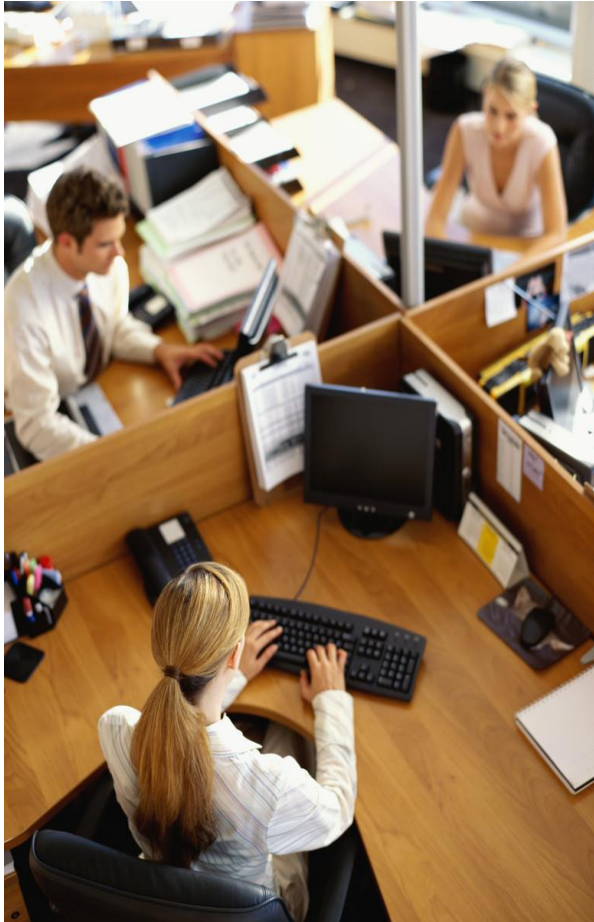


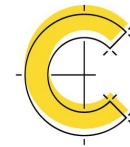
# *Call Centre Helper Webinar*



## **The Power of One in Call Centre Staffing**

*Presented by:*

THE CALL  
CeNTER  
SCHOOL



# Speaker Profile – The Call Center School



**Penny Reynolds** is Co-Founder of The Call Center School where she heads up curriculum development. She develops and teaches courses on a wide variety of call center topics, including workforce management, performance measurement, and call center technologies. Penny is a popular speaker at industry conferences and association meetings and a frequent contributor to industry trade publications. She has authored four books: ***The Power of One, Power Phrasing, Call Center Staffing: The Complete, Practical Guide to Workforce Management*** and ***Call Center Supervision: The Complete, Practical Guide to Managing Frontline Staff***. She has also co-authored the five textbooks for University of Phoenix's call center certification program. An honors graduate of Vanderbilt University, Penny was one of the first recipients of *Call Center Magazine's* prestigious *Call Center Pioneer* award.

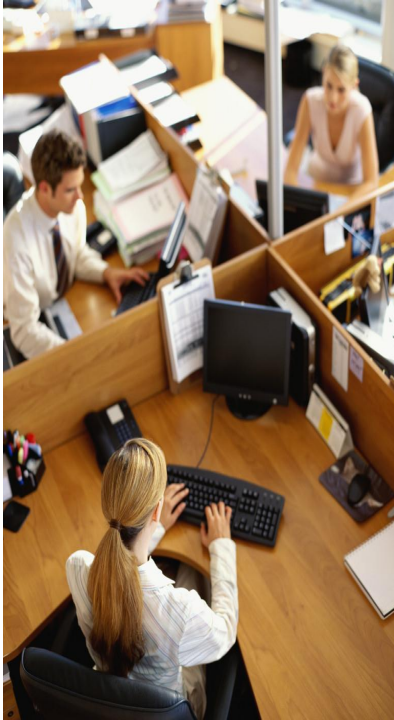
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# Session Overview

## In this session, you will learn to:

- Describe the importance of “the power of one”.
- Quantify the implications of understaffing or overstaffing.
- List the basic steps of workforce management and what to consider at each stage.
- Identify resources that support proper call centre staffing levels.

# Definition of Workforce Management



## Definition

The art and science  
of getting the “just right” number of staff  
at the right times  
to respond to customer contacts  
to maximize service and minimize cost

# A Unique Staffing Problem

What makes contact centre staffing unique?

- Random call arrivals
- Invisible queue
- Service expectations



# Random Call Arrivals

The most significant factor about contact centre workload is the way it arrives -- **randomly.**



- Out of our control
- Predictable, but unpredictable
- Random versus sequential work

# Call Centre Workload

## Critical Concept:

Call centre workload is different from other types of work.

Staff hours > Workload hours

- Example 1: **Paperwork**

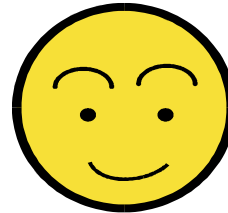
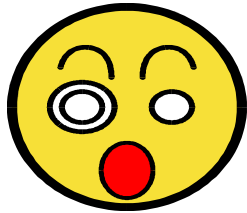
20 hours = \_\_\_\_\_ staff

- Example 2: **Incoming Call Centre**

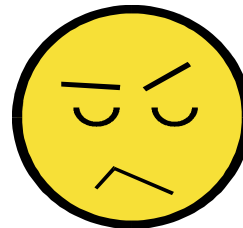
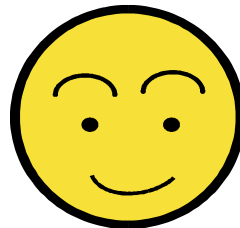
20 hours = \_\_\_\_\_ staff



# Different Kind of Queue



in-person queue



contact centre queue



# Importance of Workforce Management

## Key Concept:

### Three Stakeholder Perspectives



Who are the three groups of people you need to keep happy each day and what are their major concerns?

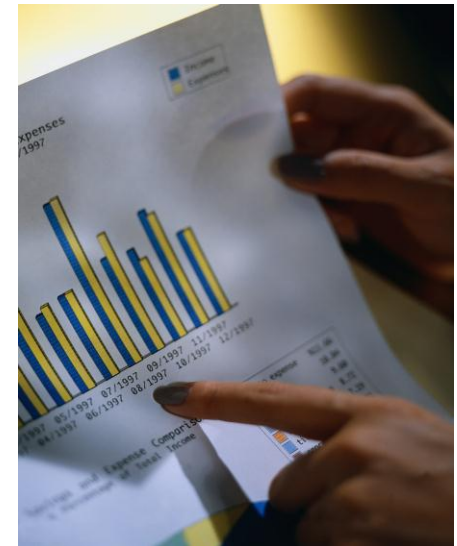
# Implications of Getting it Wrong

## Implications of Overstaffing:

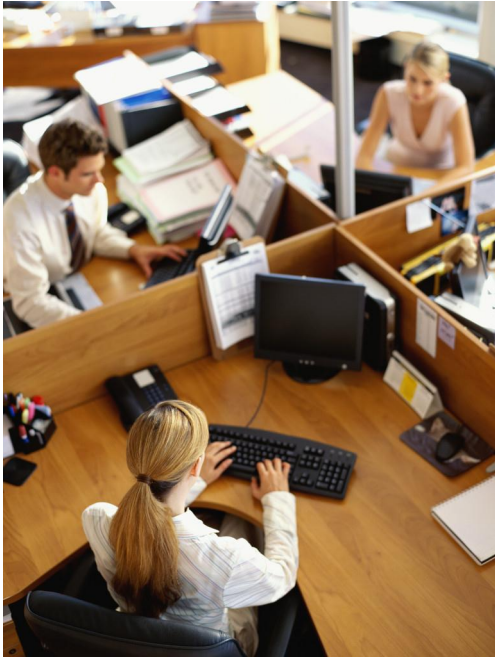
- Needless cost for unnecessary staff
- Lower productivity/occupancy

## Implications of Understaffing:

- Poor service to customers
- Overworked staff
- Higher costs
- Lost revenue



# Staffing and Service Implications



*Being just **one person** understaffed could have a tremendous impact on:*

- *Service*
- *Occupancy*
- *Cost*

# Staffing for Service Goal

Workload Hours	Number of Staff			ASA	Service Level (x% in y sec)
26 hours	27 staff			141sec	33% in 30 sec
26 hours	28 staff			55 sec	56% in 30 sec
<b>26 hours</b>	<b>29 staff</b>			<b>28 sec</b>	<b>72% in 30 sec</b>
26 hours	30 staff			16 sec	82% in 30 sec
26 hours	31 staff			9 sec	88% in 30 sec

# 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

# Staffing for Service Goal

## Service and Occupancy

Workload Hours	Number of Staff	Occupancy		ASA	Service Level (x% in y sec)
26 hours	27 staff	96%		141sec	33% in 30 sec
26 hours	28 staff	93%		55 sec	56% in 30 sec
<b>26 hours</b>	<b>29 staff</b>	<b>90%</b>		<b>28 sec</b>	<b>72% in 30 sec</b>
26 hours	30 staff	87%		16 sec	82% in 30 sec
26 hours	31 staff	84%		9 sec	88% in 30 sec

# Bottom-Line Cost

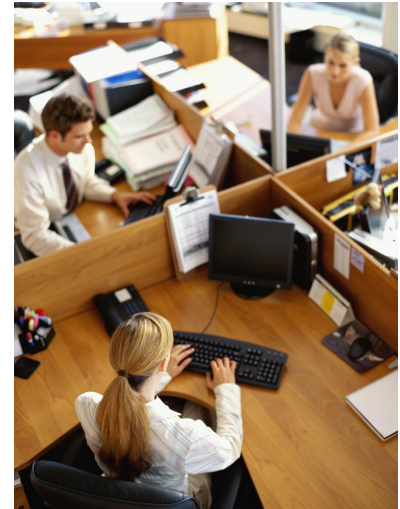
Number of Calls	Available Staff	Average Delay (ASA)	Extra Queue Time per Call	Total Extra Minutes	Additional Phone Cost
520	31	9 sec			
520	30	16 sec	7 sec	125 min	£ 6.25
520	29	28 sec	19 sec	350 min	£17.50
520	28	55 sec	46 sec	825 min	£41.25
520	27	141 sec	132 sec	2287 min	£114.35

**What is the impact on cost?**

# Workforce Management Steps

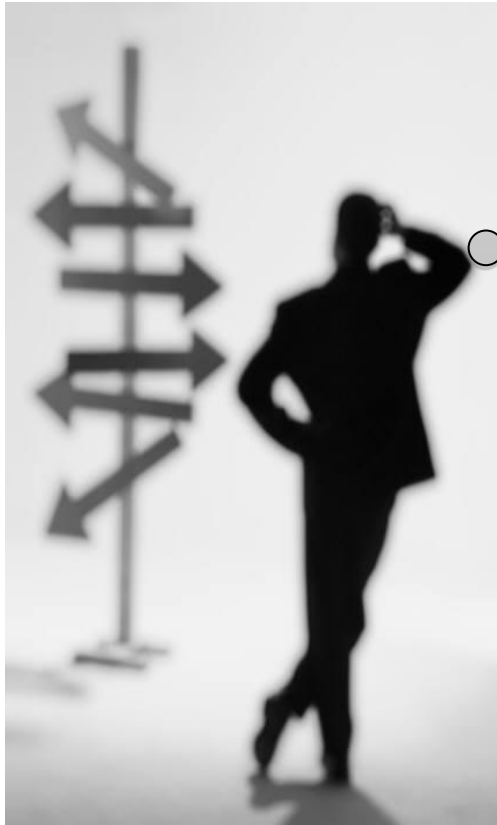
## The Basic Steps

1. Gather historical data and business drivers.
2. Forecast workload.
3. Calculate resource requirements.
4. Create staff schedules.
5. Track performance.





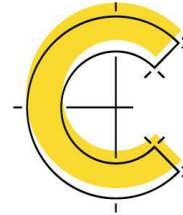
# Software Considerations



What do I need to look for in a WFM solution in order to manage  
The Power of One?

# Questions

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**INVISION**

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