

# Critical Customer Touchpoint but High Attrition



## North America

### Business Issue

A technology giant depends on its Midwest inbound Contact Center to advance customer satisfaction by quickly and thoroughly responding to customer questions/issues. Two types of agents are used: customer service or Tier 1 and technical assistance or Tier 2. Both are long-term temporary assignments. The Center's once-a-year ramp up plan, high attrition rates and limited talent pools were creating problems for agent recruitment and attrition.

### Solution

Manpower knew it wasn't just an issue of getting bodies in the door. To be successful, a partnership with the client and strategies targeting attraction and retention would be required. Manpower achieved that success by:

- Creating a recruiting strategy that includes social and traditional media, live events, partnerships and visibility within surrounding communities.
- Working with the client to shift from one major recruiting class to sequential classes across a three-month timeframe, with a gap between each class. This ensures a focus on a quality talent and allows for more individual attention on each associate.
- Establishing a report review of agent metrics with the client. The weekly report includes customer satisfaction scores, first call resolution metrics, idle time calculations, reliability scores and more. Reviewing this information weekly enables early interventions to occur, if needed.
- Building a 90-day New Agent Training Program to closely connect to, monitor, coach and nurture talent.

### Results

The Midwest Contact Center has become a flagship for the client. In fact, of the client's three sites across the country, this location is rated #1 in employee satisfaction.

- Manpower fills about 400 positions annually. To improve the number of candidates applying, Manpower markets in a variety of locales using a detailed plan. To improve the quality of candidates, Manpower leverages its proprietary assessment tool, CC ExpertMatch™.
- This increased fit of candidates is reflected in the fact that attrition has decreased to 6.5%, which is below industry standard.
- The client looks to Manpower for workforce expertise and includes Manpower in decision making on issues such as community perceptions, candidate pools, co-employment and other HR-related topics.

The bottom line is that Manpower has become more than a vendor. Manpower has become a partner in driving customer satisfaction and loyalty and helping the client's business to grow.

