

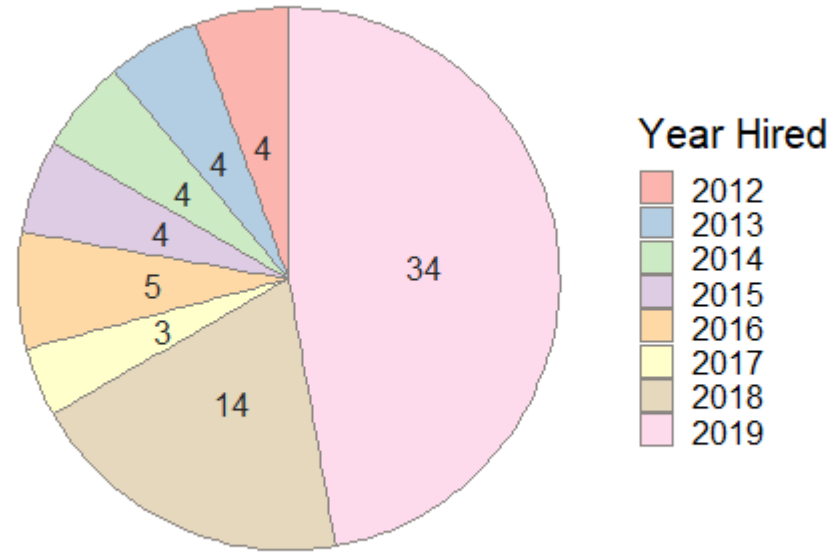
# Attrition, Tenure, QA and Future Directions

## Leveraging People Analytics to Optimize Call Center Performance

Langyi Tian and Jay Souder

July 2019

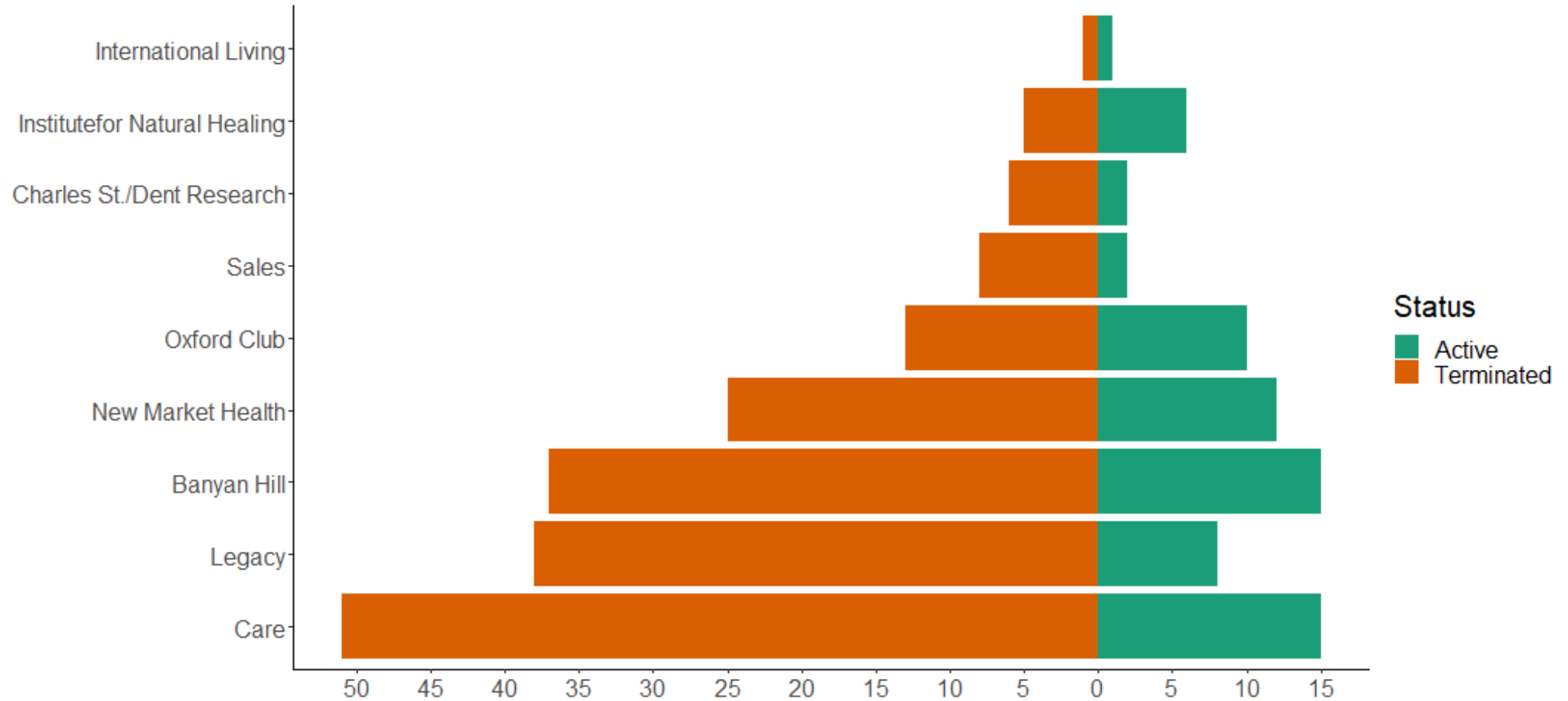
# Year Hired for Current TCC Population



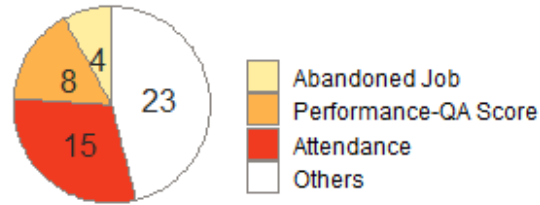
Current size 72, 168 hired 2018, 68 hired 2019

- A majority of the current population has less than 6 months of experience, and avg. QA score of 81%
- Agents hired before 2018 have an avg. QA score of 89% over time
- Effect on training, performance

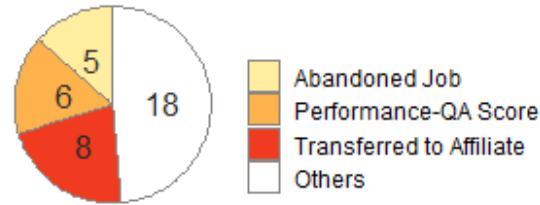
# A Few Groups Drive the Attrition Since 2018



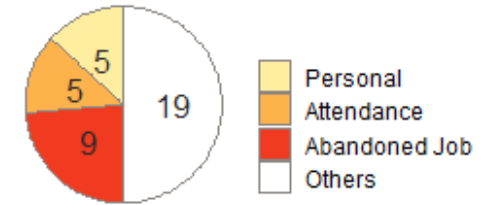
# Top 3 Exiting Reasons in Client Groups



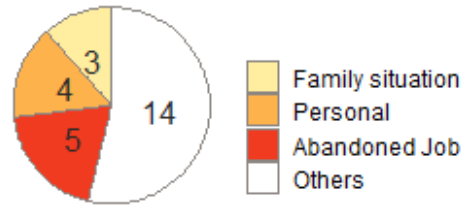
Care



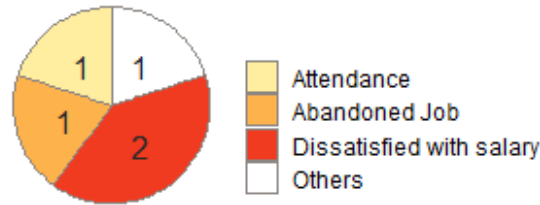
Banyan Hill



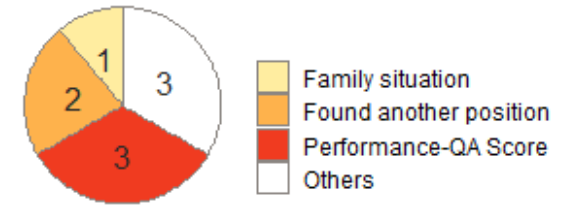
Legacy



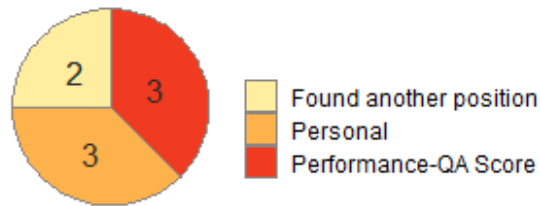
New Market Health



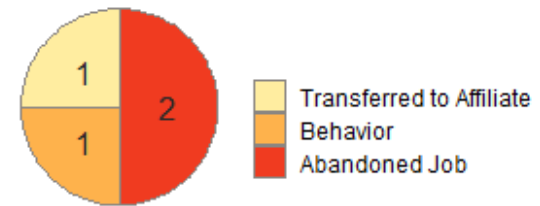
Institute for Natural Healing



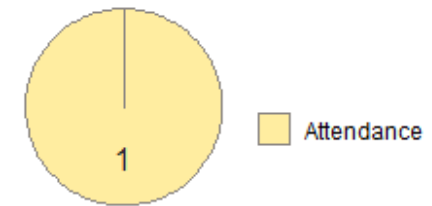
Oxford Club



Sales



Charles St./Dent Research

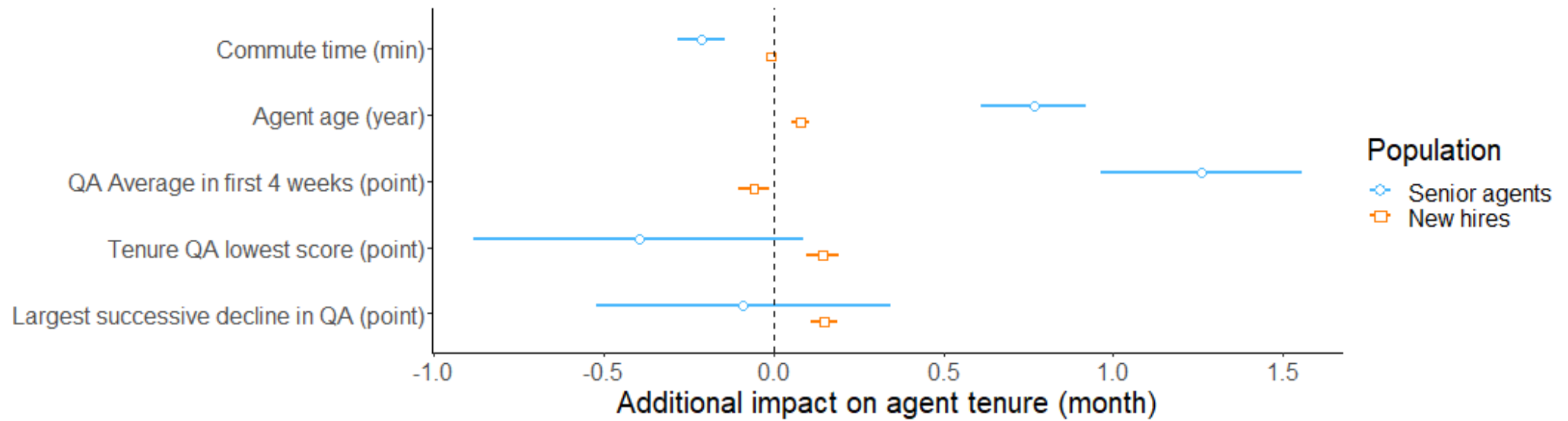


International Living

- See Appendix 1 for an interactive breakdown of terminated agents

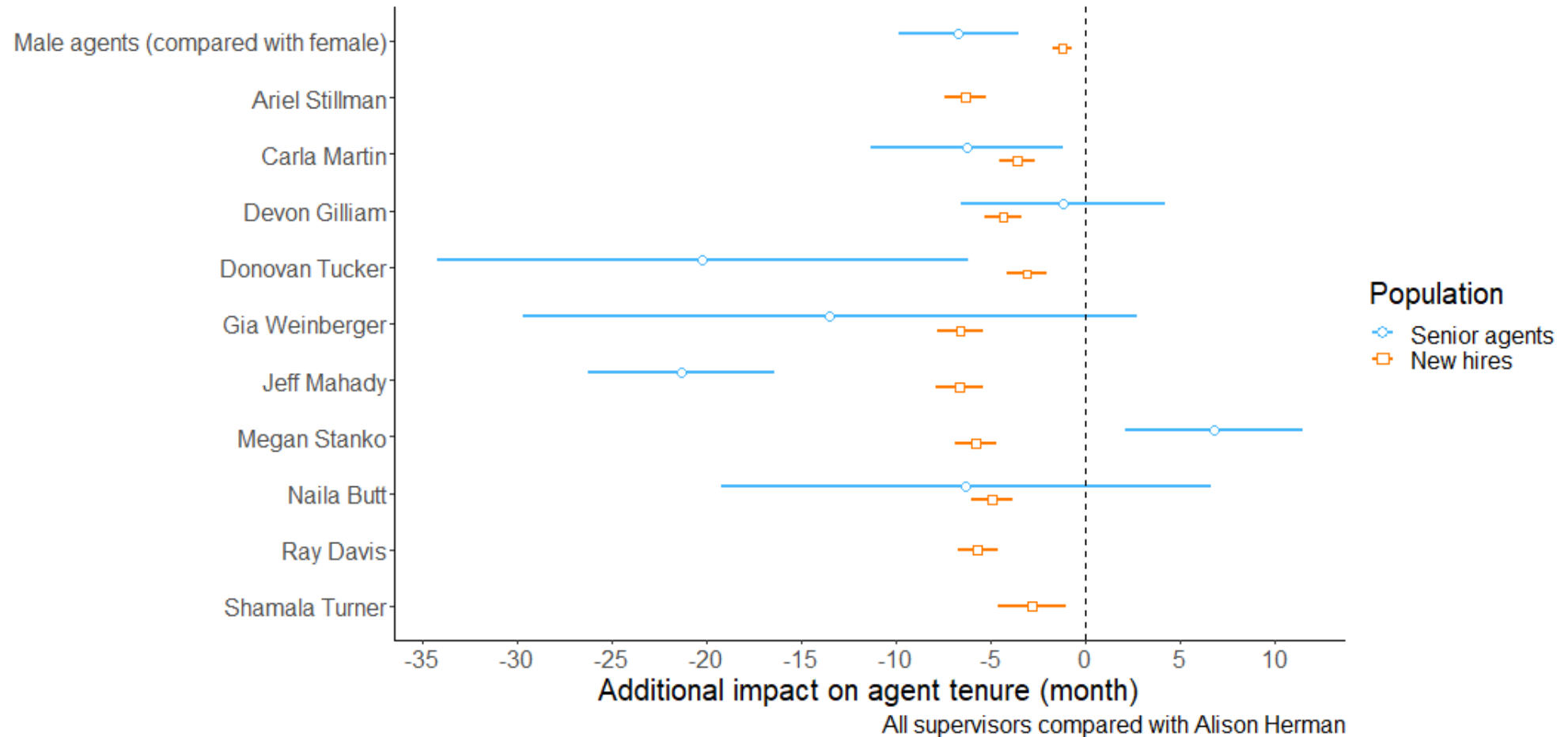
# Factors Impacting Senior Agents' Tenure

- Senior agents average profile: 89% on tenure QA, 30 months of tenure

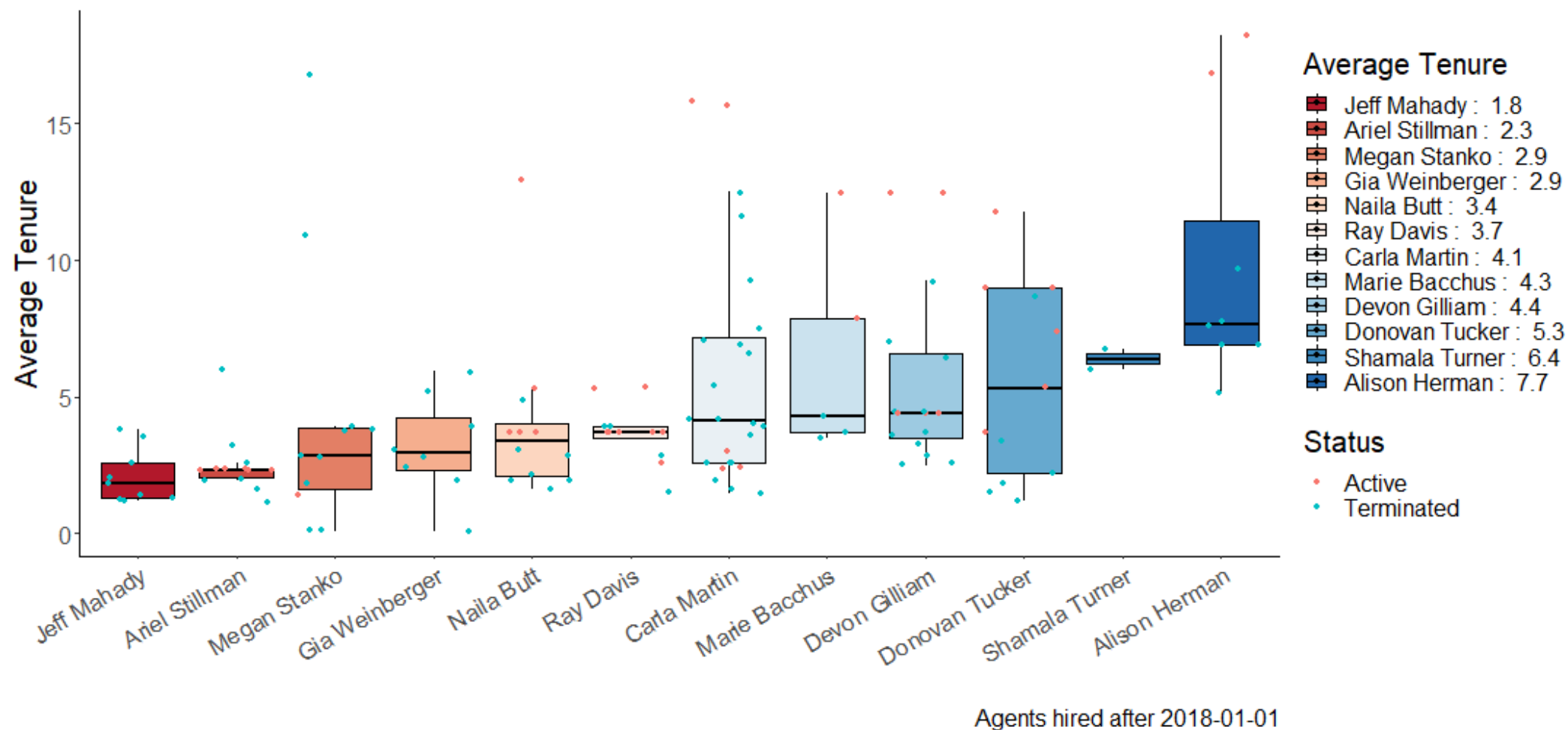


# Supervisors' Influence on New Hires' Tenure

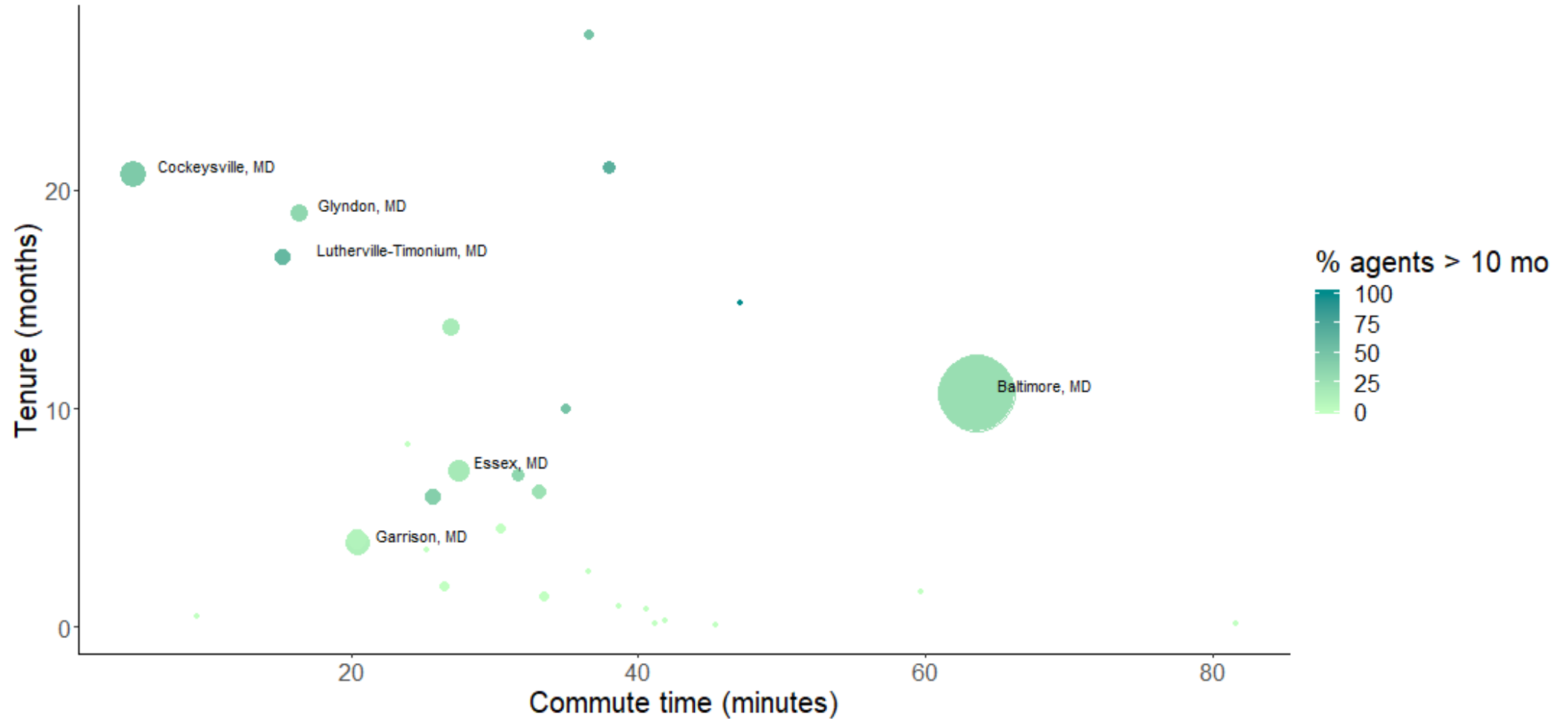
- New hires average profile: 83% on tenure QA, 3 months of tenure



# Certain Supervisors Are Better at Retaining Agents

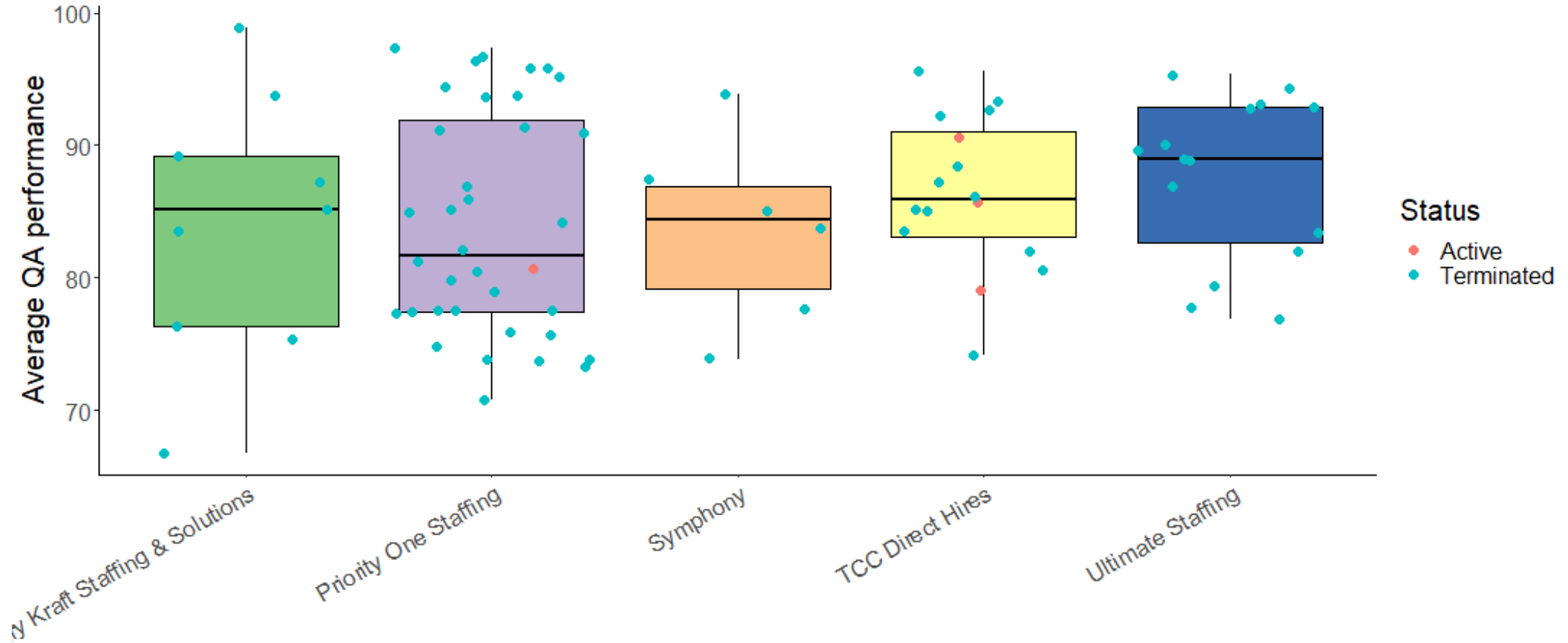


# Target Recruitment Efforts Geographically

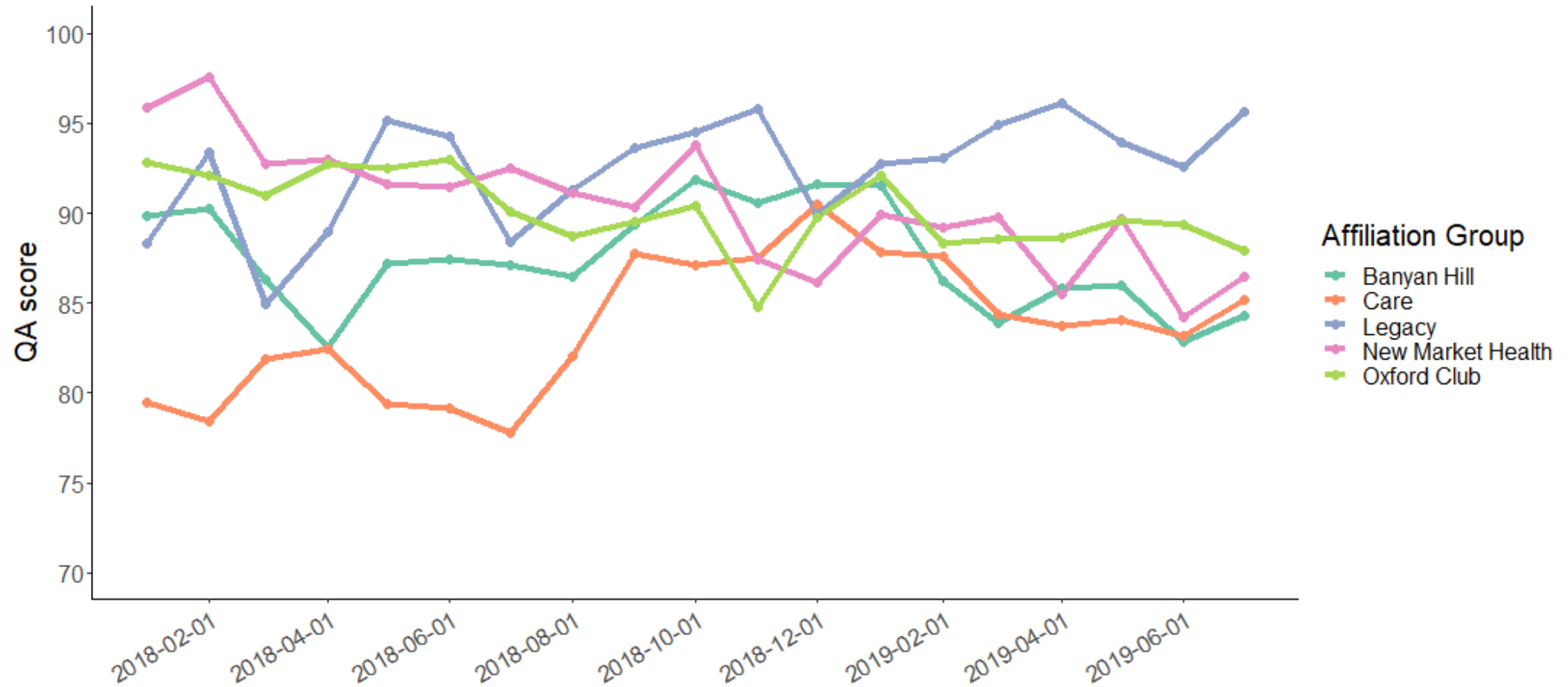




# Direct Hiring Outperforms Staffing Agencies

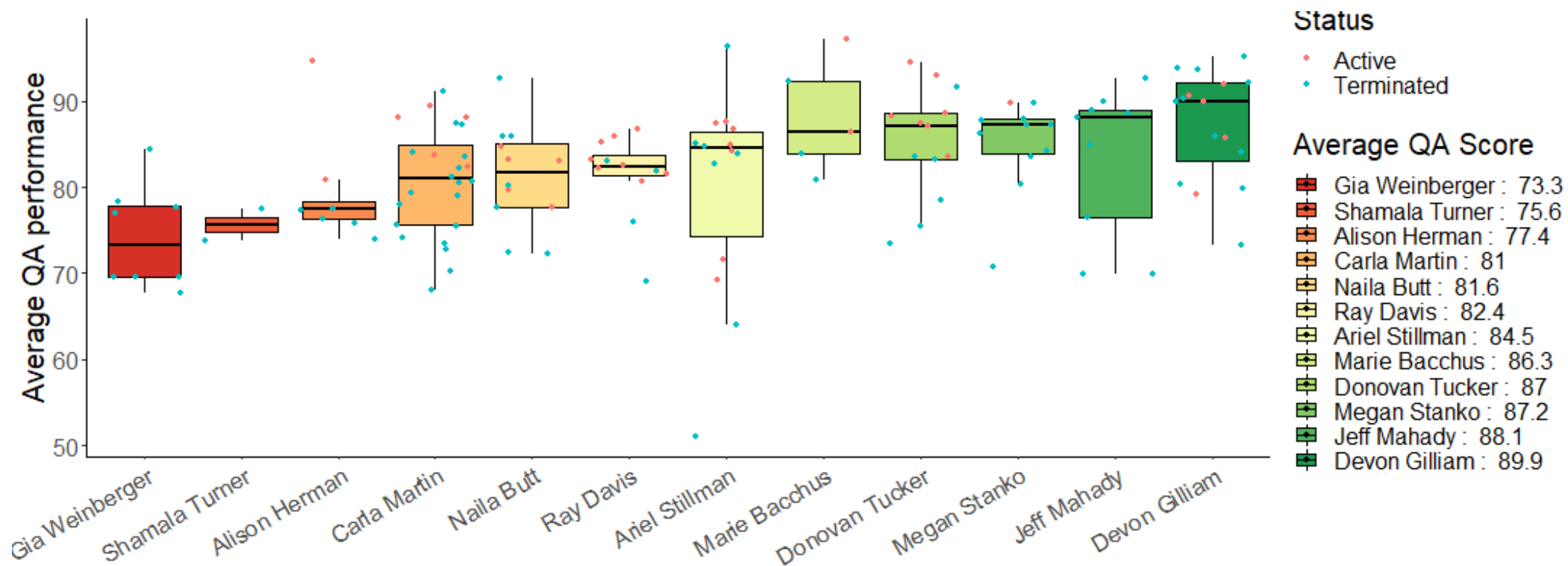


# More Consistency in Supervisor Performance Since Initiatives



- See Appendix 2 for a breakdown of supervisors' performance within affiliation groups

# Supervisors' Impact on QA

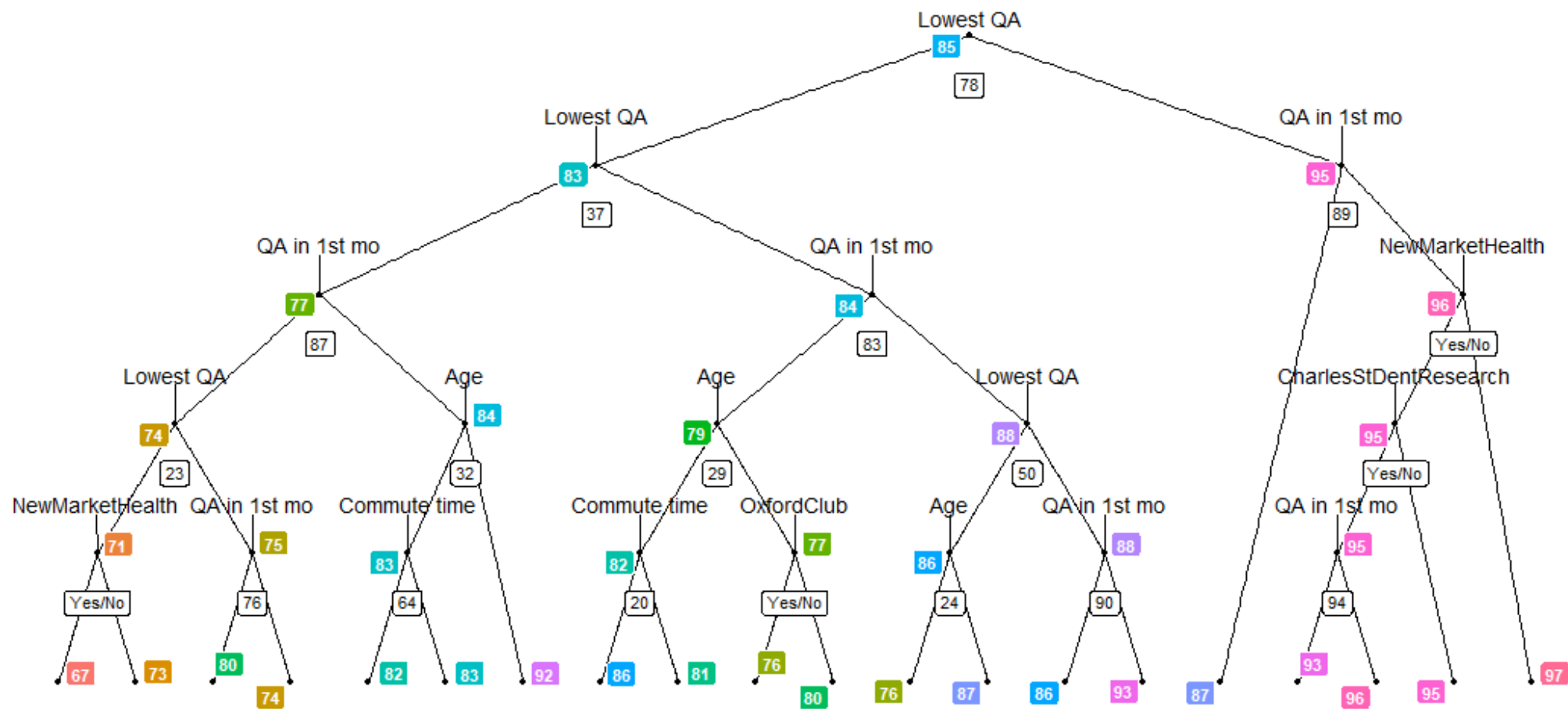


Agents hired after 2018-01-01

## Interactive plot at [https://plot.ly/~tly371/11?share\\_key=vVAoEExqcSWaio6jKrjF9Q](https://plot.ly/~tly371/11?share_key=vVAoEExqcSWaio6jKrjF9Q)

- See Appendix 3 for a breakdown of supervisors' performance under different affiliation groups

# Predicting Agent Lifetime Excellence by their First Month

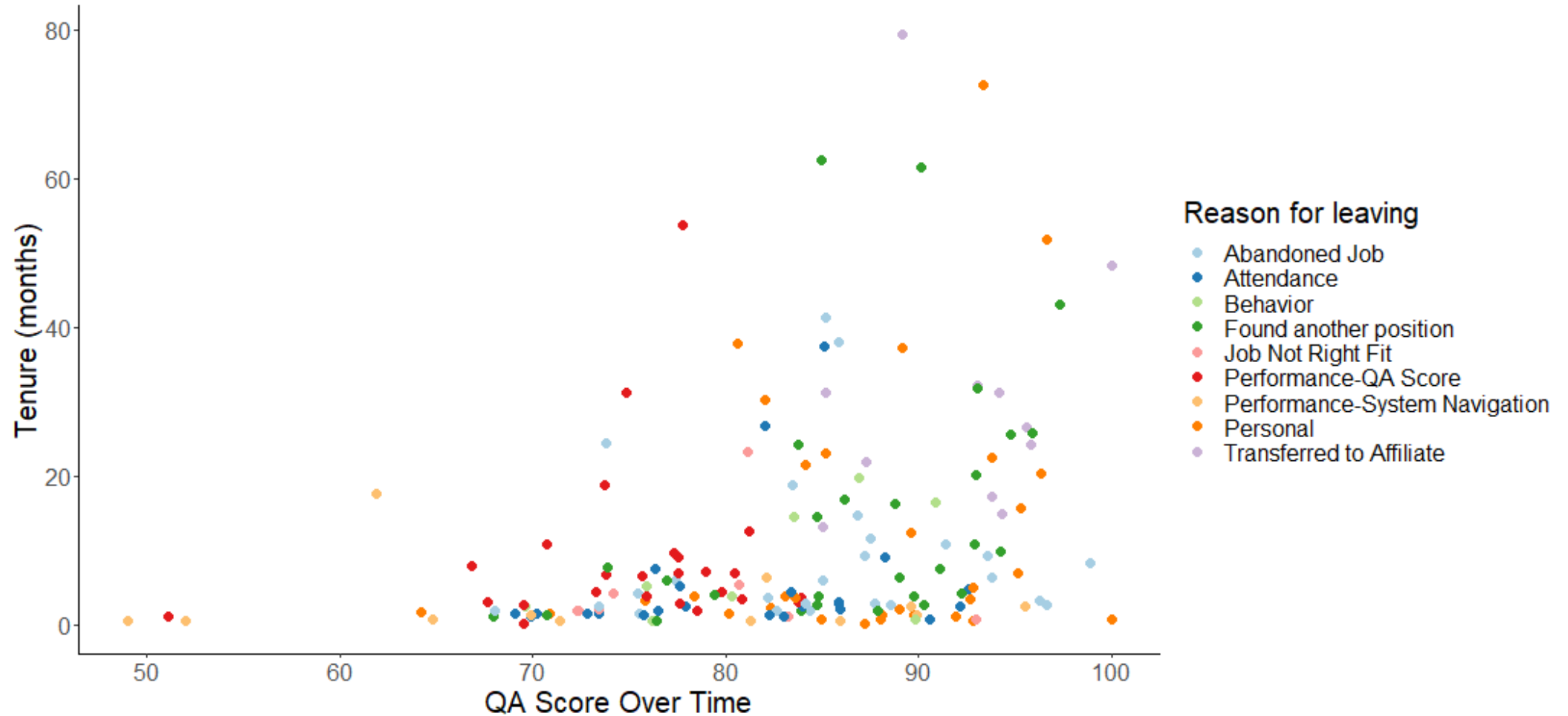


Prediction accuracy of final model (%): 97.78

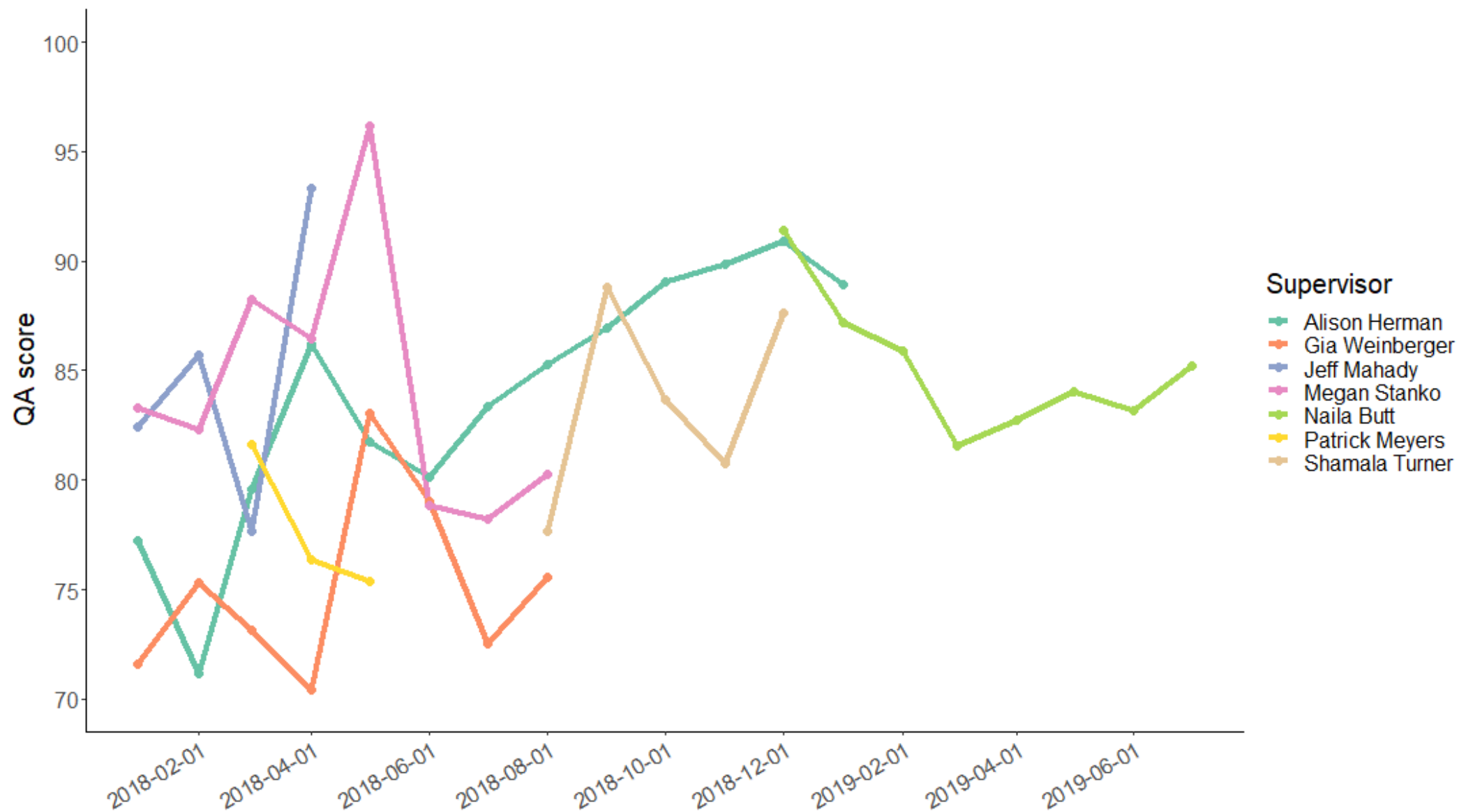
# Thoughts

- What actions can be taken with knowing the importance of supervisors at TCC?
- Are there ways to make more data-driven decisions that are consistent with Operations?
- How does quality performance influence shrinkage, handle time, and occupancy?

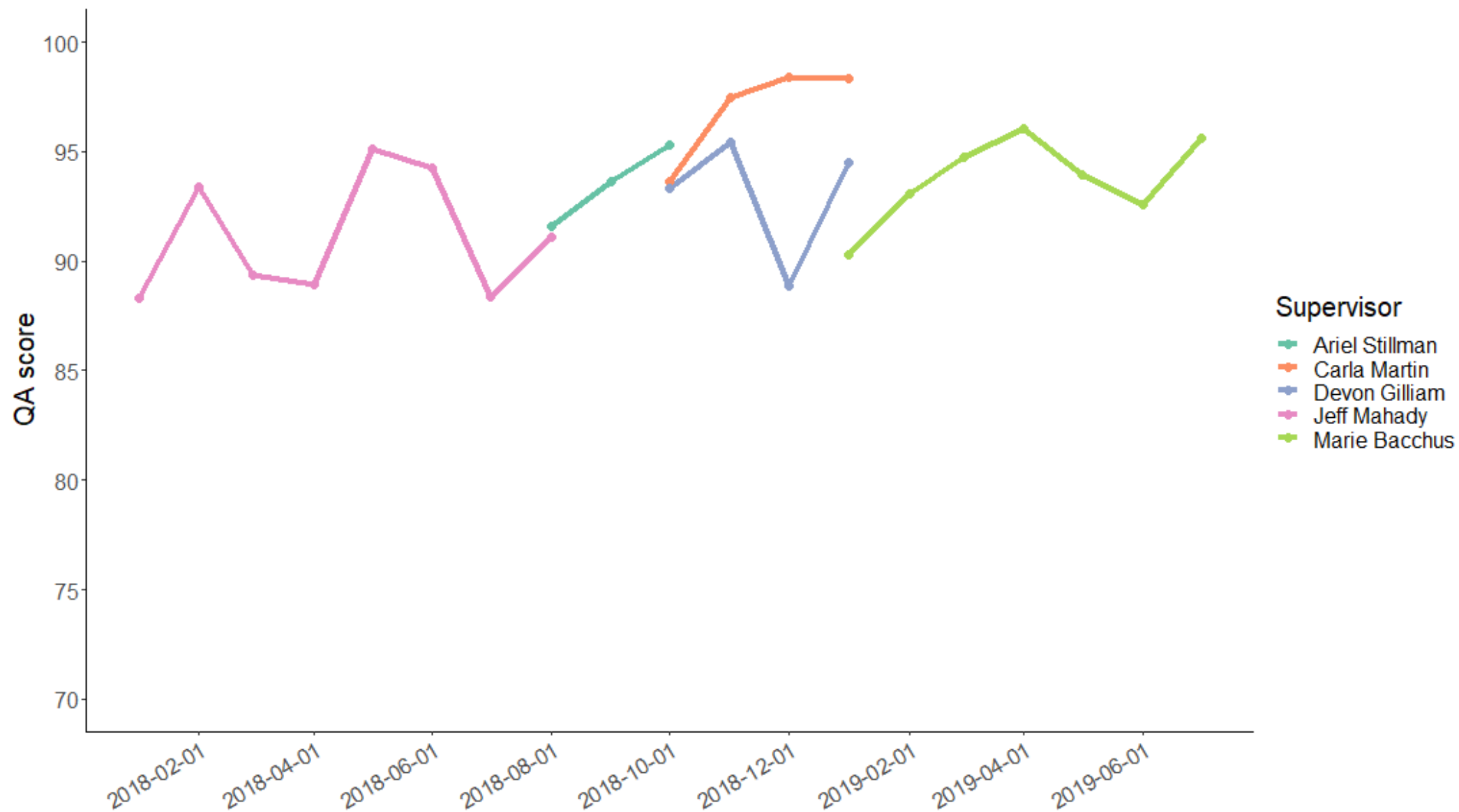
# Appendix 1: What type of performers are leaving?

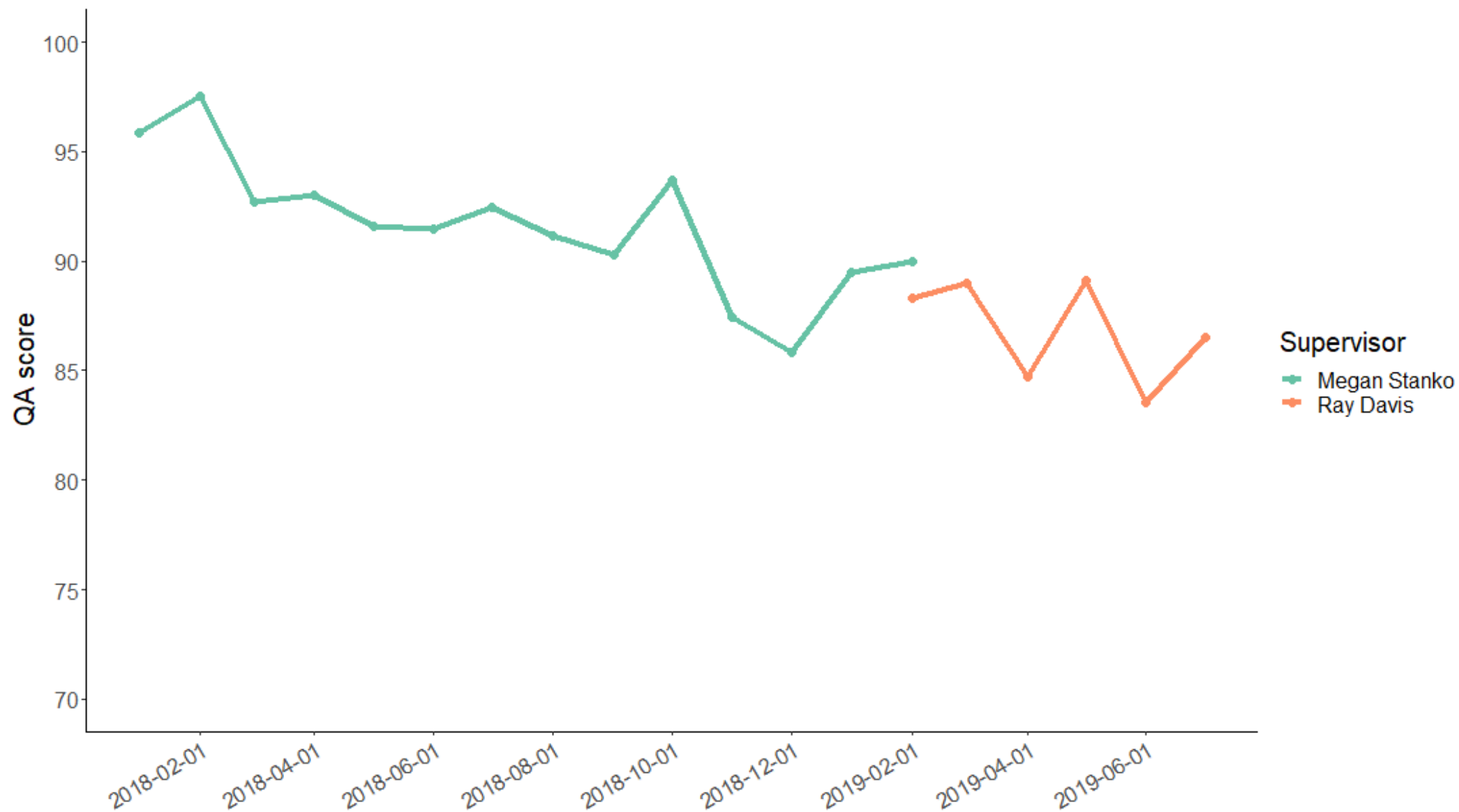


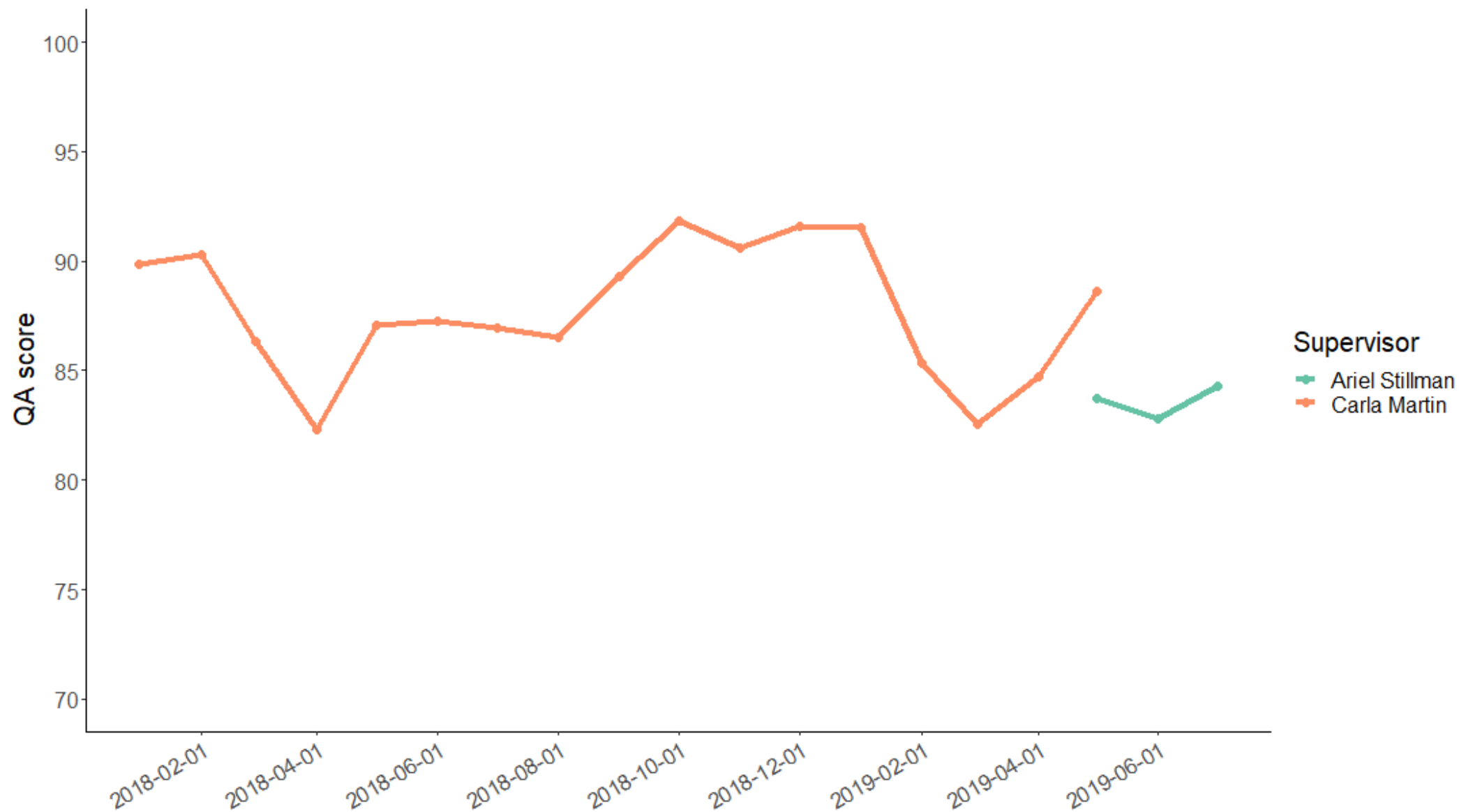
## Appendix 2: Supervisor's Performance Over Time in Affiliation Groups

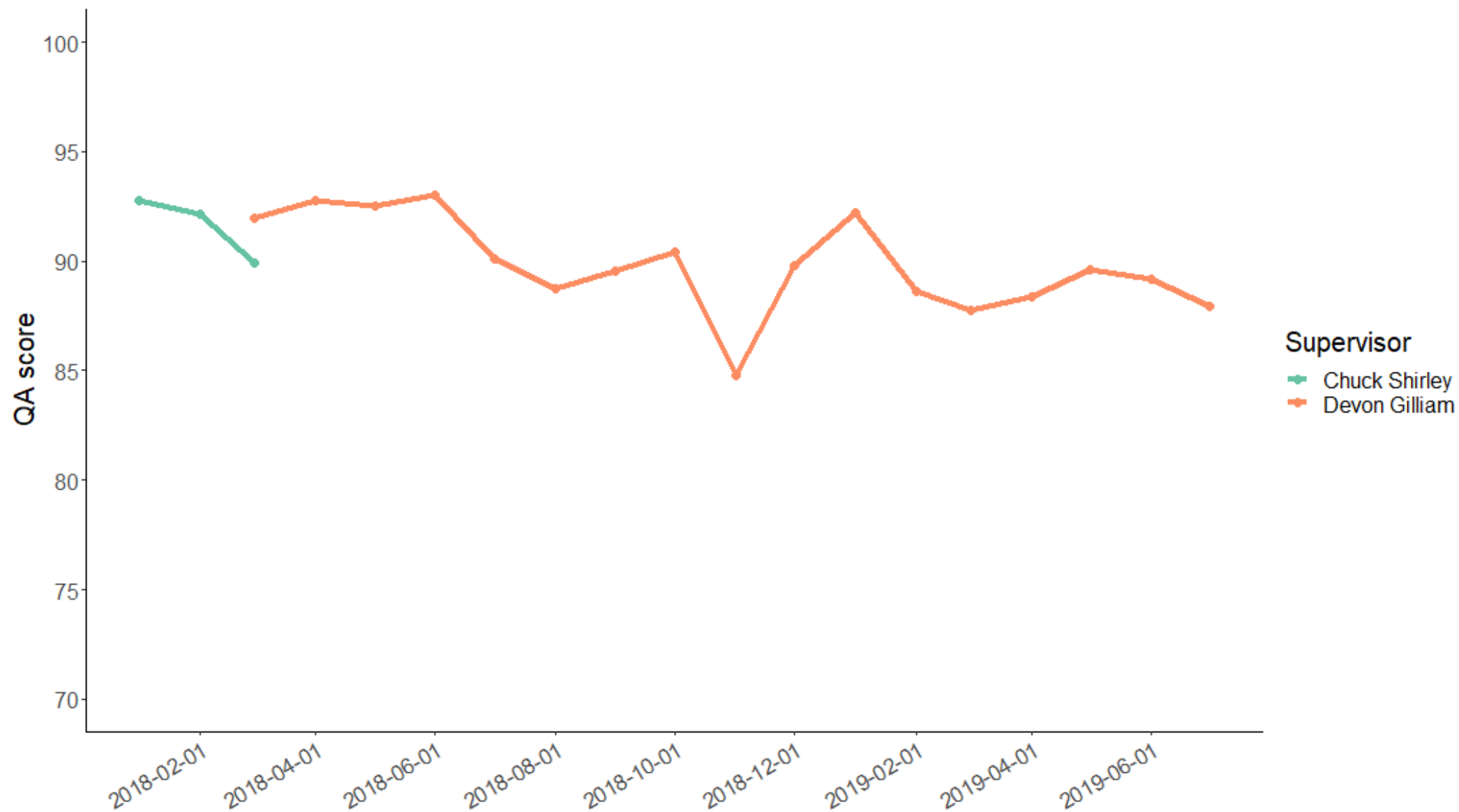












## Appendix 3: Supervisor's Performance within Different Agent Groups

