

Call Centre Helper Web Seminar



Staffing Challenges and Opportunities for the Small and Medium Call Centre

Presented by:

THE CALL
CeNTER
SCHOOL



and



Workshop Speakers



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Workshop Overview

In today's session, you will:

- Get an appreciation of the demographics and expectations of today's smaller call centre.
- Gain insight into the advantages and challenges of operating a small centre.
- Identify the biggest workforce planning challenges and how to overcome them.
- Preview tools now affordable for smaller centres.

Definitions and Demographics



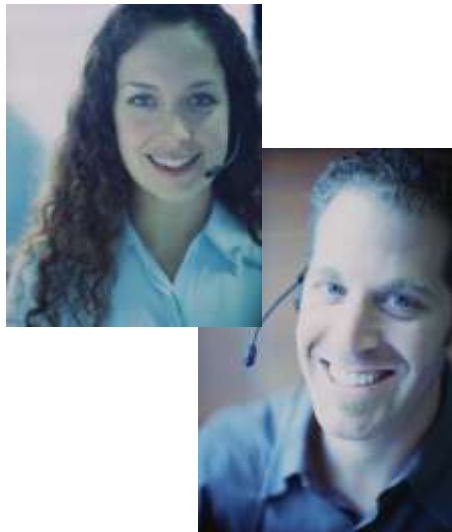
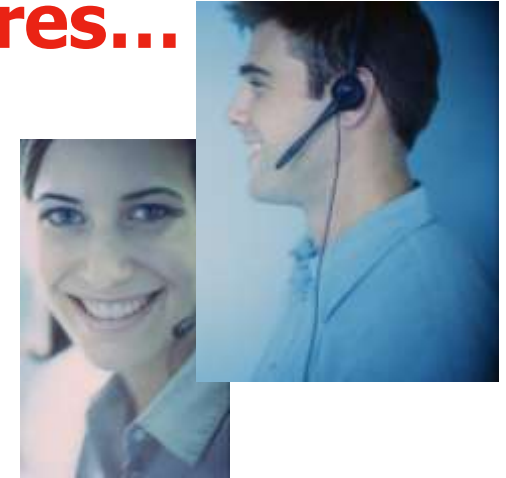
Finding Your Size

- Micro <20 staff
- Small 20 – 50 staff
- Medium 50 – 150 staff
- Large > 150 staff

Impressions and Expectations

Same appearance as larger centres...

- Toll-free number
- Web site
- Marketing reach



Generates same expectations:

- Speed of answer
- Quality of service
- Call resolution

Call Centre Mission and Goals



Whether big or small...

- Customer satisfaction
- Employee satisfaction and retention
- Market info/Voice of customer
- Profitability/Bottom-line contribution
- Efficiency and productivity

Customer Satisfaction Perspective

Advantages

Sense of ownership
Generalist
Access to SME



Challenges

Speed of answer
Generalist
Workload volatility

Employee Satisfaction/Retention Perspective

Advantages



- Sense of ownership
- Understanding of role
- Supervisor relationship
- Internal communications

Challenges



- Career path
- Generalist knowledge
- Multi-skilling stress
- HR focus/hiring

Market Voice Perspective

Advantages

Generalist

Sampling

Internal communications



Challenges

Lack of tools

Process sophistication

Lack of specialists

Efficiency/Productivity Perspective

Advantages

Close view

Empowerment



Challenges

Workload volatility

Economies of scale

Actual View of Service Level

Arrival Number	Time of Arrival	Handle Time	Time Call Began	Time Call Ended	Delay of Call
1	8:02.2	2.4	8:02.2 a	8:04.6	0
2	8:02.4	2.6	8:02.4 b	8:05.0	0
3	8:03.6	2.0	8:04.6 a	8:06.6	1.0
4	8:04.3	3.2	8:05.0 b	8:08.2	0.7
5	8:06.6	2.4	8:06.6 a	8:09.0	0
6	8:06.8	2.4	8:08.2 b	8:10.6	1.4
7	8:07.2	3.0	8:09.0 a	8:12.0	1.8
8	8:10.1	1.2	8:10.6 b	8:11.8	0.5
9	8:12.2	2.8	8:12.2 b	8:15.0	0
10	8:17.2	2.6	8:17.2 a	8:19.8	0
11	8:18.8	2.4	8:18.8 b	8:21.2	0
12	8:21.0	6.0	8:21.2 a	8:27.2	0
13	8:24.0	4.2	8:24.0 b	8:28.2	0
14	8:26.2	2.4	8:27.2 a	8:29.6	1.0
15	8:28.0	2.4	8:28.2 b	8:30.6	0.2

Service Levels:

9 of 15 (60%)
in < 20 sec

—

10 of 15 (67%)
in < 30 sec

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13 of 15 (87%)
in < 60 sec

43
minutes/60
minutes =
72%
occupancy

Staffing and Service Implications

Being just **one person** understaffed could have a tremendous impact on service and cost.



Let's examine...

The Power of One

Call Center Staffing Example

175 calls per half-hour, 5 minute AHT (280 talk/20 ACW)
(29.2 erlangs)

Number of Staff	Average Speed of Answer	Service Level (in 30 sec)
30	298 sec	24%
31	107 sec	46%
32	54 sec	62%
33	30 sec	74%
34	18 sec	82%
35	11 sec	88%

Staff Occupancy

Occupancy: Percentage of time an agent is actually involved in call handling during the hour versus sitting in the idle state waiting for a call

- Affected by economies of scale and service goal
- **Calculation:**

Agent occupancy = Workload hours ÷ Staff hours

Call Center Staffing Example

175 calls per half-hour, 5 minute AHT (280 talk/20 acw)
(29.2 erlangs)

Number of Staff	Average Speed of Answer	Service Level (in 30 sec)	Staff Occupancy
30	298 sec	24%	.97
31	107 sec	46%	.94
32	54 sec	62%	.91
33	30 sec	74%	.88
34	18 sec	82%	.86
35	11 sec	88%	.83

The Effect of Size



Is bigger better?

Make sure you evaluate consolidation trade-offs.

Staff Occupancy

Call Volume	Workload hours	Number of Staff	Staff Occupancy
100	10	14	71 %
500	50	56	89 %
1000	100	107	93 %
2000	200	209	96 %

When the same number of agents are handling more calls, each person is busier (more efficient).

Occupancy Concerns

10 hours work / 14 bodies in chairs



71% occupancy

or

29% idle time

29% of 7 scheduled phone hours = 2 hours per day

2 Ways to Address Idle Time Problem:

1. Change staffing
2. Change workload

WFM Challenges for Smaller Centres



Challenges:

- Volatility of demand
- Fewer staffing options
- Intra-day flexibility
- Budget limitations
 - Staffing
 - Supporting tools

Making the Most of Scheduling



Simple Strategies:

- Stagger start times
- Combine breaks/lunches for off-peak times
- Set up SWAT teams for peaks
- Reward flexibility
- Share resources
- Find filler work

Questions

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