

# CCA Excellence Awards 2017

## Category: Most Effective Training Programme

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### About this Award

This award will be presented to the organisation that is able to best demonstrate how implementation of one or more training, performance management or internal communications programme has made a difference to both employee development within the organisation and the organisation's overall success in the provision of excellent customer service. Submissions will demonstrate innovation in the approach to the overall programme, in implementation or in content & delivery and should be aligned to the business' overall objectives.

The objective of the Award is to encourage centres to share their experiences of best practice and provide a platform upon which organisations can set out employee development programmes within their organisation.

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 5 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 2-5. 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](http://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: Planning and implementation (*Weighting: 30%*)

The purpose of this section is to provide judges with an insight into how the training programme is implemented into the contact centre, how staff are involved and how this affects the staff and organisation's objectives. This will also provide an understanding of your process for identifying and developing training requirements and identifying who is involved with the process. Examples, where appropriate, may be helpful and should be directly related to the implementation of a training programme into the contact centre.

**Programme Introduction** – Use this section to provide an overview of the programme's main objectives, including a job description of those who undergo the training and the areas this covers.

(*Maximum of 350 words, excluded from the total word count*)

**Programme name:**                                 **Programme level/type** (i.e. agent, team leader etc.):

- (a) How do you identify your need for training and what is the process for defining the programme to be delivered? Is this vetted by an appropriate QA process?
- (b) Who is involved in the development of the programme?
- (c) Describe what process is in place for ensuring training plans are in line with the operational needs of the business.
- (d) Describe the programme timescales, delivery methodology & additional support offered to individuals e.g. learning resource centre, training materials, coaching, mentoring etc.
- (e) What is the process for identifying and helping people who need additional support?
- (f) How was the programme implemented in the centre & rolled out across other centres, if applicable? What challenges did you face & how were these overcome?
- (g) What process is in place to ensure the training stays up to date?

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### Section 3: Organisational integration (*Weighting: 30%*)

The purpose of this section is to show judges what improvements have been identified through implementation of the new training programmes into the organisation and how this is embedded into the organisation as a whole.

- (a) Describe how this is aligned to the personal development of employees while still meeting the organisation's objectives.
- (b) What process is in place for ensuring the types of assessment & assessors competence are appropriate & sufficient for this programme?
- (c) What process is in place for ensuring trainers' skills are updated & refreshed? How do you ensure consistency of delivery across all trainers & how do you monitor their effectiveness?
- (d) What is your policy regarding participants who do not pass the assessment or appeal against an assessment decision?
- (e) Detail which key measures have been impacted by the programme & identify actual improvements as a consequence. Employee testimonials should be used in this section to evidence improvements in employee performance.
- (f) How do you know this programme is embedded?

### Section 4: Organisational learning (*Weighting: 30%*)

This section should provide the judges with information on what the organisation has learnt from implementing new training programmes and how they have applied this learning when implementing other programmes. Examples, where appropriate, may be helpful.

- (a) How do you measure training effectiveness & how and when is this reviewed?
- (b) What process is in place for collecting & acting upon feedback from participants, trainers, assessors & line managers?
- (c) Describe the learning you achieved: -
  - I. During the planning stages
  - II. During implementation
  - III. On completion of the training course
- (d) How has that learning been applied to other programmes?

### Section 5: Innovation (*Weighting:10%*)

Use this section to detail why you think this programme merits recognition. Outline any innovative approaches you have in place for all or part(s) of the programme. Can this programme be applied across the organisation?

**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](http://WWW.CCA-GLOBAL.COM)**

*NB The overall word count allocation for this submission is 2,500 words. Section 1: About the Organisation is **not judged** and is **excluded** from the total word count*