

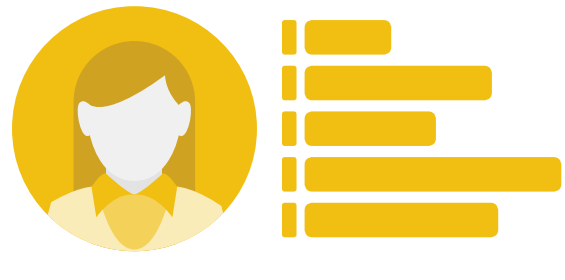
# INTEGRATED BACK OFFICE

## 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.

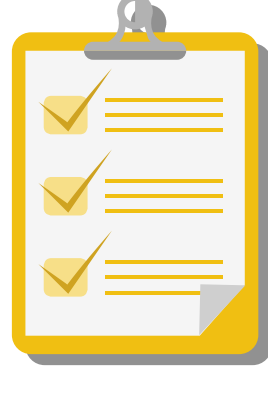
### What are the benefits of an integrated back office solution?



#### Measuring

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.



#### Managing

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.



#### Improving

With the clarity an integrated back office solution provides, employees can begin to take ownership of their schedules and their KPIs. 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.

**3 months**

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).

**1 month**  
and ongoing

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, SLAs, and anticipated employee arrivals and turnover.

Get

Ensure accurate staffing, meeting SLAs without paying for unrequired staff and backlogs.

But

Make sure scheduling and forecasting takes into account rework.

**2 months**

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 SLAs.

But

Make sure you note not only productivity, but also if an employee is taking too long in any individual case.

**1 month**  
and ongoing

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 KPIs. 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 solutions incorporate gamification concepts to generate higher employee involvement and social collaboration.

**3 months**

6th stage

#### Coaching and improvement

What

Coach employees 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.

**1 month**  
and ongoing

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.

**1 month**

### Predicted Gains for each of described stages

