Global Benchmarking Series, 2022

Contact Center Quality Assurance

May 2022

GBS
GLOBAL BENCHMARKING SERIES

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Introduction

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Key Findings

Preface

This month we are please to bring to you our detailed report on ''Contact Center Quality Assurance (QA)''. QA is known at COPC Inc. as Transaction Monitoring, but in this report, we will use the term QA.

The QA program is one of the most important processes that organizations can set up to drive improvements in quality, customer satisfaction and efficiency in their contact centers. A well-designed QA program not only allows operations to monitor performance, but it also ensures that frontline staff have a clear understanding of what is expected of them and how their individual performance impacts the customer experience and internal business goals.

QA has traditionally been a manual process of listening to calls and recording results, but we are seeing more and more contact centers beginning to use speech analytics and intelligent automation to support their QA approaches. We believe that these trends will continue, but ultimately every center will still need to have a strong understanding of sampling methodologies and an ability to interpret statistics to make sure that their automated approaches are linked with their manual results. This report shares detailed results from our global survey of executives about their contact center QA processes, approaches applied, use of technology and calibration of monitoring staff etc.

We hope that you find the report useful in understanding how the industry presently set up and where it is headed in terms of QA programs and how your operations compare to other contact centers globally.

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Key Findings

QA programs at contact centers

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

Technologies for QA programs

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

Measuring performance of QA programs

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

Calibration for QA staff

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

02

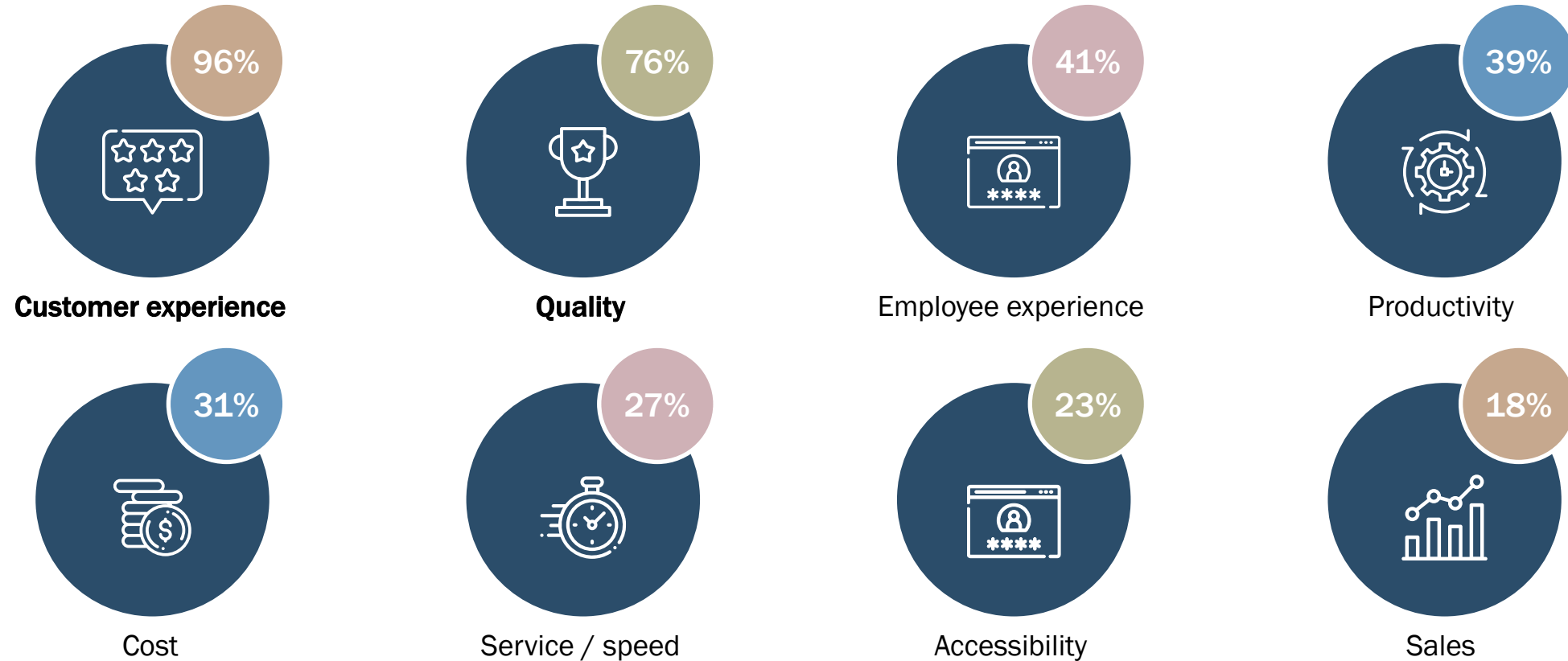# Quality Assurance (QA) Programs

An Introduction
The Use of QA Programs
QA Monitoring – Who Conducts?
QA Monitoring

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

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

96%	**76%**	41%	39%
Customer experience	**Quality**	Employee experience	Productivity
31%	27%	23%	18%
Cost	Service / speed	Accessibility	Sales

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

The Use of QA Programs

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

Human Assisted Channels only (eg phone, chat, email, etc.) — 58%

Both Human Assisted Channels and Self Service Technologies — 34%

None, we do not have any QA programs — 8%

92%

92% of the corporate respondents stated their organizations have QA program
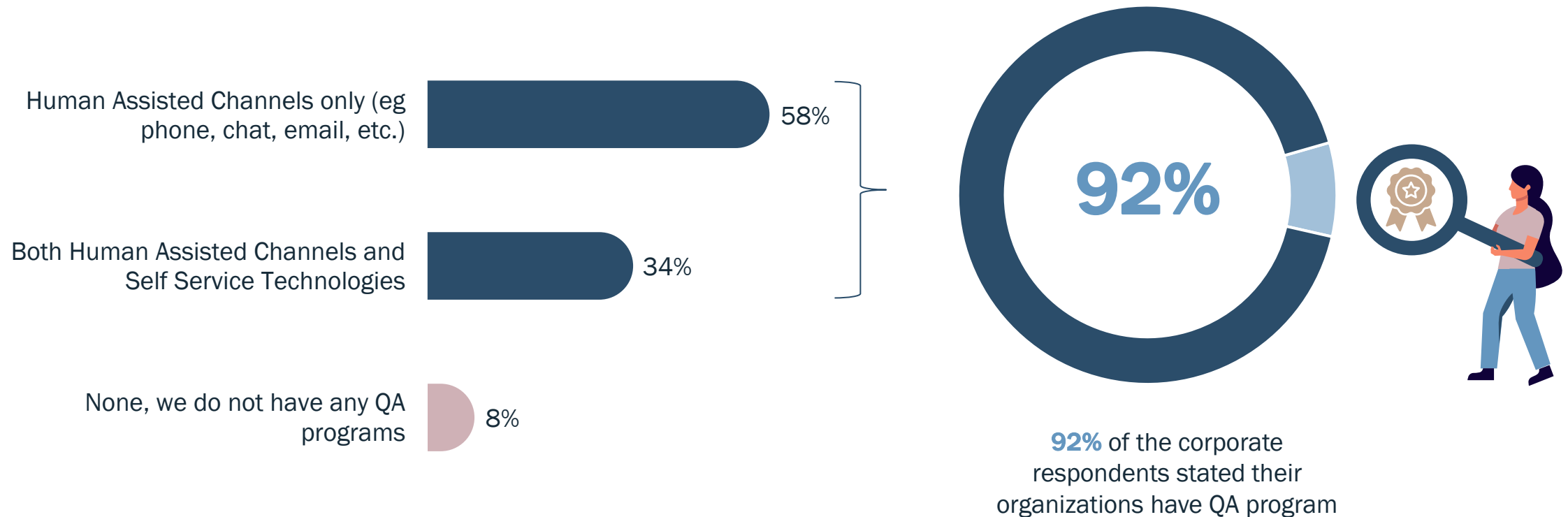
QA Monitoring – Who Conducts?

Who conducts your QA Monitoring?

Combination of Independent quality team and supervisors / team leads — **52%**

Independent quality team (Internal) — **32%**

Supervisors / team leads — **14%**

Independent quality team (external) — **2%**
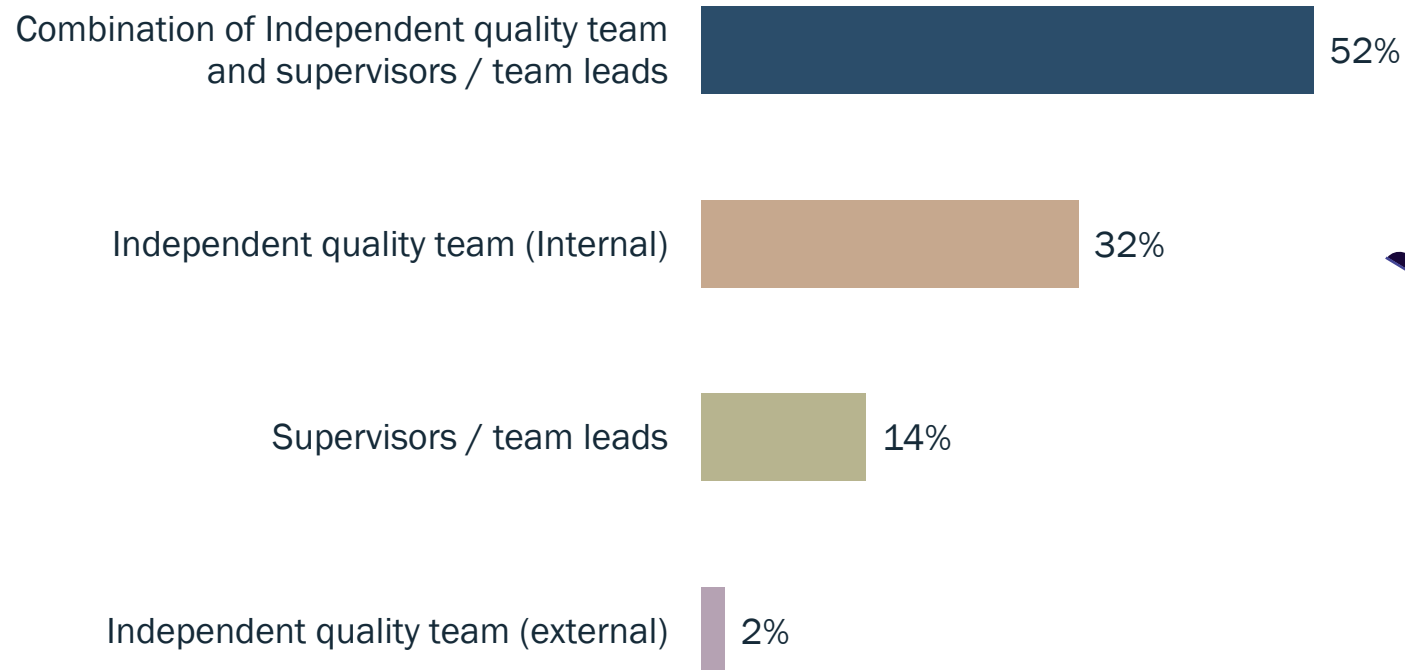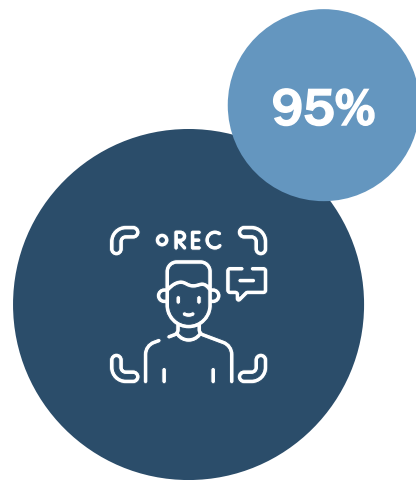
Using a combination of independent quality team and supervisors/ team leads emerges as the most common way of conducting QA monitoring, with **52%** of the executives stating so
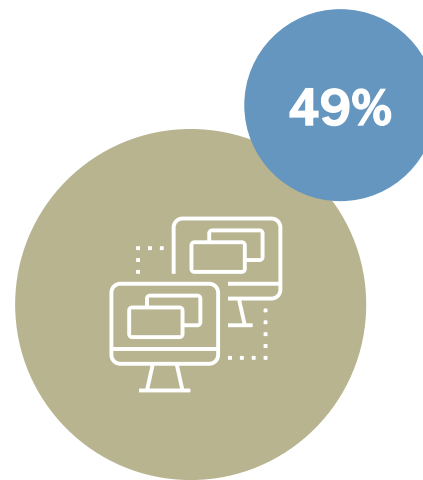
QA Monitoring – Approaches

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

95%

Remote recorded monitoring

50%

Side-by-side monitoring

49%

Remote live monitoring

Remote recorded monitoring is the most common approach stated by the executives for the purpose of QA monitoring

36% of the respondents stated their organizations follow all the three approaches for QA monitoring
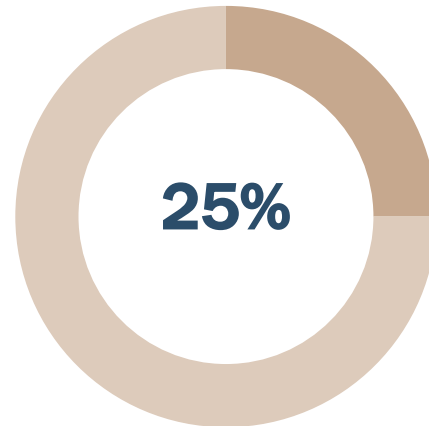
QA Monitoring – Selection of transactions to be monitored

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

63%
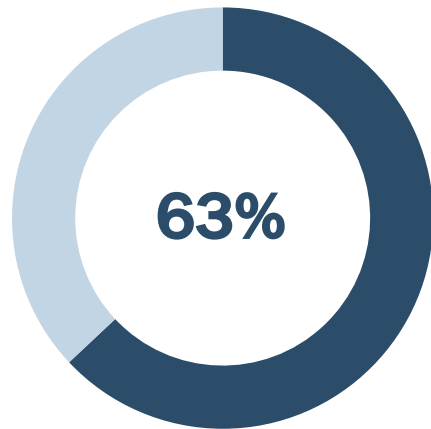
Selected randomly

25%

Selected by QA assessor

12%
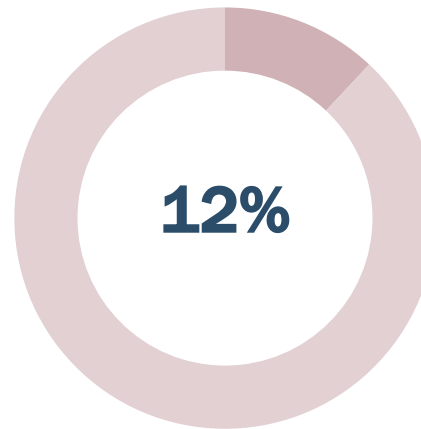
Others*

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

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

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

03

QA Technologies

Technology for Quality Assurance (QA) Programs

Quality Assurance Software

Use of Speech Analytics for QA Programs

Technology for Quality Assurance (QA) Programs

Which systems or tools do you use to conduct your Quality Assurance Program?
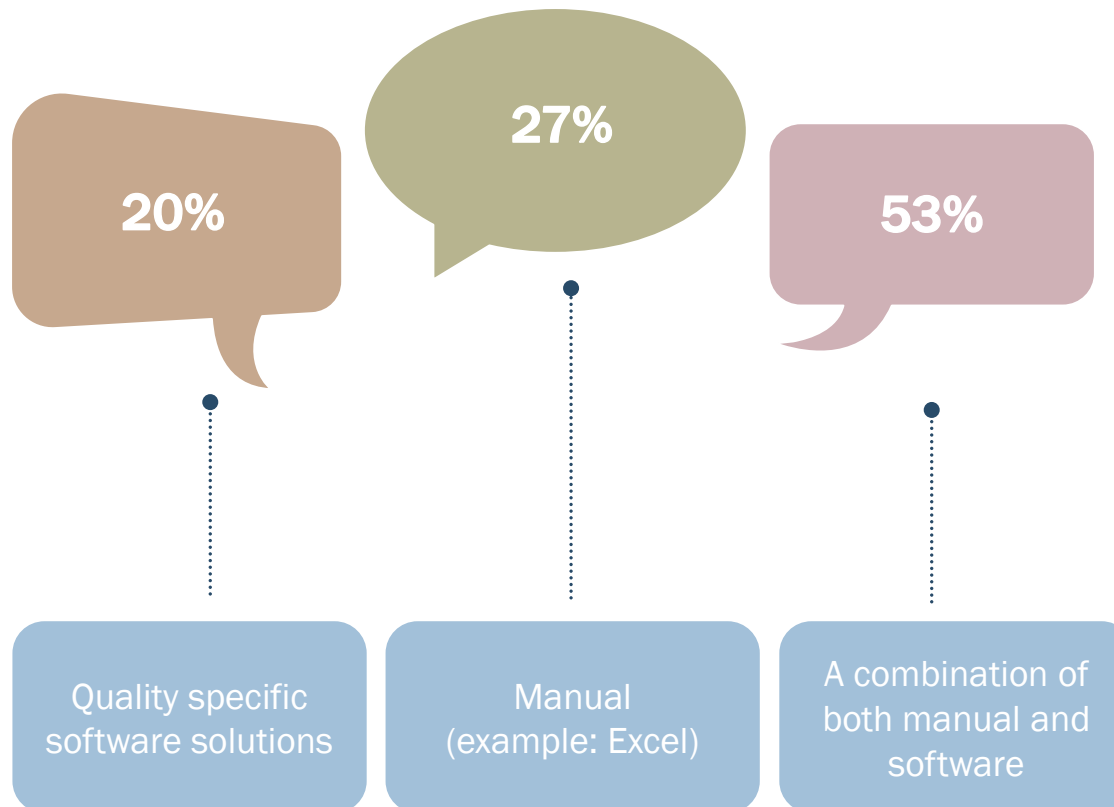
27%

20%

53%

Quality specific software solutions

Manual (example: Excel)

A combination of both manual and software

73% of respondents stated their organizations use a quality specific software for their QA programs

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

Quality Assurance Software – Market Share and Satisfaction

Satisfaction (TTB% = % of Very Satisfied + Satisfied) (y-axis)

Plotted points:
- NICE
- CUSTOM/INTERNAL SOLUTIONS
- GENESYS
- OTHERS

Market Share (% of Respondents) (x-axis)

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

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

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

Some of the 'other' providers include:
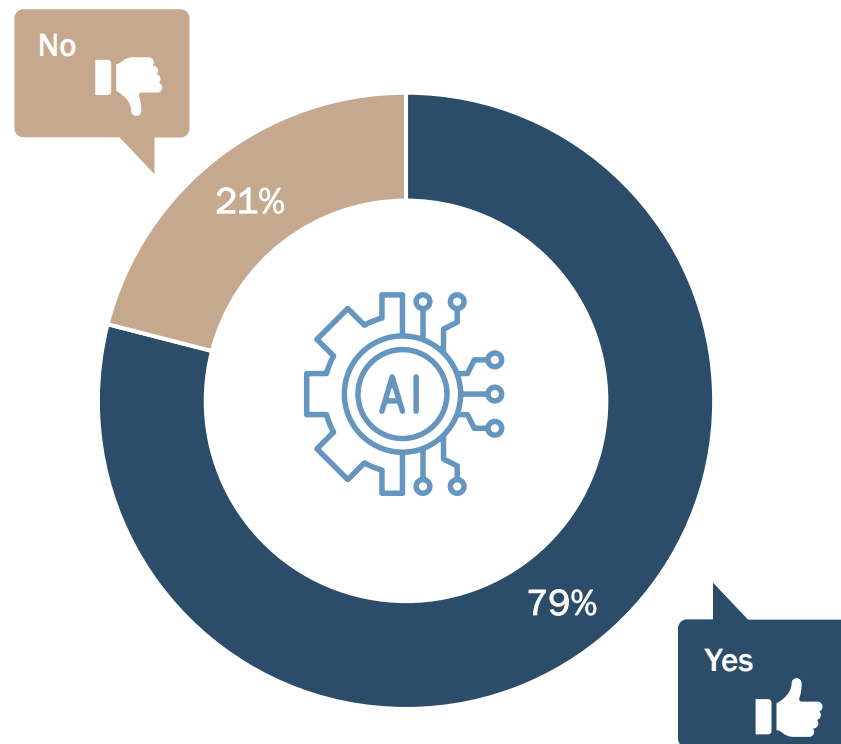- Avaya
- CallMiner
- HigherGround
- Observe.AI
- Playvox
- RevealCX*

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

Use of Speech Analytics for QA Programs

Do you use speech analytics to support your QA program?

No

21%

79%

Yes

79% of the executives state their organizations use speech analytics for their QA programs
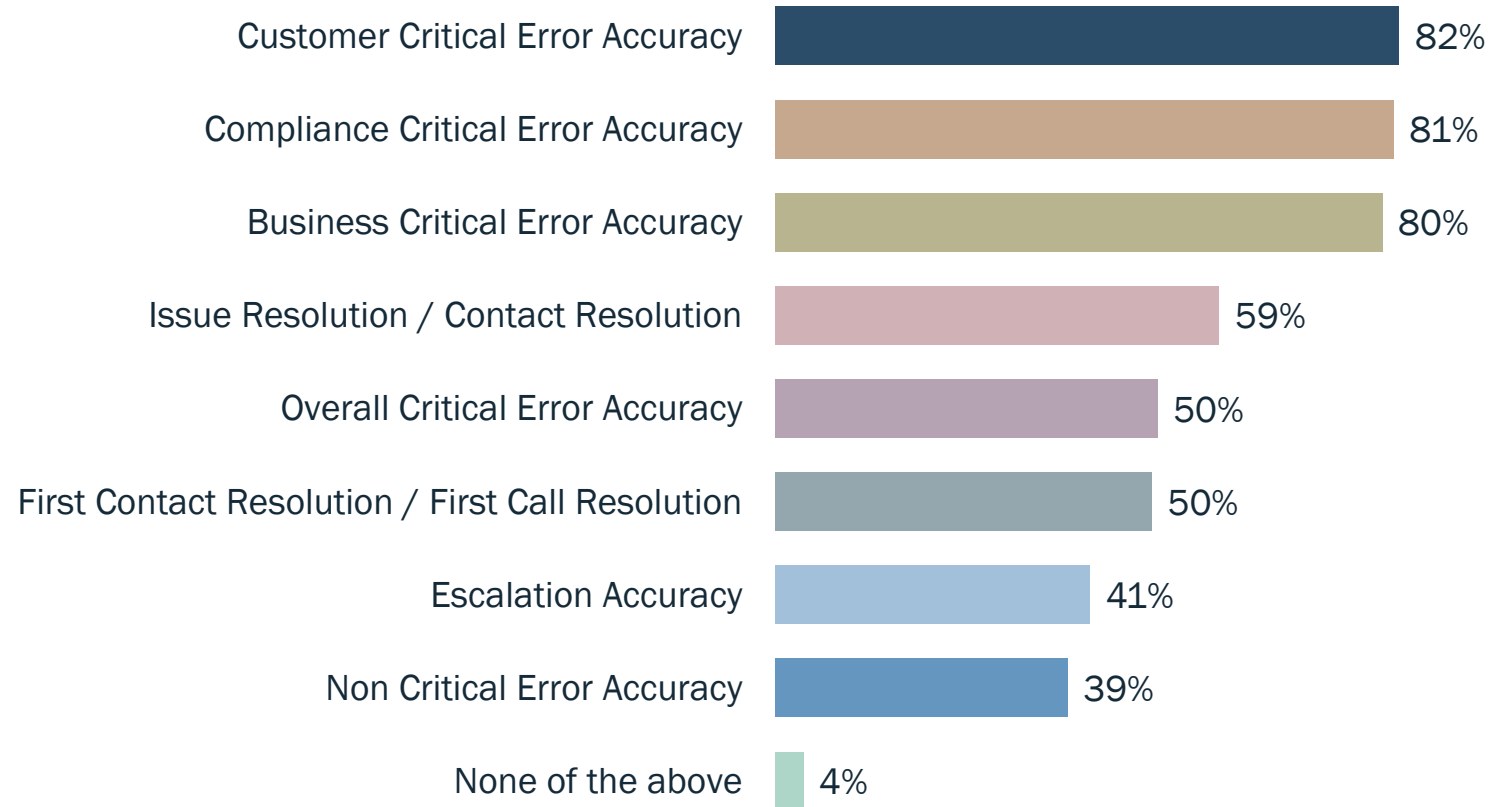
04

Measuring Performance of QA Programs

Metrics measured as part of QA Programs

Quality Monitoring and Customer Satisfaction

Use of quality monitoring to understand causes of error

Metrics measured as part of QA Programs

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

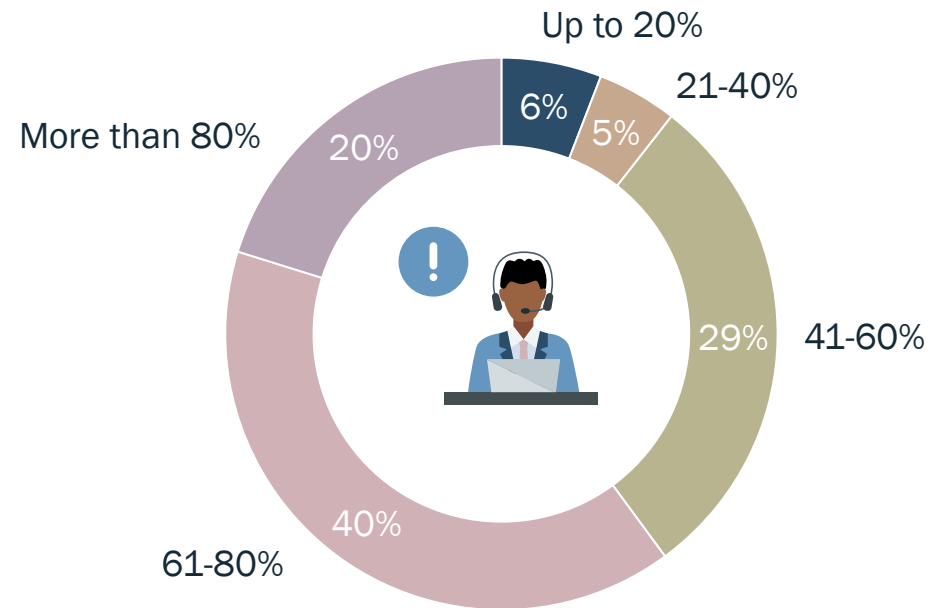| Metric	Percentage
Customer Critical Error Accuracy	82%
Compliance Critical Error Accuracy	81%
Business Critical Error Accuracy	80%
Issue Resolution / Contact Resolution	59%
Overall Critical Error Accuracy	50%
First Contact Resolution / First Call Resolution	50%
Escalation Accuracy	41%
Non Critical Error Accuracy	39%
None of the above	4%

COPC CX Standard for Contact Centers, 7.0 requires that for customer-facing processes, Customer Critical Error Accuracy, Business Critical Error Accuracy, and Compliance Critical Error Accuracy must be monitored or checked and assessed as distinct components of both human and digital assisted transactions

Only 74% of the executives stated their organizations measure all the three metrics namely Customer Critical Error Accuracy, Business Critical Error Accuracy, and Compliance Critical Error Accuracy as a part of their QA programs

First Contact Resolution (FCR) – Human Assisted Channels

FCR – Corporate View

Up to 20% — 6%
21-40% — 5%
41-60% — 29%
61-80% — 40%
More than 80% — 20%
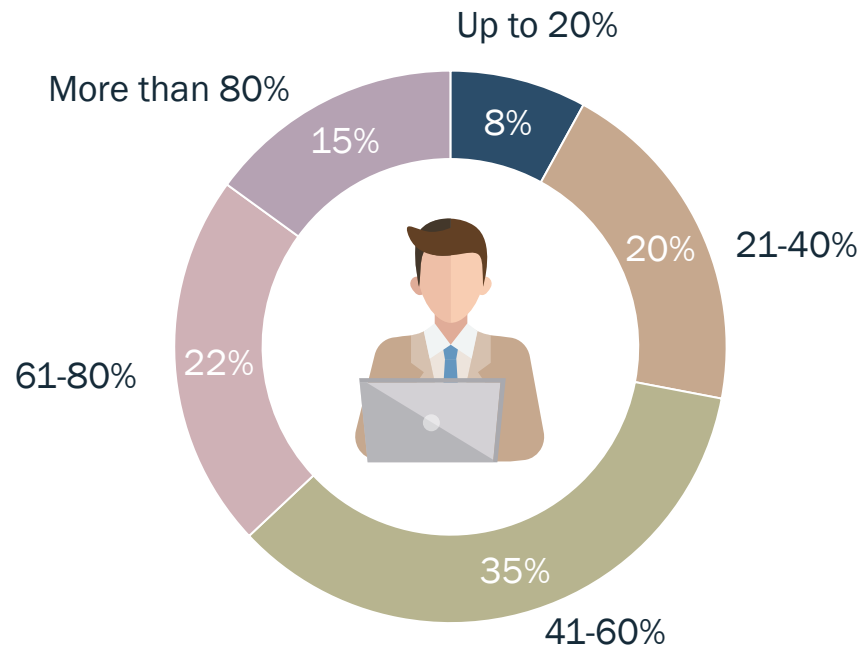
FCR – Customer View

Phone 46%
Email 34%
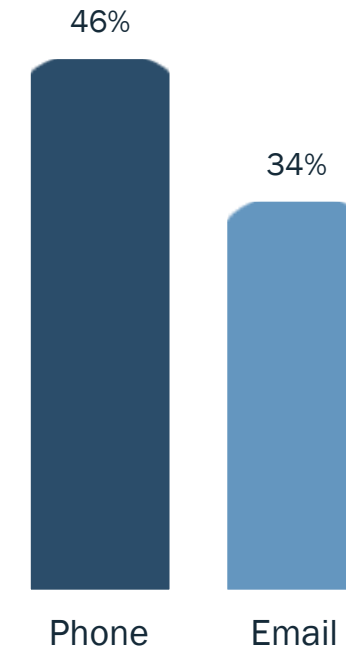
Organizations appear to report inflated FCR results when compared with research directly from customers. This often occurs as a result of measurement techniques which do on reflect the true experience such as measuring FCR as percentage of customer not calling back within 24 hours

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

FCR – Corporate View

Up to 20%
8%

More than 80%
15%

21-40%
20%

61-80%
22%

41-60%
35%

**FCR – Customer View**

40%

The FCR levels from a corporate view for SSTs are also higher than customer reported data. Whilst the FCR figure of 40% is close to the assisted channel (e.g., Phone, Email, Webchat) performance of 46% it is important to recognize that, on average, lower complexity transactions are more likely to be handled by SST with higher complexity flowing to human assisted channels

COPC Inc. Accuracy Benchmarks – Mean %*

90%
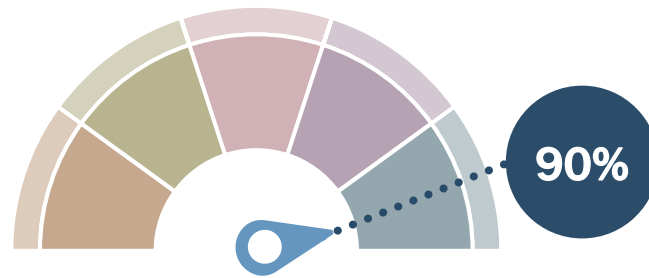
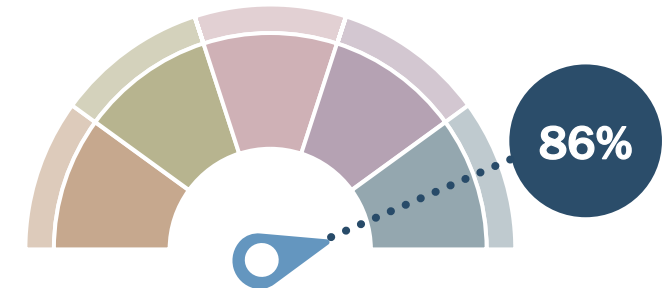**Customer Critical Accuracy**

% transactions monitored without end-user critical errors

98%
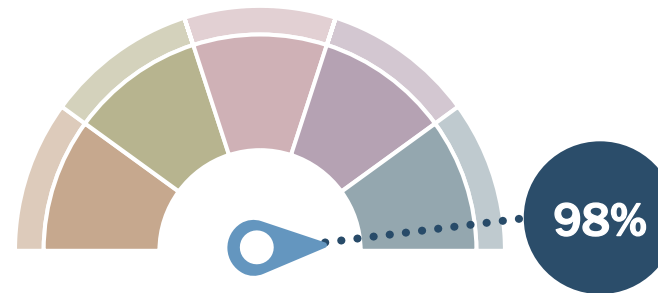
Compliance Critical Accuracy

% transactions monitored without compliance critical errors

86%

Business Critical Accuracy

% transactions monitored without business-critical errors

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

Quality Monitoring and Customer Satisfaction

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

22%

75%

3%

Yes

No

Don't know
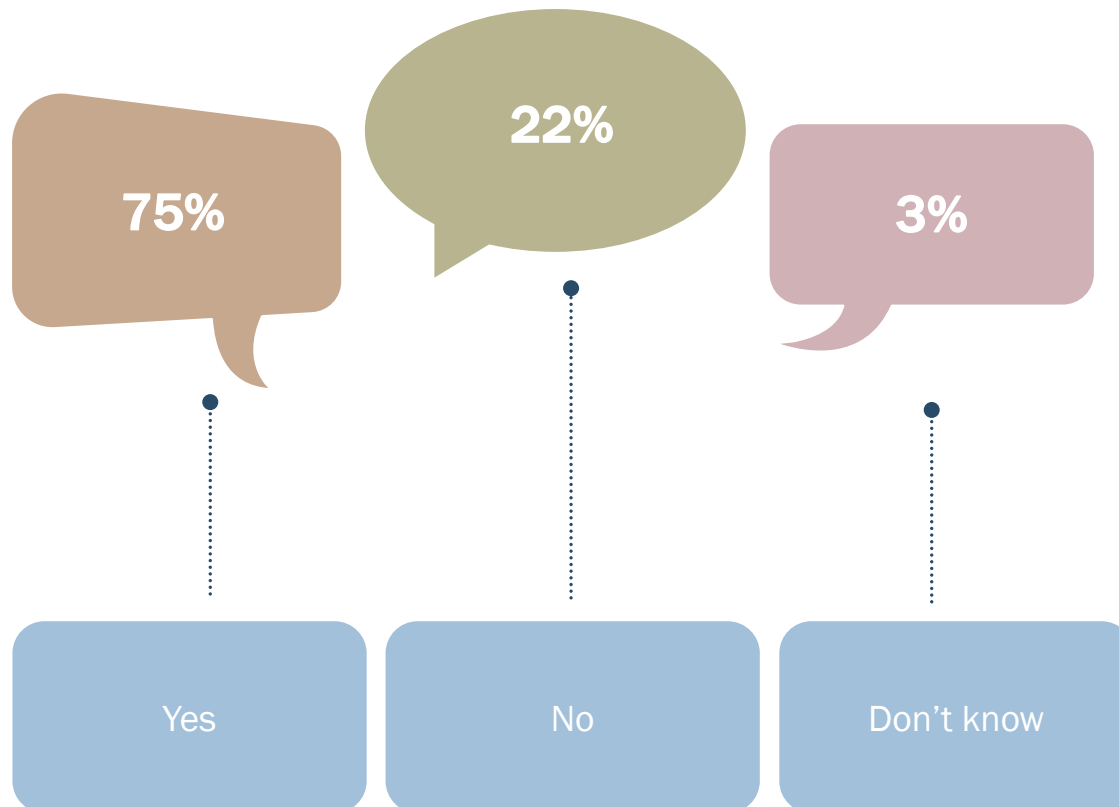
The **COPC CX Standard for Contact Centers, 7.0 requires** that organizations must be able to demonstrate the relationship, at the attribute level, between its Customer Critical Error Accuracy performance and the results of the measures of the Customer Experience

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

Use of quality monitoring to understand causes of error

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

5%

5%

90%
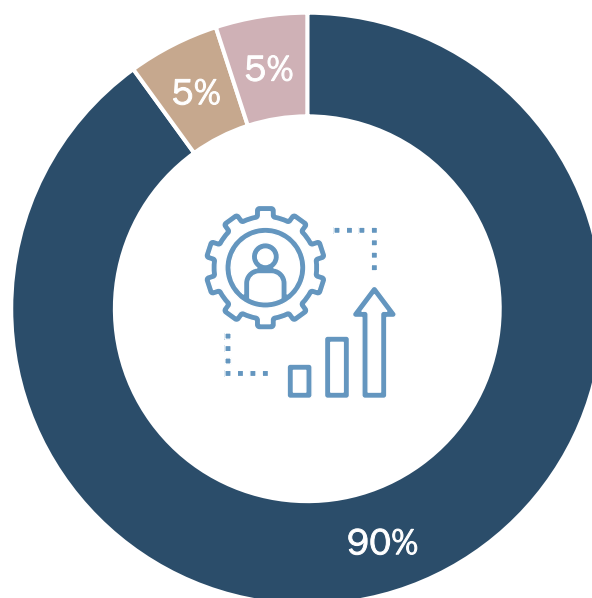
■ Yes ■ No ■ Don't know

COPC CX Standard for Contact Centers, 7.0 requires that organizations must have an approach for analyzing quality results to identify frequent errors

90% of the interviewed executives stated their organizations analyse the results of quality monitoring to identify common errors

05

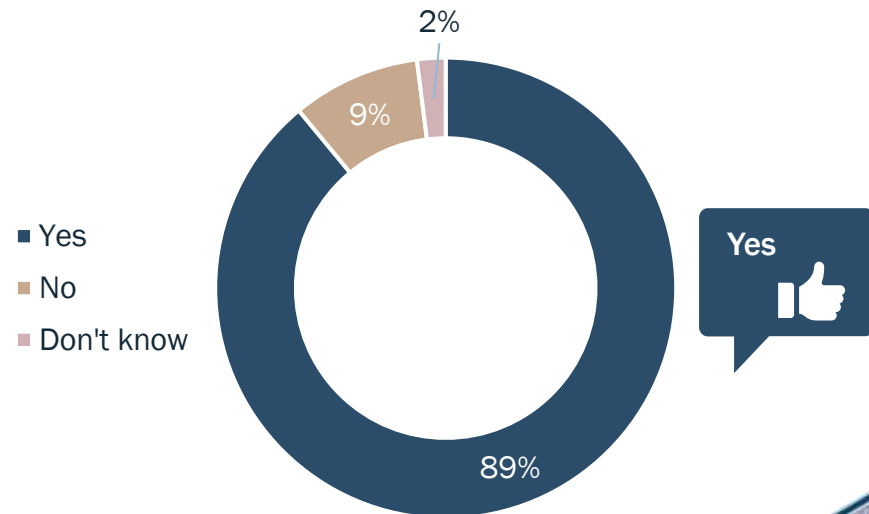# Calibrating and Monitoring QA Staff

Calibration Process

Monitoring Agents / CSS

Typical Spans and Control for QA teams for outsources operations

Calibration for QA Staff at Contact Centers

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

2%
9%
89%

- Yes
- No
- Don't know

Yes 👍

How frequently are individuals performing monitoring calibrated?

Weekly	27%
Monthly	51%
Quarterly	12%
Annually	2%
Other (please specify)	8%

90%

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

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

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

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

Effectiveness of Calibration Process

How effective do you consider your calibration process is?
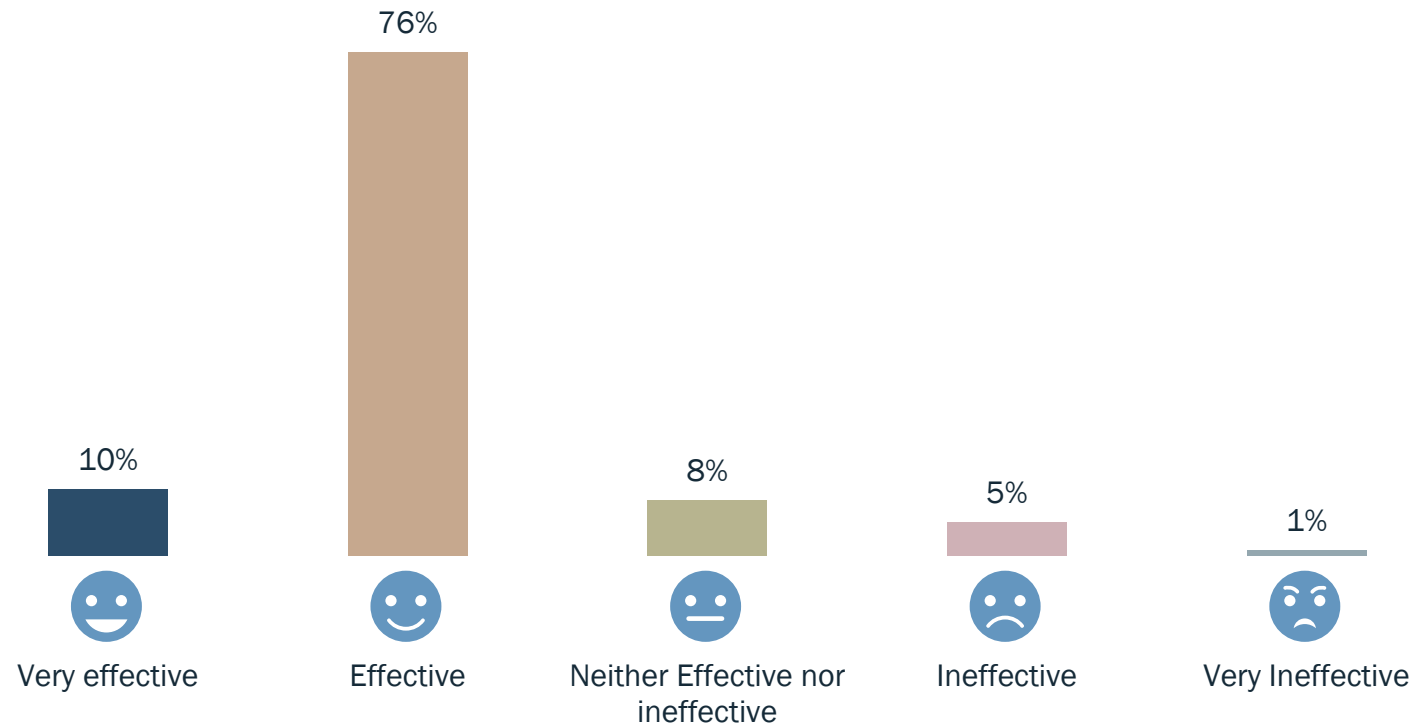
10%
Very effective

76%
Effective

8%
Neither Effective nor ineffective

5%
Ineffective

1%
Very Ineffective

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

Monitoring Agents – Frequency

How frequently are individual agents/CSS monitored?

- Weekly — 58%
- Monthly — 30%
- Quarterly — 6%
- Other (please specify) — 6%

88%
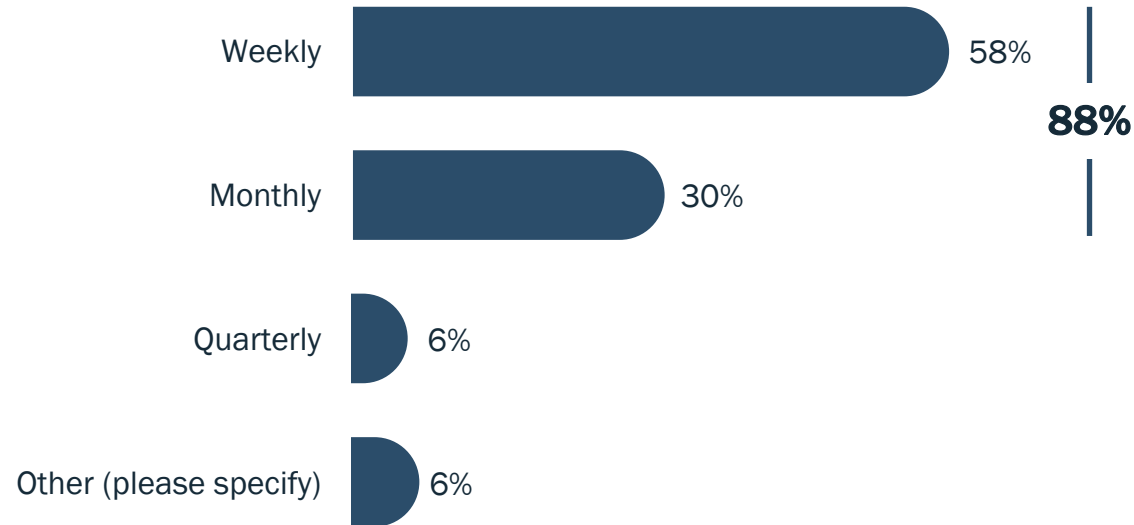
Are tenured/experienced agents/CSS monitored at a different frequency from new agents/CSS?

67% — New agents/CSS more frequently

30% — No difference in frequency

3% — New agents/CSS less frequently
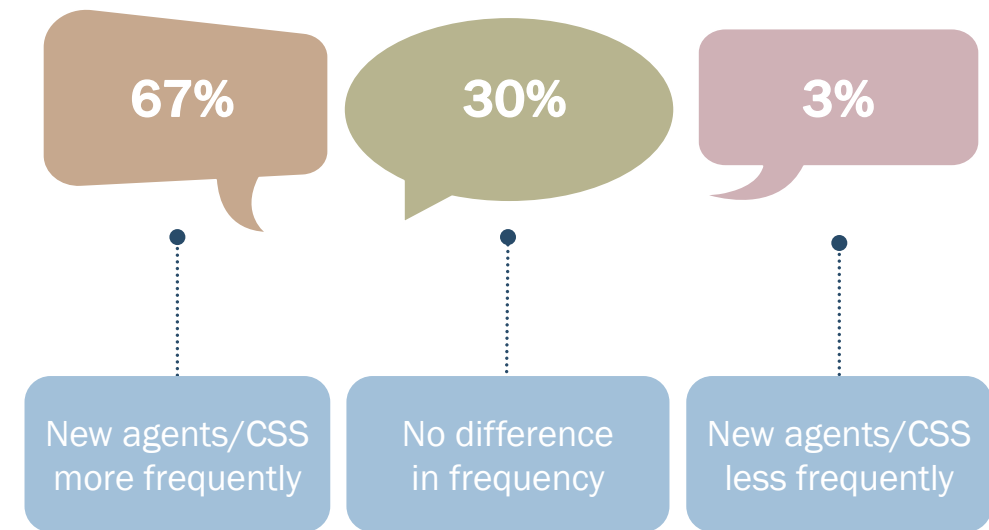
COPC CX Standard for Contact Centers, 7.0 states that each agent/CSS should be monitored on an on-going basis for all transaction types (KCRPs) they handle. Each CSS must be monitored at least every month and must be monitored for each transaction type at least once each quarter

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

Monitoring Agents – Approaches

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

90%

Audio capture (remote)

58%

Side-by-side (live)

41%

Screen capture (remote)

5%

Others

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

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

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

Communicating Results to Agents/CSS

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

■ When agents/CSS pass monitoring ■ When agents/CSS fail monitoring

Category	Pass	Fail
Email	46%	53%
Web Chat	12%	11%
In Person	48%	68%
Available for self review on system	52%	5%
We do not share results	2%	0%
Other (please specify)	3%	5%
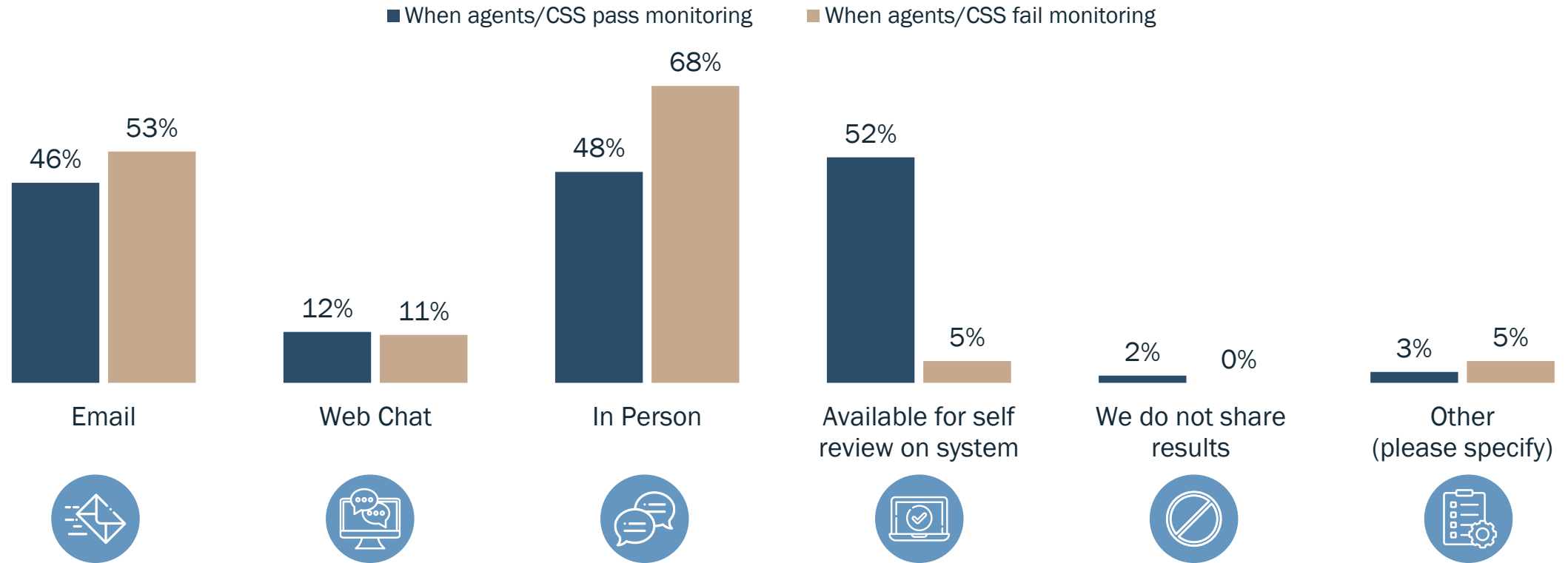
Most commonly, when agents pass, they receive their results via in-person interactions or with the results available for self review.
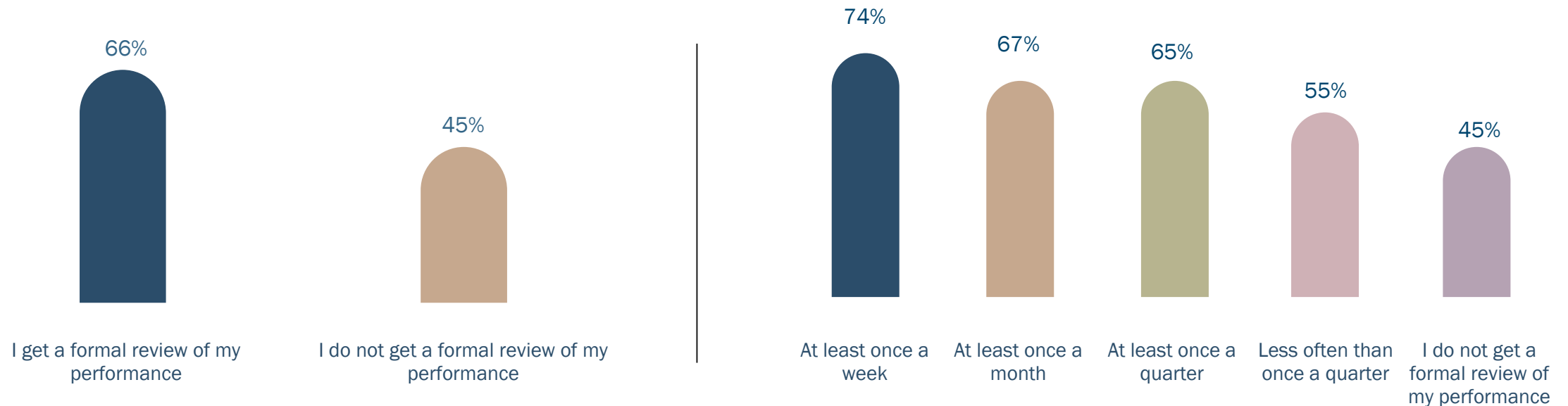This is slightly different when the agent does not pass with in-person communication at 68%.
More than half of the time that staff "fail" their monitoring they do not receive in person feedback

Frequency of one-on-ones and Employee Satisfaction*

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

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

66% — I get a formal review of my performance

45% — I do not get a formal review of my performance

74% — At least once a week

67% — At least once a month

65% — At least once a quarter

55% — Less often than once a quarter

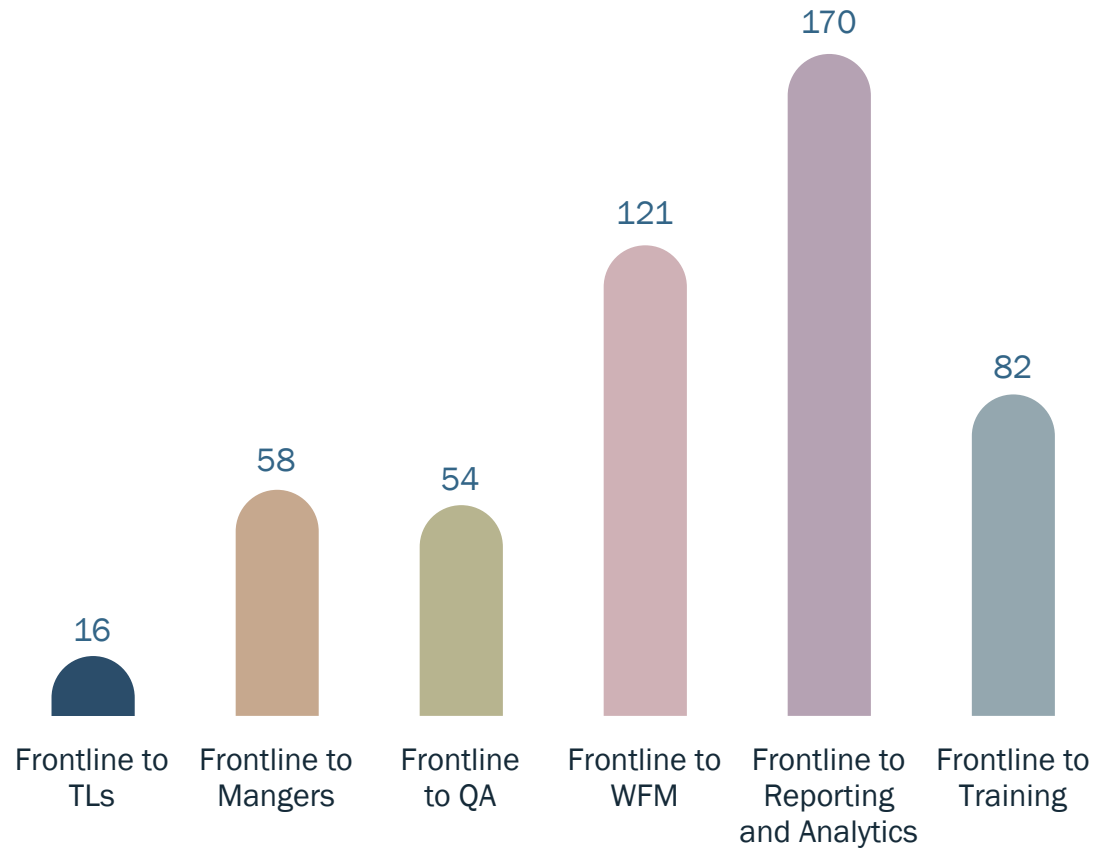45% — I do not get a formal review of my performance

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

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

Spans and Layers

Ratio of frontline staff to other roles

16	58	54	121	170	82
Frontline to TLs	Frontline to Mangers	Frontline to QA	Frontline to WFM	Frontline to Reporting and Analytics	Frontline to Training

Typically, a 100-seat outsourced contact center has:

- 6 Team Leaders (TL)
- 2 Managers
- 2 Quality Assurance Staff (QA)
- 1 Workforce Manager (WFM)
- 0.5 Reporting and Analytics Staff
- 1 Trainer

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

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

07
Conclusion

Conclusion

In contact centers QA is often used to highlight common customer issues to improve the customer experience. This is highly important since happy customers are much more likely to be the ones who stay loyal — and act as advocates for organizations.

Needless to say, an effective QA program is also a great way to reduce costs, because it helps you spot inefficiencies like agent downtime, service design issues and unnecessary transfers/escalations or even call volume. The QA programs also provide a structured environment in organizations supporting clear direction to the staff about what is expected of them.

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

01

Approximately one third of the executives stated that their organizations still have only manual systems in place for their QA programs. While this might be a very effective strategy for smaller operations it may have limited effectiveness for larger ones.

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

02

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

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

03

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

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

08

Approved Technology Providers

Approved Technology Providers (ATP)

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

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

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

www.livepro.com.au

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

www.amplifai.com

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

www.nexcomglobal.com

09
Respondent Profile

Respondent Profile – Corporate

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

Industries represented include:

Automotive

Consumer Electronics, Technology and Software

Education, Healthcare and Government Services

Insurance, Legal and Financial Services

Outsourcing
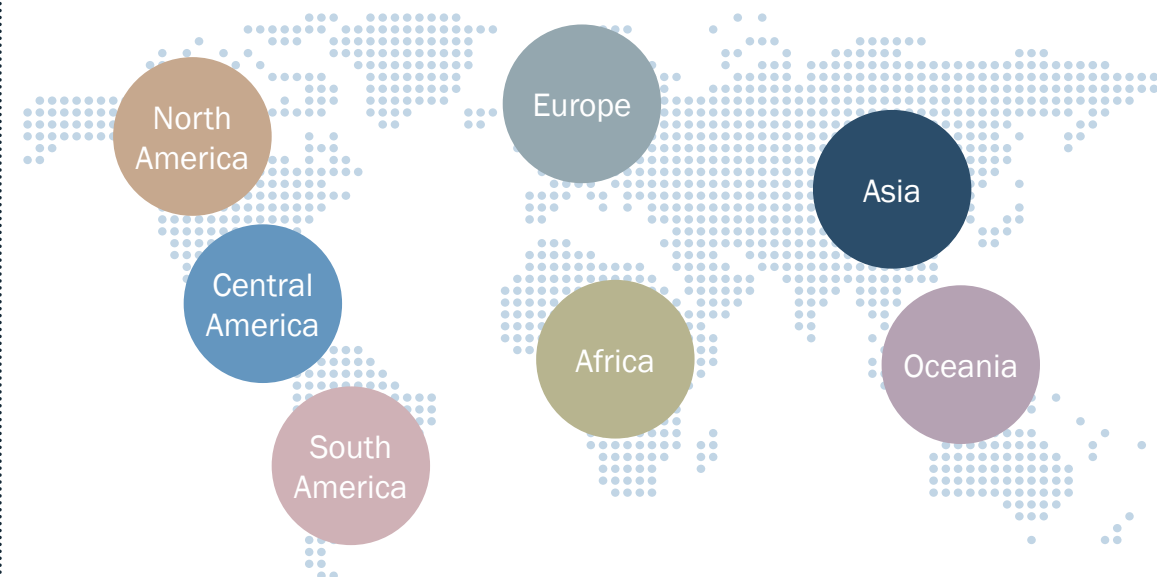
Retail

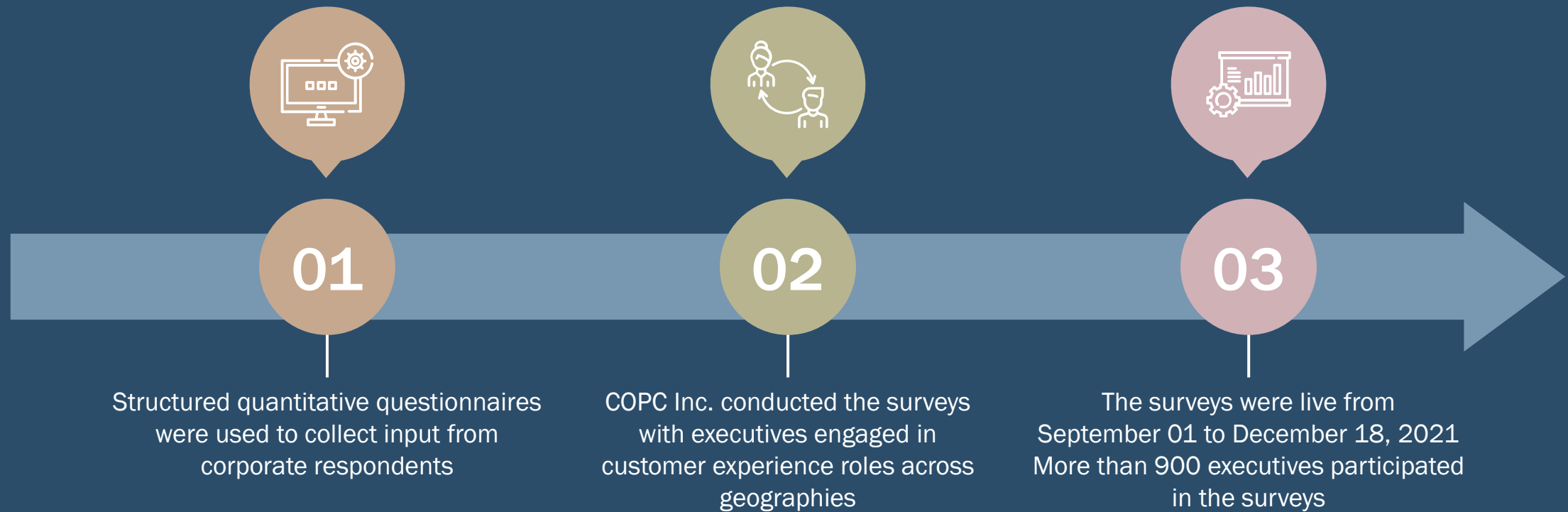Supplier, Business and Professional Services

Telecom and Utilities

Transportation and Logistics

➕ 'Other'

Contact Centers' locations for respondent organizations include:

North America

Europe

Asia

Central America

Africa

Oceania

South America

Corporate Segment – Methodology

01

Structured quantitative questionnaires were used to collect input from corporate respondents

02

COPC Inc. conducted the surveys with executives engaged in customer experience roles across geographies

03

The surveys were live from September 01 to December 18, 2021 More than 900 executives participated in the surveys

Who We Are

Who We Are

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

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