

Healthcare Social Advocacy Organization

Challenge

A nationwide community-based, voluntary health organization, was having difficulty with newly hired call center staff leaving before they had logged 40 hours. The churn was driving up recruiting, screening and training costs, and limiting productivity.

Solution

The organization turned to Manpower for assistance. Manpower had been one of three staffing vendors, and was selected as sole supplier for the call center. Manpower facilitated an effective transition process involving more than 100 contract associates who had been assigned by the other two suppliers. This transition allowed processes to be more efficiently and consistently managed. Manpower then brought in a consultant—a certified Six Sigma Black Belt—to review the effectiveness of the entire hiring and onboarding workflow.

Key findings included that critical skill sets were not being thoroughly investigated during the screening process; there was a training gap between hire and “go live” status; and there were insufficient rewards for high performing call center associates. A results-focused plan was implemented:

- To better predict candidate success, both the client and Manpower now participate in candidate screening during pre-employment. Second interviews are conducted on-site with the client.
- To reinforce expectation and involvement, Manpower provides coaching to associates during the second and third week
- To increase engagement and productivity, reward ribbons are provided to new hires for high performance on certification quizzes and high volume performance.

Results

By applying Manpower’s plan in these core areas, the call center was able to increase the annual retention rate of new hires from 52% to 78%, resulting in a significant decrease in recruiting and training time and dollars. In addition, having a more stable team of associates increased the engagement level of the entire team and better enabled them to advance the goals of the organization. The client continues to be very pleased with Manpower’s services and expertise, and together we drive ongoing improvement efforts to maintain outstanding service levels.

In contact centers nationwide, Manpower is placing associates with the skills and experience to deliver better call handle times and higher customer satisfaction. Moreover, Manpower’s Call Center Practice delivers comprehensive workforce and operations management services that result in measurable improvements in productivity, attrition levels, service quality and cost control.

us.manpower.com/contactcenter



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*Healthcare Social
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Location: Nationwide
Industry: Civil and Social
organizations*