

Does my quality decrease when my agents know they aren't being monitored?

Client

A resort reservation center.

Profile

This reservation center supports one of the world's largest resort companies in the world.

- 1,100 agents
- 15 million in-bound calls

The Situation

Managers at this resort reservation center suspected that their agents had “figured them out” and were changing their performance based on the schedule of monitoring and evaluating calls. According to company policy, each agent was monitored a pre-determined amount of times each month. Sometimes, all of the evaluations were completed at the beginning of the month, leaving the agents without any evaluations for several weeks. Managers were concerned that the agents were “slacking off” and not following all call procedures when they knew that their monthly evaluations were completed for the month.

The Test

HyperQuality analysts designed a plan to test the company's theory.

Without the knowledge of the agents, HyperQuality monitored each agent an additional three times after the agents believed all of their monitoring for the month was complete.

The Results

After testing, HyperQuality's test strategy provided the following findings:

On average, the reservation center was achieving a quality score of 90%. When the agents were evaluated three additional times after they thought all of their evaluations had been done for the month, the agents' quality scores dropped to an average of 81%.

Conclusions & Recommendations

This test clearly shows that customer service quality decreases when agents know they are not being monitored.

HyperQuality recommended that the reservation center increase the number of evaluations per agent and spread them out evenly throughout the month in order to provide consistent evaluations and feedback.



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