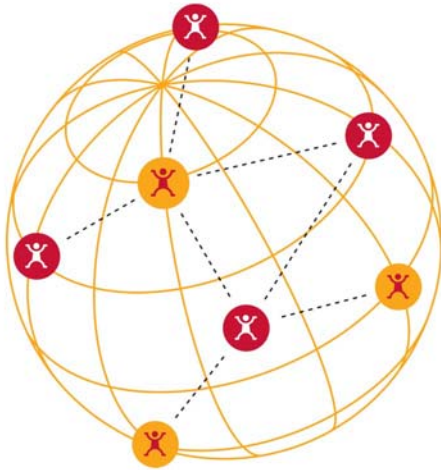


TRAINING PROGRAM OUTLINE



MKG-118E OPTIMIZING CALL CENTER PERFORMANCE

DESCRIPTION

A 5-day Training Program to provide participants with the fundamentals of successful call center performance management and strategies used in optimizing today's call center performance. This hands-on Training Program is interactive and is designed to help participants immediately apply the tools and methodologies learned during the program to improve the performance of their call centers.

OBJECTIVES

- Demonstrate proven call center 'best practices'
- Outline what call center data should be used to more effectively manage your center's performance
- Assist each participant to create an 'agent' productivity variation analysis sample to ensure their knowledge and understanding of certain key metrics
- Outline the difference between the 'tabular' approach to quality monitoring and the 'holistic' approach of a rigorous quality management program including the creation of a call quality document by each participant



- Equip participants with a strong understanding of the winning elements of a high performance work culture
- Provide participants with a coaching model which creates a culture of continuous improvement
- Provide participants with current call center trends
- Provide participants with a 'snapshot' of how their call centers are performing thus allowing them to make positive changes for their improvement

TOPICS

Part I – Introduction

- Contact centers
 - Definition
 - Evolution
- Performance management
 - Goals, Measurement, Visibility and Action (GMVA) management approach
 - Discussions on performance in participants' call centers

Part II – Productivity

- CSR productivity measurement
 - Useful and fair ways to measure productivity
 - Building a working definition of 'productivity'
 - Developing a formula to measure productivity
- Creating the structure for productivity measurement
 - Review of normalized/true/adjusted calls per hour
 - Why it is used in successful centers today?
 - Customer Service Representative (CSR) 'log-on' guidelines
 - Identifying and developing Automated Call Distribution (ACD) 'use of work states'



- Analyzing agent performance report from participants' ACD
 - Manipulating data in Microsoft Excel
 - Creating highly graphical reports of CSR's performance
 - Creating visibility for true calls per hour, average handle time and average daily log on

- Interpreting and using the data
 - Variation analysis
 - Discussing and interpreting CSR productivity 'picture'
 - Sharing the information with CSR

- Customer wait time management
 - Service level
 - How to develop the framework to manage it
 - Difference with response time
 - Critical process to managing service level
 - Alert system
 - Average Speed of Answer (ASA) abandonment rate
 - CSR impact on customer wait time
 - Shrinkage or Rostered Staff Factor (RSF)
 - Reaction strategies to overstaffing and understaffing
 - What is Erlang?
 - Evaluation of participants' ways of managing customer wait time
 - Using Hills Turbo Tables® and application performance report data
 - Interpreting Erlang C results
 - Discussions on existing opportunities and solutions

- Educating the staff
 - The 'Power of One' as a first step
 - How to implement it

Part III – Quality

- Managing call quality in today's call centers
 - Definition of 'quality' at the center and individual CSR level
 - Definition of a quality phone call
 - Four key areas of call quality
 - Consequences of not managing call quality



- Ways of measuring call quality
 - Types of quality monitoring
 - Quality monitoring systems
 - Tabular versus holistic monitoring
 - Quality call calibration methodology
 - What is calibration?
 - How calibration is done
 - Developing the measurement data into an easy format
 - Productivity/quality matrix
 - Sharing the data
 - Openness of the data
 - Visibility of the data
- Quality workshop
 - Assessing call quality with call samples from participants' call centers
 - Quality call definition and analysis on participants' call centers
 - How is call quality measured?
 - What type of call quality is provided by CSR?
 - Review of participants' quality document and suggestions
 - Side by side and remote monitoring of CSR

Part IV – Continuous Improvement

- Knowledge and skill mastery
 - First and second basic performance balances
 - The three rights of the worker
 - Team leader/supervisor's roles and responsibilities
 - Identifying opportunities for improvement in day to day activities
 - Review gaps and introduce a 'needs focused' training program
 - Knowledge and skill gap analysis
 - Personal growth plans
 - Positive management techniques
 - Knowledge and skills impact on CSR
- Coaching
 - Role of a coach
 - Finding the time to coach



- Coaching to behaviours
- Motivation and its importance in coaching
- Different coaching styles
- Different leadership styles
- The final step of coaching
- Review of participants' coaching process
 - Selective 'one on one' coaching observation with feedback

TARGET AUDIENCE

- Customer service and call center executives and senior managers seeking an in-depth examination of call center management practices to optimize their call center's performance
- Telecommunications managers and personnel responsible for continuous improvement of call centers
- Managers looking to complement their skill-set by gaining a good understanding of the factors that can directly affect the productivity and quality of call centers

METHODOLOGY

Our Training Programs combine expert presentations, workshops, and discussions on real-life situations faced by participants. Complete training material is provided to all participants for future reference and follow-up action plans.



LOCATION

Our Training Programs are held at regular intervals in selected cities around the world. Upon request, our expert trainers can lead Training Programs at the location of your choice. If interested, please contact us at training@neotelis.com.

EXPERTISE

Neotelis provides consulting and training services to telecommunications organizations worldwide. Its team of experts has trained thousands of executives and managers working for operators, regulators, policy-makers and governments in over 100 countries around the world.

