

IARE Regional Meeting - October 2, 2007

Guest Speaker: Perry Kendall, General Manager, Delta Global Reservation Services

Sponsor: Bob Frank, Envision Regional Sales Manager - Eastern Canada

Facilitator: Michelle Lord, Fairmont Global Reservation Center, Team Leader - Reservation Sales

Participants

Nadine Allain, Fairmont Global Reservation Center, Team Leader - Reservation Sales

Engelle Goguen, Fairmont Global Reservation Center, Customer Service Coordinator

Louise Andrew, Fairmont Global Reservation Center, Manager Workforce Planning

Lorraine LeClair, Virtual Agent Services, Client Services Manager

Crissy Niles, Virtual Agent Services, Workforce Analyst

Shirley LeBlanc, Virtual Agent Services, Workforce Analyst

Delta's High Tech & Personal Approach to CSR Success- presented by Perry Kendall, General Manager, Delta Global Reservation Services.

Best Practices

How do you keep your home-based agents feeling connected? Motivated? Etc...

Once a month each off-site colleague is required to come into the office for a day.

Use more senior remote agents in peer-to-peer training with new remote agents.

Have them attend on-site presentations.

Create passion towards the product and the Brand

- Web camera - Offers a more personal interaction
- Send special packages on a routine basis (small items with logo on them for example)
- Get involved in local events - Stems pride and Brand awareness in their area (Rotary, support a local family, etc..).

Host a focus group and find a team captain within - Find out what they need.

Meet with tenured colleagues who are now working from home to identify if they feel that there is anything missing

Message Board (only for remote agents)

Team Leader conduct monthly/quarterly home visits

All at home agents on one team to give the team leader the ability to focus on specific group challenges

Net Meeting - Great training tool

Conference Calls - meetings and presentations (via webcam)

Challenge - Terminology & wording - have them listen to as many calls as possible prior to joining the workforce and share Best Practices from top performers.

Training on-site - Create a better understanding of the culture on-site.

Internal message board for all agents - keep them connected

Push information to the desktop upon log on - Instant News updates that uplink through the Intranet. (tool available through Envision)

Highlight the Stars - Incentives

Flexible scheduling that work for the business as well as colleagues (catering to people with other jobs, young children, working around a spouse's schedule, students, etc...)

Offer a variety of schedules

Preferred schedules for top performers - Instant recognition where you get to chose the schedule that you want.

Give presentations to explain workflow needs and goals - Help them understand the business.

3 week rotating schedule so that agents can have some weekends off each month.

Encourage job shadows with workflow - Knowledge is key.

Be willing to work around school schedules.

What do you do to be sure to spend most of your time with your highest performers?

Have the general manager/ leadership team take them out for lunch

Have project as an Incentive for high performers (i.e. - focus groups, best practices)

Weekly, Monthly and Quarterly incentives

Offer a prize with a long-term goal (i.e. - quarterly/yearly team individual incentives)

Have different incentive payouts for agents who are performing at standard and agents who above standard.

Have your best colleagues do peer-to-peer training, this can be used for both recognition and career development.

Recruiting best practices

- Talk to Service groups and use your partnerships to create awareness while recruiting. (Chamber members, Rotary, associations in the area)
- Host an event in the community - spend money introducing the company to the community. (i.e.-BBQ)
- Conduct interviews at night - target people that prefer to work overnight.
- Evening training class.
- Hire Students (high school students are often overlooked and are willing to work weekends) Look at groups within the community that have high school student who are already displaying leadership skills
- Adjust recruiting techniques based on the local community

- Offer Keyboard training and be careful not to eliminate qualified candidate who could be thought this skill.
- Advertisement should be 3 fold pictures that apply to all generations
- Seniors - large pool of employees that aren't showing interest because of the 24-7 environment. Create a scheduled that targets retired individuals

How do you coach your disengaged agents?

- Peer to peer coaching- match them with a top performer that excels in the challenging areas, show them how easy it is to make the jump from good to great.
- Listen to calls with missed opportunities / let them explain what could have been done differently.
- Firm progressive action

How do you offer generational coaching

- Follow the same training module but offer extended hours - focus on individual needs.

At-Home Agents

Delta - Satellite Center of 30 bilingual agents with a Team Leader in Grand Falls

Share Hotel Presentations via net meeting and conference calls

VIS - Start on-site and if they meet the metrics can become an At-Home agent (usually reside 30-40 mins from office). Currently have approx. 50 agents and it's been very successful.

Get involved in local events - Stems pride and Brand awareness in their area (Rotary, support a local family, etc..).

Lorraine