




**How To Cost-Effectively
Recruit & Hire Top Talent For
Your Technical Support/Help
Desk Call Center**



Helpdesk BC
(Help Desk Institute – Vancouver Chapter)
Tuesday January 18, 2005




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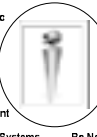


Welcome


David Filwood
Principal
TeleSoft Systems



Today's Agent Requirements



- Handle More Customers & Calls
- Upsell / Cross-Sell
- Work Under Pressure & Multitask
- Be Positive & Enthusiastic
- Demonstrate a Willingness to Learn
- Lower Costs
- Generate Revenue
- Demonstrate Good Listening Skills
- Manage Conflicts & Solve Problems
- Manage Time Effectively
- Be a Strong Verbal Communicator -
Voice Quality, Diction & Articulation
- Work Well in a Team Environment
- Be Able to Adopt a Customer Perspective
- Be Proficient with Computers & Support Systems
- Be Non-Confrontational & Good-Humored
- Be Professional & Deliver "Great" Service



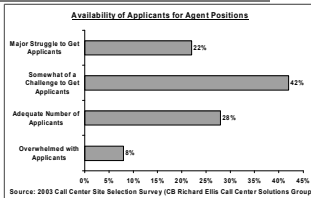
Call Center Human Resources Landscape

Approximately 140,000 Call Centers in US & Canada.

Employ Nearly 3.5 Million Agents.

Industry Avg. Turnover Rate of 33% = Call Centers Continuing to Lose Over 1 Million Employees Each Year.

Many North American Labor Markets have Reached Saturation Point for Agent Applicants in Local Labor Pool.



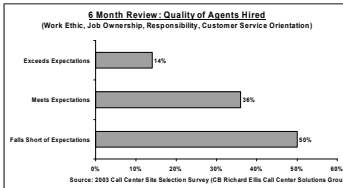
Source: 2003 Call Center Site Selection Survey (CB Richard Ellis Call Center Solutions Group)

- 64% of all Call Centers now find it a "Major Struggle" or "Somewhat of a Challenge" to Find Quality Applicants for Call Center Agent Positions.



The Need for Quality Agents

- At 6 Month Review, 50% of all Agents Rated by Employers as "Falls Short of Expectations" in Work Ethic, Job Ownership, Responsibility and Customer Service Orientation.

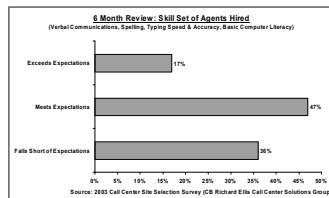


Source: 2003 Call Center Site Selection Survey (CB Richard Ellis Call Center Solutions Group)



The Need for Skilled Agents

- At 6 Month Review, 36% of all Agents Rated by Employers as "Falls Short of Expectations" in Verbal Communication, Spelling, Typing Speed & Accuracy and Basic Computer Literacy.

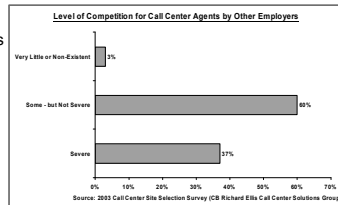


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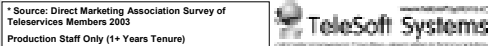
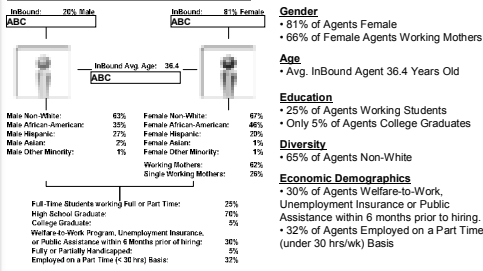


The Competition for Agents of Quality & Skill

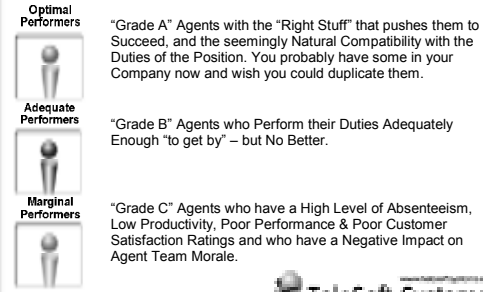
- 37% of Call Center Employers are Reporting "Severe" Competition for Call Center Agents by Other Employers.



Who Is Today's Agent?



Who Are Your Agents?



How To Recruit More Top Performing Agents

- **Agent Success Profile** – Core Competencies, Personality Traits, Skill Set(s) and Demographics of your Optimal Performing Agents.
- **Recruiting Strategy** – Create a Recruiting Communications Plan that Identifies & Targets Active and Passive Job Seekers that Meet Agent Success Profile Criteria.
- **In-Depth Telephone Screening Process** – 24x7 Automated Phone Screen and Structured Telephone Interview.
- **Pre-Employment Assessment Testing** – to Confirm Personality Traits and Skill Set(s).
- **Structured Face-to-Face Interview** – based on Core Competencies, Personality Traits and Skill Set(s).
- **Job Preview** – Depicting Day-to-Day Activities, Responsibilities and the Environment of the Call Center.
- **Reference Verification**
(Security Clearances / Drug Testing if required)





Creating Your Agent Success Profile

1. Profile your Current Optimal Performing Agents (Gender, Diversity, Economics, Education).
2. Core Skill Set Competencies (Typing, Computer Literacy, etc.)
3. Personality Traits:

InBound Agent	Persuasive Communicator Motivated by Security, Work Environment, Coworkers / Team, Service and Recognition.
Inside Sales Agent Cross-Sell/Up-Sell Agent	Persuasive & Persistent Communicator who is Service Oriented, yet Motivated by Sales Opportunity.
OutBound Agent	Assertive & Persistent Closer who is Motivated by Income and Conquering Challenges and who Initiates Customer Interactions.



Creating Your Agent Recruiting Strategy

<u>Active vs. Passive Candidates</u>	
<u>Active Candidates</u>	<u>Passive Candidates</u>
	
(*50% of the Labor Market) Actively Looking for a New Position. The Candidate May or May Not be Employed.	(*50% of the Labor Market) No Current Intention of Considering a Job Change, or are Not Currently Employed.
<p>A Good Candidate is a Good Candidate - whether Active or Passive. You use the same Hiring System to Qualify either one.</p> <p>However, You Target your Recruiting Advertising to Active & Passive Candidates Differently.</p>	



*Source: US Bureau of Labor Statistics 2003

Targeting Your Agent Recruiting Advertising

- Personal Referrals
- Print Advertisements
- Elementary & High Schools
(Part-Time Job Opportunities for Working Mothers of Students)
- Colleges, Universities, & Technical Training Programs
(Part-Time Job Opportunities for Students)
- Minority Organizations
(Native Americans/First Nations, Gay/Lesbian, New Immigrant Support)
- Online Job Postings
- Virtual Communities
- Job Fairs
- Outplacement Programs
(Transferable Skills: i.e. Laid-Off Customer Service/Sales Staff)
- Unemployment Offices
- Welfare-to-Work Programs
- Support Groups for the Physically and Mobility-Impaired



Your Agent Recruiting Advertising Message

Recruiting is a Form of Sales. You're Selling your Company and you have to Make a Case for Working There. You also have to make it Easy for a Candidate to Respond.

Great Call Center Opportunity

ABCXYZ Software is looking for Technical Support Representatives for our high volume call center located downtown. This is an excellent opportunity if you are starting your career in high tech, or looking to move to a dynamic, rapidly expanding company with the most innovative products in the industry. Successful candidates must have an excellent command of the English language, a working knowledge of Windows and Network systems, and possess the knack for working with both software and people. Previous help desk or customer service experience preferred but not necessary.

ABCXYZ Software offers a friendly working environment, competitive pay, full and part-time flexible working hours, ongoing training, a comprehensive health benefits package, and tuition reimbursement.

Take the next step and call our 24 Hour Employment Information Line at:

XXX-XXX-XXXX



Customer Service
1290

Join Our Team

*Do you have Customer Service Experience?
Is your present office being closed, moved or consolidated?
Are you re-entering the job market?
Are you looking for part-time work?*

*We have Full and Part-Time Telephone Positions available for
Friendly, Professional, Detail Minded Problem Solvers.
We offer Competitive Pay and Benefits, a Friendly Workplace,
Training and Advancement Opportunities.*

*Find Out More: Call our 24 Hour Employment Information Line
at: XXX-XXX-XXXX*



24x7 Employment Information Line

Used as a Response Mechanism for All Candidate Advertising.

Used to Further "Sell The Job Opportunity".

Used as Initial Screen for Candidates to Self-Select themselves out of Consideration if they are lacking in "Must Have" Skills & Attributes (Start Date, Shift Availability, Wage Rate, Typing Speed, Specific Product Knowledge, Sales Ability, Security Clearances, etc.)

Used to take a "Voice Audition" from Candidate.

Used to Schedule a Call Back for a Live, Structured Telephone Interview.

24x7 Employment Information Line Delivers your Hiring Message in a Consistent & Polished Fashion.

24x7 Employment Information Line Reduces the Labor Costs associated with the Agent Hiring Process.

24x7 Employment Information Line is Part of a Legally Defensible Hiring Process – All Candidates are Presented with the Same Information – and Asked the Same Questions in a Consistent Fashion.



24x7 Employment Information Line

Can Be As Simple As An Extension on your Current Voice Mail System
"Hello ... and Thanks for Calling ... you've reached the 24 Hr. Employment Information Line for ABCXYZ Company.
At ABCXYZ Company you will have the Opportunity to Have Fun ... Make Good Money ... and provide a Service that Our Customers Really Appreciate.
You'll Earn a Guaranteed Base Wage of \$10/Hr ... Commissions ... Bonuses ... Get Training ... and All the Support you'll need to Succeed.
We're Conveniently located Downtown ... with Easy Public Transit Access ... and there's Plenty of Parking nearby.
To Succeed ... You'll need to be Confident ... Professional ... and have an Excellent Telephone Communication Style.
To Take The Next Step in Our Hiring Process ... at the Sound of the Tone ... Please Tell Us Your Name ... and Please Spell Your Last Name.
Also ... Please Give Us Your Telephone Number ... and the Best Time to Call You Back.
And finally ... Please Read Back to Us the Ad you are Responding to ... and Remember ... this is a Telephone Audition ... So give it Your Best Shot!
Here Comes the Beep ... So Give Us Your Name ... Your Telephone Number ... and Read Back the Ad.
Good Luck in your Job Hunt ...
Thanks for Calling."



24x7 Employment Information Line

This position requires you to speak, read and understand English. Are you able to do so?
Press 1 for Yes
Press 2 for No

We offer a comprehensive benefit package, each compensation of \$10.00 per hour and a bonus plan. Do you wish to continue this process?
Press 1 for Yes
Press 2 for No

This position will require you to work non-traditional hours including evenings, weekends, and holidays. Do you wish to continue this process?
Press 1 for Yes
Press 2 for No

This position is fast-paced, structured, and requires the ability to multi-task. For the majority of your shift, you remain at your workstation while assisting customers by phone. Your performance will be monitored and measured to ensure the highest quality of customer service. Do you wish to continue this process?
Press 1 for Yes
Press 2 for No

New employees are required to attend and successfully complete a company paid training course. Perfect attendance during training is mandatory. If you are absent, or tardy during your training period you may be terminated. Do you wish to continue this process?
Press 1 for Yes
Press 2 for No

Can Be As Sophisticated As An Interactive IVR System



24x7 Employment Information Line

You will Save Time and Money using a 24 Hr. "Employment Information Line" by:

- Reaching More Applicants Faster.
- Recruiting Top Candidates Before Your Competition.
- Building a Bigger Applicant Pool.
- Ensuring that Applicants have a Clear Understanding of Important Job Requirements.
- Assessing Applicant's Ability to Follow Basic Instructions.
- Conducting "Voice Auditions" to assess an Applicant's "Telephone Personality".
- Reducing time spent with Unqualified Candidates. (25%-30% of Callers to a 24x7 Employment Information Line "Self-Select" themselves out of the Hiring Process when Hearing Important Job Requirements)
- Maximizing Applicant Buy-In and Participation in your Hiring Process.
- Part of a Legally Defensible Hiring Process.



Skills Testing

Tests that are Designed to Identify a Candidate's Skill Level in Specific Areas such as Keyboarding, Spelling, Telephone Etiquette, Listening, etc.

Measures Speed and Accuracy when Entering Data that is Read Aloud as though a Conversation is Taking Place between Two People in a Call Center Environment.



Skills Testing

Measures Candidate's Ability in Referencing Information Based on Standardized Codes.



Skills Testing

Measures the Candidate's Data Entry Speed & Accuracy in Entering Information in a Data Form



Skills Testing

Measures Candidate's Spelling Ability and Knowledge of US and Canadian Zip/Postal Codes. Items requiring Spelling Read Aloud.



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Skills Testing

A Test Consisting of Performance-Based, Interactive Questions covering basic use of Microsoft Applications such as Windows, Word, Excel and Powerpoint.



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Skills Testing

A Series of Questions asking the Candidate to Solve Typical Problems Encountered by Computer Users.



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Structured Face-to-Face Interview

This Style of Interview has Great Value in Call Centers because it allows you to Identify Candidates' Past Behaviors and Use Them as Good Indicators of Future Performance and Behavior.

Before you Conduct a Structured Face-to-Face Interview, you need to go back to your Original Success Profile and Core Requirements Document.

Identify the Most Appropriate Core Competencies for the Position and Build your Questions around these Competencies.

They should be Very Specific Questions Designed to Determine How Candidates Behaved and Thought during Certain Situations.



Structured Face-to-Face Interview

Structured Face-to-Face Interview

TeleSoft Systems

STRUCTURED FACE-TO-FACE INTERVIEW GUIDE

Candidate First Name: Sample
Candidate Last Name: Candidate
Candidate Telephone: 888-888-1212

Interview Scheduled Day: June 21, 2004
Interview Scheduled Time: 9:30 AM

A Structured Series of Questions asked of all Candidates in order to Probe Past Candidate Behavior - to Uncover if the Candidate Meets Your Specific Hiring Criteria.



Structured Face-to-Face Interview

Structured Face-to-Face Interview

CUSTOMER FOCUS

Target Behavior:
Customer Focus looks at the extent to which the Candidate makes sure that all customer inquiries are handled effectively and with a service excellence orientation.

Interview Question:
"Tell me about a time when you extended yourself far beyond what normally would be expected in order to satisfy the needs of a customer?"

Did Not Demonstrate	Simply Demonstrated	Strongly Demonstrated	Thoroughly Demonstrated
0	1	2	3

Below Target: If Candidate Score 0 or lower recommendation to reject.
Above Target: If Candidate Score 2 or higher recommendation to accept.

Comments



Structured Face-to-Face Interview

TeleSoft Systems - Structured Face-to-Face Interview RCH

ABILITY TO INFLUENCE



Target Behavior:
Ability to Influence looks at the extent to which the Candidate is able to influence/motivate Customers to take action.

Interview Question:
"Please describe for me how the ability to influence others has made you more effective with customers?"

Did Not Demonstrate	Basic	Demonstrated	Strongly Demonstrated	Thoroughly Demonstrated
1	2	3	4	5

Score Target: If Candidate Scores 2 or more proceed to next question.
Score Target: If Candidate Scores 2 or lower recommendation to be called.

Comments:

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Structured Face-to-Face Interview

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DEPENDABILITY



Target Behavior:
Dependability looks at a Candidate's ability to "Walk the Talk" and be seen as reliable, steady, responsible and committed in relation to their competency as a Call Center Agent.

Interview Question:
"Tell me about a time when you set a good example for your co-workers/teammates?"

Did Not Demonstrate	Basic	Demonstrated	Strongly Demonstrated	Thoroughly Demonstrated
1	2	3	4	5

Score Target: If Candidate Scores 3 or more proceed to next question.
Score Target: If Candidate Scores 2 or lower recommendation to be called.

Comments:

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Structured Face-to-Face Interview

TeleSoft Systems - Structured Face-to-Face Interview RCH



OVERALL CANDIDATE RATING

Candidate First Name:
 Candidate Last Name:
 Candidate Telephone:
 Interview Scheduled Day:
 Interview Scheduled Time:

The Candidate's Overall Suitability for this Call Center Agent Position:

Not Suitable	Basic Suitable	Suitable	Strongly Suitable	Thoroughly Suitable
1	2	3	4	5

Comments:

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Call Center Job Preview

The Goal of a Call Center Job Preview is a Final Attempt to Sell the Candidate "In or Out" of the Job.

You need to Paint a Realistic Picture of the Company, Call Center Environment, Hours, Flexibility, Management Style, Performance Expectations, etc...

This can be done as easily as having Candidates Sit in the Call Center for a Period of Time to Form Their Own Opinion before Accepting or Declining the Job Offer **.

During this Time, the Candidate should be Encouraged to Speak "Off The Record" with Supervisors/Team Leaders and Potential Coworkers.

Done Correctly, this Step will Help You Attract People who Genuinely Want to Work in your Call Center.

(**Check Your Local Labor Laws to See If Candidate Time Spent in a Call Center Preview by "Sitting In The Call Center" Qualifies as "Paid Time".)



Call Center Job Preview

Software-Based Call Center Simulators** are also available to give a Candidate the Ability to Accurately Experience Call Center Work – such as Referencing and Cross-Referencing Data.

(** Software-Based Call Center Simulators are Not Subject to Local Labor Law Interpretation as "Paid Time".)



Call Center Job Preview

Call Center Simulators also give a Candidate the Ability to Experience Handling Typical Customer Service Issues and Problems.





*Thank You For Your
Attention & Consideration*

FOR QUESTIONS OR A DEMO

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