

Case Study: Performance Improvement Through Certification to the COPC Customer Experience (CX) Standard



About The Client

UWV is the Dutch government employment insurance agency that administers unemployment and disability benefits. The agency performs these services as an independent administrative body (IAB), commissioned by the Ministry of Social Affairs and Employment.

The agency's contact centres interact with both workers and employers. The centres also train and qualify people who have difficulty finding work, which helps them build a contact centre career outside the UWV. (www.uwv.nl)

“ Using the COPC CX Standard has made it easier to manage the business and improve performance by bringing structure and clarity to the operation. It is a way of life now. Our results are the proof. ”

— UWV Contact
Centre Manager

Challenge

UWV had five regional Dutch social security benefits schemes, generating more than seven million telephone enquiries a year. These calls were managed locally by 170 offices which were administration-led and delivering a poor customer experience. This system resulted in so many complaints that the Dutch government openly acknowledged improvement was essential.

A new public service strategy, “Dienstverleningsbeleid,” required all public sector organisations to become more citizen friendly, prompting UWV to recruit a new management team. Committed to innovation and motivated to introduce best practices, the team established the goal of becoming the best Dutch public sector agency.

Cultural change was essential to achieving these goals, so the management team at UWV identified COPC Inc. as an organisation with a proven model, approach and performance management framework to drive the necessary improvements. The decision was made for the agency to pursue certification to the COPC Customer Experience (CX) Standard for its contact centres.

Improvements

- Improved customer satisfaction by 15 points and dissatisfaction by 12 points
- Achieved costs savings of an estimated €3 million
- Reduced attrition from approximately 90% p.a. to approximately 50% p.a.
- Improved fatal error accuracy by 18 points

The COPC Inc. Solution

UWV's Journey to Certification

The roadmap for change

Prior to working with COPC Inc., UWV centralised front-line customer contact and administration into three centres. They also consolidated face-to-face case management and back-office administration into 27 local offices.

COPC Inc.'s initial baseline audit of these three centralised centres identified gaps between UWV's processes and performance compared to world-class, high-performing centres. COPC Inc. then defined improvements needed, and working with the UWV team, developed a roadmap for implementing change.

A target date for certification to the COPC CX Standard was established, providing a goal for reaching the required levels of high performance.

Starting with leadership

The first step was that members of the management team become qualified as Certified COPC Implementation Leaders. This gave them the knowledge required to lead the efforts within the organisation.

The UWV management team began to apply the requirements of the COPC CX Standard to existing processes and introduced new ones as needed. To further implement change, dedicated managers led four key work streams--transaction monitoring, planning, reporting, and human resources.

COPC Inc. supported these efforts through focused conference calls and onsite visits to ensure certification efforts were progressing.

Changing together

All team managers and support staff received COPC® High Performance Management Techniques (HPMT) training. UWV's data was used in this training, which made the learning relevant and valuable, while also ensuring consistent understanding and knowledge of best practices.

The UWV staff understood the need for change, along with where and how change could be applied. They soon became confident of their own role in implementing the requirements of the COPC CX Standard.

This learning process was further reinforced by the organisation's focus on achieving certification, which drove the UWV staff to work collaboratively towards this goal.

Creating self sufficiency

To help ensure lasting change, the COPC Inc. team delivered specialised workshops targeted at specific needs. Sessions included problem solving, attended by quality managers and other key staff. A training for IT managers explained the approaches and requirements of the COPC CX Standard as it relates to designing enhanced systems support for virtual contact centres. The UWV staff was trained as internal auditors to ensure that following the processes as defined by the COPC CX Standard became a way of life at the contact centres.

“ Learning the processes within the COPC CX Standard has enabled me to make the right management choices for our contact centres, such as investing in training. Working with COPC Inc. helps us to see our work from the customer's point of view. ”

— Director, UWV
Customer Contact Centres

Delivering the vision

UWV met its stated target, achieving certification to the COPC CX Standard for its three contact centres within 18 months. The agency is audited by COPC Inc. annually for compliance. UWV has successfully maintained certification to the COPC CX Standard and has continuously demonstrated their commitment to high performance.

Benefits

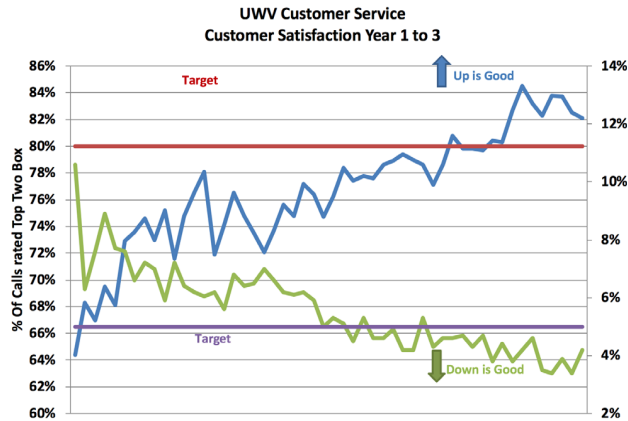


Figure 1

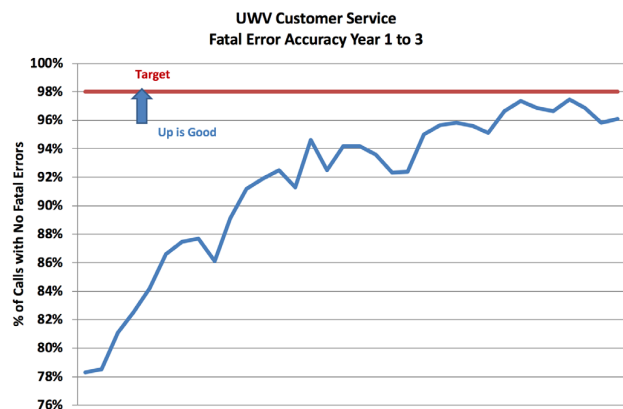


Figure 2

Customer Satisfaction

Figure 1. UWV reduced complaints by making its contact centre operations more customer-centric. Customer satisfaction increased by approximately 15 points, while dissatisfaction improved by 12 points.

Fatal Error Accuracy

Figure 2. With a focus on the customer, fatal error accuracy also improved dramatically by 18 points. This means more transactions were handled without fatal errors, contributing to higher levels of customer satisfaction.

“ The use of the COPC CX Standard has led to a very high level of CSAT and minimised complaints, both issues critical to UWV. ”

— Quality Manager UWV
Customer Contact Centres

About COPC Inc.

COPC Inc. provides consulting, training, certification, benchmarking and research for operations supporting the customer experience. The company created the COPC Standards, a collection of performance management systems for customer experience 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 to deliver a superior service journey. COPC Inc. headquarters are in Winter Park, FL, U.S., with operations in Europe, the Middle East, Africa, Asia Pacific, Latin America, India and Japan. www.copc.com.

Learn more at copc.com

