

gaps in operations, risk and compliance issues, if risks have been identified and how they are managed and monitored. The verification phase reconfirms findings from the analysis prior to drawing conclusions and moving to the final phase, that of presentation of the report. The report usually will provide recommendations based on the conclusions and findings of the audit.

ESTIMATED TIME FOR AN AUDIT - HOW LONG IS IT EXPECTED TO TAKE?

The length of the audit can vary depending on the size of the centre, complexity of systems and processes, the state of the information and ability to retrieve the information, resources available within the centre to support the audit and the skill and experience of the assessor. In organisations that are conducting an audit for the first time the audit process would be expected to last between three to seven weeks or 100 to 300 man-hours.

A SAMPLE OF WHAT A TYPICAL A CALL/CONTACT CENTRE AUDIT CAN PRODUCE.

- Identify between 5-30% productivity enhancement opportunities
- Complete review of each area in the centre from strategy to financials to channel

management to resourcing to operations reveals areas that require management attention unnoticed previously

- Identify several key areas where best practices are in place but need to be further improved
- Identify areas where there are opportunities to increase productivity amongst CSR's
- Identify areas where management can use different approaches to manage calls and increase overall telephone service factor (TSF)
- Identify critical areas for KPI achievement where current business practice was not in keeping with general business practice
- Identify areas where management information reporting can be improved to become more efficient in supporting the

decision making process for the call centre and management

- Identify potential efficiencies to forecasting and budgeting process.
- Identify areas of risk in terms of continuous improvement, health & safety, contractual obligations, business processes, employees.

This is a sample. Not all the potential benefits are listed above as the idea of this list is to give readers a flavour of the practical insights an audit can deliver. In summary, the call centre audit takes the same approach as other functional audits do. However the call/contact centre audit goes across the centre from end to end to give management a process to use as a basis to drive centre objectives. The process must be structured and consistently applied each time for the benefits of the audit to flow through.



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