



Genworth
Financial

Workforce Management:

An Overview

October 3, 2007

Phil Hamlett

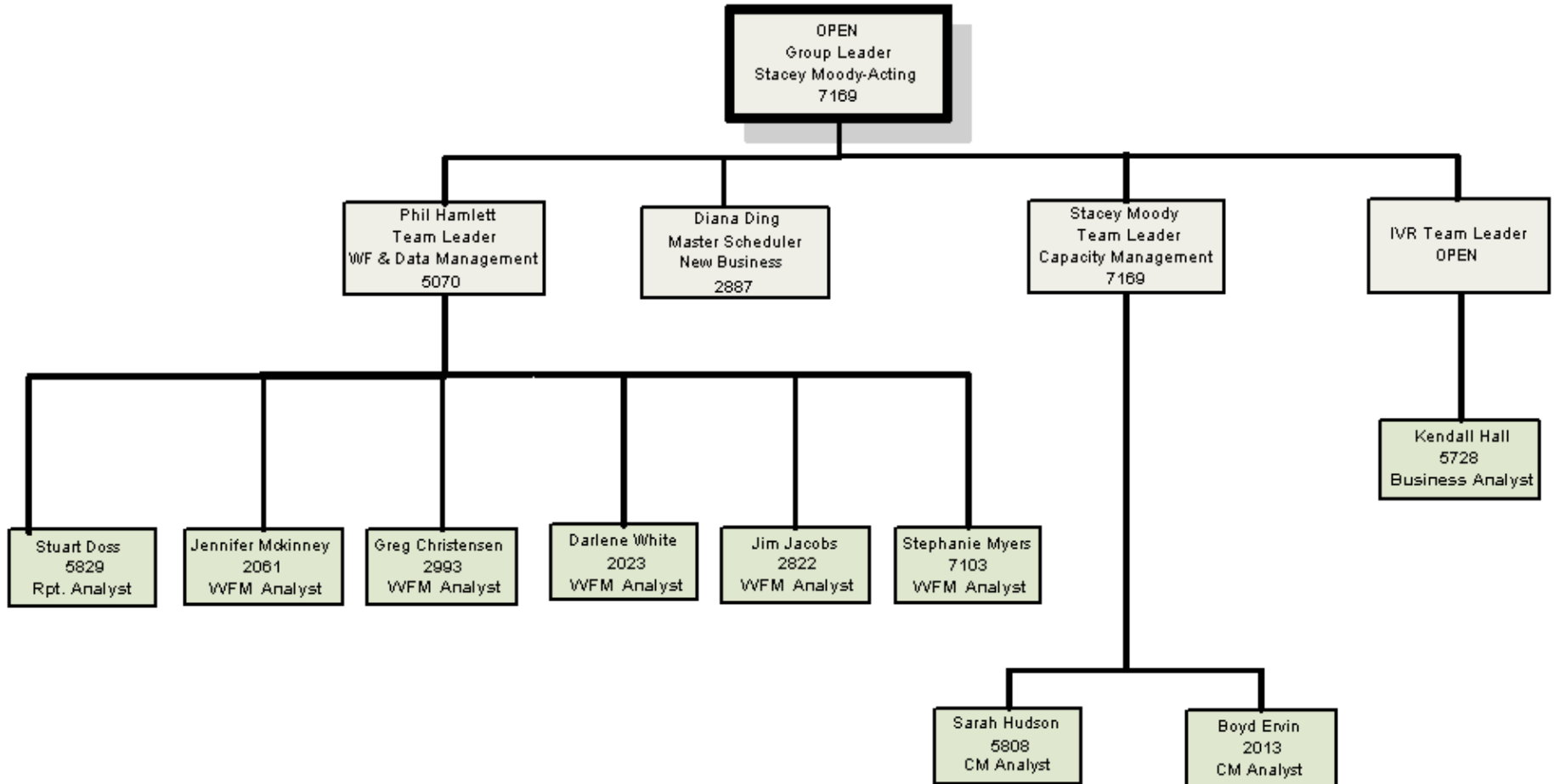
What do we do?

We are the administrators for Workforce Management

What is Workforce Management?

The art and science of forecasting and scheduling to provide optimum servicing coverage.





The Best Laid Plans . . .

How do we balance associate needs with customer expectations?



Contact Center Speak

Do you know what these terms mean?



Abandon Calls

The total number of calls that abandoned before an agent answered.

AHT (Average Handle Time)

This is the sum of time spent on each call plus after-call wrap-up time.

Agent

Another term for Customer Service Representative or Call Center Associate.

Adherence

The term used to describe how well agents stick to their planned work schedules. May also be referred to as compliance.

ASA (Average Speed Of Answer)

The average wait in queue experienced by all callers during a specified period.



Contact Center Speak

Do you know what these terms mean?



Forecasting

The prediction of future call volumes or required staff for a specified period.

Historical Data

Information reported by the ACD (Phone system) about your team's recent call volume and average handle times.

Queue

The "waiting line" for delayed calls. A queue holds the call until an agent is available.

Service Level

The percentage of calls answered by an agent within a given number of hours, minutes, or seconds.

Talk Time

The elapsed time from when an agent answers a call until the agent disconnects.



Contact Center Speak



Hey, what's your shrinkage?

Shrinkage

Time that associates are doing something other than handling calls: for example, they might be on break, in training, in a meeting, or involved in other activities that take them off the phones. This kind of reduced efficiency is called [shrinkage](#), and is one factor that must be considered when calculating required staff.

Code

BREAK

LUNCH

UCTO

CTO

TRN

MTG

Category Type

Break

Lunch

Unscheduled CTO

Scheduled CTO

Training

Meeting



Why should concepts like metrics, forecasting and scheduling be important to front-line associates ?



Since 70% of call center operating costs are related to personnel, optimizing the workforce management process can have huge payoffs in both costs and service.



Key Concepts

Can you answer these questions?

How do they know how many calls we will get today?

By tracking historical data from our telephone system (ACD) which is fed into Workforce Management to forecast call volume.



CommandCenter

Time Period	Open	Past	Svc Lvl	ASA	EXCL	For Vol	Rev For	NCO	% Vol Var	For AHT	Rev AHT	Act AHT	% AHT Var	Req	Sc
7:30 AM	<input type="checkbox"/>	<input checked="" type="checkbox"/>													
8:00 AM	<input type="checkbox"/>	<input checked="" type="checkbox"/>													
8:30 AM	<input type="checkbox"/>	<input checked="" type="checkbox"/>													
9:00 AM	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	75.00	27.9	<input type="checkbox"/>	16	16	12	-25	294	294	236	-20	5	
9:30 AM	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	66.67	39.7	<input type="checkbox"/>	19	19	15	-21	307	307	336	10	6	
10:00 AM	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	84.21	34.1	<input type="checkbox"/>	23	23	19	-17	320	320	326	2	7	
10:30 AM	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	56.52	54.6	<input type="checkbox"/>	26	26	23	-12	312	312	380	22	7	
11:00 AM	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	100.00	15.6	<input type="checkbox"/>	26	26	21	-19	320	320	380	19	7	
11:30 AM	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	86.84	30.9	<input type="checkbox"/>	24	24	38	58	339	339	274	-19	7	
12:00 PM	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	100.00	20.2	<input type="checkbox"/>	24	24	18	-25	338	338	389	15	7	
12:30 PM	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	88.89	26.1	<input type="checkbox"/>	23	23	27	17	332	332	342	3	7	
1:00 PM	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	90.91	27.7	<input type="checkbox"/>	22	22	22	0	339	339	423	25	7	
1:30 PM	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	100.00	18.3	<input type="checkbox"/>	22	22	22	0	335	335	344	2	7	
2:00 PM	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	80.00	33.0	<input type="checkbox"/>	22	22	25	14	326	326	338	4	7	
2:30 PM	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	78.57	39.7	<input type="checkbox"/>	24	24	28	17	317	317	377	19	7	
3:00 PM	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	82.61	33.2	<input type="checkbox"/>	24	24	23	-4	313	313	226	-28	7	
3:30 PM	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	72.73	48.2	<input type="checkbox"/>	23	23	33	43	315	315	320	2	7	
4:00 PM	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	60.00	45.3	<input type="checkbox"/>	22	22	15	-32	325	325	466	43	7	
4:30 PM	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	100.00	22.4	<input type="checkbox"/>	19	19	20	5	335	335	328	-2	6	
5:00 PM	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	100.00	27.7	<input type="checkbox"/>	16	16	9	-44	342	342	226	-34	5	
5:30 PM	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	87.50	33.3	<input type="checkbox"/>	12	12	8	-33	365	365	446	22	5	
6:00 PM	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	75.00	41.0	<input type="checkbox"/>	8	8	8	0	365	365	357	-2	3	
6:30 PM	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	83.33	36.3	<input type="checkbox"/>	6	6	6	0	354	354	323	-9	3	
7:00 PM	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	50.00	41.0	<input type="checkbox"/>	4	4	2	-50	371	371	329	-11	2	
7:30 PM	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	50.00	46.5	<input type="checkbox"/>	3	3	2	-33	348	348	556	60	2	
8:00 PM	<input type="checkbox"/>	<input checked="" type="checkbox"/>													
Summary			83.08	32.9		408	408	396	-3	327	327	340	5	63	

1 of 48 Items Selected



Key Concepts



Can you answer these questions?

How do they know how many calls we will get today?

By tracking historical data from our telephone system (ACD) which is fed into Workforce Management to forecast call volume.

Why don't they want me to take unscheduled time off?

Because unscheduled time can result in poor customer service and higher shrinkage percentage for your team, which can result in lower service levels.



Call Center Staffing...the Power of One

140 calls per half-hour, 400 second AHT

Number of Staff	Average Speed of Answer (seconds)	Service Level (In 60 seconds)
36	14 sec	92%
35	23 sec	87%
34	38 sec	79%
33	65 sec	69%
32	126 sec	53%
31	320 sec	31%
30	∞	0%



Key Concepts



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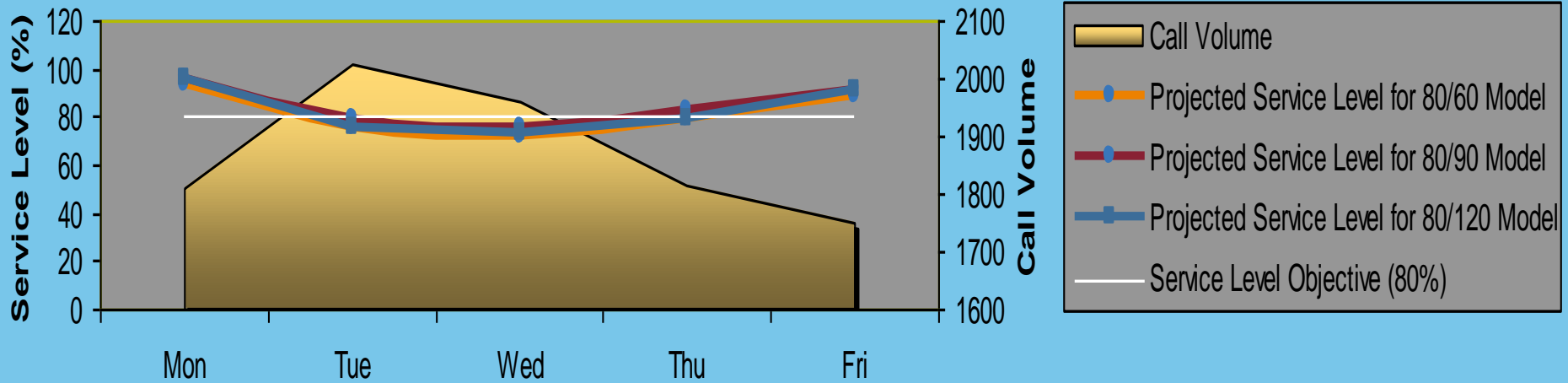
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What's the big deal if I am 15 minutes late this morning, or from lunch?

Customers' wait time can increase dramatically, and because there is inadequate phone coverage for the time you are late, other team members may have to postpone their scheduled breaks or lunches.



A Week in the Life...



The tools of our trade...

The technology that Workforce Management utilizes

- **eWorkforce Management**
Our cornerstone technology, performs scheduling, forecasting and tracking for all associates managed by Workforce Management.
- **eSchedule Planner (eSP)**
Layered product to eWFM, web-enabled application that facilitates associate time-off scheduling.
- **CentreVu Supervisor (CMS)**
Historical and real-time reporting of key contact center phone metrics that drive leadership decision-making.
- **Web-based information portals**
Enable information sharing and self-service reporting for contact center phone teams serviced by Workforce Management.
- **Targetvision**
Real-time delivery of phone service statistics in the contact center via closed circuit television monitors and desktop client software.



Success . . .

Everybody wins when we successfully balance associate needs with business needs.



Customers



Agents

Genworth



This builds a stronger company with a better and more efficient work environment for all of us.



