Your Workforce — An Underperforming Asset?

A Three-Phased Approach to Improve Employee Performance

Does your organization lack visibility into how employees manage their time throughout the workday? Data capture and desktop analytics tools can provide you with a wealth of information, but how can you translate that data into actionable insights that can impact your bottom line? One approach is to create a standardized framework for capturing, measuring, and improving three facets of employee performance:

• **Productivity** – Increasing time spent on the right activities.

• **Effectiveness** – Executing the work in the right way.

• **Compliance** – Ensuring work complies with quality and regulatory standards.

Managing Productivity

How can you tell if employees are spending enough time on the right activities? Technology can help. For example, solutions such as Verint® Desktop and Process Analytics™ and Verint Performance Management™ can provide you with greater visibility into employee productivity, helping you quickly identify areas with excess capacity for enhanced staff utilization.

Using Verint Desktop and Process Analytics, you can categorize applications by production vs. non-production work, and then capture the time employees spend in them directly from their desktops. This data is fed into performance scorecards, where it can be compared against goals and the performance of peers to identify areas for improvement.

To categorize and capture time away from the desktop, employees can log their time in a tool called My Time, which can help you:

• Identify discrepancies between system- and employee-recorded time.

• Better quantify time spent in non-production activities to ensure it is proportional to expectations and is adding value.

• Measure the cost of non-production activities, such as projects, training, etc.

Productivity Management in Action

A leading U.S. life insurance, annuities, and retirement planning firm improved employee productivity by 10 percent after implementing Verint Desktop and Process Analytics to capture and measure production vs. non-production time. The solution enabled staff to see how they were performing against goals and peers on a daily basis, on a broader range of performance metrics — not just a single throughput metric.

This expanded daily view enabled employees to self-correct their behavior and better meet productivity goals.

VERINT®

Executive Perspective

Improving Effectiveness

Now that you've increased productivity, it's time to determine how effectively employees complete their tasks. By taking into account the type of work being done, the expected handle time, and the time scheduled to be in production, you can build a productivity and effectiveness model with Verint's solutions for performance management and productivity and item tracking.

These solutions add capabilities for monitoring schedule adherence, capturing throughput volume, and tracking the status of individual work items. By providing insight into the actual work processed, the solutions can enable you to expand the scope of key performance indicators (KPIs) on the employee scorecard.

Effectiveness Improvement in Action

A rapidly growing HR services outsourcer was able to increase the amount of time its employees spent in production applications by 20 percent while reducing overtime after implementing Verint's solutions for performance management and productivity and work item tracking. These solutions helped the company factor the complexity of work types into its employee evaluations, identify coaching needs, and discover opportunities for increased capacity.

The outsourcer increased capacity — and found its employees asking for more work!

Enhancing Compliance

After you've addressed productivity and effectiveness, it's time to determine how consistently employees follow your processes. Process Discovery, a component of Verint Desktop and Process Analytics, can provide insight into process flows and employee behavior.

It can help you create near real-time process maps that clearly show every step taken by employees, as well as their specific paths, the number of people following each path, the outliers, skipped steps, and when processes are left incomplete. You can even drill down to identify which employee took a certain path, providing concrete data for coaching. The solution can help you gain visibility into processes by breaking them down into individual steps and handle times for all users based on actual behavioral data. It can also provide employees with on-screen instructions as they reach different steps in a process. It can also automatically trigger a sequence of steps based on employee actions and/or alert supervisors to offer assistance.

Compliance Enhancement in Action

A large national insurer implemented Process Discovery to automatically follow and document the process paths taken by employees. Even though its primary processes had been recently re-engineered by its Six Sigma team and all department members had been trained on them, the organization discovered that no two employees processed the items in the same manner. The insurer used this intelligence to modify its training and coaching and to help employees better understand and follow the new process flows.

Reaping the Benefits of Workforce Performance

Improving employee performance in a phased approach can help your business — and your employees — increase productivity, effectiveness, and compliance without overwhelming everyone with new metrics and data all at once. Each step delivers value and its own ROI, but collectively can help you improve employee engagement and performance; increase the quality, consistency, and accuracy of work; better meet service delivery targets; and enhance customer satisfaction.

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