



**CERTIFIED**  
**CUSTOMER**  
**EXPERIENCE**  
**PROFESSIONAL**



# Candidate Handbook

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# Candidate Handbook



Welcome!

On behalf of the Customer Experience Professionals Association (CXPA) and the serving members of the CCXP Advisory Committee, thank you for your interest in the Certified Customer Experience Professional (CCXP) certification!

For you and your fellow practitioners, the CCXP program provides recognition of your high level of knowledge in customer experience and offers a framework for continual development. For the profession, the CCXP program encompasses a core set of customer experience (CX) competency areas and ensures that certified professionals possess a mastery of standardized disciplines.

The purpose of the Certified Customer Experience Professional program is:

- Define and evolve a global framework to assess CX practitioners' competencies and commitment, supported by continuing professional development, through the definition of new standards, best practices, tools and technologies to continuously improve the field of CX.
- To recognize individuals with the CCXP designation via a successful examination and ongoing certification maintenance process, demonstrating their mastery of the knowledge and skills required to provide effective CX expertise and leadership. Furthermore, to demonstrate the professional's commitment to proactively stay abreast of new trends in the CX field.
- To provide clarity and assurance to businesses across every industry that Certified Customer Experience Professionals possess comprehensive experience leading both strategic and tactical programs to enhance the CX for current and prospective employers.

This handbook summarizes key elements of the certification program and the steps to earning and maintaining your certification. Our goal is to provide a smooth and positive credentialing experience. If you have questions after reading this handbook, please e-mail [ccxpsupport@cxpa.org](mailto:ccxpsupport@cxpa.org) or call our office at 1 (952)-564-3048.

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 CCXP journey!

Adrienne Bryant, CAE, CCXP Program Director  
Nancy Porte, CCXP, CXPA Board Chair  
Stacey Nevel, CCXP, Chair, CCXP Advisory Committee

## CHAPTER 1: Introduction

### The Customer Experience Professionals Association (CXPA)

The Customer Experience Professionals Association (CXPA) is a global non-profit organization dedicated to the advancement of customer experience management practices. Our members are individuals who develop, manage, optimize, and envision how organizations interact with their customers. This community includes customer experience practitioners within companies, vendors who support customer experience efforts, consultants, and other stakeholders in the customer experience field. The CXPA 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 experience.

### The Certified Customer Experience Professional (CCXP) Program

The CXPA has a unique position as the only non-biased entity in the CX ecosystem that can provide definitive standards and best practices for CX management. The CXPA's goal is to advance the CX industry and help ensure quality practice by providing an impartial and valid certification for customer experience professionals. The Certified Customer Experience Professional (CCXP) certification offered by the CXPA is the first certification program that is not tied to a specific training course in the CX industry, and most globally recognized CX certification. Although numerous training and educational providers offer certificates upon an individual's successful completion of their course, the CXPA CCXP provides an independent certification program that evaluates an individual's experience, knowledge, skills, and competency based on job related criteria.

### CCXP Certification Process Overview

There are three phases in the journey through CCXP certification, described in brief here and shown in greater detail in "Chapter 2. A Closer Look at the CCXP Program". It is possible for experienced CX professionals to complete the CCXP application and examination process in a matter of a few weeks, however more time is recommended for applicants needing to broaden or deepen their current level of CX expertise. Once earned, the certification is maintained by a renewal process completed every two years. The three phases are as follows:

1. Program Application and Acceptance
2. Exam Registration and Successful Completion
3. Use and Maintenance of the CCXP

## Program Application and Acceptance

During the application and acceptance phase, candidates learn about the CCXP program and consider their readiness to meet the education, experience and examination qualifications. Each preparation path is unique to each candidate as it's closely connected to their individual background and career. Applicants need to meet both the education and experience requirements before taking the certification exam. Those who believe their experience satisfies the criteria may apply and have their candidacy application reviewed. These requirements are described further in "Chapter 2. A Closer Look at the CCXP Program".

## Exam Registration and Successful Completion

Once accepted into the CCXP program, it's easy to schedule to take the exam in person or anywhere you are with the appropriate internet connection and equipment. Candidates may register to take the computer-based exam through Prometric/ISO-Quality Testing, Inc. (IQT), which, has nearly 900 in-person sites available in across the globe. Additionally, candidates have the option to take the exam via a remote proctor online option with suitable technology. Applicants receive exam results at the conclusion of the exam and those who achieve a passing score are awarded the CCXP certification. Detailed information about registering and sitting for the exam is available in "Chapter 2. A Closer Look at the CCXP Program".

## Using and Maintaining Your CCXP Credential

CCXPs maintain their status for two years from the award date of the credential and may use the CCXP descriptors and brand marks during this tenure. To maintain an active certification status, the CCXP credential requires ongoing professional development and the submission of a minimum of 20 renewal credits through activities such as CX-related conferences, training events, or content contributions to the CXPA. Learn more about using and maintaining your CCXP credential in "Chapter 2. A Closer Look at the CCXP Program".

## Is the CCXP Right for You?

The CCXP credential demonstrates that a professional has the experience, education and competency to lead and direct customer experience strategy, programs, projects and more. 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 of experience in CX, we invite you to apply to test for this worldwide distinction. Become a CCXP today!

## CHAPTER 2:

# A Closer Look at the CCXP Program

## The Distinction of CCXP from Other Certification Programs

There are many vendors that offer certification on their products, processes, and methodology. While those classes and certifications may provide value to CX professionals, they are not administered by a non-profit, independent association such as the CXPA. By having a strong, independent professional association create and administer the certification program, we raise the visibility and stature of the credential. If you're considering a course or coach to help prepare for the CCXP, please ensure the instructor holds a current CCXP credential and upholds the current competency framework. The CXPA Recognized Training Provider program lists many such organizations.

## Requirements for Becoming a CCXP

The CCXP program is open to all qualified candidates. The eligibility components include education and experience requirements, which are described in this section. CXPA members benefit from substantial savings on application and program fees, but membership is not required to earn the certification.

### Eligibility Requirements

Education and experience requirements are key to ensuring that the CCXP designees have a hands-on foundation of customer experience knowledge. The CCXP Program believes these requirements to be critical since academics alone cannot prepare you for what happens in a real-world setting. Eligibility requirements are described in the following chart.

Eligibility Requirements	
Education	Post-secondary Degree or global equivalent
Experience	Three years full-time CX experience with responsibilities that include engagement and experience in each of the following categories: <ul style="list-style-type: none"><li>• Customer Insights and Understanding</li><li>• Customer Experience Strategy</li><li>• Metrics, Measurements, and ROI</li><li>• Design, Implementation, and Innovation</li><li>• Culture and Accountability</li></ul>



## Alternate Pathway

Alternate Pathway Meeting Eligibility Requirements	
Education	High School Diploma (or equivalent)
Experience	Five years of work experience that includes three years of CX experience with responsibilities that include engagement and experience in each of the following categories: <ul style="list-style-type: none"><li>• Customer Insights and Understanding</li><li>• Customer Experience Strategy</li><li>• Metrics, Measurement &amp; ROI</li><li>• Design, Implementation, and Innovation</li><li>• Culture and Accountability</li></ul>

## Examination Requirement

The content of the CCXP Certification Exam is based on an industry-wide job task analysis that was conducted most recently in 2020 by a professional psychometric firm on behalf of the CXPA. As part of this process, over 300 customer experience professionals provided feedback on the importance of job tasks covering the scope of the CX profession. In 2021 CXPA updated the core competency framework and arranged the CCXP exam to match. Five performance domains for CX were identified through the results of this analysis:

Certification Exam Performance Domain	Number of Exam Questions
<b>Customer Insights and Understanding:</b> Building collective insight into customer needs, wants, perceptions, and preferences through the capture and analysis of the voice of the customer.	22
<b>Customer Experience Strategy</b> 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 CX activities, resources and investments.	20
<b>Metrics, Measurement and ROI:</b> Creation and reporting of the measures of CX success including their use in business cases to illustrate the ROI and business value of customer experience.	20
<b>Design, Implementation, and Innovation:</b> Implementing practices and approaches to continuously improve, design and differentiate customer experiences.	19
<b>Culture and Accountability:</b> Driving change and developing cross-company experience accountability from the C-suite to the front line.	19

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

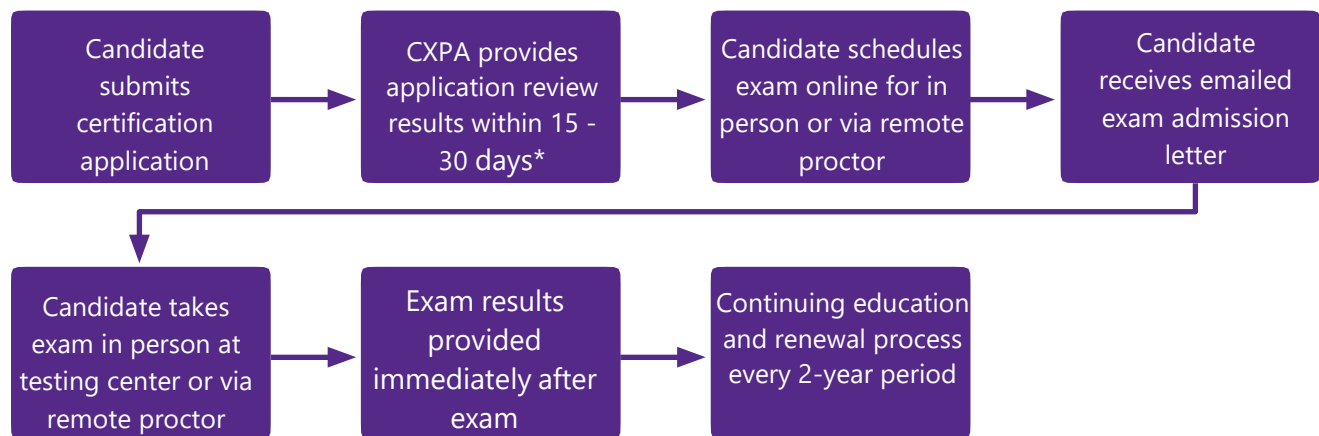
information is provided in “Chapter 3. Preparing for Certification” found later in this Handbook.

The certification exam, which is based on this blueprint, consists of 100 questions. All questions are multiple-choice with one correct answer and three incorrect options. Currently, the certification examination is offered in either English or French (Metropolitan French) and the time limit is three (3) hours.

Because of the variety of candidate backgrounds and learning styles, there is no required course of preparation for the CCXP. We recommend that you review the CXPA tools and content related to the exam blueprint [here](#). The CXPA Recognized Training Provider program identifies a variety of providers across the globe whose content has been reviewed to ensure that it is in line with the CXPA CX framework. In addition, other companies 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 CCXP Certification Process

The following flowchart provides a broad overview of the certification process.



**\*PLEASE NOTE:** The payment confirmation and application review process may take up to 15 total business days under normal conditions. There are times when application volume is high, or follow exchange of information is required, which may result in a review time of up to 30 business days. Business days in the United States are defined as Monday– Friday, 10:00 AM – 4:00 PM, Eastern time.

The three phases of the CCXP journey, introduced in section “CCXP Certification Process Overview” provided in “Chapter 1. Introduction” of this Handbook above, are described in more detail here for your consideration.

### Program Application and Acceptance

During the application and acceptance phase, candidates learn about the CCXP program and consider their readiness to meet the education, experience and examination qualifications. The CCXP



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program is open to the public, so anyone who believes their experience satisfies the criteria may apply to the program and have the CCXP Review Committee evaluate their candidacy.

To apply to become a CCXP, individuals must complete and submit the online certification application found [here](#). You will be required to create an account before you can access the application. Applicants must meet both the **education and experience requirements** before taking the certification exam by documenting completion of eligibility requirements on the application. The **appropriate** certification application fee must be submitted with the application. The following chart shows the current fee schedule.

Certification Application and Examination Fee (effective as of 4/1/2022)	
CXPA Member	\$495.00 (U.S. Dollars)
CXPA Non-member	\$645.00 (U.S. Dollars)
Non-Member including a one-year membership	\$720.00 (U.S. Dollars)

Note: The rates listed above are subject to change and may be different than the current effective rates listed in this handbook. If it is determined that you do not meet the eligibility requirement to take the CCXP exam, your fees will be refunded less a **\$150 non-refundable application review fee**. **All other fees are non-refundable.**

The CXPA membership rate only applies if you are a member in good standing at the time of application submittal. If you are interested in becoming a member when applying for certification, please submit your membership and certification applications at the same time to receive the member rate. More information about the benefits available through membership with the CXPA is available [online](#).

Not sure of your membership status? You can find it anytime at [CXPA.org](#) by visiting the [account portal](#) and logging in.

Applicants will receive email notification of the results of the application review within 15 to 30 days of application submittal. An application will be considered incomplete if the fee is not submitted, the application is not filled out, or insufficient information is provided. The application fee shall not be returned to the applicant for an incomplete application. Applicants will be given **45** days after notification to submit missing information. If the application has not been updated in that time, the original fee payment **minus** the **\$150 non-refundable application review fee**, will be refunded to the applicant.

## Exam Registration and Testing Event

### Exam Registration Process

Upon application approval, candidates will receive an email establishing a six-month exam eligibility period during which the candidate may take the exam up to three times. (The first examination is included in the Certification Application and Examination Fee; additional examination attempts incur a retake fee of **\$198.00 (U.S. Dollars) for CXPA members and \$348.00 (U.S. Dollars) for non-members.**) If an individual has not earned the CCXP by the end of the eligibility period, the application expires, and the candidate will need to begin the process again, paying the appropriate fees at the time of reapplication.

Applicants who are approved to take the exam will receive an email with their exam registration portal login credentials from [registrations@isoqualitytesting.com](mailto:registrations@isoqualitytesting.com), along with instructions on registering for the certification exam. Applicants may then go online to select the day, time and delivery method (in-person testing center or remote proctor) to sit for the exam.

The CCXP examination is a computer-based test (CBT). Certification exams are administered throughout the year by [Prometric/ISO Quality Testing](#) through approximately 900 sites throughout the world. Prometric in-person testing centers are open Monday through Friday during normal business hours, and many offer weekend and evening hours. You may search for the closest Prometric/ISO Quality Testing in-person testing locations [online](#).

The exam is also administered by way of remote proctor and can be taken in the comfort of your home or office if you meet the necessary technology and testing requirements. Please review the requirements that need to be met to take the exam by way of remote proctor on [CXPA.org](#).

After registering for the exam, candidates will receive an emailed confirmation letter, which confirms the exam delivery method (in-person test center or remote proctor), date and time of the scheduled exam, examinee ID and passcode, as well as other important information about the exam administration process. This confirmation letter is a vital document which you will be required to have printed as you sit for the exam, so please keep it safe and know that an electronic confirmation letter saved on your phone will not be accepted at the exam center or during the remote proctor session. If you misplace the email containing the confirmation letter or need help, please contact [ccxpsupport@cxpa.org](mailto:ccxpsupport@cxpa.org).

## What to Expect on Exam Day

It's critical that the CCXP certification is awarded to only qualified individuals, so the testing protocol has been designed to help ensure a legitimate examination.

### In-Person Testing Center

Upon arrival at the exam site, candidates must confirm their identity by providing a valid photo identification that includes their **legal first and last name and signature (e.g., driver license, passport, government issued ID)** to the proctor. Candidates must place all personal items (e.g., phone, wallet, coat) in a secure locker before taking the exam. You will need to enter your examinee ID and passcode in order to access the exam, so **it is essential that you bring your printed confirmation letter to the exam center.**

### Remote Proctor

Before you consider signing up for this option, we strongly encourage you to do a system check and review the user guide found here: <https://www.cxpa.org/exam-resources329>. **Please note:** We do not allow the use of MAC OS or company-issued computers regardless of operating system. The high security settings will cause the ProProctor App not to launch on exam day.

On exam day you will go through an intense set of security protocols. **Important:** Do not have your laptop/desktop connected to a docking station or other external monitors during the setup of your exam.

The following Check-In/Security procedures will be performed (Please read the user guide linked [here](#) for more in-depth information):

- Original, valid (unexpired), government issued photo & signature bearing identification is required to be visible on camera in order to take an exam. Validity and the number of acceptable IDs is predetermined by the testing vendor.
- You will be required to show your workstation and a 360-degree view of the surrounding area.
- You will be required stand up and have a scan of your person performed, to empty and turn all pockets inside-out and raise shirt sleeves above your wrists prior to every entry into the online test. If you are wearing eyeglasses you will be required to remove them for visual inspection to ensure they don't contain a recording device.
- Large jewelry items must be removed from your person prior to the exam.
- If you have long hair that covers your ears, you will be asked to pull your hair back to ensure nothing is attached to your ear that could provide an unfair advantage (such as a Bluetooth earpiece).
- Leaving the camera view while the exam is in progress is strictly prohibited unless otherwise specified by the credentialing organization.
- You are allowed two (2) ten-minute breaks during the exam. However, the exam clock does not stop during the breaks, and you will be subject to performing all security protocols again upon return to camera view.

A tutorial is provided at the beginning of the exam so that candidates can become familiar with the software prior to starting the exam. A demonstration of the software is also available as you prepare for the [exam](#).

## During The Examination Period

The CCXP Certification Exam is closed-book. No reference materials are allowed at the examination site or during the remote proctor session. No electronic devices for the storage, display or transmission of data, such as cell phones, personal digital assistants (PDAs), audio recorders, computers, or cameras are allowed at the examination site or during the remote proctor session. Candidates are absolutely prohibited from recording examination content in any format. Candidates who violate these rules will be asked to leave the site or shut down the remote proctor session 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 the CCXP Program. 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 only English or French (Metropolitan French) and the time limit is three (3) hours. For information regarding how the test is scored and what information you will receive, please see the next section for a full explanation.

## How is the Test Scored?

Your exam score is based on your total number of correct answers. **You should answer all questions**, as there is no penalty for guessing. Your performance on the test will be measured against a standard of knowledge that was predetermined using a criterion-referenced method. This standard is the basic level knowledge that can reasonably be expected of individuals with basic competence in customer experience. You will NOT be measured against the performance of the other individuals taking the test. This means that if everyone who takes the test meets the knowledge standard, everyone will pass.

The passing score for the CCXP exam was set by the CCXP Advisory Committee based on a recommendation from an international panel of experts representative of the profession. **These experts reviewed each test question, evaluated the difficulty of the question, and made a judgment as to how a professional with basic competence would perform on the question.** These judgments were analyzed statistically to determine the passing score. They used a mathematical formula derived from a modified Angoff method to perform this analysis. **The passing score varies between 70% - 80% based on the difficulty of the selection of questions on which you were tested.**

## What Information Will I Receive About My Score?

The test is designed only to distinguish those who have the basic level of knowledge from those who do not. There is no evidence that someone who receives a very high score on the test will perform significantly better on the job than someone whose score falls exactly at the passing point. **Therefore, if you pass the test, you will be informed only that you have successfully completed the credentialing process. You will NOT be notified of your actual score. If you do not achieve a passing score, you will be notified of your score and the minimum score required to pass and will receive a diagnostic report showing your performance in each content area.** This information is provided to assist you in deciding whether to retake the test and how to plan your study efforts for future tests.

## You will receive preliminary results immediately after you have finished writing the exam.

Candidates who pass the exam are issued an electronic certificate of their CCXP designation, to the email address they provided, within 14 days of completing the exam and will be added to the CCXP Directory on the same day. They can begin using the title and marks associated with it immediately upon notification of achieving a passing score and earning the certification.

## What If I Don't Pass?

The exam covers a broad range of topics related to customer experience, and some applicants will find the material too deep to successfully pass the exam on the first try. That's OK! If you did not achieve a passing score, CCXP Staff will send you an electronic notification outlining final scores and next steps required to retake the exam. The exam results letter highlights areas to study, and when you're ready, you may register and sit for the exam again during the exam eligibility period.

You may retake the CCXP examination up to three times within your six-month exam eligibility period. The exam retake fee is \$198.00 (U.S. Dollars) for CXPA members and \$348.00 (U.S. Dollars) for non-members. You may pay the retake fee 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 after three attempts will be **required to begin the process again, including paying the certification application and exam fee** in effect at the time of reapplication.

Certification Retake Fee (Effective as of 04/1/2022)	
CXPA Member	\$198.00 (U.S. Dollars)
CXPA Non-member	\$348.00 (U.S. Dollars)

## Exam Rescheduling and Cancellation

If a candidate reschedules or cancels a scheduled examination less than five calendar days prior to the scheduled examination, comes to the testing center without proper ID and/or the proper admission letter, does not comply with test environment requirements during the remote proctor session and is unable to take the scheduled examination, they will forfeit their original exam fee and will have to pay an additional \$199.00 (U.S. Dollars) for members and \$349.00 (U.S. Dollars) for non-members to reschedule the exam.

These fees, which are imposed by Prometric/ISO Quality Testing, can be waived in certain circumstances such as jury duty, a candidate medical emergency, death of an immediate family member or candidate active-duty military orders. If you experience any of the above, you must contact the exam company and provide proper documentation before being rescheduled to a new date without additional fee.

**Prometric/ISO Quality Testing and link to:** <http://www.isoqualitytesting.com/> OR 866-773-1114 (US) or 727-733-1110 (international callers) or SMT-OperationsTeam@prometric.com.

## Special Exam Accommodations

The CCXP program is committed to ensuring equitable treatment for those with a disability and/or other condition(s) that may impair their ability to take the examination. Applicants must request an exam accommodation by submitting an Accommodation Request Form and any requested supporting documentation. Reasonable efforts will be made to accommodate eligible candidates who provide documented evidence of their disability or need for special arrangements. Please email [ccxpsupport@cxpa.org](mailto:ccxpsupport@cxpa.org) to request the Accommodation Request Form.

## Using and Maintaining the CCXP Credential

Candidates who obtain the CCXP certification, have earned an important credential that helps demonstrate they are a knowledgeable, validated professional. Upon receiving notification from the CCXP program, successful candidates may use the designation CCXP after their name and will receive a certificate designating the two-year period of certification, effective on the date that the certification examination was passed. Prior to the completion of the two-year period, a CCXP must complete the certification maintenance process to maintain the designation.

The CCXP will also post the names of certified individuals on our website in order to recognize their achievement and help employers and contractors locate certified CX professionals. If you prefer not to be listed in the directory of CCXPs for any reason, please notify us by emailing [ccxpsupport@cxpa.org](mailto:ccxpsupport@cxpa.org).

## CHAPTER 3:

# Preparing for Certification

## CCXP Certification Exam Blueprint

You can gauge your readiness to take the certification exam by reviewing the exam blueprint. Reviewing the blueprint will ensure you are aware of all the topics on which you might encounter questions. If you find a particular area with which you are not familiar or comfortable, that would be an area in which to focus your study or review. If you're considering a course or coach to help prepare for the CCXP, please ensure the instructor holds a current CCXP credential and upholds the current competency framework. The CXPA Recognized Training Provider program identifies a variety of providers across the globe whose content has been reviewed to ensure that it is in line with the CXPA CX framework.

The following performance domains that are required knowledge for CCXP candidates. Each domain encompasses job tasks that should be known to candidates, as well as knowledge and skills or abilities that the candidate should possess. The following information describes each of the domains.

### *Customer Insights and Understanding (22% of Exam)*

Building collective insight into customer needs, wants, perceptions, and preferences through the capture and analysis of the voice of the customer.

Job tasks include:

- A. Assess infrastructure mechanisms and methodologies to capture internal and external CX data
- B. Design voice of the customer programs
- C. Identify customer and employee touchpoints in the customer experience
- D. Determine gaps and research strategies to address deficiencies
- E. Collect experience feedback from customers
- F. Collect customer experience and improvement feedback from employees

The customer insights and understanding performance domain includes the following knowledge, skill, and ability competencies:

- 1. Journey mapping
- 2. Process mapping
- 3. Persona mapping
- 4. Operational data
- 5. Customer data
- 6. Qualitative research methods
- 7. Quantitative research methods
- 8. Behavioral science techniques



## *Customer Experience Strategy (20% of Exam)*

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 CX activities, resources, and investments.

Job tasks include:

- A. Create a CX Strategy
- B. Align the customer experience strategy to organizational strategy, goals, and brand values and attributes
- C. Determine the strategic focus, business case, and tactics into programmatic components
- D. Develop a plan for communicating the CX strategy to stakeholders

The customer experience strategy performance domain includes the following knowledge, skill and ability competencies:

- 1. CX best practices across industry
- 2. Business strategy frameworks and planning
- 3. Intended customer experiences
- 4. Cross-business unit efforts
- 5. Interdependencies across people, process, and technology

## *Metrics, Measurements, and ROI (20% of Exam)*

Creation and reporting of the measures of CX success including their use in business cases to illustrate the ROI and business value of customer experience.

Job tasks include:

- A. Identify and align key CX metrics to organizational strategy
- B. Utilize metrics to make recommendations for executive buy-in
- C. Evaluate CX metrics and insights at the corresponding level of the organization
- D. Develop framework to link improved experience metrics to business outcomes

The metrics, measurements, and ROI performance domain includes the following knowledge, skill, and ability competencies:

- 1. Perception metrics
- 2. Descriptive metrics
- 3. Outcome metrics
- 4. CX data mining and analysis
- 5. Experience measurement and research methodologies
- 6. Key drivers and impact on business performance
- 7. Communication, reporting, and presentation of information
- 8. Self-service access to data, views, and analytics

9. Documentation and tracking of changes in CX metrics
10. Business value and ROI of investing in customer experience
11. Tools and methodologies

## *Design, Implementation, and Innovation (19% of Exam)*

Implementing practices and approaches to continuously improve, design and differentiate customer experiences.

Job tasks include:

- A. Utilize customer insights to define and prioritize experience requirements and opportunities (e.g., voice of the customer, customer journey mapping)
- B. Establish a defined CX design process
- C. Facilitate an end-to-end CX design
- D. Implement the CX design
- E. Develop a list of top customer experience improvements
- F. Integrate processes and tools for continuous customer experience improvements

The design, implementation and innovation performance domain include the following knowledge, skill and ability competencies:

1. Design thinking and customer co-creation approaches
2. Experience gap analysis and prioritization
3. Human-centered design and innovation
4. Future state journey mapping
5. Control and response plans
6. Operating plan and capabilities
7. Tactics
8. Change, project, and process management
9. Interdependencies
10. Iterative ideation and prototyping

## *Culture and Accountability (19% of Exam)*

Creating and nurturing a culture, through behaviors, practices and standards that encourages all employees to focus on delivering outstanding customer experiences. Driving change and developing cross-company experience accountability from the C-suite to the front line.

Job tasks include:

- A. Assess and determine ongoing strategies for sustaining a customer-centered culture
- B. Manage and maintain executive accountability for CX strategy

The culture and accountability performance domain includes the following knowledge, skill and ability competencies:

1. Established best practices for cultivating a customer-focused culture
2. Employee hiring, training, and coaching alignment

3. Reward, recognition, and other engagement strategies
4. CX communication strategies
5. Stakeholder and change management approaches
6. Assess and guide an organization's CX maturity
7. Customer experience impact as criteria for business decisions
8. KPI ownership
9. Sponsorship and engagement
10. Business goal alignment with customer-centric culture

Do you think you're ready? Take a look at the sample exam questions 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.

## CHAPTER 4: Maintaining Your Certification

### Certification Maintenance Requirements

The Certified Customer Experience Professional (CCXP) credential requires ongoing professional development to maintain an active certification status. As such, certification holders are required to complete 20 hours of CCXP Renewal Credits (CRCs) every two years to maintain their certification. The renewal date of the new certificate will be two years from the expiration date of the last certificate issued.

Professional Development Activity	CRC Acceptance*	Documentation Required
<b>Attending a Qualifying Program:</b> Qualifying program attendance includes trainings, seminars, webinars, conferences, podcasts, and in-company development (led by a CCXP). All qualifying programs must be aimed at developing your CX knowledge and competence.	One hour of related instruction equals 1 CRC.  A maximum of 6 CRCs will be given per day of instruction for conferences.	<ul style="list-style-type: none"><li>• For conferences and training: An agenda</li><li>• For webinars and podcasts: A description of the content and/or link to recorded webinar</li><li>• For in-company development: A certificate or a letter from employer that includes an outline of the activity and identifies the speaker/trainer as a CCXP.</li><li>• For CXPA networking events: A description of the content.</li></ul>

<b>Speaking at a Qualifying Program</b> Qualifying programs include training, seminars, webinars, podcasts, conferences, and in-company development (led by a CCXP). All qualifying programs must be aimed at developing CX knowledge and competence (excludes new staff orientation).	<ul style="list-style-type: none"> <li>Presenting at a program that was NOT organized by CXPA equals 2 CRCs per one hour of instruction</li> <li>Presenting a program that was organized** by CXPA equals 3 CRCs per one hour of instruction</li> </ul>	<ul style="list-style-type: none"> <li>For conferences and training: An agenda</li> <li>For webinars and podcasts: A description of the content and/or link to recorded webinar</li> <li>For in-company development: A certificate or a letter from employer that includes an outline of the activity</li> <li>For CXPA networking events: A description of the content</li> </ul>
<b>College or University Courses</b> Successfully completing academic coursework ( <b>OR</b> teaching) after obtaining CCXP certification. Courses must be offered for degree credit and related to CX.	One hour of degree credit in a typical 15-week semester earns 15 CRCs and a 10-week quarter earns 10 CRCs.	Transcript or grade report indicating a passing mark. For teachers, please provide your class syllabus.
<b>CXPA Contributions</b> Enhancing the CX profession through active participation on CXPA committees, networking groups, mentoring, and preparing white papers for the CXPA.	1 CRC is awarded for 1 hour of volunteer service.	Confirmation from committee chair or the CXPA.

One CRC is earned for each hour (60 minutes) spent in a planned, structured professional development activity. CRCs will be accepted for the certification renewal requirement as long as they are directly related to the [CCXP Exam Blueprint](#) and meet the guidelines listed below. CCXPs must earn a total of 20 **CRCs in a minimum of two of the professional development activity categories** (training, webinars, conferences, in-company development, college or university courses, and CXPA contributions) for renewal. CRCs 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.

\*CCXPs must earn CRCs in a minimum of two of the professional development activity categories (**trainings, seminars, webinars, conferences, podcasts, professional development, or in-company development (led by a CCXP)** towards the 20 CRCs required for renewal.

\*\* CCXP Renewal Credits (CRCs) are awarded at a higher level for presentations that add value to and give back to the CXPA community.

## Certification Maintenance Fee

The **non-refundable** certification maintenance fee must be submitted every two years with the certification maintenance application.

Certification Maintenance Fee (Effective as of 4/1/2022)	
CXPA Member	\$199.00 (U.S. Dollars)
CXPA Non-member	\$349.00 (U.S. Dollars)

## Notice of Recertification

It is the professional responsibility of each certificant to undertake qualifying activities to fulfill CCXP certification maintenance, be aware of his or her certification expiration date, and take steps to complete and submit a CCXP Maintenance application and fees in order to maintain active CCXP status.

Your CCXP certification expiration date is noted on your latest CCXP certificate, as well as in your certification records at [www.cxpa.org](http://www.cxpa.org). Approximately **three months** prior to the expiration of your certification, the CCXP certification program will send you a notice of your need to submit a certification maintenance application. **This notice will be sent to your last email address on file with the CXPA so please be sure to include the CXPA in your change of address notifications.**

## Grace Period and Lapsed Certificates

Certification holders can renew their certification any time after their date of initial certification or last certification renewal and before their current certification expires. The renewal date of the new certification will be two years from the expiration date of the last certificate issued.

An individual's CCXP status is suspended on the certification expiration date. Individuals then have three months from the date of the certificate's expiration date to become reinstated. The reinstatement process includes payment of the **renewal 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.

At the end of three months, the certification status is revoked, and the individual must re-earn the certification by applying 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 CCXP certification decisions are based on candidates meeting eligibility requirements and passing the exam. The certification program has been developed by subject matter experts who represent the geographic diversity and varying work of CX professionals. The CCXP certification program is responsible for the governance of, and all policy and standards related to the certification designation. The CCXP certification program 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

The certification program audits a number of applications each year. While the selection process for an audit is primarily random, the program 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 audit process.

Individuals who are selected for an audit are notified by email and asked to submit official documentation to support their application within 45 days of notification. During an audit, you will be asked to submit supporting documentation such as:

- Copy of academic diploma/global equivalent
- Signatures from supervisor(s) or manager(s) documenting the experience verification section of the application

Employers may be contacted directly 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 can provide comments during the certification exam. All comments and questions are reviewed and considered; 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 the CCXP certification program 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 [ccxpsupport@cxpa.org](mailto:ccxpsupport@cxpa.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, the CCXP certification program will review specific candidate comments provided in the appeal relating to the examination.

The CCXP certification program 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 decision within 15 business days following the date of review and action. For all appeals, the CCXP certification program may decide to uphold the decision, or it may take other appropriate action regarding to the request. The CCXP certification program is the final authority for appeals.

## Suspension and Revocation Policy

The CCXP certification program 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

When the CCXP certification program has reason to believe that charges against a certificate holder may be valid, it shall notify the certificate holder by e-mail or other delivery verified manner. A second contact will be sent after 30 days if no response is given from the initial notice. The certificate holder will have the opportunity to present their defense to the CCXP certification program in writing. The suspension or revocation shall remain in effect until the CCXP certification program reviews the case. The CCXP certification program shall then uphold or deny the suspension or revocation.

A certification holder whose credential 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 regarding the CCXP certification policies, practices or publications should be addressed to [ccxpsupport@cxpa.org](mailto:ccxpsupport@cxpa.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 CCXP Advisory Committee for their consideration. All complaints will be evaluated with respect to the policies and procedures of the CCXP certification program 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 CCXP program will release application and pass/fail information only to the applicant and only in writing. The exception to this is the published list of CCXP professionals that the CXPA 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 experience professionals.

## CXPA Statement of Nondiscrimination

The CXPA 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 customer- focused 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 is the most compelling reason to use a customer journey map as part of a customer experience strategy?**
  - a. To understand customer segmentation
  - b. To identify which sales channels are underperforming
  - c. To prioritize a roadmap for closing gaps
  - d. To make investment decisions on customer management systems

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	c	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. We encourage you to go at your own pace and seek training if needed.

### Taking the Exam in Person or via Remote Proctor

- ☐ Printed copy of the candidate admission letter you received after registering for the exam. If you misplace the email containing the candidate admission letter, please send an email request to [ccxpsupport@cxpa.org](mailto:ccxpsupport@cxpa.org) to be sent a new email. For help prior to attempting to take the exam, please contact the exam vendor listed below:

**For in-person testing: Prometric/ISO Quality Testing:** <http://www.isoqualitytesting.com/>  
OR call 866-773-1114 (US) or 727-733-1110 (international callers) or email  
[SMT-OperationsTeam@prometric.com](mailto:SMT-OperationsTeam@prometric.com)

**For remote proctor testing:** If you require technical support before or during your exam, please contact Remote Proctor Help here:  
[https://ehelp.prometric.com/proproctor/s/?language=en\\_US](https://ehelp.prometric.com/proproctor/s/?language=en_US)

- ☐ A valid photo identification that includes your legal first and last name and signature (e.g., driver's license, passport, government issued ID)
- ☐ Exam center location and phone number (just in case!)
  - ☐ Address and Phone number of testing center:

OR

- ☐ Technology and Equipment Requirements Check for Remote Proctoring
  - ☐ Yes, I meet all the requirements for taking the test via remote proctor
- ☐ Map to the exam center, if needed
- ☐ Before beginning the exam you'll need to place personal items such as your phone, wallet and coat in a secure locker or away from you if using remote proctor, and because you aren't allowed to have electronic devices for the storage, display or transmission of

data, such as cell phones, personal digital assistants (PDAs), tape recorders, computers, or cameras -- you will have to secure those, too. The recommendation is, "If you don't need it, don't take it!"

## Taking a Quick Readiness Assessment

- ☐ Review the exam topics in section "Certification Exam Blueprint" found earlier in this Handbook
- ☐ Review the sample exam questions in the section "Sample Exam Questions" found in Appendix A of this Handbook

## The Examination Process

- ☐ A tutorial is provided at the beginning of the exam so you can become familiar with the software before starting the exam
- ☐ A [demonstration](#) of the software is also available as you prepare for the exam

## About the Exam

- ☐ The exam consists of 100 items
- ☐ All items are multiple-choice with one correct answer and three incorrect options
- ☐ The exam is offered only in English or French (Metropolitan French) only
- ☐ There is a three (3) hour time limit for completing the exam
- ☐ Your results are provided immediately upon completing the exam