

Increasing Customer Satisfaction Through Streamlined Call Center Operations

Overview: The Situation

A major financial services company has customer service call centers in six U.S. locations. These centers are staffed by first-level phone representatives who field thousands of customer calls each hour. Some locations have peak seasonal staffing demands at the year end and at tax season.

The Challenge: Reducing Turnover, Increasing Quality Hires

When Veritude began working with this client, one of the call center locations was experiencing problems with high employee turnover. This ongoing challenge became especially troublesome during peak seasonal demand periods, when the temporary workforce surged to 150 employees. In addition, the same location was struggling to find qualified candidates to fill both new and replacement positions. These difficulties had resulted in increased training costs, reduced employee morale, and lower productivity, which in turn, were having a negative impact on customer satisfaction.

Because these problems are endemic to the call center industry, the client was unsure the overarching issues could be resolved. Instead, the client had concentrated on replacing lost employees as quickly as possible to ensure that business operations could continue uninterrupted.

Identifying the Problem: Strategic Analysis through Veritude Consulting Services

“Our Call Center Optimization process helped transform the way our client looked at the use of contingent labor. Suddenly they were viewing it not just as staff performing specific functions, but as an opportunity to measurably increase productivity.”

- Jonathan Saint-John
VP, Relationship Management
Veritude

Veritude began supporting this call center during a time of peak seasonal demand. Initially, the focus continued to be on filling the open requisitions as quickly as possible. However, Veritude soon realized that there were bigger problems that needed to be resolved. At the same time as our recruiting and staffing specialists were finding the best candidates to fill the client's open positions, Veritude's strategic consulting team was working to identify the larger process issues.

Following an in-depth analysis, this consulting team pinpointed three key process concerns:

- Problematic shift schedule

Through interviews with candidates and employees, Veritude determined that shift times were a primary reason for the call center's recruitment difficulties.

- Management of contingent labor

Veritude observed that many of the call center's hiring managers were inexperienced in managing a contingent labor force, and concluded that additional training in this area could help to reduce employee turnover.

- *Workforce quality*

Veritude also uncovered workforce quality issues that, if addressed, could further reduce employee turnover.

The Solution: Improved Schedules, Creative Recruiting, Staff Training, Personalized Support

Once the analysis was complete, Veritude proposed a multi-level solution:

- *Flexible schedules - enhance recruiting and retention*

Veritude determined that by modifying shift schedules, it would be easier to fill positions. Working with the client, Veritude identified peak coverage times and devised a part-time, flex-time schedule that would ensure the client had the coverage they needed. These shorter shifts made it easier to fill open positions.

- *Creative recruiting strategy - increases quality hires*

Veritude solved employee quality issues by devising a creative recruiting program through alliances with top colleges and universities. This program enabled Veritude to hire graduate-level business students as temporary phone reps. These students possessed both excellent communication skills and the level of financial services knowledge that was critical to the client.

- *Training - reduces turnover and hiring costs*

Veritude partnered with client managers to better understand management differences between temporary and regular, full-time staff, and to develop and implement a customized management training module. As a result, Veritude was able to help the company's hiring managers better understand what it takes to be successful in managing a staff with a large percentage of contingent workers.

- *Personalized account support - streamlines processes and fulfillment*

Veritude placed a full-time account person on-site which enabled us to quickly and efficiently respond to hiring managers' requests, issues and needs. Plus, Veritude was able to respond instantly to volume staffing requests - a critical need during peak seasonal times.

The Results: Quality Associates, Streamlined Processes, Satisfied Customers

The Veritude solution remedied the recruiting and retention problems, while streamlining the call center's operations. This freed the client's management team, allowing them to invest their time in improving the customer's experience.

Unlike traditional staffing firms, Veritude works proactively to uncover process issues and identify solutions, then involves the client in the solution development. "Veritude stood apart because they took the time to strategize with my team about specific needs and necessary skills," said Tom Johnston, Director of Contingency Staffing for the financial services company.

As a result, instead of workforce quality issues and high turnover, the call center had new temporary associates who were well suited to the business environment. In fact, during one calendar year, 100 of the 400 temporary associates were transitioned to full-time regular employees. That's an impressive statistic that is directly related to the close collaboration fostered by Veritude's customer-centric business model. By assigning dedicated staff to

support accounts, Veritude is able to get involved in a client's business at a level other firms can't match.

"Veritude makes my life easier," Johnston said, noting that Veritude's on-site management solution enables clear accountability. "They handle scheduling, evaluation and reporting. Consequently, my managers can invest more time in raising the quality of our customer's experience."

With regular strategic reviews and ongoing process enhancements, Johnston claims Veritude has significantly contributed to his organization's success. The end result is satisfied customers and a more successful business.



Give Us A Call Today

Interested in learning more? Contact your Veritude Sales Representative or call 800-597-5537 to discuss our superior staffing services and learn how we can put them to work for you.