

## Transform Contact Centres into Profit Centres with Strategic Workforce Management

Contact centres in India are facing significant competitive pressure from other geographies as increasing labour costs put a strain on profitability. Some of their ongoing challenges include employee absences, workforce turnover, and delivery of quality customer service. As the industry has evolved over the past few years, however, new challenges have also emerged. Customers now expect to interact with contact centre agents through a variety of methods, from texts and emails to online chats and social media, which continue their explosive growth as popular engagement methods. In addition, technology has enabled a multiskill, multisite, and multichannel workforce that includes global, full-time, part-time, on-site, and at-home agents, thereby introducing new workforce management complexities.

Contact centre agents are on the frontline with customers all day — every day — and they play a critical role in how your organisation’s brand and service are perceived. As consumers become more adept at going online and using voice response systems for basic customer service, the nature and complexity of calls coming into the contact centre is changing. Because today’s agents are being asked to solve more complex problems, they need more specialised knowledge, higher-level certifications, and deeper skills than in the past.

Even if you already use contact centre solutions for tasks such as forecasting and real-time schedule adherence, Kronos® for Contact Centres delivers workforce management solutions that close critical gaps in your effort to optimise your workforce. By closing these gaps, the Kronos solution can help you manage absences to control costs and manage all time worked to help minimise compliance risk. In addition, Kronos for Contact Centres allows you to bring in activity-level and task-level details from other systems to provide complete information on employee hours worked and both productive and nonproductive time.

### Key Benefits

- > **MANAGE COMPLIANCE** with automatic application of pay rules as well as leave and attendance policies
- > **CONTROL COSTS** by reducing payroll errors
- > **MONITOR AND UNDERSTAND** true costs of overtime, nonproductive time, and absenteeism
- > **CONSISTENTLY IMPLEMENT, MANAGE, AND ENFORCE** workforce management policies on a global scale
- > **INCREASE EMPLOYEE PRODUCTIVITY** by quickly identifying best-fit, best-cost employee replacements

Leading contact centre workforce optimisation (WFO) users **REDUCE SERVICE COSTS BY 7.2% year over year.**<sup>1</sup>



In India, 71% of contact centres surveyed perceived **EMPLOYEE ABSENCES** to have a “moderate” to “large” impact on productivity and revenue.<sup>2</sup>

<sup>1</sup> Omer Minkara, *Contact Centre Workforce Optimisation: Secrets to Unlock Agent Productivity and Performance*, Aberdeen Group (May 2014), at 6.

<sup>2</sup> Kronos Inc., *Executive Summary of SHRM/Kronos Survey Findings: Total Financial Impact of Employee Absences in India*, 2014, at 4.

### Minimise compliance risks by automating pay rules and leave and attendance policies

With a complex, diverse workforce, contact centres can gain significant benefit from applying pay rules centrally so they can be automatically administered on a local basis. Whether agents are working from home, on-site, or across global locations, automation helps managers comply with myriad work and pay rules. Kronos for Contact Centres also automates attestation, giving you a valuable tool for managing and monitoring actual time worked for at-home and on-site agents and helping ensure that agents are paid accurately for all hours worked.

The rise in contact centre wage and hour lawsuits relating to unpaid overtime has raised new liability concerns. Issues such as computer boot-up and shutdown time and walk-to-station time, along with meal and break requirements, can all be managed with Kronos for Contact Centres, helping minimise your organisation's compliance risk.

Efficiently managing planned and unplanned absences as well as extended and intermittent leave is critical to having an effective agent pool that can deliver required service levels. What's more, direct and indirect costs associated with nonproductive time, such as unscheduled absences, vacation time, family medical leave, late arrivals, and early departures, can account for a significant percentage of an organisation's total payroll expense.

Only Kronos for Contact Centres provides a comprehensive tool for managing all aspects of employee absence. The Kronos solution enables you to calculate real-time accrual balances, determine time-off eligibility, and automatically update schedules with planned leave so management can find a replacement. With Kronos, your organisation's attendance policies are automatically enforced and your managers have a tool for proactively dealing with attendance issues. As a result, your organisation is better able to manage compliance risks while balancing labour costs with quality standards.

### Control labour costs and manage shrinkage

When contact centre workforce planners develop forecasts, they traditionally account for a standard amount of shrinkage. While contact centre management solutions can adjust to account for estimated shrinkage, these solutions lack visibility into absence trends. Kronos for Contact Centres gives you true visibility into the impact of employee absenteeism, allowing you to see just how much it's costing you and to take proactive steps to reduce those costs.

Kronos for Contact Centres prevents common tactics such as "gaming the clock" — the temptation for employees to steal a few minutes here and there. From punching in early or out late to accrue unauthorised overtime, punching in late or out early to get paid for time that is never worked, or having a buddy punch in for an employee who is running late, these intentional errors quickly add up to impact your bottom line. With its biometric data collection technology, Kronos for Contact Centres can eliminate buddy punching and prevent employees from clocking in or out at unauthorised times.

Kronos for Contact Centres goes beyond schedule adherence to deliver automatic tracking of points against attendance policies as well as workflows for preparing and circulating appropriate corrective action paperwork. In addition, audit trails provide a full accounting of all corrective actions taken, helping ensure fairness and limiting liability in the event of a disputed separation.

### Better manage employee productivity

It's not enough to know how many agents have worked their scheduled hours. In today's competitive environment, your organisation needs visibility into each employee's billable hours worked and productive time versus his scheduled hours and the regular available hours. The ability to view the employee's availability against productive time spent on processes helps management predict the quality of the internal agent pool and submit more profitable, competitive bids for future projects.

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