**COPC**®

## Global Benchmarking Series, 2022

## Contact Center Training and Development

**August 2022**

**GBS**
GLOBAL BENCHMARKING SERIES

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# Preface

Building revenue-generating loyalty requires more than quick issue resolution—success centers around an organization's ability to deliver a superior experience with every interaction. Vital to any loyalty-building initiative are well-trained agents and continuous development programs that begin in the onboarding phase.

Contact centers that accurately identify employees' training needs and equip them with the necessary skills will stay ahead of shifting customer expectations. Organizations can empower agents to deliver exceptional customer care with customizable training programs tailored toward individual skill gaps and needs.

The success of any approach depends on how well agents understand expectations. Managers across the globe are waking up to the pivotal role that clear communication, training and development play in organizational success.

This month's report focuses on training and development practices and employee views of those programs. It provides meaningful insight into what works best that others can use as a basis for improvement.

We trust that you will find this research as relevant and valuable as the previous reports in the series.

Ian Aitchison
CEO, Asia Pacific Region
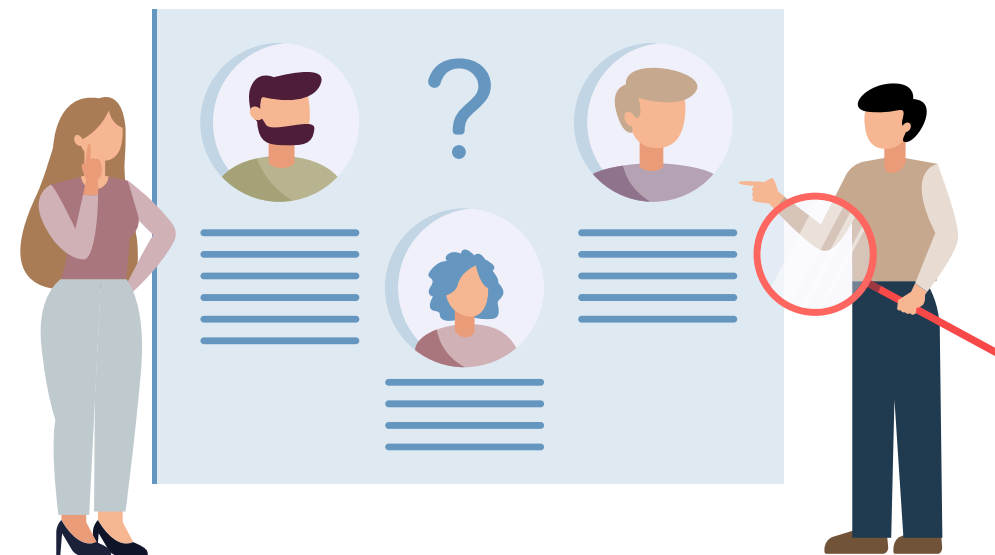COPC Inc.

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# Key Findings

## The Training Process

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

- 83% of the executives said they use at least two settings for their training programs.

- Using dedicated trainers is the most common way of training new frontline staff – with 84% of the surveyed executives stating they use dedicated trainers.

- 92% of the surveyed executives shared that they have a formal assessment that new frontline staff must pass prior to going live.

- Training and development-related challenges are among the top three challenges for customer care organizations.

## Employee View

- 73% of new frontline staff (less than 12 months) are satisfied with the recruitment process and believe that the training provided by their organizations equips them to succeed in their jobs.

- Staff who agree that the training provided by their organizations equips them to succeed in their jobs are more than two times as likely to continue with their current organization.

# 02

# Contact Center Training

**Time to Train Frontline Staff**

**Settings/Methodologies**

**Training Facilitators**

**Formal Assessment**

**Measuring Training Quality**

**Challenges**

# Time to Train Frontline Staff

## On average, how long is frontline new hire training?
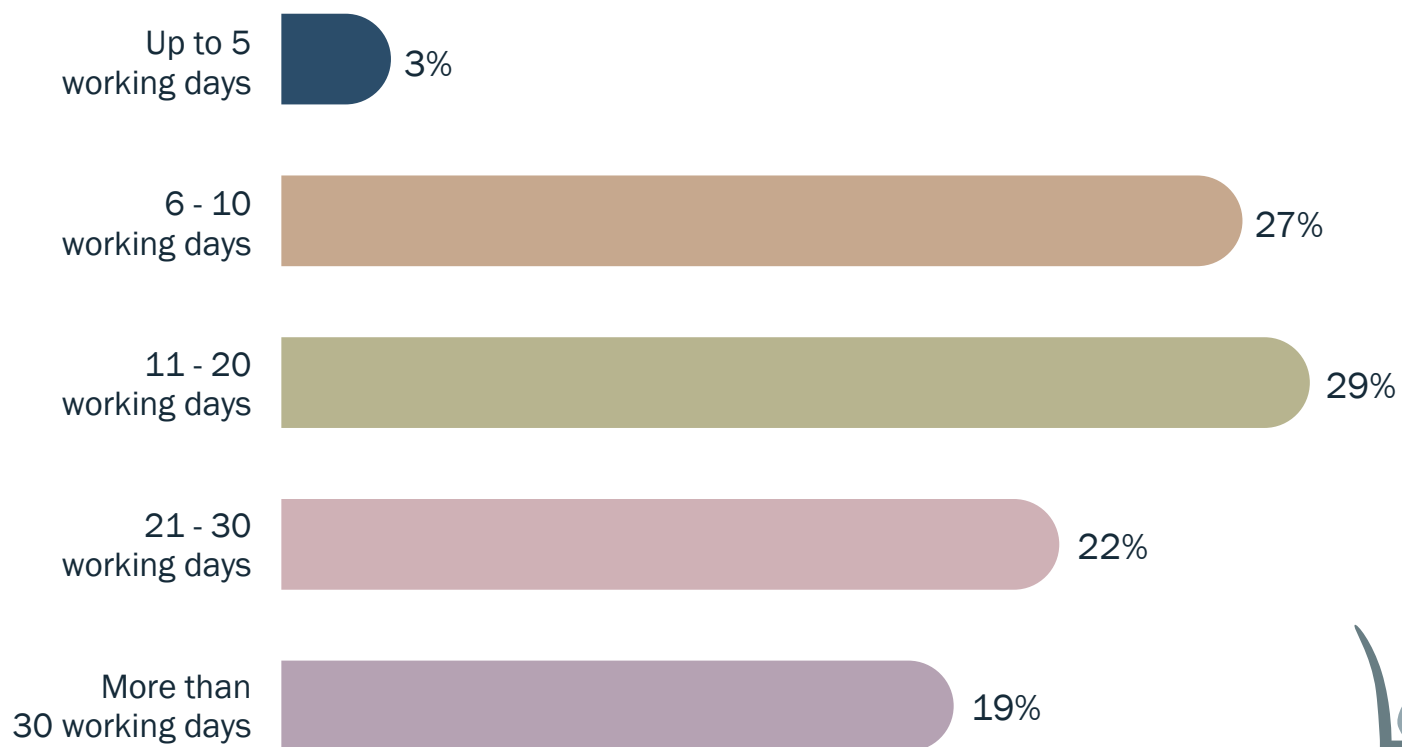
Up to 5 working days — 3%

6 - 10 working days — 27%

11 - 20 working days — 29%

21 - 30 working days — 22%

More than 30 working days — 19%

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

# Settings/Methodologies Used to Train Frontline Staff

**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%** report using at least two of these settings.

# Who Conducts the Training for Frontline Staff?

**Who is responsible for conducting new hire training?** (Select all that apply.)

**84%**
Dedicated Trainers

**46%**
Team Leaders

**23%**
Senior Agents

**20%**
Quality Assessors (QAs)

**3%**
Others*
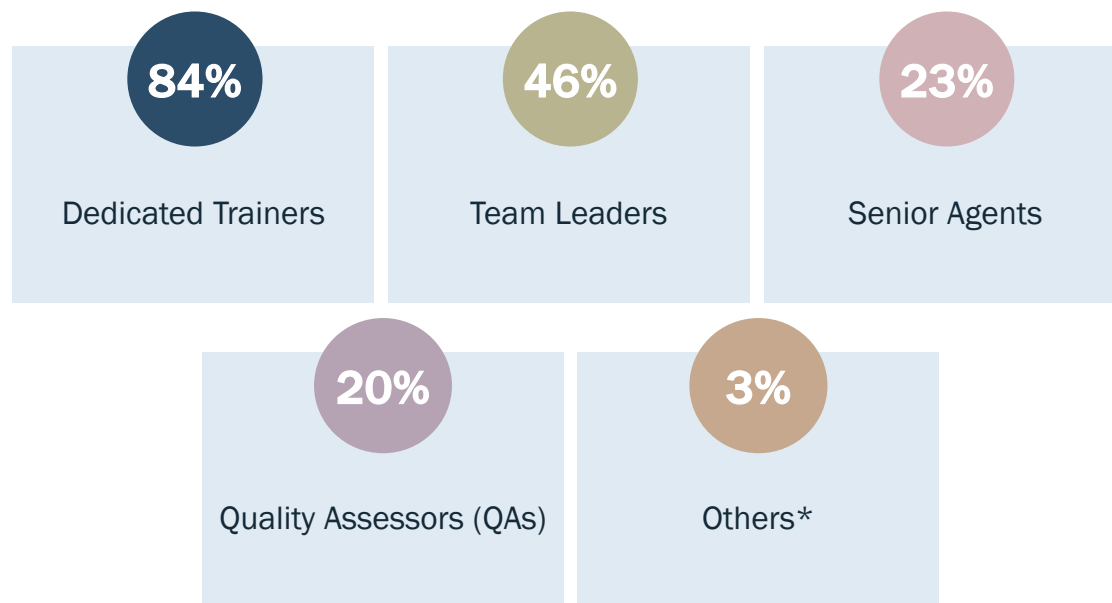
Using dedicated trainers is the most common way of training the new frontline staff. Almost **50%** of the respondents stated they use **at least two** of these options to train frontline staff.

* Others include human resources departments, training functions etc.

# Formal Assessment

**Is there a formal assessment that new frontline staff MUST pass prior to going live?**

8%

Yes 👍

92%
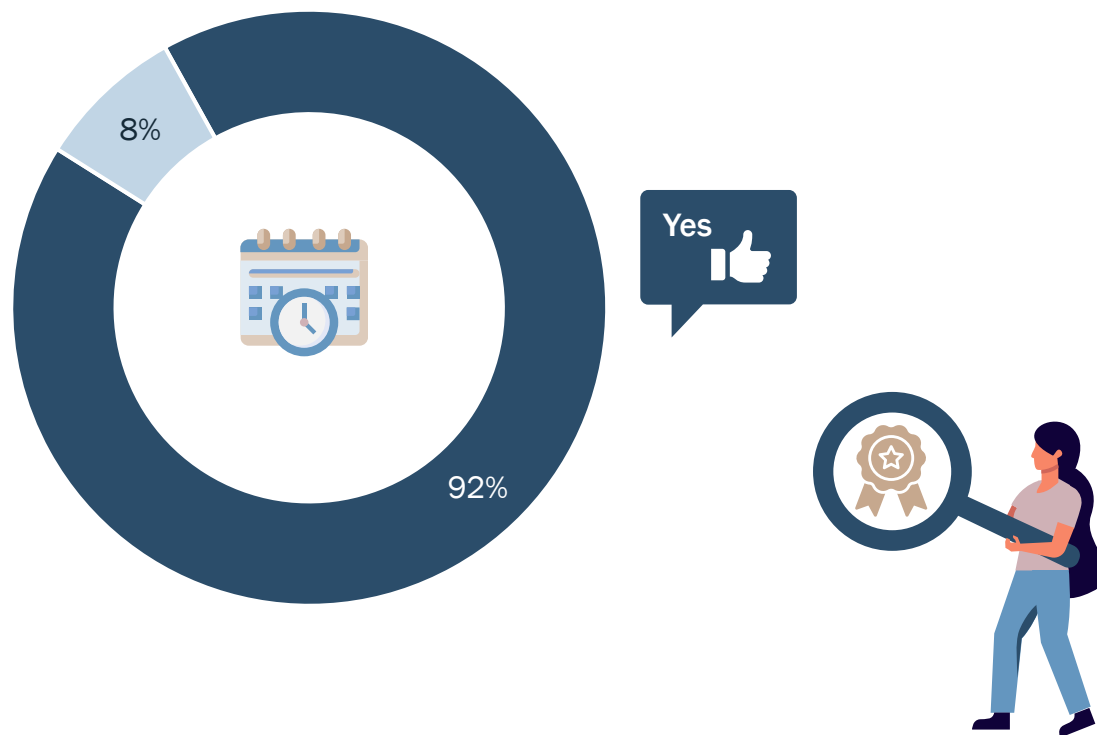
**COPC CX Standard for Contact Centers, 7.0** requires customer care organizations to ensure the trainees pass the initial skill verification before handling live transactions.

**92%** of the executives shared that their organization(s) have a formal assessment that new staff must pass before they go live.

# Measuring Training Quality

## Do you measure training quality?

Yes
**56%**

No
**44%**
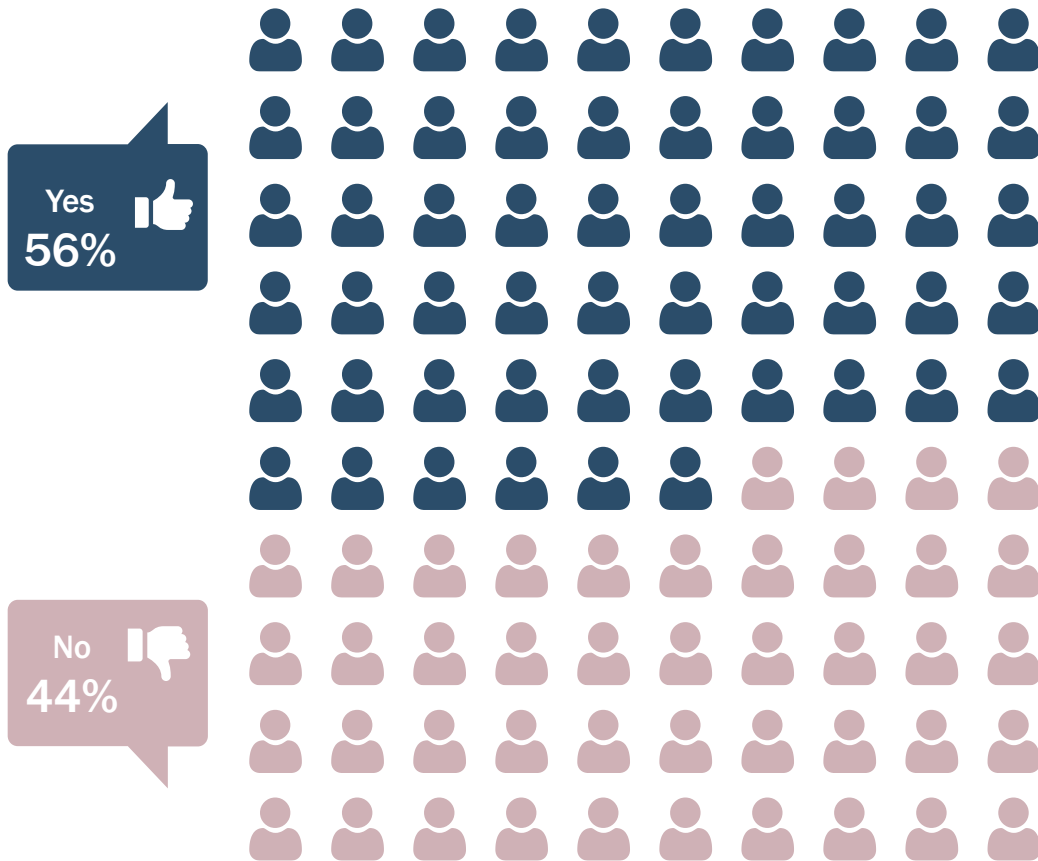
**Q. How is training quality calculated?**

A. An example is 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 56%** of the executives said their organization(s) measure **training** quality.

# Training and Developing Staff is a Key Challenge

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

| Challenge | % |
|---|---|
| Improving customer experience | 59% |
| Improving efficiency | 47% |
| Training/ agent development | 47% |
| Inadequate headcount to effectively meet business requirements | 42% |
| Difficulty in recruiting staff | 41% |
| Budgetary constraints/ expecting to do more with less | 39% |
| Integrating multiple service channels | 39% |
| Improving first contact resolution | 36% |
| Reducing costs | 33% |
| Staff turnover | 33% |
| Introduction of new service channel(s) | 29% |
| Organizational or contact center restructuring | 21% |
| Maximizing up-sell/ cross-sell opportunities | 20% |

**Training/agent development** emerges among the top three challenges for contact centers.

Training programs set the stage for agents to perform in their jobs. Inadequate training and coaching can lead to inadequate customer experiences.

Training /development staff-related challenges
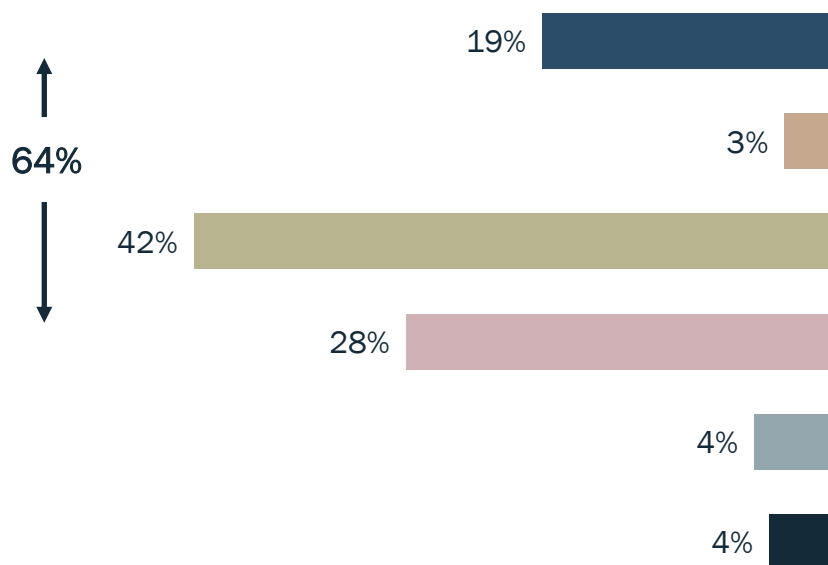
# 03

# Frontline Staff Development

**Structured Performance Review**

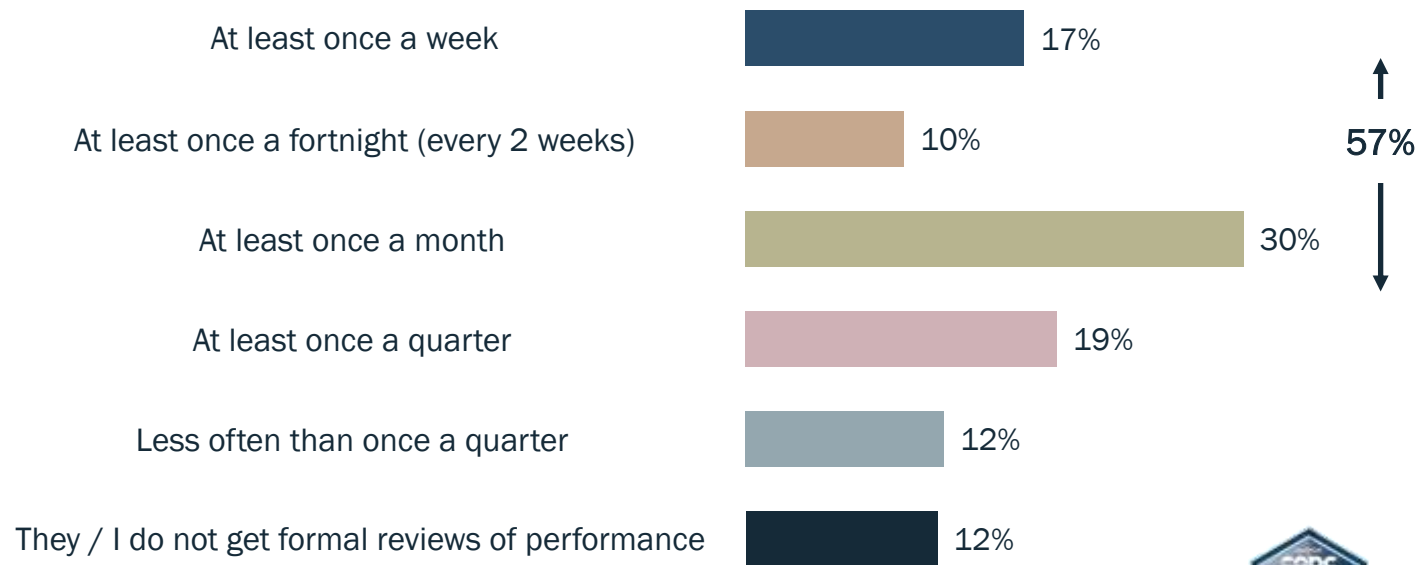**Performance Reporting Metrics**

# Structured Performance Review

**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)?

| | Corporate View | | Employee View |
|---|---|---|---|
| At least once a week | 19% | | 17% |
| At least once a fortnight (every 2 weeks) | 3% | | 10% |
| At least once a month | 42% | | 30% |
| At least once a quarter | 28% | | 19% |
| Less often than once a quarter | 4% | | 12% |
| They / I do not get formal reviews of performance | 4% | | 12% |

64% (Corporate View, At least once a week through At least once a month)

57% (Employee View, At least once a week through At least once a month)

**COPC CX Standard for Contact Centers, 7.0** requires customer care organizations to conduct a formal/comprehensive review of individual performance objectives and provide qualitative feedback at least annually.
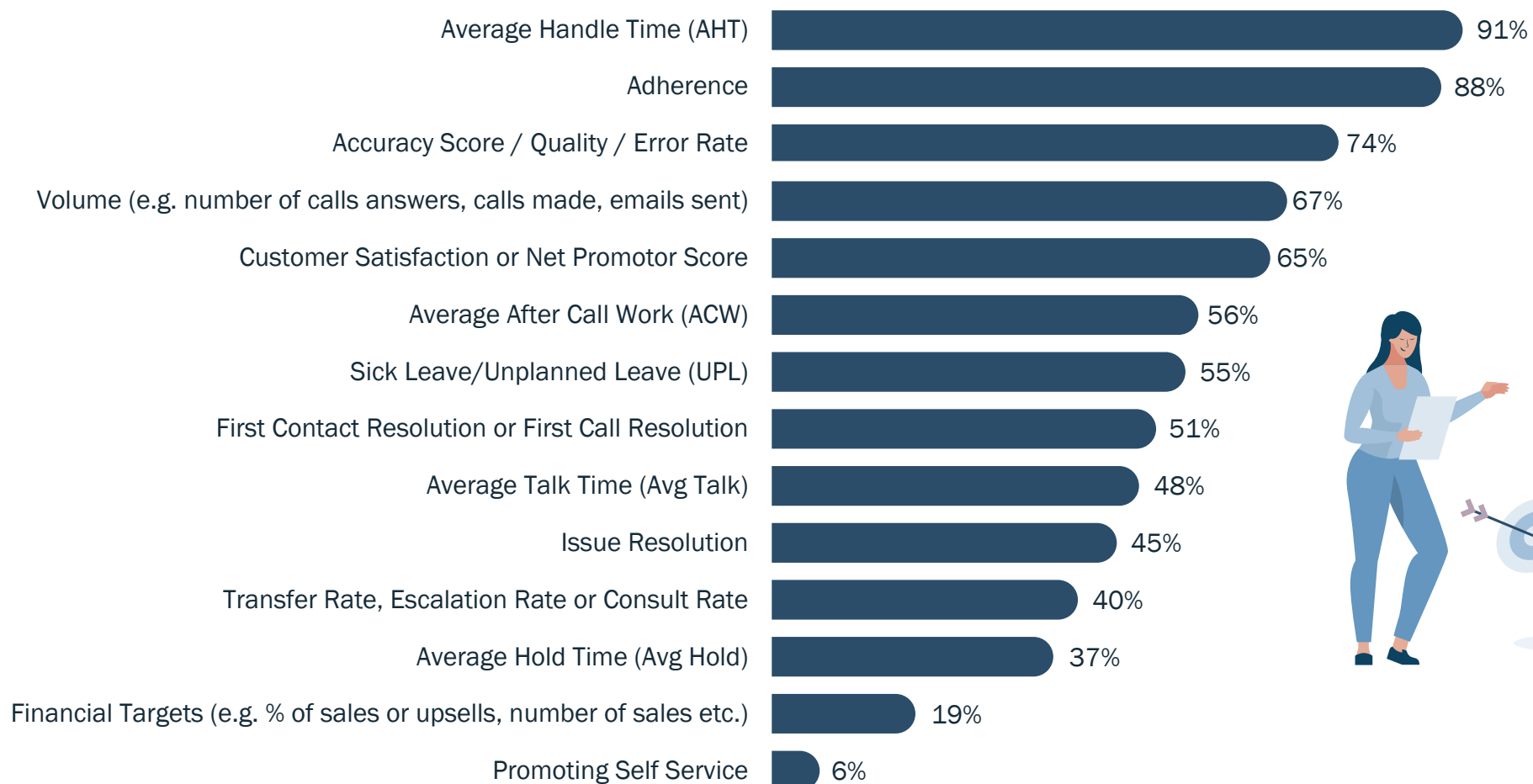
**12% of frontline staff** shared that they do not get a formal performance review at all.

**Executives think** frontline staff receive formal reviews 3x more than agents report.

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

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# Performance Metrics for Frontline Staff

## Which metrics do you report for frontline staff?

| Metric | Value |
|--------|-------|
| Average Handle Time (AHT) | 91% |
| Adherence | 88% |
| Accuracy Score / Quality / Error Rate | 74% |
| Volume (e.g. number of calls answers, calls made, emails sent) | 67% |
| Customer Satisfaction or Net Promotor Score | 65% |
| Average After Call Work (ACW) | 56% |
| Sick Leave/Unplanned Leave (UPL) | 55% |
| First Contact Resolution or First Call Resolution | 51% |
| Average Talk Time (Avg Talk) | 48% |
| Issue Resolution | 45% |
| Transfer Rate, Escalation Rate or Consult Rate | 40% |
| Average Hold Time (Avg Hold) | 37% |
| Financial Targets (e.g. % of sales or upsells, number of sales etc.) | 19% |
| Promoting Self Service | 6% |

# 04

# **Employee View**
## (Frontline Staff)

**Experience with Training**

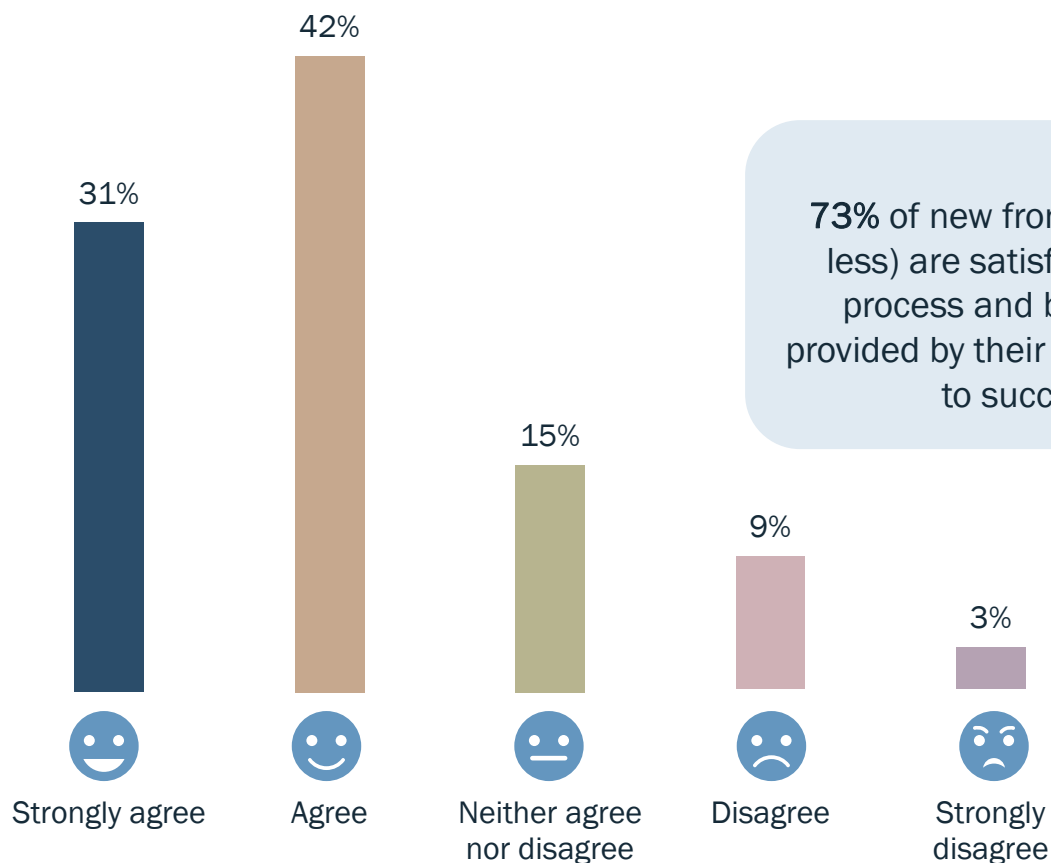**Training and Employee Retention**

**Training and Employee Satisfaction**

**Agent Success Through Training**

# Experience with Training (Frontline Staff)

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

**31%** Strongly agree

**42%** Agree

**15%** Neither agree nor disagree
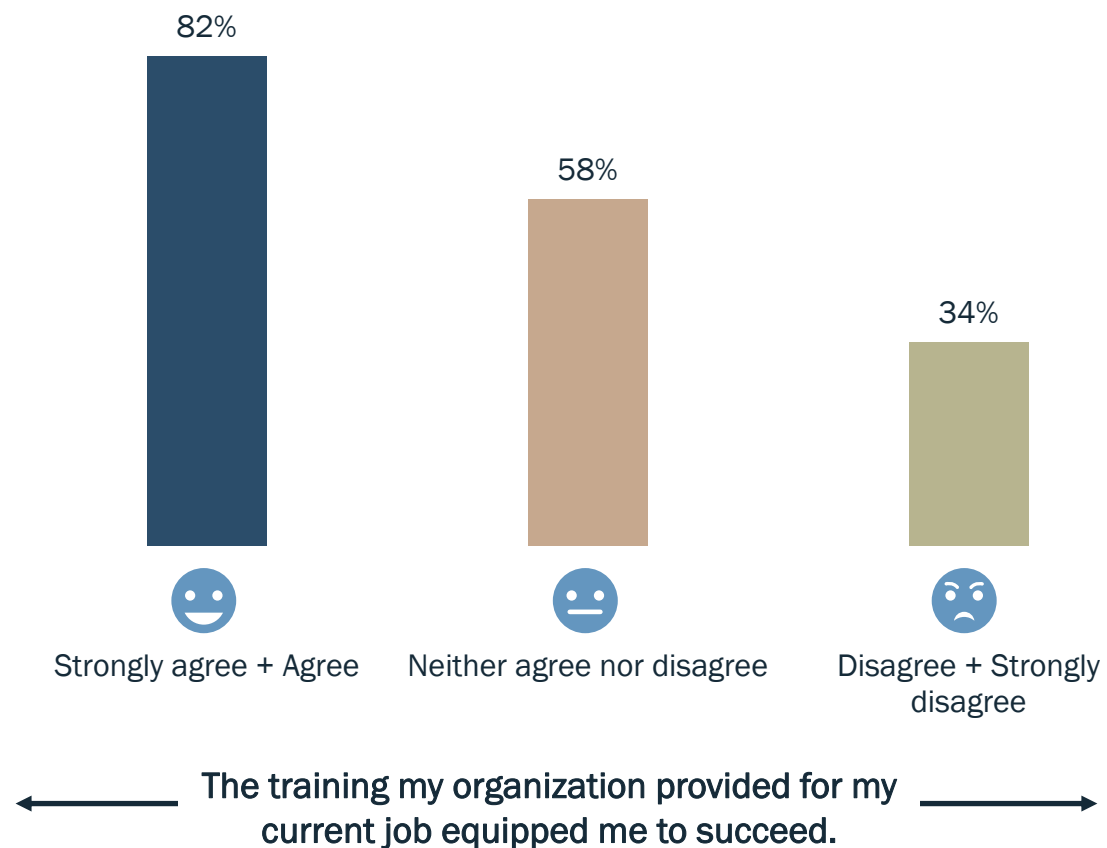
**9%** Disagree

**3%** Strongly disagree

**73%** of new frontline staff (12 months or less) are satisfied with the recruitment process and believe that the training provided by their organizations equips them to succeed in their jobs.

*As stated by the frontline staff recruited only in the last 12 months

# Training and Employee Retention (Frontline Staff)

**% of respondents who strongly agree + agree that they are very likely to continue with their current organisation over the next 12 months**

82%

58%

34%

Strongly agree + Agree     Neither agree nor disagree     Disagree + Strongly disagree

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

Staff who agree that the training provided by their organizations equips them to succeed in their jobs are more than **2x as likely** to continue with their current organization.

# Training and Employee Satisfaction (Frontline Staff)

**% of respondents who strongly agree + agree that they are satisfied with their current jobs**

84%

51%

30%

Strongly agree + Agree

Neither agree nor disagree

Disagree + Strongly disagree

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

Staff who agree that the training provided by their organizations equips them to succeed in their jobs are more than **2.5x as satisfied** with their current jobs.
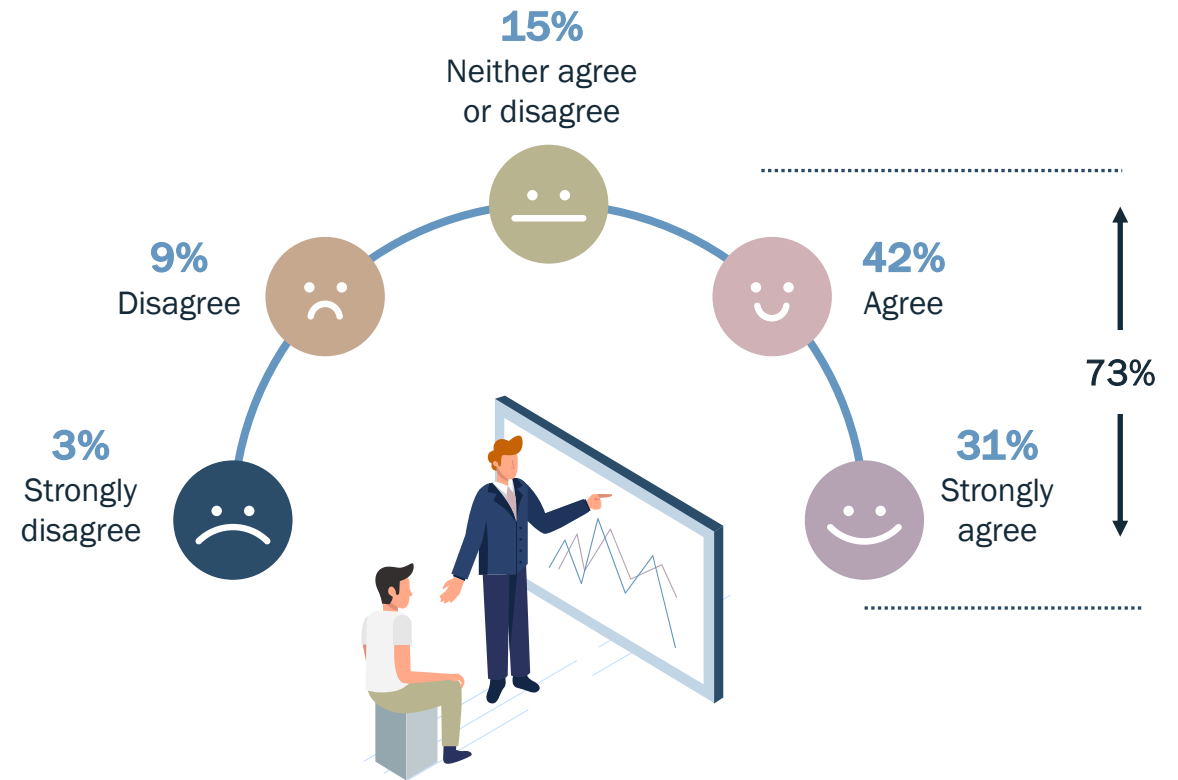
# Agent Success Through Training

## CORPORATE VIEW

**Please estimate what proportion (%) of frontline staff feel that the onboarding training sets them up for success in their role?**

- More than 80%: **48%**
- 61% - 80%: **35%**
- 41% - 60%: **9%**
- 21% - 40%: **4%**
- Up to 20%: **4%**
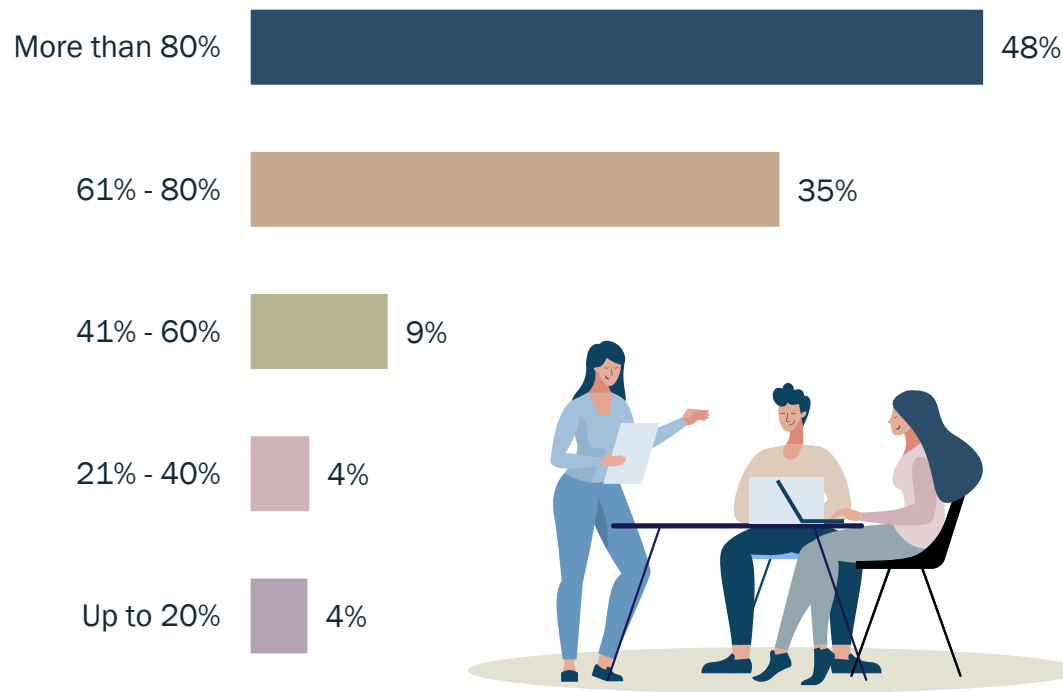
## EMPLOYEE VIEW*

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

- **15%** Neither agree or disagree
- **9%** Disagree
- **42%** Agree
- **3%** Strongly disagree
- **31%** Strongly agree
- **73%**

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

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# Conclusion

# Conclusion

Contact center managers often attribute high attrition to unfulfilling tasks and a lack of professional advancement opportunities. Organizations can boost retention rates by engaging staff and giving them the necessary tools for success. When managers remove obstacles, agents can perform well and meet expectations, leading to higher productivity and increasing the likelihood of the agent staying with the organization longer.

Employee development plans are as essential to agents as equipping them with the right skills. Training programs that go beyond the bare minimum and give agents a growth trajectory help to motivate and retain staff while improving productivity.

## 01 Program Quality

Measuring the quality of training programs offers organizations better insight into what works and what doesn't. Setting objectives and clear expectations for training helps agents deliver exceptional customer care.

- 44% of the respondents' organizations do not currently measure training quality.

## 02 Training Methods

The types of methods organizations use to train frontline staff directly impact the effectiveness of training. The pandemic drove the necessity of more remote/virtual training, allowing organizations to hire and train people in different locations. Well-monitored programs with engaging content will help ensure success.

## 03 Impact

An effective training program sets the tone for an agent's ability to resolve customer issues and create positive customer experiences. Well-trained agents feel more prepared, valued and confident about their skills. Increased employee satisfaction drives high performance and ultimately improving agent retention.
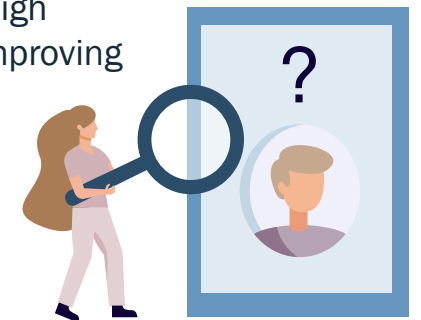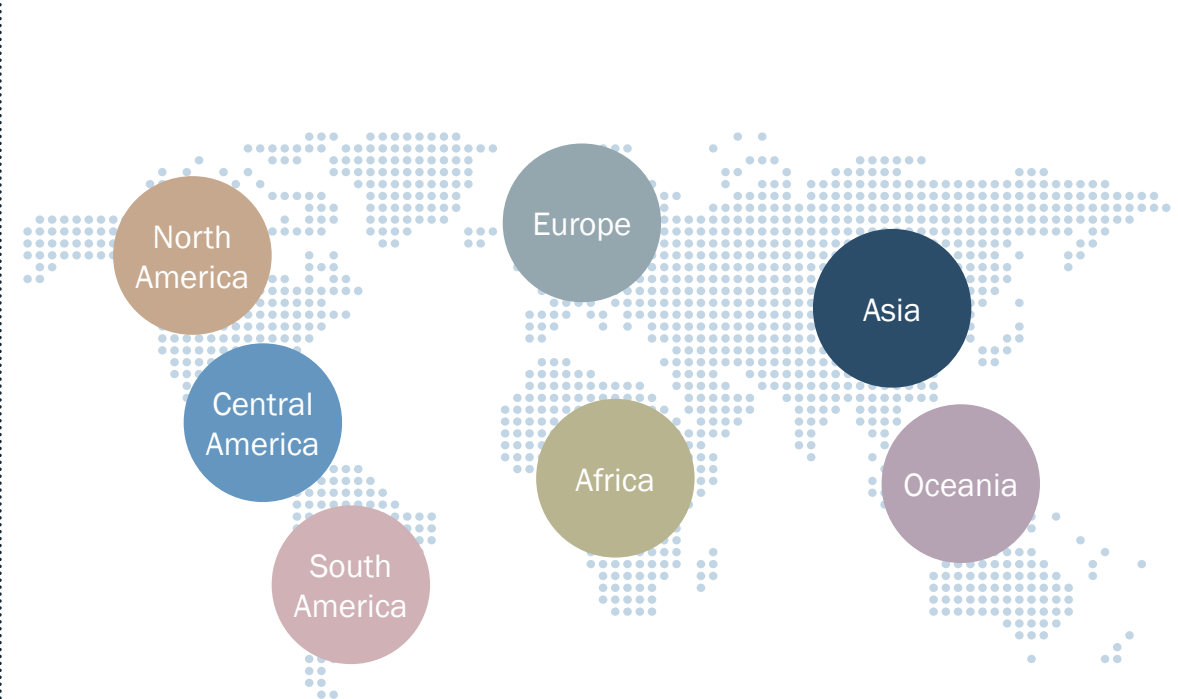
# 08

# **Respondent Profile**

# Respondent Profile – Corporate

**Survey respondents included representatives from both in-house contact centers and OSPs.**

## Industries represented include:

| | | |
|---|---|---|
| Automotive | Consumer Electronics, Technology and Software | Education, Healthcare and Government Services |
| Insurance, Legal and Financial Services | Outsourcing | Retail |
| Supplier, Business and Professional Services | Telecom and Utilities | Transportation and Logistics |

➕ **'Other'**

## Contact Centers' locations for respondent organizations include:

North America
Europe
Asia
Central America
Africa
Oceania
South America

# Corporate Segment – Methodology

**01**

Structured quantitative questionnaires were used to collect input from corporate respondents.

**02**

COPC Inc. conducted the surveys with executives engaged in customer experience roles across geographies.

**03**

The surveys were live from September 01 to December 18, 2021. More than 900 executives participated in the surveys.
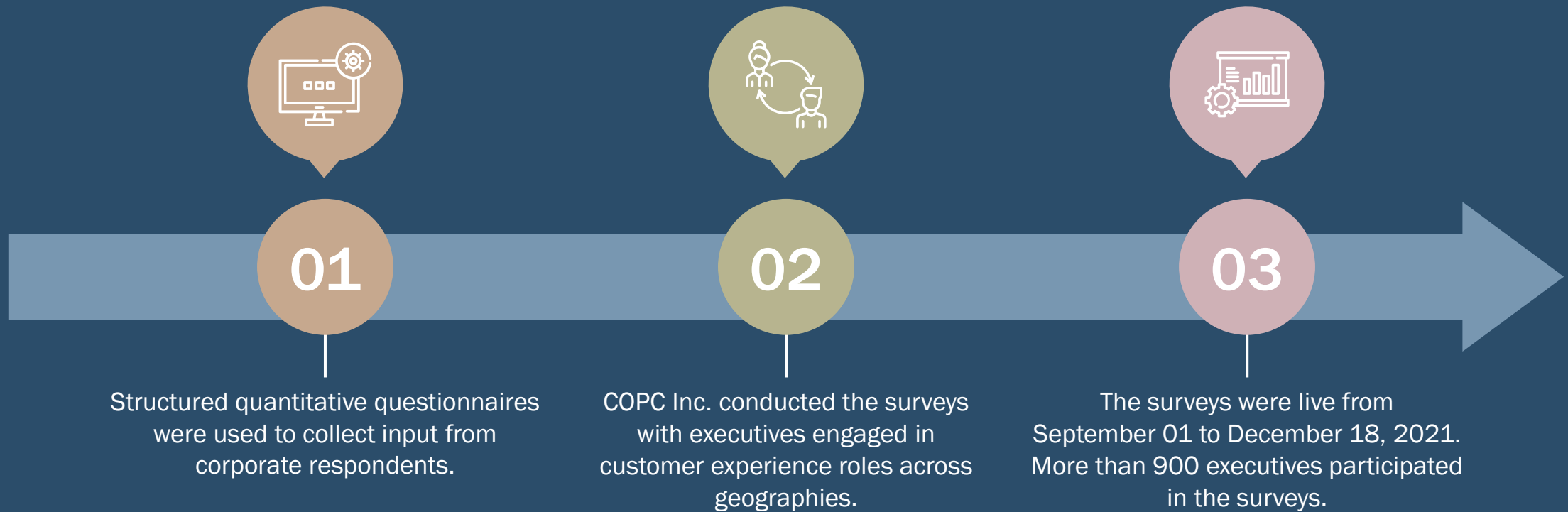
# Who We Are

# Who We Are

COPC Inc. provides consulting, training, certification, benchmarking and research for operations that support the customer experience. The company created the COPC Standards, a collection of performance management systems for customer experience 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.**