Take Command of the Enterprise with Enterprise Workforce Management

Align People, Processes, and Work for Improved Productivity and Profitability.
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Take Command of the Enterprise with Enterprise Workforce Management

To deliver exceptional customer service and meet today’s increasing customer expectations, all operations—from the contact center to the back office and branch operations—must be aligned.

But often there’s more chaos than coordination as organizational silos operate at cross-purposes, increasing costs and squandering opportunities for improved customer satisfaction and revenues.

All too often organizations lack visibility into what is being done by whom, when and for how long. This is particularly true in the back office where operations are complex, comprised of many lengthy, multi-touch processes that extend over different work groups and systems.

Key Takeaway: To move past chaos to coordination, organizations must optimize back-office operations and gain visibility and control over what is being done by whom, when and for how long.

To address this challenge, Seriously Smart Organizations are expanding the use of Workforce Management beyond the contact center into the back office and branch to help them:

- Measure, monitor and streamline operations
- Ensure optimal utilization of the workforce across the customer-serving enterprise
- Achieve better business outcomes with less effort

This is being achieved via a new breed of workforce management solutions that are purpose-built to address the complexities and needs of different functional areas—enterprise workforce management.

Expand your workforce management into the back office & branch. Learn more in our NEW eBook. http://info.verint.com/LP=2711 #WFM
“Must-Have” Core Workforce Management Capabilities

To maximize employee efficiency, productivity and ultimately customer satisfaction, Workforce Management solutions feature four key capabilities:

- **Forecasting Demand**: A demand forecast is created taking into account all interactions across channels based on historical time-series analysis and projections.

- **Calculating Staffing Requirements**: Demand forecasts are then used to create staffing requirements, assessing the number of people required to handle the demand and attain self-service level goals.

- **Scheduling Employees**: Scheduling aligns workloads with employee skills, proficiencies and availability, taking into account employee shifts, scheduling preferences, and governing labor laws.

- **Correcting the Course**: Real-time intra-day management compares forecast volume with actual demand, and published schedules are compared with actual employee activity for adherence. Deviations noted provide managers with insight to take corrective actions.

**Key Takeaway: Workforce Management 101**: Core workforce management capabilities drive efficiency, productivity and ultimately customer satisfaction.
Traditional Workforce Management Solutions Are Ill-Equipped for the Enterprise

Workforce management has been used to support cost reduction, better customer service and employee satisfaction in contact centers for more than 25 years. Yet, organizations today recognize the larger and more pressing need to optimize back-office operations, as a great deal of customer dissatisfaction can originate in the back office.

However, additional functionality is needed to break down organizational silos and optimize utilization and capacity across the enterprise. It is also needed to address the uniqueness of different operational areas. Contact center workforce management depends on call routing and prioritization, as well as the rich performance data provided by the automatic call distributor. However back-office operations lack a single source of data for work volume and performance data, as there are typically multiple systems of record, manual or paper-based work, and non-system related activities.

While enterprise resource planning (ERP), business process management (BPM) and even customer relationship management (CRM) systems do offer capabilities to address work, people and processes to some degree, none of these approaches provides a holistic view of all three elements.

Key Takeaway: It’s a round peg in a square hole scenario; Existing contact center workforce management solutions can’t address the unique requirements and disparate nature of back-office operations.
Reengineering Workforce Management for the Back Office

To support the processing of hundreds of different types of work, with varied process and service goals, organizations need purpose-built back-office workforce management functionality, which includes:

**Activity-Based Scheduling** – Scheduling in the back office is less about start and stop times and more about what activity to do when. The solution needs to schedule activities based on work type, priority, backlog, service-goal deadlines, and employee availability and skills.

**Work-item Tracking** – The ability to track work-items as they move through the work process queues is key to predicting cycle time and service level results. With clear visibility into all work across the enterprise, organizations can reprioritize work items and identify opportunities for resource redeployment to meet service goals. This goes beyond raising productivity and lowering cost. It improves customer responsiveness for competitive advantage.

**End-to-End Resolution Goals** – Work in the back office comprises many steps, often handled by different work groups or departments. While it’s useful and necessary to forecast demand and set service goals for each team or work group, it’s imperative that workforce management solutions track the time required to complete the entire process and manage work activities to meet the end service goal.

**Key Takeaway:** Not all workforce management solutions are ready for the enterprise. Purpose-built back-office workforce management is essential to support varied types of work, and disparate process and service goals.
Workforce Management in the Retail Branch Environment

In retail branch or service center scenarios, staffing and scheduling must take into account many unique attributes (for example, is a bank branch located in an urban or rural setting and does it have a drive-up window?). Security and safety considerations often mandate that at least two employees, if not more, be present at all times. Consequently, vacations need to be carefully coordinated and absences must be dealt with quickly.

Just as with the back office, not all work performed in the branch is customer-facing, and not all transactions are simple. Many bank branches have highly skilled advisory roles for which activities can vary in length and complexity. Obtaining a real-time view into staffing across a geographic cluster of branches enables management to deploy “float pool workers” where and when needed, preserving the ability to service customers in a timely fashion.

Key Takeaway: Branching out with workforce management in the branch environment? Be prepared to deal with unique staffing characteristics and work of varying length and complexity.

Implement workforce management in the retail branch environment. Learn more in our new eBook.
#WFM http://info.verint.com/LP=2711
Unified Workforce Management for the Enterprise

A single, unified enterprise workforce management solution helps optimize employee utilization and capacity within different operational groups, and also supports cross-departmental resource sharing. This can reduce the need for overtime and seasonal help, increase employee engagement by introducing new skill-building opportunities, and help improve communication and efficiencies among departments.

Unified enterprise workforce management requires a focus on three critical areas:

**Work** – Scheduling and forecasting must accommodate the arrival patterns and overall workload of different types of work across the organization. Each work item needs to be scheduled based on priority and service deadlines, and tracked through the process to completion, monitoring the work status against end-to-end process resolution goals. Staffing various enterprise departments requires powerful insights into both the nature of the work itself and customer expectations regarding turnaround times and service levels.

**People** – Employees possess diverse skill sets that need to be deployed when and where required to create customer value. This requires a comprehensive, unified employee database that documents skills, proficiencies, availability, location and work preferences.

**Processes** – Operations in the back office and branch environment are comprised of processes that vary in level of complexity, the number of people involved, and the number of systems used to execute. Organizations need visibility into these complex processes to understand where there are bottlenecks and opportunities to streamline.

**Key Takeaway:** Unified enterprise workforce management solutions can help optimize employee utilization and capacity, and may even reduce the need for overtime.
Verint Enterprise Workforce Management

Verint® Enterprise Workforce Management™ provides an enterprise-wide view into the work, people and processes to reveal productivity and profitability improvement opportunities for enterprise operational excellence.

Leveraging its rich contact center workforce management heritage, Verint has invested heavily to develop new forecasting and scheduling algorithms, processes and workflows to meet the unique needs of back office and branch environments to:

- **Increase Operational Visibility** – by providing insight for all parts of the organization, to understand who’s doing what, when, and for how long.
- **Improve Employee Productivity** – by translating desktop and processing system data into actionable metrics that show employees and managers where they can be more productive.
- **Maximize Staff Capacity** – by pooling resources across departments and aligning incoming work, backlog, and activity types with employee skills and schedules.
- **Boost Service-Level Achievement** – by providing end-to-end process visibility and optimization.
Take Command of Your Enterprise for Better Business Outcomes with Less Effort

Seriously Smart Organizations are leveraging Verint Enterprise Workforce Management to expand the benefits of workforce management beyond the contact center into back office and branch operations to measure, monitor and streamline operations. Verint Enterprise Workforce Management helps ensure optimal workforce utilization to support better business outcomes with less effort.

Better business outcomes with less effort. Learn more in our #WFM eBook. http://info.verint.com/LP=2711
Verint. Powering Actionable Intelligence®

Verint® is a global leader in Actionable Intelligence® solutions for customer engagement optimization, security intelligence, and fraud, risk, and compliance. Today, more than 10,000 organizations in over 180 countries use Verint solutions to make more informed, effective, and timely decisions. Learn more at www.verint.com.