



RECRUITING, TRAINING & MANAGING FOR SUCCESS

In an industry synonymous with high turnover and low morale, Advantage Communications Inc. (ACI) has nurtured a culture of happy, reliable staff who care about the clients they work for. Our agents become ambassadors of your brand. We hire capable individuals who identify with the values of the client they will be serving and fit within the ACI culture. Our agents find meaning in their work and, as a result, they take a great deal of ownership in their performance and in achieving company goals.

Recruitment & Selection

Our hiring process is led by Senior Support Staff who themselves have contact centre experience, thereby making decisions from a management perspective and an agent perspective. We look for key indicators of value, making sure the individual is a good fit for the specific customer service role as it relates to your business. Our pool of dedicated, long-term staff allows us to source in-house for talent that meets the needs of your program. Our clients benefit from the availability of a diverse skill set across the team.

What's more, the regions we operate in were chosen in-part, for their strong service-orientation and friendly culture. From Atlantic Canada to Kingston, Jamaica, our communities are rooted in tourism and hospitality, making it easier to source agents who are driven to provide excellent service.

Our screening process provides us with insight on the candidate's aptitude towards customer service, focus, and compatibility.

- ▶ Pre-screen telephone interview
- ▶ Typing / Multitasking testing
- ▶ Customer-centricity testing
- ▶ Technical knowledge / skills testing
- ▶ Face to Face behavioural based interview
- ▶ Reference, background (criminal and credit) checks



The ACI Training Academy

The ACI Training Academy is designed around adult learning principles, which incorporates multiple learning methods, hands-on discovery, group work, presentation delivery, and tying program concepts with real-life experience.

- Training Academy consists of a series of learning modules each targeting a specific aspect of the program (Soft Skills, Systems, Troubleshooting, Policies, Procedures, etc.)
- Quizzes are administered throughout the Academy to confirm understanding and compliance to these modules.
- Graduating agents join the production floor and begin to handle calls with close oversight and guidance from their support teams

Quality Assurance

This is the central idea around which all steps of the quality management process operates. Defined by you, it will list all the elements required to be present in a call, and each element is weighted according to its importance.

GATHER DATA

Monitoring calls (live or recorded) and inputting the results directly into the database.

MEASURE RESULTS

Allows us to hone in on trends and gaps, and understand the scale and impact of these trends.

ACTION

Communicate the results – coaching/feedback to Agents + share with/report to you.

Your Brand Identity

Engagement with your brand starts in training. New recruits are guided through a Client Culture module during orientation. Agents become familiar with who the client is and what they represent, right away. This enables a more integrated learning process. Agents are able to reference real life experiences and relate training lessons to possible client scenarios. This allows forward-thinking and better preparation for applying what they learn in training to actual scenarios they will face in their role. Agents immediately feel part of the team, which is why we have a retention rate of 75 per cent throughout training.

Our agents become Ambassadors of Your Brand right from the start. They will understand your business, your values and your brand for the seamless customer experience that meets your company's standards and culture. With weekly calibration calls, we can ensure that we are consistently aligned with core values and quality service expectations.



Coaching and Continuous Improvement

Our CSR-to-Team Lead ratio is 1: 12 to 15. This allows ample time for 1-on-1 coaching allowing regular weekly conversations about performance and career progression. These meaningful conversations instill accountability in moving performance from 'good' to 'great' and are an important source of motivation for agents.

Coaching is essential and it has proven to:

- Drive the team to the highest levels of performance
- Keep the team fully engaged and motivated
- Be a critical factor behind Employee Retention
- Contribute to their career development

Employee Retention

- Bonus pay systems are in place within various levels of the organization and provide additional compensation for achieving or exceeding specific KPIs or other performance objectives.
- Employee Satisfaction Surveys are conducted once a year to drive employee engagement.
- Incentive programs are utilized and typically have narrow focus on improving and recognizing performance within specific areas such as quality, service level, attendance, etc. These programs award prizes which are typically monetary or physical such as televisions, gift cards, etc.
- ACI has several programs in place to recognize employees, such as the Kudos and Spotlight programs where customer appreciation is shared with the team. Other programs include Perfect Attendance awards and other initiatives that recognize various performance achievements.



What Outstanding Staff Retention Means for Your Business

“Turns out, treating your employees like automatons will get you (and your customers) robots in return. Companies successfully competing for not only customer service and experience, but also for the talent that provides it, recognize the direct correlation between happy employees and happy customers,”

- Canadian Business Magazine, Apr. 11, 2012.

- Lower recruitment and training costs
- Increased agent competency, fewer ‘learners’
- Elevated customer experience; the agents are extremely knowledgeable and able to provide first-contact resolution
- Positive effect on performance indicators, including, call transfer rates, service levels, first-contact resolution and average handle time
- Ability to seamlessly introduce new systems and ideas, as the agents are confident with their current knowledge and extremely adaptable
- Agents who have the best interests of your business and your customers in mind, recognizing and addressing any trends in real-time

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