

CCA Excellence Awards 2017

Category: Contact Centres – Great Places to Work

About this Award

Submissions should demonstrate how the organisation is able to fully engage staff both in terms of their individual role and with the organisation overall, through innovative and exciting work initiatives and how this has made a difference to employee motivation and loyalty and the impact as a result to the organisation.

Submissions should refer to basic practices for engaging staff such as processes for gaining employee feedback, individual benefit and welfare entitlements, communication with employees about attrition and attendance levels, scheduling etc, however the main focus should be on programmes designed to help build loyalty and trust and to make staff feel confident about their future development. Of less importance is health-related programmes such as gym memberships, massages at desks etc although these may be relevant.

It is acceptable to identify specific improvements in a manner that protects commercial confidentiality; however entrants should be prepared to evidence claimed improvements.

How your submission will be scored

- A weighting is attached to each section scored (and each sub-section within it) to indicate its importance to the overall submission and help you focus your efforts. This weighting has been indicated in the application form and guidelines.
- It is mandatory that submissions be grouped as per the subject headings numbered 1 to 6 below and sub-sections must be answered in sequence within each section.
- The word count for this submission should be **no more than 2,500 words** per submission for sections 2-6. Section 1: About the Organisation is excluded from the total word count and is not judged. **Please note that judges have been advised they can penalise or even exclude entries from this category if the stated word count is exceeded by 10%.**
- Any sub-sections not answered will be allocated with a score of 0. It is therefore advisable to always provide an answer.
- Submissions based on fact rather than anecdotal comment will be scored higher.
- Submit your entry via the online submission tool available at: www.cca-global.com

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POINTS ALLOCATION

You will be allocated between 1-5 points for each section of the award and each sub-section within it i.e. a,b,c,d etc. Submissions should be evidence-based (no supporting documentation required at this stage) and judged on planning, implementation, consistency, involvement, learning and flexibility.

Points	Reason
1	There is no evidence of a systematic approach. Presentation is based on anecdote. Deployment and consistency are not evident. Activities are reactive. There is no clear goal. Cooperation between units or groups is not evident.
2	There is some evidence that the concept of a systematic approach is evident. Deployment has been considered but there is little evidence of implementation across all relevant units. Evidence of a proactive approach is anecdotal. Some evidence of other units being considered is apparent. Measurement has been considered and is in place. There is evidence measurement is understood and contributes to the goal.
3	Clear evidence of a systematic approach is demonstrated. Deployment is evidenced but there is some suggestion that it is not universal. There is some evidence that the organisation is learning because of the approach and deployment. There are early signs of evaluation taking place in a consistent manner.
4	The approach is systematic and responsive to multiple requirements. Its effectiveness is measured and plans are revisited and refined on a regular basis. Deployment is communicated across the whole organisation. There is clear evidence that the organisation is learning and applying lessons across the whole operation.
5	The approach is evidenced as systematic, responsive to multiple requirements and effective. Deployment and integration are clearly universal and there is a fact based systematic evaluation system in place which influences how the approach is progressed.

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Section 1: About the Organisation (*Not judged*)

The purpose of this section is to allow judges to form a picture of the organisation. Examples, where appropriate, may be helpful.

- a) Briefly identify the organisation's Purpose, Mission and Values.
- b) What challenges are faced in the current climate?
- c) Identify the main services and all of the channels used to deliver them to customers including whether they are in-house or outsourced.
- d) Describe the profile of the workforce including any special issues specific to the organisation (specialist knowledge, regulation, location, accreditations etc).
- e) Briefly identify how you measure success for individuals and success for the organisation.
- f) What is the organisation's approach to corporate social responsibility?

Section 2: Approach to employee engagement (*Weighting: 20%*)

The purpose of this section is to provide judges with an understanding of your process for identifying and developing methods for engaging staff including who is involved in the process. A focus on a specific project is acceptable in responding to this section.

- (a) How do you measure employee engagement?
- (b) How do you identify your need for improvement?
- (c) What process do you follow in deciding the scope and timescale for required changes?
- (d) Who is involved in the development of changes?
- (e) What objectives do you seek to achieve in making changes?
- (f) Describe how you enable your people to carry out their job effectively, removing barriers to allow them to do a great job. Describe the outcomes and benefits to both the individual and organisation achieved through this.

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Section 3: Planning and implementation (*Weighting: 20%*)

The purpose of this section is to allow judges to understand how change is implemented into the contact centre and how staff are involved in this. Examples, where appropriate, may be helpful and should be directly related to the implementation of changes into the contact centre.

- (a) Describe the challenges of implementation and how they are overcome. How do you involve all staff?
- (b) How is change rolled out across the centre?
- (c) Are changes to plans allowed for at review stages and how is this achieved?
- (d) How do you ascertain how engaged your people are?

Section 4: Organisational integration (*Weighting: 25%*)

The purpose of this section is to show judges what improvements have been identified through implementation of changes for employee engagement and how this is embedded into the organisation as a whole.

- (a) How do you know any new process is embedded in to all areas of the organisation?
- (b) Is the employee engagement process applied across the organisation or are there any areas excluded from plans?
- (c) Detail which areas of key measures have been impacted by new processes and identify actual improvements (see comments on commercial confidentiality above). Employee testimonials to be used here.

Section 5: Organisational learning (*Weighting: 20%*)

This section should provide the judges with information on what the organisation has learnt from implementing changes and demonstrate how this has been applied to other projects. Examples, where appropriate, may be helpful and should be directly related to what the organisation has learnt and applied to other projects.

- (a) Describe the learning you achieved: -
 - i. During the planning stages
 - ii. During implementation
 - iii. On completion of a project
- (b) How has that learning been applied to other projects?

Section 6: Innovate and excite (*Weighting: 15%*)

The purpose of this section is to demonstrate to judges why you believe changes and processes implemented are innovative & exciting and have helped to engage staff.

- (a) Identify why you think your Employee Engagement programme is innovative and exciting, encouraging staff to be motivated and loyal.

PLEASE NOTE THAT THIS DOCUMENT IS FOR INFORMATION ONLY. ALL ENTRIES SHOULD BE SUBMITTED VIA THE ONLINE SUBMISSION TOOL AVAILABLE AT: WWW.CCA-GLOBAL.COM