



NSAI
Standards

Irish Standard
I.S. EN 15838:2009

Customer Contact Centres - Requirements for service provision

I.S. EN 15838:2009

Incorporating amendments/corrigenda issued since publication:

| | | |
|--|--|---|
| <i>This document replaces:</i> | <i>This document is based on:</i> EN 15838:2009 | <i>Published:</i> 4 November, 2009 |
| This document was published under the authority of the NSAI and comes into effect on: 27 November, 2009 | | ICS number: 03.080.30 |
| NSAI 1 Swift Square, Northwood, Santry Dublin 9 | T +353 1 807 3800 F +353 1 807 3838 E standards@nsai.ie W NSAI.ie | Sales: T +353 1 857 6730 F +353 1 857 6729 W standards.ie |
| Údarás um Chaighdeáin Náisiúnta na hÉireann | | |

ICS 03.080.30

English Version

Customer Contact Centres - Requirements for service provision

Centres de contact clients - Exigences relatives à la
délivrance du service

Kundenkontaktzentren - Anforderungen für die
Leistungserbringung

This European Standard was approved by CEN on 5 October 2009.

CEN members are bound to comply with the CEN/CENELEC Internal Regulations which stipulate the conditions for giving this European Standard the status of a national standard without any alteration. Up-to-date lists and bibliographical references concerning such national standards may be obtained on application to the CEN Management Centre or to any CEN member.

This European Standard exists in three official versions (English, French, German). A version in any other language made by translation under the responsibility of a CEN member into its own language and notified to the CEN Management Centre has the same status as the official versions.

CEN members are the national standards bodies of Austria, Belgium, Bulgaria, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Norway, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden, Switzerland and United Kingdom.



EUROPEAN COMMITTEE FOR STANDARDIZATION
COMITÉ EUROPÉEN DE NORMALISATION
EUROPÄISCHES KOMITEE FÜR NORMUNG

Management Centre: Avenue Marnix 17, B-1000 Brussels

Contents

Page

| | |
|--|----|
| Foreword..... | 4 |
| Introduction | 5 |
| 1 Scope | 7 |
| 2 Normative references | 7 |
| 3 Terms and definitions | 7 |
| 4 Management Strategy and Policy | 8 |
| 4.1 General..... | 8 |
| 4.2 Job descriptions | 9 |
| 4.3 Operational roles and responsibilities | 9 |
| 4.3.1 General..... | 9 |
| 4.3.2 Human resources..... | 10 |
| 4.3.3 Information and communication technology (ICT) | 10 |
| 4.3.4 Quality assurance | 10 |
| 4.3.5 Training..... | 10 |
| 4.3.6 Operations management function | 10 |
| 4.3.7 Planning and control function..... | 11 |
| 4.3.8 Client organization management function | 11 |
| 5 Contact Centre agents | 11 |
| 5.1 Tasks and functions with regard to agents | 11 |
| 5.2 Requirements for agents | 11 |
| 5.2.1 General..... | 11 |
| 5.2.2 Communication and customer service | 12 |
| 5.2.3 Technical skills | 12 |
| 5.2.4 Specific skills and knowledge | 12 |
| 5.3 Recruitment process | 12 |
| 5.4 Training of agents | 13 |
| 5.4.1 General..... | 13 |
| 5.4.2 Ongoing training and coaching..... | 13 |
| 5.5 Performance | 13 |
| 5.6 Agents' satisfaction..... | 14 |
| 5.7 Agents' privacy | 14 |
| 6 Infrastructure..... | 14 |
| 6.1 Communication channel | 14 |
| 6.2 Contact management (hardware and software tools)..... | 14 |
| 6.2.1 Confidentiality and data protection | 14 |
| 6.3 Working environment..... | 14 |
| 6.4 Back-up systems | 15 |
| 7 Processes | 15 |
| 7.1 Introduction | 15 |
| 7.2 Agreement with the client organization | 15 |
| 7.3 Service statistics..... | 15 |
| 7.4 Handling deviations..... | 16 |
| 7.5 Monitoring process quality | 16 |
| 7.6 Workforce management..... | 17 |
| 7.7 Access channels..... | 17 |
| 7.8 Complaints processing - CCC service | 17 |
| 7.9 Privacy | 18 |
| 7.10 Business continuity plan | 18 |

| | | |
|----------------|--|-----------|
| 8 | Customer satisfaction | 18 |
| 8.1 | Introduction | 18 |
| 8.2 | Customer satisfaction survey | 19 |
| 8.2.1 | General | 19 |
| 8.2.2 | Results | 19 |
| 8.3 | Complaints analysis | 19 |
| 8.4 | Customer protection | 20 |
| 9 | Social responsibility | 20 |
| Annex A | (normative) Mandatory KPIs | 21 |
| A.1 | KPIs for agents | 21 |
| A.2 | KPIs for customers | 22 |
| A.3 | KPIs for processes | 23 |
| A.4 | KPIs for contact quality | 24 |
| A.5 | KPIs for infrastructure | 24 |
| Annex B | (informative) Recommended KPIs | 25 |
| B.1 | KPIs for client organization | 25 |
| B.2 | KPIs for processes | 25 |
| B.3 | KPIs for efficiency | 26 |
| B.4 | KPIs for customer and/or client organization complaints | 26 |
| Annex C | (informative) Best practice guidelines for client organizations | 27 |
| Annex D | (informative) Recommended skills for management and strategy in a Customer Contact Centre | 29 |
| D.1 | General | 29 |
| D.2 | Operations management function | 29 |
| D.3 | Client organization management function | 29 |
| | Bibliography | 31 |

Foreword

This document (EN 15838:2009) has been prepared by Technical Committee CEN/TC 375 "Project Committee - Customer Contact Services", the secretariat of which is held by NEN.

This European Standard shall be given the status of a national standard, either by publication of an identical text or by endorsement, at the latest by May 2010, and conflicting national standards shall be withdrawn at the latest by May 2010.

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. CEN [and/or CENELEC] shall not be held responsible for identifying any or all such patent rights.

According to the CEN/CENELEC Internal Regulations, the national standards organizations of the following countries are bound to implement this European Standard: Austria, Belgium, Bulgaria, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Norway, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden, Switzerland and the United Kingdom.

Introduction

Customer contact centres (CCC) have an important role in the interaction between the organization purchasing the CCC service and their customers. CCCs do not always live up to the customers' expectations (e.g. long queuing times, failure to answer queries promptly and efficiently, and impersonal treatment). They vary in their levels of service quality and consumer protection, and work to many different standards and levels of efficiency.

This European standard has been developed in response to European Commission mandate M/378. The Mandate states that the goal of the standard is to provide quality of service requirements for contact centres, common to all centres, and irrespective of the service sector, technical approach to the provision of the service, or the service provider. The standard applies to both in-house customer contact centres as well as outsourced centres. The standard has been devised to benefit both of these types of contact centre and the customers who make use of their services.

Whilst the standard is voluntary, it aims to bring the following advantages to those that adopt it:

- a) improvements in customer contact quality, which can give a competitive edge to the organization and avoids the risk of customer criticism about poor service or service failure;
- b) cost efficiencies through better processes and a better understanding of the customer contact service, whilst maintaining quality outcomes and effectiveness;
- c) improvements in staff retention through understanding and valuing the staff contribution to customer service and outcomes; and
- d) customer satisfaction.

This European Standard aims to encourage the development of services, which are effective, high quality and cost-efficient and which meet customers' expectations. It addresses a number of areas, using a balanced approach.

The European Standard is visualized in the framework in Figure 1. Each Customer Contact Centre is organized in seven categories: four enablers inside the organization and three result areas.

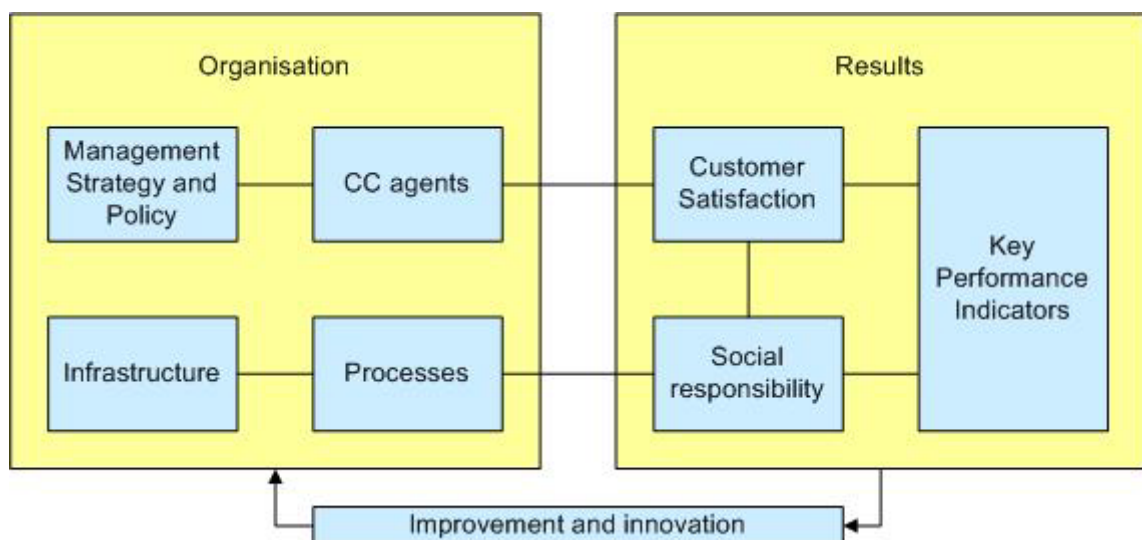


Figure 1 – Customer Contact Centre framework

Implementing the standard should improve both customer service and business success. It is designed to achieve customer, staff and stakeholder satisfaction. It should create a culture of continuous improvement and foster increased understanding of the value of the customer contact centre.

Figure 2 gives an overview of what can be provided through customer contact centres.

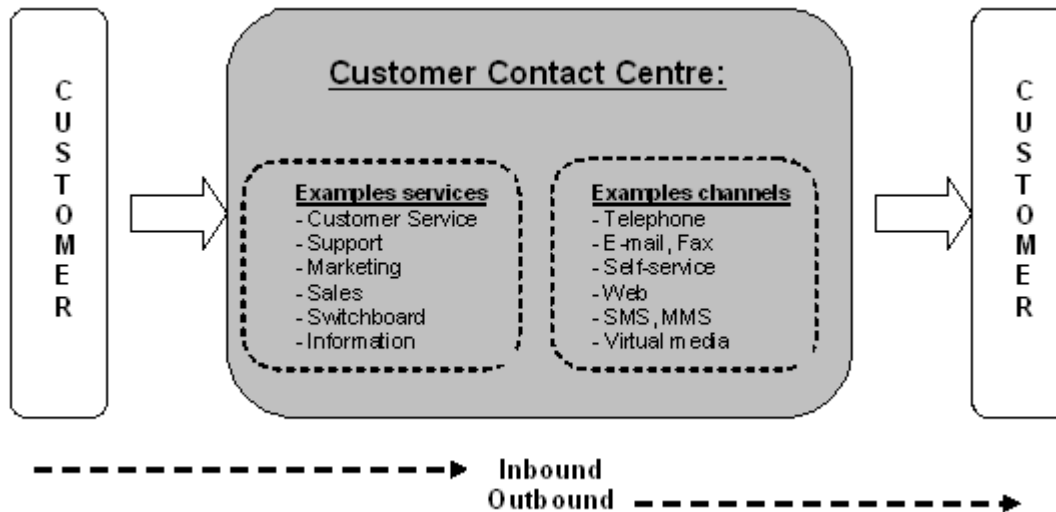


Figure 2 – Overview of what can be provided through customer contact centres

1 Scope

This European Standard specifies the requirements for customer contact centres. It aims to provide customer focused best practice designed to meet customer expectations. This standard applies both to customer contact centres that are in-house and those that have been outsourced.

This European Standard focuses on the performance quality at the point of contact between the customer and the CCC.

2 Normative references

The following referenced documents are indispensable for the application of this document. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

Not applicable.

3 Terms and definitions

For the purposes of this document, the following terms and definitions apply.

3.1

CC agent agent

person working for a customer contact centre (CCC), whose primary role is the handling of customer contacts

NOTE 1 Examples of customer contacts are calls, e-mails, fax, and web inquiries.

NOTE 2 The role of an agent can vary from contact handling to complex problem solving activities.

3.2

client organization

organization for which the CCC works

NOTE A client organization can be part of the internal organization (e.g. CEO or Marketing department), as well as an external organization.

3.3

complaint

expression of dissatisfaction made to an organization, related to its products, or the complaints-handling process itself, where a response or resolution is explicitly or implicitly expected

[ISO 10002:2004, 3.2]

3.4

consumer

individual member of the general public purchasing or using goods, property or services for private purposes

[ISO 14025:2006]

This is a free preview. Purchase the entire publication at the link below:

[Product Page](#)

-
- [Looking for additional Standards? Visit Intertek Inform Infostore](#)
 - [Learn about LexConnect, All Jurisdictions, Standards referenced in Australian legislation](#)
-