



125 jaar

Centraal Bureau
voor de Statistiek

Applying Workforce Management principles to personal interview modes

Expert meeting on Statistical Data Collection and Sources
(UNECE)

May, 24 2024

Statistics Netherlands

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Statistics Netherlands

Datacollection at Statistics Netherlands

- A sequential mixed-mode strategy for most of our social surveys.
- CAWI for all sampled individuals.
- Targeted approach for non-respondents in CATI and CAPI.

Challenges

- Acquiring telephone numbers for sampled individuals has become increasingly challenging (GDPR).
- Concentration of CAPI interview addresses in urban areas and a reduction in rural addresses, resulting in higher travel costs.
- A tight labor market.

Data on Datacollection

36 social surveys



4.5 mln. invitation letters



615k CAWI responses



85 CATI interviewers

1.35 mln. call attempts

79k CATI responses



133 CAPI interviewers

62k addresses

19k CAPI responses



WorkForce Management

Definition of WorkForce Management

“Workforce Management (WFM) is the process of strategically allocating well-trained and -skilled employees to handle the accurately predicted demand within specified goals and quality standards.”



WorkForce Management Cycle

- Analyses of historical performance data.
- Forecast of workload based on historical data (e.g. response time, non-response time, contact attempts, etc.).
- Analyses of shrinkage/ non-productive hours (e.g. holidays, sickness, meetings, training).

Analysing & Forecasting

- The process of determining how many workforce resources (and what type of resources) are needed to fulfill the CATI research program.
- Rescheduling/ balancing the CATI research program.
- Plan/ adjust for shrinkage (e.g. meetings, trainings, etc.)
- Tactical capacity management: determine need for temporary workers/ outsourcing (18 months – 3 months before need of capacity).

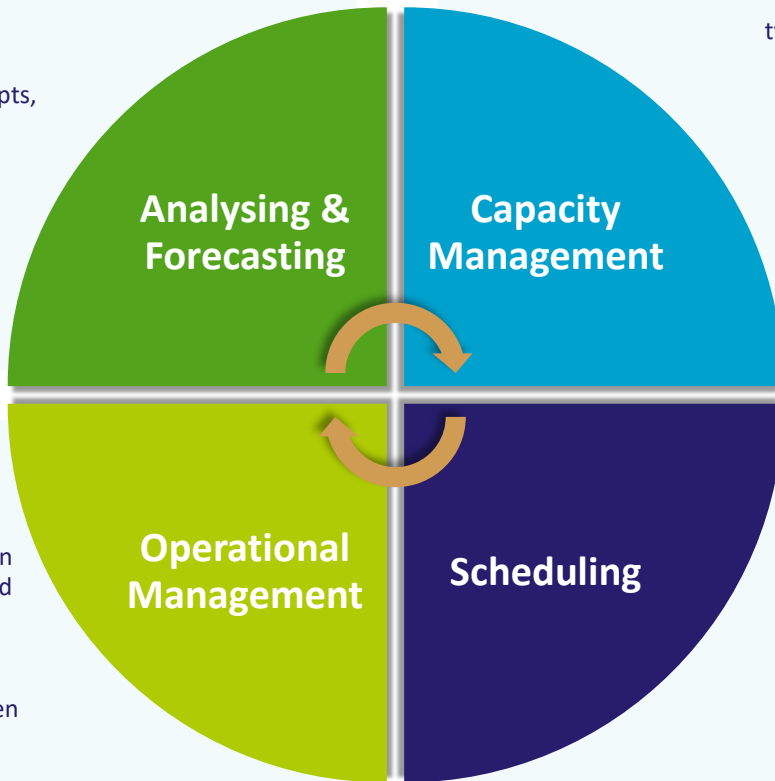
Capacity Management

- The process ensures the realization of the CATI research program based on KPI's.
- In the process of operational management changing conditions are monitored and actions are taken (e.g. sickness of employees, higher non-response, etc.)

Operational Management

- The process where interviewers are assigned to work packages and/ or shifts and tasks based on skills and preferences.
- The process of scheduling is an important driver of efficiency (costs) and employee satisfaction.

Scheduling





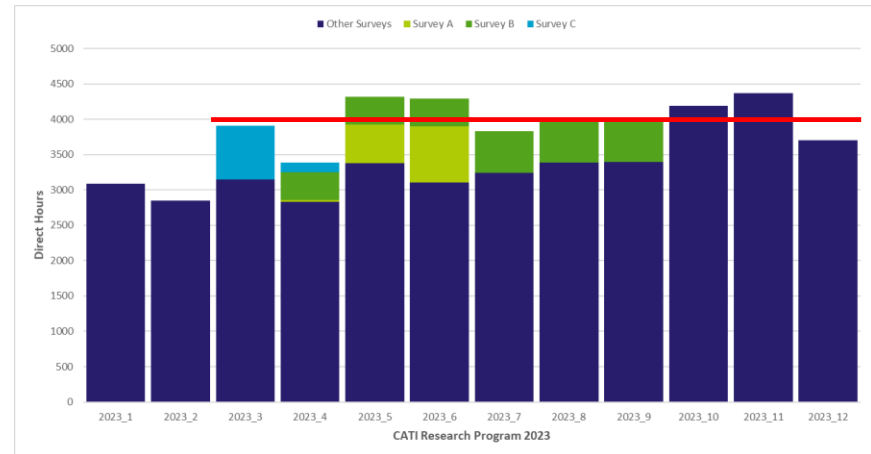
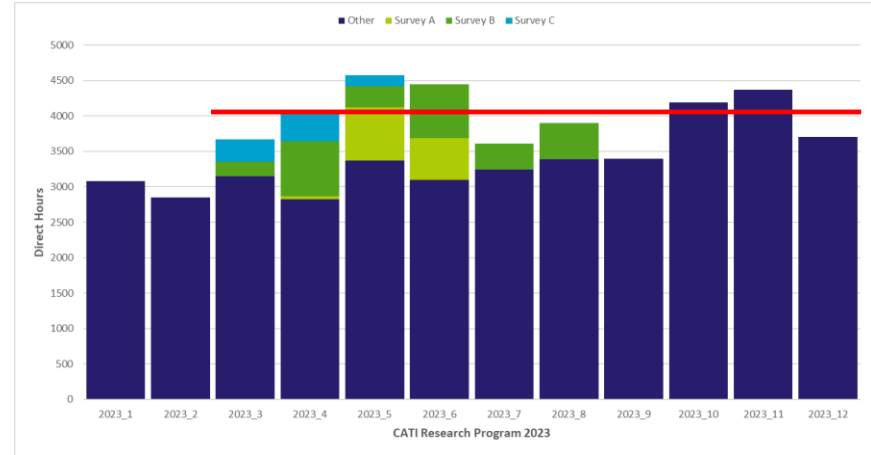
Capacity Management

Rescheduling & Balancing the Research Program

1. Initial direct hours of the CATI research program are calculated and aggregated.
2. Surveys are rescheduled in volume and time to 'flatten' the research program.

Challenges

- Not all surveys can be rescheduled or balanced in time, because of survey period constraints.



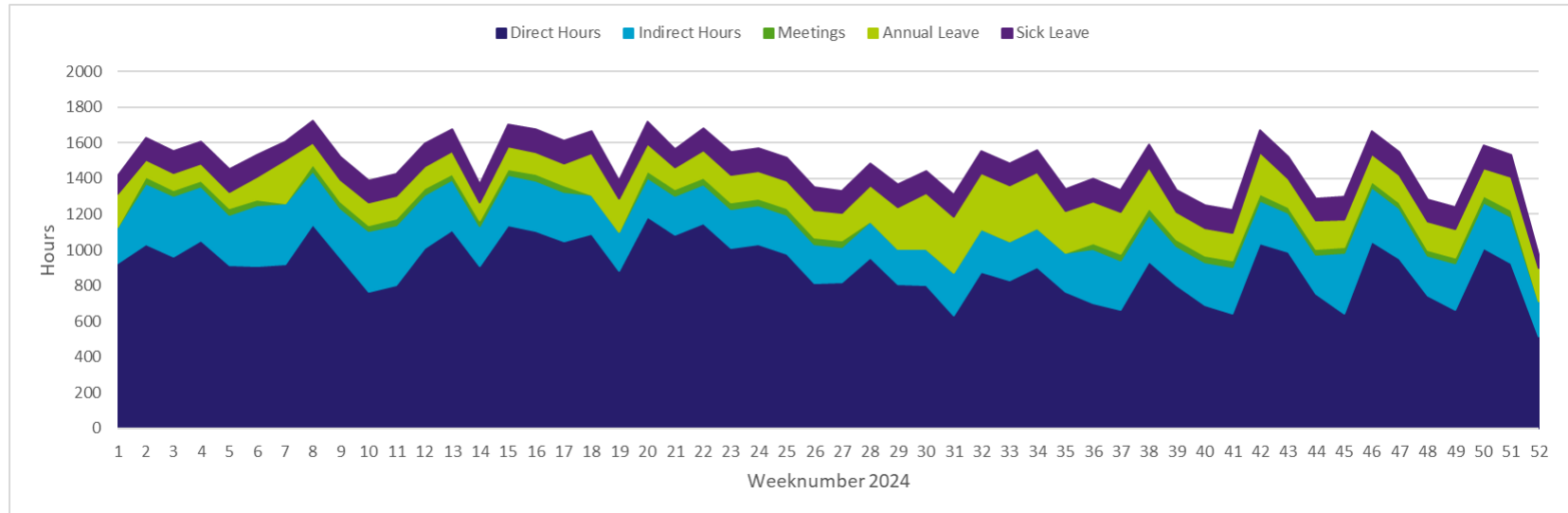


Capacity Management

Plan/ adjust for shrinkage

3. Shrinkage (indirect hours) is added to the research program.

4. Plannable shrinkage (e.g. meetings, training, and annual leave) are planned in periods of reduced workload to further 'flatten' the workload.



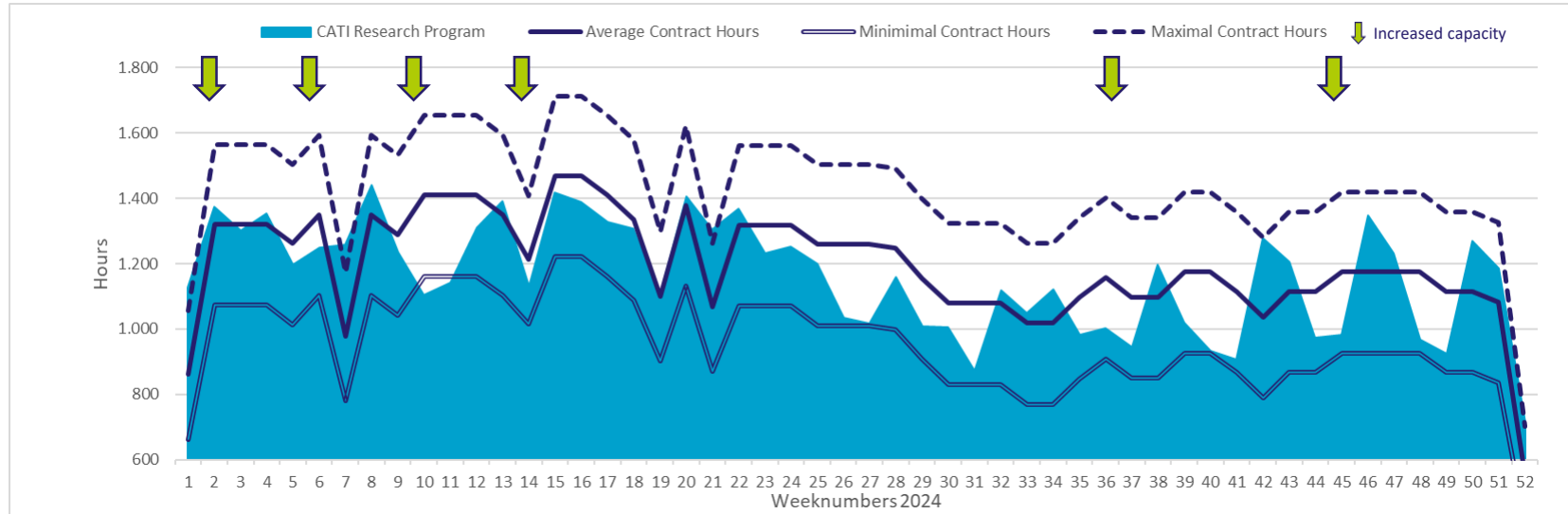


Capacity Management

Determine need for temporary workers/ outsourcing

5. Recruitment of temporary employees is calculated based on historical employee turnover and remaining spikes in the work program.

6. Tactical planning of recruitment assures on time recruitment and training of new employees.



Benefits of WorkForce Management

Benefits

- A balanced, efficient and predictable workload and research program.
- Reduced need for short-term temporary employees.
- Decreased recruitment and training expenses.

Next Steps

- Potential merger of the CATI and CAPI departments along with their interviewers.
- Multi-mode interviewers offer increased flexibility to balance the research programs of CATI and CAPI and their corresponding workloads.
- By enabling CAPI interviewers in rural areas to conduct CATI interviews, we aim to maintain a national presence of CAPI interviewers and reduce travel costs.

Questions?

