



# Australian Teleservices Association Industry Standards

# Introduction

## General

The mission statement of the ATA is to lead the contact centre industry and to promote professionalism, growth and ethical behaviour. In line with this mission and in its role as a truly national industry association it is appropriate that the ATA provide a Standards program for the Contact Centre industry in Australia.

## Why Standards

Although the industry in Australia is still growing strongly it is a mature market having commenced in real terms during the late 1980s. This growth has occurred largely in an unstructured way without proper guidelines and disciplines to protect both the industry and its users.

Despite the maturity of the market, the industry still does not have a framework of standards that it is able to operate within. Those centres that do have some form of standards program in place tend to have them based upon the industry they cover rather than how they operate.

Increasingly various Governments have also looked towards governance of the industry with their efforts to date proving to be disjointed and uninformed. The legislation that has been introduced has been of a responsive nature seeking to impose limitations on the operations of centres, particularly in outbound Telesales and Telemarketing.

Standard development and administration by the ATA ensures that there is one benchmark for excellence for all contact centres and that the administration of the accreditation of these standards is conducted by a national, independent and non-profit organisation.

The creation and introduction of the ATA's Australian Contact Centre Standard will be of significant assistance in enhancing the standing of the industry and the ATA as its representative with State and Federal Governments.

## The ATA Standard

ATA Contact Centre Industry Standards contain five Categories which define the cornerstone of contact centre management:

- Category 1 Planning
- Category 2 Infrastructure & Environment
- Category 3 People
- Category 4 Process
- Category 5 Achievement & Performance

Each of these five Categories are further broken down into 41 sub-categories to defined what processes, policies and procedures need to be in place to manage a contact centre and achieve the business goals.

**Category 1. PLANNING**

**4 sub-categories**

**Category 2. INFRASTRUCTURE & ENVIRONMENT**

**7 sub-categories**

**Category 3. PEOPLE**

**12 sub-categories**

**Category 4. PROCESS**

**12 sub-categories**

**Category 5. ACHIEVEMENT & PERFORMANCE**

**6 sub-categories**

The ATA Standards have a standard set for each of these 41 sub-categories. This is explained in the Element associated with each sub-category.

Given the variations in size, function and complexity of centres in Australia, it is clear that the ATA Standards need to have a broad reach. To ensure they can be applied to all centres the ATA Standards will be applied in a tiered manner or three levels i.e. *Bronze, Silver and Gold Accreditation*. To provide clarity as to the expectation for each of these levels, each sub-category has been broken down into the three accreditation levels. As such, each sub-category has a set benchmark or level for Bronze, Silver or Gold Accreditation. In its simplest form, these three standard levels could be defined as:

<b>Bronze</b>	<b>Level 1</b>	<b><i>“having something”</i></b>
<b>Silver</b>	<b>Level 2</b>	<b><i>“doing something with it” or “checking it happens”</i></b>
<b>Gold</b>	<b>Level 3</b>	<b><i>“reviewing and keeping it alive and current”</i></b>

## ATA Standard Levels

The Standard Levels, and the process to audit them, have been set to ensure that the ATA standards have application in centres from across the spectrum of the industry, from 5 to 1,000 seats. Thus, the ATA Standard Levels are:

**Bronze Accreditation:** This level of application requires centres to submit a folder of documentation for assessment. This level is to be of particular benefit to start-up operations and organisations seeking assistance with self-improvement. The onus will be on the centre to provide the necessary documentation for assessment. The contact centre must demonstrate that they have the basic processes in place to manage a contact centre and achieve the business goals.

**Silver Accreditation:** At this level, centres are required to complete the Bronze level prior to an on-site audit by ATA Standard Auditors. The onus will be on the auditors to gather sufficient evidence to award silver accreditation. The contact centre must demonstrate that they not only have the basic processes in place to manage a contact centre and achieve the business goals, but that these are utilised effectively within the centre. The centre will receive a written report on their audit performance, confirming areas of high performance and areas that are deemed to require stronger management attention.

**Gold Accreditation:** At this level, centres are required to complete the Bronze level prior to an on-site audit by ATA Standard Auditors. The onus will be on the auditors to gather sufficient evidence to award gold accreditation. The contact centre must demonstrate that they not only effectively utilise the basic processes in place to manage a centre and achieve the business goals, but that these are also subject to review to ensure performance is optimal and processes reflect continuous improvement and the changing business requirements. The centre will receive a written report on their audit performance, confirming areas of high performance and areas that are deemed to require stronger management attention.

Obviously, centres of excellence will achieve the gold level.

## Attaining an ATA Standard Accreditation

There are 41 sub-categories against which centres will be assessed for their accreditation at either Bronze, Silver or Gold level. To further clarify performance, the accreditation level for each sub-category is divided into three elements for scoring purposes. Each element is equal to one point; this means that a maximum of 9 points can be earned for each of the 41 sub-categories. This is broken down into:

- An element score of 1, 2 or 3 for the Bronze Standard;
- An element score of 4, 5 or 6 for the Silver Standard;
- An element score of 7, 8 or 9 for the Gold Standard.

Each level builds on the previous level. With a maximum of 3 points in each of the 41 sub-categories for Bronze Accreditation, 6 points in each of the 41 sub-categories for Silver Accreditation and 9 points in each of 41 sub-categories for Gold Accreditation; the maximum level of achievement is an aggregated element score of:

- 123 for Bronze Accreditation;
- 246 for Silver Accreditation;
- 369 for Gold Accreditation.

To achieve a Bronze, Silver or Gold accreditation to scoring components will need to be met:

- 1) A minimum element score will need to be attained in sub-category. This will mean a minimum element score of 1 for Bronze, 4 for Silver and 7 for Gold for each of the 41 sub-categories.
- 2) The average element score, or the average of all the element scores in each sub-category will need to be above the median level for that standard level. This will mean that the average score for Bronze Accreditation will need to be 1.5 or higher; for Silver Accreditation it will need to be 4.5 or higher and for Gold Accreditation it will need to be 7.5 or higher.

These requirements are outlined in the table below:

Requirements	
<b>Bronze</b>	Minimum Element Score of 1 in each sub-category Average Element Score 1.5 out of 3
<b>Silver</b>	Minimum Element Score of 4 in each sub-category Average Element Score 4.5 out of 6
<b>Gold</b>	Minimum Element Score of 7 in each sub-category Average Element Score 7.5 out of 9

This will ensure that accredited centres are consistent in the management of all their policies, processes and procedures and their deployment is to the required level. The scoring methodology will make allowance for centres where the sub-category is not relevant.

The element scoring system is further defined as: -

Accreditation Level	Score	Element Description*
Bronze Accreditation	1	<ul style="list-style-type: none"> <li>Evidence exists to show that the necessary process, policy or procedure exists and that it is clear and current.</li> </ul>
	2	<ul style="list-style-type: none"> <li>Evidence exists to show who in the centre has ownership of the policy or procedure.</li> </ul>
	3	<ul style="list-style-type: none"> <li>Evidence exists to show how the process, policy or procedure is communicated to relevant staff.</li> </ul>
Silver Accreditation	4	<ul style="list-style-type: none"> <li>Evidence exists of communication to the staff of the process, policy or procedure.</li> <li>Evidence that the process (e.g. training) is applied to all staff.</li> </ul>
	5	<ul style="list-style-type: none"> <li>80% of relevant staff can articulate the process, policy or procedure.</li> <li>Responsibilities are allocated.</li> </ul>
	6	<ul style="list-style-type: none"> <li>The centre's leadership team works together to achieve the goals.</li> <li>Data is collected and analysed.</li> <li>Actions within the centre are in line with the process, policy or procedure.</li> </ul>
Gold Accreditation	7	<ul style="list-style-type: none"> <li>Evidence exists to show that the process, policy or procedure is fully deployed across the entire centre; that it is fully integrated across the centre and success measures are being monitored.</li> </ul>
	8	<ul style="list-style-type: none"> <li>Evidence exists to show that the centre is using the learning from measuring the performance of the process, policy or procedure and its deployment and is implementing improvement opportunities.</li> <li>Evidence exists that corrective action is taken for non-conforming to process, policy or procedure and that this action is successful in improving performance.</li> </ul>
	9	<ul style="list-style-type: none"> <li>Evidence exists that the organisation is implementing further enhancements or continuous improvement of performance.</li> </ul>

*\* Please note that not all element descriptions will apply to all sub-categories but three descriptors will apply to each accreditation level.*

Once accreditation is attained, it will remain for a period of two years from the date of attainment. At the end of the two year period the centre will need to be re-assessed to retain their accreditation status.

Centres have the opportunity to seek re-assessment at any time should they seek to improve their level of accreditation e.g. from Bronze to Silver or from Silver to Gold. These will be treated as a separate assessment within the Standards program and their level of attainment in the second assessment will override their original level of accreditation. The date of this second level of accreditation attainment will re-start the two year period.

The ATA Standards will apply on a centre by centre basis. In those companies that operate more than one centre, accreditation will need to be sought for each individual centre separately.

## Evolution of the ATA Standards

In order to maintain their relevance to the contact centre industry the ATA standards will be updated on a regular basis to reflect the changes within the industry. It is expected that changes to the ATA standards will be announced at the ATA's Annual conference.

An example of how the requirements might change is illustrated below:

	Requirements 2007/2008	Requirements 2009/2010
<b>Bronze</b>	Minimum Element Score of 1 in each sub-category Average Element Score 1.5 out of 3	Minimum Element Score of 1 in each sub-category Average Element Score <u>2</u> out of 3
<b>Silver</b>	Minimum Element Score of 4 in each sub-category Average Element Score 4.5 out of 6	Minimum Element Score of 4 in each sub-category Average Element Score <u>5</u> out of 6
<b>Gold</b>	Minimum Element Score of 6 in each sub-category Average Element Score 7.5 out of 9	Minimum Element Score of 6 in each sub-category Average Element Score <u>8</u> out of 9

## CATEGORY 1.0 PLANNING

### 1.1 Mission Statement

Centre has a defined Mission statement that is not only a statement of purpose but also outlines the centre's deliverables.

1.1.1	<p><b>A stated vision or mission statement.</b></p> <ul style="list-style-type: none"> <li>Centre has a defined mission statement that communicates the reason for the centres existence, what it needs to achieve and how it wishes to be seen by its customers and stakeholders.</li> </ul>
1.1.2	<p><b>A process to communicate the mission statement.</b></p> <ul style="list-style-type: none"> <li>Centre has a formal method of communicating its mission to all staff. Common goals are discussed, scoped and reviewed at leadership group meetings.</li> </ul>
1.1.3	<p><b>A process to review the currency of the mission statement.</b></p> <ul style="list-style-type: none"> <li>Annual review of business plan includes update to mission statement as required. A change management plan is implemented for any changes and a communication plan implemented to keep all staff aware of the mission.</li> </ul>

Level	Audit Interpretations	
Bronze	1	Confirmation that mission statement exists. It is acceptable for the centre to use the corporate vision or mission statement of the organisation.
	2	Mission statement must be current, i.e. date of creation or last update should indicate if it is current.
	3	Clearly communicates the reason for the centres existence, what it needs to achieve and how it wishes to be seen by its customers and stakeholders.
Silver	4	The vision or mission is communicated effectively to all staff.
	5	75% of staff demonstrate an understanding of the vision or mission.
	6	Leadership groups work effectively together to achieve the vision or mission.
Gold	7	Annual review of business plan includes review of mission statement. At interview, staff can articulate the common goals of the centre. Key processes/activities aligned to vision or mission.
	8	A change management process was implemented for any changes and a communication process was implemented to keep all staff aware of the mission.
	9	Alignment between agent and management understanding of the mission. e.g. communication tools.

## CATEGORY 1.0 PLANNING

### 1.2 Planning

Centre develops strategic and annual business plans.

1.2.1	<p><b>Business Plan updated annually.</b></p> <ul style="list-style-type: none"> <li>Documentation of the business plan exists and all relevant staff have access to the plan. Annual update of business plan occurs.</li> </ul>
1.2.2	<p><b>Action to achieve targets on all performance metrics must be defined and responsibilities clearly stated.</b></p> <ul style="list-style-type: none"> <li>Business plan defines strategies at centre and agent level to achieve targets/goals including milestones. Key personnel are involved in business planning process and centre has a framework for reporting progress. Responsibilities are allocated to a single name (not groups).</li> </ul>
1.2.3	<p><b>All leadership staff are conversant with the business plan and their actions align with the objectives of the plan.</b></p> <ul style="list-style-type: none"> <li>Centre has an education and communication strategy for all leadership staff. Leadership staff conduct performance appraisals against the achievement of centre goals and agents are coached accordingly.</li> </ul>

Level	Interpretations	
Bronze	1	Existence of business plan confirmed.
	2	Business plan must be current, i.e. date of creation or last update should indicate if it is current.
	3	Centre articulates distribution methodology of the plan to all relevant staff.
Silver	4	Evidence that business planning involved key personnel, defines strategies at centre, team and agent level to achieve targets/goals and includes milestones.
	5	Centre has a framework for reporting progress and responsibilities are allocated to a single name or appointment(not groups). Business plan covers revenue generation where applicable.
	6	Centre provides documentation that shows the responsibility allocations are appropriate.
Gold	7	Centre implemented an education and communication strategy for all leadership staff. At interview, staff can articulate the key goals of the plan.
	8	Business plan updated for new business and reflects goals. Staff performance appraisals include achievement of centre goals and agents coached accordingly.
	9	Alignment between agent and management understanding of the key business goals. e.g. communication tools.

## CATEGORY 1.0 PLANNING

### 1.3 Review of Performance

Centre reviews performance against annual business plans.

1.3.1	<p><b>A process to review performance quarterly.</b></p> <ul style="list-style-type: none"> <li>A quarterly review of performance undertaken. Documentation of review exists and all relevant staff have access to the documentation.</li> </ul>
1.3.2	<p><b>Formal analysis of performance to the Business Plan conducted quarterly.</b></p> <ul style="list-style-type: none"> <li>Quarterly analysis of performance to the business plan undertaken and plan is amended when target/goal missed. Role/responsibility changes are managed and communicated to centre.</li> </ul>
1.3.3	<p><b>Corrective action taken when business plan objectives not achieved.</b></p> <ul style="list-style-type: none"> <li>Corrective action implemented when target, goal or milestone is missed. Corrective action is specific, milestones defined and responsibilities clearly stated. Corrective action demonstrated to improve performance against business plan objectives.</li> </ul>

Level	Interpretations	
Bronze	1	Existence of quarterly performance review confirmed.
	2	Review must be current, i.e. date of creation or last update should indicate if it is current.
	3	Centre articulates how the review is distributed to all relevant staff.
Silver	4	Evidence that performance is analysed against the business plan objectives and that the business plan is updated where performance does not meet target/goal.
	5	Centre provides documentation that shows the changes in responsibility allocations are appropriate and staff are educated and have access to latest version of business plan.
	6	Clear definition of who is accountable for assessing business performance against the plan. Version control in place and a record of each version is stored. Communication strategy for updates with relevant staff.
Gold	7	Corrective action implemented when target, goal or milestone is missed. Corrective action was specific and milestones were re-defined if necessary.
	8	Responsibilities for corrective action were clearly defined and action was taken. Corrective action improved performance against business plan objective.
	9	Centre demonstrates that corrective action taken resulted in performance improvement/target met.

## CATEGORY 1.0 PLANNING

### 1.4 Leadership

Centre has clear leadership that enables the centre to operate in a structured manner. Management provides clarity in its direction and provides guidance and supervision in the achievement of centre's objectives.

1.4.1	<p><b>Clearly defined centre structure.</b></p> <ul style="list-style-type: none"> <li>Documentation of structure exists and all relevant staff have access to the structure.</li> </ul>
1.4.2	<p><b>Clear leadership accountabilities. A process to communicate the centre structure and leadership accountabilities to all staff.</b></p> <ul style="list-style-type: none"> <li>Accountability statements exist for each role within centre. Centre structure and accountabilities are communicated to all staff.</li> </ul>
1.4.3	<p><b>A process to review the structure and leadership accountabilities. Clear integration of centre with business leadership.</b></p> <ul style="list-style-type: none"> <li>Annual review of structure and accountabilities or more often as required. Staff kept updated on current structure and accountabilities. Centre management is an integral part of organisation-wide leadership team.</li> </ul>

Level	Interpretations	
Bronze	1	Existence of centre structure documentation confirmed.
	2	Structure must be current, i.e. date of creation or last update should indicate if it is current.
	3	Centre articulates how the structure is distributed to all staff.
Silver	4	Evidence that centre has a structure document and accountability statements for all roles outlined in centre structure.
	5	Centre implemented an education and communication strategy for all staff.
	6	Centre has clear lines of responsibilities and reporting.
Gold	7	A senior company organisational chart is provided illustrating how centre management fits within the business management team. At interview, staff can articulate the structure and their accountabilities.
	8	Staff kept updated on current structure and accountabilities. Centre structure and accountability statements are reviewed in line with business goals and centre performance.
	9	Centre management works effectively with organisation wide leadership team.

## CATEGORY 2.0 INFRASTRUCTURE & ENVIRONMENT

### 2.1 Information and Communication Technology (ICT)

Centre has appropriate information technology and telephony to support its business processes and products.

2.1.1	<p><b>Clearly defined ICT requirements.</b></p> <ul style="list-style-type: none"> <li>Centre has appropriate technology for the function it performs. Centre is aware of ICT [this is defined as hardware only e.g. mainframe, telephony etc] requirements and any shortfalls.</li> </ul>
2.1.2	<p><b>A process to capture and report details of all outages. A process to capture staff feedback on usability of IT&amp;T systems.</b></p> <ul style="list-style-type: none"> <li>All ICT system malfunctions are recorded. Outages are included in performance analysis of ICT systems. A process for staff to provide feedback and suggestions on the useability of ICT systems.</li> </ul>
2.1.3	<p><b>A formal process to review performance of information technology and future proofing of requirements.</b></p> <ul style="list-style-type: none"> <li>ICT system performance, settings and service provider reviewed regularly and outage trends or ongoing issues addressed and rectified. Centre has an action plan in place to up-date or modify ICT infrastructure according to current and future requirements. Centre has a good working relationship with ICT vendors.</li> </ul>

Level	Interpretations	
Bronze	1	<div style="border: 1px solid black; padding: 2px; display: inline-block;">Note: ICT defined as hardware only, e.g. mainframe, telephony etc.</div> Centre has defined or is able to articulate its ICT requirements.
	2	ICT requirements have been reviewed within the last 5 years.
	3	Document indicates that ICT systems are meeting requirements or are in the process of being upgraded to meet requirements.
Silver	4	System down time recorded and impact on service levels known.
	5	Centre policy process to provide feedback and suggestions on the useability of ICT systems and communication strategy exists and deployed.
	6	75% of staff know the process to provide feedback and suggestions on the useability of ICT systems utilised.
Gold	7	ICT system performance, settings and service provider reviewed regularly and outage trends or ongoing issues addressed and rectified.
	8	Outages relating to services provided by ICT supplier discussed at regular review meetings with vendor. ICT changes are requested via formal change documents. Administrative files kept detailing ICT changes.
	9	Current ICT vendor reports reviewed regularly against service level agreements. Future needs are discussed with technology vendors. Vendors provide the required support.

## CATEGORY 2.0 INFRASTRUCTURE & ENVIRONMENT

### 2.2 Front Line Tools

Centre has an approach for the introduction and enhancement of front line tools.

2.2.1	<p><b>Centre has appropriate front line tools for the function it performs.</b></p> <ul style="list-style-type: none"> <li>Centre is aware of front line tools [this is defined as software applications eg WFP, Quality, CRM, IVR etc] requirements and any shortfalls.</li> </ul>
2.2.2	<p><b>A formal process for user acceptance testing of new or modified systems.</b></p> <ul style="list-style-type: none"> <li>Documentation for user acceptance testing of new or modified systems exists and all relevant staff have access to the process. Centre process is communicated to all relevant staff.</li> </ul>
2.2.3	<p><b>A process to capture staff suggestions on front line tools. A formal process to review performance and usage of front line tools.</b></p> <ul style="list-style-type: none"> <li>A process for staff to provide feedback and suggestions on the useability of front line tools. Front line tools reviewed regularly and shortfalls or ongoing issues addressed and rectified. Centre has an action plan in place to up-date or modify front line tools according to current and future requirements. Centre has a good working relationship with front line tool vendors.</li> </ul>

Level	Interpretations	
Bronze	1	<p><u>Note: Frontline tools defined as software applications eg WFP, Quality, CRM, IVR etc</u></p> <p>Centre lists its front line tools. Centre has the basic front line tools of a contact centre including performance reporting and customer management system or database. Centre demonstrates its front line tools meet the needs specific to the role of the centre.</p>
	2	80% of front line tools have been updated within the last 5 years.
	3	Front line tools are meeting current centre needs.
Silver	4	Centre user acceptance policy and communication strategy exists and deployed.
	5	75% of staff know the process to provide feedback and suggestions on the usability of existing front line tools.
	6	Staff feedback is acted upon and a process exists for staff to provide feedback and suggestions on the useability of any front line tools modified accordingly
Gold	7	75% of staff know the process to provide feedback and suggestions on new or modified front line tools. Front line tools performance has been reviewed regularly and outage trends or ongoing issues addressed and/or rectified. Analysis of front line tools down time and impact on business performance has been undertaken.
	8	Front line tools changes are documented. Issues relating to front line tool performance are discussed and resolved with the vendor.
	9	Appropriate skills are maintained in-house to use front-line tools to their full capacity. Future needs discussed with technology vendors. Vendors provide the required support.

## CATEGORY 2.0 INFRASTRUCTURE & ENVIRONMENT

### 2.3 Physical Facilities

Centre utilises a range of physical facilities that enhance the working environment.

2.3.1	<p><b>Staff are provided with adequate personal work space and amenities.</b></p> <ul style="list-style-type: none"> <li>Centre provides sufficient workspace for each employee to enable them to perform their duties in a comfortable environment. Centre provides adequate facilities that are accessible during break times and allow staff to relax and replenish.</li> </ul>
2.3.2	<p><b>Centre layout / office design provides a pleasant work environment and supports the operations of the business.</b></p> <ul style="list-style-type: none"> <li>Centre design and layout of workstations, rooms and facility areas support the functions undertaken within the centre. The centre is considered by staff to be a pleasant physical environment.</li> </ul>
2.3.3	<p><b>Staff are provided with enhanced facilities and services</b></p> <ul style="list-style-type: none"> <li>Centre provides additional facilities that support staff morale, well-being and attendance. Staff input is sought and considered in design of additional facilities.</li> </ul>

Level	Interpretations	
Bronze	1	Centre provides details of floor layout and desk size. Adequate desk space (1000mm x 700mm), toilets and kitchenette.
	2	Adequate facilities for centre size. Facilities accessible during break times.
	3	Centre meets the minimum requirements for the size of the workforce.
Silver	4	Adequate natural light, training rooms and provision of team based seating.
	5	Provision of adequate printers, faxes, copiers etc.
	6	Centre measures staff usage and satisfaction with its physical facilities.
Gold	7	Centre provides additional facilities, e.g. break out rooms, outdoor area, BBQ facilities, gymnasium, first aid room, child minding facilities etc.
	8	Centre analyses staff usage and satisfaction with its physical facilities.
	9	Staff input is sought and considered in design of additional facilities.

## CATEGORY 2.0 INFRASTRUCTURE & ENVIRONMENT

### 2.4 Ergonomics

Centre develops and maintains an ergonomic environment.

2.4.1	<p><b>A formal ergonomic policy.</b></p> <ul style="list-style-type: none"> <li>• Centre has clearly defined policy that provides a workplace with products and systems that fit the people who use them.</li> </ul>
2.4.2	<p><b>Use of ergonomic resources.</b></p> <ul style="list-style-type: none"> <li>• Centre educates and supports staff in using and maintaining an ergonomic workplace.</li> </ul>
2.4.3	<p><b>A formal ergonomic review.</b></p> <ul style="list-style-type: none"> <li>• Centre's policy and application of ergonomics is reviewed in line with the planning process or as changes to business requirements occur.</li> </ul>

Level	Interpretations	
Bronze	1	Professional guidance sought in provision of ergonomics.
	2	Job roles and associated equipment requirements listed for all roles in centre.
	3	Documented centre policy on provision, maintenance and usage of its ergonomic equipment.
Silver	4	Evidence of centre education program on centre's ergonomic equipment.
	5	Allocation of responsibilities to provide and maintain centre's ergonomic equipment.
	6	Regular inspections of condition and usage of centre's ergonomic equipment.
Gold	7	Research/professional guidance sought on currency of centre's ergonomic equipment.
	8	Review undertaken of ergonomic equipment requirements for each role in centre.
	9	Review undertaken (or when business requirement change) of ergonomic policy, education strategy and application of centre's ergonomic equipment.

## CATEGORY 2.0 INFRASTRUCTURE & ENVIRONMENT

### 2.5 Occupational Health and Safety (OH&S)

Centre meets the legal requirements for a safe work environment.

2.5.1	<p><b>A clearly defined and operational OH&amp;S policy.</b></p> <ul style="list-style-type: none"> <li>Centre has clearly defined and operational OH&amp;S policy that provides necessary information to staff to enable them to work safely, identify hazards, report issues, take necessary action and maintain safety records.</li> </ul>
2.5.2	<p><b>Staff have a clear understanding and involvement in meeting OH&amp;S requirements.</b></p> <ul style="list-style-type: none"> <li>Centre educates and supports staff in OH&amp;S requirements. Centre has trained OH&amp;S representatives and committees as required by the governing legislation.</li> </ul>
2.5.3	<p><b>A formal process for review of the OH&amp;S policy.</b></p> <ul style="list-style-type: none"> <li>Centre's OH&amp;S policy and application of OH&amp;S requirements is reviewed in line with the planning process or as changes to business requirements occur.</li> </ul>

Level	Interpretations	
Bronze	1	Professional guidance sought in development of OH&S Policy.
	2	Centre's OH&S policy allows for effective Identification and reporting of hazards.
	3	Centre's OH&S policy outlines requirement to take action on hazards and maintaining accurate records.
Silver	4	Centre's education program to staff on OH&S requirements is regular and addresses the legal requirements.
	5	Centre supports staff via trained OH&S officers, set-up of workstation and provision of specialised equipment.
	6	Governance arrangements for OH&S activity including succession planning ensure maintenance and improvement of OH&S.
Gold	7	Research/professional guidance sought on currency of centres OH&S policy and specialised equipment provided for staff.
	8	Analysis of incidence/hazard reports and remedial action taken. Regular inspections of workplace and equipment undertaken and action taken on identified issues.
	9	Review undertaken (or when business requirements change) of OH&S policy, education strategy and application of centres OH&S policy and equipment.

## CATEGORY 2.0 INFRASTRUCTURE & ENVIRONMENT

### 2.6 Health and Well-being

Centre develops and maintains an environment that engenders a healthy workforce.

2.6.1	<p><b>A formal policy to provide a workplace free of harassment and discrimination and encourages diversity.</b></p> <ul style="list-style-type: none"> <li>Centre has clearly defined policy that promotes personal well-being and a healthy work/life balance.</li> </ul>
2.6.2	<p><b>Promotion of personal well-being and a healthy work/life balance to all staff.</b></p> <ul style="list-style-type: none"> <li>Centre educates and supports staff in maintaining a workplace free of harassment and discrimination and encourages diversity. Recruitment and staff management actions support this policy.</li> </ul>
2.6.3	<p><b>Staff have a clear understanding and involvement in meeting the centres health and well-being requirements. A formal process for review of the centres health and well-being policy.</b></p> <ul style="list-style-type: none"> <li>Centre's Health and Well-being policy is reviewed in line with the planning process or as changes to business requirements occur. Centres Health &amp; Well-being policy includes abusive call management training for individuals to cope with their mental well-being after an abusive call.</li> </ul>

Level	Interpretations	
Bronze	1	Centre has a Health & Well-being Policy and practices.
	2	Centre policy outlines its expectations and consequences of harassment and discrimination and its steps to encourage diversity.
	3	Centre policy promotes personal well-being and options for staff to achieve a healthy work/life balance.
Silver	4	A regular centre education program to staff on health and well-being requirements and addresses the legal requirements.
	5	Centre supports staff in maintaining a workplace free of harassment and discrimination and encourages diversity through its behaviour expectations, coaching and promptly addressing any breaches.
	6	Centre recruitment process and staff management actions support the centres health and well-being policy.
Gold	7	75% of staff participate in the health and well-being policy.
	8	A formal review undertaken of the centre's health and well-being policy, its application and the centre's education program. Centre's Health & Well-being policy includes abusive call management training for individuals to cope with their mental well-being after an abusive call.
	9	Centre's health and well-being policy is reviewed in line with the planning process or as changes to business requirements occur.

## CATEGORY 2.0 INFRASTRUCTURE & ENVIRONMENT

### 2.7 Culture

Centre develops a culture that is inline with the business's objective and drivers.

2.7.1	<p><b>Centre has determined its desired culture.</b></p> <ul style="list-style-type: none"> <li>Centre has defined its cultural values and how it wishes these values to be used in the working environment.</li> </ul>
2.7.2	<p><b>Centre culture is promoted with the activities of the centre and is communicated to staff.</b></p> <ul style="list-style-type: none"> <li>Centre values align with vision or mission statement and/or corporate values. Centre has a formal method of communicating its culture to all staff. Leadership group(s) work effectively together to create the desired culture.</li> </ul>
2.7.3	<p><b>Centre culture is measured and reviewed to ensure its currency.</b></p> <ul style="list-style-type: none"> <li>Centre's culture is reviewed in line with the annual planning process or as changes to business requirements or staffing make up occur. Recruitment includes selection of people who already possess required values. Limited tolerance for individuals whose behaviour violates core cultural values and action plans to address their behaviour are in place.</li> </ul>

Level	Interpretations	
Bronze	1	Centre has documented its desired culture.
	2	Cultural statement of value is current i.e. the date of creation or last update should indicate if it is current.
	3	Cultural statement clearly communicates the cultural values and how these are translated into the working environment.
Silver	4	The cultural values are communicated effectively to all staff.
	5	75% of staff demonstrate an understanding of the cultural values and how these relate to the vision or mission statement and/or corporate values.
	6	Leadership group(s) work effectively together to create the desired culture.
Gold	7	Culture is formally reviewed in line with the planning process. Input from all stakeholders is sought on the cultural review.
	8	Formal measurement of staff in their adherence to the centre cultural values and actions taken to address non-alignment as required. Recruitment selection criteria includes selection of people who already possess required values.
	9	The culture is alive within the centre. Alignment between agent and management understanding of the culture. Eg, communication tools. Centre values and adherence to them are an integral part of the performance management process.

## CATEGORY 3.0 PEOPLE

### 3.1 Job Descriptions

Clarity around each staff member's role within the centre.

3.1.1	<p><b>Job descriptions for all roles within the centre.</b></p> <ul style="list-style-type: none"> <li>• Documented job descriptions including key accountabilities for each role within the centre exists.</li> </ul>
3.1.2	<p><b>Alignment of job descriptions to the centres drivers or mission.</b></p> <ul style="list-style-type: none"> <li>• Job description outlines the key performance goals and the accountabilities for each role in the centre and these are aligned to the centres mission statement and business goals.</li> </ul>
3.1.3	<p><b>A process to formally review job descriptions and role requirements.</b></p> <ul style="list-style-type: none"> <li>• Job descriptions are reviewed regularly and updated to fit with the current mission statement and business plan. Job descriptions are relevant to the existing structure of the centre.</li> </ul>

Level	Interpretations	
Bronze	1	Job descriptions outline key roles in centre as defined by organisation chart.
	2	Job descriptions provide clear evidence of the responsibilities and the minimum skills and knowledge required for all jobs
	3	Job descriptions were updated concurrently with the last business plan performance review where applicable.
Silver	4	Job descriptions exist for all roles within the centre and outline the key performance goals and accountabilities for each role.
	5	Job descriptions clearly define the minimum skills required for internal promotion to a different role.
	6	Job descriptions are aligned to the centre's vision or mission statement and the performance goals are aligned to the business goals.
Gold	7	At interview all staff understand their role and responsibilities and these are consistent with the job descriptions.
	8	A formal review process exists for all job descriptions, this includes staff input into development of new/amended job descriptions.
	9	Updated job descriptions with version control are available to all staff. Internal recruitment or promotions are assessed against job descriptions.

## CATEGORY 3.0 PEOPLE

### 3.2 Recruiting and Selecting

Centre has an approach to recruitment and selection that identifies and selects appropriate staff.

3.2.1	<p><b>A formal recruitment process.</b></p> <ul style="list-style-type: none"> <li>A formal recruitment and selection process is documented either via a documented internal recruitment process or a documented agreement with an external supplier or both. A formal recruitment process is outlined for all roles within the centre.</li> </ul>
3.2.2	<p><b>Definition of the preferred candidate for each role. Defined selection criteria.</b></p> <ul style="list-style-type: none"> <li>Selection criteria for candidates are documented and clearly defined, including a preferred rating against these criteria. Selection criteria trade off between experience, criteria and ability to learn the desired skill. Preferred sources of candidates have been identified.</li> </ul>
3.2.3	<p><b>Process to review the success of the recruitment process</b></p> <ul style="list-style-type: none"> <li>New hires are reviewed at the end of the probation period to determine their suitability for the role. There is a process for the leadership team and new recruits to provide feedback on the recruitment process and selection criteria. Recruitment and retention trends are analysed within the centre.</li> </ul>

Level	Interpretations	
Bronze	1	A documented recruitment and selection process.
	2	A documented recruitment and selection process that is appropriate to recruitment exercises (e.g. In-house, contract provider)
	3	Recruitment and selection process is linked to job descriptions and criteria to perform the role.
Silver	4	Selection criteria for each role are clearly defined and documented.
	5	Key selection criteria for each role are identified. Required previous experience from candidates is identified and reasonable for the role requirements.
	6	Key sources of candidates have been identified and are relevant to the key criteria.
Gold	7	A formal process to review candidates at the end of probation is evident.
	8	The review process is conducted for every candidate.
	9	There is a process for the leadership team and new recruits to provide feedback on the recruitment process and selection criteria. Recruitment and retention trends are analysed within the centre.

## CATEGORY 3.0 PEOPLE

### 3.3 Induction

Induction training equips new staff to perform their role.

3.3.1	<p><b>A structured induction program for all staff within the centre.</b></p> <ul style="list-style-type: none"> <li>A documented process for inducting staff to the centre. Induction program tailored to different roles within the centre.</li> </ul>
3.3.2	<p><b>Induction completed for all staff within the centre.</b></p> <ul style="list-style-type: none"> <li>All staff receive a formal induction program on recruitment to the role. Tailored induction program is completed for all new hires. When appropriate, separate induction program exists for internal as well as external recruits into a position.</li> </ul>
3.3.3	<p><b>Process to review and measure the effectiveness of the induction.</b></p> <ul style="list-style-type: none"> <li>A formal review of skills is conducted after the induction program. Post induction training needs are analysed and trends are identified. Induction program is updated to reflect the candidate profiles and post training analysis.</li> </ul>

Level	Interpretations	
Bronze	1	Induction program is documented.
	2	A documented Induction process that is appropriate to the centres role (e.g. business line(s), channel(s).
	3	Induction is tailored according to the job role and is delivered by suitably skilled trainers.
Silver	4	All staff go through the induction program when hired.
	5	The induction program can be customised to suit the needs of the centre if required i.e. employment of temporary staff for a short period only.
	6	A formal induction program exists for promotions, internal hires as well as external recruits.
Gold	7	At interview, leadership staff can explain the post-induction review process.
	8	A process to amalgamate and analyse post-induction training needs and identify patterns. Induction program is effective and relevant to the candidates through feedback. Process to reinforce induction learnings.
	9	Induction program is current, tailored to the candidate(s), reflects the needs of the business and balances training candidates with the need to get them on the floor. Induction program is linked to on-going training programs. Process in place to assess the job readiness of staff on completion of induction training.

## CATEGORY 3.0 PEOPLE

### 3.4 Training

Centre has an approach that trains staff to perform their core role to the best of their abilities.

3.4.1	<p><b>On going training provided for all roles within the centre.</b></p> <ul style="list-style-type: none"> <li>Budgeted time allocated for the on-going training of all staff, including formal training, coaching and/or personal development as appropriate.</li> </ul>
3.4.2	<p><b>Support process for staff following completion of training programs.</b></p> <ul style="list-style-type: none"> <li>The information provided in training or coaching sessions is re-enforced on the job. Follow-up training and coaching is provided as required. Records of all training documented. All staff within the centre receive regular on-going training, coaching or personal development.</li> </ul>
3.4.3	<p><b>Process to ensure effectiveness of training. Delivery of training by suitably accredited trainers.</b></p> <ul style="list-style-type: none"> <li>Review process established to ensure consistency of training. The skills gaps are assessed before and after formal training programs and appropriate action taken. Coaching is provided in a suitable manner tailored to the individual and desired behaviours and skills encouraged post coaching. Personal development initiatives are relevant to the role. Environment facilitates the positive change of skills or behaviours learnt in training, coaching or personal development. Training and development plans are structured and formal training needs analysis undertaken.</li> </ul>

Level	Interpretations	
Bronze	1	Budgeted time is allocated for training, coaching and/or personal development.
	2	Budgeted time is allocated on a regular (weekly) basis.
	3	On-going development is provided across all three mediums: training, coaching and personal development.
Silver	4	The on-going training, coaching and/or personal development is linked to performance on the job.
	5	The amount of on-going training, coaching and/or personal development is tailored to the needs of the individual and the role. On-going training, coaching and/or personal development is provided at all levels within the centre.
	6	All on-going training is documented.
Gold	7	The skills gaps are assessed before and after formal training programs and appropriate action taken. Initiatives are relevant to the role. Any formal training, OH&S, changes to products or legislation etc, is provided in a timely and consistent manner. Individual Learning and Development plans exist.
	8	Coaching is provided in a suitable manner tailored to the individual and desired behaviours and skills encouraged post coaching.
	9	Environment facilitates the positive change of skills or behaviours learnt in training, coaching or personal development. On-going training facilitates the development of individuals in a timely and relevant manner. A centre wide Learning and Development strategy is in place.

## CATEGORY 3.0 PEOPLE

### 3.5 Skills Assessment

Centre confirms individuals have the skills to perform their roles to the best of their abilities.

3.5.1	<p><b>Core competencies and requirements are assessed for each staff member in order to meet the demands of their role.</b></p> <ul style="list-style-type: none"> <li>Competencies established for staff at all levels. Skills confirmation methodology established. Minimum skills and knowledge defined before staff commence their role..</li> </ul>
3.5.2	<p><b>Skills assessment process for all jobs must include measurement against the basic core skills of the role..</b></p> <ul style="list-style-type: none"> <li>Skills confirmation in place. Individual learning plans established to address learning needs against competencies required to perform the role well. Updating of skills completed following changes within the centres operations.</li> </ul>
3.5.3	<p><b>Learning plans are created for staff who do not meet the basic core skills of the role.</b></p> <ul style="list-style-type: none"> <li>Individual learning plans established to address learning needs. Have formal action plans available that can be implemented for staff who fail to demonstrate required skills and knowledge. Action plans are devised for staff who fail to demonstrate required skills and knowledge. Individual's learning needs are assessed at least annually. Learning and action plans are documented.</li> </ul>

Level	Interpretations	
Bronze	1	Competencies established for all staff.
	2	Skills confirmation methodology established.
	3	Minimum skills and knowledge defined before staff commence their role.
Silver	4	Documentation of skills confirmation must be maintained and stored.
	5	Competent/not competent thresholds must be established and followed for all learning.
	6	Updating of skills completed following changes with the centres operations.
Gold	7	Individual learning plans are available and tailored to the individual's requirements.
	8	When appropriate, action plans are devised for staff who fail to demonstrate required skills and behaviours. These action plans may include: coaching notes and agreed follow-up, informal performance review notes, formal performance review notes.
	9	Individual's learning needs and associated action plans are reviewed annually irrespective of performance. Individual learning needs are linked to career plan and are tailored to the individual. Centre reviews skill competencies on a regular basis. Feedback sought from stakeholders on the required skill sets across all roles. Development plans in place to assist staff move through various skill sets.

## CATEGORY 3.0 PEOPLE

### 3.6 Staff Performance Management

Centre has an approach that provides individuals with feedback on their performance.

3.6.1	<p><b>Performance review conducted in accordance with centre performance review guidelines.</b></p> <ul style="list-style-type: none"> <li>Centre has a formal performance review process for all staff that is conducted at least annually. Centre's approach to performance management supports organisational goals and objectives.</li> </ul>
3.6.2	<p><b>Coaching conducted in line with centre coaching guidelines and is effective. Regular coaching is provided to all staff.</b></p> <ul style="list-style-type: none"> <li>Guidelines for coaching have been established. All relevant staff have been provided with training on how to effectively coach people. Coaching is provided to staff on a regular basis. Leadership team is accountable for ensuring regular coaching is provided.</li> </ul>
3.6.3	<p><b>Poor performance identified and action is taken as appropriate. Appropriate support is provided from HR.</b></p> <ul style="list-style-type: none"> <li>Performance reviews conducted more than once annually. Poor performance is identified and the appropriate manager takes action. Poor performance managed in accordance with centre's managing poor performance process. Consistent poor performance is addressed with consultation from senior management or human resources. Senior Management or HR provides the necessary support and guidance when a formal performance management process is required.</li> </ul>

Level	Interpretations	
Bronze	1	Performance review is documented.
	2	Formal performance reviews conducted at least annually.
	3	Performance review documentation is linked to business objectives.
Silver	4	Coaching guidelines are clear and the relevant staff have received training on being a coach.
	5	Coaching is provided to agents on a regular basis.
	6	Coaching is provided to all staff. Coaches are regularly reviewed and provided with appropriate training on their coaching style. Calibration of coaches is conducted.
Gold	7	Poor performance is identified in a timely manner. Centre has a policy for managing poor performance. Performance reviews conducted more than once annually.
	8	Senior management and HR are approachable and support the centre's leadership team. Leadership team is aware of consistent under performers and they are being managed formally or informally.
	9	Formal performance management is undertaken with consistent poor performers. Senior Management or HR provides the necessary information and support to the leadership team; leadership team can clearly define the performance management boundaries and process.

## CATEGORY 3.0 PEOPLE

### 3.7 Reward and Recognition

Centre's Reward and Recognition program encourages good performance and promotes a positive atmosphere.

3.7.1	<p><b>A formal Reward and Recognition program.</b></p> <ul style="list-style-type: none"> <li>Reward and Recognition program is established to promote the desired behaviours and business outcomes. Reward and Recognition program covers all roles within the centre.</li> </ul>
3.7.2	<p><b>Reward and Recognition is linked to performance and/or behaviour.</b></p> <ul style="list-style-type: none"> <li>Achievement of recognition or a reward is linked to achievement of desired performance excellence and/or desired behaviour. A formal process is evident for the achievement of a reward or recognition objective.</li> </ul>
3.7.3	<p><b>Staff understand the link between performance and Reward and Recognition. A process to review the currency of the Reward and Recognition program.</b></p> <ul style="list-style-type: none"> <li>All staff within the centre understand the reward and recognition program. The reward and recognition program offers appropriate incentives for performance. Staff can articulate the performance required to receive reward and recognition. Staff have input into the reward and recognition program. Reward and Recognition program is updated regularly for currency.</li> </ul>

Level	Interpretations	
Bronze	1	Documented Reward and Recognition Policy.
	2	Reward and Recognition policy is linked to desired business performance.
	3	Reward and Recognition policy applies to all roles within the centre.
Silver	4	The Reward and Recognition program provides an incentive that promotes desired behaviours and the desired behaviours or performance goals are linked to the overall business goals.
	5	A formal process, with clear timelines, is evident for the achievement of a reward or recognition objective.
	6	Reward and Recognition program offers a stretch target for performance goals but is achievable for top performing staff. Reward and Recognition policy promotes improvement in performance as well as performance excellence.
Gold	7	The Rewards and Recognitions offered are appropriate to the staff in the centre.
	8	At interview, staff are conversant on the performance required to achieve reward and recognition objectives.
	9	Formal process exists for employee input into the Reward and Recognition program (e.g. focus groups or working committee). Reward and recognition program is updated regularly for currency.

## CATEGORY 3.0 PEOPLE

### 3.8 Staff Satisfaction

Centre measures staff satisfaction and takes appropriate action.

3.8.1	<p><b>Staff satisfaction is measured.</b></p> <ul style="list-style-type: none"> <li>Staff satisfaction program is established. Staff satisfaction program covers all staff and is conducted at least annually.</li> </ul>
3.8.2	<p><b>Details of staff satisfaction program and results are made available to all stakeholders. Satisfiers and dissatisfiers are identified and analysed.</b></p> <ul style="list-style-type: none"> <li>Measures and results are communicated to all stakeholders. Results must be examined, discussed, trended and documented. All staff must be able to explain their understanding of the program.</li> </ul>
3.8.3	<p><b>Evidence that the learning's obtained from staff satisfaction program are acted upon. A program to review and rectify areas creating staff dissatisfaction.</b></p> <ul style="list-style-type: none"> <li>Staff have an understanding of the key drivers behind the issues. Leadership team works with staff to determine issues and necessary actions needed to resolve them. Action plans are effective and improvement in staff satisfaction are linked to action plans taken.</li> </ul>

Level	Interpretations	
Bronze	1	Documented staff satisfaction program.
	2	Staff satisfaction conducted at least annually.
	3	Staff satisfaction analysis conducted at least annually.
Silver	4	Measures and results are communicated to all stakeholders. Targets must be established and understood.
	5	Results are examined, discussed, trended and documented. The results are promoted openly across the centre and discussed in management meetings.
	6	75% of staff at interview must be able to explain their understanding of the staff satisfaction program and the latest staff satisfaction scores.
Gold	7	Staff have an understanding of the key drivers behind the issues. Senior Management has an understanding of the business need for high staff engagement within the centre.
	8	Leadership team (or management team or working group) works with staff at all levels to determine issues and necessary actions needed to resolve them.
	9	Action plans are effective and improvement in staff satisfaction are linked to action plans taken.

## CATEGORY 3.0 PEOPLE

### 3.9 Attrition

Centre measures staff turnover, reasons for leaving and understands the effect on centre performance.

3.9.1	<p><b>Attrition is measured by job role and work group. Attrition target(s) established for centre.</b></p> <ul style="list-style-type: none"> <li>Attrition is documented at three levels: staff leaving the role level, staff that left for internal roles outside the centre and staff that left the business completely. There are clearly defined targets at each level.</li> </ul>
3.9.2	<p><b>Attrition includes voluntary and involuntary separations. Attrition data is analysed quarterly.</b></p> <ul style="list-style-type: none"> <li>Process for exit interviews exists. Exit interviews are conducted for all staff and the reasons for the attrition are documented. Attrition due to voluntary and involuntary separations is analysed and separated.</li> </ul>
3.9.3	<p><b>Exit interviews always conducted. Action is taken where exit interviews identify retention issues within the centre and a formal retention strategy is developed.</b></p> <ul style="list-style-type: none"> <li>The information gathered during exit interviews is analysed and correlated to the attrition trends. Formal retention strategies, or a process to establish them should the need arise, are in place to manage the issues identified during the exit interviews.</li> </ul>

Level	Interpretations	
Bronze	1	Attrition or staff turnover by job role and working group is recorded and documented.
	2	Attrition is documented at the role level, promotions outside the centre within the business and leaving the business.
	3	There are clearly defined targets at each level.
Silver	4	Attrition is measured at least quarterly.
	5	Exit interviews are conducted and the reasons for the attrition are documented. Exit interview process, and associated documentation, exists.
	6	Attrition due to voluntary and involuntary separations is analysed and separated.
Gold	7	The information gathered during exit interviews is analysed and correlated to the attrition trends. Action is taken when retention issues are identified.
	8	Formal retention strategies, or a process to establish them should the need arise, are in place to manage the issues identified during the exit interviews.
	9	Evidence of reduction in attrition is demonstrated as a result of the implementation of action plans.

## CATEGORY 3.0 PEOPLE

### 3.10 Attendance

Centre measures and manages staff attendance.

3.10.1	<p><b>Process established for attendance management.</b></p> <ul style="list-style-type: none"> <li>Clearly defined and documented Attendance Management Process for staff to apply for planned leave or unplanned leave.</li> </ul>
3.10.2	<p><b>Planned and unplanned absence targets established and understood. Process for attendance management is adhered to by all staff.</b></p> <ul style="list-style-type: none"> <li>Planned and unplanned absenteeism targets exist and are relevant given the company's leave allowances. Planned and unplanned targets are understood by all relevant staff (leadership team). All applications for leave adhere to the centre's Attendance Management Process.</li> </ul>
3.10.3	<p><b>Action is taken if absence rates are above target and is causing centre performance or customer satisfaction issues. Action taken where process is not followed.</b></p> <ul style="list-style-type: none"> <li>When attendance is below targets, centre has a process to identify the root cause of the absenteeism and implement a centre action plan to improve attendance. Individual non-adherence to the Attendance Management Process is managed and follow-up action is taken with the individual. Workcover claims are managed proactively.</li> </ul>

Level	Interpretations	
Bronze	1	Attendance Management Process exists.
	2	Attendance Management Process is clear and relevant to the contact centre.
	3	Attendance Management Process is current.
Silver	4	Planned and unplanned absenteeism targets exist and are relevant given the company's planned and unplanned leave allowances.
	5	All applications for leave adhere to the Attendance Management Process.
	6	Planned and unplanned targets are understood by all relevant staff (leadership team). Key factors that affect unplanned leave are understood by all relevant staff.
Gold	7	When attendance is below targets, centre has a process to identify the root cause of the absenteeism and implement an action plan to improve attendance.
	8	Action plan is reviewed to ensure it is having the desired impact on the absenteeism trend. Attendance is proactively managed by centre management to prevent poor attendance.
	9	Individual action plans are implemented to improve attendance when required. Workcover claims are managed proactively, including preventative planning and evidence of action taken to facilitate return to work / usual duties for each case.

## CATEGORY 3.0 PEOPLE

### 3.11 Succession Planning

Centre ensures it is prepared for loss of key staff.

3.11.1	<p><b>Centre has a formal succession plan.</b></p> <ul style="list-style-type: none"> <li>Succession plan is established and is current. Succession plan covers key roles within the centre.</li> </ul>
3.11.2	<p><b>Centre has identified and profiled key roles that require risk management. Centre has a process to identify and develop potential successors.</b></p> <ul style="list-style-type: none"> <li>Centre has a profile of the key roles that require risk management. The profile of key roles defines the key criteria of someone to succeed into each role. Centre has a process to identify suitable internal candidates for the key roles.</li> </ul>
3.11.3	<p><b>Centre has a process to review the effectiveness of its formal succession plan and is developing potential successors.</b></p> <ul style="list-style-type: none"> <li>Centre has a career development plan in place for potential candidates for key roles. Centre has used the succession plan. Centre has reviewed performance of promoted staff and used this information to improve the succession plan.</li> </ul>

Level	Interpretations	
Bronze	1	Succession Plan exists.
	2	Succession plan is clear and identifies key role that require risk management.
	3	Succession Plan is current.
Silver	4	Centre has a profile of the key roles that require risk management.
	5	Centre has defined the key criteria (skills and experience) for someone to succeed into this role.
	6	Centre has a process to identify suitable internal candidates for the key roles. Appropriate training of candidate is provided to ensure capacity to fulfil role
Gold	7	Centre has a career development plan in place for potential candidates for key roles. This may not be a one-on-one ratio.
	8	Centre has used the succession plan. Centre has a process to review the candidate's performance in the new role.
	9	Centre has used information from succession performance reviews to improve succession planning and career planning within the centre.

## CATEGORY 3.0 PEOPLE

### 3.12 Career Planning

Centre develops career plans for staff and endeavours to make them happen.

3.12.1	<p><b>Centre has a career development process.</b></p> <ul style="list-style-type: none"> <li>• Career Development Process is established and is current. Career Development plan covers all roles within the centre.</li> </ul>
3.12.2	<p><b>Individual development plans created in conjunction with staff. Adequate support provided for individuals to work toward planned goals.</b></p> <ul style="list-style-type: none"> <li>• Centre has career development plans that are tailored to the individual. Individual career development plans have key goals within defined timelines. Training needs are identified within the career development plans and appropriate training, coaching or personal development is available to staff to assist them in meeting their career development goals.</li> </ul>
3.12.3	<p><b>Centre has a process to review the effectiveness of its formal career development process.</b></p> <ul style="list-style-type: none"> <li>• Centre uses career development plans in conjunction with its succession planning. Centre has promoted staff who have completed the necessary career development stages. Centre has reviewed performance of promoted staff and used this information to improve the career development process.</li> </ul>

Level	Interpretations	
Bronze	1	Career Development Plan exists.
	2	Career Development Plan is clear and covers all roles within the centre.
	3	Career Development Plan is updated on an annual basis.
Silver	4	Centre has career development plans that are tailored to the individual.
	5	75% of staff at interview can clearly articulate their career development plan and the key goals to be achieved.
	6	Staff can articulate the training that has been received or is due to be received to facilitate their achievement of key career development goals.
Gold	7	Centre uses career development plans in conjunction with its succession planning.
	8	Centre has promoted staff internally and has formal documentation of the career development stages that were completed to entitle that person to a promotion.
	9	Centre has used information from performance reviews to improve career development plans for individuals and review the career development process.

## CATEGORY 4.0 PROCESS

### 4.1 Documentation

Centre documents its policies and procedures.

4.1.1	<p><b>Policies and procedures documented.</b></p> <ul style="list-style-type: none"> <li>Centre has documented its policies and procedures.</li> </ul>
4.1.2	<p><b>Process and procedure documentation is usable and accessible.</b></p> <ul style="list-style-type: none"> <li>Documented policies and procedures are readily available to users. Document is in a format that easily understood and clearly sets out process/information.</li> </ul>
4.1.3	<p><b>Documentation reviewed on a regular basis.</b></p> <ul style="list-style-type: none"> <li>Centre has a structured review process to ensure documentation is current and accurate. Clear responsibility is shown for the updating of documentation. Centre has a process to ensure that all copies of documentation are consistent.</li> </ul>

Level	Interpretations	
Bronze	1	Documented policies and procedures exist.
	2	Policies and procedures are current.
	3	Centre has a communication procedure for changes to policies and procedures.
Silver	4	Front line staff have real time access to policies and procedures.
	5	Documentation presented in a clear and logical manner.
	6	At interview, 75% of staff can articulate how they use the documented policy or procedure.
Gold	7	Centre maintains a version control program to manage the currency of its policies and procedures.
	8	Centre has nominated resource for the maintenance and accuracy of policies and procedures.
	9	Process in place to ensure consistency of policy and procedures documentation.

## CATEGORY 4.0 PROCESS

### 4.2 Management Information

Centre has an effective management information system.

4.2.1	<p><b>Appropriate and relevant management reporting.</b></p> <ul style="list-style-type: none"> <li>Centre is able to obtain required performance data against key drivers and all relevant staff have access to the management reporting.</li> </ul>
4.2.2	<p><b>Management information is available and utilised by all the relevant people.</b></p> <ul style="list-style-type: none"> <li>Performance data is available within set time frames. Management information is available across appropriate time frames. Stakeholders have access to appropriate management information.</li> </ul>
4.2.3	<p><b>Automated production of management information and trending analysis. A process to review management information system.</b></p> <ul style="list-style-type: none"> <li>Centre policy of automating data collection and reporting. Centre utilises management information to identify performance and trends. Management information is linked to the business plan when appropriate. Process in place to review content of management information for suitability and value.</li> </ul>

Level	Interpretations	
Bronze	1	Management reporting exists in a clear and accurate format.
	2	Reporting information is directly linked to key business drivers.
	3	Centre articulates how management reporting is distributed to relevant staff.
Silver	4	Management information is available in time frames required by stakeholders.
	5	Performance data is provided across suitable time spans i.e. across the operating hours of the centre and historically.
	6	Stakeholders have access to suitable management information.
Gold	7	Centre has automated management information generation, as appropriate.
	8	Centre reviews suitability and currency of performance data collected and utilises management information to identify performance and trends.
	9	Process in place to review content of management information for accuracy, suitability and value.

## CATEGORY 4.0 PROCESS

### 4.3 Change Management

Centre has an approach for effective management of changes to products or processes.

4.3.1	<p><b>A formal change management strategy.</b></p> <ul style="list-style-type: none"> <li>Centre has a Change Management Process and this is communicated to the relevant staff.</li> </ul>
4.3.2	<p><b>Implementation plan for all changes.</b></p> <ul style="list-style-type: none"> <li>Change Management Process covers various degrees or levels of change with desired timelines and project milestones. Change management documents are utilised and implementation plans are created when changes occur. Appropriate resources and stakeholders are included in change process.</li> </ul>
4.3.3	<p><b>Post implementation review conducted for all changes.</b></p> <ul style="list-style-type: none"> <li>Centre reviews change implementation plans, both during and on completion of the change. Actions plans are created to rectify shortfalls caused by change. Adjustments are made to the Change Management Process when identified.</li> </ul>

Level	Interpretations	
Bronze	1	A Change Management document exists.
	2	Change Management Process is current.
	3	Change Management Process is available to the relevant staff.
Silver	4	Change management document covers various levels of change with desired timelines and project milestones.
	5	Evidence exists of implementation plans when changes have been made.
	6	Implementation plans identifies key stakeholders and resources required for change process.
Gold	7	Centre has a process to review effectiveness of change management process: both within project and post-project.
	8	Action plans are created to rectify shortfalls in change management process, when required.
	9	Centre has used information from change reviews to improve Change Management Process.

## CATEGORY 4.0 PROCESS

### 4.4 Communication

Centre has effective communication that enables business, management and staff to exchange relevant information.

4.4.1	<p><b>A formal communication process.</b></p> <ul style="list-style-type: none"> <li>A formal Communication process exists, is current and covers all relevant staff.</li> </ul>
4.4.2	<p><b>Timely dissemination of relevant information to staff. Regular and structured communication.</b></p> <ul style="list-style-type: none"> <li>Process allows for collection of communication material from various sources. Time frames for the creation and distribution of communication have been established and are known to stakeholders. Centre maintains a process that allows for regular communication as well as time critical communications. Communication process allows for input from various areas.</li> </ul>
4.4.3	<p><b>Centre measures that the communication is effective within the centre and between the centre and other parts of the business.</b></p> <ul style="list-style-type: none"> <li>Adequate storage of communication allows for reference by relevant staff. Centres have a process that ensures communication recipients understand the communication. Centre utilised a maintenance process to keep communication process current.</li> </ul>

Level	Interpretations	
Bronze	1	A Communication Process document exists.
	2	Communication Process is available to the required parties.
	3	Communication Process is current.
Silver	4	Process allows for collection of communication material from various sources: sample communication is clear and easily understood.
	5	Time frames for the creation and distribution of communication have been established and are known to stakeholders. Time frames allow for various methods of communication.
	6	Process allows for the distribution of communication both on a regular basis and on an 'as needs' basis.
Gold	7	Centre maintains copies and records of past communications that can be assessed by the relevant staff.
	8	At interview 75% of staff can articulate the content of a recent piece of communication. Process exists to verify communication has been received/actioned.
	9	Centre has a process to review communication strategy to ensure that its processes are current and applicable. Centre has a process that ensures effective communication between the centre, its stakeholders and other areas of the business.

## CATEGORY 4.0 PROCESS

### 4.5 Transaction Quality

Centre has a process to manage the quality of interactions with customers.

4.5.1	<p><b>A formal transaction quality process exists.</b></p> <ul style="list-style-type: none"> <li>The centre has a documented process to measure and quantify the quality of its customer interactions against a set of performance indicators.</li> </ul>
4.5.2	<p><b>Transaction quality process is delivered on a regular basis in a structured manner. Calibration of transaction quality monitors.</b></p> <ul style="list-style-type: none"> <li>Measure of customers interactions are performed in a structured and regular manner. All relevant staff understand the measurement process and the requirements. A process exists to ensure that the measurement process and rating is conducted in a uniform manner.</li> </ul>
4.5.3	<p><b>Findings from transaction monitoring are acted upon. A process to review transaction quality process.</b></p> <ul style="list-style-type: none"> <li>Interaction measurements are documented. Centre has a structured process to identify areas of non-performance and areas of possible improvement. Centre is able to demonstrate that improvement action plans have been created and have been acted upon. Centre has a process to review its methodology of measurement of transaction quality. Steps are taken to include stakeholders in the review of its Transaction Quality Management process.</li> </ul>

Level	Interpretations	
Bronze	1	A documented Transaction Quality Management process exists.
	2	Transaction Quality Management process is current.
	3	Transaction Quality Management process covers all types of transactions handled by the centre.
Silver	4	Centre takes steps to ensure that the measurement of the quality of its management of transactions is conducted in a structured and regular manner.
	5	The Transaction Quality management program details are made available to all relevant staff and that they have a clear understanding of its requirements.
	6	The centre has an ongoing process to ensure that the measurements are made are uniform in their rating i.e. calibration sessions by call monitors, training provided to monitors.
Gold	7	Evidence of transaction quality measurements are available both current and historical.
	8	Evidence that the centre has analysed in a structured manner the quality measurements and that action plans have been created and acted upon to address areas of non-performance or areas of possible performance improvement. Action plans are implemented at an individual or team level as required.
	9	The centre has a process that allows for the review and adjustment of its Transaction Quality Management process, stakeholders are included in the review.

## CATEGORY 4.0 PROCESS

### 4.6 Process Control

Centre controls the uniformity of the delivery of its key processes.

4.6.1	<p><b>Clearly defined and communicated processes.</b></p> <ul style="list-style-type: none"> <li>Centre has identified its core processes and has taken steps to ensure these are carried out in a uniform manner.</li> </ul>
4.6.2	<p><b>Processes are consistently implemented as per intended procedure.</b></p> <ul style="list-style-type: none"> <li>Documented procedures and processes contain control mechanisms to identify variances to the process. Relevant staff have access to policies and procedures and have a clear understanding of the requirements. Policies are in place that manage variances to established procedures.</li> </ul>
4.6.3	<p><b>Processes have clear procedures that will achieve business, customer and performance targets and these are reviewed on a regular basis.</b></p> <ul style="list-style-type: none"> <li>The centre is able to demonstrate a review of key processes. Centre review variance control mechanisms when changes to processes are made. Centre is able to demonstrate a uniformity of its delivery.</li> </ul>

Level	Interpretations	
Bronze	1	Centre has identified core processes.
	2	Centre demonstrates that it has identified controls to manage its core processes.
	3	Control measures are current.
Silver	4	Evidence of control mechanisms in documentation for key processes.
	5	At interview, 75% of the relevant staff have an understanding of the key processes and the control mechanisms.
	6	Centre has established processes to manage activities outside of allowable processes and procedures.
Gold	7	Centre reviews policies and procedures at least annually or more frequently if required.
	8	Centre has a process to review variance control mechanisms within its policies and procedures e.g. analysis of variation (range) and average performance.
	9	Centre is able to demonstrate that there is uniformity in the delivery of its policy and processes e.g. via frequency distribution charts.

## CATEGORY 4.0 PROCESS

### 4.7 Process Improvement

Centre takes action to improve performance in areas consistently not meeting targets.

4.7.1	<p><b>A formal process improvement methodology.</b></p> <ul style="list-style-type: none"> <li>Centre has a structured Improvement program covering all areas of the centre and centre communicates this to relevant staff.</li> </ul>
4.7.2	<p><b>A process that allows for input from staff on processes requiring improvement.</b></p> <ul style="list-style-type: none"> <li>Improvement program actively allows for the input of various stakeholders to enable root cause analysis of improvements. Improvement program seeks the “sign off” of all parties affected by changes implemented under the program. Centre actively communicates planned activities from the Improvement program. Improvement program allows for activities to be actioned across the centre and other parts of the business that effect the centre</li> </ul>
4.7.3	<p><b>A process to review effectiveness of performance improvement actions.</b></p> <ul style="list-style-type: none"> <li>Improvement program is reviewed on a regular basis to ensure its effectiveness. Centre maintains records of improvements. Post implementation review conducted of improvements to ensure objectives are met.</li> </ul>

Level	Interpretations	
Bronze	1	Centre has a documented Improvement methodology.
	2	Improvement methodology covers all relevant areas of the centre.
	3	Improvement methodology is communicated to all relevant staff.
Silver	4	Improvement program allows input from all stakeholders both in its analysis and implementation stages.
	5	Centre is able to demonstrate that it actively communicates planned activities. Centre seeks sign off of parties effected by changes implemented under the program.
	6	Improvement program allows for activities to be actioned across the centre and other parts of the business that effect the centre.
Gold	7	Improvement program reviewed on a regular basis for efficiency.
	8	Centre is able to provide a history of implemented improvement activities.
	9	Centre conducts post implementation reviews to ensure continuous improvement methodology is effective.

## CATEGORY 4.0 PROCESS

### 4.8 Management of Work Volumes and Resources

Centre endeavours to match work volumes and resources.

4.8.1	<p><b>A method to manage resources with work volumes.</b></p> <ul style="list-style-type: none"> <li>The centre has a formal process to manage resource requirements against projected work volumes and has an allocated resource to manage resource requirements (e.g. analyst, scheduler, team leader). Forecasts are communicated to all relevant staff.</li> </ul>
4.8.2	<p><b>A process that enables the forecasting of future work demands.</b></p> <ul style="list-style-type: none"> <li>The centre maintains historical data for analysis. Centre is able to forecast future work volumes both short term and long term. Centre has processes in place that allows them to obtain information from other areas within the organisation that effect the work volumes. Centre has identified triggers that effect changes to forecasts.</li> </ul>
4.8.3	<p><b>A process to measure and review forecasts against actuals both in work volumes and resource allocation. Processes to manage unplanned work volumes.</b></p> <ul style="list-style-type: none"> <li>Centre reviews its performance against projected work volumes and resource allocation. Centre is able to real time manage its resources to meet expected work volumes. Centre has a process to manage unplanned work volumes. Centre has a process to review its methodology in forecasting work volumes and resource requirements.</li> </ul>

Level	Interpretations	
Bronze	1	Centre maintains a process to forecast future work volumes and resource requirements.
	2	Centre has identified a staff member who is responsible for forecasting.
	3	Evidence that the forecast is communicated to relevant staff.
Silver	4	Centre is able to forecast work volumes and resource needs both short term and long term.
	5	Centre is able to gather information from other areas of the business that affect their work volumes and resource needs.
	6	Centre has identified activities and events that impact on forecast. At interview, forecasting resources are able to articulate the forecasts.
Gold	7	Centre reviews actual against forecasts both in work volumes and resource requirements.
	8	Evidence of real time management of resources to achieve performance targets and plans when centre faced with unplanned work volume spikes and troughs.
	9	Centre reviews its process for the management of work volumes and resource needs. At interview, forecasting resource is able to articulate the key reasons for resource variations in the forecast, or key reasons why service levels were not met.

## CATEGORY 4.0 PROCESS

### 4.9 Real Time Management

Centre has ability to respond to real time issues.

4.9.1	<p><b>A formal process for real time management.</b></p> <ul style="list-style-type: none"> <li>Centre has a process for the real time management of issues that affect the centre's performance. This process is communicated to the relevant staff.</li> </ul>
4.9.2	<p><b>Real time management process is implemented as designed and deployed.</b></p> <ul style="list-style-type: none"> <li>Escalation process in place to allow for immediate response to issues. Clear responsibilities are in place to address real time management issues. Real time management includes the identification of resources outside the centre that can be used, when appropriate.</li> </ul>
4.9.3	<p><b>Real time management is effective. A process to respond in real time to unforeseen changes.</b></p> <ul style="list-style-type: none"> <li>Centre reviews the causes of real time management issues. Centre is proactive in creating processes to minimise these causes. Staff input provided to assist in minimising issues.</li> </ul>

Level	Interpretations	
Bronze	1	Centre has processes for the real time management of issues.
	2	Management of issue process is current.
	3	Centre has identified critical and non critical issues.
Silver	4	Escalation process in place to cover real time management issues.
	5	Responsibilities in escalations are documented and known.
	6	Centre has identified additional resources that maybe required to assist with managing issues.
Gold	7	Centre reviews cause of issues, staff suggestion processes in place to minimise issues.
	8	Centre reviews responses and makes adjustments to policies, processes and training to improve real time management.
	9	Centre actively takes steps to minimise real time management issues, incorporating: staff suggestions, active management of key triggers.

## CATEGORY 4.0 PROCESS

### 4.10 Contingency Planning

Centre has an approach for ongoing operation in the event of unplanned outages.

4.10.1	<p><b>A contingency plan exists.</b></p> <ul style="list-style-type: none"> <li>A formal contingency plans exists covering all aspects of the centre and is communicated to the relevant staff.</li> </ul>
4.10.2	<p><b>Contingency plan is checked on a regular basis.</b></p> <ul style="list-style-type: none"> <li>Centre has a schedule of contingency plan testing. The relevant staff have access to the contingency plan and understand the key details of the plan. Contingency plan for the centre is aligned to the organisation's contingency plan.</li> </ul>
4.10.3	<p><b>Contingency plan covers both long and short-term outages. Contingency plan can be accessed at all times.</b></p> <ul style="list-style-type: none"> <li>Contingency plan identifies and provides action plans for both short term and long-term outages. Centre regularly reviews content of contingency plan. Centre is able to demonstrate learning's from the testing of its contingency plan. Contingency plan has been proven to provide the centre with the capacity to meet its minimum requirements.</li> </ul>

Level	Interpretations	
Bronze	1	Documented Contingency plan.
	2	Contingency plan is current.
	3	Roles and responsibilities are set out in the contingency plan and are communicated to the relevant staff.
Silver	4	Centre has a schedule of testing the actions within the contingency plan.
	5	At interview, 75% of the relevant staff have an understanding of the plan.
	6	Centre contingency plan is aligned to organisation's plan.
Gold	7	Contingency plan covers both short term and long term outages.
	8	Centre revises the contents of the contingency plan, evidence that plan is revised on at least an annual basis.
	9	Centre has/can demonstrate that they can maintain minimum standards when the contingency plan is enacted. Centre is able to demonstrate learning's from the testing of its contingency plan.

## CATEGORY 4.0 PROCESS

### 4.11 Security

Centre ensures security of customers, staff and data.

4.11.1	<p><b>A formal security and privacy policy.</b></p> <ul style="list-style-type: none"> <li>A formal security and privacy policy exists and is communicated to all relevant staff. Policy includes both customer and staff records</li> </ul>
4.11.2	<p><b>Security and privacy policy implemented as designed.</b></p> <ul style="list-style-type: none"> <li>Centre policy is aligned to organisation's policy. Clear responsibilities are outlined in the policy. Internal controls are in place and are tested. The internal controls ensure the ongoing testing of policy compliance.</li> </ul>
4.11.3	<p><b>A formal review of security and privacy.</b></p> <ul style="list-style-type: none"> <li>Centre undertakes regular review of policy. Centre seeks input for all stakeholders affected by the policy. Centre has in place processes to cover breaches of policy.</li> </ul>

Level	Interpretations	
Bronze	1	Documented Security and Privacy policy.
	2	Security and Privacy policy is current.
	3	All relevant staff have access to the security and privacy policy.
Silver	4	Policy is aligned to organisation's policy and clear roles and responsibilities are established within the policy.
	5	Internal controls allow for ongoing testing of compliance to the policy
	6	Internal controls are in place and tested. Internal controls cover protection of staff against customer actions.
Gold	7	Centre reviews policy with business and legislative changes.
	8	Centre seeks input from stakeholders in policy reviews.
	9	Processes in place to cover breaches of policy and breaches are successfully managed.

## CATEGORY 4.0 PROCESS

### 4.12 Legal Compliance

Centre operations abide by all legal requirements.

4.12.1	<p><b>A formal process to check legal compliance of centre policies and procedures.</b></p> <ul style="list-style-type: none"> <li>• Legal compliance checking is included in policy and procedural creation and review.</li> </ul>
4.12.2	<p><b>Staff educated on legal requirements and maintaining legal compliance.</b></p> <ul style="list-style-type: none"> <li>• Staff training delivered on compliance. Internal controls are in place to ensure compliance is ongoing.</li> </ul>
4.12.3	<p><b>A process to ensure policies and processes remain legally compliant when the law, processes or business requirements change.</b></p> <ul style="list-style-type: none"> <li>• Centre reviews compliance processes. Centre has in place processes to cover breaches of compliance. Centre has an escalation process to breaches. Appropriate stakeholders are involved in policy review.</li> </ul>

Level	Interpretations	
Bronze	1	Centre has a program to review its processes and policies for legal compliance.
	2	Roles and responsibilities are established for checking compliance.
	3	Compliance testing is current.
Silver	4	Legal compliance training is delivered to all staff.
	5	Internal controls allow for ongoing testing of compliance to the policy. Training effectiveness is measured. At interview, 80% of staff can articulate key legal compliance requirements.
	6	Internal controls are tested and compliance testing is on-going.
Gold	7	Centre reviews the process for assessing legal compliance to make it as efficient and effective as possible.
	8	Centre has in place processes to cover breaches of compliance. Centre has an escalation process for breaches in compliance.
	9	Appropriate stakeholders are involved in policy review. Any breaches of legal compliance are managed in real time and are not on-going breaches.

## CATEGORY 5.0 ACHIEVMENT/PERFORMANCE

### 5.1 Performance Measurement

Performance achievement against centre targets.

5.1.1	<p><b>Appropriate measures (Key Performance Indicators [KPIs]) aligned with the vision or mission statement are established.</b></p> <ul style="list-style-type: none"> <li>Centre has clearly defined and communicated KPIs that depict the goals and required performance levels of the centre. Service delivery KPIs established for each business line and channel managed by the centre.</li> </ul>
5.1.2	<p><b>Performance is measured against established KPIs.</b></p> <ul style="list-style-type: none"> <li>Centre has a process for recording, reporting and communication of performance achievement against KPIs to its staff. Centre reports performance against objectives to the centres stakeholders.</li> </ul>
5.1.3	<p><b>A structured approach to identify and address performance that is not meeting objectives. A process that allows for the review of performance measurements to ensure that they remain applicable to the centre.</b></p> <ul style="list-style-type: none"> <li>Corrective action implemented when KPI is missed. Corrective action is specific, milestones defined and responsibilities clearly stated. Corrective action results in improved performance against KPI. Annual review (or when business changes) of KPIs to ensure that they remain applicable to the centre.</li> </ul>

Level	Interpretations	
Bronze	1	Existence of centre KPIs is established.
	2	Evidence that the centre's KPIs are relevant to the business lines and channels.
	3	Evidence that KPIs are relevant to the vision or mission.
Silver	4	Regular reporting (relevant to the KPI) is undertaken.
	5	Results of performance and analysis are communicated to relevant staff on a scheduled basis. 75% of staff at interview can articulate how the centre is performing.
	6	Centre reports performance against objectives to the centres stakeholders on a scheduled basis. Performance data can also be made available to stakeholders on a "need to" basis.
Gold	7	Action taken in a timely manner when KPIs are missed.
	8	Corrective action is specific, milestones are defined and responsibilities clearly stated.
	9	Corrective action results in improved performance against KPI. Annual review (or when business changes) of KPIs to ensure that they remain applicable to the centre.

## CATEGORY 5.0 ACHIEVMENT/PERFORMANCE

### 5.2 Customer Satisfaction

Centre measures customer satisfaction and acts on results.

5.2.1	<p><b>Customer satisfaction is measured.</b></p> <ul style="list-style-type: none"> <li>A process to measure customer satisfaction. A process to capture all customer feedback. Targets are set for customer satisfaction. Targets are communicated to relevant staff.</li> </ul>
5.2.2	<p><b>Customer satisfaction ratings are analysed.</b></p> <ul style="list-style-type: none"> <li>Formal analysis of customer satisfaction. Results of analysis are communicated to relevant staff. Centre has a process to respond to all customer feedback.</li> </ul>
5.2.3	<p><b>A program to review and rectify areas that are creating customer satisfaction and dissatisfaction. A formal process to identify customer expectations.</b></p> <ul style="list-style-type: none"> <li>Key drivers of customer satisfaction and dissatisfaction understood by relevant staff. Action must be taken on key drivers when satisfaction performance is below target. Action must result in performance improvement. Professional guidance sought in identifying customer expectations.</li> </ul>

Level	Interpretations	
Bronze	1	Existence of customer satisfaction measurement process is established.
	2	Existence of process to capture all customer feedback is established.
	3	Evidence that customer satisfaction targets exist and are communicated to relevant staff.
Silver	4	Analysis of customer satisfaction is undertaken and includes an analysis of customer satisfaction drivers.
	5	Results of performance and analysis are communicated to relevant staff. At interview, 75% of relevant staff can articulate the latest customer satisfaction ratings.
	6	Response to all customer feedback within time frames of centre's process.
Gold	7	Key drivers of customer satisfaction and dissatisfaction defined, communicated and understood by relevant staff.
	8	Action taken when performance below target and action resulted in performance improvement.
	9	A process is in place to identify customer expectations and verifying key drivers of customer satisfaction and dissatisfaction.

## CATEGORY 5.0 ACHIEVMENT/PERFORMANCE

### 5.3 Feedback Management

Centre has a process for managing feedback from customers, stakeholders and other parts of the business – (feedback includes both positive and negative)

5.3.1	<p><b>A formal feedback handling process.</b></p> <ul style="list-style-type: none"> <li>Centre has a formal feedback handling process that includes identification of complainant or nominee, issue, resolution action, agreed timeframes, appeal rights and recording of all feedback. Documented complaints process and customer's rights are communicated and available to customers and staff.</li> </ul>
5.3.2	<p><b>Feedback is analysed. Customers with complaints are managed.</b></p> <ul style="list-style-type: none"> <li>Formal, monthly scheduled analysis of feedback and customer complaints. Results of analysis are communicated to relevant staff. Centre responds and resolves all customer complaints.</li> </ul>
5.3.3	<p><b>A program to review and rectify areas that are creating customer complaints. A process to review feedback handling.</b></p> <ul style="list-style-type: none"> <li>Key drivers of customer complaints understood by relevant staff. Action must be taken on key drivers when customer complaint performance is below target. Action must result in performance improvement. Formal annual review of customer complaint handling process.</li> </ul>

Level	Interpretations	
Bronze	1	Existence of feedback handling process and evidence of measurement process is established.
	2	Feedback process includes all of the minimum requirements (e.g. identification of complainant or nominee, issue, resolution action, agreed timeframes, recording of all complaints) and appeal rights. (e.g. customer charter, complaints resolution policy etc.)
	3	Evidence that a complaints process and customer's rights are communicated and available to customers and staff.
Silver	4	Monthly, scheduled analysis of feedback undertaken.
	5	Results of performance and analysis are communicated to relevant staff within the centre or business as appropriate.
	6	Response and resolution to all feedback within time frames of centre's process. Agents or designated staff are able to take ownership to resolve customer complaints.
Gold	7	Key drivers of feedback are defined, communicated and understood by relevant staff.
	8	Action taken when performance below target and action resulted in performance improvement.
	9	Formal annual review of customer complaint performance and complaint handling process.

## CATEGORY 5.0 ACHIEVMENT/PERFORMANCE

### 5.4 Financial Management

Effective financial management.

5.4.1	<p><b>A budget and/or profit and loss statement is established.</b></p> <ul style="list-style-type: none"> <li>Documentation of the budget and/or profit and loss (P&amp;L) statement exists and relevant staff have access to the statements. Budget and/or P&amp;L statement is updated monthly. Documented process for procurement (purchase orders, company credit cards, expense claims) exists.</li> </ul>
5.4.2	<p><b>Use of financial management reports.</b></p> <ul style="list-style-type: none"> <li>Monthly analysis of performance to the budget undertaken and the budget is amended when a target or goal is missed. Responsibilities are managed and communicated to relevant staff to manage poor performance against budget or P&amp;L. Staff can communicate the procurement process and adhere to the company policy.</li> </ul>
5.4.3	<p><b>Operations are maintained within budget. Senior managers have a clear understanding of cost and revenue drivers within the centre.</b></p> <ul style="list-style-type: none"> <li>Corrective action is implemented when the monthly budget was missed. Corrective action was specific and responsibilities were clearly stated. Corrective action brought the budget back within the annual budget target or budget variation approval obtained. Senior managers have a clear understanding of cost and revenue drivers within the centre.</li> </ul>

Level	Interpretations	
Bronze	1	Existence of budget and P&L is established.
	2	P&L or Budget must be current i.e. updated at the last month end.
	3	Centre articulates the distribution methodology of the plan to all relevant staff. Documented process for procurement (purchase orders, company credit cards, expense claims) exists.
Silver	4	Performance against budget and/or P&L is analysed and reviewed monthly. Staff can communicate the procurement process and adhere to the company policy.
	5	Evidence that the budget and/or P&L is updated monthly and that it is updated when target or goal is missed.
	6	Clear definition of who is accountable for assessing financial performance against the budget. Communication strategy for updates with the relevant staff.
Gold	7	Corrective action is implemented when the monthly budget is missed. Corrective action was specific and milestones were re-defined within the annual budget.
	8	Responsibilities for the corrective action were clearly defined and action was taken. Corrective action brought centre operations back within the annual budget or budget variation approval obtained.
	9	Senior managers have a clear understanding of cost and revenue drivers within the centre. Financial delegations are managed in accordance with financial policy. Management are able to provide cost per call and cost per transaction data.

## CATEGORY 5.0 ACHIEVMENT/PERFORMANCE

### 5.5 Asset Management

Appropriate management, use and care of assets.

5.5.1	<p><b>Asset register accurately maintained.</b></p> <ul style="list-style-type: none"> <li>Centre has defined a process to manage assets and a register of current assets. Centre policy on asset usage communicated to relevant staff.</li> </ul>
5.5.2	<p><b>Process for managing allocation, loan and transfer of assets.</b></p> <ul style="list-style-type: none"> <li>Asset purchases undertaken in accordance with centre guidelines. Asset register accurately maintained. This includes records of all purchases, transfers and disposals. Records maintained to manage assets on long or short-term personal issue.</li> </ul>
5.5.3	<p><b>Annual stock take of assets. Measurement of asset utilisation.</b></p> <ul style="list-style-type: none"> <li>Annual stock take completed according to procedures and within designated time frames. Annual review conducted of asset utilisation and condition. Replacement or disposal action defined and communicated to key personnel.</li> </ul>

Level	Interpretations	
Bronze	1	Existence of an asset management policy is established. Communication strategy to relevant staff.
	2	Asset management policy must be current i.e. updated within the last 6 months.
	3	Details of asset register provided.
Silver	4	Asset purchases undertaken in accordance with centre guidelines.
	5	Asset register accurately maintained.
	6	Relevant staff can articulate the centre's asset management policy.
Gold	7	Annual asset stock take completed within guidelines and designated time frames.
	8	Annual review of asset usage, efficiency and appropriateness for the centre conducted.
	9	Appropriate action taken on findings of asset review.

## CATEGORY 5.0 ACHIEVMENT/PERFORMANCE

### 5.6 Contract Management

Contracts are managed and reviewed.

5.6.1	<p><b>Contracts parameters are understood by key personnel.</b></p> <ul style="list-style-type: none"> <li>Centre has defined a process to manage contracts.</li> </ul>
5.6.2	<p><b>Contracts are adhered to.</b></p> <ul style="list-style-type: none"> <li>Details of contracts recorded in centre's contract register. This includes recording, maintaining and finalising of contracts. Centre must ensure that it is managing contracts in accordance with centre's contract management guidelines. Relevant staff analyse and track adherence to contracts.</li> </ul>
5.6.3	<p><b>Contracts are reviewed appropriately.</b></p> <ul style="list-style-type: none"> <li>Relevant staff can articulate the key performance targets for key contracts. Contracts are current and contract renewal occurs only after a formal review of prior performance against contract deliverables.</li> </ul>

Level	Interpretations	
Bronze	1	Existence of contract management policy is established.
	2	Contract management policy must be current i.e. updated within the last 12 months.
	3	Centre articulates the distribution methodology of the contract management plan to all relevant staff.
Silver	4	Details of contracts recorded in centre's contract register. This includes recording, maintaining and finalising of contracts.
	5	Centre must ensure that it is managing contracts in accordance with centre's contract management guidelines.
	6	Relevant staff analyse and track adherence to contracts.
Gold	7	Contracts are available to relevant staff for all key suppliers. Relevant staff can articulate the key performance targets for key contracts.
	8	Contracts are reviewed for currency and appropriate addendums created for out-dated contractual arrangements. Evidence that action is taken for non-performance of contractors.
	9	Contract renewal occurs only after a formal review of prior performance against contract deliverables. A good working partnership exists with contract suppliers.