

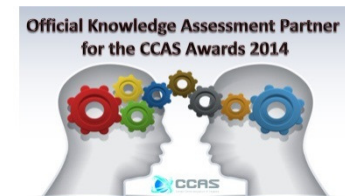
The Official Knowledge Assessment Partner for the CCAS Awards 2014



Daniel Ord
October 8th, 2014
Singapore

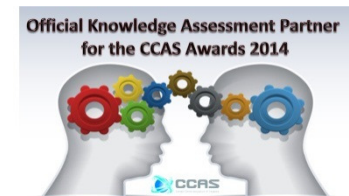
Introductions

- Daniel Ord
- Founder & Strategic Advisor, OmniTouch
- 30 years in the Contact Centre industry with 15 in the U.S. and now 15+ in Asia
- Knowledge Assessment & MSP Partner for the CCAS 2014
- Knowledge Assessment Partner for the CCAM 2013 & 2014



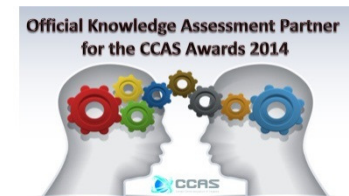
Our agenda

- I. What is the Knowledge Assessment
- II. How was it administered?
- III. How were the scores used?
- IV. The role of Knowledge / Prerequisites for the Assessment
- V. The Trends for the Manager 2014 Assessments Singapore & the 2013 Assessments Malaysia
- VI. The Trends for the Team Leader 2014 Assessments Singapore & the 2013 Assessments Malaysia
- VII. The Trends for the Frontline 2014 Assessments Singapore & the 2013 Assessments Malaysia
- VIII. Questions & Answers



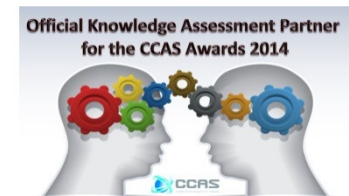
I. What is the Knowledge Assessment?

- One of the 'inputs' used to calculate the final score for each Individual Award Candidate who participated in the 2014 Awards in Singapore and the 2013 Awards in Malaysia
- Took the form of an examination that was taken by each Award Candidate – **all exams were administered earlier in 2014 in Singapore**
- There was a different examination issued for each Award Category in Singapore which was then compared to that in Malaysia
 - Manager
 - Team Leader
 - Professional (Agent)



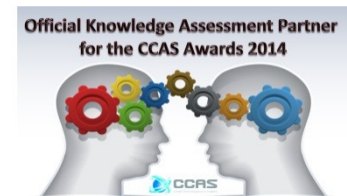
I. What is the Knowledge Assessment?

- Each examination was designed to address the key competencies recognized as required for success on the job
- Competencies covered in the Management & Team Leader examinations *were drawn from* Operations management, People management, Customer experience management & Leadership domains of knowledge
- Competencies covered in the Frontline examinations *were drawn from* Service quality, Sales, Customer Service, Customer Experience, and Ability & Attitude though these have not be sub-segmented



II. How was it administered?

- Examination testing was held on designated dates & times for all Individual Award Candidates early in 2014
- Examinations were designed primarily as complex multiple choice questions. Examinations were designed to be completed within one hour (60 minutes).
- Examinations were no book, no note, no mobile phone, no tablets, etc. When you work in an industry you are expected to have industry knowledge – not look up industry knowledge.
- Examinations were all proctored.



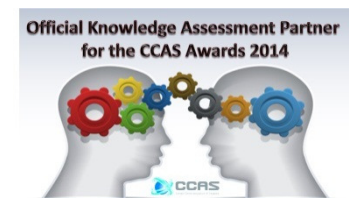
II. Let's try

- We have passed out a 10 question multiple choice exam
- The competencies reflect those taken by the actual exam takers though these questions have been 'retired' from future use



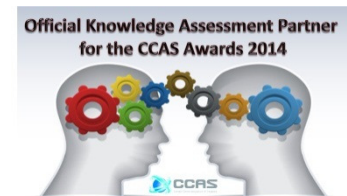
III. How were scores used?

- Every examination was assigned a percentage score from 0% - 100% - final scores were factored into the overall Candidate score for Awards consideration.
- Aggregated results of the examinations were used to provide 'state of the industry' knowledge performance across competencies & job roles.
- All data remains strictly confidential



IV. The role of knowledge

- The examinations did not require any specific training or preparation in advance. 'Where' the knowledge comes from is completely up to the Candidate and their level of exposure.
- Knowledge come can from experience, internal company training, external training, reading up on the industry, self-study, attendance at conferences and events and more. The best learners don't wait for others to teach them.

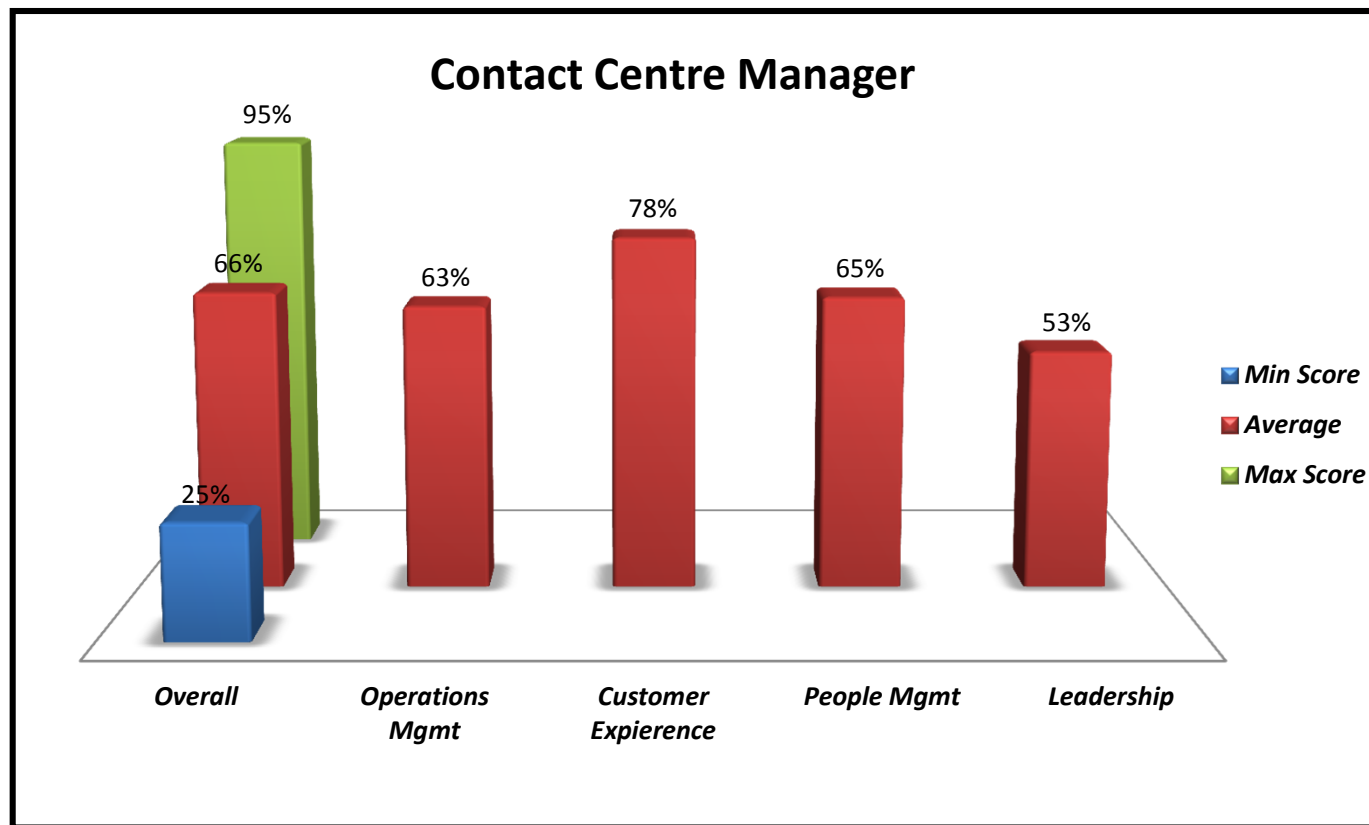


V. Manager Trends for 2014



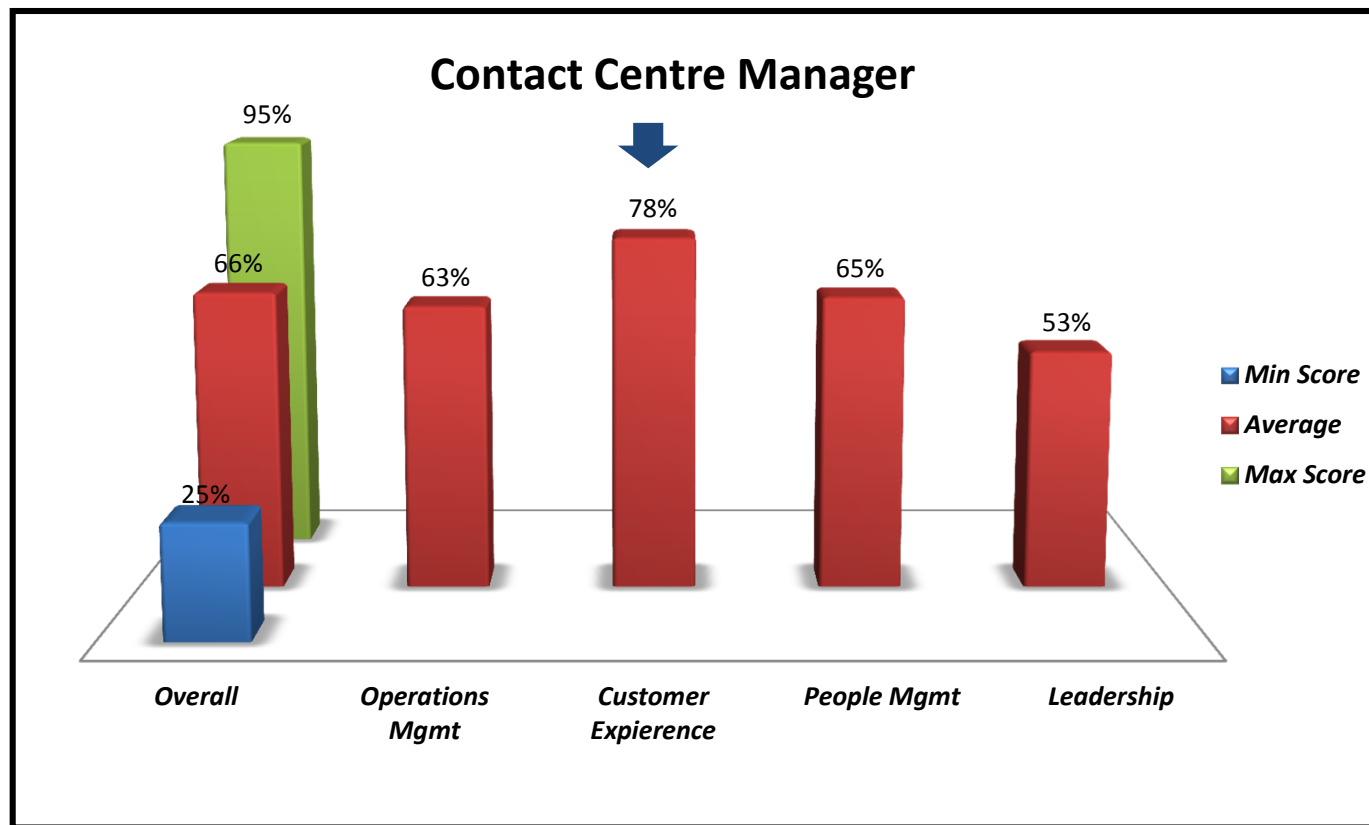
Manager - Trends from 2014

- Best Contact Centre Manager – (over & under 100 seats)
- 19 Candidates – only 1 person scored 90% and above



Manager - Trends from 2014

- Best Contact Centre Manager – (over & under 100 seats)

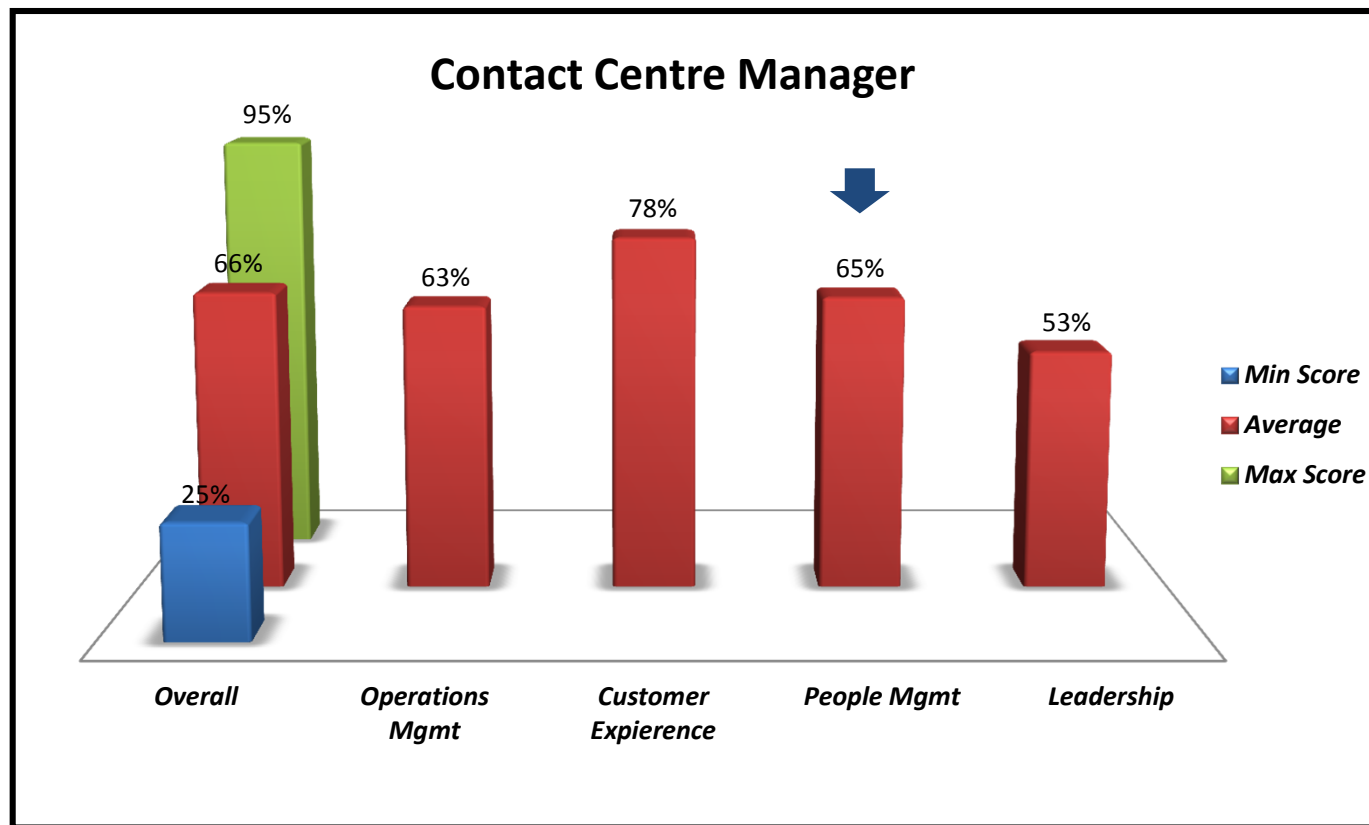


Customer Experience – Average 78%

- There were fewer and rather simple questions on Customer Experience – so no surprise to see relatively high scores though we had expected even higher result
- In future testing periods we will increase the level of complexity to cover items such as pros and cons of different administrative methods, best practices in survey design and how to specifically apply Customer Satisfaction & Experience to the Call Centre environment
- By comparison, for the 32 Management candidates for Awards in Malaysia in 2013, the score averaged at **51%** for this domain.

Manager - Trends from 2014

- Best Contact Centre Manager – (over & under 100 seats)
- 19 Candidates

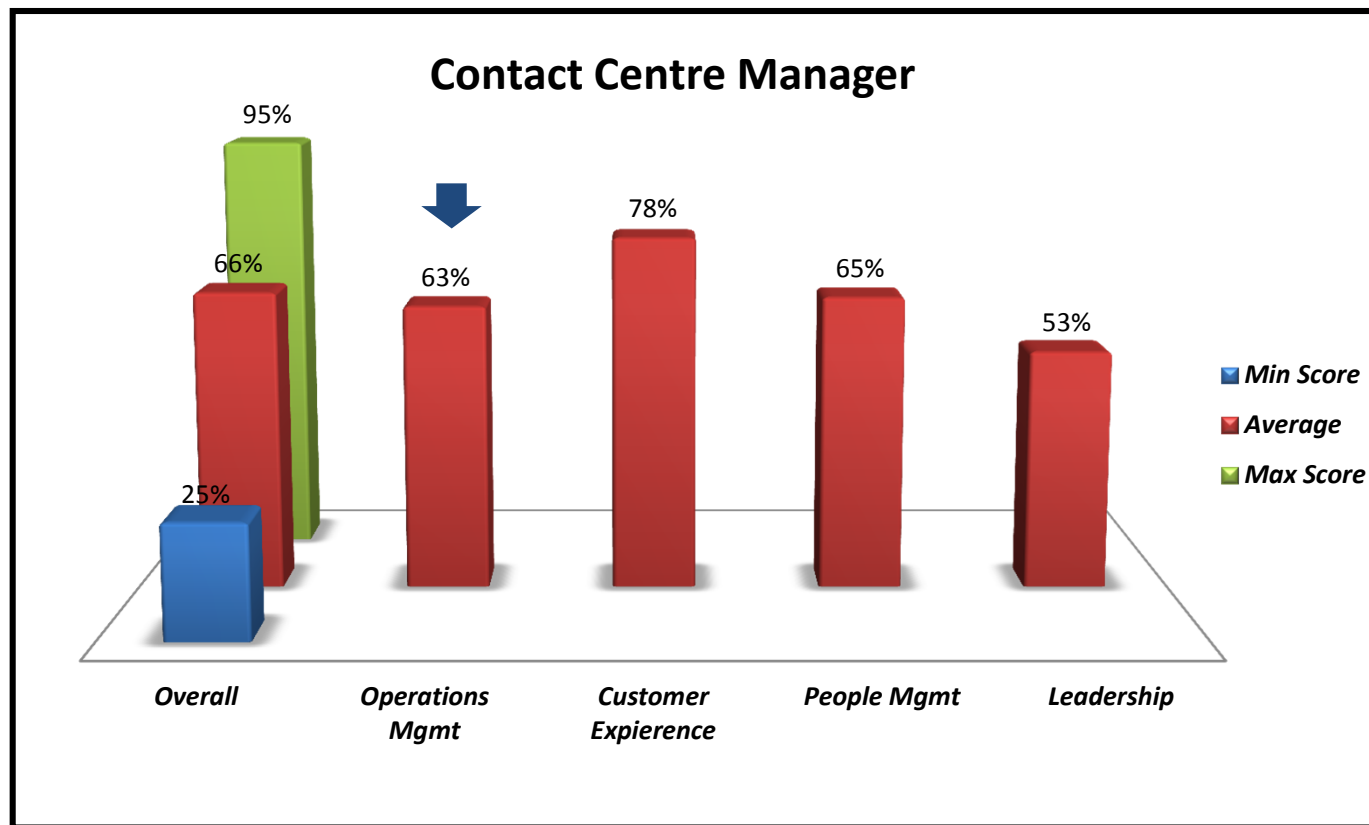


People Management – Average 65%

- For this particular segment of questions topics included engagement, attrition, retention and coaching and 65% overall is a relatively weak showing in a people oriented business
- By comparison, for the 32 Management candidates for Awards in Malaysia in 2013, the score averaged at **64%** on exactly the same questions – leading to the conclusion that candidates in Malaysia have almost exactly the same competency performance in people management as their counterparts in Singapore.

Manager - Trends from 2014

- Best Contact Centre Manager – (over & under 100 seats)
- 19 Candidates



Operations Management – Average 63%

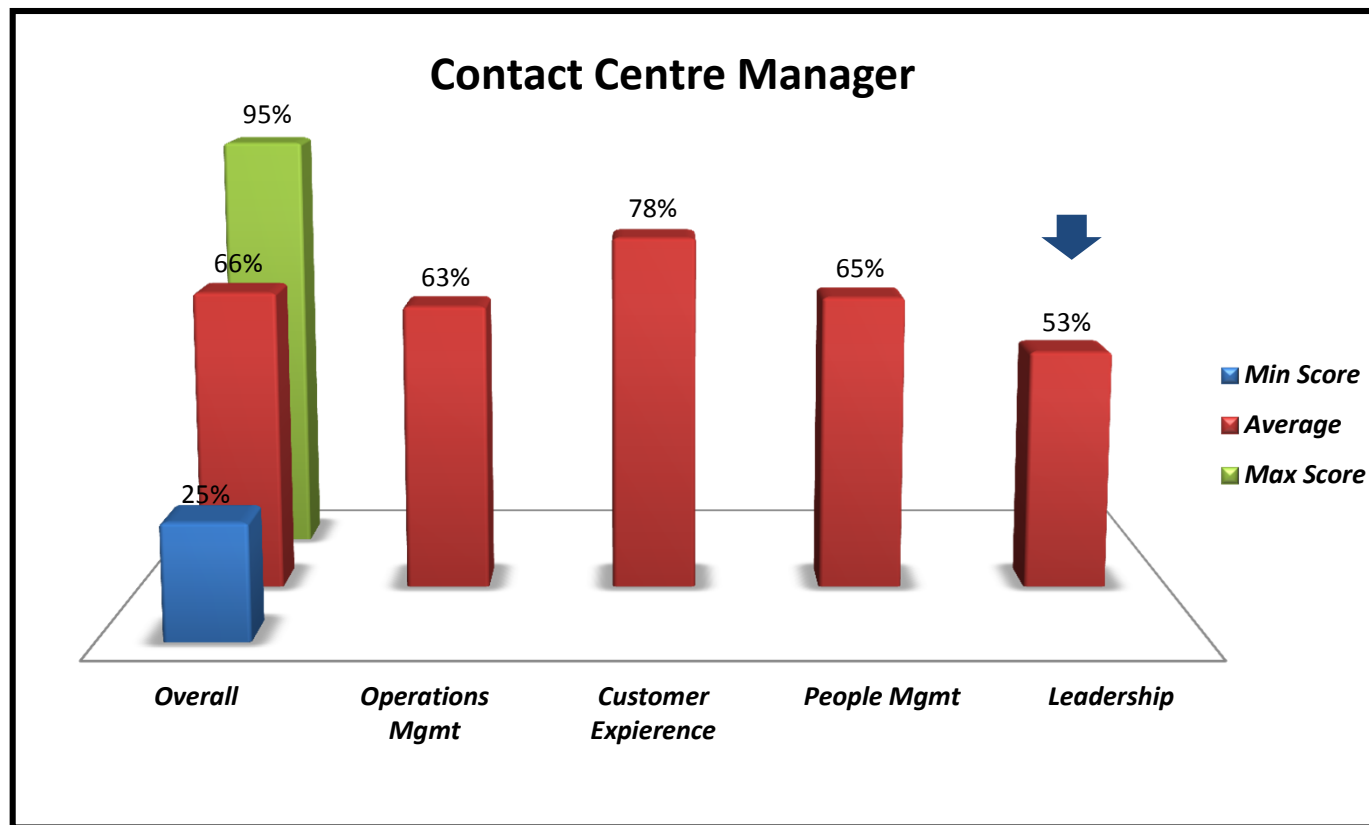
- Given how long good operations training has been around in Singapore this weak performance was a bit of a surprise
- Some of this result stems from the fact the 'Pioneer Generation' leaders left the Contact Centre years ago while subsequent groups either did not equip themselves or their organizations felt that their own internal approaches were sufficient
- By comparison, for the 32 Management candidates for Awards in Malaysia in 2013, the score averaged at **61%** on exactly the same questions – leading to the conclusion that candidates in Malaysia have almost exactly the same competency performance in operations management as their counterparts in Singapore

Operations Management – Average 63%

- Questions in this section included topics on 'how to calculate staff', what to consider when budgeting, how to improve Average Handling Time, how to analyze shrinkage, how occupancy rates are driven, what metrics should be measured at the Agent level.
- Great employee experiences and loyalty and thus Customer experience is built on top of good operations and everyone in the Team from the Director down to the newest Frontline Agent should have the privilege to understand 'how' the Call Centre works, what makes it unique and what all those 'terms' mean.

Trends from 2014

- Best Contact Centre Manager – (over & under 100 seats)
- 19 Candidates



Leadership – Average 53%

- This section included topics on Vision, Mission and Core Values and how to bring those to 'life' in the Centre
- The section also covered what requirements are expected from 'great' managers, what requirements are expected from 'great' leaders
- By comparison, for the 32 Management candidates for Awards in Malaysia in 2013, the score averaged at **76%** on exactly the same questions – demonstrating an understanding of leadership & management competencies that were measurably higher than in Singapore.

Why is Leadership performance so low?

- Centre sizes in Malaysia tend to be larger and thus draw more senior management attention – a Contact Centre manager in Malaysia has typically much bigger financial responsibility (once currency variations are factored out) – for large multinational, regional and even major domestic players and a lot of thought goes into the selection process – these folks tend to be ‘major players’ in the industry
- Years of experience do not equal mastery in this environment and it can be tempting to promote a long timer even if they aren’t ready for the job

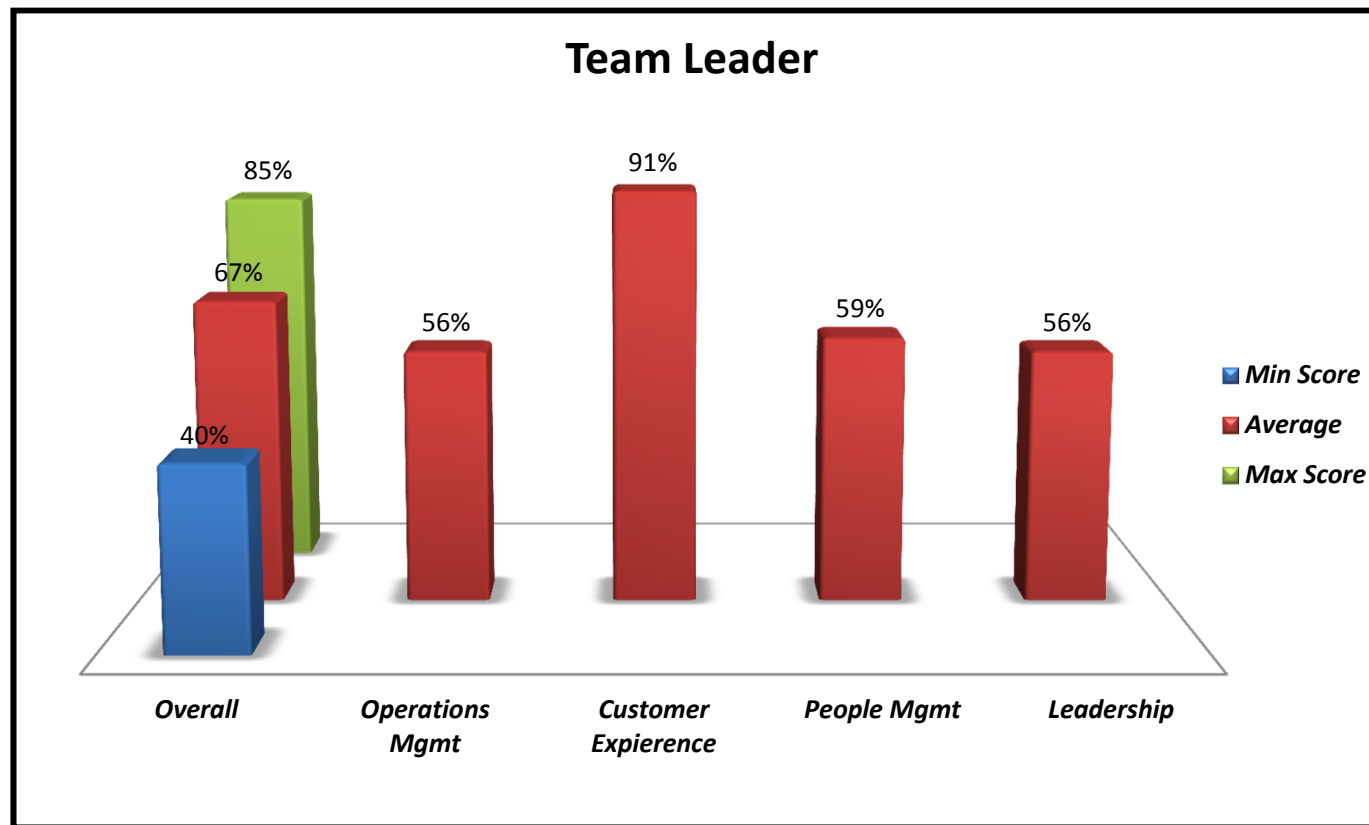
VI. Let's transition to Team Leaders

The
Team
Leader



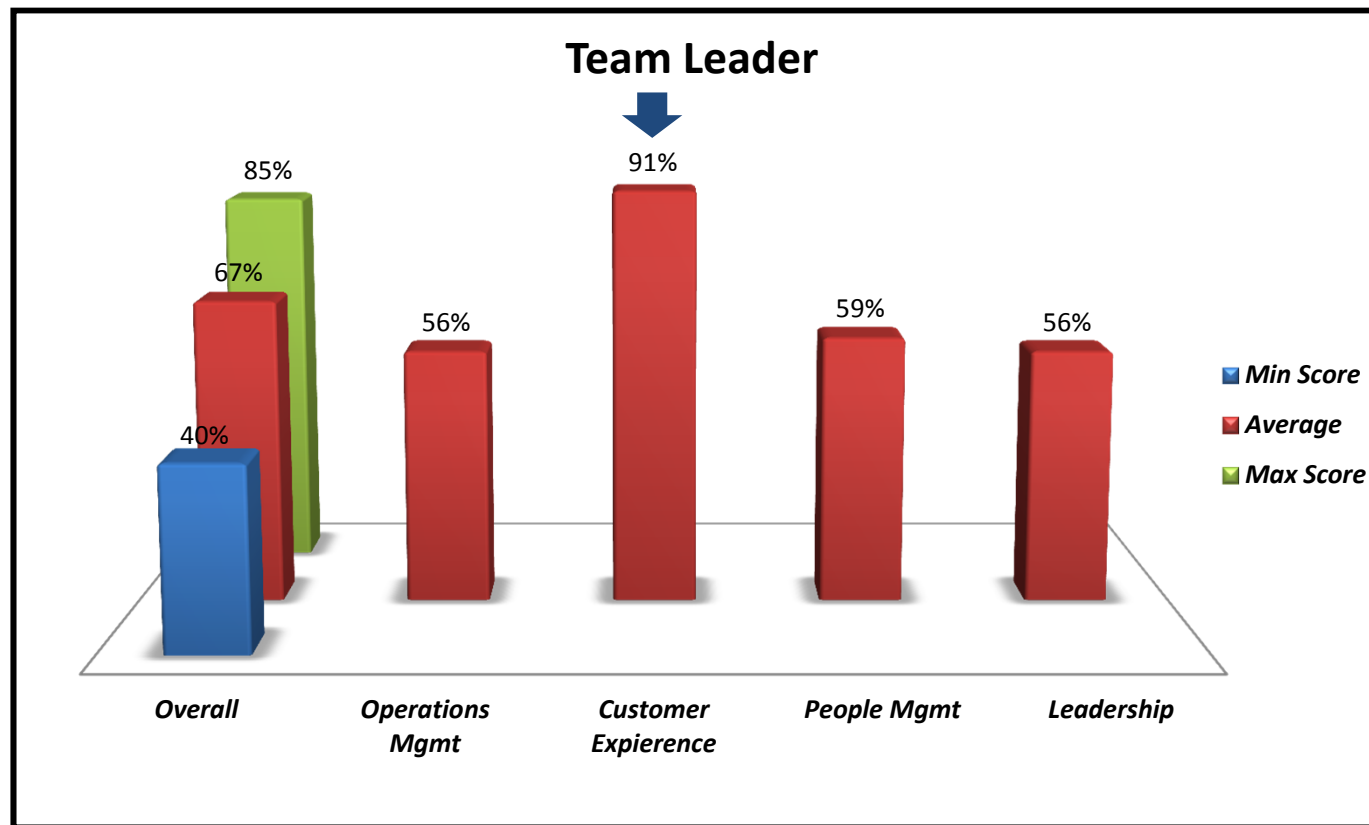
Team Leader - Trends from 2014

- Best Team Leader – (over & under 100 seats)
- 29 Candidates – not a single candidate scored at 90% or above



Team Leader - Trends from 2014

- Best Team Leader – (over & under 100 seats)
- 29 Candidates

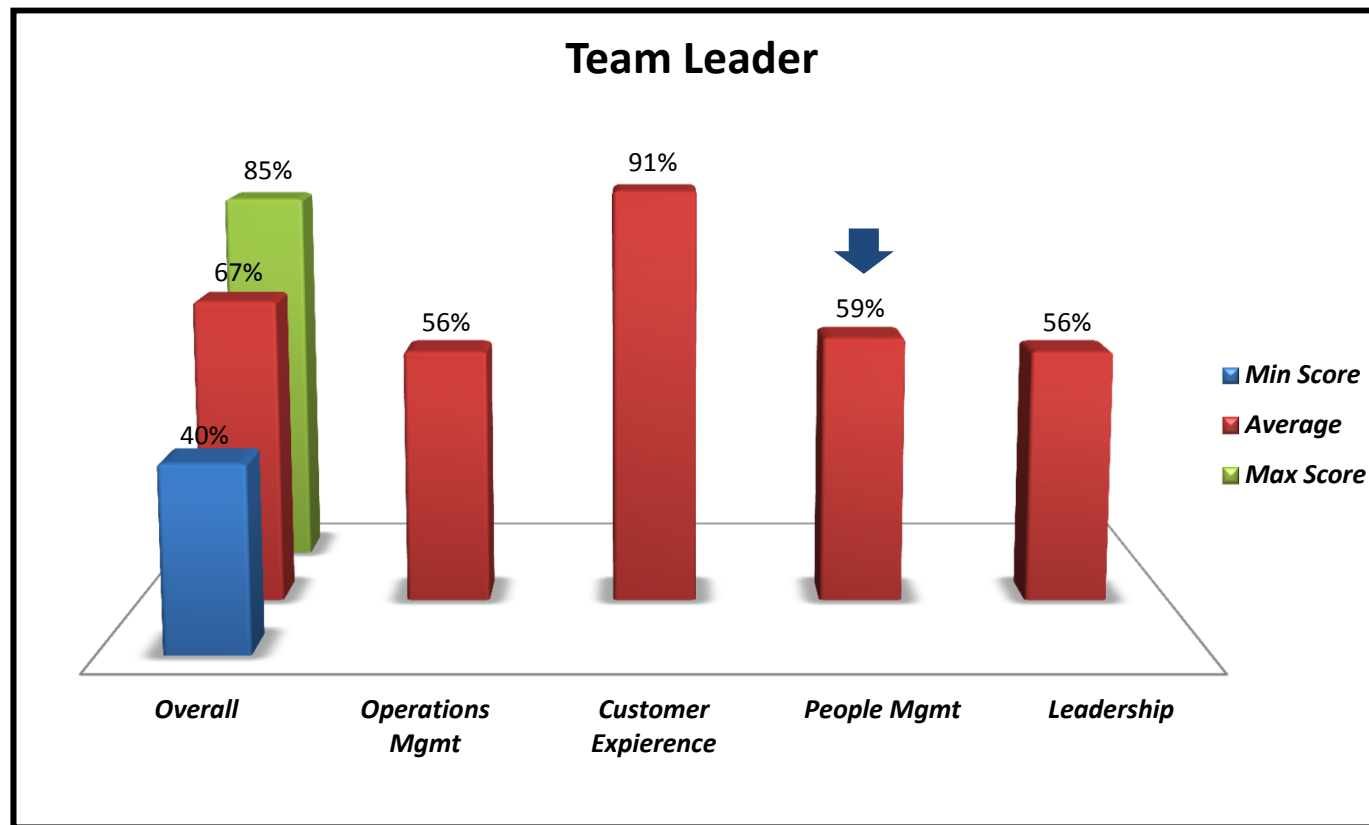


Customer Experience – Average 91%

- There were fewer and rather simple questions on Customer Experience – and as there is tremendous pressure to deliver on CX, it was no surprise to see relatively high scores and notice they are higher than the management scores of 78% for CX!
- In future testing periods we will increase the level of complexity to cover items such as pros and cons of different administrative methods, best practices in survey design and how to specifically apply Customer Satisfaction & Experience to the Call Centre environment
- By comparison, Team Leader candidates for Awards in Malaysia in 2013 scored at an average of **100%** across the 57 candidates who took the test in Malaysia.

Team Leader - Trends from 2014

- Best Team Leader – (over & under 100 seats)
- 29 Candidates

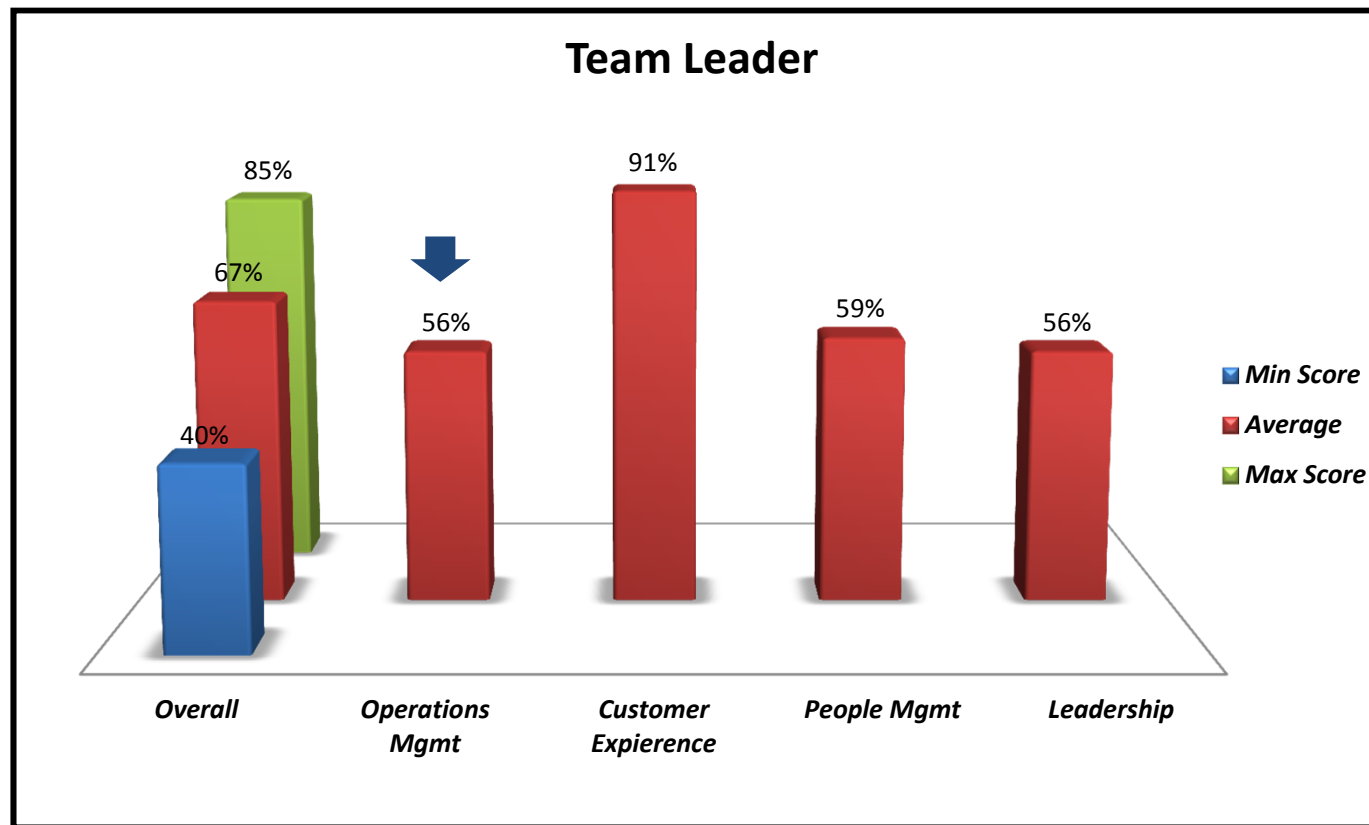


People Management – Average 59%

- Team Leader development in the Call Centre environment tends to be one of the most neglected areas for most Centres. A good Agent doesn't necessarily translate to a good TL.
- Fully 50% of the questions on the Team Leader exam were related to People Management topics as there is such a high degree of People Management required.
- According to the competency results we are missing out on some high value, high frequency conversations. A good TL is not necessarily one who begs, cajoles, parties with and otherwise does what he/she has to do to get results. This limits their ability for future growth as well.
- By comparison, Team Leader candidates for Awards in Malaysia in 2013 scored at an average of **51%** across the 57 candidates who took the test in Malaysia

Team Leader - Trends from 2014

- Best Team Leader – (over & under 100 seats)
- 29 Candidates

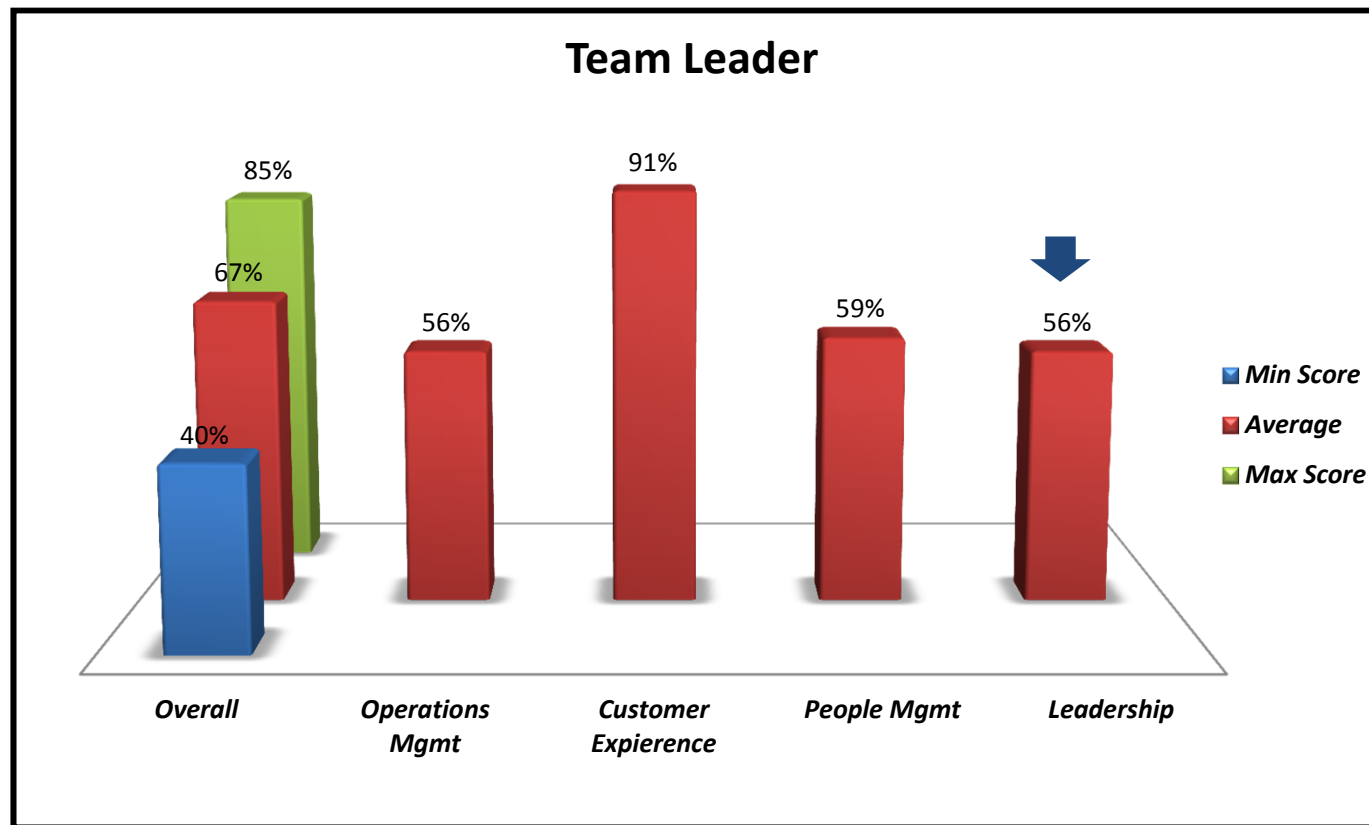


Operations Management – Average 56%

- Given that the management candidate scores averaged out at 63% it was not a surprise to see Team Leaders score low in this category as well – who are they supposed to learn from? Operations in a Call Centre is not purely intuitive – there are some very real mathematical realities at work.
- By comparison, Team Leader candidates for Awards in Malaysia in 2013 scored at an average of **64%** across 57 candidates who took the test in Malaysia in the operations domain.
- In Malaysia we are starting to see more Team Leaders attend operations training than ever before.

Team Leader - Trends from 2014

- Best Team Leader – (over & under 100 seats)
- 29 Candidates



Leadership – Average 56%

- Given that the management candidate scores averaged out at 53% it was not a surprise to see Team Leaders score low in this category.
- They end to be 'forced to work harder' to get the results out of their people and they find ways to do it whether those ways are sustainable or not.
- By comparison, Team Leader candidates for Awards in Malaysia in 2013 scored at an average of **74%** across the 57 candidates who took the test in Malaysia in the leadership domain. Just as with the management category there is a significant improvement over Singapore in leadership competencies.

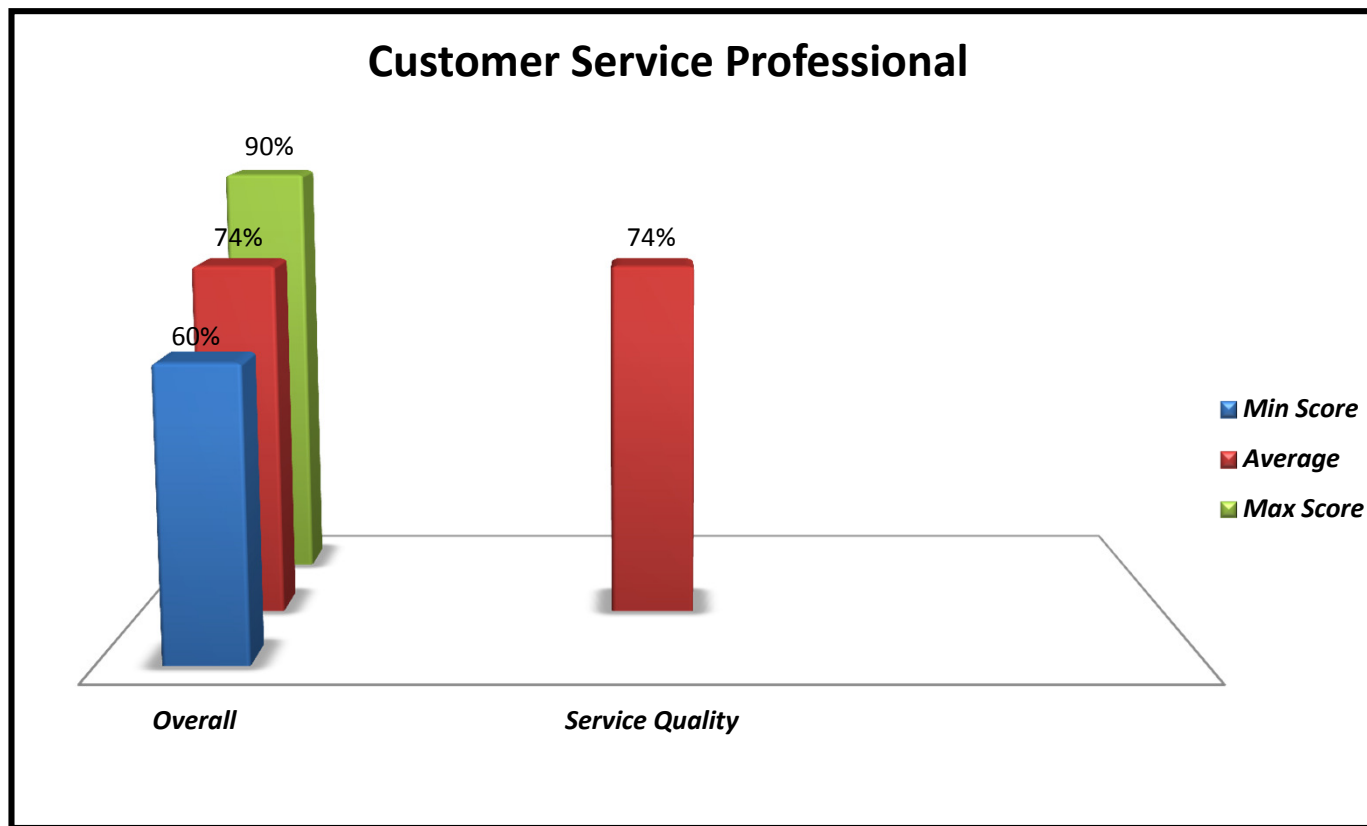
VII. Let's transition to the Frontline



FRONTLINE

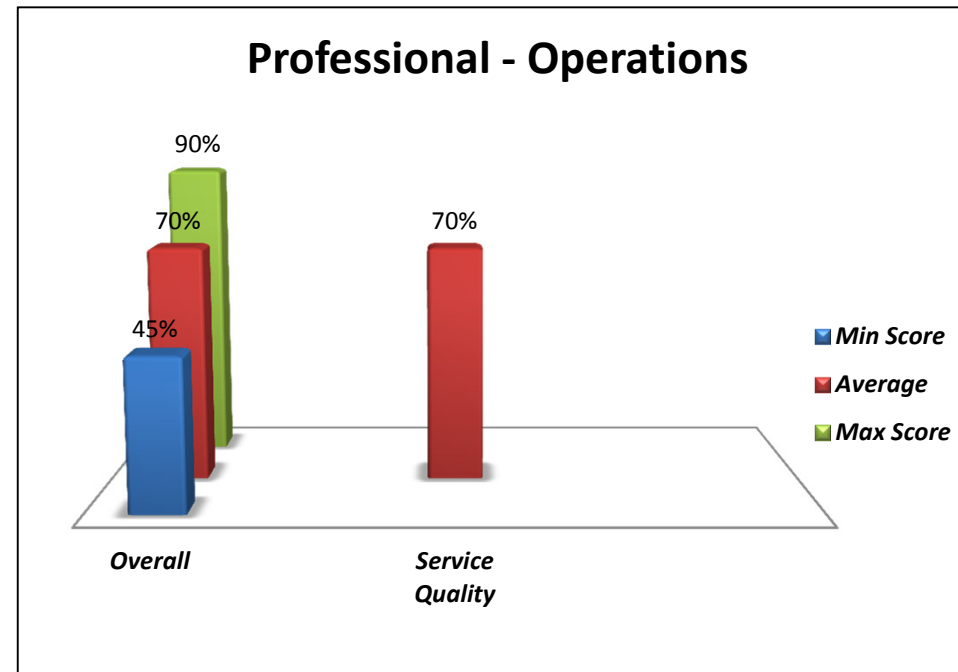
Frontline - Trends from 2014

- Best Customer Service Professional – (over & under 100 seats)
- 31 Candidates – one candidate scored at 90%



Frontline - Trends from 2013 Malaysia

- Best Professional – Operations
(over & under 100 seats)
- 92 Candidates



VIII. Q&A

- What questions can we answer?



Thank you!



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