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Identifying the Causes of the New Hire Turnover at the Panasonic Customer Call Center

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Identifying the Causes of New Hire Turnover at the Panasonic Customer

Call Center

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by

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APPROVAL PAGE

Donne W. Jones prepared this research paper under the direction of Dr. John Ritz in OTED 636; Problems In Occupational and Technical Education. It was submitted to the Graduate Director as partial fulfillment of the requirements for the Degree of Master of Science in Occupational and Technical Studies.

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TABLE OF CONTENTS

TABLE OF TABLES	

CHAPTER I

INTRODUCTION

"We must do something about our turnover challenge" (Williams, 2001 personal interview). Deciding what subject to tackle was made easier by this proclamation made by the Panasonic Customer Call Center Director, Jesse Williams.

Turnover is the loss of a human resource and requires a replacement. There are two types of turnover: planned and unplanned (Harkins, 1998, p. 75). Turnover is the bear each and every member of the call center's management staff wrestles with everyday. The focus of this program is unplanned turnover. To date, no formal research has been done to determine the scope of the problem, the exact causes, or most appropriate solution. This research study attempted to address this issue in the most formal way to date.

The Panasonic Customer Call Center is located in Chesapeake, Virginia. It was opened in August of 1996 with much fanfare. The call center is the first such operation in the company's history and every detail of its planning, development, and implementation was carefully executed.

The issue of turnover in the agent population has been a major issue of concern from the call center's inception. The call center's management staff would like to understand the core causes of turnover so that an effective turnover reduction

plan can be implemented. Once the call center staffing issues are stabilized, other management issues and concerns can be addressed.

STATEMENT OF THE PROBLEM

The problem of this study was to identify the causes of new hire turnover in the Panasonic Customer Call Center of Chesapeake, Virginia.

RESEARCH GOALS

To guide this study, the following research objectives were established:

- Identify the causes of employee turnover.

- Determine call center management's attitudes/perceptions towards turnover.

- Develop an action plan to lower turnover rates.

BACKGROUND AND SIGNIFICANCE

This research study is the result of a direct business need. In the opinion of the director of the Panasonic Customer Call Center, turnover is the number one problem. Call centers are production environments, which require competent and efficient staff to meet production goals. It takes most agents six to twelve months to reach the performance objectives. This study sought to address a real problem that if resolved will result in improved efficiency and lowered production costs.

The call center conducts routine exit interviews of turnover with employees whenever possible, however, this data has not been formally analyzed. Little information has been provided formally as to the causes of the call center's turnover. This research study attempts to fill the knowledge gap that exists on the subject of turnover.

Why research turnover? Consider that unplanned turnover can cost as much as three to five times the annual salary of the individuals involved (Harkins, 1998, p. 75). Reducing employee unplanned turnover reduces cost. The call center training staff is spending 80% of their training man-hours on new hire classroom training (Agnew, 2002, personal interview). The constant demand that training new hires places on the training department prevents the training department from meeting the ongoing developmental training needs of the call centers staff. In summary, turnover is the number one business issue at the Panasonic Customer Call Center Company.

LIMITATIONS

The focus population was call center agents with less than six months of experience. Because the established learning curve is six months or longer, the company wanted to know why agents who had yet to achieve the medium level of performance were abandoning their jobs. In addition to limiting the studied

groups, there was also the surveying limitations placed on the study by the company's "no surveys" policies. The researcher was told directly that under no circumstances could surveys be used to collect data. Instead, permission was granted to interview selected members of management as well as to access of existing interview data. The researcher did not consider these limitations so great that they would significantly hinder the discovery of data or the development of resolution suggestions.

ASSUMPTIONS

There will be turnover in populations of low wage service employees. No matter what retention measures are instituted, employees leave jobs. The research sought more to reveal abnormalities in the turnover rate and identify plausible turnover reductions options. When considering turnover reduction strategies, it is also understood that management is not keen on the concept of wage increases. Management will likely be more open to alternative approaches, which do not translate into direct increases in operating expense.

PROCEDURES

The data were collected using two primary methods: management interviews and a detailed analysis of existing exit interview data. The second method of data collection was personal interviews. The company has a "no survey" policy, which forced the researcher to develop alternative data collection methods. Key members of the management team were interviewed. The interviewed group

included members for each operational division: training, human resources, and administrative support. Supervisor, middle managers, and operational managers were interviewed.

The second method of data collecting was the evaluation of the exit interview data from the last year. Whenever possible, the Human Resources Department conducts an exit interview of departing employees. These data were reviewed for trends and/or discovery.

DEFINITIONS

The following terms are clarified to assist with this study.

Turnover - the loss of a human resource that requires a replacement.

Unplanned turnover (involuntary) - loss of a human resource that is not planned. An example is employee job abandonment.

Planned turnover (voluntary) - Loss of a human resource because of planned turnover. An example of this type is retirement.

PCCC – Panasonic Customer Call Center Company.

Exit interview - interview conducted by a human resource professional which aims to ascertain the reasons employees leave their jobs.

OVERVIEW OF CHAPTERS

In Chapter I, the problem of employee turnover at the Panasonic Customer Call Center of Chesapeake, Virginia, has been introduced. The research goals, background and significance, limitations, assumptions, procedures, and definitions have been discussed.

In Chapter II a formal review of the literature related to employee turnover was conducted. The causes of workplace turnover, costs of turnover, and possible remedies were reviewed.

Chapter III, Methods and Procedures, reviews the procedures that were used to address the turnover problems at the Panasonic Customer Call Center. In Chapter IV, the findings of the study are discussed. Chapter V discusses the researcher's conclusions and recommendations for the Panasonic Customer Call Center.

CHAPTER II

REVIEW OF LITERATURE

In the following review of literature turnover will be defined. The second area of consideration will be the causes of turnover.   The third area will be the cost. And finally, remedies employed to mitigate turnover cost will be reviewed.

TURNOVER

Turnover is the loss of a human resource that requires a replacement. There are two types: planned and unplanned (Harkins, 1998, p. 75).   Unplanned turnover is the concentration of this research project.   One of the objectives of this research is to prevent or lower the rate of voluntary job abandonment.   Not all turnover is unwelcome. When employees leave jobs they can create promotional opportunities for others. In addition, marginal or over paid employees leaving is desirable (Griffeth, 2001, p. 2). The focus of this literature review will be turnover, which has a negative impact on normal business operations.

Why do good employees leave their jobs? This is a good question to ask to begin the casual discussion.   Turnover reflects substantial information about a company's training and working conditions (Stuller, 1999, p. 26).   If employees are not provided adequate training to perform their job tasks, job abandonment may result. Companies must also endeavor to provide work conditions that meet employee's needs and wants. Understanding what employees want from

managers and employing organizations is the first step of meeting employee

expectations (Herman, 1991, p. 37).

CAUSES OF TURNOVER

The Porter and Steers (1973) summary of research studies on turnover found

that, "The major findings of the review, when taken together, point to the

centrality of the concept of met expectations in the withdrawal decision"

(Gardner, 1986, p. 21). The four sets of expectations were established:

organization-wide factors (pay and promotions), immediate work environment

(supervision consideration, equity of treatment, recognition, and feedback), job

related factors (perceived lack of autonomy and responsibility), and personal

factors (age, interests, personality traits, etc.) (Gardner, 1986, p. 21). When

employee expectations are not met they are more likely to leave their job for new

jobs with the hopes of meeting their expectations.

Call center employee's work in a pressured environment. Many of the customers

are not in a good mood when they contact the center. Employees spend eight

hours per day on the telephone with customers who have a problem with the

company, product, or employees. Many of these customers are in an angry

mood. Management expects the call center representatives to change the

customer's mood, and fast. Call center employees work in high-pressure

environments, are allowed little freedom of movement, have limited breaks, and

are constantly reminded of production objectives (Stuller, 1999, p. 26). This

environment creates additional work stress.

Few employees get as little respect from the public as call center employees (Thaler-Cater, 1999, p. 98). In a recent article, which appeared in *Training Magazine*, author Jay Stuller mentioned call center burnout as a result of suffering from a "mixed matrix". He contends workers must balance the two diametrically opposed goals of doing everything possible to please a customer and keeping the call short (Shuler, 1999, p. 26). The call center work presents challenges and stressors that must not be overlooked.

The rate of compensation is also a consideration. Compensation professionals and turnover scholars uniformly believe that competitive pay and benefits are essential for attracting and retaining personnel (Griffeth, 2001, p.154). Employees who feel they are not being compensated justly are more likely to leave. PCCC entry-level employees are paid $9.00 an hour. This wage positions the PCCC in the lower end of the wage band in the southeastern Virginia call center market. However, the benefit package provided is very competitive and makes its overall compensation package very fair in this market (Agnew, 2002, Personal Interview).

In summary, there are multiple causes of unplanned turnover. Employers should work hard to provide adequate training, identify employee expectations, compensate them fairly, meet needs, and provide a work environment to lower

unwanted employee turnover. But why be concerned at all with unplanned turnover?

COST OF TURNOVER

"It costs us $4000.00 to get a new hire through training," says Robert Agnew, PCCC training manager (Agnew, 2002, Personal Interview). All new hires spend four weeks in training before they ever begin to contribute by answering customer inquiries. The cost of turnover makes establishing a policy to lower turnover a good business decision. Turnover is a particularly troubling problem with call center companies. Call centers average turnover rates are over 30% and some exceed 60% (Stuller, 1999, p. 26). These high turnover rates present cost saving opportunities to companies who are able to lower them.

The cost of having good employees leave is substantial and far-reaching. To calculate the true costs of turnover, consider loss to productivity, recruitment, training, and new hire costs (Bliss, 2001, p. 20). Now that the costs of turnover have been established, let us now consider practices and approaches used to curb the turnover problem.

Compensation is a turnover remedy that should be considered. Effective compensation and incentive plans are essential in call centers to insure that employees are satisfied and motivated to provide high quality services (Thaler-

Carter, 1999, p. 98). Employers should position themselves competitively in the market, which they operate to retain employees.

In addition to traditional forms of compensation, incentive plans are useful tools to motivate employees. Employees who earn less than $10.00 an hour are most in need of incentive plans (Thaler-Carter, 1999, p. 98). Incentive plans make compensation packages potentially more lucrative and therefore rewarding for top achieving employees. Many present day call centers offer performance-based incentives. For example, an employee might receive financial rewards based on meeting the call handling goals.

As a component of the compensation plans, many call centers offer shift differential pay to workers with less desirable shifts (Thaler-Carter, 1999, p. 99). Call centers that operate seven days a week, several hours a day, are faced with scheduling complications. Employees may feel slighted if they never get weekends and holidays off. As a result, the frustration may lead to unplanned turnover.

Incentives do not always have to be costly; there are low cost or no cost incentive options (Thaler-Carter, 1999, p. 99). A no cost incentive might be a simple recognition plan or anniversary and birthday certificates. Low cost options might be nominal presents and prizes like movie tickets. Incentives do not have

to be cost prohibitive. Creative incentive programs might include rewards other than cash payments.

Another remedy to turnover is job enrichment. Job enrichment is another thing managers can do to redesign the work to make it more meaningful to employees, build responsibility, and provide employees with knowledge of actual results of their work activities (Griffeth, 2001, p. 31). One example might be to allow phone representatives to respond to email customer challenges. Job enrichment can have a positive impact on turnover.

The performance measurements that are to be used by management are also important. In recognition of the impact the pressure of working fast has on turnover in call centers, the London based company ICL changed their approach. Under the new approach, call center staff is assessed by the number of calls they solve rather than the number of calls they take (Reed, 2001, p. 2). If speed or pace of call handling is too strongly emphasized, the employee may become stressed and the result could be higher turnover rates. Focusing on handle time alone can have negative impacts on call center operations. Revisiting call handle time issues can result in lowered levels of stress for workers and as a result positively impacting call turnover.

SUMMARY

In conclusion, the call center industry deals with a high turnover rate. Lowering turnover represents a cost saving opportunity. It is not a question of whether

turnover should or should not be addressed. It is more of a question of how. There are multiple approaches that have been used with varying levels of success. Every effort should be made to identify a turnover reduction plan that suits the business environment of the company.

In this chapter a review of current literature on the subject of unplanned turnover was conducted. The term turnover was defined; the costs of turnover, potential causes of turnover, and possible remedies were discussed. Chapter III will cover the Methods and Procedures used by the researcher to collect data for this study.

CHAPTER III

METHODS AND PROCEDURES

The purpose of this chapter was to determine the methods and procedures that were used to determine why unplanned turnover is an important issue, what are the causes of unplanned turnover, and what remedies should be used at the Panasonic Customer Call Center Company. To gain this information and insight, the exit interview data collected by the Center's Human Resource Department were reviewed and one-on-one interviews were conducted with the Center's managers. This chapter includes the population chosen for the study, the instrument design, the methods of data collection, the statistical analysis, and conclusions.

POPULATION

The population for this study was Customer Service Representatives of the Panasonic Customer Call Center of Chesapeake, Virginia. However, company policy prevented any direct surveying of the call center's staff including the managers. The researcher was allowed access to the exit interview data of the population (250 employees). Permission was also granted for a limited interview of volunteer managers about unplanned turnover in the Customer Service Representative I group. The manager interviews were conducted with the following four groups: operations manager, training manager, informational systems manager, and Human Resources manager.

INSTRUMENT DESIGN

The interview was based on four leading questions that were designed to gain information of the manager's attitudes and opinions about unplanned turnover. The participants were allowed to respond in short answer fashion. Question 1 was used to gauge the importance of the issue of unplanned turnover. Question 2 was used to identify the causes of unplanned turnover. Question 3 was used to identify remedies or solutions to excessive unplanned turnover. The open-ended questions gave the interviewee an opportunity to express their thoughts, ideas, and opinions about unplanned turnover at the Panasonic Customer Call Center Company.

METHODS OF DATA COLLECTION

After receiving permission to conduct the interviews with members of the management staff, an electronic mail message was sent to all of managers of the Panasonic Customer Call Center Company. Respondent volunteers were asked to schedule a convenient day and time to conduct the interview. The email advised the management staff that the topic of the interview was unplanned turnover. A copy of the email is provided the Appendix A.

The Human Resource Department supplied the exit interview data. All of the collected data were confidential and not shared.

STATISTICAL ANALYSIS

After all of the data were collected, the researcher compiled and tabulated the

data to determine the frequencies of responses and examined the data with

regard to the how unplanned turnover can be lowered in the Panasonic

Customer Call Center Company. Two sets of data were analyzed, the results

from the manager interviews and the exit interview summations. The tabulation

will be presented in later chapters of this research study.

SUMMARY

This chapter dealt with the methods and procedures used in the study to gather

and tabulate the data. Manager interviews and a thorough review of the exit

interview data from departing employees were the methods of data collection.

Chapter III included the population, instrument design, data collection, and

statistical analysis. The findings will be presented in Chapter IV.

CHAPTER IV

FINDINGS

The purpose of this chapter was to present the data collected in this study. The data represents the results of a seven manager interviews covering four questions. Additionally, the exit interview results of unplanned turnover for employees with less than six months on the job were analyzed. The data presented with accompanying tables represents the number of managers interviewed, questions asked, frequent responses, number of exit interviews reviewed, and summary of results.

REPORT OF THE FINDINGS

Table I indicates the number of interviews conducted and structure of the interview. A total of seven interviews were conducted. Each interview was structured around four questions. Each call center manager participated in the interview process.

TABLE I

INTERVIEW STATISTICS

Number of Managers in Call Center	7
Number of Managers Interviewed	7
Questions Asked	4
Response Rate	100%

Table II pertains to the questions used in the manager interview.

TABLE II

Number	Question	Response Rate
1	Why is turnover an important issue for the Call Center?	100%
2	What are the primary causes of the Call Center's unplanned turnover?	100%
3	What can be done to curb or lower our unplanned turnover?	100%
4	If you could implement only one of your suggested unplanned turnover remedies, which one would you choose?	100%

CALL CENTER MANAGEMENTS ATTITUDES/PERCEPTION TOWARDS TURNOVER

The results for Question 1, why is turnover an important issue for the Call Center, had 100% response. All managers identified the expense or cost of unplanned turnover as a primary reason the issue is important. Forty-three percent (three of seven manager) identified the negative impact unplanned turnover had on the ability of the organization to meet objectives. Thirteen percent, or one manager,

mentioned lower morale as a reason the issue of unplanned turnover is important.

CAUSES OF TURNOVER

The results for Question 2, what are the primary causes of the Call Center's unplanned turnover, were that 86% (six of seven managers) identified the difficulty or nature of the job as the primary cause of unplanned turnover. Fifty-seven percent (four of seven managers) mentioned the low pay structure as a potential cause of turnover. Forty-three percent (three of seven managers) identified poor communications and the lack of training as causes. Twenty-nine percent (two of seven managers) stated that unreasonable expectations and the lack employee development as causes of unplanned turnover

TURNOVER REMEDIES

The results for Question 3, what can be done to curb or lower our unplanned turnover, had fifty-seven percent of the respondents (four of seven managers) mentioning improved scheduling and increased compensation as potential remedies to unplanned turnover. Forty-three percent (three of seven managers) identified improved employee screening and skill mapping calls as solutions. Three responses, twenty-nine percent (two of seven managers), indicated additional training, improved morale, and improved communication was needed.

Thirteen percent (one of seven managers) responded that career development and employee empowerment were needed.

The results for Question 4, if you could implement only one of your suggested unplanned turnover remedies, which one would you choose. Forty-three percent (three of seven managers) identified improved scheduling as a potential way to reduce the level of unplanned turnover. Twenty-nine percent (two of seven managers) mentioned improved employee screening. Thirteen percent (one manager) responded that improved pay and employee empowerment as remedies. Table III summarizes the overall responses to the interviewer's questions by the managers.

TABLE III

MANAGEMENT INTERVIEW

Manager	Question 1	Question 2	Question 3	Question 4
Operations Manager	-Expense -Lower customer service	-Lack of concern for employees -Pay structure -Poor Training -Poor mgmt support -Lack of employee development	-Skill map -Improve pay -Improve scheduling -Better employee screening	-Improve pay -Improve mgmt
Operations Manager	-Expense	-Personal issues -Employee expectations -Poor communication -Morale	-Over staff to take people off the phones for training etc. -Manage morale better	-Overstaff to take people off the phone
Operations Manager	-Expense -Retain highly skilled workers -Impacts Morale	-Hiring the wrong people -Employees are overwhelmed -Pay structure -Poor Communication	-Better employee screening hire more technical people -Improve pay -Skill map -	Better employee screening hire more technical people
Operations Manager	-Expense -Loss of skilled workers	-Employee expectations -Job difficulty -Poor employee support	-Improve employee selection process -More training -Improve communication	-Improve employee selection process
Information Systems Manager	-Expense	-Poor treatment of employees -Job is difficult -Scheduling	-Improve Morale -Empower employees - Improve Communications	-Empower employees to do their jobs
Training Manager	-Unable meet objectives -Expense	-Scheduling -Lack of training -Lack of employee development -Pay Structure	-Improve scheduling -Career development -Skill map -Improve Pay	-Improve scheduling
Human Resource Manager	-Expense	-Scheduling -Training -Pay Structure -Communication -Job Structure	-Improve Scheduling -More training -Pay	Improve Scheduling

Table IV pertains to the results of the exit interviews. The data represent the results covering the January 2002 through June 2002 (six month) period. Excluded from the analysis were planned turnover results. Two categories represent 38% of analyzed results. Job abandonment (38%) is the reason assigned to former employees who do not return to work providing no reason for their departure. Personal reasons were identified as 38% on exit interview data. Thirteen percent are involuntary departures or terminations. Four percent of the respondents mentioned schooling, acceptance of other positions, and relocation for the reason of leaving the company.

EXIT INTERVIEW CAUSES OF TURNOVER

TABLE IV

EXIT INTERVIEW RESULTS

	Job Abandonment	Personal	Involuntary	School	Accepted Other Position	Relocation	Total
Jan 02	xx	xxxx	x				7
Feb 02	x		x			x	3
Mar 02	x	xx					3
Apr 02	xx	xxx					5
May 02	x				x		2
Jun 02	xx		x	x			4
Totals	9	9	3	1	1	1	24
Percentage	38%	38%	13%	4%	4%	4%	

SUMMARY

In this chapter the results of the research study were presented. The results of the manager interviews were detailed. These findings revealed that Call Center management sees unplanned turnover as an important issue. It is important in the opinion of the manager because of the cost associated with turnover. The managers provided multiple explanations of the causes and several potential remedies. The exit interviews provided additional data from departing employees about why they leave their jobs.

CHAPTER V

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

The purpose of this chapter was to summarize what has been accomplished in the other four chapters. Conclusions were derived to answer research goals established for this study. Recommendations were drawn on the finding.

SUMMARY

The problem of this study was to identify the causes of new hire turnover in the Panasonic Customer Call Center of Chesapeake, Virginia. To find the answer to this problem, research goals were established. They consisted of the following:

1. Identify the causes of employee turnover.
2. Determine call center management's attitudes/perceptions towards turnover.
3. Develop an action plan to lower turnover rates.

A review of the literature pertaining to turnover indicated that unplanned turnover is a major problem for corporations. The literature review defined causes that are shared at the Call Center. These included: pay, promotion, work environment, job related factors, and personal factors.

Interviews were used to gauge management attitudes/perceptions towards turnover. Exit interview data were also reviewed to aid in the establishment of a turnover action plan. There were several research limitations placed on the researcher that had to be navigated. The Call Center prohibited surveys under any circumstances. Data collection was limited to fifteen-minute interviews with managers and limited access to exit interview reports.

CONCLUSIONS

The following conclusions are made based on the data collected through this study:

1. Identify the causes of employee turnover.

According to the data, the primary causes of unplanned turnover at the Panasonic Customer Call Center are the nature of the Customer Service Representative position. These include low compensation rate, poor communications, lack of adequate training, failure to meet employee expectations, and the lack of employee development programs. In the opinion of the management staff, the nature of the job itself was most cited. CSRs are expected to support over 2000 products, handle irate customer concerns, manage demanding rotating schedules, work holidays, and more. The primary cause cited in the exit interview data revealed personal issues as the causes for leaving, which also supports manager's conclusions.

2. Determine call center management's attitudes/perceptions towards turnover.

The data from the manager interviews revealed that unplanned turnover is an important issue. The managers recognize the cost associated with turnover as a strong reason why excessive unplanned turnover should be reduced. The managers offered several unplanned turnover reduction remedies, which included skill mapping, improve pay, improve scheduling, better employee screening, improve morale, improve communication, more training, and career development.

3. Develop an action plan to lower turnover rates.

The interview data reveals the Call Center's management staff were interested in employing several unplanned turnover reduction remedies. Addressing CSR scheduling issues was the remedy most cited (43%). Developing a more flexible system that allows operations more time for training, allows for school scheduling, and address childcare issues was discussed. The second most frequently suggested reduction plan was to improve employee screening. Managers would also like to hire CSRs with more technical expertise. The managers also suggested increased pay and more employee empowerment.

RECOMMENDATIONS

Based on the findings and conclusions, the researcher recommends the following:

1. Revising the Call Center's staffing forecasting/justification. Many of the causes of unplanned turnover are related directly or indirectly with the staffing/scheduling problems the center faces. If there were adequate staff scheduled, the following benefits would result: needed training can be conducted, individual work-loads could be reduced, more time off could be granted, and morale would be improved. The Call Center's management staff should ask the Corporation to take a realistic review of the cost of unplanned turnover versus the potential improvements with staffing adjustments. The lack of staff handicapped the Call Center's management staff from meeting the operating objectives established by corporate management.

2. A second recommendation is the completion of a compensation review of the local area. Based on the results, the market competitiveness of the Call Center's compensation package can be established and improved.

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APPENDICES

APPENDIX A

SAMPLE OF MANAGER INTERVIEW

QUESTIONAIRE

Manager Interviews

Interviewee: Manager 1
Date : June 10, 2002

1.Why is turnover an important issue for the Call Center?
Cost factor – when we lose a tenured person we never recoup the cost of hiring and training – we lose a tenured person and don't get those knowledge and skills back with a new person.
2. What are the primary causes of the Call Center's unplanned turnover?
Employees don't know what to expect when they are hired here. – This job is very difficult – very structured and technical in nature – they can't handle it – we fall short of giving the agents what they need to succeed
3. What can be done to curb or lower our unplanned turnover?
Start with who we hire – change the way we represent our company in our ads. – Create mandatory numbers of hours per month – listen better to the needs of our employees – improve communications
4. If you could implement only one of your suggested unplanned turnover remedies, which one would you choose?
Hire people who can do this job!

APPENDIX B

SAMPLE OF RESEARCH PERMISSION EMAIL

From:	Esada, Debbie
Sent:	Wednesday, April 24, 2002 1:40 PM
To:	Jones, Donne
Subject:	RE: Human Services Review

Yes & Good Luck!

-----Original Message-----
From: Jones, Donne
Sent: Wednesday, April 24, 2002 1:32 PM
To: Esada, Debbie
Subject: Human Services Review

Debbie,

As a part of the completion of my graduate studies research, I have to submit a human services review application. This application requires formal proof of acceptance of the research methods (permission). I would like to include a copy of this email in the application. Please review the methods and respond. Thank you much.

Donne W Jones

-----Original Message-----
From: Jones, Donne
Sent: Thursday, April 04, 2002 11:00 AM
To: Esada, Debbie
Subject: RE:

Hello Debbie,

One year back would be wonderful.

-----Original Message-----
From: Esada, Debbie
Sent: Monday, April 01, 2002 10:37 AM
To: Jones, Donne
Subject: RE:

Donne, for your 1st bullet, is going back 1 year sufficient or do you need more?

-----Original Message-----
From: Jones, Donne
Sent: Monday, April 01, 2002 10:34 AM
To: Esada, Debbie
Subject:

Hello Debbie,

Thank you for the assistance. I would find the following types of data helpful:

*   Exit interview data on why employees leave (Agents with less than 6 months tenure and/or general agent population).
*   Comfortable levels of turnover for PCCCC population (target number)?
*   Any other statistical profile or analysis of agent turnover (avg. agent tenure, most vulnerable tenure stage, etc.)

.   Debbie I am aware that surveys of the agent population are not possible, however would it be possible for me to conduct one-on-one limited interviews with a few select managers? The goal being to capture data on why turnover is an important issue, how they propose dealing with it, the causes, remedies, etc? Thanks again for you help.

Regards,

1

APPENDIX C

SAMPLE OF EXIT INTERVIEW DATA

January FY 2002 Hiring Plan PCCCC

Employee Turnover Month of January 2002

Employee	Position	Date of Hire	Date of Termination	Reason
1	CSR I PT	12/03/01	12/03/01	Job Abandonment
2	CSR I FT	01/14/01	01/06/02	Personal
3	CSR I FT	12/03/01	01/06/02	Personal
4	CSR I FT	07/09/01	01/08/02	Involuntary
5	CSR I FT	11/12/01	01/11/02	Job Abandonment
6	CSR I PT	04/13/00	01/11/02	School
7	CSR I FT	12/03/02	01/20/02	Personal
8	CSR I FT	12/03/02	01/26/02	Personal

Jones, Donne W.

IDENTIFYING THE CAUSES OF NEW
HIRE TURNOVER AT THE PANASONIC
CUSTOMER CALL CENTER