10
Name	Concurrent Training Places Available
Abbreviation	N/A
Target	There shall be at least 10 training places in all of the training rooms.
Source	Calculated
Description	For small contact centres (<20 agents), meeting rooms and training rooms may be shared.
Calculation	N/A

Standard #	S3.9.11
Name	Breakout Areas
Abbreviation	N/A
Target	Contact centre shall have at least one breakout area for employees.
Source	Calculated
Description	A breakout area is an area within the contact centre that is for employees to relax, hold casual team building exercises and hold casual meetings. These areas can provide a place to read, to socialize, play games, watch TV, etc.
Calculation	N/A

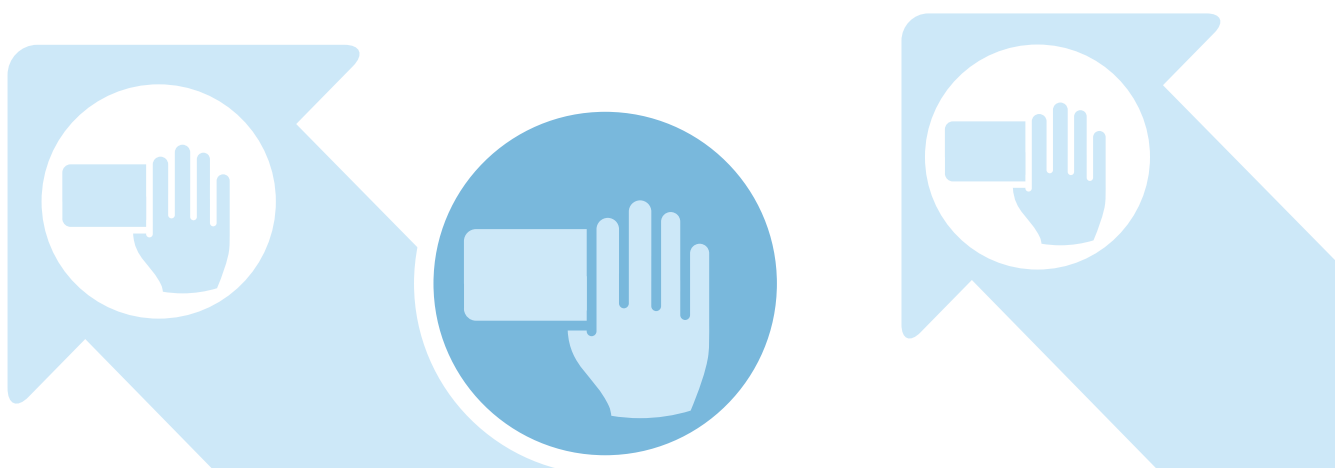
Standard #	S3.9.12
Name	Breakout Area Ratio
Abbreviation	N/A
Target	The breakout area ratio shall be at least 20% of the total agent workstation area.
Source	Calculated
Description	Breakout areas shall be big enough to accommodate staff during their breaks and their informal meetings.
Calculation	$\frac{\text{Breakout Area}}{\text{Total Agent Work Area}}$ Total Agent Work Area = Total area of agent workstations + area of supervisors and team leaders workstations or desks

3.9 Staff Facilities

Standard #	S3.9.13
Name	Meeting Rooms
Abbreviation	N/A
Target	Contact centres shall have at least one meeting room.
Source	Calculated
Description	For small contact centres (<20 agents), meeting rooms and training rooms may be shared.
Calculation	N/A

Standard #	S3.9.14
Name	Meeting Rooms Area Ratio
Abbreviation	N/A
Target	The meeting rooms area shall be at least 20% of the total agent workstation area.
Source	Calculated
Description	Meeting rooms should be large enough to handle big formal meetings.
Calculation	$\frac{\text{Total Area of Meeting Rooms}}{\text{Total Agent Work Area}}$ Total Agent Work Area = Total area of agent workstations + area of supervisors and team leaders workstations or desks

Standard #	S3.9.15
Name	Dedicated Quality Assurance Area
Abbreviation	N/A
Target	Contact centres shall have a dedicated QA area or at least one dedicated QA desk.
Source	Calculated
Description	Contact centres should have a dedicated QA area or at least one dedicated QA desk for the QA employees to do their work without interruptions. Ideally, there is a QA area that is separate from the rest of the organization so that QA staff can converse among themselves regarding actions they see.
Calculation	N/A



3.9 Staff Facilities

Standard #	S3.9.16
Name	Indoor Recreational Space Floor Area
Abbreviation	N/A
Target	Contact centres shall have an indoor recreational area that is at least 10% of the total work area.
Source	Calculated
Description	A recreational area provides space for employees to play games. This naturally encourages team building and a better health. Contact centres with gyms or workout areas can claim those areas as indoor recreational areas. Contact centres that have less than 25 seats are exempt from this standard.
Calculation	$\frac{\text{Indoor Recreational Area}}{\text{Total Built-up Area}}$

Standard #	S3.9.17
Name	Performance Dashboards
Abbreviation	N/A
Target	Contact centres shall have at least one real-time dashboard for every 50 seats.
Source	Calculated
Description	Real-time dashboards provide a visual insight into the contact centre's performance data. Providing a wall mounted and easily visible dashboard for all agents to see transaction related metrics, can help them determine how they are performing as a team in real-time. If dashboard SW is installed in all agents', team leaders' and supervisors' desktop, then this standard is being met.
Calculation	$\frac{\text{Number of Wall Mounted Dashboards}}{\text{Number of Seats}}$

Indicator #	i3.9.1
Name	Total Floor Area
Abbreviation	N/A
Source	N/A
Description	Contact Centres should estimate their call volumes and project staff requirements in order to estimate the required floor area. The total floor area should ideally provide a comfortable area for the employees to perform their work, but not so big that the efficiency and cost-per-call get negatively affected.
Calculation	Total Contact Centre Floor Area must include the area where agents sit to handle all touchpoints, the offices of the OSF, training areas, breakout areas, pantry, etc. If some of the areas are shared with other functions that are not directly part of the contact centre, then a percentage should be estimated based on how much the contact centre uses these facilities or areas.

3.9 Staff Facilities

Indicator #	i3.9.2
Name	Total Area Of Dedicated Quality Assurance Operations Area
Abbreviation	N/A
Source	N/A
Description	The area dedicated for QA operations should be enough to provide a comfortable environment. QA areas should be separate so that agents can do their work in private.
Calculation	N/A

Indicator #	i3.9.3
Name	Team Leader/Super Sits With Their team
Abbreviation	N/A
Source	N/A
Description	Team leaders and supervisors should sit with their teams, so that they are easily accessible. This will motivate the agents and will make it easier for team leaders and supervisors to train and give advice.
Calculation	N/A

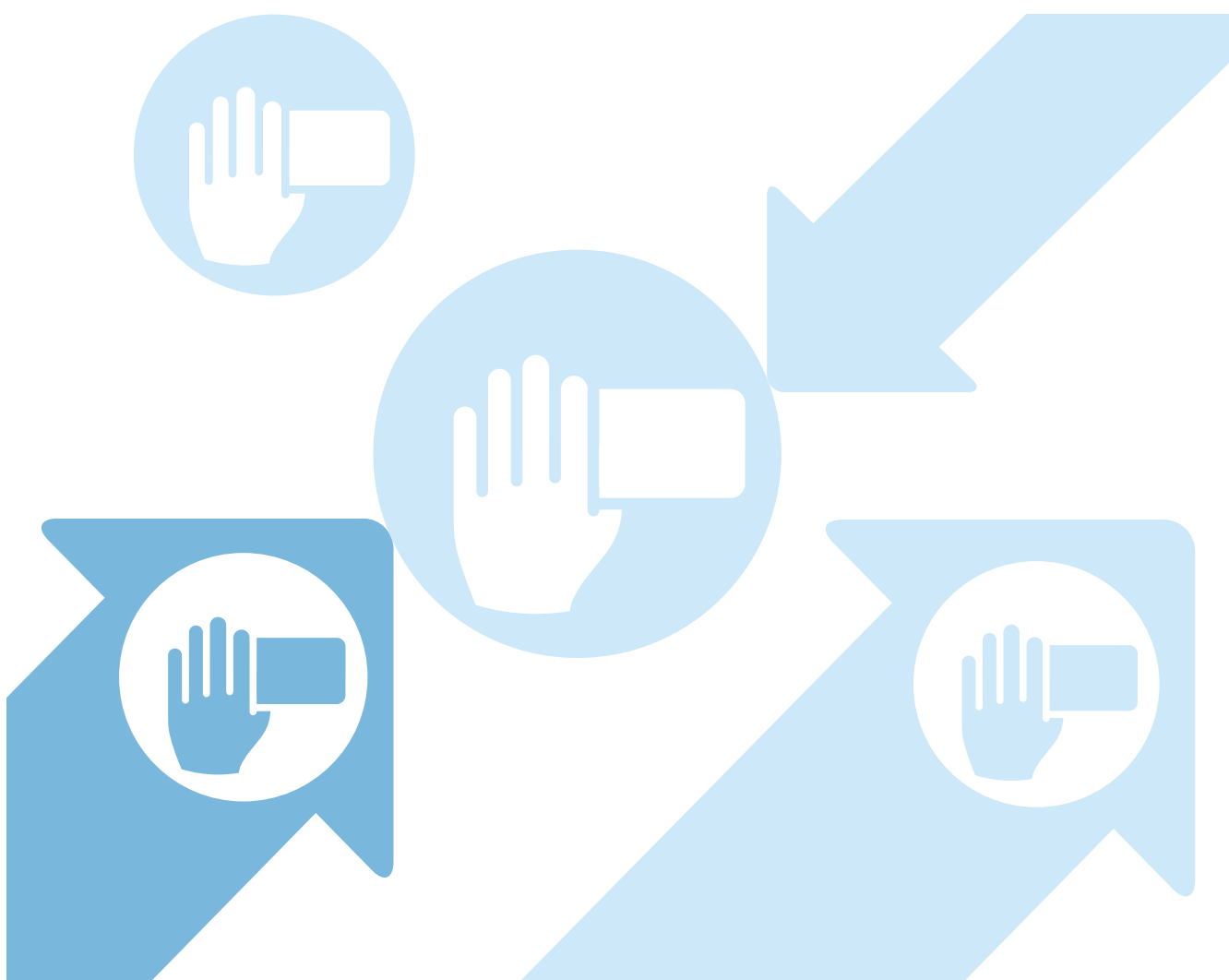
Indicator #	i3.9.4
Name	Outdoor Recreational Space Ratio
Abbreviation	N/A
Source	Calculated
Description	Outdoor recreational areas provide an environment for the staff to unwind during their scheduled breaks. This is an opportunity for the staff to take a breath of fresh air and enjoy the outdoors when the weather is good. Small contact centres (<20 agents) are not expected to have an outdoor recreational space.
Calculation	$\frac{\text{Outdoor Recreational Area}}{\text{Total Built-up Area}}$

Indicator #	i3.9.5
Name	Operational Hours
Abbreviation	N/A
Source	Calculated
Description	Contact Centres should be open for business during the hours that customers will most likely need their services. Some contact centres will be open 24 hours and others for 7 hours per day. It is up to the entities to decide on their operating hours based on their customers' needs and expectations.
Calculation	N/A

3.9 Staff Facilities

Indicator #	i3.9.6
Name	Local Health & Safety Rules/Labour Rules
Abbreviation	N/A
Source	N/A
Description	Local Health & Safety Rules, as well as Labour Rules, should be applied in contact centres.
Calculation	N/A

Indicator #	i3.9.7
Name	Health & Safety Documentation
Abbreviation	N/A
Source	N/A
Description	Contact Centres should provide access to the Health and Safety documentation to all of its employees. High level Health & Safety rules should be displayed in common areas.
Calculation	N/A



3.10 Disaster Recovery & Service Continuity Facilities

Standard #	S3.10.1
Name	Uninterruptible Power Supply (UPS) Support Time
Abbreviation	N/A
Target	UPS devices shall be capable of supporting critical applications for 20 minutes in case of power outage.
Source	N/A
Description	In case of power outage, contact centres shall have UPS systems installed to support workstations, critical servers and other equipment that is needed to support the basic functions of the contact centre. Preserving data is the most valuable feature that UPS systems provide.
Calculation	N/A

Standard #	S3.10.2
Name	Emergency Lighting
Abbreviation	N/A
Target	The contact centre shall have emergency lighting installed for the staff in case of power interruption.
Source	N/A
Description	Emergency lighting must be sufficient enough so that the staff can either evacuate the premises safely or continue to complete current transactions before vacating the building, depending on severity of the emergency.
Calculation	N/A

Standard #	S3.10.3
Name	Dedicated Computer Room
Abbreviation	N/A
Target	All servers shall be housed in a dedicated computer room.
Source	N/A
Description	Contact centres shall house all servers in a separate and dedicated computer room(s).
Calculation	N/A

Standard #	S3.10.4
Name	Computer Room Secure Access System
Abbreviation	N/A
Target	Access to the computer room shall be limited to IT staff and registered guests. Access shall be controlled with an access card and/or a PIN code as a minimum.
Source	N/A
Description	Access to computer rooms in a contact centre shall be limited to IT staff. Guests should only be given access if they are directly involved with the maintenance and/or upgrading of the equipment or the computer rooms. Guests should be monitored and accompanied by an employee the whole time. Access to the computer rooms must also be controlled through the use of an access card and/or a PIN code at a minimum.
Calculation	N/A

3.10 Disaster Recovery & Service Continuity Facilities

Standard #	S3.10.5
Name	Computer Room Fire Suppression
Abbreviation	N/A
Target	The computer room shall have a fire suppression and alarm systems.
Source	N/A
Description	Computer rooms must be equipped with a proper fire suppression system that uses inert gases or other suppression methods that can quickly limit the fire from spreading and damaging high value equipment.
Calculation	N/A

Standard #	S3.10.6
Name	Redundant Servers and Power Supply Units (PSU)
Abbreviation	N/A
Target	Contact centres shall have redundant touchpoint and application servers and PSUs that can be used in case of failures of other servers.
Source	N/A
Description	A redundant server simply means that if one server fails, another can take its place.
Calculation	N/A

Standard #	S3.10.7
Name	Diverse Datacom Network
Abbreviation	N/A
Target	Datacom network provision shall be provided by at least two different exchanges or Points of Presence (POP).
Source	N/A
Description	Datacom network provision should be provided by at least two different exchanges/ POPs by divers cabling and divers routing to ensure last mile connectivity is resilient. Ideally, datacom should be provided by two providers to ensure reliability.
Calculation	N/A

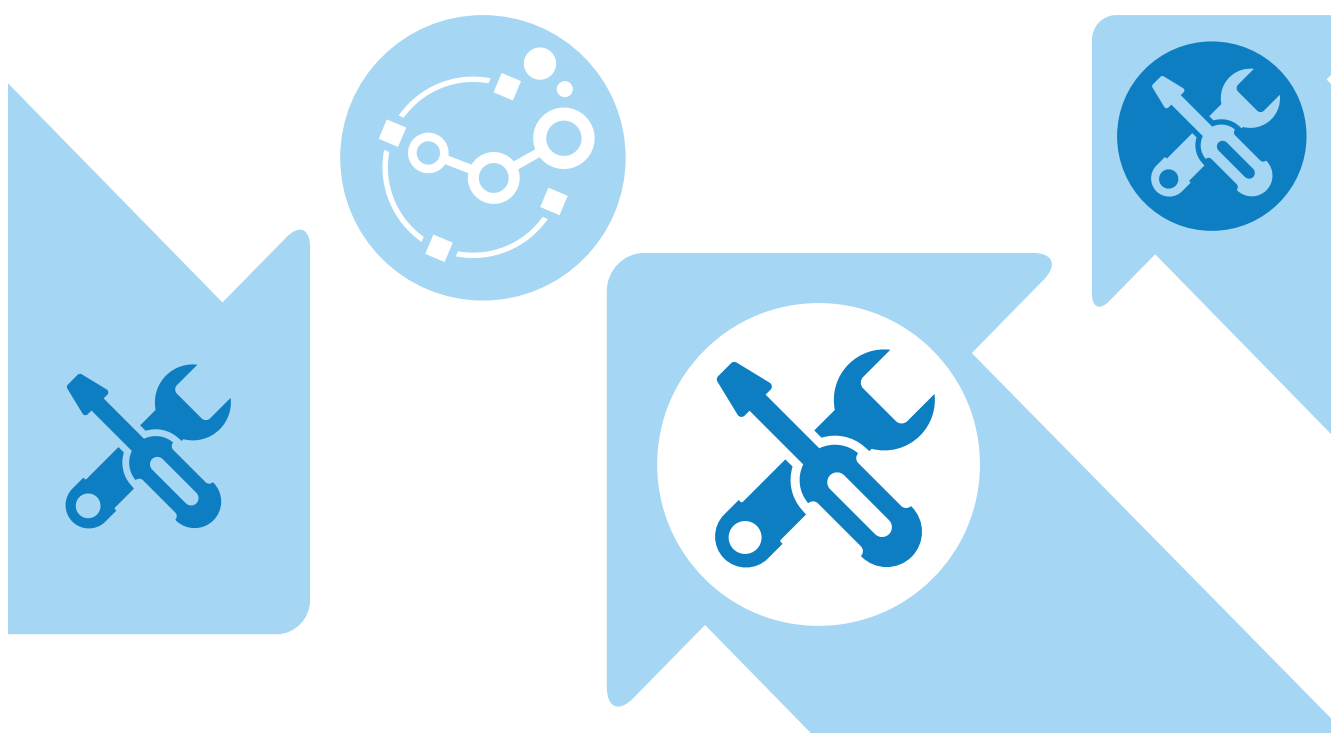
Standard #	S3.10.8
Name	Separate Site Redundancy
Abbreviation	N/A
Target	Contact Centre touchpoints and applications shall have redundant systems in a separate site.
Source	N/A
Description	Critical systems to support a touchpoint (such as Telephone System, Email Response Management System, Chat System etc.) should have redundant systems located in alternate sites and sufficient infrastructure to ensure that catastrophic failure of the computer room (fire, etc.) or the entire building does not result in an inability to operate. Partial operation is acceptable in Recovery Mode.
Calculation	N/A

3.10 Disaster Recovery & Service Continuity Facilities

Standard #	S3.10.9
Name	Power Backup Generator
Abbreviation	N/A
Target	Contact Centres shall be equipped with a power backup generator.
Source	N/A
Description	Having a power generator will ensure service continuity in case of power outage.
Calculation	N/A

Indicator #	i3.10.1
Name	Multi-site Operational Backup
Abbreviation	N/A
Source	N/A
Description	Multiple sites can be used to take over the shutdown of the main site in case of catastrophe or inaccessibility.
Calculation	N/A

Indicator #	i3.10.2
Name	Dark Site Backup
Abbreviation	N/A
Source	N/A
Description	A contact centre should consider having a dark site as a backup. This is a separate site that can be activated in the event that the primary site is partially or fully unusable.
Calculation	N/A





Pillar 4: Technology

This section primarily deals with the reliability of technology and the expediency and efficiency of resolution to any technological failure. This section is concerned with the overall reliability of the operation as well as individual systems that are used and can affect the operation.

Contact Centres may or may not have some of the systems listed in this section. It is up to the contact centre to weigh the costs and benefits of having and operating these systems as long as it will provide a better customer experience and/or a more efficient operation.

There is only one focus area under the “Technology” pillar:

- Contact Centre Technology

4.1 Contact Centre Technology

System uptime in these standards is defined as the percentage of operational time that a system was fully functioning. Any system failure is considered as “downtime”, whether or not the operation is affected by the failure. Maintenance, upgrading or failure time during non-operating hours is not considered as “downtime”.

Standard #	S4.1.1
Name	Recovery Mode Time
Abbreviation	Rmode
Target	The total monthly recovery mode time shall not exceed 90 minutes.
Source	Calculated
Description	The percentage of monthly operating time when at least one component of the customer interaction department is not capable of achieving normal operational standards due to technology failure. An operation is in recovery mode when it is suffering from any technological or physical failure, whether or not the failure can be “felt” by customers or staff. For example, an inoperative trunk card in a Private Branch Exchange (PBX) might not impact the operation, but the operation will be in recovery mode until that card is replaced or repaired. Operations are thus advised to engage in superior technical support contracts.
Calculation	Total time in Recovery Mode per month

Standard #	S4.1.2
Name	Shutdown Time
Abbreviation	Smode
Target	The total monthly shutdown time shall not exceed 30 minutes.
Source	Calculated
Description	The percentage of monthly operating time when at least one part of the customer interaction department was incapable of serving customers effectively due to a technology failure.
Calculation	Total time in Shutdown Mode per month

Standard #	S4.1.3
Name	Telephone System Uptime
Abbreviation	TSU
Target	The uptime of the telephone system shall be 99% or more.
Source	Calculated
Description	The percentage of operational time that the telephone system was fully functioning during the month.
Calculation	$\frac{\text{Operating Time} - \text{Failure Time}}{\text{Operating Time}}$ Operating Time = Total time that the contact centre is open for business per month Failure time = Total time that the telephone system was not functioning

4.1 Contact Centre Technology

Standard #	S4.1.4
Name	Fulfilment Apps Uptime
Abbreviation	ASU
Target	The uptime of fulfilment apps shall be 99% or more.
Source	Calculated
Description	The percentage of operational time that the fulfilment apps were fully functioning during the month.
Calculation	$\frac{\text{Operating Time} - \text{Failure Time}}{\text{Operating Time}}$ Operating Time = Total time that the contact centre is open for business per month Failure time = Total time that the fulfilment apps not functioning

Standard #	S4.1.5
Name	No. of Fulfilment Apps
Abbreviation	Apps
Target	The number of apps that agents need to launch on their desktop in order to serve all customer requirements shall not exceed 3 apps.
Source	Calculated
Description	The total number of applications (including web pages/sites/services) that agents need to launch on their desktop in order to serve all customer requirements. These applications include web pages and web applications. The number of applications in use by agents can be a significant hazard to accuracy, efficiency and effectiveness. Hence, operations with fewer applications are more desirable.
Calculation	Max (No. Apps on any agents' desks)

Standard #	S4.1.6
Name	Dashboard Uptime
Abbreviation	DSU
Target	The uptime of operations management dashboards shall be 99% or more.
Source	Calculated
Description	The percentage of operational time that operations management dashboards were fully functioning during the month. This includes desktop and wallboard type dashboards.
Calculation	$\frac{\text{Operating Time} - \text{Failure Time}}{\text{Operating Time}}$ Operating Time = Total time that the contact centre is open for business per month. Failure time = Total time that the dashboard system was not functioning

4.1 Contact Centre Technology

Standard #	S4.1.7
Name	Headset Uptime
Abbreviation	HSU
Target	The uptime of agent headsets shall be 99% or more.
Source	Calculated
Description	The percentage of operational time that the agents' headsets system fully functioning during the month.
Calculation	$\frac{\text{Operating Time} - \text{Failure Time}}{\text{Operating Time}}$ Operating Time = Total time that the contact centre is open for business per month Failure time = Total time that the headsets system was not functioning

Standard #	S4.1.8
Name	Trunk Utilisation
Abbreviation	TUL
Target	Trunk utilization does not exceed 75%.
Source	ACD / Calculated
Description	The average utilisation of telephone lines. Trunk Utilisation will ensure that the overall operation, as opposed to specific touchpoints, is adequately resourced from a telecom trunk perspective. Inadequate trunk resourcing will artificially inflate service level results.
Calculation	$\frac{\text{Total ACD Time}}{\text{Operating Time} \times \text{No. of usable trunks}}$ Total ACD Time = total talk time of ALL inbound and outbound calls in hours Operating Time = number of operational hours for the contact centre per month • Trunks: For ISDN lines, each B-channel is considered as one trunk • For VOIP and IPT, 32Kb is considered the bandwidth of one trunk

Standard #	S4.1.9
Name	Email Response Management System (ERMS) Uptime
Abbreviation	EMU
Target	The uptime of the ERMS system shall be 99% or more.
Source	Calculated
Description	The percentage of operational time that the ERMS was fully functioning during the month.
Calculation	$\frac{\text{Operating Time} - \text{Failure Time}}{\text{Operating Time}}$ Operating Time = Total time that the contact centre is open for business per month Failure time = Total time that the ERMS system was not functioning

4.1 Contact Centre Technology

Standard #	S4.1.10
Name	Chat System Uptime
Abbreviation	CSU
Target	The uptime of the chat system shall be 99% or more.
Source	Calculated
Description	The percentage of operational time that the chat system was fully functioning during the month.
Calculation	$\frac{\text{Operating Time} - \text{Failure Time}}{\text{Operating Time}}$ Operating Time = Total time that the contact centre is open for business per month Failure time = Total time that the chat system was not functioning

Indicator #	i4.1.1
Name	IVR System Uptime
Abbreviation	ISU
Source	Calculated
Description	The percentage of operational time that the IVR system was fully functioning during the month.
Calculation	$\frac{\text{Operating Time} - \text{Failure Time}}{\text{Operating Time}}$ Operating Time = Total time that the contact centre is open for business per month Failure time = Total time that the IVR system was not functioning

Indicator #	i4.1.2
Name	Call Recording System Uptime
Abbreviation	CRU
Source	Calculated
Description	The percentage of operational time that the call recording system was fully functioning during the month.
Calculation	$\frac{\text{Operating Time} - \text{Failure Time}}{\text{Operating Time}}$ Operating Time = Total time that the contact centre is open for business per month Failure time = Total time that the call recording system was not functioning

4.1 Contact Centre Technology

Indicator #	i4.1.3
Name	SMS Gateway Uptime
Abbreviation	SGU
Source	Calculated
Description	The percentage of operational time that the SMS gateway system was fully functioning during the month.
Calculation	$\frac{\text{Operating Time} - \text{Failure Time}}{\text{Operating Time}}$ Operating Time = Total time that the contact centre is open for business per month Failure time = Total time that the SMS gateway system was not functioning

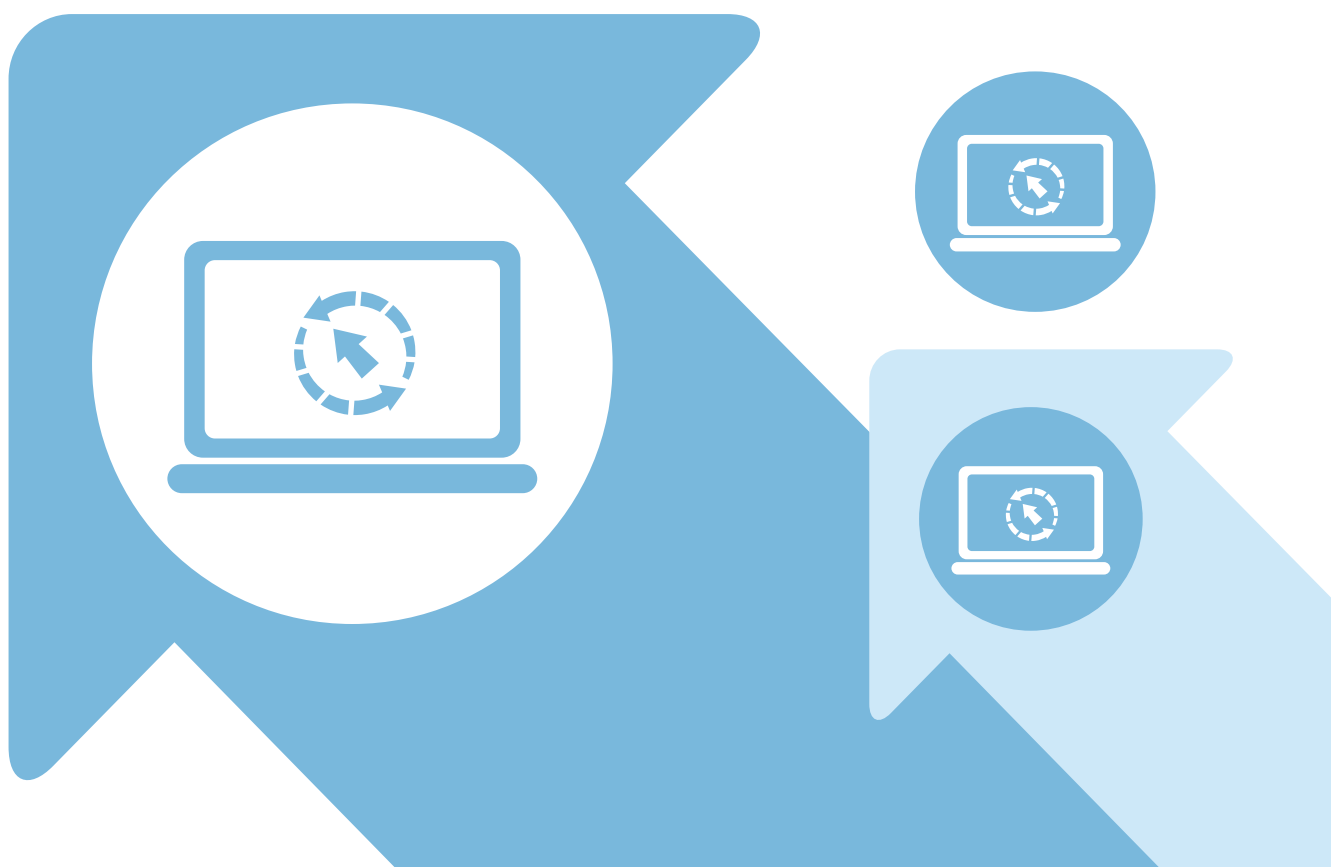
Indicator #	i4.1.4
Name	WhatsApp Uptime
Abbreviation	WAU
Source	Calculated
Description	The percentage of operational time that the WhatsApp system was fully functioning during the month.
Calculation	$\frac{\text{Operating Time} - \text{Failure Time}}{\text{Operating Time}}$ Operating Time = Total time that the contact centre is open for business per month Failure time = Total time that the WhatsApp system was not functioning

Indicator #	i4.1.5
Name	Dialer Uptime
Abbreviation	DSU
Source	Calculated
Description	The percentage of operational time that the dialler system was fully functioning during the month.
Calculation	$\frac{\text{Operating Time} - \text{Failure Time}}{\text{Operating Time}}$ Operating Time = Total time that the contact centre is open for business per month Failure time = Total time that the dialler system was not functioning

4.1 Contact Centre Technology

Indicator #	i4.1.6
Name	WFM System Uptime
Abbreviation	WSU
Source	Calculated
Description	The percentage of operational time that the WFM system was fully functioning during the month.
Calculation	$\frac{\text{Operating Time} - \text{Failure Time}}{\text{Operating Time}}$ Operating Time = Total time that the contact centre is open for business per month Failure time = Total Time that the WFM system was not functioning

Indicator #	i4.1.7
Name	CTI System Uptime
Abbreviation	CTU
Source	Calculated
Description	The percentage of operational time that the CTI system was fully functioning during the month.
Calculation	$\frac{\text{Operating Time} - \text{Failure Time}}{\text{Operating Time}}$ Operating Time = Total time that the contact centre is open for business per month Failure time = Total time that the CTI system was not functioning





PART 2

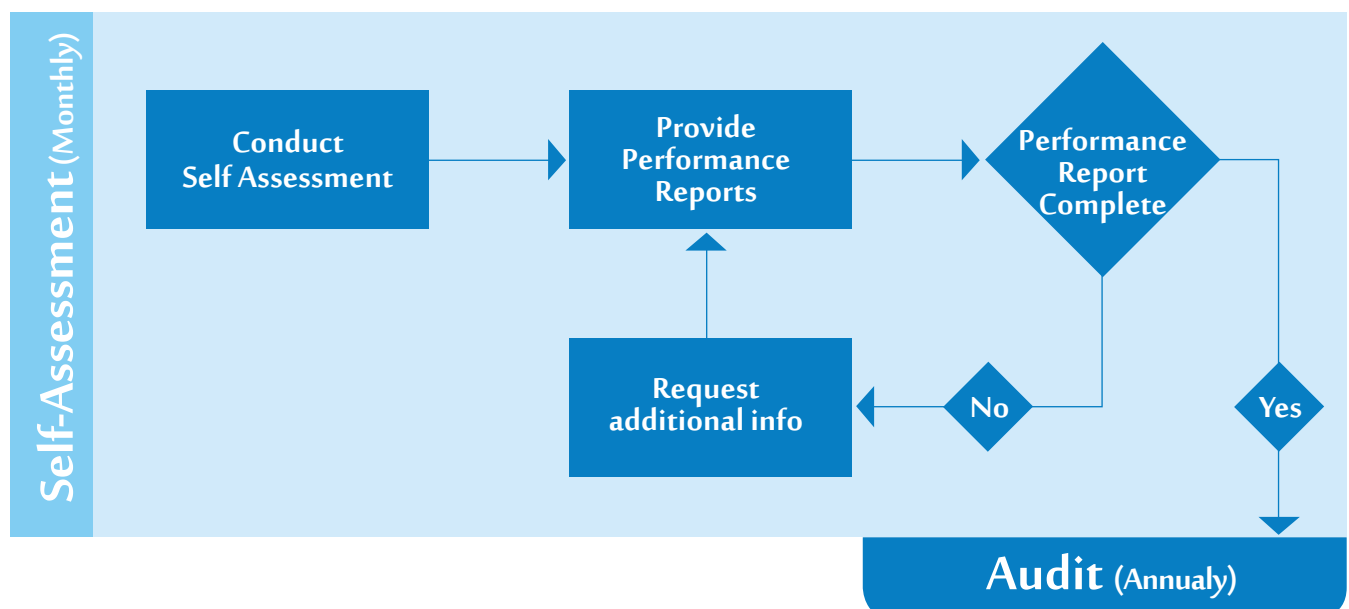
SELF-ASSESSMENT

About Self-Assessment

Self-assessment is the process by which contact centres assess their compliance with the standards defined in this document. It is a process that allows contact centre management to evaluate their performance on a monthly basis and to identify areas for improvement so that operational and strategic decisions can be made to align the contact centre operations with the standards.

Contact centres are expected to perform the self-assessment process and report the results to DTMC monthly. Once submitted, the reports will be reviewed for completeness, inconsistencies and errors. The self-assessment reports will then be archived and they will be audited on an annual basis to determine eligibility and qualifications for the centre to be rated and for the centre and the centre manager to enter the Hamdan bin Mohammed Award for Smart Government.

Operations that are outsourced are required to adhere to the Government of Dubai Contact Centre Standards. It is incumbent upon the contact centre management to govern the outsource relationship in such a way as to ensure adherence to the standards. Contact centre management need to have full access to the data from the outsource providers in order to complete the self-assessment reports in a timely manner. Contracts should be written so as to be able to make modifications to the operations in order to meet these standards.



The Self-assessment Toolkit

Improving customer experience and service efficiency at contact centres requires an understanding and a systematic and organized implementation of the standards. Consequently, a toolkit was developed to provide a way to assess the degree of implementation of each of the standards. It helps contact centres assess their compliance with the standards as well as identifying areas for improvement. As a result, contact centres will be equipped to set the improvement priorities in a scientific and structured manner. The process of self-assessment starts with the use of the “Government of Dubai Contact Centre Standards Toolkit”. The toolkit allows for the assessment and tracking of the following:

- **Standards Performance:** Assessing compliance to the standards
- **Complaints Tracker:** Tracking complaints regarding contact centre operations and service delivery
- **Operational Finance:** Evaluating the financial aspects of the contact centre

Standards Performance

The toolkit provides several data entry forms for each perspective in the standards. Each of the forms is further split into the focus areas for each perspective. Each focus area allows the user to enter the achieved data for all of the standards and indicators for that specific focus area. For each focus area there are **four sections**:

- **Standards:** This defines the number, title and abbreviation of the standard. The standard number is used as a reference so that it can be easily looked up in this manual if more information or clarification is desired.
- **Target:** The target section identifies the type, value and units of the target for the standards. There are four possible types of targets:
 - Absolute: must be equal to a specific target
 - Minimum: must be more than or equal to a target
 - Maximum: must be less than or equal to a target
 - Range: must be from a minimum to a maximum target
- **Standard Weight:** This identifies the percentage of the score that the standard contributes to its specific focus area.
- **Performance:** The performance section is where the “Achieved” data gets entered and the “Performance Weight” is calculated based on the achieved performance. This section tallies up the performance weights to get a score for the focus area. A score of 100% means that the contact centre is 100% compliant with the standards for that focus area.

Complaints Tracker

The complaints tracker is used to track the complaints that the entity receives regarding the contact centre. These can be complaints regarding processes, individuals, services or anything relating to contact centres. The complaints tracker allows tracking complaints regarding each touchpoint individually.

Operational Finance

Tracking operational finance enables contact centres to analyze and control their spending and to also justify expenditures. Appendix G “Operational Finance” provides details on operational finance in the context of contact centres.

There are three operational finance data entry forms that allow contact centres to track the following:

- **HR Finance:** This form is used to track the number of employees, their salaries and their assignments to the different touchpoints in the contact centre.
- **Technology Finance:** Financial expenditures relating to technology systems, such as ACD, IVR and QMS, are entered in this form.
- **OPEX Finance:** Other operational expenditures get entered in this form. These include, network expenses, facilities rental and recruitment costs amongst other things.

Scoring Methodology

In order for contact centres to understand the overall performance of their contact centre, the toolkit provides a Contact Centre Score (CCS). This high level score can be used to report to senior management on the performance of the contact centre and to perform a month-to-month comparison of the performance. It is also the basis for contact centre rating and awarding. CCS (a scale of 0 to 10) depends on the contact centres' performance in each perspective which in turn is dependent on the performance in each focus area. A focus area's performance is dependent on the performance of its standards. As discussed earlier, each standard has a target and a weight. The toolkit analyses the achieved value, entered by the user, against the target. It then determines how much of the Standard Weight will get contributed towards the focus area score according to the following performance scale:

Table 9. Standards Performance Scale

Result*	Contribution	Description
0%	100%	The target is met. The standard weight gets completely fed into the score.
2%	80%	The achieved result is within 2% of the target. Only 80% of the standard weight gets contributed to the score.
5%	60%	The achieved result is within 5% of the target. Only 60% of the standard weight gets contributed to the score.
10%	40%	The achieved result is within 10% of the target. Only 40% of the standard weight gets contributed to the score.
20%	20%	The achieved result is within 20% of the target. Only 20% of the standard weight gets contributed to the score.
>20%	0%	The achieved result is more than 20% form the target. The standard is considered to not be met at all and it does not contribute to the score.

* Result relative to the target.



Focus areas in turn have weights that they can contribute towards their perspectives. The amount of weight that gets contributed into the perspective's score is dependent on the focus area's score. For example, if a focus area's score, from its standards, is 45% and its weight is 20%, its contribution towards the perspective's score is 9%. The following is the breakdown of each focus area's weight for each perspective:

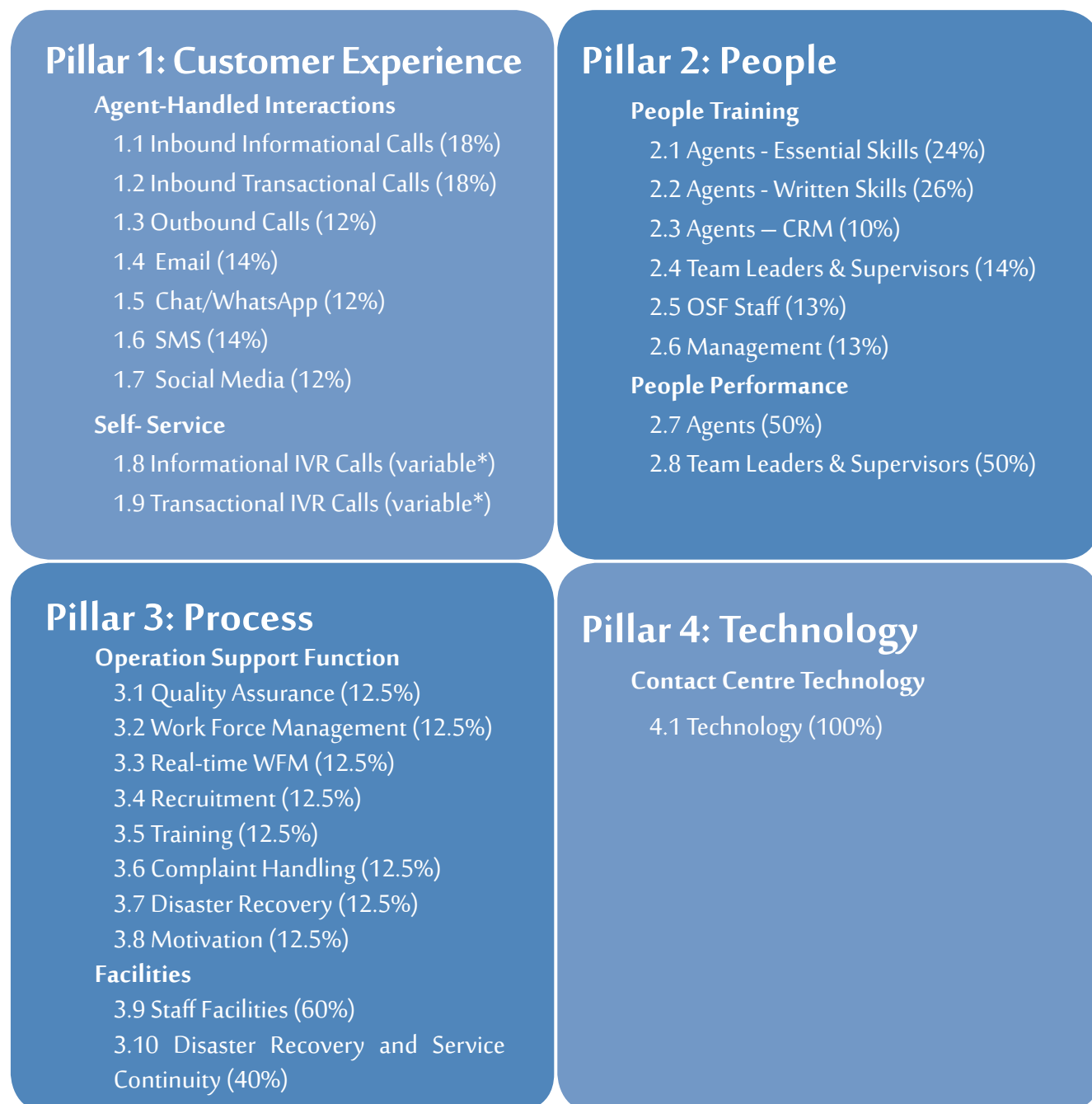


Figure 1: Focus Area Scoring Weights

*The weights given to the “Informational IVR Calls” and “Transactional IVR Calls” focus areas are proportional to the number of calls that each system receives. For example, if there were 2000 informational IVR calls and 500 transactional IVR calls, then informational IVR calls would get a weight of 80% and transactional IVR calls would get 20%. The sum of weights for both focus areas will always be 100%.

Each perspective in turn has its own weight that it contributes towards the CCS as shown in the figure below. The contribution is also determined based on the performance of each perspective.

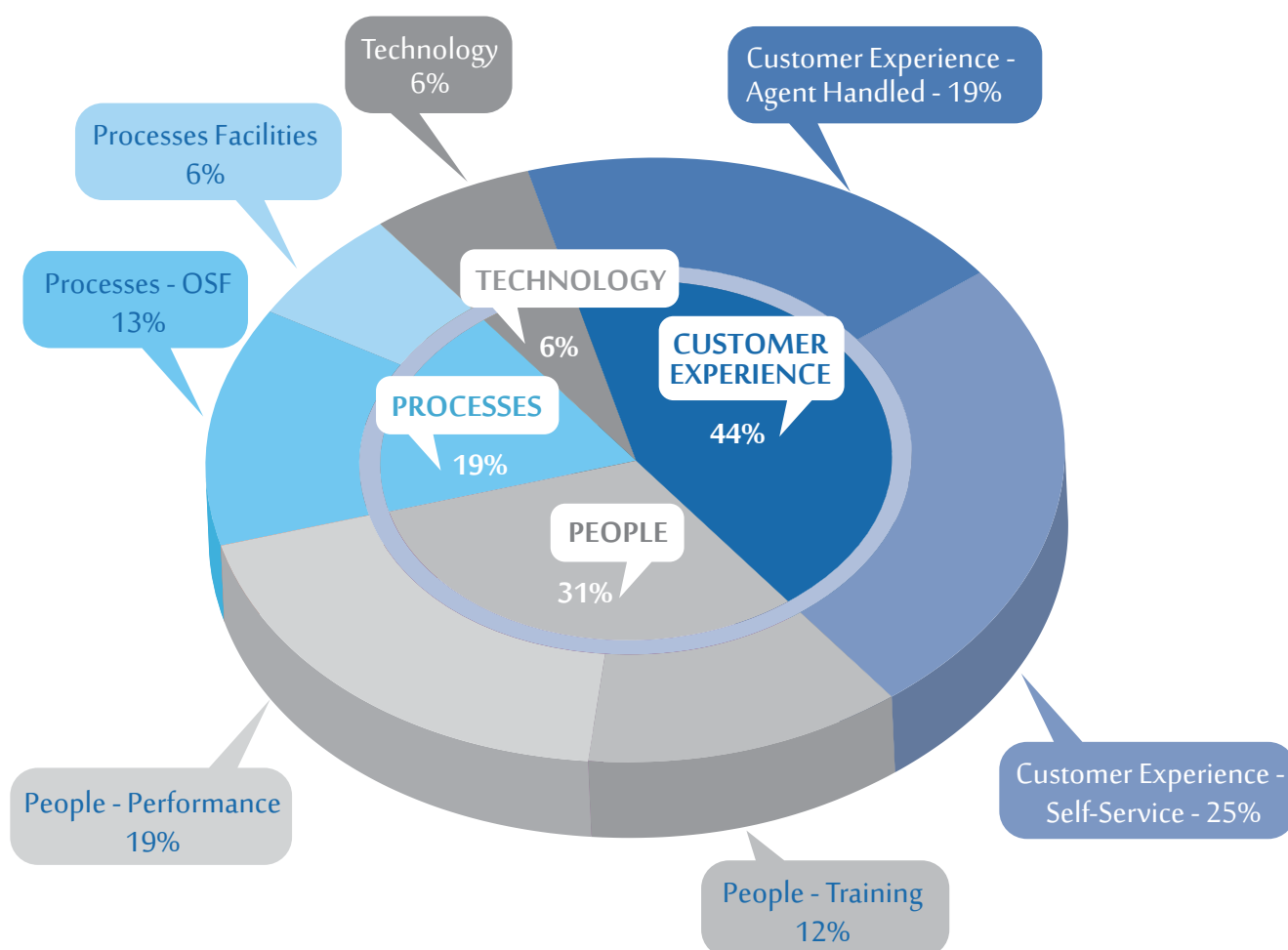


Figure 2: Pillar and Perspective Scoring Weights

Reporting

The self-assessment toolkit provides several graphical reports that can be used for the purposes of gaining practical insight into the contact centre's performance in the four pillars, perspectives and focus areas. The reports can be used to determine where there are areas for improvement so that strategic and operational decisions can be made for continually improving performance, and therefore improving customer experience.

Dashboard Report

The Dashboard Report provides a high-level view of how the contact centre is performing. It provides the CCS and Cost-per-contact values for that month. In addition, it shows how much each of the four pillars contributed to the CCS through a Relative Pillar Performance chart. It shows the customer experience with the touchpoints as Customer Effort Score (CES), Customer Satisfaction Score (CSAT) and Net Promoter Score (NPS). It provides a graphical distribution of the operational expenses as well as an expenses correlation chart. This report is what should be presented to senior managers to provide them with an overall insight into the performance of the contact centre.

Organization Summary

The Organisation Summary is a synoptic report. The data contained in this report is captured and aggregated from data entered in the standards, complaints and financial data entry forms. It is intended as another component of the general overview and as a supplement to the Dashboard Report.

Customer Experience Reports

Customer Experience Reports are available for each customer touchpoint, inclusive of self-service touchpoints. These reports provide the touchpoint's performance and the cost-per-contact for that specific touchpoint. The reports also show the performance of every standard related to that touchpoint. Each report also provides graphical representations of performance, cost-per-contact and cost-per-second for all touchpoints. These reports can be used by the contact centre manager and supervisors to determine how they are performing and where they can make improvements for specific touchpoints. The following are a list of the customer experience reports:

- a. Inbound Informational Calls
- b. Inbound Transactional Calls
- c. Outbound Calls
- d. Email
- e. Chat/WhatsApp
- f. SMS
- g. Social Media
- h. Informational IVR
- i. Transactional IVR

People Report

The People report provides insights into the staff at the contact centre, their costs, how well they are trained and how they are performing. The report shows the utilization of the staff across the different touchpoints. It displays charts that show the agents' as well as team leaders' and supervisors' performance. Performance measures such as adherence, attendance and occupancy are in the performance charts.

Processes Report

The Processes report provides analysis of the performance of the Operations Support Functions. In addition to charts that illustrate the performance of the OSF's in each of the critical areas, this report also provides a relative performance overview in a form of a radar chart. It also provides a utilization of the OSF staff across the different touchpoints.

Technology Report

The technology report provides an overall performance measure of how technology is performing against the standards. It shows the expenditures relating to technology. It provides a breakdown of the expenditures across the touchpoints. It also displays the standards performance in a graphical chart.





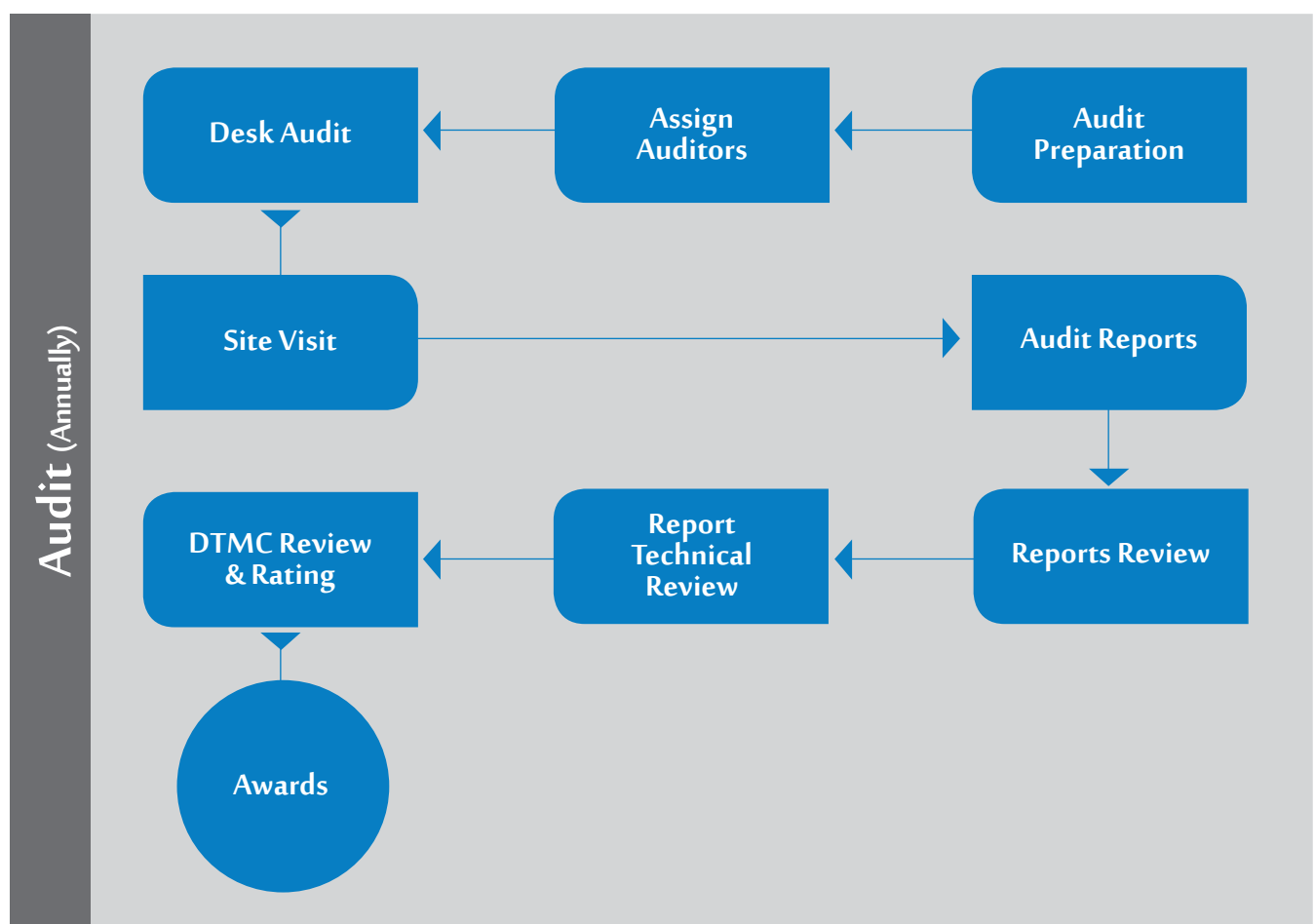
PART 3 AUDIT

About the Audit Process

The audit process is conducted to validate and ensure the accuracy of the data that is submitted to DTMC in the self-assessment reports. Unlike the self-assessment process that is conducted by the contact centres on a monthly basis, the audit process is conducted once a year.

The goal of the audit process is to promote proper implementation and monitoring of the standards. Once the audit process is completed, results and recommendations from the audit reports can be used by contact centres as a basis for making changes and implementing improvements.

The final outcome of the audit process is a contact centre rating that reflects how much it is adhering to the standards. Contact centres that get rated can also be eligible for the Hamdan Bin Mohammed Award for Smart Government (HBMASG) for contact centres.



Eligibility

All contact centres implementing the Government of Dubai Contact Centres Standards will be audited once a year. Contact centres must meet the following conditions in order to qualify for the audit process and be eligible to be rated:

1. Apply with DTMC for standards implementation eligibility.
2. Get verified by DTMC as an eligible contact centre.
3. Implement the contact centre standards.
4. Conduct monthly self-assessment using the toolkit.
5. Submit the self-assessment data and reports monthly to DTMC in a timely manner.



The Audit Process

Assigning Auditors

The audit is performed by experts who are hand selected by DTMC through a very rigorous process. These will be experts in customer service and contact centre management. Each contact centre will be audited by two or more auditors. Having multiple experts conduct the audit provides impartiality and prevents bias. Contact centres are expected to work with the auditors and to provide them with any data or clarifications that are needed during the audit process.

Desk Audit

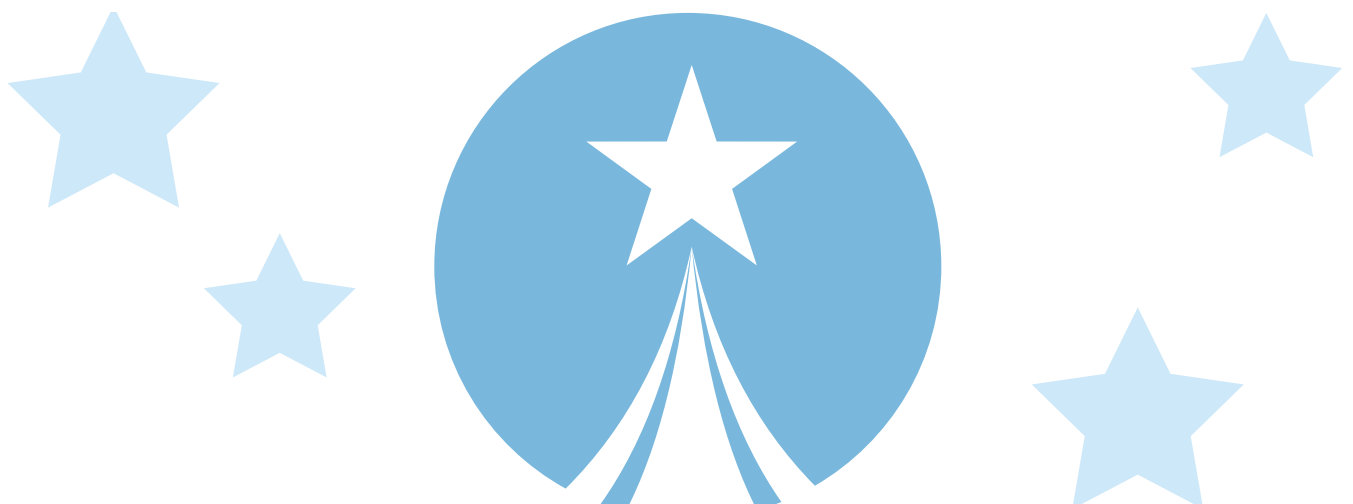
Once auditors are assigned to a specific contact centre, they will start the review process to validate and ensure the accuracy of the data contained in the filed self-assessment reports. Auditors will look for areas where there was under-performance and for inconsistencies in performance. They will review the contact centre's adherence to the standards, the complaints that they receive and the operational finance. They will inspect all the details before the site visits. The goal of the desk audit is to prepare for the site visit to minimize disruption and ensure that the site visit goes smoothly.

Site Visit Audit

DTMC will inform contact centres of auditors' planned visits and the names of the intended auditors at least two working days in advance of the intended audit date(s) (hereinafter referred to as 'Audit Notification'). The audit notification will be emailed to the contact centre manager and if necessary to contact centre supervisors. This audit will concentrate on specific findings from the desk audit. The goal of the site visit is to verify and to gain more insight in case there were discrepancies or inconsistencies in certain standards. Contact centre staff is expected to comply with the auditors' requests and to completely answer their questions. All data and evidence to the data that was entered in the monthly self-assessment reports must be made available to the auditors during the site visit.

Outsourced, Co-sourced and Partially Sourced Operations

For the purposes of auditing outsourced, co-sourced and partially sourced operations, auditors might need to visit the outsource provider locations in addition to the captive operations at the contact centre. Contact centre management should attend the outsource provider locations on the day of the audit and should ensure that all data required by the auditors will be accessible from the outsource provider.



Audit Reports

Once the desk and site visit audits are completed, the auditors will prepare audit reports which will contain findings from the review in the form of an executive summary. The reports will also contain a list of improvement suggestions for each perspective of the standards. These improvement suggestions shall allow contact centres to better meet the standards and contact centres should seriously consider implementing those improvements. The report will also include a section on best practices that were identified during the audit process. The purpose of this is so that DTMC can share these best practices with other contact centres in order to improve the overall customer experience with Government of Dubai contact centres.

In the event that auditors are unable to confirm the validity of the data during the site visit audit, they will report to the contact centre, in writing, the nature of their concerns. The entity will be afforded a time period of 24 hrs to investigate the root causes and make the necessary corrections to all self-assessment reports for the period of concern. The corrections need to be re-submitted to DTMC before the end of the 24 hours after which the audit reports will be finalized. No time extensions will be permitted and failure to make the necessary corrections in the timeframe permitted will result in the contact centre being disqualified.

Technical Review

After the audit reports are finalized, the results will then be presented to a technical committee for a final review. The committee will consist of independent reviewers assigned by DTMC. The goal of the technical review is to make sure that the auditor's work was impartial and that their findings were not biased. If the technical committee finds any discrepancies, they will ask the responsible auditors to review the results and make adjustments.

Final Review & Rating

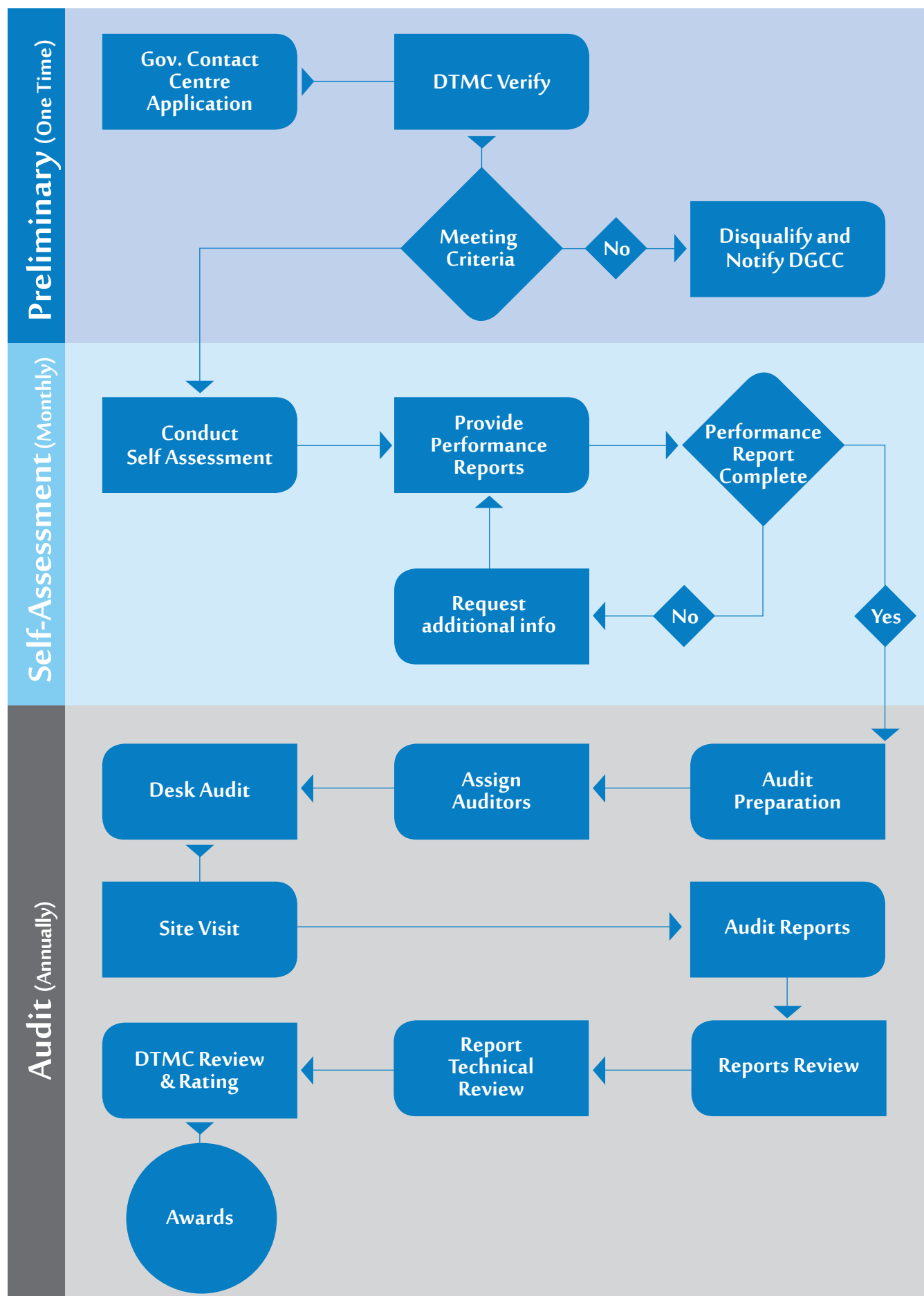
Once the audit process is complete, DTMC will perform a review of the final results to determine which contact centres are eligible for a Contact Centre Rating (CCR). The rating eligibility will depend on the CCS results that were achieved by the contact centre throughout the 12 month period. Once a centre gets a rating, it will also be eligible for the "Best Contact Centre" award as part of the Hamdan Bin Mohamed Award for Smart Government. Contact centre managers will also be eligible for the "Best Contact Centre Manager" award.



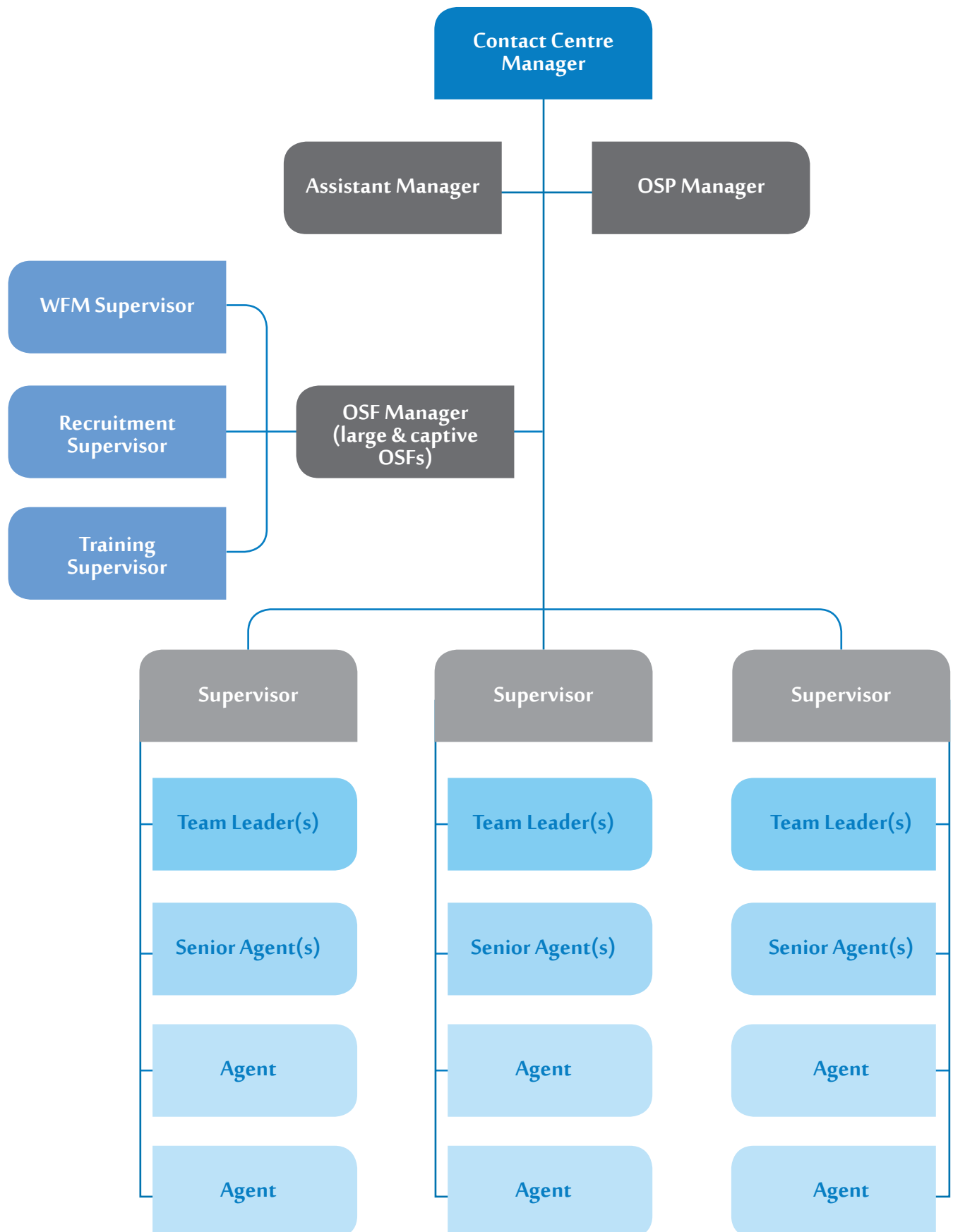


APPENDICES

Appendix A. Contact Centre Standards Implementation and Assessment



Appendix B. Organizational Structure



Appendix C. Job Descriptions



C1. Contact Centre Agent and Senior Agent

Job Tasks

- Handle customer enquiries via physical and/or remote touchpoints
- Resource required information and processes using all available resources
- Manage customer complaints and escalate appropriately
- Meet defined performance criteria especially attendance, adherence and quality
- Complete interaction logs and other data capture requirements

Experience

N/A

Qualifications & Competencies

- Language proficiency
- Pleasant, energetic and variable voice tone
- Good analytical and problem solving skills
- Works well as a productive member of a team
- Computer proficiency and good typing skills
- Positive attitude and aptitude for customer service
- Certified in entity products, processes & systems
- Certified in customer interaction soft skills (for all touchpoints)
- Accepts feedback and has a positive approach to continuous development
- Ability to work under pressure while maintaining positive CS attitude
- Is well presented for face to face customer interactions
- Good judgement skills
- Energetic and resilient





C2. Contact Centre Team Leader

Job Tasks

- As per Contact Centre Agent plus:
 - Manage agents' attendance and ensure agents' adherence to schedule
 - Liaise with WFM for intra-day and real time workload and resource issues
 - Implement team-wide motivation tactics
 - Maximise agent engagement
 - Liaise with supervisors, coaches and HR regarding agent performance and engagement issues
 - Deal with escalated customer contact

Experience

- At least 6 months continuous performance achievement as a Contact Centre Senior Agent of which, at least 3 months continuous performance achievement in physical interactions

Qualifications & Competencies

- As per Contact Centre Agent plus:
 - Good leadership skills
 - Motivational character
 - Highly regarded and respected by agent team members and management
 - Good presentation skills
 - Ability to analyse human resource issues and devise and recommend solutions
 - Ability to deal with difficult customer situations
 - Ability to work under stress
 - Good multi-tasking skills
 - Ability to leverage and coordinate efforts of operations support functions



C3. Contact Centre Supervisor

Job Tasks

- Responsible for the development of assigned agents
- Monitor and document employee performance results
- Conduct or assist in agent coaching
- Identify teams' and individuals' training needs
- Conduct or assist in teams' workforce planning
- Provide management support to agent teams
- Ensure the DGCC standards core values are continuously reinforced

Experience

- At least 6 months continuous performance achievement as a Contact Centre Team Leader

Qualifications & Competencies

- Good management skills
- Exceptional analysis skills
- Ability to understand and interpret operations data and reports
- Ability to influence management through exceptional presentation skills
- Ability to work in high pressure environment
- Rotational experience through various OSFs
- Ability to work closely with or function as WFM unit
- Ability to work closely with or function as coaching unit
- Ability to understand and consider the financial and operations impact of recommendations to senior management



C4. Contact Centre OSF Analyst

Job Tasks

- Complete and manage CI schedule exceptions and adjustments for the captive, remote and outsourced operations on a daily basis
- Ensure the accuracy and timeliness of data by working time-off, schedule changes, and other types of requests
- Analyse past interaction volume, interval arrival patterns and staffing patterns and provide monthly and other long-range forecasts consisting of required staffing levels to ensure service goals are met
- Recommend changes to interaction routing between captive, remote and outsourced touchpoints
- Monitor all real-time and intra-day activities to ensure operational goals are met. Accurately track and manage customer interaction schedule adherence
- Conduct analysis and recommend solutions to real time performance issues
- Measure forecasting accuracy and work to reduce variations in order to ensure performance goals are met
- Prepare daily, weekly, monthly and adhoc reports and distribute to management
- Develop strong working relationships within the organization to ensure efficient and effective problem solving and issue resolution
- Provide reports to and liaise with other departments including HR, Coaching, QA, & outsourced operations management

Experience

- 3-4 years experience in a Contact centre Agent position
- 1-2 years in a Contact centre Supervisor/Team Leader position

Qualifications & Competencies

- Certified in CI Workforce Management
- Strong analytical & mathematical skills
- Certified in CMS, QMS & IVR reporting tools
- Excellent Microsoft Excel skills
- Good presentation skills



C5. Contact Centre QA Analyst

Job Tasks

- Participate in design of customer interaction monitoring formats and quality standards
- Perform CI monitoring and provide trend data to site and business management team
- Use quality monitoring data management system to compile and track performance at team and individual level
- Monitor customer interactions
- Participate in customer and client listening programs to identify customer needs and expectations
- Provide actionable data to various internal support groups as needed
- Coordinate and facilitate call calibration sessions for contact centre staff
- Provide feedback to contact centre team leaders, coaches, managers and HR
- Prepare and analyse internal and external quality reports for management staff review
- Work under general supervision

Experience

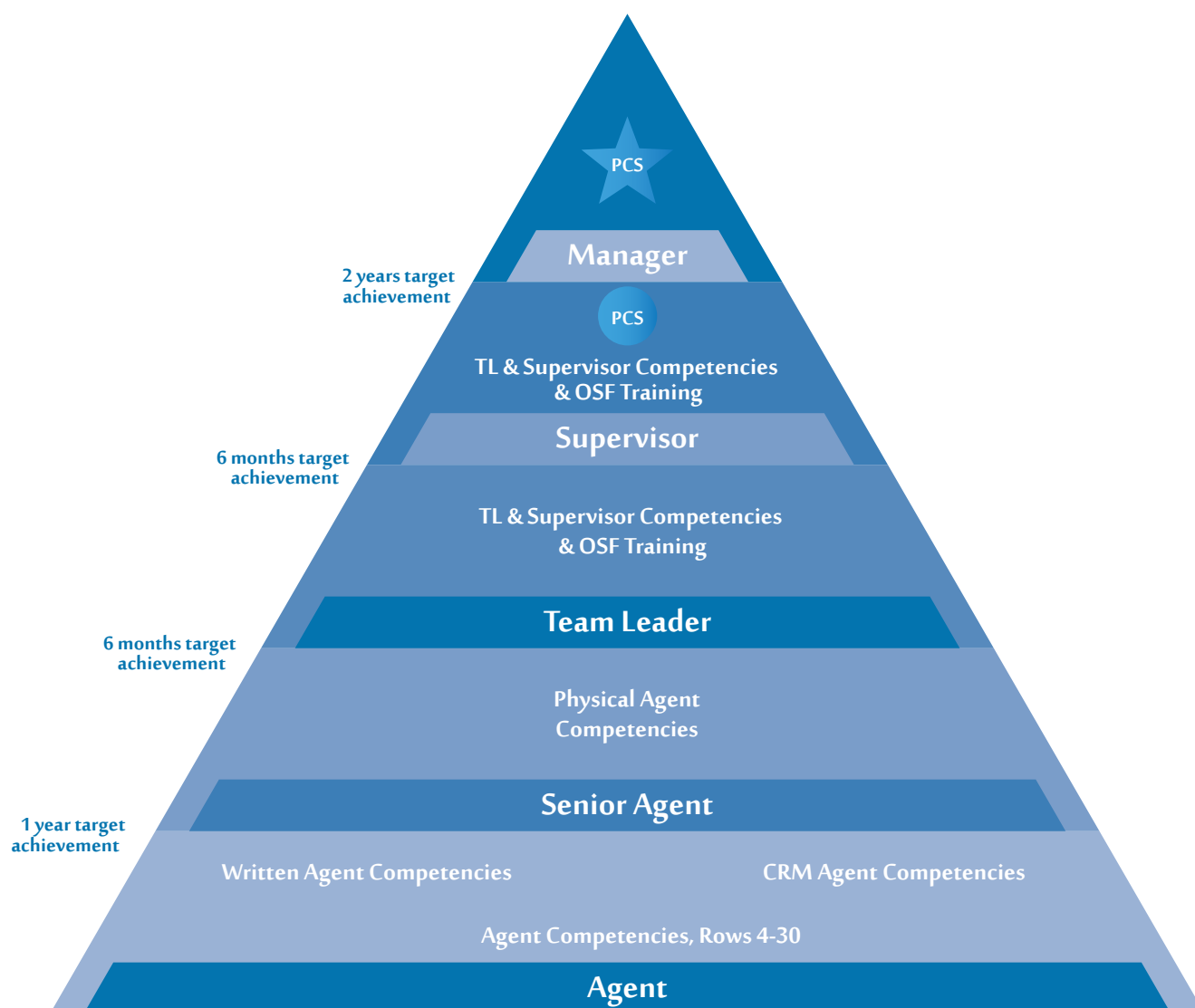
- 3-4 years experience in a Contact centre Agent position

Qualifications & Competencies

- Certified in CI Quality Assurance
- Has knowledge of commonly-used concepts, practices, and procedures within a particular field
- Relies on instructions and pre-established guidelines to perform the functions of the job
- Mathematical/data analysis training would be advantageous

Appendix D. Skill Path and Competency Framework

Minimum Qualification Requirements



Note:

- Experience duration indicates period of consistent, continuous achievement of minimal performance standards (including adherence & attendance) required for level.
- This chart indicates qualification requirements. Candidates can only apply for job roles that they are qualified for (qualifications + experience). Qualifications & experience do not guarantee that they will gain the position they are qualified for unless a position becomes available and they are the best candidate.

Appendix E. Service Charters

In order to ensure that customers believe they are receiving a unique experience, it is necessary that a Contact Centre Service Charter identifies some key attributes of contact centres that customers should expect. *Dubai Model for Government Services: The Main Document* can be consulted for developing a service charter through which government entities commit to maintain their obligations towards customers. In addition, the following service attributes should be considered in the provision of a service charter:

Hospitality

- Customers will be greeted warmly by agents handling the calls or interacting with them via any touchpoint.
- Customers can expect to know the name of the agent who is serving them.

Security

- The security of customer data should be confirmed in the charter. This will include information such as how recordings of interactions are stored and secured, how customer ID will be verified before any information disclosure or transaction, how data will not be shared without the customer's permission, etc.

Efficiency

- Customers should be informed of the average time they are expected to spend to complete a transaction. For all major transaction types, the charter should define the resolution period (the time it will take until the problem is fully resolved, inclusive of all back office processes).
- Customers should also be informed about how long they can expect to wait before being served or before receiving a reply.
- Customers should be informed about how much self service is available and how they should use it to improve their experience.

Accuracy and Consistency

- The customer should be informed that they have the right to complain if they are given wrong information or inconsistent information from different touchpoints or agents.

Complaints

- The complaints procedure should be identified to inform customers how to raise a complaint and how the complaint will be handled. Ideally, when a serious complaint is raised, the staff member investigating should make contact with the customer, identify themselves and give the customer access to them until the investigation and appropriate resolution is complete.

Understandability

- Customers should be empowered to demand understandable instructions and provision should be made to assist customers.
- Consideration might be given to provision of centralised, contact centre-based translation services to assist service centre staff.

Active

- Customers should expect the staff to actively engage with them, not to be dismissive or evasive and to be keen to ensure that every customer has their issue dealt with as efficiently as possible.

Equality

- The entity's policy on equality should be explained along with any exceptions.
- Customers perceiving inequality should be encouraged to raise complaints so that the inequality issues may be dealt with.

Appendix F. Process Guides

For all major transaction types within an entity there should be clear process guides that describe the process for attaining the transactions. Process guides should be available to view online and to download for printing, viewing and even for smart device storage. They should also be available in hardcopy and in multiple languages at service centres.

Process guides should include process maps, flow charts that guide customers, step-by-step through transactions. Each step of the process should list the required documentation, the touchpoints and authorised service agents through which the step may be completed. This mapping will not only assist customers but will also improve multi-touchpoint information accuracy and consistency.

It might be worth considering establishing a specialised customer care team to deal with customers who have requirements that, for whatever reason, fall outside the normal process. The customer care team can investigate the most efficient route to resolve the customer issue and send the customer written instructions (and perhaps a case number) and process maps to reach a conclusion. This will remove the “guess work” associated with “out of bounds” situations that inevitably arise.

Appendix G. Operational Finance

It is imperative that Government of Dubai Contact Centre Standards are achieved whilst expending reasonable financial budgets. This appendix explains the financial environment in which Government of Dubai contact centres are expected to operate and monitor. It is critical for contact centre operators to gain a thorough understanding of a contact centre's financial variables.

It is recognised throughout this document that some of the financial data is based on 'best estimates'. For example, for the purposes of simplifying the reporting mechanism whilst maintaining operational reliability, a straight-line depreciation period of 5 years is used for all capital purchases. Upgrades to capital purchases are assumed to extend the life of the investment for two years. Calculations are based on years rather than months. Capital Expenditures (CAPEX), not yet 'written off', is considered as 'capital employed' or 'capital remaining' to indicate the amount of capital still 'tied up' in investments. The mechanisms used in this section are for the purposes of tracking financial expenditures within the context of these standards and should not be used for reporting the financial aspects of the contact centre anywhere else.

G1. HR Finance

People are the core of any contact centre. HR Finance deals with expenditures related to their staff. They are the ones interacting with customers and running operations in the background. Contact centres need to be aware of the number of employees that they have and the average salary costs (including all benefits and incentives, allowances for transport, education, etc.) in three different categories:

Captive Operations Staff

- Agents
- Team leaders
- Supervisors
- Managers

Contracted Staff (In-sourced)

- Agents
- Team leaders
- Supervisors

OSF Staff

- OSF Analysts/Trainers/Coaches etc.
- OSF Team leaders
- OSF Supervisors

Contact centres need to be able to apportion the staff resources across the various touchpoints, based on how staff were utilised during the calendar month. Staff resources should be allocated by Full Time Equivalent (FTE). Thus, if a staff member spends 1/3 of their time handling emails, it is 33% of an FTE. Similarly, if a staff member was not in attendance for 2 days out of 20 working days in a month they would account for 10% of an FTE on "Unapproved Leave".

"Approved Leave" is reserved for pre-scheduled leave such as vacation. "Unapproved Leave" is leave that was not approved or was approved at very short notice. Emergency leave, even if approved by a manager, is considered as unapproved leave.

Typically, the HR data would be extracted from expense accounts, Income and Expenditure Statements or where applicable, Profit and Loss accounts. This data can be supplied by the accounts department or it can be captured from a reasonably robust and reliable source.

G2. Technology Finance

Technology finance analyses capital investments in technology. Contact Centres should analyse the following for each of their installed technologies:

1. Number of years that the system had been installed.
2. Number of licences, ports or users associated with the system
3. Total purchase price for hardware and software
4. Annual License Fees
5. Annual Maintenance Costs
6. Cost of upgrades not included in the License or Maintenance Costs
7. Years since last upgrade

Contact Centres should also be able to identify how much each of the systems is being utilized for the touchpoints that are addressed in these standards. Technologies may be shared – for example the IVR might be used to provide fully automated services to customers in addition to being utilised as an auto-attendant for skills-based routing or other queuing purposes. Contact centres should also be able to identify shared use of technology outside the contact centre. For example, the telephony system might be shared with the entire entity and the contact centre has control over the ACD component. Therefore, contact centres need to be able to apportion the use of the system outside of the contact centre accordingly.

G3. OPEX Finance

Besides HR and technology, contact centre operations need to monitor their operation expenditures (OPEX). This includes, but is not limited to:

- Admin staff costs
- Motivation expenses
- Connectivity costs
- Free phone costs
- Telephone usage costs
- Facilities costs (rent, car parking, cleaning, etc.)
- Utilities (Electricity, Water, excluding Telephone)
- External recruitment costs
- External QA costs
- External WFM costs
- Training costs
- Professional costs
- Insurance
- Outsourcing costs (if applicable)

If a contact centre is completely outsourced, then the only OPEX measure that the entity needs to be aware of is the outsourcing costs.

G4. Standard Operational Finance Model

There are a number of industry-accepted norms for operational finance. First and foremost, it is accepted that for customer contact centres, human resources will account for the largest portion of operational expense. While some touchpoints utilise very little HR (IVR, for example), other touchpoints are heavily HR dependent (contact centre, for example). However, globally, contact centres are considered financially healthy when operational finance is apportioned per the table below.

Table 8: Standard Contact Centre Operational Finance Model

Opex category	% of total opex	
HR Costs	65% - 75%	Fully inclusive of salaries, benefits, bonuses, incentives, insurance, employer costs, etc.
Network Costs	15% - 25%	Telecom and datacom costs including line rental, bandwidth, 'magic number rental' and usage fees
Technology Costs	5% - 10%	Inclusive of operational expenses (maintenance) + depreciation
Overhead Costs	5% - 15%	All other opex costs including facilities rent or mortgage, utilities, maintenance, etc.

When entities are faced with apportionments that do not adhere to this model they should reflect on the situation and query the reason behind it. Management's analysis and interpretation should include their interpretation or reasoning for any differences noted. For example, a contact centre that handles vast amounts of automated calls or very short, directory service calls may not conform to the above. Non-conformance is not a problem as long as it is explained and understood.

If one or more areas are demonstrating higher OPEX drain, then other areas will, by definition, demonstrate lower OPEX drain. Managers must consider the 'full picture' and should avoid focusing on one operational area at a time as that will often lead to incorrect hypotheses.

Entities should strive to provide 24x7x365 service, primarily via remote touchpoints and self-service channels. As the emerging touchpoints roll out and entities are better equipped with self-service facilities and tools, there will be both a shift in the apportioning of OPEX and an improvement in operational finance consistency across entities.

G5. Cost-per-Contact

Perhaps the most important financial metric for any contact centre is the overall Cost-per-Contact. Arriving at a reasonably reliable Cost-per-Contact is a relatively simple exercise and it is an absolutely essential component of good contact centre management practice. Apart from the many other benefits, it allows operators to consider the impact of their decisions on Cost-per-Contact versus the relative change in contact value as a result of the same initiatives. If Cost-per-Contact increases without any resultant increase in contact value, then the decision is not justified and needs to be re-evaluated.

Driving Cost-per-Contact lower is always desirable but only if it does not negatively impact the customer experience (and included therein is customer effort and customer satisfaction) or the employee experience (measured via ESAT).

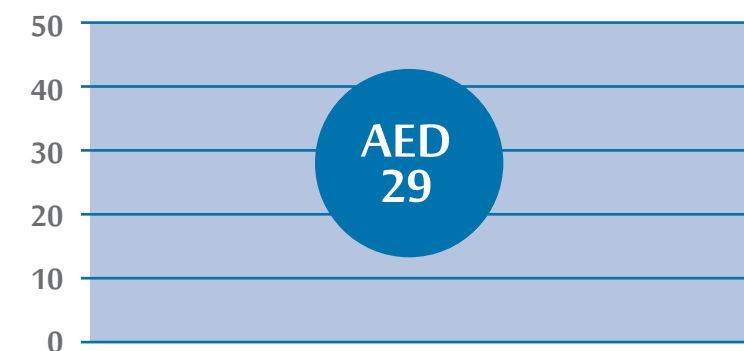
Thus, Cost-per-Contact provides fantastic insight into the viability of management initiatives and the true impact of operational results.

Generally speaking, from a contact centre only perspective, Cost-per-Contact can be as low as AED 14 -18 and if there is a significant proportion of automated service, this number can be lowered further. It is normal for emerging touchpoints to have a higher Cost-per-Contact - Web chat and Social Media costs are notoriously high, for example.

Over time, the goal of these standards will be to implement initiatives to drive Cost-per-Contact lower while maintaining or improving experiential aspects. It is only via the analysis of financial data and performance dynamics that contact centres will be equipped with sufficient information to establish valid Cost-per-Contact initiatives.

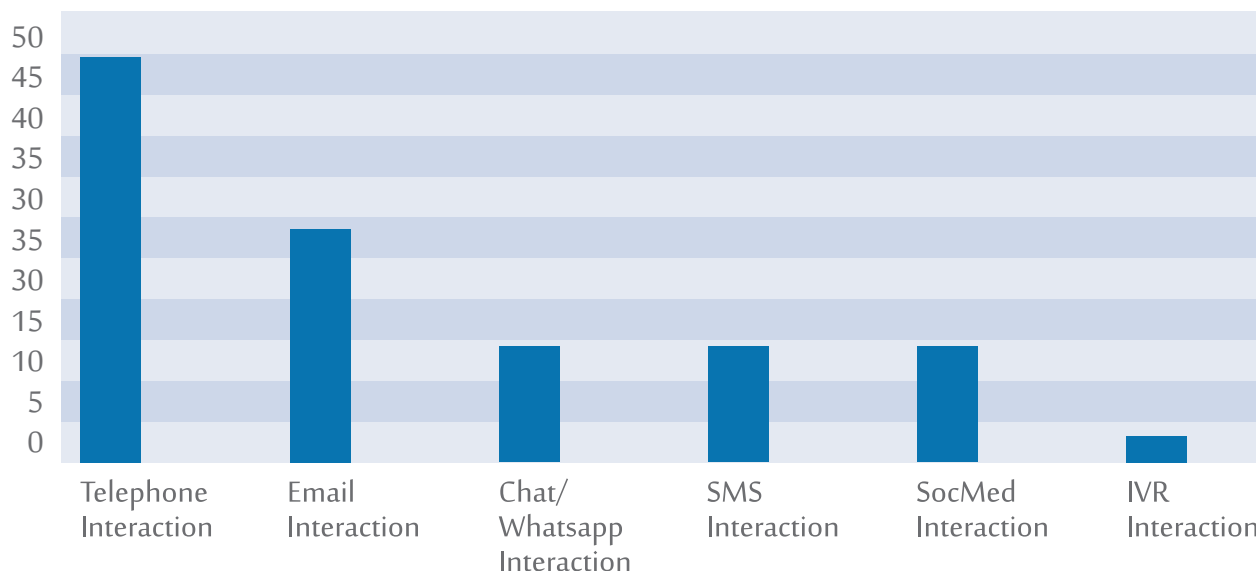
Cost-per-Contact can be reported in two formats:

- The first “ABSOLUTE” format demonstrates the calculated Cost-per-Contact

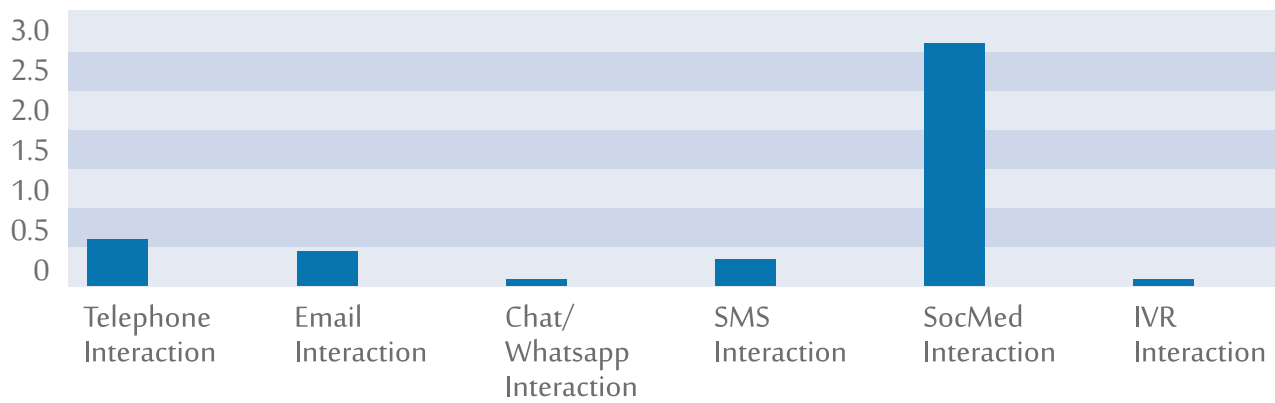


Absolute Cost-per-Contact (AED)

- The second presentation format is ‘relative’ and presents the Cost per Interaction by touchpoint in addition to the Cost per Second (seconds of workload).



Relative Cost-per-Contact (AED)



Relative Cost per Workload Second (AED)

G6. CAPEX Limits Of Investment

Capital expenditure is often overlooked or inadequately considered by contact centre managers. Investment in technology constitutes almost all contact centre capital investment and in this regard contact centres may over-invest or under-invest.

Generally speaking, if the OPEX impact of CAPEX is limited to the proportions illustrated in the Standard Operational Finance Model then the investment level is at least 'healthy'. The exact nature of that investment must then be considered to decide if the financial returns are positive.

With all of the financial data intact, operations can make relatively easy decisions. For example, CAPEX investment should provide a value return that is greater than the monthly financial impact of the investment (depreciation + OPEX). If this is not the case, then the investment will likely cause more problems than it solves.

Some technologies are non-negotiable. For example, a contact centre must have an ACD. If the current ACD fails and needs to be replaced, then the CAPEX decision is already made. But, other technologies are discretionary. One technology that should be considered carefully before investing in it is IVR. Another such technology is the Workforce Management system (WFM).

Prior to approving any CAPEX investment, management should seek commitments for resultant Cost-per-Contact reduction OR contact value increase from the operations team and the operations team should be tasked with delivering the result without unanticipated negative consequences such as reduced CSAT or reduced NPS.

References and Resources

Below is a list of useful references and resources that will be of value to those who want to review some of the leading international publications relating to contact centres and customer experience.

- **Cleveland, B.** (2012). *Call Centre Management On Fast Forward: Succeeding in the New Era of Customer Relationships*.
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- **Kahneman, D., Diener, E., and Schwarz, N.** (1999). *Well-Being. The Foundations of Hedonic Psychology*.
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- **Kim, W. C. and Mauborgne, R.** (2005). *Blue Ocean Strategy*.
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- **Smith, S. and Milligan, A.** (2002). *UNCOMMON PRACTICE. People Who Deliver A Great Brand Experience*.
- **Smith, S. and Wheeler, J. L.** (2002). *Managing the Customer Experience. Turning Customers into Advocates*.

About the Executive Council

The Executive Council of Dubai, formed by Law # 3 in 2003, is the supreme decision-making body that directs and ensures the implementation of the Emirate's policies as set out in the Dubai Plan 2021 and for all other major policy decisions. The Council, chaired by His Highness Sheikh Hamdan Bin Mohammed Bin Rashid Al Maktoum, the Crown Prince of Dubai, consists of the Director Generals of government entities. The Council drafts and submits public policies, laws and decrees, and oversees the implementation of local and federal laws. It advises the establishment of local government entities and reviews projects. It supervises the performance of the entities and leads the ongoing process of improvement to effectively transform government entities into accountable, high-performing, audience-focused organizations.

About The General Secretariat of the Executive Council

The Secretariat provides strategic support to the Council through reviews and recommendations in public policy development, public administration improvement, through improving government services, government communications, excellence as well as performance management and coordinating activities of Council and Sector Committees.

About Dubai' The Model Centre

An entity under the General Secretariat of the Executive Council, chaired by His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai. Dubai' The Model Centre aims at enhancing public services in Dubai to unprecedented leading levels. The Centre aims also at motivating government entities to improve their services using the methodologies and tools of Dubai Model for Government Services, and encourages cooperation and exchange of knowledge among the various government entities. Dubai' The Model Centre works on the study, documentation and dissemination of best practices in public services' competitiveness locally as well as globally, and launches intelligent and strategic tools and systems to support the decision making process in this field.

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