



## CONTRACTOR **INCENTIVE PROGRAM**

### **CLIENT PROFILE**

A U.S. manufacturing company

### **CHALLENGE**

To uncover reasons for higher than average call center attrition and provide resolution

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Our manufacturing customer utilizes two primary call centers based in the United States, each with its own vendor on premise (VOP) supplier. As their managed services provider (MSP), Allegis Global Solutions (AGS) noted that attrition rates were generally higher within these call centers than is standard. AGS was challenged to collect and assess feedback from suppliers, contractors, and managers to uncover potential influencers for higher-than-average attrition rates as well as provide a resolution.

### **SOLUTION**

To learn why workers were voluntarily leaving their positions, AGS began analyzing data collected by suppliers during contractor exit interviews. Though there were a variety of reasons uncovered, one common grievance was pay rate. To address the issue, AGS recommended the instillation of pay increases based on performance evaluations conducted at six months and one year of service.

Under the new policy, contractors were evaluated with scorecards provided by customer managers to measure attendance, work performance, afterhours calls, effective use of time, quality of calls, and interpersonal skills.

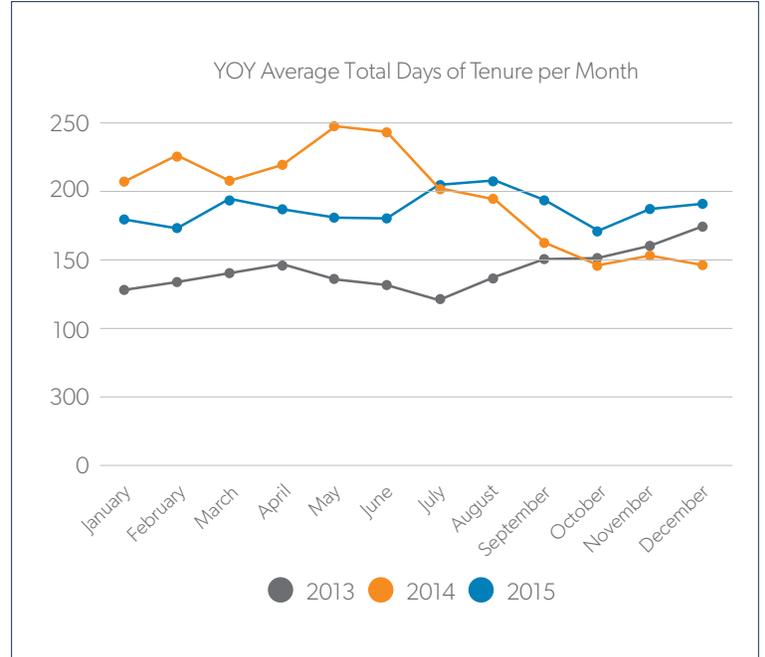
Provided their scorecard revealed an aboveaverage performance, each contractor was eligible for a \$.50 customer-funded pay increase after six months of successful tenure. Once the initiative was put into place, approximately 35 percent of contractors received an increase in pay during their first performance review. After one year of employment, each contractor was eligible for an additional customer-funded pay increase of up to \$.50, provided the completion of another successful performance review.

In conjunction to raising current contractor satisfaction and promoting quality contractor performance for our customer, the potential for pay increase also boosted recruiting success. AGS found more candidates interested in positions that included performance-based opportunities for pay increase. The manager feedback, provided by the scorecards, also helped to identify contractors eligible to be hired on directly with the customer after six months of service.

To enable additional pay incentives throughout the year, AGS partnered with our customer to offer commission based on monthly sales from selling product, parts, and service plans. For example, top sellers got to participate in a drawing for a Visa gift card at the end of each month. Additionally, contractors with perfect attendance for an entire quarter earned one day of paid time off, and were paid out at the end of the year for any unused days. AGS also launched a number of non-monetary incentives to boost call center morale and further drive higher performance. For example, contractors with superior performance were able to bid on desired schedules for the quarter, often securing most sought after daytime shifts. Others won awards, such as Contractor of the Month, or recognition for top sales. All contractors were encouraged to participate in weekly alternative-apparel days with unique and fun themes, such as medical scrubs or camouflage. They were also able to enjoy a relaxed dress code with clothing of their choice, including jeans, sweatshirts, and flip-flops.

**THE RESULTS**

Since implementing the contractor incentive program in 2014, average tenure for call-center contractors has been on the rise. The total average tenure in 2013 was 152 days, while total average tenure progressed to 174 days in 2014 and 188 days in 2015. Below shows month-by-month averages and demonstrates the trend for greater retention within the program.



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Allegis Global Solutions is founded on a culture that is passionate about transforming the way the world acquires talent by delivering client-focused solutions that make a difference for businesses worldwide.

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