



CASE STUDY ~ PERFORMANCE IMPROVEMENT

Public Sector, Performance Improvement & Certification

Certification to COPC Inc.'s performance-driven management framework committed UWV to a timetable for change and enabled this Dutch government agency to secure dramatic improvements in customer satisfaction and the cost of managing unemployment and disability benefits. As a result, the Dutch government has stipulated that all public sector contact centres adopt UWV's COPC®-certified approaches by 2015.

"We didn't have to create everything ourselves. Without COPC Inc. and the structure and training it provided, it would have taken much longer." —Andrew van Hoek, Analyst, UWV Customer Contact Centres

About UWV

UWV is the Dutch government agency responsible for administering unemployment and disability benefits, interacting with both workers and employers. UWV's Customer Contact Centres also train and qualify many people who have had difficulty finding work and are subsequently able to move on to a contact centre career outside UWV.

The Challenge

Prior to UWV's COPC® Certification programme the five regional Dutch social security benefits schemes, generating more than 7m telephone enquiries a year, were managed locally by 170 offices. Activities were administration-led and the poor quality of customer service resulted in so many complaints that the Dutch government openly acknowledged improvement was essential. A new public service strategy, "Dienstverleningsbeleid", required all public sector organisations to become more citizen-friendly, prompting UWV to recruit a new management team. Committed to innovation and keen to introduce best practice, the team set themselves the goal of becoming the best Dutch public sector agency. Their first task was to centralise front-line customer contact and administration, migrating telephone work over 18 months into three sites and consolidating face-to-face case management and back office administration into 27 local offices.

Why COPC?

The culture change essential to improving customer service required the commitment and 'buy in' of all staff, together with shared knowledge and new tools to manage 'business as usual' differently. However, the data to identify the root causes of complaints just wasn't available. The management team identified COPC Inc. as an organisation with a model to drive customer satisfaction and resolve problems, unique in providing proven, structured and replicable approaches and a roadmap for change focused on high performance. Importantly, the COPC-2000® CSP Standard also provided an operational framework complementary to UWV's existing ISO certification. UWV wanted to implement measures internally, not only to manage cost but also to make the organisation self-sufficient and able to maintain its focus on change and continuous improvement. COPC Inc.'s methodologies and teaching culture would provide UWV with the knowledge and tools to become autonomous, whilst commitment at the highest level to COPC® certification would unilaterally empower the organisation to deploy the proven COPC® Performance Management System as a way of life.

"Using the COPC®-2000 Standard has made it easier to manage the business at the same time as enabling us to improve our performance through bringing structure and clarity to the operation and setting high performing targets. The COPC® Performance Management System is a way of life - our results are the proof."

—Ronald Kole, UWV Contact Centre Manager, Goes Centre

UWV's Journey to COPC® Certification

The roadmap for change

COPC Inc.'s initial Baseline Audit of the three new contact centres identified the gaps between UWV's approaches, processes and performance and those of world-class high-performing centres, defining the improvements needed. COPC Inc. and UWV drew up the roadmap for change, setting a target date for certification to the COPC-2000® CSP Standard that acknowledged the challenges to be overcome in order to reach the necessary levels of performance.

Leading from the front

Qualifying as COPC-2000® CSP Registered Coordinators equipped the management team to introduce the COPC® Methodology. They began to integrate the COPC® Framework within existing processes and introduce new processes and approaches as necessary. Dedicated managers led four key work streams - Transaction Monitoring, Planning, Reporting and HR – to spread change across the organisation, assisted by the COPC® Structured Support programme of highly focused conference calls alternated with onsite visits by UWV's appointed COPC® Assessor to facilitate change.

Changing together

All Team Managers and support staff received COPC® High Performance Management Techniques (HPMT) training, ensuring consistency of understanding and knowledge through learning together and working with UWV's own data to reinforce training effectiveness. Staff understood the need for change, where and how change could be effected and became confident of their own role in implementing the COPC® Framework. With learning further reinforced by the organisation's focus on COPC® certification, all staff were able to work collaboratively to the same goal and target.

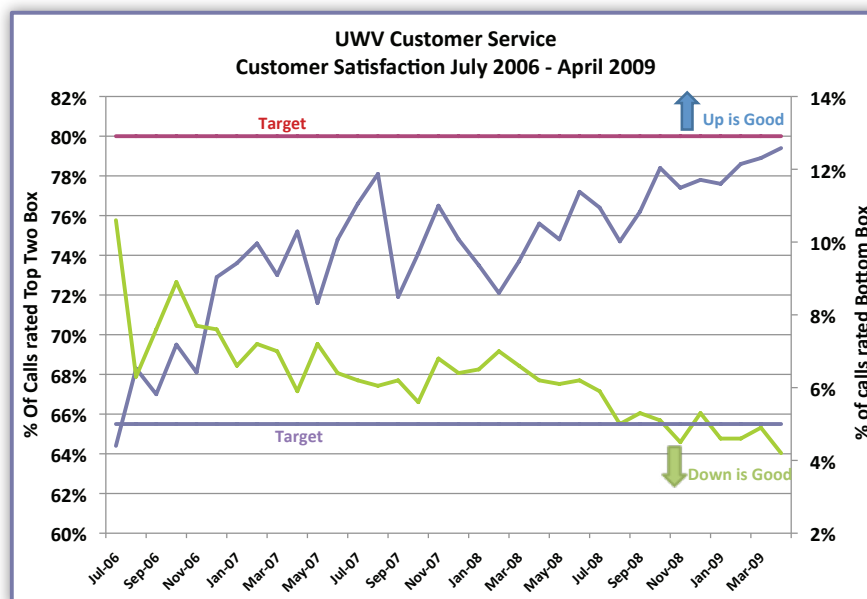
Self-Sufficiency

COPC Inc. delivered specialist workshops, including problem solving, attended by Quality Managers and other key staff. A session for IT managers explained the context of the COPC® Methodology in designing enhanced systems support for the virtual contact centre. UWV staff trained as internal COPC® Auditors to ensure that the COPC® Performance Management System became a way of life.

Delivering the vision

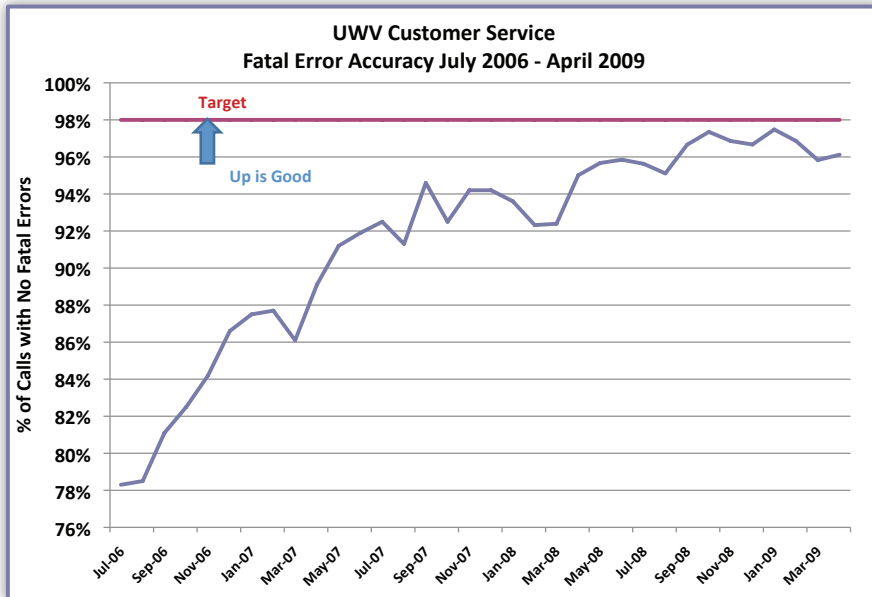
UWV met its target, gaining certification to the COPC 2000® CSP Standard within 18 months and realising its customer-focused vision. Audited annually for compliance, UWV is successfully maintaining certification to the COPC 2000® CSP Standard and is now aiming for world-class operational performance.

UWV's Achievements



Customer Satisfaction

UWV has met its key objective – to reduce the level of citizen complaints by making its contact centre services more customer-centric. Not only has the volume and causes of complaints reduced but Customer Satisfaction has risen - and continues to rise - whilst Customer Dissatisfaction has correspondingly reduced. This has been of benefit not only to the public and UWV but to the government in general, as the public's perception of government services has been enhanced. UWV will set itself ever more challenging targets as services continue to improve.

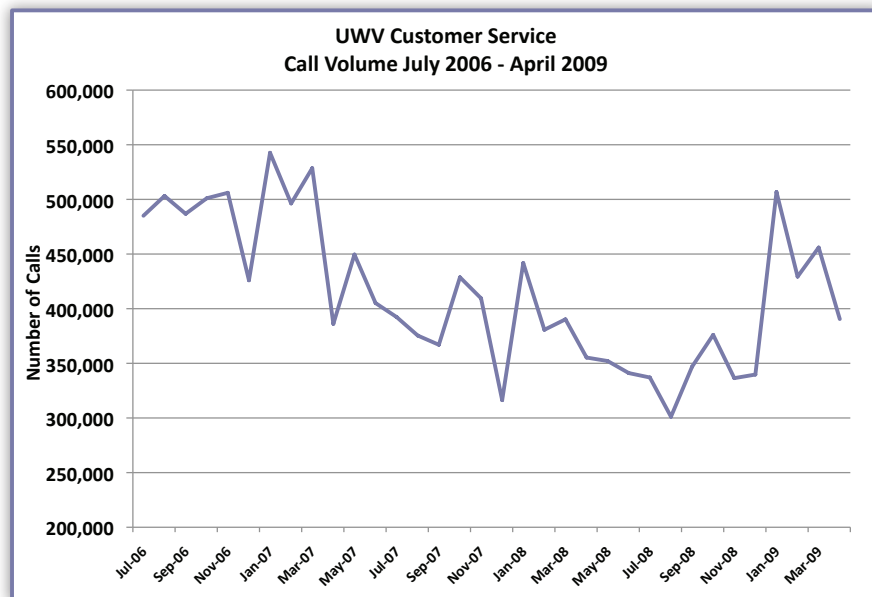


Cost Reduction

At the same time as meeting its citizen-focused objectives, UWV has achieved a substantial reduction in the cost of service delivery. Increased first call resolution, greater accuracy of staff scheduling and higher levels of schedule adherence together with well-designed self-service processes to handle appropriate enquiries have all contributed to estimated annual savings of c. €3m*. Attrition has also reduced, from c.90% p.a. in 2005 to around 50% p.a.** in 2009, generating major recruitment cost savings.

*Based on labour costs of €20,000 per FTE per annum (salary and NI)

** Relatively high unforced attrition reflects UWV's successful strategy to re-train and qualify long-term unemployed citizens for contact centre roles elsewhere



Recognition

UWV's achievements have been recognised with a number of awards;

2008: Contact Centre Promotion Award

2007: NCCA HRM Award

2007: Tele'train Customer Excellence Award

2007: Callcenter Manager of the Year Nomination

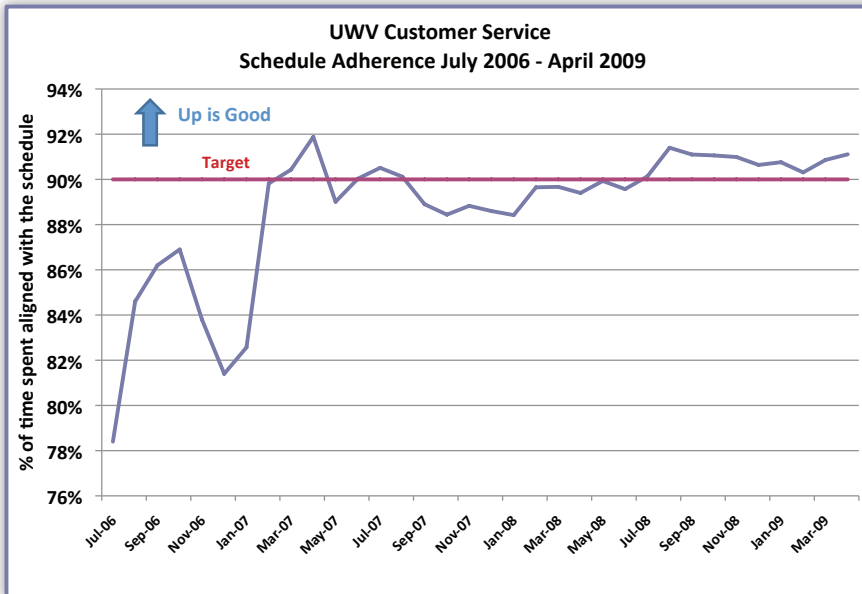
2006: Bronzen NCCA-Award (Dutch Government Scheme)

"The use of the COPC® Framework has led to a very high level of CSat and minimised complaints, important KPI's for UWV. With the COPC® System, the performance and effort have been made transparent".

—Henk Bouwers, Quality Manager, UWV Customer Contact Centres

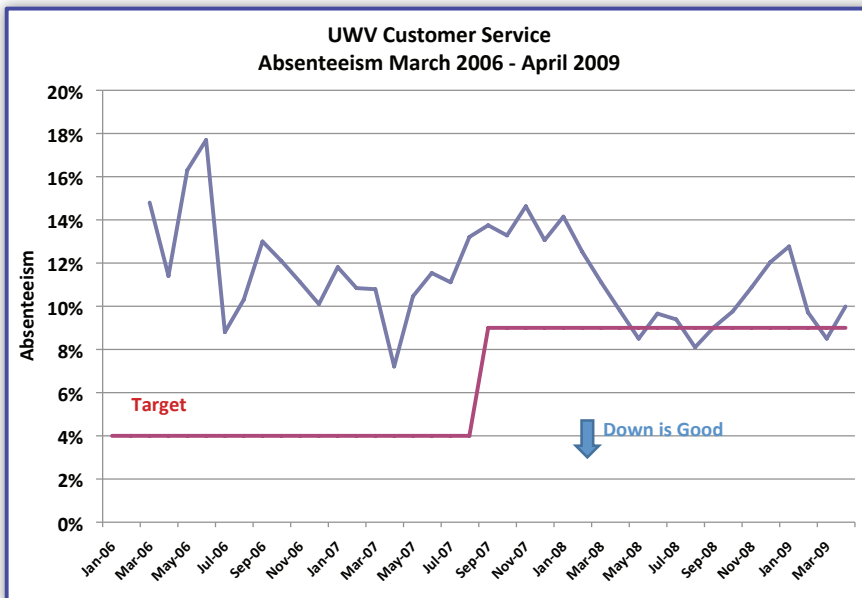
"COPC Inc. has enabled me, without any previous contact centre knowledge, to make the right management choices, such as investing in ICT, Training and Management Information. Managing on increasing call effectiveness is a constant challenge. COPC clarifies this from the customer's point of view."

—Greet Ritskes, Director, UWV Customer Contact Centres



Employee Motivation

Contact centre staff satisfaction (measured as part of an annual organisation-wide survey) is high, with the contact centre scoring 7.5 in 2008/9 compared with the overall average of 6.9 amongst 20,000 UWV staff. Attrition has reduced and monthly absence is now as low as 5%, significantly lower than other government departments and also much of the private sector. Reduced absenteeism has enabled UWV to manage staff scheduling more efficiently, contributing to cost reductions. With happier staff, managers are able to spend more time on value-adding activities.



Continuous Improvement

Certification has driven many improvements, including:

- Design of a robust automated Customer Feedback system, significantly increasing customer participation to improve processes and Benefits management, further helping to drive down cost
- Benchmarking of enquiries and complaints across local UWV offices to improve public services and reduce the contact ratio
- Inclusion of Customer Satisfaction and First Time Fix in CSR and Team Manager balanced scorecards
- Team Manager mentoring and participation in business improvement projects

A culture of continuous improvement is now established and UWV plans include development of 'one and done' service to drive down demand at the same time as increasing customer satisfaction.

Contact Us

To discuss how COPC Inc. can support your organisation contact:

Roger Beattie, Business Development Director, COPC International Inc., EMEA

Email: rbeattie@copc.com

Mobile: +44(0) 7969 023995

www.copc.com

Customer Operations Performance Centre International Inc.,
494 Midsummer Boulevard, Central Milton Keynes, Bucks, England, MK9 2EA
Tel: +44 (0) 1908 255767