NICE
QATC Nashville 2019

Sheri Greenhaus spent a few moments during QATC in Nashville discussing quality processes with Kim Steele, Sr. Business Consultant, Lauren Maschio, Sr. Product Marketing Manager, and Amir Cohen, Product Manager from NICE Systems. Below are excerpts from their conversation.

What quality process trends are you seeing?

The most prevalent trend we're seeing is companies looking for unique ways to evaluate digital interactions. Companies are wanting to evaluate the entire conversation which may entail several interactions that go back and forth between an agent and customers versus a specific interaction segment. It is a top-down view instead of a look at the most granular level. This type of quality analysis has been gaining more interest over the past few months.

Is looking at the whole interaction a difficult task or is it relatively easy?

I think today it's more difficult than it should be because from a vendor perspective we've been focused on the interaction and the agent. Now we want to take that up a level and look at the entire process. It's similar to evaluating the customer journey but this journey is an internal process. The customer might not even realize they've been chatting with multiple agents.

I've always thought it was one agent to a chat. Can there be multiple agents on one chat?

Yes, it's getting there. Some customers are only using digital channels, like Facebook messenger or WhatsApp. The question today is "How are they going to do quality analysis for newly introduced digital channels"? One of the key problems is being able to provide a platform that will give the same experience throughout all the channels.

In some instances, the agent can wait before answering a customer and during this time receive live coaching from their manager. The manager can also comment to the customer if needed.

Another interesting point to explore is how the firm will build a quality plan since there isn't a clear beginning and end to the interaction. Agents are working now in dynamic environments, taking care of many cases at one time. Companies will need to think about how their quality program will address this and how will agents be scored.

How do you score if multiple agents are chatting with one customer? How is scoring made fair and adequate?

What we need to look at is "how is it ending? Did the customer receive what they needed"? The journey is less important as long as the customer got what they needed and they are satisfied with the results.

How do you provide training for agents when they're not receiving individual evaluation forms?

Since we're looking at the whole interaction this will also make the coaching process look different in the future. For example, we will need to use a time block to capture everything the agent did during that window. Did they follow the process? The manager is able to live monitor the agent's interactions and be available to help in real time.

AI can also be used to provide coaching in real time. We believe it'll have immediate impact.

We're talking about a radical change in the quality process. How do you get the agent to buy into this process?

We've been advocating that contact centers should be moving away from agent level evaluations and transition to metric driven evaluations. It's an easier way to show that your department is achieving its goals.

As we wrap up are there any words of wisdom or final thoughts for redoing quality?

There are three important items to keep in mind for your quality process:

1. be open to change
2. keep agents engaged – make agents stakeholders in the quality process by asking for their input and providing coaching and feedback
3. make sure your quality program aligns with company objectives – you won't receive senior level buy in if unless you can prove value in your program

Remember that quality processes are for the agents. Happier agents can result in happier customers.