

CASE STUDY: RECRUITMENT

PLANNING FOR PRODUCTIVITY: MAIZIS AND MILLER DEPLOYS HPBX CALL CENTRE SOLUTION

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- Ron Maizis, VP, Maizis and Miller

BACKGROUND

Maizis and Miller is a recruitment firm with a difference. Founded in 1988, the Etobicoke-based company serves the heavy equipment industry, matching diesel truck and machinery specialists with companies in forestry, mining, construction, agriculture, transportation, and logistics. This niche focus has helped Maizis and Miller build a considerable reputation as one of the largest businesses in North America for placing heavy equipment mechanics, and the company's web property Mechanics Hub has become a destination site for candidates looking to discuss industry issues.

BUSINESS CHALLENGE

An employment broker, Maizis and Miller works with hundreds of employer clients across North America and with approximately 40,000 licensed tradesperson and mechanic candidates out of its one Mississauga office. The geographically diverse locations of customers and job candidates has made it vital that the company deliver excellent communications over the phone, through the company website, and in its call centre. To ensure customer experience, the company must have reliable and quality telephony services: "We live and die by the phone. The phone and email are critical components for us," explained company VP Ron Maizis.

Currently, Maizis and Miller employs approximately 20 recruitment specialists who typically can draw on long-term heavy equipment field experience, journeyman licenses, or HR certifications to deliver knowledgeable referral services. Agent specialization has translated into a 100% success rate in replacements. As the primary source of company value, agents must demonstrate recruitment skill, but also productivity that the company works to develop through daily analysis of metrics on the recruiting team detailing phone activity, inbound and outbound calling, and average call lengths.

SUMMARY

Region:
North America

Industry:
Recruitment

Locations:
Etobicoke, ON

Employees:
20

Business Challenges:
Needed advanced call centre metrics to monitor agent productivity

Solution:

- HPBX - 15 users
- Call Centre - 10 Agents with 3 Supervisors

Key Results:

- Real time metrics on agent productivity to support dynamic operational decision making
- Staff motivation through information sharing
- Listen-in barge feature that enables hands-on agent training
- More reliable service, better call quality

THE SOLUTION

According to Ron, the company subscribed to telephony services from one of the large, incumbent telco providers for 24 years, but moved to a VoIP solution two years ago to reduce phone rates: “if we hadn’t moved to VoIP, our bills would be ten times what they are now,” he claimed. This transition to IP-based telephony opened the door to additional services, such as a hosted call centre, delivered initially by a provider that Ron described as “just not up to par” before the company landed on an HBPX system from Primus that promised reliable service, superior call quality, as well as superb call centre productivity metrics.

Maizis and Miller does not operate a typical call centre environment where calls are placed in queue, so “there was quite a bit of fine tuning that had to take place to set the system up,” Ron explained. For example, the solution required that agents push a button indicating their availability to take another call after the end of one call, a step that Ron believed might be neglected. But a Primus team, consisting of the account executive and an HPBX implementation specialist, worked diligently with Maizis and Miller social media coordinator Jacquie Tamaya to resolve this and other issues and, within a week, had the system up and running: “they were one of the best teams that I have ever worked with,” Ron noted. According to Jacquie, the Primus implementation team was very responsive, offering full support for on-site implementation tasks, such as initial phone configuration, set up of voicemail to email, alignment of phone extensions with the company’s reporting solution to enable capture of performance data, and generally smoothing the transition from the old provider to the Primus system. “Once we got over the initial hiccups,” Tamaya explained, “it was all good.”

Post implementation, Primus dispatched a training specialist to work with Maizis and Miller administrator staff, providing them with a presentation and reference documentation,

and with the phone system users. According to Jacquie, the Primus interface is very simple, and, as a result, Maizis and Miller are now self-sufficient system users, who have access to Primus Technical Support in case of emergency.

KEY OUTCOMES

Real Time Metrics to Support Dynamic Operations Management

The hosted call centre solution from Primus offered Maizis and Miller a number of advantages over the old system. With the old system, Ron explained, “the best case scenario was two days to get my metrics,” but with the new system from Primus, “I see everything from how many screens an agent looked at, how many keystrokes, to inbound email activity – you wouldn’t believe the amount of data we get on individual agents every day – in addition to phone metrics which complete the analytics profile.” This more complete picture of call centre activity is an important management input, as real time call centre KPIs support company decision making around daily operation, as well as longer term planning around staffing requirements.

Analytics also help Maizis and Miller achieve specific service objectives. Maizis and Miller prides itself on the fact that 95 percent of inbound calls are answered by a human rather than an auto attendant within three rings: “We’re in the people business,” Ron noted. “A lot of other recruiters take pride in putting in electronic barriers to reduce actual calls to recruiters but we’ve just opened the flood gates. I wanted to make it as easy as possible for a candidates from Waco, Texas to pick up the phone, call in toll free, and have the call go directly to a recruitment specialist.

Analytics Encourage Productivity Improvements

At Maizis and Miller, productivity data on individual agents is available for everyone to see – “it’s a very transparent environment,” Ron claimed. This policy is designed to inspire junior or weaker recruiters, who can study the performance metrics generated by more successful agents, and emulate their behaviours in order to translate better performance into higher commissions. The Primus system also provides a barge feature that allows operations managers to listen in on calls in progress to enable training in phone etiquette and technique where necessary. “This is really important,” Ron said, “because our skill is in how we speak and what we say.” With the listen in feature, managers can provide feedback to employees, offering real, hands-on training for better employee engagement. Agents, who typically spend their whole day on the phone, also benefit from better technology performance – fewer dropped calls with the Primus hosted system, no call delay or packet loss relieve users of the call lag that can create the ‘call collision,’ which in turn impacts productivity.

In the coming year, Maizis and Miller expects to bring six additional recruiters onto the system to address business growth, a process that is handled largely by Primus. For the company, this will involve only a telephone call to Primus to set up new seats and order new phones: “that’s the beauty of this system,” Ron said, “I just make a phone call – it couldn’t be easier.”

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