

State Social Services Agency

Opportunity

Overseeing the social services provided to the citizens of a state in the northwestern United States, this agency has more than 1,300 full-time employees. These employees span seven service areas and approximately 40 main service offices, 20 branch offices, and a virtualized contact center comprised of both premise-based and remote workers.

Collectively, the agency's staff delivers customer service to state residents via phone, blended phone and off-phone work, and face-to-face interactions. In addition, employees perform numerous back-office transaction processing tasks.

With such a large and diverse workforce responsible for such a diverse range of work types, the agency found it challenging to effectively manage its enterprise resources, associated work requirements, and supporting business processes within its contact center and across its highly decentralized operations. The impact was reflected in everything from service delivery to financial performance. For example, roughly 70 percent of incoming calls at the beginning of each month, which is the agency's peak time, were disconnected because workers were not available. At the same time, as a result of an expanding backlog of case work, agency staff was logging upward of 4,000 hours of overtime per month.

A catalyst for its service issues was its inability to accurately determine capacity in the operation and match labor to work volume. Because of this, the agency turned its attention to establishing and improving visibility into an operational baseline, so it could better model its operations and define labor requirements based on volume factors.

Vital to its newfound focus, the agency needed to improve its forecasting and scheduling capabilities to optimize its workforce, including front-line workers within its service offices and contact center and back-office operations staff. By doing so, it sought to not only more effectively plan for capacity, but leverage staff across functional areas to meet production demand and service goals.

Solution

After an extensive evaluation, the agency implemented both Verint® Back-Office Workforce Management™—including Forecasting and Scheduling, Data Capture, Work Item Tracking, Intraday Management and Workload Balancing, and Advanced Scorecards functionality—and Verint Back-Office Desktop and Process Analytics™. Using the software, the agency can identify capacity and cross-functional resource utilization opportunities; gain visibility into employee and team performance, as well as process flow; and build a holistic view of production, non-production, and idle activity across its employee population.



Customer

State Social Services Agency



Industry

Government



Solutions

Verint® Back-Office Workforce Optimization™

- Verint Back-Office Workforce Management™
- Verint Back-Office Desktop and Process Analytics™

Verint Workforce Optimization™

- Verint Call Recording™
- Verint Quality Management™
- Verint Workforce Management™
- Verint Speech Analytics™



Region

Americas



Results

- Identified a 10% to 20% efficiency improvement opportunity.
- Using a conservative 5% savings rate, anticipates FTE savings of more than \$4 million annually.
- Improves the citizen experience while simultaneously reducing call volume.

State Social Services Agency

“Using a conservative five percent savings rate, the social services agency anticipates achieving a first-year return of more than five times its initial investment.”

In addition to investing in back-office solutions from Verint, the agency also deployed Verint Workforce Optimization™—including unified functionality for Call Recording, Quality Management, Workforce Management, and Speech Analytics—within its call center environment to further help it meet service goals. Most notable, using the software, the agency can ensure proper staffing levels, as well as surface and address call drivers, trends, and issues—inside and outside the contact center—impacting service quality and performance.

During implementation, the agency’s project team collaborated with experts from Verint’s professional services organization to develop a very specific implementation strategy and roadmap, with clearly identified success factors, to assist the agency in meeting its time-sensitive goals and aggressive go-live dates. This included a center of excellence approach to help quickly operationalize the software, drive adoption, and sustain the transformation required for a new service model to be successful.

In addition, by putting the valuable Actionable Intelligence® gained from the Verint solutions to use, agency leadership now can take appropriate action to ensure staff and processes are optimized to meet customer demand and service goals. For example, with greater visibility into employee performance, the agency is able to identify coaching and training opportunities to address underperformers and replicate the best practices of top performers. With improved scheduling, the agency is able to optimally align work with the appropriately-skilled resources to improve service speed and quality. Finally, with the capture and analysis of vital voice of the customer data, it is able to adapt processes and enrich interactions to help improve the citizen experience while reducing call volume at the same time.

Results


From the discovery work performed with the Verint project team, the agency identified a 10 to 20 percent efficiency improvement opportunity. A business case, with accompanying return on investment, was developed using a conservative five percent savings rate, which demonstrated potential FTE savings of more than \$4 million annually—a first-year return of more than five times the agency’s initial investment.

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