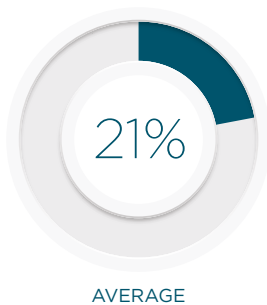


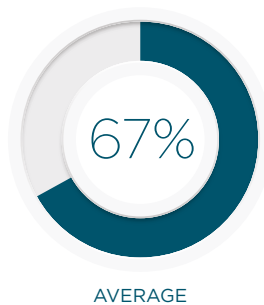
WORKFORCE PLANNING & OPTIMISATION



What percentage of your agents currently work from home 100% of the time?



What percentage of your agents work in a “hybrid model” (both in the contact centre and from home)?



For agents that work in a “hybrid model” how many days per week are they required to come into the contact centre?

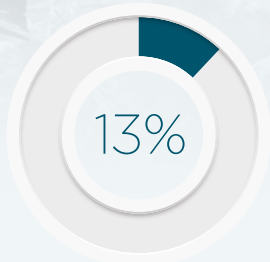
DAYS	%
< 1	10%
1	17%
2	37%
3	28%
4	2%
5+	5%



Two-thirds of agents currently work in a hybrid model with 65% working 2 or 3 days from home and the rest in the contact centre.

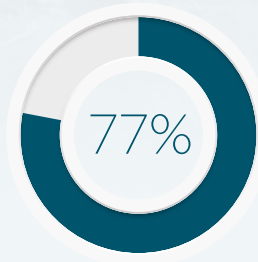
WORKFORCE PLANNING & OPTIMISATION

What percentage of your Team Leaders currently “work from home” 100% of the time?



AVERAGE

What percentage of your Team Leaders work in a “hybrid model” (both in the contact centre and from home)?



AVERAGE

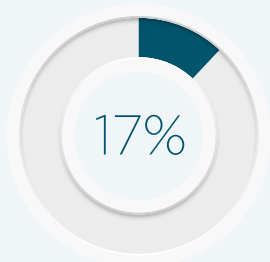
For Team Leaders that work in a “hybrid model” how many days per week are they required to come into the contact centre?

DAYS	%
< 1	2%
1	15%
2	32%
3	30%
4	9%
5+	5%



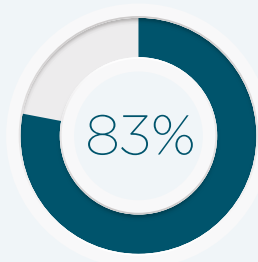
Similarly 62% of Team Leaders work in a hybrid model and are required to come into the contact centre 2 or 3 days per week.

What percentage of your WFM Team currently “work from home” 100% of the time?



AVERAGE

What percentage of your WFM Team work in a “hybrid model” (both in the contact centre and from home)?



AVERAGE

For WFM Teams that work in a “hybrid model” how many days per week are they required to come into the contact centre?

DAYS	%
< 1	16%
1	23%
2	29%
3	25%
4	4%
5+	5%

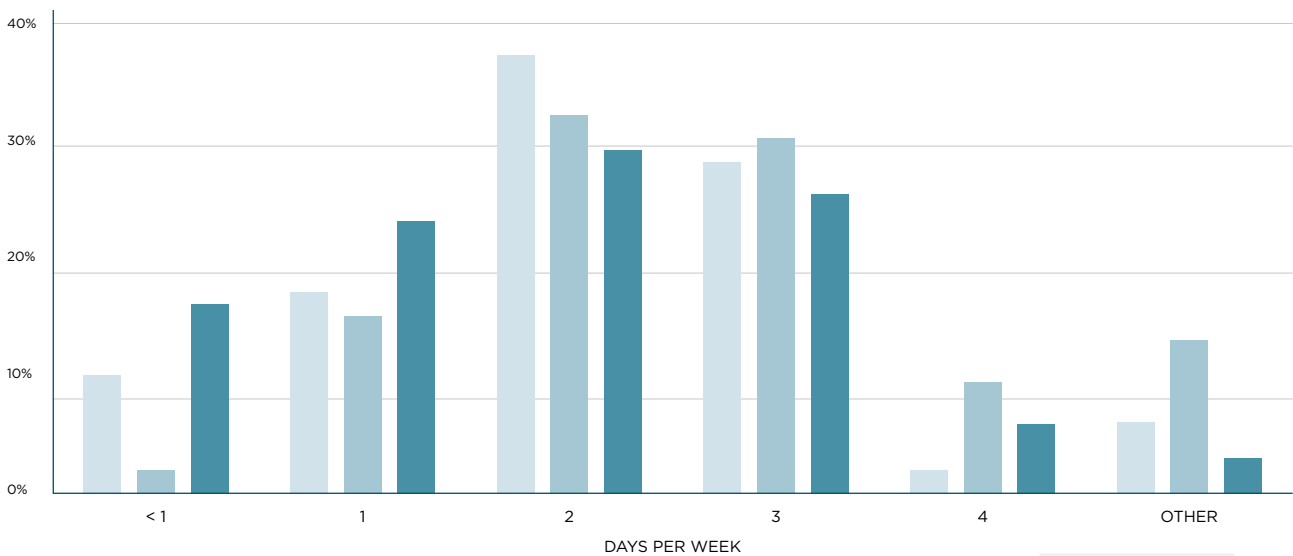


54% of Workforce Management Teams have to come into the contact centre 2 or 3 days per week.

Work from home grouped results for Frontline Agents, Team Leaders & Workforce Managers

WORK GROUP	% OF WORKERS 100% IN CONTACT CENTRE	% OF WORKERS WFH 100% TIME	% OF WORKERS HYBRID MODEL
Frontline Agents	12%	21%	67%
Team leaders	11%	12%	77%
Workforce Managers	0%	17%	83%

WORK GROUP	< 1 DAY	1	2	3	4	5+
Frontline Agents	10%	17%	37%	28%	2%	6%
Team leaders	2%	15%	32%	30%	9%	12%
Workforce Managers	16%	23%	29%	25%	4%	3%



WORKFORCE PLANNING & OPTIMISATION

How many days per week would you prefer to work from home?

DAYS	%
< 1	5%
1	2%
2	16%
3	24%
4	40%
5	9%
Other	4%

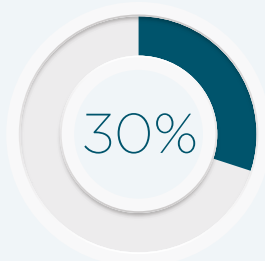
Where did you start your career in the contact centre?

ANSWER CHOICES	%
Agent	86%
Team Leader	4%
Real Time Analyst	0%
Workforce Planning Role	4%
Reporting & Analytics	0%
Management	2%
Other	4%

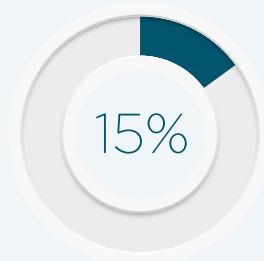
How many people are there within the workforce management team, including yourself?



AVERAGE ANSWER



SMALLER CONTACT CENTRES HAVE 3 OR LESS IN THEIR WFM TEAM



LARGER CONTACT CENTRES HAVE 12 OR LESS IN THEIR WFM TEAM

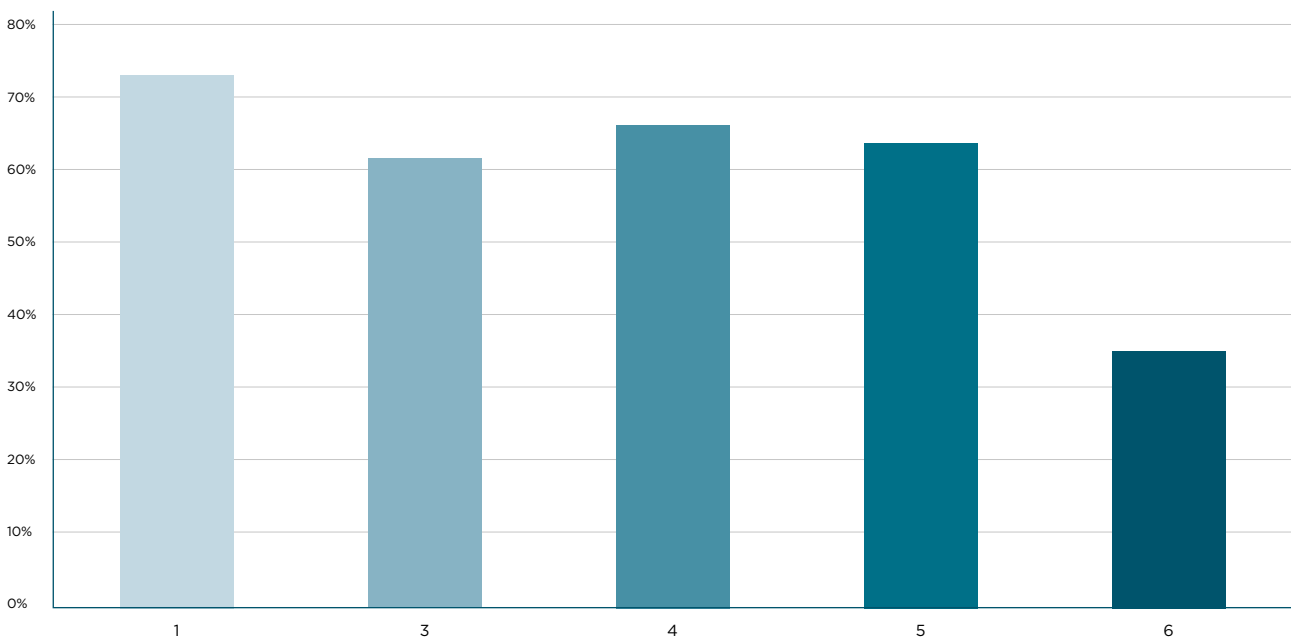
YOUR TEAM & ORGANISATION

Do you have any of the following workforce management specific roles in your contact centre?

ANSWER CHOICES	#	%
Workforce Planning Manager	1	73%
Forecaster	2	61%
Scheduler	3	67%
Real Time Analyst	4	63%
Other	5	35%



“Other” responses include: Administrator, Campaign Analyst, Reporting Analyst, Telephone Administrator, Workflow Coordinator, Resource Planner, Workforce Analyst, Workforce Lead, Workforce Planner, WFP Analyst, WFP Team Leader & WFP Administrator.



WORKFORCE PLANNING & OPTIMISATION



What are the components of your workforce management process?

ANSWER CHOICES	%
A least one person dedicated to workforce planning	85%
At least one real time analyst	65%
Induction training for new hires (agents) on the importance of adherence	58%
Providing recruitment recommendations on the type of shift required	79%
Short term forecasting - up to 8 weeks	88%
Mid term forecasting - 8 weeks up to 12 months	88%
Long term forecasting - 12+ months	67%
Building agent schedules	94%
Making recommendations for new schedules	81%
Annual leave planning	94%
Real time adherence management	81%
Reporting and analytics	87%
We do not have a workforce management function	0%
Other	4%



The role of workforce planning continues to play an important role in contact centres with 85% of organisations having a dedicated workforce planner and 65% having at least one real time analyst.

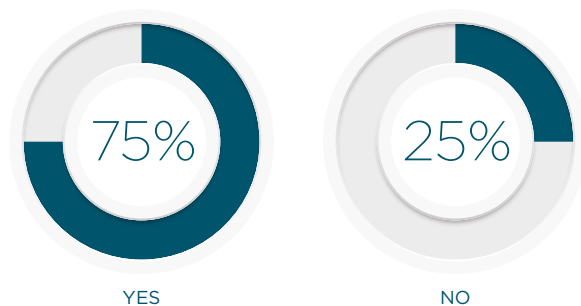
What training is provided to WFM team members in your organisation?

ANSWER CHOICES	%
WFM vendor training on topics as requested	43%
Third party training on WFM processes and best practices	27%
Internal training on WFM	76%
Leadership training	35%
Internal training on other topics	55%
External training on other topics	20%
No ongoing training is available	14%
Other	6%



The majority of workforce planners are still trained internally both on their WFM system and on how to be a workforce planner. This is interesting because although salaries are increasing and most workforce planners began in the contact centre as agents, organisations are not investing in them to ensure they have the right skills.

Do Team Leaders in your organisation understand the importance of WFM in your organisation?

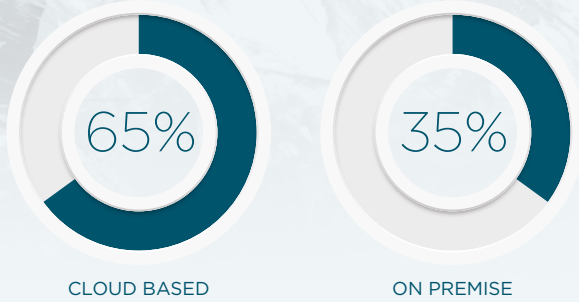


Which vendor system do you use for your workforce management?

ANSWER CHOICES	%
Aspect / Alvaria	36%
Verint	12%
NICE	12%
Calabrio	6%
Genesys	48%
Excel	35%
Other	10%

WORKFORCE PLANNING & OPTIMISATION

Is your system a cloud based system or on premise?



More and more organisations are moving to cloud based systems. This has increased from 58% in 2022.

How would you rate your WFM tool on the following functionality?

ANSWER CHOICES	POOR	AVERAGE	GOOD	EXCELLENT	NOT SURE
WFM Team ease of use	2.63%	10.53%	50%	36.84%	0%
Agent ease of use	2.50%	17.50%	47.50%	32.50%	0%
Team Leader ease of use	0%	19.51%	56.10%	24.39%	0%
Forecasting functionality	12.90%	20.05%	31.95%	35.10%	0%
Schedule creation functionality	5.26%	10.53%	50%	31.58%	2.63%
Schedule editing functionality	0%	18.42%	44.74%	36.84%	0%
Ability to track performance on the day	2.63%	23.68%	42.11%	31.58%	0%

FORECASTING

How do you create your forecasts?



What type of work do you forecast and plan for in your organisation?

ANSWER CHOICES	%
Inbound	98%
Outbound	55%
Email	61%
SMS	14%
Chat	49%
Back Office Tasks	47%
Other	14%

Do you have a target to meet service level goals, or average delay?

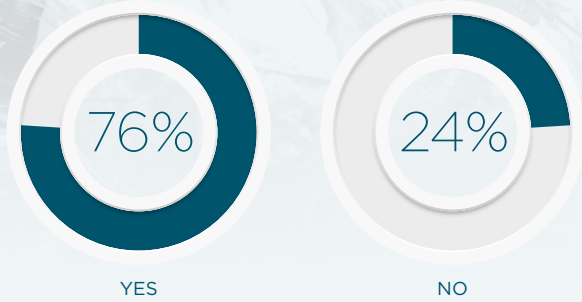
ANSWER CHOICES	%
Service level only	57%
Average delay only	7%
Both	24%
Neither	10%
Other	2%



It is concerning that 24% of respondents have both Service Level and Average Delay targets because if these are for the same queues, it is impossible to meet both targets.

WORKFORCE PLANNING & OPTIMISATION

Do you measure Forecast Accuracy?



To what level do you measure Forecast Accuracy?

ANSWER CHOICES	%
Interval (15 or 30 minute)	26%
Daily	36%
Weekly	13%
Monthly	18%
Other	8%

Overall, how would you rate the performance of your forecasting process?

ANSWER CHOICES	%
Poor	4%
Average	18%
Good	51%
Excellent	25%
Not Sure	2%

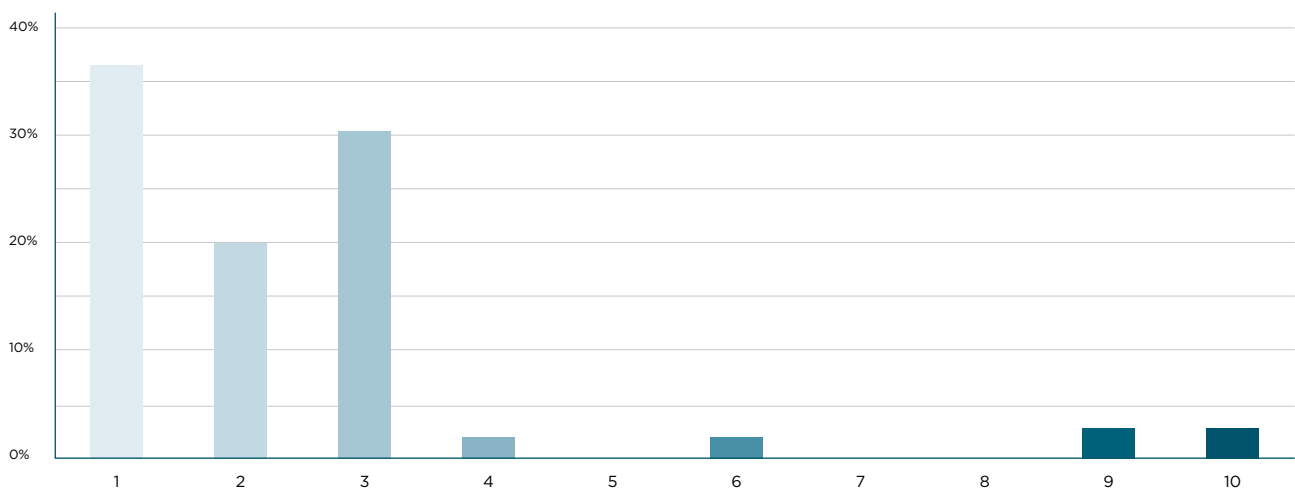


25% rate their forecasting process as excellent, however, only 26% measure accuracy at an interval level. Is this because processes are mostly taught internally and therefore bad habits remain part of the process?

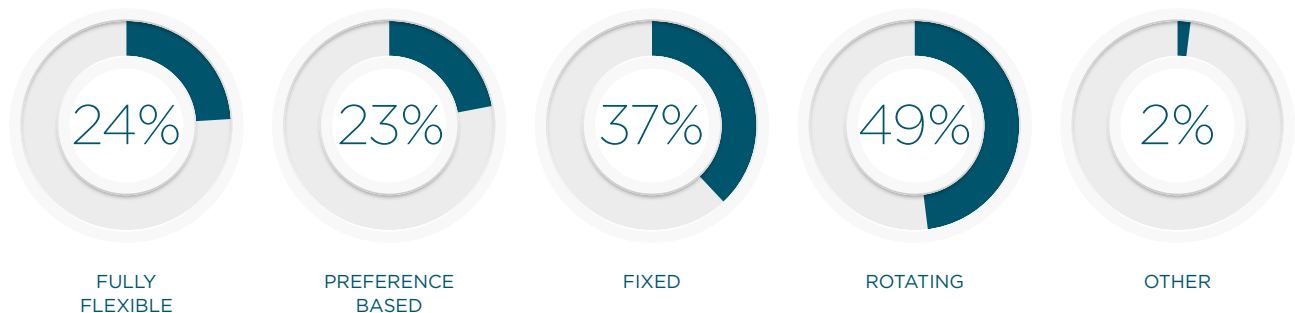
SCHEDULING

How often are new schedules created in your centre?

ANSWER CHOICES	#	%
Weekly	1	37%
Fortnightly	2	20%
Monthly	3	31%
Every 2 Months	4	2%
Every 3 Months	5	0%
Every 6 Months	6	2%
Annually	7	0%
Not sure	8	0%
2 x every 6 weeks	9	4%
2 x Adhoc	10	4%



What types of roster/schedules are used in your organisation?

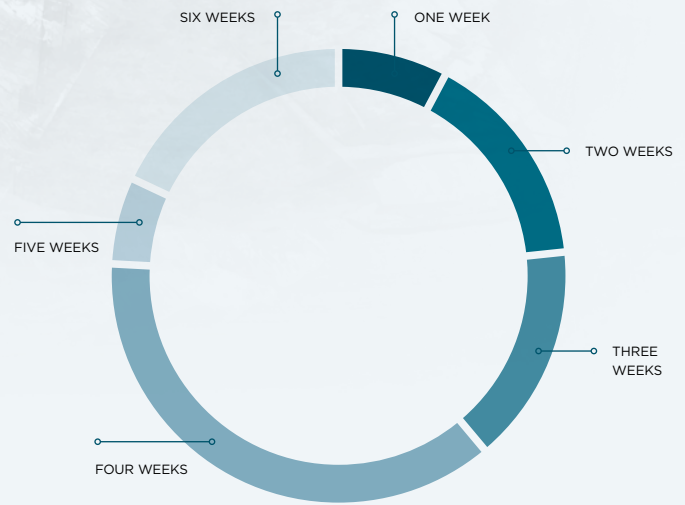


Rotating schedules are still the preference in Australia with 49% of organisations rotating staff through schedules. This could be because it is easier to do this in Excel rather than creating new schedules but the disadvantage is that schedules are not built to meet your demand.

WORKFORCE PLANNING & OPTIMISATION

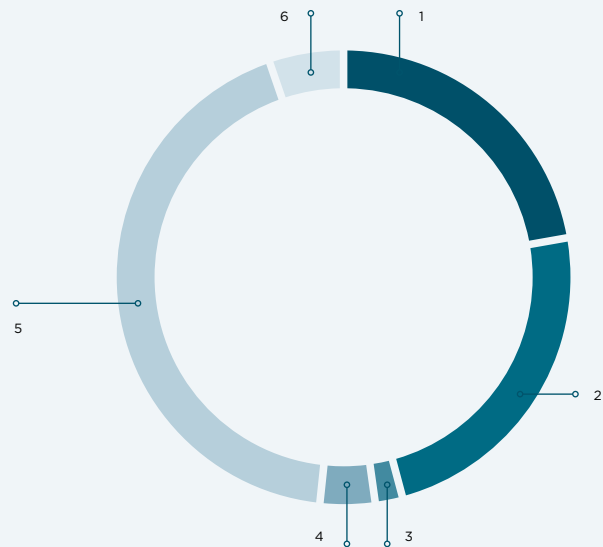
How far in advance of schedules starting are they provided to agents?

ANSWER CHOICES	RESPONSE
One week	8%
Two weeks	16%
Three weeks	16%
Four weeks	37%
Five weeks	5%
Six weeks	18%



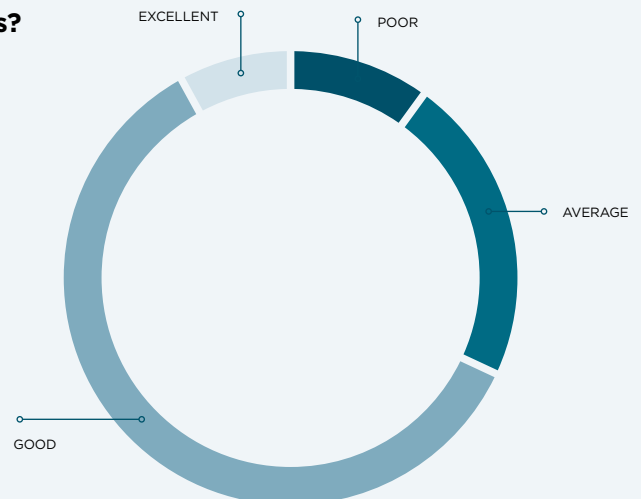
How do you measure scheduling success?

ANSWER CHOICES	#	RESPONSE
Occupancy	1	22%
Schedule efficiency	2	24%
Number of changes made after publishing schedules	3	2%
Agent engagement	4	4%
We do not measure schedule success	5	43%
Other	6	6%

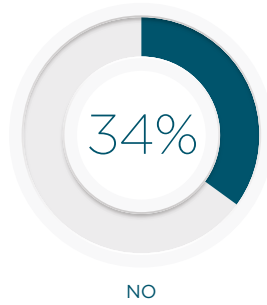
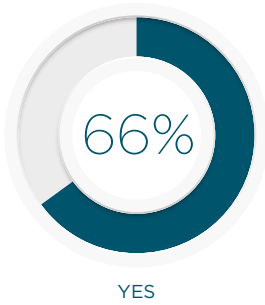


How effective would you rate the scheduling process?

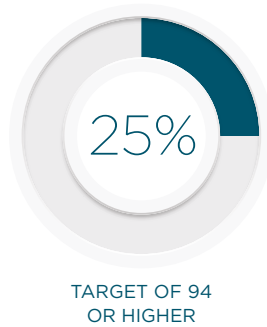
ANSWER CHOICES	RESPONSE
Poor	10%
Average	22%
Good	61%
Excellent	8%
Not sure	0%



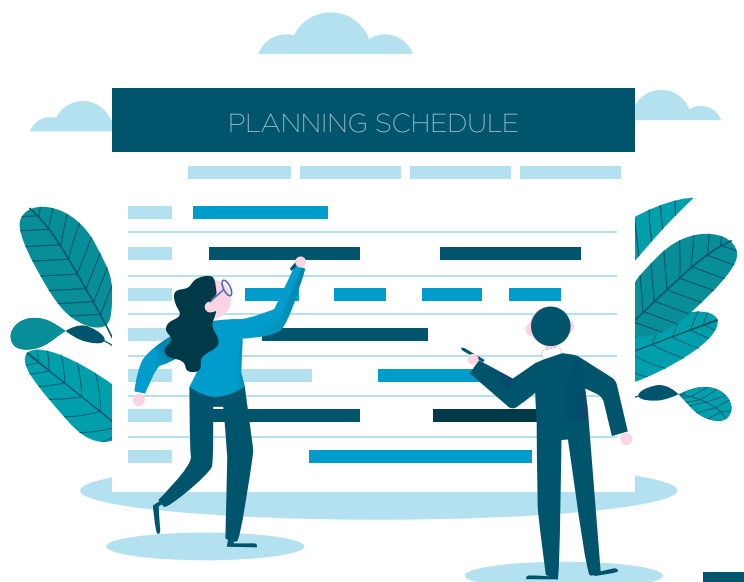
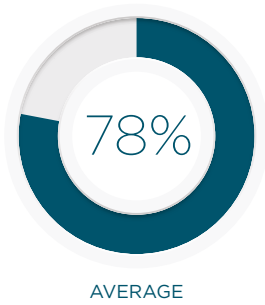
Is adherence to schedule a KPI in your contact centre?



What is the adherence to schedule target for agents?



How often are you achieving your schedule adherence target for agents?



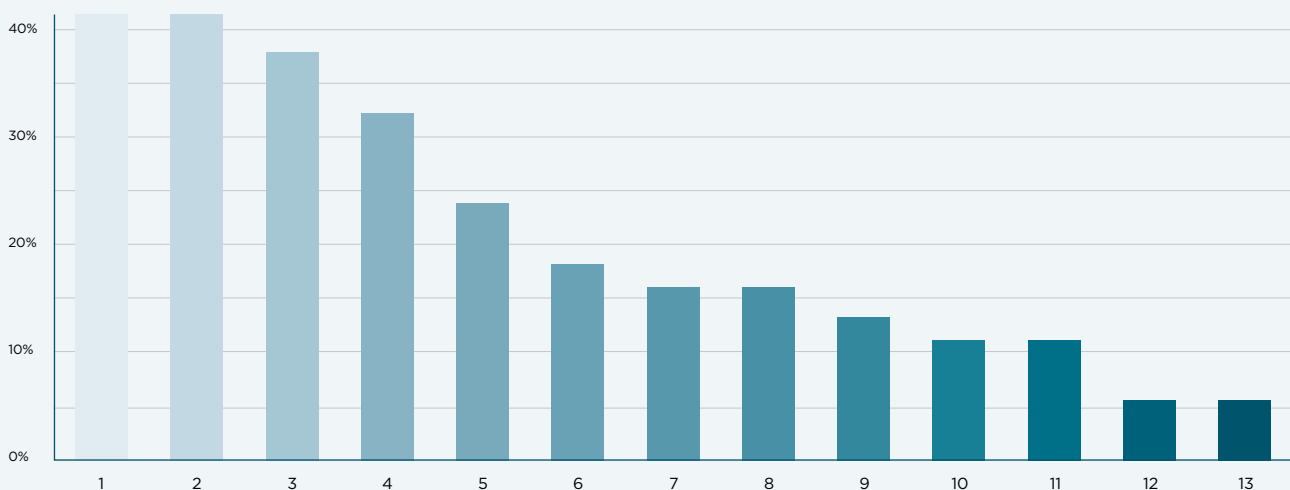
WORKFORCE PLANNING & OPTIMISATION

What are your two biggest Workforce Planning challenges?

ANSWER CHOICES	#	RESPONSE
Inability to recruit staff	1	42%
Attrition	2	42%
Providing staff with the schedule flexibility they want	3	38%
Agents adhering to schedule times	4	32%
Meeting service level goals	5	24%
Accurate forecasting	6	18%
Lack of training for the workforce planning team	7	16%
Ineffective planning tools	8	16%
Communication with marketing and departments that impact contact demand	9	14%
Accurate intraday management of staff	10	10%
Recruiting workforce planners with the right skills	11	10%
Staff requesting shift swaps	12	6%
Other	13	6%



Attrition, inability to recruit staff and providing staff with the schedule flexibility they want are the biggest Workforce Planning challenges.

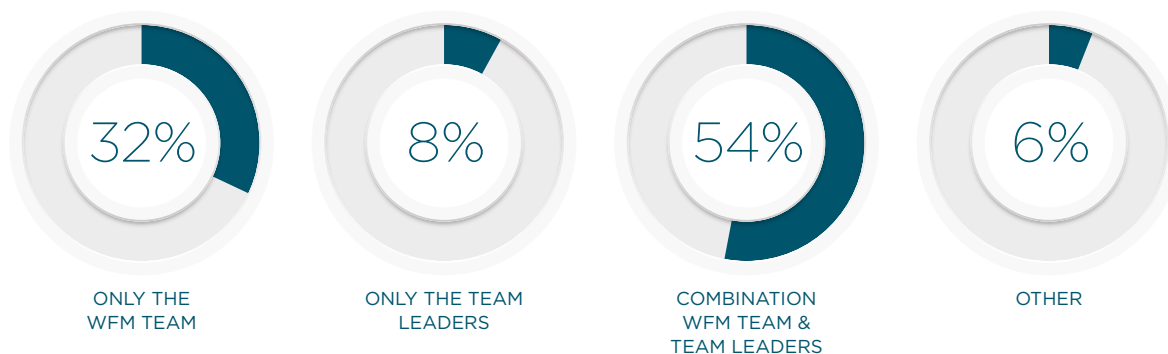


Are you using any of the following technologies to help improve agent engagement?

ANSWER CHOICES	RESPONSE
Technology that offers more agent autonomy / control of schedule changes	36%
Workforce management mobile app so staff can view their schedules and apply for leave etc...	40%
Payroll integration so staff can apply for leave through your workforce management system	23%
Gamification of KPI's to improve engagement and performance	17%
Automating agent learning and development based on demand and other prescheduled events	15%
Agent pulse surveys	47%
Agent annual surveys	49%

REAL TIME

Who does the Real Time monitoring?

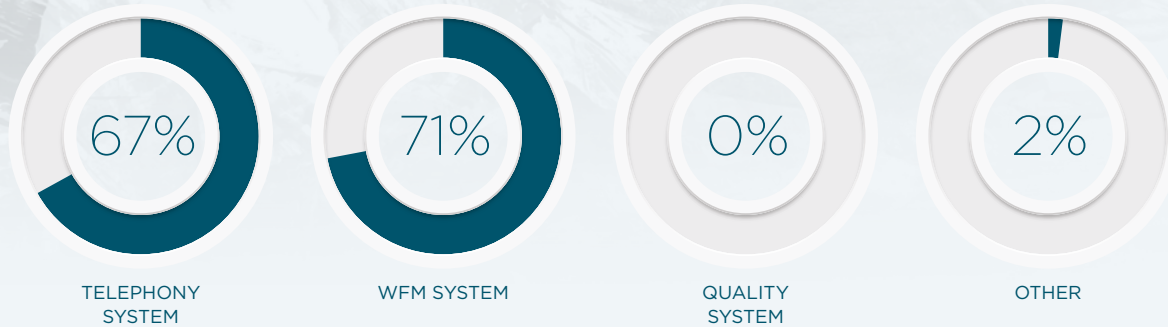


What is real time monitoring looking for?

ANSWER CHOICES	RESPONSE
Schedule adherence	92%
Excessive use of aux codes	61%
Skill / staffing adjustments that need to be made based upon queue volume	78%
Downtime / tech issues	61%
Other	14%

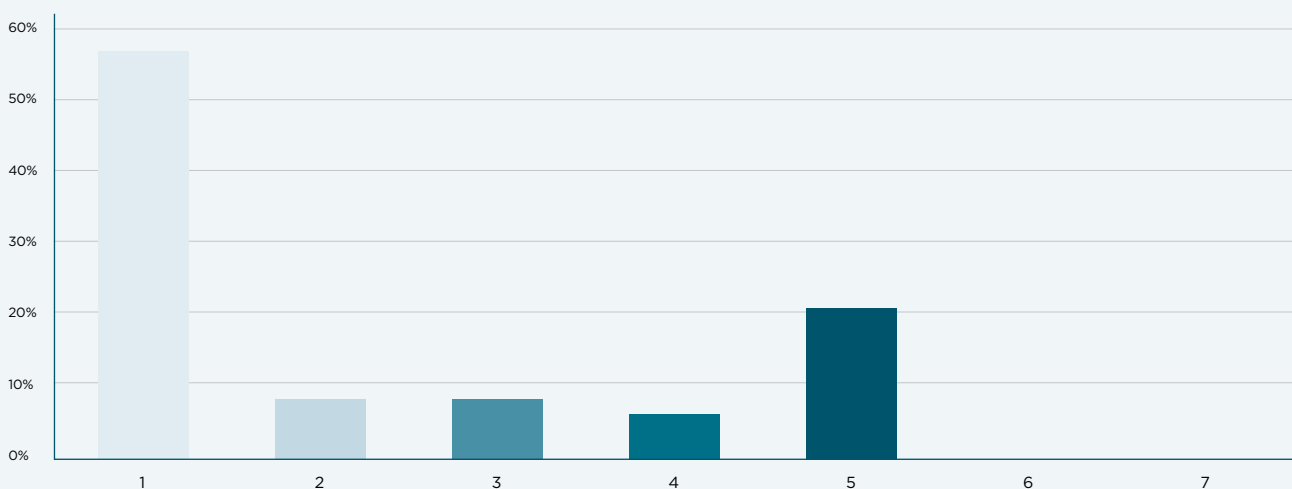
WORKFORCE PLANNING & OPTIMISATION

What platform do you use to monitor agents in real time?



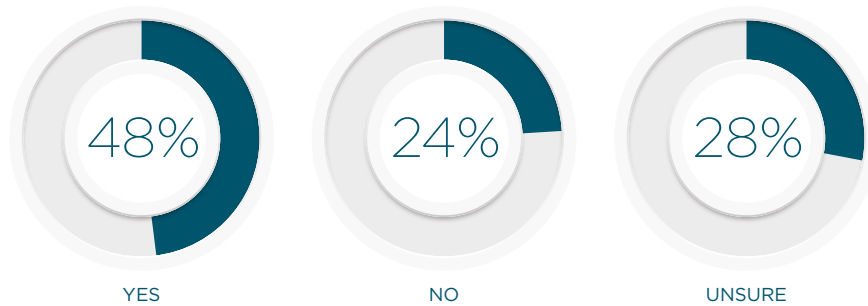
What is the average delay in updating schedules?

ANSWER CHOICES	#	RESPONSE
Almost real time	1	57%
1 hour	2	8%
2 hours	3	8%
3 hours	4	6%
The next day	5	20%
More than 1 day	6	0%
Other	7	0%



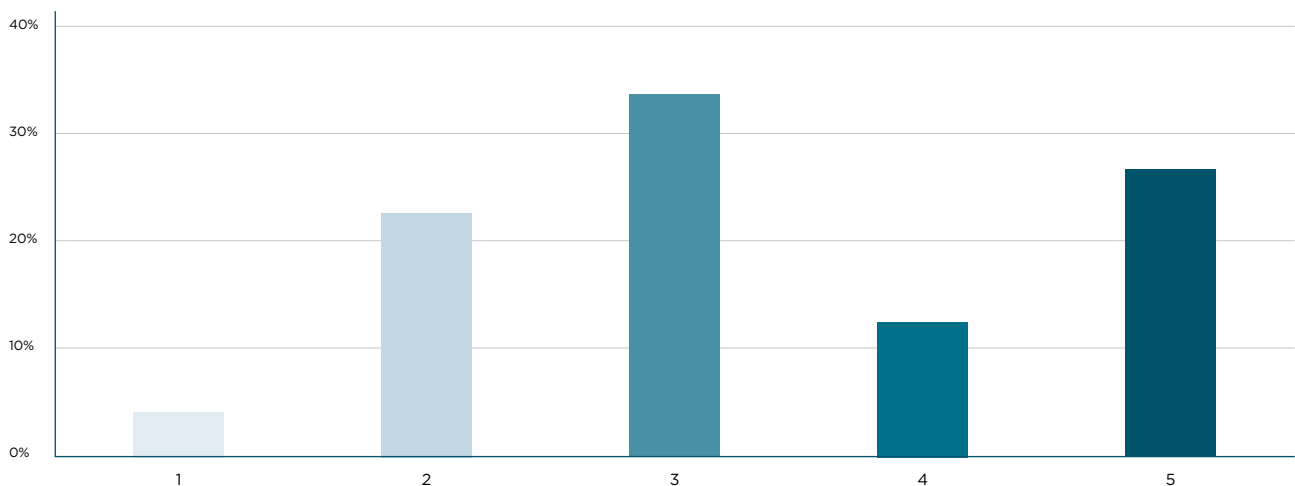
There are still a lot of changes being made to schedules the day after they happened. This means identifying areas for improvement is extremely difficult on the day as no one has the correct picture of what is happening.

From Workforce Management, do you see a path to your next position?



How long do you see yourself working in workforce management?

ANSWER CHOICES	#	RESPONSE
Up to 12 months	1	4%
1 - 2 years	2	22%
2 - 5 years	3	34%
5 - 10 years	4	12%
The rest of my career	5	28%



Only 28% of people see Workforce Planning being something they want to do for the rest of their career. That suggests organisations need to invest more in training and development of staff.

WORKFORCE PLANNING & OPTIMISATION SUMMARY



NIMESH DHANAK

CEO - ANZ & APAC
Call Design

I think it's fair to say that remote working or the hybrid workforce is here to stay. Working with the team at SMAART Recruitment last year we learnt that flexibility was front of mind for employees across the industry, be they agents, team leaders or workforce planners. This year we see that over two thirds of agents, over 75% of Team Leaders and 84% of Workforce Planners continue to work in a hybrid environment, with the majority of their time working remotely.

Employees' face all sorts of anxieties balancing their responsibilities both at home as well as professionally, so much so that our study this year has a focus area on mental health. As the importance of workforce management continues to grow, it is crucial that we keep these new trends in mind and focus on employee engagement. Engaged employees are far more productive, and a lot less likely to leave the company.

Which leads me to another key learning. The two biggest workforce planning challenges facing business today are staff attrition and the inability to recruit with 42% of respondents feeling these pains. More interestingly however, only 17% of respondents are actively investing in technology such as gamification, which has been proven to drive employee engagement and performance.

Also key in employee engagement (as we have highlighted) is flexibility, not only in where to work from but also when to work. It is therefore interesting that rotating schedules are still the favourite in Australian organisations with 49% rotating their staff through shifts, with little consideration for employee needs.

What is encouraging however, is to see that the importance of the Workforce Planning Function continues to grow. Salaries are trending up with the Forecaster role seeing the biggest increase. We're also seeing more and more dedicated roles as appropriate in larger organisations. The omnichannel contact centre means WFM teams need to plan for email, chat and even social or async messaging channels. Outside of the contact centre, we see an ongoing use of WFM in the Back Office for example and so features/functions of the WFM tool and the ability to scale into other parts of the business is crucial. No surprise then that we see an increase from 58% in 2022 to 65% this year in the use of cloud based WFM systems which provide the required scalability, flexibility and the up-to-date feature functions required to meet these new complex demands.

“The fact that over 43% of businesses are now utilising specialist vendor training, in addition to internal training, to ensure success is indicative of the importance of investment in specialist upskilling.”

With new features/functions arises a need for education and training to ensure the teams can get the most out of their technology investments. The fact that over 43% of businesses are now utilising specialist vendor training, in addition to internal training, to ensure success is indicative of the importance of investment in specialist upskilling. Training and education provide a career path. We see from the data that only 28% of respondents see a long-term or forever career in workforce planning. Keeping in mind that retention is a challenge and recruiting is difficult, investing not only in technical training, but also theory and fundamentals remains vital in retaining experienced personnel.

The same engagement challenges are also apparent in our Real-Time teams with over 75% monitoring real-time data to make changes to staffing or skills to match changes in volume and type of calls. Changes to schedules are often delayed with over 20% of updates happening a day later. With data missing, it is more difficult for people to make decisions on the day that might help provide a better customer experience.

AI can help with this by automating schedule updates. It can read the employees' schedule as well as monitor queue data and login/logout information to automate routine tasks such as schedule updates. This ensures the data is always up to date therefore enabling better on the day decision making.

As we look towards the future, it is becoming increasingly clear that the employee experience is gaining significance and importance. Organisations are recognising the crucial role their workforce plays in delivering excellent customer experiences and driving business productivity. To achieve growth, traditional workforce planning needs to change. Companies must continue to invest in their people with education and training however they should also be looking to leverage technologies that offer scheduling flexibility to meet agent needs and automate menial tasks to free up staff for more critical initiatives that propel the business forward.

WORKFORCE PLANNING & OPTIMISATION CASE STUDY



BUPA IS A LEADING HEALTH AND CARE ORGANISATION IN AUSTRALIA THAT OFFERS A WIDE RANGE OF SERVICES INCLUDING AGED CARE AND RETIREMENT, HEALTH INSURANCE, OPTICAL, DENTAL SERVICES AND COMMUNITY WELLBEING INITIATIVES TO ITS CUSTOMERS.

With over 4 million customers, Bupa is committed to providing high-quality services and improving the health and wellbeing of its customers.

Bupa's contact centres are staffed with expert professionals who deliver exceptional customer service and provide support for a range of enquiries including policy information, claims and general health advice.

The organisation invests heavily in technology and training to ensure that its contact centre staff are all equipped with the skills and tools required to deliver the best possible service to customers. Bupa's commitment to customer service is reflected in its high customer satisfaction ratings and its reputation as a trusted healthcare provider in Australia.

Where do Bupa use Alvaria WFM?

Alvaria WFM is used at an enterprise-wide level across many areas of Bupa. This includes the contact centre for health insurance (inbound and outbound), Bupa medical and visa scheme contact centre, the Australian Defence Force contract, digital contact centre (asynchronous messaging), back of house claims, their retail network of 65 stores and customer advocacy.

The main advantage of using Alvaria WFM is being able to forecast requirements and schedule staff across so many different areas of the business. It has streamlined their workforce management processes, resulting in increased efficiency and productivity.

WHY ALVARIA WFM by Call Design?

Bupa selected Alvaria WFM by Call Design because:

- They want to work with an organisation that partners with them and helps them evolve and develop their workforce team
- They need a system that forecasts and schedules with accuracy across all channels at an enterprise wide level and integrates to payroll
- They need a system that enables them to test different what-if scenarios
- They need a system that allows staff to bid on shifts where appropriate
- They want to provide staff with access to schedules from their mobile phones and the ability to swap or make changes to their schedule based on pre-configured rules

Why Call Design and Alvaria?

Bupa believes that the team at Call Design provide a level of expertise that is not available elsewhere. Daniel Ghita from Bupa says, "I see Call Design as an extension to my workforce optimisation team. They are a true partner in helping me achieve our business goals. I look to Call Design to ensure that I know what is happening in the market and for advice on how to best use the product. The regular catch ups are fantastic and they are always there to support us when we need help."

Daniel continues "The main advantage of Alvaria is being able to use it enterprise-wide giving the business a view of all resources and the forecast resource requirements across all channels. It is easy to use and test out different scenarios as well as make adjustments if needed."

The functionality within Alvaria WFM has helped Bupa optimise operations and achieve greater forecast accuracy, which has resulted in improved customer satisfaction and employee retention.

The Call Design Advantage

For many years, Bupa has been a loyal customer of Call Design and maintains a strong partnership with their team to refine their workforce strategy.

By closely collaborating with Call Design, Bupa has developed a comprehensive plan to advance their workforce management maturity. The team's expertise and guidance have enabled Bupa to assess their current position and determine the necessary steps for achieving continued success.

Call Design continues to provide personalised training and upskilling opportunities for all their workforce planners.

Bupa values the partnership with Call Design and their dedication to helping them achieve success.

The Results

With the implementation of the Alvaria WFM Suite by Call Design, Bupa has been able to continually grow and transition from workforce management to workforce engagement management.

The comprehensive capabilities of Alvaria WFM have enabled the workforce optimisation team at Bupa to have an enterprise-wide view of how many resources they need in each area of the business.

The team at Call Design have worked with Bupa to increase forecasting accuracy, schedule more effectively using preference based scheduling and build integrations with Liveperson and IWD as well as their payroll system.

Call Design continues to work with Bupa on their future strategy to ensure they remain a market leader and provide the highest level of service to their customers.

“I have been working with Call Design for the last seven years. What I enjoy the most is that I consider Call Design an extension to the workforce optimisation team - They are a true partner in helping us achieve our business goals.”

Daniel Ghita, Bupa