

“Develop a people focused culture in your contact center”

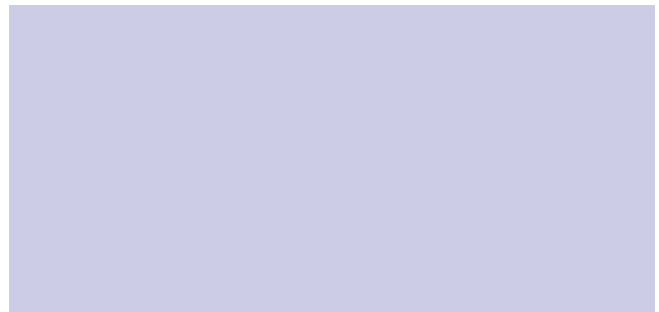


Contact Center Employer of Choice® Annual Best Practices Report



2008
Edition

White
Paper



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Introduction

Thank you for the opportunity to present this white paper on Contact Center Employer of Choice® best practices. This document highlights the top scoring contact centres from the CCEOC Certification program. All excerpts and data summaries were compiled from the 2008 CCEOC Best Practices Report. For a full description of the report, visit www.ccemployerofchoice.com.

2008 CCEOC Best Practices Report

The 2008 CCEOC Best Practices Report is a compilation of data collected from over 15 individual contact center sites. Centers range in size from approximately 50 up to 500+ seats. The report is released annually and is an invaluable reference guide to helping you develop an employer of choice culture in your contact centre.

Industries represented: banking, insurance, retail, transportation, finance, energy, printing and associations. Companies include:

- | | |
|---------------------------------------|--------------------------------------|
| • Crawford and Company Canada Inc. | Silver certification - 2008 |
| • FedEx Canada Ltd (3 sites) | Gold & Platinum certification – 2008 |
| • Energy Savings Group | Silver certification - 2008 |
| • CAA South Central Ontario (2 sites) | Silver certification – 2007 |
| • Scotiabank – Calgary Site | Platinum certification – 2007 |
| • Davis & Henderson Ltd. (3 sites) | Silver certification - 2007 |
| • The Shopping Channel | Gold certification - 2006 |
| • Grand & Toy (3 sites) | Bronze certification – 2006 |
| • NETELLER | Bronze certification - 2006 |
| • CIBA Vision | Gold certification - 2004 |

Each site has completed the Contact Center Employer of Choice® Certification assessment and achieved at least the Bronze level designation. There are four levels to the designation: Bronze, Silver, Gold and Platinum. Please see Section 2 for a more detailed description of the CCEOC Certification program.

The 2008 CCEOC Best Practices Report also describes how contact centre employers of choice develop superior work environments, sustain high employee morale and outperform the competition. Topics covered include: rewards & recognition, technology, work/life balance, health & wellness, ergonomics, culture, social environments and community support to name a few.

What is a Contact Center Employer of Choice?

A Contact Center Employer of Choice® is a unique work environment that focuses on their employees first and the customer second. It's a trusting, respectful workplace where management and employees truly care about one another. It's a place where people feel proud, celebrate their successes and learn from their mistakes. Contact Center Employers of Choice® tend to have visually pleasant, ergonomically designed work environments. They also have better: career advancement, employee involvement, training and development, employee retention, stress management, employee engagement, customer satisfaction, operational performance and attendance.

To sum up, a Contact Center Employer of Choice® is a fun, productive environment where people support each other and enjoy coming to work.

Why is it important to develop a people centric culture?

Over the past decade, we've seen unprecedented advancements in call center technology (CRM, skills based routing, IVR, speech recognition, VOIP, Hosted ACD, internet chat), as well as significant improvements in process measurement (digital call recording, automated QA programs, true calls per hour, sales/service integration, first call resolution). Yet, with all the advances in technology and process improvement, we continue to see customer loyalty and employee satisfaction levels drop.

The problem isn't our ability to manage the flow of customer inquiries. Our challenge is to show the customer we care about them each and every time they contact us and that we are dedicated to resolving their problem – regardless of the obstacles.

In order for contact center representatives to truly care about each customer inquiry, management must look inside their operation first. They must create a caring and compassionate work environment where everyone trusts and respects each other. If employees feel they are being treated in a caring, compassionate and respectful manner, these values will be reflected in the way they treat the customer. This is the foundation for building a people (employee and customer) focused Contact Center Employer of Choice®.

Contact centers that have been able to maintain an employer of choice culture have seen significant improvements in their ability to:

- Attract great talent
- Retain dedicated staff
- Engage and inspire employees
- Increase customer satisfaction
- Reduce stress
- Improve productivity

Disclaimer

The information contained in this report describes these organizations at the time of their most recent certification only. Please note that certain corporate and contact center information may have changed between the date this report was published and the certification date. CCEOC Inc. is not responsible for publishing these changes as part of this report.

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What you will see in this white paper ...

This white paper will focus primarily on the positive outcomes from CCEOC assessments. In other words, you will gain an understanding of what CCEOC certified contact centres are already doing that makes them great places to work.



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For the purpose of this white paper, we have taken excerpts from various sections to give you an overall understanding of the centres and the data.

Some of the percentages in sections 4 & 5 do not add up to 100 percent due to rounding off

Section 1: CCEOC Inc.

CCEOC Inc. is an experienced team of contact center experts, academics and research analysts who oversee Contact Center Employer of Choice® Certification and Development program. The CCEOC Certification program is the industry standard for recognizing employer of choice contact centres. CCEOC experts work with regional, national and international contact centres to assess, develop and advance their CCEOC status. CCEOC Inc. also consults with corporate clients, providing customized programs to help build high-morale, high performance cultures.

Section 2: CCEOC Certification Program

CCEOC Inc. has been certifying contact centers as employers of choice since 2004. Currently, over 20 companies from Canada, the United States and overseas have participated with over 55 sites achieving certification. The certification process is a 3 step approach:

ü Step 1: CCEOC Diagnostic Review

The CCEOC Diagnostic Review is a team based, preliminary assessment designed to highlight the key areas of influence that will help you: 1) understand your critical people issues better, and 2) develop an action plan to become a Contact Center Employer of Choice.

ü Step 2: CCEOC Certification Assessment

The CCEOC Certification Assessment is made up of the following components:

1. Program Application & Centre Info Document
2. CCEOC Committee Team Meeting
3. CCEOC Employee Survey©
4. Evaluation(certified/not certified) and Analysis

Ü Step 3 - Plan for Continuous Improvement

A detailed summary report with recommendations on the low scoring items from the survey is produced. A review takes place to assess the data in the report and develop a plan for continuous improvement (PCI). The PCI focuses on the key drivers that will have the greatest impact on improving engagement, satisfaction, quality and productivity with the ultimate goal of strengthening overall operational performance. A 6 Month Review is scheduled to ensure solutions are being implemented and results are being measured.

Section 3: CCEOC Attributes from Certified Centres

FedEx Canada

Rewards & Recognition

FedEx customer service managers know how important it is to recognize and reward their employees. Recognition programs use a combination of cash and non-cash prizes as incentives. The BZ (Bravo Zulu - a US Navy term meaning 'well done') is a monetary reward managers can give to any staff member for exemplary service. This is handed out immediately and has an instant positive impact on that individuals' esteem. Customer Compliment letters are received regularly by the customer service department and are posted in a highly visible area in the contact center. Typically, customers write letters because a CSR went above and beyond the call of duty in helping resolve an issue. Depending on the nature of the event, the representative may be eligible for a cash incentive. Larger prizes are available for individuals that show significant contribution to revenue generating or cost reduction measures.

There are a number of awards handed out for providing service excellence. They include:

- Circle of Excellence – Rep of the Year
- Canadian Award of Excellence – Top 1% of employees
- Customer Service Award
- Attendance Award – short and long term
- Core Values – CSRs nominate each other, done quarterly
- Monthly performance awards
- Reward excellence in customer satisfaction
- Marketing Initiatives – internal prizes for sales events
- Employee appreciation dinners

Some of these awards have a monetary value attached to them. During national customer service week, many fun and challenging events are planned to energize and motivate the staff.

CAA South Central Ontario

Community Support

Some of the activities organized by CAA South Central Member Care to support various charities and causes include:

- Great battery round-up – pick up old batteries
- Shifting gears – retest seniors
- Child seat clinics
- School safety patrol
- Commissioner of Oath – notary republic – to give car as a gift – service for CAA members

- CAT (Consumer and Tech Support) for consumers purchasing new and used cars
- Legal advisory for tickets and other traffic infractions
- Auto Green – advice on maintaining a cleaner environment
- CSR – knitting baby hats for hospital maternity wards – goal of 1000
- United Way – pay for casual day – company will match contribution
- Food drives
- Kids Holiday party
- Public and Government Affairs lobbies the government on behalf of members – also involved in managing driving simulators organizing awareness campaigns for worst roads.

Scotiabank – Calgary Contact Centre

Culture and Social Environment

The culture of the Calgary Centre is one of diversity, teamwork, success and fun. People pull together as a team for a common purpose with a variety of community/charity work as well as their day to day functions. Management is always available to respond to rep inquiries and support staff. The Centre VP is often found walking the floor speaking to reps.

A strong connection exists between the leadership team and the employees. The “One Team, One Goal” theme resonates throughout the company and Contact Centre. This helps frontline people feel valued and connected to the rest of the organization.

The Social Committee is responsible for initiating many of the activities for the Centre. There are pot luck lunches and birthday/anniversary celebrations. There are quarterly Scotiabanker dinners, team dinners and outings throughout the year. Christmas dinner/dance and International Day are big events but, the biggest happen during the Calgary Stampede. There are BBQ dinners, special breakfasts, western dress-up days, “Utter Competition”, mini-putt, fiddlers and many fun team building activities.

Other social activities include: employee appreciation day, semi-annual parties, Halloween, St. Patrick’s Day, Valentines Day and Christmas celebrations. The Contact Centre recently celebrated their 10 year anniversary and the Bank’s 175th year anniversary.

Scotiabank’s diversity goals are driving the organization forward in its efforts to create a workforce and customer base that truly reflect Canadian society today. The Contact Centre is without a doubt one of the most diverse areas within Scotiabank. Three major goals define the initiatives put in place to achieve them:

1. To be recognized as the employer of choice - one that reflects the community and one that attracts and retains talent from a variety of backgrounds.
2. To re-affirm the bank’s commitment to be a positive workplace for all employees.
3. To strengthen our relationships and our brand image in diverse communities.

The Shopping Channel

Work/life Balance and Health & Wellness

TSC has a number of initiatives supporting work/life balance and health and wellness. They offer an employee assistance program to all staff. There is a Health and Medical centre as well as a wellness library located in Mississauga as well as the head office in Toronto. A Health and Safety Committee accepts employee input and conducts regular information sessions on accidents, hazards and other topics. The HR Department is starting a new initiative to introduce health & wellness education to employees through monthly sessions and Lunch & Learns. Topics of

discussion will include: nutrition, finances, massage, naturopathy, stress and more. On Saturdays, wellness classes are available to all staff at the downtown head office location.

The environmental controls for the building are well maintained and adjusted for comfortable air temperature and good air quality. Automated doors were installed throughout the building for wheel chair access. A discount was negotiated at a local family fitness gym and a corporate fitness centre is available to all employees.

“Shift trades” and “shift gives” are used regularly within the customer care center. Shift trades allow Representatives to exchange shifts, provided both parties are qualified to do each other’s job. Shift trades allow a Representative to give their shift to someone else even though they are not receiving one in return. Employees must fill out the appropriate forms and Management approves each request. Volunteer “Timeouts” are unpaid breaks when call volumes are low. Also, when call volumes are lower than expected, employees can leave early provided they have worked a minimum 4 hours and have cleared it with their supervisor. “Lazy Days” are days off based on projected low call volume, usually linked to on-air activity. It’s on a first come first serve basis and completely voluntary. There is also a notification program where Supervisors send text messages to employees on their cell phones asking them to come in and work additional hours when call volume starts to climb. This program is also purely voluntary on the part of the Representative.

Employees have 2 – 15 minute breaks and a one ½ hour lunch each 8 hour shift. 12 minutes of personal time per day is allotted to each employee and can be broken down into smaller amounts and used at anytime throughout the day for stress relief after difficult calls. Each full-time employee is allowed one “call-in absent” and one “late” per month for emergencies. They need to call in one hour before their shift if they know they are going to be late or absent. Management will look at each incident individually and take into account any unforeseen circumstances such as bad weather, slow traffic etc. Each employee gets 8 paid sick days per year and their birthday off.

Above and Beyond Factors

- Open door policy
- People feel comfortable and supported
- Team environment – from Management to front line rep
- Management is focused on being fair and flexible
- Open mindedness
- Respect for the employee
- Everyone is considered important
- Bend over backwards to help each other

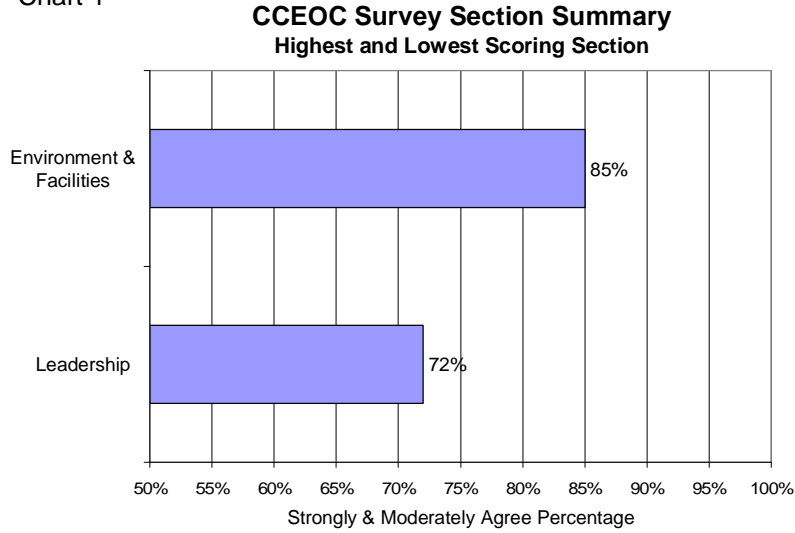
Section 4: CCEOC Survey© – Data Excerpts

The CCEOC Employee Survey© is used to determine a center’s CCEOC certification level. It consists of 48 statements and 10 demographic items. A 5 point Likert scale is used to score each statement. The data in this white paper come from over 1400 surveys.

The overall, average survey score for 2008 is 78%

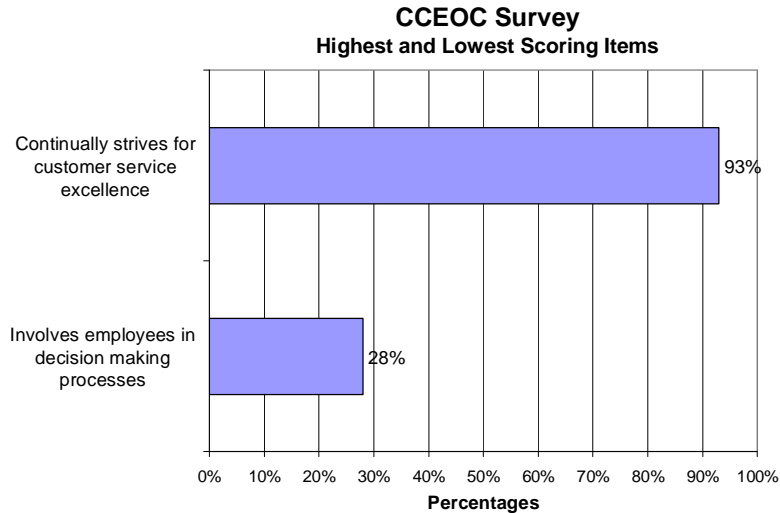
There are 8 sections in the CCEOC Survey: 1) Compensation & Benefits, Rewards & Recognition, 2) Management/Employee Relations, 3) Training & Development, 4) Career Advancement and Employee Involvement, 5) Environment & Facilities, 6) Leadership, 7) Customer Satisfaction, 8) Personal Enjoyment. Environment & Facilities scored the highest at 85% and Leadership scored the lowest at 72%. See chart 1.

Chart 1



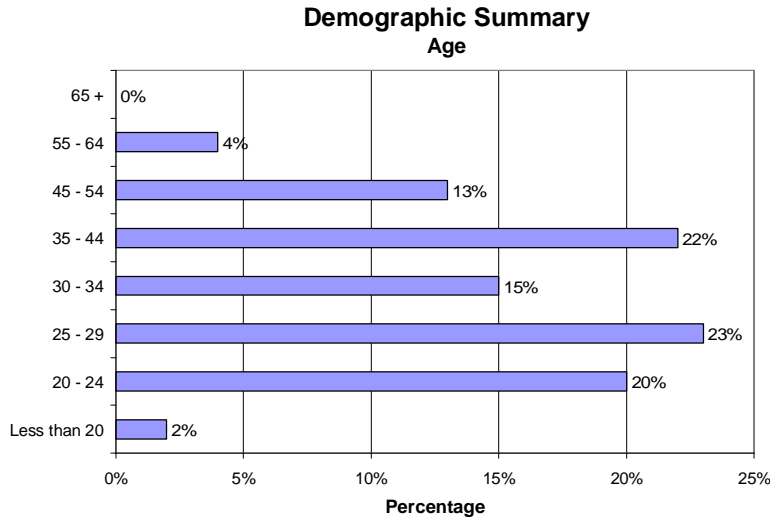
The highest scoring item in the survey was #38: “My contact center continually strives for customer service excellence”. The lowest scoring item was # 23: “My contact center involves employees in decision making processes”.

Chart 2



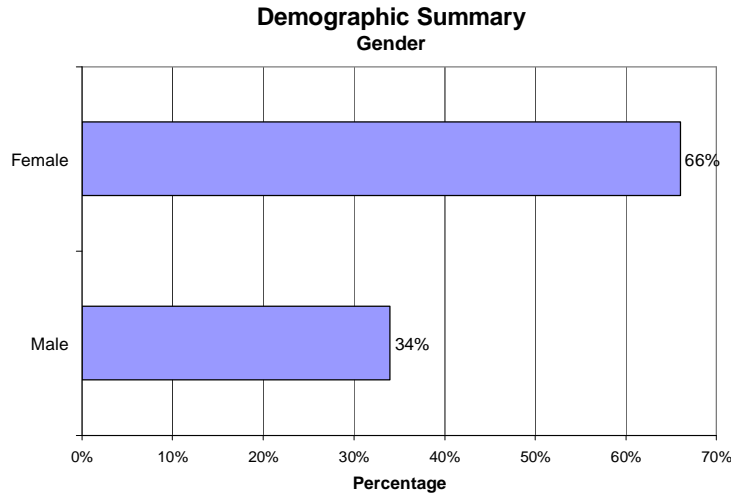
The “Age” demographic shows that contact centres have few employees under the age of 20 or over the age of 65. The majority of employees are between the ages of 20 to 44. The largest age group is 25 – 29 years old. See Chart 3.

Chart 3



The gender demographic shows a female population 2/3's higher than males. See Chart 4.

Chart 4



Section 5: Comparative Analysis

The first chart shows how “Age” impacts employee responses to the survey statement: “My contact centre continually strives for customer service excellence”. The highest agreement comes from the 55 – 65 age group with the lowest agreement coming from the 25 – 29 age group.

The second chart shows how “Gender” impacts employee responses to the survey statement: “My contact centre continually strives for customer service excellence”. Overall, females agree to this statement slightly more than males.

Chart 5

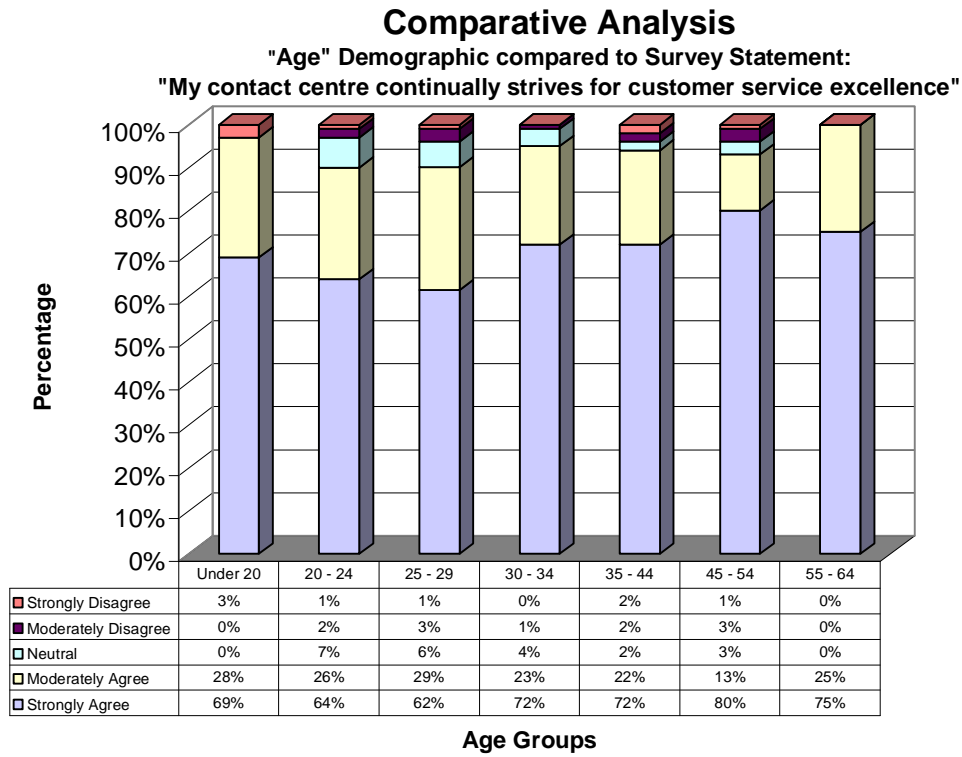


Chart 6

