

Customer Quality Assurance

CQA is the best quality assurance evaluation practice for improving FCR!

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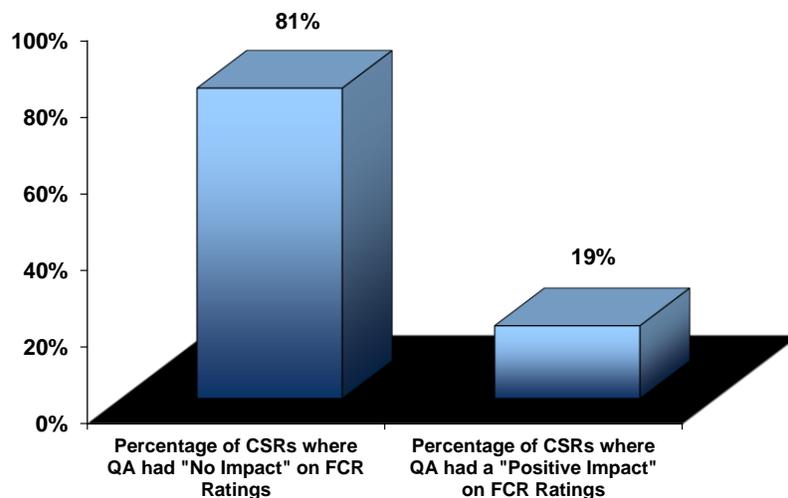
Customer Quality Assurance

SQM's research shows that 95% of call centers use call monitoring and coaching; yet, very few, if any, can say that their FCR has improved as a result of their call monitoring practices. In fact, most call center managers mistakenly assume that their call monitoring is helping to achieve or improve FCR performance. The reality is that customers rarely view call success in the same light as the person who is evaluating the call.

Most call monitoring practices typically focus on metrics that are important to the call center such as caller verification, adherence to policies, accuracy of information provided to customer, screen navigation, tracking of sales initiatives and customer treatment. Additionally, calls are often scored with equal importance placed on each metric used. A CSR's peer, supervisor or a call monitoring team listens to the calls and evaluates the customer's experience. Regardless of the metrics used or who conducts the call monitoring evaluation, what remains clear is that a call center employee is the primary judge for the customer's experience, not the customer.

SQM's research shows that no matter which metrics are used, or who conducts the evaluation, there is very little correlation between call monitoring ratings and FCR ratings. Figure 1 shows that only 19% of quality assurance evaluations have a positive impact on FCR ratings. The main reason why there is a low correlation between quality assurance evaluations and FCR ratings is because the customer is not the judge. The bottom line is that for quality assurance to be reflective of the customer experience, it must truly measure the customer's experience by letting the customer be the judge.

Figure 1: Impact of traditional QA practices on FCR



SQM's research shows that when a call is unresolved and the CSR is the source of error, 75% of the time it is a 'will' issue. Most managers believe that when the CSR is the source of error for an unresolved call,

it is a 'skill' issue. It is SQM's view point that one of the main reasons traditional QA has had little impact on improving FCR is because traditional QA evaluation practices tend to focus on 'skill' issues rather than 'will' issues. One of the major advantages of Customer Quality Assurance (CQA) evaluated calls is that it measures whether or not the CSR had the 'will' to help the customer resolve their call, as judged by the customer.

About Customer Quality Assurance

CQA combines call compliance data, which is judged by a QA evaluator, with the customer's opinion of the service they received from the call center, which is gathered through a post-call survey. CQA is the best practice for improving the impact of call monitoring on the call center's FCR performance. The CQA evaluation is a process that uses, for the same call, both VoC and call compliance information to assess call quality. Very few call centers in North America actually use this type of process to evaluate call quality. However, in recent years, SQM has seen more clients using CQA or a variation of CQA. The following are primary reasons why call centers do not use the CQA process:

- Supervisors/management are accustomed to being the judge of call quality versus letting the customer be the judge
- Supervisors/management do not want to displace the traditional, well-accepted QA process with a new CQA process
- 50% to 100% of calls need to be recorded (preferably both audio and video) in order to have a large enough sample size of customers to survey
- There can be technology challenges with integrating customer survey data with call compliance data
- Supervisors/management do not understand how to coach CSRs using both customer survey data and compliance data
- There is often a lack of financial resources for integrating customer survey data with call compliance data
- Supervisors/management do not understand and/or are not aware of the financial and FCR benefits from integrating customer survey data with call compliance data

The few call centers that have implemented CQA as a business practice for monitoring calls have experienced higher FCR, Esat and Csat performance. SQM has found that CQA is one of the best practices for improving FCR, Esat and Csat performance. If properly implemented, a call center can expect an FCR increase of 1% to 10% and a 5% to 20% increase in Esat. Very few other initiatives have provided these types of performance improvement increases.

CQA uses VoC to judge call quality in order to enhance, not replace, the established call monitoring process. The customer survey information alone cannot replace the existing process in total because there are some call center metrics that the customer simply cannot judge (e.g., screen navigation, policy

compliance and accuracy of information). Thus, it is still necessary for the call center monitoring team to evaluate these metrics.

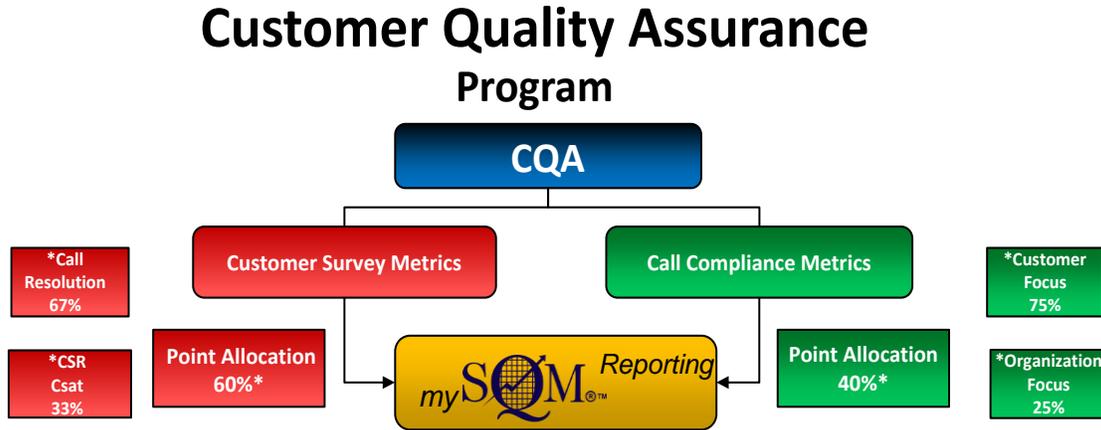
The most effective CQA program for the call center is a two-part process that blends external with internal call evaluations:

- The *external evaluation* determines if the customer's needs are met and is judged by the only person who can truly judge the customer's experience; the customer. CQA uses post-call phone survey customer feedback collected by an independent third-party survey vendor, or by in-house surveyors, to ensure that the customer's needs are being met. The survey focuses on call quality metrics that the customer can judge such as their satisfaction with the CSR and whether their call was resolved.
- The *internal evaluation* determines if the CSR adhered to the call compliance metrics. The call compliance metrics focuses on areas that impact call resolution such as, CSR asked and confirmed if the call was resolved, took clear and complete notes, used the knowledge management tool, summarized the call, provided advocacy service, navigated screen and provided accurate information.

The determination of which calls will be assessed by the CQA evaluation process is based on customers who have called the call center and who have agreed to complete a survey. Customer surveys should be conducted on a random basis. When the customer completes a survey, the call can be evaluated for call compliance.

Each CSR receives a CQA evaluation report that consists of both the customer survey and the call compliance results for the same call. The CQA scoring is a total of 100 points comprised of 60 points available based on customer survey results and 40 points available based on call compliance metrics. Of the 40 points allocated for call compliance metrics, 75% are customer focused and 25% are organization focused. CQA point allocation is 90% skewed towards customer metrics (i.e., 60% from the customer survey metrics and 30% from call compliance metrics). Having 90% of the CQA evaluation form allocated towards the customer's experience sends the message to CSRs that the customer's experience is what really matters in the CQA evaluation program (see Figures 2 and 3).

Figure 2: Customer Quality Assurance (CQA) program



For the same call, the CQA Program evaluates a customer's call using both customer survey and call compliance metrics to assess call quality

CQA Point Allocation Breakdown

Customer Survey Section:

The 60 customer survey points available to the CSR are based on two metrics: 'call resolution' and 'overall Csat with the CSR'.

40 points are available for the call resolution metric. If the customer says, "Yes, my call was resolved," then the CSR receives all 40 points. If the customer says, "No, my call was not resolved," and the CSR was not the source of error (SoE), then the CSR receives 20 points. However, if the CSR was the SoE, then the CSR receives 0 points. The reason why the CSR receives only 20 points instead of 40 points when they are not the SoE is because, in most cases, the CSR could have done a better job of resolving the customer's call. If the CSR is the SoE for the customer's call not being resolved they should receive 0 points for the CQA evaluation and this would be viewed as a critical error. The call is considered a critical error because the customer is going to have to call back to resolve their call and the CSR could have prevented them from having to call back. The reason why call resolution has a 40 point allocation and Csat has only a 20 point allocation is that what really matters to customers is their call is resolved; therefore, more point allocation is given to call resolution.

20 points are available for the overall CSR Csat metric. The CSR can achieve 20 points if the customer is overall very satisfied with the CSR. If the customer is somewhat satisfied with the CSR, then the CSR receives 10 points. If the customer is somewhat dissatisfied or very dissatisfied with the CSR, then the CSR receives 0 points.

The following list shows the breakdown of the survey section metrics.

CQA Point Allocation for the Survey Section Summary

Call Resolution:

- Resolved Call = 40 points
- Unresolved Call, Org/Cust SoE = 20 points
- Unresolved Call, CSR SoE = 0 points

CSR Csat:

- Very Satisfied = 20 points
- Somewhat Satisfied = 10 points
- Somewhat/Very Dissatisfied = 0 points

Call Compliance Section:

The 40 call compliance points available are based on two main metrics: 'CSR ownership of the customer' impacting metrics and 'CSR ownership of the business' metrics.

30 points are available for the CSR ownership of customer impacting metrics. The CSR can achieve 3 to 14 points for each main metric adhered to. The CSR receives 0 points if any sub-metric within a main metric is not adhered to. In other words, the CSR can achieve either all or none of the points within a main metric. If the CSR should have been able to resolve the customer's call and they did not, they should receive 0 points for the CQA evaluation and this should be viewed as a CSR critical error. The call is viewed as a critical error because the customer is going to have to call back and the CSR could have prevented them from having to call back.

The following shows the breakdown of 'CSR ownership of the customer' impacting metrics:

A. Provided information (5 points)

- A1. All key information was provided
- A2. All customer questions were answered
- A3. All customer information was completed accurately
- A4. Asked notification request (if applicable)
- A5. CSR identified themselves as the customer's advocate
- A6. CSR makes note of why the customer called

B. Transfer and hold practices (3 points)

- B1. Adhered to customer transfer guidelines
- B2. Contacted escalation CSRs as required
- B3. Adhered to customer on hold guidelines

C. Call resolution (14 points)

- C1. Asked and confirmed if call was resolved
- C2. Resolved customer's call (prevented customer call-back) *Critical Error*
- C3. Used online KMT
- C4. Summarized call (after call work not required)
- C5. Provided advocacy service (where applicable)
- C6. CSR took clear and complete notes

D. Customer protection (8 points)

- D1. Asked 'continue to do business' question
- D2. Thanked customer for their business and told them they are valued
- D3. Used appropriate authority level
- D4. Sought win/win solution when necessary

10 points are available for the CSR ownership of business impacting metrics. The CSR can achieve four to six points for each main metric adhered to. The CSR receives 0 points if any sub-metric within a main metric is not adhered to. Again, the CSR can achieve either all or none of the points within a main metric. If the CSR should not have waived charges, if they under-charged or if they did not adhere to government regulations, the CSR should receive 0 points for the CQA evaluation and the call should be viewed as a CSR critical error. The call is viewed as a critical error because the company is negatively financially impacted or the CSR created potential legal issues.

The following shows the breakdown of 'CSR ownership of business' impacting metrics:

A. Verified customer identity (6 points)

- A1. Confirmed customer identity
- A2. Verified customer access to account information
- A3. Updated or confirmed account information (e.g., address)
- A4. Adhered to government laws (e.g., HIPAA) *Critical Error*

B. Selling of products and services (4 points)

- B1. Did appropriate cross-sell
- B2. Obtained customer email address
- B3. Charged correct fee (did not waive fee or under-charge) *Critical Error*
- B4. Gave terms of disclosure

Note: *Critical Error* - when the CSR fails any one of these metrics, they should receive 0 points for the entire CQA evaluation.

Figure 3: CQA form

CUSTOMER QUALITY ASSURANCE FORM					
Media File	Play	(Survey and Call Recording)	Print	Save	Cancel
CUSTOMER SURVEY SECTION - 60 Points					
1. Customer Assessment:					
	Selection	Points Earned			
1.1.Call Resolved	Resolved	50			
1.2.CSR Csat	Somewhat Satisfied				
CALL COMPLIANCE SECTION - 40 Points					
2. CSR Ownership of Customer:					
	Points Earned	30			
A. Provided Information (5 Points)					
A1. All key information was provided	Yes	No	NA		
A2. All customer questions were answered	Yes	No	NA		
A3. All customer information was completed accurately	Yes	No	NA		
A4. Asked notification request (if applicable)	Yes	No	NA		
A5. CSR identified themselves as customer advocate	Yes	No	NA		
A6. CSR makes note of why the customer called	Yes	No	NA		
B. Transfer and Hold Practices (3 Points)					
B1. Adhered to customer transfer guidelines	Yes	No	NA		
B2. Contacted escalation CSRs as required	Yes	No	NA		
B3. Adhered to customer hold guidelines	Yes	No	NA		
C. Call Resolution (14 Points)					
C1. Asked and confirmed if call resolved	Yes	No	NA		
C2. Resolved customer's call (prevented customer call back) **Critical Error**	Yes	No	NA		
C3. Use online knowledge management tool	Yes	No	NA		
C4. Summarized call (after call work not required)	Yes	No	NA		
C5. Provided advocacy service (where applicable)	Yes	No	NA		
C6. CSR took clear and complete notes	Yes	No	NA		
D. Customer Protection (8 Points)					
D1. Asked "Continue to do business" question	Yes	No	NA		
D2. Thanked customer for their business and told them they were valued	Yes	No	NA		
D3. Used appropriate authority level	Yes	No	NA		
D4. Sought win/win solution when necessary	Yes	No	NA		
3. CSR Ownership of Business:					
	Points Earned	10			
A. Verified Customer Identity (6 Points)					
A1. Confirmed call identity	Yes	No	NA		
A2. Verified call access to account information	Yes	No	NA		
A3. Updated or confirmed account information (e.g. address)	Yes	No	NA		
A4. Adhered to government laws (e.g. HIPAA) **Critical Error**	Yes	No	NA		
B. Selling of Products and Services (4 Points)					
B1. Did appropriate cross-sell	Yes	No	NA		
B2. Obtained customer email address	Yes	No	NA		
B3. Charged correct fees(did not waive fees or under-charge) **Critical Error**	Yes	No	NA		
B4. Gave terms of disclosure	Yes	No	NA		
Total Points Earned		90 - Excellent			

Example – The differences between traditional QA and CQA

At a health insurance company, a customer called in to ask for some referrals to other specialized physicians. She had attempted to get an appointment with 17 specialists in her area but no one was taking new patients or could accommodate the time frame she needed for her appointment. Therefore, she had no choice but to broaden her search and decided to call the call center for more referrals. The CSR was sympathetic and, after discovering pertinent issues like where the caller lives and whether she has a car, proceeded to give her the names of three specialists. The customer thanked the CSR for the names; however, the customer was unsuccessful in getting an appointment with any of the three referrals provided, and by the afternoon, the customer had to place yet another call to get some more referrals. The traditional method of QA evaluation, allowed this call to receive a 100% score from a QA evaluator. The main reasons why there was a 100% QA score is because company policy is to give out three referrals when requested, which the CSR did, and the CSR was very pleasant on the call.

The CQA method, based on a combination of customer survey and call compliance ratings and feedback, would have shown a completely different score for this call. The CQA evaluation score for this call would be 0% because when the customer was surveyed, they felt that their call was unresolved and she was overall dissatisfied with the call center experience. As a result of the customer's experience with the call center there was an action alert sent to the call center to resolve the customer's issue. Such a discrepancy! The traditional QA evaluator gave the call 100% score; however, the customer made it an action alert call! How so? In simple terms, it doesn't matter that the organization's policy was adhered to in giving three referrals; what matters is that the customer's call was not resolved. It was very unlikely that the customer would have success with her three new referrals when she had no success on her 17 previous attempts. If the CSR had the insight to educate the customer on the use of the Internet to look up potential specialists, the customer would have been given the knowledge to search as many specialists as necessary until she found one to take care of her needs. This example illustrates how misaligned the VoC and QA processes are when QA is conducted separately from the VoC measures.

Figure 4 shows an example of a CQA CSR dashboard. Specifically, it shows how a CSR is performing for the current period, three month rolling average, YTD performance and YTD ranking comparing them to their peers. There should also be a scoring range so CSRs understand what the points mean.

At the CSR level, it is very important that the CQA CSR dashboard has only two or three metrics for which the CSR will be held accountable. CSR awareness of their CQA performance tends to erode when there are too many metrics for them to be held accountable or to view.

Figure 4: CQA CSR dashboard (Example Data)

Metrics	Sample Size	Period	3 Mth Rolling Avg	YTD 2013	YTD Ranking
Customer Survey Section (60 Points)					
CSR	4	60	57	58	Sample Sizes Team = 11 Call Center = 246
Team	41	52	53	53	3
Call Center	503	54	53	54	24
Call Compliance Section (40 Points)					
CSR	4	40	39	39	Sample Sizes Team = 11 Call Center = 246
Team	44	35	36	36	3
Call Center	841	34	34	33	32
CQA Total Score (100 Points)					
CSR	4	100	96	97	Sample Sizes Team = 11 Call Center = 246
Team	44	87	89	89	3
Call Center	841	88	87	87	54
Scoring Range					
CSR		Exceptional	Excellent	Excellent	
Team		Good	Good	Good	
Call Center		Good	Good	Good	

Scoring Range:

- Exceptional = 100 points
- Excellent = 90 – 99 points
- Good = 70 – 89 points
- Needs Improvement = 50 – 69 points
- Unacceptable = 0 – 49 points

Coaching to Csat and Repeat Call Feedback

It is critical in a CQA environment that the customer survey feedback takes precedence over call compliance feedback. In a CQA call assessment, the CSR has the advantage of viewing both the organization’s assessment of the call and the customer’s assessment of the call. It has been SQM’s experience that many supervisors and some CSRs have difficulty when the customer feedback has higher importance and focus than the call compliance feedback. The main reason for this is that many supervisors do not know how to coach to Csat and customer feedback on repeat calls.

How to Coach a CSR Using CQA Evaluation Csat feedback

Customer survey feedback from a CQA evaluation shows that the customer commented that the, “CSR could have slowed down a bit to make sure the customer understood the next steps.” Based on the customer’s experience, they were somewhat satisfied with the CSR, their call was resolved and, from the call center’s perspective, there was no call compliance points lost. In this scenario, the CSR should look for ways to improve their method of communicating to make sure the customer understands the next steps required to resolve their call. The CSR’s effort to make improvements can be based solely on a single comment and should not be dismissed as a ‘one-off’ comment. The seriousness of the response to one customer’s comment demonstrates the customer focus of the entire CQA coaching approach.

The supervisor could do any, or all, of the following:

- Offer to listen to random calls to watch for other examples of rushed behavior
- Ask for more customer surveys to be completed
- Direct the CSR to the SQM service standards on pacing the call
- Direct the CSR to a training module on the appropriate pace of a call

How to Coach a CSR Using CQA Evaluation Unresolved Call Feedback

Customer survey feedback from a CQA evaluation shows the customer commented that the, “CSR was not knowledgeable about helping the customer understand their electricity bill.” The customer said that they were somewhat dissatisfied with the CSR, their call was unresolved and they were going to have to call back and, from the call center’s perspective, there were five call compliance points lost. Where the CSR lost points on the call compliance section was, ‘not all the customer questions were answered’. In this scenario, the CSR should look for ways to improve their billing knowledge from a customer and organizational point of view.

The supervisor could do any, or all, of the following:

- Offer to listen to billing calls to watch for examples of lack of billing knowledge
- Ask for more customer surveys to be completed on billing calls
- Have the CSR sit with a CSR who has high Csat ratings for billing call type
- Direct the CSR to a training module on billing

Supervisor CSR CQA Coaching Time Allocation

Many call center supervisors struggle with knowing how frequently they should deliver CQA evaluation reports to their CSRs. Ideally, all evaluations should be shared with CSRs as single call coaching; however, SQM believes it to be a best practice to share anything that is not an exceptional call or a critical error evaluation on a monthly basis, at a minimum. Exceptional call evaluations and critical error evaluations should be shared with CSRs within one business day of conducting the evaluation. CSR

trending reports for CQA performance, which document how well the team and call center are performing, should be shared on a weekly basis. However, CSR coaching reports, which document what CSRs are doing well and where they need improvement, should be shared on a monthly basis.

World class call centers commit one to two hours of monthly coaching time per CSR to delivering the reports shown in Figure 5. As a result, world class call center supervisors are able to maintain or exceed world class CQA targets. All CQA reports (e.g., evaluations, trending and coaching) need to be made available on supervisors' and CSRs' desktops. The easier it is for supervisors and CSRs to access the CQA reports (e.g., navigating to the reports or a specific CSR), the more likely they are to review and feel accountable for their CQA results.

Figure 5: CQA reports delivery

CQA Reports Delivery	Daily	Weekly	Monthly	Time Commitment
Exceptional Call Evaluations	✓			0 to 15 minutes per month
Critical Error Call Evaluations	✓			0 to 60 minutes per month
Trending		✓		0.5 to 1 hour per month
Monthly Coaching			✓	1 to 2 hours per month

Supervisors are held accountable for sharing exceptional call evaluations and critical error call evaluations with the CSR within one business day of their completion. Supervisors are also held accountable for coaching CSRs within five business days of the monthly CQA CSR coaching report.

SQM is often asked, "What is the best practice for the number of CQA or traditional QA evaluations that should be conducted?" SQM's recommendations for the number of CQA or QA evaluations to be conducted per CSR per month are divided into three distinct groups:

- New CSRs – 1 to 3 months out of initial training
- Good to exceptional CSRs – based on 3 months or more of CQA or QA data
- Unacceptable or needs improvement CSRs – based on 1 month of CQA or QA data

Number of CQA or QA evaluations per distinct group:

- New CSRs – 10 to 15 per CSR, per month
- Good to exceptional CSRs – 5 to 10 per CSR, per month
- Unacceptable to needs improvement CSRs – 10 to 15 per CSR, per month

The call center industry average for QA evaluations is five per CSR per month and most CSRs do not believe that is enough to properly assess or to help them improve their performance. SQM considers 10 CQA evaluations per CSR, per month to be a best practice. The key here is not only to record a call and

evaluate performance, but to also spend time coaching the CSR. This is the part of the traditional QA process that is most often missed. If the number of calls evaluated need to be decreased in order to conduct coaching, then do so.

Supervisor CQA Coaching Time Allocation

The CQA CSR coaching approach should be done on all calls that have been evaluated or for exceptional calls and critical error evaluations. The reason for coaching to these types of call evaluations is because exceptional call performance needs to be acknowledged in order to reinforce CSRs to continue their exceptional call performance. Likewise, a critical error call needs to be brought to the CSR's attention so that they do not repeat this type of error.

CQA coaching is comprised of two types of coaching sessions: single call coaching and monthly coaching. Total time for a single call coaching session should take 15 to 60 minutes per CSR performance classification (see Figure 6). In addition, a CQA CSR coaching session should take place each month, which focuses on the CSR's CQA performance for the month and takes one to two hours depending on the CSR's performance classification. The total time required for an average performing call center supervisor to coach their CSRs using the CQA coaching approach is approximately 40 to 50 hours per month, based on conducting five CQA evaluations per CSR, per month. This coaching time does not include team or call center CQA trending reports that a supervisor shares at their weekly or monthly CSR team meetings. If a supervisor spends 50% of their time coaching CSRs, then in a typical month, they would have at least 80 hours available to coach their CSRs. The other 30 to 40 hours can be used for coaching in areas such as AHT, sales or career counseling.

Figure 6: Example of CQA CSR coaching time required

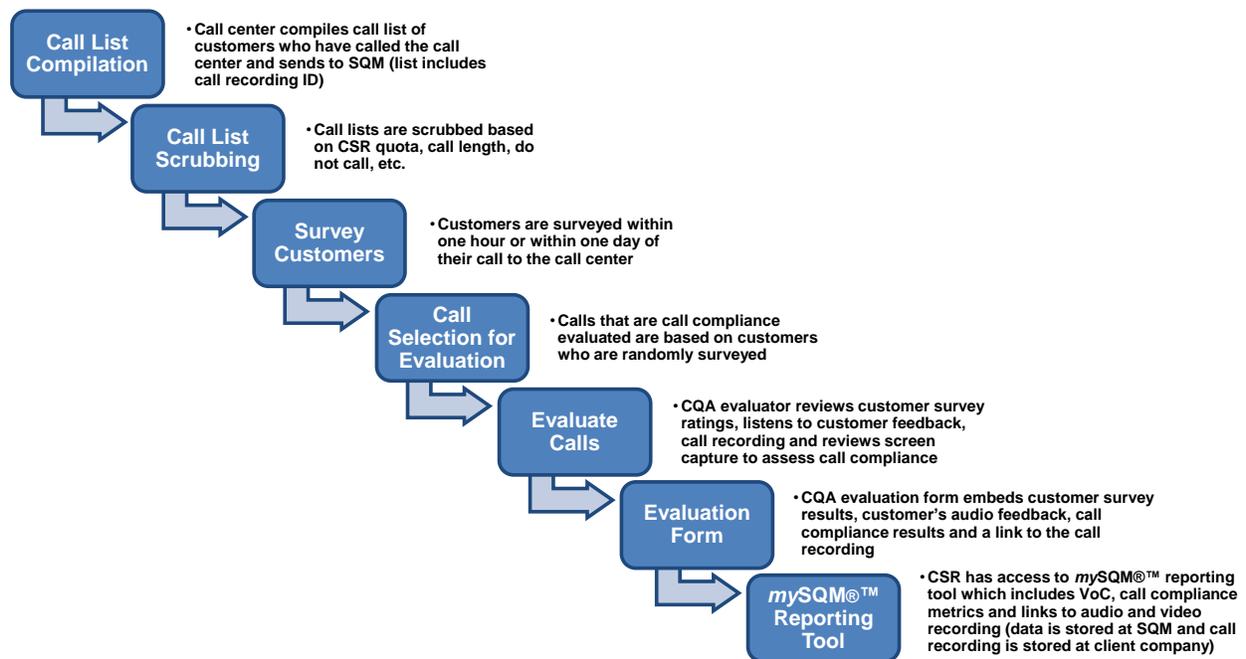
CSR Performance Classification	# of CSRs	Total Single Calls Coaching Time	Monthly Coaching Time	Total Coaching Time per CSR	Total Time per CSR Performance Classification
Exceptional (15%)	2	.25 hr	1 hr	1.25 hrs	2.5 hrs
Excellent (25%)	4	.5 hr	1.5 hrs	2 hrs	8 hrs
Good (45%)	7	1 hr	2 hrs	3 hrs	21 hrs
Needs Improvement (10%)	2	1 hr	2 hrs	3 hrs	6 hrs
Unacceptable (5%)	1	1 hr	2 hrs	3 hrs	3 hrs
Total	16	N/A	N/A	N/A	40.5 hrs

Outsourcing Customer Quality Assurance

If you are interested in improving your FCR and Csat you should consider outsourcing your quality assurance evaluations to SQM. Our outsourcing service, Customer Quality Assurance (CQA), is a simple, yet powerful process of combining call compliance data, judged by a QA evaluator, with the customer's opinion of the service they received from the call center, gathered through a post-call survey. It is SQM's strong belief that the only person who can judge the customer's experience – is the customer themselves. The call compliance evaluation aspect of CQA should focus on metrics that focus on resolving the customer's call (e.g., confirmed if the call is resolved, used the knowledge management tool, took clear and complete notes). SQM is the call center industry leader for integrating call compliance and survey data for evaluating CQA. When evaluating only call compliance, SQM and client call calibration sessions do not show a significant difference between in-house and SQM evaluators, even with complicated calls. In other words, we can conduct quality evaluations just as well, if not better, than in-house evaluators. As a result of SQM being an independent 3rd party CQA outsourcer, our evaluations are taken more seriously because they are objective, unbiased and not hampered by past CSR experiences, relationships or politics. Our CQA evaluations are more customer-centric than traditional QA because we evaluate calls primarily through the customers' eyes versus the organizations' eyes. Specifically, SQM evaluated call ratings are much more aligned to actual survey ratings than in-house call evaluated ratings. SQM is a tough grader. For example, SQM's average call compliance score was 13% lower than clients. Being a tough grader has helped our clients improve their FCR and Csat performance.

Again, for the same call, the CQA program evaluates a customer's call using both the customer survey and call compliance metrics to assess call quality (see Figure 7 for how CQA works). All calls should be recorded and the calls that are evaluated are based on customers who have been surveyed. CQA uses VoC to judge call quality to enhance, not replace, the established call monitoring process. VoC cannot replace the existing QA process because there are areas of the call that the customer cannot judge (e.g., screen navigation, policy compliance and accuracy of information). Customers are surveyed within 1 day of their call using an IVR, email or phone survey method. Calls that are evaluated are based on customers who are randomly surveyed. *mySQM*™ reporting tool is used for capturing, analyzing and reporting customer survey and call compliance data. *mySQM*™ reporting tool is designed for CSRs and supervisors to view their CQA results within 1 to 2 days of the completed customer survey.

Figure7: How CQA program works



SQM has very low CQA evaluator turnover resulting in high quality evaluations and job satisfaction. SQM CQA evaluators have also conducted customer surveys which have greatly assisted them in evaluating calls. Our CQA evaluators receive two to six weeks of training in order to properly evaluate calls and go through call calibration sessions with our clients. These CQA evaluators truly understand which metrics and CSR behaviors drives FCR and call resolution improvement.

CQA is close to a turnkey operation with streamlined processes and technology. All audio and video call recordings reside with the organization and not with SQM. Many organizations already have, or are moving towards, 100% call recording. mySQM reporting tool supports the CQA process by seamlessly integrating customer survey and compliance data. SQM uses virtual private network or dedicated pipe connection to manage the connectivity. There are no capital costs. You can leverage your existing technology, there is no wasted investment and CQA adds value to your technology.

SQM adheres to the highest security standards for both our facilities and internal systems. Security features for our facilities include:

- All employees of SQM must go through security checks when hired
- Random security checks are performed on employees on an annual basis
- Security cameras on all entrances and exits
- Hardened datacenter with security cameras inside and dedicated air conditioning
- Secure entries with 'man trap' access controls
- Picture ID for all employees
- Strict security procedures for visitors
- All data is backed up offsite on a daily basis

SQM considers all data to be highly sensitive. To ensure data security, SQM adheres to the following measures:

- Industry standard firewalls
- Intrusion Detection and Intrusion Protection equipment on all networks
- Security policies aligned with ISO 27002:2005
- Adherence to privacy legislation for the Personal Information Protection and Electronic Documents Act
- Adherence to industry-specific regulations for Payment Card Industry Data Security Standard (PCI-DSS)
- Adherence to industry-specific regulations for Health Insurance Portability and Accountability Act (HIPAA)
- Completion of TRUSTe certification for privacy of information

Listed below are the different pricing options available for our CQA program:

- \$13.50 to \$20.00 per QA evaluation
- \$1.60 to \$2.00 per IVR or email survey
- \$8.00 to \$11.00 per phone survey
- With an IVR survey, SQM can conduct CQA evaluations for \$22 per evaluation

About SQM

Since 1996, Service Quality Measurement (SQM) Group has been the North American leader for measuring, benchmarking and helping organizations improve their first call resolution (FCR) performance. We have done this by being operationally excellent at conducting customer surveys, analyzing data, reporting actionable data and providing consulting services to assist organizations with best practices for improving FCR performance. In addition, we offer outsourcing services for quality assurance evaluations and a Voice of the Customer performance management system to assist organizations in their efforts to improve FCR. Over 70% of our call center tracking clients improve their FCR and operating costs year over year. For the average call center SQM benchmarks, a 1% improvement in their FCR performance equals \$256,000 in annual operational savings. Our research also shows that when you improve your FCR, not only do you achieve operational savings, you also reduce customers at risk which is typically a 5-10 times greater savings opportunity than the operational FCR improvement savings.

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