Chapter 11 Implementing a quality assurance program worksheet

This worksheet will assist you in establishing a quality assurance program to audit the performance of your Help Desk agents. The information obtained from the audit will feed into your performance management processes.

This Help Desk improvement checklist worksheet is intended to be used in conjunction with the related chapter in the [Help Desk Management Book by Wayne Schlicht](#).

Benefits of a Quality Assurance Program

1. Increase positive behaviors
2. Improve performance management accuracy
3. Meaningful annual reviews
4. Reduce employee confrontations
5. Improve training programs
6. Reduce inappropriate behavior

Step 1 - Prerequisites of a Quality Assurance Program

Call recording - Ensure inbound and outbound support calls are recorded.

Search tools - Ensure the call recordings are searchable by date, agent, and any other important attribute.

Supporting processes - Make sure the procedures and training programs support the quality assurance grading criteria.

Support tickets - Communicate to the team that it is mandatory to create a ticket for every support interaction.

Step 2 - Create the Scorecard

When creating a quality assurance program scorecard, the first step is to create a template for the header information. The scorecard header information should document the following source items.

Scorecard Header Information
- Agent Name
- Reviewer Name

- Call recording ID
- Ticket number
- Dates – Support interaction date and audit review date

By creating a scorecard header information template, all quality audit reviews will capture the needed source information. Knowing the source of the audit data and who is performing the audited, a historical record will be created to make conversations with the agent easier.

Step 3 - Defining the Quality Audit Grading Criteria

In the body of the scorecard will be the grading criteria. Ensure the grading criteria includes the following for calls and tickets.

Call Audit Grading Criteria

The Greeting Phase
- The agent used an approved greeting script.
- The agent thanked the customer for calling
- Agent identified to the customer your company name, department name, and any slogan required.
- Agent asked for and used the customer's name

The Support Interaction Phase
- Agent overall communication reflected positively on the Help Desk team and the IT department
- The agent used acceptable language
- The agent followed all support procedures
- The agent did not ask the customer to repeat themselves
- The agent did not place customer to on hold or subject the customer to long periods of silence

The Closing Phase
- The customer validates the issue was resolved
- If the issue is not resolved, the agent provided the customer with a ticket number, next steps and target time frame
- The agent asks the customer if they have any other issues and if needed created another support ticket
- Agent displayed appropriate conduct

Step 4 – Define the Ticket Audit Grading Criteria

1. Agent created a support ticket that corresponds to the call recording reviewed – Remember the best practice is to select the agent's support calls for review first and then locate the corresponding support ticket.
2. Agent correctly categorized the support ticket
3. Agent correctly assigns the support ticket to the correct assignment group
4. Agent properly documented the issue description and resolution steps into the support ticket.

Step 5 - Defining the Quality Audit Scoring Criteria

Once you have defined the grading criteria for the call recordings and support ticket, you must define the scoring values. Here is what we recommend.

Call and ticket quality are treated equal - The call recording and support ticket values should be equal. Fifty percent for the call recordings and fifty percent for the support ticket.

Weighting the call phases - Of the fifty percent of the total points for the call recordings, the support interaction phase should be equal to half the points. While the greeting and closing phases are important, the support phase includes significantly more criteria in scope for grading.

Ticket creation - If the agent does not create a support ticket for the corresponding call recording, they should lose all the support ticket points.

Example of a Quality Assurance Scorecard

Agent Name	
Reviewer Name	
Call Recording ID	
Ticket Number	
Support Call Date	
Date of Review	

Call Recording Review

Review Area	Possible Score	Review Score
Agent used an approved greeting script.		
Agent thanked the customer for calling		
Agent asked for and used the customer's name		
Agent overall communication reflected positively on the Help Desk team and IT		
Agent used acceptable language		
Agent followed all support procedures		
Agent did not ask the customer to repeat themselves		
Agent did not place customer to on hold or subject the customer to long periods of silence		
Customer validates the issue was resolved		
If the issue is not resolved, agent provided the customer a ticket number, next steps and target time frame		
Agent asks customer if they have any other issues and if needed created another support ticket		
Agent displayed appropriate conduct		
Call Recording Review Score		
Agent created a support ticket that corresponds to the call recording reviewed		
Agent correctly categorized the support ticket		
Agent correctly assigns the support ticket to the correct assignment group		
Agent properly documented the support ticket.		
Issue solved on first contact?		
Support Ticket Review Score		
Total Score		

Step 6 - Create a Quality Assurance Procedure

To avoid confusion and issues, a quality assurance procedure must be created. This procedure will explain what the program is, how it will be administered, and how the results will be used. The following criteria should be documented of the quality assurance procedure.

Review selection criteria
The procedure should define how Help Desk agent call recordings will be selected for review. Since the quality assurance audit will be used in the employee's performance management process, the selection process must be fair and well documented. When defining the selection criteria, here are some things to think about.

Call recording duration. Short duration calls are difficult to grade. You don't want to select a call for review that has a duration less than a minute. There will not be enough content to review. Establish a selection duration threshold as part of your procedure.

Standard review – You should define in the procedure that X amount of standardly selected calls will be reviewed monthly.

For cause review – Your procedure should also describe how a "for cause" review will be initiated and how the results will be used in the overall agent performance review. Remember a "for cause" review is when the customer returns a survey with a low score, or they report they were not satisfied with the service they received.

Cross-team reviews
If you have a large Help Desk with some agents reporting to one supervisory and some reporting to another, make sure the supervisors perform audits of both teams.

Notifying and Training the Agents
Prior to starting the quality assurance program, the agents should have an opportunity to review the process and ask questions. You may want to run a test month or quarter. This will give everyone involved an opportunity to use the process and fine-tune the process before the scores become official.