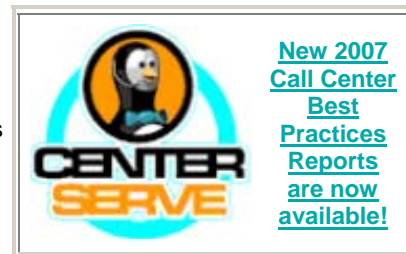




Best-in-class call centers: Scorecards for success

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 6: Facilities

This tutorial continues our evaluation of the Contact Center Model and provides a scorecard for examining the final component, Facilities.

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.

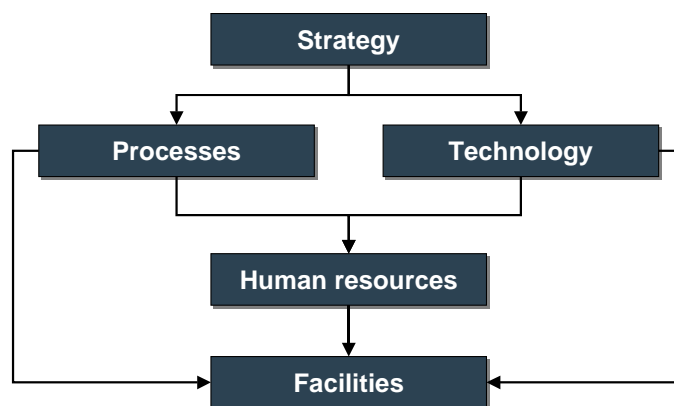


Figure 1 - Prosci's Contact Center Model

Facilities

The last key element of the call center model is Facilities. **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. The location of the call center is well-suited and meets the call center's needs in terms of labor availability and access to networking.

1 2 3 4 5

2. The building, furniture, lighting and HVAC provide a conducive atmosphere for the call center employees.

1 2 3 4 5

3. We have adequate facilities to cover common outages including power black-outs and cut utility lines (network or phone lines).

1 2 3 4 5

4. We have a growth plan or scalable facilities to accommodate shifts in contact volume.

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 facilities

Stress levels at contact centers are often higher than in other areas of your organization. The facility design can make a significant difference in the **operational effectiveness** and **mood** of a center. A well-designed, comfortable and safe facility can help:

- reduce turnover and training costs.
- reduce absenteeism and disability claims.
- increase CSR productivity and teamwork.
- increase employee satisfaction, thereby increasing customer satisfaction.
- make the call center a part of an organization in which people want to work.

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

| Call Center Facilities Element | Description |
|--------------------------------|--|
| General layout | <p>The layout of a call center's work area is crucial for productivity. Plan for the following:</p> <ul style="list-style-type: none"> • Flexible designs <ul style="list-style-type: none"> ○ Equipment and furniture should be mobile, modular, easy to assemble and height adjustable where possible. Call center requirements change! • Open work spaces and a collaborative environment <ul style="list-style-type: none"> ○ Cube-farms are not the thing for call centers! Use workstation designs with sound-resistant low walls to enhance team communications. • Clear lines of sight on the floor so that supervisors have a clear view of their teams • Ample storage space for personal items • Color schemes and plants to break up large open plan areas |
| Components of a contact center | <p>CSR workspace</p> <p>Industry standards for workspace vary both internationally and by region and range from 50 – 100 sq. ft. per CSR not including common space areas. The workspace you have designated for each person will depend on the nature of your organization:</p> <ul style="list-style-type: none"> • How much paper is required? • How much equipment is on each desk? • How much “common space” is in your contact center? • Will CSRs share the same workspace (i.e., based on |

shifts, will two individuals share the same desk)?

Consider hiring an architectural firm that has expertise in call center design. They will help you optimize the space.

Reception area

The reception area is important, especially if customers (or potential customers) will be visiting your center. What message do you want to deliver? How much security is required in this area?

Common areas

CSR breaks are short and rigidly-structured to ensure performance targets are met. Therefore, comfortable and accessible break rooms, ample kitchen facilities (e.g., are there enough drink machines?) and adequate rest rooms that are strategically located will impact good schedule adherence. When designing, consider the following components:

- **Team areas** that display team performance and competition results
 - How much space is required? How visible do you want individual and team results to be? Build in display boards.
- **Kitchens**
 - Are there enough microwaves for use during peak break times? You don't want people waiting for a machine to become available.
- **Training rooms**
 - Ample power supplies and mobile equipment.
 - Walls designed to accommodate flipcharts and whiteboards.
 - Flexible room configurations so that large rooms can be divided for use with smaller groups.
- **Restrooms**
 - Located close to the work area; CSRs should not have to go far to use the rest room.
- **Technology equipment rooms** (computer rooms, switch rooms)
 - Rooms should be designed with ample space, raised floors, special fire prevention/extinguishing systems, temperature and humidity controls.

Some call centers have “**quiet rooms**” and even bring in massage therapists to help relax CSRs. Other centers have exercise areas that are located on the premises. Including the following in your contact center will add great value to your

| | |
|--------------------------|---|
| | <p>CSRs:</p> <ul style="list-style-type: none"> • quiet rooms and break rooms • exercise room • child care facilities • quality monitoring and performance feedback suites • deli, snack shop or other independent kiosk |
| <p>Ergonomics</p> | <p>Ergonomics make a huge difference in reducing disability claims and making the workspace comfortable for CSRs.</p> <p>Consider the following:</p> <ul style="list-style-type: none"> • natural lighting and task lighting to reduce glare • adjustable chairs, desks, and monitors • ergonomic keyboards and headsets • noise reduction |

If you need to do detailed planning, we recommend the [Call Center Planning and Design Toolkit](#) for in-depth information on facilities considerations for your contact center.

Summary

This tutorial focused on important components of call center facilities and how to determine if you are positioned for success. A well-designed integration of the five Contact Center Model components is necessary to ensure your call center performance. The following tools were written to help you improve the operations of your contact center:

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

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.

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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