

WORKFORCE DEVELOPMENT SURVEY RESULTS

Manitoba Customer Contact Association - more than 20 years of evaluating trends, determining a path to success.



Workforce
Development
Survey
RESULTS



Manitoba Customer Contact Association (MCCA) undertook a province-wide study to update the Customer Contact Industry Profile.

The main objectives of this research were to:

- Update key labor force measures on employment, wages and turnover
- Update employer-based data on workforce skills required and recruitment challenges
- Benchmark data on contact centre labor force compensation

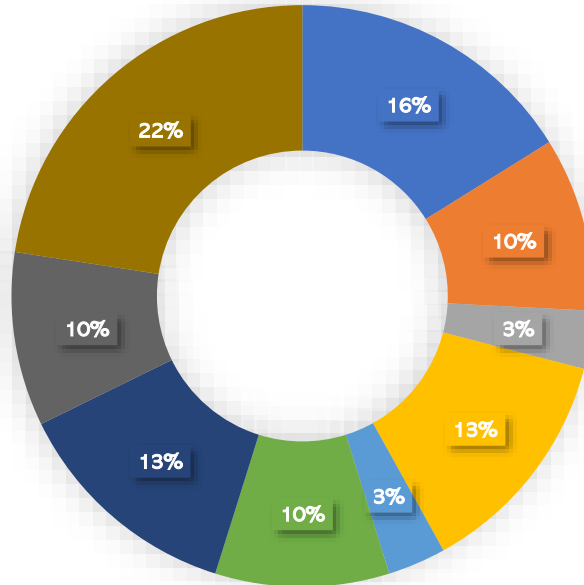
Questions were distributed via survey monkey February/March of 2020. Analysis of data and final report completed by MCCA team.



Profile

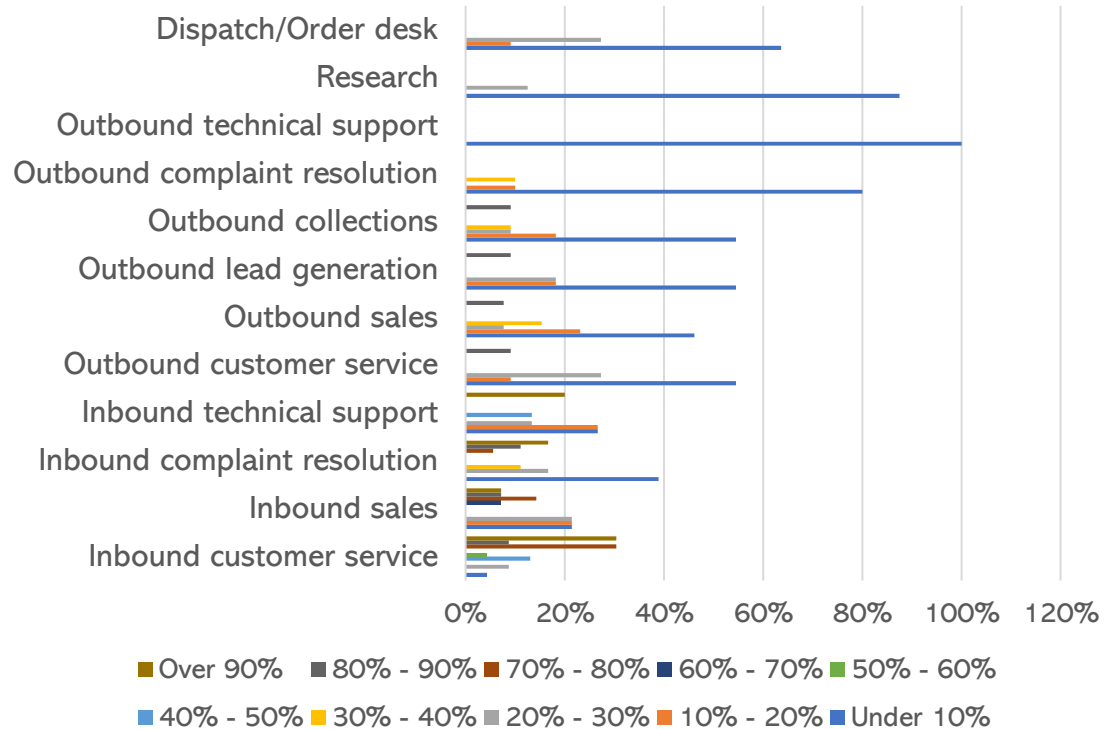
Workforce Development Report

What type of business best describes the service your company provides?

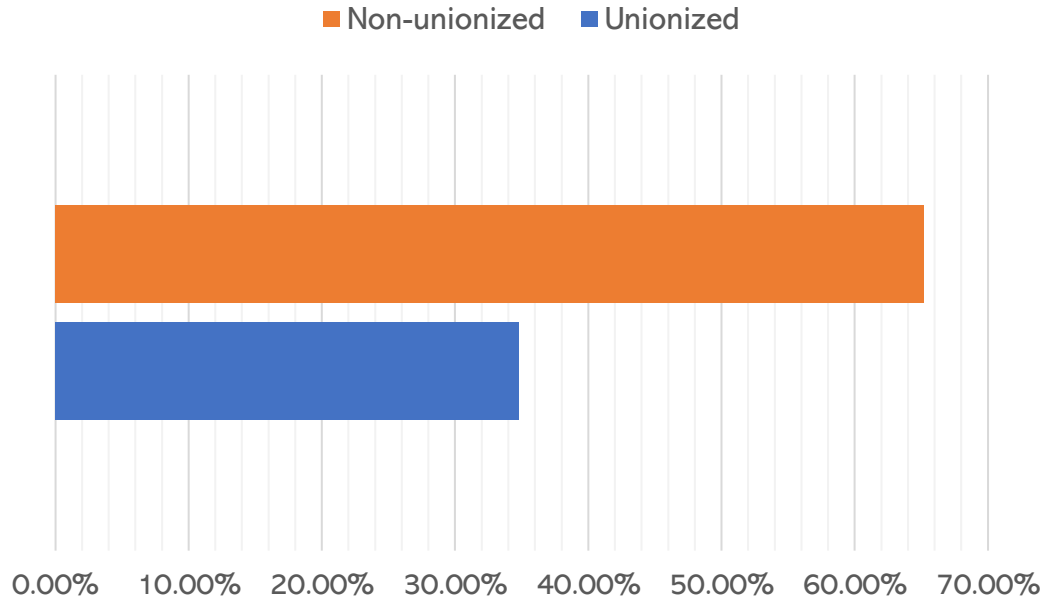


- Service industries (including: hospitality, retail, auto repairs, couriers/delivery services, etc.)
- Health Care and Life Sciences
- Utilities (including: electric, gas, water and waste, recycling, etc.)
- Outsourcing
- Transportation (including: trains, planes, car rentals, buses, coaches, taxis)
- Finance (including: banks, credit unions, payday loans, student loans)
- Telecommunication, Technology & Media
- Insurance (including: automotive, life, house/apartment, commercial, etc)
- Government

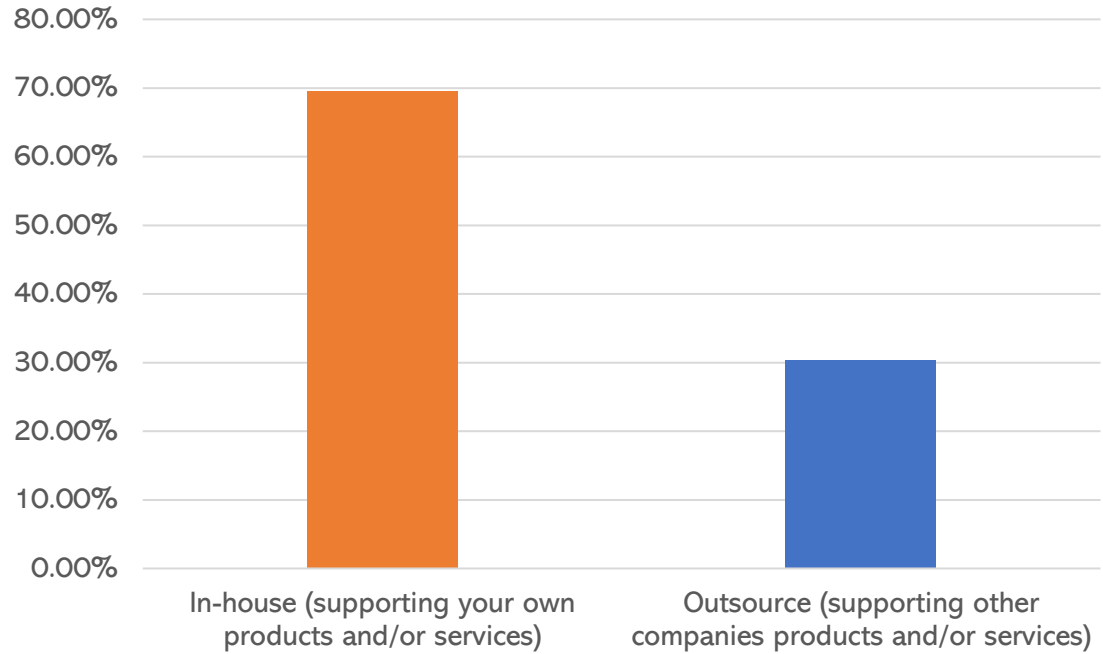
What is the primary function of your Centre?



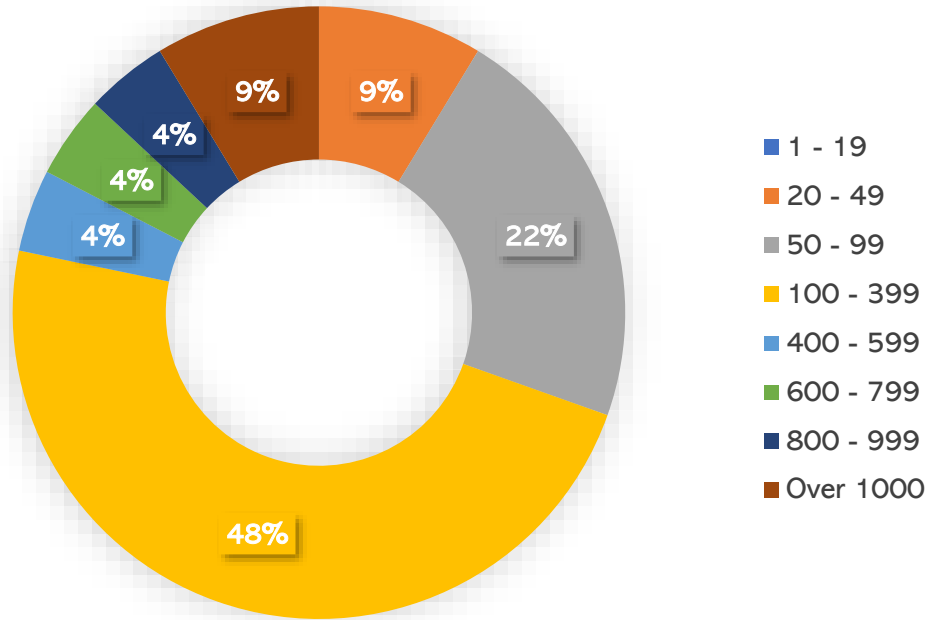
Is your company
Unionized or
Non-unionized?



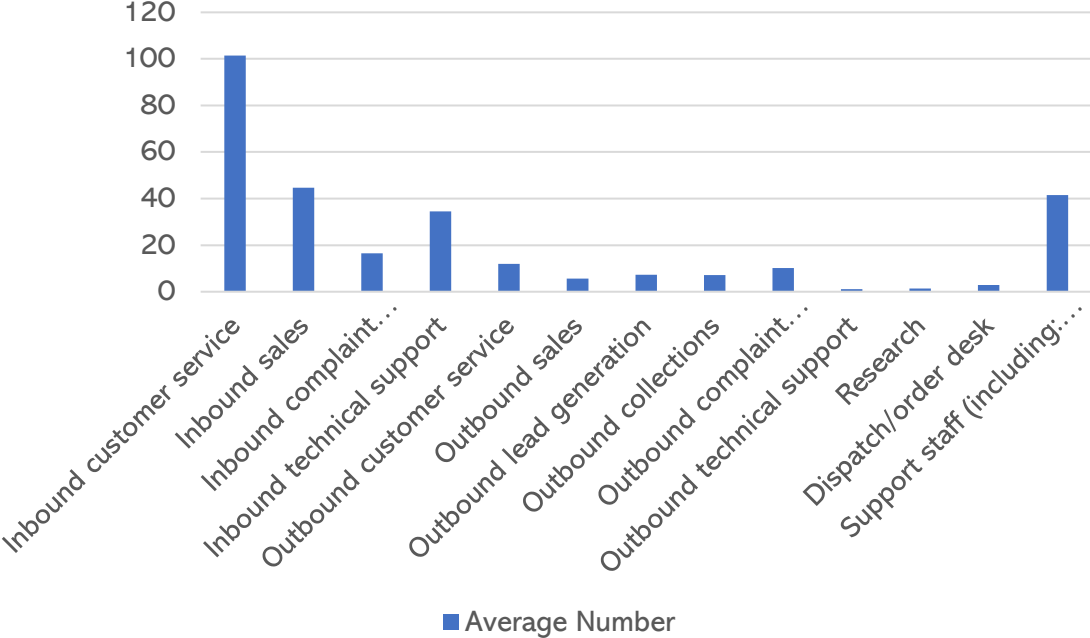
How would you best describe your operation?



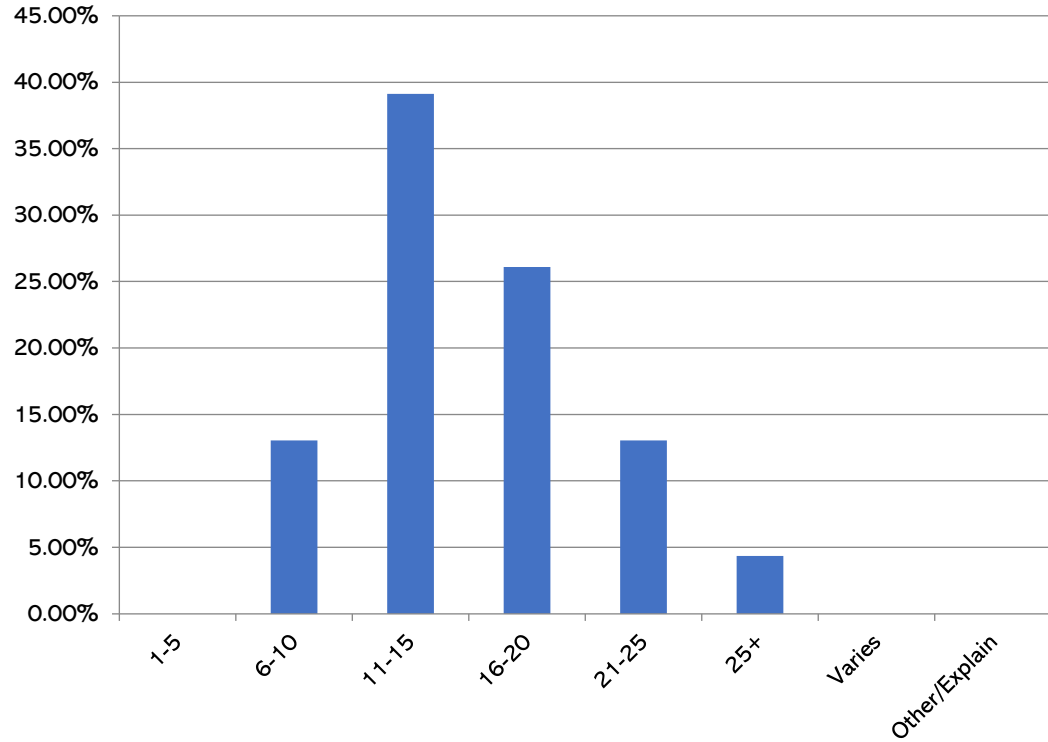
How many full time equivalent (FTE) employees are employed in your Manitoba based operations?



How many FTE employees are there in each of the following areas?



On average, how many front-line employees are your team leaders, managers, supervisors responsible for?



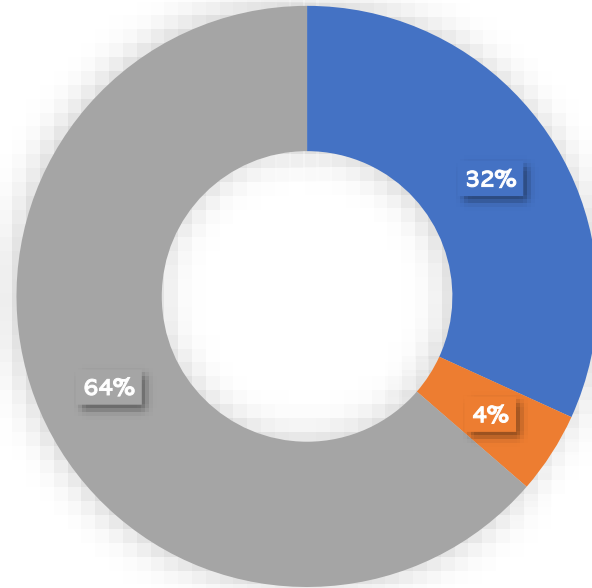
Do you have plans to further automate your systems/services or update your current technology in the next 12 months?



44% of respondents indicated “yes”

Comments included – further automation of current services, introduction of chat platforms, AI programming, VOIP

Modes of communication serviced by your Centre?



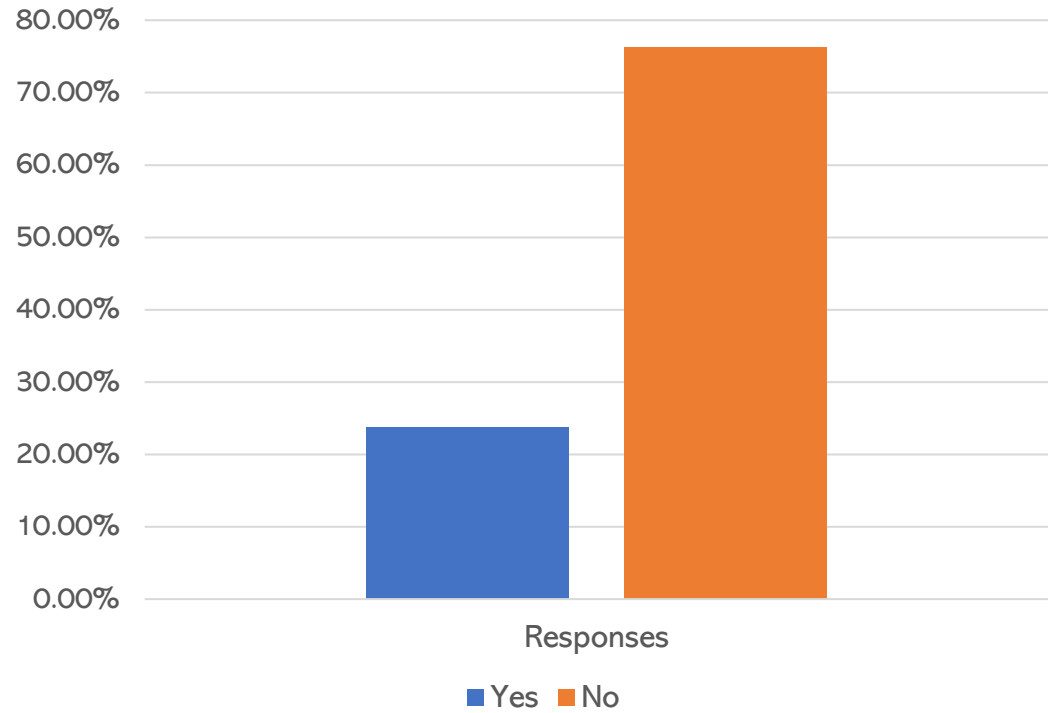
■ Chat

■ Social media (i.e. Twitter, Facebook, Instagram)

■ Other (please specify)

- Other responses include: phone, email, and text

If your Centre handles chat, do you currently use chatbots?

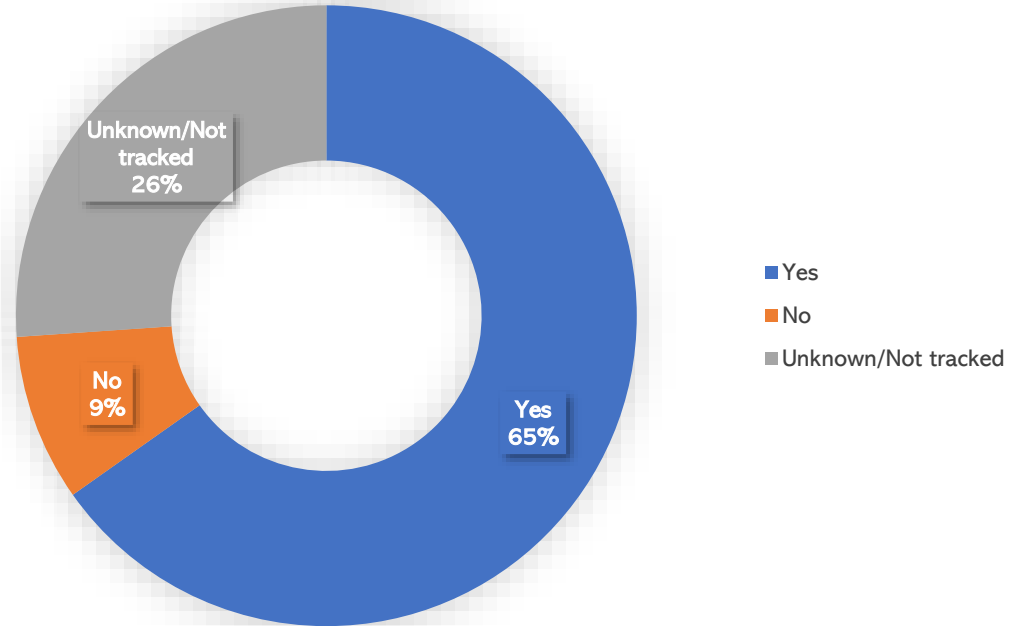




Demographics

Workforce Development Report

Do you have a method which allows you to obtain and track Employment Equity Status of staff?



What
percentage of
your front-line
staff meets
employment
equity
guidelines?



Women – 86%

Indigenous Peoples – 71%

Persons with Disabilities (visible and/or invisible) – 64%

Members of Visible Minorities – 57%

What
percentage of
your Leadership
team meets
employment
equity
guidelines?



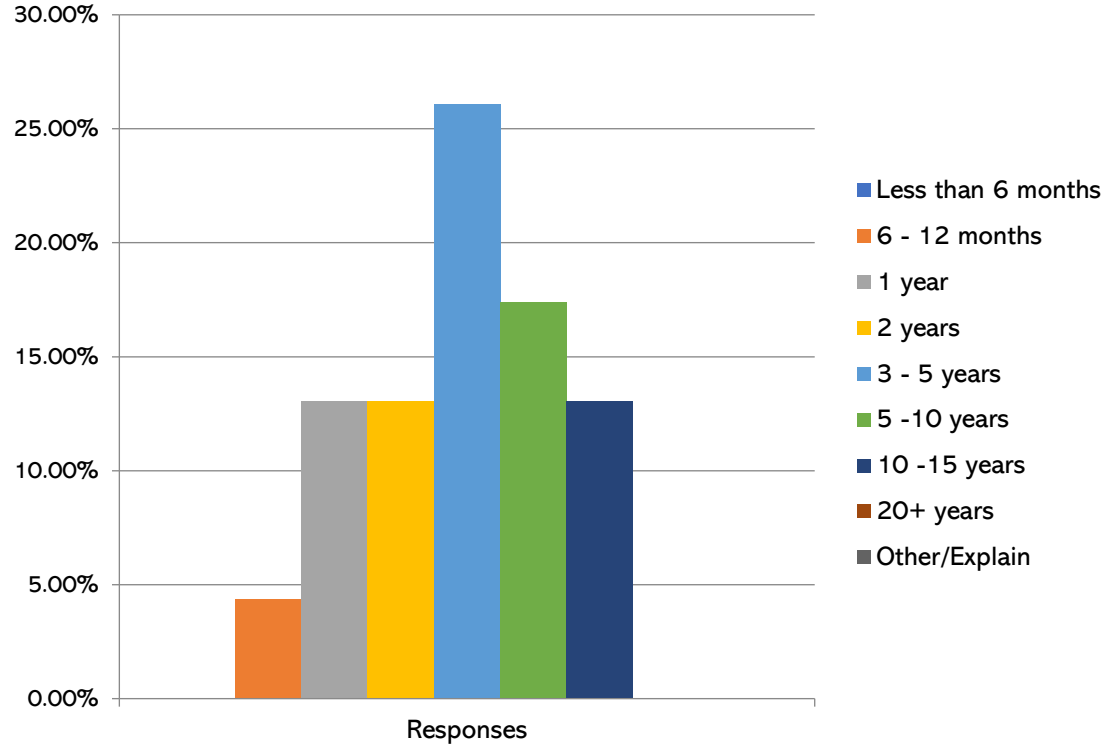
Women – 93%

Indigenous Peoples – 65%

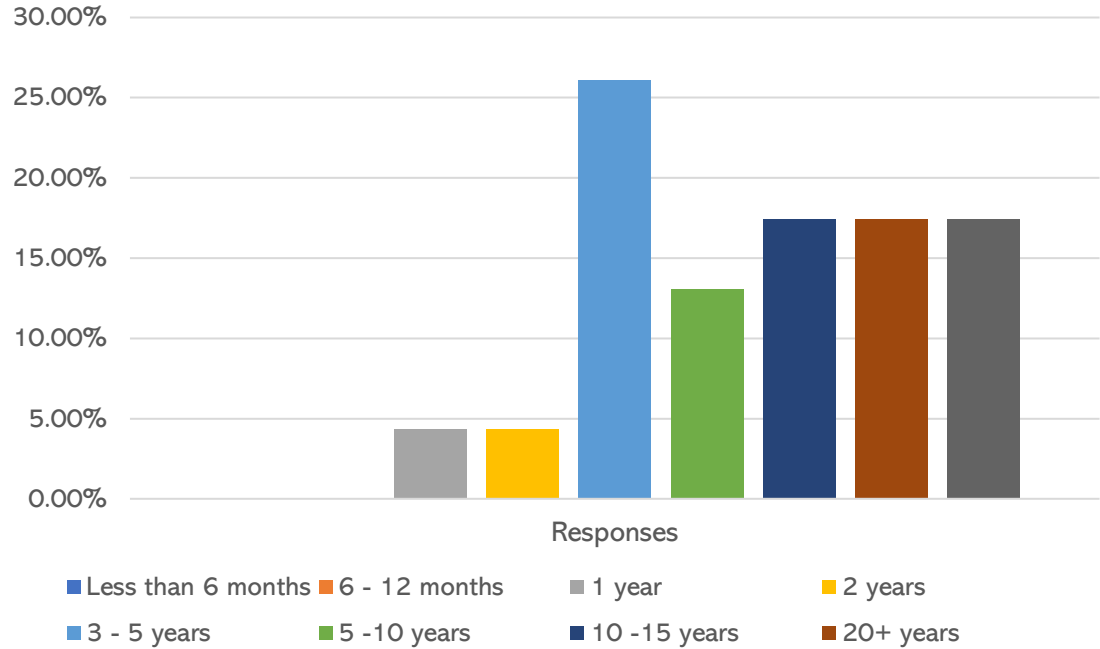
Persons with Disabilities (visible and/or invisible) – 57%

Members of Visible Minorities – 64%

What is the average years of service for front-line staff?



What is the average years of service for Leadership staff?





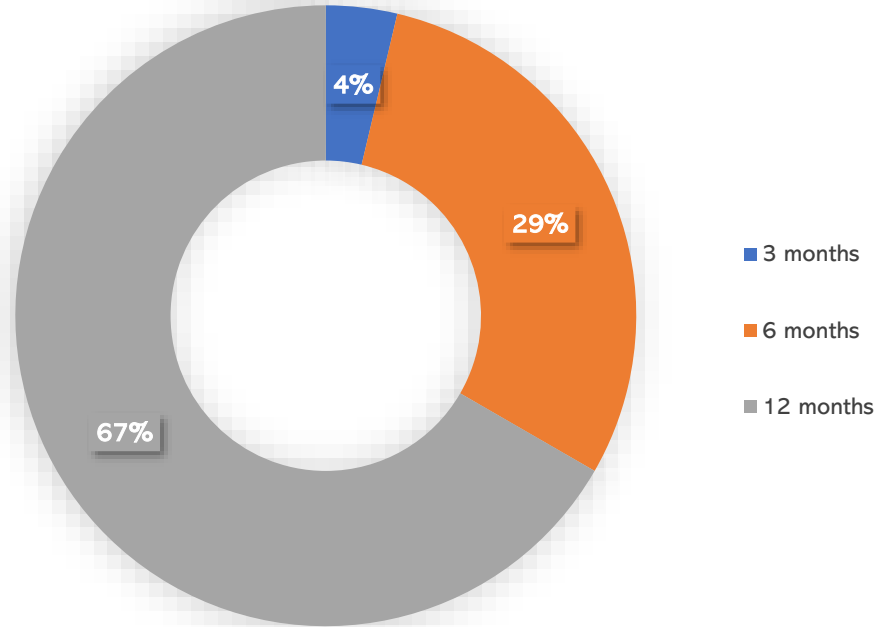
Staffing

Workforce Development Report

Indicate the hourly wage for the following positions.

| | | | | |
|----------------------|---------------------------------------|--|--|---|
| Position | Front-line agents (on site) | Front-line agents (remote/at-home) | Technical support (on site) | Technical support (remote/at-home) |
| starting wage | 11.65 | 11.65 | 11.65 | 11.65 |
| top wage | 36.00 | 25.00 | 33.25 | 30.00 |
| Position | Workforce management (on site) | Workforce management (remote/at-home) | Quality Assurance (on site) | Quality Assurance (remote/at-home) |
| starting wage | 14.70 | 14.70 | 15.00 | 15.00 |
| top wage | 46.65 | 30.00 | 51.29 | 18.00 |
| Position | Trainers (on site) | Trainers (remote/at-home) | Supervisors/team lead (on site) | Supervisors/team lead (remote/at-home) |
| starting wage | 15.00 | 15.00 | 16.00 | 16.00 |
| top wage | 43.13 | 30.00 | 44.86 | 30.00 |
| Position | Managers (on site) | Managers (remote/at-home) | Admin support/clerk (on site) | Admin support/clerk (remote/at-home) |
| starting wage | 25.00 | 25.00 | 15.00 | 15.00 |
| top wage | 73.69 | 40.00 | 36.36 | 25.00 |

At what point is there a wage increase?



What languages
does your
Centre support?



English – 100%
French – 55%
Spanish – 43%
German – 17%
Others – 14%

(Others category includes: Mandarin, Tagalog, Chinese, Vietnamese, Polish, Russian, Pidgin English, Swahili, Malay, Bengali, Farsi, Punjabi)

Do you provide
wage premiums
for languages
supported by
your Centre?



- English - no premium
- French - maximum premium of \$5.00 per hour
- Spanish - maximum premium of \$2.50 per hour
- German - maximum premium of \$1.50 per hour
- Others - maximum premium of \$1.25 per hour

(Others category includes: Mandarin, Tagalog, Chinese, Vietnamese, Polish, Russian, Pidgin English, Swahili, Malay, Bengali, Farsi, Punjabi)

Do you pay an evening, overnight and/or weekend shift premium?

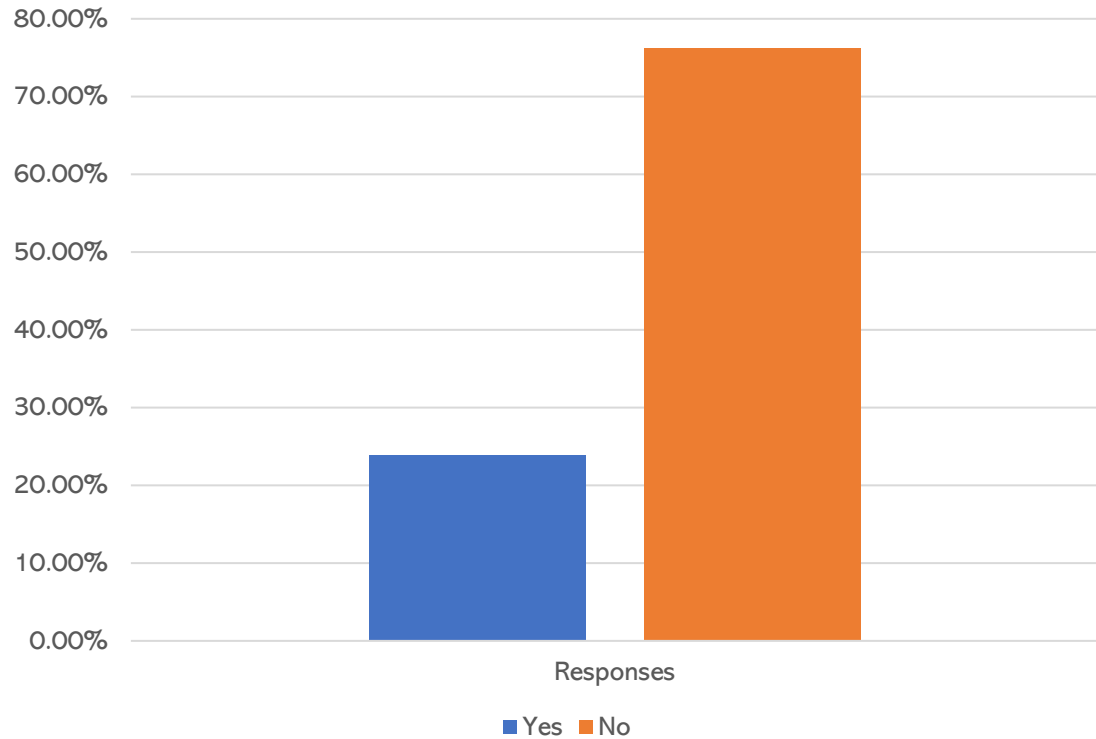


Evening - 56% reported yes, premium ranges from .50 cents to \$10 per hour, most common - \$1 per hour

Overnight - 52% reported yes, premium ranges from .75 cents to \$3 per hour, most common - \$1 per hour

Weekend - 43% reported yes, premium ranges from \$1 to \$2 per hour, most common - \$1 per hour

Does your business have a dedicated customer experience team?



What is your percentage of employees communicating via traditional voice vs. digital platforms?



Traditional Voice Platforms: 70%
Digital Platforms: 30%

* This percentage ratio is an average of all responses.



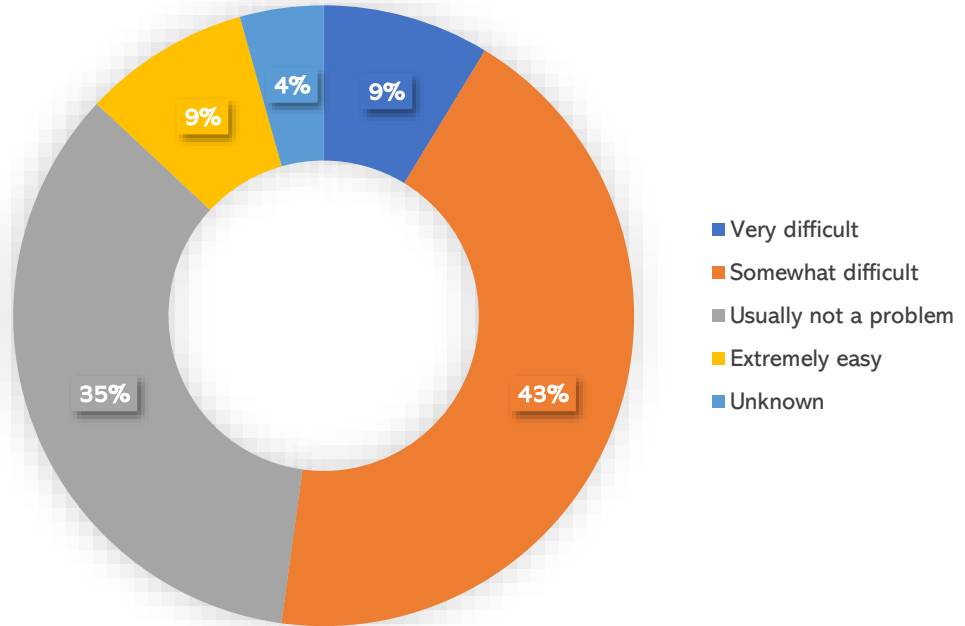
Recruitment

Workforce Development Report

What is your percentage of turnover in the past year?

| | | | |
|---|--|--|--|
| Front-line agents (on site) | Front-line agents (remote/at-home) | Technical support (on site) | Technical support (remote/at-home) |
| 45.0% | 27.5% | 26.5% | 26.5% |
| Workforce management (on site) | Workforce management (remote/at-home) | Quality assurance (on site) | Quality assurance (remote/at-home) |
| 22.5% | 22.5% | 17.6% | 0% |
| Trainers (on site) | Trainers (remote/at-home) | Supervisors/team lead (on site) | Supervisors/team lead (remote/at- home) |
| 7.5% | 0% | 28.0% | 20.0% |
| Managers (on site) | Managers (remote/at-home) | Admin support/clerk (on site) | Admin support/clerk (remote/at-home) |
| 5.0% | 2.0% | 10.0% | 0% |

In the past 2 years, what level of difficulty have you experienced recruiting front-line staff?



What
percentage of
your hiring is
done internally
vs. externally?



Internal Hiring: 39%
External Hiring: 61%

* This percentage ratio is an average of all responses.

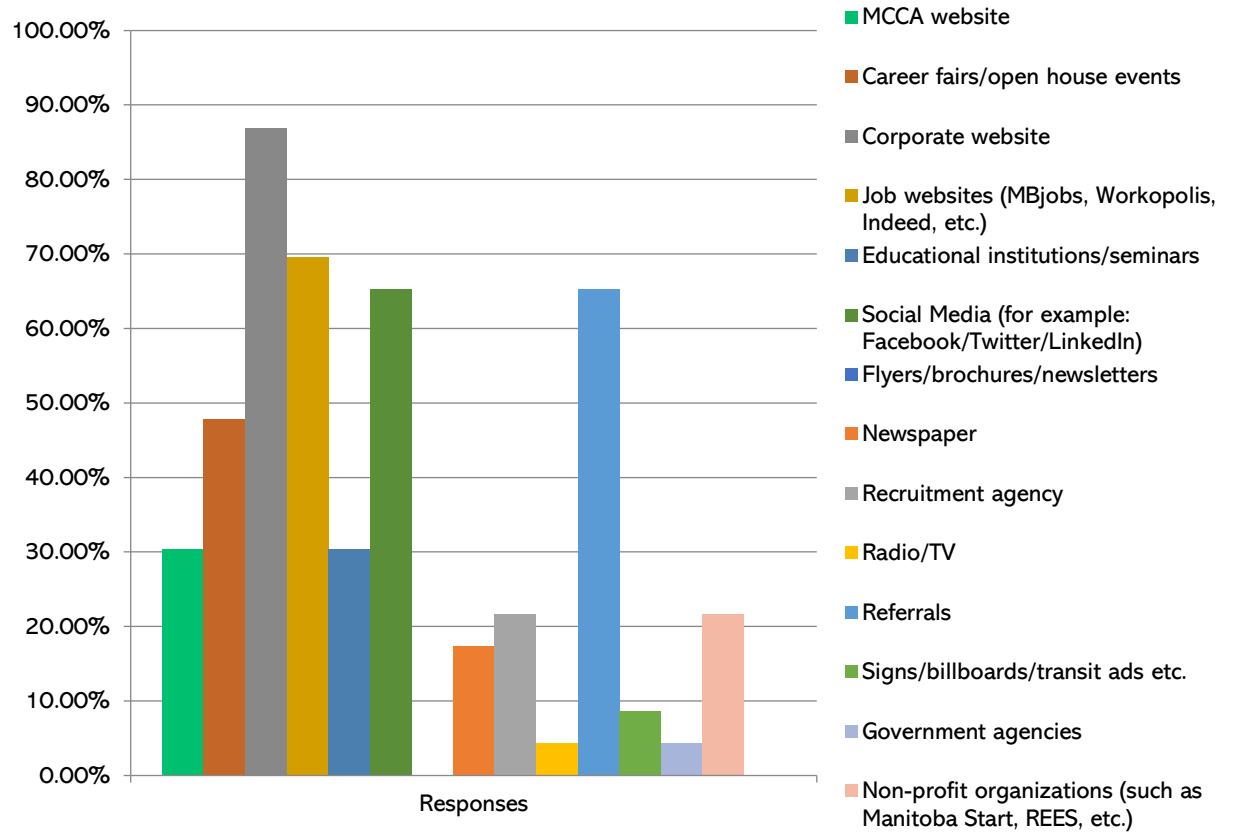
In the next 2 years, what are your plans for growth or downsizing?



| | |
|-----------------------------------|-------------------------------|
| Increase Number of Employees: | 55%, average growth - 50 |
| Reduce Number of Employees: | 5%, average reduction unknown |
| No Change in Number of Employees: | 40% |

* This percentage ratio is an average of all responses.

Which of the following resources do you use to recruit?



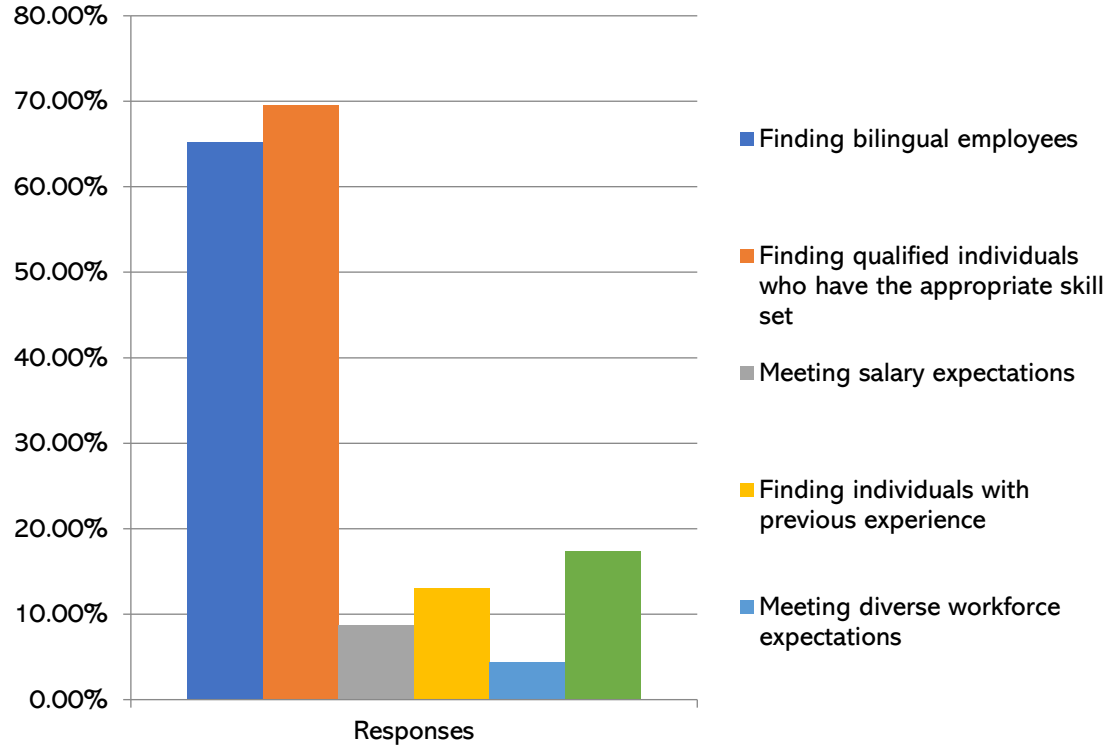
What are your
initial training
costs per person
upon
recruitment?



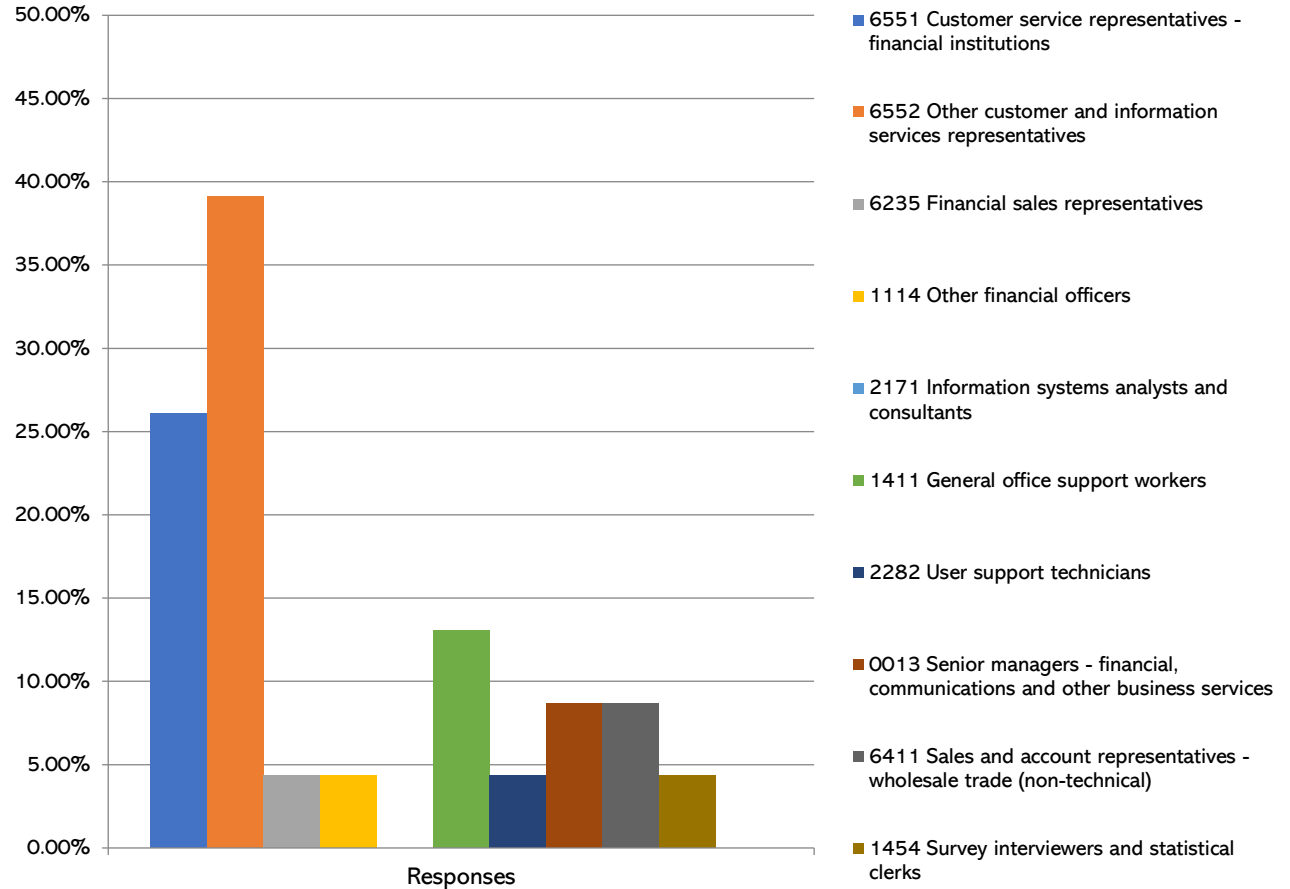
Initial Training: 6 to 8 weeks
Initial Training Costs: \$6185.00

* This percentage ratio is an average of all responses.

What is your most significant recruitment challenge?



What National Occupational Classification (NOC) Code do you use when posting open positions?

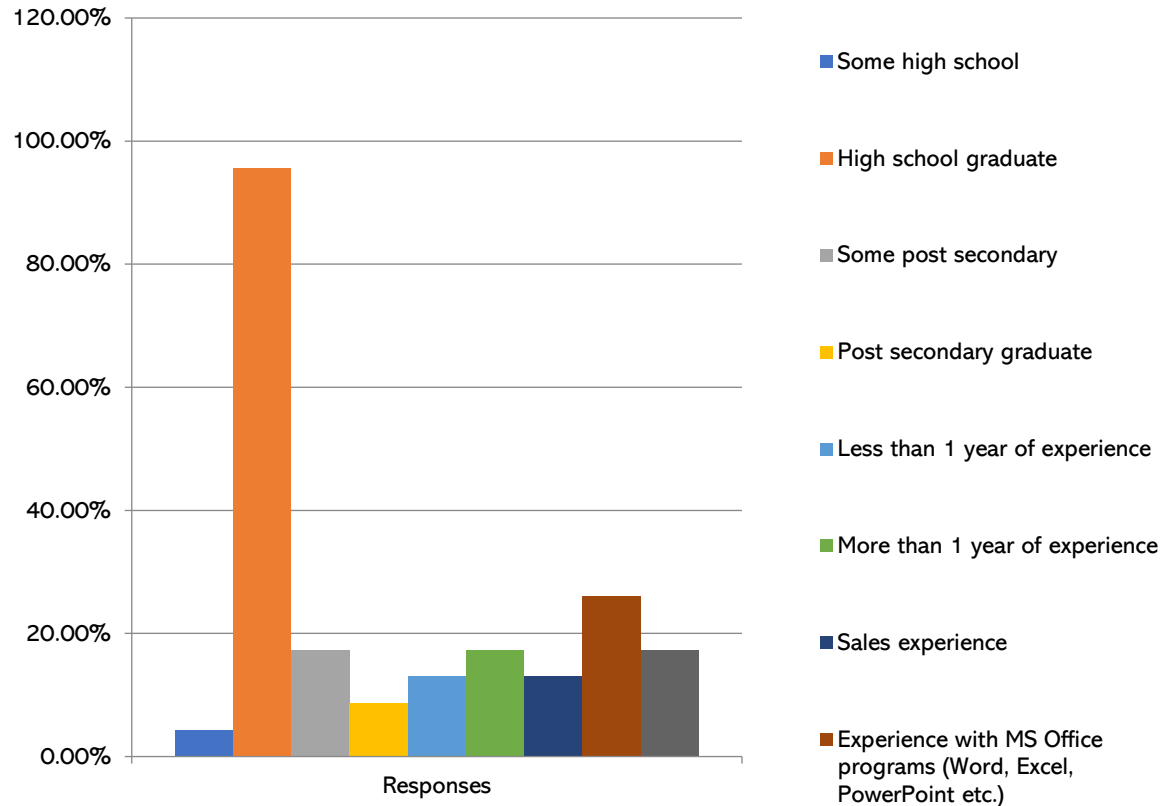




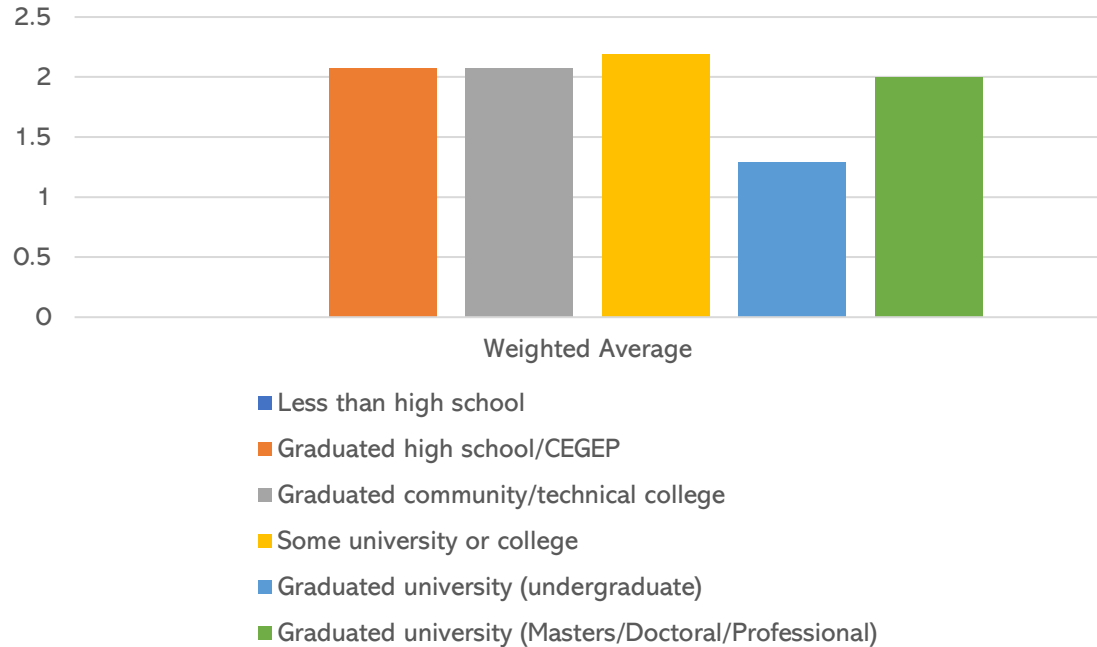
Education and Experience

Workforce Development Report

What is the minimum education and experience you require for entry level positions?



What is the highest level of education completed when considering Supervisory and/or Manager positions?



Are there any other special qualifications, experiences that you look for when recruiting?



Other qualifications/experiences:

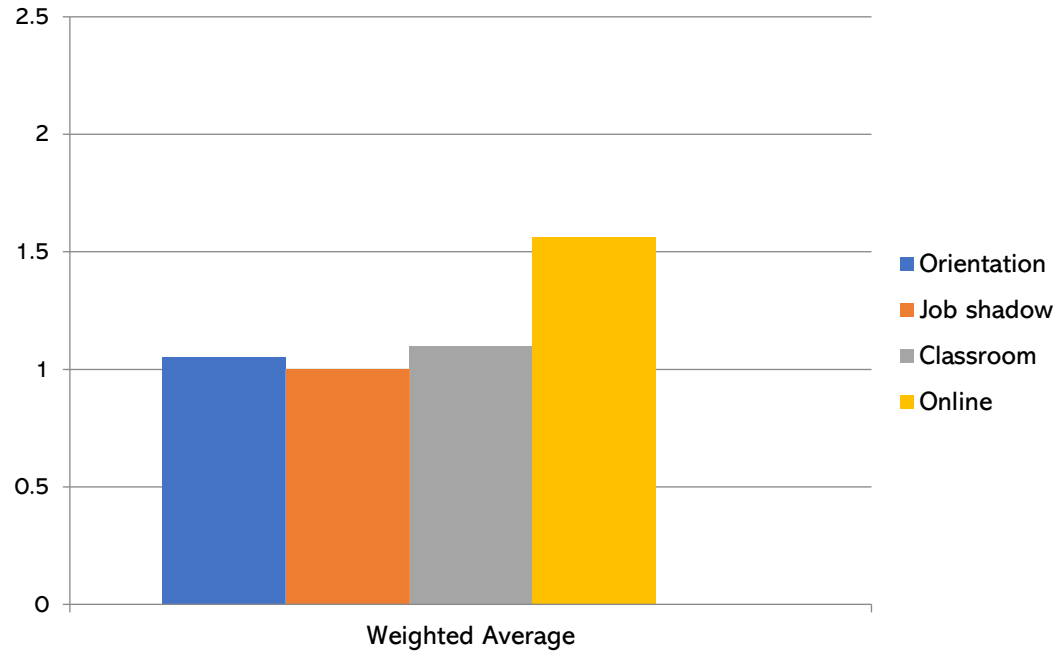
Entry Level: Interpersonal and problem-solving skills, diverse languages, computer skills, customer service skills, reliability, able to work independently, ability to multi-task.

Supervisory/Management: 5+ years of management experience in a fast-paced customer focused environment, critical thinking skills, coaching and feedback, change management experience, conflict resolution strategies, problem solving skills.

Workforce Development

Workforce Development Report

Types of training offered to new hires?

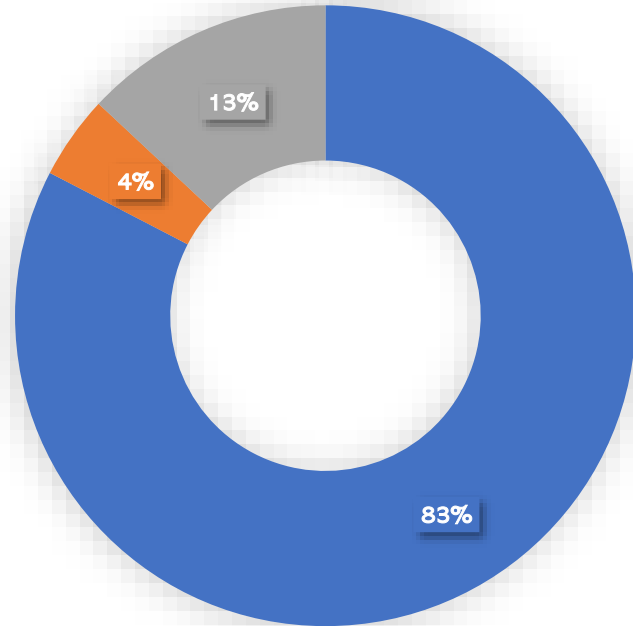


Number of
hours spent on
training new
hires?



| | | |
|--------------|-------------------------------------|-----------------------------------|
| Orientation: | average - minimum – maximum – | 15 hours 1 hour 120 hours |
| Job Shadow: | average - minimum – maximum – | 70 hours 4 hours 480 hours |
| Classroom: | average - minimum – maximum – | 92 hours 20 hours 240 hours |
| Online: | average - minimum – maximum – | 14 hours 0 hours 40 hours |

Do you have a
dedicated
trainer(s)?



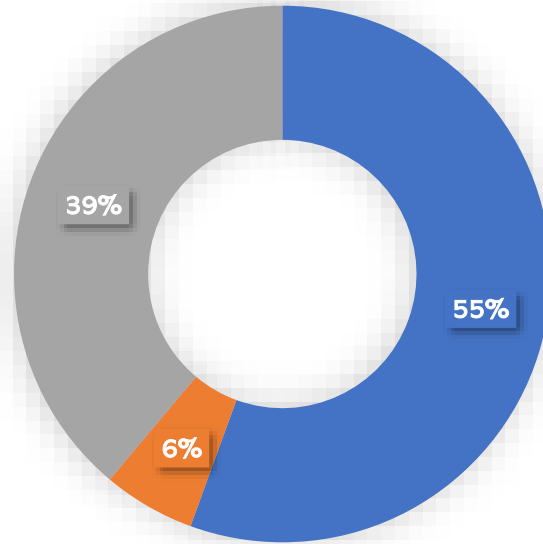
■ Yes

■ No

■ If not, how do you manage
training requirements?

- Job shadowing

Do you provide ongoing training opportunities for your employees?



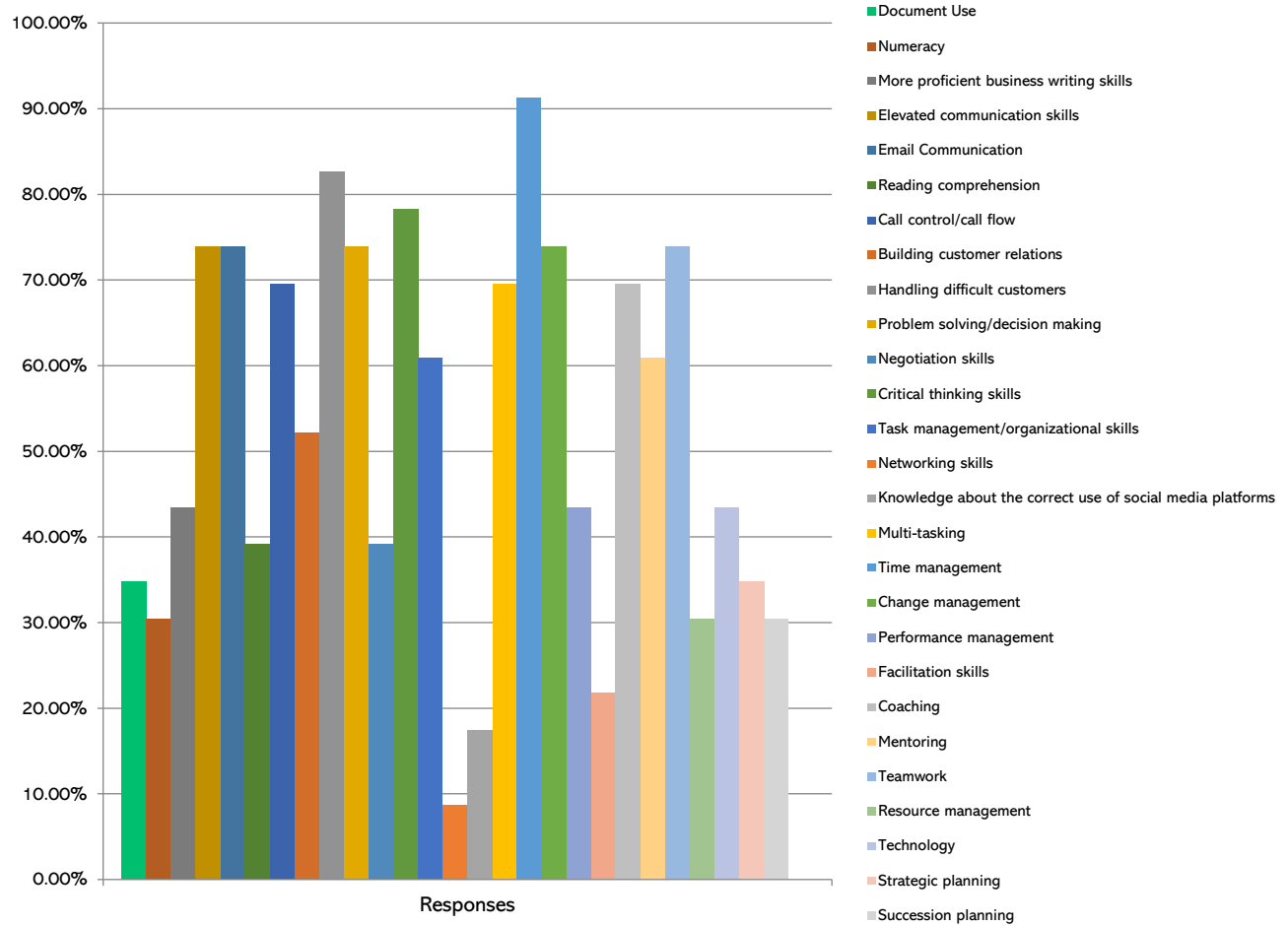
■ Yes

■ No

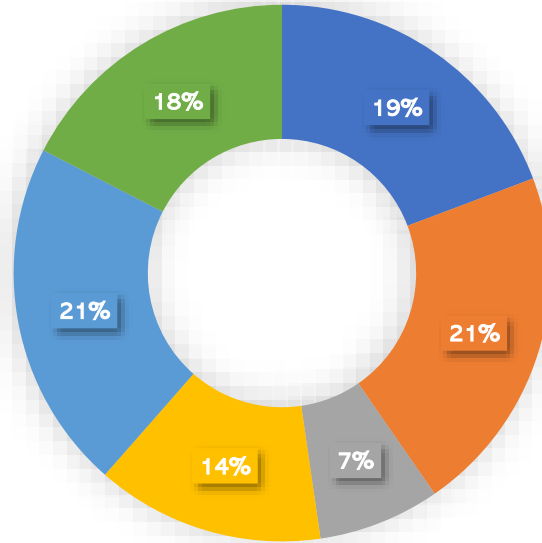
■ If yes, describe in detail the type of training and how it is delivered.

- Training deliverables via classroom, online and webinars.

What competencies do you anticipate your staff needing in the future?

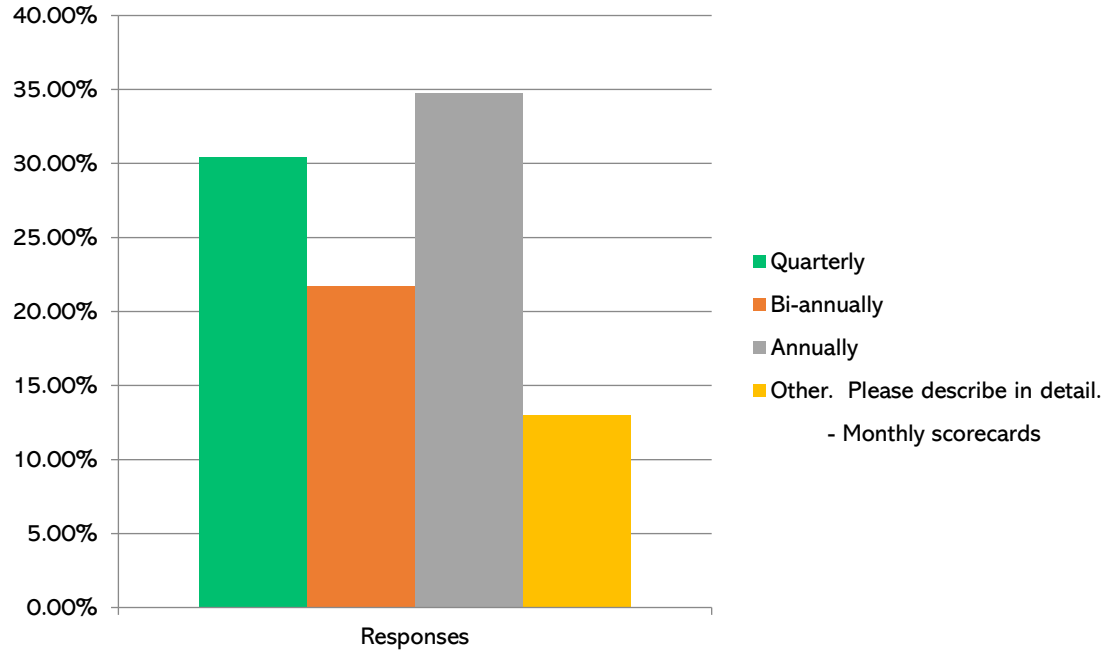


Which development methods are utilized?

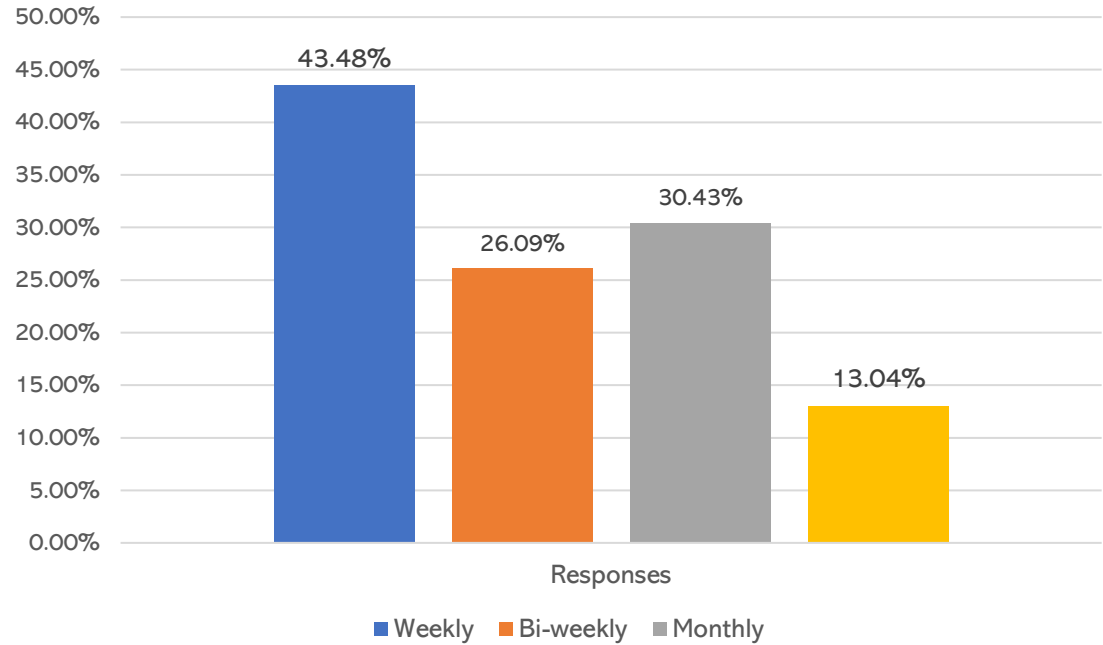


- Formal performance management
- Coaching and feedback
- Focus groups
- Mentoring
- Monitoring
- Ongoing training

How frequent
are your formal
performance
management
meetings?



How frequent
are your less
formal meetings
with your
employees?



Probation Period

Workforce Development Report

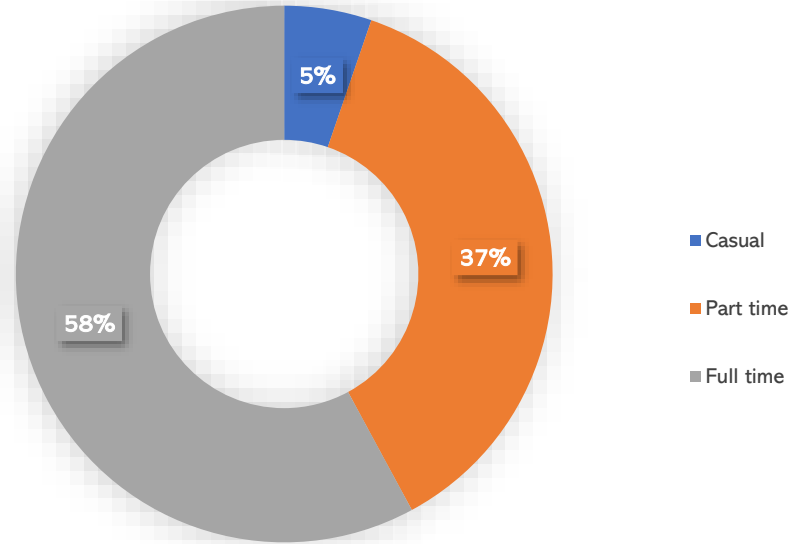
What is the
probationary
period for an
employee?



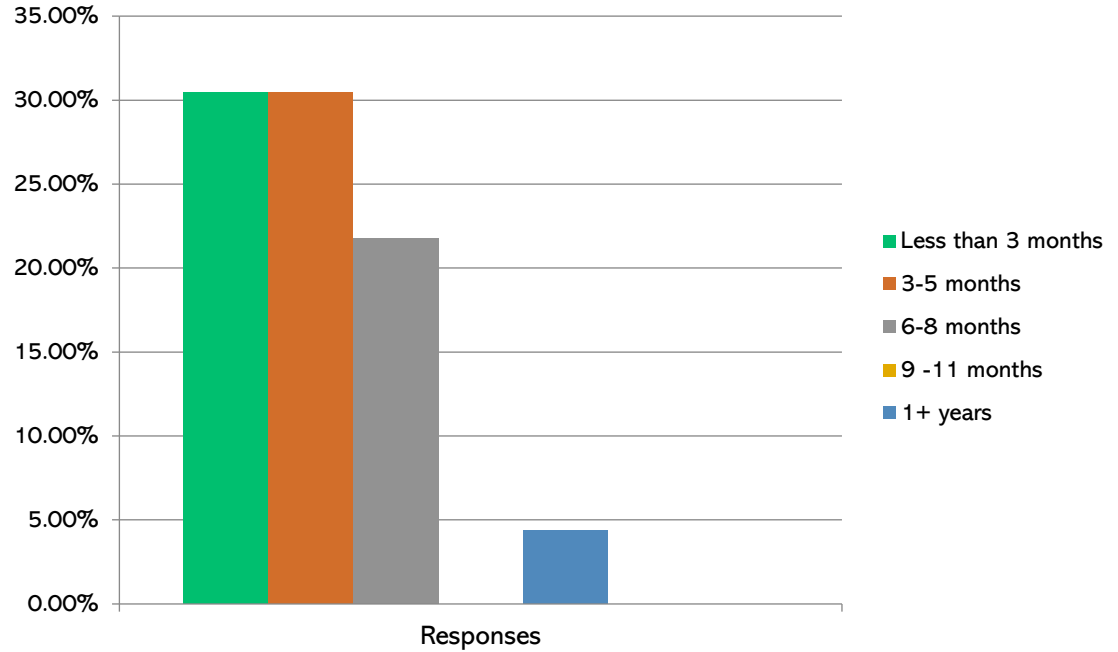
Probationary Period:

average – 5 months
minimum – 30 days
maximum – 12 months

Which employees are eligible for benefits?



When do employees qualify for benefits?

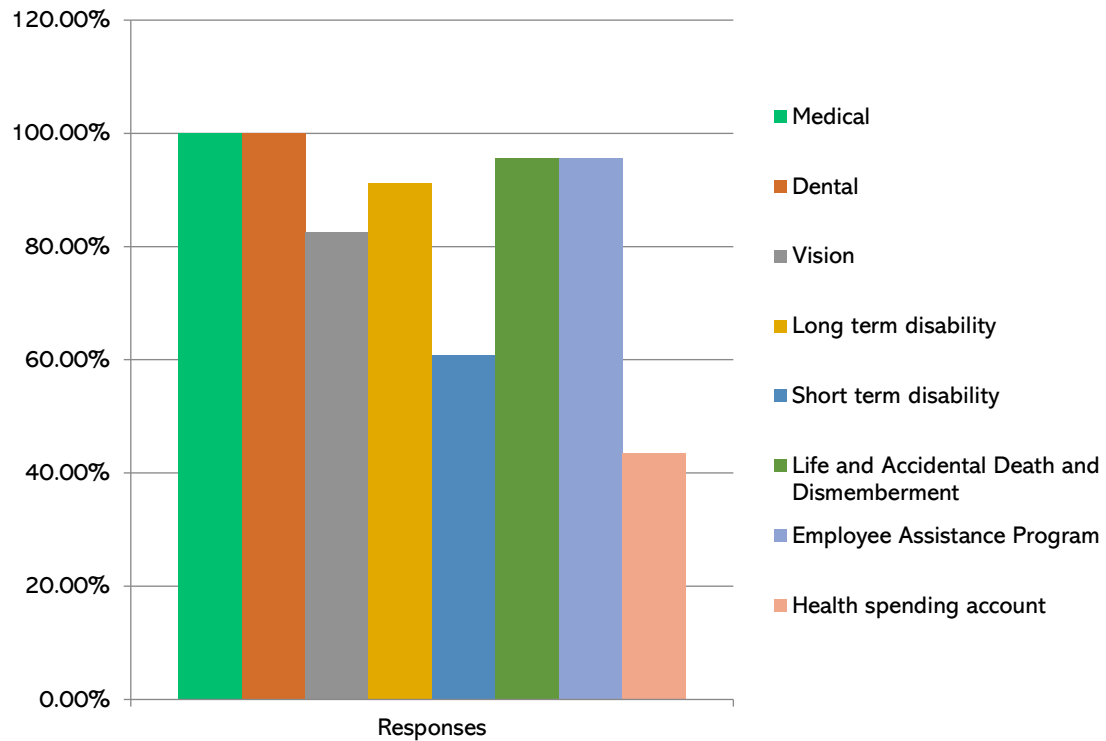




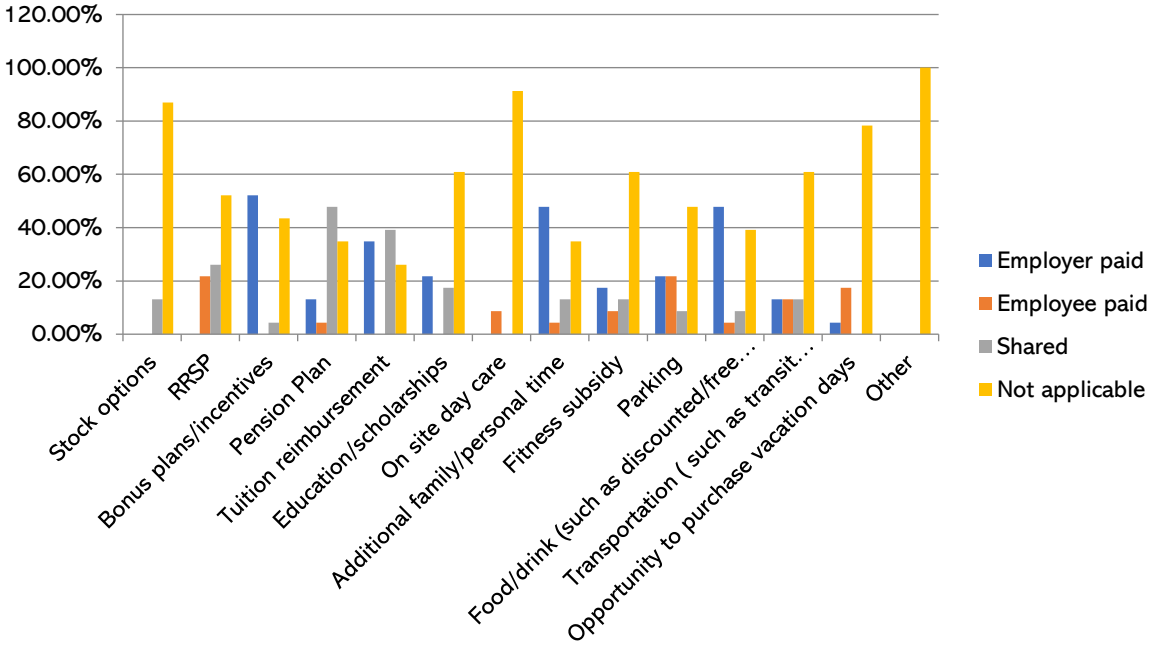
Compensation

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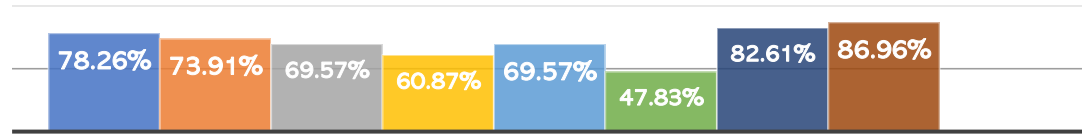
Which health related benefits do you offer your employees?



Which monetary benefits do you offer employees?



Which non-monetary employee benefits do you offer employees?



RESPONSES

- Flexible hours
- Additional training
- Conducting team assignments/special projects
- Change in responsibilities
- Mentoring
- Performance rewards
- Providing career progression opportunities

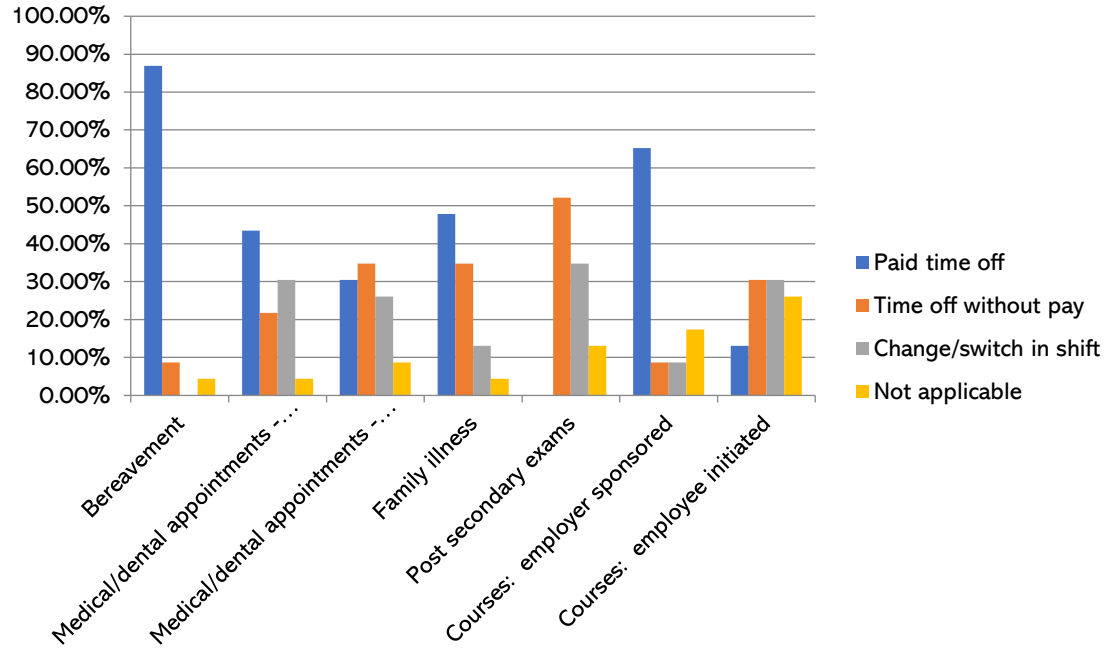
Vacation
allowance for
each milestone?



Most common increments of vacation time:

| | |
|----------------|--------------|
| Year 1 – | 1 to 2 weeks |
| Year 2 to 5 – | 2 to 3 weeks |
| Year 6 to 10 – | 3 to 4 weeks |
| Over Year 10 – | 5+ weeks |
| Over Year 15 – | 6+ weeks |
| Over year 20 – | 6+ weeks |

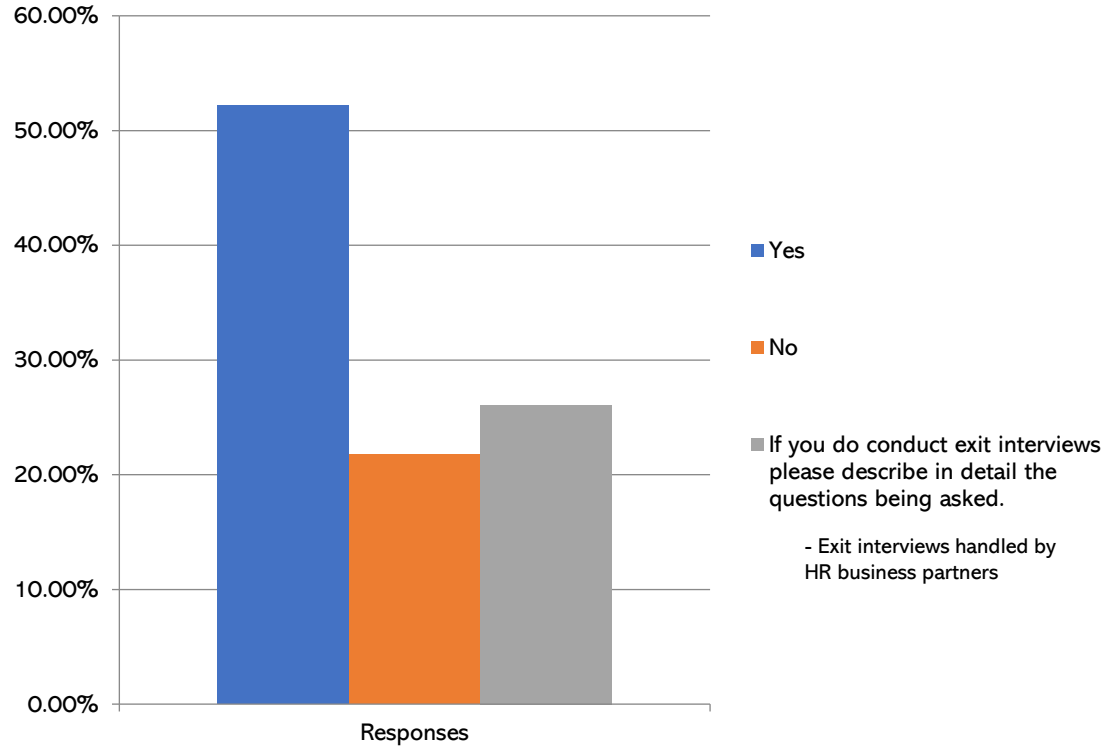
When considering your employee's sick/personal days, describe how each situation is handled.



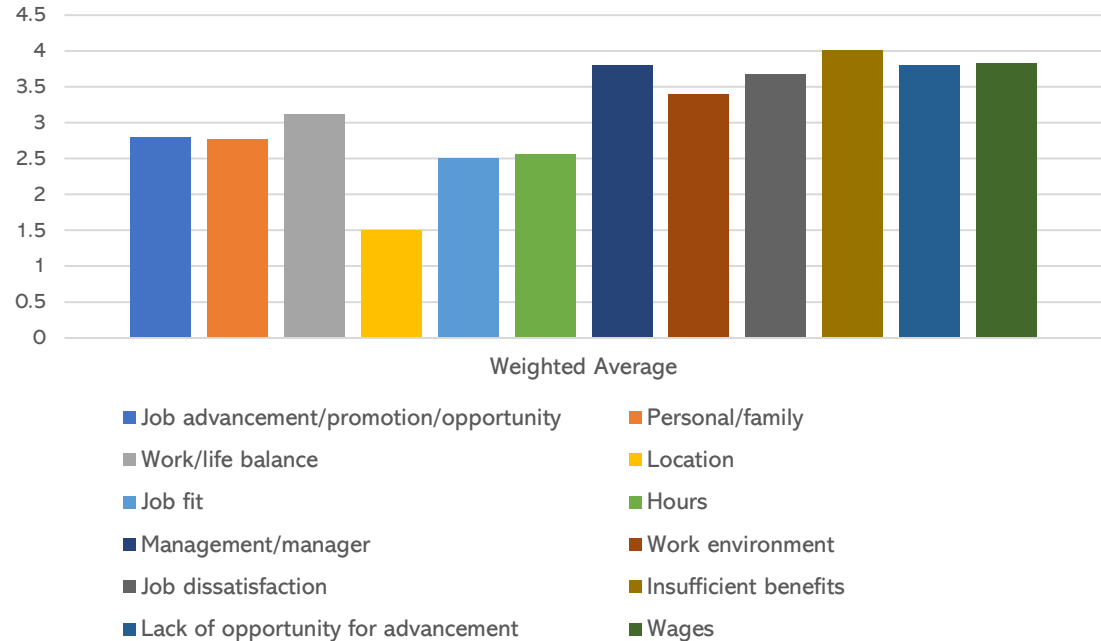
Attrition and Turnover

Workforce Development Report

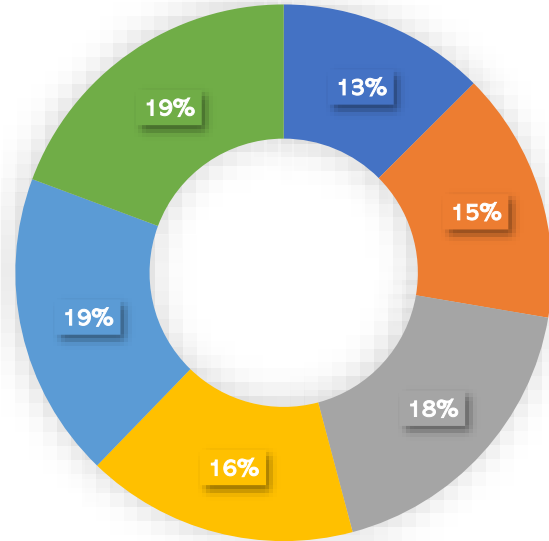
Do you conduct exit interviews?



What are the top 5 most common reasons for attrition?

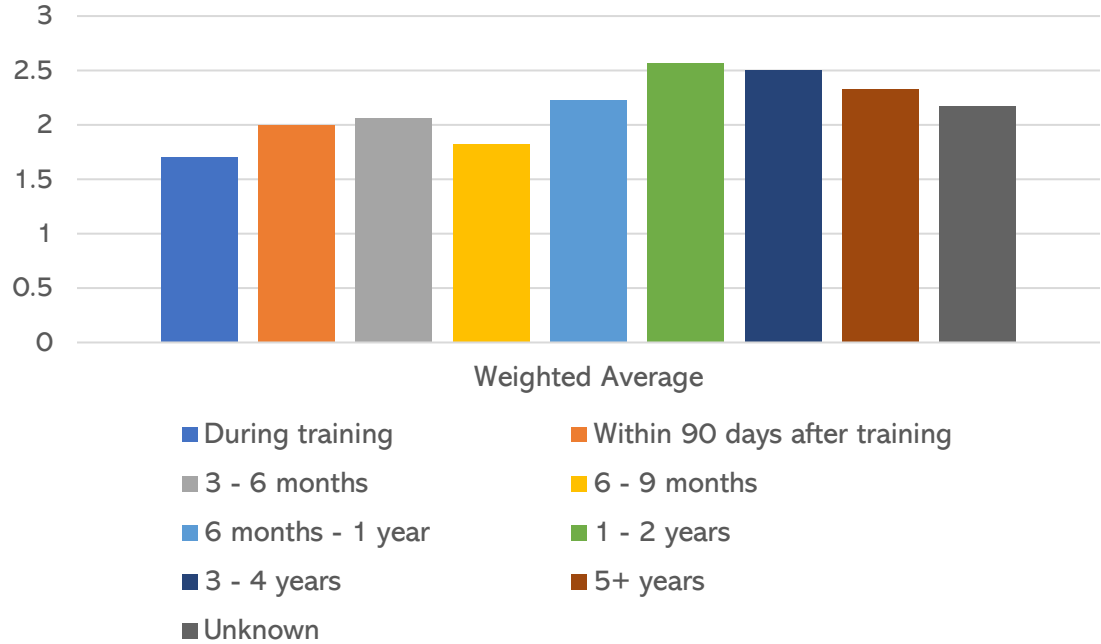


Top three reasons for attrition in your Centre?

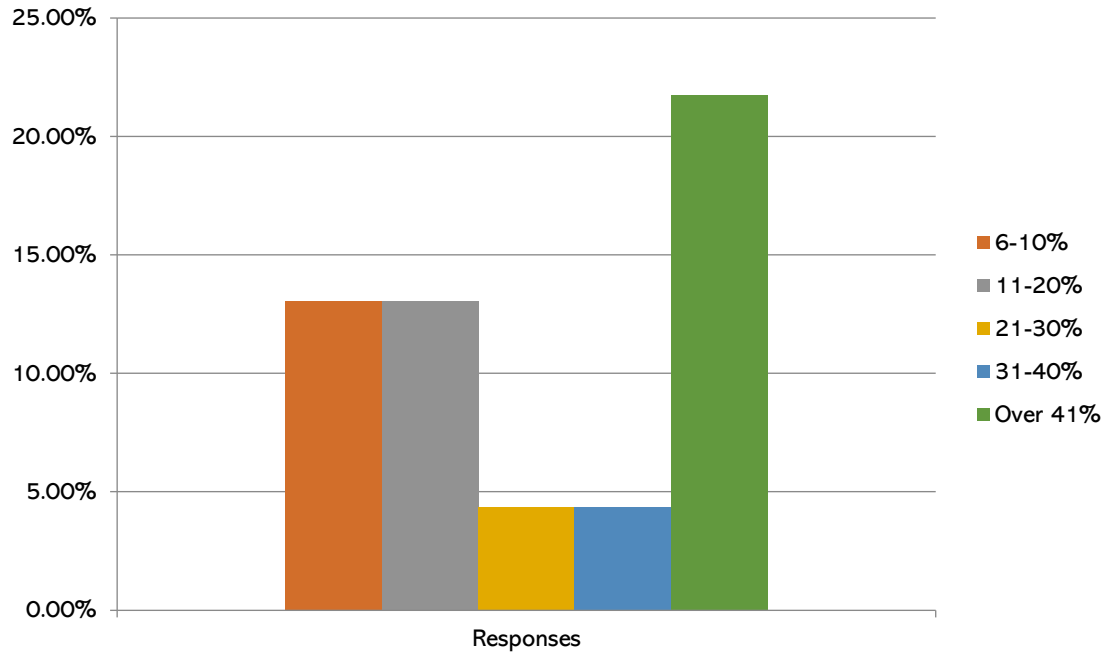


- Internal promotion or lateral movement
- External promotion or lateral movement
- Positions in other sectors
- Academic pursuits
- Position in studied career field
- Leaving city, province, etc.

At what point in time did employees leave?



In the last year,
what was your
attrition rate?

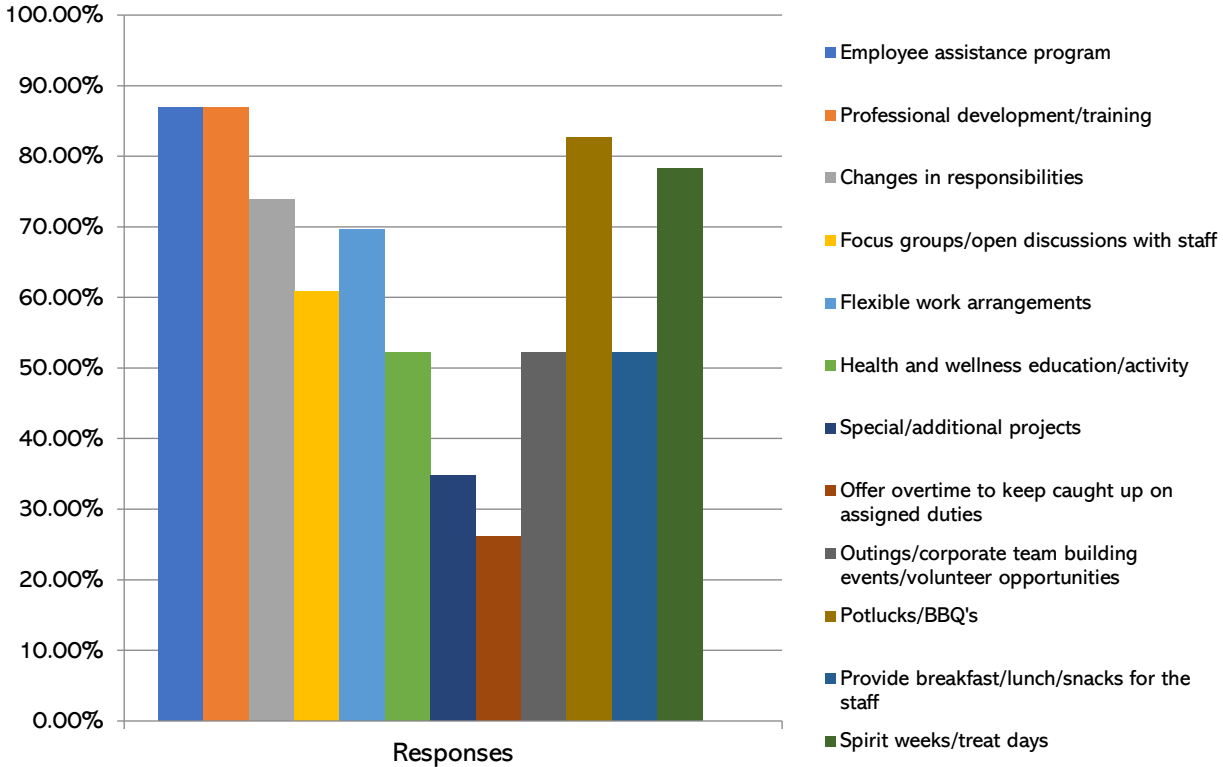




Employee Retention

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What do you do to prevent attrition and engage your employees?





Trends

Workforce Development Report

CONTACT CENTRES

70% of respondents indicated that they support their own products and services while 30% indicated that they support other companies products and services.



NUMBER OF FTE EMPLOYEES

48% of respondents indicated that they have between 100 - 399 individuals working in their Manitoba based operations.

TEAM LEADERS

On average, Team Leaders, Managers and Supervisors are responsible for 11 to 15 employees.

How many do you supervise?



MODES OF COMMUNICATION

Phone, email and text remain the top modes of communication with Centres at 84%.

Communication by chat continues to grow with 32% of respondents using this platform.

FRONT-LINE AGENTS

Based on survey results, the starting wage for front-line agents is \$11.65 per hour.

The top wage being reported for front-line agents is \$36.00 per hour.

Learn, grow and succeed with a career in customer service!



LANGUAGES

Languages supported by Centres continues to grow -

French - 55%
Spanish - 43%
German - 17%

MANAGERS

Based on survey results, the starting wage for Managers is \$25.00 per hour.

The top wage being reported for Managers is \$73.69 per hour.

Develop a successful career in customer service!



TURNOVER

Employee turnover continues to be a top priority for Centres in Manitoba. Rates for front-line agents has grown to 45%.

Good news - turnover rates at the Manager level remains low at 5%.

GROWTH

Based on survey results, 55% of respondents indicated that they will be increasing the number of FTE employees by 50 % in the next year.

*percentage ratio is an average of all responses



EDUCATION

Based on survey results, time management training is the #1 competency required for staff in the next year.

A close second is "handling difficult customers" training and "critical thinking skills" training.



TRAINING



Initial training time and training costs for new hires continues to grow.

Initial training time per employee - 6 to 8 weeks
Initial training costs per employee - \$6185

BENEFITS



Medical and Dental benefits continue to be the number one and two health related benefits offered to employees.

RECRUITMENT

Based on survey results, the most significant recruitment challenge continues to be "finding qualified individuals who have the appropriate skill set".



ATTRITION

Top 3 reasons for attrition:

- internal promotion or lateral movement
- leaving City, province, etc...
- moving to another business and/or sector.



NOC CODES

When posting job positions, what is the most common National Occupational Classification code used -

6552: other customer and information services representatives

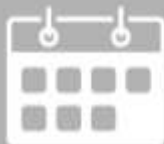


VACATION

Vacation milestones continue to remain static in the industry.

Most common increments:

Year 2 to 5: 2 to 3 weeks
Year 6 to 10: 3 to 4 weeks



Contact Us



To discuss survey results and trends, contact:

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P: 204-975-6468 | F: 204-975-6460 | W: www.mcca.mb.ca

Thanks



Manitoba Customer Contact Association appreciates the invaluable support from our Partners.

For a complete list of our Partners - <http://www.mcca.mb.ca/member-directory>

Working for a
stronger and more
successful customer
contact service
Industry in Manitoba.

**CONTRIBUTING \$1.8 BILLION AND
36,000 JOBS TO THE MANITOBA
ECONOMY EVERY YEAR**

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