

Guidelines for Selecting Agencies Responsible for Managing Contact Centre Staff

CCA Standard© User Groups

Since the launch of the CCA Standard© in 2001, over 100 contact centres have successfully achieved CCA accreditation. At the end of 2004, it was agreed that the knowledge and experience garnered by these accredited organisations would benefit being shared by the group and within the broader circles of CCA members. CCA has established several working groups to examine specific topics known to be of importance within contact centres, to learn how to overcome problems, and to establish how best practice can be implemented in line with the ethos of the CCA Standard© of continual improvement.

Based on discussions held by the [Recruitment, Induction & Retention User Group](#) (click on link for more info), this white paper outlines the group's conclusions relating to the selection of agencies responsible for managing contact centre staff.

CCA would like to thank the following individuals and their organisations for their input to discussions on this topic. As organisations that have demonstrated best practice in their own contact centres, their contribution to the development of these specific guidelines is greatly valued.

- Fran Beale – Telereal
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- Siobhan Higgins – LS Trillium
- Debbie Maciver – Lloyds TSB
- Carol Toner – Lloyds TSB

Introduction

Where the services of recruitment agencies are enlisted by contact centre employers, it is essential that both organisations work closely together to develop a common understanding of the key requirements, in order to ensure the best outcomes. The following guidelines are designed to guide agencies that have responsibility for recruiting and managing temporary contact centre staff.

Best Practice Guidelines

Finding an Agency

- Use **market information** to find good agency operators.
- Produce a detailed **requirements** document, which includes:
 - Job roles and specifications
 - Frequency of review
 - Terms of the contract
 - Length of service
 - Desired state
 - End to end process
 - Payment terms and processes
 - Previous experience in the sector
 - Other clients
 - Service level agreements
 - Measures
 - Fulfilment
 - Length of service
 - Response times
- There should be the opportunity to have independent **client visits**.

Managing Temporary Staff

- The agency must implement the same **terms and conditions** that apply to permanent staff in the centre. Temporary staff must be clear on these from the moment they start.
- Temporary staff should be employed with a **probationary period**. A review should be conducted during this period to ensure that performance is acceptable and any issues raised prior to the end of the probationary period.
- Agency staff should be employed to the same **skills standard** as permanent staff. Management would be expected to have excellent management skills when responsible for managing temporary staff.
- All temporary staff should have a **review process** before being appointed to a permanent position. This should not be an automatic process.
- **Attendance** should be tracked and managed for temporary staff as it would be for permanent staff and actioned appropriately.
- The same **absence management** process should be applied to temporary staff as for permanent staff. The agency will be responsible for managing this.
- **Performance management** should be managed by the organisation and be in line with permanent standards.
- Appointment from temporary to permanent should be **recognized and celebrated** as an achievement.
- The organisation should encourage the agency to **recognise excellence** through an awards or other programme.

Further Information

For further information on this topic, or for more details regarding the CCA Standard[®] User Groups, please contact Judy Smyth, CCA Best Practice Specialist, at judy.smyth@cca.org.uk