

Jump Start

Improving New Hire Quality and Performance



SITUATION

Lack of Confidence Hurt Initial Performance

New employees are regularly introduced to client programs, due to either normal attrition or program growth. One client required five weeks of training for new agents and two weeks of nesting. In spite of the extensive training, new agents often remained unsure of their skills when the time came to answer actual calls. This lack of confidence translated into long hold times, longer call handling times, and lower quality scores.

RESOLUTION

Jump Start

Center Partners changed the Learning and Development program for this client to give new hires more support and more frequent feedback. Agents-in-training were required to complete a three-week fundamentals class, followed by Jump Start—a mentoring program with a ratio of one coach to four new agents. This innovative and highly practical program brought new-hire quality and performance up to new levels by including the following elements:

- An orientation session told new agents what to expect in a call center environment and reviewed processes, procedures, call flows, and scripts.
- A one-hour training session began the first six days of production, refreshing the group's product knowledge and system navigation information.
- The mentor monitored quality and gave feedback directly to the agent three times each day.

- A debriefing workshop ended the first six days of production, giving agents an opportunity to discuss issues that arose during the day and to brainstorm with their new-hire team on ways to handle unusual call situations.

OUTCOMES

Reduced Time to Competency

Jump Start helped new employees understand their personal contribution to the client's overall strategy to deliver excellent customer service. The program reduced time to new-hire competency by helping agents make the transition from training class to call production with more confidence. The improved new-agent performance more than offset the additional resources required to provide additional mentoring and coaching. Center Partners developed the Jump Start program in partnership with the client, exchanging information and retooling the original training program to produce superior results in a shorter period of time. As this client experienced with Jump Start, Center Partners welcomes the opportunity to effectively become an extension of each client's organization—partnering to improve business results.

Key Benefits of Jump Start

- Average call handling time reduced by 10%
- Average on-hold time reduced by 7%
- Quality scores improved from 87 to 94 points
- Reduced early-tenure attrition
- Reduced cost-to-serve by reducing time-to-competency by 30%