

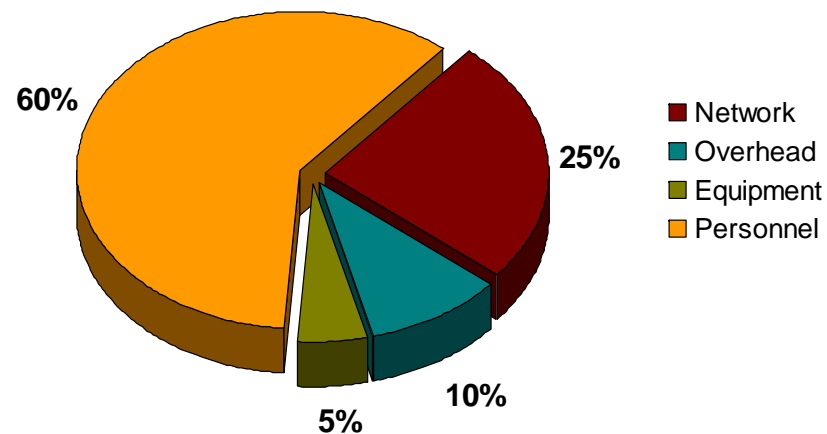
A Workforce Management View of Outsourcing



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The Mission of Workforce Management

To assure you meet your sales, service, and campaign goals with the most effective staffing plan and most efficient use of personnel possible...“precision staffing”... while maintaining employee satisfaction to the greatest degree possible through their participation in the workforce management process



Majority of contact center costs are related to staff

Challenges of Contact Centers Outsourcing

Networked contact centers must act as one

- Defining agent skills for routing
- Setting up business rules for allocating incoming contacts to agents
- Monitoring contact volumes

Data transfer between contact center workforce management and outsourcer

- Manual process to send the “right” information to outsource vendor as well as collecting statistics from outsourced contact center to effectively manage the workforce
 - Many times, center will have up to 4 people assigned to create forecasts by intervals and compile reports to send to outsourcers
 - Difficult to make near-time adjustments
 - Business decisions must be made with just part of the ‘picture’ painted – managers need an understanding of end to end contact center activity to accurately forecast and schedule agents

Service level quality

- High abandons
- Cannot correct situation as it’s happening
- Negative customer perceptions
- Impact to customer loyalty

Common Contracts...

Payroll hour or per FTE (full time equivalent)

- Outsourcer provides contracted FTEs to meet SLA (service level agreement) commitments.

Production hour/minute (Work Time + Available Time)

- Outsourcer provides contracted staff hours to meet SLA commitments including some “away from work time” to work time. The customer allows for a certain percentage of time away from work (meetings, trainings, etc).

Handle hour/minute

- Outsourcer provides contracted staff hours/minutes to meet SLA commitments. This may or may not be padded to ensure an acceptable occupancy rate - balanced so agents don't burn out.

Transactional (calls, emails, chats, back office paper, etc.)

- Outsourcer ensures contracted transactions will be handled within SLA commitments. The outsourcer will then focus on “away from work time,” occupancy rates, and AHT (average handle time) of the transactions in order to not burn out agents.

Workforce Management Solution – Data Transfer

Contact Center must supply Outsourcer

- Staffing requirements
 - Payroll hour or per FTE – Fully loaded staff forecast padded to allow for lost time and idle time or actual schedules
 - Production hour/minute – Staff forecast padded for a minimal amount of off work and idle time
 - Handle hour/minute – Minimal staff forecast (butts in seats)
- Contact requirements
 - Transactional – Contact volume forecast

Outsourcer must supply Contact Center

- Staff tallies

Either depending on the networking configuration

- Actual contact volumes and AHT
- Actual average positions staffed

Aspect® eWorkforce Management™ Solution – All Sites Act as One

Forecast and schedule across all sites

- Long-term forecasting and short-term intra-day forecasting that considers resources across the enterprise as well as the outsourced sites and allocates requirements to those sites.

Monitor actual scheduled numbers without managing schedules

- Intra-day outsource staff tallies stored and considered with enterprise staff tallies
 - If overstaffed, managers can create what-if scenarios to determine impact of removing agents from phone.
 - Re-allocate volume and reduce staff required at vendor sites.

Allows global view of performance across sites

- Includes staff and service levels from outsourcer

Increase overall effectiveness by managing distribution of work across client and vendor sites in a fully automated and integrated fashion via Web services.

- Automatic intra-day data transfer between disparate systems (e.g. every 15 or 30 minutes) to make timely decisions

Automatically re-allocate and send new requirements to outsourcers.

Aspect® eWorkforce Management™ - Allocate and Encompass

Allow enterprises to fulfill the potential of outsourcing without compromising quality, effectiveness and efficiency.