Certified Service Practitioner

CANDIDATE HANDBOOK

Contents

Preface

Welcome!

On behalf of the Chartered Institute of Customer Management Zambia (CICM Zambia) and the serving members of the Institute board, thank you for your interest in the Certified Service Practitioners (CSP) program!

We have created this program for you and for the advancement of our industry, and we hope to serve your professional interests with it. For you and your fellow practitioners, the CSP program provides recognition of your high level of knowledge in the burgeoning field of Customer Management (CM) and offers a framework for continual development. For the industry, the CSP program encompasses a core set of Customer Management (CM) competency areas and ensures that certified professionals possess a mastery of standardized disciplines. The result is beneficial to both, where practitioners increase their appeal to employers and employers are assured of the practitioner's expertise in the field of CM.

The purpose of this Handbook is to provide the information required to become a Certified Service Professional. This handbook summarizes key elements of the certification program and the steps to earning and maintaining your certification through CICM Zambia. Our goal is to provide a smooth and positive application experience. If you have questions after reading this handbook, please e-mail info@cicmzambia.org or call our certification office at (095 494 7747).

We personally applaud your efforts to create great customer experiences and to help your clients, colleagues and companies do the same. Professionals like you are raising the bar to meet and exceed customer expectations.

We wish you the very best of success in your CSP journey!

CHAPTER 1:

Introduction

The Chartered Institute of Customer Management Zambia (CICM Zambia)

The Chartered Institute of Customer Management Zambia (CICM Zambia) is a non-profit organization dedicated to the advancement of customer management practices. Our aim is to promote the customer management discipline as a vital management discipline distinct and separate from other commercial functions within any organization. Our members are individuals who develop, manage, optimize, and envision how organizations interact with their customers. This community includes personnel working in customer service, client care, client relations, customer experience, call centre and other customer facing staff within companies, vendors who support customer experience efforts, and other stakeholders in the industry. CICM Zambia supports the professional development of its members and advances the field by providing research and education, developing standards, offering networking opportunities, promoting the industry, and creating a better understanding of the discipline of customer management.

The Certified Service Practitioners (CSP) Program

CICM Zambia has a unique position as the only non-biased entity in the CM ecosystem that can provide definitive standards and best practices for Customer Management (CM). Our goal is to advance the CM industry and help ensure quality practice by providing an impartial and valid certification for customer management professionals. The Certified Service Practitioners (CSP) certification offered by CICM Zambia is the first-ever certification program that is not tied to a specific training course or individual consultants and private training organizations in the CM industry. Although numerous training and educational providers offer certificates upon an individual's successful completion of their course, CICM Zambia is the only organization that provides an independent certification program that evaluates an individual's knowledge, skills and competency based on job related criteria.

CSP Certification Process Overview

There are three certification designations that CICM Zambia offers as follows:

1. Certified Practitioners

Candidates choose any field they want to specialize in to get a designation as follows:

1. **Certified Customer Service Practitioner (CCSP)**
2. **Certified Customer Experience Practitioner (CCXP)**
3. **Certified Contact Centre Professional (CCCP)**

2. Certified Managers

All prospective certified Managers should have undergone the Practitioner's certification and it should be valid. A certified Manager should be a practicing professional.

1. **Certified Customer Service Manager (CCSP)**
2. **Certified Customer Experience Manager (CCXM)**
3. **Certified Contact Centre Manager (CCCM)**

3. Certified Trainers

All prospective certified Trainers should have undergone the Practitioner's certification and it should be valid. A certified Trainer should be a practicing professional.

To be admitted into any of our programs you need to be a fully paid up CICM member or you will be asked to pay for membership at registration. Whichever designation you wish to pursue, there are three phases in the journey through CSP certification, described in brief here and shown in greater detail in "Chapter 2. A Closer Look at the CSP Program" found later in this Handbook.

The three phases are as follows:

1. Program Registration and Requirements

2. Certification Program (Classes and Coursework), Assessment (Assignments & Exam)

3. Use and Maintain CSP Credentials

Program Registration and Requirements

During the Registration and Requirements phase, candidates/Organizations learn about the CSP program and consider their readiness to meet the education, experience and examination qualifications. Those who believe their experience satisfies the criteria may register and have CICM Zambia representatives evaluate their candidacy.

Candidates need to meet both the education and experience requirements before taking the certification program. These requirements are described further in "Chapter 2. A Closer Look at the CSP Program" found later in this Handbook.

Certification Program and Assessment

Once accepted into the CSP program, candidates go through a rigorous face to face/ virtual training with CICM Certified Trainers. This training consists of basic modules and specialized modules depending on the designation the candidate is after. All modules come with Coursework and after the Modular Training an Exam will be taken by the candidates. The final score will be based on Average Coursework Score and Exam Score; and those who achieve a passing score are awarded CSP designation. Detailed information about this program and assessment is available in "Chapter 2. A Closer Look at the CSP Program" found later in this Handbook.

Use and Maintain CSP Credential

CSPs maintain their status for two years from the award date and are licensed to use CSP descriptors and brand marks during this tenure. To maintain an active certification status, the CSP credential requires ongoing professional development of 20 hours through activities such as CM-related conferences, training events, or contributions to CICM Zambia work. Learn more about using and maintaining CSP credentials in "Chapter 2. A Closer Look at the CSP Program" found later in this Handbook.

Is CSP Right for You?

The CSP credential demonstrates that a professional has the experience, education and competency to lead and direct customer management strategy, programs, and projects. Candidates for this credential are looking to distinguish themselves in the workforce, validate their skills, stand out to employers, and maximize their earning potential. If this describes you and you have at least three years' experience in Customer Management, we invite you to apply to test for this distinction. Become a CSP today!

CHAPTER 2:

A Closer Look at the CSP Program

Benefits of Being a CSP

Certified Service Practitioners are leading the way to more thoughtful, enjoyable and prosperous customer experiences. The CSP program provides a means for individuals to demonstrate to their colleagues, employers and clients that they possess a high level of knowledge of the customer management discipline. Until now, there has been no industry-wide, standardized avenue for CM practitioners to gain recognition for their expertise and accomplishments, and no formal credential that showcases an individual's standing in the industry. As a non-profit, independent association, CICM Zambia is well positioned to establish the CSP as a recognized and admired professional credential.

Earning the CSP designation will provide a professional status that employers can count on and practitioners can be proud to achieve. CICM Zambia provides visibility to individuals who have gained the CSP credential through a directory on the cicmzambia.org website. This allows professionals to connect with each other and serves as a resource for other non-certified professionals.

The benefit to the companies who hire CSP talent is obvious. What we think of as "customer management" today has evolved over the last decade, but now that customer-tuned experiences have become top of mind for C-level leaders, everyone has jumped on board. The rigors of the CSP certification, validated by CICM Zambia, help give employers assurance that their businesses and customers are in good hands.

Benefits for Practitioners
Validates credibility and expertise
Provides a framework for advancement Increases marketability
Demonstrates commitment to continuous improvement

Benefits for Employers
Identifies new hires that possess required expertise
Promotes organizational capabilities by employing CSPs
Enhances services provided from a quality and financial perspective
Ensures ongoing professional development of employees

The Distinction of CSP from Other Certification Programs

There are many vendors (Consultants, Training Organizations and Individuals) that offer certification on their products, processes, and methodology. While CICM appreciates that those classes and certifications may provide value to CX professionals and are contributing to the wide goal of promoting service excellence, they are not administered by a non-profit, independent association such as CICM Zambia. By having a strong, independent professional association create and administer the certification program, we can raise the visibility and stature of the credential.

Requirements for Becoming a CSP

The CSP program is open to the public, so members and non-members of CICM Zambia are welcome to apply. However, nonmembers are required to become members at admission. Certification components include eligibility and program requirements, which are described in this section.

Eligibility Requirements

Education and experience requirements are key to ensuring that the CSP designees have a hands-on foundation of customer management knowledge. CICM Zambia believes these requirements to be critical since academics alone can't prepare you for what happens in a real-world setting. Eligibility requirements are described in the following chart.

Eligibility Requirements	
Education	Degree (bachelor's degree or global equivalent)
Experience	Three years full-time CM experience with primary responsibilities that include engagement and experience in one or more of the following categories: **Certified Practitioners** • Direct Interactions with customers via different channels • CM measurement • Capture and/or analysis of customer feedback **Certified Managers** • Design and improvement of customer management strategies • Building of customer-centric culture • Driving organizational adoption of CM strategies and tactics **Certified Trainers** • Training and coaching in a Customer Service Environment

Alternate Pathways

If you do not have a degree, you may still be eligible for the CSP program. Individuals can use one year of full-time CM experience to count towards two years of education, so two years of full-time CM experience would be considered equivalent to a standard four-year degree and would therefore satisfy the education

requirement. The following chart provides an example of an alternate pathway that meets the Institute's eligibility requirements:

Alternate Pathway Meeting Eligibility Requirements	
Education	High School Diploma (or equivalent)
Experience	Five years CM experience with primary responsibilities that include engagement and experience in one or more of the following categories: • Direct Interactions with customers via different channels • CM measurement • Capture and/or analysis of customer feedback • Design and improvement of customer management strategies • Building of customer-centric culture • Driving organizational adoption of CM strategies and tactics

Additional Eligibility Requirements for Managers (Certified Managers) and Trainers (CCST)

Candidates for the Certified Manager and Trainer Program should be Certified Practitioners. This means they should hold valid Partitioner's licenses in any one of the three designations above. For example, to become a Certified Customer Experience Manager (CCXM) you need to be a Certified Customer Experience Practitioner (CCXP).

Examination Requirement

The content of the CSP Certification Exam is based on the content that is delivered in the Modules offered in the training workshops conducted by CICM Zambia. These modules were developed by seasoned Customer Management professionals and as part of the development process, over 150 customer experience professionals provided feedback on the contents which prioritizes importance of job tasks covering the scope of the CM profession. Six performance domains for CM were identified through the results of this analysis:

1. Practitioners (CCSP, CCXP & CCCP)

Practitioners Certification Exam Performance Domain	# of Questions

Customer Management - The understanding on why we need Good Customer Service and how to keep customers satisfied. Candidates are examined to demonstrate understanding of the fundamentals of customer management principles.	6
Who is Your Customer? – Candidates are examined on the knowledge of their customers and how the internal and external customers' dynamics affect profitability. Internal Customer Management principles are key and will be examined.	5
Emotional Intelligence, Attitude and Service – Managing emotions first for the candidate and those of customers to foster relationship and build rapport. The effect of attitude on service delivery, how to maintain and foster good attitude in a customer environment as well as the effects of negative attitude on productivity and profitability.	7
Communication and Customer Handling– As candidates in CM spend over 90% of their time communicating with clients, they are tested in Effective Communication including Listening and how to handle clients. Handling clients includes normal client handling, handling complaints, service recovery and handling challenging situations with Clients.	8
Quality Management – Quality delivery is expected of all CSPs in any capacity. Candidates will be examined on their comprehension of quality principle and how to uphold quality service standards. Guided by the Servqual model, candidate will be tested on their deployment of service using the RATER Technique.	8
Core Module – Depending on which way a candidate registers, either CCSP, CCCP or CCXP, they will be examined on the understanding of their core discipline. Prospective Call Centre Practitioners will take a Call Centre Core Module, Prospective Customer Experience Practitioners will take a Customer Experience core module etc. and be examined.	16

2. Managers (CCSM, CCXM & CCCM)

Certified Managers Certification Exam Performance Domain	# of Questions
Customer-Centric Culture: Creating and nurturing a culture, through behaviors, practices and standards that encourage all employees to focus on delivering outstanding customer experiences.	7
Organizational Adoption and Accountability Driving change and developing cross-company experience accountability from the executive to the front line.	10
VOC, Customer Insight and Understanding: Building collective insight into customer needs, wants, perceptions, and preferences through the capture and analysis of the voice of the customer.	8
Customer Management Improvement and Innovation: Implementing practices and approaches to continuously improve, design and differentiate customer experiences.	8

Metrics, Measurement and ROI: Creation and reporting of the measures of CM success including their use in business cases to illustrate the ROI and business value of customer experience.	10
Customer Management Strategy: Development of a strategy that articulates a clear vision of the experience that a company seeks to create in support of the company's brand values, including its direct linkage to CM activities, resources and investments.	7

3. Trainers (CCST)

Certified Trainers Certification Exam Performance Domain	# of Questions
Customer Management Training – Fundamentals of Customer Management, pillars and objectives of CM Training and learning outcomes in Customer Management. CICM Training standards and expectations of Trainers.	5
Assessing – Before the training assessments: General Factors, Factors related to Learners, Organizational factors, Environmental factors as well as factors related to Trainers and Facilitators.	8
Training Motivation – Motivating Learners, Trainers, and Supervisors	8
Training Design – Planning for training, developing training materials and planning for evaluation.	8
Delivery – General delivery and ensuring success, making training memorable, presentation, using handouts and electronic presentations.	8
Training Evaluation – Process evaluation, Outcome Evaluation and Reporting the Evaluation Results.	8
Improving future training – Understanding of why Training Programs fail and how to make the Training Program succeed, pitfalls to avoid and how to avoid trainer burnout	5

Within each performance domain, specific job tasks and key knowledge, skill and ability competencies were identified to serve as the basis for the exam items. This detailed information is provided in "Chapter 3. Preparing for Certification" found later in this Handbook.

The certification exam, which is based on this blueprint, consists of 50 items. All items are multiple-choice with one correct answer and three incorrect options. Currently, the certification examination is offered in English only and the time limit is 3 hours.

The score required to pass the examination is 80%. This passing point was established according to accepted practices for standardized testing and reflects the difficulty of individual examination items, as well as the overall difficulty of the exam.

Because of the dynamic nature of the profession, there is not one comprehensive source to go to in

order to study. We recommend that you review the Institute tools and content deployed in the training and to take seriously the coursework given in the modules. In addition, other training organizations, online resources and tutors may provide good sources of educational materials.

Sample questions are provided in Appendix A of this Handbook as examples of the type of items covered on the exam. While these items aren't duplicated on the exam, the sample items allow you to familiarize yourself with the exam format.

The CSP Certification Process

The following flowchart provides a broad overview of the certification process.
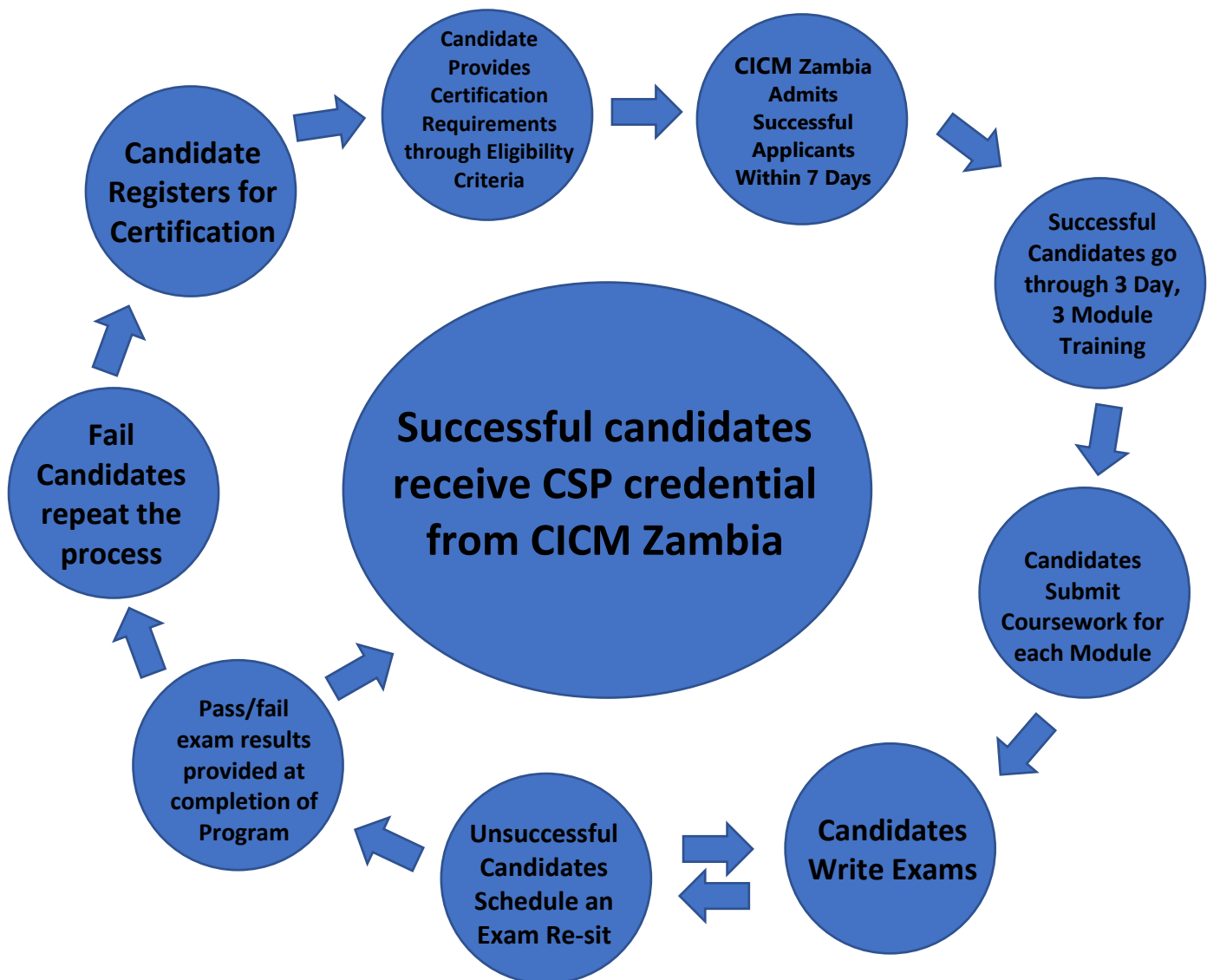
The three phases of the CSP journey, introduced in section "CSP Certification Process Overview" provided in "Chapter 1. Introduction" of this Handbook above, are described in more detail here for your consideration.

Program Registration and Acceptance

During the application and acceptance phase, candidates learn about the CSP program and consider their readiness to meet the education, experience and examination qualifications. The CSP program is open to the public, so anyone who believes his or her experience satisfies the criteria may apply to the program and have the Institute evaluate their candidacy. However, at admission, non CICM members will be required to pay membership fees as it is a pre-requisite.

In order to apply to become a CSP, individuals must complete and submit the online certification application provided by CICM Zambia. Applicants must meet both the education and experience requirements before taking the certification exam by documenting completion of eligibility requirements on the application.

At acceptance, the certification program fees, which includes the certification exam fee, must be paid. The following chart shows the current fee schedule.

Certification Fees	
Certified Practitioners (CCSP, CCXP & CCCP)	K4,500.00
Certified Managers (CCSM, CCXM & CCCM)	K2,000.00
Certified Trainers (CCST)	2,000.00
CICM Membership Fees	750.00

One only has to pay the CICM Membership Fees if they are not a member in good standing at the time of application submittal. If you are not a member when applying for certification, please submit your membership and certification applications at the same time. More information about the membership benefits is available online or by enquiry with CICM Secretariat.

Not sure of your membership status? You can find it anytime at cicmzambia.org. Applicants will receive email notification of the results of the application review within seven days of application submittal. An application will be considered incomplete if the application is not filled out completely, or insufficient information is provided. Companies who apply for their employees are required to pay 100% of the

Certification Fees. Individuals who pay for themselves may pay in installments to attend the certification program, but exam results will be held, and they will not get certified until full payments are made.

Certification Program and Assessment

Registration Process

Applicants who have satisfied the education and experience requirements based upon the Institute review are approved to go through the program and will receive communication with instructions on the certification program. Applicants can then select the dates for the Certification Training and mode (Virtual or Physical). The certification eligibility period (the period of time during which applicants are able to go through the program) is six months, which starts on the day your application is approved and payments are made. Please note the following:

1. Although not recommended, Certification Modules can be done in consecutive days and the exam written on the last day. Provided these requirements have been met:
   a. All coursework for all modules has been done and submitted to the respective trainers for all modules.
   b. The candidate has reviewed all materials for the modules and is ready to take the exam.

2. The recommended study time per module is one week with each module delivered first day of the week and ample time given for study and coursework the remaining weekdays before commencing another module the following week if any. This gives the candidate time to study and submit quality coursework each week. Coursework contributes 40% of the total certification score. This also gives candidates tie to study for the Exam.

3. Because the certification eligibility period (the period during which applicants are able to go through the program) is six months, candidates can choose to spread their training sessions in the 6 months and write their exam in the final week of the 6th month. This approach is not recommended as it narrows the chances of success for candidates due to unforeseen circumstances if things are left to last minute and there won't be any chance of retaking the exam in the event of failure as the exam retake time period is within 6 months. Its best to go through the certification process in the shortest time period.

You may retake the examination two more times within this six-month period if you do not pass on the first attempt. The exam retake fee is K1,500.00. Failed coursework can be resubmitted for free but retaking a module will be charged at K2,000.00. Failure to pass/take the exam within 6 months of registration and acceptance is treated as a fail and such a candidate should reapply afresh for the program. Application fees will apply.

Individuals who are not successful at passing the exam in three attempts will be required to reregister for the certification and pay the certification fee in effect at the time of reapplication. The CSP examination is a physical exam monitored by CICM certified trainers and by CICM. Certification exams are administered throughout the year and can be taken anytime by eligible candidates who have gone through the modular training. Certification exam sessions are also offered at CICM Zambia events including workshops, conferences, and seminars.

What to Expect on Exam Day

It's critical that the CSP certification is awarded to only qualified individuals, so the testing protocol has been designed to help ensure a legitimate examination. The Institute Certification Exam is closed-book. No reference material is allowed in the examination site. No electronic devices for the storage, display or transmission of data, such as cell phones, personal digital assistants (PDAs), tape recorders, computers, or cameras are allowed in the examination site. Candidates are absolutely prohibited from recording examination content in any format. Candidates who violate these rules will be asked to leave the site and may be disqualified from the exam as well as future exams. The examination, answer sheets, worksheets and/or any other exam-related materials remain the sole and exclusive property of CICM Zambia. These materials are confidential and are not available for review by any person or agency for any reason. Currently, the certification examination is offered in English only and the time limit is 2 hours. A score of 80% is required to pass the certification exam. Candidates will receive their score and a printed pass/fail letter, which includes a diagnostic performance report. The diagnostic report is a useful aid to candidates that fail the exam because it provides an overview of performance on each exam section.

Applicants who pass the exam are issued an electronic certificate of their CSP designation within 14 days so they can begin using the title and marks associated with it. You can learn more about using this designation in the section "Use and Maintain CSP Credential" found later in this Handbook.

What If I Don't Pass?

The exam covers a broad range of topics related to customer management, and some applicants will find the material too deep to successfully pass the exam on the first try. That's OK! The diagnostic performance report highlights areas to study, and when you're ready, you may register and sit for the exam again during the exam eligibility period.

The exam eligibility period (the period of time during which applicants are able to test) is six months, which starts on the day your certification application is approved and payments are made. You may retake the examination two more times within this six month period if you do not pass on the first attempt. The exam retake fee is K1,500.00 for members and K2000.00 for non-members. Failed coursework can be resubmitted for free but retaking a module will be charged at K2,000.00 for members and K2500.00 for non-members.. You may register to retake the certification exam online; a link will be provided in a follow-up email in the event you do not receive a passing grade. Individuals who are not successful at passing the exam in three attempts will be required to reregister for the certification and pay the certification fee in effect at the time of reapplication.

Exam Rescheduling

A candidate can reschedule or cancel a scheduled examination five calendar days prior to the scheduled examination. If done in under five days, the first schedule is considered and a failed attempt and they will have to pay for a retake. At the above rates.

Special Exam Accommodations

Applicants may request an exam accommodation due to a handicap, disability and/or other condition(s) that may impair their ability to take the examination. Reasonable efforts will be made to accommodate eligible candidates who provide documented evidence of their disability or need for special arrangements.

Use and Maintain CSP Credential

Congratulations, you're a CSP! This designation is an important sign that you are a knowledgeable, validated professional. CSP certificates are issued for a two-year period effective on the date that the certification examination was passed. Upon receiving notification from the Institute, successful candidates may use the Institute Certified Service Practitioners designation or CSP after their name. CICM Zambia will also post the names of certified individuals on the Institute website in order to recognize their achievement and help employers and contractors locate certified CX professionals. Individuals will be

given an opportunity to opt-out of this recognition on the application form. Detailed information about maintaining your certification is found in "Chapter 4. Maintaining Your Certification" found later in this Handbook.

CHAPTER 3:

Certification Course Content

CSP Certification

There are three types of Certifications and Designations under the CSP Program as follows:

1. Certified Practitioners

To achieve any one of these, a candidate must do three Modules. Two Modules are foundational and one in the chosen certification field.

Certified Customer Service Practitioner (CCSP)

Customer Management Principles CSP101

Service Quality Management CSP102

Customer Service and Customer Relationship Management CSP103

Certified Customer Experience Practitioner (CCXP)

Customer Management Principles CSP101

Service Quality Management CSP102

Customer Experience Management CSP104

Certified Contact Centre Professional (CCCP)

Customer Management Principles CSP101

Service Quality Management CSP102

Contact Centre Management CSP105

2. Certified Managers

All prospective certified Managers should have undergone the Practitioner's certification and it should be valid. A certified Manager should be a practicing professional. To be a certified Manager, the candidate does one Module depending on the area of specialization:

Certified Customer Service Manager (CCSP)

Advanced Customer Service and Customer Relationship Management CSP201

Certified Customer Experience Manager (CCXM)

Advanced Customer Experience Management CSP202

Certified Contact Centre Manager (CCCM)

Advanced Contact Centre Management CSP203

2. Certified Trainers

All prospective certified Managers should have undergone the Practitioner's certification and it should be valid. A certified Trainer should be a practicing professional. To be a certified Trainer, the candidate does one Module: Customer Management Training & Development (CSP301)

Learning Resources and Materials

CICM Zambia has prepared Modules for the CSP Certification Program. These are comprehensive module handouts that have all the necessary information for candidates to do their course work and write their exams. These modules will be facilitated in a training workshop, classroom style, by a Certified Customer Service Trainer. Candidates are advised to use the given materials and study them as they are more detailed compared to the information delivered in the training. Ultimately, all exam questions and coursework will come from the supplied learning resources. Seeking further information from other resources other that CICM resources is allowed and recommended as it broadens the breadth and scope of the candidate's understanding of the subject.

Maintaining Your Certification

Certification Maintenance (Renewal) Requirements

The CSP credential requires ongoing professional development to maintain an active certification status. As such, certificants are required to complete 20 hours of professional development units (PDUs) in order to renew their certification every two years.

One PDU is earned for each hour (60 minutes) spent in a planned, structured professional development activity. PDUs will be accepted for the certification renewal requirement as long they are directly related to the *CSP Exam Blueprint* and meet the guidelines listed below. A maximum of 10 PDUs will be accepted from each professional development activity category. PDUs accumulate for a two-year period starting immediately after the certification is issued and cannot be carried over to the next two-year timeframe or be transferred to another person. Courses taken more than one time during the two-year renewal cycle will be given credit only once.

Professional Development Activity	PDU Acceptance*	Documentation Required
Training Courses, Seminars and Webinars Attending training courses, seminars and webinars aimed at developing your CM knowledge and competence.	One hour of related instruction equals 1 PDU.	Registration form, certificate or letter of attendance and agenda.
In-Company Development Attending employer-provided, workplace continuing education aimed at developing your CM knowledge and competence (excludes new staff orientation).	One hour of related instruction equals 1 PDU.	A certificate or a letter from employer and an outline of the activity.
Conferences Attending professional conferences aimed at developing your CM knowledge and competence	One hour of related instruction equals 1 PDU. A maximum of 6 PDUs will be given per day of instruction.	Registration form, certificate or letter of attendance and agenda.

College or University Courses	One hour of degree credit	
Successfully completing academic coursework after obtaining CSP certification. Courses must be offered for degree credit and related to CM.	in a typical 15-week semester earns 15 PDUs and a 10-week quarter earns 10 PDUs.	Transcript or grade report indicating a passing mark.
CICM ZAMBIA Contributions Enhancing the CM profession through active participation on CICM ZAMBIA committees, presenting educational webinars and preparing white papers.	1 PDU is awarded for 1 hour of volunteer service.	Confirmation from committee chair or CICM Zambia Executive Director.

*A maximum of 10 PDUs will be accepted from each professional development activity category.

Certification Maintenance (Renewal) Fee

The non-refundable certification maintenance fee must be submitted every two years with the certification renewal application. Membership fees should be fully paid up every year for certification to be renewed.

Certification Maintenance Fee	
Renewal fees	K1,000.00
CICM Annual Membership Fees	K750.00

Notice of Recertification

Although it is the professional responsibility of each certificant to be aware of his or her certification expiration date, approximately six months prior to the expiration of your certification, CICM will send you a notice of your need to recertify. **This notice will be sent to your last email address on file with CICM so please be sure to include CICM in your change of address notifications.**

Grace Period and Lapsed Certificates

The renewal date of the new certification will be two years from the expiration date of the last certificate issued. Certification holders can renew their certification anytime in the 12 months before their current certification expires.

Individuals are given a 30-day grace period following their certification's expiration date to meet CICM renewal requirements. Failure to meet the CICM renewal requirements by the end of this 30-day grace period renders the certificate lapsed and forfeits the individual's right to represent themselves as a CSP. Individuals have three months from the date of the certificate's expiration date to become reinstated. The reinstatement process includes payment of the renewal fee plus an additional late fee, and fulfillment of all other renewal requirements. The renewal date of the new certificate will be two years from the missed expiration date of the last certificate issued.

Applicants applying for renewal of their certificate three months after their certification has expired will be denied renewal and must re-apply as a new applicant, filling out all forms, passing the certification exam and paying all fees as required of a new applicant.

CHAPTER 5:

Certification Principles and Policies

Certification Principles

The Institute certification decisions are based on candidates passing the CSP certification exam and meeting eligibility requirements. The certification program has been developed by subject matter experts who represent the geographic diversity and varying work of CM professionals. The Institute Board of Directors is responsible for the governance of the certification program and all policy and standards related to the certification designation. The Institute recognizes the importance of impartiality in administering the certification program so our decisions are independent of other interests and parties. We actively manage conflicts of interest in order to ensure objectivity in our certification activities.

Audit of Application Material

CICM Zambia randomly audits 5% of certification applications each year. While the selection process for an audit is primarily random, CICM Zambia reserves the right to select any candidate to be audited at any time, including after the certification has been bestowed. The submission of an application indicates your agreement to comply with the terms of the Institute audit process.

Individuals who are selected for an audit are notified by email and asked to submit official documentation to support their application within 30 days. During an audit, you will be asked to submit supporting documentation such as:

• Copies of academic certificates

• Signatures from supervisor(s) or manager(s) documenting the experience verification section of the application

Employers may be contacted directly by CICM Zambia to verify employment and experience. If an applicant is selected for an audit, it will not delay the application review or certification exam scheduling process. Failure to meet the audit requirements may affect an individual's certification status.

Candidate Exam Comments

Candidates have the opportunity to provide comments during the certification exam. All comments and questions are reviewed and considered by the Institute; however, security procedures preclude discussion with candidates concerning individual exam questions or comments. Candidates should not expect a response to a comment unless it relates to a problem with the examination administration. Examination proctors may not discuss or comment on examination content.

Appeals Policy

An appeal procedure is available to any individual who has applied for or received certification from CICM and who wishes to appeal any adverse decision affecting his or her certification status. Any individual who does not file a request for an appeal within the required time limit shall waive the right to appeal.

Appeals Process

1. A request for review and consideration must be submitted in writing to info@cicmzambia.org within 20 calendar days following the date on which the adverse decision was provided. The request should state the reasons why the decision is being contested.

2. Appeals related to application review: Only information on education and experience previously submitted will be subject to review. Submission of new information or additional documentation may invalidate an appeal and require the applicant to file a new application for certification. Therefore, it is incumbent on applicants to fully complete their original applications.

3. Appeals related to the certification exam: Candidates should provide comments regarding any question(s) they believe contain errors in content in the comment box provided during the examination. Upon receiving an appeal, CICM will review specific candidate comments relating to the examination. CICM will review and act on a properly filed request for review within 45 calendar days of receipt. The individual will be notified in writing of the CICM's decision within 15 business days following the date of CICM's review and action. For all appeals, CICM may decide to uphold the decision, or it may take other appropriate action with regard to the request. CICM is the final authority for certification appeals.

Suspension and Revocation Policy

1. The Institute may, at its discretion, suspend or revoke a certificate for cause. Causes for suspension or revocation include, but are not limited to:

• Fraud, deceit or submission of inaccurate qualification data to obtain certification

• Gross negligence, incompetence, fraud or deceit in the performance of job duties

• Unprofessional conduct

2. When the Institute has reason to believe that charges against a certificate holder may be valid, it shall notify the certificate holder by certified mail at his/her last known address. An email reminder will be sent after 30 days if no response is given from the mailed letter. The certificate holder will have the opportunity to present his or her defense to the Institute in writing. The suspension or revocation shall remain in effect until the Institute reviews the case. The Institute shall then uphold or deny the suspension or revocation.

3. A certificant whose certificate is revoked may not apply for certification for 365 days from the effective date of the final order of revocation. An application received following the 365 days revocation period will be treated as an initial application.

Disputes and Complaints

Complaints having to do with the CSP certification policies, practices or publications should be addressed to info@cicmzambia.org in writing. If the written response to the complaint is not addressed to the satisfaction of the writer, it will be forwarded to the Institute Board of Directors for their consideration.

All complaints will be evaluated with respect to the policies and procedures of the Institute with a written response within 30 days.

Privacy Policy

Certification applications and candidate exam performance will remain confidential unless otherwise stipulated by the examinee in writing or as required by law. The Institute will release application and pass/fail information only to the applicant and only in writing. The exception to this is the published list of CSP professionals that the Institute makes available to the public. Names of those who do not pass the exam are not disclosed except to the individual candidates.

Group data without individual identifying information may be used for research and study purposes, and may be released to groups with a specific interest in certification of customer management professionals.

CICM ZAMBIA Statement of Nondiscrimination

The Institute does not discriminate against any person on the basis of age, gender, sexual orientation, race, religion, national origin, medical condition, physical disability, veteran status, or marital status.

APPENDIX A:

Sample Exam Questions

The following sample exam items are provided as examples of the type of items covered on the exam. While these items aren't duplicated on the exam, the sample items allow you to familiarize yourself with the exam format.

1. A closed feedback loop refers to which of the following?

a. Aggregating customer feedback from multiple sources

b. Assigning service issues to customer experience champions in the business

c. Establishing a process to capture customer and associate feedback

d. Communicating to customers and employees that their feedback has been addressed

2. Which of the following actions should be taken first to align business goals with a customerfocused culture?

a. Directly tie compensation of front line representatives to improvement of customer metrics

b. Include a customer-focused metric on executive-level scorecards

c. Develop a customer-focused strategy at the corporate and business-unit level

d. Prioritize strategic investments based on customer profitability

3. Which of the following provides the deepest understanding of customer needs and goals?

a. Customer ethnographic data

b. Customer survey response data

c. Customer online activity tracking data

d. Customer interactive voice response pathing data

4. Which of the following should be avoided when mapping the customer journey?

a. Include frontline employees when collecting internal insights

b. Focus on ethnographic and voice of the customer data

c. Narrow focus to a single customer process

d. Assume stakeholders share unified views of customers

5. Which of the following metrics is the strongest predictor of customer satisfaction for phone interactions?

a. First-contact resolution

b. Average handle time

c. Hold time

d. Total ringing time

6. What form of customer feedback is likely to yield the most quantifiable input into a fully developed customer experience strategy?

a. One-on-one encounters with customer facing personnel at the point of sale

b. Complaint letters via traditional mail and addressed to corporate officers

c. Post-transactional surveys with representative samples across all customer channels

d. Third-party product review websites that allow anonymous postings

Question	1	2	3	4	5	6
Answer	d	c	a	d	a	c

APPENDIX B:

Exam Day Checklist

Taking exams can be an unsettling experience! Make sure you're ready by preparing thoroughly and looking through this short checklist of things you'll need on exam day.