

ABSENTEEISM & ATTRITION

BEST PRACTICE REPORT



ABSENTEEISM & ATTRITION

IS ABSENTEEISM LOWER OR HIGHER FOR THOSE WORKING FROM HOME?

ANSWER CHOICES	RESPONSE
Higher	5%
About the same	42%
Lower	52%
Unsure	1%



HIGHER



ABOUT THE SAME

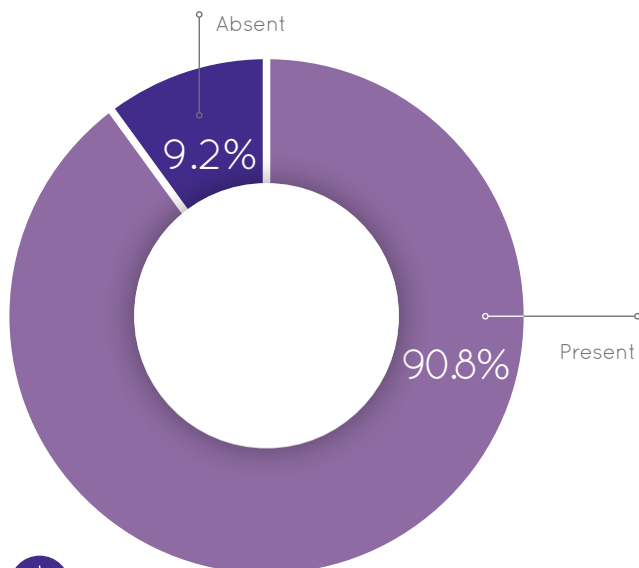


LOWER



UNSURE

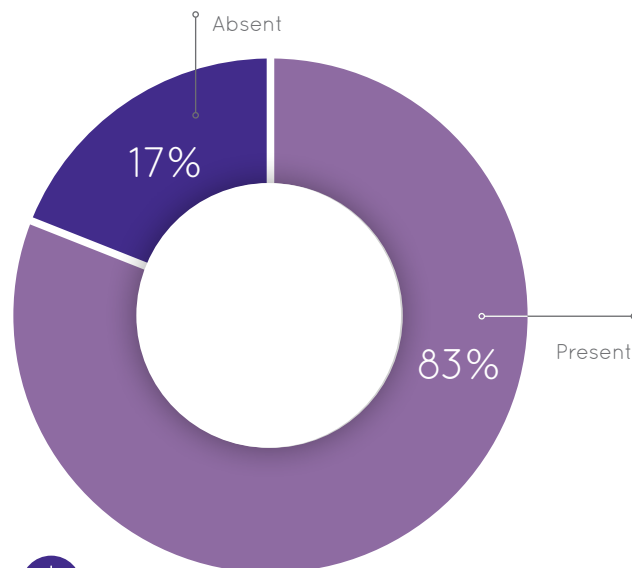
WHAT IS YOUR AVERAGE AGENT ABSENTEEISM THROUGHOUT 2021 SO FAR?



Average absenteeism has reduced from 10% in last years report to 9.2%.

Best Practice: 30% of contact centres averaged absenteeism of 5% or less throughout 2021. At the other end of the spectrum those with an average absenteeism of 15% or higher were in the bottom 18% of contact centres.

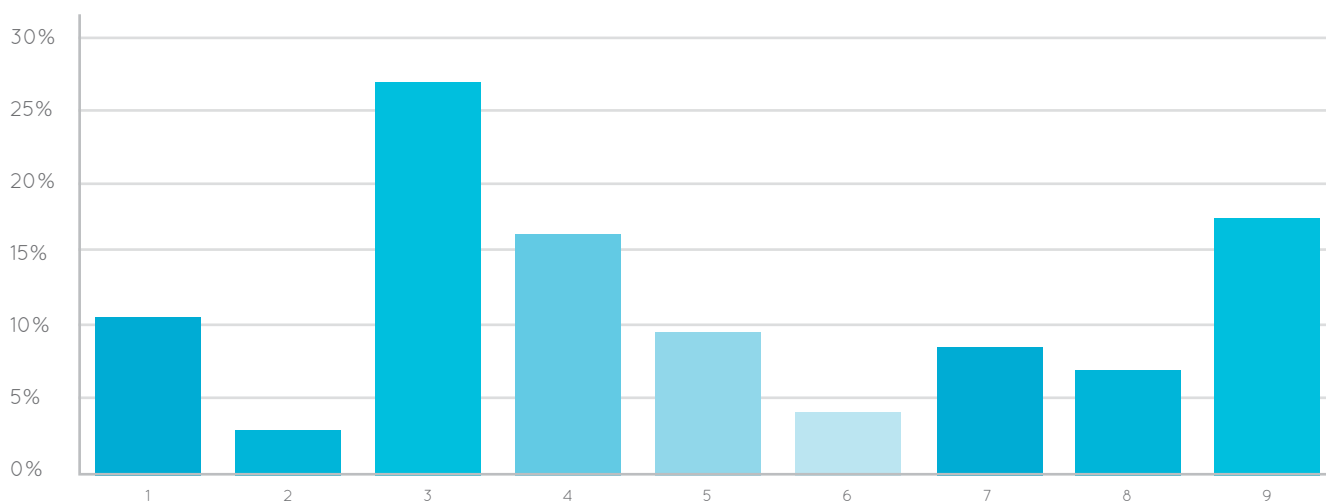
SINCE JANUARY, HOW HIGH DID AGENT ABSENTEEISM REACH AT ITS WORST?



“Peak absenteeism” (the time of the year when absenteeism was at its worst) has also has dropped from 19% to 17%

WHAT LEAD TO THE SPIKE IN ABSENTEEISM?

ANSWER CHOICES	#	RESPONSE
A seasonal spike in work	1	11%
Post a seasonal spike in work	2	3%
Increase in illness due to winter etc	3	26%
An increase in the challenge of the work	4	16%
A sudden transition to WFH due to a lockdown	5	9%
A return to working from the office	6	4%
Covid realted issues	7	8%
Mental health or fatigue	8	7%
Other	9	17%



ABSENTEEISM & ATTRITION

OVERALL, HOW HAS AGENT ABSENTEEISM COMPARED IN 2021 TO PRE-COVID19 TIMES?

ANSWER CHOICES	RESPONSE
Higher	25%
Lower	47%
The same	28%



HIGHER



LOWER



THE SAME

DO YOU FEEL THAT GREATER WFH FLEXIBILITY REDUCES ABSENTEEISM?

ANSWER CHOICES	RESPONSE
Yes	73%
No	13%
Unsure	10%
Other	4%



YES



NO



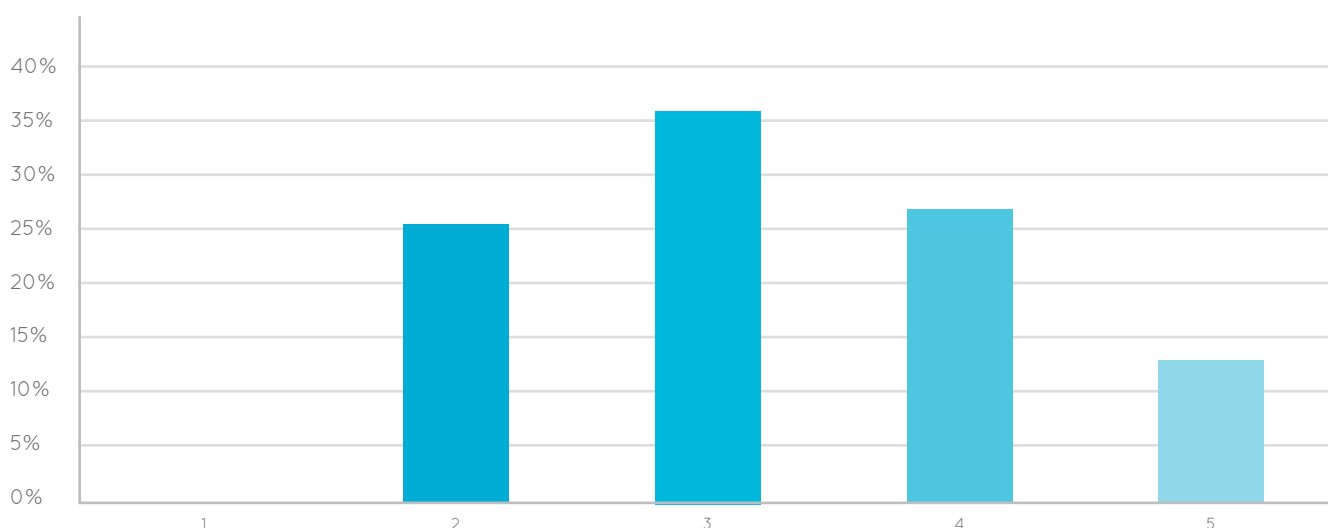
UNSURE



OTHER

HOW WOULD YOU DESCRIBE YOUR OVERALL LEVEL OF ABSENTEEISM?

ANSWER CHOICES	#	RESPONSE
It is out of control and we really don't know how to reel it in	1	0%
It's a real challenge that we are struggling with	2	24%
It's about normal	3	36%
We feel our level of absenteeism is good	4	27%
We feel it is very good	5	13%



In line with absenteeism numbers being lower, the number of contact centres reporting absenteeism as “a real challenge” or “out of control” has decreased from 33% to 24%.

40% of contact centres feel their level of absenteeism is “good” or “very good” compared with 23% in the previous report.

ABSENTEEISM & ATTRITION

WHAT HAS BEEN YOUR OVERALL LEVEL OF AGENT ATTRITION OVER THE PAST 12 MONTHS?



Best Practice: 20% of contact centres overall level of attrition over the past 12 months was less than 10%

52% of contact centres averaged attrition between 10-30%

17% of contact centres averaged attrition of 50% or higher.

WHEN AN AGENT LEAVES YOUR CONTACT CENTRE, WHERE DO THEY GO?

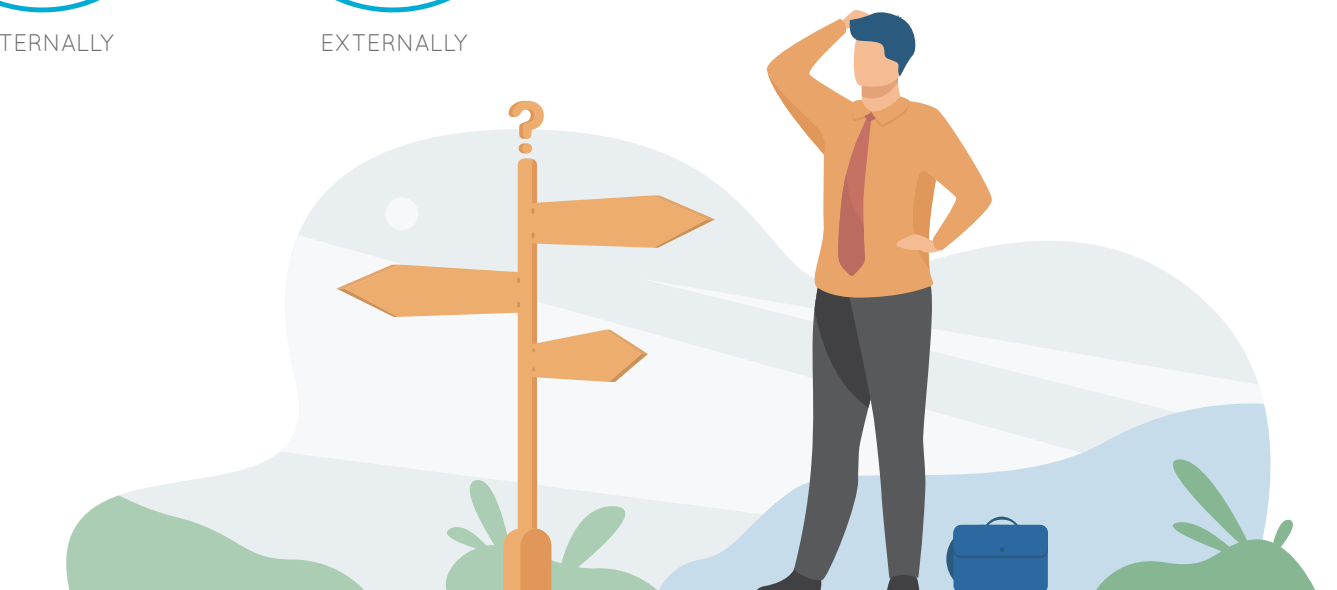
ANSWER CHOICES	RESPONSE
% move internally (to another department)	39%
% move externally (leave the organisation)	61%



INTERNALLY

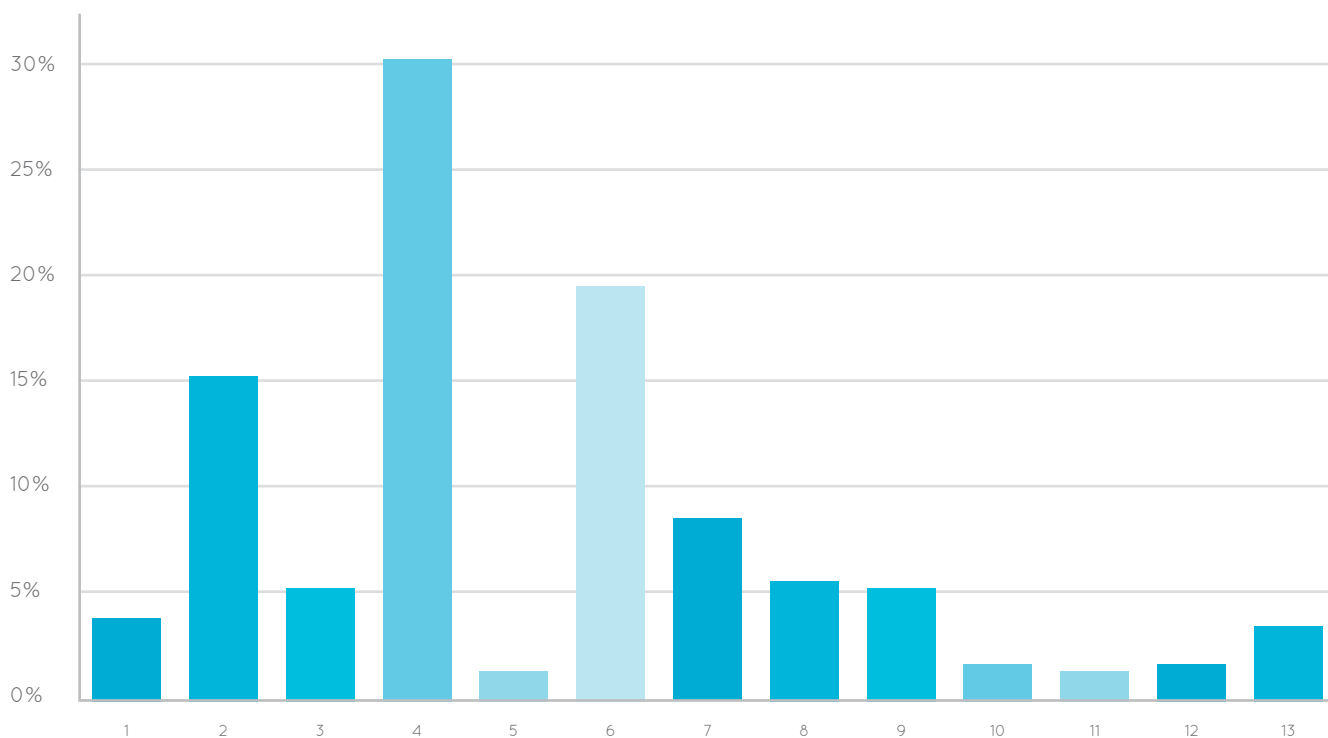


EXTERNALLY



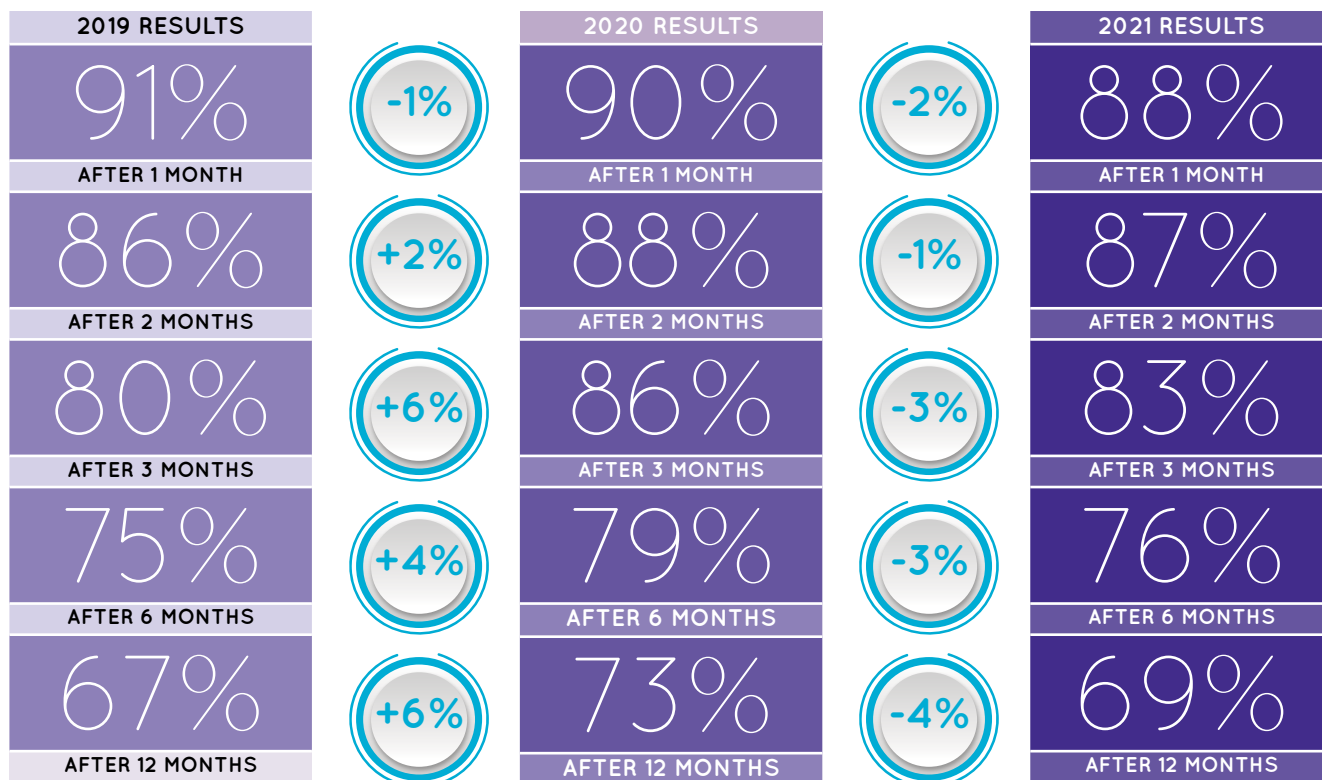
WHAT ARE THE TWO MOST COMMON REASONS THAT AGENTS CHOOSE TO LEAVE

ANSWER CHOICES	#	RESPONSE
Their relationship with their Team Leader	1	3%
Financial reasons	2	16%
Only a short term position	3	5%
Pursue a different career	4	30%
Pursue study	5	1%
Personal reasons	6	19%
Dissatisfaction with the work	7	8%
Cultural mismatch	8	6%
Not aligned with organisational purpose	9	5%
Too hard to tell	10	2%
Lack of remote working/flexibility	11	1%
Health impact	12	2%
Other	13	3%



ABSENTEEISM & ATTRITION

WHAT PERCENTAGE OF NEW FRONT LINE AGENTS WERE STILL EMPLOYED AFTER:



Our 2020 report showed a small but steady increase in retention at the 3, 6 and 12 month mark. This report shows the opposite - a small but steady decrease in the number of agents employed at each measuring point. Overall retention after 12 months has dropped from 73% to 69%.

BEST PRACTICE - CONTACT CENTRES WHO HAVE 100% RETENTION

RETENTION	2019 RESULTS	2020 RESULTS	2021 RESULTS
After 1 month	38%	53%	44%
After 3 months	23%	36%	26%
After 6 months	16%	23%	18%



Important to note that the 2020 results were recorded towards the end of the initial first few rounds of long lockdowns when job security had increased in its importance. Therefore it is not surprising to see 2019 and 2021 results are fairly similar.

WHAT IS YOUR PERCEPTION OF YOUR ATTRITION COMPARED WITH OTHER CONTACT CENTRES?

ANSWER CHOICES	RESPONSE
It's lower (our attrition is better than the average)	45%
It's about the same	37%
It's higher (our attrition is worse than the average)	19%



LOWER



SAME



HIGHER

HOW DIFFICULT DO YOU BELIEVE IT IS FOR FRONTLINE AGENTS TO MAKE CHANGES TO THEIR ROSTER?

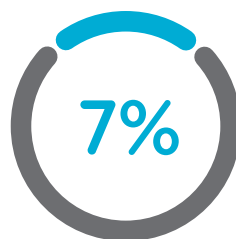
ANSWER CHOICES	RESPONSE
It is easy	43%
It is moderately difficult	45%
It is very difficult	7%
Other	5%



EASY



MODERATELY
DIFFICULT



VERY
DIFFICULT



OTHER

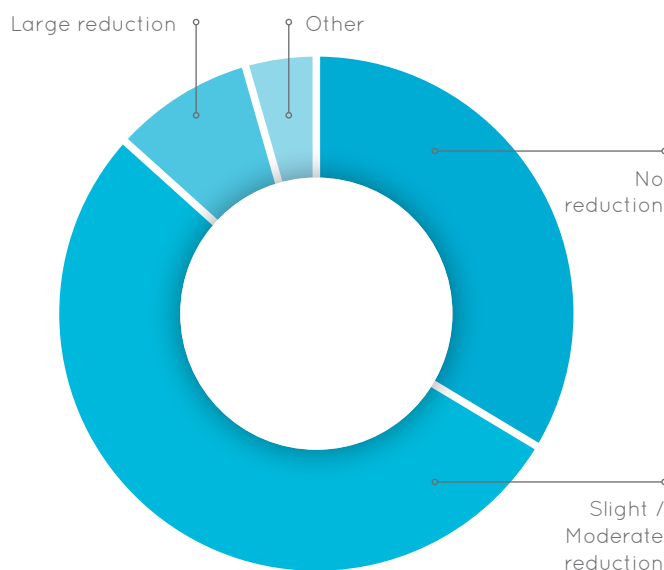
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IF IT WERE EASIER FOR TEAM MEMBERS TO MAKE CHANGES TO THEIR ROSTER, WHAT IMPACT DO YOU BELIEVE IT WOULD HAVE ON THEIR SICK LEAVE?

ANSWER CHOICES	RESPONSE
No reduction	34%
A slight to moderate reduction	53%
A large to significant reduction	9%
Other	4%



Reductions in absenteeism have historically been difficult to achieve and even harder to maintain. 62% of respondents believe that making it easier for team members to make changes to their rosters would reduce sick leave.



DO YOU BELIEVE TEAM MEMBERS WOULD BE LESS LIKELY TO LEAVE THE ORGANISATION IF IT WERE EASIER FOR THEM TO MAKE CHANGES TO THEIR ROSTER?

ANSWER CHOICES	RESPONSE
Yes	43%
No	57%



Contact Centre Managers did not consider roster flexibility as important as Frontline Agents (see The Role Of The Frontline Agent) with 61.6% of Agents agreeing that they would be less likely to leave the organisation if roster changes were easier, while only 43.4% of Contact Centre Managers agreed that team members would be less likely to leave.

ABSENTEEISM & ATTRITION SUMMARY



Tim Buzza

Chief Customer Officer

attune.work



The contact centre has traditionally had high levels of absenteeism, however things improved throughout 2021.

Average absenteeism has reduced from 10% to 9.2% and “peak absenteeism” (the time of the year when absenteeism is at its worst) has dropped from 19% to 17%. While an improvement in normal absenteeism of 0.8% sounds like a small amount, to a contact centre with 500 staff that equates to 10 extra staff working per day (around 2,400 days worked per year). Almost one in three contact centres averaged absenteeism of 5% or less throughout 2021.

The lower levels of absenteeism coincide with the overwhelming response that 51.7% of contact centres have lower absenteeism from those working from home, 41.7% reporting it to be the same and only 5.6% of Australian contact centres reporting that absenteeism is worse for those working from home. Overall only 24% of contact centres reported absenteeism as being a challenge – a decrease from 33% in last year’s report.

Peaks in absenteeism continue to be driven by regular occurrences (increase in illness due to winter accounted for 26.1%) however a wider range of Covid-19 impacts such as sudden transitions to WFH (8.7%), Covid related health issues (8.1%), mental health or fatigue (6.8%) were measured and recorded for the first time.

When it comes to attrition, contact centres on average reported a loss of 26% of their agents throughout 2021. Leading the way was around 1 in 5 contact centres that reported attrition of less than 20%. At the other end of the scale 17% of contact centres have a “revolving door” of sorts with attrition at 50% or higher. We hold our breath and wait to see what impact the “great resignation” will have throughout 2022.

Year on year there has been small fluctuations in the tenure of new contact centre agents with 83% still employed after 3 months and 69% after 12 months. Around one quarter of contact centres report 100% retention of new agents at the 3 month mark.

Looking forward, we anticipate that the tightening labour market coupled with the trend towards reshoring work back into Australia will keep absenteeism and attrition high on the agenda of call centre leaders. The battle for talent has perhaps never been more challenging and businesses will need to keep innovating and evolving their employee value proposition to gain a competitive edge.

ABSENTEEISM & ATTRITION

CASE STUDY

Just as it has helped our people at IAG, we know that Attune has the potential to benefit many different businesses and bring about meaningful change to the lives of their employees.

IAG, Australia's largest general insurer and owner of NRMA Insurance and CGU Insurance, implemented Attune to support flexible working in their contact centres.

IAG believes that a flexible workplace is important for attracting and retaining the best talent.

IAG recognised that flexibility is different for everyone and that empowering employees to make shift changes on their own terms is the best way to provide work-life balance.

Existing solutions for flexible scheduling - shift swaps, shift bidding etc. - did not provide the flexibility needed for employees to fit work into their lives.

Before introducing Attune shift changes in the IAG contact centres were quite manual and often involved several conversations between the employee, their manager and colleagues.

How Attune is helping IAG

Attune is used by more than 350 employees in the NRMA Sales and Service contact centre, enabling more than 2500 shift changes per month. That is a 10x increase in the number of shift changes being made prior to Attune.

In FY20 Attune helped the call centres achieve a 23% decrease in absenteeism and a 30% reduction in attrition.

"What we've seen is that some people are making small changes that can make a big difference to their lives. For example, we had one person changing their shift by just 15 minutes so they could leave a bit earlier, which allowed them to beat the traffic and make it home in time for the after-school pick-ups and dinner".

Amanda Whiting Group Executive – IAG

How Attune is helping people

Users of Attune said they "feel more in control of their lives" and reported a significant improvement in self-assessed mental wellbeing (WEMWBS).

"As a mother of a child with ongoing medical needs, flexibility is everything to me. Her medical care, coupled with the needs of all my children, meant that prior to Attune I was absent from work a lot.

Attune empowered me to take control of my work time and I'm no longer torn between being there for my family or our customers".

Megan Wedderburn – IAG

ABSENTEEISM & ATTRITION CASE STUDY



How does Attune work?

- Before Attune, the process of changing shifts at IAG contact centres often involved several conversations, which was time consuming and labour intensive.
- Attune uses an algorithm and digital economy to manage supply and demand for different work times, automating the process. This empowers contact centre employees to make changes to their shifts without seeking manager or workforce planning approval.
- Employees can earn 'flexcoins' by opting to change their shift and help the business. Once they have enough coins, they can then use these to make shift changes when they need to. If the employee has enough coins in their wallet, the shift change is automatically and instantly approved.

About Attune

Attune is a radically better way for call centre agents to manage their rosters.

Attune provides up to a 10x increase in roster flexibility by empowering agents to make changes to their shifts, in real-time, without lengthy or restrictive approval processes.

- Attune integrates directly with existing workforce planning systems.
- Shift changes are gamified, earning and spending flexcoins with each shift change.
- Attune algorithms price each workload interval, factoring service levels, call volumes, required staff and more to compute the flexcoin cost of each shift change.
- The business is never worse off.

