



## Case Study

# Home Improvement Call Center Call center leader utilizes online learning to meet unique training challenges

### Profile

Warehouse-style home improvement store call center supports stores in the US, Canada and Mexico. The call center processes installations for customers and also provides support and drives sales for the stores.

### Challenge

Turn over is traditionally high in the call center environment, so investing in training managers and leaders is a differentiator. Training needs to be comprehensive, yet flexible enough to be taken as time allows.

### Solution

The call center management decided to license the Business Skills Courseware Collection. SkillPort® tracks completion rates and scores, to ensure measurable results.

### Results

A score of 80 percent or better is required for all courses. The team recorded 1,000 passing score course completions within the past year for 175 learners. Additionally, managers have consistently exceeded the 67 percent course completion rate standard.

With over 2,000 warehouse-style stores in the United States, Canada and Mexico, this call center supports the company's full enterprise. The major warehouse style home improvement store call center is charged with providing support, additional sales and customer service to customers that purchase an installed service, a mission critical component of the organization.

The contact center processes installations for customers including flooring, décor, millwork, kitchens, baths, windows, generators, garage doors and water heater systems. It also ensures that work is completed accurately and on time. The call center provides customer support and works to drive sales so the stores are free to focus on customers.

### Training challenge

"Call center training presents many unique training challenges with strict scheduling requirements," said the learning manager for the customer call center.

The company believes strongly in investing in its people, while the call center industry deals with high turn over rates. Additionally, sending people to onsite training is expensive and one week of onsite training does not meet the need. "People need reinforcement," the manager commented.

The call center needs a way to train managers and team leaders in a cost effective way

that ensures consistency of training within a budget. "You can spend a lot of money fast, sending people offsite for training—the travel, the time away from work," he said. The call center partners with SkillSoft to find solutions to meet its needs.

### Work force training solution

The call center licenses the Business Skills Courseware Collection to provide training to 175 call center managers and team leaders. Using SkillSoft's SkillPort learning management system to track completions and progress, the small training department saw immediate excitement about the online learning program.

"We had a kick off," the manager explained. "We sat down with each team and walked them through the tool. We showed them SkillPort; showed them features and tools like SkillBriefs, job aids and mentoring. When we told them they could use this at home and at work, they were excited about it."

However, as with any learning solution, it was not enough to simply make the learning available. "Right after the launch, we had a good success rate," he commented. "After three or four months, it fell off."

So, the manager and his team created an immersion event designed as a prerequisite to the assigned courses. "We're prescribing learning," he said.

# Excellent Recruiting Tool

The team created a document with recommended courses and time frames for completion. While some of these courses are instructor led, many are Web-based and enable employees to fit leaning into their schedules.

The prescribed learning is divided into time frames, with direction on completion requirements and learning activities. Certain learning activities are required within 30 days of employment, others within the first year, while additional courses are available to provide continuous learning through the leader's employment at the call center.

## Measuring results

The team measures the results of the training program to monitor its success. The two criteria are course completions and course score. A score of 80 percent or better is required for all courses and his team has recorded 1,000 passing score course completions within the past year for 175 learners. Additionally, his managers have consistently exceeded the 67 percent course completion rate standard.

## A true differentiator

This call center learning manager believes that providing a consistent training program to all managers is a differentiator when trying to recruit new employees. "When the training question comes up, it's a differentiator for hiring."

He went on to point out that a call center is in a high turn over industry and the call center wants to retain its talent. "You look at people in front line jobs and they're hungry to develop themselves. When you're looking at developing leaders from within, this is motivating. Some have used this toward college credit. They feel like it's an asset."



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LEARNING MANAGER  
Home Improvement Call Center

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