



# The Power of One

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# Background on NYSTRS

- ✓ **427,000 members**
  - ✓ **266,000 active members**
  - ✓ **161,000 retirees and beneficiaries**
- ✓ **135,000 incoming calls annually**
  - ✓ **100,000 answered by our contact center**
  - ✓ **35,000 answered by other departments**
- ✓ **9,000 member emails and secured messages annually**
- ✓ **8,000 benefits consultations annually**
- ✓ **150 presentations and PREP seminars annually**

In contact centers, “The Power of One” more agent can be determined statistically.

$$P_w = \frac{\left(\frac{A^N}{N!}\right) \left(\frac{N}{N-A}\right)}{\sum_{i=0}^{N-1} \left(\frac{A^i}{i!}\right) + \left(\frac{A^N}{N!}\right) \left(\frac{N}{N-A}\right)}$$

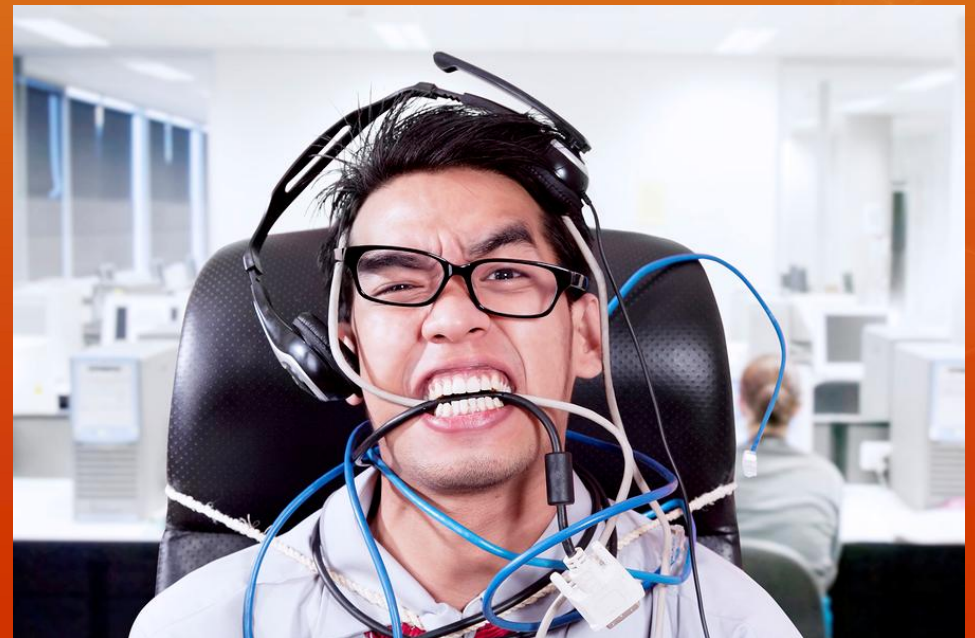
Erlang C Formula

Each employee matters greatly and can be the difference in whether or not you have a cohesive, smooth-operating team.



**A well-run,  
customer-focused  
contact center.**

**Not even close.**





## **Lessons Learned:**

- 1) Hire great people.**
- 2) Keep them engaged.**
- 3) Show them you care.**
- 4) Celebrate their success.**

# 1) Hire Great People.

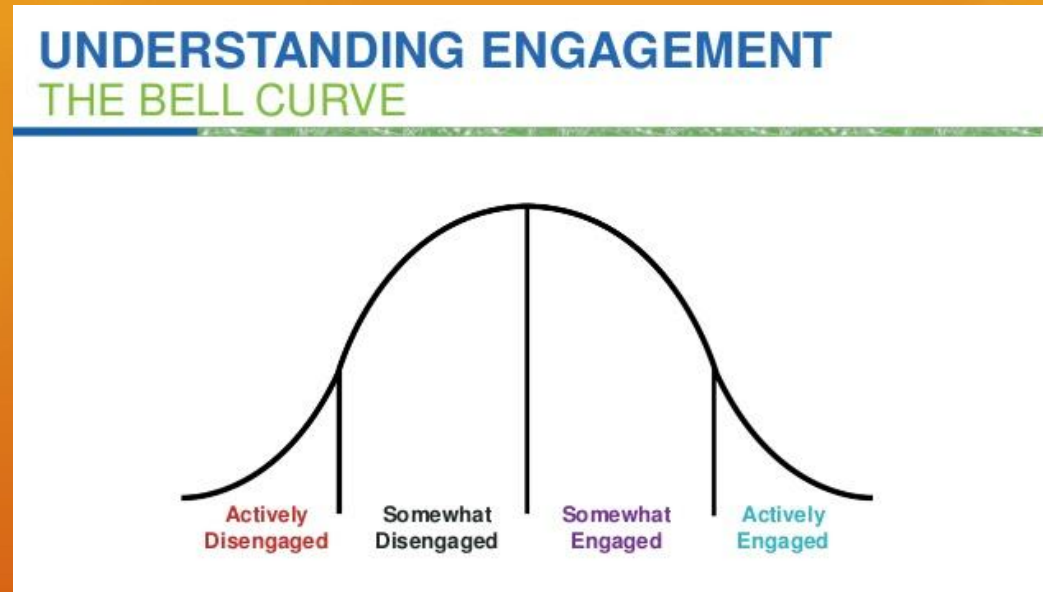
- ✓ Interview many candidates.
- ✓ Ask many questions (i.e., open-ended questions in which candidates must detail their experiences, challenges, and convictions).
- ✓ Re-interview best candidates, but with a new purpose (e.g., roleplays that test their ability to think on their feet, their level of empathy, and the likelihood they will work well on a team).
- ✓ Conduct background checks.

# If It Isn't Working, Let Them Go!

- ✓ **Members make critical, irrevocable benefit decisions based on our information. Agents must be accurate and make important connections between facts.**
- ✓ **If new staff can't be positive or work hard while on probation, things will likely only get worse over time. Bad seeds grow into big problems, and an employee's negativity can demotivate others and poison a staff.**



## 2) Keep Them Engaged.

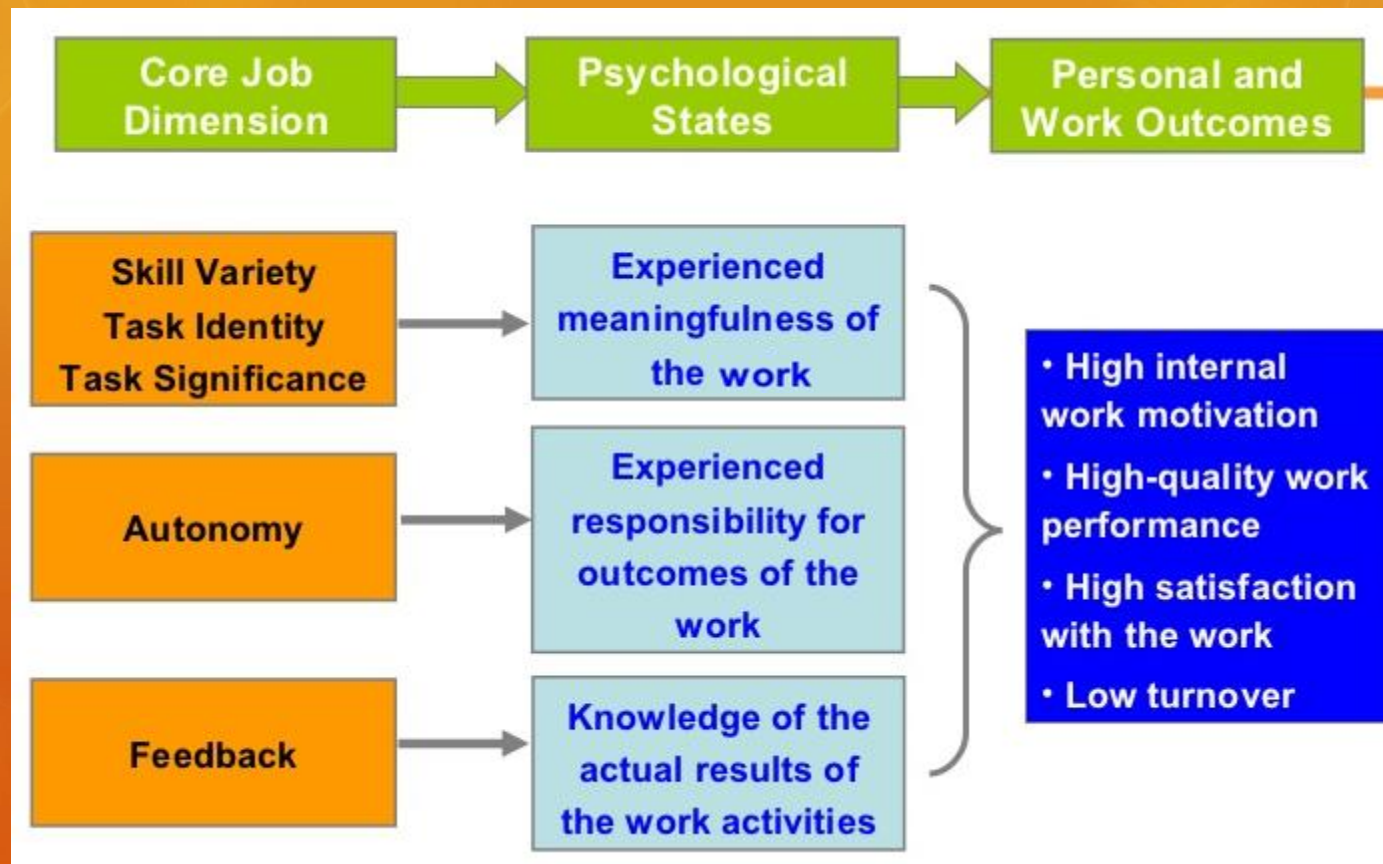


### 2015 Gallup Poll:

- Only 32% of Americans were engaged in their jobs.
- 51% were somewhat disengaged.
- 17% were actively disengaged.



# Job Characteristics Theory



**The level of an organization's employee engagement correlates highly with its customer service experience and its business results.**

**NYSTRS has over \$107 billion in assets,  
but our most valuable asset is our staff!**



**If providing excellent customer service is  
a goal of your organization, view your  
staff as your “customers.”**

### 3) Show Them You Care

- ✓ Be there when they need help (e.g., coaching; assist button; knowledge management tools).
- ✓ Ask staff for ideas, and implement them whenever possible. They hear the “voice of the customer” and have valuable feedback.
- ✓ Make time in our endless to-do lists to focus priority on staff (e.g., daily interactions; one-on-one meetings; ongoing training sessions).



## 4) Celebrate Success!



- ✓ **Use your quality assurance program to catch staff doing good.**
- ✓ **Share compliments with the individual, with the team, and with upper management.**
- ✓ **Use recognition programs to honor excellence and great customer service.**

# Remember “The Power of One”



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