



Global Benchmarking Series, 2022

Contact Center Quality Assurance

May 2022

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Who We Are



01

Introduction

Preface

Key Findings



Preface

We are pleased to bring you our detailed monthly report on “Contact Center Quality Assurance.” Another term for quality assurance (QA) is transaction monitoring- however, we have chosen to use QA for this report.

QA programs are central to driving improvements in quality, customer satisfaction and efficiency in contact centres. A well-designed QA program provides a structured environment with clearly defined expectations. It ensures staff fully comprehend the impact their performance has on the customer experience and internal business goals.

Until fairly recently, QA has been a manual process of listening to calls and recording results. Still, manual transaction monitoring is quickly becoming a thing of the past as more contact centers are beginning to support QA with speech analytics and intelligent automation.

Directly linking automated approaches with manual results requires a thorough understanding of sampling methodologies and the ability to interpret statistics. This report shares detailed results from our global survey of executives about contact center QA processes, applied approaches, use of technology, calibration of monitoring staff and more.

We hope you find the report helpful for understanding the industry’s present landscape and its direction regarding QA programs and determining how your operations compare to other contact centers globally.

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Key Findings



QA programs at contact centers

- 76% of surveyed executives stated 'quality' is a theme in their Statement of Direction
- 92% of the corporate respondents said their organizations have a QA program
- 52% of the executives said their organizations use a combination of Independent Quality Team and Supervisors / Team Leads
- **Remote recorded monitoring** is the most common approach by the executives for QA monitoring – with 95% of the executives stating their organizations use

Technologies for QA programs

- 73% of respondents said their organizations use a quality specific software for their QA programs
- 79% of the executives say their organizations use speech analytics for their QA programs

Measuring performance of QA programs

- 74% of the executives stated their organizations measure all the three metrics, namely Customer Critical Error Accuracy, Business Critical Error Accuracy, and Compliance Critical Error Accuracy as a part of their QA programs
- Data reveals that organizations tend to overestimate their First Contact Resolution rates when compared to customer reported data – this is true for both Human Assisted Channels and Self-service Technologies (SSTs)
- 75% of the interviewed executives stated their organizations try to understand the relationship between QA data and customer satisfaction
- 95% of the interviewed executives said their organizations analyse the results of quality monitoring to identify common errors

Calibration for QA staff

- 89% of the executives asserted their organizations have a calibration process in place for the individuals performing quality monitoring
- 86% of the executives stated they consider their calibration process for their QA programs to be effective

A woman with dark hair, wearing a black headset with a microphone, is smiling and looking down at a laptop. She is wearing a dark-colored shirt with white polka dots. The background is a blurred office environment with shelves and windows. A large, semi-transparent blue circle is overlaid on the left side of the image, containing the text.

02

Quality Assurance (QA) Programs

An Introduction

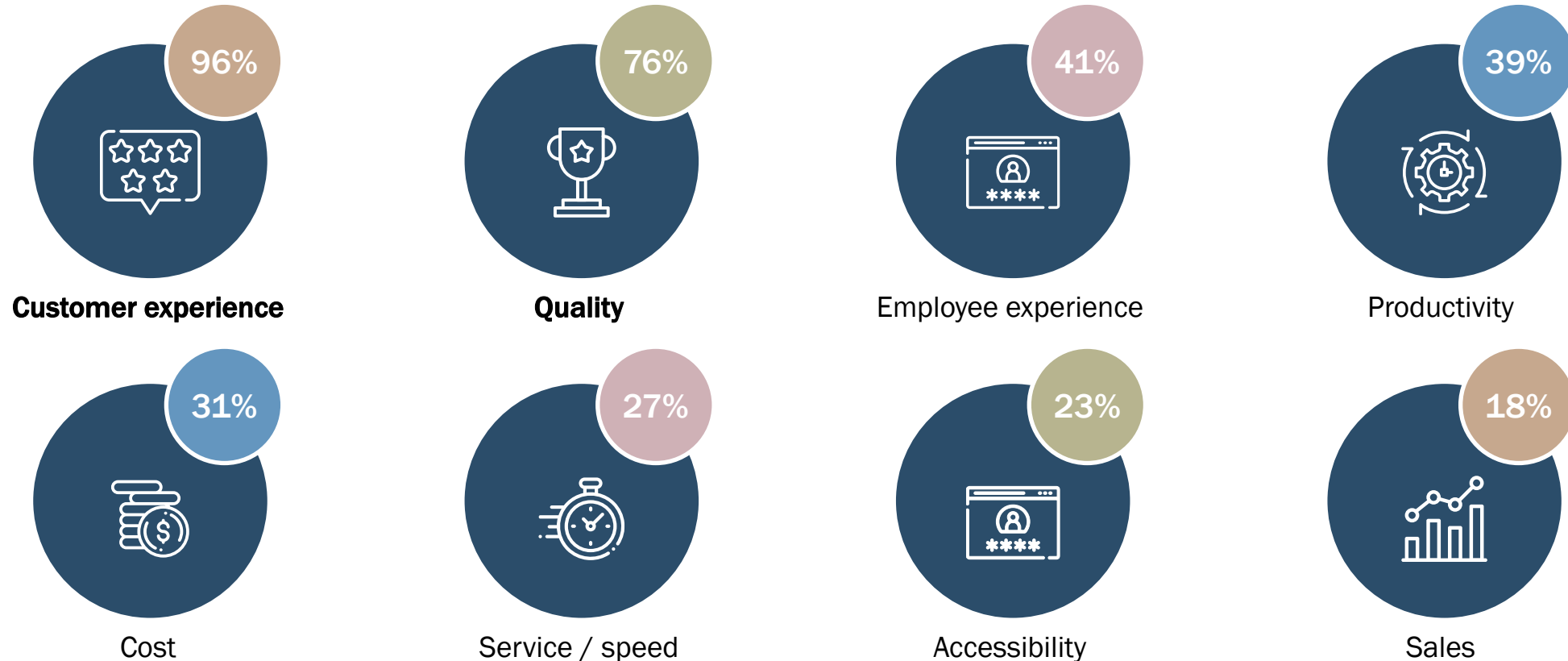
The Use of QA Programs

QA Monitoring – Who Conducts?

QA Monitoring

'Quality' emerges as an important theme in 'statement of direction' of organizations

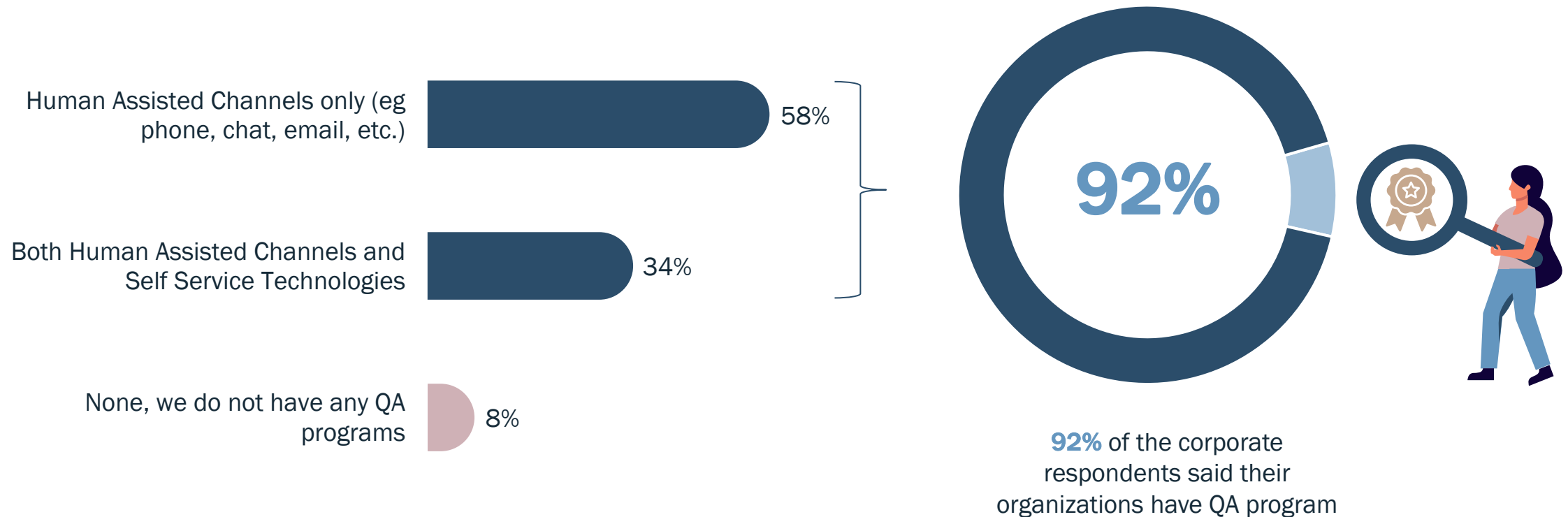
Which of the following themes does your Statement of Direction address? (Please select all that apply)



'Quality' emerges as the second most included theme in the Statement of Direction by organizations

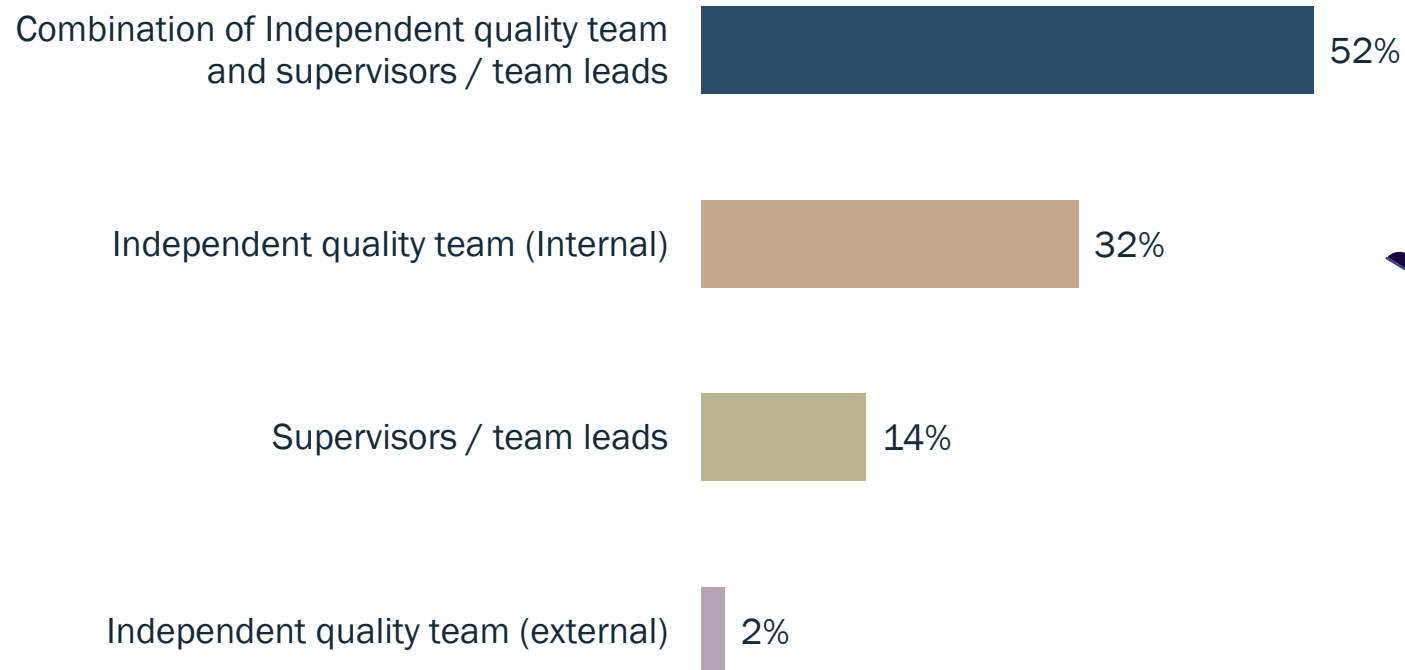
The Use of QA Programs

Does your organization have a Quality Assurance (QA) Program in place for any of the following channels?



QA Monitoring – Who Conducts?

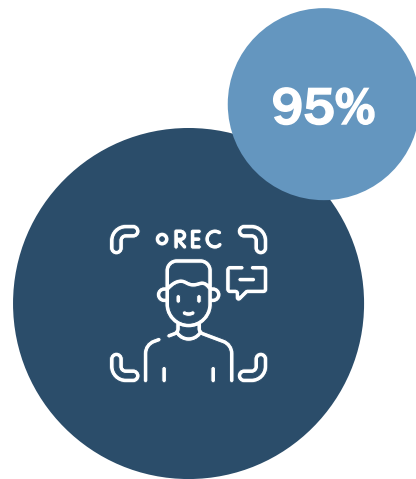
Who conducts your QA Monitoring?



52% of the executives said they use a combination of independent quality supervisors and team leads for QA monitoring

QA Monitoring – Approaches

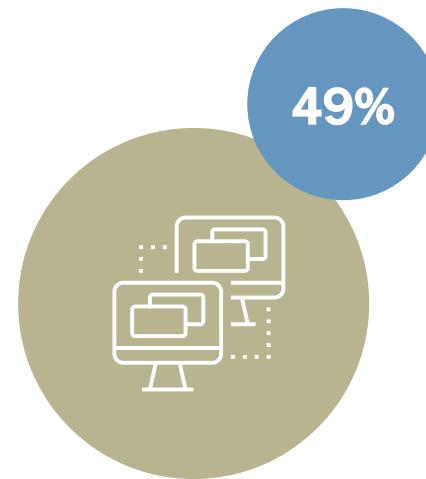
Which of the following approaches do you use for QA Monitoring? (Select all that apply)



Remote recorded monitoring



Side-by-side monitoring



Remote live monitoring

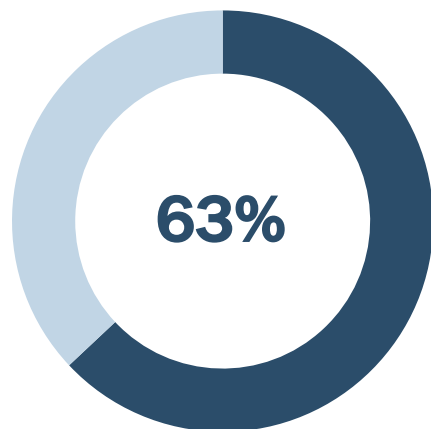
Remote recording is the most common approach for QA monitoring

36% of the respondents said their organization uses all three methods of monitoring

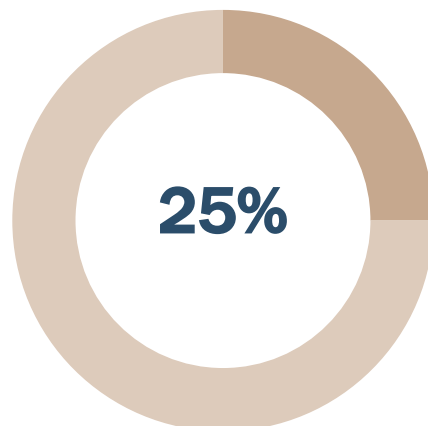


QA Monitoring – Selection of transactions to be monitored

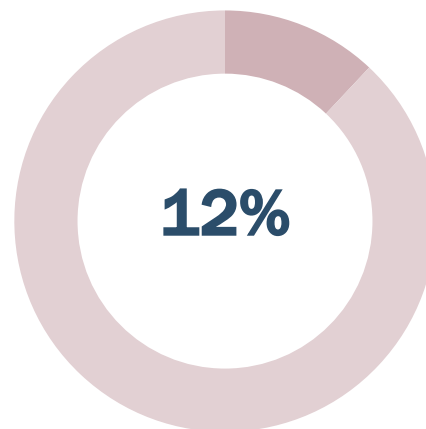
How do you determine which transactions are selected to be monitored as part of your QA program?



Selected randomly



Selected by QA assessor



Others*



COPC CX Standard for Contact Centers, 7.0 requires that methodology used to select the sample of interactions to be monitored or checked to be unbiased

63% of the executives stated they randomly select the transactions to be monitored by their QA program

* Others include mandatory sample being selected fully at random + targeted call listening to monitor performance gaps; a combination of both; automated sampling process based on defined guidelines/criteria; call per executive etc.



03

QA Technologies

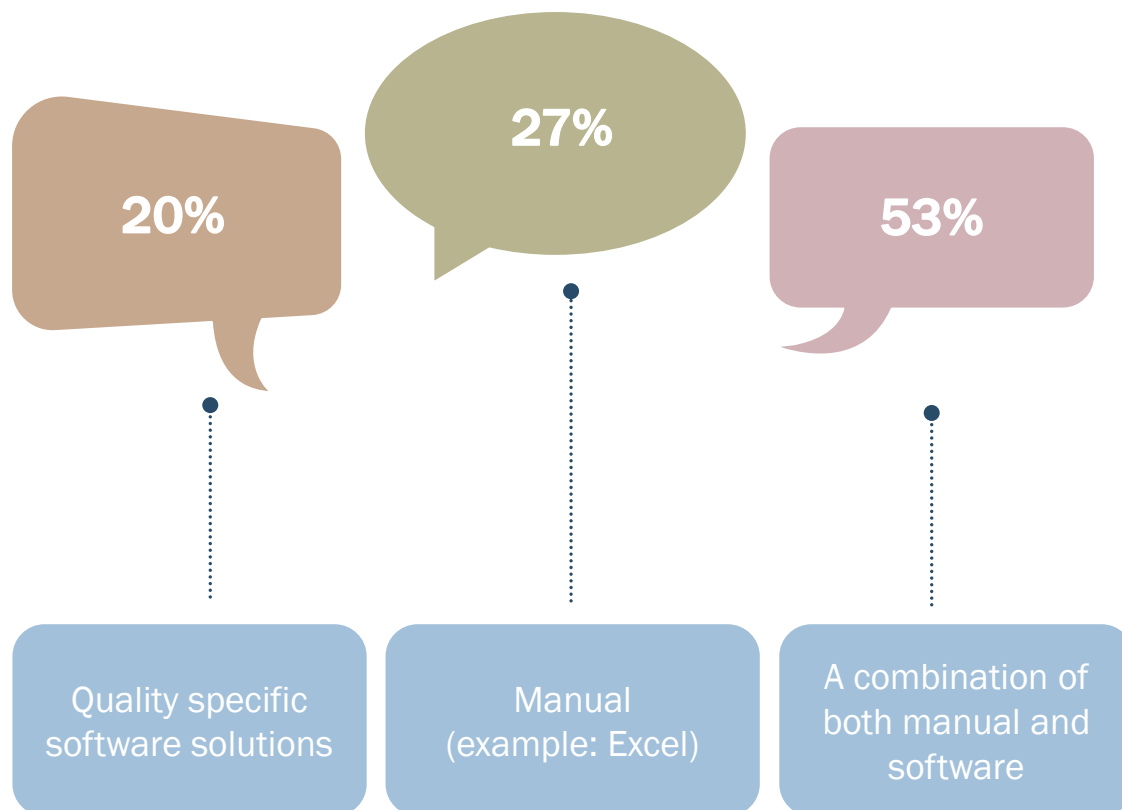
Technology for Quality Assurance (QA)
Programs

Quality Assurance Software

Use of Speech Analytics for QA Programs

Technology for Quality Assurance (QA) Programs

Which systems or tools do you use to conduct your Quality Assurance Program?



73%

of respondents stated their organizations use a quality specific software for their QA programs



Directionally, a higher proportion of in-house contact centers stated they use **only manual tools** for their QA programs (30% In-house vs 25% OSPs)

Quality Assurance Software – Market Share and Satisfaction



NICE has higher satisfaction among the corporate respondents using a QA software

Market for QA Software is fragmented with multiple players leading to no single provider enjoying a sizeable share

Also, 5% of the respondents (essentially from OSPs) stated QA software is often provided by the clients

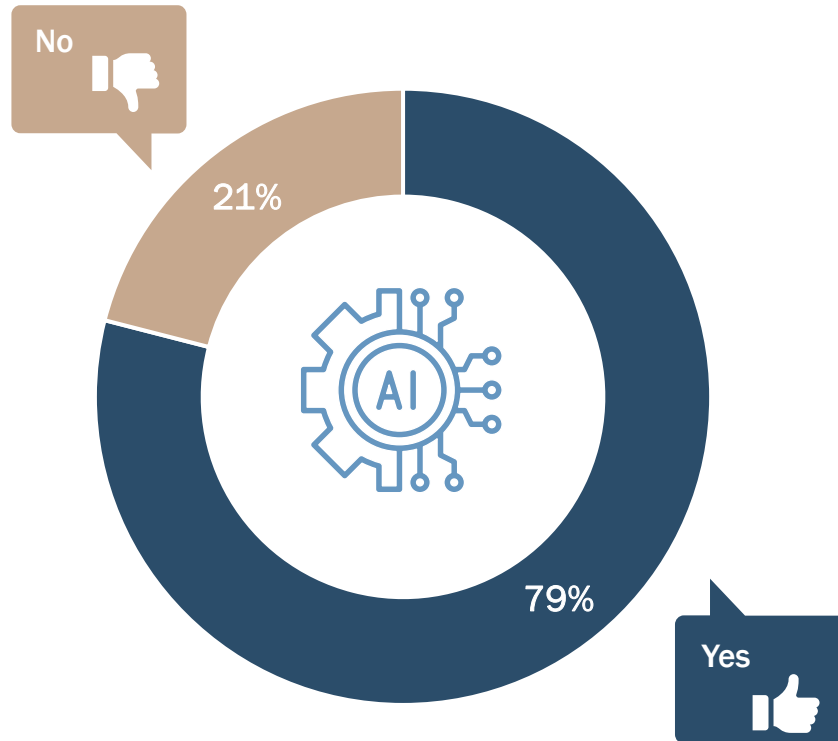
Some of the 'other' providers include:

- Avaya
- CallMiner
- HigherGround
- Observe.AI
- Playvox
- RevealCX*

*COPC Inc. Approved Technology Provider. (Please refer to slide 35 for more details)

Use of Speech Analytics for QA Programs

Do you use speech analytics to support your QA program?



79% of the executives state their organizations use speech analytics for their QA programs

A blue-tinted photograph of two call center agents, a man and a woman, wearing headsets and looking at their workstations. The man is on the left, and the woman is on the right. They are both smiling slightly. The background shows other agents and office equipment.

04

Measuring Performance of QA Programs

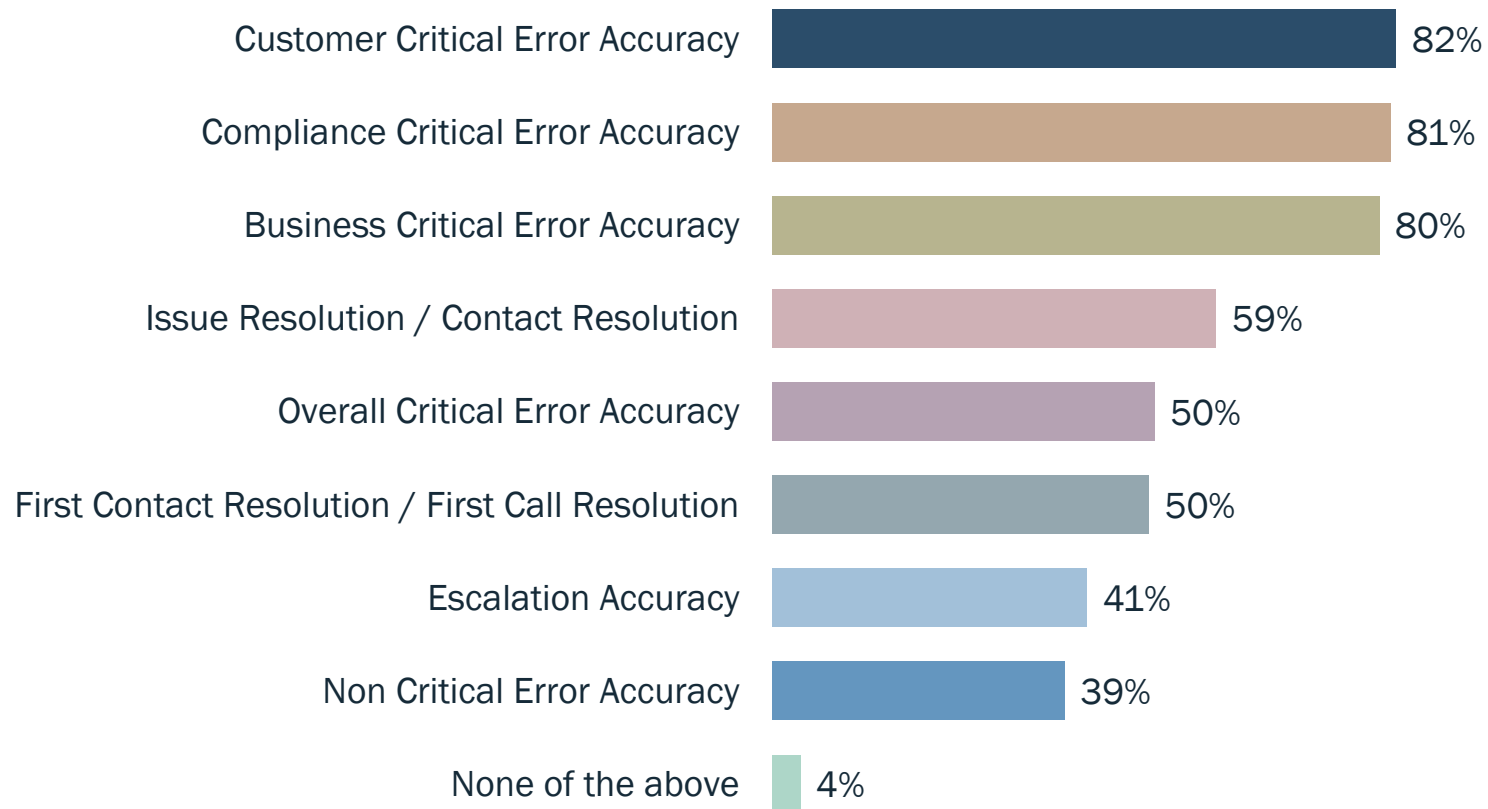
Metrics measured as part of QA Programs

Quality Monitoring and Customer Satisfaction

Use of quality monitoring to understand causes
of error

Metrics measured as part of QA Programs

Which of the following metrics do you measure as part of your QA program? (Select all that apply)



COPC CX Standard for Contact Centers, 7.0

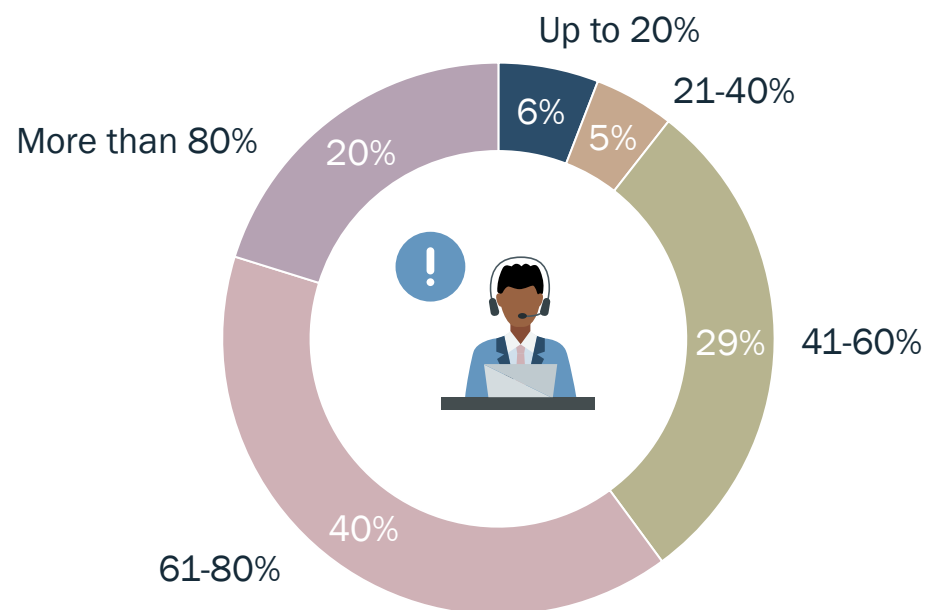
requires that for customer-facing processes, Customer Critical Error Accuracy, Business Critical Error Accuracy, and Compliance Critical Error Accuracy must be monitored or checked and assessed as distinct components of both human and digital assisted transactions

Only 74% of the executives stated their organizations measure all the three metrics namely:

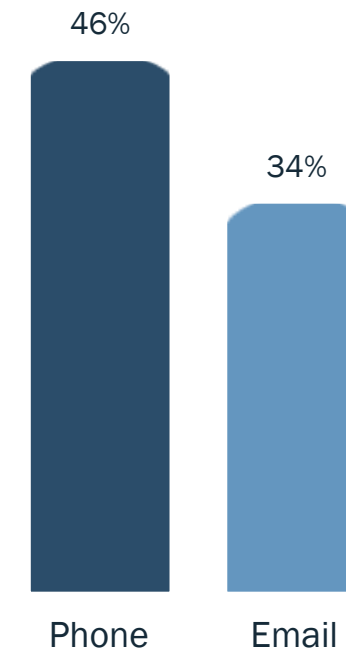
- Customer Critical Error Accuracy
- Business Critical Error Accuracy
- Compliance Critical Error Accuracy

First Contact Resolution (FCR) – Human Assisted Channels

FCR – Corporate View



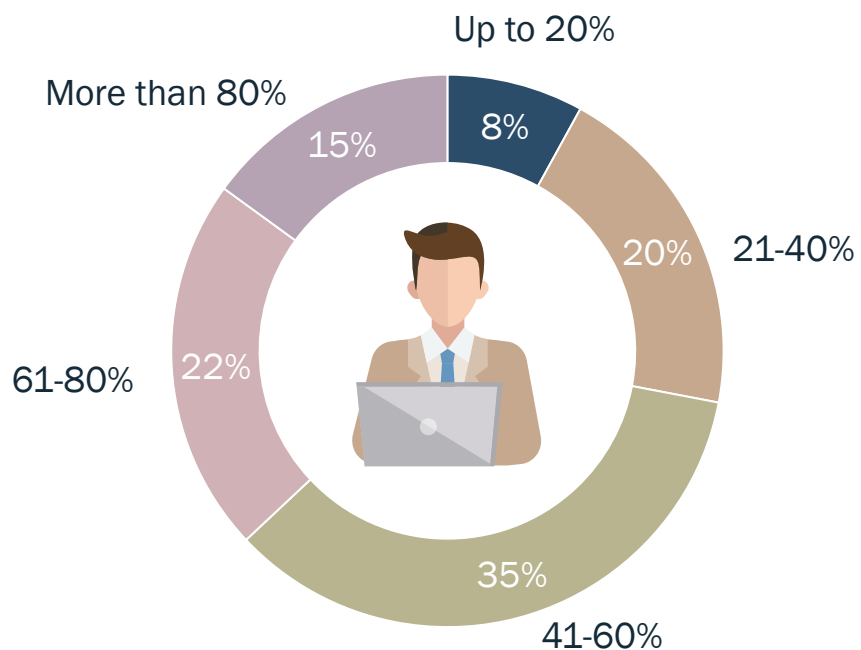
FCR – Customer View



When comparing first contact resolution (FCR) results to direct customer research, organizations seem to be reporting inflated FCR rates. Often, measurement techniques are to blame as they do not reflect the true experience. For example, not measuring the percentage of customers who don't call back within 24 hours

First Contact Resolution (FCR) – Self-Service Technologies (SSTs)

FCR – Corporate View

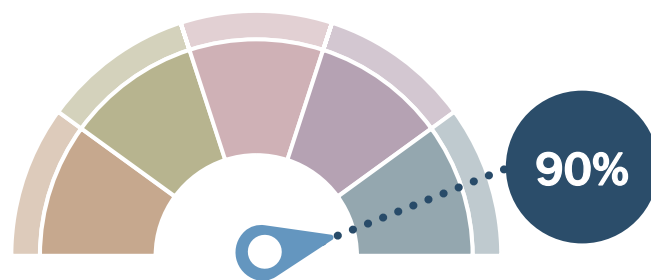


FCR – Customer View



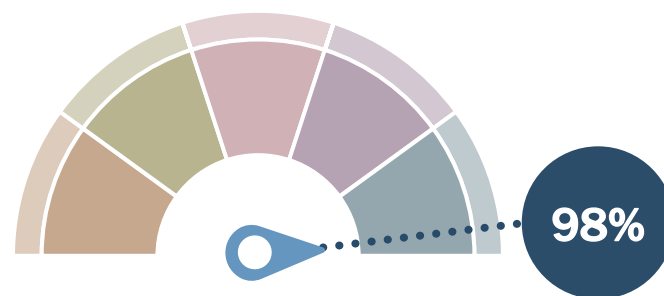
The corporate view for FCR for self-service service technologies is higher than customer-reported data. The FCR figure of 40% is close to the assisted channel (e.g., Phone, Email, Webchat) performance of 46%. Keep in mind that, on average, lower complexity transactions are more likely to be handled by SST while higher complexity flow to human-assisted channels

COPC Inc. Accuracy Benchmarks – Mean %*



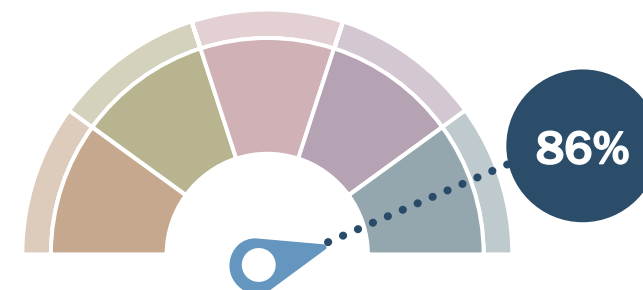
Customer Critical Accuracy

% transactions monitored without end-user critical errors



Compliance Critical Accuracy

% transactions monitored without compliance critical errors



Business Critical Accuracy


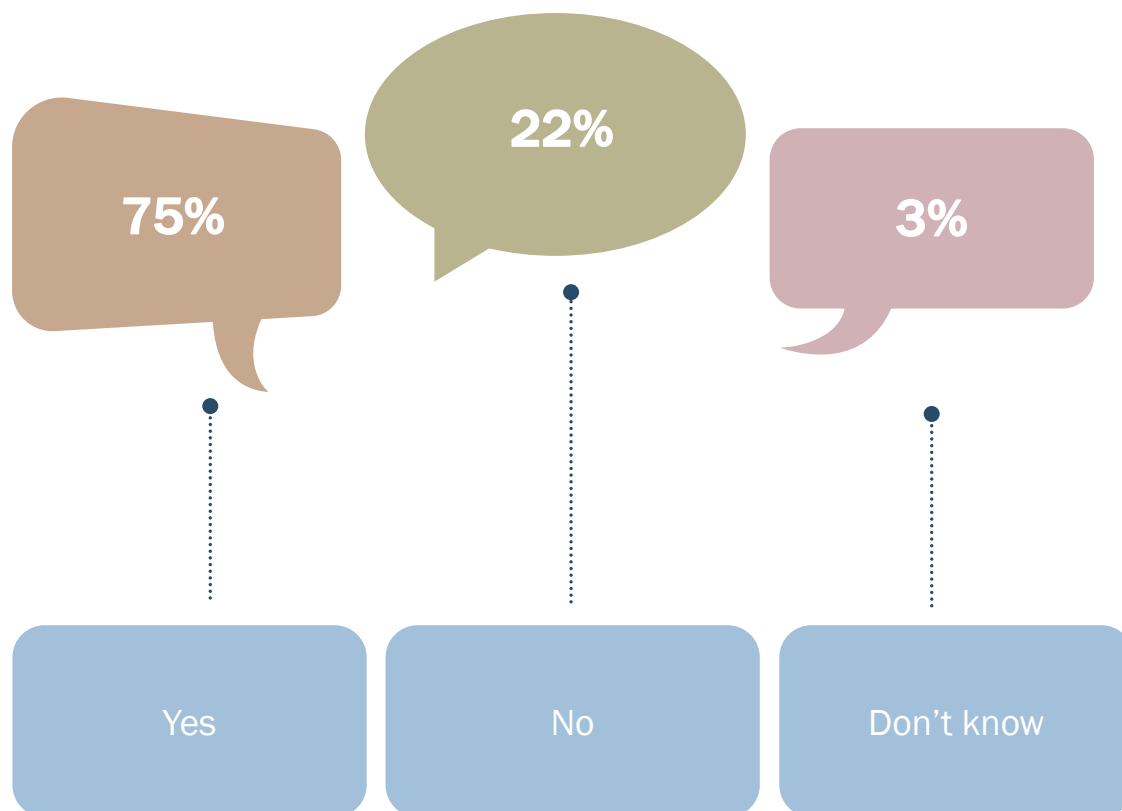
% transactions monitored without business-critical errors



* Based on SmartMarks, an aggregation of results and findings from COPC Inc's certification programs across regions

Quality Monitoring and Customer Satisfaction

Do you analyze the results of the quality monitoring to understand the relationship the QA data has with customer satisfaction?



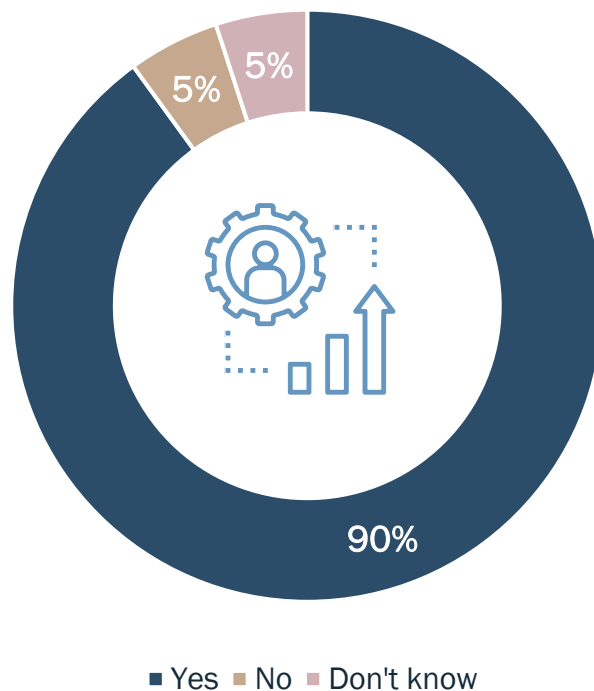
The **COPC CX Standard for Contact Centers, 7.0** requires that organizations must be able to demonstrate the relationship, at the attribute level, between its Customer Critical Error Accuracy performance and the results of the measures of the Customer Experience

Only 75% of the interviewed executives stated their organizations attempt to understand the relationship between QA data and customer satisfaction



Use of quality monitoring to understand causes of error

Do you analyze the results of the quality monitoring to understand and identify frequent causes of error? (i.e., most common errors)



COPC CX Standard for Contact Centers, 7.0 requires that organizations must have an approach for analyzing quality results to identify frequent errors **90%** of the interviewed executives stated their organizations analyse the results of quality monitoring to identify common errors



05

Calibrating and Monitoring QA Staff

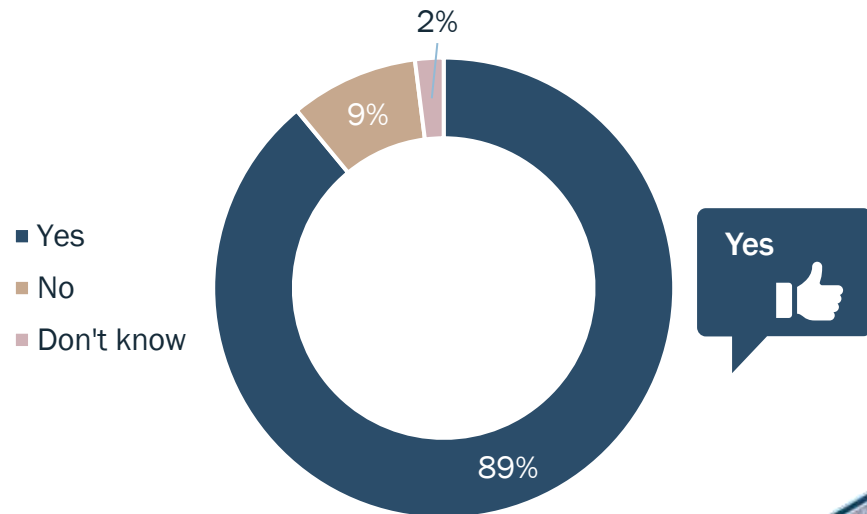
Calibration Process

Monitoring Agents / CSS

Typical Spans and Control for QA teams for outsources operations

Calibration for QA Staff at Contact Centers

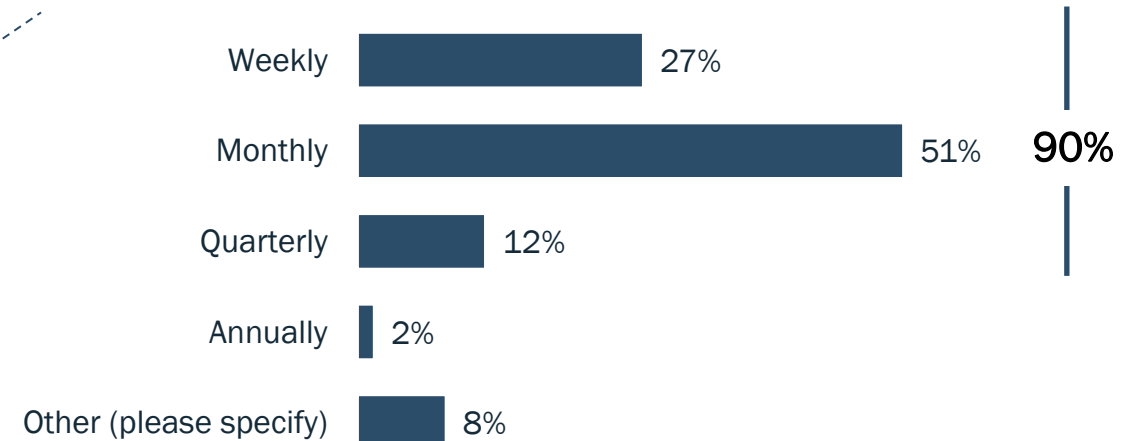
Do you have a calibration process in place to ensure that individuals performing monitoring are calibrated to ensure consistency?



COPC CX Standard for Contact Centers, 7.0 requires an organization's quality management approach to ensure that individuals performing monitoring or systems used for quality assurance checks are effective and calibrated to ensure consistency

89% of the executives asserted their organizations have a calibration process in place for the individuals performing quality monitoring

How frequently are individuals performing monitoring calibrated?

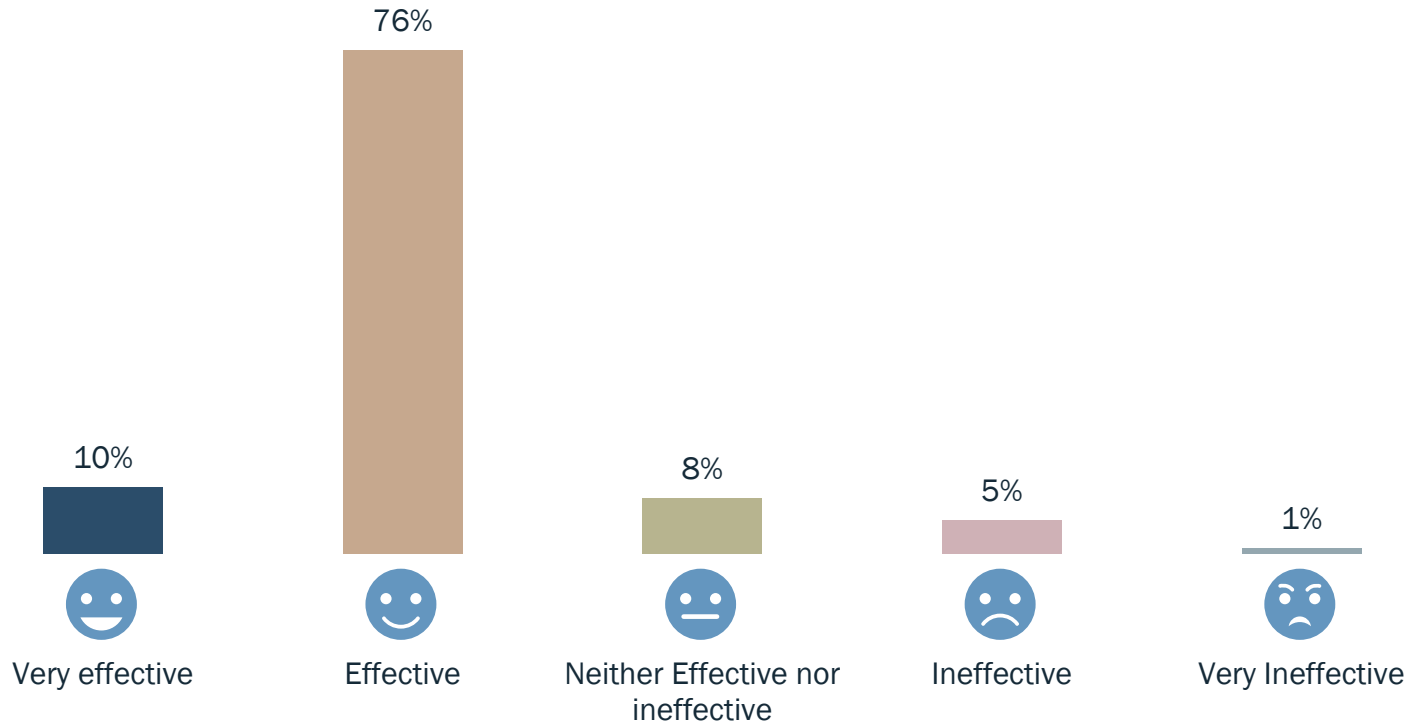


COPC CX Standard for Contact Centers, 7.0 states that all staff performing monitoring must be calibrated at least quarterly using a quantitative approach that measures calibration at the attribute level in comparison to a reference or gauge

90% of the surveyed executives stated, their staff performing quality monitoring are calibrated at least once a quarter

Effectiveness of Calibration Process

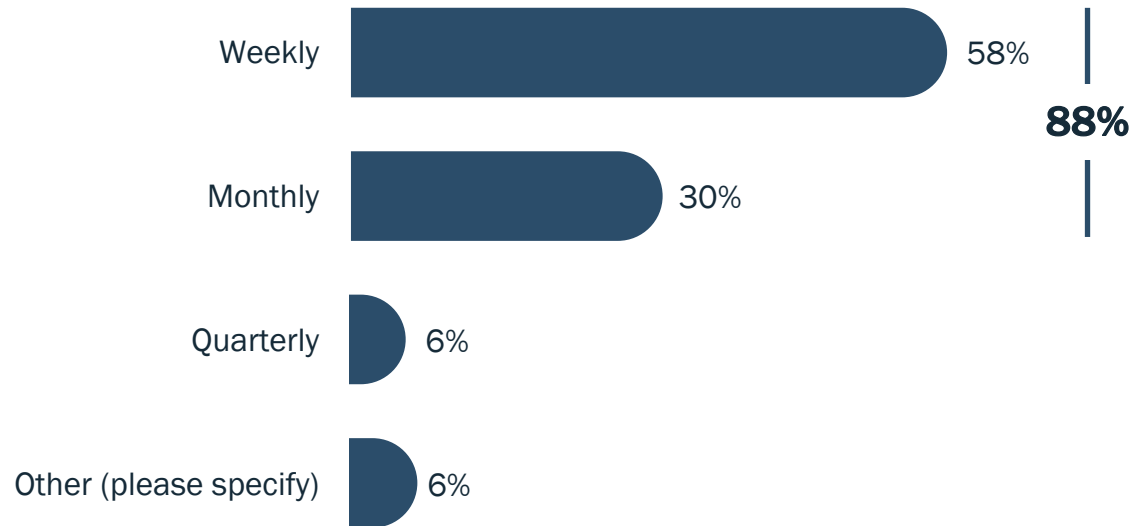
How effective do you consider your calibration process is?



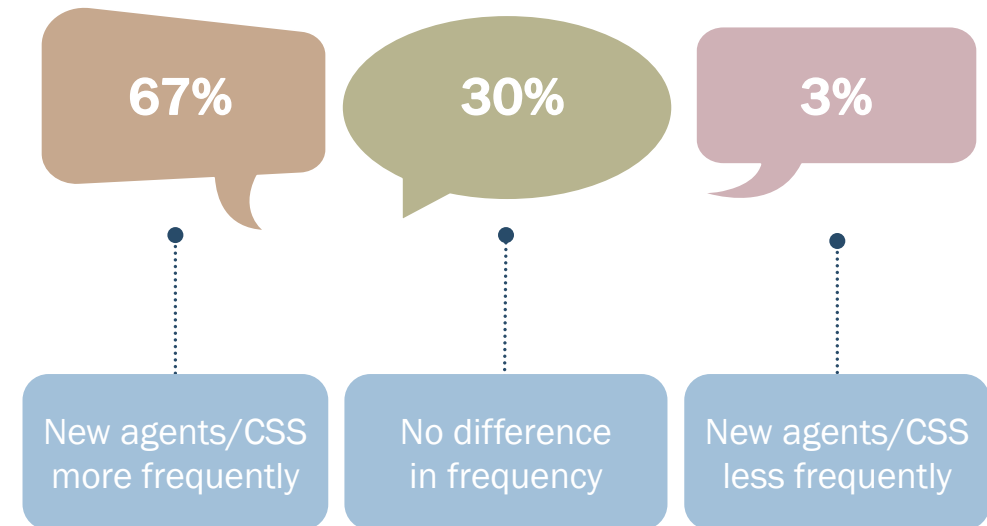
86% of the executives stated they consider their calibration process for their QA programs to be effective

Monitoring Agents – Frequency

How frequently are individual agents/CSS monitored?



Are tenured/experienced agents/CSS monitored at a different frequency from new agents/CSS?



COPC CX Standard for Contact Centers, 7.0 states that each agent/CSS should be monitored on an on-going basis for all transaction types (KCRPs) they handle. Each CSS must be monitored at least every month and must be monitored for each transaction type at least once each quarter

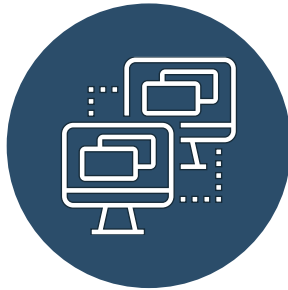
88% of the respondents stated their organizations monitor the agents/CSS, at least once a month



Monitoring Agents – Approaches

Which of the following approaches do you use for monitoring individual agents/CSS? (Select all the apply)

90%



Audio capture
(remote)

58%



Side-by-side
(live)

41%



Screen capture
(remote)

5%



Others



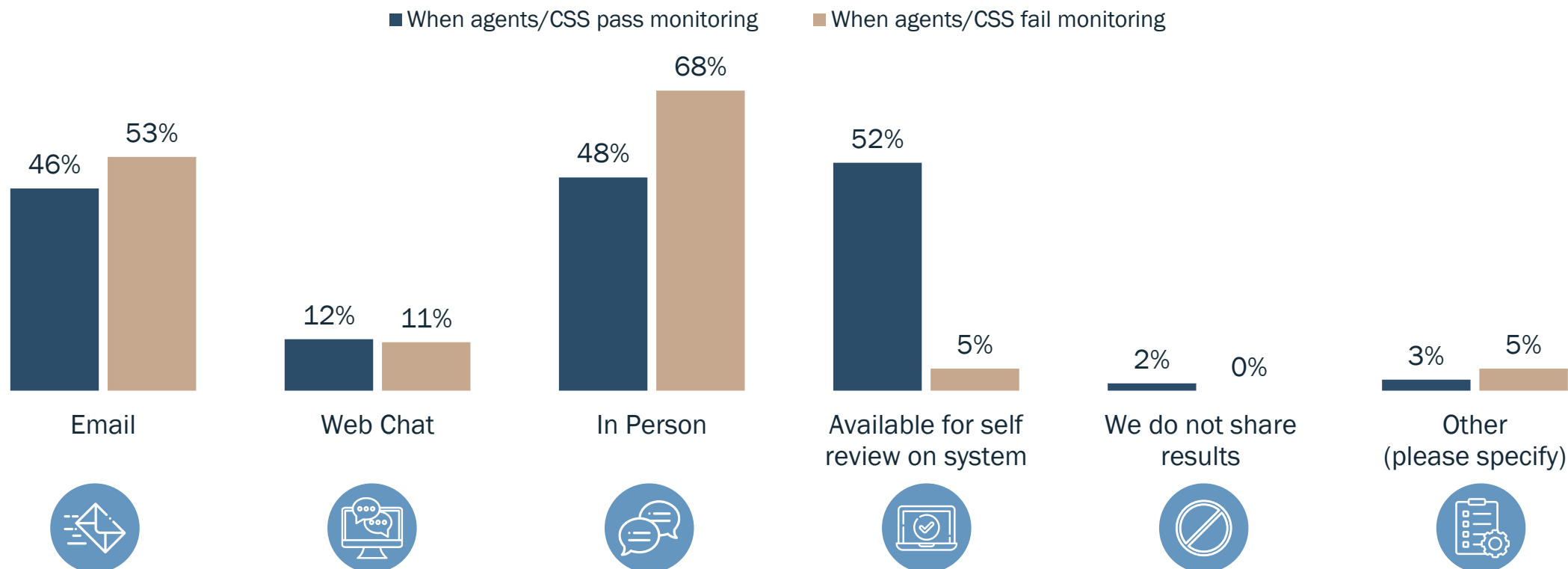
COPC CX Standard for Contact Centers, 7.0 states that both side-by-side and remote monitoring are performed on an on-going basis. At least one of the monitoring sessions conducted each quarter for each CSS must be side-by-side and one remote

25% of the respondents stated they used all the three approaches i.e., audio capture (remote), side-by-side (live) and screen capture (remote) to monitor agents/CSS

28% of the respondents stated their organizations use both audio capture (remote) and side-by-side (live) approaches for monitoring agents

Communicating Results to Agents/CSS

If an agent/CSS "passes / fails" monitoring, how are their results communicated to them? (Select all that apply)

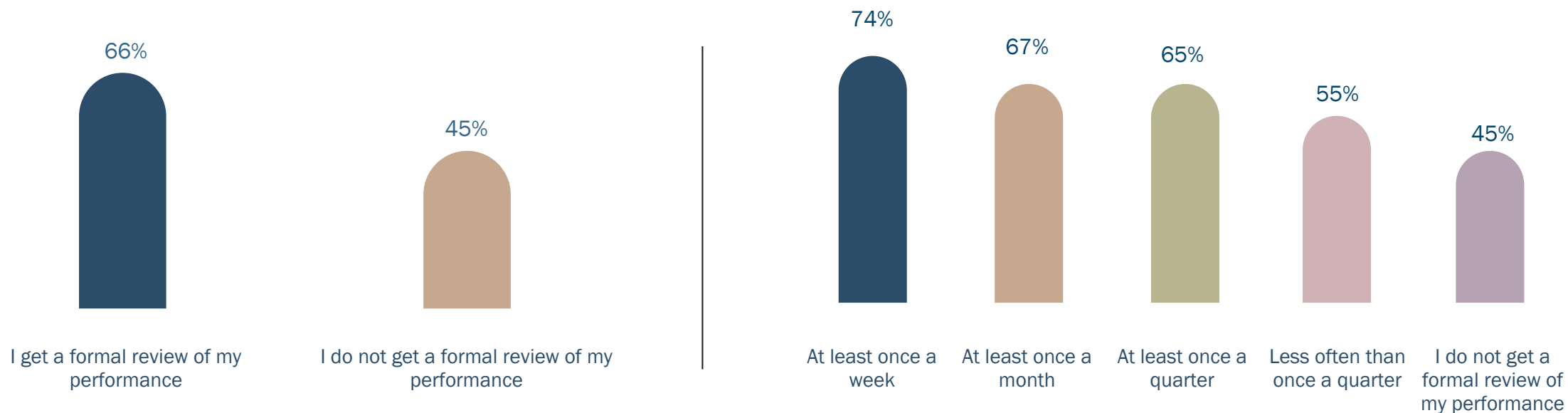


Most commonly, when agents pass, they receive their results via in-person interactions or with the results available for self review. This is slightly different when the agent does not pass with in-person communication at 68%. More than half of the time that staff "fail" their monitoring they do not receive in person feedback

Frequency of one-on-ones and Employee Satisfaction*

How often do you receive a structured review of your performance compared to targets with your manager (e.g. a one-on-one)?

% of respondents who strongly agree + agree that they are very satisfied with their jobs

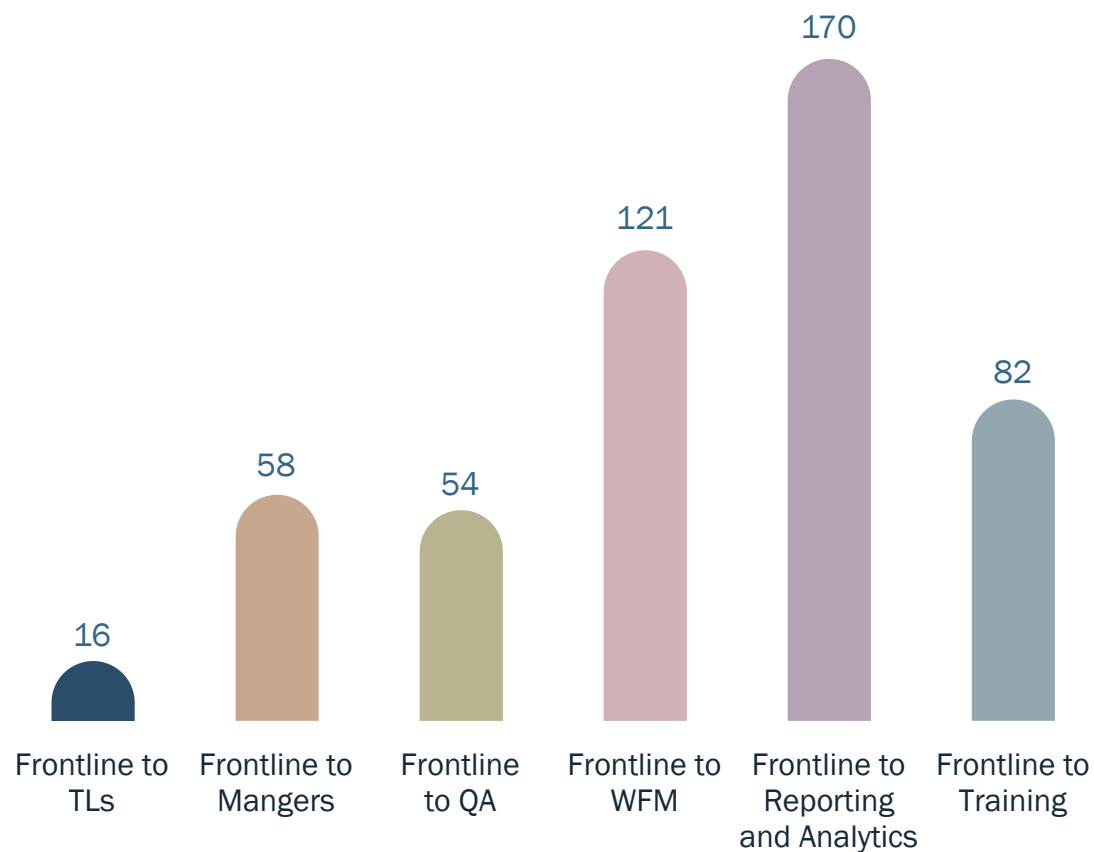


Staff who get one-on-one feedback are more satisfied than those who don't get any formal review of their performance
The more frequently one-on-ones are conducted, the more satisfied the staff are

* Based on the Annual Employee Engagement Benchmarks for Contact Centers, 2021 by COPC Inc..

Spans and Layers

Ratio of frontline staff to other roles



Typically, a 100-seat outsourced contact center has:



To put it in different words, typically for every 100-frontline staff in an outsourced contact center, there are 2 staff members in QA roles

It is important to note that there is a variation in the ratios. For example, some centers run at 1 TL to 10 frontline staff while another one runs at 1 TL to 50 frontline staff

07

Conclusion



Conclusion

In contact centers, QA is often used to highlight common customer issues to improve the customer experience. Meaning that QA plays a significant role because it supports happy customers who act as advocates for organizations and drive loyalty.

An effective QA program can reduce costs by helping to spot inefficiencies like agent downtime, service design issues, unnecessary transfers/escalations, or even call volume. QA also provides a structured environment with clearly defined expectations. Bridging these gaps will lead to more effective QA programs that help drive bottom-line growth.

The report highlights some gaps in QA programs at contact centers. Bridging these will not just lead to effective QA programs but will also improve the customer experience and will ensure that staff have a clear understanding of what is expected of them.

01

About one-third of executives said their organizations still use only manual systems for their QA programs. While this might be an effective strategy for smaller operations, it may have limited effectiveness for larger ones.

Choosing or creating the right technology-based support for monitoring can save contact centers substantial hours per week that can then be used to improve skills, coaching efforts and agent interactions.

02

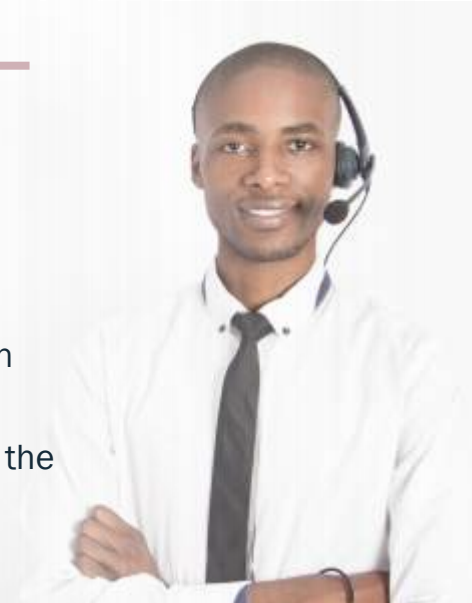
Speech Analytics for QA is becoming popular with four out of five executives stating that their organizations use it for their QA programs.

This brings many advantages to QA programs at contact centers such as real-time assistance for agents, minimized risk of noncompliance, more productive managers, targeted sampling for more in-depth reviews, cost optimization and often better data-led decisions.

03

Calibrating quality monitoring staff and reviewing agent performance are integral aspects of effective QA programs. Our research highlights that these are well followed processes at contact centers with ~90% of the executives stating their organizations have calibration processes in place.

These practices are important to maintain the effectiveness of the QA program and to ensure that there is credibility in the QA results.



08

Approved Technology Providers

Approved Technology Providers (ATP)



Leveraging advanced technology to help deliver the best customer experience is more important than ever. Our ATP program recognizes technology solutions proven to deliver real business value by helping companies deploy the best practices found in the COPC CX Standard. Choosing the right technology solution provider to support your customers and customer care team can be confusing and stressful. COPC Inc. can ease the process by helping you find solutions we have evaluated first-hand and seen operating successfully in real CX environments.

The following Technology Providers have met the rigorous benchmarks needed to become an Approved Technology Provider.



livepro are experts in Customer Experience Knowledge Management and are passionate about improving customer experience. Since 2001 livepro have been delivering a powerful knowledge management solution to customer service centres in all major industries

www.livepro.com.au



AmplifAI is an innovative AI-based platform that empowers organizations to develop employees to their fullest potential such that they deliver best-in-class customer experiences and products to their customers

www.amplifai.com



RevealCX is a Software as a Service quality monitoring solution that aligns quality results with the customer experience, empowering organizations to immediately uncover root causes impacting performance

www.nexcomglobal.com

09

Respondent Profile



Respondent Profile – Corporate

Survey respondents included representatives from both In-house contact centers and OSPs

Industries represented include:



Automotive



Consumer Electronics,
Technology and
Software



Education, Healthcare
and Government
Services



Insurance, Legal and
Financial Services



Outsourcing



Retail



Supplier, Business and
Professional Services



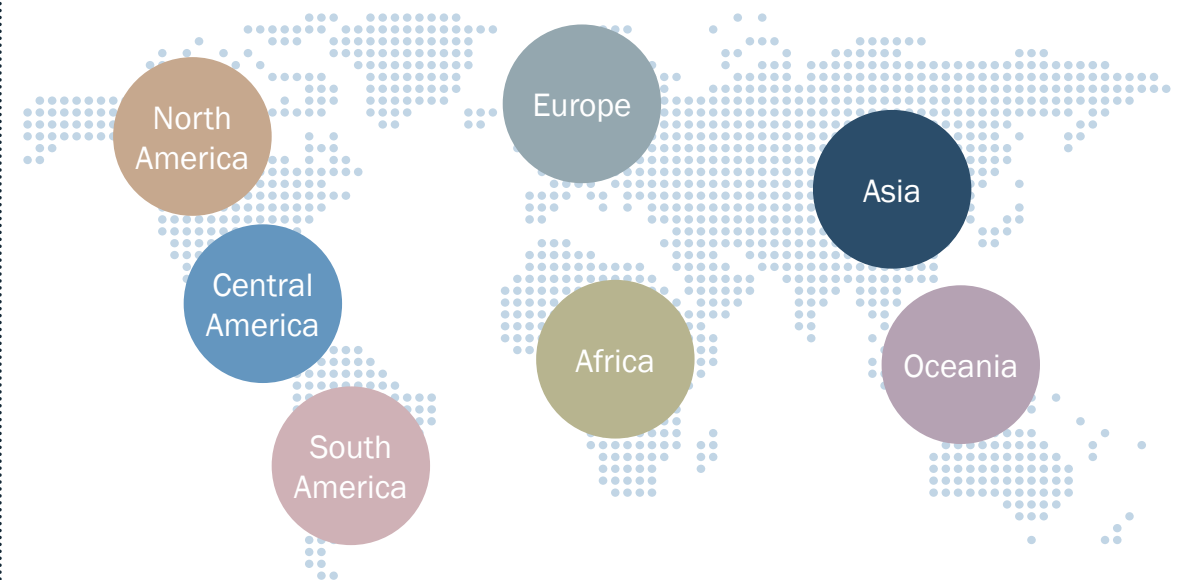
Telecom and
Utilities



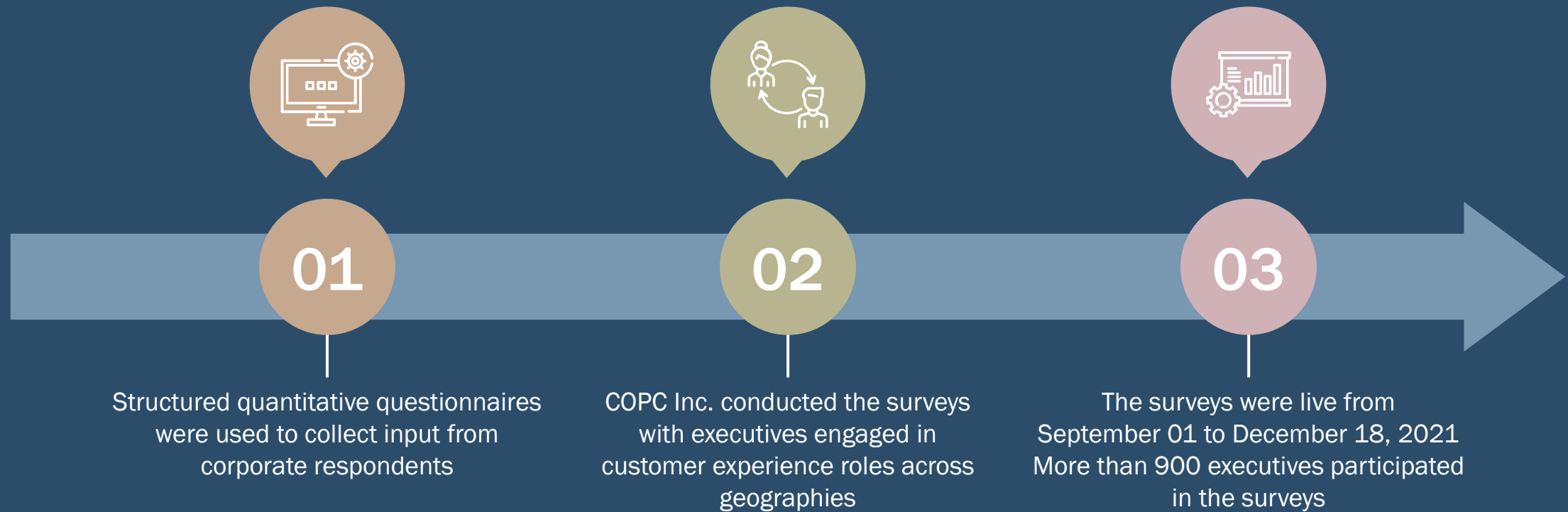
Transportation and
Logistics

 'Other'

Contact Centers' locations for respondent organizations include:



Corporate Segment – Methodology





Who We Are

Who We Are

COPC Inc. provides consulting, training, certification and research for operations that support the customer experience. The company created the COPC Standards, a collection of performance management systems for call center operations, customer experience management, vendor management, and procurement. Founded in 1996, COPC Inc. began by helping call centers improve their performance. Today, the company is an innovative global leader that empowers organizations to optimize operations for the delivery of a superior service journey. COPC Inc. is headquartered in Winter Park, FL, U.S. and with operations in Europe, Middle East, Africa, Asia Pacific, Latin America, India and Japan.

To learn more about COPC Inc., visit www.copc.com.

