

# IRISH CUSTOMER CONTACT AND SHARED SERVICES AWARDS 2023

## Categories and Application Criteria



Deadline for entries 5 p.m. Wednesday 6th September 2023



Irish Customer Contact Centre  
& Shared Services Awards 2023



IRISH CUSTOMER CONTACT  
& SHARED SERVICES AWARDS

# 2023

PEOPLE PROMOTING EXCELLENCE

## WHO SHOULD ENTER?

- Customer Service Organisations
  - Contact Centres
  - Shared Services Centres
  - Customer Experience (CX) Operations
  - Technical Support Centres and Helpdesks
- Suppliers of Products or Services to Contact or Shared Services Centres

## 2023 AWARD CATEGORIES

- [1] BEST TRAINING & DEVELOPMENT PROGRAMME
- [2] BEST CUSTOMER EXPERIENCE IN PRIVATE/COMMERCIAL SECTOR
- [3] BEST CUSTOMER EXPERIENCE IN PUBLIC, VOLUNTARY AND NON-PROFIT SECTOR
- [4] OUTSOURCE PARTNERSHIP OF THE YEAR
- [5] BEST USE OF TECHNOLOGY TRANSFORMATION PROGRAMME
- [6] BEST USE OF TECHNOLOGY PROJECT
- [7] BEST USE OF DIGITAL CHANNELS
- [8] INDUSTRY PROFESSIONAL OF THE YEAR – CUSTOMER SERVICE ADVISOR
- [9] INDUSTRY PROFESSIONAL OF THE YEAR – TEAM LEADER
- [10] INDUSTRY PROFESSIONAL OF THE YEAR – SUPPORT PROFESSIONAL
- [11] INDUSTRY PROFESSIONAL OF THE YEAR – MANAGER
- [12] TEAM OF THE YEAR
- [13] SUPPORT TEAM OF THE YEAR
- [14] CUSTOMER/SHARED SERVICES CENTRE OF THE YEAR – SMALL
- [15] CUSTOMER/SHARED SERVICES CENTRE OF THE YEAR – MEDIUM
- [16] CUSTOMER/SHARED SERVICES CENTRE OF THE YEAR – LARGE
- [17] BEST EMPLOYEE ENGAGEMENT

Irish Customer Contact Centre  
& Shared Services Awards 2023



**Deadline for entries 5 p.m. Wednesday 6th September 2023**

Entries will only be accepted via e-mail.

# 1. BEST TRAINING & DEVELOPMENT PROGRAMME

The judges are looking for an innovative training and development programme that has had a real impact on the performance and results of the operation. Entries can include change management, team, individual or group-related training programmes. It can be an internal programme or a programme delivered in collaboration with an external partner.

The award will be presented to the customer contact or shared services centre that has demonstrated best practices and innovative methodologies and thinking in both the design and implementation, taking into account current and future needs of the operation.

The criteria and associated marks are outlined below. Companies are asked to

make their submissions under the specific areas within each criterion and in the exact order and numbering outlined.

Your application must not exceed a total word count of 2,500 (excluding any appendices and headings). Supplementary information may be provided as appendices to the main submission. The judges request that this approach be kept to a minimum and that clear cross references be used within the main submission, contextualising any information contained in the appendices. The total number of pages contained in the appendices must be no more than 5. Any submission exceeding this word count and number of pages as appendices will be penalised.

## 2023 CRITERIA

### 1. OVERVIEW OF DEVELOPMENT AND TRAINING OBJECTIVES ..... [15 MARKS]

- Describe how you determined the aims and objectives of the training and development programme, include the challenges you were faced with.
- Outline the objectives and targets.
- Provide details of partner organisation and the role it played in the design, development and delivery of the programme, if applicable.

### 2. DESIGN AND DELIVERY ..... [25 MARKS]

- Describe the process involved in designing the programme.
- Outline the delivery methodology.
- Explain the assessment process.

### 3. RESULTS ..... [30 MARKS]

- Describe with evidence how the training and development led to measurable improvement of performance; include the methodology you used for measurement.
- Describe how alignment was achieved with your company's vision, values and staff development philosophy.
- Describe how the programme contributed to the execution of your company's business strategy.

### 4. INNOVATION ..... [15 MARKS]

- Describe any particular innovations applied to support the success of the programme.

### 5. FOLLOW THROUGH ..... [15 MARKS]

- Describe how the training and development programme learnings are followed through and embedded in staff behaviour.
- Describe what steps are being made to refine and improve the programme further and future plans.

## 2. BEST CUSTOMER EXPERIENCE IN PRIVATE/COMMERCIAL SECTOR

This award will be presented to the organisation that has demonstrated excellence in setting and meeting the highest standards of customer experience in the last 12 months. The winner will have demonstrated a commitment to understanding and responding to customer needs in order to drive an improved end-to-end service delivery model.

The criteria and associated marks are outlined below. Companies are asked to make their submissions under the specific areas within each criterion and in the exact order and numbering outlined. Your application must not exceed a total word count of 2,500 (excluding any appendices and headings).

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Entrants that have been shortlisted for this award will be required to present and validate their submission to a team of judges on a date to be agreed. This may be within a face-to-face or video conference environment. Details will be provided at a later date to shortlisted applicants.

### 2023 CRITERIA

- 1. STRATEGY ..... [15 MARKS]**
  - Description of organisation's customer experience strategy and how it has evolved to meet both the needs of customers and the business.
  - Role of the contact centre in supporting the delivery of this strategy.
- 2. MEASUREMENTS OF SUCCESS ..... [20 MARKS]**
  - Performance measures in place used to define excellence in customer experience across assisted/non-assisted, digital and traditional contact channels.
  - Provide performance results achieved for the last 12 months.
  - Impact and value these results have had on the customer and the business overall.
- 3. KNOWLEDGE AND UNDERSTANDING OF CUSTOMERS ..... [20 MARKS]**
  - Describe the methodology used for measuring customer experience and gathering and analysing customer feedback.
  - How complaint, issue and escalation management processes are used to drive improvements.
  - Transformation and improvement initiatives implemented in the last 12 months as a result of customer feedback and business demands.
- 4. ROLE OF STAFF IN DELIVERING EXCELLENT CUSTOMER EXPERIENCE ..... [20 MARKS]**
  - Demonstration of staff's commitment to improving customer experience both within and outside the contact centre.
  - How staff feedback is used to improve service delivery.
- 5. TECHNOLOGY, INNOVATION AND DEVELOPMENT ..... [25 MARKS]**
  - How the application of technology has enhanced the customer experience and delivered more efficient, effective and joined-up service provision for customers.
  - Outline how innovation has been applied to drive enhanced customer experience.
  - Future plans in place.

### 3. BEST CUSTOMER EXPERIENCE IN PUBLIC, VOLUNTARY AND NON-PROFIT SECTOR

This award will be presented to the organisation that has demonstrated excellence in setting and meeting the highest standards of customer experience (CX) in the Public, Voluntary and Non-Profit sector, in the last 12 months. The winner will have demonstrated a commitment to understanding and responding to customer needs in order to drive an improved end-to-end service delivery model.

The criteria and associated marks are outlined below. Organisations are asked to make their submissions under the specific areas within each criterion and in the exact order and numbering outlined. Your application must not exceed a total word count of 2,500 (excluding any appendices and headings).

Supplementary information may be

provided as appendices to the main submission.

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#### 2023 CRITERIA

- 1. STRATEGY ..... [15 MARKS]**
  - Describe who your organisation's main 'customer' is and how your organisation serves these needs.
  - Describe the organisation's CX strategy and structure and how it has evolved to meet the needs of your customers.
  - Role of the contact centre in supporting the delivery of this strategy.
  
- 2. MEASUREMENTS OF SUCCESS ..... [20 MARKS]**
  - Performance measures in place used to define excellence in CX outcomes across assisted/non-assisted, digital and traditional contact channels.
  - Provide performance results achieved for the last 12 months.
  - Describe the impact these results have had on the customer and the organisation overall.
  
- 3. KNOWLEDGE AND UNDERSTANDING OF CUSTOMERS ..... [20 MARKS]**
  - Describe the methodology used for measuring customer experience and gathering and analysing customer feedback.
  - Describe how complaint, issue and escalation management processes are used to drive improvements.
  - Describe how you adapt your CX to meet the specific needs of your minority / disadvantaged / vulnerable customers?
  - Include any transformation and continuous improvement initiatives implemented in the last 12 months as a result of customer feedback and new demands.
  
- 4. ROLE OF STAFF IN DELIVERING EXCELLENT CUSTOMER EXPERIENCE ..... [20 MARKS]**
  - Demonstration of staff's commitment to improving the customer experience both within and outside the contact centre.
  - Describe how staff feedback is used to improve service delivery.
  
- 5. TECHNOLOGY, POLICY INNOVATION AND FUTURE DEVELOPMENTS ..... [25 MARKS]**
  - Outline how the application of innovative technology or policy has enhanced the CX and delivered more efficient, effective and joined-up service provision for customers.
  - Describe future plans that will enhance the CX.

## 4. OUTSOURCE PARTNERSHIP OF THE YEAR

This category is in recognition of the challenging customer management projects being outsourced in Ireland. The award will be presented to the partnership that can best demonstrate collaboration, strategic alignment and performance improvement in their pursuit of customer excellence and business objectives.

The criteria and associated marks are outlined below. Companies are asked to make their submissions under the specific areas within each criterion and in the exact order and numbering outlined. Your application must not exceed a total word count of 2,500 (excluding any appendices and headings).

Supplementary information may be provided as appendices to the main

submission. The judges request that this approach be kept to a minimum and that clear cross references be used within the main submission, contextualising any information contained in the appendices. The total number of pages contained in the appendices must be no more than 5. Any submission exceeding this word count and number of pages as appendices will be penalised.

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### 2023 CRITERIA

- 1. OVERVIEW OF OUTSOURCE PARTNERSHIP ..... [5 MARKS]**
  - Brief profile of both companies.
  - History and overview of case study to include objectives, scope and description of services outsourced. Include the number of staff and annual contact volumes across channels.
- 2. MEASUREMENTS OF SUCCESS ..... [25 MARKS]**
  - Service Level Agreement performance against targets in the last 12 months.
  - How is success measured beyond the contractual SLA?
  - Change and/or transformation initiatives implemented in the last 12 months to improve results, efficiency and customer experience.
  - How performance is managed and tracked against short and long-term objectives.
- 3. INVESTMENT IN PEOPLE ..... [25 MARKS]**
  - Approach to people management, training and development.
  - Staff reward and recognition.
  - Attrition levels and approach to staff retention.
  - Staff engagement strategy.
  - Outline any Diversity & Inclusion Programmes in place.
- 4. INVESTMENT IN TECHNOLOGY ..... [20 MARKS]**
  - Leverage of customer contact management and support technology (e.g. AI, Bots etc) to deliver enhanced customer experience and business efficiency.
  - Data protection, security (including cyber security) and business continuity.
- 5. PARTNERSHIP MANAGEMENT ..... [25 MARKS]**
  - Approach to account and partnership management.
  - Describe with evidence how this relationship has evolved from a supplier to a partnership model.
  - Approach to shared risk, investment and gain.
  - Describe with evidence how both parties have benefitted from the relationship.

## 5. BEST USE OF TECHNOLOGY - TRANSFORMATION PROGRAMME

This award will be given to the contact centre or shared services centre that can demonstrate how they have successfully deployed new technologies/digital platforms to transform their organisation's business performance and customer experience. It is expected that this programme has been a major investment for the organisation with a budget in excess of circa €500,000.

The criteria and associated marks are outlined below. Companies are asked to make their submissions under the specific areas within each criterion and in the exact order and numbering outlined.

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### 2023 CRITERIA

#### 1. BACKGROUND ..... [15 MARKS]

- Brief overview of operation/organisation.
- What were the business challenges to overcome?
- Briefly outline the business objectives of the programme.
- Provide details of partner organisation and the role it played in the design, development and implementation of the programme, if applicable.

#### 2. OVERVIEW OF TECHNOLOGY ..... [20 MARKS]

- Describe the technology platform and how it will meet the business objectives.
- Explain what is innovative about this platform.

#### 3. IMPLEMENTATION ..... [20 MARKS]

- Describe how the technology platform was implemented.
- Describe the obstacles/challenges encountered during implementation and how these were addressed.
- If relevant, describe how customers (and/or contact centre teams) were encouraged to adopt the new technology.

#### 4. OUTCOME AND BENEFITS REALISED ..... [30 MARKS]

- Describe how the technology investment has:
  - Enhanced the Customer Experience.
  - Increased contact centre efficiency/productivity and profitability (if relevant).
  - Improved management/reporting capability.

#### 5. LEARNING AND DEVELOPMENTS PLANNED ..... [15 MARKS]

- Describe how both customers and/or staff feedback is being used to further enhance the technology.
- What plans are there to develop and improve the technology over the next 12 months

## 6. BEST USE OF TECHNOLOGY – TACTICAL PROJECT

This award will be given to the contact centre or shared services centre that can demonstrate how they have successfully deployed a specific type of technology, tool or application to improve their contact centre's business performance and customer experience.

The criteria and associated marks are outlined below. Companies are asked to make their submissions under the specific areas within each criterion and in the exact order and numbering outlined. Your application must not exceed a total word count of 2,500 (excluding any appendices and headings). Supplementary information may be provided as appendices to the main submission.

The judges request that this approach be kept to a minimum and that clear cross references be used within the main submission contextualising any information contained in the appendices. The total number of pages contained in the appendices must be no more than 5. Any submission exceeding this word count and number of pages as appendices will be penalised.

### 2023 CRITERIA

#### 1. BACKGROUND ..... [15 MARKS]

- Brief overview of operation/organisation.
- What were the business challenges to overcome?
- Briefly outline the business objectives of the project.
- Provide details of partner organisation and the role it played in the design, development and delivery of the project, if applicable.

#### 2. OVERVIEW OF TECHNOLOGY ..... [20 MARKS]

- Describe the technology application or tool and how it meets the business objectives.
- Explain what is innovative about the application.

#### 3. IMPLEMENTATION ..... [20 MARKS]

- Describe how the application or tool was implemented.
- Describe the obstacles/challenges encountered during implementation and how these were addressed.
- If relevant, describe how customers (and/or contact centre teams) were encouraged to adopt the new technology.

#### 4. OUTCOME AND BENEFITS REALISED ..... [30 MARKS]

- Describe how the technology investment has:
  - Enhanced the Customer Experience.
  - Increased contact centre efficiency/productivity and profitability (if relevant).
  - Improved management/reporting capability.

#### 5. LEARNING AND DEVELOPMENTS PLANNED ..... [15 MARKS]

- Describe how both customers and/or staff feedback is being used to further enhance the technology.
- What plans are there to develop and improve the technology over the next 12 months?



## 7. BEST USE OF DIGITAL CHANNELS

This award category seeks to recognise an organisation that has integrated digital channels to enhance and support its customer service delivery. The judges are looking for innovation; creativity; integration with the wider business and evidence of real business benefits achieved.

The criteria and associated marks are outlined below. Companies are asked to make their submissions under the specific areas within each criterion and in the exact order and numbering outlined.

Your application must not exceed a total word count of 2,500 (excluding any

appendices and headings). Supplementary information may be provided as appendices to the main submission. The judges request that this approach be kept to a minimum and that clear cross references be used within the main application contextualising any information contained in the appendices. The total number of pages contained in the appendices must be no more than 5. Any submission exceeding this word count and number of pages as appendices will be penalised.

### 2023 CRITERIA

#### 1. OVERVIEW OF DIGITAL STRATEGY ..... [20 MARKS]

- Describe the strategy, structure and role of digital channels within the organisation.
- Explain how the digital channels integrate with other more traditional channels.

#### 2. MEASUREMENTS OF SUCCESS AND PERFORMANCE ..... [20 MARKS]

- Provide a summary of the objectives and KPIs for digital channels within the contact /shared services centre.
- Provide evidence of the results achieved in the last 12 months against targets set including customer feedback.

#### 3. CUSTOMER ENGAGEMENT, FEEDBACK AND ADOPTION ..... [20 MARKS]

- Describe how customer feedback is captured and used to understand customer needs from a digital perspective.
- Describe how the customer is supported / encouraged to adapt to new digital channels.
- Outline how customer contact quality is measured via digital channels.

#### 4. CONTRIBUTION TO SERVICE IMPROVEMENT AND INNOVATION ..... [20 MARKS]

- Outline performance improvement initiatives that have been implemented to improve customer experience in digital channels.
- Describe how staff feedback is used to improve digital channels and drive innovation.

#### 5. LEARNING AND FUTURE DEVELOPMENTS PLANNED ..... [20 MARKS]

- What plans are in place to develop and improve your digital channel offering over the next 12 months?

## 8. INDUSTRY PROFESSIONAL OF THE YEAR – CUSTOMER SERVICE ADVISOR

This award recognises the level of commitment and skill that customer service advisors demonstrate when interfacing with customers across any channel. The successful winner will be a team player with an unrelenting focus on delivering service excellence and going that extra mile for customers. The nominated individual must be in their current role for a minimum of one year.

The criteria and associated marks are outlined below. Companies are asked to make their submissions under the specific areas within each criterion and in the exact order and numbering outlined. Your application must not exceed a total word count of 1,500 (excluding any appendices and headings).

Supplementary information may be provided as appendices to the main submission. The judges request that this approach be kept to a minimum and that clear cross references be used within the main application contextualising any information contained in the appendices. The total number of pages contained in the appendices must be no more than 5. Any submission exceeding this word count and number of pages as appendices will be penalised.

Entrants who have been shortlisted for this award will be required to take part in a 15 minute telephone interview as part of the judging process.

### 2023 CRITERIA

#### 1. PROFILE OF CUSTOMER SERVICE ADVISOR ..... [15 MARKS]

- Career history.
- Current role and responsibilities including a description of the types of customer interactions dealt with on a day to day basis.
- Evidence that advisor enjoys a work / life balance.

#### 2. PERFORMANCE ..... [35 MARKS]

- Performance against objectives and targets in the last 12 months.
- Achievements and initiatives undertaken related to customer-specific activity that goes beyond the objectives set.
- Evidence of team work, demonstrating contribution and support to others.
- Include also how the advisor supports his/her colleagues on a day-to-day basis.

#### 3. CUSTOMER FOCUS ..... [20 MARKS]

- Demonstrate advisor's commitment to service excellence.
- Evidence of going that extra mile for customers.
- Customer, peer and management testimonials (maximum 5 in total).

#### 4. CONTRIBUTION TO SERVICE IMPROVEMENT AND INNOVATION ..... [15 MARKS]

- Evidence of advisor's individual contribution to improving the service delivery process, illustrating the benefits to customers and the team.

#### 5. PERSONAL DEVELOPMENT ..... [15 MARKS]

- Education, Qualifications and any other personal development the advisor has undertaken to equip him/her self for the role.
- Summary of personal achievements.

## 9. INDUSTRY PROFESSIONAL OF THE YEAR – TEAM LEADER

This award is specifically for the day-to-day hands on leadership of a contact/shared services centre team. The successful winner will be committed to supporting and developing their team in order to realise their potential within a motivational, engaging and rewarding environment. He/she will be a passionate customer advocate and actively seek out customer feedback in order to improve service delivery.

The nominated individual must be in their current role for a minimum of one year.

The criteria and associated marks are outlined below. Companies are asked to make their submissions under the specific areas within each criterion and in the exact order and numbering outlined.

Your application must not exceed a total word count of 1,500 (excluding any appendices and headings). Supplementary information may be provided as appendices to the main submission. The judges request that this approach be kept to a minimum and that clear cross references be used within the main submission, contextualising any information contained in the appendices. The total number of pages contained in the appendices must be no more than 5. Any submission exceeding this word count and number of pages as appendices will be penalised.

Entrants who have been shortlisted for this award will be required to take part in a 15 minute telephone interview as part of the judging process.

### 2023 CRITERIA

#### 1. PROFILE OF TEAM LEADER ..... [15 MARKS]

- Career history.
- Current role and responsibilities in terms of the team reporting to the Team Leader, customer focus, organisational structure and number of direct reporting staff.
- Evidence that Team Leader enjoys a work/life balance.

#### 2. TEAM PERFORMANCE ..... [30 MARKS]

- Team performance in the last 12 months against targets across efficiency, quality and customer experience metrics.
- Improvement and change initiatives implemented by Team Leader to drive results and improve the customer experience.
- Role played within the team to support complaint handling/escalation, with details of strong contribution and support to others.

#### 3. PEOPLE MANAGEMENT AND DEVELOPMENT ..... [20 MARKS]

- Approach to staff management, coaching, development, collaboration, engagement and motivational and recognition initiatives.
- Team attrition and absenteeism levels and approach to staff retention.

#### 4. CONTRIBUTION TO SERVICE IMPROVEMENT AND INNOVATION ..... [20 MARKS]

- Evidence of the Team Leader's approach to performance improvement, including improvement initiatives as a result of customer feedback.
- Future plans in place to drive greater levels of team performance.

#### 5. PERSONAL DEVELOPMENT ..... [15 MARKS]

- Education, qualifications and any other personal development the Team Leader has undertaken to equip him/her self for the role.
- Summary of personal achievements.
- Examples of how the support professional keeps up to date with developments and best practice relevant to their role.
- Peer & management testimonials (maximum 5 in total).

# 10. INDUSTRY PROFESSIONAL OF THE YEAR – SUPPORT PROFESSIONAL

This award is specifically for those professionals in support roles within the contact centre or shared services centre that enable the operation to deliver high performance in pursuit of business and customer objectives. Roles will vary and may include for example: coaches/trainers; professionals in workforce planning and reporting; business analysts; HR and IT professionals etc.

The successful winner will be committed to supporting the operation to optimise performance and deliver exemplary customer experience. He/She will be an experienced professional, demonstrating dedication, collaboration, organisation and innovation. The nominated individual must be in their current role for a minimum of one year.

The criteria and associated marks are outlined below. Companies are asked to

make their submissions under the specific areas within each criterion and in the exact order and numbering outlined. Your application must not exceed a total word count of 1,500 (excluding any appendices and headings). Supplementary information may be provided as appendices to the main submission. The judges request that this approach be kept to a minimum and that clear cross references be used within the main application contextualising any information contained in the appendices. The total number of pages contained in the appendices must be no more than 5. Any submission exceeding this word count and number of pages as appendices will be penalised.

Entrants who have been shortlisted for this award will be required to take part in a 15 minute telephone interview as part of the judging process.

## 2023 CRITERIA

### 1. PROFILE OF SUPPORT PROFESSIONAL ..... [15 MARKS]

- Career history.
- Profile of support professional role including job title and areas of responsibility. Include within your submission where the support professional sits within the organisational structure.
- Describe the main services and channels provided by the contact centre/shared services centre and the role the support professional plays in enabling the operation to achieve business objectives.
- Evidence that support professional enjoys a work / life balance.

### 2. SUPPORT PROFESSIONAL PERFORMANCE ..... [25 MARKS]

- Describe how the performance of the support professional is measured and how these measurements impact the performance of the operation as a whole.
- Include the support professional's performance in the last 12 months against targets

### 3. COLLABORATION AND TEAM WORK ..... [20 MARKS]

- Describe the support professional's approach to collaboration, engagement and team work.
- Describe how the support professional ensures his/her teams insights and outputs are having an impact on the operation.

### 4. CONTRIBUTION TO SERVICE IMPROVEMENT AND INNOVATION ..... [25 MARKS]

- Evidence of how the support professional has influenced performance and improvement across the operation.
- Summary evidence of the support professional's approach to problem solving and innovation.
- Describe future plans in place to drive greater levels of performance.

### 5. PERSONAL DEVELOPMENT ..... [15 MARKS]

- Education, qualifications and any other personal development the support professional has undertaken or is planning to attain to equip him/her self for the role.
- Examples of how the support professional keeps up to date with developments and best practice relevant to their role.
- Peer and management testimonials (maximum 5 in total).

# 11. INDUSTRY PROFESSIONAL OF THE YEAR – MANAGER

This award is specifically for the Senior Manager/Leader of the contact or shared services centre that has full accountability for the operation as a business unit. The successful winner will demonstrate inspirational leadership, strategic thinking, commercial acumen and problem solving skills, underpinned by innovative ways of working, strong stakeholder and change management skills and a commitment to service excellence.

The criteria and associated marks are outlined below. Companies are asked to make their submissions under the specific areas within each criterion and in the exact order and numbering outlined. Your application must not exceed a total word count of 2,500 (excluding any appendices and headings). Supplementary information may be provided

as appendices to the main submission. The judges request that this approach be kept to a minimum and that clear cross references be used within the main submission, contextualising any information contained in the appendices. The total number of pages contained in the appendices must be no more than 5. Any submission exceeding this word count and number of pages as appendices will be penalised.

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## 2023 CRITERIA

### 1. PROFILE OF MANAGER ..... [10 MARKS]

- Brief career history.
- Profile of manager's role including job title, areas of responsibility and decision making authority. Include within the submission where the manager sits within the organisational structure and the number of full time equivalent staff\* he/she is responsible for.
- Describe the main services and channels provided by the contact centre/shared services centre and the challenges the business is facing.
- Summary of manager's key competencies and expertise.

*\*If any part of the contact centre/shared services centre services/activity is outsourced include the number of staff dedicated to the service/activity within the outsource supplier's operation.*

### 2. PERFORMANCE ..... [25 MARKS]

- Describe the goals of the contact centre or shared services centre and how the manager has set about meeting them, demonstrating evidence of their leadership skills, strategic thinking, commercial acumen and problem-solving skills.
- Provide details of performance in the last 12 months against targets/goals.
- Include details of improvement and change initiatives implemented by the manager to enhance performance, improve the customer experience and overcome challenges/issues.

### 3. PEOPLE MANAGEMENT AND CULTURE ..... [25 MARKS]

- Describe the manager's approach to staff management, motivation, development, collaboration and engagement.
- Describe the culture of the contact centre/shared services centre; include evidence of how the manager has contributed to facilitating this culture.

### 4. STAKEHOLDER MANAGEMENT AND INNOVATION ..... [25 MARKS]

- Describe the manager's approach to managing stakeholders within the wider business.
- Provide evidence of how the manager has influenced performance and change across the wider business.
- Provide summary evidence of the manager's approach to innovation.
- Future plans the manager has in place to drive greater levels of performance and achievement of business objectives.

### 5. PERSONAL DEVELOPMENT AND THOUGHT LEADERSHIP ..... [15 MARKS]

- Describe the personal development the manager has undertaken to equip him/her self for the role, include any industry recognised qualifications.
- Describe how the manager keeps up to date with customer management best practices, developments and trends.
- Outline future personal development plans.

## 12. TEAM OF THE YEAR

This award recognises a contact centre or shared services team which has made a significant contribution to their organisation over the last 12 months. The team must be providing support directly to customers. The team can operate in the area of customer service, shared services, technical support, sales etc. and will comprise a maximum of 20 advisors. The successful team will demonstrate strong team work, a focus on quality, innovative ways of working and a passion towards staff development in their pursuit of service excellence and results.

The criteria and associated marks are outlined below. Companies are asked to make their submissions under the specific areas within each criterion and in the exact order and numbering outlined.

Your application must not exceed a total word count of 2,500 (excluding any appendices and headings). Supplementary information may be provided as appendices to the main submission. The judges request that this approach be kept to a minimum and that clear cross references be used within the main submission, contextualising any information contained in the appendices. The total number of pages contained in the appendices must be no more than 5. Any submission exceeding this word count and number of pages as appendices will be penalised.

### 2023 CRITERIA

#### 1. OVERVIEW OF THE TEAM ..... [10 MARKS]

- Overview of the role of the Team within the contact centre/shared services centre.
- Outline of services provided, key objectives and measurements of success.
- Staff structure and headcount.

#### 2. PERFORMANCE AGAINST KEY TARGETS ..... [30 MARKS]

- Efficiency, quality and customer experience performance metrics against targets and across channels, outlining clearly performance in the last 12 months.
- Improvement initiatives implemented in the last 12 months to improve results.
- How performance is tracked and managed against short and longer term objectives.

#### 3. PERFORMANCE MANAGEMENT, QUALITY, TRAINING AND TEAM BUILDING [30 MARKS]

- Process and results for managing quality and process improvement.
- Approach to performance management, training, development, communication and team building.
- Attrition and absenteeism levels and approach to staff retention.
- Briefly describe the culture of the team.

#### 4. INNOVATION AND DEVELOPMENT ..... [15 MARKS]

- Summary evidence of the Team's approach to innovation and performance improvement.

#### 5. VALUE TO THE BUSINESS AND CUSTOMER TESTIMONIALS ..... [15 MARKS]

- Describe the benefits and value this Team has brought to the operation and the business as a whole.
- Include customer and peer testimonials (maximum 5 in total).

# 13. SUPPORT TEAM OF THE YEAR

This award recognises a team which provides support to the contact or shared services centre and which has made a significant contribution to their organisation over the last 12 months. The team can be providing support in such areas as Business Intelligence/Data Management, Human Resources, Finance, Credit Management, Information Technology/Support or Development, Project Management/Change Management/Work Force Management (WFM), Vendor Management, Training, Quality Assurance, Business Process Improvement/Operational Excellence and Innovation etc.

The successful team will demonstrate how they have provided the support to the contact and/or shared services centre to enable them to deliver the overall goals of the organisation.

The criteria and associated marks are outlined below. Companies are asked to make their submissions under the specific areas within each criterion and in the exact order and numbering outlined. Your application must not exceed a total word count of 2,500 (excluding any appendices and headings). Supplementary information may be provided as appendices to the main submission. The judges request that this approach be kept to a minimum and that clear cross references be used within the main application contextualising any information contained in the appendices. The total number of pages contained in the appendices must be no more than 5. Any submission exceeding this word count and number of pages as appendices will be penalised.

## 2023 CRITERIA

### 1. SUPPORT DELIVERY TEAM PROFILE ..... [15 MARKS]

- The type of support services provided to the contact centre/shared services centre in the past 12 months, including, the key objectives and measurements of success.
- Team structure and where it sits within the overall organisation, staff structure and headcount.
- The role of the Support Team in delivering excellent customer service within the organisation.

### 2. SUPPORT DELIVERY TEAM SERVICES AND PERFORMANCE ..... [35 MARKS]

- Identify the key differences this Team has made to the contact centre/shared services centre and the business.
- Key targets in place to measure Team performance – include metrics KPIs, etc. and actual performance achieved over the past 12 months.
- Describe how performance is tracked and managed against short and longer term Team and organisation objectives.
- Outline Team performance and achievements over and beyond the objectives/targets set.

### 3. STAFF TRAINING, DEVELOPMENT AND ENGAGEMENT ..... [15 MARKS]

- Approach to performance management, training, development and staff engagement.
- Briefly describe the culture of the team.

### 4. BEST PRACTICE, INNOVATION AND DEVELOPMENT ..... [20 MARKS]

- Describe best practice models/methodologies employed by the Team to deliver its support services to the contact centre/shared services centre.
- Provide summary evidence of the Team's approach to innovation and performance improvement.
- Outline plans for the Team's development for the next 12 months.

### 5. VALUE TO THE BUSINESS ..... [15 MARKS]

- Evidence of the key benefits and value this Team has made to the contact centre/ shared services centre and the organisation in the past 12 months.
- Include peer and management testimonials (maximum 5 in total).

# 14. CUSTOMER/SHARED SERVICES CENTRE OF THE YEAR – SMALL

This award will be presented to a small, new and/or growing standalone customer/shared services centre with no more than 50 customer service advisors that has demonstrated the greatest all round performance and improvement in the past 12 months and in doing so has strengthened its strategic value to the organisation. The winner of this category must demonstrate a commitment to people development, performance improvement, innovation and best practice thinking in ensuring its position as a centre of excellence.

NOTE: Entrants must have no more than 50 contact/shared services centre advisors employed at the time of application. The centre must be in operation for more than 12 months.

NOTE: Entrants for this category must have entered a minimum of two other categories to be considered for this award. The criteria and associated marks are outlined below. Companies are asked to make their submissions

under the specific areas within each criterion and in the exact order and numbering outlined. Your application must not exceed a total word count of 3,000 (excluding any appendices and headings). Supplementary information may be provided as appendices to the main submission. The judges request that this approach be kept to a minimum and that clear cross references be used within the main submission, contextualising any information contained in the appendices. The total number of pages contained in the appendices must be no more than 5. Any submission exceeding this word count and number of pages as appendices will be penalised.

Entrants that have been shortlisted for this award will be required to present and validate their submission to a team of judges on a date to be agreed. This may be within a face-to-face or video conference environment. Details will be provided at a later date to shortlisted applicants.

## 2023 CRITERIA

### 1. OVERVIEW ..... [10 MARKS]

- Purpose mission and values.
- Outline of services provided, key objectives and measurements of success.
- Channel strategy.
- Operating model across front and back office operations.
- Volume and type of contact across the different customer channels - including traditional, digital assisted and non-assisted channels.
- Staff structure and headcount.

### 2. PERFORMANCE AGAINST KEY TARGETS ..... [25 MARKS]

- Efficiency, profitability (if appropriate), quality and customer experience performance metrics against targets across channels, clearly outlining performance in the last 12 months
- Change and/or transformation initiatives implemented in the last 12 months to improve results and how achievements of these results have impacted positively on the business as a whole.
- How performance is tracked and managed against short and long term objectives.
- Future plans in place to drive increased efficiency and effectiveness.

### 3. STAFF ACQUISITION, DEVELOPMENT AND ENGAGEMENT ..... [25 MARKS]

- Approach to recruitment and succession planning.
- Attrition and absenteeism levels and approach to staff retention.
- Approach to staff training, development and engagement across the various roles within the operation.
- Outline any Diversity and Inclusion programmes you have in place.

### 4. APPLICATION OF TECHNOLOGY ..... [20 MARKS]

- Describe how your customer contact management technology across both traditional and digital channels delivers enhanced customer experience and business efficiency.
- Outline future technology and innovation plans being considered.
- Overview of data protection & security standards and business continuity & disaster recovery plans.

### 5. INTEGRATION OF THE CONTACT CENTRE WITHIN THE ORGANISATION AS A WHOLE.. [20 MARKS]

- Provide evidence of how the contact centre through integration with the back office and wider business functions enables your organisation to deliver a seamless approach to end-to-end service provision.
- How the contact centre manages risk and anticipates change.
- How the contact centre is delivering strategic value to the organisation.
- Describe briefly the contribution the centre makes to the "Green Agenda" and reducing carbon footprint.



# 15. CUSTOMER/SHARED SERVICE CENTRE OF THE YEAR – MEDIUM

This award will be presented to the mid-sized customer/shared service centre with between 51 and 200 advisors that has demonstrated the greatest all round performance and improvement in the past 12 months and in doing so has strengthened its strategic value to the organisation. The winner of this category must demonstrate a commitment to people development, performance improvement, innovation and best practice thinking in ensuring its position as a centre of excellence.

NOTE: Entrants must have between 51 to 200 customer service advisors employed at the time of application. The centre must be in operation for more than 12 months.

NOTE: Entrants for this category must have entered a minimum of two other categories to be considered for this award.

The criteria and associated marks are outlined below. Companies are asked to make their submissions under the specific areas within

each criterion and in the exact order and numbering outlined. Your application must not exceed a total word count of 3,000 (excluding any appendices and headings).

Supplementary information may be provided as appendices to the main submission. The judges request that this approach be kept to a minimum and that clear cross references be used within the main submission, contextualising any information contained in the appendices. The total number of pages contained in the appendices must be no more than 5. Any submission exceeding this word count and number of pages as appendices will be penalised.

Entrants that have been shortlisted for this award will be required to present and validate their submission to a team of judges on a date to be agreed. This may be within a face-to-face or video conference environment. Details will be provided at a later date to shortlisted applicants.

## 2023 CRITERIA

### 1. OVERVIEW ..... [5 MARKS]

- Purpose mission and values.
- Outline of services provided, key objectives and measurements of success.
- Channel strategy.
- Operating model across front and back office operations.
- Volume and type of contact across the different customer channels - including traditional, digital assisted and non-assisted channels.
- Staff structure and headcount.

### 2. PERFORMANCE AGAINST KEY TARGETS ..... [30 MARKS]

- Efficiency, profitability (if appropriate), quality and customer experience performance metrics against targets across channels, clearly outlining performance in the last 12 months
- Change and/or transformation initiatives implemented in the last 12 months to improve results and how achievements of these results have impacted positively on the business as a whole.
- How performance is tracked and managed against short and long term objectives.
- Future plans in place to drive increased efficiency and effectiveness.

### 3. STAFF ACQUISITION, DEVELOPMENT AND ENGAGEMENT ..... [25 MARKS]

- Approach to recruitment and succession planning.
- Attrition and absenteeism levels and approach to staff retention.
- Approach to staff training, development and engagement across the various roles within the operation.
- Outline any Diversity and Inclusion programmes you have in place.

### 4. APPLICATION OF TECHNOLOGY ..... [25 MARKS]

- Describe how your customer contact management technology across both traditional and digital channels delivers enhanced customer experience and business efficiency.
- Outline future technology and innovation plans being considered.
- Overview of data protection & security standards and business continuity & disaster recovery plans.

### 5. INTEGRATION OF THE CONTACT CENTRE WITHIN THE ORGANISATION AS A WHOLE [15 MARKS]

- Provide evidence of how the contact centre through integration with the back office and wider business functions enables your organisation to deliver a seamless approach to end-to-end service provision.
- How your contact centre manages risk and anticipates change.
- How the contact centre is delivering strategic value to the organisation.
- Describe briefly the contribution the centre makes to the "Green Agenda" and reducing carbon footprint.

# 16. CUSTOMER/SHARED SERVICES CENTRE OF THE YEAR – LARGE

This award will be presented to the customer/shared services center of 200+ advisors that has demonstrated the greatest all round performance and improvement in the past 12 months and in doing so has strengthened its strategic value to the organisation. The winner of this category must demonstrate a commitment to people development, performance improvement, innovation and best practice thinking in ensuring its position as a centre of excellence.

Note: Entrants for this category must have entered a minimum of two other categories to be considered for this award. The criteria and associated marks are outlined below. Companies are asked to make their submissions under the specific areas within each criterion and in the exact order and numbering outlined.

Your application must not exceed a total word

count of 3,000 (excluding any appendices and headings). Supplementary information may be provided as appendices to the main submission.

The judges request that this approach be kept to a minimum and that clear cross references be used within the main submission, contextualising any information contained in the appendices. The total number of pages contained in the appendices must be no more than 5. Any submission exceeding this word count and number of pages as appendices will be penalised.

Entrants that have been shortlisted for this award will be required to present and validate their submission to a team of judges on a date to be agreed. This may be within a face-to-face or video conference environment. Details will be provided at a later date to shortlisted applicants.

## 2023 CRITERIA

### 1. OVERVIEW ..... [5 MARKS]

- Purpose mission and values.
- Outline of services provided, key objectives and measurements of success.
- Channel strategy.
- Operating model across front and back office operations.
- Volume and type of contact across the different customer channels - including traditional, digital assisted and non-assisted channels.
- Staff structure and headcount.

### 2. PERFORMANCE AGAINST KEY TARGETS ..... [30 MARKS]

- Efficiency, profitability (if appropriate), quality and customer experience performance metrics against targets across channels, clearly outlining performance in the last 12 months
- Change and/or transformation initiatives implemented in the last 12 months to improve results and how achievements of these results have impacted positively on the business as a whole.
- How performance is tracked and managed against short and long term objectives.
- Future plans in place to drive increased efficiency and effectiveness.

### 3. STAFF ACQUISITION, DEVELOPMENT AND ENGAGEMENT ..... [25 MARKS]

- Approach to recruitment and succession planning.
- Attrition and absenteeism levels and approach to staff retention.
- Approach to staff training, development and engagement across the various roles within the operation.
- Outline any Diversity and Inclusion programmes you have in place.

### 4. APPLICATION OF TECHNOLOGY ..... [25 MARKS]

- Describe how your customer contact management technology across both traditional and digital channels delivers enhanced customer experience and business efficiency.
- Outline future technology and innovation plans being considered.
- Overview of data protection & security standards and business continuity & disaster recovery plans.

### 5. INTEGRATION OF THE CONTACT CENTRE WITHIN THE ORGANISATION AS A WHOLE [15 MARKS]

- Provide evidence of how the contact centre through integration with the back office and wider business functions enables your organisation to deliver a seamless approach to end-to-end service provision.
- How your contact centre manages risk and anticipates change.
- How your contact centre is delivering strategic value to your organisation.
- Describe briefly the contribution the centre makes to the "Green Agenda" and reducing carbon footprint.

# 17. BEST EMPLOYEE ENGAGEMENT

This award will be presented to the organisation that has implemented a successful employee engagement strategy. The winner will have demonstrated how their employee engagement strategy has positively impacted the culture of their operation resulting in a more empowered and engaged workforce to drive business success. The criteria and associated marks are outlined below. Companies are asked to make their submissions under the specific areas within each criterion and in the exact order and numbering outlined.

Your application must not exceed a total word count of 2,500 (excluding any appendices and headings). Supplementary information may be provided as appendices to the main submission. The judges request that this approach be kept to a minimum and that clear cross referencing be used within the

main submission, contextualising any information contained in the appendices. The total number of pages contained in the appendices must be no more than 5. Any submission exceeding this word count and number of pages as appendices will be penalised.

Entrants that have been shortlisted for this award will be required to present and validate their submission to a team of judges on a date to be agreed. This may be within a face-to-face or video conference environment. Details will be provided at a later date to shortlisted applicants.

## 2023 CRITERIA

### 1. STRATEGY AND DEVELOPMENT..... [20 MARKS]

- Describe your employee engagement strategy including, at a minimum, its objectives, guiding principles and how it was developed.
- Outline how the application of technology and the use of tools or innovations have supported and enabled your employee engagement strategy.

### 2. MEASUREMENT.....[20 MARKS]

- Describe how you measure and track the levels of employee engagement within your organisation, include results for the last 12 months
- Detail how you use employee feedback to improve the levels of employee engagement.
- Describe how your engagement strategy has driven demonstrable improvements within your organisation.

### 3. EMPLOYEE WELLBEING..... [20 MARKS]

- Describe what initiatives you have adopted to improve the overall wellbeing of your employees, from a financial, emotional, psychological, and physical health perspective.

### 4. DIVERSITY AND INCLUSION.....[25 MARKS]

- Describe your approach to diversity and inclusion. Include the interventions you have taken to positively impact the advancement of diversity and inclusion within the workplace.
- Provide evidence of how you encourage inclusive participation.
- Describe how your diversity and inclusion practices have resulted in a positive impact of organisational culture.

### 5. CULTURE..... [15 MARKS]

- Summarise how your staff engagement practices have positively influenced the culture of your operation.
- Describe what plans you have in place to evolve and develop your employee engagement strategy.

## TERMS AND CONDITIONS.

1. Relevant date for entries are 1st August 2022 to 31st July 2023
2. Entry fees are as follows:
  - Cost per entry €199 plus VAT at 23%.
  - Cost for 3 or more entries is €179 per entry plus VAT at 23%.
3. Entry Fees are non-refundable.
4. Entry payments can be paid by EFT, credit card or cheque. Cheque or credit card details for the total amount to be made payable to CCMA Ireland Ltd., must be included with your submission. Submissions will not be judged without the appropriate fee.
5. The official application form is available to download at [www.ccma.ie](http://www.ccma.ie).
6. The declaration on the application form must be signed by an authorised company official to confirm that the information provided is accurate and truthful.
7. All post (Application Forms, Cheque payments) must be sent to CCMA Ireland Ltd., P.O. Box 1016, An Post Mail Centre, Blessington Road, Naas, Co. Kildare.
8. All information submitted will be treated in confidence.
9. As part of the judging process for some categories entrants who are short listed may be required to be available for a short presentation.
10. A minimum number of entries may be required for an individual category award to be made. This is at the discretion of the judges and the judges' decision is final.
11. Please e-mail submissions to: [awards@ccma.ie](mailto:awards@ccma.ie)
12. Closing date for entries is 5.00 p.m. Wednesday 6th September 2023.
13. The conferring of an award is based on the unanimous view of the judging panel. No correspondence will be entered into. The judges' decision is final.
14. Any attempt to influence/canvas the judging panel or tamper with the judging process will result in prompt disqualification for all entries pertaining to the entrant on whose behalf the canvassing is made.
15. By entering the competition you agree that the CCMA will have no liability to you for direct or indirect loss including, but not limited to, a direct or indirect loss arising from breach of contract, negligence, breach of duty or breach of statutory duty and will have no liability to you for loss of profits.

For more information please contact:

E: [dorothy@ccma.ie](mailto:dorothy@ccma.ie) M: 087-2256055 W: [www.ccma.ie](http://www.ccma.ie)

# IRISH CUSTOMER CONTACT & SHARED SERVICES AWARDS 2023

## HINTS AND TIPS TO HELP YOUR ENTRY SUBMISSION

### DO'S

- We recommend that companies form a project team to gather input and compile entries. It helps to share the workload but also generates valuable insights from all parts of the operation.
- Start working on your submission as early as possible.
- Please read the criteria carefully, note marks to be awarded for each section and do keep within the word count.
- Follow the criteria headings and subsections within the format of your entry. This will ensure that the judges do not have to scan back and forth when scoring your submission.
- Provide clear examples of initiatives and achievements to support your answers.
- Include actual results, if information is commercially sensitive and you cannot include please state this in your submission.
- Limit the number of customer/employee/peer testimonials – certainly no more than 5 in any one submission.
- Within reason include photographs to show contact centre environment, team members and those being put forward for an award.
- Present performance statistics in a graphical format, this reduces word count but more importantly is easier to see trends, results, etc.
- Get someone outside the project team (and ideally the organisation) to read your submission to check clarity and understanding. They can also highlight any areas that may not be clearly understood by someone outside the organisation.

### DON'TS

- Don't ignore the criteria it is used to award marks in each category. If you cannot address a particular criterion clearly indicate this so the judges know you have not ignored the question.
- Go over the word count, keep answers concise and to the point. Judges will deduct marks if you go over the word count.
- Avoid in company jargon if using acronyms provide clear definition.
- Do not include material (including graphs) for the sake of it – make sure everything is relevant. Clearly explain any points you are making in graphs, tables and explain what they are highlighting or supporting.
- Do not leave it till the last minute, to create an award winning submission. Plan, prepare and execute within the specified time lines.

**REMEMBER CLOSING DATE FOR ENTRIES IS 5.00 P.M. WED 6th SEPTEMBER 2023.**

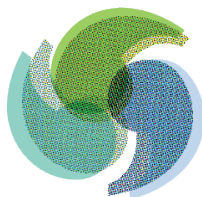
For more information please contact:

E: [dorothy@ccma.ie](mailto:dorothy@ccma.ie) M: 087-2256055 W: [www.ccma.ie](http://www.ccma.ie)

Gala Awards Ceremony will take place on  
Friday 17th November 2023

For more information please contact:  
**E:** [dorothy@ccma.ie](mailto:dorothy@ccma.ie) **M:** 087-2256055 **W:** [www.ccma.ie](http://www.ccma.ie)

Closing date for entries is 5.00 p.m. Wednesday 6th September 2023



**CCMA**  
Customer Contact  
Management Association