**NICE · CXone**

# Quality and the Big Picture

Participant Workbook

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https://www.harringtonconsulting.us/

## Agenda

- o   Introduction and overview

- o   The purpose of your quality program

- o   Using quality data

- o   Helpful analysis tools

- o   Close

# Why Does Your Company Monitor Quality?

## Some Common Purposes

1. Measure agent adherence to internal policies and procedures

2. Improve consistency and quality of customer interactions across all channels

3. Assess business execution – detect and fix broken or inefficient policies, processes, or operational issues throughout the company

4. Improve agent performance

5. Identify agent training needs

6. Identify policies or processes that frustrate and alienate customers

7. Maximize every customer interaction

8. Identify business trends

9. Improve the customer experience

10. Identify product improvements and potential new products

## Four Causes of Customer Dissatisfaction

10-20% due to employee will or skill issues.

20-30% due to not setting proper customer expectations during sales or onboarding

20-50% due to product and process design issues

20-30% due to customer mistakes – not reading directions or unreasonable expectations

## Sample Quality Program Purpose Statement

"The goal of our quality monitoring program is to engage our staff in meaningful discussions that lead to an improved customer experience, greater efficiency, and develop a culture of learning and trust."

# Using Quality Data

## When Working With Data...

**DO:**

- Consider all of your options

- Think creatively

- Test relationships

- Manage the outliers and understand that outliers may be best practices

- Know that averages can lie

- Look at more than one metric before drawing a conclusion

**DON'T:**

- React without understanding the data

- Collect lots of measures just for reporting and comparison purposes

- Don't react too quickly to data.

- Assume that co-variant relationships are causal

## Data is Not Enough

Observation can help…

- Determine what is really going on (vs. what we think is going on)

- See where we are consistently having problems

- Identify trends

- Understand the root cause as to why something is happening

# Where to Look... DOWNTIME Acronym

**D**efects

**O**verproduction

**W**aiting

**N**on-Utilized Talent

**T**ransportation

**I**nventory

**M**otion

**E**xtra Processing

# Non-Value-Added Activities

**Optimize**
When only about 10% value-added

**Minimize**
No value-add, but still necessary

**Eliminate**
Mostly no value-added

Does it help our customers?

## ASK Quality Auditors and Agents

- What are the top five reasons that customers contact us that are preventable?

- Design incentives to encourage them to surface wider issues.

- Be sure to communicate back as you make changes so that they know their input is appreciated.

## Helpful Analysis Tools

- Control Charts

- Scatter Diagrams

- Pareto Charts

- Root Cause Analysis
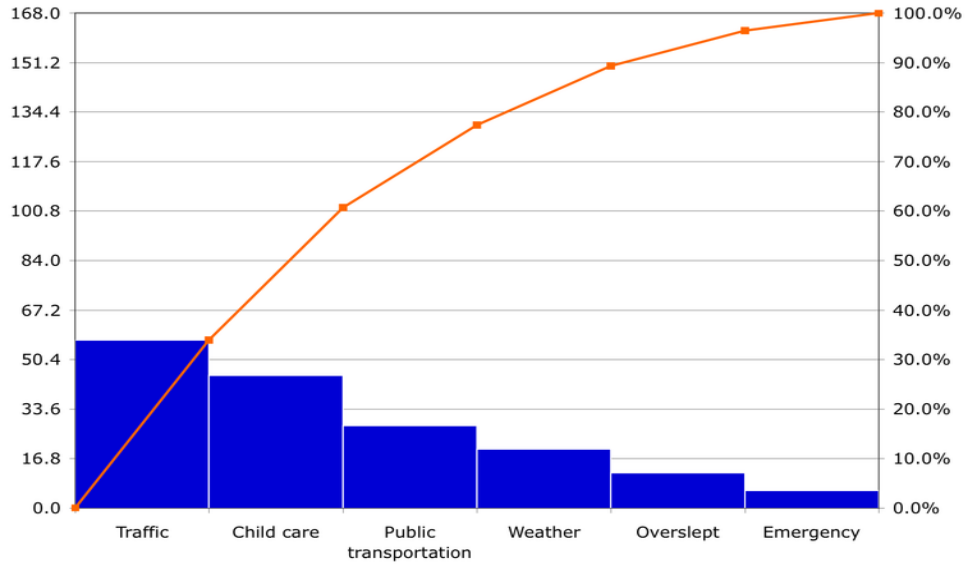
- PDSA – Deming Cycle

# Control Charts
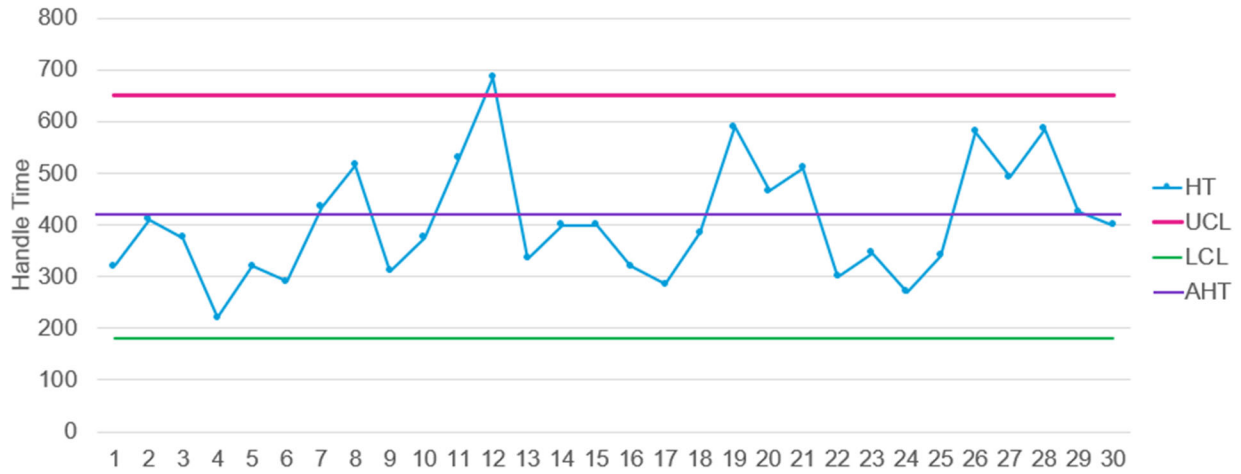


The average handle time for 30 agents over a two-week period.

# Scatter Diagrams
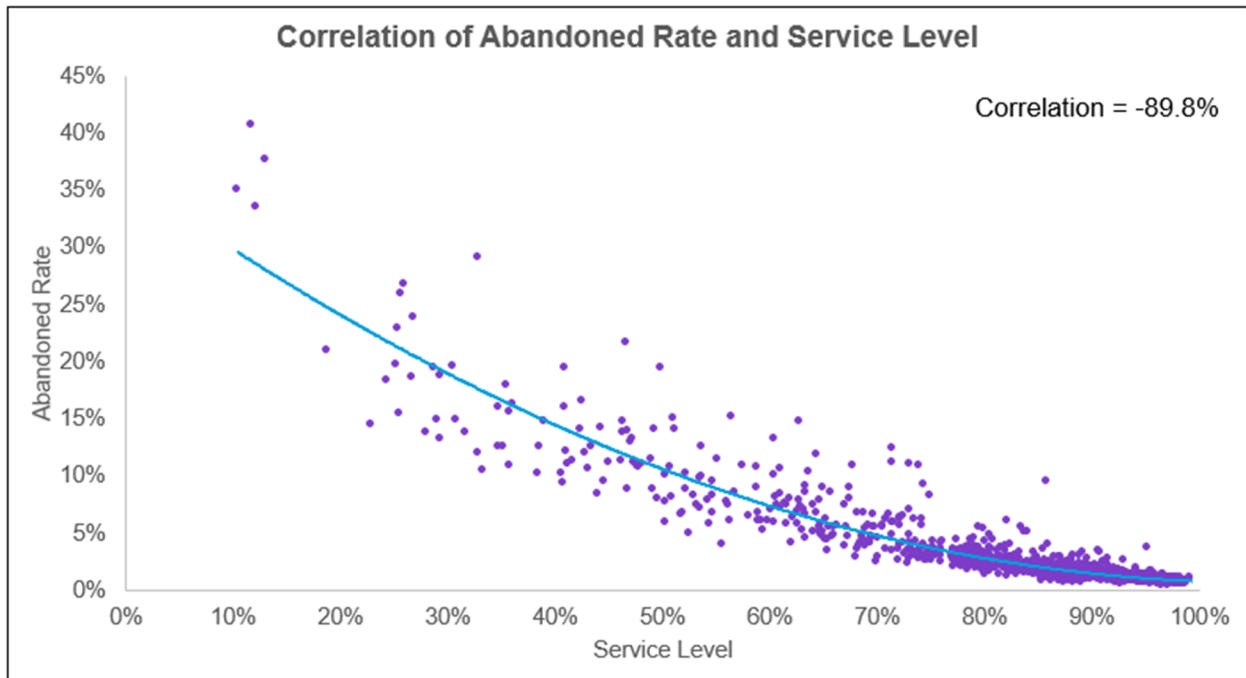
# Pareto Charts



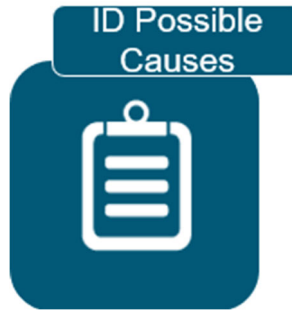Reasons for Being Late, over 1 month period

# Root Cause Analysis

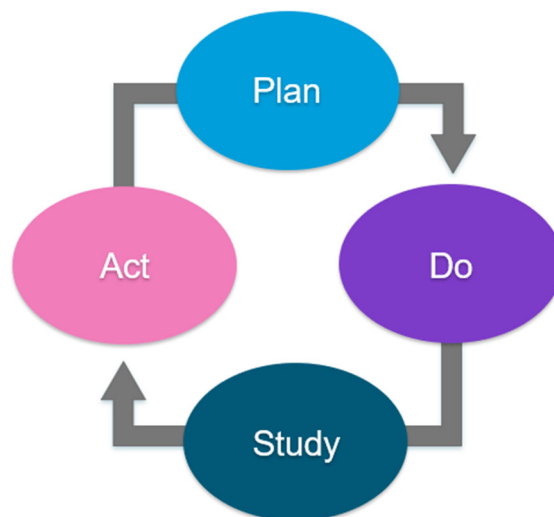| Define the Problem | Collect Data | ID Possible Causes | ID the Root Cause |
|---|---|---|---|
| *What* is happening? *How* should it be different? *When* does it happen? *Where* does the problem occur? *Who* is involved? | What proof do you have that the problem exists? How long has the problem existed? What is the impact of the problem? | What sequence of events leads to the problem? What conditions allow the problem to occur? What other problems surround the occurrence of the central problem? | What is the real reason the problem occurred? Why does the cause exist? |
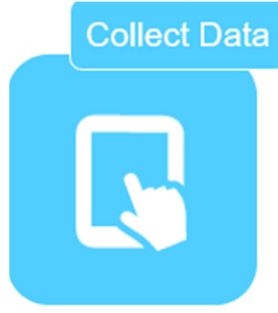
# PDSA – The Deming Cycle

# Action Plan

Answer the question in each square below.

| | |
|---|---|
| What squared or agreed with what you already knew? | What did you learn today that completed a circle of knowledge? |
| What action will you take as a result of the workshop? | What did you see from a new angle? |