2018 Credit Union Contact Center Survey

Hiring, Coaching and Development, and Retention

Q1 2018
Introduction

Strategic Contact facilitated surveys on Credit Union Contact Center best practices in 2016 and 2017 (if you don’t have the latest results, click here).

In 2018, we are conducting “bite-sized” surveys to enable us to dive deeper into specific questions credit union contact center leaders have about how centers operate and use technology.

This document shares the results from the Q1 2018 survey focused on hiring, coaching and development, and retention.

Insights
We share some of our insights based on the data and our experience working with credit union contact centers.
Participant Role

- Contact Center Executive/Director/Manager: 73.50%
- Contact Center Supervisor or Team Lead: 8.55%
- IT/Telecom: 5.13%
- Operations Support Manager or Analyst (e.g., Reporting/Analytics, WFM, QM): 4.27%
- Other: 8.55%
We looked at variations by size and found few – but we comment on those that stood out!
Sources for Finding Candidates

- Company website: 61.32%
- Referrals: 60.38%
- Indeed: 50.00%
- From elsewhere in the CU (e.g., branches): 43.40%
- Other online job posting site(s): 40.57%
- Monster: 17.92%
- Temp agency: 13.21%
- Other: 8.49%
- Local university/community college: 8.49%
- Glassdoor: 6.60%
- Craigslist: 2.83%
Skills Desired in New Agents

Customer Service experience

- Customer Service experience: 99.06%
- Financial knowledge/experience: 54.72%
- Sales experience/aptitude: 48.11%
- Technical knowledge: 39.62%
- Keyboarding skills: 29.25%
- Other: 18.87%

Customer Service Reigns
And centers hire for attitude and personality, with a belief that the other things can be taught.
Coaching Sessions Per Agent, Per Month

~ Half Meet Coaching Goals
Too often centers fall short of meeting their coaching goals, but those targeted 1/month tend to meet their goal (81%); those with higher targets rarely succeed (28%).

*This data excludes participants who had targets and actuals of 0 (7% of participants are doing no coaching)
**Items Preventing More Successful Coaching**

**Meeting Coaching Goals**
Lack of time (Sups and Agents) is the thorn in the side of the coaching goals. Coaching must be planned for and prioritized.

- Volume is too high/not enough staff; we can't take agents off of phones (71.84%)
- Supervisor time is spent on other tasks (projects, meetings, reports, handling calls, etc.) (62.14%)
- Span of Control is too high (too many agents per supervisor) (21.36%)
- We don't track/measure coaching sessions so don't have an incentive to achieve this goal (11.65%)
- Supervisors are not adequately trained to coach and provide performance feedback (7.77%)
- Other (6.80%)
- We don't have proper scheduling to determine the best times to coach (4.85%)
Turnover averaged 26% (vs. 24% from the 2017 survey).

Data on turnover elements – advancing in the CU, voluntary, and involuntary terminations – was not adequate to analyze.
Factors Impacting Agent Retention

The bigger the center, the more CU career path impacts retention. Correspondingly, the average agent tenure is lower.

The smallest centers see the supervisor playing a stronger role in retention. Career path in the center holds much less weight.
A big “thank you” to those who participated in this survey. We will continue to dive into topics of interest. We hope you will participate and keep the learning going!

Learn more about Strategic Contact and our work with credit unions.

We would like to thank Adapt and SilverCloud for their assistance in engaging credit union participation.