**Workforce Manager Africa Case Study**

**Case Study 1**

In response to the scenario painted in case study 1, they are various steps that need to be taken or put in place.

**Step 1: Working Out How Many Calls Are Coming into the Business.**

This can be achieved by having access to the WFM tools (such as AVAYA, Tikal Telephony System e.t.c) used in the contact center which serve as the source of information to calculate the accurate calls-per-day from the Automated Call Distribution (ACD) which I listed above in bracket of the WFM tools. However, all this tools I’ve practically work with.

Additional option, if the business contact center background does not support the use of ACD then call-logging system and/or switchboard will provide a suitable alternative. This is commonly found in Call Detail Records (CDRs).

After accurate calculation of call volume into the contact center. Then call volume will be break down annual into Months, Weeks and Days to achieve the highest call volume rate period. Then, when it comes to annual forecast below can be consider:

* How do contact volumes fluctuate in this month?
* Are there holidays in these weeks that could impact contact volumes?
* Is marketing planning any promotions or Campaign in this time?

**Step 2: Working Out the Number of Calls for Every Half Hour/Hourly**

This can easily be done by the automated call distribution (ACD system) or a Call Detail Report (CDR) for the business call center provided the organization currently operate one. This can help focus more on the period when high call volume rate is alarming. Hence, it will be properly considered in schedule planning and align more agents on schedule at that super period and avoid them going on break during the period in order not to tolerate high abandon calls rate

**Step 3: Working Out Average Handling Time**

Average Handling Time (AHT) is the average amount of time that a contact center agent spends on a call. This can be averaged out across the entire contact center and determine the number of calls individual agents are expected to be answered per day and set an AHT target to help achieve expected call answered per day, week and month. This should be part of the Agent KPI parameter.

**Step 4: Determine Service Level**

The industry standard for service level has historically been to answer 80% of calls within 20 seconds. However, modern contact centers are moving towards 90% of calls answered in 10 or 15 seconds.

Yet it would be impossible for your call center to reach a target of 100% service level, as this would require an infinite number of agents.

**Step 5: Factor in Maximum Occupancy**

Maximum Occupancy Should Not Be Set Higher Than 85% or 90%. However, the total number of calls and headcounts available will determine the target that set for the agents. This show how agents are productivity/occupied at work which helps to answer more calls and avoid them being idle.

**Step 6: Shrinkage Calculation**

Shrinkage when an agent is out of the call center due to sickness, holidays, emergencies etc. an employee is not available to do productive work, such as answer phone calls, despite being scheduled to do so. Both need to be factored in the business contact center.

Generally, shrinkage in the call center accounts for 35% of staff who are not using the telephone at any given time.

However, this is just an industry standard, and it is important to accurately calculate the shrinkage in order to provide a precise number for how many staff you need.

**Step 7: Working Out Average Wait Time**

Also known as average time to abandon (ATA), average wait time is the average length of time that a customer will stay in the queue before hanging up. To work on this in order to avoid high abandon calls and help agents to be productivity, the percentage of calls that abandon against time needs to be related. Then, spotting the time within which 50% of your caller’s abandon. That time is your average wait time.

***This time is important, as – alongside, forecast contact volumes, AHT, service level, occupancy and shrinkage are used to calculate the number of Agents needed for the business.***

The example below shows the number of Agents needed calculated with the parameter above. To determine how many calls center agents needed during each 30-minute period of the day, with specific reference to shrinkage, occupancy, AHT and average wait time. However, parameter can be adjusted to suit the business.

Reporting period = 30 minutes

Average number of calls during the reporting period = 1000

Average Handling Time/Average Call Duration = 180 seconds

Required Service Level = 85%

Target Answer Time = 20 seconds (industry standard)

Percentage Shrinkage = 30%

Target Occupancy = 85%

Average Wait Time = 90 seconds

Working Hours Per Week (1 FTE) = 34.58 hours (1hr 15mins per day for all necessary breaks has been deducted from the agents 40hours FTE)

**Formula Used**

The Number of Agents Required **=** AgentsRequired (calls, reportingPeriodMinutes, averageHandlingTime, serviceLevelPercent, serviceLevelTime, maxOccupancyPercent, shrinkagePercent)

The Number of Agents Required = AgentsRequired ( 1000, 30, 180, 85%, 20, 85%, 30%)

**Calculation Output**

The number of agents needed is 169 Agents including 30% shrinkage. However, taken out the 30% shrinkage applied 118 agents will be available to answer the 1000 calls with below achieved parameter from the WFM tool.

To gives a Service Level of 99.3% answered in 20 seconds with an Average Speed of Answer (ASA) of 0.5 Seconds. See table below for more information.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Agents** | **Agents (No Shrinkage Applied)** | **Service Level** | **Occupancy** | **ASA (s)** | **% Answered Immediately** | **Abandon Rate** |
| 169 | 118 | 99.30% | 84.70% | 0.5 | 94.80% | 0.25% |

**Step 9: Map Staff vs. Shift Patterns – Scheduling plans**

This step has to do with scheduling and planning after all forecasts has been met. Current contact center availability periodic standard in Nigeria is 180hours per month and 5days workable and 2days work off every week in respective on where your work off falls.

Before introducing the shift, patterns and timing some condition needs to be put in place from the expected working period per day such as.

* Agent Short and long breaks period
* Hold team meetings during quite periods such as briefing, QA feedback, Leads and Manager Feedback.

**Shift, patterns and timing**

Referencing case study 2 I presume the business contact center work 24/7. So below is suitable for the shift patterns. All this can be experiment based on previous calculation and forecast.

* Morning Shift ***(7AM – 2:50PM)***
* Afternoon Shift ***(11:20AM – 8:30PM)***
* Night Shift ***(8:20PM – 7:20AM) However, agent will be given extra break period to achieve the 7hrs 50mins.***

***From the 180hours required from individual agent to achieved per month, this is break down into 8hrs 10mins per day after considering agents will 23days and enjoy 8 days’ work off. Hence, all shift timing was achieved from this***

**Case Study 2**

**In response to the case study two with Sun king CALL CENTRE DATA for the month of June 2022 for the two campaigns Prospect and Inbound alongside total number of 190 on board.**

1. **Trends findings on both campaigns**

See below table for June 2022 CC data for both, Prospect is specified in week, weekend and hourly for the Month of June 2022. While Inbound is only specified hourly due to the data by the business for case study. However, for forward insight the daily activities were derived by calculation to achieve a perfect schedule, forecast and planning.

**Prospect - Outbound Calls** (*Running a campaign such as Retention and health check for prospect customer e.t.c)*

**Weekdays and Weekend Data Information**

|  |  |  |  |
| --- | --- | --- | --- |
| **Week Status** | **Count of Days** | **Total Attempt** | **Ave. Attempt Per Days** |
| Weekdays | 20 | 158471 | 7924 |
| Weekend | 9 | 58537 | 6504 |
| **Grand Total** | **29** | **217008** | **7483** |

This shows more calls contacted on the average over the weekdays compare to weekend about 22% increase calls attempted on weekdays than the weekend. This implies customer attempt to more during the days compare to weekend

**Hourly Data Information**

|  |  |  |  |
| --- | --- | --- | --- |
| **EAT** | **Total Contacted Per Month** | **Ave. Contacted Per Day** | **% contr.** |
| **7** | 4363 | 150 | 2% |
| **8** | 7045 | 243 | 3% |
| **9** | 9523 | 328 | 4% |
| **10** | 11939 | 412 | 6% |
| **11** | 13584 | 468 | 6% |
| **12** | 15099 | 521 | 7% |
| **13** | 16914 | 583 | 8% |
| **14** | 17767 | 613 | 8% |
| **15** | 18330 | 632 | 8% |
| **16** | 20023 | 690 | 9% |
| **17** | 21055 | 726 | 10% |
| **18** | 19875 | 685 | 9% |
| **19** | 16256 | 561 | 7% |
| **20** | 13657 | 471 | 6% |
| **21** | 8505 | 293 | 4% |
| **22** | 3073 | 106 | 1% |
| **Total** | **217008** | **7483** | **100%** |

*Note that Average contacted per day was derived by dividing the monthly data by count of days in the data shared. i.e (Total contacted per month/29days)*

**Inbound Calls** (*Incoming calls from the business customer base for Complaints, Requests and Enquiries*)

**Weekdays and Weekend Data Information**

No individual day activities data provided by the business for the inbound campaign case study. However, this could help to factor call volume flow over the weekdays and weekend. Without this information scheduling and planning after forecast can still be improvise by making sure we have the same count of agent all through the weekday and weekend. But can be a slight even different amidst the days.

**Hourly Data Information**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **EAT** | **Inbound calls hitting cc** | **Inbound Calls Offered to Agents** | **Connected calls** | **Connected Calls per days hourly** | **Abd Post IVR** | **Abd Pre IVR** | **Post Abd%** | **Pre Abd%** | **%Calls contr.** |
| **7** | **26101** | **13912** | **5724** | **191** | **8188** | **12189** | 31% | 47% | 3.9% |
| **8** | **33163** | **16310** | **5897** | **197** | **10413** | **16853** | 31% | 51% | 4.9% |
| **9** | **36187** | **17031** | **6554** | **218** | **10477** | **19156** | 29% | 53% | 5.4% |
| **10** | **38492** | **17816** | **7545** | **252** | **10271** | **20676** | 27% | 54% | 5.7% |
| **11** | **38896** | **17545** | **8727** | **291** | **8818** | **21351** | 23% | 55% | 5.8% |
| **12** | **40846** | **18163** | **8941** | **298** | **9222** | **22683** | 23% | 56% | 6.0% |
| **13** | **42837** | **18874** | **9462** | **315** | **9412** | **23962** | 22% | 56% | 6.3% |
| **14** | **43126** | **19231** | **9970** | **332** | **9261** | **23895** | 21% | 55% | 6.4% |
| **15** | **43456** | **19076** | **10523** | **351** | **8553** | **24380** | 20% | 56% | 6.4% |
| **16** | **46613** | **20121** | **8813** | **294** | **11308** | **26492** | 24% | 57% | 6.9% |
| **17** | **50750** | **22718** | **8474** | **282** | **14244** | **28032** | 28% | 55% | 7.5% |
| **18** | **55629** | **26590** | **7638** | **255** | **18952** | **29039** | 34% | 52% | 8.2% |
| **19** | **52797** | **28161** | **8571** | **286** | **19590** | **24636** | 37% | 47% | 7.8% |
| **20** | **50254** | **27600** | **8316** | **277** | **19284** | **22654** | 38% | 45% | 7.4% |
| **21** | **50332** | **26085** | **6373** | **212** | **19712** | **24247** | 39% | 48% | 7.4% |
| **22** | **26593** | **12691** | **3195** | **107** | **9496** | **13902** | 36% | 52% | 3.9% |
| **Total** | **676072** | **321924** | **124723** | **4157** | **197201** | **354147** | **29%** | **52%** | **100%** |
| **Ave.per Days** | **22536** | **10731** | **4157** | **260** | **6573** | **11805** |  |  |  |

**Description**

* **Inbound calls hitting cc:** Total number of Calls on Queue
* **Inbound Calls Offered to Agents:** Addition of connected Calls Plus Abandoned Post IVR which is the call abandoned by agent after leaving the IVR
* **Connected calls:** Total number of Calls Answered
* **Connected Calls per days hourly:** Connected Calls divided by 30days in month of June 2022
* **Abandoned Post IVR:** Total number of calls abandoned by agent after leaving the IVR and hit the agents console, its maybe intentional, system error, technical issue or the hit the exact period the call was set to wait on the IVR i.e if the wait time is set to stay 90secs on IVR and the very last second was the period it hit the agent console its might show up as a flash and dropped or answered but it is very rear
* **Abandoned Pre IVR:** Total number of calls abandoned after caller hangs up before the call is answered by a Customer Services Representative, excluding any calls abandoned before entering an IVR System queue.

*My addition to the data which was derived by calculation are “Inbound Calls Offered to Agents,” “Connected Calls per days hourly”, “Average per days” and “abandoned Rate”. All highlighted in harsh*

1. **Interpret the data, highlighting the trends and give your insights in terms of headcount, shrinkage while considering contact volume and the objectives of the business.**

* Viewing both campaigns data it is observed that the total calls volume for Inbound is on the high side compared to the prospect campaign which will make me arrive at the headcount required for both campaigns after putting all necessary parameter into consideration. Also, high volume of calls was identified at a particular period. See below details for more information

**For the hourly data** which is most valuable information need from a contact center to managed call flow, maintain service level, Answer Level, AHT, wait time abandon rate and avoid shrinkage.

**Prospect**

* Looking at the trend of contacted calls from the prospect hourly report, its review that from **10am to 8pm** customer is mostly available to response the calls initiated by the prospect agents. At exactly, **3pm to 6pm** customer response rate is at the high size. But less response at **7am** and **10pm.**
* All this will put into consideration for the month of July 2022 scheduling and planning after the headcount forecast is achieve.

**Inbound**

* Here is the take home trend for Inbound calls, high volume of calls hit the contact center from **12pm to 9pm** and the peak period of the call spike remain **5pm to 9pm** as seen in the inbound hourly report % calls contribution table above which is highlighted in red.
* For the abandoned call rate

Pre abandoned call rate increases drastically from **8am till 6pm** and pick up again from **9pm to 10pm** but drop slightly from **7pm to 8pm** while for post abandoned call rate drops from **9am till 3pm** then rise from **4pm till 9pm**.however, abandoned rate was till high at non-mention period as seen on the flow chart below. This period will be considered in the schedule shift management, managing agents break period also avoid shrinkage within that period.

* + Major challenges with the high abandoned rate for the business is due to 3 reasons.
    - Low Headcount and high shrinkage.
    - High wait time set on automatic call distribution (ADC). If the wait time set for a customer on call queue is too high, they can be frustrated and end the call before the customer representative response to the call and this will end up as abandoned.
    - System error or technical issue such as system hanging/freezing or downtime with ADC application

**Objective**

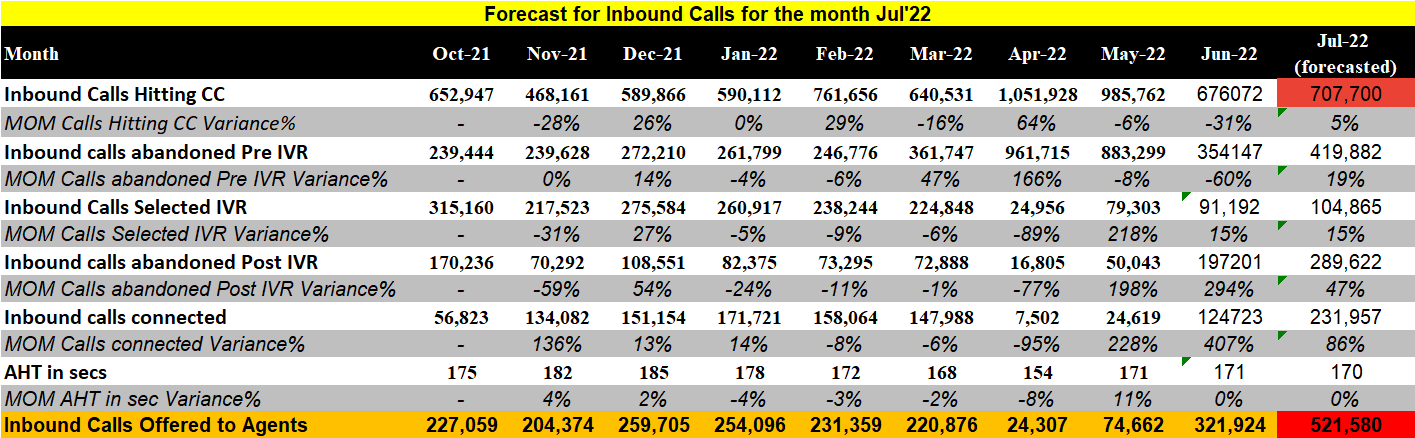
* The objective of this campaign for the business is to resolve every customer complaint, requests, and enquiries. Give first call resolution FCR to the customer and avoid both repeat calls, high rate of abandon calls and eliminate and forms of shrinkage. In addition, to meet up the customer service level at required period.
* The objective of this campaign for the business is to reach out to prospect customers if they are facing any challenge, reasons for not making payment and advice customer to always make payment before there last anniversary due date. Hence, more revenue will be generated for the business.

1. **Using a shift schedule tool to prepare a forecasted shift schedule for the month of July. Where Shift timings are between 7AM and 23PM EAT**

**Headcount Assigned**

* **Inbound**

Using call trend from oct’21 to June’22 on the attached sun king cc data shared by the business and putting all parameters into consideration such as AHT 170secs, Occupancy 95%, SL% 85%, Average wait Time 90sec and Targeted Answered Time 20secs and net login (working hours period). Headcount was forecasted for July 2022 schedule. See table below for breakdown



**From this table incoming calls forecasted for the contact center was seen in two ways,**

* **Inbound calls hitting the call center** which comprise of all forms of calls, call dropped before hitting the IVR, System error i.e connect calls, abandon pre IVR, abandon post IVR e.t.c which is **707,700 calls.** 
  + This required typical Number of Agents FTE is **156**. However, when there is no 30% shrinkage *(27% for Work off and 3% for Unplanned and Planned Shrinkage)* applied **203** required agents to attend 22,829 Calls per day. See table below break down into Month, Week, Day, and Hour

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Scheduling/Planning for Inbound Calls that will hit the CC in July 2022** | | | | |
| **Information Needed** | **Month** | **Week** | **Day** | **Hour** |
| Incoming Call Volume | 707700 | 159803 | 22829 | 1427 |
| Working Hour(Net login) | 211:50:00 | 47:50:00 | 6:50:00 | 1:00:00 |
| Occupancy | 95% | 95% | 95% | 95% |
| AHT | 0:02:40 | 0:02:40 | 0:02:40 | 0:02:40 |
| HC Required with no Shr applied | 156 | 156 | 156 | 67 |
| HC Required | 203 | 203 | 203 | 87 |

* **Inbound calls offered to Agents** which I derived from the base shared i.e connected calls plus calls abandoned post IVR which I presumed is the call offered to the agents. Which is **521,580 calls.** 
  + This required Typical Number of Agents FTE is **150**. However, when there is no **30%** shrinkage *(27% for Work off and 3% for Unplanned and Planned Shrinkage)* applied **115** required agents to attend 16,825 Calls per day

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Scheduling/Planning for Inbound Calls Offered to Agents in July 2022** | | | | |
| **Information Needed** | **Month** | **Week** | **Day** | **Hour** |
| Incoming Call Volume | 521580 | 117776 | 16825 | 1052 |
| Working Hour (Net login) | 211:50:00 | 47:50:00 | 6:50:00 | 1:00:00 |
| Occupancy | 95% | 95% | 95% | 95% |
| AHT | 0:02:40 | 0:02:40 | 0:02:40 | 0:02:40 |
| HC Required with no Shr applied | 115 | 115 | 115 | 49 |
| HC Required | 150 | 150 | 150 | 64 |

*Then I practically work with this for the schedule which match the given agent on board for the business while for* ***Inbound calls hitting the call center*** *will require more than what was given for the agents on headcount on board compared to the* ***offered calls*** *derived*

**See below forecasted agent required to response to incoming per hour**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **EAT** | **Inbound calls hitting cc** | **Inbound calls hitting cc per day hourly** | **Inbound Calls Offered to Agents** | **Inbound Calls Offered to Agents per days hourly** | **Agent Required (no shr% applied) for hitting CC** | **Agent Required (no shr% applied) for Offered** | **Call %Contr.** |
| **7** | **27322** | **881** | **20137** | **650** | **41** | **30** | 3.9% |
| **8** | **34714** | **1120** | **25585** | **825** | **52** | **39** | 4.9% |
| **9** | **37880** | **1222** | **27918** | **901** | **57** | **42** | 5.4% |
| **10** | **40293** | **1300** | **29696** | **958** | **61** | **45** | 5.7% |
| **11** | **40716** | **1313** | **30008** | **968** | **61** | **45** | 5.8% |
| **12** | **42757** | **1379** | **31512** | **1017** | **65** | **48** | 6.0% |
| **13** | **44841** | **1446** | **33048** | **1066** | **68** | **50** | 6.3% |
| **14** | **45144** | **1456** | **33271** | **1073** | **68** | **50** | 6.4% |
| **15** | **45489** | **1467** | **33526** | **1081** | **69** | **51** | 6.4% |
| **16** | **48794** | **1574** | **35961** | **1160** | **74** | **54** | 6.9% |
| **17** | **53124** | **1714** | **39153** | **1263** | **80** | **59** | 7.5% |
| **18** | **58231** | **1878** | **42917** | **1384** | **88** | **65** | 8.2% |
| **19** | **55267** | **1783** | **40732** | **1314** | **83** | **61** | 7.8% |
| **20** | **52605** | **1697** | **38770** | **1251** | **79** | **59** | 7.4% |
| **21** | **52687** | **1700** | **38830** | **1253** | **80** | **59** | 7.4% |
| **22** | **27837** | **898** | **20516** | **662** | **42** | **31** | 3.9% |
| **Total** | **707700** | **22829** | **521580** | **16825** |  |  |  |
| Ave.per Days/hr | 22829 | 1427 | 16825 | 1052 |  |  |  |

* + - Other parameter considered are AHT 170secs, Occupancy 95%, SL% 85%, Average wait Time 90sec and Targeted Answered Time 20secs (*the point at which agent wait before pick the next call. Below is the hourly incoming calls inflow*

Using the graph above to highlight the calls volume trend, this shows that the calls flow increasing from **12:00pm** **to 6pm**. This period will be considered in the schedule shift management, managing agents break period also avoid shrinkage within that period.

* **Prospect**

Using call trend from June’22 daily report on the attached sun king cc data shared by the business and putting all parameters into consideration such as AHT 125secs, Occupancy 95%, SL% 85%, Average wait Time 90sec and Targeted Answered Time 20secs and net login (working hours period). Headcount was forecasted for July 2022 schedule. See table below for breakdown

|  |  |  |
| --- | --- | --- |
| **Forecast for Prospect-Outbound Calls for the month of Jul-22** | | |
| **Week Status** | **Count of day** | **Total Attempt** |
| Weekday | 21 | 119717 |
| Weekend | 10 | 57465 |
| **Grand Total** | **31** | **177182** |

***Less response is expected over the weekend based on the forecast reference the base share for the month of June 2022.***

***June base per days of the week***

|  |  |  |  |
| --- | --- | --- | --- |
| **Day of Week** | **Count of day** | **Total Calls Attempt** | **Ave. Call Attempt per Day** |
| Sat | 4 | 30847 | 7712 |
| Sun | 5 | 27690 | 5538 |
| Mon | 4 | 28617 | 7154 |
| Tue | 4 | 32605 | 8151 |
| Wed | 4 | 31772 | 7943 |
| Thu | 4 | 32383 | 8096 |
| Fri | 4 | 33094 | 8274 |
| **Grand Total** | **29** | **217008** | **52868** |

***Less response is expected on Sunday’s based on the forecast reference the base share for the month of June 2022.***

Typical Number of Agents FTE is **40.** However, when there is no **30%** shrinkage *(27% for Work off and 3% for Unplanned and Planned Shrinkage)* applied **31** required agents to attend **5,716 Calls per day**

* + Other parameter considered are AHT 125 secs, Occupancy 95%, SL% 85%, Average wait Time 90sec and Targeted Answered Time 20secs (*the point at which agent wait before making the next call*)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Scheduling/Planning for Prospect Calls that will Contacted in July 2022** | | | | |
| **Information Needed** | **Month** | **Week** | **Day** | **Hour** |
| Incoming Call Volume | 177182 | 40009 | 5716 | 357 |
| Working Hour (Net login) | 211:50:00 | 47:50:00 | 6:50:00 | 1:00:00 |
| Occupancy | 95% | 95% | 95% | 95% |
| AHT | 0:02:05 | 0:02:05 | 0:02:05 | 0:02:05 |
| HC Required with no Shr applied | 31 | 31 | 31 | 13 |
| HC Required | 40 | 40 | 40 | 17 |

**see below forecasted agent required to contact prospect customer per hour**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **EAT** | **Total Contacted Per Month** | **Ave. Contacted Per Day** | **Agent Required (no shr% applied)** | **% contr.** |
| **7** | 3562 | 115 | **4** | 2.0% |
| **8** | 5752 | 186 | **7** | 3.2% |
| **9** | 7775 | 251 | **9** | 4.4% |
| **10** | 9748 | 314 | **11** | 5.5% |
| **11** | 11091 | 358 | **13** | 6.3% |
| **12** | 12328 | 398 | **15** | 7.0% |
| **13** | 13810 | 445 | **16** | 7.8% |
| **14** | 14506 | 468 | **17** | 8.2% |
| **15** | 14966 | 483 | **18** | 8.4% |
| **16** | 16348 | 527 | **19** | 9.2% |
| **17** | 17191 | 555 | **20** | 9.7% |
| **18** | 16227 | 523 | **19** | 9.2% |
| **19** | 13273 | 428 | **16** | 7.5% |
| **20** | 11151 | 360 | **13** | 6.3% |
| **21** | 6944 | 224 | **8** | 3.9% |
| **22** | 2509 | 81 | **3** | 1.4% |
| **Total** | **177182** | **5716** | **209** | **100%** |

*More agents are need during the period that we have high customer response to campaign, this will be factored in the schedule management and planning.*

Using the graph above to highlight the calls volume trend, this shows that customer contacted rate increasing from **11am** **to 8pm**. This period will be considered in the schedule shift management, managing agents break period also avoid shrinkage within that period.

**Objective**

The objective of this campaign for the business is to reach out to prospect customers if they are facing any challenge, reasons for not making payment and advice customer to always make payment before there last anniversary due date. Hence, more revenue will be generated for the business.

**Shift Timing**

Referencing the business contact center work hour 7AM to 23PM. So below is suitable for the shift patterns. All this can be experiment based on previous calculation and forecast for both campaigns

**Shift Timing for Inbound**

* Morning Shift ***(******7AM – 2:50PM)***
* Late Morning Shift ***(******10:10AM – 6:00PM)***
* Afternoon Shift ***(******11:40AM – 8:30PM)***
* Late Afternoon Shift ***(2:10PM – 10:00PM)***

**Shift Timing for Prospect**

* Morning Shift ***(******7AM – 2:50PM)***
* Late Morning Shift ***(******10:10AM – 6:00PM)***
* Late Afternoon Shift ***(2:10PM – 10:00PM)***

***From the 180hours required from individual agent to achieved per month, this is break down into 7hrs 50mins per day after considering agents will 23days and enjoy 8 days’ work off. Hence, all shift timing was achieved from this***

***Schedule timing break down***

|  |  |  |
| --- | --- | --- |
| **Info Needed** | **Time** |  |
| **Expected Duration per Month** | **180:00:00** |  |
| **Expected Duration Per Day in 31 Days Month Of 23 Workable Days** | **7:50:00** |  |
|  |  |  |
| **Jul'22 Shift Status** | **Shift Timing** | |
| **Inbound** | **Prospect** |
| **Morning** | 7AM - 2:50PM | 7AM - 2:50PM |
| **Late Morning** | 10:10AM – 6:00PM | 10:10AM – 6:00PM |
| **Afternoon** | 2:10PM - 10:00PM | 2:10PM - 10:00PM |
| **Morning, Late Morning & Afternoon Break Period duration** | 1hrs | 1hrs |
| **Briefing Period duration** | 15mins | 15mins |

**Schedule Mapping**

|  |  |  |  |
| --- | --- | --- | --- |
| **Headcount** | **150** | **40** | **190** |
| Morning Shift | 43 | 11 | 54 |
| Late Morning Shift | 38 | 10 | 48 |
| Afternoon Shift | 35 | 9 | 44 |
| Shrinkage | 34 | 10 | 44 |
| Work off | 31 | 8 | 39 |
| Planned Annual Leave | 2 | 1 | 3 |
| Unplanned Annual Leave | 1 | 1 | 2 |

*Above table is the contact center schedule projection*

**Inbound hourly Data implemented on schedule**

**43agents** appear at **morning shift** from the stayed start period and there will be an overlap period from **10:10am** once the **38agents** for **late** **morning shift** and another overlap at **2:10pm** once the **35agents** for **Afternoon shift** clock in which helps to response to most of high call volume within that period (12pm to 9pm) as seen on the **hourly data** for **inbound campaign.**

**Prospect hourly Data implemented on schedule**

**11agents** appear at **morning shift** from the stayed start period and there will be an overlap period from **10:10am** once the **10agents** for **late** **morning shift** and another overlap at **2:10pm** once the **9agents** for **Afternoon shift** clock in which helps to response to most of high call volume within that period (**11am to 8pm**) as seen on the **hourly data** for **prospect campaign.**

30% Shrinkage considered here the addition of work off %, Planned Leave and Unplanned leave % such as sick leave, emergency leave e.t.c 27% assigned to the Work off from the forecasted headcount, 2% for PL and 1% Unplanned. Kindly note that the only constant % occurrence will the Work off on a daily basis while PL and UPL maybe one-off things. The above describe what it will look like if all the shrinkage occur while table below shows when only the work off % is presence and this is what I will be working my schedule on.

Agents were aligned on two days consecutive work off so they can relax proper after 5days of working days and avoid expressing fatigue. Though the work off make look rough at the being but aligned properly from 10th of the Month of July 2022.

More agents available for the weekday for **prospect campaign** due to the high number of customers reached in June 2022 weekday while less for **Inbound Campaign** rank equally due to incoming calls data provided for June 2022 call volume with no weekdays or weekend status.

**See table below for summary**

*First 7day of the schedule plotted, kindly find other details including agents’ language barrier from the attached excel files.*

**Prospect**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | **1-Jul-22** | **2-Jul-22** | **3-Jul-22** | **4-Jul-22** | **5-Jul-22** | **6-Jul-22** | **7-Jul-22** |
| **Shift Timing** | **Shift Status** | **Fri** | **Sat** | **Sun** | **Mon** | **Tue** | **Wed** | **Thu** |
| **8AM - 3:50PM** | **M** | 12 | 12 | 11 | 11 | 12 | 11 | 12 |
| **10:10AM - 6:00PM** | **LM** | 10 | 10 | 10 | 11 | 10 | 11 | 11 |
| **2:10PM - 10:00PM** | **A** | 10 | 10 | 10 | 10 | 10 | 10 | 10 |
| **Work Off** | **WO** | 8 | 8 | 9 | 8 | 8 | 8 | 7 |
| **Training** | **TR** | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Annual Leave** | **AL** | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Sick Leave** | **SL** | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Maternity Leave** | **ML** | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **compassionate Leave** | **CPL** | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Paternity Leave** | **PTL** | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Headcount** | **HC** | 40 | 40 | 40 | 40 | 40 | 40 | 40 |
| **Agents Available (WF)** | **WF** | 32 | 32 | 31 | 32 | 32 | 32 | 33 |
| **Prospect** | **WF%** | **80%** | **80%** | **78%** | **80%** | **80%** | **80%** | **83%** |
| **Shr%** | **20%** | **20%** | **23%** | **20%** | **20%** | **20%** | **18%** |
| **WO%** | **20%** | **20%** | **23%** | **20%** | **20%** | **20%** | **18%** |
| **PL%** | **0%** | **0%** | **0%** | **0%** | **0%** | **0%** | **0%** |
| **UPL%** | **0%** | **0%** | **0%** | **0%** | **0%** | **0%** | **0%** |

**Sample of Prospect Schedule**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  |  | **1-Jul-22** | **2-Jul-22** | **3-Jul-22** | **4-Jul-22** | **5-Jul-22** | **6-Jul-22** | **7-Jul-22** |
| **SN** | **Agents Name** | **Language** | **Fri** | **Sat** | **Sun** | **Mon** | **Tue** | **Wed** | **Thu** |
| **1** | **Agents P1** | **Hausa** | **LM** | **LM** | **WO** | **WO** | **LM** | **LM** | **LM** |
| **2** | **Agents P5** | **Igbo** | **M** | **M** | **WO** | **WO** | **M** | **M** | **M** |
| **3** | **Agents P6** | **Yoruba** | **LM** | **WO** | **WO** | **WO** | **LM** | **LM** | **LM** |
| **4** | **Agents P7** | **Igbo/Yoruba** | **M** | **WO** | **WO** | **M** | **M** | **M** | **M** |
| **5** | **Agents P8** | **Hausa** | **A** | **WO** | **WO** | **A** | **A** | **A** | **A** |
| **6** | **Agents P9** | **Igbo** | **LM** | **WO** | **LM** | **LM** | **LM** | **LM** | **LM** |
| **7** | **Agents P10** | **Yoruba** | **A** | **WO** | **A** | **A** | **A** | **A** | **A** |
| **8** | **Agents P11** | **Hausa/Yoruba** | **M** | **M** | **WO** | **M** | **M** | **M** | **M** |
| **9** | **Agents P12** | **Hausa/Igbo** | **LM** | **LM** | **WO** | **LM** | **LM** | **LM** | **LM** |
| **10** | **Agents P13** | **Yoruba** | **M** | **M** | **M** | **M** | **WO** | **WO** | **M** |
| **11** | **Agents P14** | **Hausa/Yoruba** | **A** | **A** | **A** | **A** | **WO** | **WO** | **A** |
| **12** | **Agents P15** | **Hausa/Igbo** | **M** | **M** | **M** | **WO** | **M** | **M** | **M** |
| **13** | **Agents P16** | **Yoruba** | **A** | **WO** | **LM** | **LM** | **LM** | **LM** | **LM** |

**Inbound**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | **1-Jul-22** | **2-Jul-22** | **3-Jul-22** | **4-Jul-22** | **5-Jul-22** | **6-Jul-22** | **7-Jul-22** |
| **Shift Timing** | **Shift Status** | **Fri** | **Sat** | **Sun** | **Mon** | **Tue** | **Wed** | **Thu** |
| **7AM - 2:50PM** | **M** | 43 | 43 | 43 | 43 | 43 | 43 | 43 |
| **10:10AM - 6:00PM** | **LM** | 38 | 38 | 38 | 44 | 38 | 39 | 38 |
| **2:10PM - 10:00PM** | **A** | 36 | 35 | 35 | 36 | 35 | 38 | 35 |
| **Work Off** | **WO** | 33 | 34 | 34 | 27 | 34 | 30 | 34 |
| **Training** | **TR** | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Annual Leave** | **AL** | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Sick Leave** | **SL** | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Maternity Leave** | **ML** | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **compassionate Leave** | **CPL** | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Paternity Leave** | **PTL** | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Headcount** | **HC** | 150 | 150 | 150 | 150 | 150 | 150 | 150 |
| **Agents Available (WF)** | **WF** | 117 | 116 | 116 | 123 | 116 | 120 | 116 |
| **Inbound** | **WF%** | 78% | 77% | 77% | 82% | 77% | 80% | 77% |
| **Shr%** | 22% | 23% | 23% | 18% | 23% | 20% | 23% |
| **WO%** | 22% | 23% | 23% | 18% | 23% | 20% | 23% |
| **PL%** | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| **UPL%** | 0% | 0% | 0% | 0% | 0% | 0% | 0% |

**Sample of Inbound Schedule**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  |  | **1-Jul-22** | **2-Jul-22** | **3-Jul-22** | **4-Jul-22** | **5-Jul-22** | **6-Jul-22** | **7-Jul-22** |
| **SN** | **Agents Name** | **Language** | **Fri** | **Sat** | **Sun** | **Mon** | **Tue** | **Wed** | **Thu** |
| 1 | Agents P1 | Hausa | **LM** | **LM** | **WO** | **WO** | **LM** | **LM** | **LM** |
| 2 | Agents P2 | Igbo | **M** | **M** | **WO** | **WO** | **M** | **M** | **M** |
| 3 | Agents P3 | Yoruba | **LM** | **WO** | **WO** | **LM** | **LM** | **LM** | **LM** |
| 4 | Agents P4 | Hausa/Yoruba | **M** | **WO** | **WO** | **M** | **M** | **M** | **M** |
| 5 | Agents P5 | Igbo | **A** | **A** | **WO** | **WO** | **A** | **A** | **A** |
| 6 | Agents P6 | Yoruba | **WO** | **WO** | **LM** | **LM** | **LM** | **LM** | **LM** |
| 7 | Agents P7 | Igbo/Yoruba | **WO** | **WO** | **A** | **A** | **A** | **A** | **A** |
| 8 | Agents P8 | Hausa | **M** | **WO** | **WO** | **M** | **M** | **M** | **M** |
| 9 | Agents P9 | Igbo | **LM** | **LM** | **WO** | **WO** | **LM** | **LM** | **LM** |
| 10 | Agents P10 | Yoruba | **M** | **M** | **M** | **WO** | **WO** | **LM** | **LM** |
| 11 | Agents P11 | Hausa/Yoruba | **A** | **A** | **A** | **WO** | **WO** | **A** | **A** |

**Case Study 3**

In response to the scenario painted in case study 3 which create a bigger challenge for the business in term of customer satisfaction and revenue generation.

1. **Assuming the above was not factored in while preparing the forecasted July schedule, kindly make any necessary adjustments.**

In reference to the two campaigns in case study 2 if this issue occurs in any of these campaigns especial the Inbound. Below will be implemented on the schedule for that period of occurrence.

* 4 agents for prospect can buffer for the maternity agents when working during the weekend/Weekdays where they have low volume of customer to reach out to. However, this will be a one-off thing for the month to complete. while the remaining 2 maternity will be factored into shrinkage. Then, moving forward all the maternity agents will be properly factored in August schedule.
* For the low performance, Manager will be advice to release the agents for the performance improvement program as soon as the shift overlap occur i.e when the late morning and afternoon join the morning then, we have enough agent to response to calls.

1. **The current company trends on shift timings reveals that it's not a must for an employee to work for the daily 8 hours on a shift as long as they complete their task and achieve the company objectives. As a workforce manager, what strategic advice and recommendations will you give to managers with regard to performance appraisal and the specific KPI of Login hours.**

**Strategic advice and recommendations for Managers about performance appraisal and the specific KPI of Login hours.**

Primarily, login hour is the first key parameter considered in a contact center to actualize every other parameter also get an historical report of what is happening per time in the business.

It is the key to all insight achieved for the business via an agent appearance at a given period (login hours) such as adherence to workflow attendance and punctuality to work, occupancy, efficiency period and productivity hours, also to avoid substantial risk of call abandon which will affect the business KPI. However, Manager will advise to allow the agents follow the regular workflow and pattern design for the business.

***If current company trends on shift timings reveals that it is not necessary for an employee to work for the daily 8 hours on a shift if they complete their task and achieve the company objectives.*** What happen at a point when we high predictive spike of customer complaints in the business? Then the business will suffer uncontrollable high shrinkage. Concisely manager should the agents clocked in at the appointed time and clocked out at expected period to achieve the business working duration, workflow, and pattern. This also helps to study the agent’s behaviors and approach to work.