

01 May 2024

# Reimagining Induction for Improved Customer Outcomes



Classification: Public

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# ANZ CUSTOMER CONTACT CENTRE

ANZ is one of Australia's largest financial institutions, with more than 40,000 staff located globally.

The **Customer Contact Centre** is an integral part of the Australia Retail division, which:

- Is made up of 1,000 frontline bankers
- Across Everyday Banking and Home Owners departments
- Incorporates both voice and messaging offerings
- Support over 5 million ANZ retail customers with all their personal banking needs
- Handle more than 20 million customer interactions each year



# CARE INDUCTION



## Situation

Increased call volumes (from a combination of sophisticated scams and vulnerable customer calls plus customers choosing to do more of their banking via phone rather than in branch) and high banker attrition, particularly with new staff – 43% left in their first 6 months.

These factors were negatively impacting the customer experience.

## Opportunity

Reimage the first 6 months of the banker's journey.

We believed an engaged and capable workforce would significantly uplift our customer's experience.

## Result

Proficiency achieved in a third of the time

20% reduction in handle time

Tenfold increase in customer NPS



# THE REDESIGN

## We analysed

- Increase banker engagement
- Improve banker's speed to proficiency
- Uplift the efficiency in customer calls



## We set ourselves three goals...

- Increase banker engagement
- Improve banker's speed to proficiency
- Uplift the efficiency in customer calls



Then purposefully redesigned the Care induction and training program...

Modernised  
the  
curriculum  
resources

Broadened  
induction  
activities

Capped  
classroom  
sizes

Made  
changes to  
call routing

Introduced a  
new support  
model for  
Model Office

Created  
career  
pathways

# OUTCOMES



**We achieve this through the skills, knowledge, energy and care our bankers show in every conversation.**

- Improved attrition from 43% to 2% at 6-month date of employment
- Reduced time in training from 13 weeks to 8 weeks
- Achieved banker proficiency targets sooner – 13 weeks from 38 weeks
- Net Promoter Score – improved from 2.5 to 23.2
- Average Handling Time – reduced by 19%, from average of 1,600 seconds to 1,300 seconds
- Support team contact rates – reduced from 50% to 37%
- Transfers - reduced from 30% to 15%
- First Call Resolution – improved from 52.8% to 64.1%
- Breach rates - remain under 5%

# WHAT HELPED US TO ACHIEVE THESE OUTCOMES?

Deeply understand the  
business problem

Stakeholder engagement is  
crucial

Prioritisation is your friend

Keeping true to scope

**Made possible by collaboration - fostering engagement with stakeholders and creating advocacy within the business to make this a success.**

# QUESTIONS?

