The Power of One in Call Centre Staffing

Presented by:

Call Centre Helper Webinar

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

- Service
- Occupancy
- Cost
## Staffing for Service Goal

<table>
<thead>
<tr>
<th>Workload Hours</th>
<th>Number of Staff</th>
<th>ASA</th>
<th>Service Level (x% in y sec)</th>
</tr>
</thead>
<tbody>
<tr>
<td>26 hours</td>
<td>27 staff</td>
<td>141 sec</td>
<td>33% in 30 sec</td>
</tr>
<tr>
<td>26 hours</td>
<td>28 staff</td>
<td>55 sec</td>
<td>56% in 30 sec</td>
</tr>
<tr>
<td><strong>26 hours</strong></td>
<td><strong>29 staff</strong></td>
<td><strong>28 sec</strong></td>
<td><strong>72% in 30 sec</strong></td>
</tr>
<tr>
<td>26 hours</td>
<td>30 staff</td>
<td>16 sec</td>
<td>82% in 30 sec</td>
</tr>
<tr>
<td>26 hours</td>
<td>31 staff</td>
<td>9 sec</td>
<td>88% in 30 sec</td>
</tr>
</tbody>
</table>
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:**

  \[
  \text{Agent occupancy} = \frac{\text{Workload hours}}{\text{Staff hours}}
  \]
## Staffing for Service Goal

### Service and Occupancy

<table>
<thead>
<tr>
<th>Workload Hours</th>
<th>Number of Staff</th>
<th>Occupancy</th>
<th>ASA</th>
<th>Service Level (x% in y sec)</th>
</tr>
</thead>
<tbody>
<tr>
<td>26 hours</td>
<td>27 staff</td>
<td>96%</td>
<td>141 sec</td>
<td>33% in 30 sec</td>
</tr>
<tr>
<td>26 hours</td>
<td>28 staff</td>
<td>93%</td>
<td>55 sec</td>
<td>56% in 30 sec</td>
</tr>
<tr>
<td>26 hours</td>
<td>29 staff</td>
<td>90%</td>
<td>28 sec</td>
<td>72% in 30 sec</td>
</tr>
<tr>
<td>26 hours</td>
<td>30 staff</td>
<td>87%</td>
<td>16 sec</td>
<td>82% in 30 sec</td>
</tr>
<tr>
<td>26 hours</td>
<td>31 staff</td>
<td>84%</td>
<td>9 sec</td>
<td>88% in 30 sec</td>
</tr>
</tbody>
</table>
# Bottom-Line Cost

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

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

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