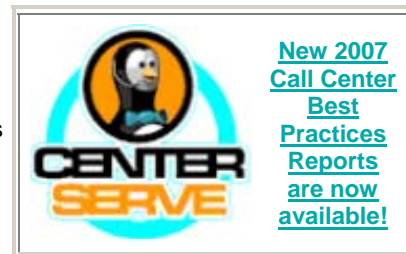




Best-in-class call centers: Scorecards for success

How does your call center measure up? The first step toward delivering world-class customer service in today's environment is to separate the different components that contribute to a successful call center and evaluate your performance in each area. This series will focus on the Contact Center Model, which breaks the call center into its five key components - Strategy, Processes, Technology, Human Resources and Facilities. Each section will include a short scorecard to evaluate your current call center performance.



Module 5: Human resources

This tutorial continues our evaluation of the Contact Center Model and provides a scorecard for examining the fourth component, Human resources.

Context

The **Contact Center Model**, shown in Figure 1, illustrates the importance of strategy in the overall health and success of a call center. To learn more about the Contact Center Model, see [Module 1](#) of this tutorial series.

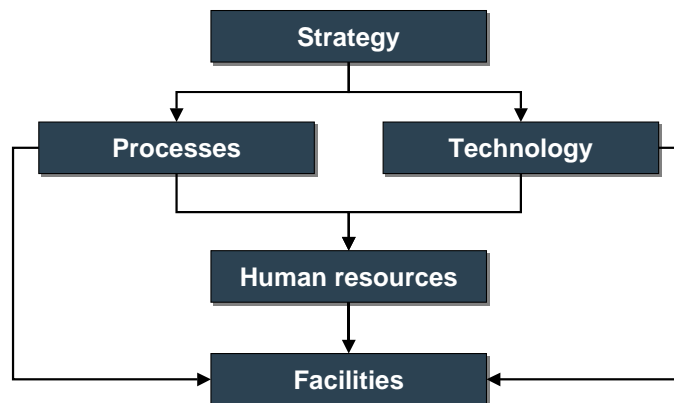


Figure 1 - Prosci's Contact Center Model

Human Resources

Human resources are key to the success of your call center. **Evaluate** yourself on the following questions. All questions are on a 1 - 5 scale, with 5 being the highest score and 1 being the lowest score. For each statement, circle the appropriate score for your call center.

1. Our current **organizational design** and reporting structure is an enabler to our strategy and processes.

1 2 3 4 5

2. We have up-to-date **job descriptions** that clearly outline job responsibilities. Compensation is equitable based on industry comparisons.

1 2 3 4 5

3. Our **hiring and recruiting processes** support the call center strategy and goals, and we employ processes and tools, including exit interviews, to improve employee retention.

1 2 3 4 5

4. Managers help develop career paths and **professional development plans**, and use fair performance evaluation procedures.

1 2 3 4 5

Total points you received out of 20 possible = _____

Total your score for this short assessment. This score will give you an overall indicator of the "health" of your call center strategy:

Score	Rating
17-20	Excellent
12-16	Good
8-11	Fair
5-7	Poor
4	Failing

Key elements of call center human resources

There are three key areas to focus on when considering the **human resources** aspects of your contact center. Examples of elements to consider are listed in the table below:

Call Center Human Resources Element	Description
Recruitment	<p>Job descriptions</p> <p>A well-written job description allows you to attract the right candidates. An ideal job description should contain the following information:</p> <ul style="list-style-type: none"> • organizational overview and job context • description of position • relationship to other positions • required skills and experience • pay level or salary range <p>Recruitment</p> <ul style="list-style-type: none"> • determine staffing needs and hiring criteria • develop a recruitment strategy including channels for finding possible candidates, possible channels include: <ul style="list-style-type: none"> ○ contract with a specialist ○ use government employment agencies ○ place advertisements in local newspapers and websites ○ talk to college career counselors ○ reward current employees for each successful hire they initiate • use screening techniques to make sure candidates are suited for the job • make sure candidates are fully aware of all of the aspects of the job
Training	<p>Determine content areas for training</p> <ul style="list-style-type: none"> • Hard skills (areas specific to your organization and the job itself) <ul style="list-style-type: none"> ○ product/service information ○ business processes ○ escalation procedures ○ systems ○ media type <ul style="list-style-type: none"> ▪ incoming and/or outgoing phone contacts ▪ email requests and text chat ▪ web calls ▪ mail, fax

	<ul style="list-style-type: none"> • Soft skills (the manner in which you want customer contacts to be handles and how you want agents to handle their work) <ul style="list-style-type: none"> ○ customer handling skills <ul style="list-style-type: none"> ▪ listening skills ▪ etiquette and "netiquette" ▪ contact control techniques ○ sales skills ○ corporate "message" ○ time and work management <p>Determine training methods</p> <ul style="list-style-type: none"> • classroom lecture • computer-based training (CBT) • self-paced • role-play • on-desk with coach <p>Develop training sequence and examinations</p> <ul style="list-style-type: none"> • determine the order in which to deliver content areas • if using tests for evaluation, develop questions and testing method
<p>Performance Management</p>	<p>Factors that contribute to successful ongoing performance management:</p> <ul style="list-style-type: none"> • ongoing training: targeted refreshers and new processes and procedures • communication: feedback regarding individual, team and overall call center performance and actions/plans to improve • rewards and incentives: individual and team motivation programs to improve productivity and performance • coaching: input from supervisor or team leaders to improve performance, meet standards and attain personal goals • quality monitoring: program of contact review, evaluation, feedback and action

These areas are high-level overviews of considerations for your human resources plan. If you need to do detailed planning, we recommend the [Call Center Planning and Design Toolkit](#) for in-depth information on recruitment strategies, training programs and performance management.

The newly released [2007 Call Center Best Practices Reports](#) contain data on recruitment, training and performance management programs from 250 contact center managers worldwide. Find out what others are doing to ensure the success of their call centers.

Summary

This tutorial focused on important components of call center human resources and how to determine if your current strategy is appropriate for your organization.

The [Call Center Planning and Design Toolkit](#) contains a **Master Planning Guide** to lead you through the process of reassessing your call center performance and strategy. It will help you identify the areas for improvement, and it gives you detailed steps on how to evaluate each identified area. The toolkit provides step-by-step instructions, templates and checklists for developing your own specific Contact Center Model - including your strategy, processes, technology, human resources and facilities. Key aspects of the [Call Center Planning and Design Toolkit](#) include:

- a comprehensive planning checklist and design guidelines for successfully setting up a new call center or redesigning your existing call center
- the approach and tools to help you create a contact center strategy and manage the implementation effectively

Find out more about the Planning and Design Toolkit by visiting the webpage, emailing callcenters@prosci.com or by calling 970-203-9332 to speak with an analyst.

Coming up...

The next tutorial in this series will provide a scorecard for evaluating your call center facilities.

Recommended resources:

This tutorial provided information from Prosci's [Call Center Planning and Design Toolkit](#). This toolkit can be used for starting or reengineering call center operations for improved performance. More information on this and other call center products can be found in our [Bookstore](#).

Call Center Planning and Design Toolkit	A comprehensive guide to call center strategy, planning and design ; an excellent resource for new contact center start-ups, existing call center improvement and future planning with detailed templates and planning roadmaps.
2007 Best Practices Reports	Over 250 call centers from around the world share how they have improved service quality, productivity and customer satisfaction. This report shares lessons learned by call center managers regarding their most effective management practices .
Call Center Business Performance Packages	Find a call center package to meet your needs and save 20-25% off the list price.

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