

### **PM03 Contact Centre**

This organisation provides a critical interface with the general public. Like many contact centres, call response times and other key metrics were measured effectively. However behavioural competencies, while linked to a coaching framework, did not form part of a defined performance management process. Employees indicated they could not see the connection between behaviours and overall performance which was subject to close scrutiny but based on business metrics.

We worked with executives, line managers and employees to understand how the organisation operated and how employees felt about the culture and climate. From there we mapped out a new performance management process.

In the next phase, we developed a full set of documentation and communications materials and prepared and delivered a series of briefing and training sessions to help ensure a successful launch of the new process.

Finally, we developed linkages between the outputs from the new process and the reward policies of the organisation.