Chat Shrink Training

April 2017

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Objectives:

- Understand why managing shrink is important
- Discuss how to manage conformance
- Learn what negatively impacts shrink
- Review policies on Away, Personal, and Makeup Time
- Talk about consistency & accountability

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Why do we need to manage our shrink?
- Hilliard is the worst in the country – we're better than that
- Before we can earn shrink back we have to demonstrate we can manage the shrink we have
- Improving our efficiency helps to save $$$ and drive revenue
    - STI – We rely heavily on other departments to drive revenue, they rely on us to limit costs. We have to do more to carry our share of driving revenue in 2017. This is 100% controllable.
    - Hypothetical impact to pay – If Verizon only paid you for the % of time you are available to our customers, how much would your pay be reduced? 8%? 15%? 25%? Why should we be paid for time we don't work?

- **How can I do my part?**
  - **Manage Your Conformance**
    - This is 100% controllable!
    - The goal of 92% allows for 36 minutes per day, or 12 HOURS per month (assuming 7.5 hrs/day, 20 days) out of conformance. This is ridiculously generous!!! If you think about it, we should be at 15 minutes or less every day
    - Calculated by # of minutes you are actually online / # of minutes scheduled online
    - What impacts it negatively?
      - Not logging in when your huddle is over
        - Keeping a huddle to 5 minutes can be hard, you probably run over a minute or two every once in awhile already. For every minute your team is over that is 13 minutes of lost shrink, so in five minutes your team has already used more than an hour!
      - Extra breaks for coffee, food, talking with peers, etc.
      - Long breaks & lunches
        - Most don't realize how quickly this time adds up, even a minute here and a minute there can be 30-45 minutes before the end of your day – and then you log out 15 minutes early! Show your peers you're going to do your fair share by being here and available on time

- Long trainings, meetings, offline events, etc.
- **Not updating schedules correctly**
  - Hold your supervisors accountable to ensure everything is on your schedule and correct
  - Rule of thumb – if it isn't on your schedule, don't take it unless specifically directed to do so by a member of leadership
- **Forgetting to remove OT when you don't work it**
  - This is commonly overlooked since it doesn't count as UIA, however if we are coded to work, and we don't, it appears as lost shrink and negatively impacts our call center's results
- **Personal Time**
  - Personal time may be used for emergencies, but is <u>NEVER</u> excused time
- **Scheduling Makeup Time**
  - Should never be scheduled in 15 minute increments unless attached to other working time (for example, if your shift starts at 8am you should not schedule the makeup time from 8:30-8:45am
  - Why? (Work avoidance)
  - 0% Conformance during these times
- **Away Time**
  - When is it acceptable to use away?
    - Never!
- **15 Minute Rule – *REFERENCE CS-CHAT OST PageID 201784 for "Away/Sign-out Policy"***
  - You are permitted to log into your offline status (break, lunch, training, etc.) up to 15 minutes early, however you MUST begin that offline activity when your last chat ends unless it isn't possible to do so. Lets go through some examples to make sure we understand how this works (next slide)

15 Minute Rule – Scenario 1

Your 45 minute coaching is scheduled for 2pm, so you place yourself in that status at 1:45pm. Your last chat ends at 1:50pm. At what times should your coaching begin and end?

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The correct answer is 1:50-2:35pm

Your supervisor should be prepared to do this coaching up to the full 15 minutes before the scheduled time. If the coaching runs long it is the supervisor's responsibility to extend the code in IEX, however keep in mind this is still shrink because it is unapproved/unbudgeted. We need to make every effort to complete the coaching within the allotted time.

15 Minute Rule – Scenario 2

You have a 60 minute online training scheduled for 10:00am. You log into that status at 9:45am and get out of your last chat at 9:53am. At what times should this online training begin and end?

Would the answer change if it was a classroom training? Why or why not?

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The correct answer is 9:53-10:53am, however if it is a classroom training it would begin at 9:53am but could last until 11:00am because you cannot change the time the classroom training begins or ends. The same would apply to other group events such as a TownHall or Team Meeting.

HOWEVER, you are required to make a strong individual effort to log back in within an hour. So if the training or meeting ends early you should log back in at 10:53. Knowing you should log back in, being able to, and choosing not to is work avoidance.
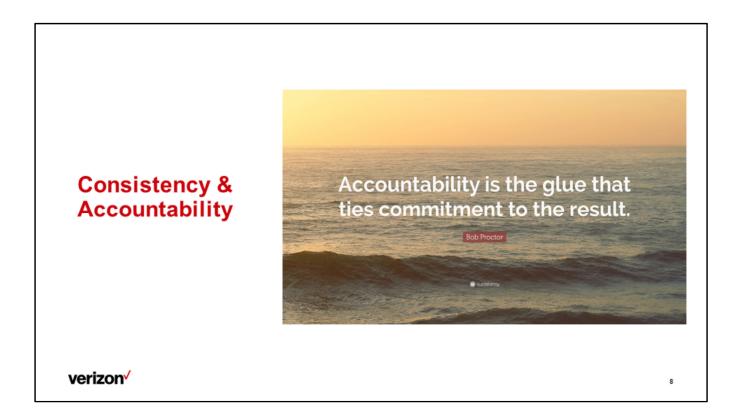
15 Minute Rule – Scenario 3

Your lunch is scheduled for noon. You place yourself in that status at 11:45am, and finish your last chat at 11:57am; however, the individual who drives you to lunch doesn't get off of their chat until 12:05pm. At what times should your lunch begin and end?

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The correct answer is 11:57am-12:57pm.

This applies to breaks as well.

You may choose to go to lunch with them even if your times don't match perfectly, however they would need to have you back to work by 12:57. Due to the nature of our business, it is recommended that you not be completely reliant upon your peers for your lunch, or both of you being willing to be flexible to ensure both of you are logged in on time. Perhaps your peer can pickup lunch and bring it back to you, order for delivery, etc.

Customize this discussion to your team

We want to ensure that everyone is consistently available to our customers when scheduled, and that we are not asking a small group of high performers to carry the load of those who choose to be unavailable when scheduled.

We need everyone's commitment to execute on conformance, and to ensure we are managing all of our shrink appropriately.

We will continue to partner with you to help you be successful, and have conversations with those who are not.