

Table of contents

Management practices: Supervisors/team leaders .3	Training methods for new agents..... 18
Attributes of a great supervisor3	Agent training areas 19
Evaluating supervisor performance3	Agent classroom training time..... 19
Model of supervisor roles4	Agent on-the-phone training time..... 20
Ways for supervisors to improve.....5	Training time changes 20
Supervisor development model5	Drivers for change in training time..... 21
New supervisor training6	Ongoing training for existing agents 21
New supervisor training methods6	Ongoing training time..... 22
How supervisors spend their time7	Months to become fully-functioning CSR... 22
Obstacles to supervisor time.....7	Training program changes planned over the next 12 to 18 months 23
“Must-do” items for supervisors.....8	Developing multi-media agents 23
“Must-not-do” items for supervisors8	Motivation and incentive programs..... 24
Management practices: CSRs/agents9	Keys to success for motivating agents..... 24
Attributes of a great call center agent.....9	Biggest challenges to motivation..... 24
Top three measures for evaluating agents9	CSR incentive programs 25
Building agent competencies.....10	Top incentive programs 25
Improving agent productivity10	Incentive effectiveness 26
Improving customer service quality11	Incentive funding..... 26
Managing poor performers11	Other ways to motivate agents..... 26
“Must-do” items for driving agent behavior.12	Communication 27
“Must-not-do” items for driving agent behavior.....12	Keys to success for communication..... 27
Retention strategies13	Challenges to communication..... 27
Hiring and recruiting.....14	Methods of communication 28
Top qualities to look for when hiring supervisors.....14	Home-based/remote agents..... 29
Supervisor talent pool.....15	Home-based agents..... 29
Top qualities to look for when hiring agents 15	Criteria for home-based agents 29
Most effective recruitment screenings.....16	Business reasons for home-based agents 30
Keys to a successful hiring program.....16	Specific function handling 30
Challenges in hiring and recruiting.....17	Future plans for home-based agents 31
CSR/Agent training18	Keys to success for home-based agents 32
	Challenges with home-based agents 32

Table of Figures

Figure 1 – Supervisor roles and responsibilities	4
Figure 2 – Supervisor development model	5
Figure 3 – New supervisor training	6
Figure 4 – New supervisor training methods	6
Figure 5 – Supervisor time distribution	7
Figure 6 – Supervisor qualities for hiring	14
Figure 8 – Agent qualities for hiring	15
Figure 9 – Agent recruitment screenings	16
Figure 10 – Agent training methods	18
Figure 11 – Agent training areas	19
Figure 12 – Agent classroom training time (weeks)	19
Figure 13 – Agent on-the-phone training time (weeks)	20
Figure 14 – Agent training time changes	20
Figure 15 – Days of ongoing agent training per year	22
Figure 16 – Months to become fully-functioning CSR	22
Figure 17 – Training program changes for next 12-18 months	23
Figure 18 – Methods for developing multi-media agents	23
Figure 19 – Use of incentive programs	25
Figure 20 – Are your incentive programs effective?	26
Figure 21 – Do you allocate funding for incentives?	26
Figure 22 – Methods of communication	28
Figure 23 – Do you employ home-based agents?	29
Figure 24 – Reasons for home-based agents	30
Figure 25 – Do home-based agents handle specific functions?	30
Figure 26 – Future use of home-based agents	31