

# Supervisor Training Proposal

## Project Scope and Background

A need for Supervisor development training has been identified. This is to encompass many areas for professional development, to include, but not limited to CC&B refresher training, soft skills, and coaching skills. Initially, the scope of the project will be concentrated on providing the Supervisors with refresher CC&B training in order to ensure they have the most up to date information on all policies and procedures. Additionally, soft skills training will be integrated into the technical training, giving it more of a “real world” feel to the training, thereby making it more transferable to their day-to-day jobs. The proposed training time allotted for this will be one week, for four hours a day.

## Analysis

At present, the only data available to base the analysis on is the results of the Supervisor Development BPA Evaluations from 11/20/2019. An attempt was made to obtain error reports from Salesforce, but the data reported was that of the agents, including only two Supervisors and the information provided was not sufficient to be of use for the needs analysis. Interviews with the Supervisors are needed in order to further define the issues that need to be addressed so the training can be more focused for the needs of the staff.

Based on the BPA report findings, there are four areas of concern that should be addressed for further development. These four areas are: technical skills in CC&B, procedure knowledge, soft skills, and communication skills. The report contained 119 individual instances reported that make up these four areas. The breakdown is as follows.

Type	#
Failed to Document	23
Lack of Empathy	10
Negative Statements	10
Failed to Review	8
Grammar	7
Incorrect Info Provided	7
Failed to Offer	7
Lack of CC&B Contact info	7
Failed to Brand	6
No Commitment Statement	6
Failed to Summarize	6
No Info Provided	5
Interrupts	3
Jargon	3
Greeting	2
Slang	2
Condescending	2
Lack Permission	2
Long Hold	2
Poor Listening	1

Technical skills	50
Procedure skills	29
Soft Skills	26
Communication skills	14

## Design

Based on the findings from the BPA report, an Instructor Led Training (ILT) is recommended. With the limited information provided by the report, it is recommended that the training consist of CC&B technical training on the steps needed to complete a Start/Stop/Move procedure with a new and an existing customer. The training will not include the full suite of CC&B training topics. This limited scope will allow the students time to role play the soft skills required during the call when dealing with the customer, while utilizing the technical skills to complete the procedure accurately. Additional training topics will include products and services, Self Service options, Call Quality, Issue Resolution/Problem Solving, and Coaching for Success.

## Development

For the CC&B technical skills training aspects of the training, the existing New Hire modules and newly developed updated manuals will be used as reference materials. However, new Power Point presentations will need to be developed for each of the topics covered as they are going to be customized for the supervisor training. The soft skills training information will be obtained from the Introduction to Exceptional Customer Service Power Point and the Telephone Doctor videos on your internal library. These materials will all be used as reference material to develop the customized curriculum for the introductory supervisor training.

Approximately 25 Power Point presentations will be developed, as well as customized training materials for each section, and specialized role play scenarios. Development for the training is expected to take approximately 3-4 weeks.

## Implementation

Training will be technical and hands on, therefore it is necessary to conduct the training in a room that has computers available for the trainees. It is preferred if the room has flexibility in the way it is configured, as it would allow the trainer to vary the configuration to suit the exercise. The training program is expected to consist of four hours a day, for five days, for a total of two weeks per session.

The trainees will be actively involved in the training by following along with the trainer on technical exercises, then performing tasks on their own as instructed. Additionally, role play scenarios will be performed by the trainees in order to practice the skills learned.

## Evaluation

A short quiz will be administered at the end of each day for the topics that were covered. The quiz will combine both technical and soft skill questions. Additional measurement of success shall be provided by updated results from BPA reports conducted after the training has taken place.