

Case Study: Improving Workforce Management across the Globe

Conduent



“ Using a COPC framework based on best practices, we were able to put a stable foundation beneath our workforce management teams, enabling them to deliver high-quality, continuously improving operational performance within a rapidly changing environment. ”

— René Nijman,
Global Head of Workforce Management, Conduent

About Conduent

As one of the largest business process companies in the world, Conduent manages mission-critical interactions at massive scale – helping global businesses and governments stay ahead of rapidly evolving expectations. We leverage the power of cloud, mobile and IoT, combined with innovations in automation, AI and blockchain technologies, to elevate every constituent interaction, and deliver advanced digital experiences that are more efficient, seamless and satisfying. It’s why a majority of Fortune 100 companies and over 500 government entities depend on Conduent to manage essential interactions on their behalf and move their operations forward.

Conduent’s differentiated offerings touch millions of lives every day, including two-thirds of all insured patients in the U.S., 11 million employees who use our HR Services, and nearly 9 million people who travel through toll systems daily. Whether it’s digital payments, medical claims administration, eligibility and enrollment, transportation and mobility systems, end-user engagement or benefit administration – Conduent makes every interaction more individualized, immediate and intelligent.

Learn more at www.conduent.com.

Excellence in Workforce Management

To ensure that Conduent’s end-user engagement services deliver an excellent customer experience, an excellent operating Workforce Management (WFM) team is essential. The Conduent Workforce Management organization is centralized in a global team, mainly operated from regional hubs in Mexico, Guatemala, Romania, India and the Philippines. These centers use a framework of best practices and standardized procedures and tools that have been inspired and developed in close consultation with COPC.

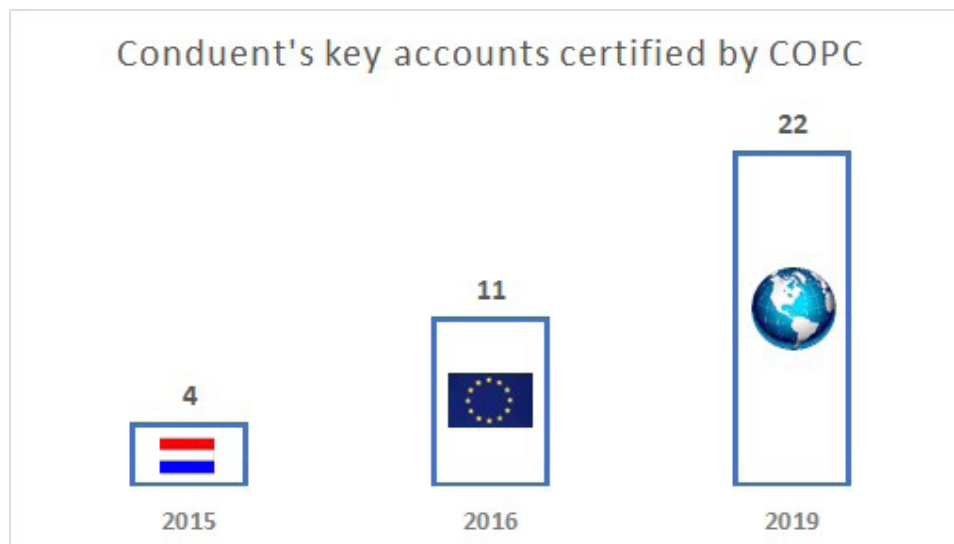
From Benchmarking to COPC Certification

In 2012, Conduent (Unamic/HCN) started its collaboration with COPC with a Benchmark Review of its European Workforce Management organizations. The need for this review came from the desire to understand how best to conduct workforce management.

After the COPC Benchmark Review, the development and deployment of a best practice-based workforce management standard began. The key to the standard is an effective process, with clear roles and responsibilities which are adaptable to the needs of the company's clients and regions, without compromising the quality of the deliverables. During this period multiple members of the Workforce Management team participated in COPC training classes and had frequent contact with COPC consultants to seek their advice.

At the end of 2015, Conduent's Dutch customer care organization, facilitated by the WFM Hub in Romania, achieved certification for its four key accounts. One year later the certification scope was extended to 12 key accounts across Europe, supported by local workforce management teams and the same WFM Hub in Romania.

Since 2017 Conduent has scaled-up the focus of certification to include key accounts across its five main Workforce Management Hubs around the globe. Each of the hubs goes through an individual COPC audit process on a number of key accounts. Twenty two key accounts are now COPC Certified for Workforce Management processes.



Certification: A Valuable Tool for Achieving Conduent's Objectives

Certification was never the goal itself for Conduent. The main objectives were to:

1) Achieve consistency in processes, i.e., WFM staff speaking the same language around the globe, having clearly defined responsibilities and being able to train and develop adequate staff for all WFM positions; and 2) Deliver consistent and high quality support to Conduent's operations to enable staff to better serve clients.



At COPC Inc., we guide and support clients to help them achieve consistency in their key processes, such as workforce management, with an aim to deliver a high-performing customer experience and achieve financial business goals. The long-term relationship with COPC Inc. has allowed Conduent WFM to benefit from using the COPC approach and drive improvements, as well as grow their global shared service solutions.



— Kevin Campbell,
Managing Director, COPC EMEA

Example #1: People Make the Difference

With Conduent's global standardized set of tools, definitions, reporting and procedures, also comes a globally aligned recruitment, training and development approach, specified for each of the Workforce Management positions. This approach is based on the criteria and best practices of the COPC People Processes (Chapter 3 of the standard). It enables Conduent to successfully recruit and train its employees. In regions where Workforce Management experience was not yet available in the labor market, it enabled Conduent to develop employees effectively to become skilled experts. This approach has boosted Workforce Management staff quality, globally, and resulted in more accurate deliverables and better performance. The deployment of new tools and processes, or changes based on new defined best practices, as well as maintaining and assuring the knowledge and skill level of the staff is enabled by this approach.

Example #2: Easily Adapts to Changing Needs

The ability of Conduent's COPC compliant Workforce Management approach to adapt to multiple business models, enables the company to quickly respond, by using COPC's best practices, to changes in contracts and operations such as the opening of a new line of business, a seasonal or growth scale-up or the start of a new account.

Workforce Management staff are also more easily allocated to address changing circumstances such as staff having to work on different projects at the same time, staff absences or extra demand for support. In summary, the COPC standard enables the Workforce Management team to fully support the dynamics of delivering customer experience services in the business process outsourcing industry.

Example #3: Assurance of Consistent Quality

Using COPC best practices, the Workforce Management team has made great strides in the accuracy of its forecasts and capacity management plans. These support Conduent's service delivery operations, enabling the recruitment organization to carry out adequate hiring plans.

Conduent and COPC Inc. also work together to ensure continuity in quality going forward. As part of its quality control program, Conduent performs internal audits for each key account a couple of times a year to determine compliance with the COPC Standard and internal framework.

In addition to this, a couple of key accounts for each of the Workforce Management Hubs are reviewed by COPC during a process certification audit. This element is mainly seen by Conduent as an extra pair of eyes where some critical questions are asked which helps to further develop and keep the Conduent Workforce Management framework as a leading best practice in the industry.

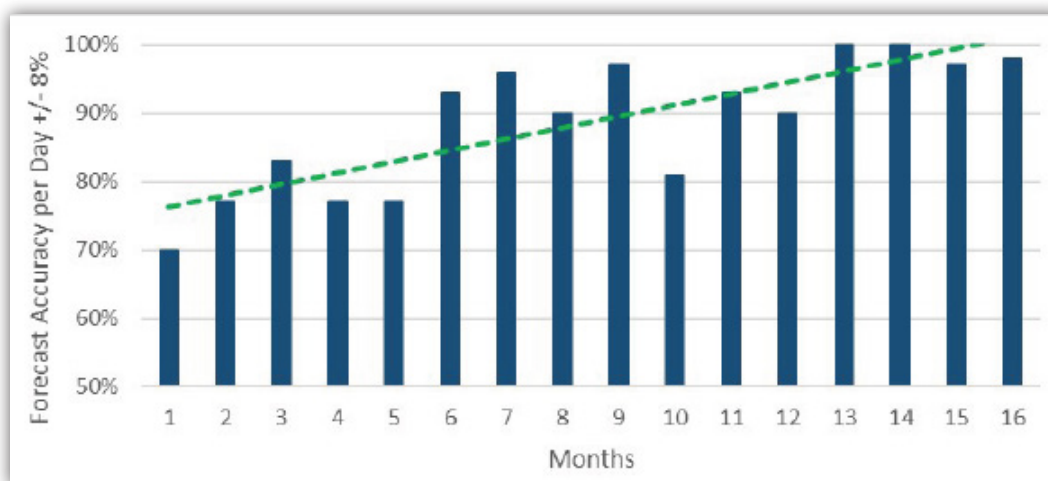
Example #4: Continuous Performance Improvement

Creating an accurate forecast and gaining structural improvement in the quality of the forecast was a challenge for multiple accounts across the Workforce Management department. In order to improve forecasting, Conduent worked with COPC Inc. on:

- Using the best practice approaches and tools
- Sharing experience across projects and teams
- Training and developing staff on the required knowledge and skills

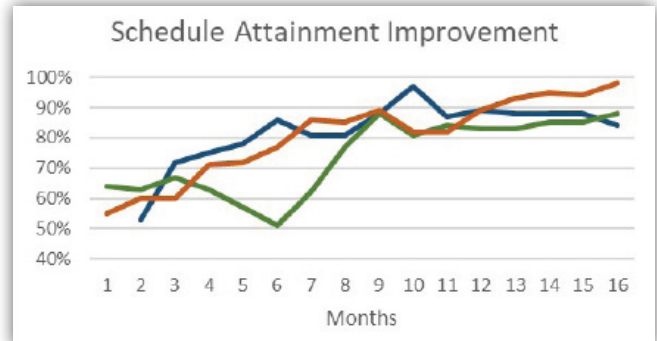
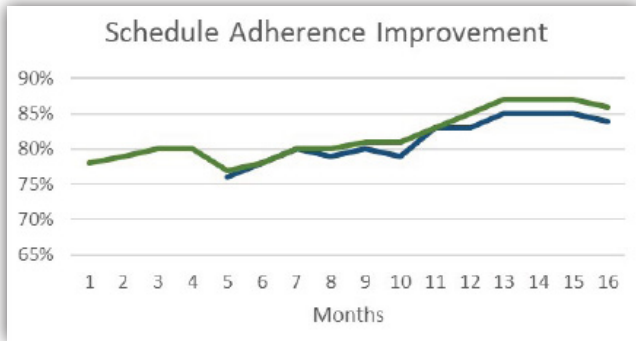
Altogether this resulted in a better understanding of the trends and available data which helped to improve the quality of forecasts significantly. This enabled a healthy discussion between the client and Conduent about each other's projections, and achieved a better result for the client and its customers. The Workforce Management teams became self-learning and now drive continuous improvement.

The improvement of forecast quality is visible in more frequent accurate forecasts as well as a reduction in the accuracy bandwidth in which the forecast operates. The more a forecast can be trusted, the more operations can build their plans and budgets on this and reduce buffers of capacity and/or last minute, expensive, performance remediation actions.



Above, the forecast accuracy of one of the 22 main accounts is provided, which, like the majority of the accounts, shows a positive and strong long-term improvement trend.

Conduent and its clients also benefitted from improvements in Schedule Adherence and Schedule Attainment. This was achieved by building a more solid and effective intraday management approach, one used by both remote and on-site teams.



Conclusion

The successful multi-year cooperation between Conduent and COPC Inc. has resulted in a consistent Workforce Management approach across the globe. This has enabled the continuous improvement of Conduent's performance, and instilled best practices that are adaptable to the changing requirements of Conduent's business.

About COPC Inc.

COPC Inc. provides consulting, training, certification, benchmarking and research for operations supporting the customer experience. The company created the COPC Standards, a collection of performance management systems for customer experience operations, customer experience management, vendor management and procurement.

Founded in 1996, COPC Inc. began by helping call centers improve their performance. Today, the company is an innovative global leader that empowers organizations to optimize operations to deliver a superior service journey. COPC Inc. headquarters are in Winter Park, FL, U.S., with operations in Europe, the Middle East, Africa, Asia Pacific, Latin America, India and Japan. www.copc.com.

Learn more at copc.com

