

EXERCISE 03:

QUESTION 1: Rich is upset that her team is not performing well on AHT. How would you help her using below data?(30pts)

Week	Task Time	Hold Time	ACW Time (B Calls)	AHT	AHT Target	Coaching Schedule (twice a month)
Agent 1	0:07:17	0:05:58	0:22:04	40	0:29:41	0:20:00 Fri 4:30pm to 5:00pm
Agent 2	0:04:00	0:03:52	0:16:32	76	0:20:45	0:20:00 Mon 11:30am to 12:00pm
Agent 3	0:11:25	0:04:29	0:18:10	49	0:35:15	0:20:00 Thu 4pm to 4:30pm
Agent 4	0:07:09	0:02:54	0:31:07	31	0:39:04	0:20:00 Fri 4:30pm to 5:00pm
Agent 5	0:04:09	0:01:18	0:14:42	13	0:19:22	0:20:00 Mon 1pm to 1:30pm
Agent 6	0:07:40	0:01:58	0:15:49	102	0:23:40	0:20:00 Mon 2pm to 2:30pm
Agent 7	0:10:42	0:01:38	0:21:10	45	0:31:54	0:20:00 Wed 3pm to 3:30pm
Agent 8	0:05:33	0:07:10	0:19:04	81	0:25:36	0:20:00 Wed 3pm to 3:30pm
Agent 9	0:04:28	0:01:28	0:10:09	10	0:14:55	0:20:00 Mon 12pm to 12:30pm
Agent 10	0:07:23	0:03:44	0:16:53	19	0:25:39	0:20:00 Mon 11:00am to 11:30am
Agent 11	0:07:39	0:01:30	0:19:03	78	0:26:53	0:20:00 Tue 10:00am to 11:00am
Agent 12	0:08:12	0:07:07	0:25:28	71	0:36:11	0:20:00 Thu 4pm to 4:30pm
Agent 13	0:09:55	0:08:06	0:19:47	115	0:33:10	0:20:00 Wed 3:30pm to 4:00pm
Agent 14	0:13:08	0:06:13	0:34:21	73	0:49:27	0:20:00 Thu 4:30pm to 5:00pm
Agent 15	0:06:49	0:05:42	0:15:31	116	0:24:25	0:20:00 Tue 9:00am to 9:30am
Total	0:08:09	0:05:26	0:20:15	779	0:30:00	0:20:00

Rich's Schedule:
Shift: Mon 8:30am to 5pm
Admin tasks: Mon 8:30am to 9am
Mgt Meetings:
Mon 10:00am to 11:30am
Thu 3pm to 4pm

Problem Statement: Team Rich is not meeting the target
Reasons (State as many as you can):
Recommended Solution/Next Steps (State as many as you can):

ANSWER FOR QUESTION 1:

STEP 1:
It's always a good practice for manager to check how reliable and accurate of the data before making any decision.
The current data set Rich receiving from the data team containing some inaccurate values that is elaborated as follow:

AHT = Task time + Hold Time + ACW Time. However, the value of AHT from original data is different with the sum of Task time, hold time and ACW time which is calculated in Recalculated AHT column.

Week	Task Time	Hold Time	ACW Time (B Calls)	AHT	Recalculated AHT	AHT Target	Coaching Schedule (twice a month)
Agent 1	0:07:17	0:05:58	0:22:04	40	0:29:41	0:20:00	Fri 4:30pm to 5:00pm
Agent 2	0:04:00	0:03:52	0:16:32	76	0:20:45	0:24:24	0:20:00 Mon 11:30am to 12:00pm
Agent 3	0:11:25	0:04:29	0:18:10	49	0:35:15	0:34:44	0:20:00 Thu 4pm to 4:30pm
Agent 4	0:07:09	0:02:54	0:31:07	31	0:39:04	0:41:10	0:20:00 Fri 4:30pm to 5:00pm
Agent 5	0:04:09	0:01:18	0:14:42	13	0:19:22	0:20:09	0:20:00 Mon 1pm to 1:30pm
Agent 6	0:07:40	0:01:58	0:15:49	102	0:23:40	0:25:27	0:20:00 Mon 2pm to 2:30pm
Agent 7	0:10:42	0:01:38	0:21:10	45	0:31:54	0:33:30	0:20:00 Wed 3pm to 3:30pm
Agent 8	0:05:33	0:07:10	0:19:04	81	0:25:36	0:31:47	0:20:00 Wed 3pm to 3:30pm
Agent 9	0:04:28	0:01:28	0:10:09	10	0:14:55	0:14:05	0:20:00 Mon 12pm to 12:30pm
Agent 10	0:07:23	0:03:44	0:16:53	19	0:25:39	0:28:00	0:20:00 Mon 11:00am to 11:30am
Agent 11	0:07:39	0:01:30	0:19:03	78	0:26:53	0:28:12	0:20:00 Tue 10:00am to 11:00am
Agent 12	0:08:12	0:07:07	0:25:28	71	0:36:11	0:40:47	0:20:00 Thu 4pm to 4:30pm
Agent 13	0:09:55	0:08:06	0:19:47	115	0:33:10	0:37:48	0:20:00 Wed 3:30pm to 4:00pm
Agent 14	0:13:08	0:06:13	0:34:21	73	0:49:27	0:53:42	0:20:00 Thu 4:30pm to 5:00pm
Agent 15	0:06:49	0:05:42	0:15:31	116	0:24:25	0:28:02	0:20:00 Tue 9:00am to 9:30am
Total	0:08:09	0:05:26	0:20:15	779	0:30:00	0:33:46	0:20:00
Recalculated Total	0:55:29	1:03:07	4:29:52	779	7:15:39	7:58:28	5:00:00
Recalculated Avg	0:07:42	0:04:12	0:19:29	65	0:29:04	0:31:54	0:20:00

In Total row, while B Calls shows the total value, AHT target show average value

The Total row in the original dataset doesn't show the total value except for B Calls feature. For example, The total hold time supposed to be 1:05:09 instead of 0:05:26.
If Total row implies the average value, it also doesn't show the accurate value. For example, Avg task time is 0:07:42 instead of 0:08:09

STEP 2:
By analyzing and visualizing the new data, I was able to understand and find pattern in the AHT performance of Rich's team.
On that basis, I would propose reason why rich's team is underperformed on AHT:

REASON WHY RICH'S TEAM IS NOT PERFORMING WELL ON AHT:

- The number of calls that each agent has to handle is unbalanced (Figure 3.1)
For example, Agent 6, Agent 13 and Agent 15 are responsible for too many B Calls, conversely, Agent 9, Agent 5 and Agent 10 are handling much less B Calls.
- Agents often spend too much time on after call work. Currently ACW time accounts for 63% of total time AHT (Figure 3.2)
Specifically, Agent 12, Agent 14 and Agent 14 are spending the most time on after call work (Figure 3.3)
- Long Talk Time agents also affect to the performance of AHT
For example, Agents 13, Agents 7, Agent 3 and Agent 14 is underperformed in term of Talk Time because these agents spend much more time to talk to customer to compare with their peer (Figure 3.4).
- Some agents put customers on hold during the call for a very long time. This not only prolongs AHT time but also directly affects customer satisfaction
For instance, Agent 12, Agent 18 and Agent 13 put caller on hold during a customer call the longest. This contribute to the long AHT in general (Figure 3.5).
- The allocation of Rich's work and coaching schedule is not very effective, contributing indirectly to the overall performance of the team.
Specifically, Rich's Monday schedule is too busy with meetings, admin tasks and 5 coaching meetings. Adding too much work into a day reduces the effectiveness of the manager in term of supervision leading to the employees' inefficiency (Figure 3.6)

STEP 4:

RECOMMENDED SOLUTIONS:

To meet the target AHT, Rich's team need to focus on reducing the current AHT. In order to achieve that, the team should concentrate on the following factors:

- Reducing After Call Work Time
- Reducing Hold Time
- Enhancing Talk Time's efficiency
- Enhancing Management & Coaching's Strategy

Here are my specific recommendations for each factors:

Reducing After Call Work Time	Reducing Hold Time	Enhancing Talk Time Efficiency	Enhancing Management & Coaching's Strategy
# Optimize agent training: get feedback from each agent and offer customized training for underperformed agent (Agent 6, 13, 15) # Streamline processes: help reducing number of application or system that agents need to access # Use automation tool: example technology that summarizes the call's content automatically, this reduce the work load # Create knowledge base: help agents find quick answers for FAQ	# Empower agents' authority to make decisions. # Analyze call data: identify common reasons for long hold time and work to address them. # Use call routing technology: help direct customers to the right agent quickly # Provide coaching to agents: not only manage but agents having good performance (Agent 5, 9) can share the knowledge to the team	# On-going coaching and training program: for agents keep training agents with other software, business tools etc. # Use Script for common customer question # Record Calls: to identify inefficiencies, problems, and areas for improvement	# Rich can move some coaching sessions on Monday to Tuesday or Friday # Let's the well-performed agents lead the coaching sometime, so other agent can learn from each other # Work closely with data team to identify each agent efficiency and problem and provide solutions timely # If all agent is overworked, Rich should consider hire new agents to reduce agents workload but still can meet the target