

# Recruiting and retaining top contact center talent in a workplace shaped by COVID

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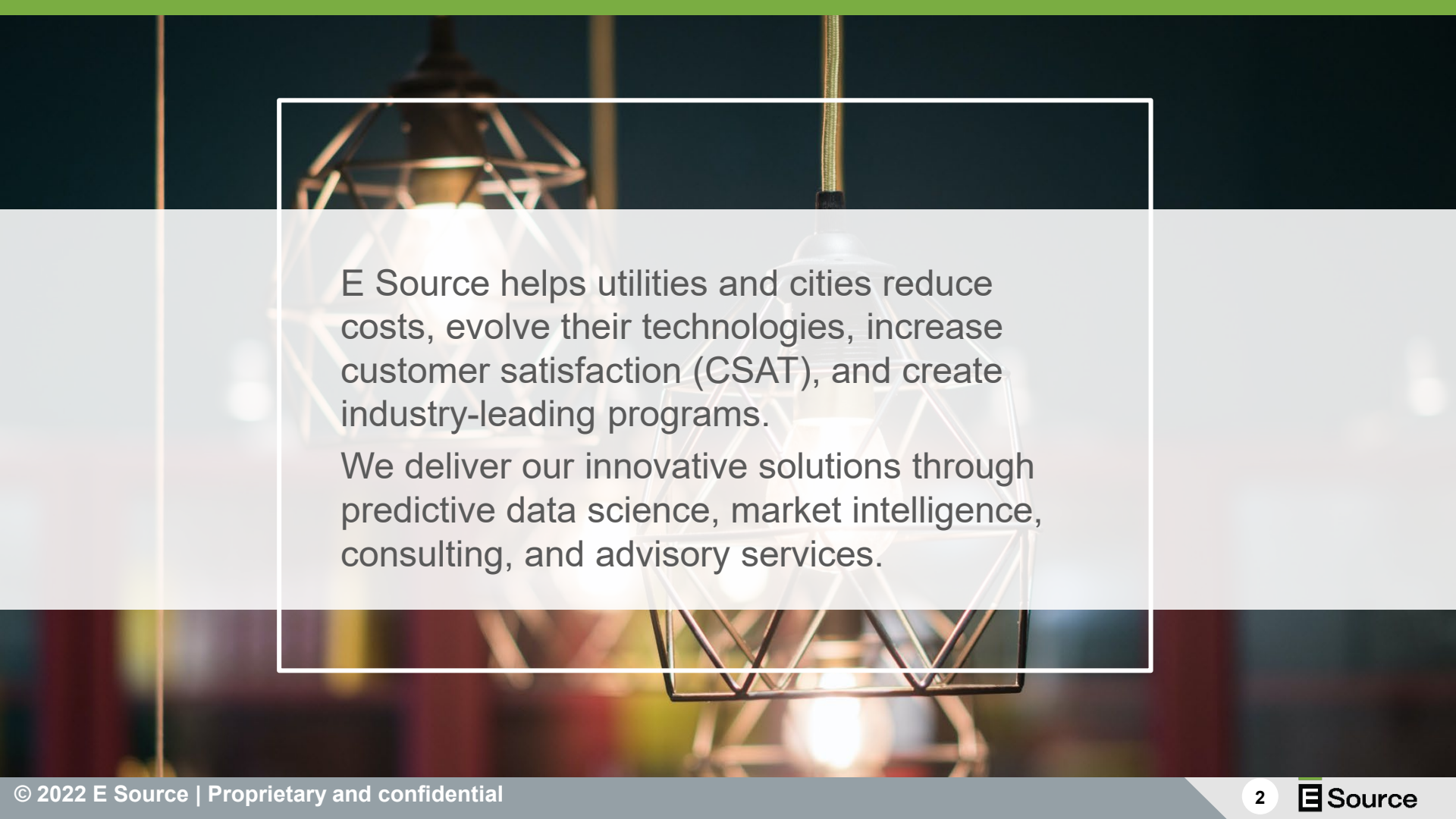
Online exchange



POWERING WHAT'S **NEXT**



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E Source helps utilities and cities reduce costs, evolve their technologies, increase customer satisfaction (CSAT), and create industry-leading programs.

We deliver our innovative solutions through predictive data science, market intelligence, consulting, and advisory services.

# Your hosts for today



**Eryc Eyl**

Senior Solution Director, Customer Experience  
E Source



**Laurie Day**

Director, Customer Engagement Solutions  
E Source

# This is a virtual roundtable discussion



Participation is essential



We'll publish a recording and slides on the [event page](#)



Use Zoom's Q&A feature to pose questions and share comments



Rename yourself to include your utility or city name



Unmute your line when you're ready to speak (\*6)



Turn your video on

# Agenda



## What's the challenge?

What are your struggles with hiring and retention? We'll discuss tactics you've tried to recruit new and retain existing customer service reps (CSRs) and highlight what's been successful.



## Rethinking the CSR role

Not sure where to start? Consider the 6 Es of employee engagement and first listen to the issues CSRs face to determine how you can help make their job experience better.



## Remote and hybrid work models

Where does your organization stand? How does the contact center work model affect your ability to hire and retain staff? What are the benefits and challenges?



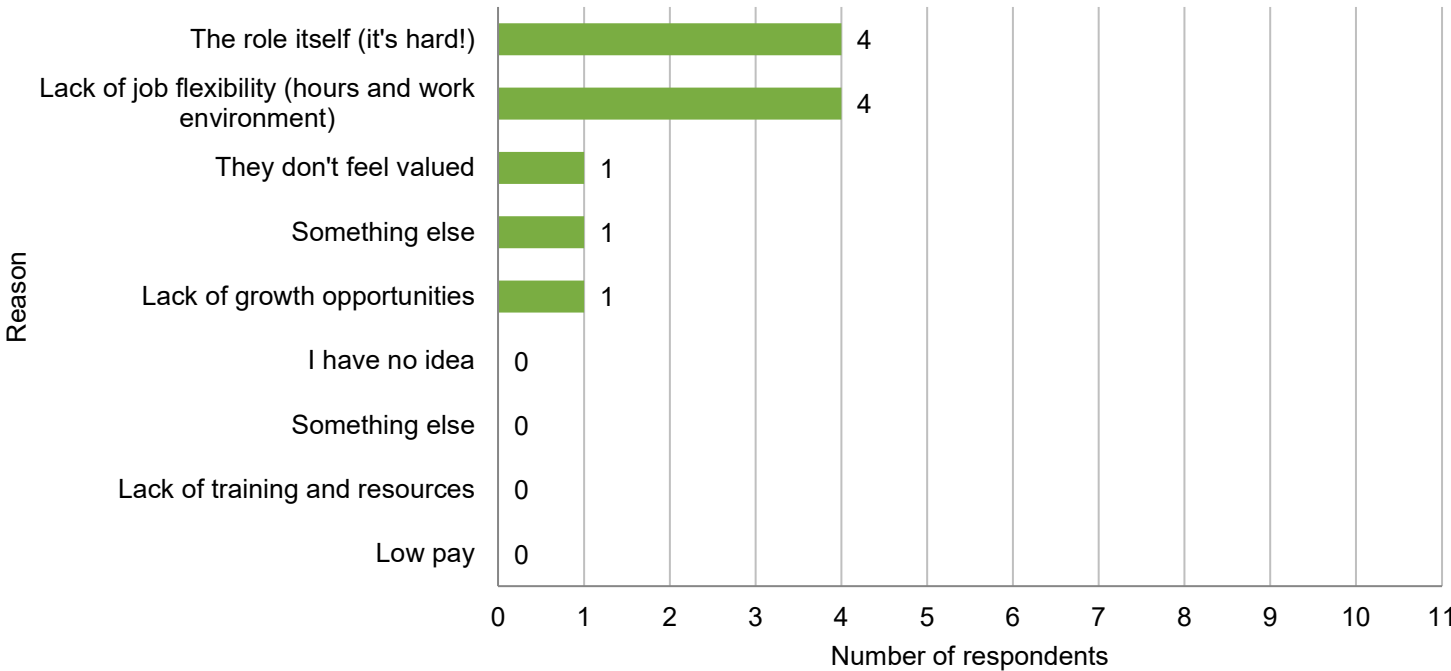
## Wrap-up

We'll quickly recap our discussion and give you an opportunity to ask questions.



# The challenge: Recruitment and retention

# Poll: What do you think is the biggest reason employees leave your organization?



© E Source. **Base:** n = 11. **Question:** What do you think is the biggest reason employees leave your organization?

# Discussion

- What strategies have you tried to *recruit* new CSRs?  
What's been successful?
- What strategies have you tried to *retain* existing CSRs?  
What's been successful?
- Are there differences in what works for recruitment and retention? Does the length of employment require different tactics?





# Rethinking the CSR role

# Start with the 6 Es of employee engagement

How might we ...



**Empathize**

Develop a deep understanding of employees' attitudes, beliefs, assumptions, and constraints related to becoming more customer-centric



**Encourage**

Involve all employees in making the utility more customer-centric



**Educate**

Ensure that every employee understands who your customers are and how they influence the customer experience



**Enable**

Equip all employees to deliver the best possible customer experience



**Empower**

Create the conditions that allow employees to deliver incredible experiences and outcomes for your customers



**Embrace**

Encourage and recognize the customer-centric mindsets, attitudes, behaviors, and outcomes you want to see

# Ask your employees!

What do you need to be successful?

What knowledge, skills, or resources do you need?

What's getting in the way?

How can we remove barriers for you to do your best every day?



# E Source Utility Employee Experience Survey

- Conducted a pilot in the summer of 2022
- Offered to members of the E Source Contact Center Optimization Service, focusing on employees in utility contact centers
- Results represent 389 responses from a random sample of contact center employees at one Canadian and three US utilities of varying sizes
- Study doesn't represent the industry as a whole, so consider the results to be directional rather than absolute
- Crafted the survey questions using the 6 Es of employee engagement framework, input from utilities, and E Source expertise in employee engagement research.
- Learn more about the research and solutions we offer through the E Source [Contact Center Optimization](#) and [Customer Experience Strategy](#) Services




# Utility Employee Experience Survey highlights

- **67%** of respondents felt **somewhat or extremely connected** to their work
- **72%** of respondents reported feeling **somewhat or extremely satisfied** as an employee of their company
- Likelihood of recommending their company to a friend or family member
  - 44% promoters
  - 27% passive
  - 29% detractors



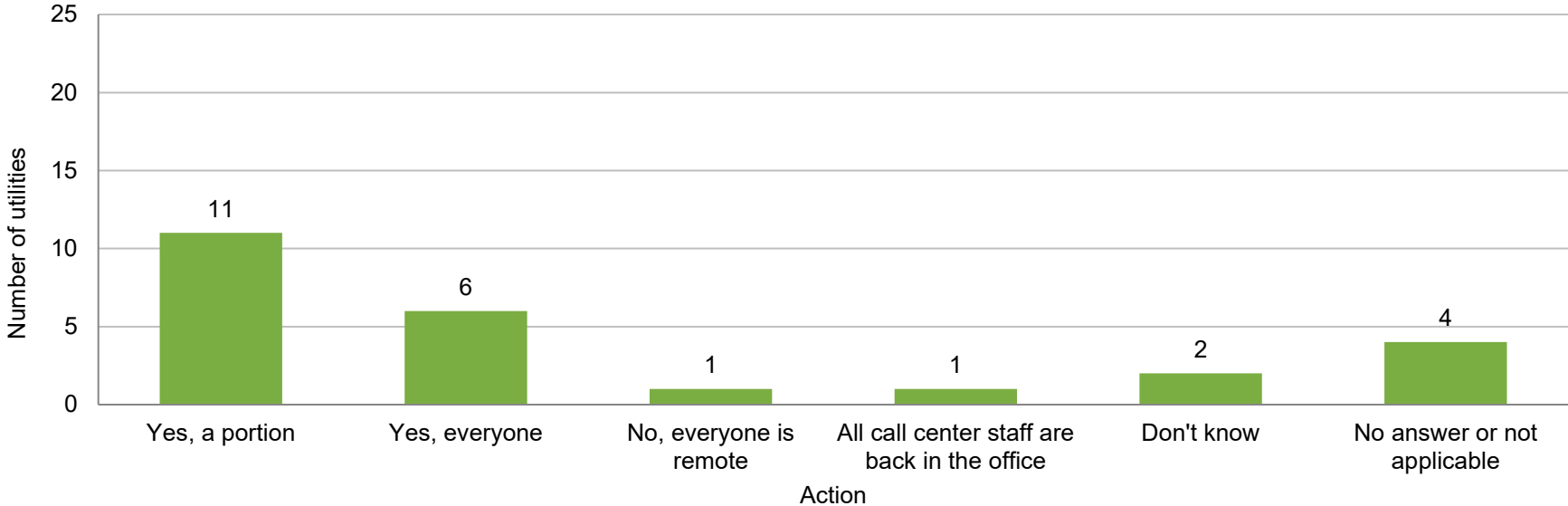
# Discussion

- What are you doing to better understand CSRs, their challenges, and what they enjoy most about their jobs?
- How have you tried to add flexibility and autonomy?
- How can you redesign this job to make it more desirable?
- Given the shift to self-service, how can you train CSRs to act as energy advisers and solutions “salespeople”?

A nighttime cityscape with illuminated buildings and a complex highway interchange, serving as the background for the slide.

# Remote and hybrid work models

# Plans for remote or in-office work models in 2022



© E Source (2021 Contact Center Performance). **Base:** All utility respondents (n = 25 utilities). **Question:** Are you bringing contact center staff back into the office within the next year?

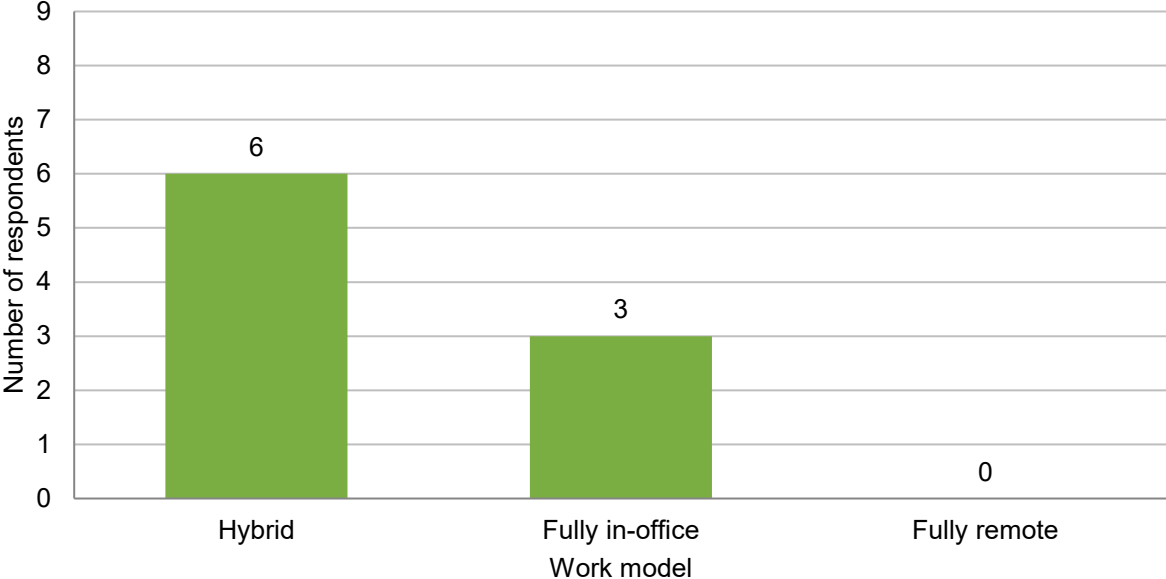


# Planning and policies are critical for success

- Flexibility in work location is important to job hunters and existing staff
- Work with your HR team to develop work-from-home policies
  - Identify tasks that can only be done in the office
  - Decide whether there are certain days when all staff should come into the office for meetings or other team activities, or develop a rotating schedule if needed
  - Create training materials or guides for remote work to create efficiency and set expectations
  - Offer specific training for managers on managing remote employees
  - Establish performance criteria and quality-assurance programs for remote work



# Poll: What work model do you currently have?



© E Source. **Base:** n = 9. **Question:** What work model do you currently have?

# Discussion

- How has your work model affected new employee recruitment?
- How has your work model affected the work experience for current staff?

# Wrap-up



# What else did you want to discuss with the group?

# Questions?



R E G I S T R A T I O N I S O P E N

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