

Client Success Story

Performance Management & Employee Engagement



EXECUTIVE SUMMARY

Company:

A worldwide language solutions provider

Challenges:

Understand why attrition is occurring

Understand the financial impact of attrition

Understand best practices for maximizing retention

Provide performance clarity for the operations team

Educate the entire business on improved focus

Solutions:

Implemented corporate restructuring

Analyzed and modified compensation plans

Created flexible scheduling

Results:

Decreased employee attrition

Increased employee engagement and organizational support

Anticipated savings more than \$2 million

Background & Challenges

A worldwide language solutions provider recognized that performance improvement opportunities existed within their organization and they were anxious to explore them to help grow their business. In particular, they were concerned with the high attrition rates they had observed in both of the organizations call centers as well as with their work at home agents.

The company engaged ICMI to:

- ▶ Understand why attrition was occurring at such high rates
- ▶ Effectively communicate the financial impact of attrition
- ▶ Implement best practices for maximizing call center retention
- ▶ Improve agent retention
- ▶ Provide performance clarity for the operations team
- ▶ Help communicate the value of organization-wide improvement

“It was vital for this company to support its employees. We performed an assessment that outlined the issues within the company and provided them with recommendations to improve performance.”

— Susan M. Langwell, Sr. Consultant, ICMI

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Solutions

ICMI offered the organization three key recommendations for performance improvement:

1 Corporate Restructuring

- ▶ An ICMI survey indicated employees felt unsupported (engaged employees provide the highest level of customer service)
- ▶ Employee-to-supervisor ratio was too high
- ▶ Supervisors must quality monitor and coach
- ▶ Senior management must be more accessible

2 Compensation Modifications

- ▶ An ICMI survey indicated employees felt they were underpaid (fairly compensated employees deliver higher employee morale, higher quality of service and higher customer satisfaction)
- ▶ Spending money now will save money in the future
- ▶ Direct attrition cost savings is only half the equation; there will be indirect cost savings related to reducing attrition as well

3 Scheduling Flexibility

- ▶ An ICMI survey indicated limited flexibility and 'windows of availability' are sources of discontent with employees (flexible scheduling increases retention by removing a source of discontent and aids in recruiting)
- ▶ Considered a variety of scheduling options, including: making majority of schedules static and have smaller group with 'windows of availability', shift bidding program, split shifts, optimization of workforce management system and involving employees in scheduling

Results

The engagement with ICMI was critical for the company to learn how to support its employees. By following ICMI's recommendations, the company has the opportunity to save more than \$2 million, and will realize improved performance management, lower employee attrition, and increased staff engagement. Moving forward, the organization is also partnering with ICMI to conduct additional projects focused on employee compensation and attrition.

"I am confident that our recommendations will help the company save a considerable amount of money. And we continue to work with our client to make additional, value-focused improvements."

— Susan M. Langwell, Sr. Consultant, ICMI

ICMI is the leading global provider of comprehensive resources for customer management professionals – from frontline agents to executives – who wish to improve customer experiences and increase efficiencies at every level of the contact center. ICMI's experienced and dedicated team of industry insiders, analysts, and consultants are committed to providing uncompromised objectivity and results-oriented vision through the organization's respected lineup of professional services including:

Resources & Insight:

- Your source for the most relevant and independent industry news, interactive forums, research, webcasts, and other dynamic customer management content

Training & Certification:

- Highly interactive classroom, onsite, and live virtual classroom training programs with educational resources for continued learning

Events:

- More than twenty years of cutting-edge and practical content, insightful industry experts, and productive networking opportunities

Consulting:

- Industry veterans helping customer-centric companies make powerful, lasting improvements to their customer experiences — and the bottom line