

Best Practices in Workforce Management

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Meet the Panellists



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Session overview

In this session, we'll discuss five tips for making the most of your call centre workforce:

1. Improve forecast accuracy
2. Looking for staffing efficiencies through consolidation
3. Optimise schedule coverage
4. Maximise agent satisfaction and schedule adherence
5. Automate workforce management tasks

Tip 1: Improve forecast accuracy

Three basic types of forecasting:

1. Point estimation
2. Averaging
3. Time series

Possible approaches

- Pen and paper
- Spreadsheets
- Automated WFM system

Calculating forecast accuracy

Ways to measure accuracy

1. Percent difference
2. Standard deviation
3. Correlation coefficient



Calculating forecast accuracy

Percentage Difference

	Forecast Volume	Actual Volume	% Difference
Monday	3533	3601	-1.9
Tuesday	2455	2544	- 3.6
Wednesday	2611	2723	-4.3
Thursday	2990	3111	-4.0
Friday	2935	3078	-4.9
Saturday	1028	1103	-7.3
Total	15,552	16,160	-3.9

Calculating forecast accuracy

Percentage Difference

	Forecast Volume	Actual Volume	% Difference
Monday	3533	3494	+ 1.1
Tuesday	2455	3156	- 28.6
Wednesday	2611	2854	- 9.3
Thursday	2990	2647	+ 11.5
Friday	2935	2301	+ 21.6
Saturday	1028	993	+ 3.4
Total	15,552	15,445	+ 0.7

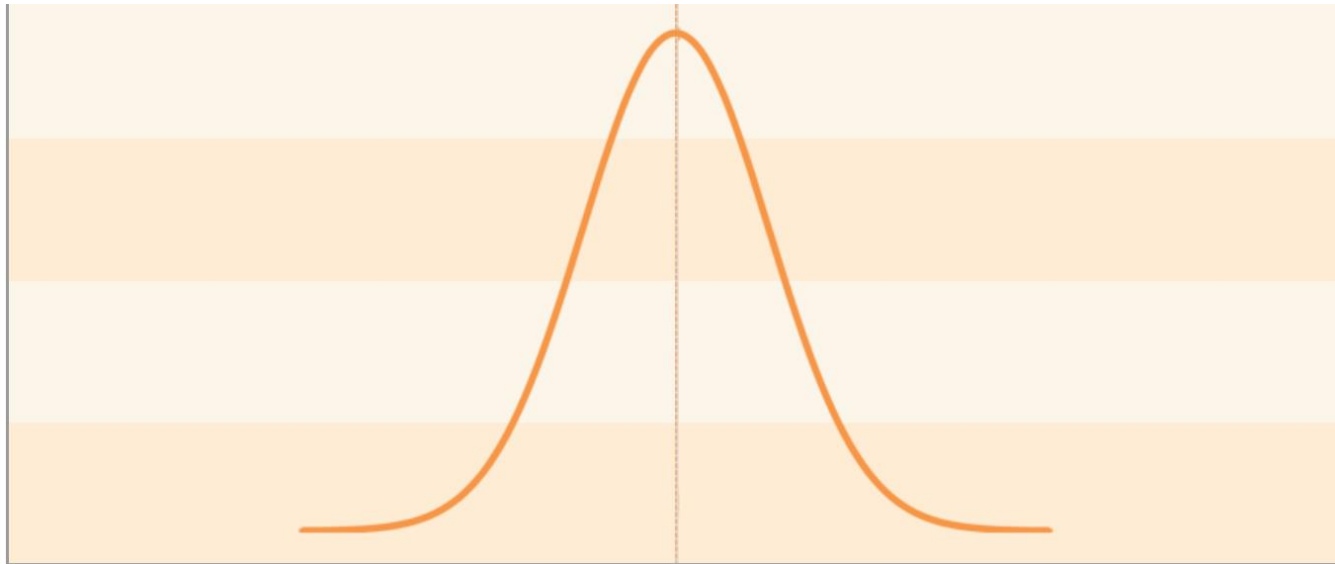
Calculating forecast accuracy

Which is better?

	% Difference	% Difference
Monday	-1.9	+ .011
Tuesday	-3.6	- .286
Wednesday	-4.7	- .093
Thursday	-4.0	+ .115
Friday	-4.9	+ .216
Saturday	-7.3	+ .034
Total	-3.9	+0.7

Statistically speaking...

Standard Deviation is another way to evaluate variation.



Calculating Standard Deviation

What does a such a wide variation do to your operation?

	Forecast Volume	Actual Volume	% Difference
Monday	3533	3494	1 %
Tuesday	2455	3156	- 29 %
Wednesday	2611	2854	- 9 %
Thursday	2990	2647	+ 11 %
Friday	2935	2301	+ 22 %
Saturday	1028	993	+ 3 %
Total	15,552	15,445	<1%
		Standard Dev =	17.53

Inaccurate forecasts

Bad data:

1. Improper adjustment for aberrations
2. Missing data
3. Skewed AHT information

Improper Assumptions:

1. Business drivers that impact calls
2. Business drivers that impact AHT
3. Staffing changes
4. Other business cycles

Tip 2: Look for staffing efficiencies

Best options:

1. Small groups with low occupancy
2. Single skills versus universal skills

Tip 2: Look for staffing efficiencies

Is bigger better?

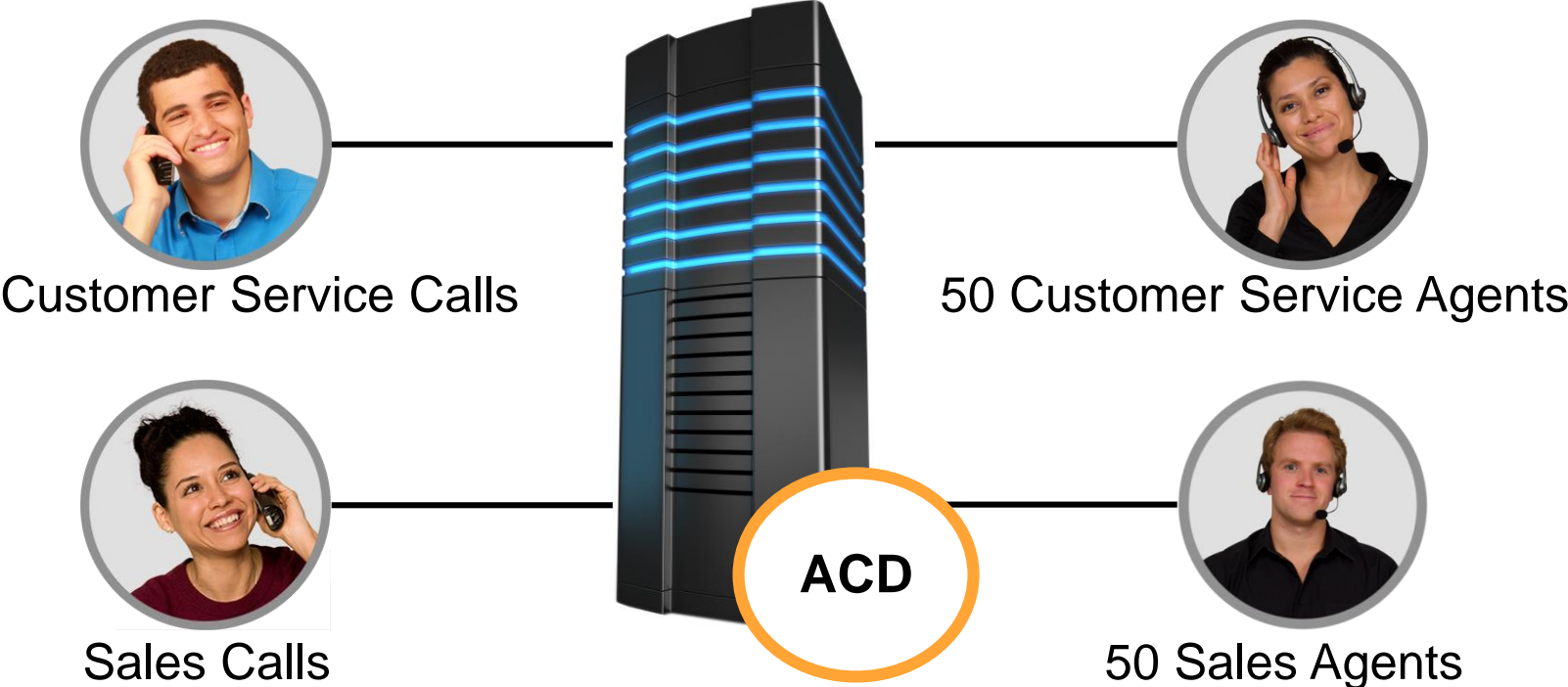


Make sure you evaluate consolidation trade-offs.

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 %

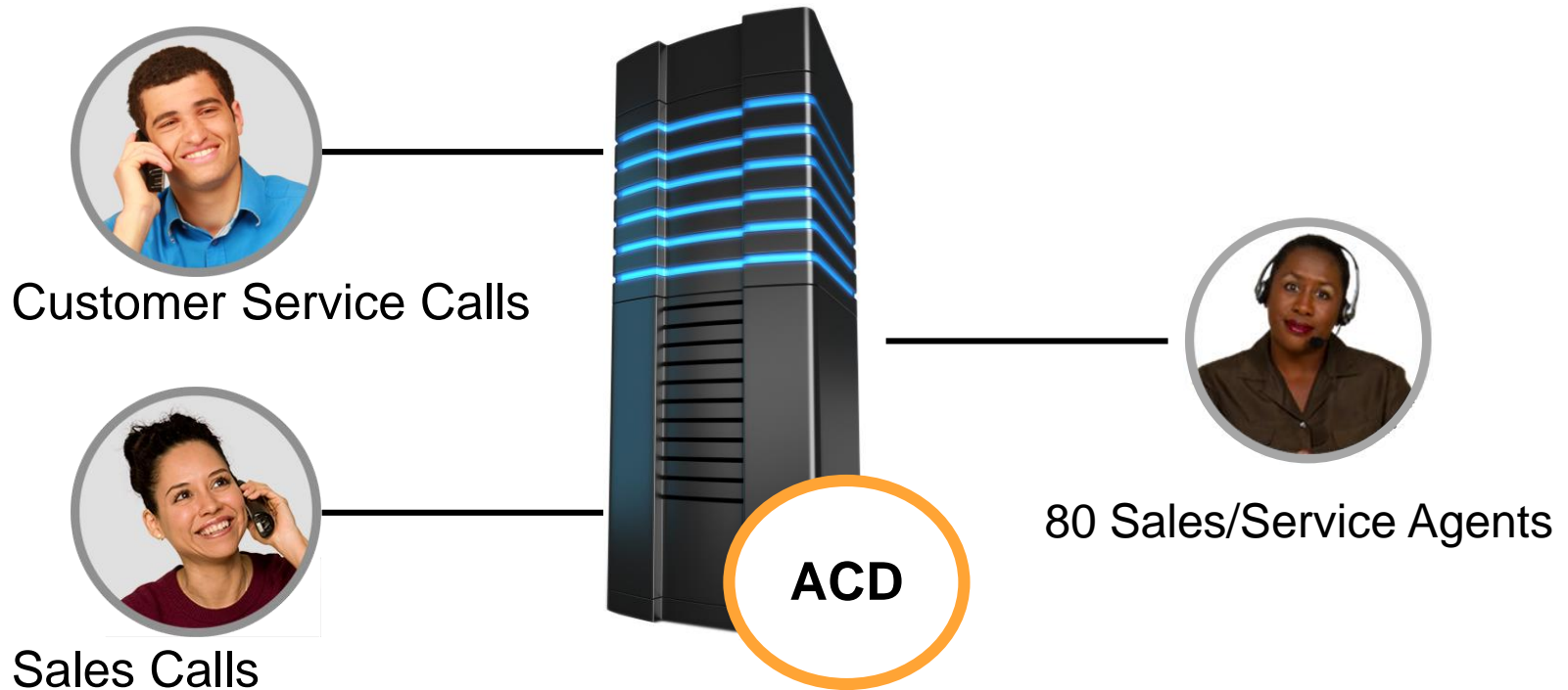
Traditional routing

Single Skilled Agents



Universal agents

Cross-trained Agents

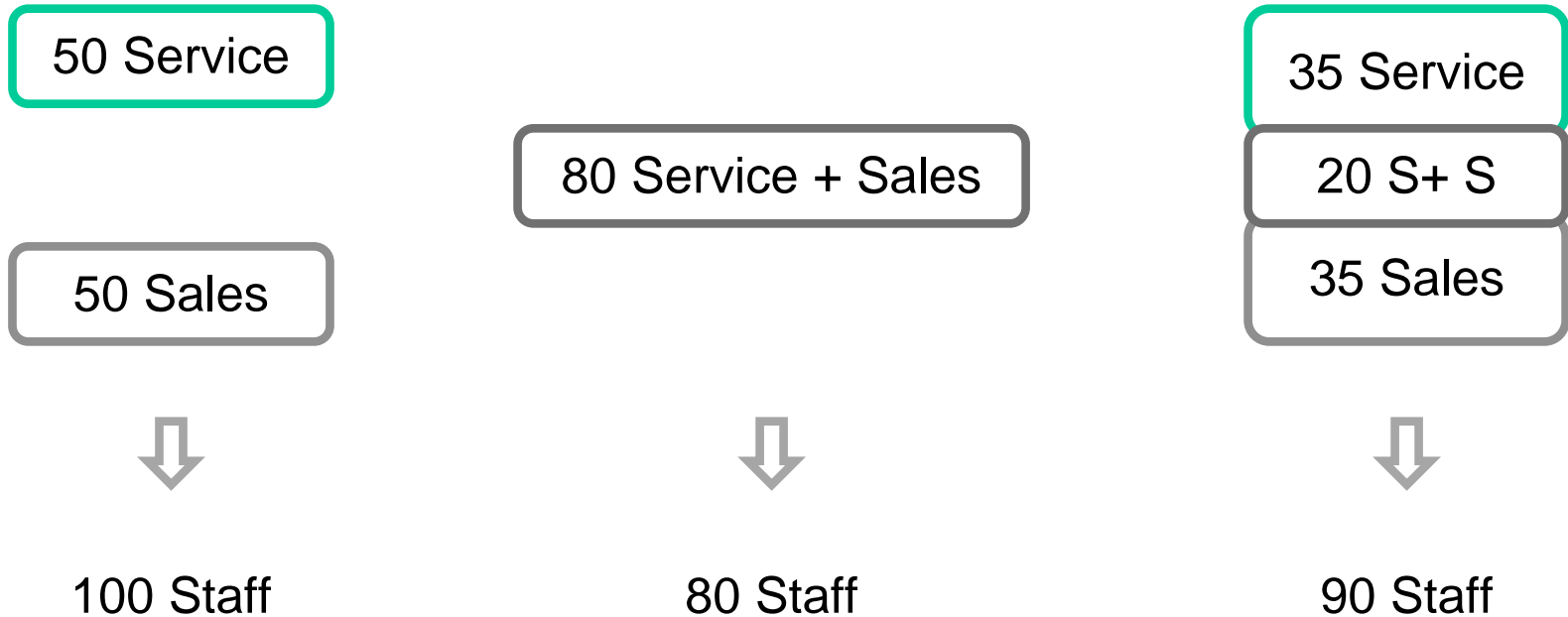


Best of both worlds?

Specialised Agent Groups



Another look



- Optimal scheduling of multi-skilled agents is not a trivial task
- A webinar topic all on its own
- WFM software unlocks the full potential

Tip 3: Maximise schedule flexibility

Schedules must balance:

- Need for coverage of volatile workload
- Personal needs and wants of agents
- Cost of various schedule solutions
- Compliance with legislation and contracts

Poll

Which of the following is the MOST difficult to accomplish in your own scheduling process?

1. Covering nights and weekends
2. Accommodating agent schedule preferences
3. Minimising labour costs
4. Complying with contracts



Tips from chat room...

Flexibility is vital for efficiency

- Full-time/part-time options
- Flexible start times
- Mixture of days on/off
- Flexible breaks and lunches



Examples

- Slant schedules (10-9-8-7-6)
- Split shifts/extra long lunches
- Mixture of days on/off
- Creative lunch definitions



Audience question

What creative methods do you employ to ensure a mix of work schedules that match workforce to workload in a desirable way?

Send in your tips and techniques via Chat.

What matters most?

Audience Quiz:

Which of the following has the highest correlation with customer satisfaction?

- First Call Resolution
- Service Level
- Average Handle Time
- Employee Satisfaction
- Internal Quality Scores



Employee satisfaction surveys

What matters to agents

- Compensation
- Work Schedule
- Work/Life Balance
- Training/Development
- Rewards/Recognition
- Social Atmosphere
- Relationship with Supervisor
- Tools and Resources

Tip 5: Automate Workforce Management Tasks

Cost justification and payback from:

- More accurate forecasts
- More efficient schedule plans
- More consistent delivery of service
- Reduced time and labour to perform WFM tasks
- Better schedule adherence

Latest tools let you:

- Plan for all channels – e.g. email, chat
- Easily produce optimised schedules a for multi-skilled workforce
- Give agents self-service via their smartphones

Software Demonstration



Award-winning WFM now costs less than you think!

- injixo: WFM in the cloud for £9/user/month
- Everything you need via a web browser
- **No** server or heavy IT project
- **No** hidden extras
- **No** setup fee – training included
- **No** minimum term – exit anytime
- Minimum 99.5% uptime guaranteed
- Cloud = continuous innovation
- Vault-like security (PCI DSS, etc.)
- Opex not capex
- Flex capacity up and down as needed



See for yourself

- www.injixo.com
- blog.injixo.com
- **You**  **Tube**
- Live live web demo
 - Every Friday at 11:00 UK time
 - 90 minutes - deep dive
 - Contact chris.dealy@injixo.com for joining instructions

