

SDS L2C2 Instructional Design (ID) Team - Needs Analysis Form

Overview

Amazon's Tukwila WA CS site is reporting an increase of 106.67% year-over-year (YOY) in customer escalations specifically related to customer dissatisfaction (phone and chat interactions) with Customer Service Agents (CS) the last 3 business quarters - 500 in Q3 2022 (250 in Q3 2021) 600 in Q4 2022 (300 in Q4 2021) 450 in Q1 2023 (200 in Q1 2022)

Analysis

According to local Human Resources and site managers, this is a result of the lack of customer service skills training, specifically dealing with difficult customer situations. There is currently no existing training on this topic for CS Agents in new hire training or ongoing education. The SDS L2C2 ID Team was contacted via SIM: 0001234567 by Sr. Operations Manager Kristan Stewart to identify and implement a training solution to address this skills gap by the end of Q2 2023. Using industry standard behavioral survey evaluations related to key soft skills needed for effective customer service and dealing with difficult customers, it was discovered that over 80% of Tukwila's CS Agents' skill level was 0-1 (5-point scale). Data shows a significant skills gap in these key areas – Active Listening, Remaining Calm, Building Rapport, Professional Communication, Assessing Customer Needs and Proposing Solutions. Tukwila is hosting an event "Customer Excellence Focus Week" 5/15/23 - 5/19/23 and site management has approval for time off floor for agents to complete this training and attend customer service workshops hosted by site HR and Management. They have requested this training launch in time for this event. NOTE - Kristan Stewart will be the SME and final approver for any training developed.

The L2C2 ID Team will develop a new eLearning training module "Customer Excellence – Dealing with Difficult Customers" to incorporate into existing new hire Embark plans in Q2 2023. The training will address the skills gap related to the key areas listed above. The training will be deployed to all existing CS Agents at time of launch and be required 1 x annually as a refresh. This training will be a part of a larger curriculum on "Customer Excellence" training in which additional customer service skills training can be included as needed. The "Dealing with Difficult Customers" training will contain learning objectives, situational awareness, multimedia examples, a final assessment for enforcement of the learning objectives and an L1 feedback survey for the L2C2 ID Team to track performance. It has been confirmed with site management that KNET is the ideal platform for delivering the training to all agents. The ideal tool for eLearning development is Articulate Storyline and Camtasia for multimedia sections as all CS Agents are US based at the Tukwila site. Success of the training will be measured by monitoring the percentage of CS Agents completion of the training, 30-day post completion knowledge check deployed via email and measuring percentage of reductions in escalations (non-executive and executive) related to customer dissatisfaction post training launch.

GOAL – The business goal is to reduce the percentage of escalations (non-executive and executive) related to customer dissatisfaction by 125% by the end of Q4 2023.

We will achieve this by developing a new eLearning training "Customer Excellence – Dealing with Difficult Customers" to Improve the Customer Service soft skill level of all existing Tukwila WA CS representatives from level 0-1 (current) to level 3-5 (required) and new hires moving forward.

GOAL	BEHAVIORS	SKILLS/KNOWLEDGE	LEVEL REQUIRED	NEED LEVEL	RECOMMENDATION
<i>What business goal are we trying to achieve?</i>	<i>What behaviors contribute to achieving the goal?</i>	<i>Which skills/ knowledge components are required to display the job behaviors?</i>	<i>Skills/knowledge level required</i>	<i>What is the need for training?</i>	<i>What type of training is needed to close the skills/knowledge gap?</i>
Reduce percentage of escalations 125% by end of Q4 2023 by improving Customer Service soft skill level of Tukwila WA CS Agents from level 0-1 to level 3-5 by end of Q4 2023.	Understanding Behaviors: Identify customer behaviors that can lead to difficult customer situations.	Active Listening: Listen to the customer and ask action-oriented questions to identify the issue	4	High	Interactive eLearning training module (Articulate Storyline) to be incorporated into new-hire training and launched to existing employees. "Customer Excellence" curricula aligned with customer service soft skills training needs.
		Remain Calm: Allow the customer to speak and refrain from escalating	3	Moderate	
	Making the right decisions: Utilize available resources to properly engage with and diffuse difficult customer situations.	Build Rapport: Put yourself in the customers shoes, empathize	4	Moderate	
		Communication: Always maintain professional communication	5	Low	
		Assess Needs: Understand the customers' needs and utilize tools/resources to seek a resolution	4	High	
		Propose Solutions: Identify and propose solution that meets/exceeds needs	4	High	