



SLOVENSKI STANDARD

SIST EN 15838:2010

01-januar-2010

Klicni centri - Zahteve za zagotavljanje storitev

Customer Contact Centres - Requirements for service provision

Kundenkontaktzentren - Anforderungen für die Leistungserbringung

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

Ta slovenski standard je istoveten z: EN 15838:2009

[SIST EN 15838:2010](https://standards.iteh.ai/catalog/standards/sist/46609f14-5ec8-4d31-a56f-62937ee2ba83/sist-en-15838-2010)

<https://standards.iteh.ai/catalog/standards/sist/46609f14-5ec8-4d31-a56f-62937ee2ba83/sist-en-15838-2010>

ICS:

03.080.30	Storitve za potrošnike	Services for consumers
-----------	------------------------	------------------------

SIST EN 15838:2010

en,fr,de

iTeh STANDARD PREVIEW
(standards.iteh.ai)

SIST EN 15838:2010

<https://standards.iteh.ai/catalog/standards/sist/46609f14-5ec8-4d31-a56f-62937ee2ba83/sist-en-15838-2010>

EUROPEAN STANDARD

EN 15838

NORME EUROPÉENNE

EUROPÄISCHE NORM

November 2009

ICS 03.080.30

English Version

Customer Contact Centres - Requirements for service provision

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

Kundenkontaktzentren - Anforderungen für die
Leistungserbringung

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

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

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

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

[SIST EN 15838:2010
https://standards.iteh.ai/catalog/standards/sist/46609f14-5ec8-4d31-a56f-62937ce2ba83/sist-en-15838-2010](https://standards.iteh.ai/catalog/standards/sist/46609f14-5ec8-4d31-a56f-62937ce2ba83/sist-en-15838-2010)



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

Management Centre: Avenue Marnix 17, B-1000 Brussels

Contents

Page

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

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

SIST EN 15838:2010

<https://standards.iteh.ai/catalog/standards/sist/46609f14-5ec8-4d31-a56f-62937ee2ba83/sist-en-15838-2010>

Foreword

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

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

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

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

iTeh STANDARD PREVIEW (standards.iteh.ai)

SIST EN 15838:2010

<https://standards.iteh.ai/catalog/standards/sist/46609f14-5ec8-4d31-a56f-62937ee2ba83/sist-en-15838-2010>

Introduction

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

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

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

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

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

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

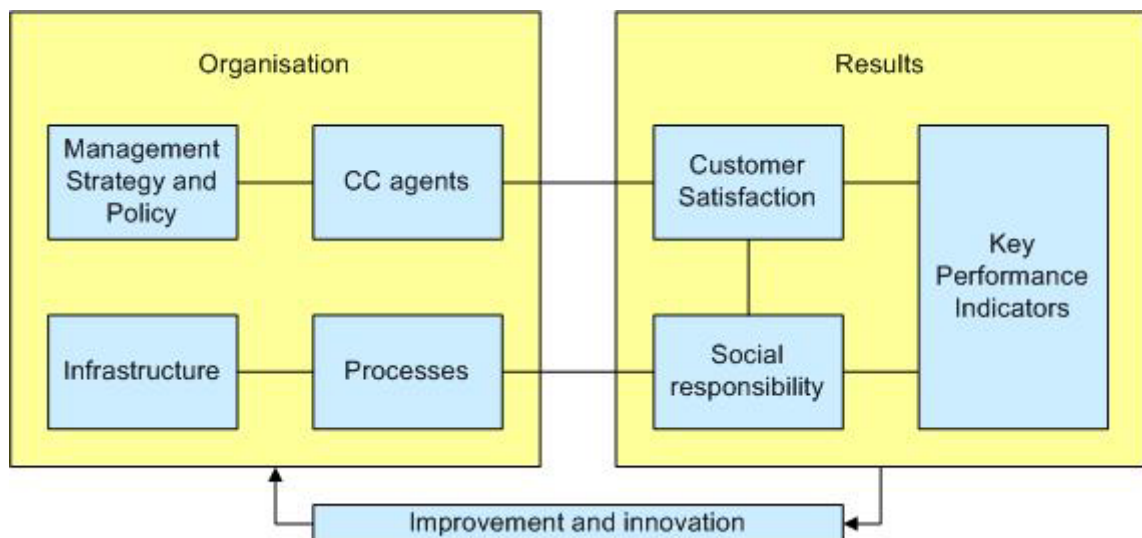


Figure 1 – Customer Contact Centre framework

EN 15838:2009 (E)

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

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

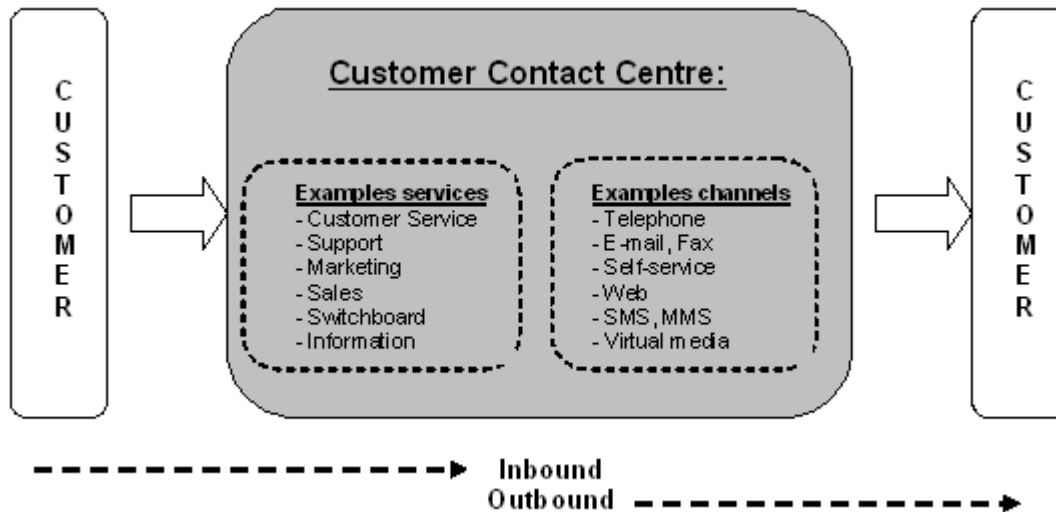


Figure 2 – Overview of what can be provided through customer contact centres

(standards.iteh.ai)

[SIST EN 15838:2010](https://standards.iteh.ai/catalog/standards/sist/46609f14-5ec8-4d31-a56f-62937ce2ba83/sist-en-15838-2010)

<https://standards.iteh.ai/catalog/standards/sist/46609f14-5ec8-4d31-a56f-62937ce2ba83/sist-en-15838-2010>

1 Scope

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

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

2 Normative references

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

Not applicable.

3 Terms and definitions

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

3.1

CC agent agent

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

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

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

3.2

client organization

organization for which the CCC works

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

3.3

complaint

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

[ISO 10002:2004, 3.2]

3.4

consumer

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

[ISO 14025:2006]

EN 15838:2009 (E)**3.5****contact**

any interaction or communication between a customer and a CCC

NOTE A contact can attract a deferred reply (e.g. postal mail, electronic mail, SMS, fax, etc.) or an immediate and/or interactive reply (e.g. phone call (inbound and outbound), chat, etc.).

3.6**customer**

person who receives the operational service from the customer contact centre

NOTE 1 The customer could be a consumer as well as a business-to-business end user.

NOTE 2 A customer could be internal or external to the CCC.

3.7**customer contact centre****CCC**

organization which provides customer contact services, on behalf of a client organization, to their customers through various multi-media channels

NOTE A CCC could be an in-house customer contact centre as well as an outsourced centre.

3.8**customer satisfaction**

the customer's perception of the degree to which their requirements have been met as a result of contact with the CCC

[ISO 9000:2005]

NOTE 1 Customer complaints are a common indicator of low customer satisfaction but their absence does not necessarily imply high customer satisfaction.

NOTE 2 Even when customer requirements have been agreed with the customer and have been met, this does not necessarily ensure high customer satisfaction.

3.9**Key Performance Indicators****KPI**

metrics that quantify objectives which reflect the performance of an organization

3.10**monitoring**

all means to validate the performance of the CCC for the purpose of quality assurance

3.11**qualified contact**

beginning of the communication between the agent and the customer

NOTE This applies to outbound contacts only.

4 Management Strategy and Policy**4.1 General**

This clause describes the requirements for a customer contact centre (CCC) to execute the management strategy and policy of the client organization.

The management strategy shall describe the way to achieve the client organization's vision, with clearly defined goals. There shall be a strategic planning phase to the management strategy. This planning shall outline the intended goals which in turn will form the basis for subsequent business planning. The contributions of all organizational units of the CCC and the client organization shall be defined in order to ensure the fulfilment of the targets.

The contents of the strategy shall be made known and clearly explained to all persons concerned. Knowledge of the corporate strategy should be suitably defined for agents and revised at regular intervals.

The management system shall be verified by a clear system in which structures, processes and procedures are systematically explained. The management system shall be suitably verified e.g. with regard to:

- a) the explanation of structures and responsibilities;
- b) demonstrating interactions within the system;
- c) establishing monitoring systems;
- d) the implementation of the continuous improvement process, to which all structuring of quality assurance activities are subordinated;
- e) the explanation of the interplay between the vision and mission, strategic targets and operative targets.

4.2 Job descriptions

For each job or position in the CCC, a written job description shall be provided. This shall include at least:

- a) the objective of the position;
- b) the definition of tasks;
- c) the qualification and requirements (e.g. education, experience, and personal qualities);
- d) competences (e.g. communicative skills, people skills);
- e) reporting structures;
- f) deputizing arrangements or functional replacements;
- g) decision making authorization.

4.3 Operational roles and responsibilities

4.3.1 General

On an operational level the CCC shall set up, and describe in specific documents, a clearly defined organizational and operational structure in which the various roles and responsibilities, as well as the functions to whom they are assigned, are clearly identifiable.

At least the following competences shall be available to the CCC:

- a) human resources (e.g. recruitment, development, employee satisfaction);
- b) information and communication technology;
- c) quality assurance;

EN 15838:2009 (E)

- d) training (e.g. tools, communication skills, service offered, coaching, training on the job, update, refresh);
- e) operations management / CCC management;
- f) planning and control;
- g) client organization management;
- h) knowledge of relevant legislation and regulation, including legislation on customer rights.

NOTE Some functions (e.g. Human Resources, information and communication technology, quality control) will be integrated in the organizational structure of the CCC or will be part of their company's central functions.

4.3.2 Human resources

CCC staff member(s) with HR-responsibility shall have required knowledge of the specific recruitment procedures for CCC staff, e.g. telephone interviews and team assessments.

4.3.3 Information and communication technology (ICT)

The CCC's ICT-responsible persons shall demonstrate knowledge of all specific running systems (e.g. ACD, CTI, IVR, dialler, Web-phoning (VoIP), HR-planning tools, reporting-tools, etc.) and about their usage in that CCC.

4.3.4 Quality assurance

iTeh STANDARD PREVIEW
(standards.iteh.ai)

This function shall:

- a) determine action to eliminate the causes of potential poor service in order to prevent their occurrence;
- b) check and report the results of the service supplied against the agreement with the client organization;
- c) analyze possible deviations and suggest solutions to restore the quality level agreed with the client organization;
- d) assure compliance of the CCC processes.

4.3.5 Training

People who are entrusted with training of staff shall be familiar with:

- a) the skills set to instruct others;
- b) complaints and issue management;
- c) service advice and support;
- d) outbound and inbound sales;
- e) feedback rules and coaching fundamentals, as relevant.

4.3.6 Operations management function

The operations management function shall define the actions necessary to achieve the aims of the service.

The operational structure, service quality check and efficiency shall be reviewed periodically and action taken to make improvements as necessary.