



# Top Tips for Planning

Adapting to a dynamic world

Call Centre Helper Webinar

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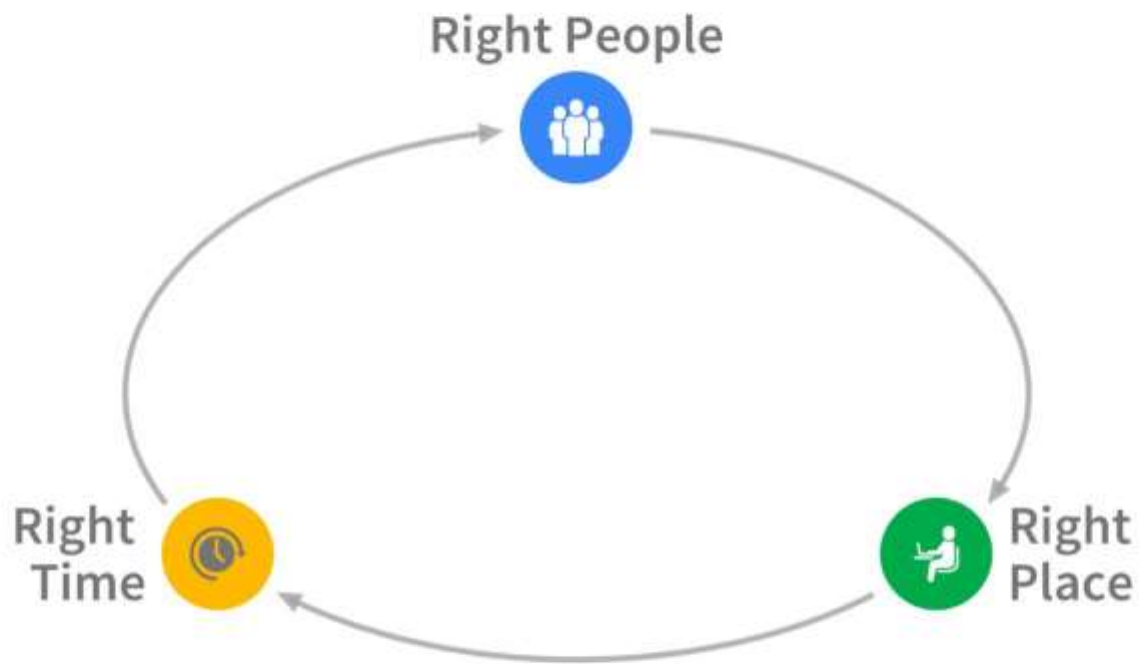


A pair of hands is shown from the front, gently cupping a large, glowing sphere. The sphere has a vibrant, multi-colored gradient, transitioning from purple at the top to green, then blue, and finally yellow at the bottom. The hands are positioned on either side of the sphere, with fingers slightly curled as if holding it. The background is plain white. A semi-transparent dark green rectangular box is centered over the sphere, containing the text 'Planning 2020' and 'A time to shine'.

# Planning 2020

A time to shine

# The Basis of Planning



But everything is changing and often changing daily....

# Right People



# Shrinkage is changing



We now have other absences

# 'New' Shrinkage includes

- **Cannot take voice calls at home**

Children

Sick relatives

Other noise reasons

- **Don't have Broadband**

Or broadband too slow where I live

- **General Connectivity Reasons**

- **Stress issues re: Covid**

- **My computer too slow**

- **Share computer with others**

- **Wrap and Idle or equivalent likely to be longer**

- **Dropped and broke my phone**

- **What else? We will all have unique reasons today**

# Forecasting

(market fluctuations for the reporting period)



(life cycle of goods, depending on market fluctuations)

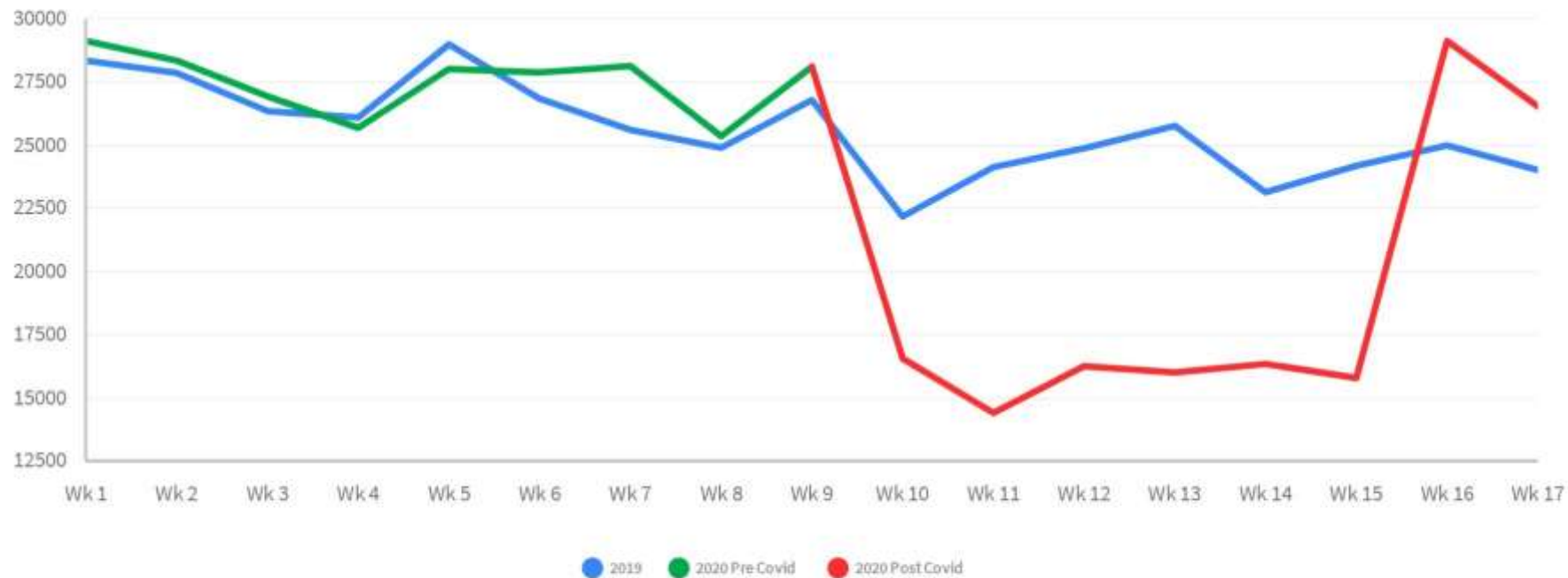


# Poll

What is happening to your volumes compared to Forecast

# Predict the Unpredictable

Weekly Call Volumes 2019 v 2020



## And watch the intraday

Volumes before and during Covid (same total)



Many of us may now need staffing profiles we didn't recruit for!

# Emergency Forecasting

## Last week may be best indicator

Really need to think what period of data is representative of the week / month ahead

What has changed - pay attention to Government announcements

## What is affecting customer behaviour?

Customers get out of bed later as not working themselves

Home Schooling children

Focussed around news

## Stay aware of macro-environment

Watch, listen and read the news

Ask yourself - would that make someone want to call / contact us

Be ready to adapt

## Model, model, model

Best forecasting tools run dozens of models and find best fit

We need to think 'worse case' / 'best case'

# Predict the Unpredictable

Weekly Call Volumes 2019 v 2020



Forecasting ranges more important now than ever before

# Common Forecasting Methods

Source - Call Centre Helper (2017)

1 Naive forecasts

2 Triple Exponential Smoothing

Also known as Holt Winters

3 ARIMA (Auto Regressive  
Integrated Moving Average)

4 Neural Networks

5 Multiple Temporal  
Aggregation (MTA)

One issue is they all rely on data - and the world today is changing fast

# Issues with how we measure

Built from a basis of averages

- **MAPE (Mean Average Percentage Error) only communicates the magnitude of error**  
Often gives us deviation to an acceptable error  
Doesn't explain drivers or their underlying true variability

- **MPE (Mean Percentage Error) communicate the direction of error or bias**  
These measures don't reflect how efficiently or indeed why we are (not) achieving forecast accuracy in first place

We need to add a step

## Forecast Value Added

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Do your analysis



Track each element and each adjustment



Talk Talk Talk



Focus on the big ticket items



Adjust based on outcome of conversations



Refine and repeat

Look beyond the numbers for reasons for volume



# Right Place

A photograph of a man with a beard and short hair, wearing a white button-down shirt, sitting at a desk in a modern office. He is looking at a computer monitor and has his hands on the keyboard. The office has large windows in the background, and other people are visible working at desks in the distance. A semi-transparent dark grey bar is overlaid at the top of the image, containing the text 'Right Place'.

Pre Covid - in a properly specified work environment

# Poll

Are you staff more or less productive Working from Home?

## Homeworkers can open opportunities

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- Split shifts
- Willingness to try longer days
- May do overtime easier
- New start / finish times
- More creative range of shift types and lengths

The research suggests better productivity

# Right Place



Post Covid - a proper workspace - or any space staff can find?

## But beware the downside

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- We didn't hire most of these folk to be Homeworkers
- We didn't assess their home working environment
- We didn't necessarily put in the appropriate support mechanisms
- We didn't have time to optimise the technology
- How to ensure effective real time management and ability to communicate with staff?

Why are we surprised if productivity has dipped?

# Right Time



# Scheduling



## Scheduling has changed

- For many contracted hours are no longer same as available hours
- Customer behaviour may have changed making usual schedules obsolete
- New (and old) absences often short notice meaning we need short notice changes
- Still adapting to everything

Flexibility more important now than ever



# This is a time to rethink

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## Longer Working Days

Staff not commuting

May be willing to do extra if 'home at same time'

Time off when quieter

## Split shifts

Depending on opening hours

Work when childcare available

Work around family

## Shorter - Longer Lunches / Breaks

Can help with demand

Traditional obstacles don't exist

Volunteers usually available

## Targeted extra shrinkage

Can we run (extra)team meetings / training when/if quiet?

Is extra 1-1 support needed?

Do we recognise staff need extra wrap / idle etc...?

# Summary

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- 1 Use this period as a time of learning for the future
- 2 Understand your Shrinkage
- 3 To forecast, remember to talk to as many stakeholders as possible
- 4 Homeworking is not homeworking
- 5 We can experiment with new ideas as staff have new needs
- 6 Recognise staff are adapting to strange working environment - don't push too hard

# Questions

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