Top 10 Quality & Performance Management Best Practices
Today’s Presenters

Greg Cummings
Director of Solutions Consulting, VPI
- Led quality and performance management implementations at American Century, Assurant, Qualfon, Sony and Hunter Douglas
- Director of Operations at Outsourcing Contact Center (BPO)
- Manager of Customer Support at Verizon Communications

Patrick Botz
Vice President of Workforce Optimization, VPI
- 10+ years of contact center management consulting and workforce optimization industry experience
- Acclaimed author and speaker
- MBA from Pepperdine University and BSE from Arizona State University
Today’s Agenda

- Quality Assurance Best Practices
  - Interaction Selection
  - QA Form Design
  - Calibration

- Performance Management Best Practices
  - Metrics that Really Matter
  - Accurately Measuring FCR
  - Most important contact center issues to measure and act upon in real-time
  - Implementation best practices
**VPI @ a Glance**

- **Founded:** 1994 by current CEO, reputation for innovation
- **Headquarters:** Camarillo, California, US-based R&D
- **Customers:** More than 1,000 customers globally
- **Solutions:** Quality Monitoring, Analytics and Workforce Optimization

- Virtual Call Agents
- Call & Screen Recording
- Speech & Data Analytics
- E-learning
- Quality Assurance
- Performance Management
- Workforce Management
Traditional Quality Monitoring
Traditional Approach to QA

Quality of Customer-Agent Interactions

Worst Practice

High Value

Low Value

Random Monitoring

Best Practice

High Value

Traditional Random Monitoring

Traditional Approach to QA
How Call Quality is Measured Today

- Commercial Software: 31%
- Spreadsheets or Paper Forms: 22%
- In-House Software: 18%
- Customer Feedback: 17%
- Side-by-Side Live Monitoring: 7%
- Automated Scoring w/ Speech Analytics: 3%

Source: Call Center IQ Performance & Operations Report. 2014
Top Strategies to Improve Call Quality

- **Tie Quality Scores to Training**: 48%
- **Use Analytics to Find Higher Value Calls**: 37%
- **Automate QA Workflow**: 26%
- **Speed Up QA Feedback to Agents**: 24%
- **Ramp Up Calibration Sessions**: 19%
- **Use Auto-scoring via Speech Analytics**: 11%

Source: Call Center IQ Performance & Operations Report. 2014
1. Tie Quality Scores to Training

- Increase evaluation and coaching frequency
- Agent self-evaluation
- Allow agents to flag calls
  - For coaching without scoring
  - To compete in ‘Summer Olympics’ or ‘Academy Awards’
  - To create a Best Practices Call Library
  - Praise exemplary calls
Tie Quality Scores to Training

Assign Coaching Based on QA Scores

Send Message Based on QA Scores
Using Analytics to Find Higher Value Calls
What needs my attention?

90%+ JUNK MAIL

PERSONAL

BILLs

FINANCIAL STATEMENTS

CATALOGS

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VIP Customer ID 374982
New Product A
Billing inquiry
2nd Billing call today
Unsuccessful Up-sell

11:34 minutes
Inbound
Agent Todd Smith
Put on hold for 93 secs
Transferred

"Outrageous price increase"
"Speak with manager"
"You don't even offer what Company Z does"

Call Data
Speech & Text Analytics
<table>
<thead>
<tr>
<th>Organization:</th>
<th>Advancetech, Inc.</th>
<th>Account Number:</th>
<th>374982</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Name:</td>
<td>Daniel Lee</td>
<td>Case ID:</td>
<td>289-820</td>
</tr>
<tr>
<td>Title:</td>
<td>Director of Operations</td>
<td>Voice Calling Plan:</td>
<td>Unlimited US and Canada</td>
</tr>
<tr>
<td>Phone:</td>
<td>(602) 859-2904</td>
<td>Data Plan:</td>
<td>Unlimited Web and Email</td>
</tr>
<tr>
<td>Address (Primary):</td>
<td>27 Rockford Drive Phoenix, AZ 85042 United States</td>
<td>Model(s):</td>
<td>New Product A</td>
</tr>
<tr>
<td>Email Address:</td>
<td><a href="mailto:dlee@advancetech.com">dlee@advancetech.com</a></td>
<td>Shipping Preference:</td>
<td>FedEx 2-day</td>
</tr>
<tr>
<td>Reason Code:</td>
<td>Billing Issue</td>
<td>Case Status:</td>
<td>Tier 1</td>
</tr>
<tr>
<td>Notes:</td>
<td>Customer having difficulty making online payments. Using Internet Explorer 9 Web Browser.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Preparation: Creating Category ‘Buckets’

- **2 TO 5 MINUTES**
- **CANCELLED ACCOUNT**
- **NEW ORDER**

**REQUESTED ESCALATION**
- “Transfer to supervisor”
- “Speak with someone else”
- “Someone above you”
- “In your department”

**NEGATIVE SENTIMENT**
- “Cancel”
- “Confusing”
- “Frustrating”
- “Expensive”
- “Difficult to use”

**COMPETITIVE MENTION**
- “Allworld Cellular”
- “GlobalCom”
- “Competitor is cheaper”

CANCELLED ACCOUNT
NEW ORDER
Automate QA Workflow

Number of Calls Evaluated Per Agent Per Month

- 1-5 calls: 53%
- 6-10 calls: 35%
- 11-15 calls: 6%
- >15 calls: 6%

Automate QA Workflow

<table>
<thead>
<tr>
<th>Tagged by Rule</th>
<th>Date Due</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Value Sales Order</td>
<td>3/9/2009 6:34:00 PM</td>
<td>In Progress</td>
</tr>
<tr>
<td>Upsell Attempt-No Sale</td>
<td>3/12/2009 2:37:00 PM</td>
<td>Scheduled</td>
</tr>
<tr>
<td>Call with Multiple Transfers</td>
<td>3/23/2009 2:36:00 PM</td>
<td>Scheduled</td>
</tr>
</tbody>
</table>

60%+ evaluator productivity
## 4 Speed Up QA Feedback to Agents

**Display QA Scores in Tickers & Scorecards**

**Review Calls & Encourage Feedback Before Live Coaching Session**

![Table and comments interface](image-url)
Ramp Up Calibration Sessions

Frequency of Call Calibrations

- Once a month: 34%
- Once every two weeks: 25%
- Once a week: 20%
- Once a quarter: 15%
- Do not calibrate currently: 6%

3 Critical Factors to Calibration Success:

1. Monitoring Evaluation Form
2. Quality Standards Definitions
3. Commitment from Calibration Team
Ideally, questions should be linear Yes, No or N/A

- If using variable rating scales, *define each grade in writing*
- Train all on pre-defined scoring benchmarks

Should reflect what is important to your company and customers

- Determine what knowledge, skills and abilities you are going to evaluate

Organize questions in the flow of a call

Weight more critical questions heavier

Keep forms short and targeted
Outlines requirements for each question providing examples of behaviors for each scoring range, if it’s an auto fail and what deems and auto fail.

<table>
<thead>
<tr>
<th>Questions</th>
<th>Is/Auto Fail eligible</th>
<th>Is N/A Applicable?</th>
<th>Total Point Value</th>
<th>Zero Point - CSR did not answer or attribute</th>
<th>Major Deduction - CSR provided incorrect information or attribute</th>
<th>Major Deduction - CSR demonstrated attribute adequately but needs</th>
<th>Full Point Value - CSR executed attribute in an exemplary manner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Call Greeting/Closing</td>
<td>No</td>
<td>No</td>
<td>3</td>
<td>CSR did not greet customer or branding company</td>
<td>CSR missed either branding or greeting customer</td>
<td>N/A</td>
<td>CSR performed all points of the opening and closing greeting</td>
</tr>
<tr>
<td>Active Listening/Acknowledgement</td>
<td>No</td>
<td>No</td>
<td>5</td>
<td>CSR did not listen to information provided and customer had to repeat same information several times, CSR did not acknowledge</td>
<td>CSR partially listened and/or failed to fully acknowledge concern</td>
<td>CSR partially listened and acknowledged some of customer concerns</td>
<td>CSR actively listened to customer, retaining information and acknowledged the situation well to the customer</td>
</tr>
<tr>
<td>Problem Identification</td>
<td>No</td>
<td>No</td>
<td>5</td>
<td>CSR did not ask appropriate questions to clarify issue</td>
<td>CSR asked some questions but could have probed for further clarification (see feedback)</td>
<td>CSR asked appropriate probing questions which led to full understanding of customer concern</td>
<td>CSR asked appropriate probing questions which led to full understanding of customer concern</td>
</tr>
<tr>
<td>Professionalism, Empathy, and Etiquette</td>
<td>No</td>
<td>No</td>
<td>5</td>
<td>CSR displayed total lack of confidence through dead or non-committal expressions (um, oh, um, huh) and/or failed to provide solutions to customer concern</td>
<td>CSR showed little confidence and/or provided inadequate solutions</td>
<td>CSR displayed some confidence in providing solutions, but could have improved (see feedback)</td>
<td>CSR demonstrated call control through pro-active statements and offering solutions that were specific to the customer concern</td>
</tr>
<tr>
<td>Upped</td>
<td>Yes</td>
<td>No</td>
<td>10</td>
<td>CSR was rude or unprofessional in their demeanor, or blatantly demonstrated disregard for the customer request (specific feedback will be listed)</td>
<td>Auto Fail Category</td>
<td>CSR was polite and professional, expressed empathy for customer concern and refrained from use of slang or jargon. Used proper bridge statements, transfers and held procedures</td>
<td>CSR was polite and professional, expressed empathy for customer concern and refrained from use of slang or jargon. Used proper bridge statements, transfers and held procedures</td>
</tr>
<tr>
<td>Provide complete and accurate information to solve the customers issue</td>
<td>No</td>
<td>No</td>
<td>5</td>
<td>CSR provided incorrect or incomplete information, or information that was not related to customer concern</td>
<td>CSR provided incorrect information or incomplete information</td>
<td>CSR provided accurate information but could have offered additional solutions to customer concern</td>
<td>CSR provided accurate and complete information, provided solutions to customer concern and additional related benefits to member</td>
</tr>
<tr>
<td>File documented or case information</td>
<td>No</td>
<td>No</td>
<td>5</td>
<td>Improved use of systems, or failure to document notes. Incorrect or unnecessary transfer</td>
<td>Did open case but was missing significant information pertaining to the request of the customer</td>
<td>Missed only minor information in documenting the case</td>
<td>Full detailed notes about customer interaction in the appropriate systems</td>
</tr>
<tr>
<td>Adherence to Company Policy and Procedures</td>
<td>No</td>
<td>No</td>
<td>10</td>
<td>Policy or Procedure was violated</td>
<td>Policy or Procedure was violated</td>
<td>Policy or Procedure was violated</td>
<td>All policies and procedures were followed</td>
</tr>
<tr>
<td>First Call Resolution</td>
<td>Yes</td>
<td>No</td>
<td>10</td>
<td>CSR failed to perform resolution and/or provided incorrect information which resulted in customer having incorrect expectations</td>
<td>CSR attempted to provide solution that was either inappropriate or the situation or poorly set up expectations</td>
<td>CSR failed to provide solutions that were pertinent to the situation and explained detailed process to manage customer expectations</td>
<td>CSR failed to provide solutions that were pertinent to the situation and explained detailed process to manage customer expectations</td>
</tr>
</tbody>
</table>
Commitment from Calibration Team

Calibration Owner

- Holds team accountable to regular calibration sessions
- Does the analysis on the data from the calibration evaluations
- Has the authority to make decisions and manage the process

Participants

- Evaluators, supervisors, managers and trainers
- Agents? Privacy concerns?

Calibration Frequency

- Recommended once a week until calibrated, then bi-monthly or monthly.
Calibration Process Summarized

- **Schedule Calibration Calls**
  - Evaluators Evaluate Calls Independently
  - Process Owner Analyzes Results
  - Calculates SD
  - Group Discussion: Discuss discrepancies in evaluations
  - Consensus Score or Re-Evaluate Call

*Calibration should be an ongoing practice*
Performance Management

Best Practices
What contact centers today want:

- **real-time and predictive data** rather than just historical data.
- a **unified view** instead of fragmented views from siloed systems.
- (in addition to reporting) business, operational and customer **insights that are actionable** and help drive decision making and process optimization.

Source: Gartner CIO Study
The Challenge

Communications
- ACD / Dialer
- IVR
- Email
- Chat

Workforce Optimization
- Recording
- QA
- WFM

Servicing Apps
- HR
- CRM / ERP
- Helpdesk
- Home Grown
The Solution: Performance Management

CONSOLIDATE & OPERATIONALIZE

ACD / Dialer
IVR
Email
Chat

CRM / ERP
QA
WFM
Home Grown
Other Data Sources

Helpdesk

VPI
Create Weighted KPIs and Targets

Agent Productivity KPI

KPI

Adjusted Calls Per Hour

Tier 2 Metrics

Handle Time

Availability

Schedule Adherence

Tier 3 Metrics

Talk Time

After-call Wrap Time

Sign-on Hours

Non-contact Work

Source: Symmetrics
Create Weighted KPIs and Targets

Overall Performance

KPI
- Schedule Adherence: 20%
- Quality Assurance: 25%
- Customer Satisfaction: 20%
- Sales Conversions: 25%
- Attendance: 10%

Metrics

Overall Performance

2 1 3
How to Accurately Measuring FCR

Highest correlated measure to CSAT of all metrics

- Every 1% gain in FCR translates into a 1% gain in CSAT

![Graph showing the correlation between First Contact Resolution (FCR) and Customer Satisfaction (CSAT).]

- CSAT is 35% lower when a 2nd call is made.
- 66% of contact center costs today are due to callbacks.

Sources: 1. SQM Group (Service Quality Management Group). 2. Customer Relationship Metrics 3. Yankee Group,
Methods of Measuring FCR

- Calculation from CRM/CIS System: 27%
- Call Quality Monitoring: 20%
- Recent Contact Survey: 18%
- Post-call Survey: 15%
- Annual Survey: 11%
- Employee Log or Tick Sheet: 3%
- Employee Asks: 6%

Source: Ascent Group
How to Accurately Measure FCR

**Calculation:** % of calls that do not result in a repeat contact by a customer within a specific period of time in regards to the same issue.

- Captured from IVR or ACD
- Entered by agent
- Captured from CRM system

**Who is the customer?**

- Captured from IVR (press 1 for ____, 2 for ____)
- Incoming Phone Number (DNIS)
- Case ID or Service Ticket ID
- Reason codes entered by agent into CRM system
- Identify application screens entered by agent during call

**Why are they contacting you?**

- What is a reasonable time period?
Satisfaction with the time required to share metrics?

Source: Saddletree Research Benchmark Survey Results
Assess Your Culture’s Real-time Readiness
Define Metrics and Determine Data Sources

<table>
<thead>
<tr>
<th>Coaching</th>
<th>Calls/Hr.</th>
<th>Avg. Talk</th>
<th>Transfers</th>
<th>Conversions</th>
<th>Sales ($)</th>
<th>Credits</th>
<th>Adherence</th>
<th>Avg. QA</th>
<th>In Queue</th>
<th>Abandons</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agent</td>
<td>12</td>
<td>3:04</td>
<td>1</td>
<td>83%</td>
<td>$5,354</td>
<td>$562</td>
<td>72%</td>
<td>91%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Group</td>
<td>15</td>
<td>3:38</td>
<td>3</td>
<td>70%</td>
<td>$3,000</td>
<td>$200</td>
<td>80%</td>
<td>85%</td>
<td>5</td>
<td>3:49</td>
</tr>
</tbody>
</table>

Stacy Adams

Expect Higher Call Volumes at 2:30pm Today Due to TV Promotion
KPIs Impacted Most by Real-Time Visibility

- **Costs**
  - Talk time: 10%
  - Wrap time: 25%

- **CX**
  - Speed of answer: 30%
  - Abandon rate: 25%

- **Revenue**
  - Sales: 5%
  - Collections: 5%
## Measure KPIs on an Interval Basis

### Service Level – % of net offered calls were answered in X secs. or less.

<table>
<thead>
<tr>
<th>Time of Day</th>
<th>Call Volume</th>
<th>Daily %</th>
<th>Service Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>6:00 – 7:00</td>
<td>85</td>
<td>4.5%</td>
<td>100%</td>
</tr>
<tr>
<td>7:00 – 8:00</td>
<td>90</td>
<td>5.0%</td>
<td>95%</td>
</tr>
<tr>
<td>8:00 – 9:00</td>
<td>95</td>
<td>5.5%</td>
<td>95%</td>
</tr>
<tr>
<td>9:00 – 10:00</td>
<td>145</td>
<td>8.0%</td>
<td>90%</td>
</tr>
<tr>
<td>10:00 – 11:00</td>
<td>185</td>
<td>10.0%</td>
<td>75%</td>
</tr>
<tr>
<td>11:00 – 12:00</td>
<td>195</td>
<td>10.5%</td>
<td>70%</td>
</tr>
<tr>
<td>12:00 – 1:00</td>
<td>165</td>
<td>9.0%</td>
<td>80%</td>
</tr>
<tr>
<td>1:00 – 2:00</td>
<td>185</td>
<td>10.0%</td>
<td>80%</td>
</tr>
<tr>
<td>2:00 – 3:00</td>
<td>220</td>
<td>12.0%</td>
<td>65%</td>
</tr>
<tr>
<td>3:00 – 4:00</td>
<td>210</td>
<td>11.0%</td>
<td>70%</td>
</tr>
<tr>
<td>4:00 – 5:00</td>
<td>145</td>
<td>8.0%</td>
<td>80%</td>
</tr>
<tr>
<td>5:00 – 6:00</td>
<td>125</td>
<td>6.5%</td>
<td>85%</td>
</tr>
<tr>
<td><strong>Daily Average</strong></td>
<td><strong>82%</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Measure KPIs on an Interval Basis

Only 5 intervals within 75% to 85% range goal

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<td>95%</td>
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<td>125</td>
<td>6.5%</td>
<td>85%</td>
</tr>
</tbody>
</table>
Every KPI should have response plan and owner.

- Send alert to KPI owner(s)
- Send agents reminder message to adhere to schedules
- Request overtime
- Engage Virtual Call Agents to handle low- to medium-complex calls
Examples of Other Automated Actions

**IF**

**Flagging**
- Repeat call about same issue

**Alerts**
- Call handle time exceeds threshold

**Coaching**
- Sales conversions below goal

**Re-skilling**
- Agent completes skill E-learning

**THEN**

**Flag and assign for QA Review**

**Alert managers**

**Assign Coaching**

**Assign skill so you can prioritize agent in queue**
Performance Management Summarized

**WHAT?**

- Consolidated Reporting
- Real-time Dashboards, Scorecards & Tickers
- Weighted Metrics
- Coaching & Alerts

**WHY?**

- Better Visibility
- Make Decisions with Confidence
- Drive Accountability at All Levels
- Engages Agents
- Creates Competitive Advantage
Thank You! Questions?

Patrick Botz
VP of Workforce Optimization
Direct: 1.800.200.5430 x5214
Email: PBotz@VPI-corp.com

www.VPI-corp.com

Greg Cummings
Director of Solutions Consulting
Direct: 1.800.200.5430 x 5295
GCummings@VPI-corp.com

www.VPI-corp.com

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