



South West Contact Centre Forum Awards 2016

Contact Centre Manager of the Year:
Becky Francis



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1. About Becky

With over 20 years' experience in contact centre management, Becky has been responsible for the successful delivery of sales, service and customer research.

In 2009, Becky joined Jaywing to set up a key new client account. Since then she has played a pivotal role across all business areas by placing greater emphasis on performance improvement through the development of people. Subsequent to setting up the customer surveying team in 2013, Becky now heads up the outbound operations area and has been successful in continuously delivering results across all key performance indicators including cost, revenue and client satisfaction.

2. Becky's role at Jaywing

Becky works across the customer-surveying proposition at the Jaywing contact centre, an area that undertakes experience surveying on behalf of a diverse range of clients from a variety of sectors.

Within this proposition, Becky is responsible for managing key relationships with blue-chip clients, working towards the achievement of key performance indicators (KPIs) and service level agreements. Usually, in excess of 12,000 surveys require completion each month, and it is crucial that they are carried out to specific pre-determined plans for effective phasing.

Becky is responsible for the financial performance of the area and has full decision-making remit for all aspects of the internal P&L. This demands that Becky is hands-on with the smallest details that affect cost through to directly negotiating charges and fees with our clients.

Motivating a team of 40 customer research executives, team leaders and account managers, Becky is responsible for the production of effective resourcing plans. These plans help the contact centre to coordinate procedures ahead of planned and unplanned absences into accounts, in addition to helping the contact centre manage fluctuating call volumes and accommodate frequent client requests.

3. Achievements to date

Becky is highly committed to developing her team and encouraging them to achieve beyond what the day-to-day requirements stipulate. Her encouragement and inspiring attitude has helped the contact centre enhance overall job fulfilment for people, improving effectiveness and responsiveness. Becky's influence has helped uplift efficiency, evidenced by a 5% increase in the number of surveys



completed per hour over the past 12 months. Her investment and interest in the personal development of her team members has led to more than half of them (58%) becoming multi-skilled. Becky is also successful in encouraging her colleagues to enrol themselves in the NVQs, which Jaywing offer to contact centre employees. Almost a quarter of her team have signed up to additional development opportunities so far.

Becky encourages her team to support company-wide CSR initiatives such as family fun days and charity events, which are coordinated to support local charities selected by the Jaywing contact centre. We recently presented our chosen charity with a cheque for over £4,000 raised from these activities which will go towards supporting a local specialist baby care unit.

Time management and efficiency are two of Becky's strongest skills, making her one of the most effective contact centre Managers at Jaywing. With Becky's efficiency comes the ability to get tasks completed effectively with maximum impact. Her achievements in improving the KPIs of her team are evidence of this as resourcing effectiveness has improved from 80% to 95%, and quality scores have consistently exceeded target by 10%.

4. Becky's performance/targets

The effective combination of people, processes and systems in the team is critical to achieving success. Becky plays a key role in the planning and strategy of resource allocation. Planning months in advance and then fine tuning plans as the period of implementation approaches, Becky is skilled in being able to monitor fluctuations in KPIs such as contact rates, survey times and individual performance levels of team members, and altering the plans to match these trends.

Over the past 12 months the combined effect of this has resulted in the area trebling its profitability per agent. Becky's ability to think and strategically plan has also earned Jaywing additional client revenue, generated through recommendations made by key contacts to their colleagues in other areas of their business.

Becky's planning skills have also helped to improve the working environment for our employees, evidenced by retention levels increasing by over 57% in the past year. Alongside improved retention rates, unplanned absence through ill health has never exceeded 4.5%, and for the full period measured 2.5%, which is significantly less than industry norms.



We have recently been recognised by Best Companies as 'One to Watch' and as part of the results the customer surveying area scored highest in leadership and overall employee satisfaction.

5. How Becky has successfully implemented innovative strategies that have impacted on the wider organisation

Becky was a key part of our 'Bigger Bolder Brighter' programme where she took the lead in our communication and engagement work stream. Becky headed up a team of volunteers who met on a monthly basis to discuss and introduce initiatives around the workplace, which included "being proud of our workplace" as a key part of our mission statement. Leading by example, Becky would join the teams during clean-ups of both the external and internal working environment, helping to remove litter and clean outside areas. This work stream also initiated the introduction of our employee engagement surveys.

Becky plays an integral role in our recently established Key Influencer Group, which plans initiatives and activities outside of normal business hours to improve attrition, employee engagement, succession planning and development. As a leader in the Key Influencer Group, Becky has succeeded in increasing awareness and understanding of the benefits package and secured uplift in employee engagement, revealed through the results following the Best Companies survey relating to 'Fair Deal' (terms and conditions of employment).

Becky and her whole team have led the way in bringing the Jaywing values to life. The Jaywing contact centre values are displayed throughout the building and Becky works with her team to demonstrate the variety of ways in which these values can enhance both the working day and working environment. To embed our values into the Jaywing culture, Becky coordinated an initiative where each week a specific value was championed, and a prize was awarded to whoever developed the best of ideas, which held the sentiment of the values at its core. This exercise secured maximum impact across the contact centre as people volunteered to stay after their shift had ended and contribute to the achievement of a wider team based target. This dedication and commitment to hitting team targets was acknowledged in group sessions with the statutory bottle of wine being presented!

6. Why Becky deserves to win

Becky is an experienced contact centre manager who selflessly applies her skills and knowledge to the benefit of her colleagues and clients at Jaywing. Over the course of the past 12 months, under Becky's leadership her area of responsibility has more than trebled its profitability at the same time as improving employee satisfaction and retention rates.



Becky personifies Jaywing's values of respect, contribution, continuous improvement, teamwork, right first time, responsiveness and integrity. Her teams are consistently amongst the highest performing in the business and recognised for their commitment to the cause.

Becky deserves to win this award as she is not only a greatly respected and much-valued colleague who consistently demonstrates role model behaviours, but her strong leadership skills and encouragement opens up opportunities for learning and growth in the workplace. As a result, Becky leads some of our most satisfied and ambitious customer contact executives and takes active responsibility and pride in their development, not only making Jaywing a great place to work, but helping the contact centre to exceed targets and increase overall profitability.

Testimonials

The financial results delivered by Becky's area during the period are concrete financial evidence of the value she's added. The improvement has been both significant (+200%) and sustained, both of which are very welcome from the shareholder perspective.

*Ben Forsey
Finance Director*

Becky's calm ability to deal with really challenging issues is admirable and always has a positive effect on those working with her. She always considers the needs of the business, her clients and her colleagues to find solutions that suit all. Becky is clear and concise in the way she communicates and the results of her team over the past 12 months are exemplary.

*Julia Whiteley
Performance Director*

I have worked with Becky now for over 6 years, and over that time have seen her fulfil a variety of roles across Jaywing and grow into a rounded contact centre manager. She has a balanced approach in the complexity of managing stakeholders and multiple clients, all of whom have different needs and expectations. She works hard to be consistent and fair, never shying away from difficult conversations when they are needed. She knows her numbers, and is famous for her spreadsheets.... If it moves she measures it, and tracks financial performance like it is her own money, something that is really important in an outsourced environment.



In terms of her client interactions, I have attended numerous client meetings with Becky and have always found her to be prepared, and confident in her subject, and have seen her establish hugely positive client relationships that have stood the test of time.

I believe Becky is a real contender for Contact Centre Manager of the year, and really hope that this nomination and hopefully award will make her realise how great she is at her job.

*Sue Millington
Client Services Director*

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