

South West Contact Centre Awards 2013
Best Public Sector/Not for Profit Contact Centre – Dealer Contact Services
Motability Operations

Motability Operations is a not-for-profit company that runs the Motability car Scheme – the largest fleet operator in the UK and the biggest supplier of used cars to the trade. Motability Operations currently works with nearly 5000 new car dealers, to ensure that 613,000 disabled people across the UK are given a ‘worry –free’ motoring package suitable for their mobility needs.

Within Motability, Dealer Contact Services (DCS) is responsible for providing first class customer service to our Dealer network.

The harmonious partnership between the dealer and DCS ensures that disabled people are given the fantastic service that they have come to expect from Motability Operations.

DCS – Our Journey

Two years ago Dealer Contact Services was split over two sites in Bristol and London. Performance was below where it needed to be and staff were disengaged and had little direction. A decision was made to transfer all Dealer Contact Services activity from London to Bristol and create a 50 strong contact centre operation with high performance, engaged staff and a proactive and forward thinking approach to customer service.

Following a massive recruitment drive to find the best advisors in the South West region (which we undoubtedly did) the first 6 months following the transfer of activity was spent stabilising and focusing on our performance as a department. A new management team was brought in as well as a new Contact Centre Manager to focus on performance, customer service, and staff engagement.

I very much want this entry to focus on our recent achievements, however to summarise on our first 12 months as a department our achievements were phenomenal:

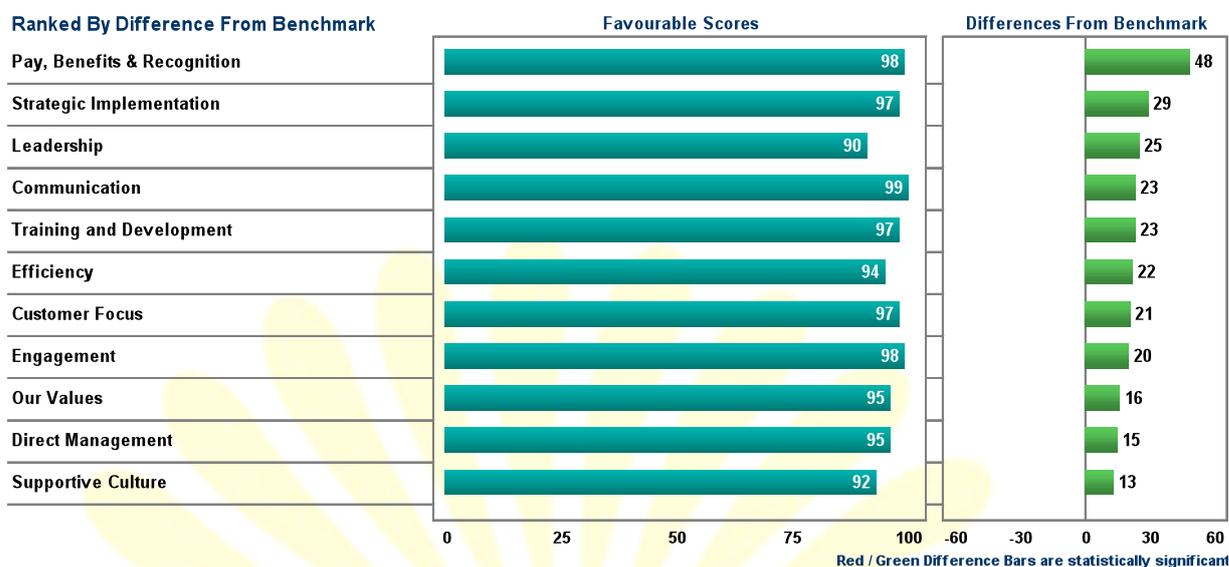
- Achieved 12 months of exceeding Service Level (about to celebrate 24 months)
- Quality results significantly higher than industry standard and DCS now achieving some of the best set of quality results across Motability Operations
- Average Handling Time and After Call Wrap usage significantly below target
- Profile increased across the business with DCS now recognised as a high performing department – this profile increase saw us welcome people from other areas of the business into advisor/manager roles, something that never happened before.
- Significant number of DCS advisors promoted in to the coaching community – this reflected the high calibre of staff working within DCS – again something that never happened before.
- Celebrated our success in a BIG way with lots of reward and recognition throughout the first year as well as numerous fun days, charity days and social events outside of work. These events were extremely pivotal in bringing the department together.
- Sickness levels consistently below 2.5% (against 5% target)
- Achieved exceptional staff survey results, this annual survey is high on the Motability Operations agenda and really helps us understand how our people are feeling. DCS results as you can see below were head and shoulders above the UK High Performance norm – in some cases as much as 48% higher than the norm – WOW!

Summary Category Scores vs. Benchmark

DEALER CONTACT SERVICES 2012 (N=51)

vs. TOWERS WATSON UK HIGH PERFORMANCE NORM (N=28,929)

TOWERS WATSON 



DCS - Recruitment Strategy

One of our main objectives as a department (and still remains) is to ensure we get the right people joining us. Motability Operations is quite a unique place to work as not only do we have an extremely high performing culture, we are also very engaged with our company values and behaviour and right-fit play a huge part for us. It's key that when we do go out and recruit that we find people that tick all of these high expectations.

DCS has built up some fantastic relationships with a handful of Recruitment agencies in the region and we have invested an incredible amount of time with the agencies to ensure that they get under the skin of DCS and understand our exact requirements. I'm proud to say that the time invested in these relationships has really paid off as we now have agencies that understand exactly what we need when we recruit.

It's not easy to secure a role within DCS as our recruitment process is extremely vigorous:

- ✓ Step 1 – Face to face screening interview completed by the recruitment agency following telephone interview
- ✓ Step 2 – Assessment Day at Motability Operations which includes:
 - 2 telephone role plays
 - Group quality levelling session (listening to recorded calls and assessing quality)
 - Group assessment
 - Listen to calls
 - 1on1 interview with manager and coach
- ✓ Step 3 – If successful at assessment day the candidate is invited back in to spend a day in the department with an advisor – this gives candidates the opportunity to experience a day in DCS and has proved to be an extremely useful and important part of our recruitment process.

Investing a lot of time in recruitment has really paid off as sickness levels are consistently below 2.5% month on month and attrition over the past two years is below 1%.

DCS and our Values

As a department we are hugely engaged with the company's core values and these values are discussed at monthly 121's with advisors and team managers asked to demonstrate achievements against them. Values also make up 50% of all members of staff end of year review with the other 50% against performance. The following highlights our values and DCS achievements against them:

✓ *We strive for excellent in customer service*

Having a buzzing, vibrant workplace is nothing – if your customers aren't happy! On a daily basis, DCS advisors provide support for car dealers, some of the most demanding customers out there! To ensure that our agents are performing to the top of their ability, we invest heavily in their continued development and improvement. A totally unique and industry leading coaching model is followed, consistent with the award winning Motability Customer Care Line, and by following this, we know that the agents are following a tried and tested model for success. Every team on the department has at their disposal a call quality coach, whose role is to develop the individual - and most importantly, help them reach their potential. Dealer feedback is FANTASTIC regarding the service they receive, and with the continued investment in our people, we know this will continue

“Whenever I call DCS, I speak to a problem solver and not a call taker. I can't believe how friendly the people are and its great talking to people who clearly love what they do”

**David Jose
Motability Consultant
Drive Vauxhall**

✓ *We are passionate about what we do*

Passion for the role and department can be very hard to measure, people either have it or they don't, but DCS has it in bucket loads! How do we know? A good indicator is by looking at how our staff engage in activities that go above and beyond their usual job role remit. At a recent recruitment drive, we asked for volunteers to help us after work at a recruitment evening – we had 42 replies which is nearly the whole department! For a voluntary, un-paid activity the positive response was fantastic!! Passion also extends outside of the work place. Our internal perception is that we do a great job when speaking to the dealers, and this is backed up by our fantastic call quality, however to confirm this even further we visit the dealers for face to face feedback. This engagement is great not only to re-confirm our internal perception, but we also gather feedback from them on areas where we can improve. A more proactive approach to our problem solving was a common theme, and the new DCS Outbound Team was set up with some of this feedback in mind. DCS is hungry to be the best, and this continual self analysis and critique is as important as we continue to be a flag-ship Contact Centre.

✓ *We have a high performance culture*

High performance is a phrase that many boast – yet few actually achieve. The measure of a department's performance should not only be 'felt' within the work place, but also be quantifiable when compared to others. It is with great pride that in the recent employee High Performance Organisation Survey (HPO), DCS produced an exceptional set of results of which we are proud. With a score of over 90% on all measures, DCS employees are not only happy to be here – but are aligned with company value and the drive to be the best we can be. When compared to other leading companies who also partake in the same survey, DCS out performed across the board, with the biggest margin being a massive 48% increase when compared to the HPO benchmark.

✓ ***We think and act commercially***

Striving to improve the 'way things are done' should always be regarded as a key KPI for any high performing organisation. In a challenging socio-economic climate, Motability Operations has had to react to external pressures particularly around brand perception and business understanding. DCS has played a key part in supporting our dealerships through these challenging times, and ensuring that they feel supported through this period of change. A great example of this is employees of DCS helping to staff the recent Motability Dealer Briefings that took place at various locations across the UK. Key messages are given to the hundreds of dealers who attend the briefings, with DCS staff there on hand to answer any questions that dealers may have.



DCS is also at the forefront of commercial thinking when it comes to internal proactivity. Some key highlights this year have included –

- A reduction of calls relating to Motability application placed. This is a key KPI of ours, as we want the dealers to be able to process applications quickly and efficiently without the need to call us. In the last 12 months, we have seen calls reduce from 2.1 calls to 1.13 which is a fantastic success – and great for our customers.
- DCS Outbound Team. As part of our commitment to industry leading customer service, a team has been formed that proactively contact the dealers to resolve there queries – before the dealer even knows anything has gone wrong!! This is achieved by analysing all application placed, and highlighting errors, then contacting the dealers to amend the mistakes.
- 24 months of 80/20 SLA!! Bread and butter to all contact centres and an enviable record of achieving it for 24 months.....and counting!

Commercial focus is not just limited to management led initiatives. To encourage our advisors to come up with new and exciting ideas, a Dragons Den day was held to encourage them to put forward there own suggestions – with great success!! We also empower our agents as process owners and champions as we ensure buy-in and participation from the agent community.

✓ ***We are friendly, flexible and facilitating***

Or FFF as it is referred to in DCS – and the value that carries significant weight when it comes to a happy and motivated workforce, and excellent customer service! In DCS we recognise the importance of this value when speaking to our dealers. The dealers are the 'face' of Motability, so we want them to live and breathe the values we adhere to at the company. DCS is passionate about engaging other areas of the business, and working in unity for the good of the customer – and the company. We have recently held 'Welcome to DCS' meetings where we

invited other areas of the business to an informal catch up and DCS overview. These worked really well and were a great way to promote a more collaborative style of working across departments.

Another real success story for DCS has been the strength of our Reward and Recognition Programme (R&R). R & R is headed by one of the DCS team managers and a committee formed from advisors from all DCS teams. The advisor workgroup are in charge of how the events are run and what events we do, and this ranges from traditional celebrations such as Christmas, to more topical events such as the Olympics and Queens Jubilee tea party!



In Summary

As a department DCS has achieved a great deal in a relatively short space of time. The majority of our success is down to the fantastic group of people that work in the department. Having such an engaged, committed and passionate work force has enabled DCS to go from strength to strength. We are a high performing department that strives for excellence but also believes in having some fun along the way!