Recommendation report

Business, Company

The purpose of this report is to alert the management of the call center for determination of what can be done about the high turnover rate and customer satisfaction about products and information. This will include an analysis of the call center and a new job design to prevent high employee turnover, develop a new training program to educate employees, and understanding the differences between mentoring and executive coaching. Using an effective approach to organizational development based on situations. Finding different approaches to career developments for employees like promotions and benefits.

Job Analysis and Design After a review of the calling center, the company is receiving too many complaints from customers about the information services from the call representatives. An analysis of job classification systems should be performed to discover what needs attention along with private interviews to develop a method of design and improve the representative's performance (Hr-Guide. com, 1998). The HR will design, or rather develop, a new strategy to train its' employees in a manner that addresses the problem concerning phone etiquette.

New training will require executive coaching and mentoring of the proper understanding of what the company expects from its calling center representatives, what duties are to be performed, what leaderships is required, and how the atmosphere should be a friendly work environment (Hr-Guide. com, 1998). Techniques to Develop a Training Program The use of different techniques will help to teach employees how to work with the public and answer any inquiries he or she may have, for example, learning by way of role playing.

Employees are given a guide and play the role of the customer calling the center, an instructor will play the role of the call representative. In this manner, the employees will receive a better understanding of what is required of the calling center (Chapman, 1995-2010). Another training technique to use is Kirkpatrick's four level training models; the use of this model will utilize the following;

1. Reaction – how the employees will felt about the learning experience. 2. Learning – what the difference was before and after the learning experience. 3. Behavior – how the employees improved after the experience. 4. Results – has the business improved since the training? (Chapman, 1995-2010). The use of this model will help the business improve its call center quality by adapting to new solutions with better training. Different training models should be taken into consideration because not everyone learns to use the same technique. The goal is to discover how each individual learns and what training techniques need to be developed to make the calling center run as smooth as possible.

The use of guidebooks, videos, audio, role playing, and one-on-one instruction are some of the ways an individual may learn to perform at his or her best ability (Chapman, 1995-2010). Mentoring and Coaching Executive mentoring and coaching are similar in scope but have different approaches. After assessing the abilities of the employees, some need mentoring until he or she feels confident enough to perform the tasks at the calling center while others who have a better understanding of what is needed will be coached to achieve better results.

The mentoring process will be done with employees who have very little understanding of the company expectations. Executive mentoring will involve the development of necessary skills to enhance an individuals or groups performance. This is to be done with members of senior management who have experience and knowledge in these positions which groups of individuals will be instructed on and grow with the company through advancement. This process can take four to six months to complete (Brefi Group, 2011). Coaching will be done by individuals who have a firm grasp of company policies and expectations.

Usually this is done by the senior management or supervisors. Although coaching is done in much less time than mentoring, meetings are held at least once a month to make sure the employees have an understanding of company policies. The coaches will focus on tasks of a specific nature, for example, employees will learn how to be courteous over the phone while provide service to customers (Brefi Group, 2011). Organizational development The high turnover happens because the company fails to provide reasons for employees to stay with the company.

To avoid these problems of replacing and training new employees the company will establish new programs to improve individual, group, and company performance (Human Synergistcs International, 2012). The company will measure what is currently happening in the calling center, develop ways to improve performance, the measure again if these new developments are working to maintain company standards and continually to improve these standards to ensure employee and customer satisfaction (Human Synergistcs International, 2012).

Improving the organization starting with its employees will help make improvements throughout the entire company. Different Approaches to Career Development For the company to maintain changes in the world, the company must understand that it starts with its employees. Society is in constant flux with new technologies, faster ways of communication, and web sites that tell the public how a company provides its service the company has to maintain a high level of competence in this new ever changing world (Avery, 2010).

The company needs to be flexible and adapt to new situations as they arise, for example, the company should be open to addressing different tasks, workplace issues, and transitions in order to build resilience optimism. Also engaging in diverse activities and feedback will help to build new lives and careers and open up new views with life changing experiences (Avery, 2010). By focusing on employees needs the companies calling center will lessen the high turnover and make an enjoyable experience, not just for the employees, but for the customers, as well.