



# Global Benchmarking Series, 2022

## Contact Center Employee Experience

July 2022

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01

# Introduction

Preface

Key Findings



# Preface

Working in a contact center can be challenging. The pressure to meet targets, the unrelenting number of inbound calls, the rigid scheduling approaches, and the occasional monotony of the work can all lead to staff becoming worn down. Eventually, employees begin underperforming or, worse, leaving. So, the question is, what can leaders do to retain their staff and maintain engagement in the workplace?

Managers and executives everywhere are beginning to recognize the impact that recruitment, training and onboarding have on employee engagement (in-person and work-at-home.) Fostering engagement requires pinpointing staff challenges and using those insights to adjust processes. Forward-thinking leaders with high employee satisfaction (ESAT) know how to tap into employees' intrinsic needs by uncovering motivating forces. They also invest enough time and money into continuous professional development.

This month's report about employee engagement offers a comprehensive overview of the contact center management practices in place worldwide. Learn how leaders focus on employee wellbeing, one-on-ones, staff development and training to bolster engagement. As always, I hope you find plenty of interesting pieces of analysis in this report.

**Note:** *Later this year, we will release a series of in-depth country-specific reports focusing entirely on Employee Satisfaction and Retention.*

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# Key Findings



## Key Challenges

- Staff-related challenges are common among customer care organizations, with 47% of the executives highlighting training and agent development as one of the most significant challenges faced in service delivery

## Frontline Staff Onboarding

- **Recruitment**
  - Almost all respondents stated they have an interview (either face to face or via video call) as a step involved in assessing potential frontline staff
  - Both executives (76%) and employees (78%) think the recruitment process is effective
- **Training**
  - 70% of executives said their training programs spanned more than 11 working days
  - 83% of executives stated they use two or more settings for training frontline staff
    - with classroom training and on-the-job buddying being the most common

## Employee Development and Wellbeing

- **Structured Reviews** – 12% of the frontline staff stated they do not get formal reviews
- **Work at Home (WAH)** – 76% of executives mentioned they have WAH staff, including frontline roles

## Employee Satisfaction and Retention

- 88% of the executives said they conduct an employee satisfaction survey at least once a year
- Non-frontline staff are significantly more satisfied with their jobs when compared to frontline staff (74% vs. 63%)

## Absenteeism and Attrition

- 37% of executives said that unscheduled leave (absenteeism/UPL) for frontline staff has increased over the last 12 months
- 45% of executives shared that frontline attrition has increased over the last 12 months

# 02 Challenges



# Staff-Related Challenges are Common Among Contact Centers

Which of the following challenges is your organization facing in service delivery? (Select all that apply)



Staff-related challenges are common across service delivery organizations. In terms of training and agent development, inadequate headcounts, recruiting difficulty and staff turnover lead to severe issues and unsatisfactory customer experience.

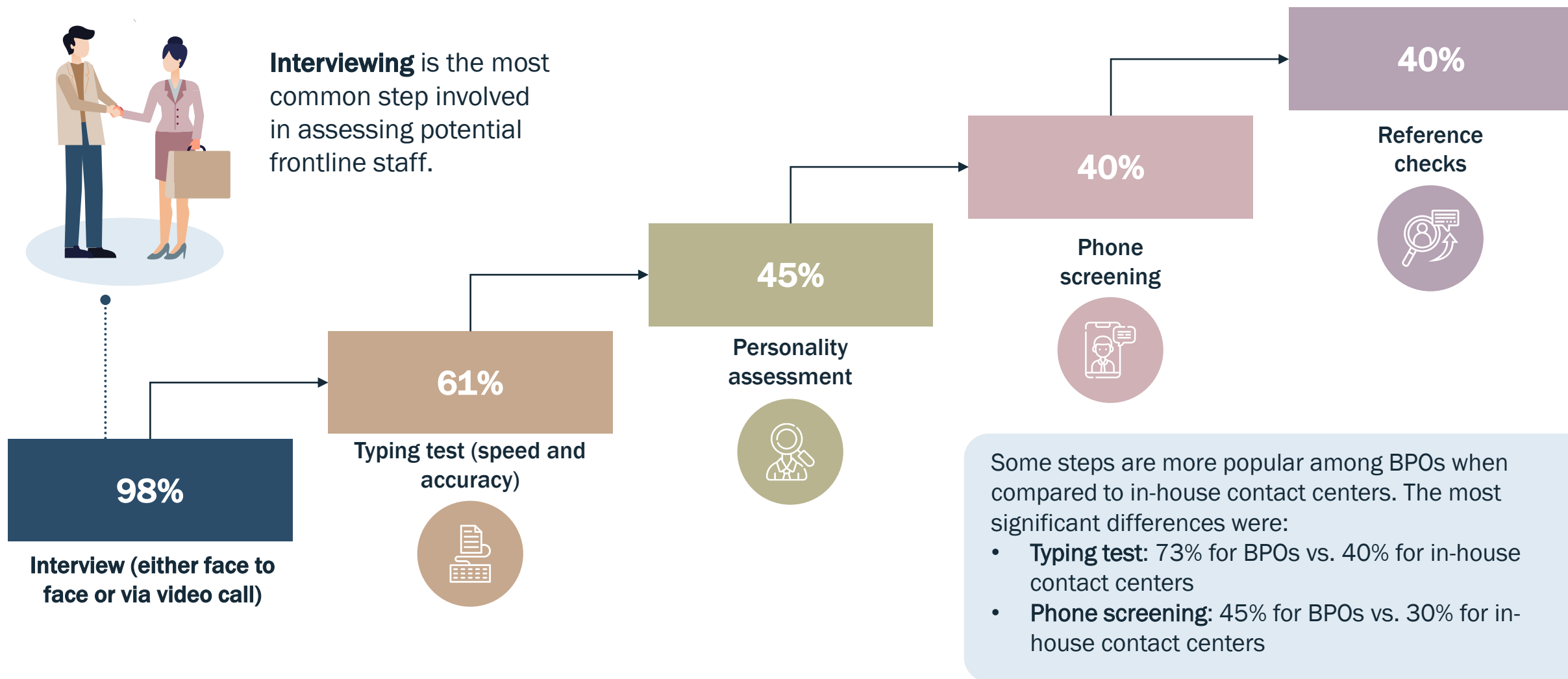


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## Frontline Staff Onboarding



# Recruitment – Steps Involved in Assessing Potential Frontline Staff

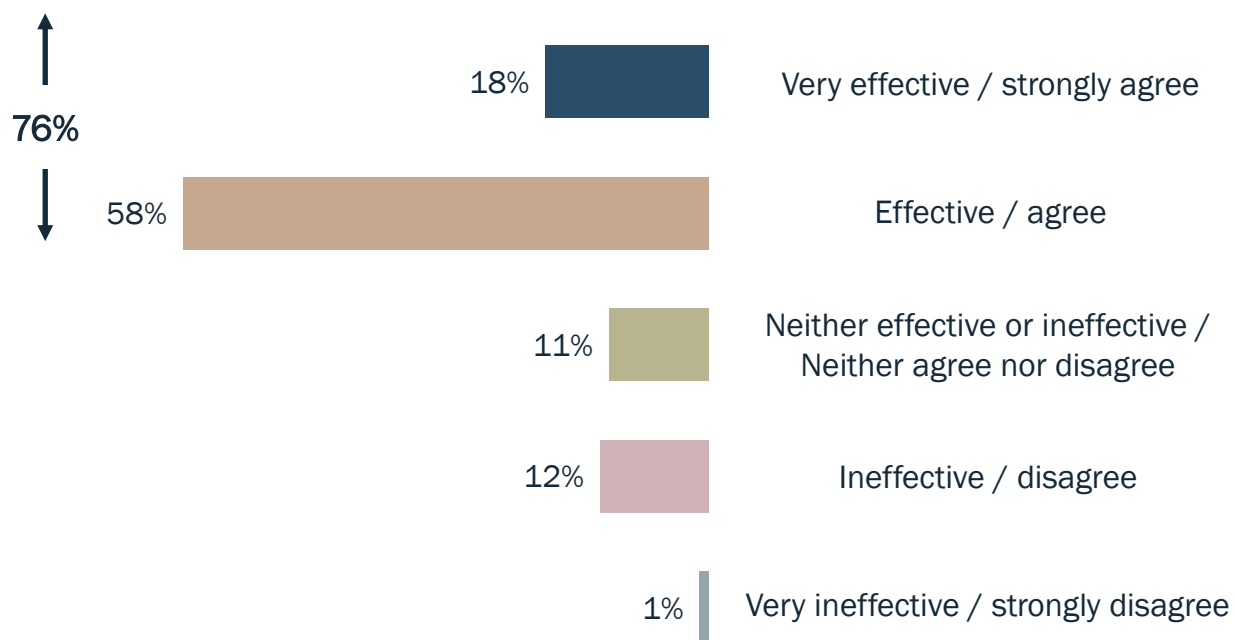


# Effectiveness of the Recruitment Process in Explaining / Describing the Job

## Corporate View vs Employee View

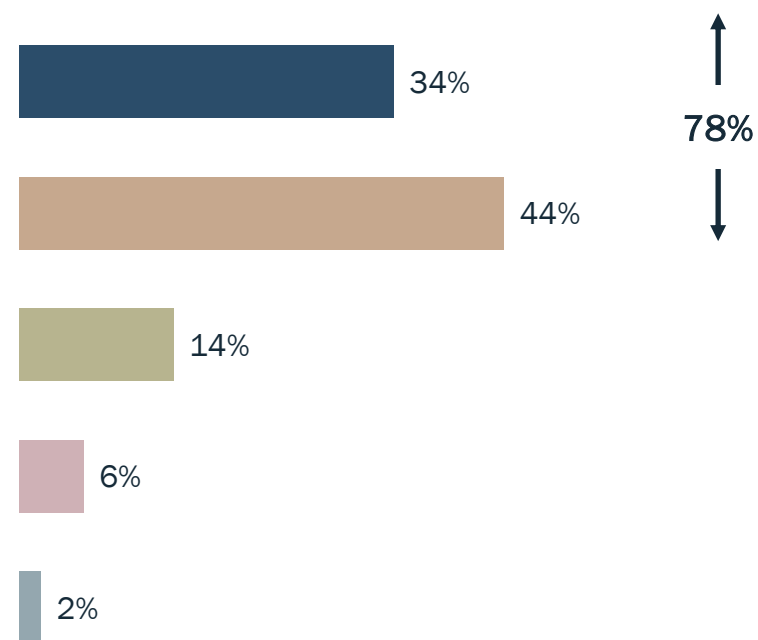
### CORPORATE VIEW

How effective is the recruitment process in accurately explaining the nature of the job to potential frontline staff?



### EMPLOYEE VIEW

The recruitment team accurately described what the job was like



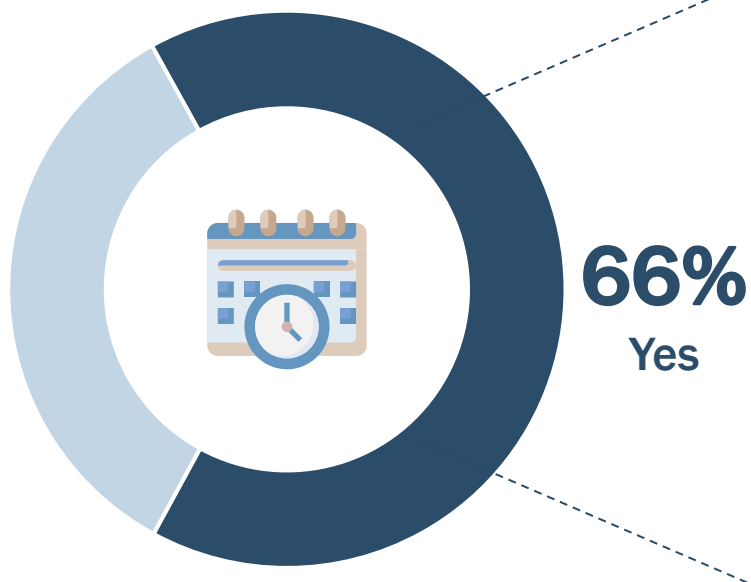
Both executives and newly hired frontline staff believe the nature of the job is explained well to potential frontline staff. Providing an accurate job description can lead to higher satisfaction and engagement among the new recruits.

\* Based on the Annual Employee Engagement Benchmarks for Contact Centers, 2022 by COPC Inc.

# Measuring On-time Performance of Recruitment Process

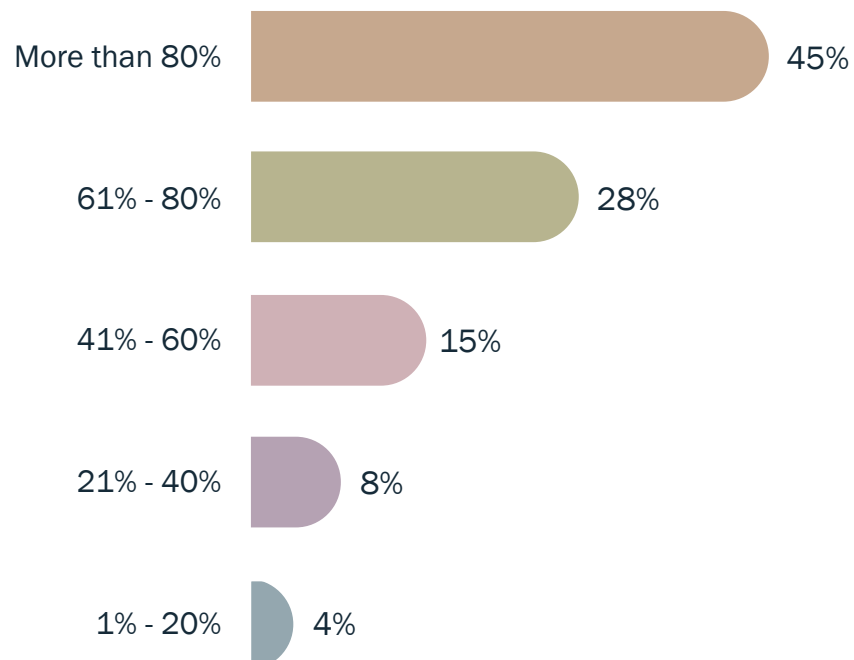
Do you measure the on-time performance of your recruitment process for frontline staff?

(i.e., what percentage of new hires are recruited by the target date?)



**73%** of the executives who said their organizations measure on-time recruitment also stated their organizations could recruit more than 60% of their new hires on time.

What percentage of new hires are recruited on-time?



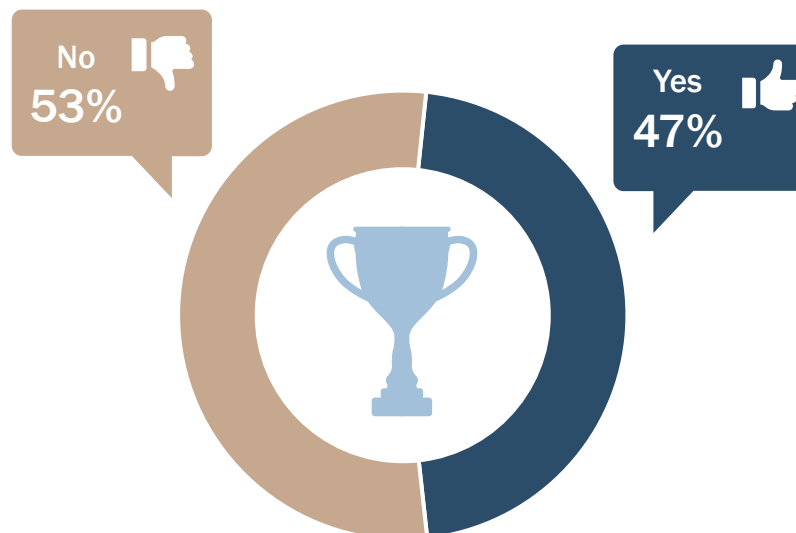
**COPC CX Standard for Contact Centers, 7.0** requires customer care organizations to measure and manage the on-time performance of the recruitment process.

Only **66%** of the executives stated their organizations measure the on-time recruitment performance.

A **higher proportion** of executives from **BPOs (73%)** measure the on-time recruitment process compared to in-house contact centers (55%).

# Measuring Recruitment Quality

Do you measure recruitment quality?




**COPC CX Standard for Contact Centers, 7.0** requires customer care organizations to measure and manage recruitment quality.

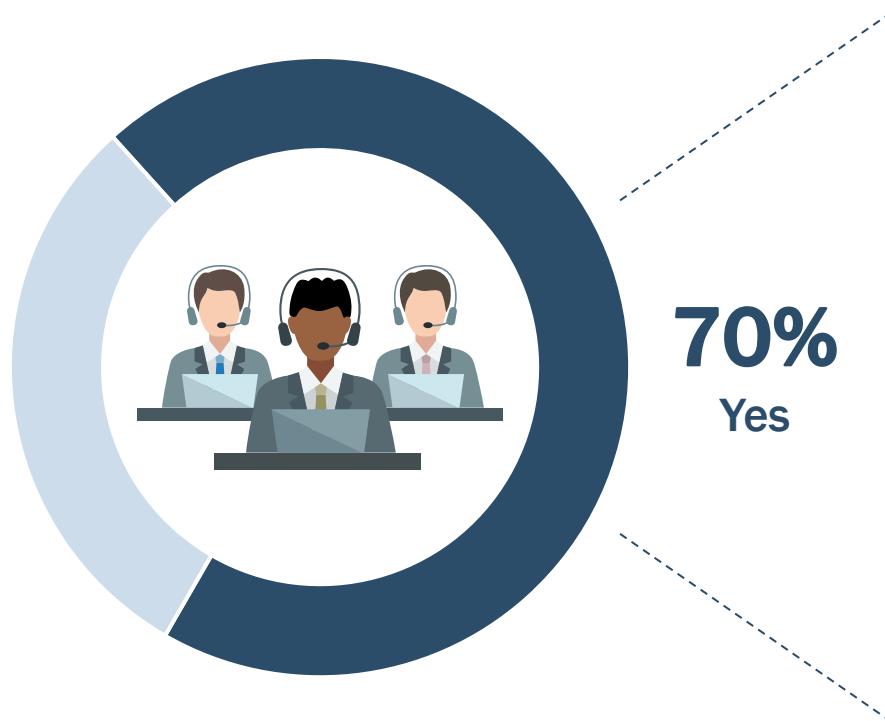
Only 47% of the executives said their organizations measure recruitment quality.

**Recruitment quality** measures how well the recruitment process identifies and hires individuals who become effective staff members.

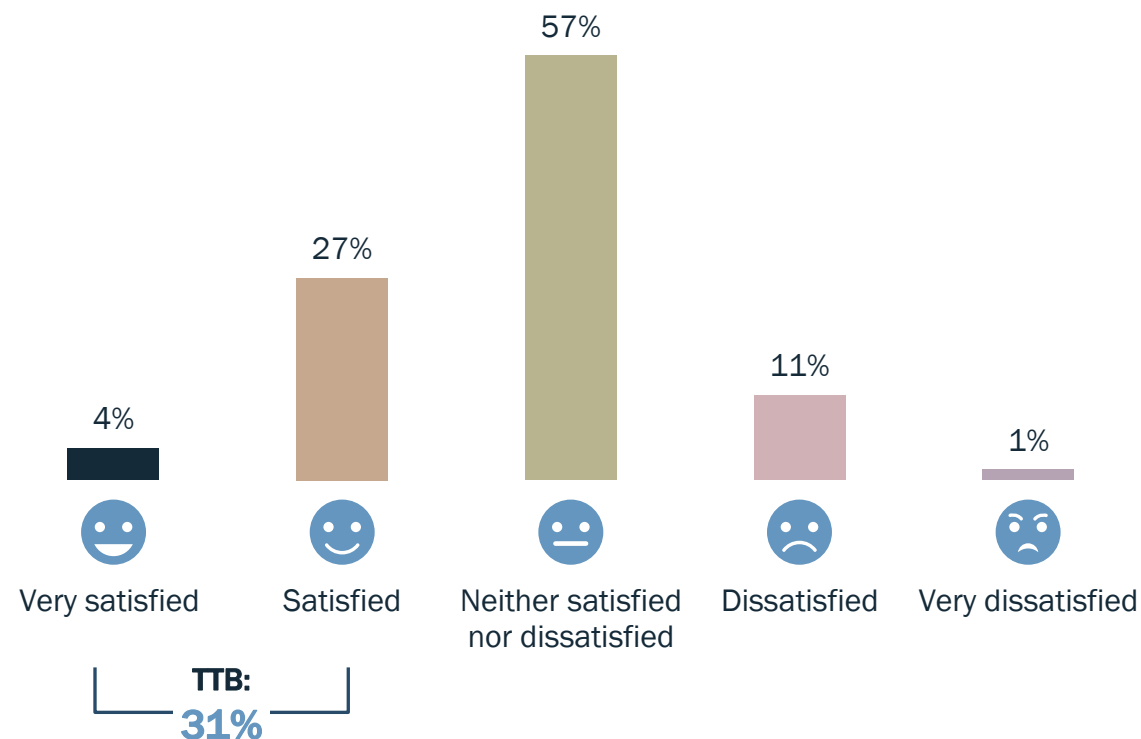
*For example, some companies use the number of new agents remaining after three months as a percentage of the total recruited.*

## Use of Recruitment Agencies

Do you use recruitment agencies to support your hiring process for frontline staff?



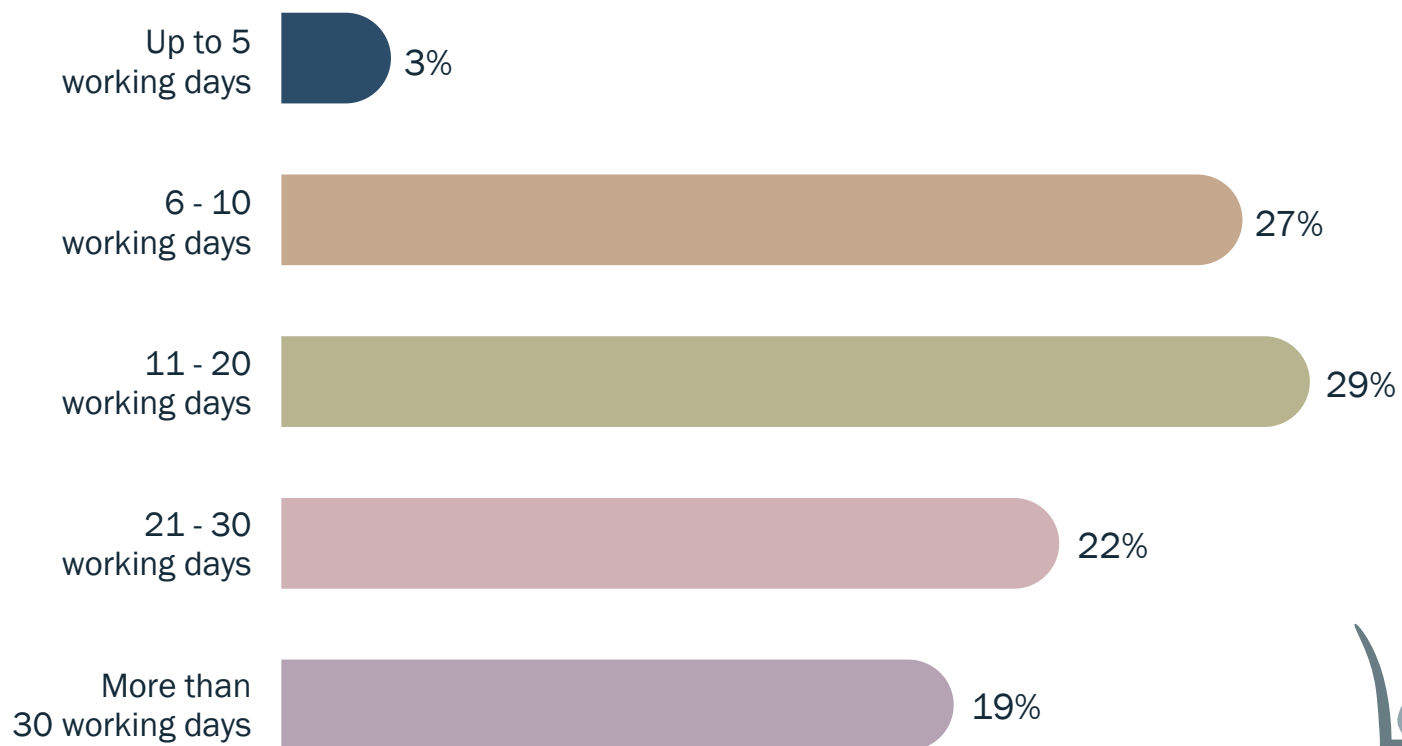
How satisfied are you with your recruitment agencies?



Only **31%** of the respondents stated their organizations are satisfied with their recruitment agencies – a low level of satisfaction.

# Training – Length of Training

On average, how long is frontline new hire training?



70% of executives said their training programs for frontline staff are more than ten days long.



## Training – Settings Used

81%



**Classroom training  
in-person**

70%



**On-the-job  
buddying**

54%



**Classroom training  
virtual**

42%



**Self-paced  
online training**

4%



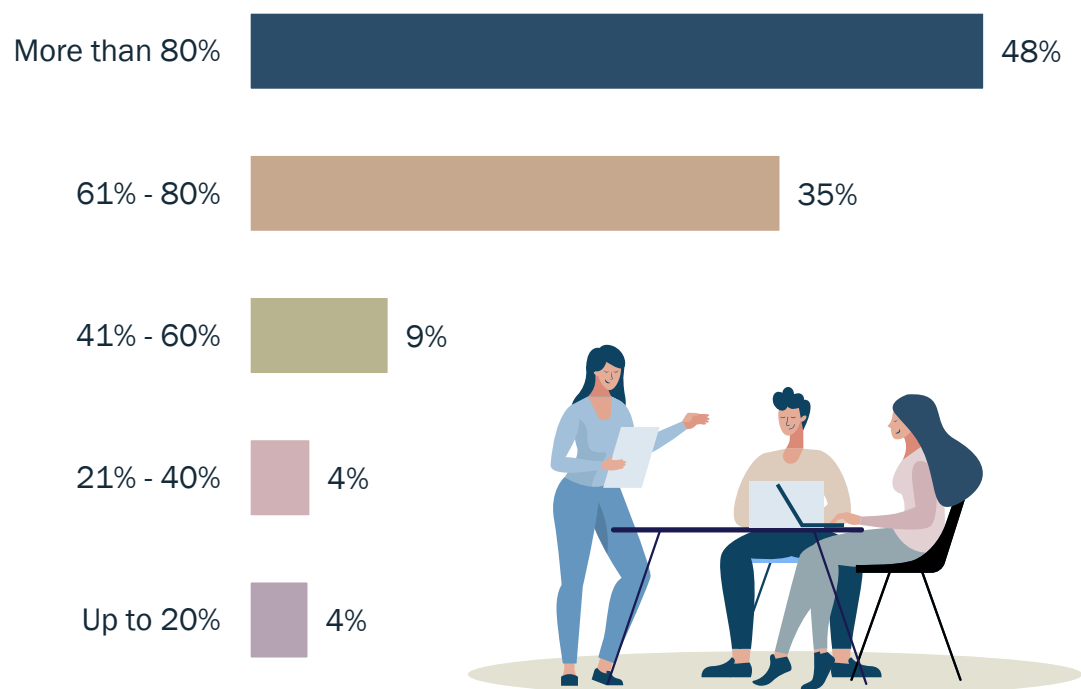
**Others**

The majority of organizations use hybrid settings to train frontline staff.  
83% said they use at least two of these settings.

# Training – Onboarding Training Sets Up the Agents for Success in Their Role

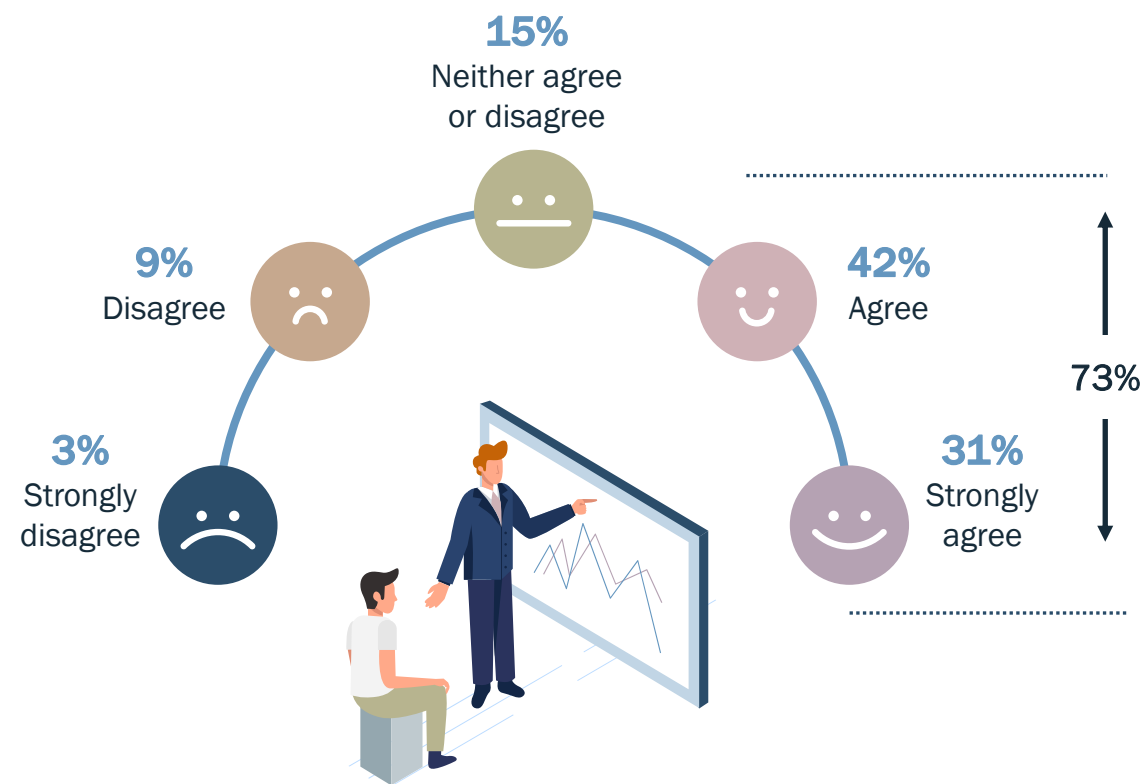
## CORPORATE VIEW

Estimate what proportion (%) of frontline staff feel that the onboarding training sets them up for success in their role.



## EMPLOYEE VIEW\*

The training my organization provided for my current job equipped me to succeed.

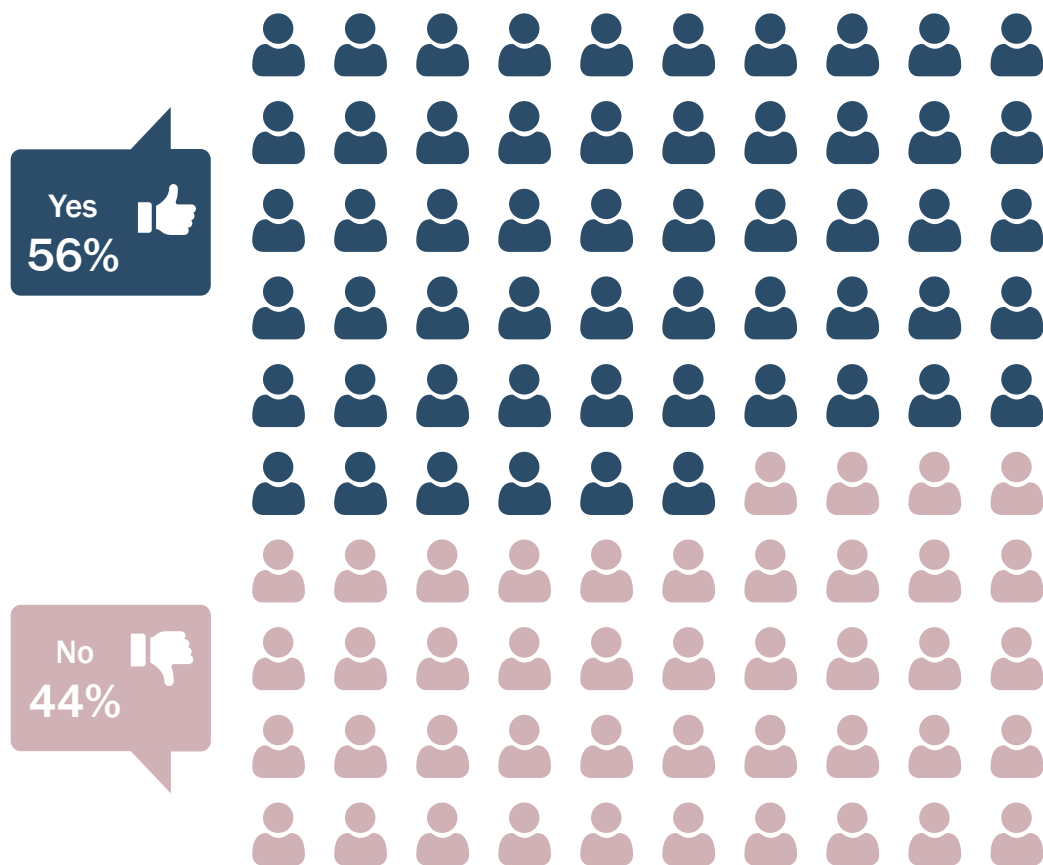


\* Based on the Annual Employee Engagement Benchmarks for Contact Centers, 2022 by COPC Inc.



# Measuring Training Quality

Do you measure training quality?



**Q. How is training quality calculated?**

**A.** The percentage of new agents who pass monitoring at the end of their first 30 days on the job.



**COPC CX Standard for Contact Centers, 7.0** requires customer care organizations to measure and manage training quality.

**Only 57% of the executives said their organizations' measure recruitment quality.**



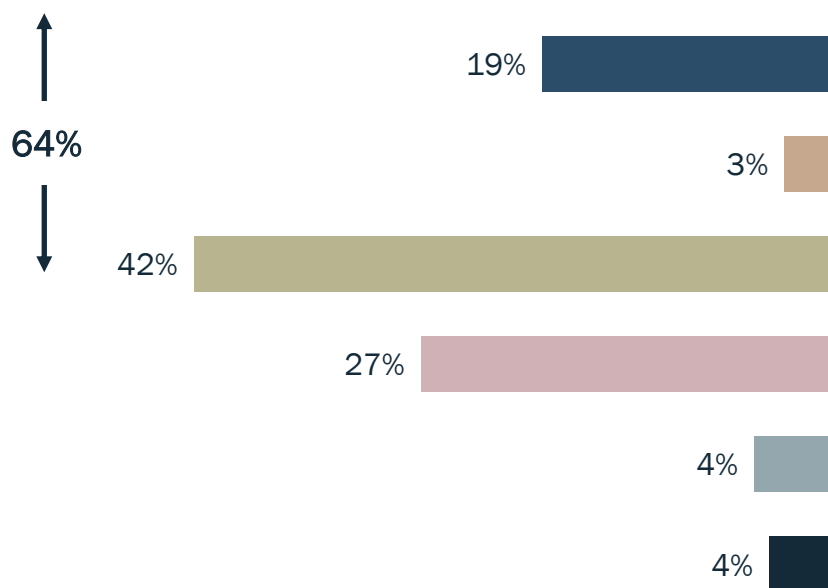
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## Employee Development and Wellbeing

# Structured Review of Performance

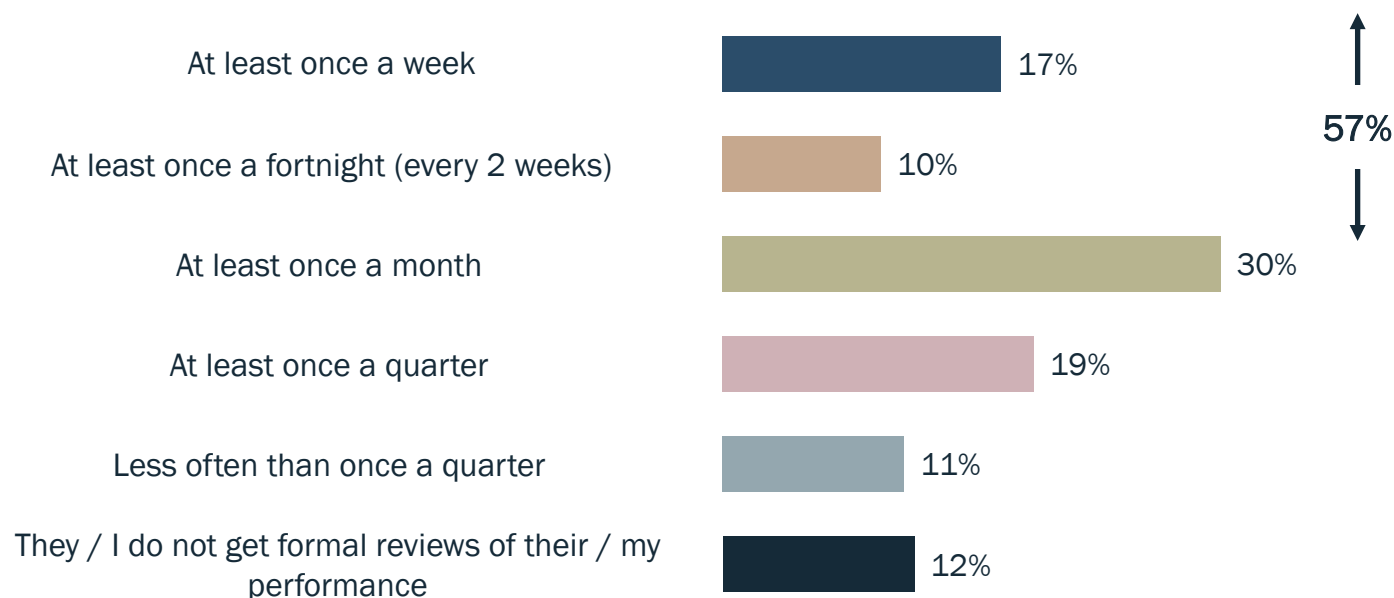
## CORPORATE VIEW

How often do frontline staff receive a structured review of their performance relative to their targets with their manager (e.g., a one-on-one)?



## EMPLOYEE VIEW\*

How often do you receive a structured review of your performance compared to targets with your manager (e.g., a one-on-one)?



**COPC CX Standard for Contact Centers, 7.0** requires customer care organizations to at least annually conduct a formal/comprehensive review of each individual's performance to objectives, qualitative feedback, and identify areas for improvement.

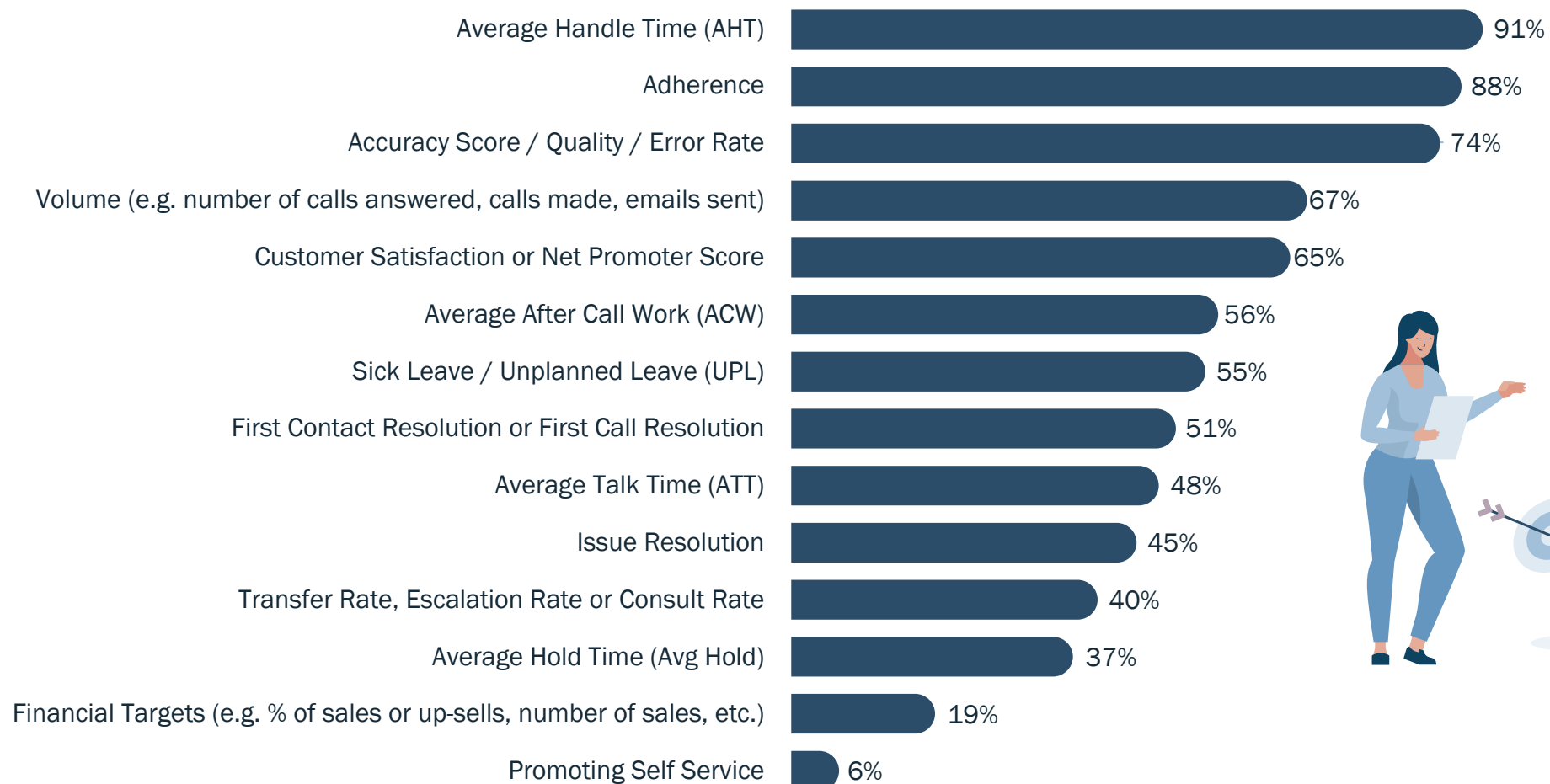
**12% of frontline** shared they do not get a formal performance review at all, which is **3x lower than executives' belief** regarding the percent of the frontline staff that does not get formal reviews.



\* Based on the Annual Employee Engagement Benchmarks for Contact Centers, 2022 by COPC Inc.

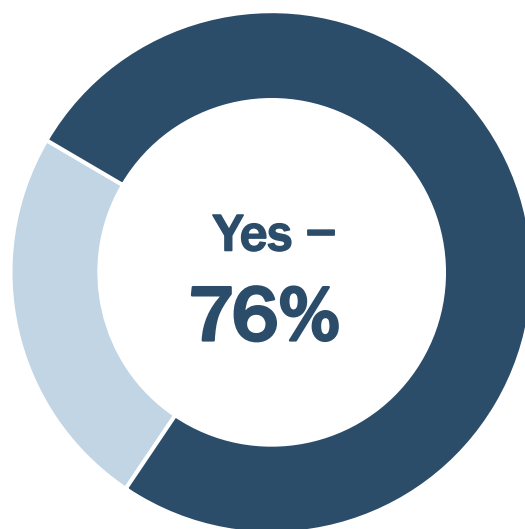
# Metrics Reported for Measuring the Performance of Frontline Staff

## Which metrics do you report for frontline staff?



## Work At Home (WAH)

Do you have contact center employees working at home?



76% of the respondents said their organizations have WAH employees – with a high proportion stating they allowed frontline staff to WAH.

Who can work at home? (Select all that apply)



## Work at Home (WAH) and Impact of COVID-19

What proportion (%) of your frontline staff worked at home before COVID-19?

41%



None



6%

28%



1% - 20%

27%



10%



21% - 40%

14%



3%



41% - 60%

11%



6%



61% - 80%

15%



12%



More than 80%

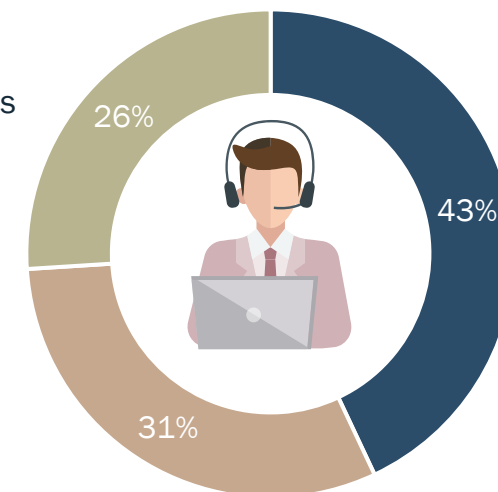
27%



Do you believe once things go back to 'normal', you will revert to your pre-COVID-19 staffing model?

Yes

26%



No

43%

Not sure

31%

There has been a significant shift in the proportion of WAH frontline staff.

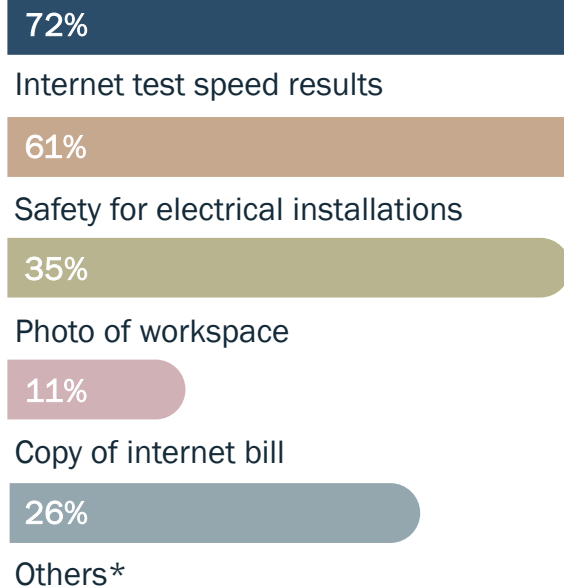
Only 6% of the respondents said they did not have WAH frontline staff, down from 41% during pre-pandemic.

Nearly one-third of the respondents also stated their organizations do not plan to revert to the pre-pandemic staffing models.

43% of the respondents believe their organizations will not revert to pre-COVID staffing models.

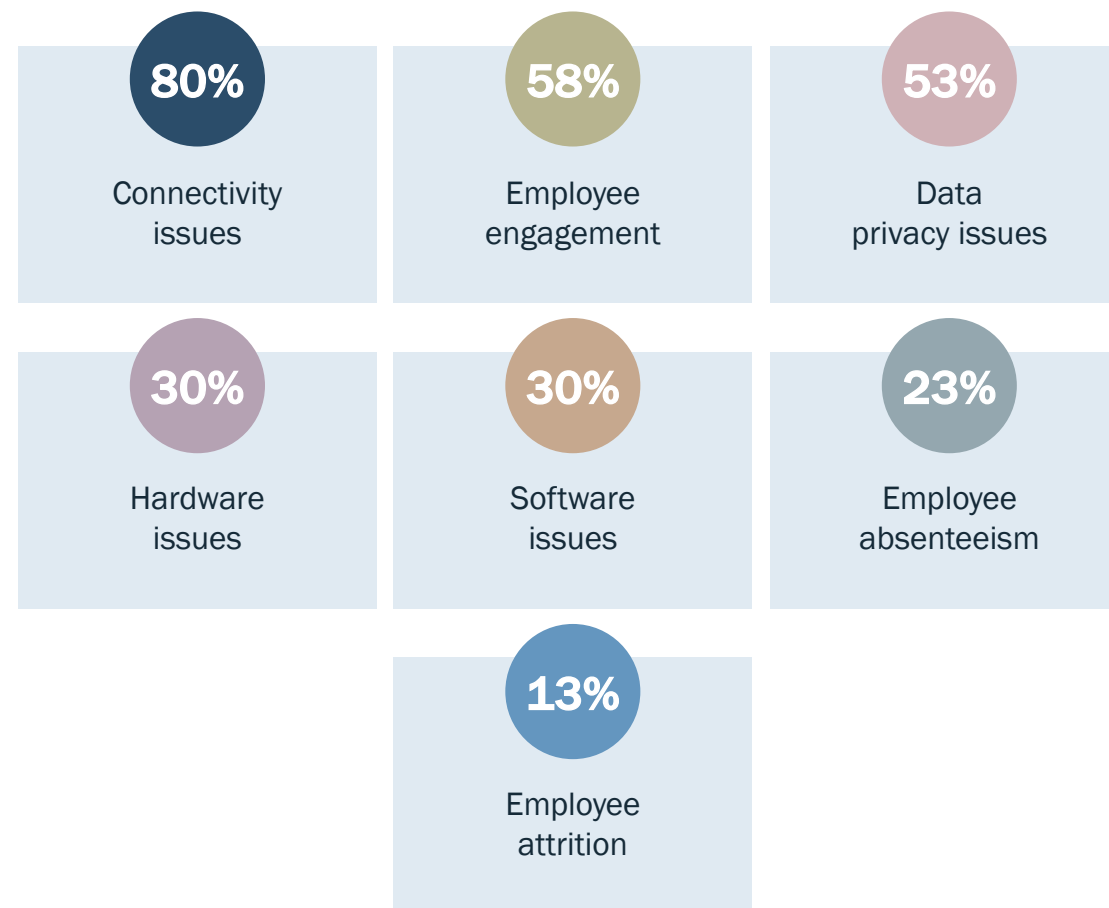
# Work at Home (WAH) – Minimum Requirements and Challenges

## What are your minimum requirements for WAH? (Select all that apply)



The most commonly stated challenges for managing WAH staff were **technology-related**.

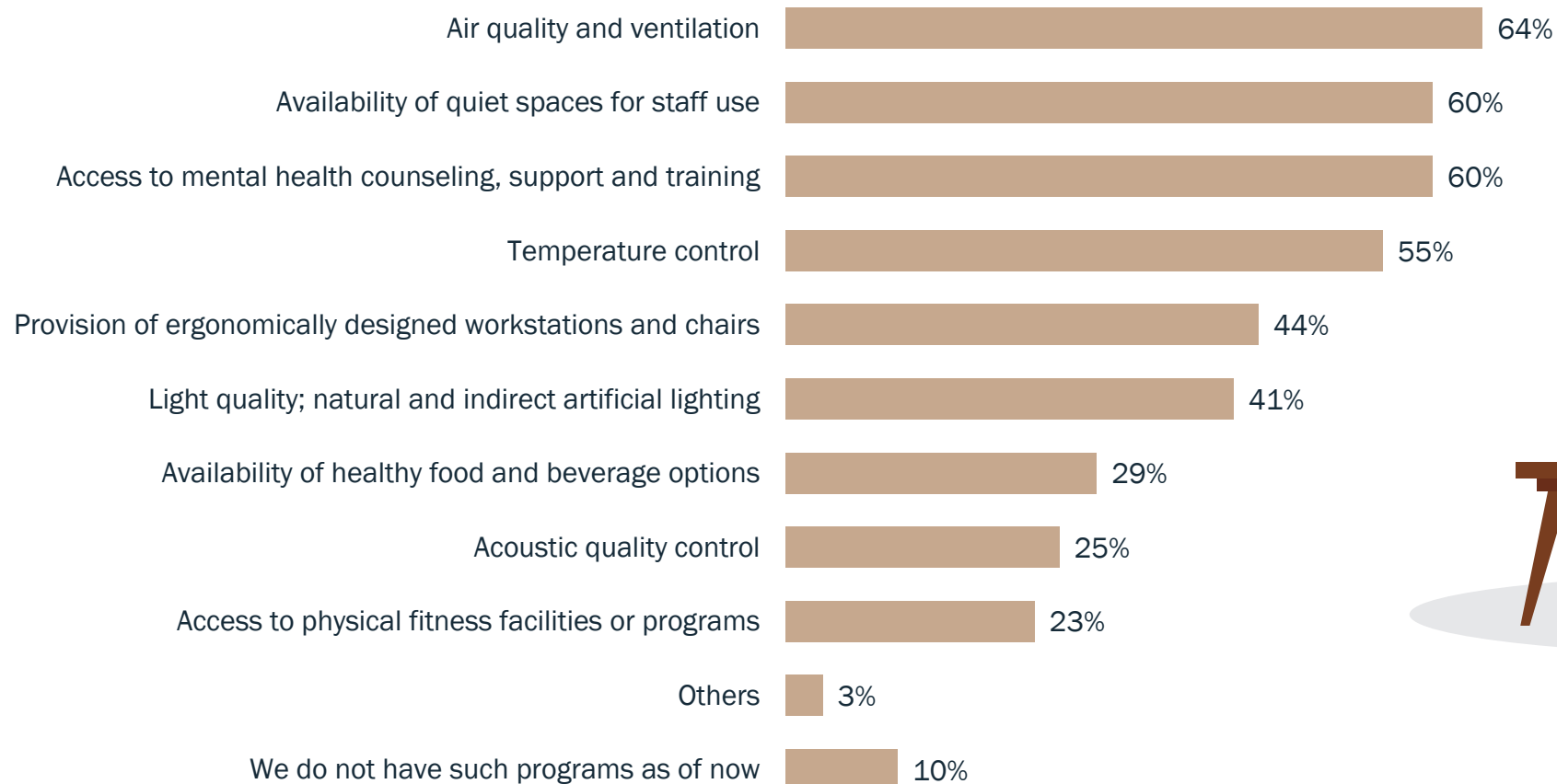
## What have been your biggest challenges in managing work from home employees? (Select all that apply)



\* Others include requirements around technologies for confidentiality and data handling, data security, independent and private working space.

# Employee Wellbeing

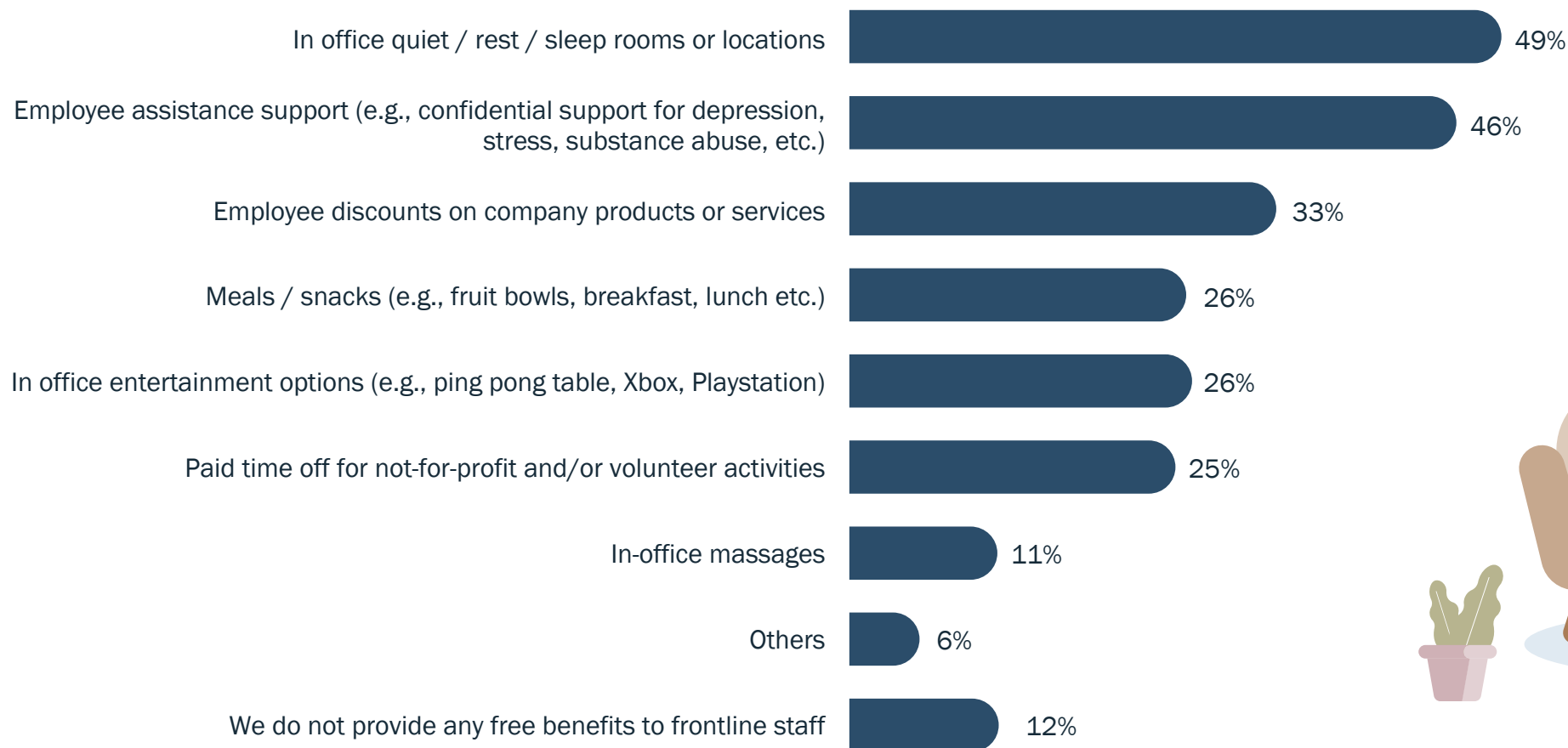
Which of the following do you manage to support employee health and wellbeing (consider staff working from home and those in an office environment)?





# Employee Benefits

## What employee benefits do you provide FREE to your frontline staff?



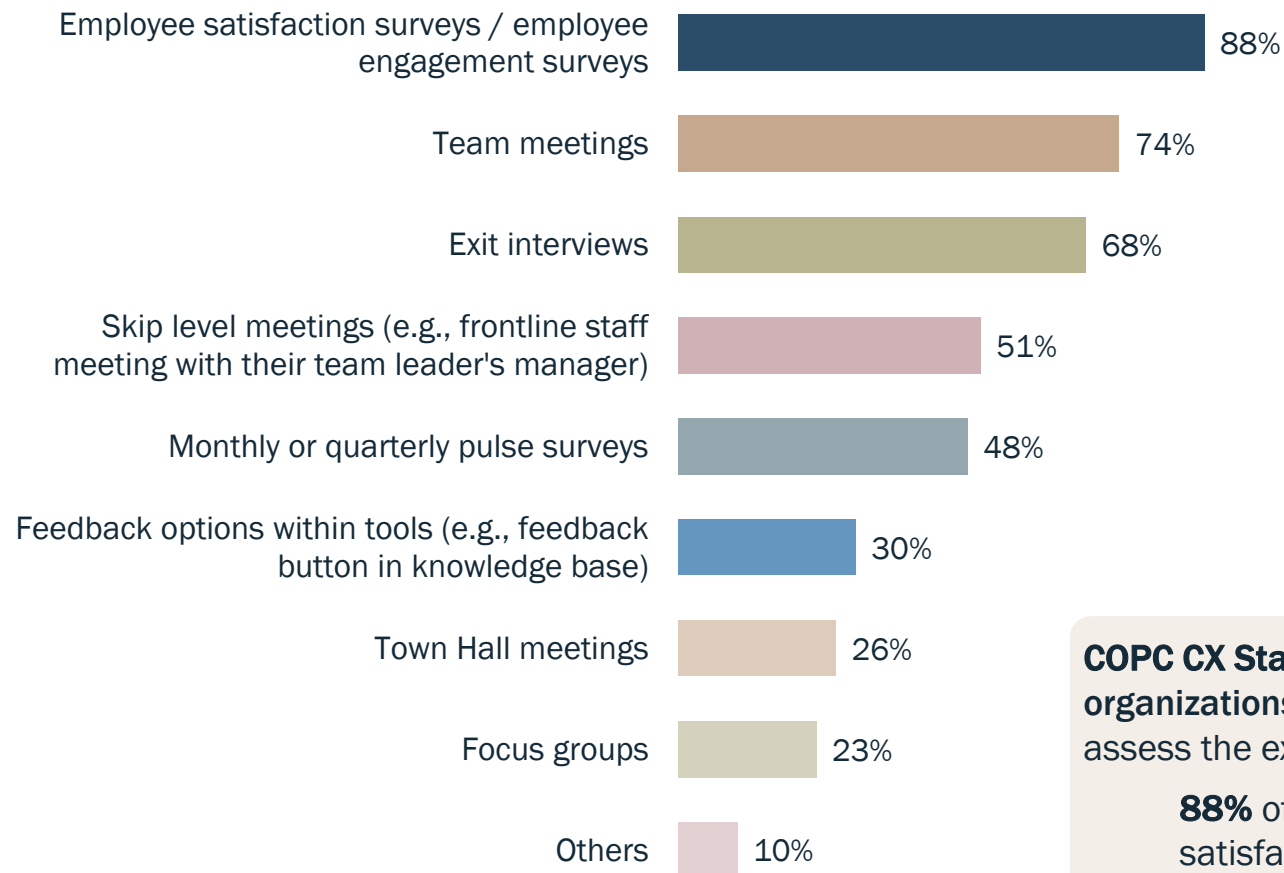


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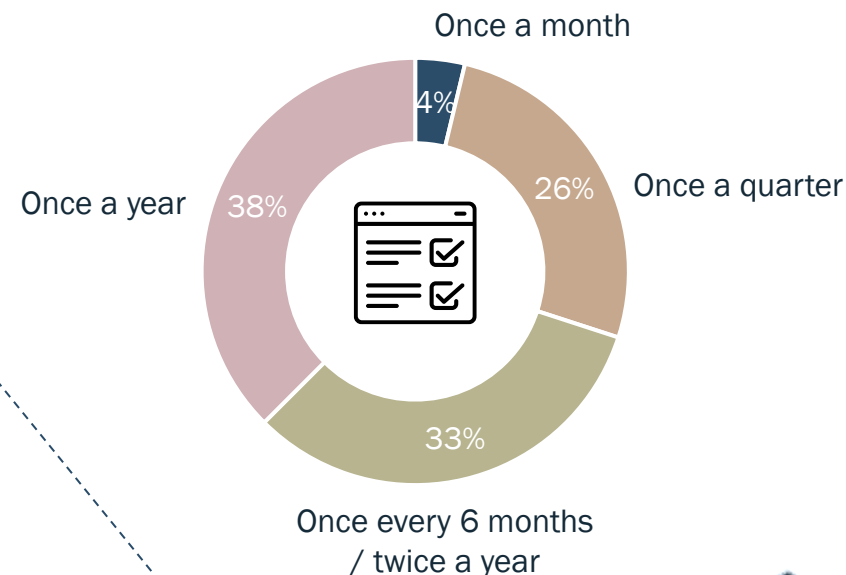
# Employee Satisfaction and Retention

# Feedback from Employees

## What channels do you have in place to gather feedback from employees?



## Frequency of employee satisfaction / engagement surveys



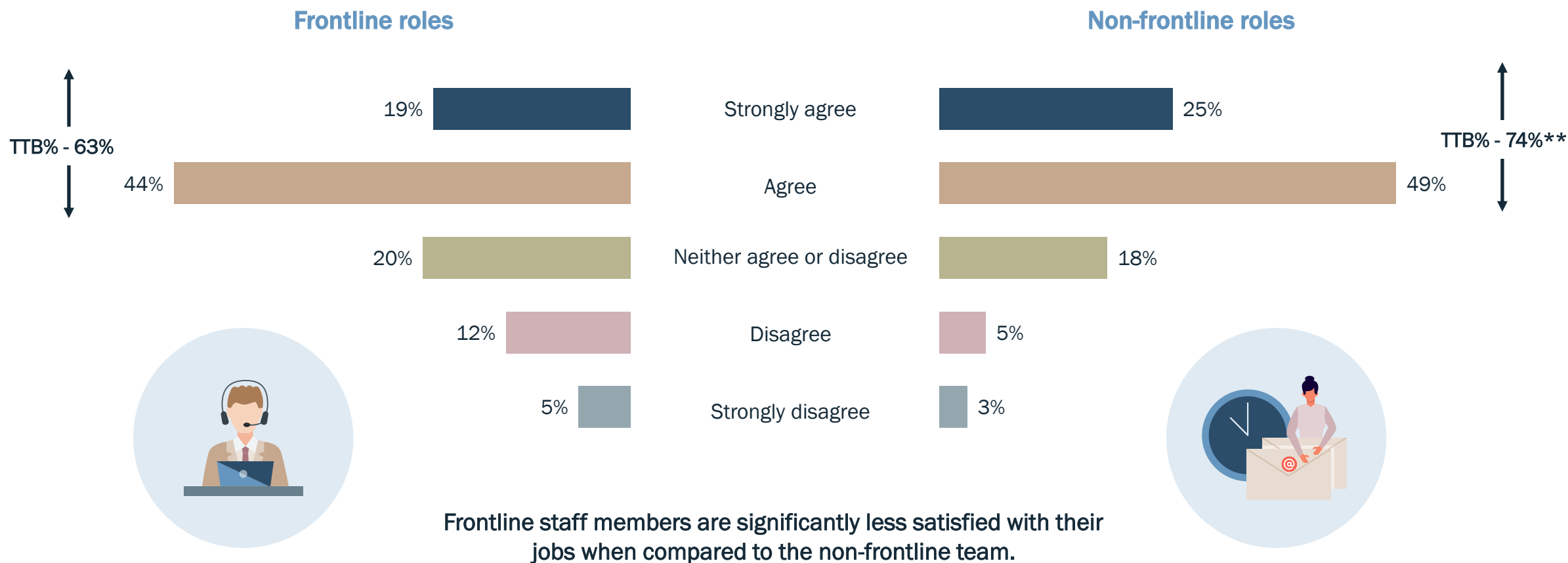
**COPC CX Standard for Contact Centers, 7.0** requires customer care organizations to conduct an employee experience survey at least annually and assess the experience at specific key points throughout the employee lifecycle.

**88%** of respondents said their organizations conduct an employee satisfaction/engagement survey.



# Employee Engagement\* – Satisfaction

Overall, I feel satisfied with my current job

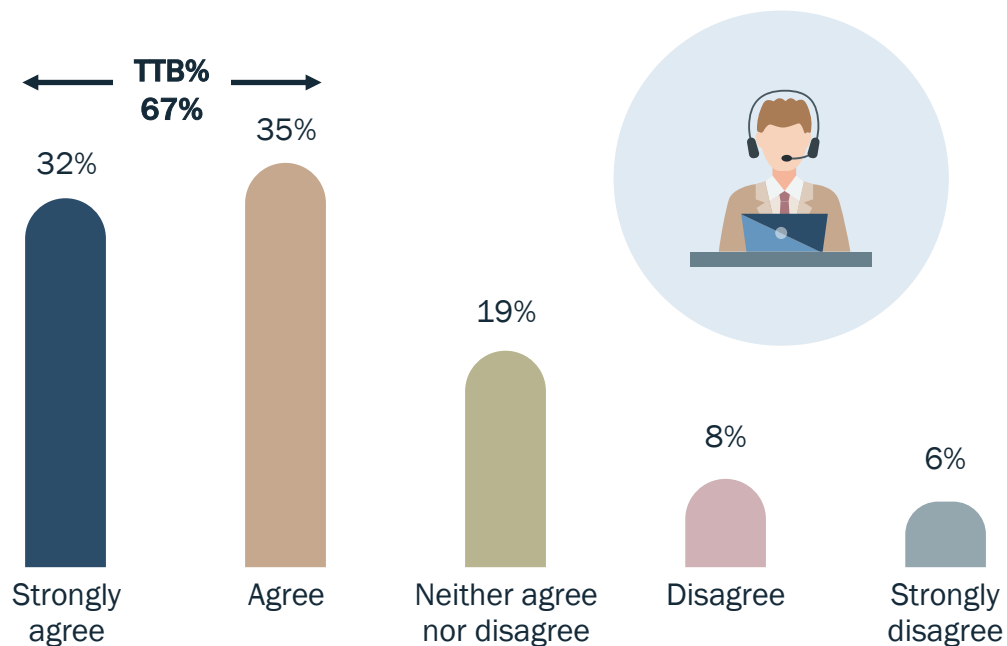


\* Based on the Annual Employee Engagement Benchmarks for Contact Centers, 2022 by COPC Inc. \*\* Scores are significantly higher for non-frontline staff.

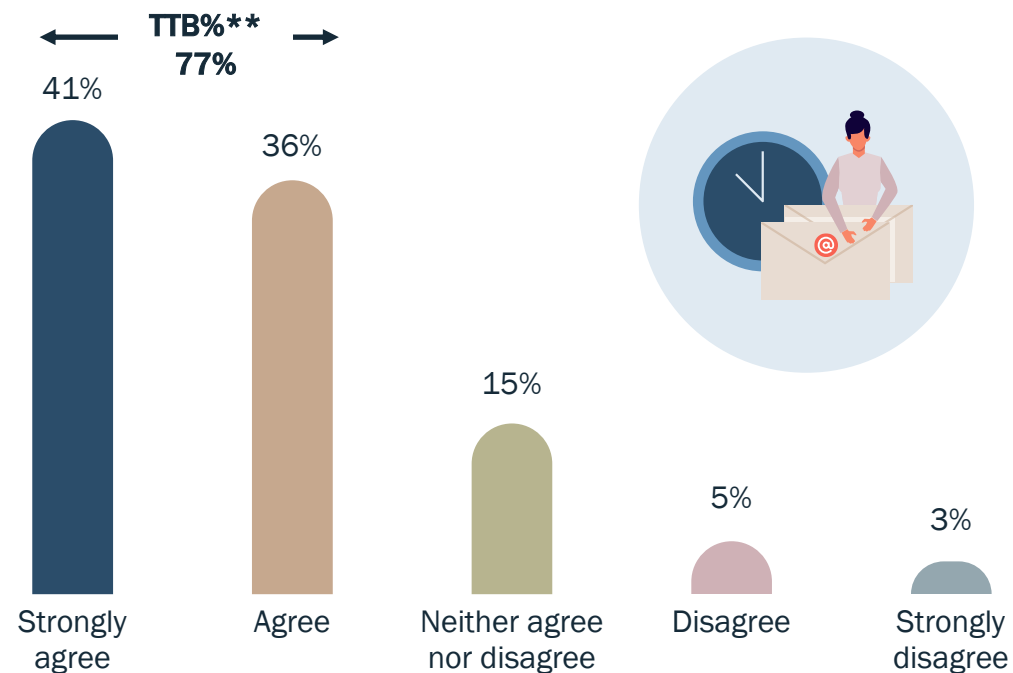
# Employee Engagement\* – Retention

I am very likely to continue working with my current organization over the next 12 months

## Frontline roles



## Non-frontline roles



Lower satisfaction also leads to a substantially lower proportion of frontline staff stating they would continue in their current roles for the next 12 months.

\* Based on the Annual Employee Engagement Benchmarks for Contact Centers, 2022 by COPC Inc.

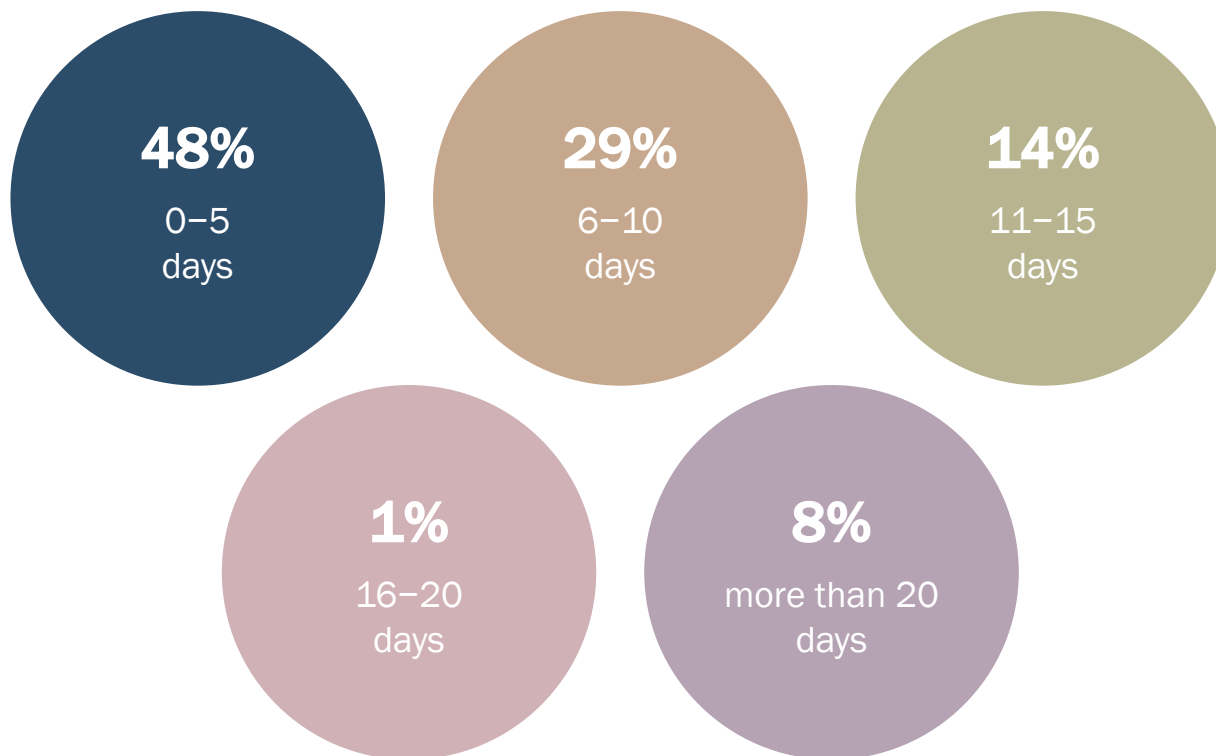


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# Absenteeism and Attrition

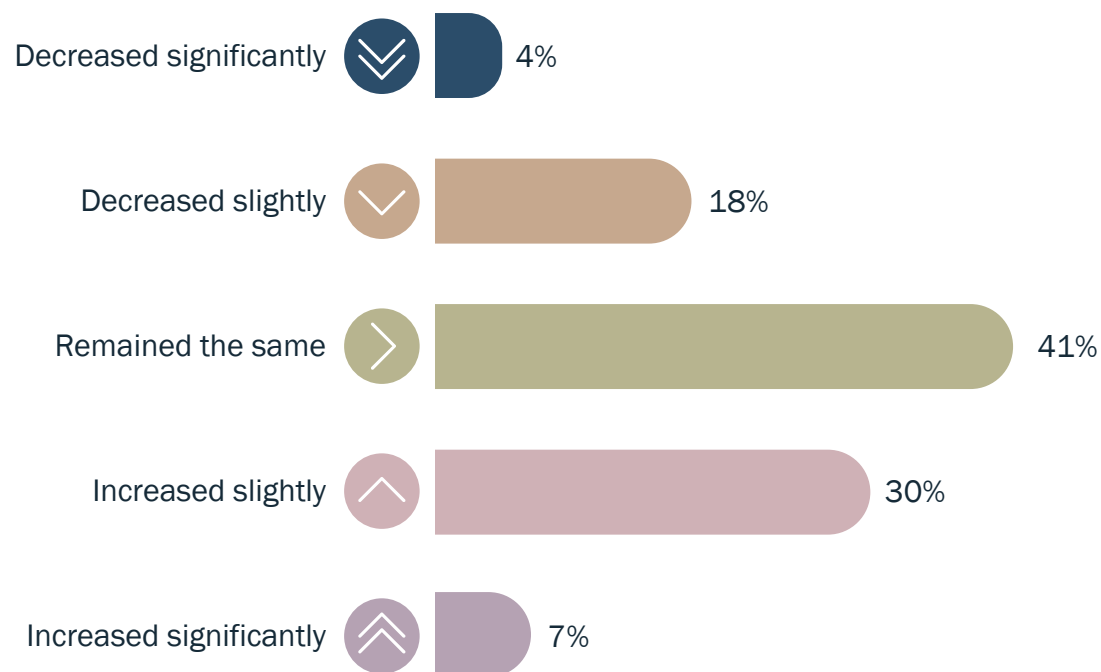
## Frontline Absenteeism

Per person, what is your average frontline unscheduled leave (absenteeism / UPL) over the last 12 months? (Number of days)

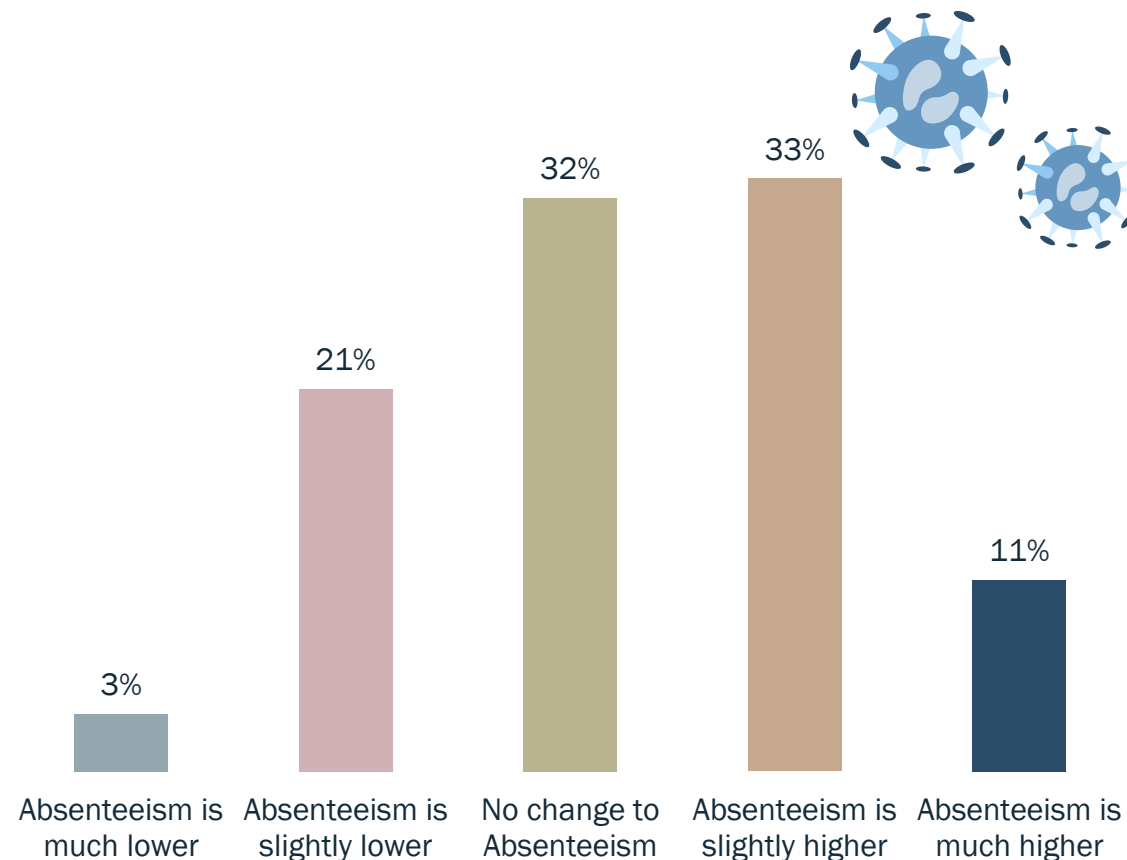


## Frontline Absenteeism Trends

Over the last 12 months have the unscheduled leave (absenteeism/UPL) for the frontline staff:



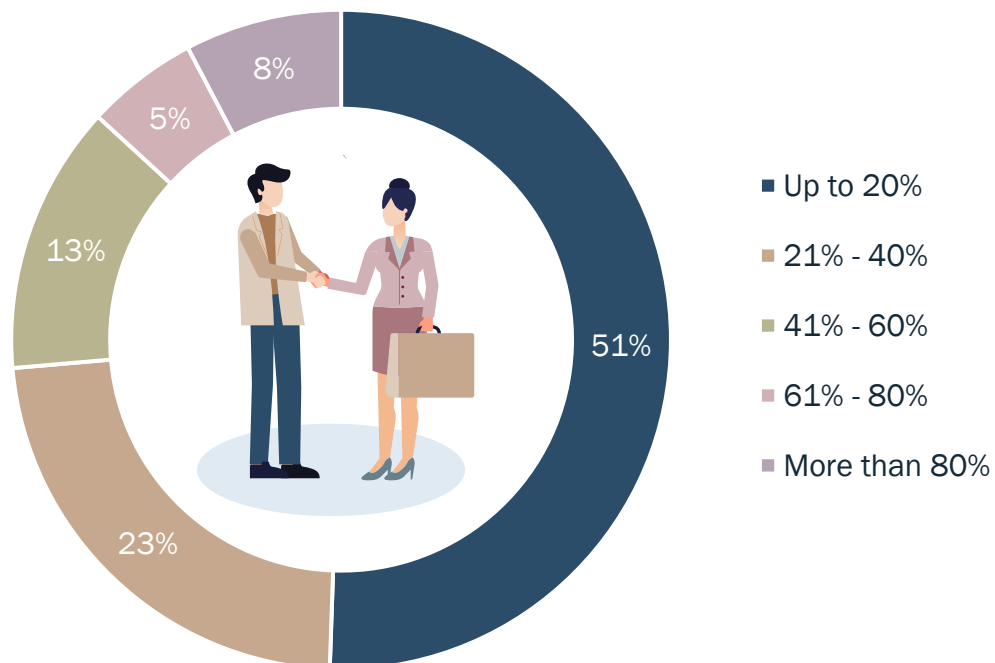
How has COVID-19 impacted absenteeism?



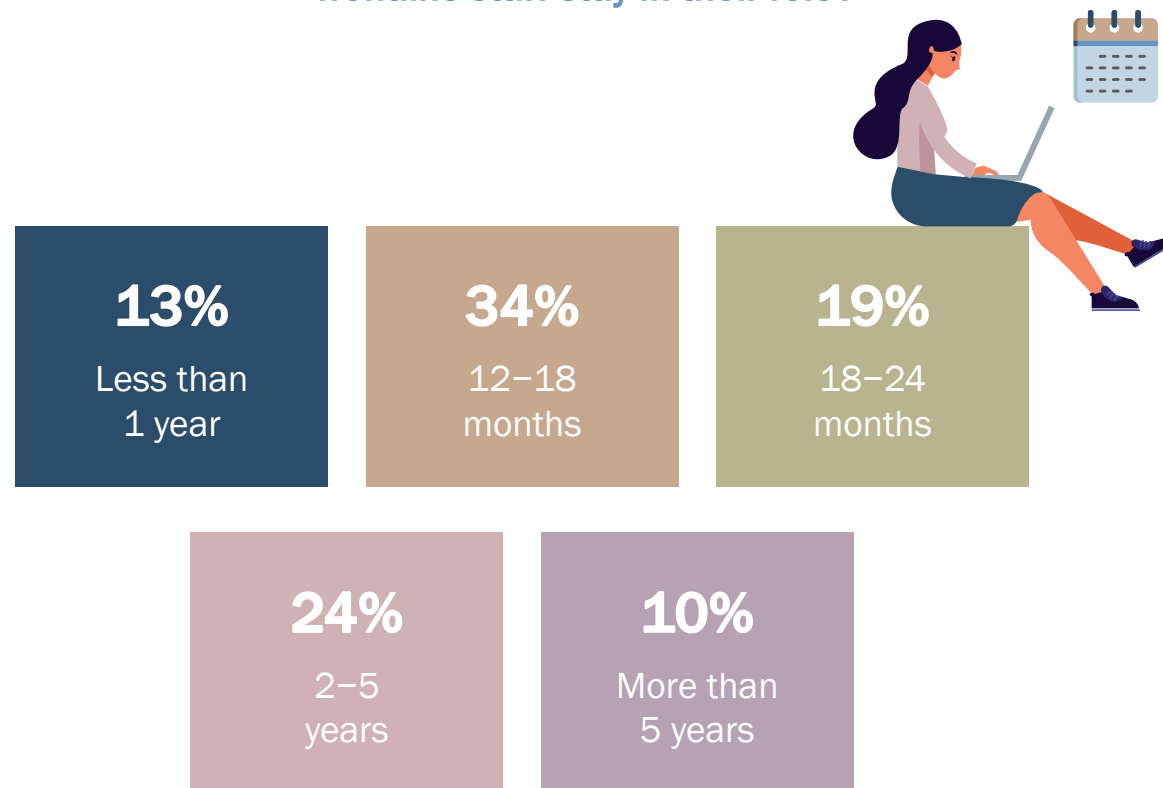


## Frontline Attrition

On average, what proportion (%) of full-time frontline staff leave each year and need replacing (i.e., what is your full-time staffing turnover)?

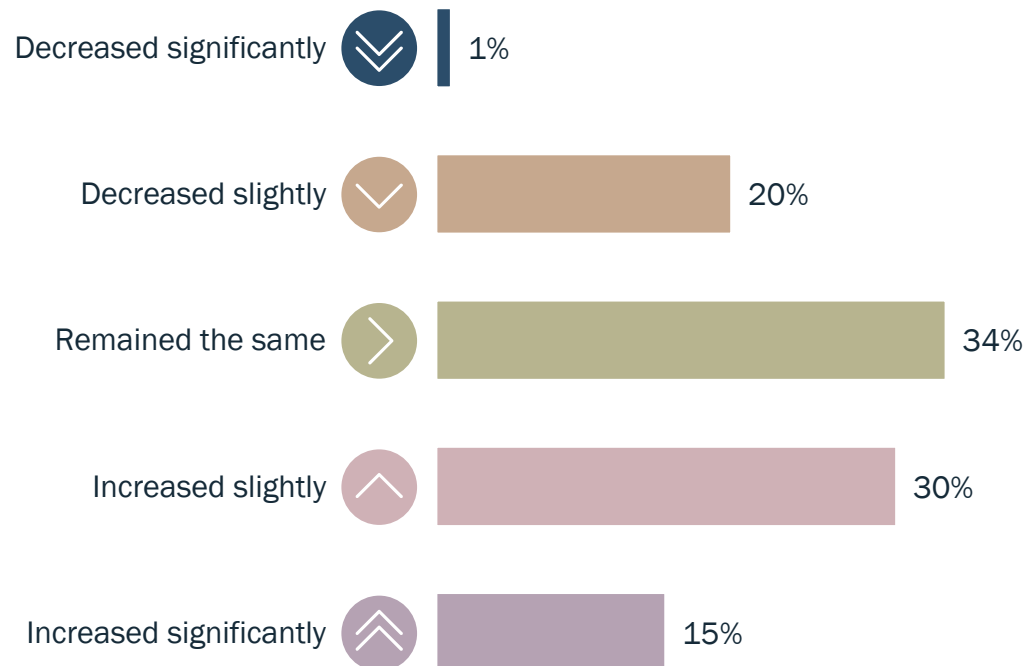


On average, how long do full-time frontline staff stay in their role?

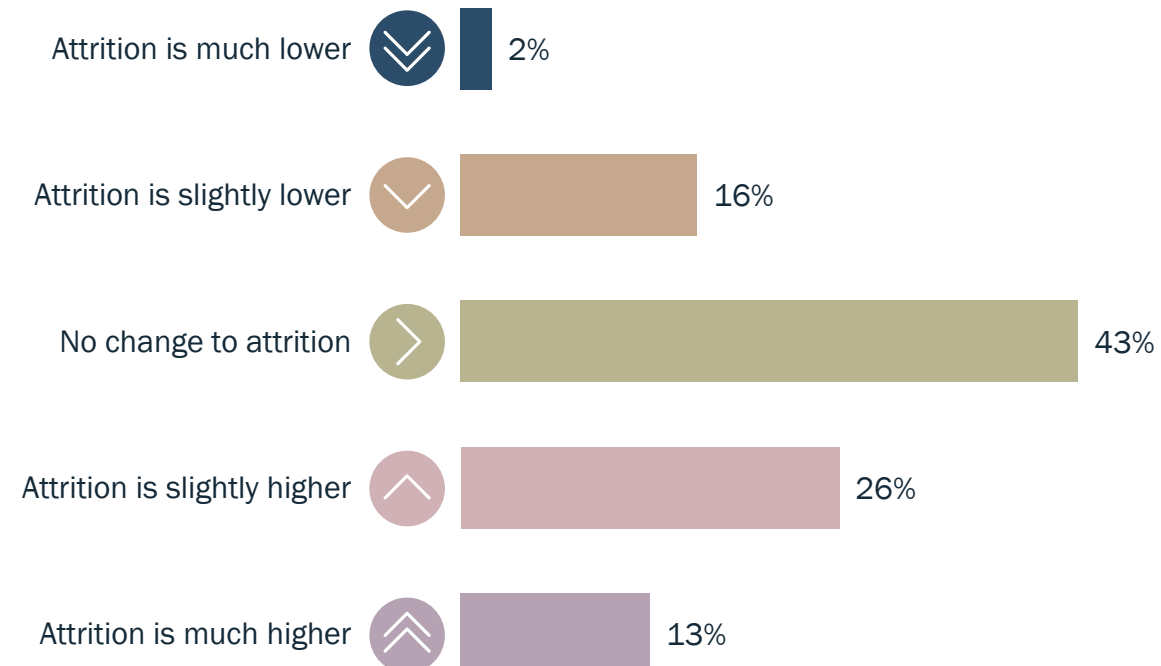


## Frontline Attrition Trends

Over the last 12 months has the attrition for the frontline staff:



How has COVID-19 impacted attrition?



07

## Conclusion



# Conclusion

Frontline staff members are the face of the organization and are more likely to go the extra mile to help customers when they are engaged. Closely managing the onboarding process, the employee development process (such as providing guidance and feedback in one-on-ones) and creating a structured approach for listening to the voice of the employee, organizations can set the foundation for higher levels of employee engagement and satisfaction.

## 01

Onboarding is the first experience for frontline staff, and those initial interactions during recruitment and training set the stage for high satisfaction and loyalty.

Organizations that ensure effective and seamless onboarding while making new employees feel cared for during the process will have more positive engagement outcomes.

## 02

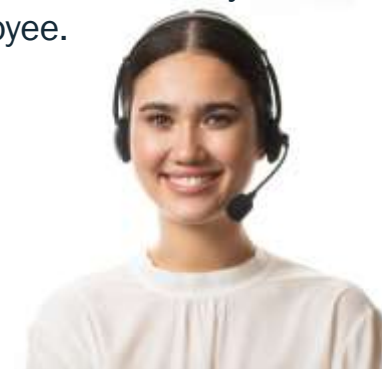
Lack of structured performance feedback can lead to agent demotivation and eventually to more significant issues such as attrition, performance issues and lower engagement levels.

Twelve percent of frontline staff said they do not get a formal performance review. However, executives believe only 3% of employees do not get a formal review.

## 03

Data shows that frontline staff are less satisfied than non-frontline staff. To drive higher engagement and satisfaction levels, leaders can uncover what motivates their team with a clear understanding of employees' challenges.

Twelve percent of the executives stated they do not conduct an employee satisfaction survey to collect the voice of the employee.



08

## Respondent Profile



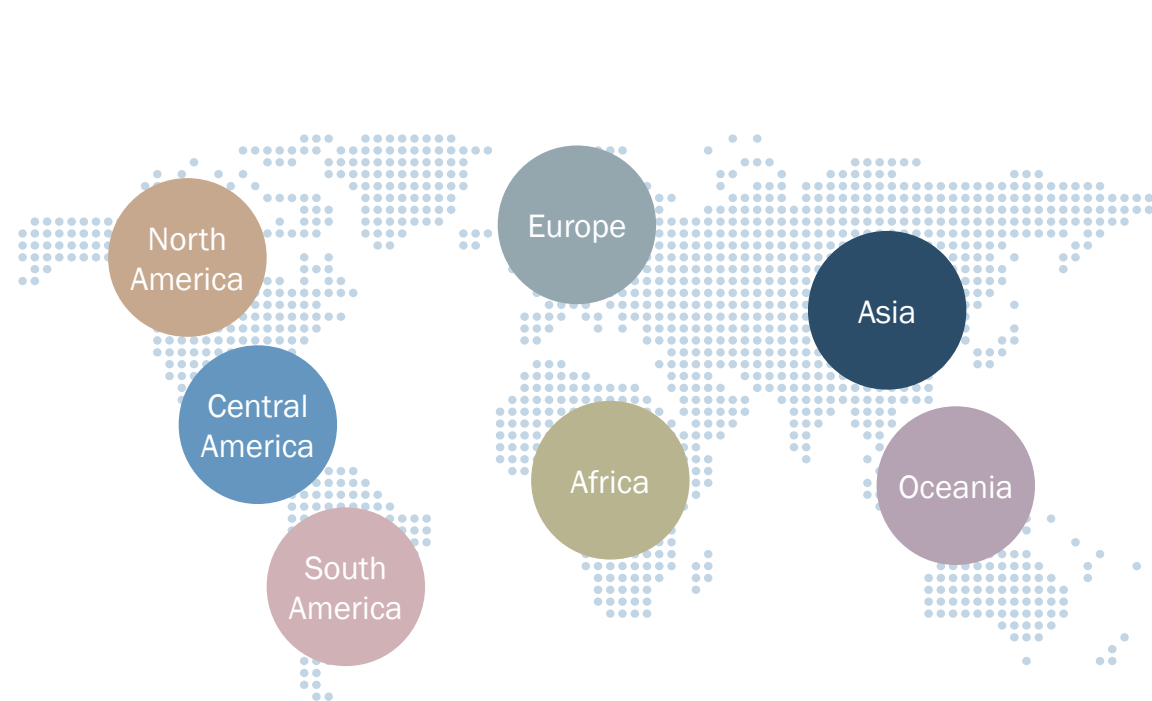
# Respondent Profile – Corporate

Survey respondents included representatives from both in-house contact centers and outsourced service providers

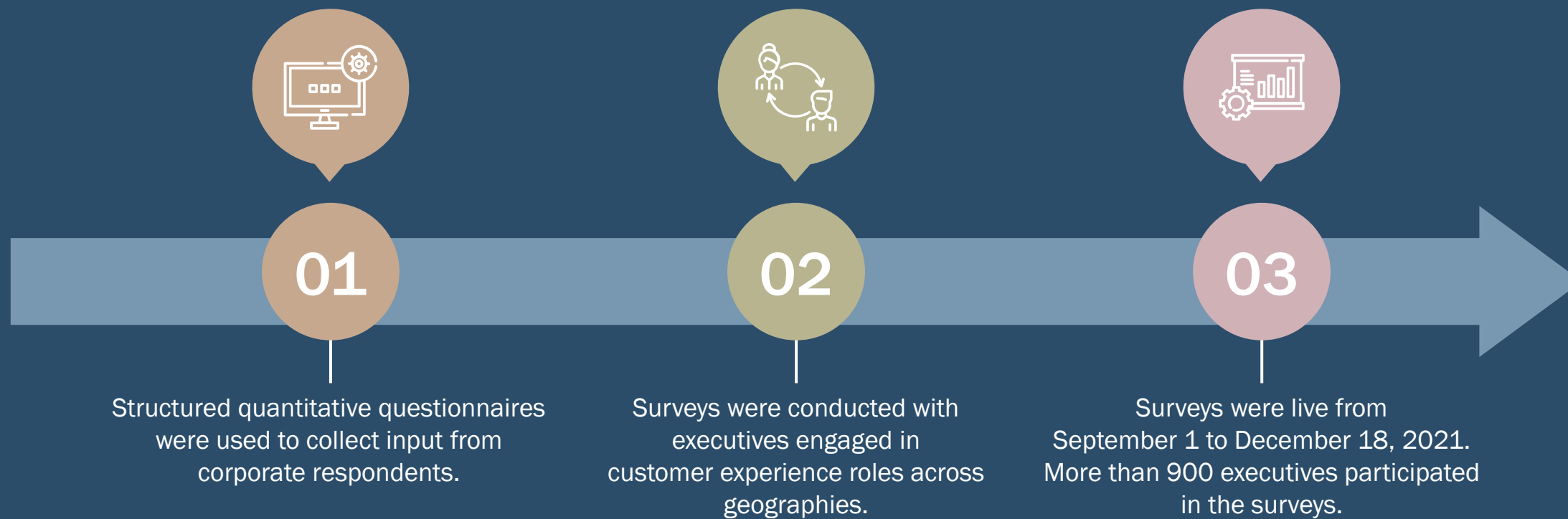
## Industries represented include:



## Contact center locations for respondent organizations include:



## Corporate Segment – Methodology



# Who We Are



# Who We Are

COPC Inc. provides consulting, training, certification and research for operations that support the customer experience. The company created the COPC Standards, a collection of performance management systems for call center operations, customer experience management, vendor management and procurement. Founded in 1996, COPC Inc. began by helping call centers improve their performance. Today, the company is an innovative global leader that empowers organizations to optimize operations for the delivery of a superior service journey. COPC Inc. is headquartered in Winter Park, FL, U.S. and with operations in Europe, Middle East, Africa, Asia Pacific, Latin America, India and Japan.

To learn more about COPC Inc. visit [www.copc.com](http://www.copc.com).

