Best Practice Award Winner

Recognition Program: 407 ETR

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407 ETR Customer Service takes pride in the recognition programs we offer our staff. In the not so distant past we struggled, as do many call centers, to come up with programs that yield the results to improve the customer experience, improve employee engagement and bring further success to the company at large. Looking back, we have come a long way from the days where only a very small number of CSRs achieved World Class Certification; where CSRs were unhappy with the recognition programs in place and where little drive was to ”OWN IT” and to “Create A Fingerprint Of World Class”. We took a deep look at where we were, where we wanted to be and what action we would need to take to get there. This led us to implementing what has become a long list of best practices to recognize employees. First and foremost, we credit much of our success to our Partnership With SQM Group. Over the past 10 years, SQM has provided us with invaluable feedback, benchmarking and workshops which have provided 407 ETR employees with the tools to continuously improve our results. “Continuously Improve” is one of 407 ETR’s corporate team charter values.

Align Recognition Programs To Your Company Values. If you want employees to be committed to demonstrating your company values on a daily basis, then you need to ensure that whatever you implement will support the values. Our aim is to create programs which are fair for all and in line with our Team Charter Values “Working Together” and “Continuously Improve” and of course becoming a World Class Call Centre. Each team within the call center has a designated Team Charter Champion. These employees keep corporate team charter values alive within the teams, keeping teammates engaged and working together to strive for both stellar individual and team VoC results. Having a Champion to support rewards and recognition is crucial to the successful implementation of any recognition program. We have a Program Manager dedicated to focusing on the wants and needs of employees and gathering continuous feedback on ways we can enhance programs so that we can always remain in check. It is very important to have rewards based on employee feedback. When employees feel they have been listened to, have a say and have contributed, they are more likely to welcome the recognition program you are creating.

Reward Employees Publically, Frequently And In A Way That Is Fun And Repeatable. Nothing drives motivation and achievement like having all eyes on you when you earn kudos. On a monthly basis, each team runs head to head against one another for the title of Highest Team Results and Most Improved Team based on VoC feedback. Teams who earn these titles receive one of our two unique travelling trophies. Our Top 3 World Class Employees are recognized on a monthly basis with our 1st, 2nd and 3rd place travelling trophies. The awards are presented to the three winners by the Director & Manager of the Call Centre with other members of the management team in attendance. This recognition takes place in the middle of the call center. A picture of the winners is captured and posted to our slide presentation we have continuously running in a loop on one of our large customer service screens. Each

summer an FCR Recognition Evening is held for our Customer Service staff. This has become a tradition for which employees are excited to attend. The event takes place outside of work hours, filled with complimentary food, lots of raffle prizes, spin to win for prizes and a FRC award ceremony to recognize top performers. The awards are presented by members of the Customer Service Management Team and the event provides an opportunity to promote a mid-year reminder about the SQM Conference and Gala and to thank CSRs for all of the contributions they have made throughout the year to our customers, the organization and to the department itself.

Align Recognition To Objectives. We have taken pride over the past two years more specifically in the great work we have done to promote the SQM Conference and Gala and with the recognition programs we have put into place to create excitement and improved results. Through recognition and dedication to quality coaching, we doubled the number of employees who were World Class Certified from 2011 to 2012. Based on SQM World Class Certification on 80% of all attributed calls meeting the World Class Call criteria of the customer being very satisfied with the CSR who handled their call, definitely would or probably would continue to use the organization's products and services and their call was resolved, our number of World Class Certified employees in 2013 yet again increased over the prior year.

Monthly Tips And Coaching support making employees successful. All members of our customer service management team put their hand in making this happen monthly for our CSRs; through communications with tips, creation of job aids, quality coaching sessions, to the creation of a CSR learning log which enables CSRs to take accountability and ownership in their development within their role at 407 ETR. It serves the purpose of a two-way communication tool for coaching sessions and increases their participation and ongoing contribution to coaching. Discretionary effort is an essential element for the good health and well-being of a company. An Employee Engagement Sprint's intended outcome is to improve employee engagement. For a duration of 11 weeks, our Supervisors focused on employee engagement by meeting their employee's needs, finding out how they could help them be engaged and foster a positive environment; making them feel they are part of something bigger. Being an engaged employee is an important part of achieving our goal of becoming a World Class call center. Throughout the sprint, we focused on the CSR's purpose, shared the department vision/goal of becoming a World Class Call Centre and focused on the employee's goal to become a World Class Certified Employee. Call centers often think of CSRs, but it is also important to Recognize Your Supervisors. On a monthly and quarterly basis Supervisors are ranked based on their team's VoC results. The results are publically recognized and the Top Supervisor and Most Improved Supervisor are praised for their dedicated support to their CSRs. In addition, on a quarterly basis the Supervisor with the top results and the Supervisor with the most improved results are invited to attend a lunch with the Director and Manager of Customer Service. In addition, Supervisors are invited to bring a guest of their choice which has often been a CSR from their team.

Include VoC Results As A Performance Review Metric For Supervisors. We found this to be imperative. When a Supervisor has a goal to achieve which is worth ¼ of their annual bonus, you bet they will provide the coaching and motivation for their CSRs to achieve this. A win-win situation for both Supervisor and your call center's results. From Q1 2013 to year end, we continuously promoted our Washington Recognition Program. We made a commitment to our employees that our Top 3 World Class Certified Employees would be invited to travel to Washington, DC. We also promised our CSRs that the Top World Class Certified Employee From Each Team would also be invited to attend the SQM Conference & Gala and that if the Top World Class Certified employee happened to already be one of the Top 3 World Class Certified from the department we would take the next highest World Class Certified employee from that team. All other World Class Certified employee names were put into a draw and one name was selected to receive an invite to Washington. Our commitment has always been to recognize our Top World Class Certified Supervisor by inviting them to the conference and gala and to draw the name of one member of our support team (WFM, Analysts) for the opportunity to also attend.

Continuously Promote Your Recognition Program. We created an attractive bulletin board to promote the Washington conference and gala which included posters from Washington travel and tourism. On a monthly basis we posted a ranking of all employees in the department based on their World Class results year to date so that they could gage VoC results in comparison to their peers. Results were also posted by team, displaying one's ranking within their own team itself. This kept our staff engaged and in anticipation throughout the year. We also kept the momentum of our Washington recognition program going throughout the year by providing each employee with booklets from Washington travel & tourism so that they could have a sneak peek at the conference & gala location. Having a physical official visitor's map and the official Washington travel information guide was well received by staff when we distributed it to everyone last summer. We also incorporated travel into some recognition items presented to staff throughout the year i.e. a luggage tag which says "I OWN IT"; our department tagline which captures the very essence of providing First Call Resolution and World Class Service while reminding each employee that they are accountable for their daily actions, job responsibilities and interactions with customers.

Keep Your Recognition Program Lucrative To Employees. Our World Class recognition program for the opportunity to travel to the destination of the SQM Conference & Gala includes time off with pay to attend the event as well as flight, hotel and food expenses at no expense to the employee. The winners of the program are also featured in our well received department newsletter which showcases and recognizes their accomplishments from the year. They are featured first when SQM announces the final list of World Class certified employees and again upon their return from the Conference & Gala, eagerly share their experience by contributing an article in our special edition SQM Conference and Gala newsletter. Those who are Washington bound are super excited and we are thrilled that once again the recognition programs we have put in place have yielded continued success not only for our employees, but for the department and the service we provide daily to our 407 ETR customers.

About SQM

Since 1996, SQM has been a leading North American contact channel research firm VoC expert for measuring and improving organizations' FCR, operating costs, employee and customer satisfaction. We have done this by being operationally excellent at benchmarking, tracking, consulting and recognizing our clients' FCR, employee (Esat) and customer (Csat) satisfaction performance. Over 70% of our tracking clients improve their FCR and operating costs year over year. For the average call center SQM benchmarks, a 1% improvement in their FCR performance equals $256,000 in annual operational savings. Our research also shows that when you improve your FCR, not only do you achieve operational savings, you also reduce customers at risk which is typically a 5-10 times greater savings opportunity than the operational FCR improvement savings.

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