



businesssystems

Executive Briefing: Workforce Management

Introducing...



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What is WFM..

- Assigning the **right** employees
- At the **right** time
- With the **right** skill
- To **achieve** Service Levels
- At the **lowest** cost



How many
agents we
need

—



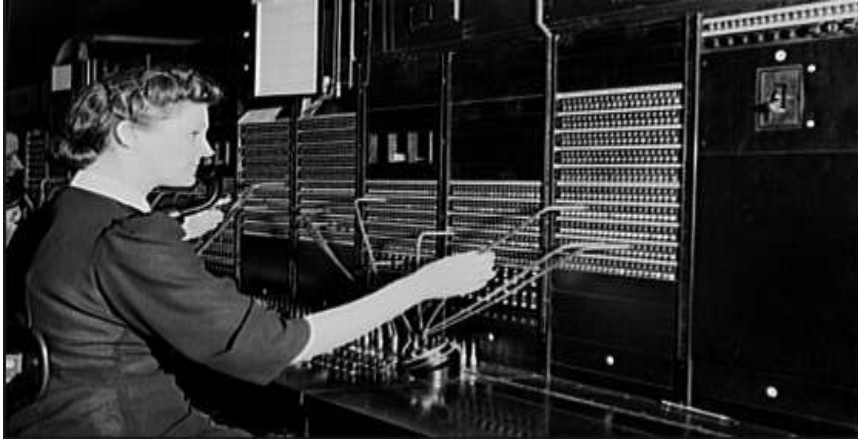
How many
agents we
have

=

The
Difference



Erlang ?



WHAT IS ERLANG? :

- DANISH TELECOMS ENGINEER
- CALCULATED HOW MANY LINES REQUIRED
- 1 ERLANG = 1 HOUR OF TRAFFIC

WHY IS IT IMPORTANT ?

- NUMBER OF CALLS RECEIVED
- AVERAGE DURATION OF THE CALL
- DELAY IN ANSWER (SVC LEVEL)
- = *AGENTS REQUIRED*

$$P(>0) = \frac{\frac{A^N N}{N! (N-A)}}{\sum_{i=0}^{N-1} \frac{A^i}{i!} + \frac{A^N N}{N! (N-A)}}$$

Staffing Requirements

Parameters	Data
Call Arrival	250 calls per half hour
Average Handling Time	240 seconds
Service Level	80% of calls in 20 seconds
Agents Required =	39 Agents

HISTORICAL TRENDS

Queue History

Station: 12 Sales B

CT: 100 TV Sales

SR	Time	Contacts Received	Contacts Handled	Abandoned Contacts	Percent	AMT	Service Time	Occupancy	ASA
01	8:30 AM	11	10	1	9.09	310.10	74.39	92.40	21.10
02	9:00 AM	12	10	2	16.67	224.28	81.28	71.69	32.24
03	9:30 AM	22	19	3	13.64	152.52	83.32	69.49	15.52
04	10:00 AM	19	17	2	10.53	181.91	85.24	81.26	19.06
05	10:30 AM	30	26	4	13.33	123.23	74.95	61.20	12.21
06	11:00 AM	24	20	4	16.67	138.38	83.27	69.98	13.26
07	11:30 AM	64	58	6	14.06	229.20	82.40	74.88	22.20
08	12:00 PM	17	15	2	11.76	244.44	71.84	71.84	24.44
09	12:30 PM	19	17	2	10.53	167.67	69.49	69.49	16.67
10	1:00 PM	10	9	1	10.00	329.29	81.28	81.28	32.29
11	1:30 PM	18	14	4	12.50	249.49	83.32	83.32	24.49
12	2:00 PM	18	14	4	12.50	224.28	81.28	71.69	22.28
13	2:30 PM	17	14	3	11.11	182.82	83.32	88.49	18.82
14	3:00 PM	17	14	3	17.65	189.48	85.24	81.26	18.82
15	3:30 PM	22	20	2	10.53	185.40	74.95	80.62	18.40
16	4:00 PM	16	15	1	11.11	197.67	83.32	85.90	19.67
17	4:30 PM	22	20	2	9.09	145.45	82.40	81.28	14.45
18	5:00 PM	14	12	2	14.29	294.49	71.84	71.84	29.49
19	5:30 PM	18	16	2	11.11	249.49	69.49	69.49	24.49
20	6:00 PM	17	14	3	17.65	226.26	81.28	81.28	22.26
21	6:30 PM	19	17	2	10.53	182.82	83.32	82.92	18.82
22	7:00 PM	18	16	2	11.11	186.48	85.24	88.95	18.48
23	Total	314	274	40					
24	Average	18	14	4	12.80	249.49	74.95	83.82	24.49

“WHAT IF”



SPECIAL PATTERNS

FINE TUNE

Unit: 1 English Global

Special day
 Special day with additional adjustments
 Special day with additional adjustments

January 2010							February 2010						
S	M	T	W	T	F	S	S	M	T	W	T	F	S
27	28	29	30	31	1	2	1	2	3	4	5	6	
3	4	5	6	7	8	9	7	8	9	10	11	12	13
10	11	12	13	14	15	16	14	15	16	17	18	19	20
17	18	19	20	21	22	23	21	22	23	24	25	26	27
24	25	26	27	28	29	30	28						
31													

Customer Forecast

As of: 02/14/2010 10:30:34 AM

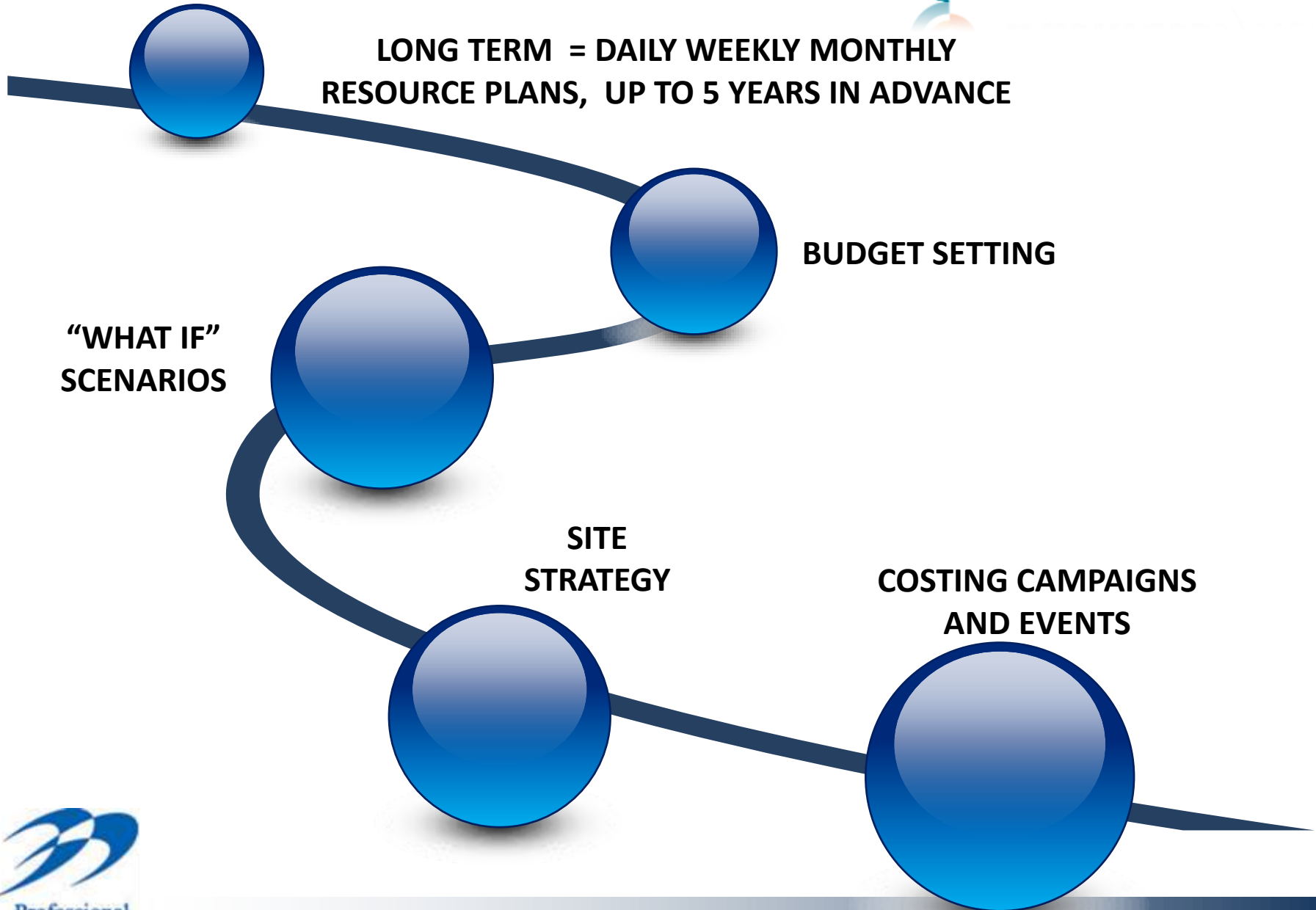
Order Forecast Parameters

SR	Parameter	BS-1	BS-2	BS-3	BS-4
01	Forecast Method	0.000	0.000	0.000	0.000
02	Adjustment for trend	0.000	0.000	0.000	0.000
03	Adjustment for seasonality	0.000	0.000	0.000	0.000
04	Adjustment for holidays	0.000	0.000	0.000	0.000
05	Adjustment for special days	0.000	0.000	0.000	0.000
06	Adjustment for special days with additional adjustments	0.000	0.000	0.000	0.000
07	Adjustment for special days with additional adjustments (weekend)	0.000	0.000	0.000	0.000
08	Adjustment for special days with additional adjustments (weekend)	0.000	0.000	0.000	0.000
09	Adjustment for special days with additional adjustments (weekend)	0.000	0.000	0.000	0.000
10	Adjustment for special days with additional adjustments (weekend)	0.000	0.000	0.000	0.000
11	Adjustment for special days with additional adjustments (weekend)	0.000	0.000	0.000	0.000
12	Adjustment for special days with additional adjustments (weekend)	0.000	0.000	0.000	0.000
13	Adjustment for special days with additional adjustments (weekend)	0.000	0.000	0.000	0.000
14	Adjustment for special days with additional adjustments (weekend)	0.000	0.000	0.000	0.000
15	Adjustment for special days with additional adjustments (weekend)	0.000	0.000	0.000	0.000
16	Adjustment for special days with additional adjustments (weekend)	0.000	0.000	0.000	0.000
17	Adjustment for special days with additional adjustments (weekend)	0.000	0.000	0.000	0.000
18	Adjustment for special days with additional adjustments (weekend)	0.000	0.000	0.000	0.000
19	Adjustment for special days with additional adjustments (weekend)	0.000	0.000	0.000	0.000
20	Adjustment for special days with additional adjustments (weekend)	0.000	0.000	0.000	0.000
21	Adjustment for special days with additional adjustments (weekend)	0.000	0.000	0.000	0.000
22	Adjustment for special days with additional adjustments (weekend)	0.000	0.000	0.000	0.000
23	Adjustment for special days with additional adjustments (weekend)	0.000	0.000	0.000	0.000
24	Adjustment for special days with additional adjustments (weekend)	0.000	0.000	0.000	0.000
25	Adjustment for special days with additional adjustments (weekend)	0.000	0.000	0.000	0.000
26	Adjustment for special days with additional adjustments (weekend)	0.000	0.000	0.000	0.000
27	Adjustment for special days with additional adjustments (weekend)	0.000	0.000	0.000	0.000
28	Adjustment for special days with additional adjustments (weekend)	0.000	0.000	0.000	0.000
29	Adjustment for special days with additional adjustments (weekend)	0.000	0.000	0.000	0.000
30	Adjustment for special days with additional adjustments (weekend)	0.000	0.000	0.000	0.000
31	Adjustment for special days with additional adjustments (weekend)	0.000	0.000	0.000	0.000
32	Total	100	100	100	100

- Not just for calls...
- The growth area in WFM
- A different workload calc
 - Queue Dynamics
 - Backlog Management
- **Real life examples:**
 - Coventry Building Society – SDSO
(Same Day In / Same Day Out)
 - Scottish Power – Real Time

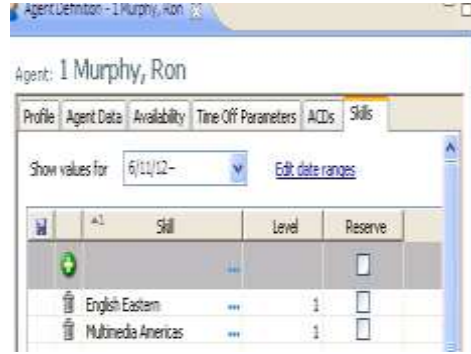


Long Term Planning



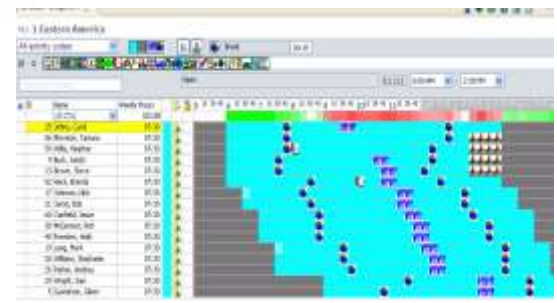
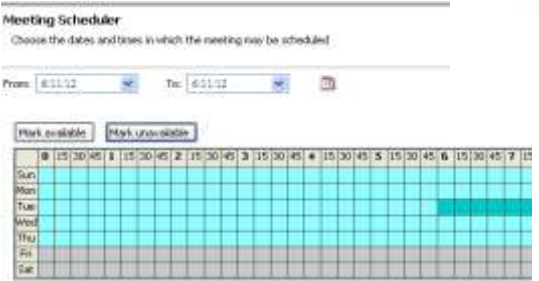
SCALE : Small to Large

SCHEDULING OPTIONS



MEETING PLANNER

SIMULATION



- Why Multi Skill?
 - How do you identify?
 - What and When by skill type?
- How do you utilise under occupied skills?
- How do you plan training and requirement over multi-sites?



- Flexibility
- Helps maintain service levels
- Staff buy in to planning process
- Integration through technology
- **Best practice examples:**
 - Carnival UK
 - Direct Line Group





SELF SERVICE

BOOK HOLIDAYS
OVERTIME
SHIFT SWAPS

SCHEDULES

FLEXI / PART TIME
ANNUALISED
SPLIT SHIFTS



VISIBILITY

VIEW SCHEDULES
REMOTE ACCESS

SCHEDULE FLEXIBILITY

SCHEDULE PREFERENCES
SHIFT BIDDING
APPLY FAIRNESS FACTORS



PERFORMANCE

SHOW REAL TIME KPI'S (KEY
PERFORMANCE INDICATORS)
COMPARE TO PEER GROUP

AGENT DEVELOPMENT

MULTI-SKILLED
BURN AND CHURN REDUCED

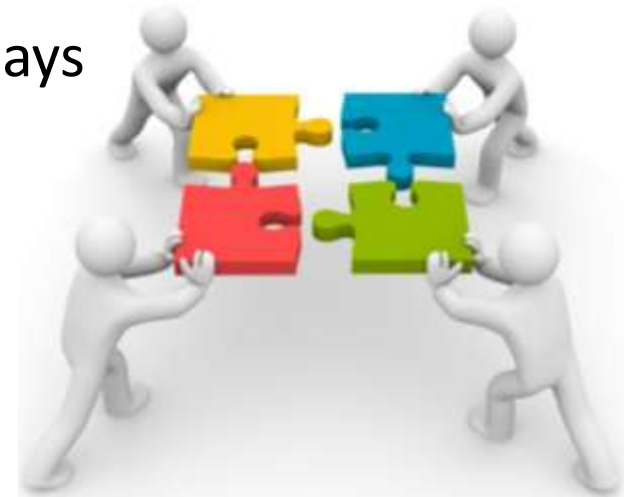


Shrinkage

- % of Paid Time an Employee is not available to take a contact
- Planned = holidays, training, breaks etc
- Unplanned = sickness, late, etc

Benefits of using WFM

- Phase across the year
- Reduce administration - let WFM do it
- Auto – approval of shift changes & holidays
- Ensures holidays are taken!



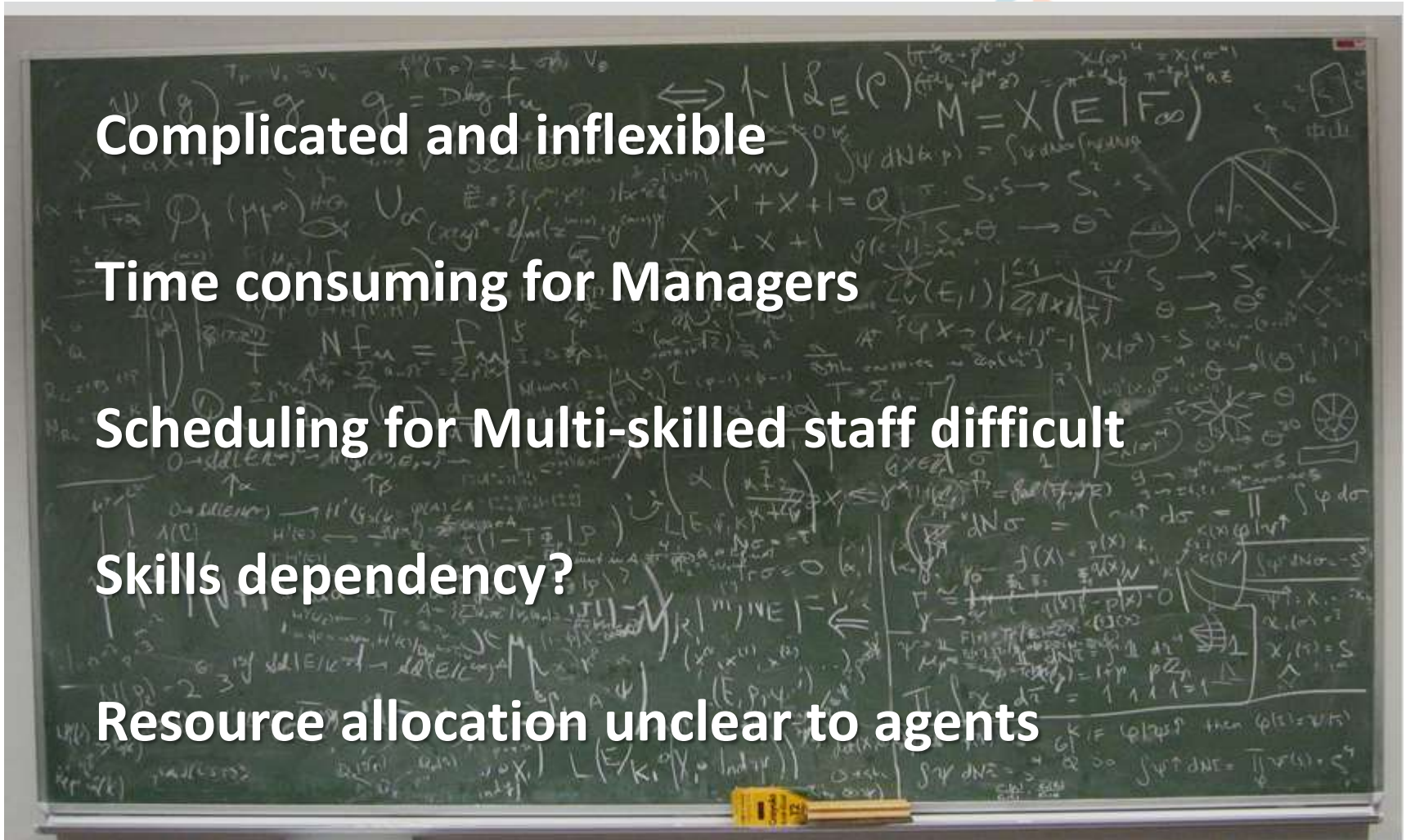
Complicated and inflexible

Time consuming for Managers

Scheduling for Multi-skilled staff difficult

Skills dependency?

Resource allocation unclear to agents





WFM

- ✓ We know our busy periods
- ✓ Multi-skilling improves productivity
- ✓ Real Time Performance is available
- ✓ We allow trades & shift preferences

No WFM

- ✗ We struggle to cope with peaks in contacts
- ✗ Our agents are over/under utilised
- ✗ We have no view on what agents are doing
- ✗ Agents think our schedules are unfair

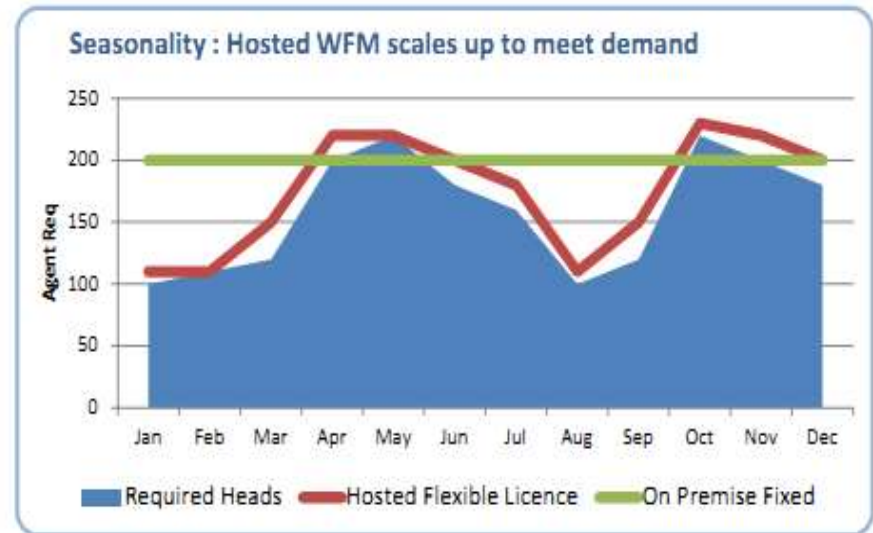


Cloud

- Ability to scale up or down
- Viable option for smaller firms
- Managed Service option

On-Premise

- Total Cost of Ownership may be cheaper for longer term deployments
- Accountability for security kept in-house
- Not reliant on vendor for systems stability





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WFM Blog:

www.businesssystemsuk.co.uk/blog/WorkforceManagementBlog/