

COVID-19
BUSINESS
IMPACT
SURVEY

SUCCESS TARGET
VISION PROCESS CUSTOMER INDUSTRY QUALITY
ADVERTISING BUSINESS PROJECT ACTION JOBS MANAGEMENT STRATEGY
DEVELOPMENT DATA
INNOVATION
IDEA FINANCE
VISION BUSINESS

TIME Z FUTURE
TARGET QUALITY
VISION MOTIVATION
PLAN

TARGET
VISION
EDUCATION
STRATEGY
CAREERS KNOWLEDGE PROMOTION
BRAND
SUCCESS BUSINESS
IDEA
TARGET
CAREERS
MANAGEMENT
PLAN

COVID-19 BUSINESS IMPACT SURVEY RESULTS



**Manitoba Customer Contact Association –
20+ years of evaluating trends, determining a path to success.**

APRIL 2021



INTRODUCTION

Manitoba Customer Contact Association (MCCA) undertook a province-wide study to collect information on Covid-19 business impacts to the customer contact Industry.

The Manitoba economy changed dramatically in March 2020 as a result of COVID-19 and the situation has had a profound impact on the ability of the customer contact Industry. To better understand the impact of COVID-19 on the customer contact Industry, MCCA and our supporting Partners collaborated in this survey to better understand current business conditions.

As a result of this collaborative effort, we were able to collect this mutually beneficial data to inform and guide decision making with current stakeholders. As we continue to navigate the changing face of the pandemic, we know that flexibility and adaptability remain key values in serving our customers. We commend our Industry Partners for their quick pivot to work from home initiatives ensuring the safety of their employees while maintaining excellence in customer service.

Questions were distributed via Survey Monkey March/April of 2021. Analysis of data and final report completed by the MCCA Team.

To discuss survey results and trends, contact:

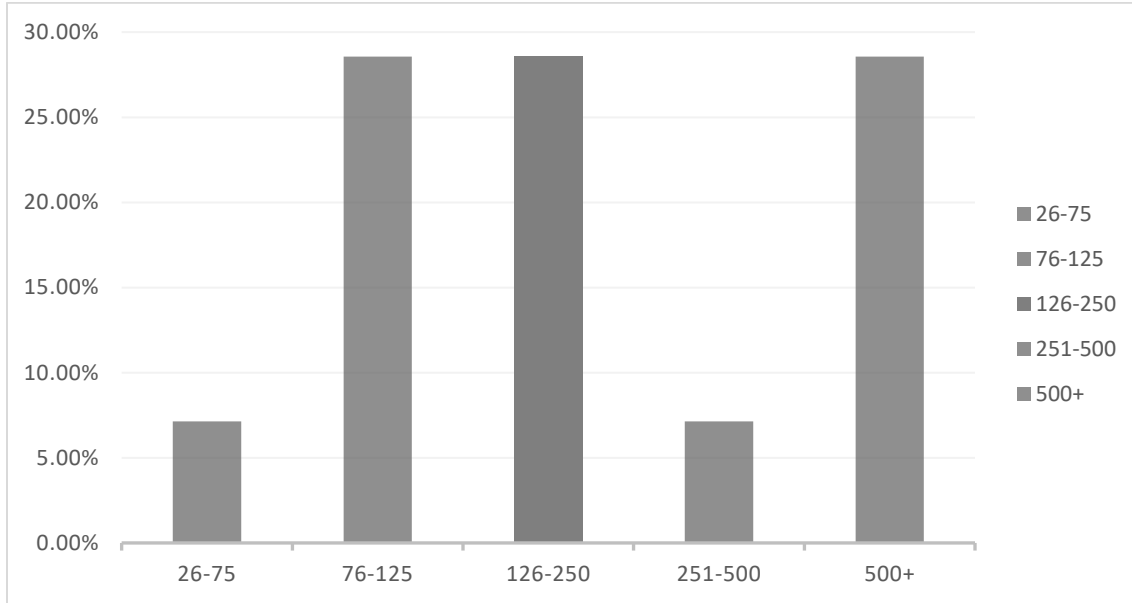
Bruce Rose, Executive Director
Manitoba Customer Contact Association
1000 Waverley Street | Winnipeg, MB | R3T 0P3
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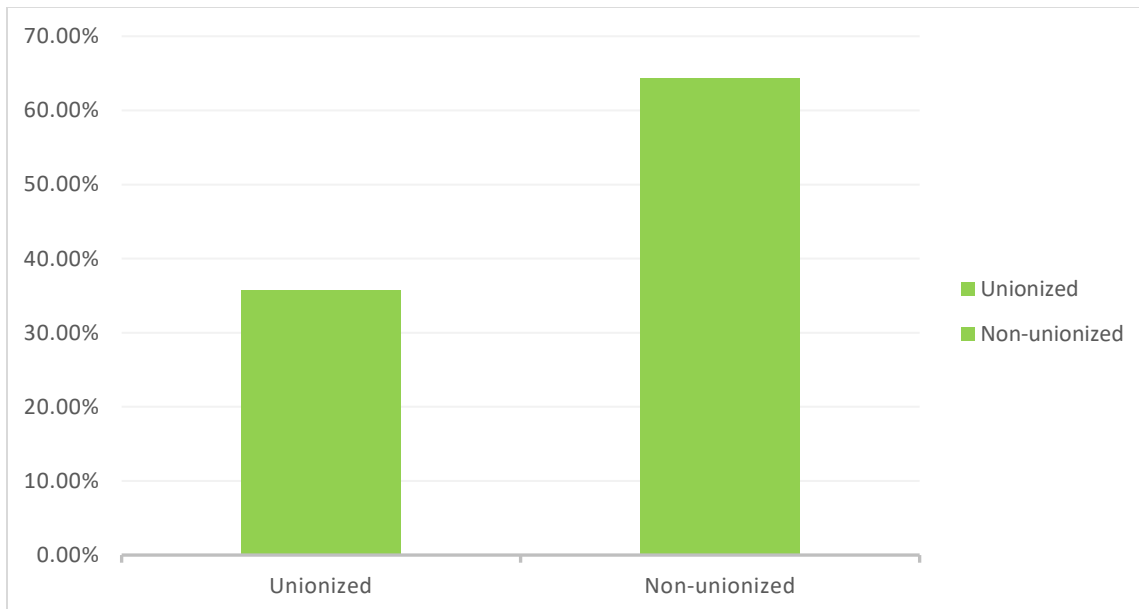
Manitoba Customer Contact Association
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RESULTS

Q1: How many employees do you have?

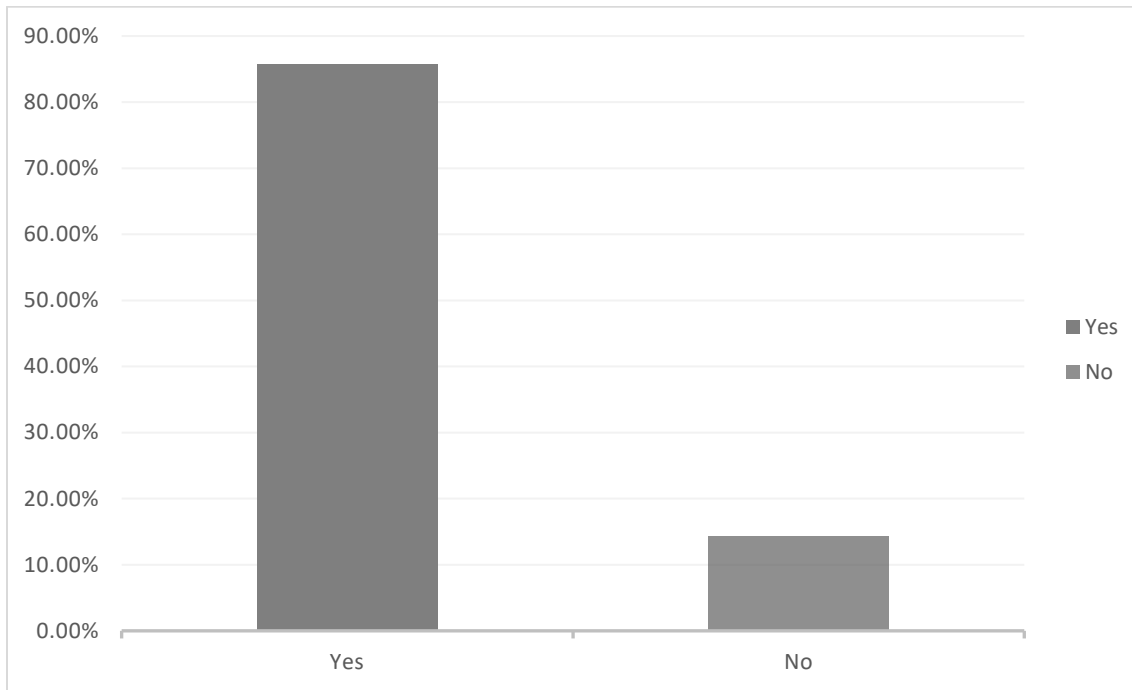


Q2: Is your company unionized or non-unionized?





Q3: Have you experienced any impact on your business from Covid-19?

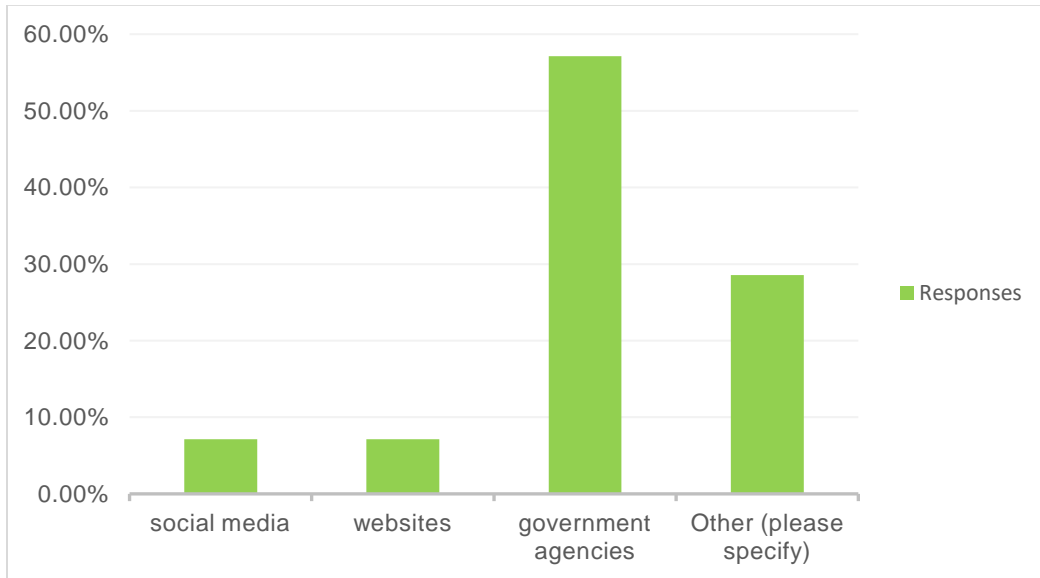


Q4: What are your most immediate business needs resulting from Covid-19?

General comments:

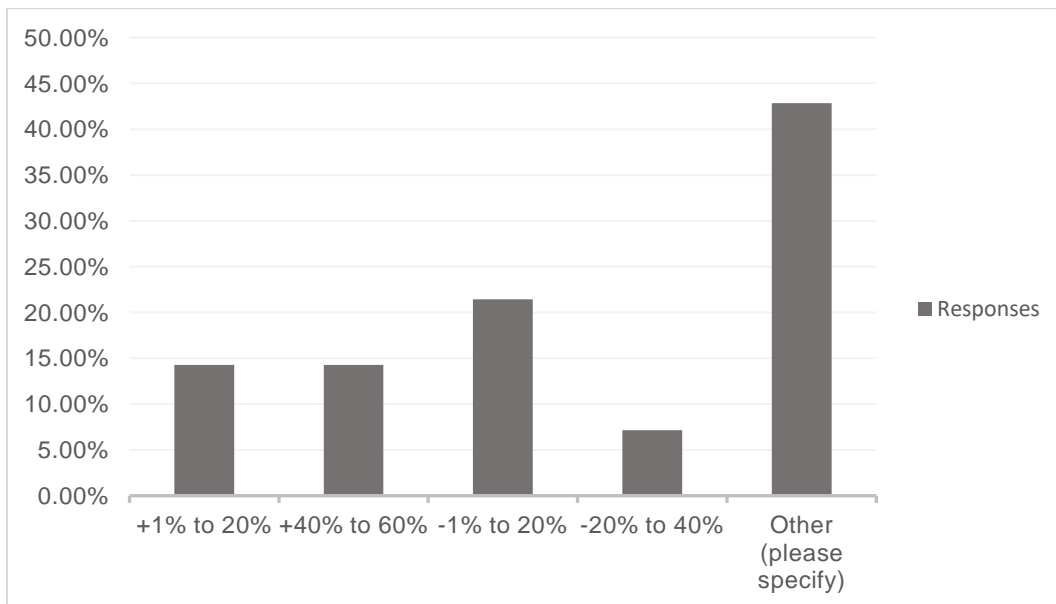
- Supporting our customers and business partners
- Supporting employees to work remotely
- More budget to enhance work from home system tools and licenses
- Increased shrinkage
- Significant impacts by the shutdown of Industries – leisure and airline travel
- Work from office attendance and absenteeism
- A complete shift to work from home and virtualizing our entire operation, while managing excessive growth
- Growth is rapid; the supply is not as progressed as the demand for employees
- The need for technology to be able to deploy agents from home that will allow them to securely access our systems
- Health and wellness of our teams
- Improved and aligned infrastructure for work from home employees
- Wellness concerns due to staff being required to continue to work throughout the pandemic
- Improved tech stability

Q5: How are you receiving information that will help inform and guide your decisions regarding Covid-19?



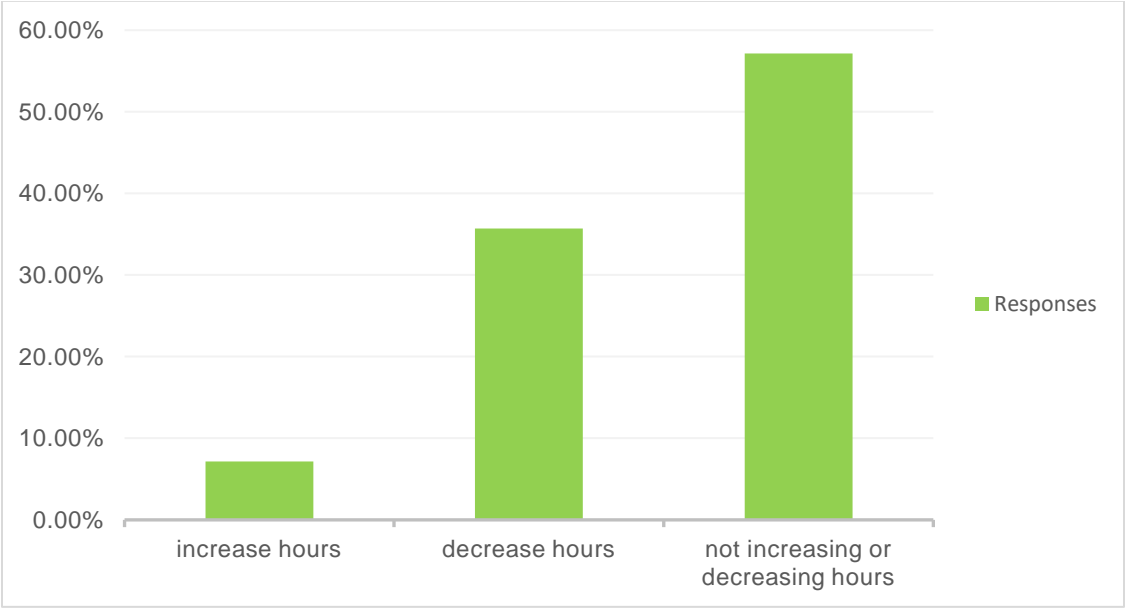
Other responses include - internal HR departments, internal Health and Safety committees, global trends, employee feedback, internal pandemic response teams.

Q6: Please estimate the increase or decrease in revenue that you have experienced due to COVID-19 since March 1, 2020.

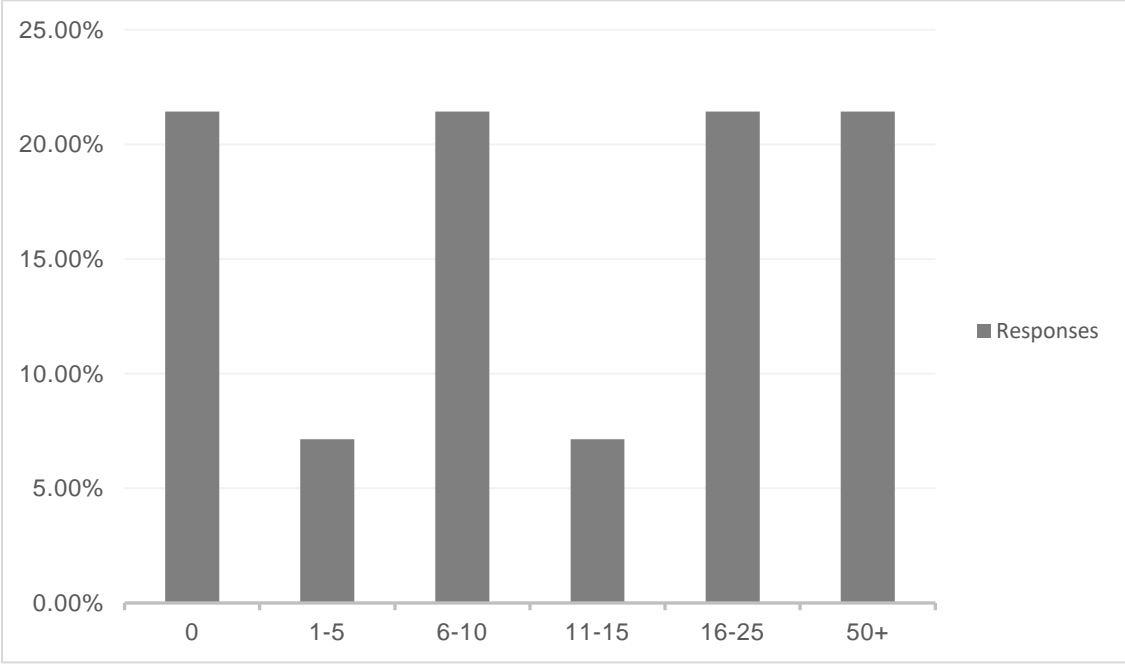


Other responses include - we are not a revenue generating department, unknown at this time, unionized centre – no profit generated.

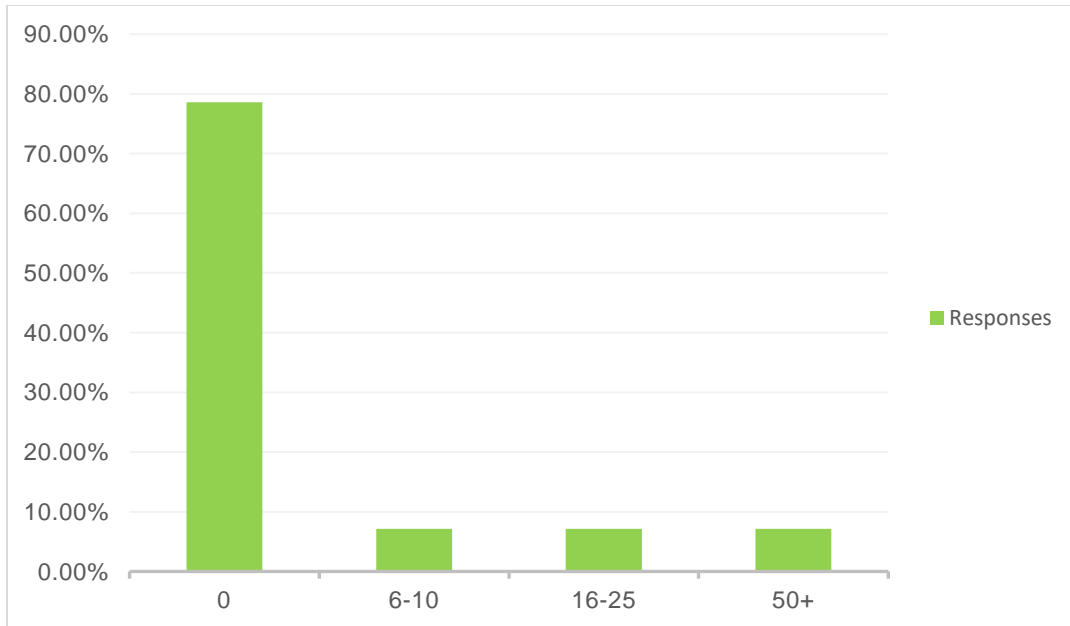
Q7: Have you decided to increase or decrease your operational hours resulting from COVID-19?



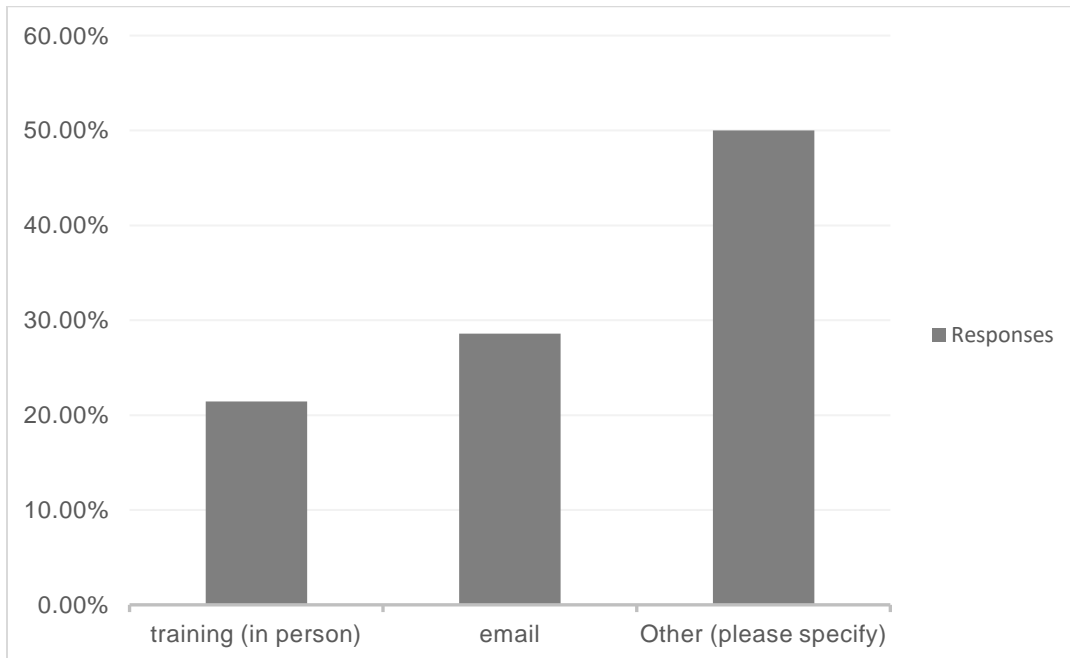
Q8: If you are facing an increase in your workforce, how many employees have been hired since March 1, 2020?



Q9: If you are facing a reduction in your workforce, how many employees have been affected since March 1, 2020?

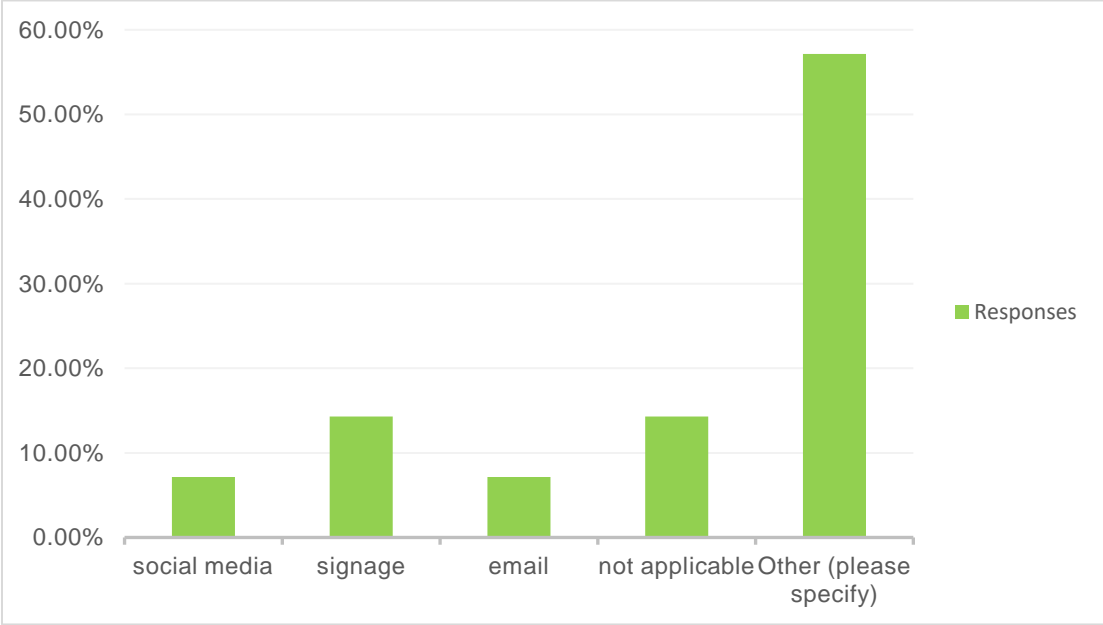


Q10: How are you engaging and educating your employees on Covid-19 information?



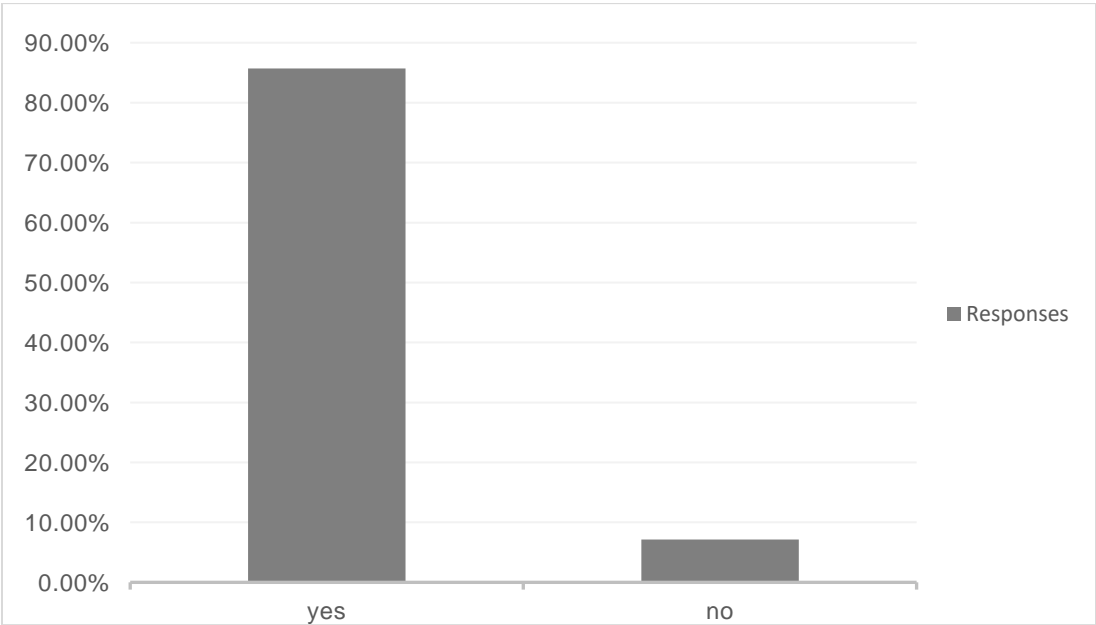
Other responses include – dedicated team channel, departmental website, C19 SharePoint site, signage.

Q11: How are you engaging and educating customers on Covid-19 information?



Other responses include – website.

Q12: Does your company have a remote or work from home policy that has been implemented regarding COVID-19?



Q13: If your company has not implemented a remote or work from home policy for Covid-19, why not?

General comments:

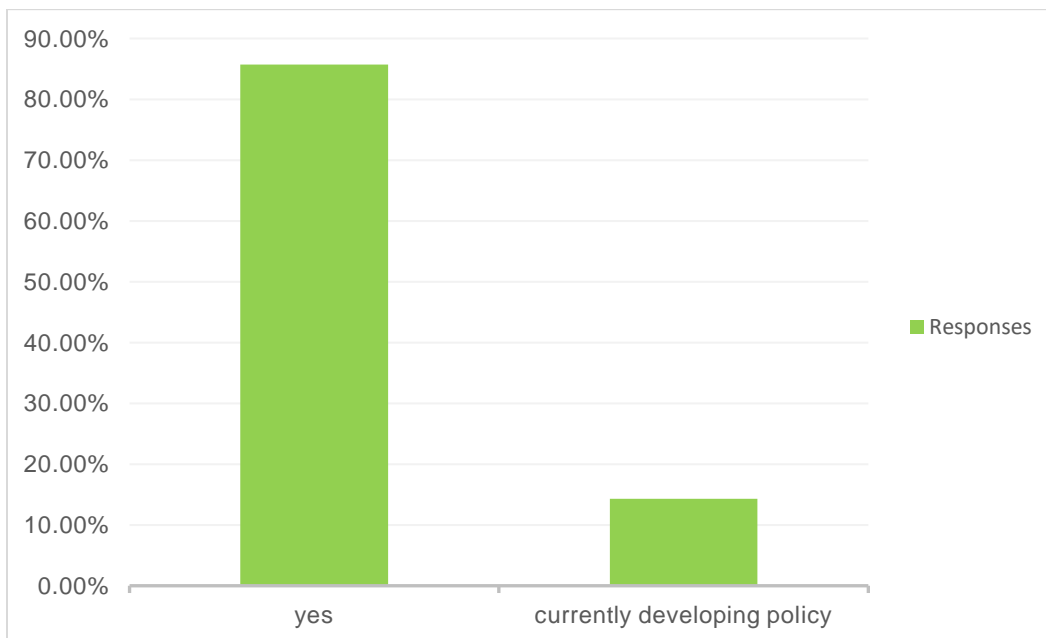
- Still in working stages
- Contractual agreements

REMOTE WORK IMPLEMENTATION

Remote collaboration requires many new tools to keep communication and project management up and running. A new communication culture with clear rules and structures is needed. This is the only way to prevent misunderstandings and duplication of work. One important point is transparency. Goals and progress must be communicated to everyone.

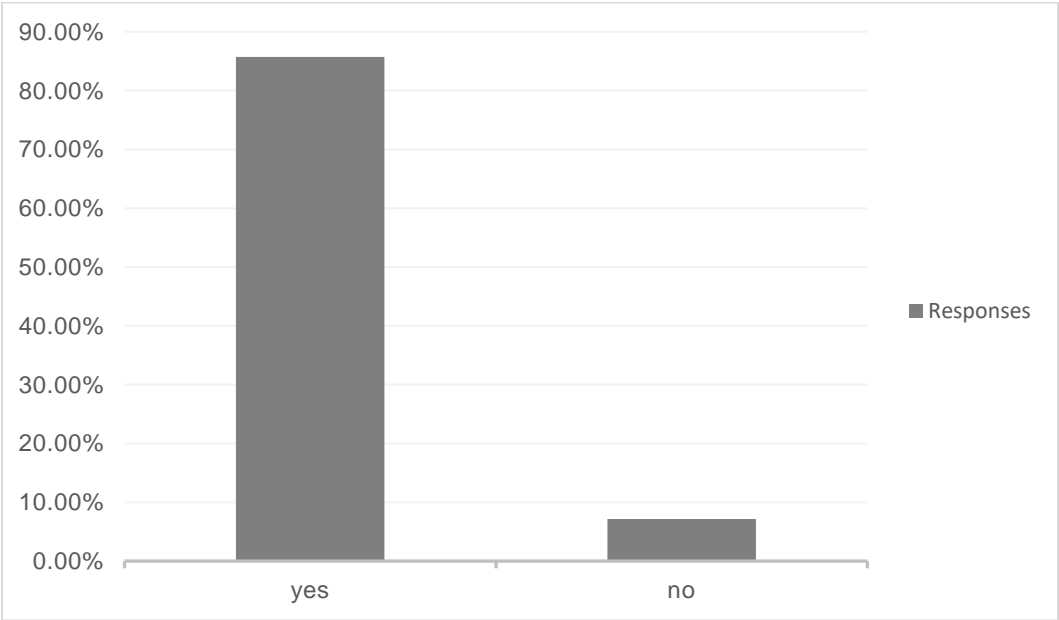
MCCA has developed guidelines to help you transition to work from home. For details contact MCCA at ask@mcca.mb.ca.

Q14: Does your company leave policy contain guidelines for these situations?

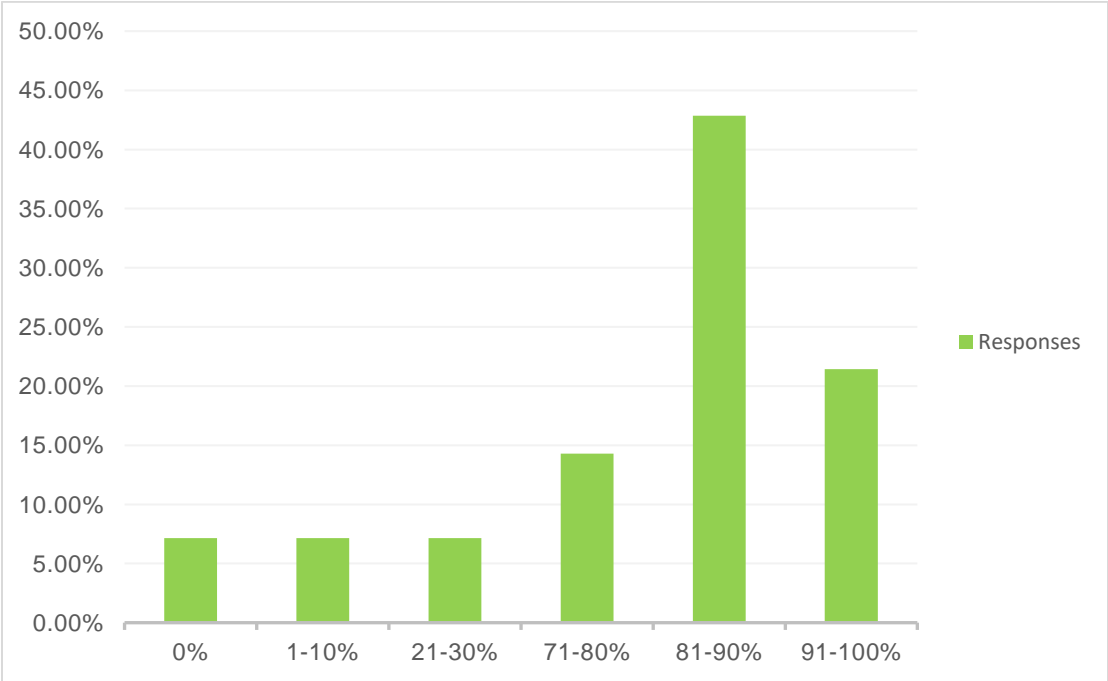




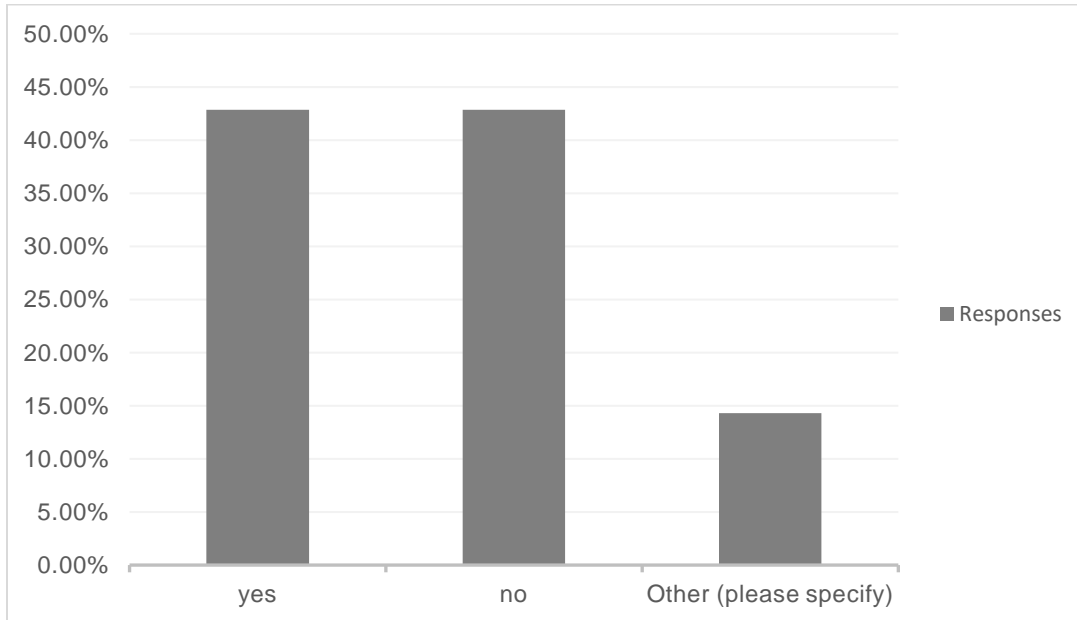
Q15: Have your employees transitioned to work from home?



Q16: How much of your workforce has transitioned to a work from home model?

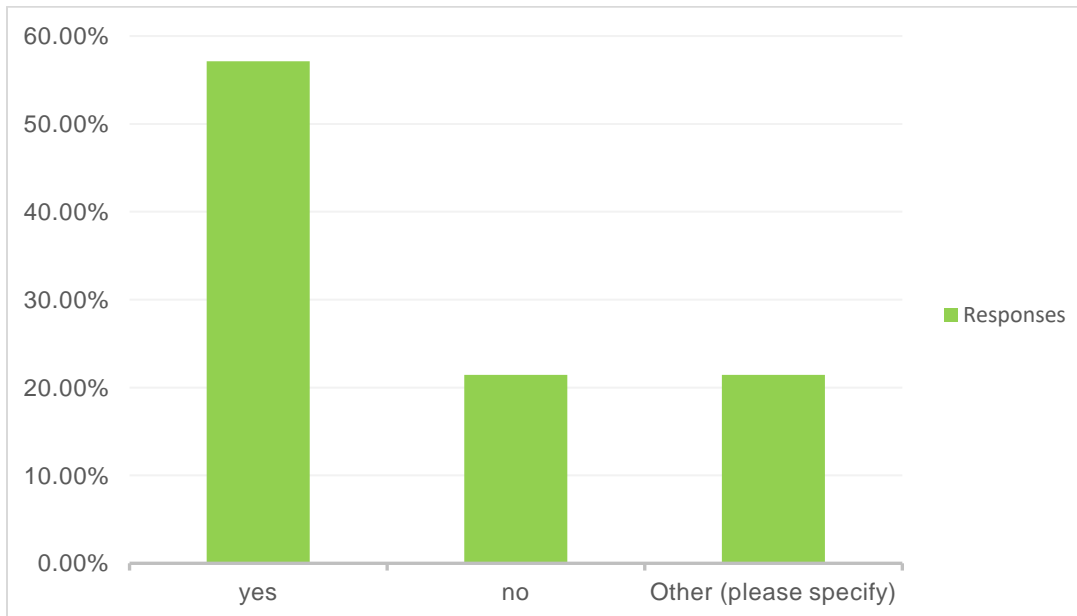


Q17: Will you see any changes to your work from home model over the next 6 months?



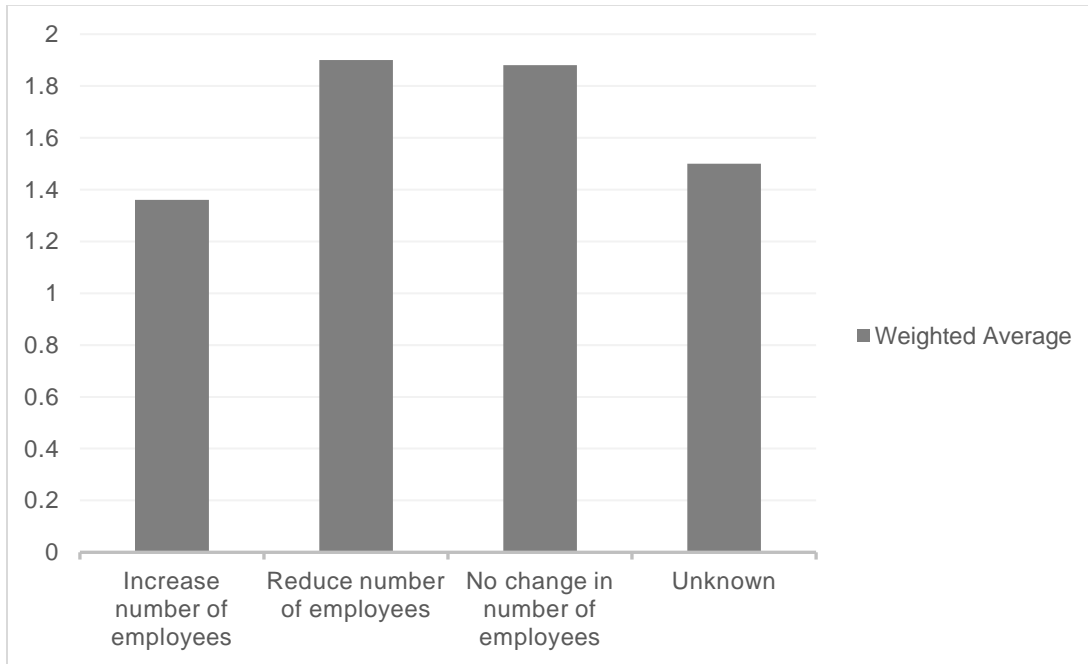
Other responses include – unsure, ongoing C19 impact and C19 vaccine rollout.

Q18: Will you see any changes to your work from home model over the next 12 months?



Other responses include – unsure, ongoing C19 impact and C19 vaccine rollout, work from home model is not intended to be permanent.

Q19: In the next 2 - 4 years, what are your plans for growth or downsizing? Please provide approximate numbers.



Q20: Have you encountered any recruitment challenges since March 1, 2020?

General comments:

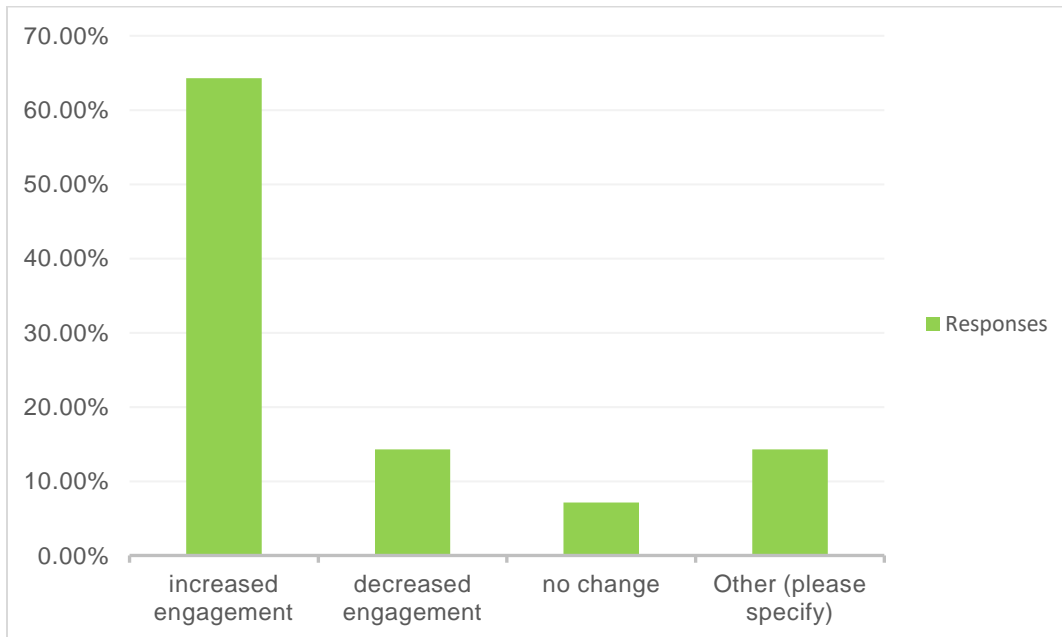
- In person pre-interview testing - some tests are unable to be administered electronically, so they have not been administered
- External hiring in remote countries is proving challenging
- Decrease in applicants applying for positions
- Applicants are less qualified
- Demand of vacant positions outweigh supply

Q21: Have you encountered any recruitment successes since March 1, 2020?

General comments:

- Complete recruitments including interviews and onboarding have occurred virtually. Moving to paperless recruitments (offer letters, orientation, training etc.).
- Hiring of bilingual agents
- 500+ employees hired and trained successfully

Q22: How has COVID-19 impacted employee engagement since March 1, 2020?



Other responses include – employee engagement is mixed based on position and how adaptable the individual is to work from home.

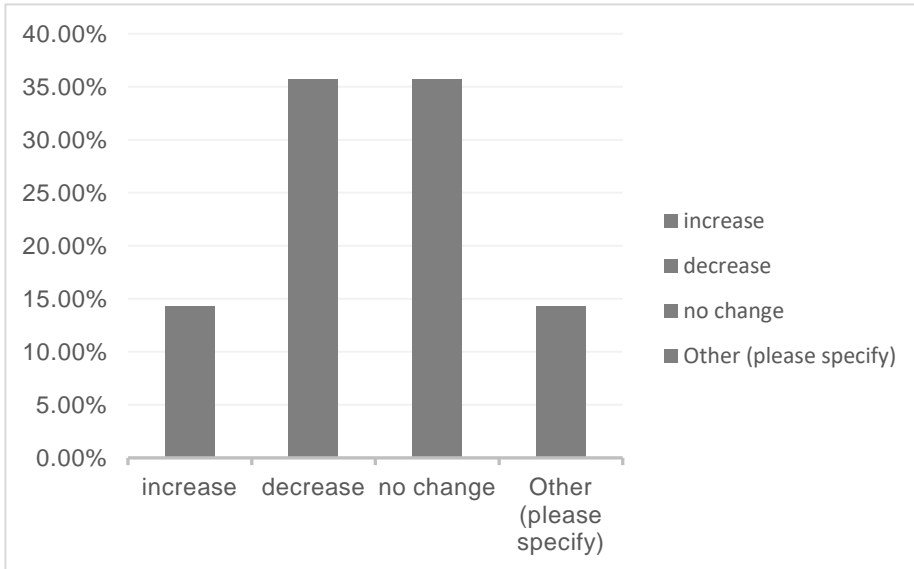
Q23: What types of programs have you introduced to keep employees engaged since March 1, 2020?

General comments:

- LinkedIn Learning, access to EAP information, dedicated Teams channels, fun team building events (spirit week, recipe sharing, etc.)
- Continued remote coaching, webcams for all employees, townhall meetings.
- Weekly huddles, more one on one virtual workshops, counselling, extended leave and voluntary temporary layoffs. Extended weekends for those that apply. More set shift schedules.
- Virtual social events, increased chat groups, more meetings to ensure connections
- Forums/Town Halls/Regular correspondence
- Health and Wellness, webinars on Mental Health, speakers on stress management, reduced work week for those that have kids or other priorities, extended vacation carryover, home office spending account
- Weekly snack delivery to off site and on-site agents, games, and contests via virtual platforms
- Introduced an employee engagement survey; revamped our supervisory leadership monthly meetings; altered training
- Chair yoga, wellness breaks, daily check ins, virtual games, more team meetings (weekly instead of bi-weekly), mental health resources being publicized and provided more often.

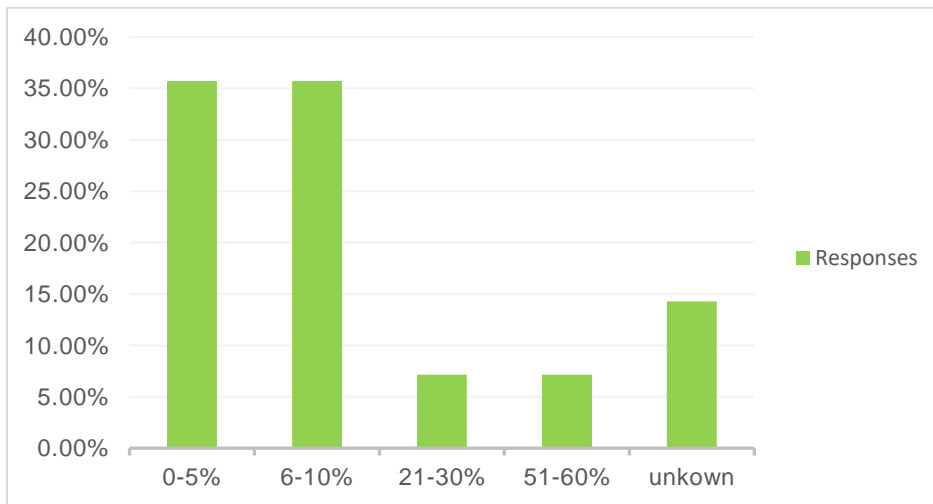


Q24: How has Covid-19 impacted your attrition since March 1, 2020?



Other responses include – mixed based on program.

Q25: What is your current attrition rate?



Unionized Centres average attrition rate – 6%

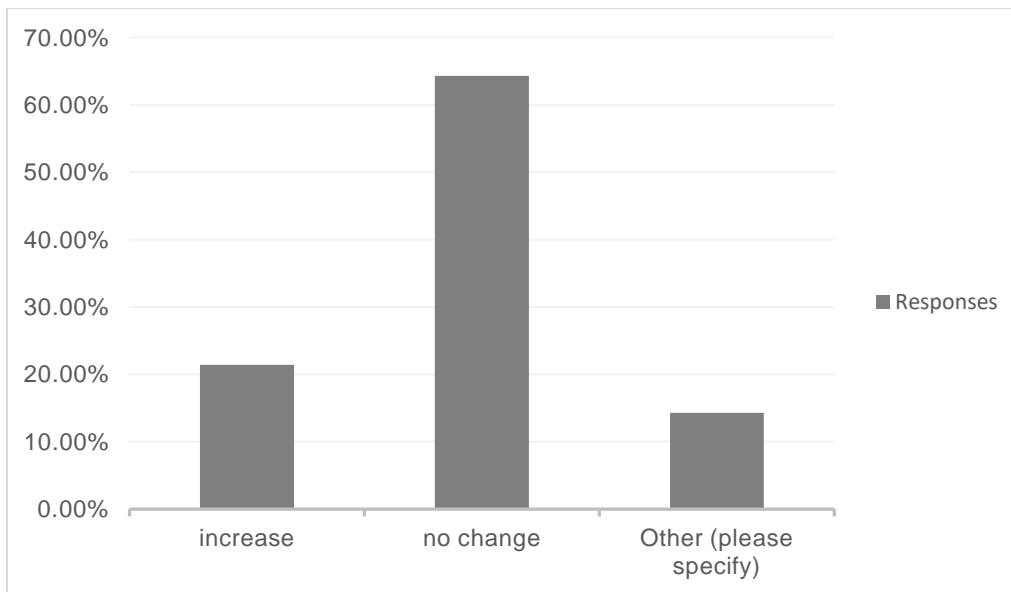
Non-Unionized Centres average attrition rate – 41%

Q26: What types of programs have you introduced to help stabilize your attrition since March 1, 2020?

General comments:

- Exit interview feedback
- Getting people engaged working from home
- Increased engagement and communication with our remote teams
- Weekly huddles, more one on one virtual workshops, counselling, extended leave and voluntary temporary layoffs
- Extended weekends for those that apply. More set shift schedules.
- Voice of the Employee
- Health and Wellness, webinars on Mental Health, speakers on stress management, reduced work week for those that have kids or other priorities, extended vacation carry over, home office spending account
- Increased engagement through team interaction digitally and improvements to tech stability

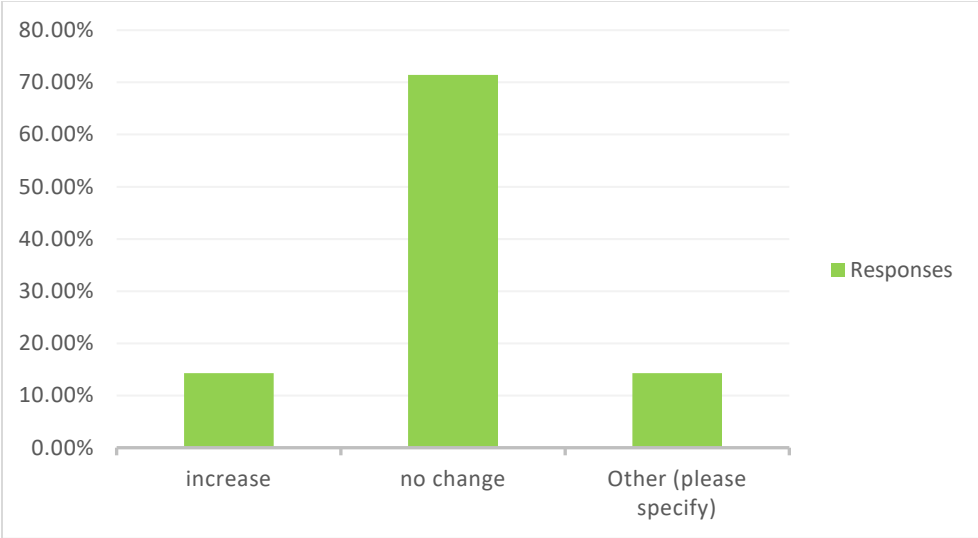
Q27: Since March 1, 2020, have your wages for work from home agents changed?



Other responses include – merit increases.



Q28: Since March 1, 2020, have your wages for employees that cannot work from home changed?



Other responses include – merit increases.

Q29: Since March 1, 2020, what is your current FTE/PTE ration for new hires?

General comments:

- 100 FTE
- 60 FTE | 40 PTE
- 70 FTE | 30 PTE
- 95 FTE | 5 PTE
- 100 PTE
- 90 FTE | 10 PTE

Most common answer – 70 FTE | 30PTE

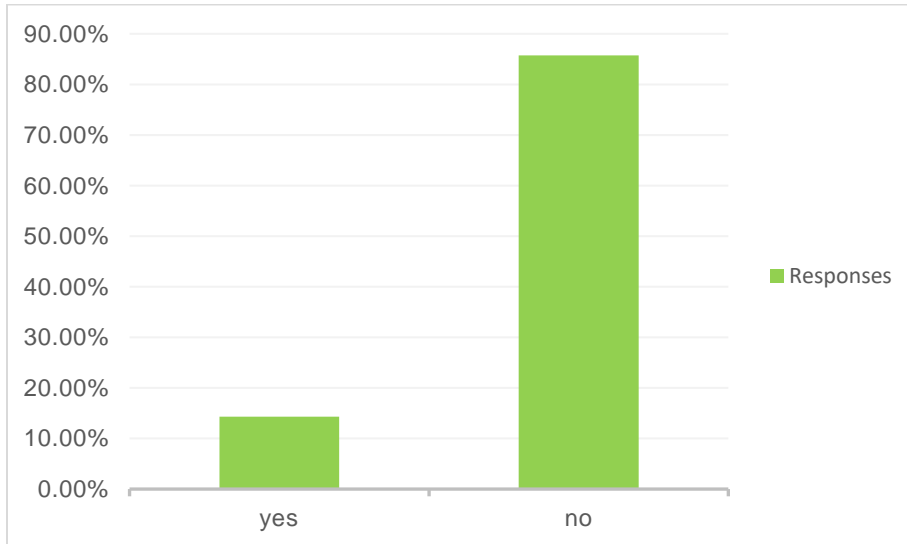
Q30: Has COVID-19 impacted any of your career progression opportunities for your employees?

Answer Choices

Yes	14.29%
No	71.43%
Other	14.29%

Other responses include –career progression opportunities not currently provided.

Q31: Has COVID-19 impacted any of the benefits you offer your employees?

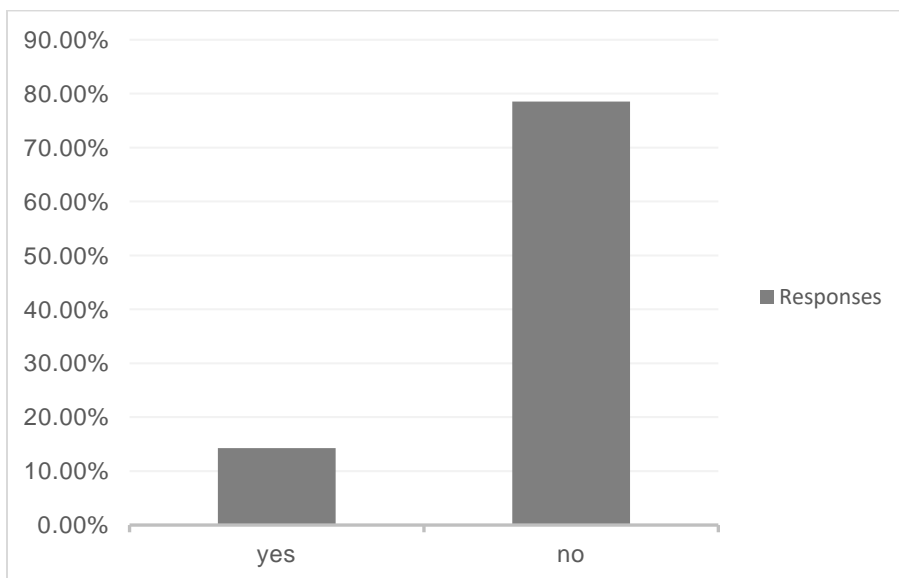


Q32: Since March 1, 2020, what new benefits do you offer your employees?

General comments:

- Virtual medical care to employees
- Wello subscription
- Paid Covid-19 leave for suspected or confirmed infection

Q33: Have any of your starting wages changed due to the impact of COVID-19?



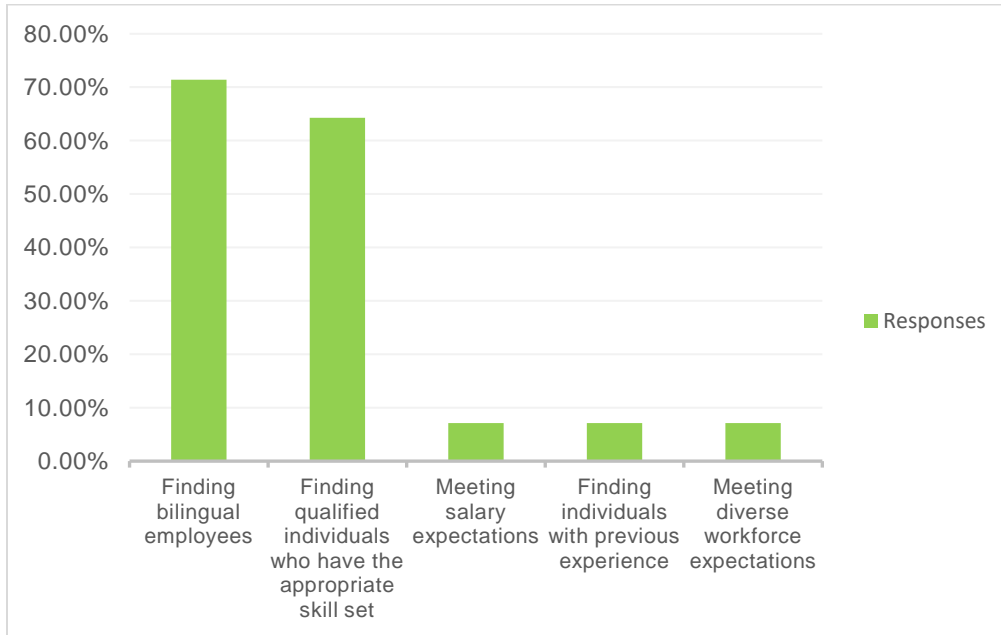
Q34: Indicate if your company has the following positions and if the starting hourly wage has increased due to COVID-19 restrictions and your ability to recruit new hires. Please convert all salaries to an hourly wage.

	Front-line agents (on site)	Front-line agents (remote/at-home)	Technical support (on site)	Technical support (remote/at-home)
starting wage	11.90	11.90	11.90	11.90
top wage	36.00	25.00	33.25	30.00
	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
	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
	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

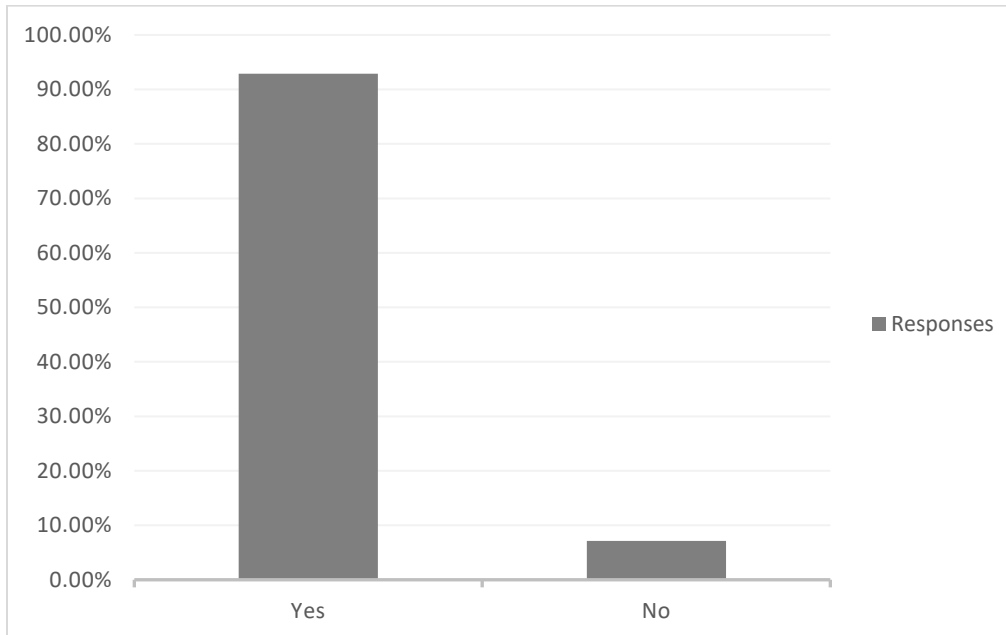
General comments:

- Chart includes positions available with starting wage and top wage

Q35: What is your most significant recruitment challenge?

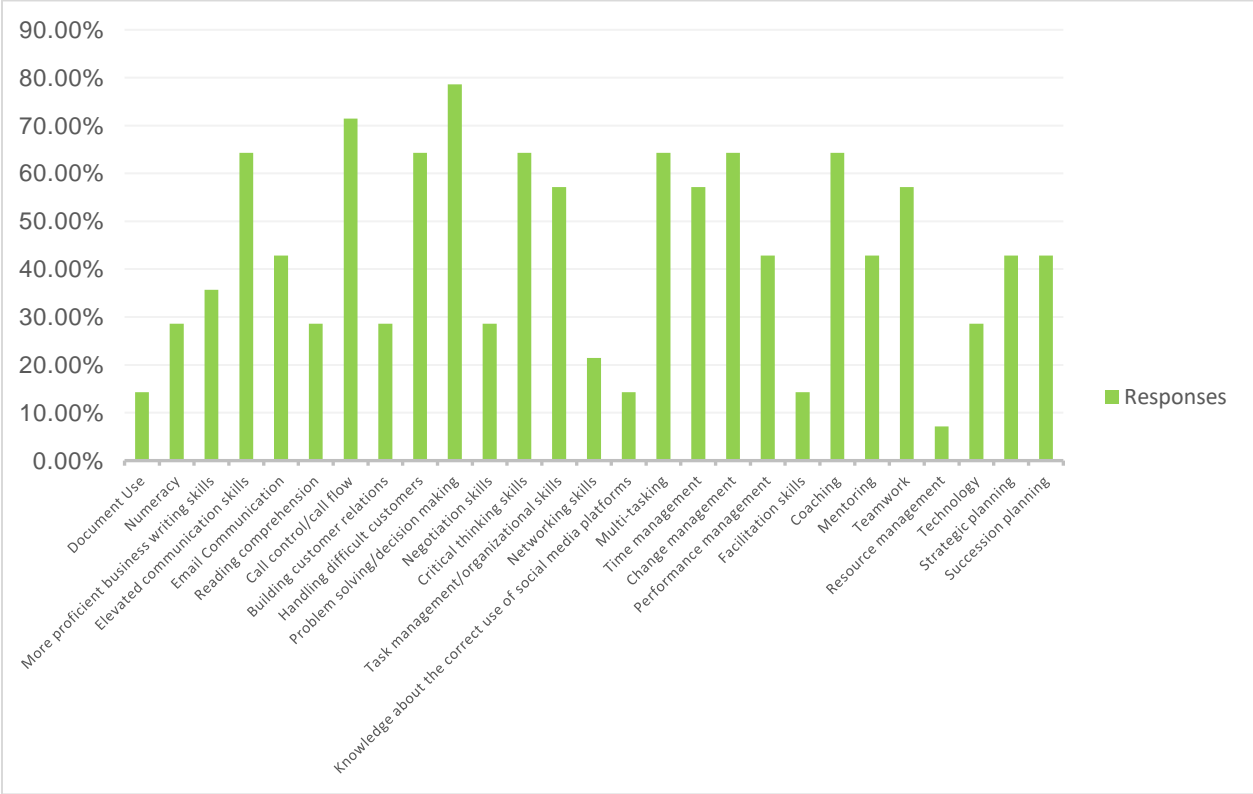


Q36: Have you been providing ongoing training opportunities for your employees since March 1, 2020?



Most common training opportunities include LinkedIn Learning, Leadership and Career Development programs through MCCA, eLearning, Webinars through MCCA and MTEC, Virtual learning through company platforms, In-house training.

Q37: What competencies do you anticipate your staff (at all levels) needing in the future?



Make Time for Learning

We all know the benefits of learning. But we also know that learning takes time – often, time that we simply don't have. It is hard to find space for learning around a daily commute, our everyday work, household chores, and, of course, precious time with friends and family. But, when we ignore our **professional development**, we risk getting left behind. For example, we might miss out on opportunities for greater responsibility, or even get passed over for promotion.

What is Professional Development?

Professional development means taking positive steps toward improving your skills and knowledge. Taking ownership of your own development can help you to feel more empowered and confident in your abilities.

Create a Professional Development Plan

One of the hardest things about learning a new skill is finding the time to do it. In fact, research has shown that many of us spend 72 hours a week working, leaving precious little spare time each day!

WE can help! Just ask @mcca.mb.ca.

Manitoba Customer Contact Association appreciates the invaluable support from our Partners. For a complete list of our Partners - <http://www.mcca.mb.ca/memberdirectory>

WHO WE ARE

MCCA is an industry association comprised of companies and organizations associated with the customer contact service sector.

Our Goals:

- An increasing number of members are engaged, recognized and enriched by the partnership with MCCA and each other.
- An Industry that is thriving through professional development capacity building strategies.
- Establish and maintain strategic partnerships with sector partners and other like-minded groups.

Our investment promise to you is to:

- Focus on long term issues and strategic vision
- Deliver programming to support employee development
- Facilitate partnerships that support attraction to the industry
- Promote the industry as one offering rewarding careers
- Commit to ensuring long-term sustainability

What we do:

- Promote the development and sustainability of a growing, healthy and dynamic industry
- Provide access to current and innovative "best practices"
- Deliver meaningful high-quality training, including industry certification
- Share knowledge about industry information, trends and challenges
- Present opportunities for partnering networking and showcasing services and/or products
- Recognize excellence within the contact centre industry
- Enhance the industry's profile and public perception

THINK, a division of MCCA, was established to meet the growing demands of our customers. Over twenty years ago, we began delivering quality training for the Customer Contact Centre Industry.

Our reputation for developing engaging and effective training is recognized by a variety of industries and the demand for our services continues to grow. We believe all organizations benefit from investing in continuing professional and personal development opportunities.

Let us help you and your team - connect with knowledge. Just ask@mcca.mb.ca.





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