Talk Time Initiative

Owner: Director of Enrollment

Talk Time Average Per Site	Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08
Baltimore - Redacted by HELP Committee						
Baltimore - Redacted by HELP Committee						
Phoenix - Redacted by HELP Committee						
LA - Redacted by HELP Committee						
*Apr was our base point						

Objective
To increase EA average daily talk time to 3.5-4 hours; to increase productivity and positively impact conversions.

Definition
All Inbound calls that are answered on an EA's extension; All Outbound calls from the EA extension captured from first dial; Includes ring time as well as call time to accurately represent the time an EA is on the phone responding to or attempting to reach a prospect.

Materials Needed
Uniform Template to track phone activity by team – Weekly Productivity Report

Cross-Site Strategy
As this will be a defining factor of our changing sales culture and to ensure that our message is uniformly delivered and desired behaviors are reinforced, we will empower our managers to lead this initiative at the team level. There will be two phases of our strategy. **Phase One will target 1 hour more talk time per EA by July 1st. Phase Two will target continued increase to 3-4 hours per day per EA, sustained.**

Phase One - All managers will consistently perform the following activities:
- **Total interaction with their teams...** Our Expectations: greater visibility, more interaction and direct EA feedback daily; Include talk time as a working part of everything we do (The Spirit Day challenges are a great example of this!)
- **Y-connects, not only to listen, but to demonstrate how to improve...** Our expectations: Directors, 3-4 y-connects per week; Managers, at least 1 y-connect per day... with potential for more when alternating y-connects for 1:1s.
- **1:1s not only to discuss strengths and weaknesses, but to build rapport and earn trust...** Our expectations: 1:1s will have varied venues (discussions behind closed doors, discussions at the EA's desk, y-connects), conversations will address numbers and qualitative metrics, mentoring and developing opportunities. They will be weekly or bi-weekly depending on size of the team.
- **Explanation of value and benefit of our desired behaviors to create personal motivation...** Our expectations: Managers will be consistent in messaging - increased talk time will positively impact velocity to qualify, quality students, conversions, retention, referrals, cross-sell opportunities and, ultimately, TCC outcomes.
- **The knowledge that their team is a reflection of them and the confidence to expect total team cooperation...** Our expectations: Managers must take ownership of their messaging to the floor. They must take ownership of their team's performance. With true ownership, we'll see stronger leadership and gain greater support from EAs.
- **Weekly tracking of phone activity using our standardized template**
- **Team activities scheduled to promote consistent focused productivity...** ex. Include guest speakers from other departments in team meetings to increase product or process knowledge and gain talking points; contests that include qualitative and quantitative outcomes; Include talk time as a working part of everything we do (The Spirit Day challenges are a great example of this!)

Phase Two – Directors will become more visible in the campaign:
- **Challenge to all EAs to track Prime Time Activity…** Our Expectations: this effort will demonstrate the current perceived definition of productivity; will allow Directors the opportunity to reinforce the Manager's message
- **Meetings with individual teams to discuss/reinforce value and benefit…** Our expectations: challenge the teams to uncover their own benefits, discuss their target audience and demonstrate our expertise in sales and knowledge of our evolving business

Risk/Opportunities
- **There will be a potential risk of increased EA attrition due to the increased performance expectations…** we are working with HR/Recruitment to maintain steady flow of viable employee candidates with the long term expectation of building a talent pool
- **There will be a risk of lower productivity from some EAs as we shift our focus to this major change in our culture…** Managers will have the task of setting the proper expectations for the job and reinforcing the behaviors needed to accomplish them; they will have the support of Directors and HR in delivering performance plans, corrective actions and in documenting low performance on TCC.