What We Did
At the end of 2018, the Technical Support team was at a crossroads. From an operational perspective, things were running smoothly, but the team was struggling as they were understaffed and often overwhelmed, which led to drops in employee engagement levels. High attrition and quality of hire were major issues, negatively impacting employee morale. The leadership team established a plan to address the situation within the upcoming year.

Hiring:
• Redesigned the hiring process based on High Impact Hiring methodology. Interview questions were aligned to performance attributes specific to the Support role, which led to better assessment of candidate’s potential success and culture fit.

New Employee Onboarding:
• Onboarding program was streamlined and structured in a way to gradually train new hires on product components, processes and tools. Test cases were built to measure product comprehension, customer management and process compliance.

Team Structure:
• The team was restructured to leverage team member skills, routing cases to the available resources most qualified to resolve the issue.

Career Progression/Professional Development:
• Designed a Career Pathing Framework to structure career progression in Support, as well as introduced new roles and responsibilities within the Technical Support team.
• Built Individual Development Plans for each team member in order to capture their current proficiency levels across required competencies, outline requirements for the next level, and monitor career progression.

Team engagement and recognition:
• Held quarterly “Survey Feedback Workshops” with team members. Topics were chosen based on OfficeVibe survey results (weekly surveys sent on various topics). Feedback from these sessions led to corrective actions to address problematic situations.
• Designed a Rewards and Recognition Program, recognizing team members with monthly, quarterly and yearly awards for actions taken that align with company values.

Employee Experience:
• Implemented many process improvements in areas such as Knowledge Management, Internal Collaboration and Continuous Improvement.

Business Impact
These initiatives were very well-received by the team. They were involved at each step of the way and contributed heavily to the end result.
• No voluntary attrition in the last 12 months, placing us in TSIA Pacesetter category
• Employee Engagement Score: 18% improvement
• 295% increase in Employee NPS, putting us in the 80+ range
• 100% of open positions filled on time
• Quality of Hire: 68% improvements in involuntary attrition, placing us in TSIA Pacesetter category

Customer Impact
Although most of our initiatives were focused on the employee experience and team engagement, the impact they had internally proved to carry over and benefit our customers as well. Customer experience was impacted as follows:

Low attrition rate:
• Greater experience and expertise within the Support organization, resulting in a 21% improvement in our case quality measures
• 59% decrease in Resolution times
3.3% increase in CSAT - this might seem low but, given that it was already in the 90%+ range, this is a significant improvement

Knowledge Management:
- 93% improvement in Just in Time publishing of external and internal knowledge articles
  - Content easier to find via Coveo’s Insight Panel in the case console, resulting in lower resolution times and increased First Day Resolution
  - Less than 1% of customers in Q12020 submitted cases after consulting a Knowledge Article (43% improvement compared to same period last year)

Employee Impact
Most of our initiatives were aimed at improving the employee experience and satisfaction working in the Technical Support organization. We wanted to focus on the main pillars for success: people, processes and tools. Our efforts have resulted in increases across all of the main employee satisfaction measures we have using the OfficeVibe surveys:
- 26% increase in Job satisfaction
- 21% increase in Wellness (stress and personal health)
- 36% increase in Happiness at work and Work/Life balance
- 35% increase in Recognition

In the past 12 months, we have seen all of our results in OfficeVibe categories be above the overall company average as well as industry benchmarking.

Next Steps
We will continue down our path of improving the employee experience for Support resources, and our plans for the future involve the following initiatives:
- Creation of a new Internal Development Program Manager role:
  - Review new employee onboarding every 6 months with feedback from new hires
  - Overview of all available training materials and build a cohesive framework for employee development
  - Align new framework with Career Pathing Framework to structure which trainings are best suited to help develop specific skills
  - Review internal collaboration activity to identify training and development needs
  - Manage Product Release Readiness Program
- Our Continuous Improvement Program touches many fronts:
  - Product improvements to reduce and/or eliminate certain types of cases
  - Customer experience analysis, working in collaboration with Customer Success to improve how customers interact with Coveo
  - Knowledge Management improvements, identifying content gaps, building troubleshooting paths and leveraging AI for increased efficiency and self-service success
- Continued investments in offering career development opportunities to team members by continuously evolving the Support offering and introducing new roles based on business needs and strategy
For more information, visit the TSIA STAR Awards Winners Page.