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Contact Centre Arena Training

Topic CC-4-4

Case Management and Reporting

Author: Philip Lacey

Version: 1-1

Date: 2014-02-10

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1 Introduction

1.1 Summary

This training document details the case management functionality within Business Express.

1.2 Key Project Variables

Status Summary: Training

Project Manager: PL

1.3 Contents

1.4 Acronyms and Abbreviations

1.4.1 All n One

BE	Business Express
BER	Business Express Release
SER	Service Enhancement Release

1.4.2 Training Document

ADDIE	Analyse, Design, Develop, Implement and Evaluate
API	Application Programming Interface
CCL	Campaign CaLl
CDA	Campaign DAta
CRM	Customer Relationship Management
CTI	Computer Telephony Integration
FCR	First Call Resolution
HR	Human Resources
IT	Information Technology
NB	Nota Bene
SLA	Service Level Agreement
UAT	User Acceptance Testing

1.5 Key Stakeholders

1.5.1 All n One

Initial	*Name*	*Company*	*Role*	*Email Address*
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1.6 Version History

Version	**1-1**
Date	2014-07-13
Author	Philip Lacey
Modifications	Updated acronyms. Fixed bookmarks undefined in PDF version. Removed link for image where none was.

Version	**1-0**
Date	2014-02-10
Author	Philip Lacey
Modifications	Initial draft

1.7 Learning Objectives

At the conclusion of this activity, participants should be able to:

- Describe what Case Management is
- Implement a case management solution
- Generate and explain case management reporting
- Develop extended form integration for complete solution building

NOTE: Business Express has developed its own lexicon and we use it throughout this document, and we therefore include a section (2.3) to aid your understanding. There are also exercises and multiple choice support tests where appropriate.

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2 Theory

2.1 Recommended prerequisite training

CC-1-1 Introduction to Business Express vX-x

CC-1-2 Introduction to Contact Centres vX-x

CC-1-3 Introduction to Blended Form Structure vX-x

CC-1-4 Introduction to Contact Centre Reporting vX-x

CC-1-5 Introduction to Form Outcomes vX-x

CC-2-1 Security and Custom Interface configuration vX-x

CC-2-2 Data import management vX-x

CC-2-3 Outbound contact management vX-x

CC-2-4 Data Profiling - Custom reporting (CC) vX-x

CC-2-5 Logic management vX-x

CC-3-1 System security management vX-x

CC-3-2 Form optimisations vX-x

CC-3-3 Learning and Knowledge Base Integration vX-x

CC-3-4 Mailbox and Social Media integration vX-x

CC-3-5 Project management and work list configurations vX-x

CC-4-1 Managing live contact records vX-x

CC-4-2 Linked form setup vX-x

CC-4-3 CTI Integration vX-x

2.2 Standard training approach

This document is broken into four sections:

- Section 1 provides some document management
- Section 2 provides theory on the training area including a Lexicon
- Section 3 provides scenarios and worked examples to highlight what is to be accomplished
- Section 4 provides instructional procedures associated with the scenarios

This training is appropriate to the level stated at the start of the document and it forms part of the All n One Learning Departments curriculum for BE. This curriculum is available in the document *BE Learning Department vX-x* where X is the major version and x is the minor revision.

In this document a procedure is identified as [Procedure X] where X is the number of that procedure. The procedures can be found in Section 4 of the document or in the indicated document.

2.3 Lexicon

2.3.1 Previously explained terms

2.3.1.1 *From CC-1-1 Introduction to Business Express*

All n One is the name of the company that developed and delivers Business Express.

Business Express (BE) is the flagship product of All n One and is a pure SaaS solution.

BE Client. An organisation that has purchased an instance of BE.

User. An individual who uses BE.

Module. A set of related functionality grouped together for convenience. BE has a number of modules available to BE clients, some of which are mandatory. For example, System Access Management which contains all the system security functions.

Section. A subsection within a module, where the grouping of functionality is further grouped, for convenience.

Function. An individual function within a section or module

System Champion. A person within the BE Client organisation who has primary responsibility for the management of BE and its content. Users within the BE client requiring will be directed to the System Champion.

Reminders are simple post-it note type reminders which are visible only in the users account.

2.3.1.2 *From CC-1-2 Introduction to Contact Centres*

Process. Any activity or set of activities that uses resources to transform inputs into outputs can be considered a process.

Procedure. A procedure outlines how to perform a process

Work Instructions. A work instruction describes how to perform a task, which is a more detailed portion of the procedure such as *Completing a PO* or *Ordering supplies*.

There are a number of services which a contact centre can offer. The primary definition of the services stems from which party is doing the contact. If a customer is contacting the centre, it is called **inbound** activity. If the agent is contacting the customer it is called **outbound** activity.

One paper based form constitutes interaction with one customer. In a computer system, that one form is called a **record**. If a customer calls in for a second time, you might have one record, but there would be two entries for the two **contacts**. Reporting on records and contacts is very important to a contact centre. Every record will have a **contact history**, which will list all the contacts for that record.

2.3.1.3 *From CC-1-3 Introduction to Blended Form Structure*

Data in BE is stored in a collection of database tables which can be referred to as a campaign or database but is called a **Form** by All n One. Every form has its own unique id known as a **Form Id**.

Records and **Contacts** are known as **CDA**s and **CCL**s respectively

A form may have many **fields**, which must be **field mapped**

The form structure includes many auto generated and managed system fields.

There are three ways of creating the contents of a CDA record.

- **Data Entry**
- **Importing data** from a file
- **Transfer of data** from an external source, such as a website or another BE Form.

Outcomes are used at the end of a **script** to record contact which logs the CCL against the CDA.

Outcomes have a **display category** (**complete** or **incomplete**) and a number of other important fields including **Report Grouping 1** and **Report Grouping 2.**

BE has an outbound contact management system which allows for distribution of records.

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2.3.1.4 *From CC-1-3 Introduction to Contact Centre Reporting*

Data Profiling is the reporting module for all forms in BE. Reports are **Instant** or **Customised.**

Instant reports are generic with fewer configuration options which allows reports to be generated quickly and with little or no configuration.

The report types are **Data**, **Statistics**, **Scores**, **Visualisations**, **Reminders** and **Case Management** and **Export**.

Dashboards are grouped collections of reports that address operational reporting needs and they reduce the time taken to navigate to different reports.

A **closed question** means data is entered is from a preselected list such a drop down list or set of radio buttons. These closed question types are easily counted and reports and graphics are readily applied to them.

Open questions allow the user to enter any data they like into the box on screen but they will need to be individually graded by a tutor.

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2.4 Case Management

2.4.1 Defining Case Management

The first challenge is defining **Case Management**. Googling a definition of case management throws up a number of predominantly legal and medical interpretations of case management.

http://en.wikipedia.org/wiki/Case_management

It's only when you use a particular area do you get results relevant to the area, e.g. HR case management, IT case management, etc. As BE is a business process modelling and management tool, we can apply a form to any type of solution. So case for BE is all of the above. We need something a bit more specific to build against.

To build case management there are a number of common features:

- Information is focused on a central noun (person, place or thing [including event])
- Is based on core **mature processes**
- **Timed responses**
- Is tied to a / numerous workflows
- Subject to priorities / SLAs
- Usually requires more than one interaction
- May Involve different parties
- May involve different mediums

So for BE, a case is "*a CDA record in a form, with one or more CCLs, time based reporting and workflows managed through outcomes accepting feeds from one or more sources. These CDA records may be, through form linking, also be managed in child forms, with information always ultimately returned to the initial parent CDA*."

2.4.2 Primary Metrics

The most important configuration settings of Case Management are the **primary metrics** against which cases are managed. This is usually time or money. What is primary reason for implementing Case Management. Other useful but not critical metrics are referred to as secondary metrics.

2.4.3 Process reengineering

Unless the solution is replacing an existing case management tool which is deemed no longer fit for purpose, then using BE to provide case management is an opportunity for **process reengineering**. This is the approach of reviewing how things currently operate and finding ways of potentially optimising the processes. As a case and all aspects of its interaction are known it is possible to apply lean six sigma principles to the process and enable BE to improve the workflows through automation.

2.4.4 Open and Closed cases

An **open case** is one which still has more work to be done on it. A **closed case** is one which is considered that no more work will be done on it.

2.4.5 Supporting information

As the processes are mature for case management, there are often complex supporting documents, training notes, knowledge base with potential decision making trees involved. A case management tool should make this supporting information readily accessible.

Supporting information can be found in:

- Original tender specifications
- Training manuals
- Custom training notes
- Knowledge bases
- Case history / case study examples
- Previous system / process issue documentation

2.4.6 Development approach

When designing a case management solution it is important to approach the solution systematically. The eLearning approach of **ADDIE** is useful as it provides structured steps. ADDIE stands for Analyse, Design, Develop, Implement and Evaluate. Implementation of a case management tool is usually best performed after analysis and design has been done to ensure that the solution is going to be fit for purpose. As part of the design phase a **prototype** can be built in BE to clarify how proposed processes will be implemented

Analysis

- Identify all **contact points**
- Identify all communications **mediums**
- Identify all **data sources**
- Identify all **involved parties**
- Identify all **process experts** for future contact
- Identify all **process flows**
- Identify all **Service Level Agreements**
- Identify all **training and support material**
- Identify all **quality assurance mechanisms**
- Document an operations manual for the entire process if none currently exists

Design

- Use BE to develop a working prototype
- Recursively ratify the process to ensure appropriateness
- Using process experts attain sign off of process

Develop

- Implement all operational workflows
- Implement support and training material
- Implement quality assurance measures

Implement

- Project manage roll out
- Develop new all-encompassing process documentation

Evaluation

- Using formal review meetings on a daily, weekly, then monthly basis consult all users for feedback and appropriateness
- On project completion schedule review for reimplementation of ADDIE to apply further Lean Six Sigma learning.

At the end of the analysis phase, the key information of the primary and secondary metrics should be known. Documentation and processes will be available.

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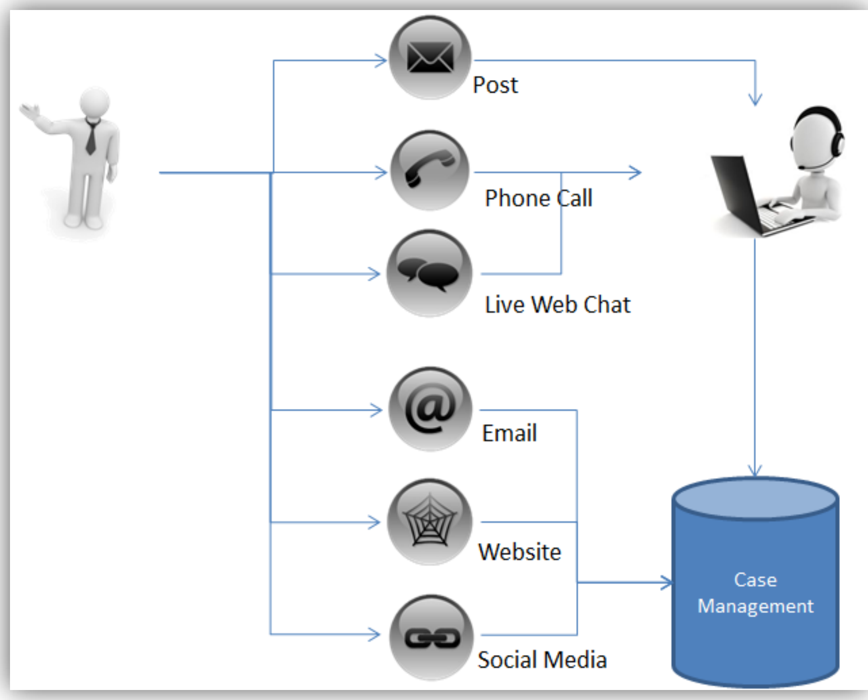
2.4.7 Generic Case Structure



Within BE, a case management solution will have the following generic features.

2.4.7.1 *Contact Points*

There are a number of ways of creating a case. BE has methods for handling each one. As soon as a CDA is created, a CCL is also created with a time stamp of when the case was started.

Post, Phone and Live Web Chat, all require some live operator intervention.

For Post:	Whitepaper - BEPaperless
For Phone Call:	CC-4-3 CTI Integration
For Live Web Chat:	CC-4-3 CTI Integration

The others can be automated

For Email:	CC-3-4 Mailbox and Social Media Integration
For Website:	CC-4-3 CTI Integration
For Social Media:	CC-3-4 Mailbox and Social Media Integration

Faxes when received become either paper, which can be treated as post. Alternately newer technology can manage it as an email attachment.

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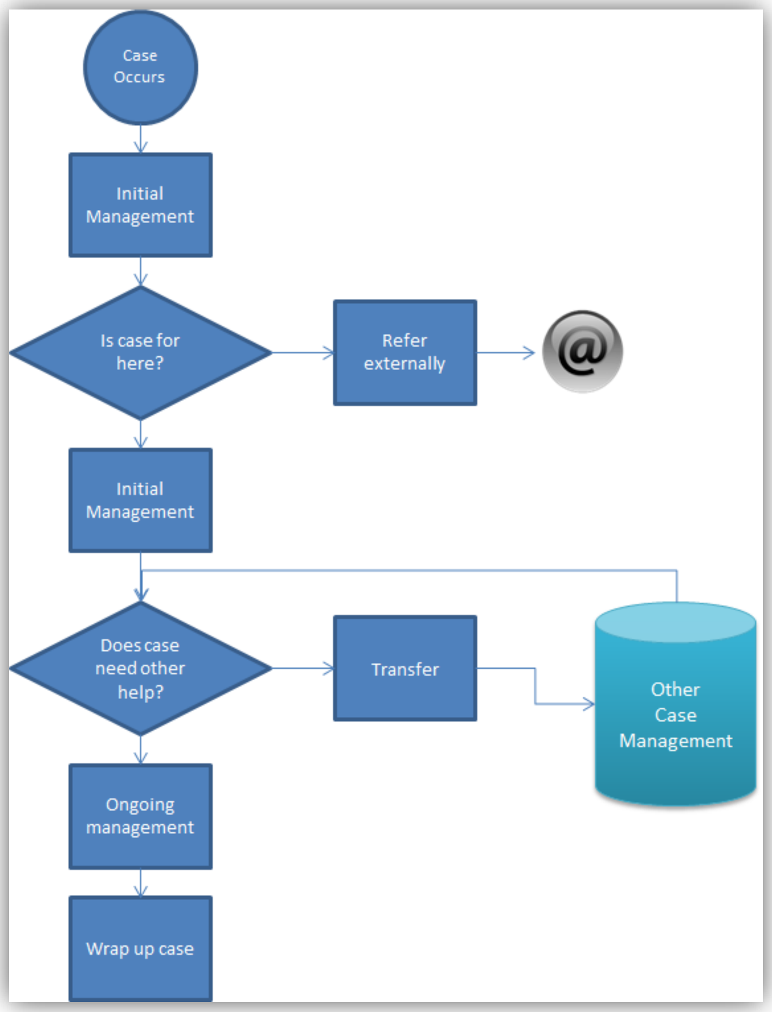
2.4.7.2 *Workflow*

At this point, a CDA has been created which represents our case. The workflow then needs to be followed to deliver this case. This is a process best done externally to the system where a process flow can be modelled. This model is then implemented using outcomes.

Outcomes allow for validation of the data. Enable email communication externally to the customer, an internal department or an external company. [CC-1-5 Introduction to Form Outcomes]



It may be required that further case management is provided within BE in other forms. E.g. Customer Care receive a support ticket, which must be answered by Billing. The ticket is sent to Billing for processing and is returned to Customer Care to communicate back to the customer. [CC-4-2 Linked Form Setup]

Logic provided by BE helps to drive decision making and option selection to ensure delivery of agreed processes. [CC-2-5 Logic Management]

There are literally endless combinations of processes which can be implemented as workflows within BE.

2.4.7.3 *Operational Tools*

In order to support case management there a number of operational tools this allows the workflow to be delivered effectively.

The first and obvious tool is a work flow tool which allows data and contacts to be recorded. The system must be able to enable work to happen in an automated fashion. The system must be auditable and also provide the timing and timed report capabilities required to operationally deliver case management.

The first tool is a suite of reporting and operational **listing tools** which list off the cases that need attention in an order according to the primary metrics of the workflow.

Time is the key differential between a CRM solution and a Case Management solution. For this reason **time based work lists** are a key operational tool for management to ensure efficient delivery. Time in case management is always a primary or secondary metric but is a primary operational tool.

For optimisation of any workflow analysis of data is key. As each suite of workflows is unique by business and operation, it is impossible to build "standard" reports without locking down the solution to only deliver to a specific type of use. E.g. a HR complaint ticket management solution would not work for a technical support ticket management system due to reporting and presentation of fields despite most of them having a lot of commonalities. In order to report or analyse the data, the data analysis could be performed within a system with template or custom reporting, or for comfort it should be possible to easily export to a spreadsheet or other external analysis tool.

When building a case management solution and throughout its operation the ability to facilitate **collaborative group communication** is important. Building in numerous communication tools and lines of communication is vital. Conference calls, group emails, central documentation repositories, live web based conferences or traditional meetings all serve for the refinement of the project. There needs to be a central project document which acts as the collective body of knowledge. Often this document is referred to in operation as a "**bible**".

Project management skills can help in delivering the project and it is useful to employ some of the analysis and management tools, but it is important to balance excessive project management against operational delivery, especially considering **prototyping** as a tool for development. Protoyping is only necessary when performing processing reengineering; otherwise the process should be mature enough not to need a prototype. The effectiveness of delivery of the project will depend on the project manager.

Quality assurance of the solution is the process of ensuring that the solution delivers what the original specification requests and delivers it properly. If the Analysis part of the solution which generates the initial project body of knowledge, is complete, this is what will be used for different types of testing. Testing should be of a number of types, **black box testing**, **User Acceptance Testing (UAT)** and **standards compliance testing**. Black box testing is generally done by the development team to ensure that the software does as was requested. User Acceptance Testing is where the solution is given to a number of control group users to use the solution to see does it work as required. The final testing is standards compliance to ensure that the solution meets any industry standards relevant to the solution.

Quality assurance of the operation is an iterative process of reviewing the analysis of the data. If the design of the system automates and validates wherever possible then the quality of the data should be as specified. Where a level of human interpretation is required as part of the process analysis and process refinement should be focused on this part. Closed questions and logic branching are the easiest to test against, so design should focus on wherever possible delivering closed fields. Wherever open questions exist process refinement should be focused.

2.4.7.4 *Reporting*

The reporting from case management is the same as standard reporting for CRM or for blended campaigns except that the inclusion of timing data in data reports is available. The operational tools provide what traditionally are referred to as case management reports.

3 Scenarios

3.1 Overview

With all the scenarios listed below, the primary consideration is hands-on ability to use BE. All of the terms in the Lexicon that are used in this training permeate subsequent training.

NOTE: Different browsers and versions will show different layouts and options so this learning document will use a reference browser to demonstrate the How To scenarios

3.2 Technical Help Desk Solution

In order to make relevant how BE can deliver against a case management solution we need to construct a worked example which can be used for a number of scenarios.

The first step of analysis is to get a full background analysis of the scenario. Please note this scenario is extremely limited and is used for highlighting only primary functional capabilities.

Computer Company Limited offer a number of pcs and printers. There are a number of departments: Sales, Customer Care, Billing, Shipping and Manufacturing. The solution is for the Customer Care department to be able to manage customer requests. The contact is from customers who have purchased equipment and have support issues. The business offers support contracts on the equipment for 1 year. If customers are outside of contract they are referred to a third party support company. There are often calls whilst coming in on the care line are not for care. All post is scanned and then the images transferred to care via a network drive. There is an Avaya phone system in place but it is not CTI enabled.

There is a care email address support@computercompanylimited.com The company would like to implement customer effectiveness surveys for marketing and customer satisfaction purposes. The company also has a Twitter, Facebook and Linked In company page. The public website has a customer care form. Live webchat has been considered but the supporting technology is not currently available in the company.

There are support processes which are managed by process experts exist within the organisation. There is some training and documentation but it is not exhaustive. Training is a common feature within the organisation and is classroom based. The product portfolio and other soft skills are trained as required.

There is a variety of reporting required but the primary focus of the business is ensuring the customer is happy and brings repeat business. Cutting down customer required contact and increasing cross sell / upsell opportunity is paramount.

The staff operating the solution has been in place for a number of years. They accept that improvements can be made, but the system must improve life not add further complexities to an already complex situation.

Investment has been made in previous solutions which haven't worked exactly as required. Changing processes are normally perceived internally as a negative thing. Currently the solution uses an Access database to log queries. Microsoft Excel is used extensively in support for reporting. Microsoft Outlook manages communications between agents and customers. Some emails are templates but most are custom creations of the agents. Supporting documents come in the form of a network drive with Microsoft Word Documents, Adobe PDF documents, Microsoft PowerPoint presentations and images where appropriate.

3.3 Analysis

3.3.1 Stage 1: Initial Fields

The first task is to compile all of the fields required. Using the existing Access solution, creating a form in BE add in all the fields possible. [CC-1-3]

The form should then be optimised to group the fields and colour where needed. [CC-3-2]

The form should have logic added to mirror the current workflow [CC-2-5]

The outcomes and appropriate validation need to be added for data integrity [CC-1-5] [CC-3-2]

You now should have a form that mirrors the primary elements of the current workflow.

3.3.2 Stage 2: Contact points

The contact points can now be examined, once the fields and initial outcomes are in place.

Identifying a team and granting them access to the form, will be the last step, but this is how calls will be handled. [CC-2-1]

Next is to link into the email box to retrieve the emails for the work queue. [CC-3-4] It is also advisable to set up the full reply linking to allow replies to continue a case rather than only every creating new cases. [CC-3-4] details your options for this.

The website would be integrated next to allow public pages to push records into the form. [CC-4-3]
The social media would then be configured so that messages go to the mailbox. This too is described in [CC-3-4]

Depending on the version of Live Chat available to you, integration will vary. [CC-4-3] goes through some of the options available.

At this point it is also useful, where they exist, to link outcomes to other forms, to allow CDAs to transfer from one form to another [CC-4-2]

3.3.3 Stage 3: Operational control

From any number of sources, we now should have the ability to create a CDA. We now need to exert some operational logic to the script and some operational control to ensure timely delivery.

You should consider, especially for reporting purposes the following fields:
Initial medium: Email, Phone, Web, Post, Social Media
Preferred medium: Email, Phone, Web, Post, Social Media

It is important for agents to understand the primary preferred medium of the campaign. Operationally cost savings are made through email with post, or international calling being the most expensive alternatives.

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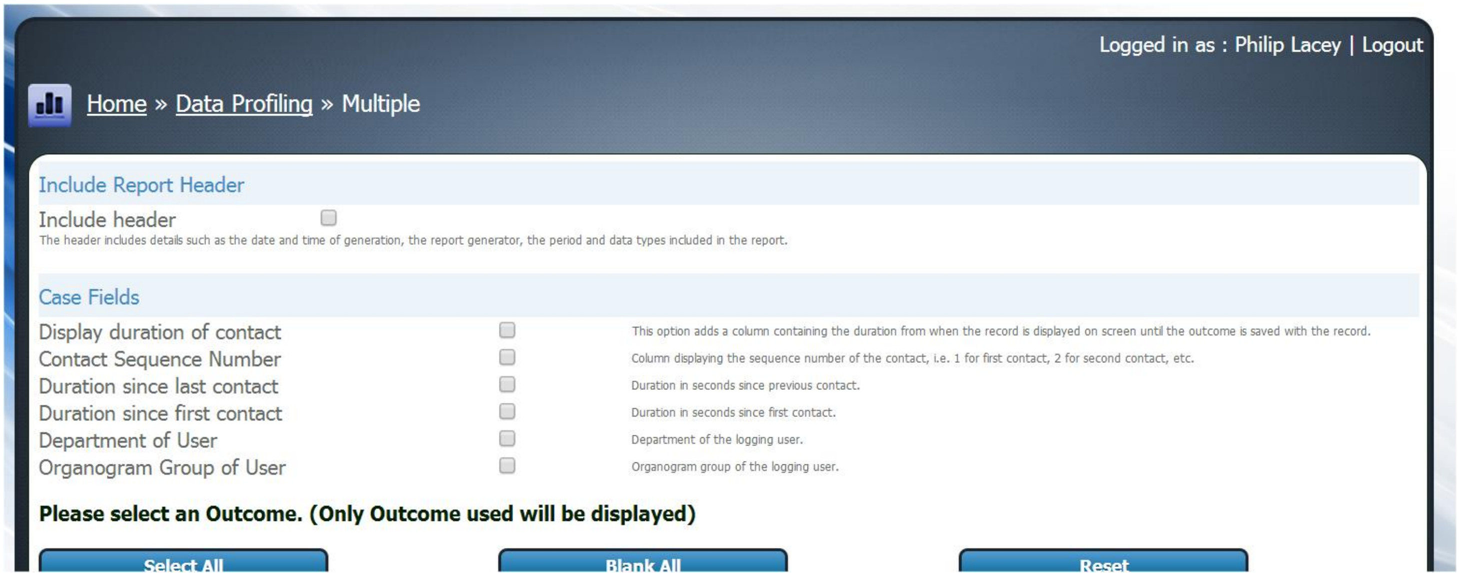
3.3.3.1 *Case Management tool 1: Duration since first contact*

When a CDA is created, the clock begins. The first report to support this is the commonly used :
Main Menu > Data Profiling > Instant – Data > Data – Data – Report by Period, by Outcome > Form + Time Period of records interacted with >

In the options at the top of the next page, if you tick “Duration since first contact”, from the first date and time of the record to the start of when the button at the bottom of the page is clicked, the duration will be calculated. This ensures all CDAs reported on, are for the same time period, especially in reports that take some time to generate.



The duration since first contact allows for analysis on jobs taking long times.

The outcome you choose is very significant. If you choose the final outcome of the flow (case closed), then the time is from the starting CCL through till that outcome was used in a CCL. If you choose an open case outcome, you will get the time up to that point in the case. This can be useful for interim process analysis. i.e. How long till we get to that stage in the process on average?

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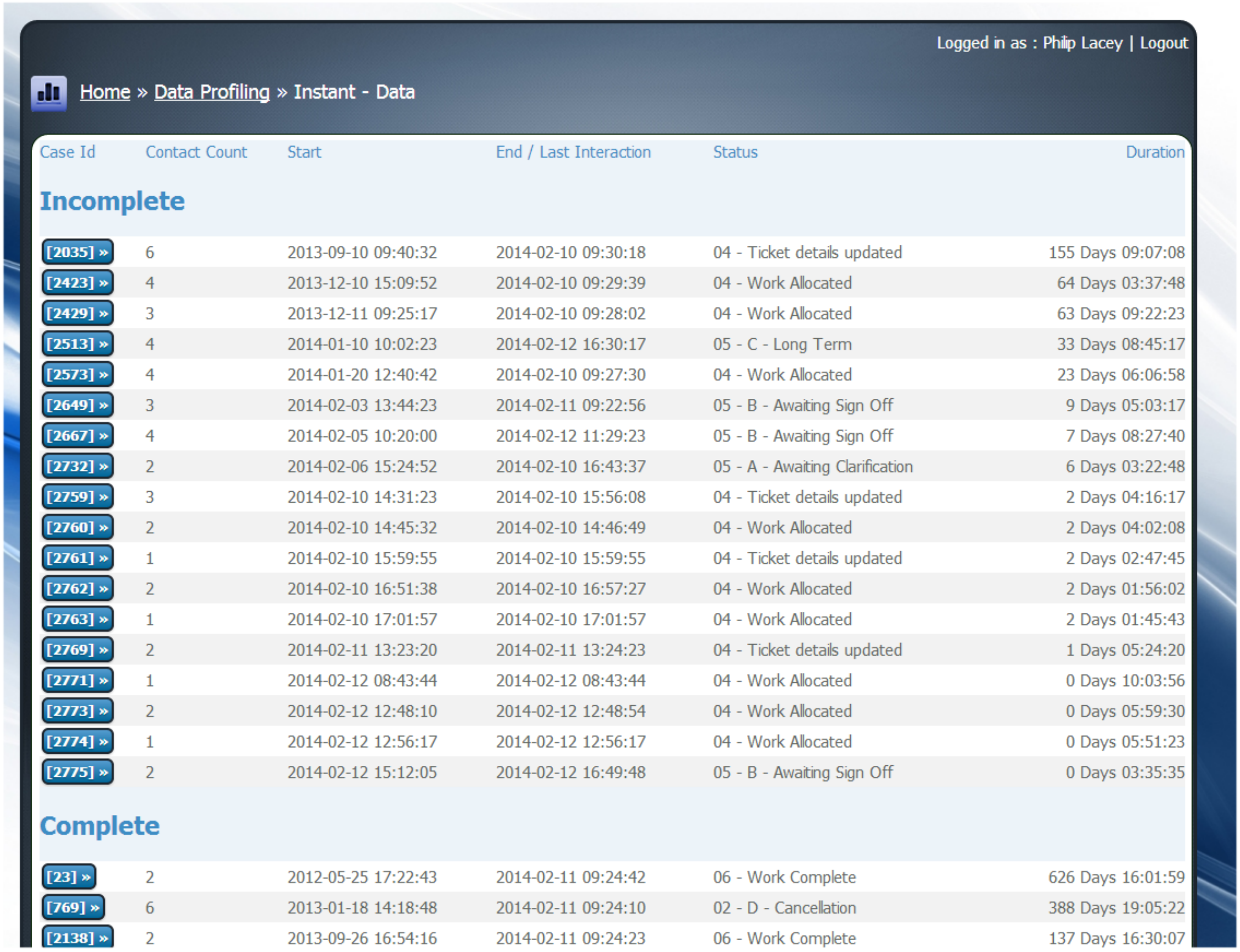
3.3.3.2 *Case Management tool 2: Cases Timing Report*

With less case detail, but more focus on time and split between complete and incomplete, is the cases timing report.

Main Menu > Data Profiling > Instant - Reminders and Case Management > Case Management – Cases Timing Report > Choose the time frame and Form

The puts the longest outstanding cases at the top for closer analysis with click through to the record for review.



Case Id	Contact Count	Start	End / Last Interaction	Status	Duration
Incomplete					
[2035] »	6	2013-09-10 09:40:32	2014-02-10 09:30:18	04 - Ticket details updated	155 Days 09:07:08
[2423] »	4	2013-12-10 15:09:52	2014-02-10 09:29:39	04 - Work Allocated	64 Days 03:37:48
[2429] »	3	2013-12-11 09:25:17	2014-02-10 09:28:02	04 - Work Allocated	63 Days 09:22:23
[2513] »	4	2014-01-10 10:02:23	2014-02-12 16:30:17	05 - C - Long Term	33 Days 08:45:17
[2573] »	4	2014-01-20 12:40:42	2014-02-10 09:27:30	04 - Work Allocated	23 Days 06:06:58
[2649] »	3	2014-02-03 13:44:23	2014-02-11 09:22:56	05 - B - Awaiting Sign Off	9 Days 05:03:17
[2667] »	4	2014-02-05 10:20:00	2014-02-12 11:29:23	05 - B - Awaiting Sign Off	7 Days 08:27:40
[2732] »	2	2014-02-06 15:24:52	2014-02-10 16:43:37	05 - A - Awaiting Clarification	6 Days 03:22:48
[2759] »	3	2014-02-10 14:31:23	2014-02-10 15:56:08	04 - Ticket details updated	2 Days 04:16:17
[2760] »	2	2014-02-10 14:45:32	2014-02-10 14:46:49	04 - Work Allocated	2 Days 04:02:08
[2761] »	1	2014-02-10 15:59:55	2014-02-10 15:59:55	04 - Ticket details updated	2 Days 02:47:45
[2762] »	2	2014-02-10 16:51:38	2014-02-10 16:57:27	04 - Work Allocated	2 Days 01:56:02
[2763] »	1	2014-02-10 17:01:57	2014-02-10 17:01:57	04 - Work Allocated	2 Days 01:45:43
[2769] »	2	2014-02-11 13:23:20	2014-02-11 13:24:23	04 - Ticket details updated	1 Days 05:24:20
[2771] »	1	2014-02-12 08:43:44	2014-02-12 08:43:44	04 - Work Allocated	0 Days 10:03:56
[2773] »	2	2014-02-12 12:48:10	2014-02-12 12:48:54	04 - Work Allocated	0 Days 05:59:30
[2774] »	1	2014-02-12 12:56:17	2014-02-12 12:56:17	04 - Work Allocated	0 Days 05:51:23
[2775] »	2	2014-02-12 15:12:05	2014-02-12 16:49:48	05 - B - Awaiting Sign Off	0 Days 03:35:35
Complete					
[23] »	2	2012-05-25 17:22:43	2014-02-11 09:24:42	06 - Work Complete	626 Days 16:01:59
[769] »	6	2013-01-18 14:18:48	2014-02-11 09:24:10	02 - D - Cancellation	388 Days 19:05:22
[2138] »	2	2013-09-26 16:54:16	2014-02-11 09:24:23	06 - Work Complete	137 Days 16:30:07

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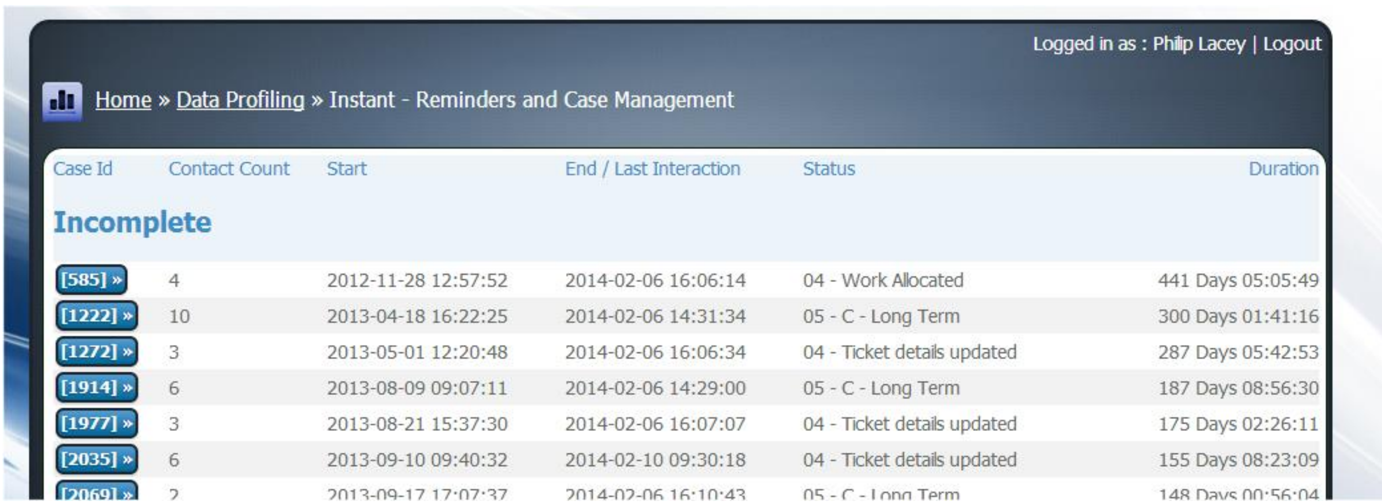
3.3.3.3 *Case Management tool 3: Open Cases*

On a day to day basis, it is far more practical to examine those cases that are still not complete. An open and closed case is driven by outcome. The outcome chosen should reflect "Complete" or "Incomplete". Complete is closed and Incomplete is an open case. [CC-1-3]



Main Menu > Data Profiling > Instant - Reminders and Case Management > Case Management – Open Cases > Choose the time frame and Form

The report that generates gives

Id:	With click through to review the case. This does not alter the case in anyway
Contact Count:	How many CCLs with this CDA, showing how many interactions so far
Start:	The date and time of the first CCL
End / Last Interaction:	The date and time of the last CCL, regardless of period chosen
Status:	The current status of the CDA
Duration	How long between the first interaction and when the report was generated

Operationally this tool sorts by Id as the smaller the Id the longer the record has been on the system, subsequently the one that should be dealt with first.

The time period of the report provides facility to exclude very long term records from operational reports to allow more focused windows. For a record to appear in the report it must have had some contact in the time window selected on the first page. If nothing has happened with that record in a long time it fades from the operational reports. The All time frame button will list all incomplete cases.

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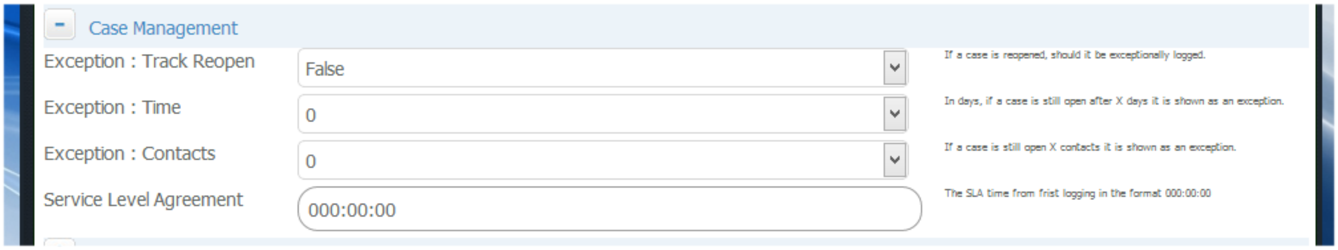
3.3.3.4 *Case Management tool 4: Exception reporting*

As time management is so critical for some key clients, reporting must focus on the exceptions rather than the rule. BE has the ability to establish a base line for exceptions. These exceptions can then be highlighted for process improvement. When setting up the case management, there are two exceptions settings: Time and Contacts.

Time is in days. So if a case takes more than X days to reach a complete, or is indeed still incomplete, should it show up in the exception report. So for our help desk, if the case is still open after 4 days, then there is something seriously wrong.

If First Call Resolution (FCR), or reduced contact is a goal, then by setting contacts to 3, all cases that have 3 or more touch points will appear in the exception report.



When set, the report will return two sections: Incomplete and Complete

Main Menu > Data Profiling > Instant - Reminders and Case Management > Case Management – Exception Cases > Choose the time frame and Form

The time period again, will only include records interacted with during the time period. All is required to view all exception cases. Please note that over time All will get long, so sectioned time windows like quarters or choosing custom dates is a sensible set.

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Logged in as : Philip Lacey | Logout

Home » Data Profiling » Instant - Reminders and Case Management

Case Id	Contact Count	Start	End / Last Interaction	Status	Duration
Incomplete					
[1] »	9	2012-05-24 11:59:02	2012-05-24 11:59:02	All n One Records	629 Days 06:21:23
[14] »	9	2012-05-24 17:30:50	2013-12-19 15:51:03	05 - C - Long Term	629 Days 00:49:35
[17] »	16	2012-05-24 17:40:44	2013-12-19 15:50:43	05 - C - Long Term	629 Days 00:39:41
[40] »	8	2012-05-28 14:45:28	2013-12-19 15:50:23	05 - C - Long Term	625 Days 03:34:57
[571] »	9	2012-11-22 13:44:10	2013-01-09 09:09:08	All n One Records	447 Days 04:36:15
[676] »	11	2012-12-19 10:45:08	2013-01-02 08:52:40	All n One Records	420 Days 07:35:17
[1033] »	8	2013-03-13 16:21:55	2013-05-17 10:17:55	05 - C - Long Term	336 Days 01:58:30
[1163] »	12	2013-04-05 17:18:56	2014-01-09 12:32:36	05 - C - Long Term	313 Days 01:01:29
[1222] »	10	2013-04-18 16:22:25	2014-02-06 14:31:34	05 - C - Long Term	300 Days 01:58:00
[1471] »	9	2013-06-06 17:18:08	2014-01-13 16:42:30	05 - C - Long Term	251 Days 01:02:17
[2214] »	15	2013-10-10 17:48:07	2014-01-10 09:51:24	05 - C - Long Term	125 Days 00:32:18
[2385] »	10	2013-11-28 10:31:06	2014-02-06 14:29:43	05 - C - Long Term	76 Days 07:49:19
Complete					
[2] »	10	2012-05-24 15:00:43	2012-08-13 17:33:41	08 - Complete and Paid	81 Days 02:32:58
[24] »	8	2012-05-26 11:29:05	2012-10-10 10:48:32	06 - Work Complete	136 Days 23:19:27
[104] »	8	2012-06-13 12:30:00	2012-06-13 12:30:00	06 - Work Complete	0 Days 00:00:00
[112] »	8	2012-06-15 15:28:36	2012-08-15 17:34:25	08 - Complete and Paid	61 Days 02:05:49
[135] »	8	2012-06-22 09:30:44	2012-10-10 10:33:12	06 - Work Complete	110 Days 01:02:28
[137] »	9	2012-06-22 14:30:27	2012-08-13 17:36:28	08 - Complete and Paid	52 Days 03:06:01

The Incomplete’s are cases still open.

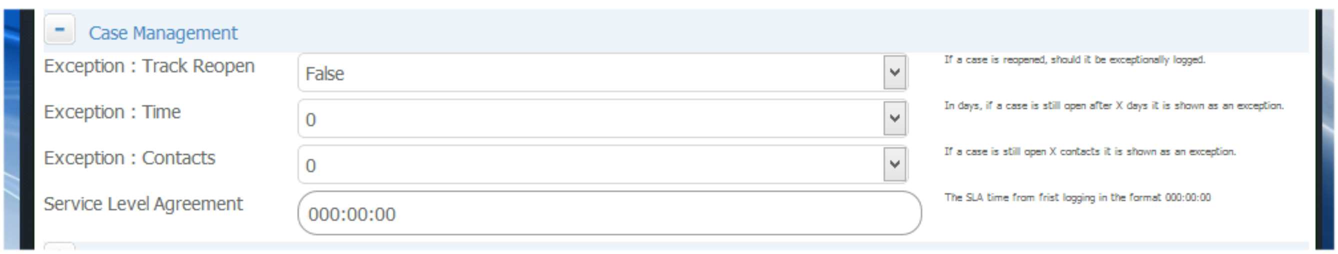
The Complete’s are cases now considered closed but which fell outside the exception parameters.

3.3.3.5 *Case Management tool 5: ReOpened Cases*

In some instances, there may be agents attempting to circumvent the reporting of open cases and will make a case as closed when it is not yet fully complete. The customer will then contact again about the same case, although it is marked closed. The system will allow the handling of the case by the agent. Closed cases are not locked out.

When an outcome is added to the system, following an outcome that is marked as Complete, then the cases is considered to be reopened. ReOpened cases are not exceptions and should be thoroughly examined. There is no reason for an agent to cause a reopening unless the closing agent closed the case incorrectly.

Tracking for this must be turned on initially. In the Form settings in the Case Management section, "Exception: Track Reopen" must be enabled. This will then track going forward (only) what cases are reopened.



The report can be found
Main Menu > Data Profiling > Instant - Reminders and Case Management > Case Management – ReOpened Cases > Choose the time frame and Form

3.3.3.6 *Team level reporting*

If the organogram has been set up correctly for the organisation [CC-3-1], then the teams will be ready to go and all the above reporting is available in a "My Team" context [CC-1-4]. So open, exception and reopened cases where a specific agent in their team has caused the case / last interacted with the case will be displayed to allow team leads to focus on local management of cases to prevent exceptions and reopened and more importantly manage them properly when they may occur.

3.3.3.7 *Case Management tool 6: Cases Still Out*

Where a CDA has been transferred from a form (for clarity, form 1, our customer care form) to another form (for clarity, form 2, the billing department) for processing, there is a delay to form 1 on being able to get back to the customer. In order to demonstrate delays in processing of form 2, or delays in the return of cases, which cause subsequent delays for form 1, this report shows which forms are still out with another form and for how long.

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3.3.3.8 *Case Management tool 7: Daily Dashboard*

It is often useful as a contact centre manager to get a view on where the floor currently is with all the cases in operation.

The system dashboard provides access quickly to a number of reports. The first of these reports is the Overall Summary report, which should appear similar to something below:

Con: Contacts, how many CCLs in this period

Rec: Records, how many CDAs created in the period

ReO: Reopened cases in the period

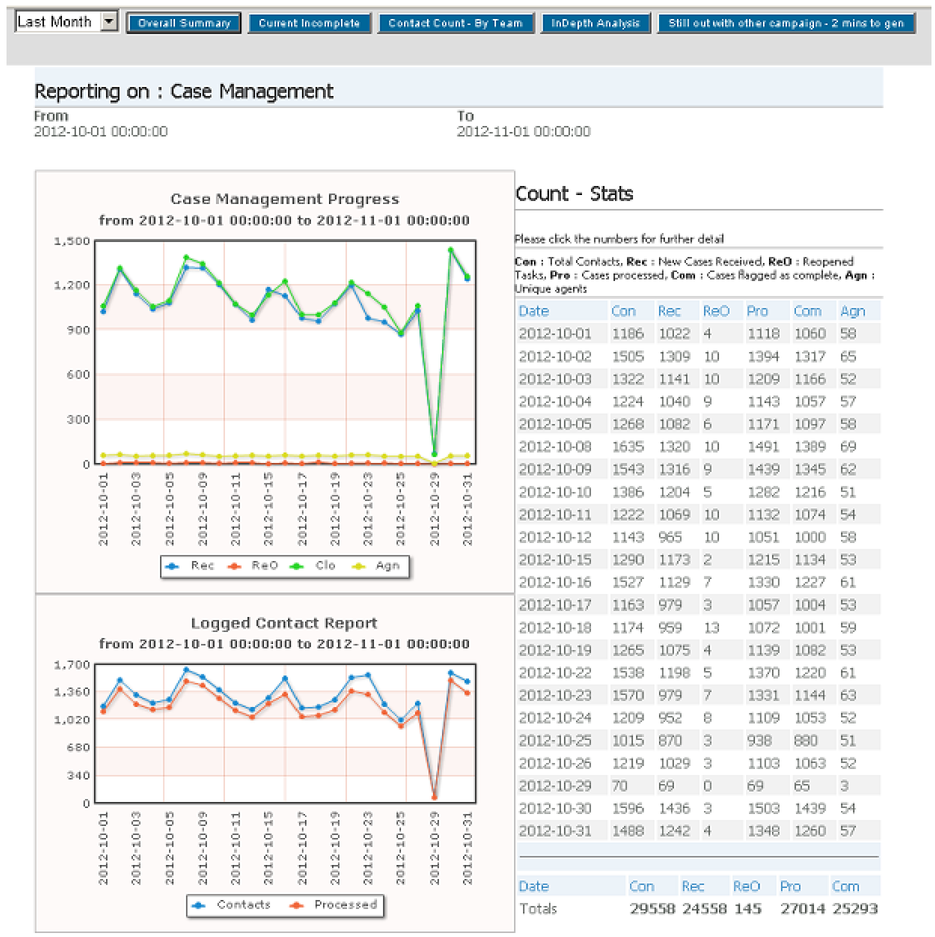
Pro: Cases processed from this time period and others started in previous periods

Com: Cases flagged as complete in the period

Agn: Unique agents working on the cases in the period

Ideally the received and closed are identical. A higher closed total indicates closing from another period.

Weekends are excluded from the report by default. Low spikes show bank holidays and national holidays.



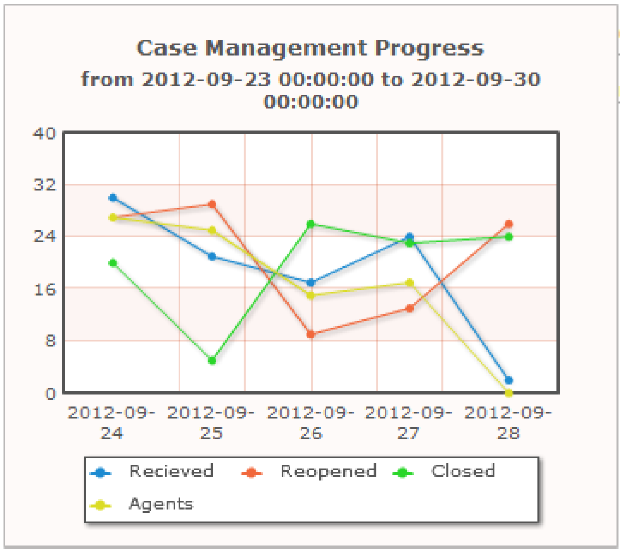
Date	Con	Rec	ReO	Pro	Com	Agn
2012-10-01	1186	1022	4	1118	1060	58
2012-10-02	1505	1309	10	1394	1317	65
2012-10-03	1322	1141	10	1209	1166	52
2012-10-04	1224	1040	9	1143	1057	57
2012-10-05	1268	1082	6	1171	1097	58
2012-10-08	1635	1320	10	1491	1389	69
2012-10-09	1543	1316	9	1439	1345	62
2012-10-10	1386	1204	5	1282	1216	51
2012-10-11	1222	1069	10	1132	1074	54
2012-10-12	1143	965	10	1051	1000	58
2012-10-15	1290	1173	2	1215	1134	53
2012-10-16	1527	1129	7	1330	1227	61
2012-10-17	1163	979	3	1057	1004	53
2012-10-18	1174	959	13	1072	1001	59
2012-10-19	1265	1075	4	1139	1082	53
2012-10-22	1538	1198	5	1370	1220	61
2012-10-23	1570	979	7	1331	1144	63
2012-10-24	1209	952	8	1109	1053	52
2012-10-25	1015	870	3	938	880	51
2012-10-26	1219	1029	3	1103	1063	52
2012-10-29	70	69	0	69	65	3
2012-10-30	1596	1436	3	1503	1439	54
2012-10-31	1488	1242	4	1348	1260	57

Date	Con	Rec	ReO	Pro	Com
Totals	29558	24558	145	27014	25293

This reporting has gone through a number of enhancements and iterations. The inclusion of an SLA pie chart allows an overall time SLA be set and cases outside this SLA are graphically represented.

Reporting on : All n One Pipeline [41]

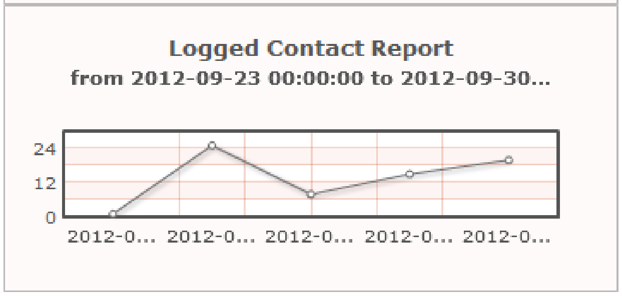
From	To	Incomplete @ Start	Incomplete @ End
2012-09-23 00:00:00	2012-09-30 00:00:00	0	0

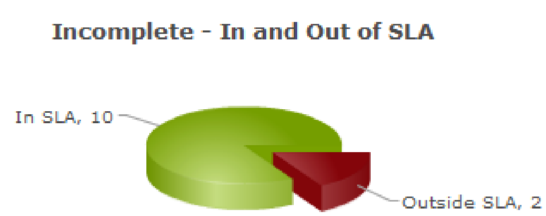


Count - Stats

Please click the numbers for further detail

Date	Contacts	Received	ReOpened	Close	Agents
2012-09-24	1	30	27	20	27
2012-09-25	25	21	29	5	25
2012-09-26	8	17	9	26	15
2012-09-27	15	24	13	23	17
2012-09-28	20	2	26	24	0





Snapshot Of Incompletes

Please click the numbers for further detail

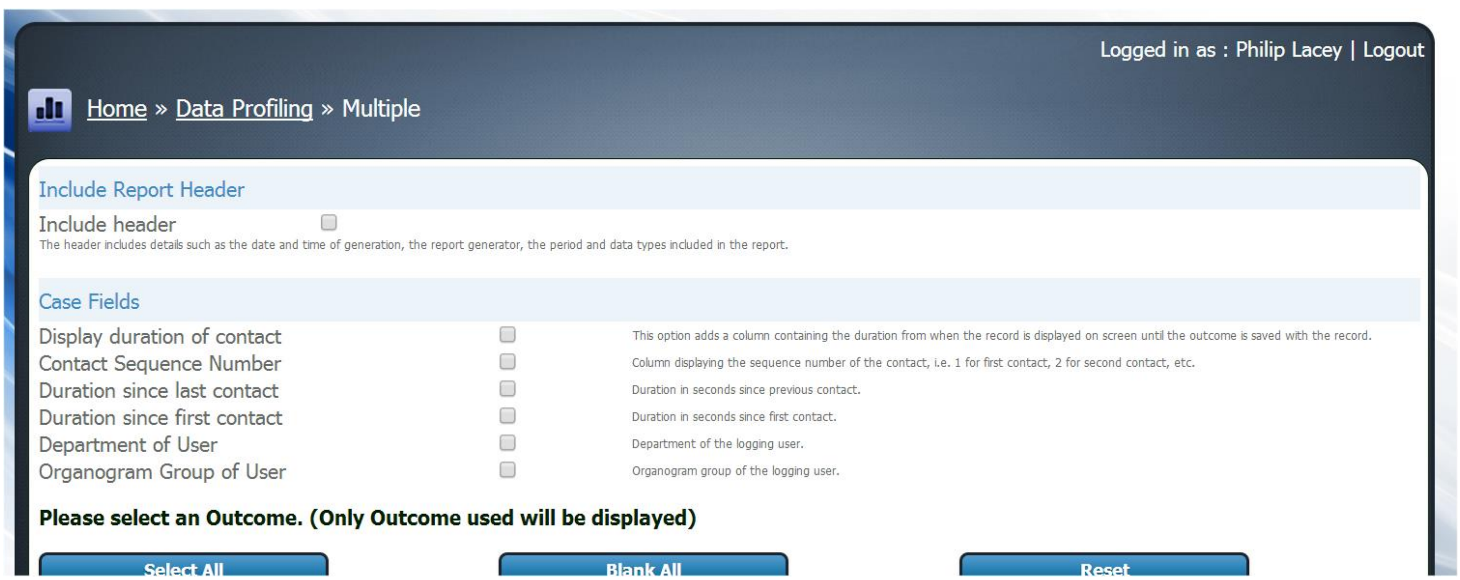
Incomplete - In SLA : 10
Incomplete - Outside SLA : 2

3.3.3.9 *Case Management tool 8 In-depth Analysis*

As previously mentioned it is very important that further analysis be able to be performed on the data. Returning to the first tool, which is a data export:

Main Menu > Data Profiling > Instant – Data > Data – Data – Report by Period, by Outcome > Form + Time Period of records interacted with >

There a significant number of other fields which can be exported with the data which will add to the analysis possible.



Display duration of contact: When a CDA is shown to the agent, to the time when the agent selects and outcome and clicks save on the record, is considered the duration.

N.B. Please note that these times can be affected by leaving records open over lunch or even overnight.

Contact Sequence Number: This displays the number of the CCL in the sequence of that case.

Duration since last contact: This allows for analysis of delays between CCLs.

Depart of User: this allows the department of the user to be a column of data which can be filtered on.

Organogram Group of User: If the organogram is set up correctly this column of data will include all the teams that this user is involved in.

3.3.4 Stage 4: Other party integration

At this point it becomes important to enhance the workflow with external contact point integration. So how are all the other contact points in the system to be handled?

Examining each one, automation is applied.

Emails can be very useful for quick communication where appropriate, with data protection to the forefront and not including excessive details. It is a more secure approach to provide a link to log in and review the data within BE. This is not always possible but for security should be the preferred option. [CC-3-2]

SMS messages are exceptionally useful for mobile workers as an alert to get to terminal / internet connection when possible. [CC-3-2]

Dialler / click to dial integration is also another consideration to allow the agents to call out. [CC-4-3]

It is possible to perform data transfer from one system to another, providing the receiving system has some method for accepting data. This accepting is usually done through an API or data import process. This is a technical setup and will require someone with some level of medium to advanced IT skills to properly implement. [SI-2-2]

3.3.5 Stage 5: Knowledge Integration

At this point existing documentation, training systems and learning material should be integrated into the solution. The scope of this process is discussed in greater detail in [CC-3-3].

3.3.6 Stage 6: Quality Mechanisms

[QA-1-2] [QA-3-4] and [QA-3-5] go into a lot more detail about how quality and quality approaches can be applied.

3.3.7 Stage 7: Documentation

At this point it is possible to combine all the documentation gathered, the information drawn from building the prototype and interaction to confirm the accuracy of the processes and procedures. Project management of the scope of the work should now be much easier as an accurate picture of what is required and possible is now available. This document should be produced at this stage to serve as a reference point ("bible") for the project and what is to be achieved.

3.4 Design

With a working prototype, where process reengineering is required, the design phase, examines each aspect of contact, workflow and outcome. Is each one optimised or where can human effort and time consumption be replaced with computer automation.

Cost and time availability are the primary concerns at this stage. The working prototype provides a base platform to allow all parties quote, express and understand the process. The documentation serves as a reference to allow reviews of the solution with seeing the system in action and to raise procedural queries.

At the end of this process, a call is made to all parties for final feedback and comments. This ends the scoping of the provision of the solution.

3.5 Develop

To ensure all development avenues are completed correctly iterative testing is used in the development phase to ensure the delivery is as per the analysis and design specification. This should not be an elongated process but should be used to ratify all exceptions. Break the processes where possible with worst case exceptions and known challenging areas.

3.6 Implement

The key to case management being accepted and used properly is training and adoption of the system by users. A training plan to show how the system is used as a process flow, how the operational tools deliver the reports and for management how high level reporting delivers against requirement is required.

BE is designed modularly so examining smaller elements for phased implement is always better than big bang approach of entire system replacement.

3.7 Evaluation

The first 24 hours of implement should provide a conference centre for free flowing feedback with ever user invited to submit their comments and suggestions in live operation. This process should be done for two operational weeks. A further review done after one week then two weeks of operation. At this point all primary challenges can be addressed and verified. A plan must then be implemented for quarterly review and suggestions for optimisation encouraged.

4 Processes & Procedures

At this level there are no associated relevant processes or procedures for the user to note.

5 Appendices – Trainer Notes

5.1 Set up steps

5.1.1 User configuration

Users best set up using template file CC-1-4 Sample Content – User Setup File.xls

Replace Permissions and Settings from CC-1-4 Template User for each user

5.2 User Profile

User profile will be as follows:

5.2.1 Functional Access:

Form Management

- Form - Primary Management
- Form - Outcome Manager

Data Profiling

- Instant - Dashboards
- Instant - Data
- Instant - Statistics
- Instant - Scores
- Instant - Visualisations
- Instant - Reminders and Case Management
- Instant - Export

5.2.2 Content Access:

None