

Call Centre Attrition

Definition of Attrition

What is attrition and what is included in the measurement?

- Resignations
- Terminations
- Transfers to other areas of the business
- Promotions
- Contractors
- Temporary staff

Why do People Leave?

- Casual Staff
- Salary
- Negative Work Environment
- Undervalued
- Personal Issues
- Lack of Incentives
- Poor Training/Skills
- Bored

Why do People Leave?

- Lack Motivation / Momentum
- Career Change
- Geography
- Culture
- People 'Quit Their Boss'
- Too much focus on stats / quantity
- Hours of Operation

People issues

- Money is usually not the answer
- Different recruitment philosophies - Agencies, Psychometric testing, staff from elsewhere in the company, staff from other call centres.
- Is there sufficient training to enable the agents to do their jobs confidently?
- Are there rewards for meeting or exceeding job requirements?

People issues

- Are the agent's objectives and job requirements clear and measurable
- Provide a career path – consider different levels of operator for different skill levels
- Promote the value of call centre staff to other areas of the business.

Management issues

- Indifference is the main reason why customers leave & also why staff leave
- Above the line – Ownership, Accountability, Responsibility, below the line – Blame, Excuses, Deny

Management issues

- Does senior management really value the call centre AND DEMONSTRATE IT?
- Ensure staff are aware of what is happening and know about any changes before they happen.

Management issues

- 80 % of Management effort is spent on the top and bottom 10% of staff – don't forget the 'average' 80%
- Ensure communication between staff and management is two-way
- Ensure the performance of back-office areas isn't impacting the contact centre

Culture issues

- Conduct staff opinion surveys and exit interviews by an independent person.
- Demonstrate the value of each staff member – ‘The Power of One’
- What are the environment and facilities like?
- Do staff have the tools to do their job easily?

Culture issues

- Make the call centre a desirable place to work
- Ensure staff know their role and understand how it contributes to the overall success of the business
- Run regular team discussion meetings
- Ensure there are sufficient resources for the volume of calls