

TNA Case Study

The Company: Established logistics firm with a call centre of around 150 call takers.

Purpose: To improve the level of call handling in the call centre to promote the business in a positive way

Task: To carry out a Training Needs Analysis to discover the level of skill and knowledge amongst the staff

Background

The company had recently gone through a cost saving exercise because of the economic downturn which had resulted in the loss of jobs through redundancy. These were done through a skills assessment process and a voluntary basis.

The remaining staff were then unmotivated and the level and quality of call taking had dropped significantly. A further round of job cuts and redundancies were planned at the Management level and a restructure of the call centre to accommodate the changes in staff levels.

The Training Needs Analysis was requested to determine the skill sets and knowledge base that remained after the initial round of cuts and redundancies.

Method

The approach used was a questionnaire that consisted of six sections and a total of fifty questions. This was sent to 20% of the staff in the call centre. This number was chosen as the call centre was a 24hour call centre with 4 shifts. The shift patterns were as follows

- Early - 6am - 2pm
- Late - 2pm - 10pm
- Twilight - 4pm - 11pm
- Night - 10pm - 6am

Sending a questionnaire was the easiest way to reach as many people as possible. It included

- Instructions as to how to complete the questionnaire
- What to do with it when it was completed
- The reasons it was being sent out
- The follow up work that would take place
- The deadline for which the questionnaire needed to be returned

With the questionnaire written with the use of Job Descriptions and discussions with the Supervisors it was sent out. Twenty were returned out of the thirty (20%) that were sent, and analysed.

The findings showed that the level of skill and knowledge was adequate for the call centre but, areas needed to be improved to promote the company more positively. The recent cuts and redundancies had had an affect on the remaining staff.

The questionnaire was followed up with interviews on 10% of the staff to confirm the findings of the questionnaire. As the call centre was also being restructured the opportunity was taken to assess the amount of time taken to perform each task on average on a daily and weekly basis. This resulted in very good picture of what the individuals did and how their time was spent. The results of this showed that the call takers days were sufficiently filled with tasks to warrant the remaining staffing levels.

The findings of the Training Needs Analysis showed that further training in

- Call handling
- Customer Service
- Communication Skills
- Time Management

Was needed to up skill the call centre to enhance their skills and knowledge and to promote the company positively.