AAA UNIVERSITY MEMBERSHIP NEW HIRE PERFORMANCE BASED TRAINING PROGRAM

Summary

In anticipation to an employment ramp up at several new call center locations, a demand for a more efficient new hire training program was requested by the business. The impetus was to shorten the time spent in the class room, deliver more proficient new hires, and move from a 90% ILT format to at 80% e-learning 20% facilitated format.

This is intended to be the introductory training program that all new call center employees will undergo. Upon successful completion of this 2 week program the new hire will be delivered to the business. Based upon the performance metrics tracked throughout the program the business will then be able to decide if they would like to continue with this employee or remediate them through portions of the program where their performance did not meet base standards.

Target population

The program is for call center new hires. The purpose is that this training is the introductory training for all new hires to the call centers. The CSAA call centers employ approximately 6,000+ individuals spread out over 7 call center locations across the western region.

There are many products that are offered by AAA, membership in the Auto Club is required for all other products. Therefore upon successful completion of this performance based program the business has the appropriate metrics to determine if this new hire will perform up to Quality Assurance minimum standards requirements by the time they are released to the floor.

Duration of the project

The project will last approximately 6 months, from inception to implementation.

Programs used for Development

Because program is lab based, the development tools were primarily the MS XP(2002) for the storyboards, and the Macromedia 8 Studio software suite. The LMS/LCMS used for the deployment was Saba.

The assessments and summative evaluations were tracked through a combination of Adobe Captivate 2, Saba and paper reports. All of the results were quickly transported to HR, workforce management and QA via reporting Saba, on a daily, and weekly basis.

Deployment Methodology

The program is a performance based program. Therefore the methodology behind the development is entirely situational. We replicated actual calls of members with a new representative. The e-learning guided the new hire through the scenario by leading them piecemeal from exemplary customer service on the phone to systems entry and lastly testing their retention of the examples by using simulations and knowledge assessments of both the procedures and the processes.

In addition to fortify the e-learning we reconfigured the format from an 90% ILT program to an 80/20 e-learning and Facilitated blended program. Instead of having the trainer stand at the front of the classroom and talk at the new hires, we changed their roles to first-line supervisors and coaches, asking them to track and report on the daily progress of each new hire in the classroom. The facilitators were also asked to provide 1:1 coaching and group instruction when needed as determined by them during the course.