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International Organization for Standardization
Международная Организация по Стандартизации



Our ref. TMB / NWIP

TO THE ISO MEMBER BODIES

Date 2012-04-30

New work item proposal – *Customer contact centres*

Dear Sir or Madam,

Please find attached a new work item proposal submitted by the Consumer Policy Committee (COPOLCO) on *Guidelines for customer contact centres*. It should be noted that, if the NWIP is approved, the work will be carried out in a Project Committee.

You are kindly invited to complete the ballot form ([Form 05](#)) which could be downloaded at www.iso.org/forms and send it, preferably in Word format, to the Secretariat of the ISO Technical Management Board at tmb@iso.org before **30 July 2012**.

Yours faithfully,

A handwritten signature in black ink, appearing to read 'Clivio', written over a white background.

Sophie Clivio
Manager, Technical Policy
Secretary of the Technical Management Board

Encl: NWIP (Form 04)
Annex to NWIP - Outline and benefits
Questionnaire on customer contact centres
Result of questionnaire on customer contact centres



NEW WORK ITEM PROPOSAL	
Date of presentation 30 April 2012	Reference number (to be given by the Secretariat)
Proposer COPOLCO	ISO/TC / SC N Annex 3 to COPOLCO 11/2011 (Rev.)
Secretariat COPOLCO Secretariat	

A proposal for a new work item within the scope of an existing committee shall be submitted to the secretariat of that committee with a copy to the Central Secretariat and, in the case of a subcommittee, a copy to the secretariat of the parent technical committee. Proposals not within the scope of an existing committee shall be submitted to the secretariat of the ISO Technical Management Board.

The proposer of a new work item may be a member body of ISO, the secretariat itself, another technical committee or subcommittee, or organization in liaison, the Technical Management Board or one of the advisory groups, or the Secretary-General.

The proposal will be circulated to the P-members of the technical committee or subcommittee for voting, and to the O-members for information.

See overleaf for guidance on when to use this form.

IMPORTANT NOTE: Proposals without adequate justification risk rejection or referral to originator.

Guidelines for proposing and justifying a new work item are given overleaf.

Proposal (to be completed by the proposer)

Title of proposal (in the case of an amendment, revision or a new part of an existing document, show the reference number and current title) English title CGuidance for customer contact centers (Call centers) French title (if available)
Scope of proposed project The standard is intended for use by business process service centers: including front end voice, multi-media and back office service providers, and including all customer contact centers (call centers), whether an in-house (captive) center or a third party operator (outsourcer).
Concerns known patented items (see ISO/IEC Directives Part 1 for important guidance) <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If "Yes", provide full information as annex
Envisaged publication type (indicate one of the following, if possible) <input checked="" type="checkbox"/> International Standard <input type="checkbox"/> Technical Specification <input type="checkbox"/> Publicly Available Specification <input type="checkbox"/> Technical Report

Purpose and justification (attach a separate page as annex, if necessary)

PURPOSE:

To provide specified interaction guidance for any front end voice, multi-media or back office client/customer interaction with a business process service center.

JUSTIFICATION:

ISO/COPOLCO/DEVCO conducted a survey in 2009/10 on Customer Contact Centers (Call Centers) which identified the following issues:

Inbound interactions – Calls and on-line (e-mail, web, including social media)

- Contact number, e-mail, web address is not freely available – not well advertised
- Center numbers just ring and are not answered or are engaged (busy tone)
- Written communication (e-mail, web, fax, white/snail mail) are not responded to or are too slow
- Wait time for calls to be answered – too long
- Interaction with the IVR (Interactive Voice Response) or pre-talk selection tool is troublesome, e.g. places the consumer into a loop or does not offer the option required
- Lack of consultant/customer service representative (CSR) training and empowerment – consultant/CSR not able to answer query directly and having to escalate the call/interaction
- Systems down time and consultant/CSR not able to resolve the query, no FCR (first call resolution)
- Incorrect or misleading information is given out by consultant/CSR
- Not every customer service center has a toll-free or share-cost line available and the consumer has to pay for the entire call
- Failure from brands to provide an alternate means of contact besides the phone
- Failures to address consumers' language resulting in communication difficulties
- Refusal to allow third party communication despite the consumer's permission being granted

Outbound interactions

Consumers frustrated when contacted by a sales agent when:

- The consumer is on an official 'Do Not Contact' privacy list
- When the consumer is not interested in the product or does not want to buy
- The consumer is unable to understand the sales agent – unclear, inarticulate verbal communication
- The consumer is called after 'decent' hours
- The consumer is exposed to "white noise" i.e. wait time while the agent picks up the call after an automatic/predictive dialler has made contact with the consumer.

Responses received in support of an international standard or guidance include:

- An international code would reinforce standards and regulations
- It would provide a framework on which national standards can be based
- International standard or guidance could help deal with all customer queries, complaints.

The results of the survey show that very similar customer 'frustrations' and needs exist globally. National and regional standards have already been drafted which will be most useful in establishing global guidelines on best practice when communicating with customers / consumers across a multitude of supplier interaction points.

The respondents to the survey indicated only a moderate level of satisfaction among the general public with customer contact centers, the results being grouped around "more good than bad" and "more bad than good" with only a single response of "mostly good." This indicates considerable scope for improvement.

Of the respondents, 65% believed there is a definite need for an International Standard or Guide, while a further 17% felt there is a possible need. Only a single respondent indicated that there was no need.

Among those respondents who had implemented standards or regulations in this field, 38% recorded definite improvements, while a further 54% indicated that it was still too early to tell. Only a single respondent reported no improvement, the reason being that the particular regulation addressed consumer protection rather than the standard of service.

Most of the regulations / guides already in existence cover in-bound service centers with fewer having looked at out-bound, fulfilment (walk in) or back office centers.

A guideline standard on Customer Contact Centers will provide a best practice guide to all centers dealing with customers, advising on customer frustration touch points such as minimum wait times, advertising visible contact numbers, e-mails, web addresses' offering consumers an easy, non stressful and affordable way of interacting with a brand.

Target date for availability (date by which publication is considered to be necessary)	
Proposed development track <input type="checkbox"/> 1 (24 months) <input type="checkbox"/> 2 (36 months - default) <input checked="" type="checkbox"/> 3 (48 months)	
Relevant documents to be considered <ul style="list-style-type: none"> • South Africa <ol style="list-style-type: none"> 1. SANS 900-1: 2008, Business process outsourcing and offshoring operations, Part 1: Outbound contact centre operations. 2. SANS 990-2: 2008, Business process outsourcing and offshoring operations, Part 2: Inbound contact centre operations. 3. SANS 990-3: 2008, Business process outsourcing and offshoring operations, Part 3: Back-office processing operations. • Germany <ul style="list-style-type: none"> o Leitfaden für eine verbraucherfreundliche Kundenbetreuung, Zweiter nationaler IT-Gipfel (10. Dezember 2007), Arbeitsgruppe 8 „Service- und verbraucherfreundliche IT“ (in German only) • European Union <ul style="list-style-type: none"> o EN 15838: 2009 – Customer contact centres - Requirements for service provision • Republic of Korea <ul style="list-style-type: none"> o KSS1006-1: 2006 Call center services o KSS1006-2: 2006 Call center services – Requirements 	
Relationship of project to activities of other international bodies	
Liaison organizations Consumers International, OECD	Need for coordination with: <input checked="" type="checkbox"/> IEC <input type="checkbox"/> CEN <input type="checkbox"/> Other (please specify)
Preparatory work (at a minimum an outline should be included with the proposal) <input type="checkbox"/> A draft is attached <input checked="" type="checkbox"/> An outline is attached. It is possible to supply a draft by The proposer or the proposer's organization is prepared to undertake the preparatory work required <input type="checkbox"/> Yes <input type="checkbox"/> No	
Proposed Project Leader (name and address) Fikile Mtakati, Representative of SABS	Name and signature of the Proposer (include contact information) Dr. Clifton Johnston, representative of the South African Bureau of Standards johnston.clif@gmail.com

Comments of the TC or SC Secretariat

Supplementary information relating to the proposal

This proposal relates to a new ISO document;

This proposal relates to the amendment/revision of an existing ISO document;

This proposal relates to the adoption as an active project of an item currently registered as a Preliminary Work Item;

This proposal relates to the re-establishment of a cancelled project as an active project.

Other:

Voting information

The ballot associated with this proposal comprises a vote on:

Adoption of the proposal as a new project

Adoption of the associated draft as a committee draft (CD)

Adoption of the associated draft for submission for the enquiry vote (DIS or equivalent)

Other:

Annex(es) are included with this proposal (give details)

- Annex containing a proposed outline and a list of benefits
- Results of questionnaire
- Questionnaire - Form

Date of circulation	Closing date for voting	Signature of the TC or SC Secretary
2012-04-30	2012-07-30	

Use this form to propose:

- a) a new ISO document (including a new part to an existing document), or the amendment/revision of an existing ISO document;
- b) the establishment as an active project of a preliminary work item, or the re-establishment of a cancelled project;
- c) the change in the type of an existing document, e.g. conversion of a Technical Specification into an International Standard.

This form is not intended for use to propose an action following a systematic review - use ISO Form 21 for that purpose.

Proposals for correction (i.e. proposals for a Technical Corrigendum) should be submitted in writing directly to the secretariat concerned.

Guidelines on the completion of a proposal for a new work item

(see also the ISO/IEC Directives Part 1)

- a) **Title:** Indicate the subject of the proposed new work item.
- b) **Scope:** Give a clear indication of the coverage of the proposed new work item. Indicate, for example, if this is a proposal for a new document, or a proposed change (amendment/revision). It is often helpful to indicate what is not covered (exclusions).
- c) **Envisaged publication type:** Details of the types of ISO deliverable available are given in the ISO/IEC Directives, Part 1 and/or the associated ISO Supplement.
- d) **Purpose and justification:** Give details based on a critical study of the following elements wherever practicable. *Wherever possible reference should be made to information contained in the related TC Business Plan.*
 - 1) The specific aims and reason for the standardization activity, with particular emphasis on the aspects of standardization to be covered, the problems it is expected to solve or the difficulties it is intended to overcome.
 - 2) The main interests that might benefit from or be affected by the activity, such as industry, consumers, trade, governments, distributors.
 - 3) Feasibility of the activity: Are there factors that could hinder the successful establishment or global application of the standard?
 - 4) Timeliness of the standard to be produced: Is the technology reasonably stabilized? If not, how much time is likely to be available before advances in technology may render the proposed standard outdated? Is the proposed standard required as a basis for the future development of the technology in question?
 - 5) Urgency of the activity, considering the needs of other fields or organizations. Indicate target date and, when a series of standards is proposed, suggest priorities.
 - 6) The benefits to be gained by the implementation of the proposed standard; alternatively, the loss or disadvantage(s) if no standard is established within a reasonable time. Data such as product volume or value of trade should be included and quantified.
 - 7) If the standardization activity is, or is likely to be, the subject of regulations or to require the harmonization of existing regulations, this should be indicated.

If a series of new work items is proposed having a common purpose and justification, a common proposal may be drafted including all elements to be clarified and enumerating the titles and scopes of each individual item.
- e) **Relevant documents and their effects on global relevancy:** List any known relevant documents (such as standards and regulations), regardless of their source. When the proposer considers that an existing well-established document may be acceptable as a standard (with or without amendment), indicate this with appropriate justification and attach a copy to the proposal.
- f) **Cooperation and liaison:** List relevant organizations or bodies with which cooperation and liaison should exist.



NEW WORK ITEM PROPOSAL FOR ISO – GUIDANCE FOR CUSTOMER CONTACT CENTERS

Suggested standard framework requirements

- Customer service level metrics (measurement criteria), including % of calls answered, and maximum waiting times
- Recommended or suggested minimum customer service levels (non-normative), including considerations for toll-free access in order to build customer loyalty
- Recommendations specifying customer satisfaction levels (non-normative)
- Guidance on relevant management system aspects, including the need to avoid high turnover in executive positions
- Guidance on process management systems, including
 - customer enquiry records and enquiry reference numbers
 - review of recorded calls on a sampling basis to identify good and bad practices
 - setting minimum criteria for executive oversight to maintain performance levels
- A complaints handling system (e.g. based on ISO 10002) to be put in place, including the possibility to submit complaints in writing.
- Quality based Management of IVR (Interactive Voice Response)
- Use of checklists to identify critical situations and to direct callers to the customer care executives
- Allocation of specific employees to critical situations; and qualitative and quantitative criteria for performance evaluation of employees.
- Accessibility for all relevant consumers to each center, taking affordability into account
- A focus on persons with disabilities (users and operators) – accessibility to the environment and relevant productivity and interaction tools
- Framework on recruitment and qualifications
- Framework on training
- Framework on processes, including guidance on a protocol for a "do not call" list to respect the wishes of users who do not want to be contacted.
- Privacy considerations, including data integrity and avoidance of data misuse

Potential benefits of a standard

For consumers, benefits of a standard will include:

- Affordable and stress-free interaction with a company or brand across a variety of communications
- Ease of access
- Reduced wait times
- Reduced response / conclusion times of queries

For suppliers, benefits of a standard will include:

- Increased brand loyalty
- Increased staff productivity, effectiveness and efficiency
- Reduced costs assisting to increase profits
- International benchmarks
- Improvement in the field of social responsibility



CONSULTATION ON THE NEED FOR AN INTERNATIONAL STANDARD OR GUIDANCE ON CUSTOMER CONTACT CENTERS (CALL CENTERS)

Introduction

Customer Contact Centers (CCC), also known as Call Centers, are important interfaces between the providers of goods and/or services (such as banks, government agencies, utilities, manufacturers and retailers) and their end customers. Most medium to large organizations dealing with the public make use of CCCs.

A CCC is a centralized office used for the purpose of receiving and transmitting a large volume of requests by telephone. It may also deal collectively with letters, faxes, emails and other forms of text communication. Its purpose is to administer incoming product support or information enquiries from consumers, and/or to generate outgoing communications for telemarketing, product support, debt collection, etc.

A CCC may take the form of a dedicated team within the provider's organization, or it may be a third-party organization distinct from the line management of the provider. There is an increasing tendency for providers to outsource CCCs, often to operators in other countries where the combination of labour costs and communications infrastructure is favourable.

CCCs can be a source of frustration to consumers, who complain about long queuing times and other aspects of ineffective service. This in turn can lead to loss of business for the provider.

The negative customer experience of CCCs was raised at the 31st meeting of ISO's Consumer Policy Committee, ISO/COPOLCO, held in New Delhi in May 2009. There it was mentioned that South Africa had recently issued a series of national standards: SANS 990:2008, Business process outsourcing and offshoring operations (in 3 parts) (see www.sabs.co.za); while the European Union was busy with a similar project, later published as EN15838:2009 Customer Contact Centers – Requirements for service provision (see www.cen.eu). It was resolved to invite the working group, Consumer protection in the global marketplace "to research current standards and other initiatives in this area in greater depth, with a view to developing a proposal for COPOLCO to consider at its 2010 plenary meeting." [ISO/COPOLCO Resolution 12/2009]

This consultation

With this in mind, the attached questionnaire has been developed and all members of ISO/COPOLCO are invited to respond.

It is unlikely that all the information needed to complete the questionnaire will be to hand, and the appropriate source will differ from country to country. The person completing the questionnaire might for example consult the local WTO/TBT Enquiry Point or Standards Information Centre for some of the answers and local Consumer organizations for others. It might even be preferred to ask another body, such as a Consumer organization, to complete the entire Questionnaire.

We would be very grateful if you could complete and return the questionnaire by 24 March 2010 to the ISO COPOLCO Secretariat, Fax: + 41 22 733 34 30, E-mail: copolco@iso.org.

Please also do not hesitate to contact copolco@iso.org if you have any questions.

QUESTIONNAIRE ON CUSTOMER CONTACT CENTERS (CALL CENTERS)

1a. Does your country have any laws, regulations, standards or national guidelines specifically addressing the operational aspects of customer contact centers (call centers) either in general, or in specific industries (e.g. telecoms)?

Please indicate if relevant laws regulations, standards or national guidance are in an advanced stage of preparation (i.e. drafts publicly available).

Note – this excludes any general laws or guidelines on business, quality management, liability, privacy, consumer protection, etc

- Not as far as we can ascertain – *proceed directly to Q3*
- Yes; the reference information is given below

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1b. If your answer to question 1a is yes, do you consider that these provisions have resulted in an improvement in the standard of service provided by customer contact centers in your country?

- Yes
- Too early to tell
- Still in preparation
- No, for the reasons given below

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2 If your answer to question 1a is yes, are the following aspects covered ?
See additional options h-j overleaf

CRITERIA	No	Yes	Not sure
a) In-house customer contact centers (CCCs) are covered	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Outsourced (3rd party) CCCs are covered	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Direct customer contact (telephone and/or face-to-face) aspects are covered.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) Indirect customer contact (email, fax and/or mail) aspects are covered	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e) Customer service level metrics (measurement criteria) are defined	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f) Some minimum customer service and/or satisfaction levels are recommended or suggested (non-normative)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g) Some normative requirements are specified for customer service levels (such as maximum waiting times) and/or satisfaction levels	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

CRITERIA	No	Yes	Not sure
h) Guidance is given on relevant management system aspects to be addressed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i) Normative requirements are specified relating to the management system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j) A complaints handling system is covered, directly or by reference	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k) Other – please specify below:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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3a. How would you judge the level of satisfaction among the general public in your country with customer contact centers?

LEVEL OF SATISFACTION WITH CCCs	Select one
a) All, or nearly all, are unsatisfactory (universal customer condemnation)	<input type="checkbox"/>
b) More are unsatisfactory than acceptable (widespread customer dissatisfaction)	<input type="checkbox"/>
c) More are acceptable than unsatisfactory (some customer dissatisfaction)	<input type="checkbox"/>
d) All, or nearly all, acceptable (no noteworthy customer dissatisfaction)	<input type="checkbox"/>
e) Unable to say – <i>proceed directly to question 4</i>	<input type="checkbox"/>

3b. If you have indicated (a), (b) or (c) in question 3a, what are the main concerns or problems in your country?

MAIN CONCERNS OR PROBLEMS	Select all that apply
a) Telephone lines unanswered or continually busy	<input type="checkbox"/>
b) Telephone waiting times (call queueing) too long	<input type="checkbox"/>
c) Written enquiries (mail, fax, email) not answered	<input type="checkbox"/>
d) Response to written enquiries (mail, fax email) too slow	<input type="checkbox"/>
e) Unable to resolve enquiry (telephonic or written)	<input type="checkbox"/>
f) Wrong or misleading information provided	<input type="checkbox"/>
g) Unclear (inarticulate) verbal communication	<input type="checkbox"/>
h) Calls not returned, or written communication not sent, when promised	<input type="checkbox"/>
f) Other, as indicated overleaf	<input type="checkbox"/>

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3c. On what do you base your answers to questions 3a and 3b?

BASIS OF ANSWERS TO QUESTIONS 3a AND 3b	Select all that apply
a) Anecdotal evidence	<input type="checkbox"/>
b) Observed bad practices (personal experience)	<input type="checkbox"/>
c) Complaints received or aired in media	<input type="checkbox"/>
d) Information solicited from consumer organization(s)	<input type="checkbox"/>
e) A study (or studies), as per reference information given below	<input type="checkbox"/>
f) Other, as indicated below	<input type="checkbox"/>

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4. From your experience and knowledge of your country do you think there might be scope for an International Standard or guidance document addressing some of the issues with contact centers?

- No – *proceed directly to Q6*
- Unable to say – *proceed directly to Q6*
- Possibly
- Yes

5. If your answer to question 4 is Possibly or Yes, which of the following aspects do you think should be included (mark each relevant aspect – see additional options overleaf)?

CRITERIA	No	Yes	Not sure
a) In-house customer contact centers (CCCs)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Outsourced (3rd party) CCCs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Direct customer contact (telephone and/or face-to-face) aspects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) Indirect customer contact (email, fax and/or mail) aspects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e) Customer service level metrics (measurement criteria)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f) Recommended or suggested minimum customer service and/or	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

CRITERIA	No	Yes	Not sure
satisfaction levels (non-normative)			

CRITERIA	No	Yes	Not sure
g) Normative requirements specifying customer service levels (such as maximum waiting times) and/or satisfaction levels	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h) Guidance on relevant management system aspects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i) Normative requirements specified relating to the management system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j) A complaints handling system (e.g. based on ISO 10002)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k) Other – please specify below:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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6. If requested, would you be able to supply a copy of the information mentioned in question 1a?

- Not applicable – our answer to question 1a was "No"
- No
- Yes – *if any conditions apply, please indicate them below*

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<i>Respondent's details</i>		
Name:	Organization:	
Country:	Date:	Signature:

Please complete and return the questionnaire by 24 March 2010 to the ISO COPOLCO Secretariat, Fax: + 41 22 733 34 30, E-mail: copolco@iso.org.

THANK YOU VERY MUCH FOR YOUR HELP WITH THIS WORK.

THE RESULTS WILL BE REPORTED BACK TO ISO/COPOLCO AND ARE AVAILABLE UPON REQUEST



RESULTS OF THE QUESTIONNAIRE ON CUSTOMER CONTACT CENTERS (CALL CENTERS)

24 countries responded to this questionnaire: Argentina, Armenia, Brazil, Chile, Colombia, Czech Republic, Fiji, Germany, India, Jamaica, Japan, Republic of Korea, Malaysia, Norway, Sultanate of Oman, Palestine, Romania, Republic of Serbia, Singapore, South Africa, Swaziland, Sweden, Thailand, United Kingdom.

ANEC also submitted a response. The result appears separately.

1a. Does your country have any laws, regulations, standards or national guidelines specifically addressing the operational aspects of customer contact centers (call centers) either in general, or in specific industries (e.g. telecoms)?

Please indicate if relevant laws regulations, standards or national guidance are in an advanced stage of preparation (i.e. drafts publicly available).

Note – this excludes any general laws or guidelines on business, quality management, liability, privacy, consumer protection, etc

Not as far as we can ascertain – *proceed directly to Q3 : 12*

Yes; the reference information is given below : 12 + ANEC

Countries	Comments
Brazil	<i>Decreto 6.523 Serviço de Atendimento ao Consumidor – SAC por telefone</i>
Chile	<i>We do not have regulations</i>
Czech Republic	<i>CSN EN 15838:2009 Customer contact centres – Requirements for service provision</i>
Germany	<i>EN 15838</i>
India	<i>Guidelines for Call Centers have been released by Telecom Regulatory Authority of India, (Telecom Unsolicited Commercial Calls Regulations 2007, (TUCC)) and some guidelines for telemarketing (Unsolicited Commercial Calls (UCC)) have been issued by the Deptt of Telecommunications.</i>
Jamaica	<i>The Government of has just passed into law the Cyber Crime Act which is specifically related to the ICT Sector</i>
Japan	<i>There is a law “Act on Specified Commercial Transactions”. The law stipulates compliance rules such as providing caller’s name, and prohibited rules such as providing unveracious information, etc.....</i>
Republic of Korea	<i>We have Korean Standard for in-bound call center services. It includes general principles, definitions of terms, organization, manpower, facilities, equipments, process, and quality system to raise confidence between operators and customers by clarifying standards for job performance in the call center customer’s point of view. It aims at qualitative improvement and quality maintenance of call center services.</i>

Norway	<i>Note – this excludes any general laws or guidelines on business, quality management, liability, privacy, consumer protection, etc</i> <i>NS-EN 15838 Customer Contact Centres - Requirements for service provision..</i>
Romania	<i>There are some internal regulations for specific industries, e.g. utilities suppliers, local government, different NGO etc.</i>
South Africa	<i>SANS 900-1 Business process outsourcing and offshoring operations Part 1: Outbound contact centre operations.</i> <i>SANS 990-2 Business process outsourcing and offshoring operations Part 2: Inbound contact centre operations.</i> <i>SANS 990-3 Business process outsourcing and offshoring operations Part 3: Back-office processing operations.</i>
Sweden	<i>SS-EN 15838:2009 Customer Contact Centres – Requirements for service provision was published in Sweden 2009-12-14.</i>
United Kingdom	<ul style="list-style-type: none"> •Customer Contact Assn. (CCA) is a trade association providing codes for members • Central Office of Information (COI) publishes best practice guidance for government contact centres. • Regulators, such as OFGEM and OFCOM are proposing guidance on complaint handling for businesses in their sectors.

ANEC	Comments: <i>EN 15838 Contact Centres</i>
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1b. If your answer to question 1a is yes, do you consider that these provisions have resulted in an improvement in the standard of service provided by customer contact centers in your country?

Yes	Too early to tell	Still in preparation	No, for the reasons given below
5	6 + ANEC	--	1

Countries	Comments
India	<i>Sectoral improvement has been observed in Telecom but we still have not completed the quality journey vis-à-vis Call / Contact Centres</i>
Japan	<i>This law intends to ensure consumer protection, not to improve in the standard of service..</i>
United Kingdom	<i>...It is difficult to say in respect of CAA because their codes are not shared with those who are not CAA member businesses. In respect of COI this is good guidance but not a requirement, even on government departments. Our Citizens Advice Bureaux (CAB) on the ground deal with problems and so we do not generally have data on what is working well. Concerns about trying to deal with contact centres are a regular feature in the cases our bureaux report as causing problems for their clients and also for the CAB advisers trying to reach organisations and businesses to get clients' problems resolved. This implies that more is needed in order to deliver a reasonable standard that meets consumer need</i>

**2 If your answer to question 1a is yes, are the following aspects covered ?
See additional options h-j overleaf**

a) In-house customer contact centers (CCCs) are covered

No	Yes	Not sure
--	10 + ANEC	--

b) Outsourced (3rd party) CCCs are covered

No	Yes	Not sure
--	8 + ANEC	2

c) Direct customer contact (telephone and/or face-to-face) aspects are covered.

No	Yes	Not sure
1	9 + ANEC	--

d) Indirect customer contact (email, fax and/or mail) aspects are covered

No	Yes	Not sure
--	8 + ANEC	2

e) Customer service level metrics (measurement criteria) are defined

No	Yes	Not sure
1	7 + ANEC	2

f) Some minimum customer service and/or satisfaction levels are recommended or suggested (non-normative)

No	Yes	Not sure
1	8 + ANEC	1

g) Some normative requirements are specified for customer service levels (such as maximum waiting times) and/or satisfaction levels

No	Yes	Not sure
--	9 + ANEC	1

h) Guidance is given on relevant management system aspects to be addressed

No	Yes	Not sure
--	5 + ANEC	5

i) Normative requirements are specified relating to the management system

No	Yes	Not sure
2	5 + ANEC	4

j) A complaints handling system is covered, directly or by reference

No	Yes	Not sure
1	8 + ANEC	2

k) Other – please specify below:

No	Yes	Not sure
--	--	1

Countries	Comments
United KingdomCOI have issues guidance on the cost of calling for consumers. CCA codes are not available to us so we can only report what CCA employees/ members have said at meetings.

3a. How would you judge the level of satisfaction among the general public in your country with customer contact centers?

All, or nearly all, are unsatisfactory (universal customer condemnation)	More are unsatisfactory than acceptable (widespread customer dissatisfaction)	More are acceptable than unsatisfactory (some customer dissatisfaction)	All, or nearly all, acceptable (no noteworthy customer dissatisfaction)	Unable to say – proceed directly to question 4
1	6	8	1	4 + ANEC

3b. If you have indicated (a), (b) or (c) in question 3a, what are the main concerns or problems in your country?

Telephone lines unanswered or continually busy	Telephone waiting times (call queueing) too long	Written enquiries (mail, fax, email) not answered	Response to written enquiries (mail, fax email) too slow	Unable to resolve enquiry (telephonic or written)	Wrong or misleading information provided
14	17	10	14	10	8

Unclear (inarticulate) verbal communication	Calls not returned, or written communication not sent, when promised	Other, as indicated overleaf
9	9	3

Countries	Comments
Fiji	<p>Since response from the call centres not coming, complaints were lodged at the Council. In one such case the Council had to contact the GM of the Bank and report to the regulator (Reserve Bank of Fiji). This was done to solve the customer's credit card complaint.</p> <p>Despite the existence of call centres for internet service providers, banks, mobile phone companies, etc, consumers still queue up at customer care centres for services, complaints etc. Call Centres are still relatively new in the Fiji market and thus there is still some way to go before a high degree of consumer trust matures for these services.</p>
India	<p>Unable to adequately answer c,d and h options within the present selections. For example, we may be given answers but the answers may either not help in dealing with the query completely or satisfactorily.</p>
Japan	<p>The operation of the Interactive Voice Response (IVR) is troublesome.</p> <p>Concern about repeated calling from the same company, even the offer of a service from the company is once refused.</p>
Malaysia	<p>Calls are charged – sometimes not a toll free line. Annoying advertisements while on hold.</p> <p>For computer after sales repair – consulted via phone – technical support service via phone is charged back to consumers.</p>

United Kingdom	<ul style="list-style-type: none"> •Cost of calls, particularly costs on mobile phones where even calling what are 'freephone' numbers for land line calls. • Constant transferring to another person, where nobody takes responsibility. • Failures to address consumers' language/ communication difficulties. • Failures to provide an alternative means of contact for those consumers for whom the phone is not appropriate and the internet not available. <p>Refusal to allow third party communication, such as with a bureau adviser, on grounds of data protection and despite confirmation of that consumer's permission/ authorisation.</p>
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3c. On what do you base your answers to questions 3a and 3b?

Anecdotal evidence	Observed bad practices (personal experience)	Complaints received or aired in media	Information solicited from consumer organization(s)	A study (or studies), as per reference information given below	Other, as indicated below
7	15	12	10	4	1

Countries	Comments
Fiji	<i>Complaints registered with the Consumer Council often reveals poor customer care by companies who do have CCCs and experience of the complainants indicate that CCCs are not working or of poor quality.</i>
United Kingdom	<i>Please see the two reports attached, both of which used CAB clients' evidence and surveys</i>
India	<i>We also have consumer fora like the National Consumer Helpline (NCH), District Consumer Courts , State Consumer Grievance Redressal Commissions and the National Commission which receive consumer complaints and provide redress. Increasing complaints related to the functioning of Call Centers are being received by them.</i>
Japan	<i>A book entitled "Call Center white papre 2009" published by a private company.</i>

4. From your experience and knowledge of your country do you think there might be scope for an International Standard or guidance document addressing some of the issues with contact centers?

No – proceed directly to Q6	Unable to say – proceed directly to Q6	Possibly	Yes
1	2 + ANEC	4	15

5. If your answer to question 4 is Possibly or Yes, which of the following aspects do you think should be included (mark each relevant aspect – see additional options overleaf)?

a) In-house customer contact centers (CCCs)

No	Yes	Not sure
--	17	2

b) Outsourced (3rd party) CCCs

No	Yes	Not sure
--	19	--

c) Direct customer contact (telephone and/or face-to-face) aspects

No	Yes	Not sure
1	18	--

d) Indirect customer contact (email, fax and/or mail) aspects

No	Yes	Not sure
1	17	1

e) Customer service level metrics (measurement criteria)

No	Yes	Not sure
--	16	2

f) Recommended or suggested minimum customer service and/or satisfaction levels (non-normative)

No	Yes	Not sure
2	16	1

g) Normative requirements specifying customer service levels (such as maximum waiting times) and/or satisfaction levels

No	Yes	Not sure
1	17	1

h) Guidance on relevant management system aspects

No	Yes	Not sure
1	17	2

i) Normative requirements specified relating to the management system

No	Yes	Not sure
1	14	4

j) A complaints handling system (e.g. based on ISO 10002)

No	Yes	Not sure
--	20	--

k) Other – please specify below:

No	Yes	Not sure
1	2	--

Countries	Comments
India	<i>Management of IVR, Identification of Critical Situations and provision of direct contact to the Customer Care Executives, allocation of specific employees to critical situations; and qualitative and quantitative criteria for performance evaluation of employees.</i>
United Kingdom	<i>Accessibility to ALL relevant consumers, including affordability. This is part of the organisation or business taking on responsibility for the problems their consumer/ client group are having to contact them about, rather than making the resolving of that problem the consumer's responsibility.</i>

6. If requested, would you be able to supply a copy of the information mentioned in question 1a?

Not applicable – our answer to question 1a was "No"	No	Yes – if any conditions apply, please indicate them below
14	2 + ANEC	8

Countries	Comments
United KingdomCOI guidance is available on their web site. For CCA codes the request ould have to be made to that organisation.
Republic of Korea	Note : We have only Korean version of the standard for call center services, so we can provide you with a copy of the standard in Korean. In addition, we are preparing to propose Korean Standard for call center services as the international standard in the future.
Czech Republic	document EN 15838 available from CEN

General comments

Countries	Comments
United Kingdom	<p style="text-align: center;"><u>Making customer contact centres accessible for disabled people</u></p> <p>These guidelines are intended to provide customer contact centre designers and managers with some strategic guidance on how to ensure that their customer contact centre is accessible to their disabled staff and customers.</p> <p>The optimum approach is to design both processes and services to be accessible to all customers and staff rather than setting up separate dedicated contact centres for disabled customers, or trying to retro-fit accessible software and customer management systems. Therefore, a strategic approach needs to be taken to ensure maximum efficiency of the CCC for disabled customers, staff and the organisation/company operating the CCC.</p> <p>These guidelines have been produced for the CCA by Disability Forward Limited www.disabilityfwd.co.uk.</p> <p><u>Design</u></p> <p>Construction of new, or adaptation of existing buildings for CCCs should, as a minimum comply with Part M of the building regulations, and should also have an access statement stating how physical access for disabled people has been provided.</p> <p>Regular access audits should be conducted on the site by an access auditor, preferably one accredited and listed on the Centre for Accessible Environments National Register of Access Consultants.</p> <p>http://www.cae.org.uk/consultancy.html</p>

Infrastructure

ICT systems used to input and manage data should be designed from the outset to work with access technology such as screen reading software and dictation software, doing this in advance will save time and money. Disabled staff who use access technology should be involved in the design, procurement and user testing of any ICT systems. When establishing a new CCC, designers should bring in accessible ICT user-experts to ensure that an accessible system is procured.

There should be a variety of mechanisms to contact the CCC, but as a minimum:

- a. video or face to face contact for British Sign Language users or lip readers*
- b. textphone access*
- c. email contact*
- d. telephone contact*

Information provision

Any information about products or services must be easily available in alternative formats, disabled customers should not have to wait a long time, or make repeat calls to obtain information about products and services in accessible formats. Therefore the provision of any information in large print, on tape, in sign language or in electronic text format or Braille, should be planned into the publication schedule of any new product or service information leaflets or documents.

If the CC uses a website either to advertise its products and services, or as a contact portal, the website should conform to W3C standards at a minimum.

Staff training

All staff should:

- Receive disability equality training*
- Receive training on how the company's products and services can be made accessible to disabled people, for example staff must know how to provide, quickly and easily, any documentation about any of the company's products or services in alternative formats such as large print, audio (tape or digital alternatives such as MP3 or CD), signed on video, Braille or electronic text format (not PDF files)*
- Training on how to respond to contact from BSL or Textphone users*
- Training on how to appropriately conduct contact with disabled customers who might for example, take longer to answer questions, note down or find relevant information or understand what is being said to them.*

Data capture and monitoring

The CCC staff should, at the outset, ask customers whether they have any 'specific access requirements' so that this data can be interrogated to ensure that patterns in use of the service can be analysed for continuous improvement. The important information to record is whether the person has an impairment that may affect their use of the CCC or any other services provided by the organisation.

Useful information:

Employers Forum on Disability

'Barrier free call routing - designing customer-focused inclusive telephone access'

Free publication available from www.employers-forum.co.uk