Success Story: Tackling Turnover with Impact

Client Challenge

- Despite numerous internal improvement initiatives, an $18 billion pharmacy benefits manager continued to experience high turnover among 2,000 agents at its five largest call centers

- Especially at two green field sites, turnover impeded a fundamental business strategy grounded in changing patient behaviors because the highest touch point with patients was via call center agents

- High turnover increased average handling times, staffing levels, and required costly hiring and onboarding of new agents

Our Solution

- Conducted a thorough Diagnostic Assessment:
    - Qualitative assessment of key issues via surveys, interviews, and focus groups
    - Quantitative analysis of turnover's seasonality, employee demographic segmentation, etc., and the full cost of turnover (including lost productivity)
- Identified ineffective recruiting and onboarding processes that failed to adequately prepare new hires for the job
- Debunked myths about the time required for agents to reach proficiency (it was four times longer than previously believed), quality score reliability, and training effectiveness
- Leveraged an innovative change process involving agents, supervisors, managers and executives from field and corporate to redesign processes

Impact

- Previously fragmented and ineffective training and onboarding processes were streamlined and systematized across all locations to link classroom with simulated learning and provide more experiential training with realistic previews of job expectations
- Stabilized agent/supervisor relationships and agent shift assignments to "calm" the critical onboarding timeframe
- In the first year, reduced agent turnover by a average of 43% and a median of 48% (the client attributes 75% of this improvement to our intervention)
- In the first year, reduced turnover during training and initial weeks on the job by 19%
- Provided a foundation of six key recommendations for sustaining these improvements

Execute for Impact