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Global Benchmarking Series, 2022

Contact Center Recruitment and Hiring

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GBS
GLOBAL BENCHMARKING SERIES

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Preface

Our **Global Benchmarking Series** has been receiving some great feedback from clients and many other CX practitioners across the globe. We are delighted to bring to you the next report in the series – Contact Center Recruitment and Hiring.

Attracting and maintaining a highly engaged workforce has a large impact on a contact center's ability to meet its service, quality, cost, revenue, and satisfaction goals. The recruitment process plays a very important role in ensuring organizations have the required set of people in customer facing roles. Poorly designed recruitment processes can result in lower employee engagement and increased attrition, bringing about higher operational costs. COPC Inc. finds that the implementation of robust recruitment processes, which properly define the recruitment profile for agents based on an analysis of good and bad hires, is a very effective way of reducing attrition.

This report delves into the results of our global surveys of executives about their contact center recruitment processes, looking in detail at their recruitment approaches and performance results. The report also looks at how the recruitment process impacts employee satisfaction and retention.

We hope that you find the report useful in understanding what your peers at various organizations are doing to make their recruitment process effective and gives you some ideas for improvement opportunities.

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Key Findings

The 'Recruitment Process'

- Unsurprisingly, conducting interviews is still the most common step involved in assessing potential frontline staff – with 98% of the respondents stating they interview candidates (either in-person or remotely)

- 35% of the respondents stated they take more than 20 days to hire frontline staff

- 76% of the respondents stated their organization's recruitment process accurately explains the nature of the job to the potential candidates

- 66% of the executives stated their organizations measure on-time recruitment

- 47% of the executives stated their organizations measure recruitment quality

Employee View

- A high proportion of 'new frontline staff' (0 – 12 months) are satisfied with the recruitment process and believe that the recruitment team does well at describing the nature of job (79%)

- For frontline staff, higher satisfaction with the recruitment process (explaining the nature of the job well) translates into a higher likelihood to continue and greater job satisfaction with the current organizations
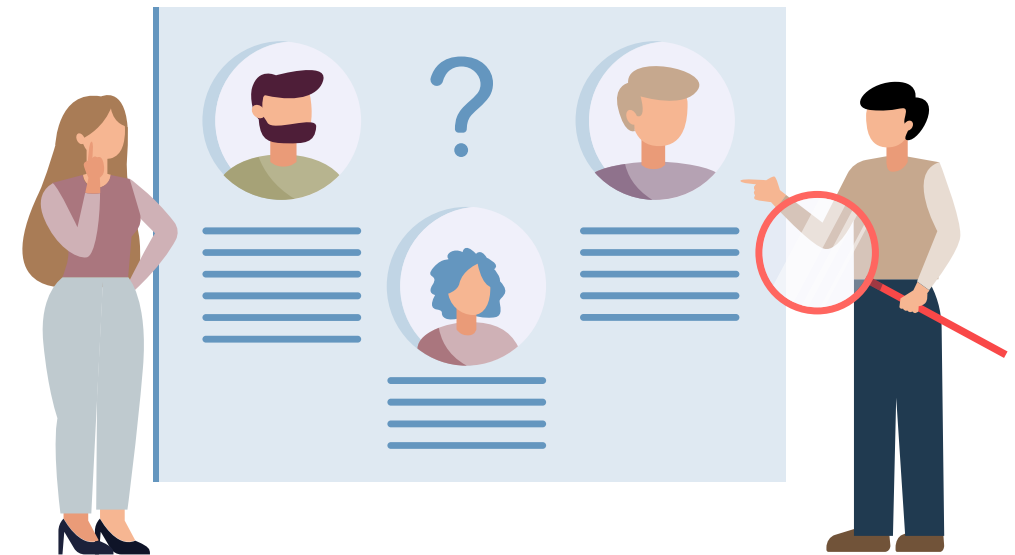
02

The Contact Center 'Recruitment Process'

Steps Involved

Time to Hire

Effectiveness of the Recruitment Process

On-time Performance

Recruitment Quality

Using Recruitment Agencies

Challenges

Steps Involved in Assessing Potential Frontline Staff

98%

Interview (either face to face or via video call)

61%

Typing test (speed and accuracy)

45%

Personality assessment

40%

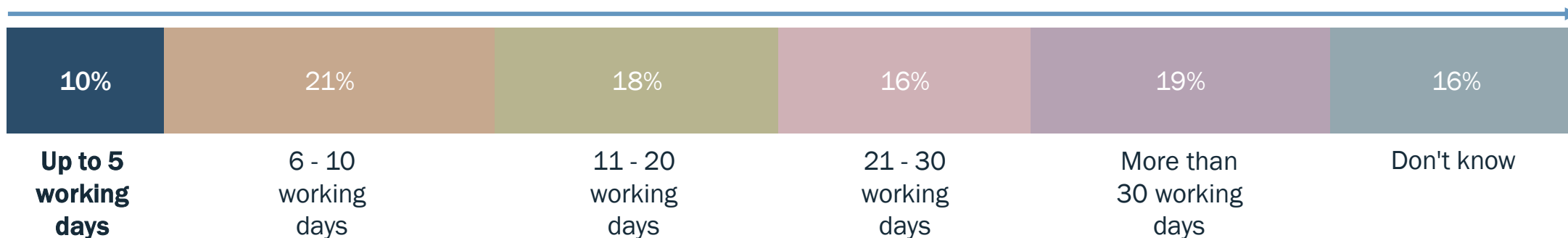Phone screening

40%

Reference checks

Unsurprisingly, 'interviewing' is the most common step involved in assessing potential frontline staff

Other steps are more popular among BPOs when compared to inhouse contact centers. Most stark differences were observed for:

- Typing test: 73% for BPOs vs 40% for inhouse contact centers
- Phone screening: 45% for BPOs vs 30% for inhouse contact centers

Time to Hire Frontline Staff

Starting from when the position is requested, on average how long does it take to hire a frontline staff member?

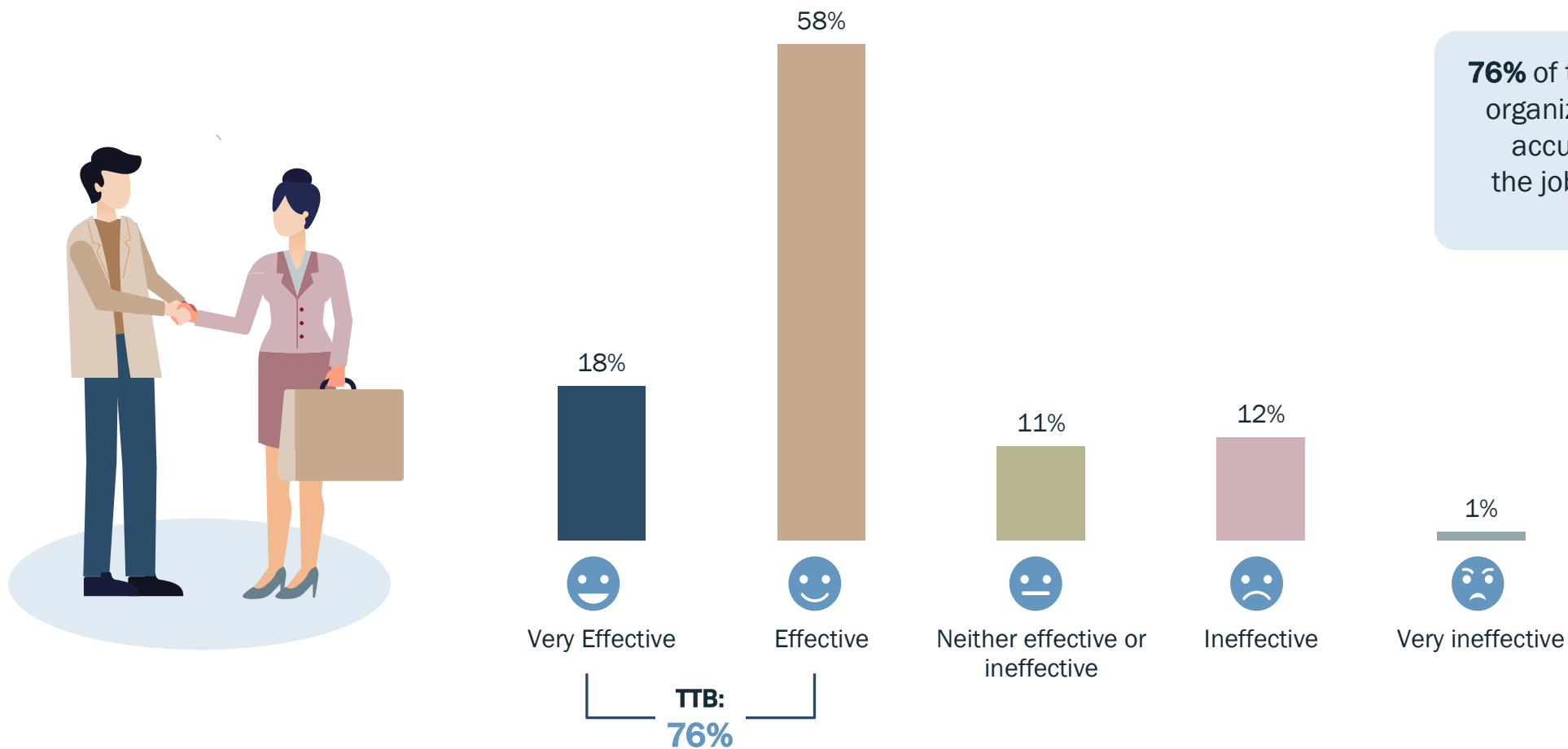| 10%	21%	18%	16%	19%	16%
Up to 5 working days	6 - 10 working days	11 - 20 working days	21 - 30 working days	More than 30 working days	Don't know

35% of the respondents stated their organizations take more than 20 days to hire frontline staff

When we looked in more detail at the differences between BPOs and inhouse centers, **35%** of the respondents from BPOs stated they hire frontline staff within ten days, compared to **25%** for inhouse contact centers

Effectiveness of the Recruitment Process

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

76% of the respondents stated their organization's recruitment process accurately explains the nature of the job to the potential candidates

58%

18%

11%

12%

1%

Very Effective

Effective

Neither effective or ineffective

Ineffective

Very ineffective

TTB:
76%

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)

34%

66%

Yes

What percentage of new hires are recruited on-time?

1% - 20% — 4%

21% - 40% — 8%

41% - 60% — 15%

61% - 80% — 28%

More than 80% — 45%
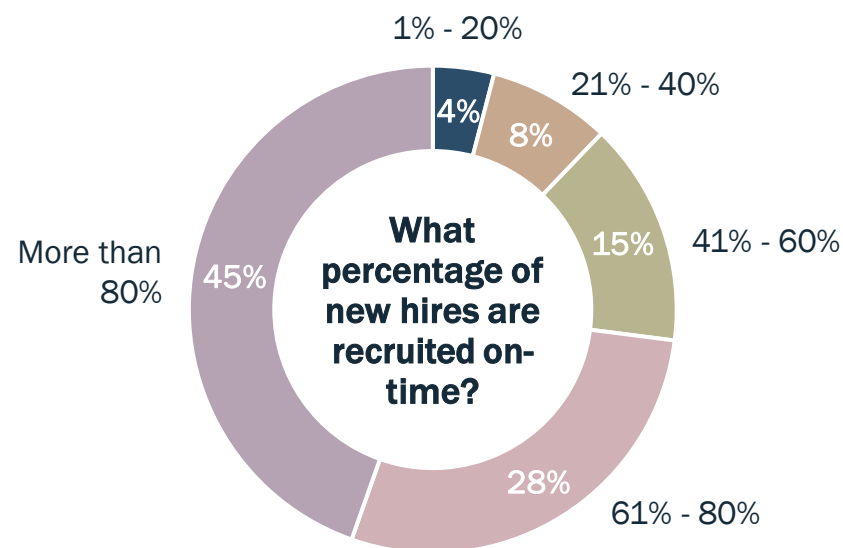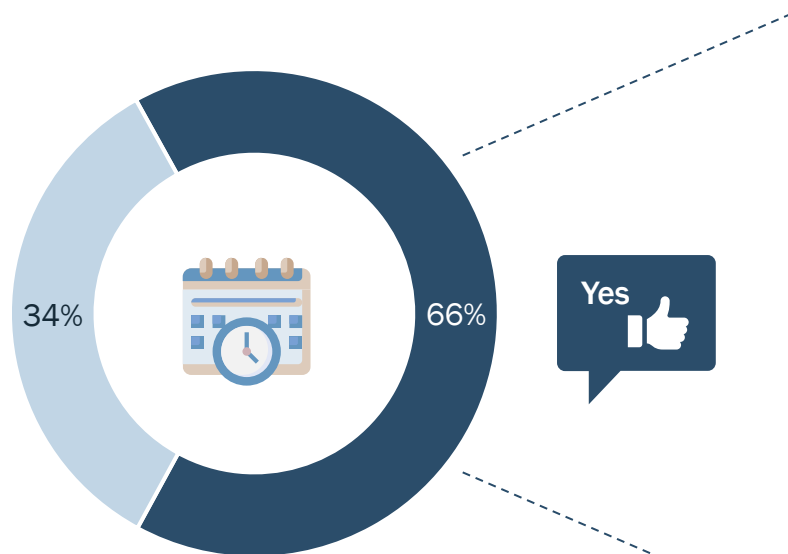
73% of the surveyed executives who stated their organizations measure on-time recruitment, also stated their organizations are able to recruit more than 60% of their new hires on time

COPC CX Standard for Contact Centers, 7.0 requires customer care organizations to measure and manage On-time to recruit

Only 66% of the surveyed executives stated their organizations measure on-time performance of the recruitment process

A higher proportion of executives from BPOs measure on-time performance of their recruitment process (73% for BPOs vs 55% for inhouse contact centers)

On-time Performance of Recruitment Process – COPC Inc. Benchmarks

How the metric is measured
Percentage of recruitment requests filled by the targeted date

**COPC
Benchmarks* – Mean**
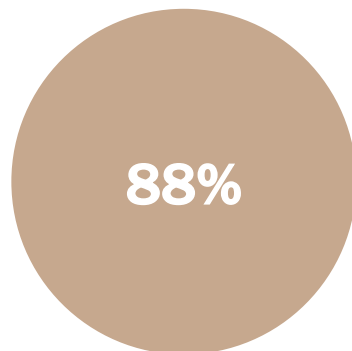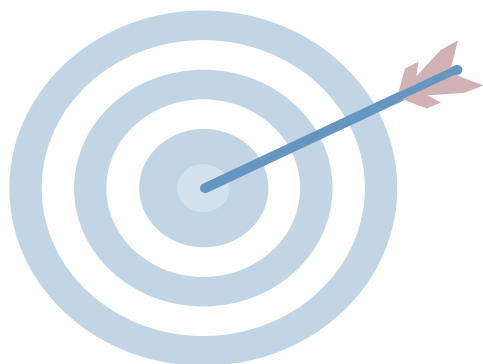
88%

* Based on aggregation of results and findings from COPC Inc's certification programs across regions.

Measuring Recruitment Quality

Do you measure recruitment quality?

No
53%

Yes
47%

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

Only 47% of the surveyed executives stated their organizations measure recruitment quality

Measuring Recruitment Quality – COPC Inc. Benchmarks

**COPC
Benchmarks* – Mean**

72%

How the metric is measured

The number of new customer service staff still in the business after a certain period of time (e.g. end of training, end of probation period, 3 months after start date, etc.) as a percentage of the total recruited.
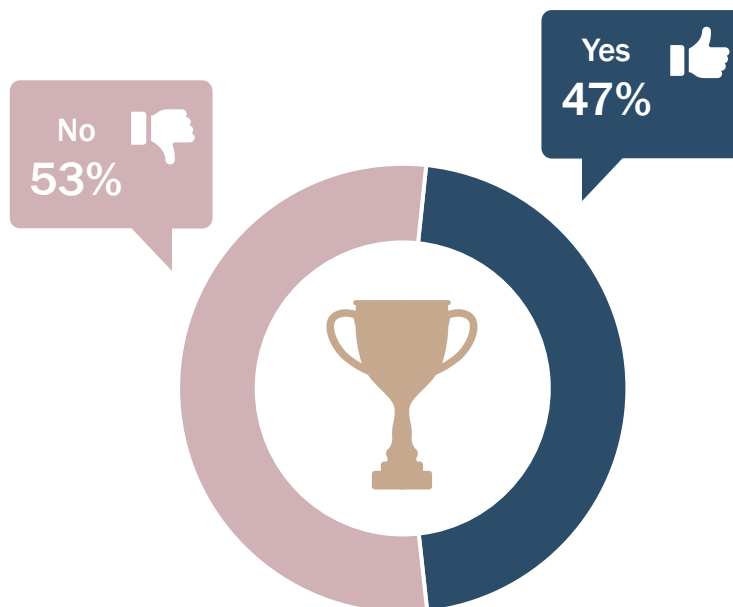
* Based on aggregation of results and findings from COPC Inc's certification programs across regions.

Using Recruitment Agencies

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

70%
Yes
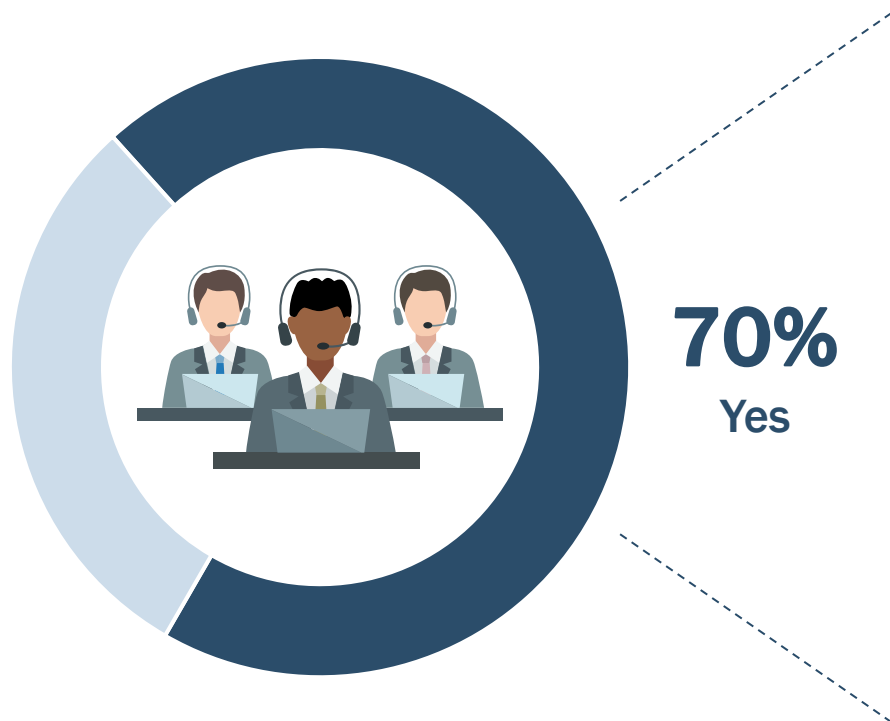
Satisfaction with Recruitment Agencies

- 4% — Very satisfied
- 27% — Satisfied
- 57% — Neither satisfied nor dissatisfied
- 11% — Dissatisfied
- 1% — Very dissatisfied

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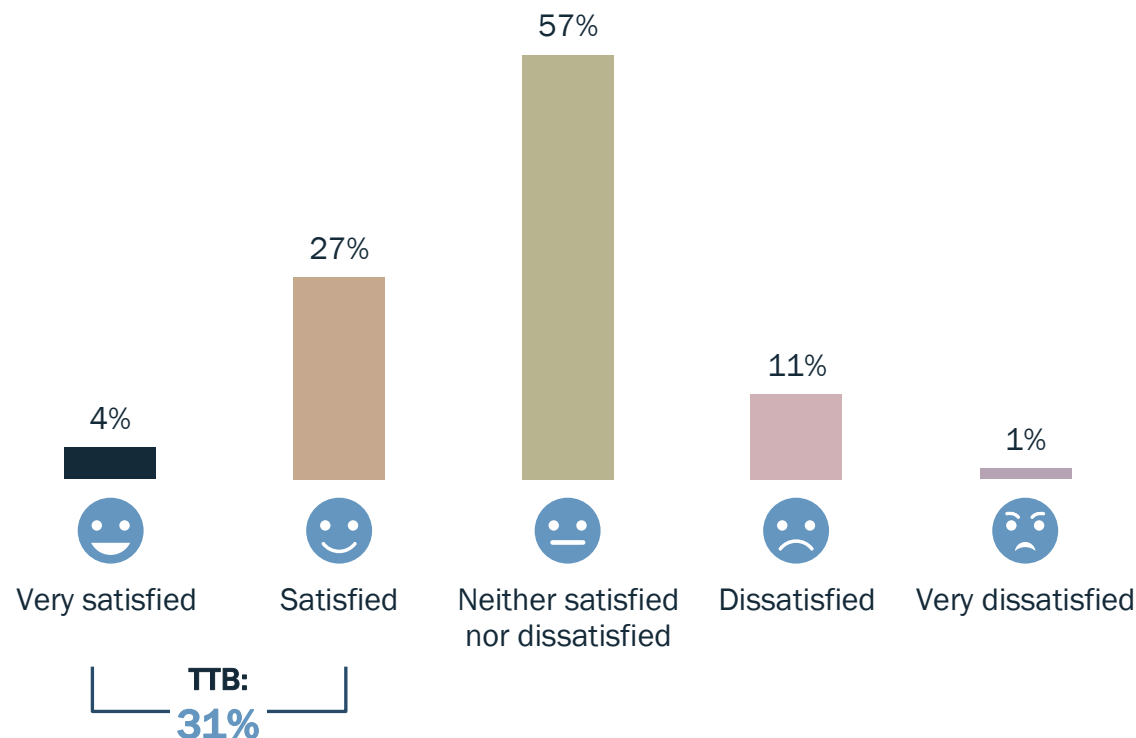
Only **31%** of the corporate respondents stated their organizations are satisfied with their recruitment agencies – a low level of satisfaction

Reasons for not Using Recruitment Agencies

Why do you not use a recruitment agency? (Select all that apply)

35%
No better than our internal team

32%
Don't know

16%
Too expensive

16%
Previous bad experience

13%
No budget allocation

13%
Others*

35% of the surveyed executives stated their organizations do not use recruitment agencies as they are no better than their internal teams

16% also stated that their organizations have had bad experiences with recruitment agencies in the past

* Includes lack of good agencies, not used regularly etc.

Staffing related activities make up a number of the key contact center challenges
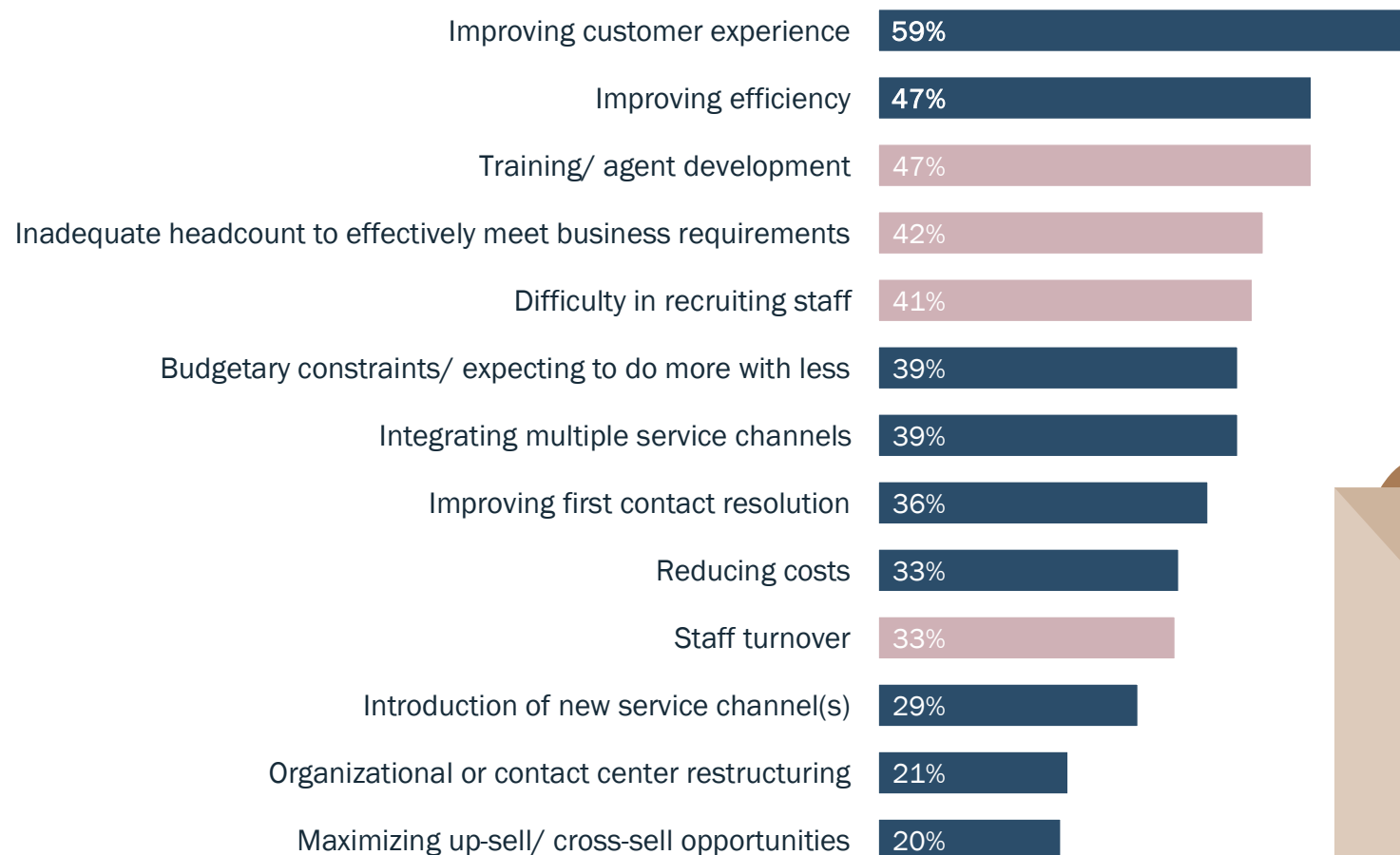
Which of the following challenges is your organization facing in service delivery? (Select all that apply)

Challenge	Percentage
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%

'Recruiting Staff' emerges among the top five challenges being faced by all contact centers

Difficulty in recruiting staff can lead to / aggravate many other challenges faced by contact centers such as 'inadequate headcount to effectively meet business requirements'

People / staff-related challenges

03

Employee View

Experience with 'Recruitment Process'

Experience with 'Recruitment Process' (Frontline Staff)

The recruitment team accurately described what the job was like*
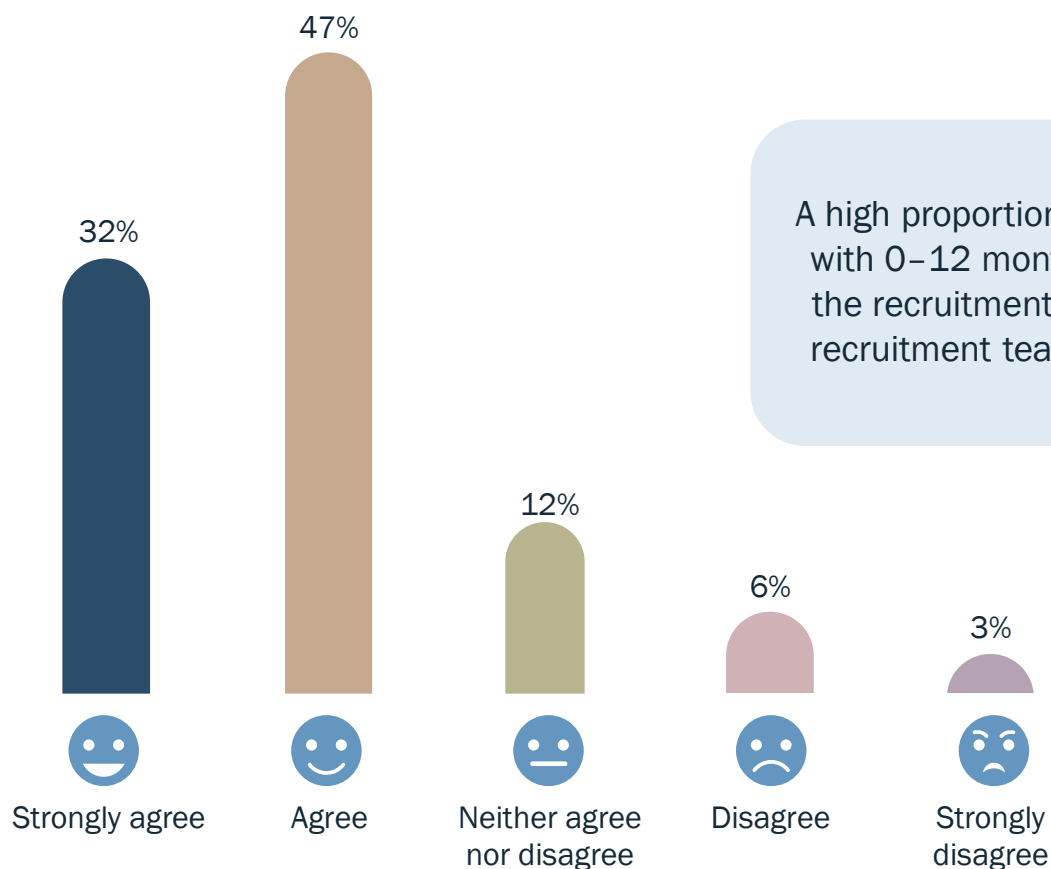
A high proportion of 'new frontline staff' (those with 0–12 months' tenure) are satisfied with the recruitment process and believe that the recruitment team does well at describing the nature of job

32% Strongly agree

47% Agree

12% Neither agree nor disagree

6% Disagree

3% Strongly disagree

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

Recruitment and Employee Retention (Frontline Staff)

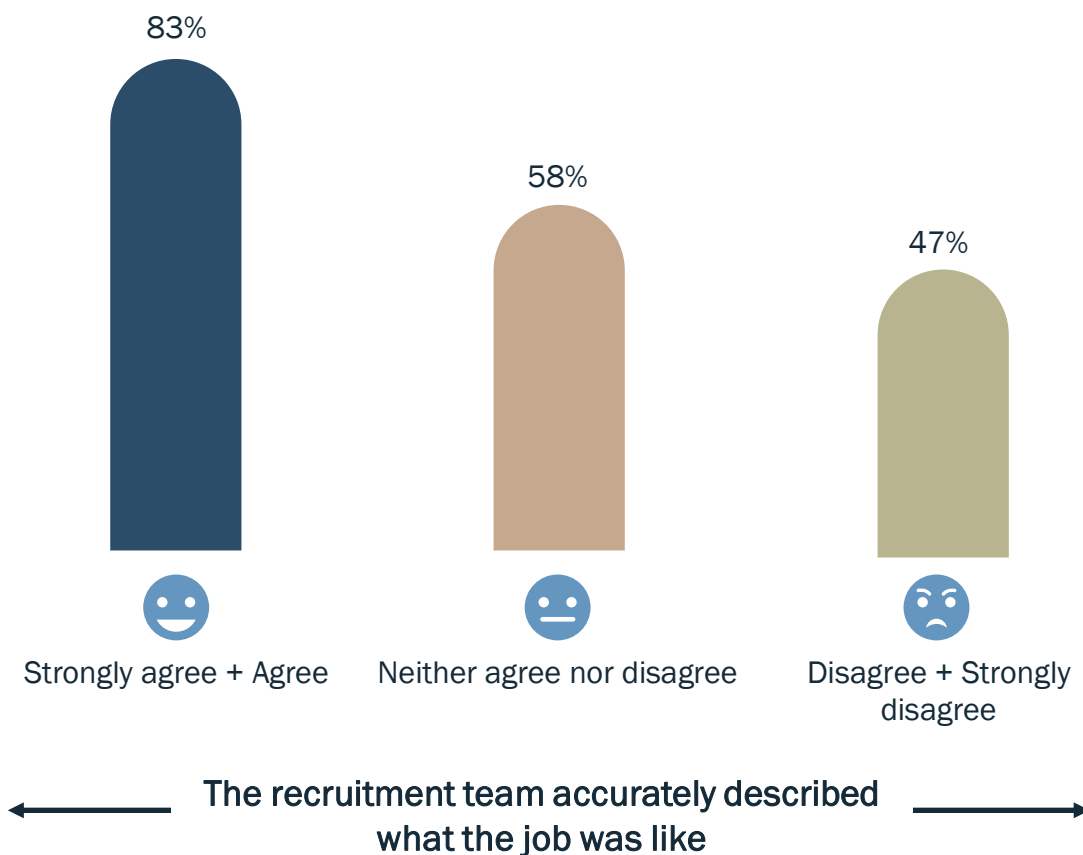**% of respondents who strongly agree + agree that they are very likely to continue with their current organisation over the next 12 months**

83%

58%

47%

Strongly agree + Agree

Neither agree nor disagree

Disagree + Strongly disagree

← The recruitment team accurately described what the job was like →

Staff who agree that the recruitment team accurately described the job to them are almost 2x as likely to be continue with their current organization.

Recruitment and Satisfaction (Frontline Staff)

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

79%

53%

30%

Strongly agree + Agree

Neither agree nor disagree

Disagree + Strongly disagree
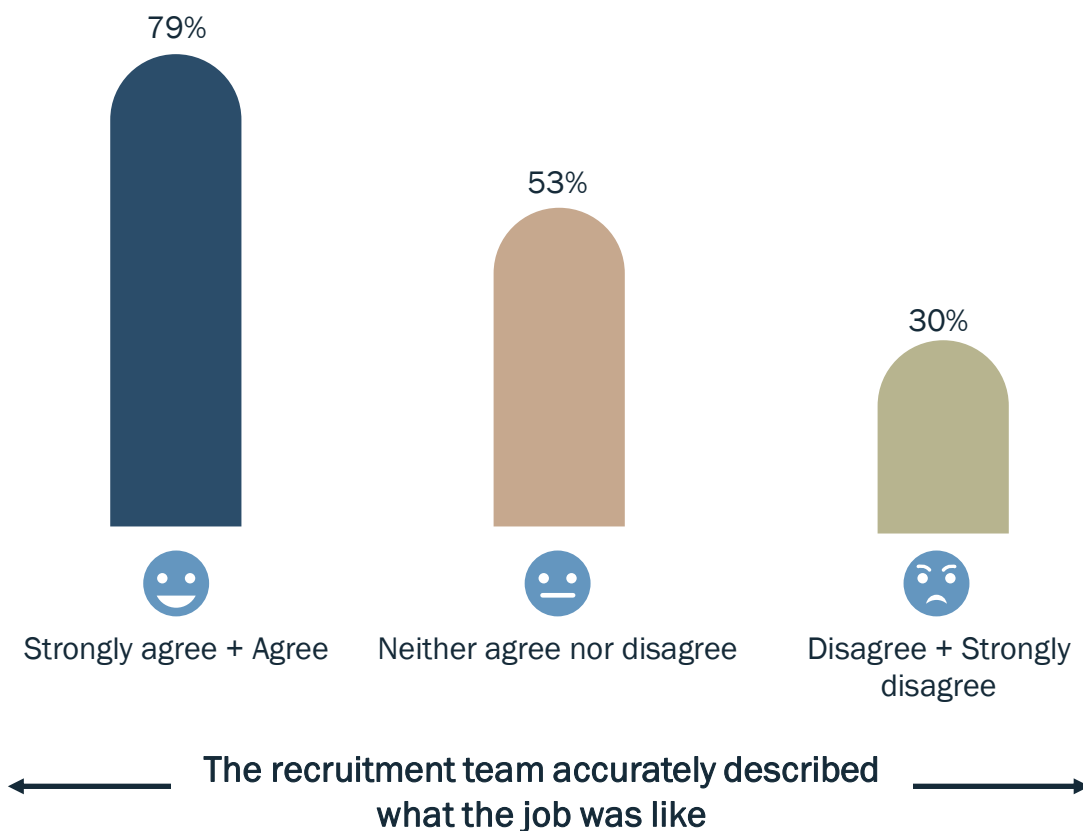
The recruitment team accurately described what the job was like

Staff who agree that the recruitment team accurately described the job to them are more than 2x as likely to be satisfied with their current jobs.
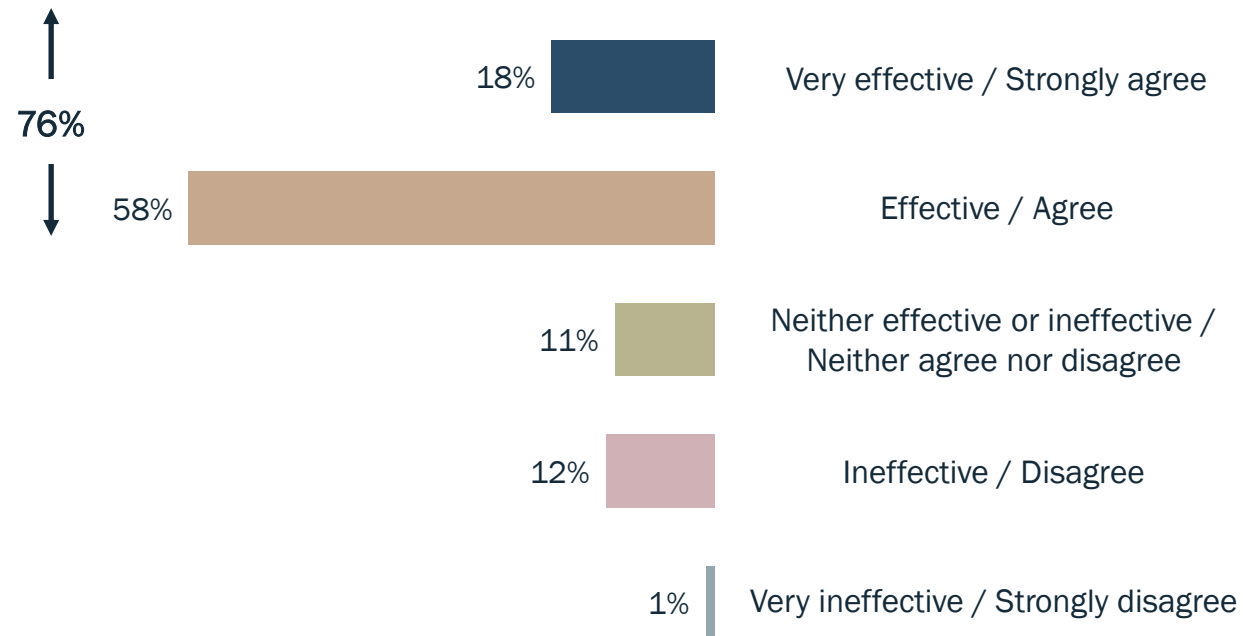
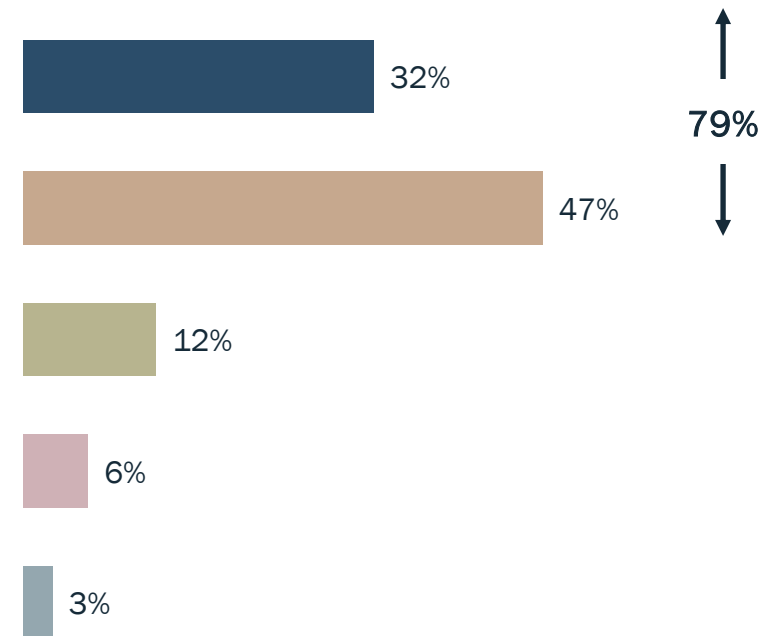# Effectiveness of the Recruitment Process in Explaining / Describing the Job Corporate View vs Employee View

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

CORPORATE VIEW

The recruitment team accurately described what the job was like.

EMPLOYEE VIEW

	CORPORATE VIEW	EMPLOYEE VIEW	
Very effective / Strongly agree	18%	32%	
Effective / Agree	58%	47%	
Neither effective or ineffective / Neither agree nor disagree	11%	12%	
Ineffective / Disagree	12%	6%	
Very ineffective / Strongly disagree	1%	3%	

76% 79%

Both executives and newly hired frontline staff believe the nature of the job is explained well to the potential frontline staff. As stated earlier, this can lead to a higher degree of satisfaction and engagement among the new recruits

* Based on the Annual Employee Engagement Benchmarks for Contact Centers, 2021 by COPC Inc..

04

Impact of COVID-19

Changes in Recruitment / Hiring Practices

Virtual / non-face-to-face interviews

- Executives reported almost a complete departure from face-to-face interviews, even for candidates based locally
- Video calls being preferred by recruiters to ensure correct assessment on candidate's behaviour when being interviews virtually

Some common advantages

- Access to larger pool of talent – as remotely based candidates are also being considered
- Remote interviews, logistics for onboarding and deployment – lead to saving costs
- Upgraded technology support to recruitment process

Adjustments in recruitment criteria

- Hiring 'Work at Home'(WAH)' employees is a commonly adopted strategy
- Establishment of WAH as a system

05
Conclusion

Conclusion

Recruiting for contact centers is often about large volumes. Due to the numbers involved, inadequate efficiency in recruitment and onboarding can have knock-off effects, resulting in understaffed teams and recruiters constantly working to keep up with demand from the delivery teams. This not only makes it more important for recruiters to fill in roles quickly and efficiently, but also needs them to have smart recruitments to reduce turnover and increase success.

Therefore, it is important for organizations to have structured recruitment processes. If these are not in place, it can confuse both the candidates and the Human Resources professionals in terms of what to look for. A larger issue it can lead to is the inconsistent quality of hires. Some recommendations that we would like to make to ensure robust performance by recruitment teams at contact centers include the following:

01

Measure the performance of the recruitment process – only two thirds of the respondents confirmed measuring metrics such as on-time recruitment, recruitment quality etc. It is very important for recruiters to have utmost clarity around the requirements of various delivery teams and seek regular feedback on performance of hires. This will ensure a the 'right fit' between the candidates and what organizations need – making the whole process of recruitments more successful. Therefore, measuring performance gains greater importance.

02

Seek expert help from recruitment agencies. This can help contact centers gain access to the right set of candidates. 70% of the executives we surveyed stated they used a recruitment agency. However, the satisfaction levels with these agencies are very low (31%).

Executives who do not use recruitment agencies stated 'agencies not being better than internal recruitment teams' as the top reason for not using them. Organizations must have a clear set of expectations when engaging with these agencies to ensure that the desired results are achieved.

03

Use "virtual" recruitment tools and approaches. The pandemic brought about multiple changes in contact centers' recruitment and hiring processes.

A majority of the executives stated that a large part of the recruitment process is now undertaken virtually. Also, executives believe that with remote and hybrid working models they now have access to a larger pool of talent – which wasn't even considered in pre-pandemic days. However, these opportunities come with a greater responsibility on the recruiters to ensure that candidates are adequately equipped to work in remote set ups.
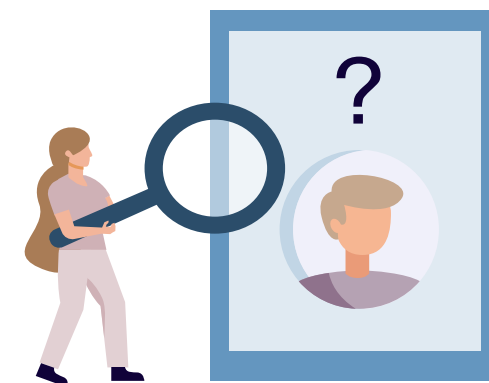
06
Respondent Profile

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

Central America

South America

Europe

Africa

Asia

Oceania

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
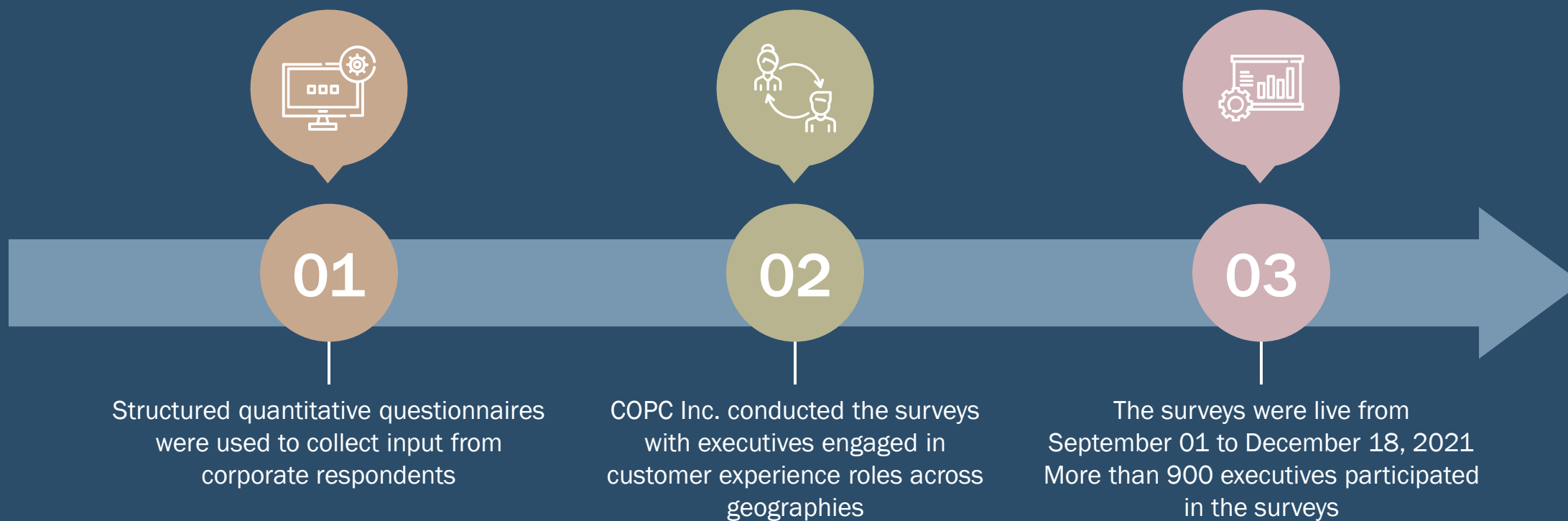
Who We Are

Who We Are

COPC Inc. provides consulting, training, certification 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 <u>www.copc.com</u>.