

WORKFORCE STRATEGY – OPTIMIZATION AND ENGAGEMENT



**Donna
Fluss,
Founder &
President,
DMG
Consulting
LLC**



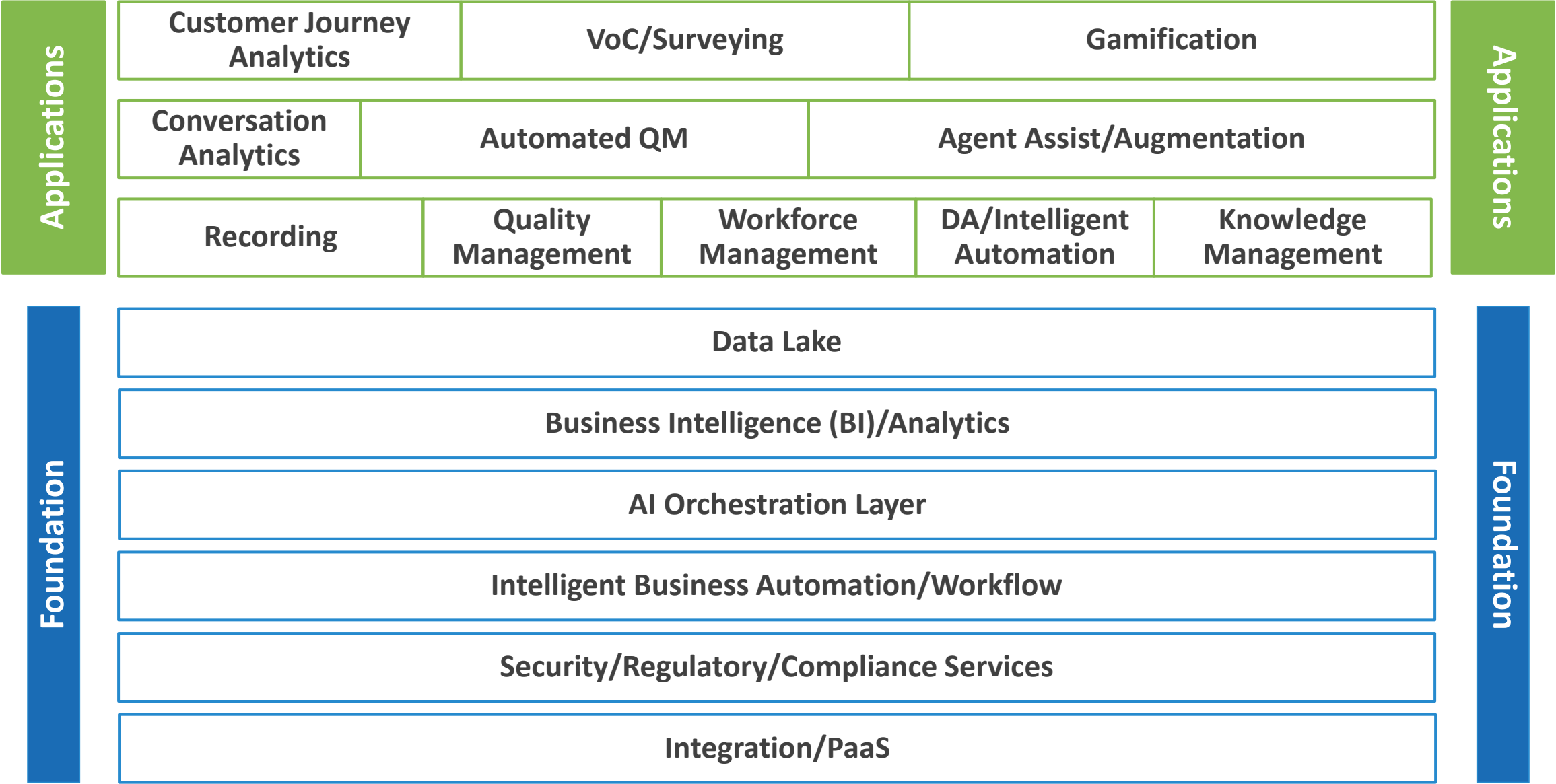
**Andrea
Matsuda,
Head of
Product
Marketing,
WFM, NiCE**



**Natalie
Perez, CMO,
Perman
Holdings**



Workforce Engagement Mgt. Platform





Thank you

6 Crestwood Drive, West Orange, NJ 07052 | 973.325.2954 | dmgconsult.com | donna.fluss@dmgconsult.com



[dmg-consulting-llc](#)



[@DMGConsultLLC](#)



[YouTube: @DMGConsulting](#)

Best Practices - Workforce Strategy - Optimization and Engagement

Andrea Matsuda, Product Marketing,
Workforce Management, NiCE

Andrea.Matsuda@nice.com

Create a
NiCE.
world 



400
Survey Size

50% EMEA
50% North America

**Digital Channels
Increased**

51%
200-499 employees

5%
2,000-4,999 employees

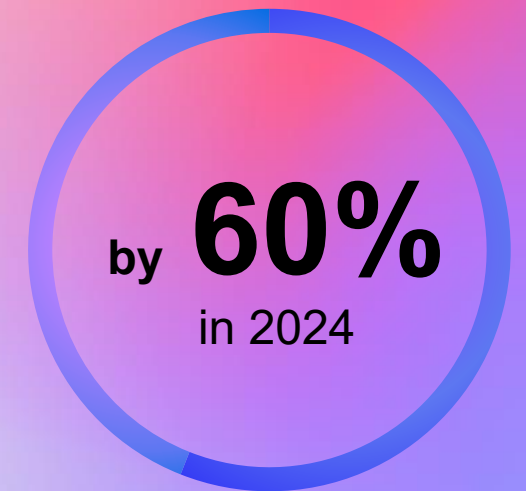
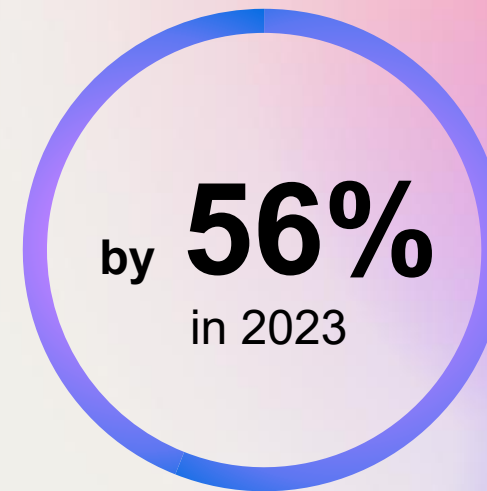
21%
500-999 employees

4%
5,000-9,999 employees

10%
1,000-1,499 employees

7%
More than 10,000

3%
1,500-1,999 employees



Managing the Modern Contact Center: Current Employer Trends | NiCE

**Scan for
white paper**

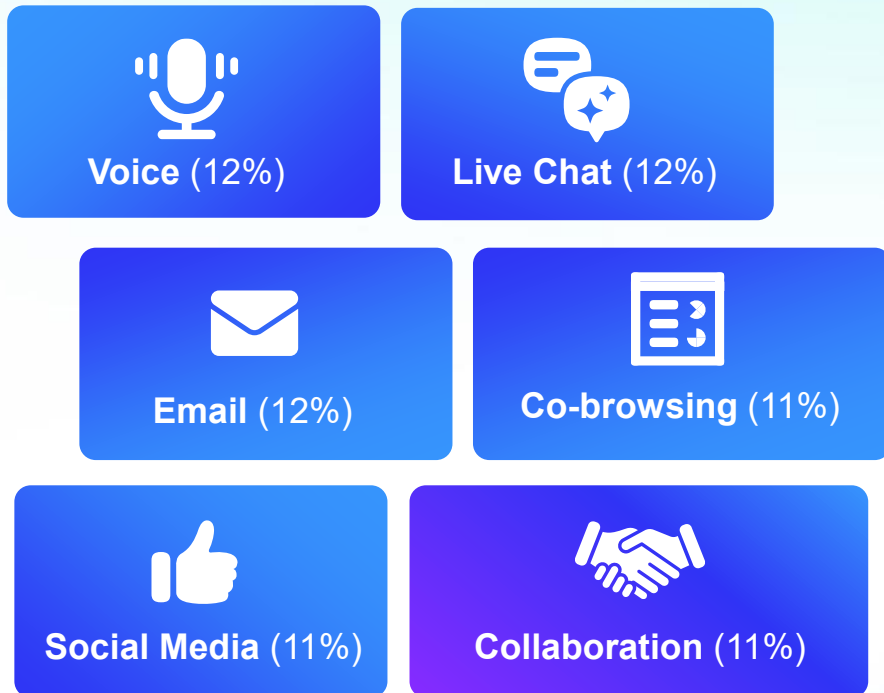


NiCE

Challenges Organizations Have Experienced in the Multichannel Environment



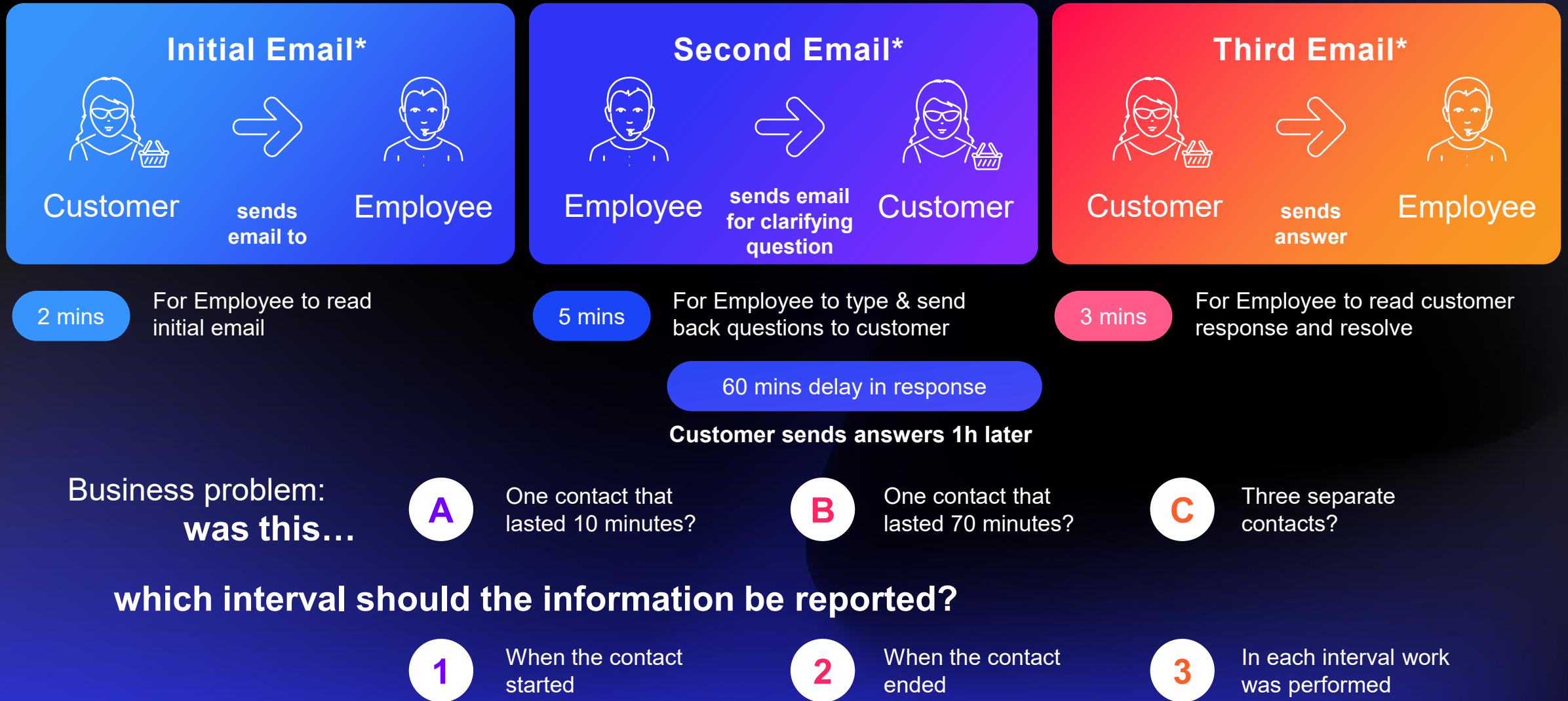
Accuracy of staffing forecasts / mean percentage of accuracy (by channel)



Areas that have improved as a result of adopting new support channels



Best Practice1: Consider the challenges with Long Asynchronous Interactions



* The example is "email"; other examples include SMS, social media posts, chat, claims, tickets, cases, etc.

True to Interval (TTI)

Synchronous & Asynchronous Work Item Deconstruction






Today's Paradigm

"When Contact Ended" (WCE) paradigm

- A contact is counted once in the interval in which it ends...even if the contact spanned intervals
- Handle Time is reported only in the interval in which contact ends

Example. Contact Arrives at 9:10am & Completes at 9:40am

Interval	Received	Handled (completed)	Handle Time (WCE)	Staff Req
9:00 am	1	0	0	0 
9:15 am	0	0	0	0 
9:30 am	0	1	30	2 

Use when...

- most contacts arrive and complete in the *same* interval (synchronous)
- intervals are *longer* than the handle times

Creates staffing problems when...




- handle times are long or intermittent and contacts span intervals
- intervals are shorter than the handle times

Invented Paradigm

"Answered & Active True to Interval" (A&A TTI) paradigm

- A contact is counted once in the interval in which it is initially answered *If the contact spans intervals, it is counted again in each subsequent interval where activity occurred*
- Handle Time is reported in each interval in which work activity occurs

Example. Contact Arrives at 9:10am & Completes at 9:40am

Interval	Received	Answered	Active	Handle Time (TTI)	Staff Req
9:00 am	1	1	0	5	.33 
9:15 am	0	0	1	15	1 
9:30 am	0	0	1	10	.67 

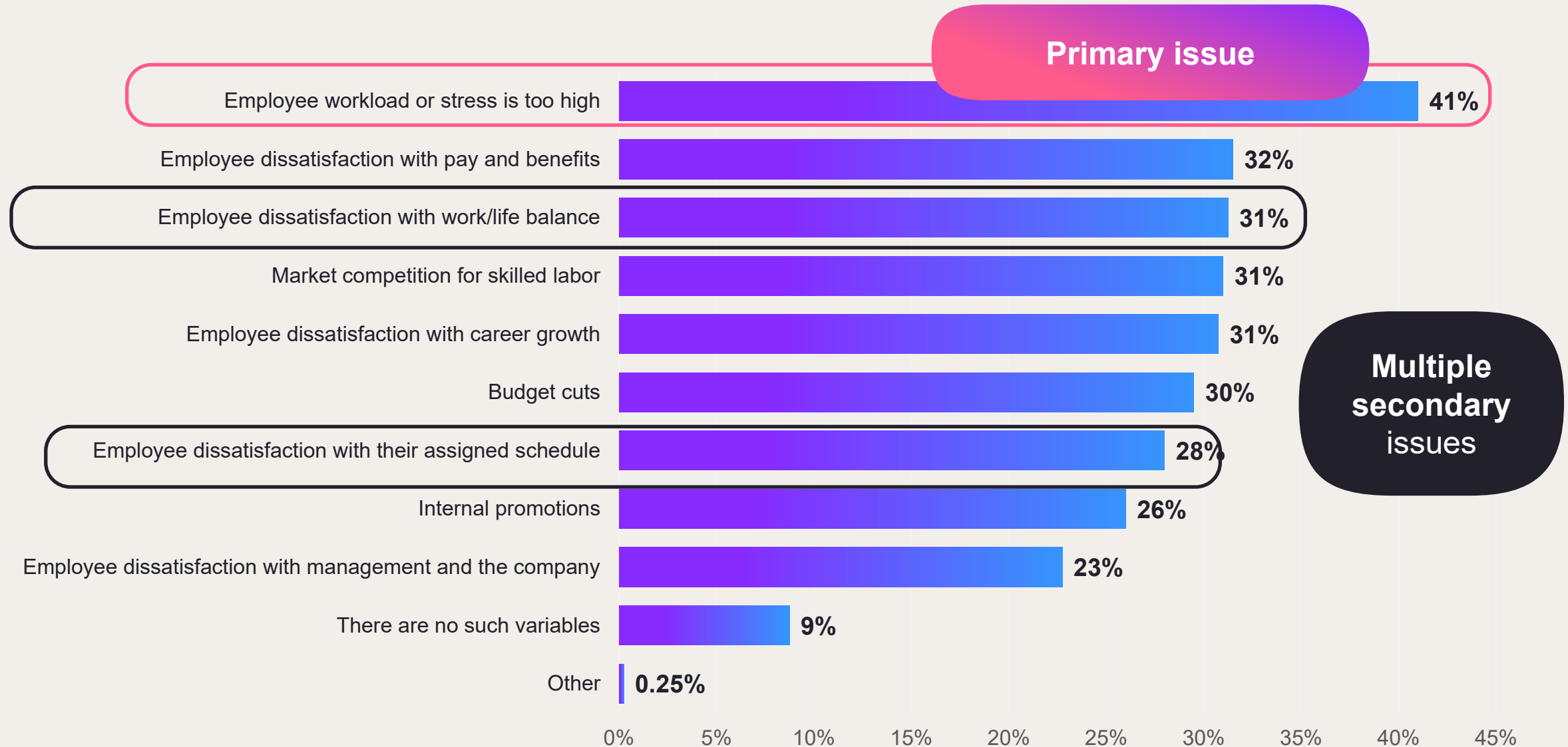
Use when...

- contacts arrive and are completed in *any* interval (synchronous or asynchronous)
- Intervals are *shorter or longer* than the handle times

Solves staffing problems when...

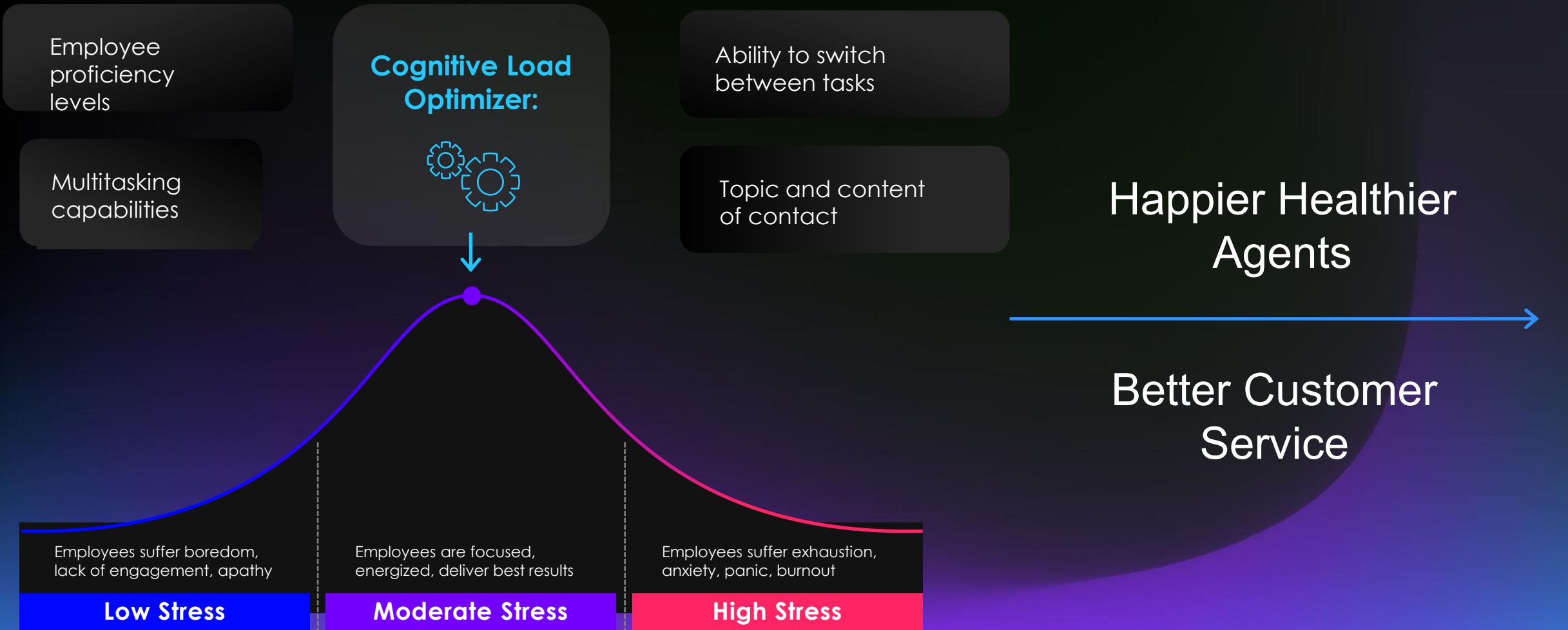
- handle times are long or intermittent and contacts span intervals
- intervals are shorter than the handle times

What Variables Impact Attrition



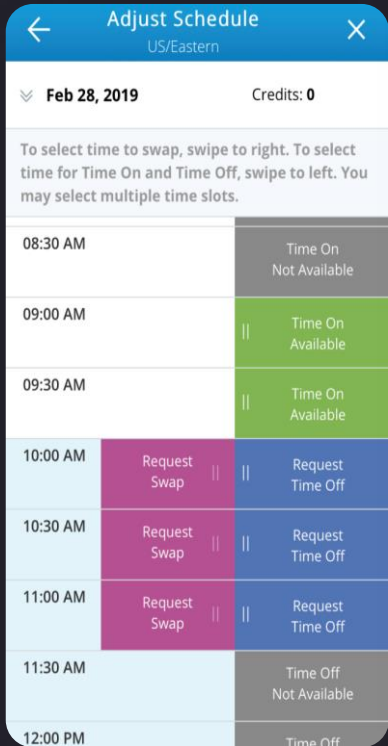


Best Practice 2: Consider Cognitive Load

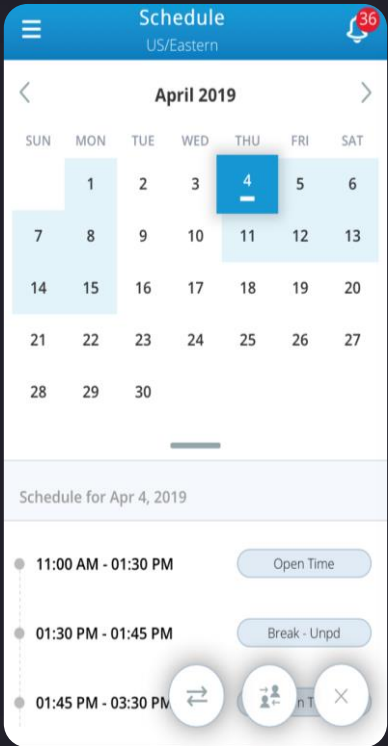




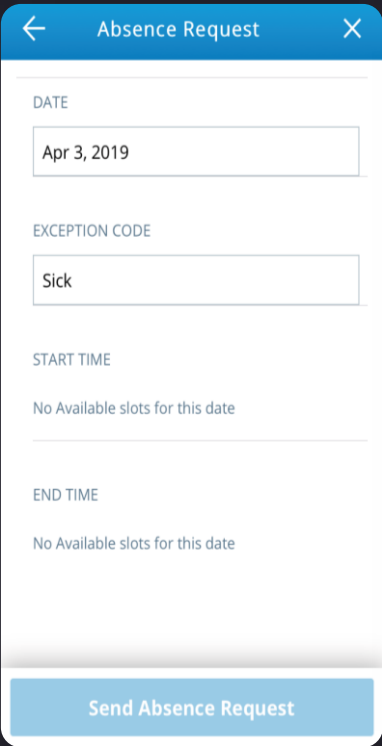
Best Practice 3: Make Employees WFM Partners



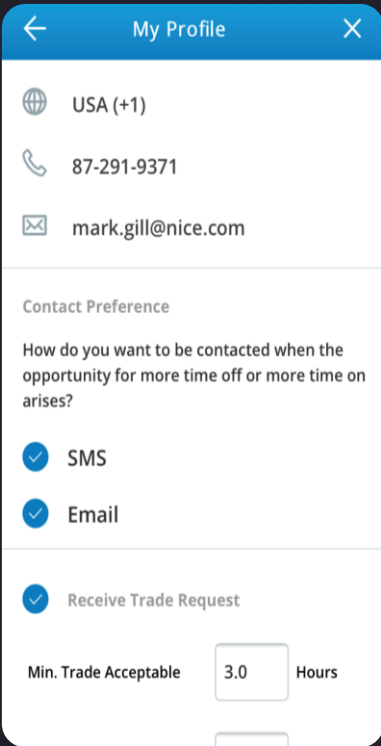
Employees Visibility
into Staffing needs



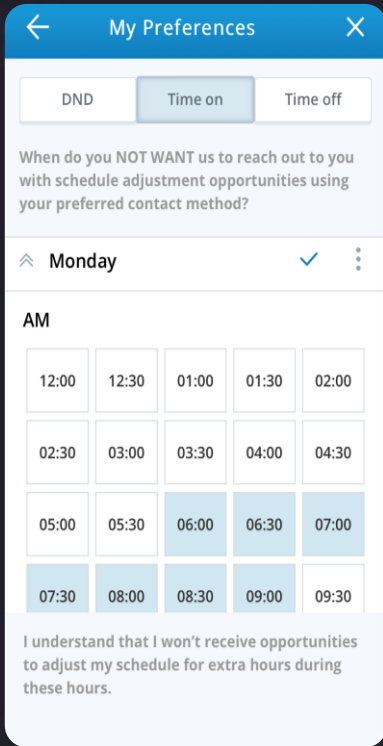
Secure Mobile
Access to
Schedule View*



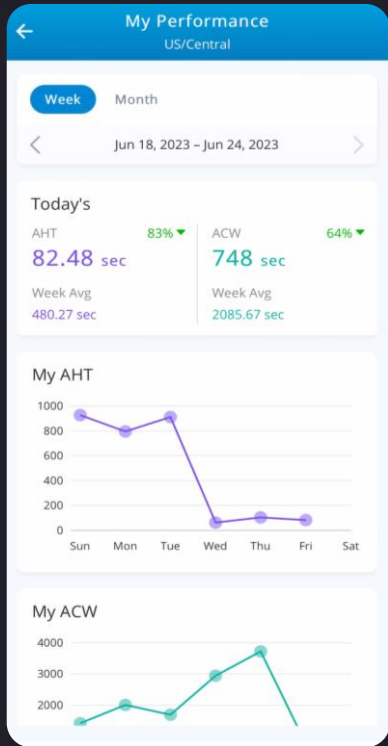
Request Absence
easily and update
WFM Automatically



Employees
Controlled
Contact Preferences



Employees Controlled
Time On / Time Off /
DND
Preferences



Performance
Mobile View

SSO and Bio-Authentication *

Thank You

Create a **NiCE** world ☺

Andrea Matsuda, WFM Product Marketing,
NiCE

Andrea.Matsuda@nice.com



Building Psychological Safety in Contact Centers

A Framework for Compassionate Operations Operations

Natalie Perez, Founder & CMO
nperez@permanholdings.com

PERMAN

The Business Imperative of Psychological Safety

A Demanding Role

Everything agents do is up for dissection. They're held accountable for factors outside their control while expected to remain calm, empathetic, and productive at all times.

The Real Cost

When agents don't feel safe, they shut down. They stop raising issues, disengage, and disengage, and quietly burn out—all while your customers feel the disconnect.

Building Strength

Psychological safety isn't about shielding people from difficult conversations—it's about creating an environment where they feel safe to be human.

"There's no such thing as a disconnected agent delivering a connected connected experience."

You either have a happy agent representing your brand, or you have an unhappy one. There is no neutral. Creating psychological safety builds strength into the strength into the foundation of your workforce—the kind that creates loyalty, performance, and pride.

Five Actions to Build Compassionate Operations

1

Normalize Emotional Recovery Time

Allow for micro-breaks after emotionally charged contacts. Consider adding a "cooldown" disposition or short buffer after difficult interactions. This isn't lost productivity; it's protection against burnout.

2

Give Agents Voice in the Metrics Metrics

Include agents in conversations about performance targets. Let them weigh in on on which metrics actually reflect a good customer experience. They often have smarter insights about what's driving success success than we do.

3

Train Leaders to Listen, Not Just Manage

Equip supervisors to recognize signs of fatigue, fatigue, to ask how agents are doing before before there's a problem, and to act when when someone needs support. Listening is a leadership skill we must teach.

4

Build a "No Blame" Culture

Shift the culture so issues are openly discussed, analyzed, and improved improved without shame. Agents who fear being punished won't ask for ask for help, turning mistakes into silent failures instead of learning learning opportunities.

5

Celebrate Emotional Labor

Recognize when agents defuse tough situations or calm frustrated frustrated customers. Don't just celebrate metrics—acknowledge the the emotional resilience they demonstrate daily. That's what keeps keeps customers loyal.

Empathy as a Leadership Discipline



Agents aren't fragile—they're incredibly resilient

But resilience has a cost, and for too long, we've expected that cost to be paid silently.

Our systems must honor humanity

When we forget that our agents are people, we lose more than productivity. We lose connection—something our customers can feel.



Key Takeaway

Empathy isn't a soft skill. It's a leadership discipline. And it starts with how we how we treat the people who are the face and voice of our brand.

The journey to psychological safety begins with small, intentional changes. By implementing these practices, you're not just supporting your agents—you're strengthening your entire customer experience ecosystem.

WORKFORCE STRATEGY – OPTIMIZATION AND ENGAGEMENT



Donna Fluss, Founder & President, DMG Consulting LLC

Dmgconsult.com



Andrea Matsuda, Head of Product Marketing, WFM, NiCE

NiCE.com



Natalie Perez, CMO, Perman Holdings

**Nperez
@permanholdings.com**

