

A photograph of three call center employees wearing headsets. In the foreground, a woman with dark hair is smiling warmly at the camera. Behind her, a man and another woman are also wearing headsets and looking towards the camera with neutral expressions.

Changing the Game: The Secret to Employee Performance

Introduction

Having the right data means everything to organizations that depend on phone communication with their customers. Mornington Peninsula Shire is one such organization. Mornington Peninsula Shire is a large local government operation situated about 70 kilometers southeast of Melbourne. They have an annual turnover of \$200 million and handle more than 230,000 phone calls annually from more than 155,000 customers. They need to consolidate their disparate phone system and implement a reporting system above what phone manufacturers typically offer to measure their customer experience. Their implementation of Brightmetrics and their use of this information proved to be a winning example of how leveraging all the data that lives in your business phone system through a data analytics service like Brightmetrics positively transforms business processes and team performance.

One of the most surprising benefits the Mornington Peninsula Shire group found was their employees' informal use of gamification—the concept of gamifying employee performance through the transparency and visualization of data. Some organizations put an official gamification plan in place, complete with incentives, badges, quotas and an official strategy.

The Mornington Peninsula Shire staff grew this dynamic organically, and found a more casual way to gamify their performance with the use of self-management, good-natured teasing and team encouragement as a way to improve the customer experience. Regardless of whether you are thinking of implementing a formal gamification program or want to informally encourage better metrics from your team, the key in both scenarios is having the right data available to all of the key stakeholders to enable the process.

What Is Gamification?

ACCORDING TO MATT BEATTY, THE BRIGHTMETRICS EVP OF CUSTOMER SUCCESS,

“ A healthy organization will approach the trend of Gamification with the core underlying benefit in mind: unifying their team in perspective and sense of both team accomplishments towards highly visible goals, and an appreciation of individual contributions towards those accomplishments. By providing that common perspective in real time (instead of at the next periodic review) the organization can build that sense of teamwork throughout the workday and maximize progress towards tactical and strategic priorities. ”

The important thing is to leverage data in a way that incentivizes employees to provide the customer experience your organization desires. Even with just an informal strategy, Mornington Peninsula Shire experienced benefits of:

Healthy competition between employees to improve results

A better sense of community from everyone working towards the same goals

Improved business communication between all levels

Agent	% Calls Answered
COrr	100
LHoover	100
TOlson	96.89
AAndrakin	96.17
AHeinlein	95.21
ASanchez	93.79
JPardi	89.24
JBrust	89.24

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Getting Started >>

Follow Mornington Peninsula Shire's example and borrow their key takeaways to get started on your own gamification strategy. Here are the four things you need to do to leverage your Brightmetrics data for a better customer experience.

1 Decide What "Good" Looks Like for Your Organization

Every organization has a few employees that consistently outperform their peers. The information available through Brightmetrics such as Queue Times, Abandon Rates, Transfer Rates, Answer Percentage, Available and Busy Hours can help your organization identify the actions that make those employees outstanding and duplicate the results for everyone else on the team.

For example, if one such outstanding performer actually spends a bit more time on the phone with customers, it might mean that your customers need a slightly more consultative approach.

Agent	Avg Treatment Time
AAndrakin	7m 45s
ASanchez	6m 29s
JTosti	6m 20s
BMCrea	6m 1s
PStapleton	5m 53s
TOlson	5m 37s
LHoover	5m 14s
COrr	4m 55s
SElliot	4m 25s
UB IVR Workgroup	n/a

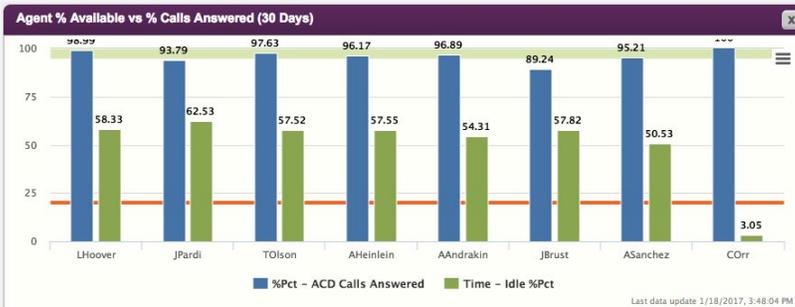
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Mornington Peninsula Shire gathered the information about those employees who were outperforming their peers, as well as team members who needed additional coaching. Mornington Peninsula Shire's management discovered some interesting work habits of their team members that, once identified, were corrected and they knew exactly where to focus their training efforts to build a team that would better serve their customers. But the key is in the data they had available to clue them into the performance issues in the first place. These metrics for their organization included:

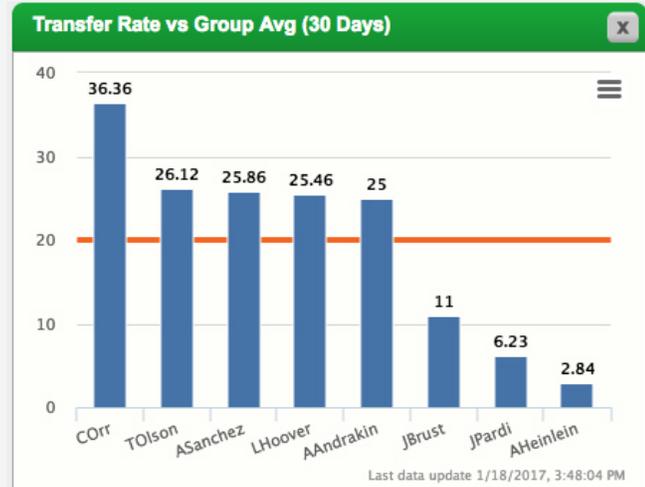
Number of Rings to Pickup



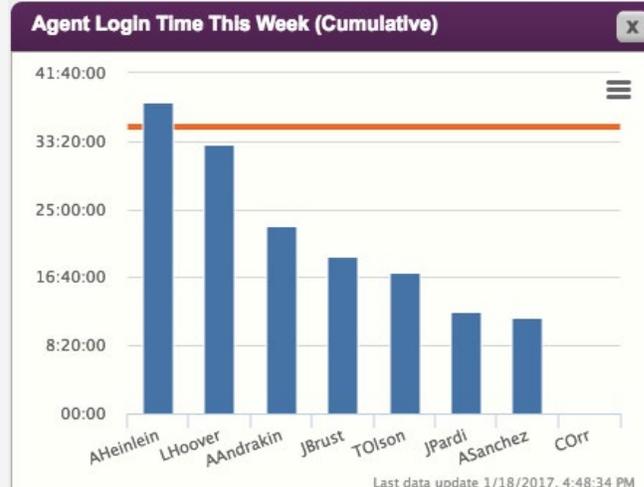
Percentage of Calls Answered



Transfer Rate



Percentage Available Time and Logged In Time



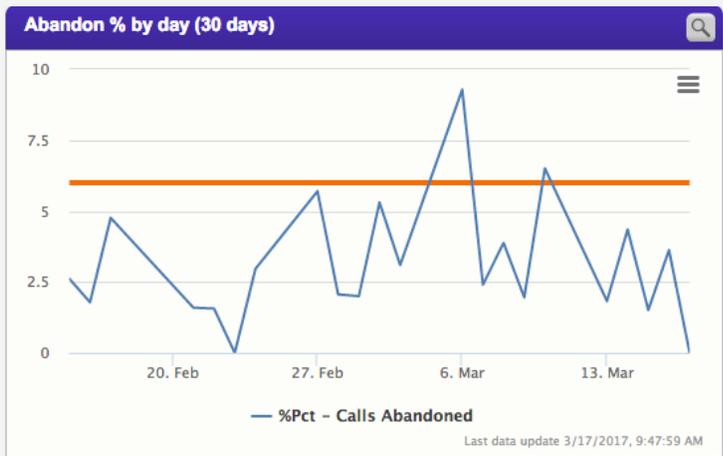
Release Time



Realize that what “good” looks like might change,

especially when you’re able to expose the trends of your data visually and learn from these perspectives. Also, what “good” looks like can be different between your internal teams and their objectives and workflows. You may have a certain level of employees trained for a specific business area, but measuring and monitoring those teams might show you that you need to cross-train other departments in order to serve seasonal fluctuations or occasional anomalies in call volume.

Mornington Peninsula Shire discovered this value when managing staffing levels for their seasonal campground customer service center. By having historical data alerting them to the necessity for a larger team during parts of the year, they were better able to anticipate and meet customer needs.



2 Make them Your Dashboards – Data in Perspectives that Make Sense to You

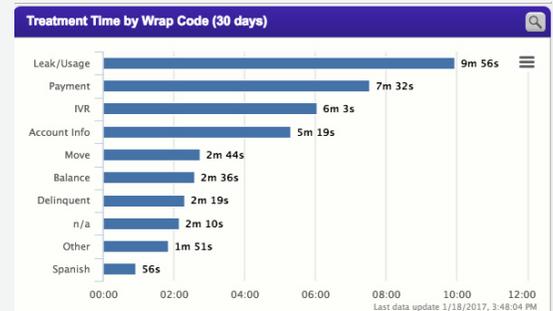
Brightmetrics provides standard templates that are incredibly easy to use but the difference between ShoreTel or other reporting solutions is that Brightmetrics makes customizing these dashboards for what is important to you simple. Investing the little time it takes to this will only strengthen the impact of your data and its ability to provide business insights.

In fact, the customized dashboards were one of Mornington Peninsula Shire’s favorite aspects of the Brightmetrics. They configured their dashboard to include data such:

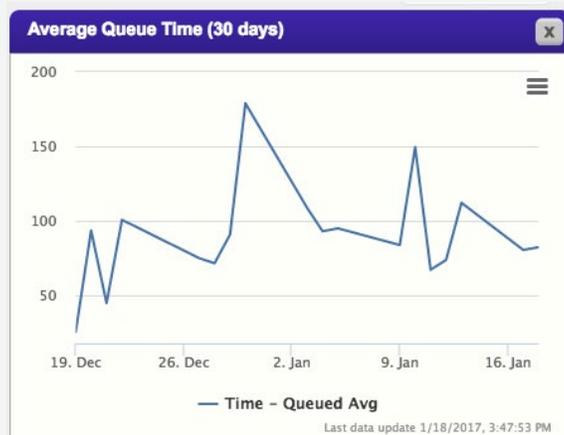
Calls By Agents

Agent Name	Agent Status	Customer Name	Release Code	# ACD	# NACD	Talk	Release
B Teal	ACD Inbound External Talk	Brown Law Office		17	3	22:47	0:06
E Azure	ACD Inbound External Talk	Matthews Software		20	0	21:25	0:00
O Cinnabar	ACD Inbound External Talk	Hunter Insurance		16	1	22:26	2:31
H Auburn	Idle			17	1	23:39	0:00
K White	Wrap			16	1	24:41	0:00

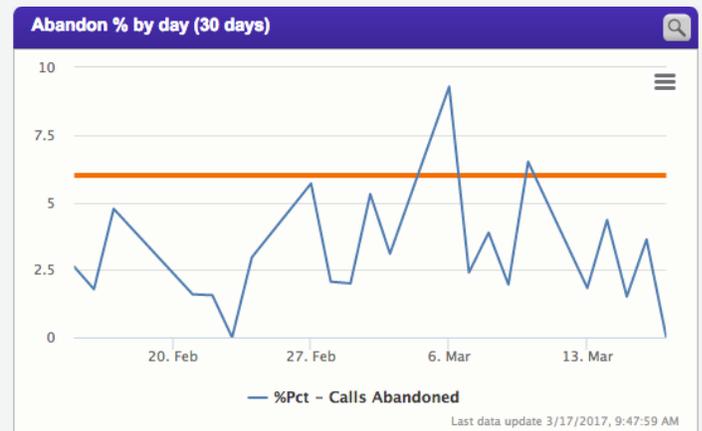
Treatment Time



Queue Times

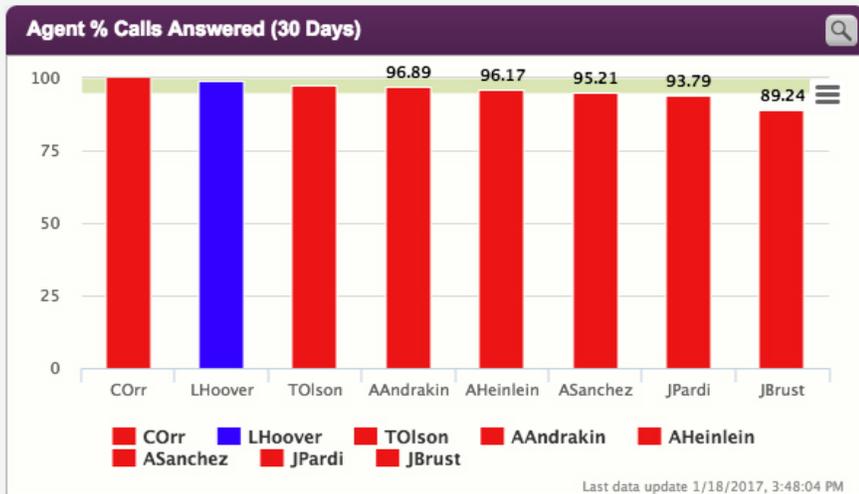


Abandon Rate



It's also important to take your whole team into consideration when setting up your dashboards. Take a metric like abandon rate. While incredibly important for management, this perspective may not particularly incentivize employees.

A metric such as Percentage Calls Answered by Hour might be better to motivate better performances from individual contributors.



Another key is having simultaneous visualization of both historical data such as abandon rate and real time data such as the number of agents logged in, status, current average queue times that provide executives and the managers that are actually in the trenches achieve business objectives.

AS MORNINGTON PENINSULA SHIRE CIO MARTIN HOPLEY EXPLAINED,

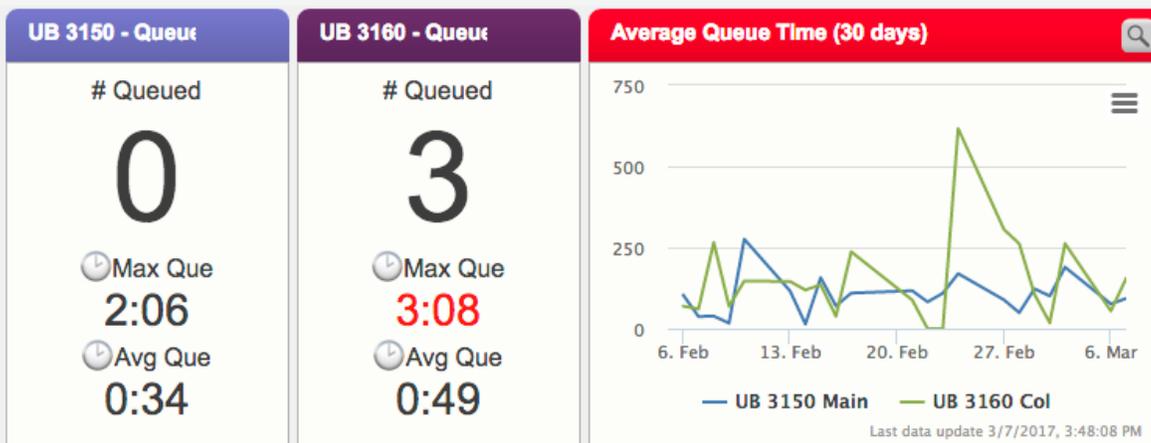
“Yes, we can historically report and you can do your analysis on that but... I can put a dashboard in front of you right now that will show you what’s happening across the organization—how many people are on calls, how many people are idle, where’s the slack time—and give visibility of that to our CEO.” ”

3 Democratize Access to Data

Mornington Peninsula Shire is a great example of what happens when you make your analytics transparent. In addition to historical data available to Mornington Peninsula Shire, they opted to include the Real Time add-on service with Brightmetrics. Real Time is a dashboard that provides key analytics perspectives as they happen.

The Addition of Real Time Dashboards was the catalyst of Mornington Peninsula Shire’s gamification process.

The transparent data prompted employees to make a game out of achieving their goals. This awarded them the rights to brag about better numbers, afforded opportunity for good-natured teasing towards employees who were falling behind and the ability to quickly jump in when department goals – like never having a queued call—were at stake.



While the historical data is important, having Real Time data is crucial when it comes to motivating employee performance especially in terms of gamification. When you have a goal such as making 50 calls a day, you can tell employees at the end of the day whether or not they hit that goal, but this practice is not very motivating, nor can it enable them to change behavior as it's occurring. Remember: gamification is all about encouraging the right employee behavior, and that's impossible to do if they can't monitor their performance throughout the day.



AND AS HOPLEY SAYS,

“If you can put the right data in front of people, they naturally do the right thing.”

4 Use the Free Trial to Get the Ball Rolling

Gamification is impossible without data perspectives that go above and beyond what manufacturers are able to provide. Brightmetrics is so unique because of the breadth and depth of data available, the custom dashboards in which information is delivered and the combination of historical and Real Time analytics.

Mornington Peninsula Shire recognized the opportunity to affect organizational improvement through employing measurement of their Customer Service performance by leveraging the analytics available through Brightmetrics Core Reporting and Real Time services. They didn't have to guess about the benefits of providing these perspectives or gamble precious time of their employees or budget. They were able to jump right in with a free trial from Brightmetrics and implementation process is so extremely simple it can be completed in a matter of minutes for most organizations.

THIS MEANS A VERY LOW-RISK WAY TO PROVE THE VALUE OF BRIGHTMETRICS TO UPPER-LEVEL MANAGEMENT. HOPLEY SAID THAT THE VALUE WAS APPARENT WITHIN TWO HOURS OF CONFIGURING THEIR DASHBOARDS,

“It really was one of those solutions where you go... wow, wish I would have known this was there before...”

Realize the Benefits of Gamification

and other positive outcomes of democratizing your data in your organization in order to take your customer service to the next level with the power of your ShoreTel phone system and Brightmetrics, visit www.Brightmetrics.com or call us at 707-238-4455 to

START YOUR FREE TRIAL TODAY!