



COMPETENCIES

Certification testing for the **CIAC-Certified Operations Manager (CCOM)** designation is based on industry-defined competencies that specify the knowledge and skills required for the award of professional competency in call center operational leadership and management. The competencies are universally written in scope and definition to ensure their applicability to individuals working in call center organizations worldwide of every business type, industry sector and size.

Definition of the competencies was facilitated by the Call Center Industry Advisory Council (CIAC) through extensive industry collaboration, research and job role profiling. The competencies have been formally validated as measurable indicators of job performance and approved by an internationally representative cross-section of call center practitioners, training professionals and subject matter experts. CIAC conducts routine reviews of the competencies to ensure their currency and relevance to the job role requirements.

The competencies are categorized into four domains:

- People Management
- Operations Management
- Customer Relationship Management
- Leadership and Business Management

Professional competence for the CIAC-Certified Operations Manager designation is assessed via a five-part testing process corresponding to the competency domains. Test questions are weighted by competency area (see below) and representative of all levels of Bloom's taxonomy (with emphasis on higher cognitive levels).

The competencies also represent the subject matter for training content. In this regard, training is not mandated to test for CIAC Certification; nor does CIAC Certification prescribe to any specific training curriculum.

Competency Weighting of Test Questions:

PEOPLE MANAGEMENT

- Organizational Design & Staffing - 20%
- Professional Development - 18%
- Individual & Team Performance - 26%
- Human Resources - 20%
- Teams - 16%

OPERATIONS MANAGEMENT

- Service Level & Quality - 50%
- Technology & Service Delivery - 35%
- Call Center Facilities & Work Environment 15%

CUSTOMER RELATIONSHIP MANAGEMENT

- Internal & External Customer Relationships - 100%

LEADERSHIP & BUSINESS MANAGEMENT

- Leadership Practices & Principles - 20%
- Business Management Practices & Principles - 25%
- Call Center Business - 25%
- Financial Practices & Principles - 10%
- Contractual Relationships - 20%

Call Center Operations Manager Competencies

I. PEOPLE MANAGEMENT DOMAIN

A. Organizational Design and Staffing

1. Define call center job roles, responsibilities and agent groups that support the call center organizational structure and staffing strategy
2. Create a short-term (3 -12 month) call center staffing plan with an appropriate workforce mix and scheduling alternatives
 - a. Determine full-time equivalent (FTE) requirements
3. Create a recruiting plan that generates qualified and diverse candidates for call center staff positions
 - a. Identify resources for recruiting a diverse workforce
 - b. Define the interview process, types of interview and tools and commonly-used employment terms
 - c. Define the hiring/selection process
4. Identify the types and causes of call center turnover and factors that impact agent retention

B. Professional Development

1. Provide opportunities for ongoing professional development and continuous improvement
 - a. Provide access to appropriate tools and learning resources
2. Determine current and future professional development needs of call center staff
 - a. Identify competency requirements by job role
 - b. Identify the strengths and development needs of direct reports
3. Create a training plan to execute professional development initiatives
 - a. Evaluate the effectiveness of training
 - b. Provide for employee orientation (to the organization, call center, job role, and team)
4. Create a plan for continuous self-improvement and development

C. Individual and Team Performance

1. Implement a monitoring and coaching program
2. Address poor performance constructively and within applicable guidelines
3. Conduct a performance review
 - a. Identify different behavioral styles of staff
 - b. Collaborate with staff to establish performance objectives and work standards
 - c. Discuss strengths and weaknesses of staff
 - d. Document a performance review
4. Develop, implement, and administer a compensation plan to recognize and reward job performance
5. Cultivate and sustain a work environment that motivates high performance; recognizes and rewards individual and team excellence; and instills employee loyalty
 - a. Implement and administer an incentive plan

D. Human Resources

1. Build, manage, and leverage a diverse workforce
2. Manage contract and temporary staff in accordance with applicable organizational policy and regulations
3. Align employee related decisions with applicable organizational policy and regulations
4. Manage remote staff in accordance with applicable organizational policy and regulations
5. Address privacy issues in accordance with applicable organizational policy, regulations and moral/ethical considerations
6. Establish a career path model
7. Create and administer an employee satisfaction survey
 - a. Identify and implement appropriate actions based on survey results
 - b. Track and use organization-wide satisfaction data to enhance the call center image and resolve issues
8. Apply principles of conflict resolution

Call Center Operations Manager Competencies

9. Identify and enable empowerment opportunities
 - a. Provide the tools, authority, and support to enable employee decision-making (including decisions formerly dictated by management)
 - b. Identify and address obstacles to empowerment
 - c. Develop the trust and support of center staff and other personnel

E. Teams

1. Develop and align team goals with organizational objectives
2. Lead a cross-functional team
3. Identify and execute a strategy for building team effectiveness
 - a. Determine and establish team structure
 - b. Model and instill team building skills (e.g., conflict resolution, role clarification, effective communications, goal setting)
4. Leverage expertise and build collaborative relationships

II. OPERATIONS MANAGEMENT DOMAIN

A. Service Level and Quality

1. Develop and implement a plan to meet service level agreements
 - a. Utilize a service provider assessment instrument to manage vendors
2. Create and manage a plan to meet service level, response time and quality goals
 - a. Maintain service to agreed performance levels and quality standards
3. Demonstrate working knowledge of key performance indicators:

<ul style="list-style-type: none"> ▶ Average Call Value ▶ Customer Satisfaction ▶ Service Level ▶ Percent Abandoned ▶ Cost Per Call ▶ Errors and Rework/First Call Resolution ▶ Forecasted Call Load vs. Actual 	<ul style="list-style-type: none"> ▶ Scheduled Staff to Actual ▶ Adherence to Schedule ▶ Average Handling Time ▶ Productive vs. Non-Productive ▶ Average Speed of Answer (ASA) ▶ Occupancy
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4. Develop and utilize a mechanism to track and report key performance indicator data
 - a. Manage the call center to achieve key performance indicators
 - b. Identify obstacles to meeting key performance indicator targets; enact solutions that meets customer requirements and support call center business objectives
5. Forecast workload using statistical techniques
 - a. Optimize staff and schedule requirements
 - b. Create and implement a plan to ensure the call center contact activities meet requirements
6. Schedule staff to forecasted workload
 - a. Ensure adherence to schedule
7. Identify and apply principles that enable continuous quality assurance and process improvement

B. Technology and Service Delivery

1. Maximize call center investment in technology
 - a. Implement technology with minimal negative impact
 - b. Ensure successful integration of new technology with legacy systems
 - c. Leverage system integration opportunities to enhance service delivery
2. Identify and manage key customer-related processes
3. Execute a call distribution strategy
 - a. Develop a call distribution rationale

Call Center Operations Manager Competencies

C. Call Center Facilities and Work Environment

1. Test and execute a disaster recovery strategy
 - a. Implement a contingency plan
2. Maintain a healthy, safe, and secure work environment
 - a. Assess and address workplace ergonomic issues
 - b. Ensure adherence to ergonomic requirements
 - c. Monitor the safety and security of the work environment
 - d. Ensure staff adherence to applicable health and safety policy and regulations
3. Ensure adherence to applicable disability policy and regulations

III. CUSTOMER RELATIONSHIP MANAGEMENT DOMAIN

A. Internal and External Customer Relationships

1. Identify the dynamics and economics of customer acquisition, retention, value and access
 - a. Segment customers to align with organizational strategy
 - b. Identify and quantify customer expectations and related business drivers
 - c. Identify the fundamental aspects of consistently delivering a positive customer experience
2. Evaluate the effectiveness of service delivery and its impact on customer satisfaction
 - a. Measure customer satisfaction
 - b. Use root cause analysis to identify areas of poor service and factors that contribute to customer satisfaction
 - c. Monitor and test customer accessibility
3. Apply an operational model that meets customer needs and organizational requirements
4. Execute a strategy that aligns human resources, business processes, and technology to ensure a positive customer experience
5. Implement a plan that communicates the benefits of a positive and meaningful customer experience
6. Develop partnerships that help to identify customer needs and enable a successful customer relationship management strategy
 - a. Build networks of people (internal and external) to support successful customer relationships
 - b. Collect and disseminate business and market intelligence to stakeholders
7. Utilize technology to gather and disseminate customer intelligence and feedback

IV. LEADERSHIP AND BUSINESS MANAGEMENT DOMAIN

A. Leadership Practices and Principles

1. Align day-to-day activities with the call center vision and mission
2. Communicate the call center vision, mission, and role to internal audiences
 - a. Model the organization's core values, principles, and philosophies
 - b. Identify community relations initiatives and implement supporting programs and activities
3. Execute a strategy to accomplish the call center mission and support organizational objectives
4. Promote the center as value-added to the organization
 - a. Identify how the call center adds value to the organization
 - b. Implement a plan that communicates the call center value proposition
5. Act as a conduit for information flow from customers and employees to senior management

B. Business Management Practices and Principles

1. Implement a strategic business plan
 - a. Create and implement an annual operating plan
 - b. Translate call center goals into project plans
 - c. Manage project plans to ensure successful outcome
2. Compile and disseminate market research and competitive intelligence
3. Develop and implement a plan to communicate call center initiatives
4. Apply methodologies to improve operational results

Call Center Operations Manager Competencies

C. Call Center Business

1. Describe the call center's role in the organization
2. Recognize and adhere to applicable regulations
3. Demonstrate knowledge and understanding of call center terminology

D. Financial Principles and Practices

1. Develop an annual operating budget
 - a. Negotiate budget approval
 - b. Manage a budget in accordance with variance reports
2. Demonstrate working knowledge of key financial concepts:
 - a. Buy versus lease
 - b. Depreciation schedules of fixed assets
 - c. Profit center versus cost center
 - d. Return on Assets (ROA); Return on Sales (ROS); Net Present Value (NPV); Internal Rate of Return (IRR); Return on Investment (ROI); and Cost/Benefit Analysis (Ratio)
3. Demonstrate working knowledge of corporate financial statements

E. Contractual Relationships

1. Establish and manage contractual relationships
 - a. Assess the quality of contractual relationships
 - b. Utilize data to manage contractual relationships
2. Recognize contractual issues that need to be escalated
 - a. Use appropriate escalation channels

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