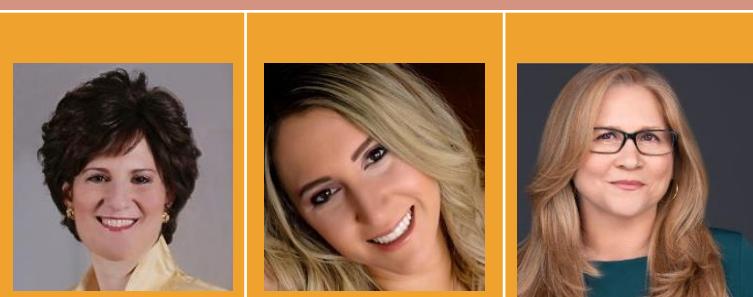


# WORKFORCE STRATEGY - OPTIMIZATION AND ENGAGEMENT



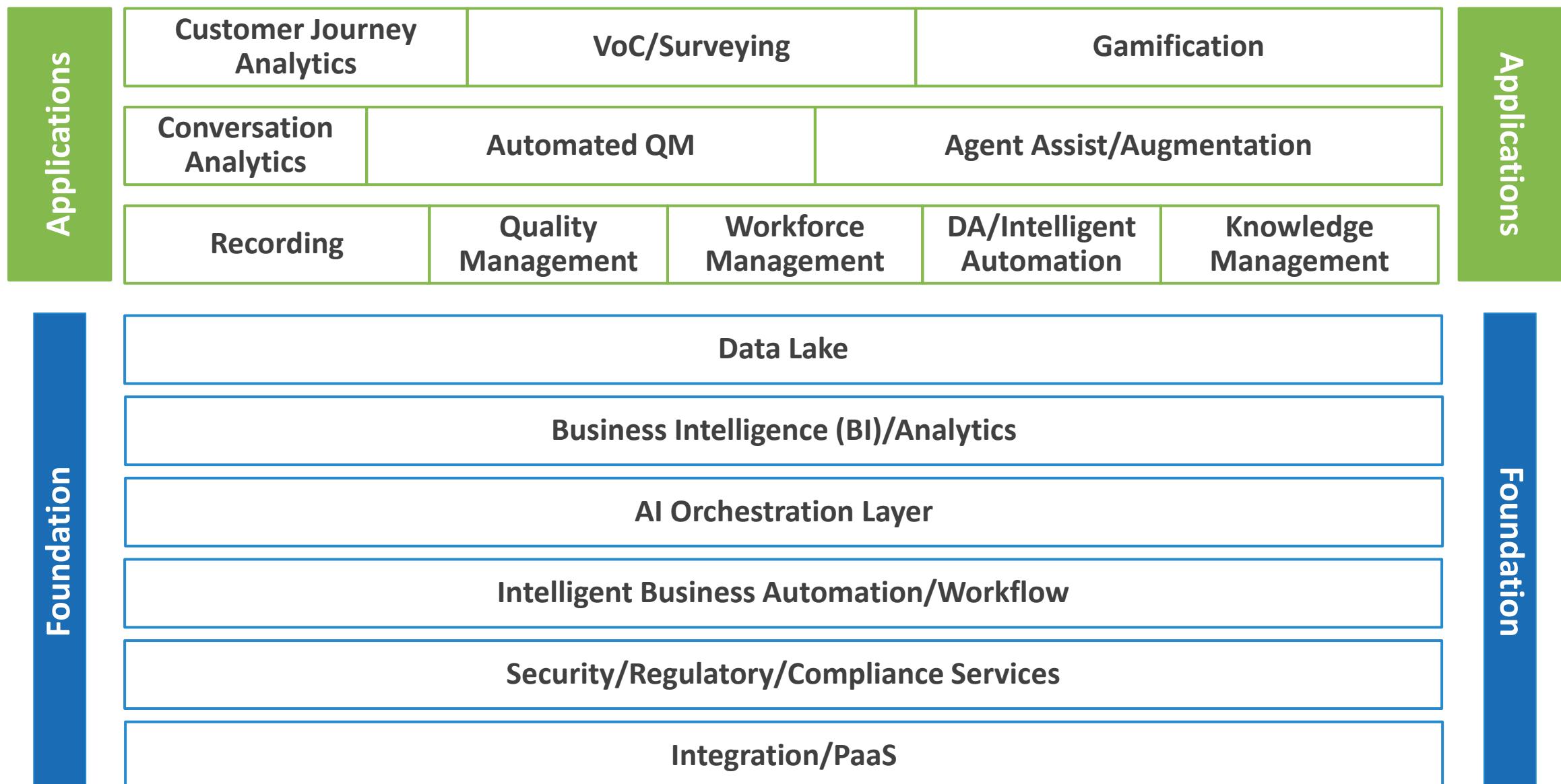
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Head of  
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**Natalie  
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Perman  
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# Workforce Engagement Mgt. Platform





# Thank you

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# Best Practices - Workforce Strategy - Optimization and Engagement

Andrea Matsuda, Product Marketing,  
Workforce Management, NiCE

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Create a  
**NiCE..**  
world 

# 400

Survey Size



## 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

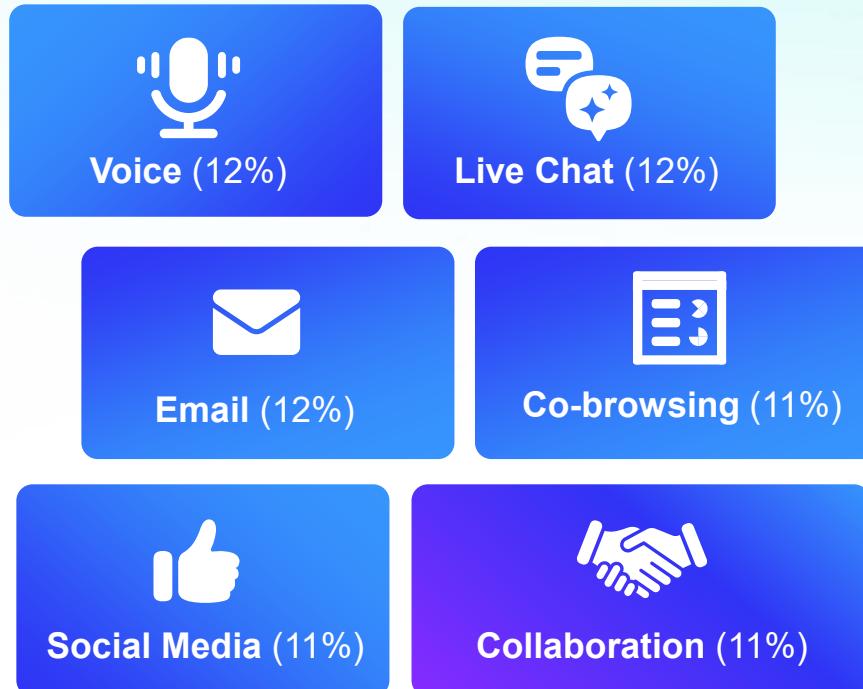


NiCE

# 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



## Initial Email\*



Customer

sends  
email to

Employee

## Second Email\*



Employee

sends email  
for clarifying  
question

Customer

## Third Email\*



Customer

sends  
answer

Employee

2 mins

For Employee to read  
initial email

5 mins

For Employee to type & send  
back questions to customer

3 mins

For Employee to read customer  
response and resolve

60 mins delay in response

**Customer sends answers 1h later**

Business problem:  
**was this...**

**A**

One contact that  
lasted 10 minutes?

**B**

One contact that  
lasted 70 minutes?

**C**

Three separate  
contacts?

**which interval should the information be reported?**

**1**

When the contact  
started

**2**

When the contact  
ended

**3**

In each interval work  
was performed

\* 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	

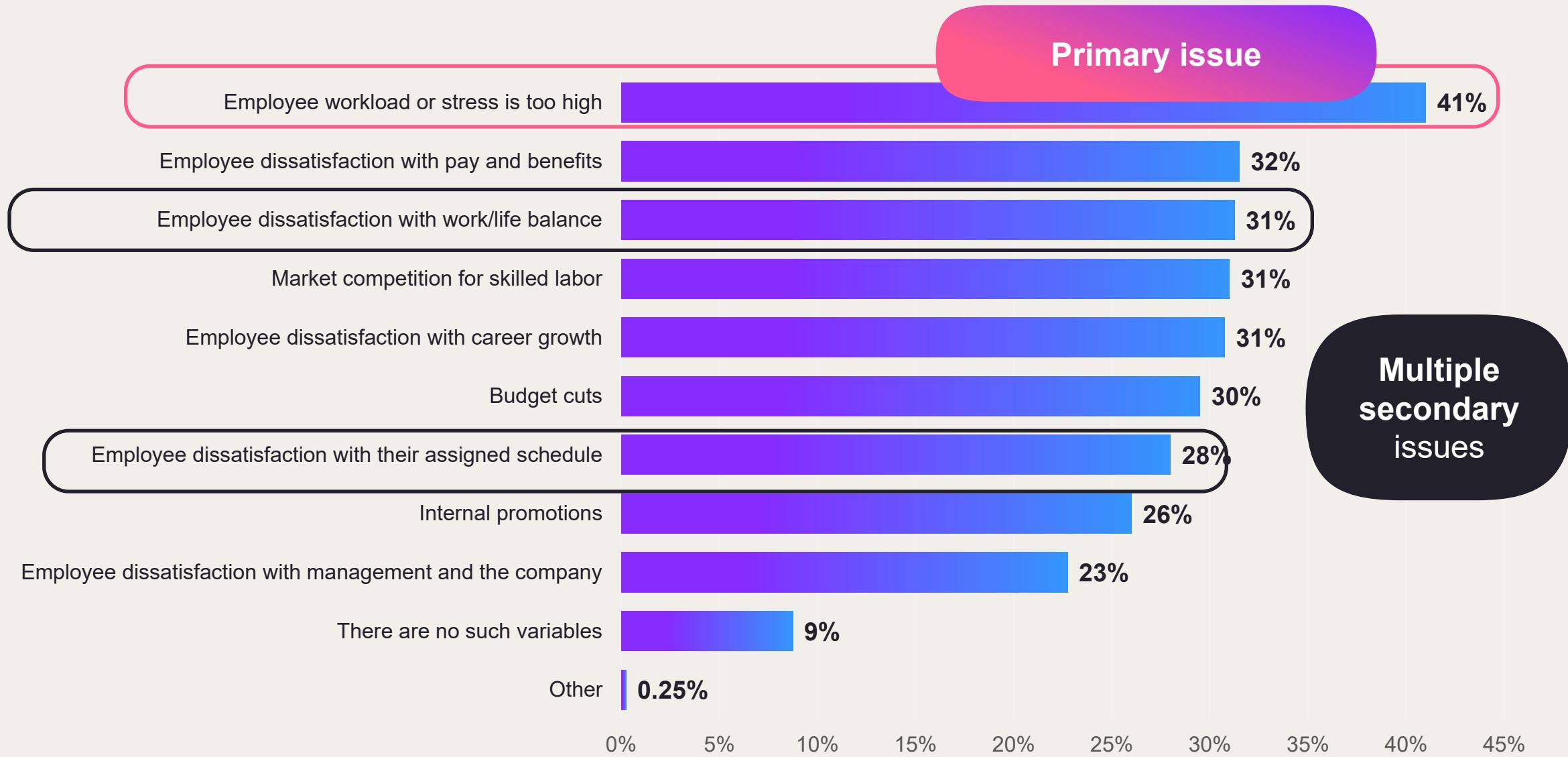
Use when...

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

Solves staffing problems when...

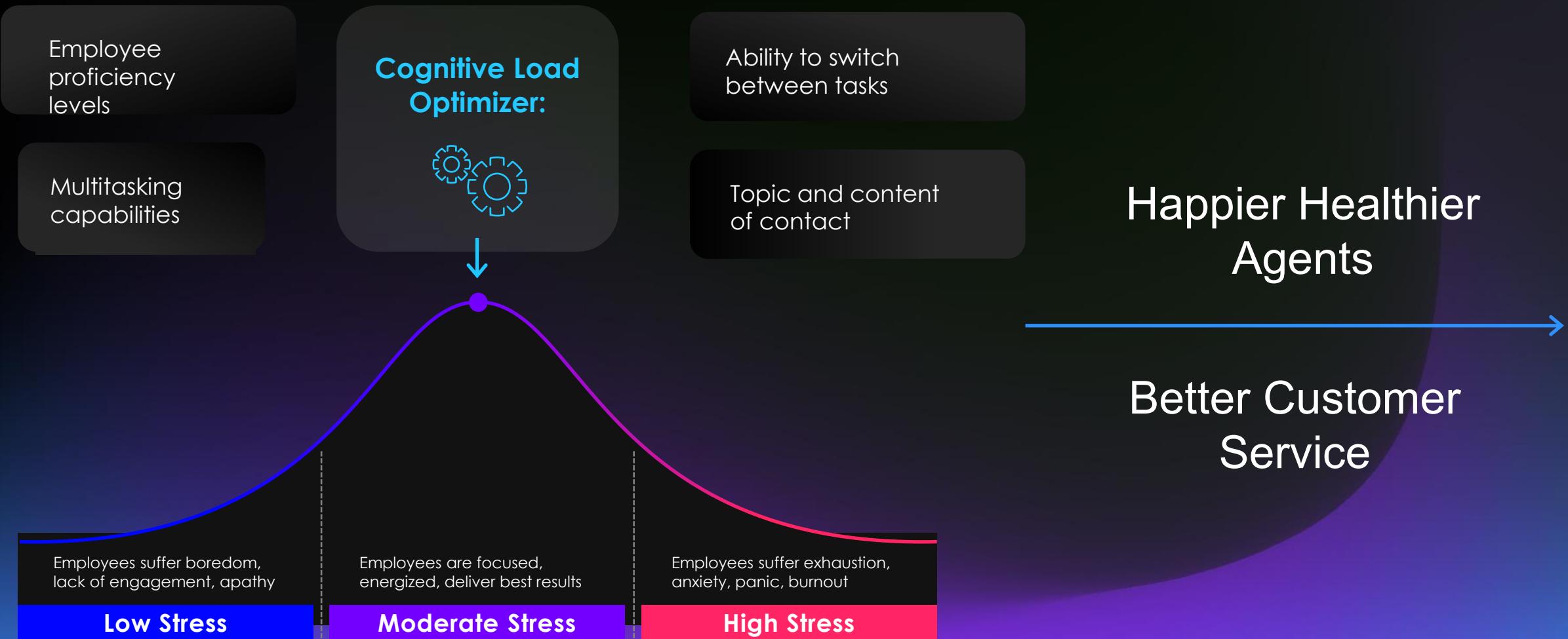
- handle times are long or intermittent and contacts span intervals
- intervals are shorter than the handle times

# What Variables Impact Attrition



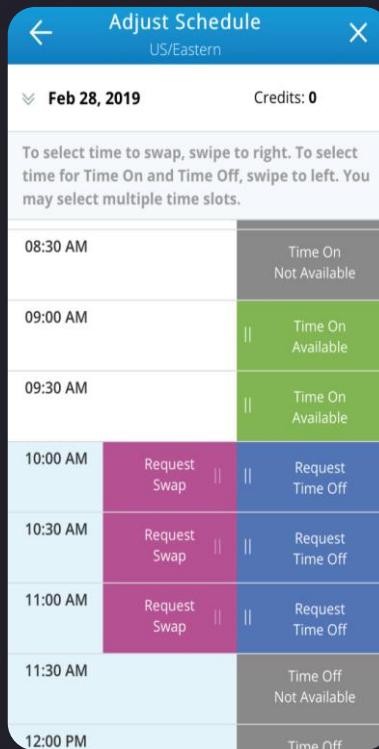


## Best Practice 2: Consider Cognitive Load





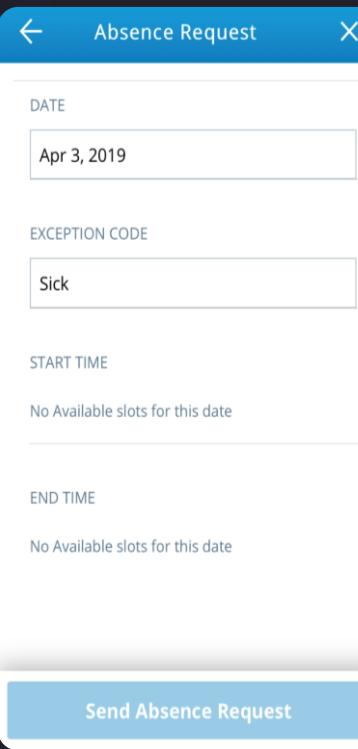
# Best Practice 3: Make Employees WFM Partners



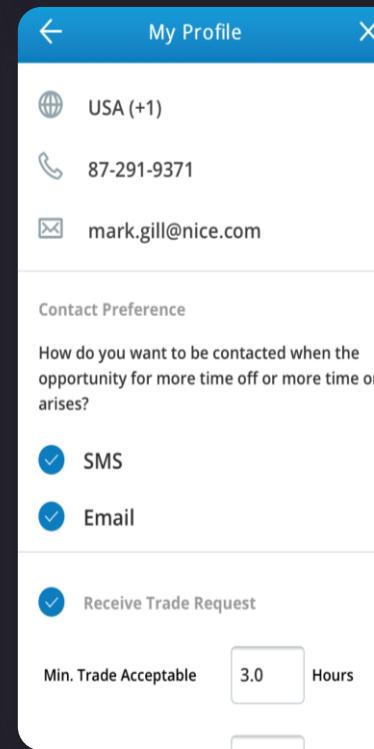
Employees Visibility  
into Staffing needs



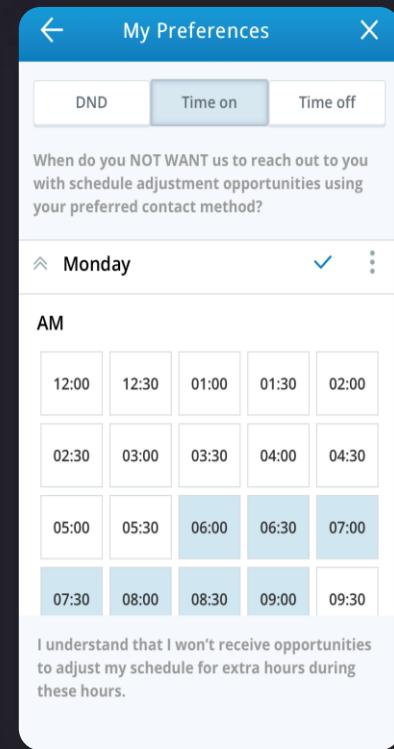
Secure Mobile  
Access to  
Schedule View\*



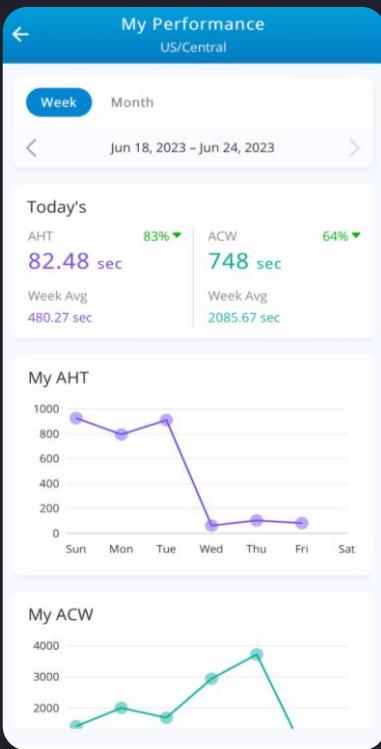
Request Absence  
easily and update  
WFM Automatically



Employees  
Controlled  
Contact Preferences



Employees Controlled  
Time On / Time Off /  
DND  
Preferences



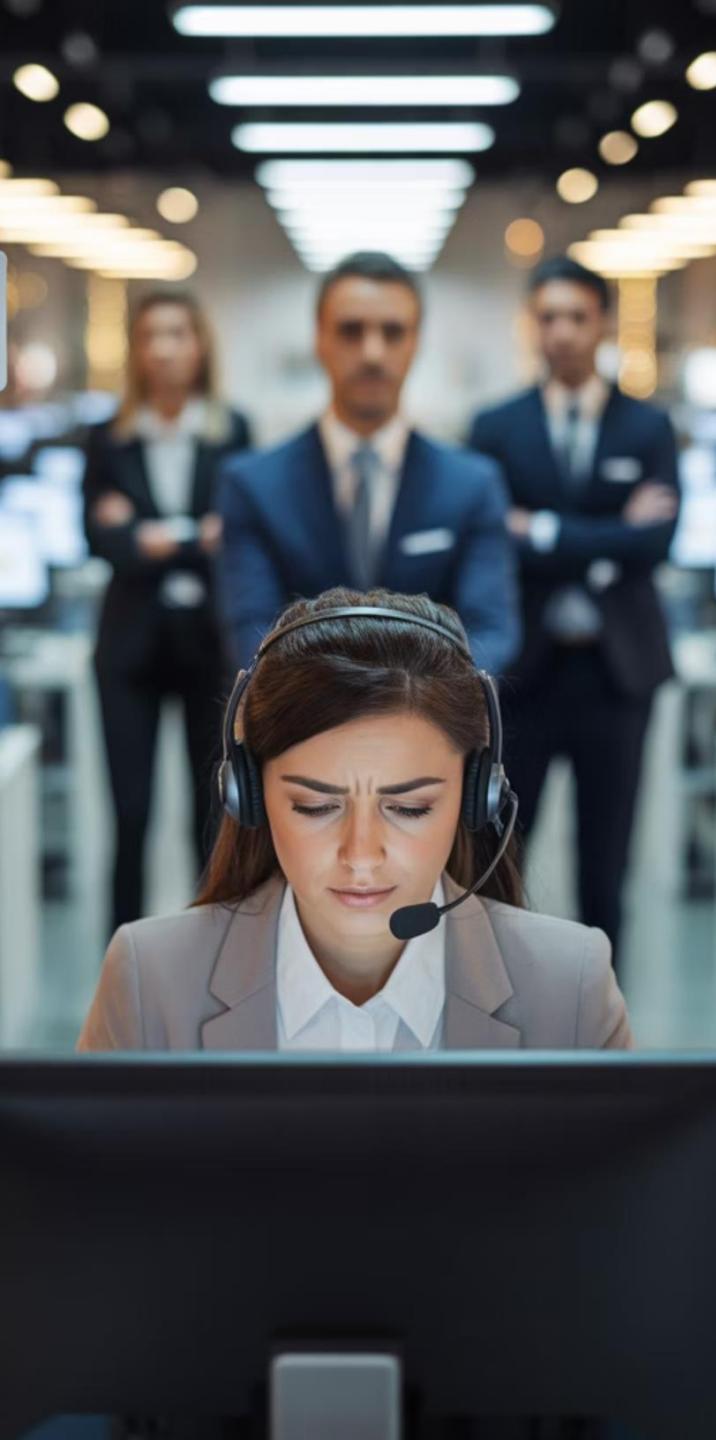
Performance  
Mobile View

# Thank You

## Create a **NiCE** world ;)

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## **Building Psychological Safety in Contact Centers**

### **A Framework for Compassionate Operations Operations**

Natalie Perez, Founder & CMO  
[nperez@permanholdings.com](mailto: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 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 which metrics actually reflect a good customer experience. They often have smarter insights about what's driving success than we do.

3

## Train Leaders to Listen, Not Just Manage

Equip supervisors to recognize signs of fatigue, to ask how agents are doing before there's a problem, and to act 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 without shame. Agents who fear being punished won't ask for help, turning mistakes into silent failures instead of learning opportunities.

5

## Celebrate Emotional Labor

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

PERMAN

# 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 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.

PERMAN

# WORKFORCE STRATEGY - OPTIMIZATION AND ENGAGEMENT



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