

Integrated Back office

How to do it and what to expect

Why should you read this ?

Integrated back office solutions are pretty challenging to deploy. Let's look at what you should be doing first, what to look out for, and what benefits you should be realizing.

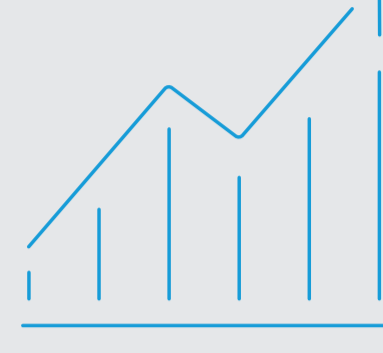
What are the benefits of an integrated back office solution?



Measuring



Managing



Improving

Integrated back office solutions provide you the visibility you need to see the types of activities your employees are engaged in. It's how you know they're doing the right thing and, more importantly, doing it right.

This enables you to measure productivity levels, the length of processes, and employee proficiency.

Once you have obtained the productivity and proficiency data, the integrated back office solution provides you with the best forecasts of staff requirements and optimal scheduling. Moreover, the staff will better adhere to the schedule when they can see it is fair and responsive.

With the clarity an integrated back office solution provides, employees can begin to take ownership of their schedules and their KPI's. Over time, they can see their progress in measurable results.

The solution also facilitates much more targeted coaching, which can then be monitored and measured for effectiveness. Advanced integrated back office solutions also use gamification to motivate employee improvement.

What are the implementation milestones for an integrated back office solution?

1st stage Measure productivity and proficiency

- What** Gain visibility into employee productivity levels and process length.
- How** Track employee desktop activity and define what falls under productive/unproductive, non-work-related, idle, and locked. In addition, track process lengths and number of process touchpoints.
- Get** With visibility into productivity levels, get insight into who has the skill and who has the will. Understand detailed process lengths and reopen rates.
- But** Be careful to involve employees from moment one. Let them know that the tracking is for identifying process bottlenecks and aligning productivity levels with corporate goals.



2nd stage Understand and define productivity standards and goals

- What** Understand the reasons behind the results. Define productivity and proficiency standards and goals for each type of process.
- How** Using an analysis of baseline data, align management and employees to meet SLA goals.
- Get** Established goals for productivity and proficiency can be used to measure, forecast and schedule your workforce.
- But** Make sure you focus on one thing at a time (productivity, proficiency, Idle Time).



3rd stage Implement forecast and scheduling component

- What** Forecast and schedule the right amount of people based on established productivity standards, process length, SLA and forecasting arrivals (based on history and seasonality).
- How** Using forecasting and scheduling components which take into account process length, productivity levels, SLA's, and anticipated employee arrivals and turnover.
- Get** Ensure accurate staffing, meeting SLA's without paying for unrequired staff and backlogs.
- But** Make sure scheduling and forecasting takes into account rework.



4th stage Monitor employee productivity in real-time

- What** Gain visibility into employee productivity in real-time and determine whether backlogs are a result of employee proficiency issues or process bottlenecks.
- How** Use solution components that provide visibility into employee productivity and proficiency in real time.
- Get** By identifying employee proficiency and productivity issues, as well as process bottlenecks, in real-time, you can react in real-time as well. This is the most effective solution for managing and meeting customer SLA's.
- But** Make sure you note not only productivity, but also if an employee is taking too long in any individual case.



5th stage Employee ownership

- What** Empower employees to manage themselves by providing them tools to track and measure their performance.
- How** Implement performance management components that provide role-based visibility into relevant KPI's. Set goals based on individual work types, data, performance, and agent skills.
- Get** With a single source of truth, you will be able to motivate employee performance.
- But** Data should be dynamic (KPI), rather than static (reports). Leading KPIs, incorporate gamification concepts to generate higher employee involvement and social collaboration.



6th stage Coaching and improvement

- What** Coach your organization on the metrics mattering most to your organization, based on employee performance.
- How** Use targeted coaching - focus on the right people and topics, with the ability to track the impact of each coaching session.
- Get** Improved employee performance is a result of coaching in the right areas, as well as monitoring its effectiveness to determine which training works best.
- But** Make sure you are able to track the impact of specific types of coaching to determine whether the right approach is being taken.

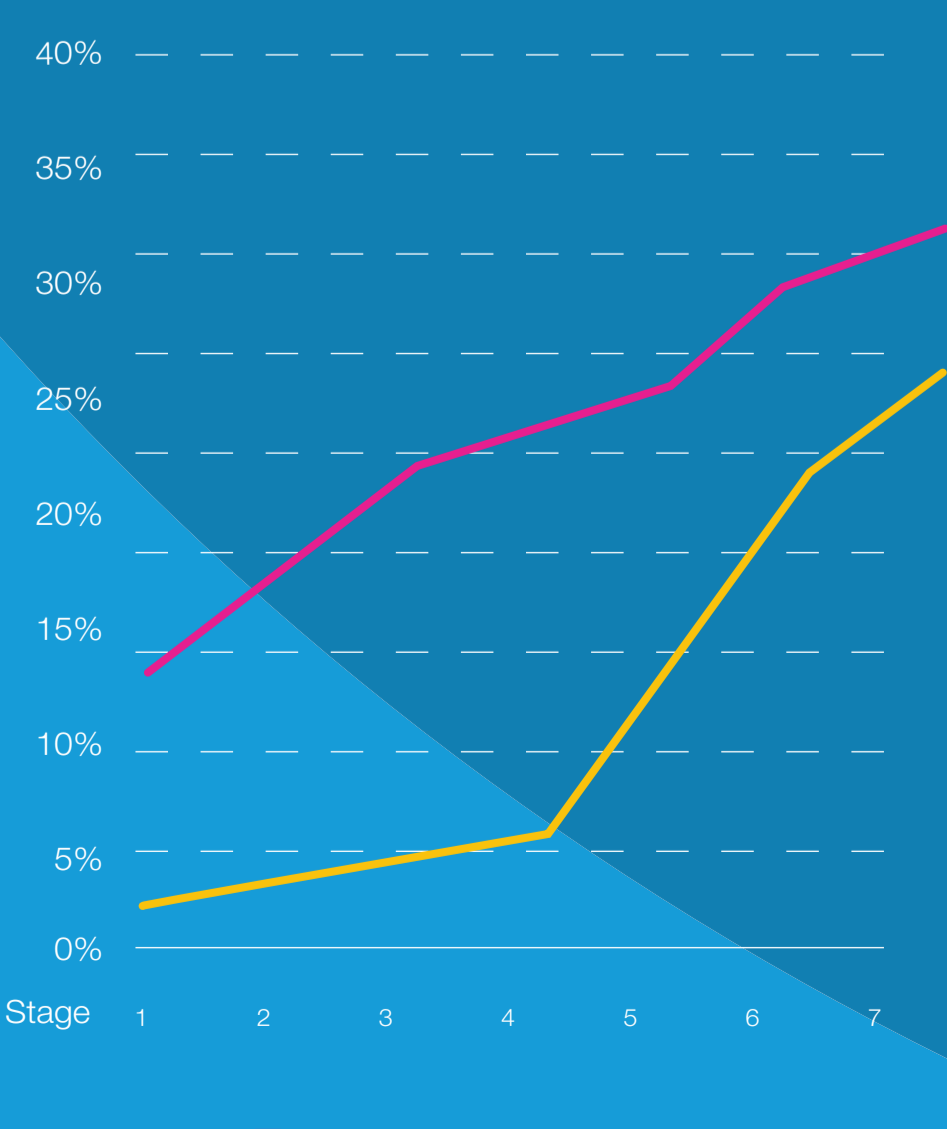


7th stage Center of Excellence

- What** Create a business leadership group which takes ownership of maintenance of the integrated back office solution and manages business changes required for on-going stability.
- How** Define a group with business and operational representatives. Many times, your back office vendor consultant's group, which understands the power of the solution, is best equipped to maintain its business impact and share the results on an ongoing basis.
- Get** Sustainable business is a result of workforce productivity, proficiency and employee engagement.
- But** This is a crucial part of the process. In order for business results to be sustainable, they need to be shared and echoed across the organization.



Predicted Gains for each of described stages



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