



Stoneleigh

rewards

Agent Compliance with **Insights** from

CallMiner Interaction Analytics



Stoneleigh Recovery Associates was founded in 2007 on the belief that it could succeed in the competitive credit card collection industry by using state-of-the-art technology to be a leader in performance and customer service. The strategy was successful, and Stoneleigh has since expanded into retail, auto deficiency and medical debt recovery.

When the Consumer Finance Protection Bureau (CFPB) updated its regulations for debt collection, Stoneleigh's largest customer requested that some modifications be made to the company's approach to compliance. That prompted Stoneleigh to enhance its technology platform with next-generation automated interaction analytics, which have produced results that surprised Stoneleigh and satisfied its top customer.

“ Around the time the new CFPB rules for debt collection were released our largest customer asked us what policies and procedures we had in place to ensure our collectors were not incentivized to use abusive practices. Together we mapped out changes to our bonus structure from purely production-based to a model that also rewarded for the use of specific compliance language. This model is more attractive to regulators because it motivates agent compliance. ”

Nikki Noyes
Director of Compliance

Stoneleigh Recovery Associates previously guarded against bad behavior and enforced its best practices primarily by manually monitoring a few calls each month by each of its approximately 100 agents. A quality assurance (QA) manager would listen to the call and score it using a scorecard of Stoneleigh's requirements and best practices, such as properly identifying the right called party, informing the called party of his or her rights (the “mini Miranda” reading), using the favored language to pursue collection, avoiding the use of banned words and phrases, handling prior express consent (PEC) revocation requests and complying with various other TCPA, FCRA and FDCPA regulations, etc.

Industry

Collections

Business Value

Risk & Compliance

Objectives

- Monitor more calls
- Validate CFPB compliance
- Raise agent quality scores
- Improve productivity and outcomes

Results

- ✓ Recorded and analyzed 100 percent of contacts
- ✓ Demonstrating compliance requirements through scorecards
- ✓ Improved quality scores by over 50
- ✓ Improved productivity and optimized outcomes by identifying best practices and training all agents

“Manual monitoring is only possible on such a small percentage of the total calls made. It is really difficult to develop a realistic way to weight the calls,” said Noyes. “In my opinion, the industry-accepted ratio of approximately five calls per person per month is totally disproportionate to the total number of calls an agent makes in one day.”

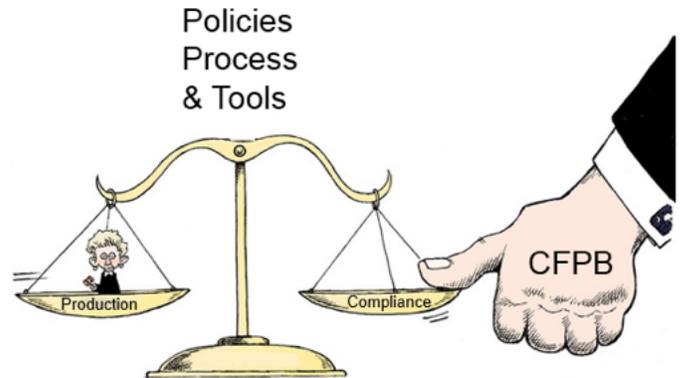
Stoneleigh has achieved SSAE-16 (SOC 1 Type 2) certification, which is the highest auditing standard for the debt collection industry developed by the American Institute of CPAs (AICPA) and holds several other certifications and professional recognitions. Nonetheless, it conducted a quality audit of its operations to help prepare its response for the customer that inquired about its compliance practices.

“Our internal quality assurance and call monitoring procedure showed we needed something else to promote continued improvement in our call scores,” said Noyes. “I thought we were too small to use an interaction analytics solution, but as compliance became a bigger part of our customer expectations, analytics made a lot more sense.”

Noyes had been aware of CallMiner’s interaction analytics technology for optimizing outcomes for several years, but had not pursued it because she thought the solution was only for large organizations. However, when briefing her senior leadership about options for improving compliance and call quality scores, she provided an overview of CallMiner’s abilities to monitor calls and receive feedback in near real time, detect problem language, automatically score them on parameters Stoneleigh can set itself, and other features that support the journey to optimized customer engagement. “Not long after that I was on a plane to Florida to receive my CallMiner training prior to our implementation,” she said.

From Random to Comprehensive, Subjective to Objective

CallMiner Eureka is the leading solution to improve contact center and enterprise performance through automated interaction analytics (text and speech analytics). CallMiner Eureka tracks every call for Mini Miranda language, Right Party Contact language, FDCPA violations, abusive language from either party, and other risky language. It immediately reveals insights from automated analysis of communications between contact centers and customers across multiple channels – including phone, email, chat, social and more.

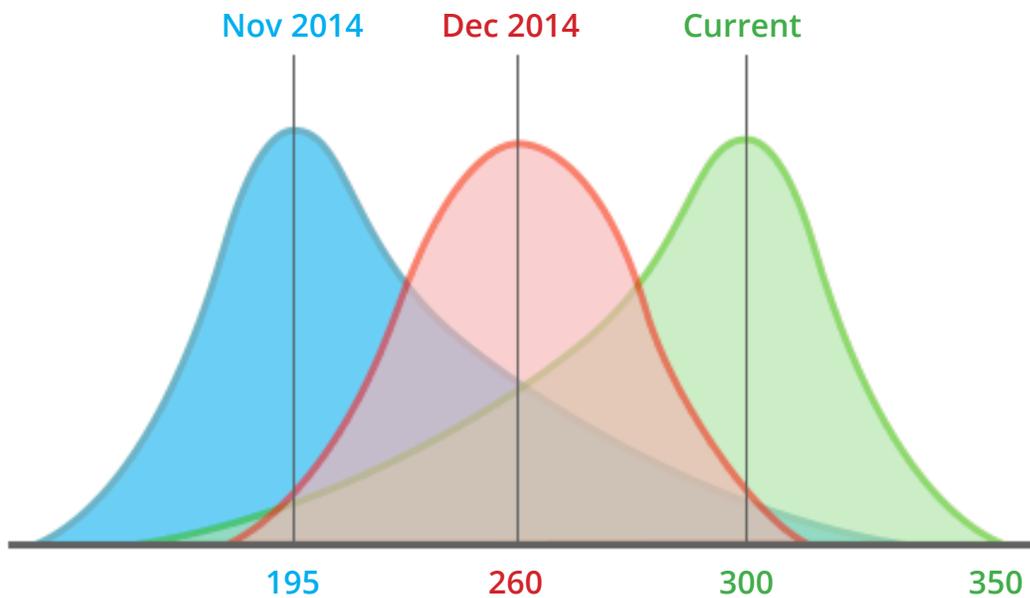


CallMiner Eureka is a very valuable resource for supporting compliance because it can automatically monitor and objectively score 100 percent of telephone, email and text contacts. The scoring enables contact center operators to instantly identify potential problems or trends. Recording and monitoring 100 percent of calls provides the documentation needed to resolve disputes and satisfy auditors – without time-consuming manual labor to listen to and transcribe call recordings. The solution also collects metadata so that it can be sliced and diced in a variety of ways to provide comparisons of performance metrics and measure whether the contact was optimized and how operations can be improved. The solution collects structured metadata such as the Agent ID, client account numbers, time of day, call dispositions, etc. so the analytics can be enriched in order for it to be sliced and diced in a variety of ways. Since the platform also analyzes the acoustical values of the interaction keen insights can also be derived measuring the amount of silence on phone calls, whether the customer or agent became agitated and if the agent treated the contact with an appropriate level of empathy.

Users can set the words, phrases and conditions they want CallMiner Eureka to monitor. Stoneleigh began its program by monitoring each call for only three elements: disclosure that the call was being monitored and recorded, right party identification and providing the Mini Miranda disclosure.

“We set it up very simply in the beginning based on what we wanted our collectors to focus on improving. Instead of listening to a single call at a time, which is what manual monitoring does, this gives us a tool to show a better statistical representation of what each collector does consistently.

Stoneleigh reviews quality scores from CallMiner Eureka and plots them on a bell graph with the peak of the curve representing the average score. This provides a view of where each individual agent falls on the bell curve, which shows aggregate results. The data has been very helpful for identifying each agent’s specific strengths and weaknesses. Stoneleigh has used the insight to provide targeted training and coaching to agents that are deficient in specific areas, and to learn what its top performers do that makes them more effective.



“The scoring system with CallMiner is objective. That is really helpful for training and improvement,” said Noyes. “One of the things call center managers struggle with is when you note an agent doing something the wrong way, they always say ‘You caught me on a bad call. I usually do it right,’ or ‘I had a bad day.’ Based on the information we get from CallMiner, we can say to them ‘You are not consistently doing what you think you’re doing,’ or ‘You’re right. We can see this is not typical for you.’”

Prior to rolling out CallMiner Eureka, Stoneleigh’s average quality score for each call was 195. Stoneleigh set its initial quality goal slightly higher than 195 in hopes that agents would easily meet the goal, which would in turn help win acceptance for the system.

“Within one month of using CallMiner Eureka our average quality score went from 195 to 260,” said Noyes.

“CallMiner definitely points out behavioral inaccuracies in your process. For example, we used the metadata from call reports to learn that a handful of employees were dispositioning one type of call the wrong way every time. We just gave them a little coaching, and now the issue is fixed.”

Scores Still Rising, So Is Customer Confidence

Stoneleigh runs analysis reports on its agents twice a week. It only reviews aggregate results with each agent, not specific calls, because it wants agents to focus on what they do consistently instead of isolated incidents. Stoneleigh also sought to improve focus by initially monitoring compliance with three key areas, but plans to expand the scope of how it monitors agents and scores interactions.

The initial deployment enabled Stoneleigh to adjust its collector incentive program to address client requirements. Previously incentives were paid based on the number of contacts each collector handled. Now that it is practical to monitor 100 percent of contacts and to score them on multiple variables, Stoneleigh can incentivize different kinds of behavior, including customer satisfaction.

Collectors now need a minimum average score just to qualify for the bonus program, which has helped motivate improvement of below-average performers. Stoneleigh has also taken advantage of its comprehensive data and convenient data processing and reporting to support gamification within their agent population and uses frequent contests and presents awards for such achievements as high score of the month and quarter and most improved agent.

“There are a lot of ways you can use contact analytics in a positive, productive way,” says Noyes. “One of the things we’re going to do with analytics is to identify which specific agents might do best with certain types of calls and customers. That will help us improve productivity and optimize our outcomes.”

With numerous ways to fine tune operations now at its disposal, Stoneleigh’s average quality score has continued to rise after making the first-month jump from 195 to 260. Monthly scores have topped 300 and were averaging around 295 after 12 months. “In the course of one year our quality scores have gone up an average of more than 100 points,” said Noyes. The high improvement has reduced the risk of compliance violations.

“I am significantly more confident about what is and isn’t being said on the call floor, without spending all day listening to calls.”

The results have pleased Stoneleigh’s largest client and added to its reputation as a high quality service provider that is a leader in applying new technology.

“When we started using CallMiner Eureka, my one concern was ‘How much time am I going to have to put into this?’ CallMiner’s support is excellent and we got the system set up and configured the way we wanted it fairly quickly, and now it essentially runs itself,” said Noyes. “Now I find myself asking ‘How much time can I get to explore Eureka? It is so powerful, and so useful, that we’re always trying to do more with it.’”

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 (781) 547-5666

 www.callminer.com

 sales@callminer.com

 facebook.com/callminerinc

 twitter.com/callminer

 linkedin.com/company/callminer