

## Case Study

# British Gas Services

PerformanceEdge® workforce optimisation applications from Aspect help build an integrated resource strategy.

### The Company

British Gas Services (BGS) is the largest domestic central heating and gas appliance installation company in the UK, directly employing more than 8,000 engineers to carry out servicing and breakdown services. The BGS contact centre operation comprises five Area Service Centres (handling inbound and outbound service contacts) and a National Centre (handling new business, membership and retention calls). BGS' 1,690 full-time contact centre personnel deal with more than 3.4 million British Gas customers.

### The Business Challenge

Eighteen months ago, resource planners were bogged down in processing exceptions and managing holidays rather than in forward planning and there were attrition and performance issues in BGS' contact centre operations.

Clearly, this was not a recipe for success. A root and branch investigation of operations identified several areas that needed attention - from the way employee schedules were created and implemented, to the manner in which candidates were identified and recruited.

### The Solution

In the resource scheduling area, BGS introduced new training to upskill its resource planners and invested in new workforce optimisation tools.

Already a heavy user of Aspect technology, BGS decided to upgrade to the latest version of the workforce management capability of PerformanceEdge, Aspect® Workforce Management. As well as gaining a new user interface, BGS also invested in two enhancement modules for Aspect Workforce Management:

- Perform: provides management with an at-a-glance view of agent activity in real time and compares that to scheduled activities.
- Empower: gives BGS agents the ability to make holiday and some in-day exception requests on a self-serve basis; plus enables BGS Team Managers (TMs) to schedule one-on-ones and team time. The Notification Server part of Empower lets TMs and agents know about changes when requests have been approved.

### The Results

BGS has realised substantial benefits through its technology investments. Overall, costs have fallen by more than £600,000 per annum.

Through more efficient resource planning, introducing self-service for agents and Team Managers and upskilling its planners, BGS has cut its local resource planning team from 40 to 28 heads, an annualised cost saving of £252,000 - while bringing about greater employee empowerment and schedule adherence.

In addition, by introducing resource scheduling self-service, the business has been able to localise systems access control within the resource teams at an additional annualised saving of £50,000 and to absorb some additional resource planning activity (e.g. manpower reporting for other areas at the sites) at no additional cost.



"When you handle 14 million customer calls a year across a broad range of services, every second counts - and having efficient workforce optimisation tools is absolutely essential to delivering quality service. Aspect Workforce Management has helped us deliver substantial cost savings, as well as improve satisfaction levels amongst both our customers and employees."

**Paul Milloy**  
National Resource  
Planning Manager,  
British Gas Services (BGS)  
Contact Centres

### Products

PerformanceEdge Aspect Workforce Management with Empower and Perform modules

### Results

- More efficient workforce planning
- Improved employee empowerment and schedule adherence
- Saved £252,000 by reducing resource planning team
- Lowered overall costs by more than £600,000 per annum



And, in 2007, BGS overall Employee Engagement scores leapt five percent to 4.2 (on a 5-point scale) while annual attrition fell by 21 percent.

Aspect® Workforce Management has also enabled more flexible working by tracking employees that are contracted to do:

1. Swing contracts - employees do extra hours during the busy winter season in exchange for time off during the summer months or extra holiday.
2. Reserved hours contracts - employees are contracted to work overtime hours, calculated at 'time and a half'.
3. 'Take five' contracts - employees get five hours bonus pay for working five occasions of five overtime hours.

In the future, BGS plans to extend its use of Aspect workforce optimisation tools by developing personal accounts for staff so that they can monitor and track their investment time, public holiday working and seasonal hours working. It also plans to extend self-service facilities to cover shift trades and develop the scope of workforce optimisation to cover the whole of the Area Service Centre footprint.

In recognition of its achievements, BGS was listed as one of the top 50 places to work in the 2007 Best Workplaces list - a very rare achievement for a company of its size. BGS' Retention Department also recently picked up the UK Customer Contact Association (CCA) "Best Use of Certification" award and won the 2008 Professional Planning Forum award for Innovation.

"Aspect Workforce Management gives us really good visibility of what's going on in the contact centre. It enables us to closely manage intraday performance and make changes to improve performance. In particular, the Perform and Empower modules have had a major impact. Perform enables us to see real-time variations and exceptions in the resource plan as they happen (rather than after), helping us to improve Real Time Adherence, compliance, utilisation of FTEs and agent productivity - and consequently reduce headcount. Empower has also played a key role by empowering our employees to ensure they get their vestment and breaks at the best time for customers and for them. Overall, workforce planning is more efficient, service quality has improved, and costs have fallen."

**Paul Milloy**

*National Resource  
Planning Manager,  
British Gas Services (BGS)  
Contact Centres*

**Corporate Headquarters**

300 Apollo Drive  
Chelmsford, MA 01824

978 250 7900 office  
978 244 7410 fax

**Europe & Africa Headquarters**

2 The Square, Stockley Park  
Uxbridge  
Middlesex UB11 1AD

+(44) 20 8589 1000 office  
+(44) 20 8589 1001 fax

**Asia Pacific & Middle East  
Headquarters**

138 Robinson Road  
#13-00 The Corporate Office  
Singapore 068906

+(65) 6590 0388 office  
+(65) 6324 1003 fax

**aspect.com**

**About Aspect**

Aspect is a global software and IT services firm specializing in applying Microsoft unified communications and collaboration to help customers achieve optimal results through enhanced business processes across the enterprise and in the contact center. Aspect provides IT consulting, integration services and business applications. For more information, visit [www.aspect.com](http://www.aspect.com).

