



## Department for Work & Pensions Employer Services Directorate

Employer Direct is a network of eleven contact centres in the UK, which process and maintain vacancies for the 1.6m employers who use the services of Jobcentre Plus.

At Employer Direct, Trinity Horne successfully reduced operating costs, improved management behaviours and instilled a consistent approach to forecasting, business planning, work management and performance reporting.

### The Challenge

Employer Direct is a network of 11 contact centres in the UK which process vacancies for the 1.6m employers who use Jobcentre Plus. Originally, each of the contact centres was assigned to one of eleven Jobcentre regions. In October 2002, the centres were realigned to a single organisation, Employer Direct. At the time of the project, the centres were underperforming: the 1,200 advisers were handling a mix of inbound and outbound calls, faxes, e-mails and web enquiries from employers, but recording types of activity in widely differing ways, there was an inconsistent approach to the measurement of individual and team performance, as well as to resource and work planning, and there were difficulties in comparing performance across and within sites. Trinity Horne was invited to develop a network resource planning model and an MOF (management operating framework; drive a 5% reduction in operating costs; promote behavioural change in first, second and third line managers; develop a sustainable management framework which would support a consistent approach to forecasting, business planning, work management and reporting.

### Solution / Outcome

In the initial phase of the project, Trinity Horne developed a network resource planning model. This replicated the way in which calls arrived in the business, how long the business took to handle them and the resources available for processing them. It also allowed 'what if' modelling so that managers could see the implications of process and performance changes. In the next phase, Trinity Horne implemented an MOF and coached managers to understand and apply the principles of the MOF. Trinity Horne used a series of one-to-one accelerated performance coaching sessions which encompassed goal achievement, innovation, confidence building and self-assessment and also encouraged managers to approach performance management proactively, for example, to use performance data effectively and to set performance targets. To drive further improvement, Trinity Horne identified key performance and quality indicators with which to measure the business, provided tools which allowed work activities and resource availability to be captured consistently, across all sites, and developed a reporting suite to measure performance at individual, team, site and network levels.

### Benefits

The project ended in July 2004, with performance improvement tracking well above 5%. Costs were reduced through the closure of two contact centres and a reduction in staff numbers of 200, without loss of service quality. The business now has a robust, sustainable management framework and is more professionally managed, streamlined in its processes, and better able to measure performance both across and within sites.

### Client testimonial

"Creating a single management structure for the eleven Employer Direct contact centres provided a real opportunity to deliver a more efficient and effective operation to the 1.6m employers using the services of Jobcentre Plus. Trinity Horne played a key part in the execution of our business strategy: they developed a Network Resource Planning Model that allowed us to create the future structure and performance characteristics of our business, and then supported a programme of performance and behavioural change across all sites that had been shaped by the network resource planning model."

"Throughout the project, Trinity Horne provided pragmatic and robust support to me and my colleagues across Employer Direct. They took time to understand the needs of our business and worked hard to ensure a transfer of knowledge and skills to ensure the sustainability of this project. They helped us create valuable resource capacity, release cost and protect the level of service provided to our customers."

**Paul Archer, Contact Centre Director, Employer Direct, Jobcentre Plus**