



LiveVox Learning Lab

## How Modern WFM Can Help You Recruit and Retain an Efficient Workforce

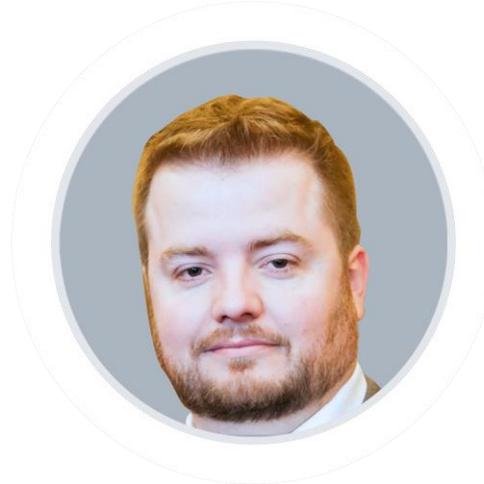


# With us Today



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# Challenges Today

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# Recruitment and Retention Challenges

## Turnover Challenges

**30-45%**

Average agent turnover in the Contact Center Industry at Large.<sup>1</sup>

**75-100%**

Annual agent turnover in large Accounts Receivables Management Companies.<sup>2</sup>

**\$12,000**

The average **cost of replacing a contact center agent.**<sup>3</sup>

1. <https://blogs.hirevelocity.com/5-crucial-keys-to-high-volume-call-center-recruiting>  
2. CFPB  
3. <https://www.icmi.com/resources/2019/employee-engagement-in-the-contact-center>  
4. <https://www.limra.com>

## Recruitment Challenges

**39%**

Of Contact Center managers report that not having enough staff is among their biggest challenges.<sup>4</sup>

**38  
Days**

The average time it takes to fill a customer service agent role.<sup>5</sup>

# Working in a Contact Center is a Hard Job.

A 2020 survey by Cornell University of more than 2000 agents from a range of industries found that:

**87%** of workers surveyed reported high or very high stress levels at their contact centers.

**77%** reported high or very high personal levels of stress.

**44%** of those experiencing high stress also expressed that they were planning to look for a new job.

**30%** saw their job as temporary.

# Other Factors Affecting Recruitment and Turnover



**Work from Anywhere is driving competition for agents** whose choice of employer is no longer restricted by how far they are willing to commute.



**The entire economy is facing recruitment challenges** as less people than expected are returning to work post-lockdown restrictions



**The incoming generation of new potential employees have different demands** and expectations related to their role and working arrangements

# Where does WFM come in?

Over **70% of workers** surveyed cited inflexible scheduling as a contributing factor to stress<sup>1</sup>

**80% of U.S. workers** want options to work outside the office, while another **63%** want flexible hours.<sup>2</sup>

**57% of Contact Center Leaders** see allowing flexible scheduling as a key way of **reducing turnover**<sup>3</sup>

**Good WFM** can help to bring up **performance levels**. Poor performance is a big factor in agents leaving their roles.<sup>4</sup>

<sup>1</sup> [https://ecommons.cornell.edu/bitstream/handle/1813/74307/Doellgast28\\_Making\\_call\\_center\\_jobs\\_better.pdf](https://ecommons.cornell.edu/bitstream/handle/1813/74307/Doellgast28_Making_call_center_jobs_better.pdf)

<sup>2</sup> <https://www.manpowergroupusa.com/insights/top-4-challenges-facing-call-centers>

<sup>3&4</sup> <https://www.contactcenterworld.com/view/contact-center-research/top-reasons-for-agent-turnover.aspx>

# What We'll Look At Today

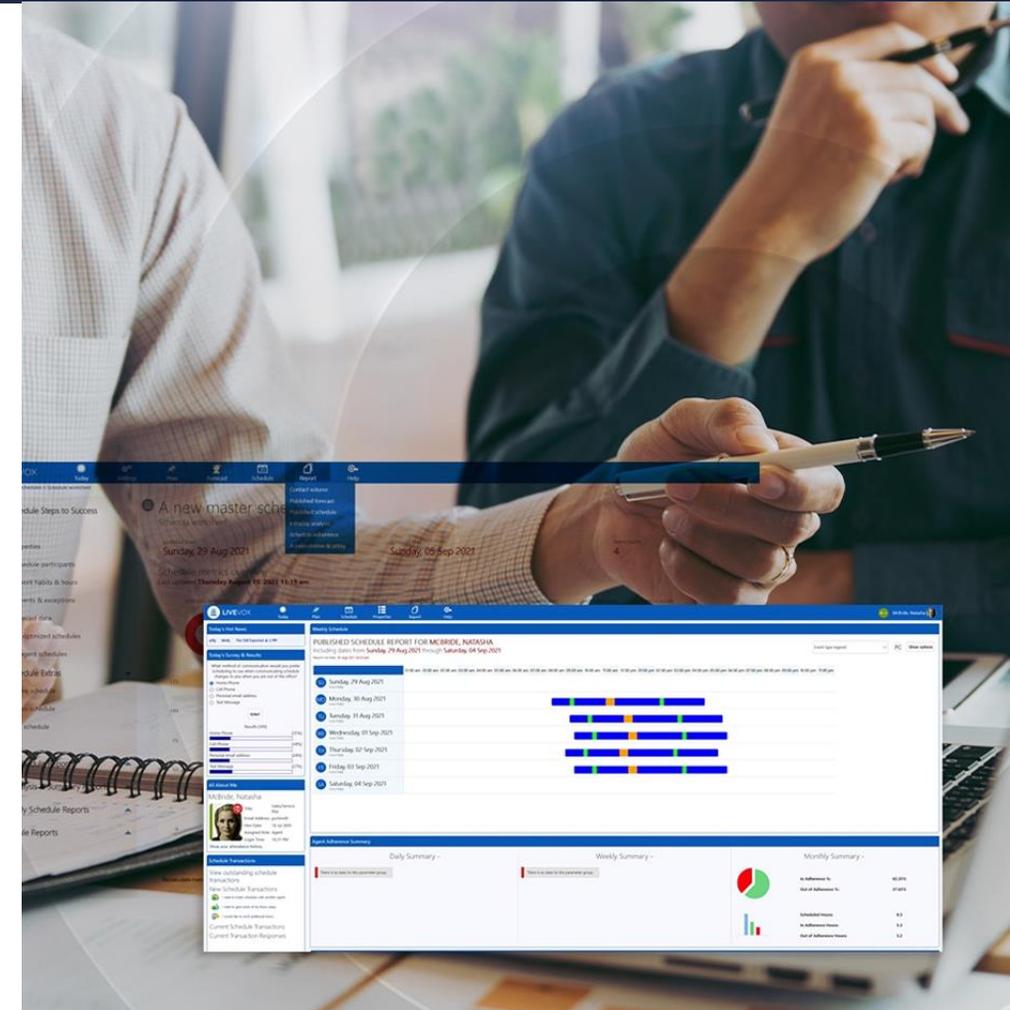
## Areas in which WFM tactics and technology can help support a successful staffing strategy:

- **Flexibility and Agent Empowerment**
- **Communication and Collaboration**
- **Efficiency and Performance**
- **Future Proofing Your Staffing Strategy**

1 [https://ecommons.cornell.edu/bitstream/handle/1813/74307/Doellgast28\\_Making\\_call\\_center\\_jobs\\_better.pdf](https://ecommons.cornell.edu/bitstream/handle/1813/74307/Doellgast28_Making_call_center_jobs_better.pdf)

2 <https://www.manpowergroupusa.com/insights/top-4-challenges-facing-call-centers>

3&4. <https://www.contactcenterworld.com/view/contact-center-research/top-reasons-for-agent-turnover.aspx>



# Flexibility and Agent Empowerment



In Cornell's Study, **workers with the lowest levels of stress** were consistently found in companies that demonstrated a pattern of **less rigid and discipline-intensive management.**



Giving agents a stake in how, where, and when they work can help you to **recruit and retain the best people.**



Research from the International Workplace Group found that **80% of workers would choose a job that offers flexible scheduling over those that don't.**



Let's take a look at some **operational tactics** you might consider to support this.

# Shift Bidding



## Advantages

- Empowers agents who can shape their schedules to better accommodate lifestyles
- Minimizes schedule change requests
- Agents feel like the shift allocation process is fair
- Automates previously laborious and time-consuming scheduling processes



## Considerations

- May need to set up parameters for agents based on their performance
- Need to understand which shifts are considered 'bad' and 'good'
- Consider preference-based shift-bidding

# Shift Swapping



## Advantages

- Allows employees to change their hours in an ad hoc manner when they need to
- Gives them the ability to accommodate specific events – like a birthday or hospital visit
- Can help to eliminate risk of one or two badly placed shifts having a disproportionately negative effect on employee morale.



## Considerations

- What system will you have in place to facilitate shift swaps?
- What rules will need to be set up to ensure shift swaps are appropriate? For example, with regards to:
  - Agent Teams
  - Agent Performance
  - Proximity to shift

# Communication and Collaboration

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# Communication and Collaboration

**Agents want to be communicated with clearly about expectations and in turn expect to themselves be heard.**

- Legacy communications approaches, like using email, are becoming outdated. Messages can become buried in inboxes that are not regularly checked.
- As more channels and applications are added, the agent tech stack for communication is becoming more complex.

Thinking about Workforce Management and Communication holistically, can help to address these problems, plus offer big advantages in terms of keeping agents happy, and high-performing.

# Two-Way Communication With Agents

## Agent to Employer Communication



Vacation and Time off Requests



Schedule change requests



Letting you know they're late

## Employer to Agent Communication



Shift Availability Notifications



Overtime Offers



Adherence Information



Weekly and Monthly



Event, Training,

## Consider:

- How are the request and information tracked, managed and actioned?
- Have you considered your agents' communications preferences?
- Are these communications taking place across disparate communications platforms?
- Are they integrated into your workforce management processes?

# Efficiency and Performance

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# Efficiency and Performance

Performance challenges are one of the **primary drivers of agent turnover**.

While there are many factors to consider, a well applied workforce management strategy, supported by the right technology, can help to **set agents and teams up for success**.

Ensuring agents have access to the right education and information, and are scheduled in a way that **supports their success** can all play a big role.

Also, managing staff more efficiently can help achieve the same or better results, **with less overall headcount**.

# Efficiency and Performance: Supporting Agents

## Skill-based scheduling

Using data to intelligently schedule agents to optimally meet skilled requirements. This can be useful during the onboarding process to help make sure you don't throw new agents in at the deep end.

## Adherence Visibility for Agents

Providing agents with live data about their adherence can help them to self-correct on the fly without the need for escalation

## Agent Education

Well applied workforce management strategies support agents being fully aware of their goals and guidelines, so they are **crystal clear on what they need to do to succeed**. They also make **scheduling training and learning sessions easier** – professional development is a key piece in the puzzle when it comes to retaining agents.

# Efficiency and Performance: Tools for Managers

## **Achieve more with a lower headcount by tightening up operation with:**

### **Automated Schedule Adjustment Plans**

These allow you to create, save and re-use customizable strategies. Decrease or refine staffing levels, and virtually eliminate time-consuming schedule modification processes.

### **Adherence Attendance Monitoring**

Streamline how you track agent arrival / log on and attendance. Supervisors can access a dashboard to track their teams.

### **Demand Forecasting**

Use data to create accurate demand forecasts and create cost-effective schedules.

# Future Proofing Your Staffing and Management Strategy

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# Optimize your contact center for a gen z workforce

By 2030, 30% of the US labor force will be Gen Z – organizations will need to grow with that change.

More Hispanic agents will be available to meet bilingual demands

In general, Gen z are coming into the workforce with less experience – more handholding is required.

## Optimizing for Gen Z:

### **Mobile communication**

Preference and comfort with **remote work and unique schedules**

Desire for **automated communication** with quick actions and results

Values independence and **planning out their own time.**

# Make the Most of Gig and Temporary Employees

Even before the pandemic hit in 2018, it was estimated that by 2023, 52% of the workforce will have worked or will be working independently.

Gig and Temp workers are those that are hired only for **defined, short term periods**, typically hired via an intermediary.

**Temp workers** are typically hired through traditional agencies and **plan their work in terms of weeks and months**.

**Gig workers** are hired through non-traditional agencies and **plan their work in terms of hours and days**.

Both place an emphasis on **freedom and flexibility**.

## Questions to consider:

How will **schedules be managed**?

Will **performance monitoring practices** need to change?

How will you **provide recognition** for Gig and temp Workers?

How will you hire the type of gig worker that **fits your business model**?

Will you need to leverage WFM software to **match skills to gig**?

# Q&A

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# Related Resources

LiveVox Solution Brief



## LiveVox WFM

A Cutting-Edge, Simplified Approach to Workforce Management

**EVERY NEW DAY BRINGS DIFFERENT CHALLENGES TO MANAGERS STAFFING CONTACT CENTERS:** With so many shifting variables, forecasts and schedules can quickly change and become outdated. Unexpected disruptions and occurrences such as unplanned absences, unannounced internal activities, spikes in call volume, and weather-related disruptions require immediate attention and corrective action. And now, with workforces more dispersed than ever, cutting-edge workforce management capabilities are critical to contact center success.

Managers and workforce analysts face ongoing challenges in executing a winning Workforce Management strategy, including:

- Demanding customers and an unpredictable environment.** Today's customers expect to contact companies on demand, at any time, and their tolerance for long wait times has never been lower. Ensuring that you have the right agents ready at the right time and on the right channel to resolve customer issues promptly is an ongoing challenge. Without the ability to forecast, schedule, and report on staffing intelligently, contact center managers will face inevitable setbacks.
- Growing agent expectations around how they're managed.** Generational changes and shifting workplace dynamics mean that agents now expect to have greater input into and control over how and when they work. The days of agents having their schedules dictated to them are over. Without the right technology and approach, contact centers may face challenges around agent performance, engagement, and retention.
- A more dispersed workforce than ever.** While remote work has been a growing trend for some time, 2020 required contact centers to rapidly and drastically adapt to scaled agent work-from-home setups – and for many contact centers, there's no way to put the genie back in the bottle. The pre-existing shift to remote work has rapidly accelerated and, pandemic or not, unless organizations are equipped with the right communication tools they will struggle to foster an agile, dynamic, and collaborative environment.

The answer to these issues can be solved by technology, but finding an easy-to-implement, easy-to-use solution that ticks all the boxes can be elusive. What if you could intelligently forecast and schedule your workforce needs, and be reactive when called for? What if you could keep your agents engaged, on-time and satisfied in their work? What if you could benefit from a communications framework that kept all the moving parts in your organization turning in unison? With LiveVox WFM you can.

Call us at 844.207.6663 or chat with us online at [www.livevox.com](http://www.livevox.com)

## [Solution Brief](#) [LiveVox WFM](#)

LiveVox WFM

## A Cutting-Edge, Simplified Approach to Workforce Management



**CHALLENGES IN TODAY'S CONTACT CENTER:**

- In an unpredictable environment, outdated, spreadsheet-based schedules and forecasts quickly become obsolete.
- It's difficult to make an agile and dynamic environment with hours increasingly dispersed.
- Agents want more control over how and when they work, and will often leave if their expectations aren't met.
- Growing customer expectations aren't met if you don't have the right staff available at the right time.

**LIVEVOX WFM**

- Leverage state-of-the-art forecasting and scheduling, with strategy management dashboards and automatic reforecasting.
- Empower your teams to collaborate effectively wherever they are with a comprehensive communication platform.
- Agents have visibility into their schedules, pending requests, events, over and underload offers, and can bid for new jobs.
- Managers have all the tools they need to execute a winning WFM strategy that moves customers when and how they want to communicate.

**LiveVox WFM Key Capabilities**

- Agent Scheduling:** Fast and accurate schedule optimization for fleet, routing, and training schedules. Supports temporary and on-call schedule bidding. Maximize schedule efficiency based on cost or coverage targets that can be adjusted by the user.  
**How you can use it:** Drive an efficient contact center that reduces cost and retains top talent. Also, agents enough in quality meet in changing circumstances.
- Forecasting:** Includes full-based consistent forecasting and user-driven data selection with the ability to incorporate granular data into forecasts. Supports time of day, or day of week, targeting and vendor optimization.  
**How you can use it:** Early preparation of forecast data allows staffing strategy that ensures you have the right agents available at the right time to meet customer on their channel of choice.
- Automated Schedule Adjustment Plans:** A use of a third tool that enables analysis to create, save, and track an adjusted forecast or controllable adjustment strategy. This on-demand feature allows agents to forecast, decrease, or increase their staffing levels, while maintaining compliance with schedule modification provisions.  
**How you can use it:** Drive a more agile workforce while keeping up managers' time from manual reforecasting.
- Communication Framework:** A powerful, integrated messaging framework allows the entire team to interact across the channel to resolve agent requests. Maximize schedule efficiency based on the ability to manage that schedule and time.  
**How you can use it:** Enable an efficient, transparent and engaged workforce. Single, dynamic, and collaborative working environment that gets the most out of every hour.
- Automated Schedule Attendance Monitor:** Integrated with our agent mobile app, this provides an automated and streamlined approach to track agent attendance. Allows operations to view attendance as they enter the specific time frames and across all agent status locations.  
**How you can use it:** Maintain service levels by ensuring that your team members are on call when they need to be and are working efficiently.
- Reporting:** Offers a full set of reports providing the KPIs needed for effective WFM. Custom reports provide the total building blocks for reporting data to other systems, such as payroll, performance or demand scores. Forecasting and cost reports are also available for reporting external data.  
**How you can use it:** Understand how your staffing strategy is affecting overall performance and allow a cycle of feedback and improvement.

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## [Product Brief](#) [LiveVox WFM](#)

## The LiveVox WFM Tool in Action



**Case Study 1:**  
Credit Union With More Than 230,000 Members and \$2.7 Billion in Assets

**Challenge:** Predicting demand for this type of service is extremely challenging. It's difficult to estimate the number of patients who will need interpreter services throughout the day, reaching their ability to assist effectively and efficiently.

**Results:**

- 88% Reduction in ASA from 79 seconds to 15 seconds while processing 4,500 more calls per month
- 91.6% Expansion of operating hours per week – without hiring additional personnel
- 50% Reduction in overtime expenses
- 69.6% Reduction in the abandoned call rate from 6.6% to 2%
- 94% Expansion of operating hours per week – without hiring additional personnel

**What Contact Center Leaders Say About LiveVox WFM**

Deploying this platform enabled our Credit Union to increase agent adherence by 20%. We absorbed a 10% staff reduction without a decrease in service levels as a direct result! We cannot imagine our center without it.

– Contact Center Manager

“Our Customer Service department has seen an impressive reduction in overtime costs, as the tool enables us to accurately schedule staff according to actual need. Breaks and lunches are scheduled automatically by the tool, ensuring that staffing is maximized at all times.”

– Customer Service Director

**Case Study 2:**  
On Demand Language Services Company

This company is an industry leader in offering on-demand video medical interpreter services to doctors' offices and hospitals. They focus on improving the patient experience, offering interpreter services for more than 250 languages at the push of a button.

Predicting demand for this type of service is extremely challenging. It's difficult to estimate the number of patients who will need interpreter services throughout the day impacting their ability to staff effectively and efficiently.

The company adopted this WFM solution now available with LiveVox because of its versatility and user-friendly design. One of the biggest advantages was its Automated Schedule Adjustment Plans (ASAP), which gave them the ability to adjust and refine staffing levels accurately, throughout the day, based on insight, and immediately inform agents through the built-in communications and notifications platform.

Now, the company is confident that they will always have the right people available at the right time. This has allowed them to increase agent utilization and minutes of interpretation which is their key revenue metric. In addition, they saw their adherence improve by 20% percent overall.



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## [Case Studies](#) [The LiveVox WFM Tool in Action](#)

## [Blog](#) [What to Consider When Shopping for WFM Software](#)