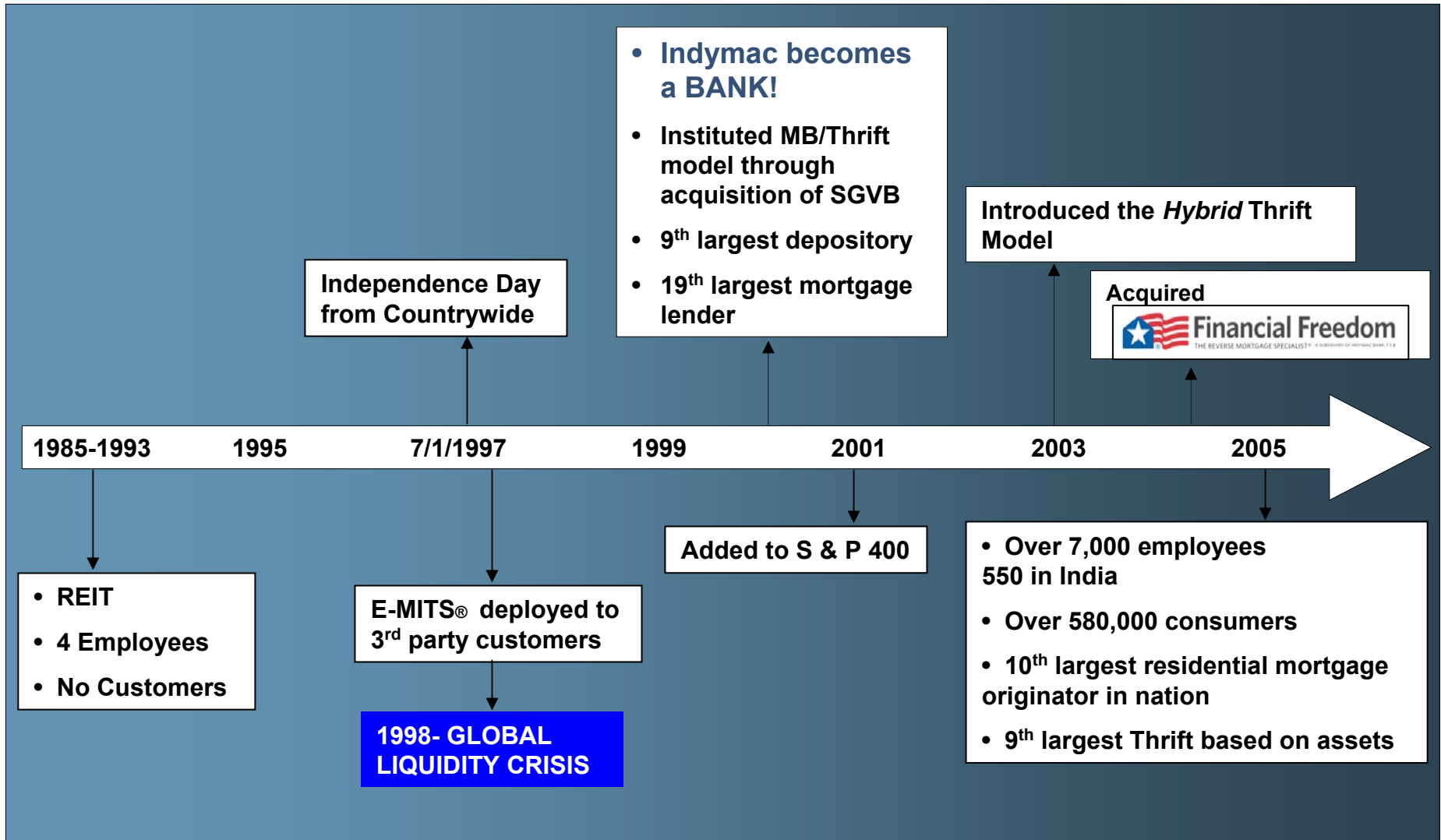


30 Ideas to Energize, Enthuse, Entertain, and Engage Your Call Center Employees

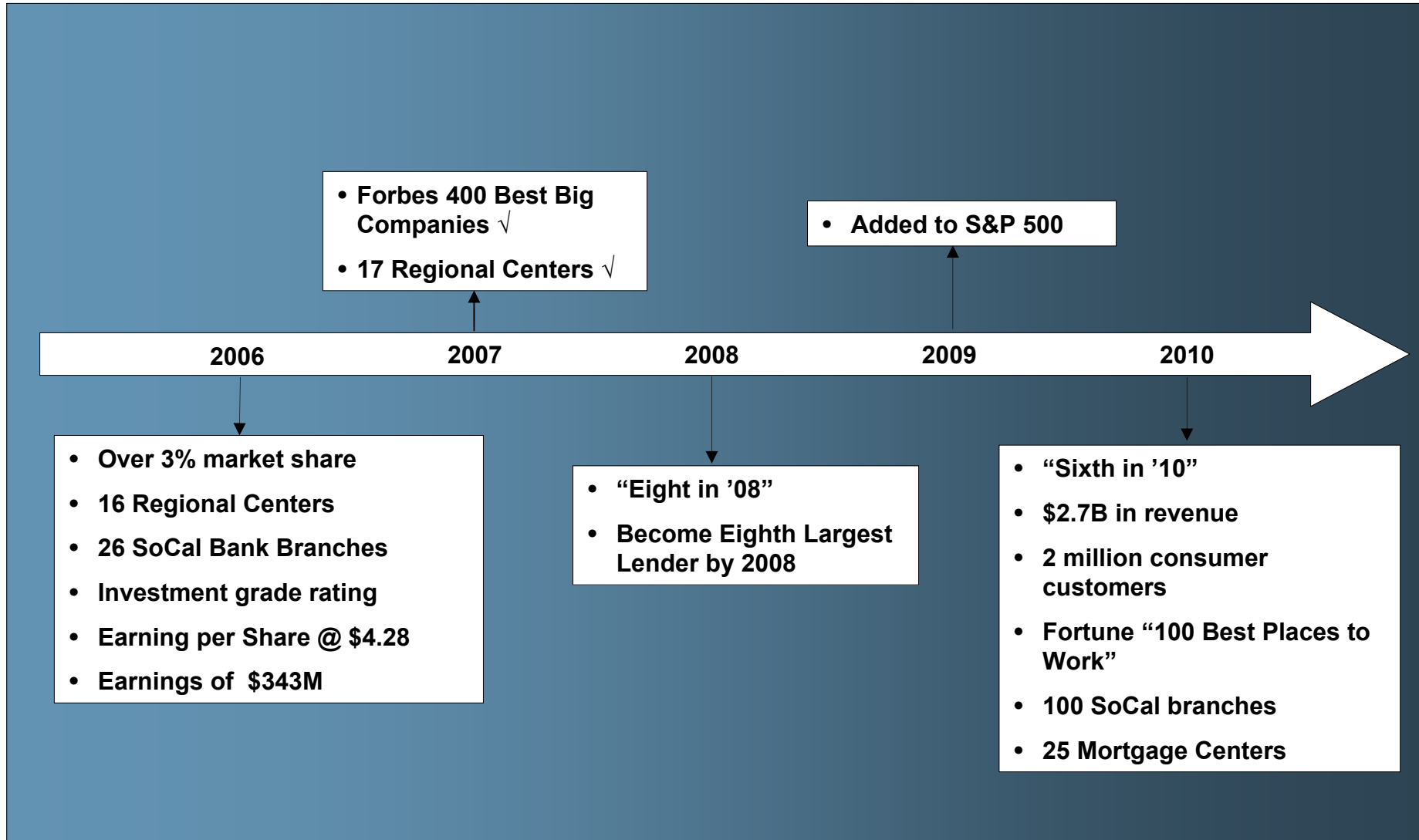
JK Huey, CMB, AMP
SVP Home Loan Servicing
2007 MBA Conference
February 21, 2007



Indymac Bank has consistently grown, been successful and profitable



Indymac Bank's Plan



Investigation Lead to Solvable Issues

- Employee:
 - Retention- other jobs paid more money with less stress
 - Satisfaction- favoritism with vacation time, promotions, projects, quality monitoring
 - Motivation- peak performance incentive plan set too high
 - Morale- ideas were not listened to and considered outside of the box
 - Environment- 'ASA in the tank' syndrome
 - Training- skill development was shelved

Pay CSR's What They are Worth

1. Salary Benchmarking

- Salaries were adjusted to reflect an average increase of \$3,500 per year
- Training a replacement would cost 1.5 times the CSR's annual salary

Give CSR's Opportunity

2. P4P- Pay for Performance bonus goals were adjusted to make goals more attainable
 - New goals were based on the previous seven months of performance and a specified model
 - First time performance bonuses were awarded to some (very exciting)
3. Vertical Career Pathing
 - Promotions to CSR II, III and IV
 - Strictly based on performance, eliminating favoritism
 - Known salary increase
 - CSR IV groomed for supervisor position
 - In 2006, Seven new supervisors, 14 new team leads and two new managers were promoted from within

Give CSR's Opportunity continued...

4. Horizontal Career Pathing

- Quality Monitors, outsourcing employees (to back office departments when call volume was low), CSR Roundtables, team enthusiasm leaders
- Assigned on a quarterly basis
- Quarterly compensation

Live and Breathe Fairness

5. Canvassed floor for fairness and consistency ideas
 - Requests for time-off are now run through a standard process through Resource Planning
 - No favoritism

6. Project Assignments
 - All volunteers considered for projects
 - Responsibility and visibility improved CSR confidence and sense of accomplishment

Relationships at Every Level

7. In depth review of performance and behaviors of supervisor team
 - Emphasis was placed on professionalism and tact
 - Commitments made
 - Team read 'Five Dysfunctions of a Team' – Great Book!
 - Management started to understand how their behavior impacted entire team

8. Supervisors recruit new peers and CSR IV's
 - CSR IV's groomed by supervisors for advancement
 - Team strength increased

9. Management team developed “open door policy”
 - Manage everyday in that manner
 - Know everyone's name and something about them personally

Staff Ahead of the Curve

10. Forecast tool developed to control ASA

- Model needs to be flexible and generate great numbers
- Goal is to staff ahead of the model
- Resolution of ASA in the Tank Syndrome
- Alleviate CSR stress
- Added opportunities for CSR: team meetings, outsourcing, project work

Involvement and Participation at Every Level

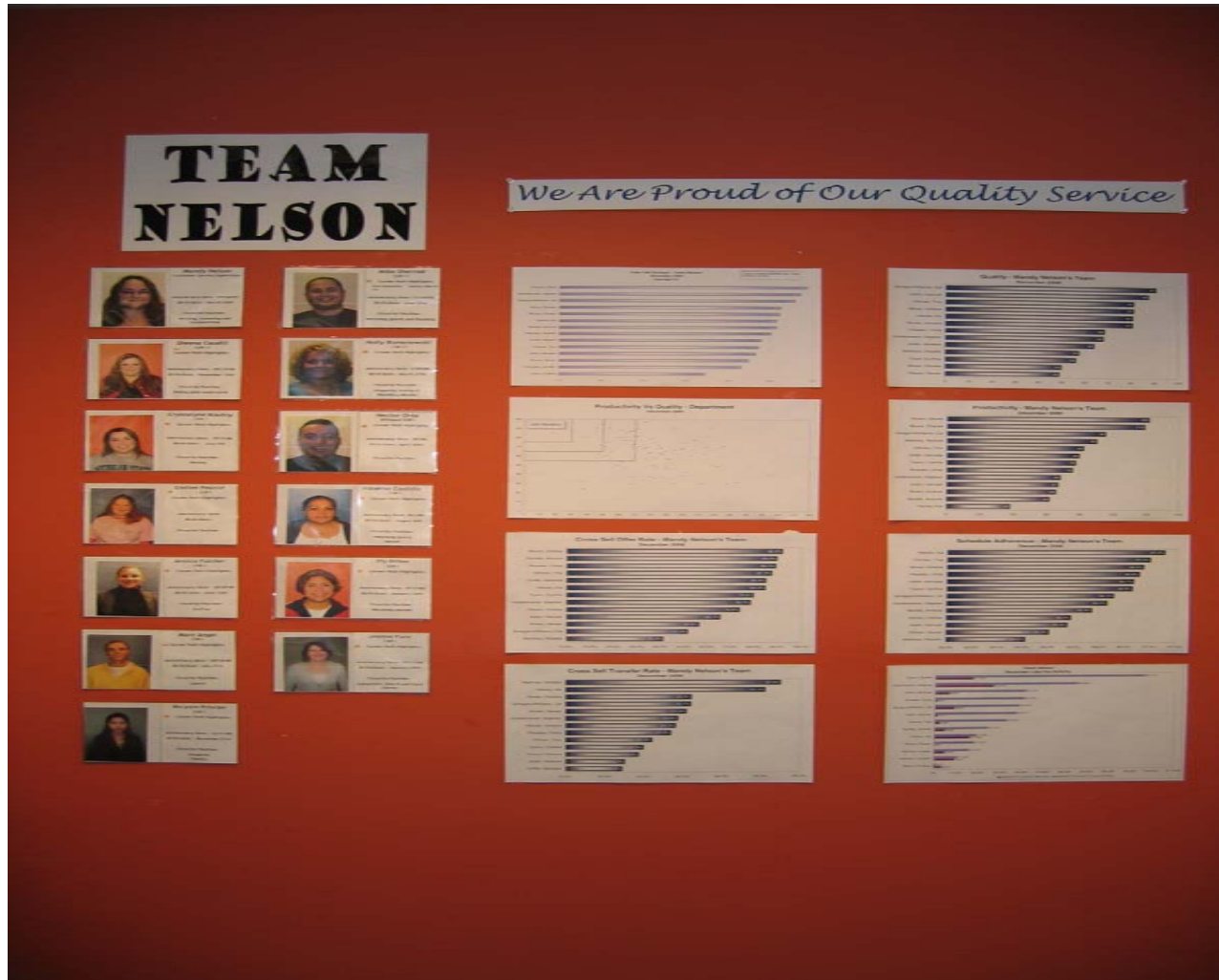
11. Two-down meetings

- Contact Center Manager meets with CSR's
- FVP meets with Supervisors
- SVP Box Lunches
- Great face to face time to learn about what may be missed

12. Wall of Fame

- Posted on walls of Contact Center
- Pictures and brief bio's of employee's
- Graphs of team and individual performance targets

Kalamazoo's Contact Center's Wall of Fame



Involvement and Participation at Every Level, con't

13. Daily Coaching and Statistic Sharing

- Daily one on one feedback
- Deeper discussion of performance improvement based on statistics

CSR Daily Coaching with Supervisor



Involvement and Participation at Every Level, con't

14. Daily High Fives

- Supervisors spends five minutes each day with each team member in a very positive manner
- Literally a high five is given for previous or current day successes

CSR Daily High Fives with Supervisor



Involvement and Participation at Every Level, con't

15. Individual Development Plan

- Ties testing and Quality Monitoring results to individual training programs
- Designed to increase individuals knowledge or improve skills

Recognition, Incentives and Reward for Tenure

16. Traveling Trophy's

- Funny Trophies for highest productivity, highest quality, highest cross-sell successes etc...
- Trophies stay with CSR at their workstation for one month

Traveling Trophies



Award for Productivity

Award for Schedule Adherence



Recognition, Incentives and Reward for Tenure

17. Commendation Program

- Both internal and external are logged and shared at End of the Month Review Meetings
- Commendation recipients see their name up on the screen

18. Box lunches

- For the longest tenured employees with the FVP of Customer Service
- Great one on one time to learn from each other

Recognition, Incentives and Reward for Tenure

19. Weekly Star

- Newsletter created by Contact Center employees
- Includes tips, recognition and news

20. Incentive Contests

- Run by Contact Center teams
 - Mandy's trip through Europe
 - NASCAR race
 - Fish Tank
 - Cross-Sell Baseball
 - End of Year Recognition

Competitions and Contests Run by CSR's



“Get Out of the Fish Tank”

Competitions and Contests Run by CSR's



“NASCAR Lap Race”

Opportunities to Participate

21. Mentors

- CSR's have a opportunity to become teachers
- Newly trained CSR's have a chance to learn hands on

22. CSR Roundtable

- CSR's meet to discuss opportunities and present solutions
- Change credited to CSR

23. Employee Surveys

- On a volunteer basis
- Results inform management how to improve as a team

24. Team Meetings

Opportunities to Participate, continued

25. Ambassador Program

- Supervisors and team leaders are assigned to work with Loan Administration departments
- Partnerships create change to processes, improve efficiencies and reduce risk
- Improvements to job aid, and training modules

26. Outsourcing

- CSR's assigned to work in other departments during non-peak call times
- Creates opportunities to learn different aspects of the business
- Promotes understanding of entire mortgage process

Great Tools

27. Online Help Guides

- Fair standard
- Necessary to be very interactive and easily updateable

28. Customer Advocate Program

- One stop complaint resolution
- Added to career path
- Well received by employees and customers
- Very defined triggers

29. Supervisor Queue

- Supervisors are scheduled to take escalated calls
- CSR's only need to call the queue for their help

Everyone Adds Value and It Will Show in Our Daily Actions

30. This is our philosophy and it is quite engaging

- All employees are encouraged to give feedback and their opinions are valued

One of the
mailboxes in the
Contact Center
for employees to
add their value

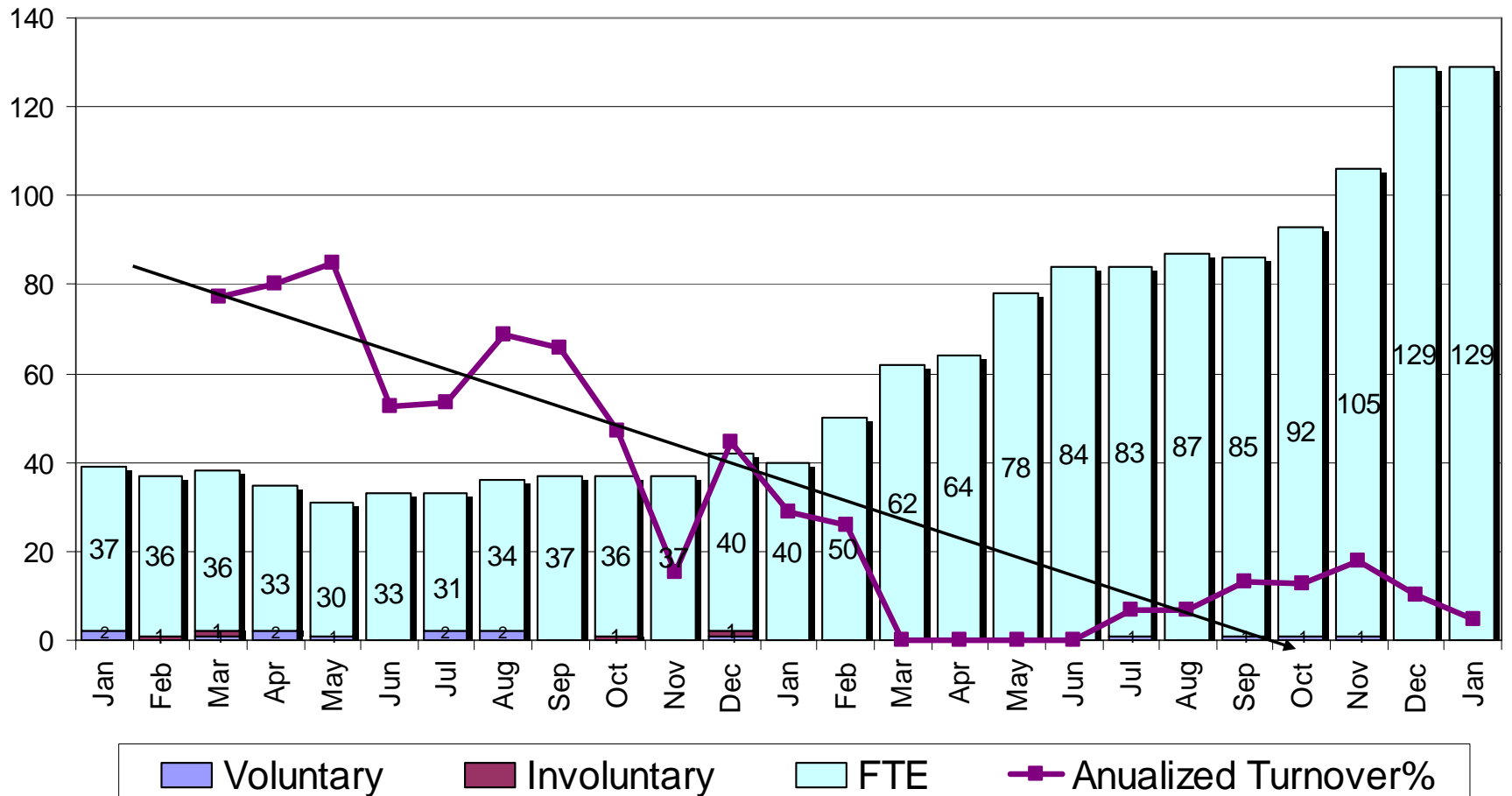


Results

- Turnover Rate dropped to single digits in 2006
 - Only 4 resignations from employees who completed probationary period as Contact Center grew from 40 to 129 CSR's!
- High energy, Engaged, Productive Group
 - Team is very involved with the business
 - Flexibility improved
 - Change management improved
- Team accepted more responsibility requiring accelerated hiring and stability for team
- Training resources focused on training for growth

Results to Turnover

**2005-07 Turnover
(3 Month Rolling Average Annualized)**



Results

- Contact Center is number one lead generator to Retention group
- Retention is at an all time high
- The Servicing Group is a profit center for the bank
- Improved Customer Ratings
 - Improved quarter over quarter per third party survey
 - JD Power ratings have increased over 10% in 2006 over 2005 for Customer Satisfaction
- Contact Center implemented several 'Best Practices' which are introduced to other Bank divisions