

Call Center Analysis for Web Learning Object

Angela Landin

EDT 607

National University

Professor David Taylor

November 30, 2013

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Definition of a Learning Object

A learning object is content created for educational and training purposes to be used multiple times. According to Piskurich (2006) “object oriented learning is a training design in which reusable pieces of content learning, termed objects, are created for both a specific training need and for use in other programs”(p. 401). An eLearning module is an example of a learning object because its creation is intended for reuse and to be shared with future classes. Other examples include instructional videos or a web page. Many learning objects are web-based so that they can be accessed from almost anywhere.

Needs Analysis Summary

The Genentech Patient Resource Center is currently a general call center in the pharmaceutical field. The call center takes general product inquiries and directs callers to appropriate resources. Newly hired employees must have a four year college degree but may or may not have previous call center experience. Employees must have outstanding customer service experience and show ability to speak on the phone while searching and documenting information electronically. Two to three week training is provided to new hires including several computer based trainings and one on one training with an experienced representative. The Patient Resource Center is a small division of a larger call center. The Resource Center consists of five to eight employees depending on business need. One to two people are hired on a contracted basis every six months. There is regularly a need to train new employees efficiently so that they can quickly assist the high volume of callers.

In an ideal setting, trainees will have learned all aspects needed to perform their job from the existing two to three week training sessions. After training the new employees are expected

to operate on their own with little guidance. Trainees should know basic call standards, where and how to triage or answer inquiries and how to successfully use their phone. Currently the existing training provides new employees successfully with information on how to answer questions and how to triage callers to other departments. One aspect missing from new hire training is how to properly use the phone specific to the call center. The only training provided around how to use the phone is side by side training with an experienced representative. This is inefficient because the learner is only provided an observable demonstration of how to use the phone. There is no documentation for all phone functions and all functions are not used for all calls. Trainees only pick up a few needed functions and fail when other phone functions are needed on the job. New employees have a higher rate of accidentally disconnecting a caller because they don't know how to use the phone correctly. Some new employees have left callers on hold longer than expected because they do not know how to swap back to the original caller when waiting on a conference line. Some callers were disconnected because employees did not know how to connect to a voicemail box.

To reduce the number of disconnected calls from new employees it is recommended that an instructional web page be created that is accessible by all new employees. New hires will be able to access the training at their convenience allowing them to view a complete walk through of phone functions. The web page format will also allow employees to review and reference specific phone functions without having to complete an entire training multiple times.

Target Audience

The training is directed to adult learners typically 22 and older who are newly hired in the call center operation. New employees are English speaking with a four year college degree. They have varying experience in a call center environment. Some new hires may be

familiar with a call center phone whereas other new hires may have no experience with a call center phone. Because this training is directed at new employees they will be receptive to the new information as part of their new hire training.

Objective Analysis Summary

Based on the analysis, objectives for this lesson need to be specific to the phone functions. The objectives are derived from perceptual level of the psychomotor domain. “Psychomotor skills are motor skills that have been brought to the automatic level through learning that integrates them through the cognitive process”(Lee and Owens, 2004, p. 46). Trainees will need to know the physical process and functions of the phone that will be used in their day to day jobs. This skill should be learned to the point that it becomes automatic so that caller wait times are not negatively affected and calls are not disconnected. Trainees will learn the physical differences between each function and how it can be applied when an appropriate situation arises on a call.

According to Lee and Owens (2004), objectives should be written slightly different for the designer to create the lesson and for the student to understand what is expected in the lesson. These objectives are distinguished as Performance objectives, terminal objectives and lesson objectives. Surrounding the call center phone functions there are two distinctions around how the phone operates. There are functions required when no caller is present and functions specific to routing a caller that is present. The performance objective includes both the terminal objective and lesson objective and is a concise way for both the designer and learner to identify their respective expectations of the training. The following performance objectives pertain to the recommended lesson:

- Performance Objective One: Given no caller is present on the call center phone, the new resource specialist successfully performs the log in/log out and not ready operation in order to begin and end their shift of taking calls.
- Performance Objective Two: While callers are present, the new resource specialist will demonstrate how to properly warm transfer, conference and swap lines so that callers are not disconnected.

The Terminal objective is used as a guide for the trainer to ensure they are providing content that is consistent with the objective. The following Terminal objectives will guide the design of the course:

- Terminal Objective One: Given no caller is present on the call center phone; the new resource specialist will execute the log in/log out and not ready operation.
- Terminal Objective Two: While callers are present on the call center phone, the new resource specialist will execute how to properly warm transfer, conference and swap lines.

According to Lee and Owens (2004) The Lesson objective is used to identify what activity occurs within a lesson that leads to the learner achieving the terminal lesson. The lesson objectives are as follows:

- Lesson Objective One: The new resource specialist will perform the log in/log out and not ready operation to begin taking calls
- Lesson Objective Two: The new resource specialist will demonstrate how to properly warm transfer, conference and swap lines so that callers are not disconnected.

References

Lee, W. W., & Owens, D. L. (2004). *Multimedia-based instructional design: Computer-based training, Web-based training, distance broadcast training*. San Francisco: Jossey-Bass/Pfeiffer.

Piskurich, G. M. (2006). *Rapid instructional design: Learning ID fast and right, second edition*. San Francisco, Calif: Pfeiffer.