

Match Contact Center Talent to Key Performance Indicators

1. For the company that adopts a work from home workforce, how do they balance this environment with the privacy laws in place?

There are several different privacy elements and standards that should be considered in an at-home environment depending on the industry. The privacy rules required in a traditional center in many cases can be modified and portable for an at-home environment. For instance, for call types addressing personal account information and processing credit card payments, Payment Card Industry (PCI Standards) or for the healthcare and insurance industry, Health Insurance Portability and Accountability Act (HIPPA Standards). We have found this balance to be a cultural barrier or a perceived IT barrier. We would be happy to discuss any individual specific instances.

2. How do you recommend training for virtual agents? Would webinars serve the purpose?

Depending on the job type, complexity and duration of the training, it could be as simple as webinars; however, there are various solutions that can create virtual teams, virtual white boards, and interactive group settings. The need to deploy those are dependent upon the duration of the training. For example, 12 weeks vs 2 weeks, the technical aspects of the training as well as nesting requirements.

3. Describe how I can start implementing the use of hiring analytics in our hiring and selection life cycle so that we can capture the data that will allow us to learn more about our inefficiencies?

If you are currently using an applicant tracking system to track standard recruiting metrics, then requesting performance reports from your business partners would be a great start (training graduation data, training will

vary depending on the tools and reporting options you have available within your center. Our team would welcome the opportunity to discuss best practices and recommendations specific to your environment.

4. How many U.S. Employers are using 30-40% supplementation with work-at-home agents?

It's an unknown but we see it rapidly changing for two reasons. First, all contact center leaders strive to optimize scheduling to meet inbound call activity and daily or seasonal fluctuations. In fact, call centers that recognize work-at-home as a solution to help address a workforce management/scheduling/customer satisfaction issue that could not be addressed in a traditional brick and mortar environment. Secondly, many leaders are leveraging work-at-home agents to upgrade the current workforce or bridge talent gaps.

5. What assessments do you recommend?

Depending on the industry and size of the center, there are several options. While there are off the shelf assessments, it is highly recommended to partner with a contact center specialized consulting firm or talent management professional in efforts to align with your unique environment.

6. Do you have a best practice of who should conduct exit interviews?

Conducting in-person exit interviews is preferred; however, a third party is also very effective. To streamline the process, we experimented with online exit interviews but the results were less than desirable.



7. How do you overcome the legal hesitations of using an assessment as a knockout before the interview?

In working with more than 3,500 contact center customers, it has been our experience that the use of assessments as “knock out” varies based on the organization’s risk tolerance. How and when assessments are used within the hiring workflow often varies by client. Manpower’s approach to assessments is inserting it on the front end of the process. This enables the recruiter to best direct the candidate to the most appropriate job based on interest, experience and qualifications. Organizations may experience legal hesitation if the assessments have not been validated for use with the targeted job or job family. Using well validated assessment tools to help narrow the applicant pool to a more qualified set of candidates prior to spending costly time and effort on an interview is an efficient, objective, and defensible way to enhance the pre-hire selection process.

8. Can you give us an example of how you would link interview questions to assessments?

Many customized assessments provide output reports that enable recruiters and hiring managers to probe further. Depending on the assessment and skills measured, interview questions can be designed to supplement the assessment. There are customized assessments (i.e. FurstPerson, Shaker Consulting) that create customized interview questions to supplement the assessment or Manpower has designed specific questions to compliment various assignments.

9. How does dependability relate to the soft skill measurement of attendance?

There are many different assessment tools on the market. Dependability is one of several personal characteristics measured within the Manpower CC ExpertMatch™ Soft Skills assessment. Individuals who score higher on the Dependability scale tend to be more likely to follow rules, policies, and procedures, adhere

to schedules, and demonstrate more conscientious behavior overall, including typically higher levels of attendance. One recent study, for example, showed that individuals with higher scores on Dependability had 57% fewer absences per month than individuals with lower scores on Dependability.

10. Can you please summarize “Managing the Full Lifecycle of An Agent?”

Here are the 5 steps to this process.

- 1) Create a Successful Hiring Profile – Conduct a job analysis, gain understanding of your organization’s culture and talent needs. Go beyond a job description.
- 2) Implement a customized contact center assessment tool – There are many tools available on the market. Consult knowledgeable talent acquisition partner to determine the best assessment for your environment.
- 3) Standardize the interview process – Put processes in place to ensure all recruiters and hiring managers fully understand the hiring profile, competencies and skills required and leverage the assessment results to probe further to best understand the candidate.
- 4) Measure Performance – Capture those agents who are performing and meeting expectations and those agents who are not performing or have chosen to leave the organization.
- 5) Lastly, take the performance and attrition data to calibrate the hiring profile and measure ROI on sourcing channels, assessments and the overall hiring and selection process.

11. What are the 3 things employees know or believe when a strong culture is in place?

When an organization has a strong culture, three things happen: Employees know how top management wants them to respond to any situation; employees believe that the expected response is the proper one; and employees know that they will be rewarded for demonstrating the organization’s values. (Source: HRCI)