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Using Automated Scorecards to Improve Agent Performance

Introduction



When traditional Quality Monitoring (QM) and recording processes were introduced in the 1980s, call centre supervisors were able to monitor agent activity and compare performance on a single scale or scorecard across the call centre.

However, because traditional QM requires manually listening to entire calls, supervisors often only assessed three to five random calls per agent per month, equating to significantly less than one percent of the total customer conversations.

Imagine the same methodology applied to a student in high school or college. If a student takes an exam and the professor was to randomly select 1 out of 100 questions on which to base his entire semester's grade, would either the professor or the student accept this as an appropriate practice? Absolutely not. Unfortunately, this is exactly the process employed by companies using manual monitoring.

This flawed approach means a supervisor might unknowingly listen to an otherwise strong agent on a weak call, or a weak agent on a good call, and draw all the wrong conclusions. With manual monitoring and the associated call selection processes, it is nearly impossible to get an accurate picture of an agents overall performance.



If you then also consider that call scoring by humans involves significant subjective judgment, it is difficult to see how this approach to quality monitoring can provide a reliable assessment of the relative performance of agents compared with their peers or their own previous work.

It is even more challenging to gather meaningful data on specific performance –which can range from following basic agent etiquette to promoting special offerings or following specific policies and procedures.

Put simply, each call centre has many agents fielding many calls, and it is tough to know exactly what is going on in that sea of spoken words – even when all calls are recorded.

Speech Analytics: Modern Quality Monitoring

With speech analytics, the seemingly impossible task of listening to 100% of customer conversations is now a completely automated and objective process. Speech analytics provides a “Tireless Supervisor” that listens to, and scores, 1,000s of hours of recorded calls per day. And it does all this without the pesky need for caffeine, staff meetings, lunch breaks and vacation days.

With analytics that kick in upon call completion, and the ability to capture every part of the conversation – not just the keyword recognition that most traditional QM systems have bolted-on to their legacy systems – the result is a wealth of actionable information presented in a user-friendly dashboard with configurable scorecard metrics.

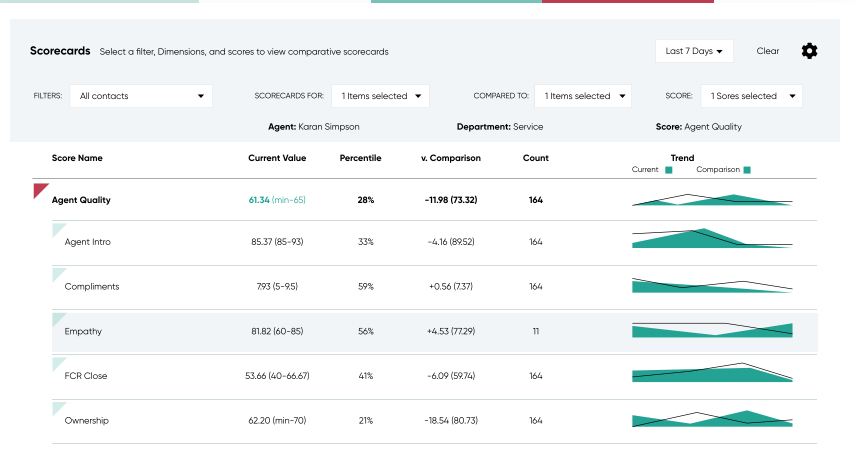
Quality metrics from speech analytics enable contact centres to identify exactly where agents need help and continuously measure progress across key performance indicators.

Quality supervisors can make informed, data-driven decisions and can rest easily at night knowing that the outcomes of their decisions will be accurately measured and on their desk in the morning.

Automated scorecards save hours of “hunt and peck” searching through millions of recorded calls by quickly retrieving exact examples of an agent’s behaviour in seconds.

All Supervisor Items > Phyllis Whitting > Agent > Contact ID

Agent	Agent Quality	Politeness	Empathy	Ownership	Agent Intro	FCR Close	Understandability
Agent avg	40.86 (208)	55.47 (206)	19.19 (208)	30 (15)	44.08 (208)	12.88 (208)	NA (0)
Alex Portnoy	42.06 (19)	63.75 (19)	27.68 (19)	0 (2)	33.33 (19)	11.11 (19)	NA (0)
Atticus Finch	43.97 (11)	60.17 (11)	27.27 (11)	NA (0)	45.45 (11)	9.09 (11)	NA (0)
Augustus McCrae	53.40 (8)	82.94 (8)	12.50 (8)	NA (0)	50 (8)	12.50 (8)	NA (0)
Aureliano Bulendia	46.19 (12)	73.05 (12)	16.67 (12)	100 (1)	33.33 (12)	16.67 (12)	NA (0)
Bigger Thomas	43.25 (14)	62.82 (14)	21.43 (14)	NA (0)	42.86 (14)	7.14 (14)	NA (0)
Gregor Samsa	42.45 (11)	54.80 (11)	18.18 (11)	0 (1)	54.55 (11)	9.09 (11)	NA (0)
Ignatius Reilly	45.01 (17)	67.78 (17)					
Jay Gatsby	44.23 (12)	58.76 (12)					
Mike McDaniels	12.74 (3)	7.51 (3)					



Automated Scorecards Provide Accurate and Consistent Feedback

Since the birth of contact centres, one of the greatest challenges has been to achieve sustainable behavioural change. Coaching sessions and training can produce an improvement in the desired behaviours, but without the ability to continually measure progress, such upticks have been short-lived.

Sustainable behavioural change can only be achieved with continuous positive reinforcement – and retraining, if necessary. Speech analytics exposes these issues, allowing quality supervisors to make the necessary changes before any negative top-or-bottom-line impact can occur. Automated scoring of 100% of conversations provides consistent, accurate feedback to agents, which is required to bring about behavioural change.

Because automated scorecards for agents provide greater granularity on customer calls and agent performance, they can be significantly more valuable than traditional QM processes while also requiring significantly less resources. With speech analytics, managers can compare key metrics across teams and business divisions, and quickly drill down

to individual performers, or identify training opportunities across product, process, or business lines.

From start to finish, quality supervisors can quickly assess whether a problem is a one-time occurrence or a disturbing trend – and can retrieve hard-evidence to support their findings. With speech analytics, a quality supervisor can review 20 examples of a specific behaviour in less time than it currently takes to review a single call.

Augmenting or even replacing traditional QM processes with a single component of speech analytics – automated agent scorecards – can generate a rapid return on investment from QA cost and time savings alone.

It can also motivate change and, perhaps more importantly, provide a meaningful way to reward superior performance. The screenshot below demonstrates exactly how automated scorecards provide a much better way to assess agent performance.

Agent	Agent Quality	Politeness	Empathy	Ownership	Compliments
Agent avg	70.58 (801)	65.69 (801)	70.54 (46)	76.18 (801)	7.83 (801)
Ashley Brennar	73.44 (53)	61.90 (63)	75 (4)	84.13 (63)	11.11 (63)
Brant Figueroa	82.59 (71)	73.24 (71)	60 (5)	97.18 (71)	4.25 (21)
Calvin Jonnessey	73.52 (66)	65.91 (66)	71.43 (7)	83.33 (66)	9.09 (66)
Frida Torres	73.77 (63)	76.19 (63)	100 (6)	77.78 (63)	11.11 (63)
Hester Notmag	55.54 (85)	36.82 (85)	0 (1)	58.82 (65)	3.53 (85)
Irish Mackey	75.39 (68)	74.63 (66)	100 (3)	79.41 (68)	11.26 (58)
Lucrecia Borgia	72.71 (81)	80.56 (63)	40 (5)	76.19 (63)	6.35 (60)

Detailed below are specific questions that help monitor performance and drive improvements. Automated scorecards help identify answers to each of the questions.

Perfect Coaching Session for Agents

Providing exact details to agent's questions:

- What kind of calls actually contribute to my score? (call volume & qualification)
- Am I being measured fairly and consistently?
- How am I doing?
- How do I stack up against my peers?
- Am I getting better or worse?
- Where am I weak or strong?
- Are these recurring problems or traits?
- Do you have specific, relevant call examples?
- Am I improving in the areas we agreed to in my last session?
- What are my new targets?

Perfect Coaching Tools for Supervisors/Analysts

Providing exact details to emerging issues:

- Is this an agent, group, LOB or contact centre issue?
- Is it a department, product or process issue?
- How is the issue trending?
- Who are the outliers?

“Weekly scorecards proved invaluable in driving performance improvement. Supervisors now have an accurate view of agent performance and they use it for training and coaching purposes. We have been able to identify a direct link between agent advancement and his/her scorecard.”

A Retail BPO

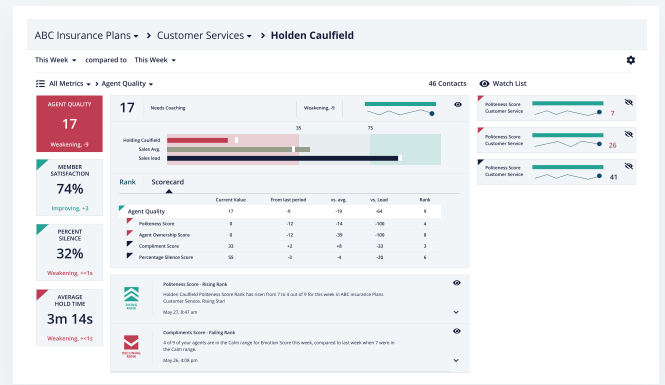
A Single View of Performance Against Business Metrics

Speech analytics solutions with comprehensive dashboards, provide users with an intuitive, easy to configure interface that is 100% customisable to each user's specific set of needs and interests.

Each user can select from a variety of charts and graphs and lay out the precise data specific to the user persona which they are interested in monitoring. Then a personalised layout can be saved and accessed at anytime with the touch of a button.

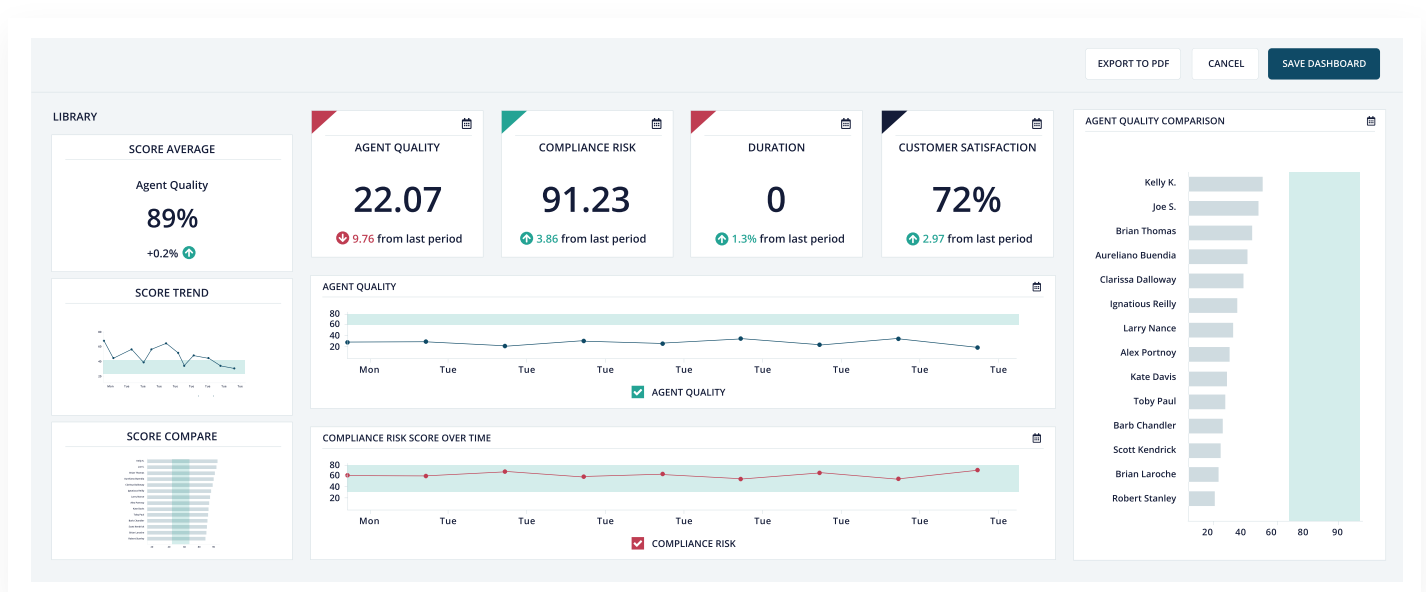
Speech analytics easily enables quality supervisors to define criteria based upon their enterprise initiatives, for example, sales and marketing effectiveness (cross-selling, customer retention practices, response to competitor mentions, ability to soothe an angry customer) and then measure performance against these metrics on a caller, group or complete contact centre basis.

In addition to evaluating individual agent performance, a dashboard scorecard could provide a view into how an entire team is performing across designated scored categories, as illustrated in the example below.



As a result, a supervisor might discover that an entire group of agents needs coaching on arranging callbacks or taking ownership for situations, which would be a process problem. This enables supervisors to spend more time coaching and less time consumed with administrative work, leading to happier agents, better performance, and lower turnover.

The same scorecards could also provide a total composite score for each agent, along with other metrics such as number of calls handled and average length of calls, and then provide agents with their own customised dashboard view of how well they are performing against the metrics compared to other team members. These metrics can encourage healthy competition and also fuel incentive and bonus programmes.



Agent Professionalism	Customer Satisfaction	Sales Effectiveness	Agent Efficiency	Effective Compliance
<ul style="list-style-type: none"> • Politeness • Understandability • Empathy • Insufficient Validation 	<ul style="list-style-type: none"> • Agitation % • Silence % • Stress • Competitive Mentions 	<ul style="list-style-type: none"> • Introduces Offer % • Up Sell % • Cross Sell % • Overcome Objections 	<ul style="list-style-type: none"> • Over Validation • Takes Ownership • Silence % • AHT Metric 	<ul style="list-style-type: none"> • Greeting # _ (Pass/Fail) • Closing or wrap up • Risky Language • Disclosure Language

Agent Dashboard Provides Ideal Performance Feedback Loop

Before the introduction of automated speech analytics, performance feedback to agents through manual monitoring and scoring of calls was a time consuming process that required listening to calls, filling out scorecards and finding coaching opportunities.

Advanced speech analytics solves this problem by combining the principles of pervasive business intelligence and automated quality monitoring into a single solution that delivers the right information to the right person at the right time.

A performance portal provides contact centre agents direct access to comprehensive and continuous feedback driven by the speech analytics platform.

Agents receive the feedback they need exactly when they need it and are more confident that their performance is being measured in a holistic, objective manner. This encourages self-evaluation and improvement.



Other Insights from Automated Speech Analytics

Identify Percent Silence

When a caller is placed on hold while the agent looks something up or is routed back into an IVR queue or transferred to another agent, the customer (your customer) is not happy.

Automated scorecards identify overall percent silence and where these incidences occur, how often they occur and what you can do to eliminate them – whether they are an agent training problem or a procedural misstep.

While traditional QM recording processes may track, hold and transfer data from the automatic call distributor (ACD), only speech analytics can uncover “soft-holds”.

We’ve all experienced these – the long periods of time an agent mutes their phone or stops talking while they “look something up in their system” – often leaving the customer having to eavesdrop on the background conversations of the other agents sitting close-by.

CallMiner Eureka Speech Analytics can quickly identify where no talking occurs within a call to help determine the causes for **silence**.

The screenshot displays the CallMiner Eureka Speech Analytics interface. At the top, a call summary bar shows the agent's name (James Cobalt), duration (03m 34s), agitation (4319.123), and word count (0413.00). Below this is a timeline visualization of the call with four orange boxes highlighting specific periods of silence. The main interface is divided into three sections: Transcript, Scorecard, and Journey. The Transcript section shows a list of call segments with speaker roles (Agent or Customer) and timestamps. The Scorecard section shows a list of events with their locations. The Journey section shows a list of events with their locations.

Speaker	Timestamp	Text
Agent	1s	Agent Intro Proper Opening Appreciation for Call Proper Greeting thank Call Opening Thank you for calling you Agent Intro for calling unless Agent Intro Proper Opening Identify Self my Agent Intro Proper Opening Identify Self Call Opening My name is name is redacted your <Redacted> Agent Intro name redacted
Customer	6s	with redacted
Agent	7s	hi redacted Willing to Assist How Assist Help ypu Proper Opening Offer Assistance how Willing to Assist How Assist Help you can I help you can i Willing to Assist How Assist Help you help you today
Customer	9s	yeah you should have some records on my machine i don't know how you pull those up my phone numbrt or something
Agent	17s	My Request Phone Info phone Request Phone Info number and you have a Request Phone Info phone Request Phone Info number of your Request Phone Info account
Customer	20s	sir redacted redacted Silence (8s) okay let
Agent	30s	me letterf Silence (7s) it's regards to your m five yeah
Customer	41s	okay
Agent	41s	so Willing to Assist How Assist Help you how Willing to Assist How Assist Help you can help you so
Customer	44s	you know we have a issue that came out and fixed it we used it and now we have i don't know if it's the Product Issues Problems

Event	Location
Silence (19s)	0s
Consideration - Thank You	10s
Call Opening - Thank you for calling	11s
Consideration - Thank You	11s
Delivery - Confirm	11s
Call Opening - My name is	11s
Call Opening - My name is	11s
Understandability Issues title - new	14s
Delivery - Confirm	15s
Silence (4s)	24s
Delivery - Confirm	29s
Consideration - Thank You	30s
Delivery - Confirm	30s
Delivery - Confirm	36s
Consideration - Thank You	36s
Delivery - Confirm	36s
Delivery - Confirm	39s
Call Opening - My name is	43s
Understandability Issues title - new	44s
Delivery - Confirm	44s
Silence (4s)	44s
Delivery - Confirm	46s
Consideration - Thank You	46s
Delivery - Confirm	46s
Delivery - Confirm	48s
Consideration - Thank You	48s

"CallMiner has become an invaluable tool for our marketing team to gain daily insight into the 'why' behind their standard performance metrics, hence facilitating the optimisation process.

Eureka has also become instrumental in helping us evaluate and improve call centre agent performance using 'percentage silence' metrics along with our automated quality monitoring form."

An Online Education Provider

Uncover Excessive Handle Times That Can Zap Customer Happiness

Average Handle Time (AHT) is another critical metric of contact centre performance. Every second an agent is on a customer call but not speaking costs the call centre money and frustrates customers. Understanding where breakdowns occur is critical to reducing AHT.

Slow transfer procedures, faulty IVR/ACD routings, sluggish connections, insufficient knowledge-bases, improper training – all of these little problems eat away at productivity and profitability – 10 seconds here, 10 seconds there – and soon you have minutes of unproductive AHT, increasing costs and making customers unhappy.

“The results were transformational. Eureka analytics led to a reduction in our Average Handle Time by 60%, which enabled us to increase daily call volumes by 82%. This was an incredibly important outcome for us. By reducing the amount of time spent by agents on non-revenue generating activities, we were able to free-up more time to increase the call count and generate more revenue.”

A Consumer Loans Company

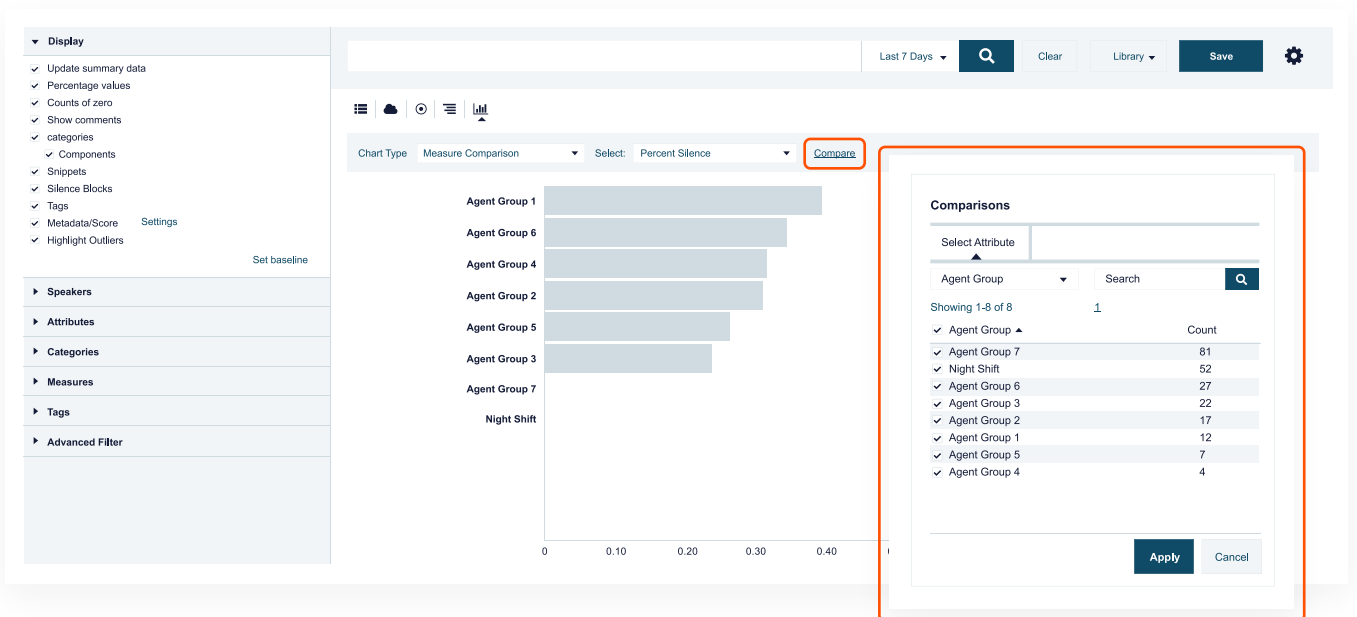
Measure Outliers

Measuring call duration by agent, team or procedure can help an organisation identify quality or service issues if call length for any category spikes low or high.

Traditional QM processes often fail to uncover these issues, as those types of calls (quick transfer, long holds, lengthy trouble-shooting) normally do not fall into the

target category of “normal calls” which are being selected for scoring. While you may also wish to disqualify these calls for normal agent scoring, it is very useful to be able to measure them and quickly discover their root cause for resolution.

Easily compare by agent, team or procedure to identify outliers.



“Solving our customer’s needs quickly and in the first contact not only reduces costs but is the major contributor to our customer’s satisfaction with our contact centre interaction.

Our CallMiner Eureka Interaction Analytics solution analyses 100 percent of our interactions. Utilising pre-built and customised language categories, such as repeat contact, dissatisfaction, empathy, understandability and other behavioural language, has helped us uncover mishandled or unresolved issues.

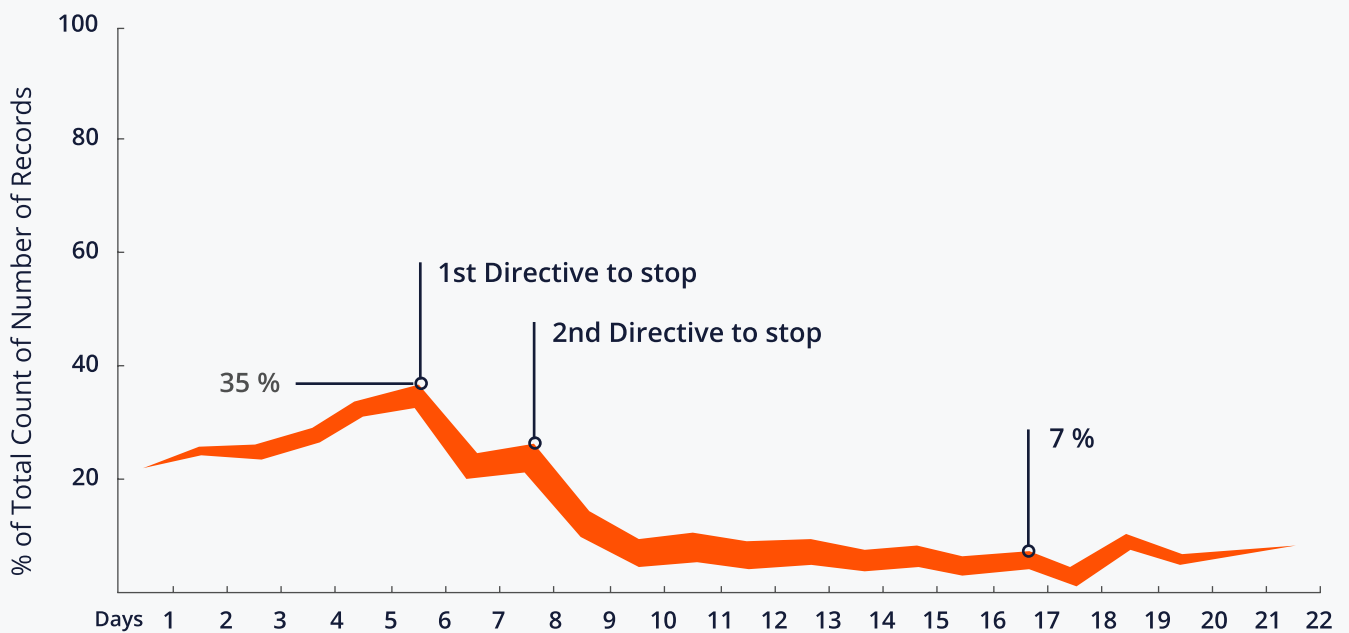
With this rich analysis data on all of our interactions, we were able to further advance our level of understanding of root cause analysis on both first call resolution successes and failures.”

A Holiday Ownership Company

The Cost of Delaying Change

The complexity of managing so many agents, who are interacting with a wide array of customer types and problems, is most times, overwhelming. Decreasing the time it takes to discover a problem, implement change and measure its success, has benefits – it eliminates the re-work associated with making bad decisions and allows you to advance to your next project, reducing costs or increasing profits.

Speech analytics' ability to bring additional speed to this rapid iteration of business process improvement helps drive the agile management practices of today's successful enterprises.



Achieving sustainable change

Illustrated above is an example in which the original performance goal was achieved, but because the content was not changed in the agent's training material, each new agent class re-introduced the problem.

After the first discovery, AHT decreased and then increased to prior levels. It wasn't until speech analytics informed the supervisors that agents had reverted to old behaviour for a second time that the contact centre permanently fixed the problem.

Conclusion

Speech Analytics, and its ability to produce automated quality scorecards, provides contact centres the complete, consumable picture they need to positively and quickly effect change in the performance of their agents, while continuously measuring progress towards their overall goals.

Organisations can easily configure their dashboard scorecards to measure the metrics they need, and then measure how individuals, teams and the entire operation are performing towards its goals.

The precision of the automated measurements enable call centres to go beyond the normal performance improvements associated with traditional QM coaching or training sessions, to achieve an ongoing path of continuous improvement that is constantly monitored.

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About CallMiner

CallMiner is the global leader in conversation analytics to drive business performance improvement. Powered by artificial intelligence and machine learning, CallMiner delivers the industry's most comprehensive platform to analyse omnichannel customer interactions at scale, allowing organisations to interpret sentiment and identify patterns to reveal deep understanding from every conversation. By connecting the dots between insights and action, CallMiner enables companies to identify areas of opportunity to drive business improvement, growth and transformational change more effectively than ever before. CallMiner is trusted by the world's leading organisations across retail, financial services, healthcare and insurance, travel and hospitality, and more.



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