



Book Signing  
Power Breakfast:  
*Building Engaged  
Team Performance*

*October 25, 2011*

*Sarah Brethouwer  
Dodd Starbird*





## Agenda

- **Intro to Engaged Team Performance**  
*Dodd Starbird, Implementation Partners LLC*
  - Integration: ETP vision and key concepts
  - 8-step ETP approach
- **ETP for “EZB” at Principal Bank**  
*Sarah Brethouwer, Consultant & EZB Project Leader*
  - Vision, goals, and results
  - “A Year in the Life of a SAFO Distribution”
- **Conclusion**
  - Overall operational efficiency changes
  - Technology and strategy impacts
- **Q&A**

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# Engaged Team Performance



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ETP combines and aligns process and performance with the customer's needs to deliver transformational results.

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A Great Combination...



## Engaged Team Performance (ETP)

$$R = Q \times A^*$$

\* Results = Quality x Acceptance

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ETP is most effective when:

- A division or departmental team of people produces a set of regular outputs for customers
- People who actually do the work can be included in the design process
- Leadership is willing to completely transform processes, measures, goals, collaborative norms, work areas, organization structure

Results = Quality of Solution x Acceptance!



## ETP Steps

1. **Commit** to Change
2. **Measure** and **Analyze** the Process
3. **Streamline** the Work
4. Make the Work and Data **Visible**
5. **Organize** the Team
6. Set Team **Goals**
7. Lead the **Transition**
8. **Sustain** Engaged Team Performance

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## CEO's Vision: Become "EZB"

*Step 1:  
Commit to Change*

EZB means "easier to do business with us" for our customers.

The EZB strategy at Principal Bank included establishing capable processes and driving strong performance -- using Engaged Team Performance (ETP) concepts to change both culture and results.

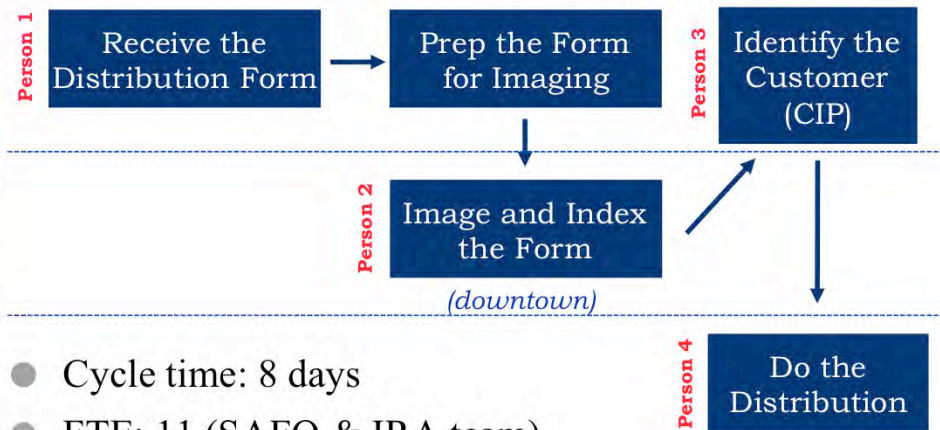


*The "EZB War Room"*

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## “A Year in the Life of a SAFO Distribution”

- Safe Harbor accounts:
  - Roll from retirement plans when a person/group leaves
  - Remain with the Bank until participant decides to distribute (either as income or roll into an IRA, etc.)
- The distribution process in January, 2010:



- Cycle time: 8 days
- FTE: 11 (SAFO & IRA team)

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## SAFO Distribution *Process*

- Streamlined process in May, 2010:



- Cycle time: 1 day (end of next day)
- Required:
  - Cross-training of CIP and Distribution tasks
  - Piloting to prove cycle time reduction, enabling removal of up-front imaging
  - Disciplined execution to stay under 2 days

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### *Streamlined the work...*

- Reduced queues and task *cycle* times, which prevented status calls and additional work (up-front imaging no longer needed)
- Reduced handoffs and multiple touch
  - Combined “CIP” and “SAFO Distribution” tasks
  - “Do your own sorting/Prep your own work for scanning” after completing it

### *And then drove teamwork!*

- Created central, team-based work distribution instead of making daily individual assignments
- Individuals now pull work in small increments from multiple queues and prioritize as a team to get everything done each day
- Deployed visual metrics, team goals

# Pilot Work Time v. Baseline

Task Type	Std Time
Approvals for Disbursements	0:03:38
BTE (Batch Transaction Entry)	0:02:35
CDARS	0:25:30
CIP	0:03:17
CIP - Finish after Pend/Eshare	0:05:00
CIP - Only (Fax, new process)	0:05:47
CIP - Only (Mail, new process)	0:03:11
CIP - SAFO Dist Combo (Fax, new process)	0:06:22
CIP - SAFO Dist Combo (Mail, new process)	0:04:42
CIP - sig cards only	0:01:00
Death Processing Sendout	0:21:12
Email/voicemail	0:00:00
Escalated Issues	0:13:13
IRA Account building/business objects rpt	0:07:16
IRA Distributions	0:05:59
IRA Distributions (VERA)	0:02:41
IRA Distributions (VERA) - Fax	0:05:13
IRA Distributions (VERA) - Fax	0:06:01
IRA E-Sigs	0:02:53
IRA Faxing	0:01:41
IRA Filing	0:00:58
IRA Logging	0:04:17
IRA Mail	0:00:34
IRA Maintenance Board (Distributions)	0:00:28
IRA Maintenance Board (Other)	0:01:03
IRA Maintenance Board (Reinvestments)	0:02:10
IRA Maintenance Board (Research)	0:04:46
IRA/SAFO Incoming Mail	0:01:18
Legal/Letters	0:17:40
Levies/Garnishments	1:00:30
Loan Maintenance Board (other)	0:07:20
Other	0:00:00
Prep for Scanning	0:00:25
Recons	0:00:00
Research/Recons	0:09:00
Return of Benefits Report	0:14:00
SAFO Distributions	0:03:31
SAFO External Incoming Files	0:08:20
SAFO Maintenance Board (Distributions)	0:04:12
SAFO Maintenance Board (other)	0:07:00
SAFO Report	0:43:40
Scanning Prep	0:00:13
Scrubs	0:00:13

**New Process  
Time Study**

## Baseline:

SAFO Mail Prep	0:00:40
CIP	0:02:13
SAFO Dist	0:02:30
Total	0:05:23

New CIP/SAFO  
combination (mail) is  
4:42...

13% reduction in work  
time

80% reduction in cycle  
time (<48 hrs)

## Daily Visual Data, SAFO Distributions

	New Accounts	SAFO Mail	SAFO For	SAFO Actual Based	Ideas
In-File	☺	37	6	1	
March 2014	10/5	10/5	10/5	10/5	
Income Tax last of Feb	0	69	22	9	* 70 This Week
SAFO of Accounts	N/A	75	N/A	151	
Completed					

**Visual Data:**  
Gives team members “real-time” information about available, incoming, and completion volumes, including electronic queues

**Visual Work:** team members see the whole pile of “available” work!

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Began sharing data on visual data boards

Then introduced efficiency tracking:

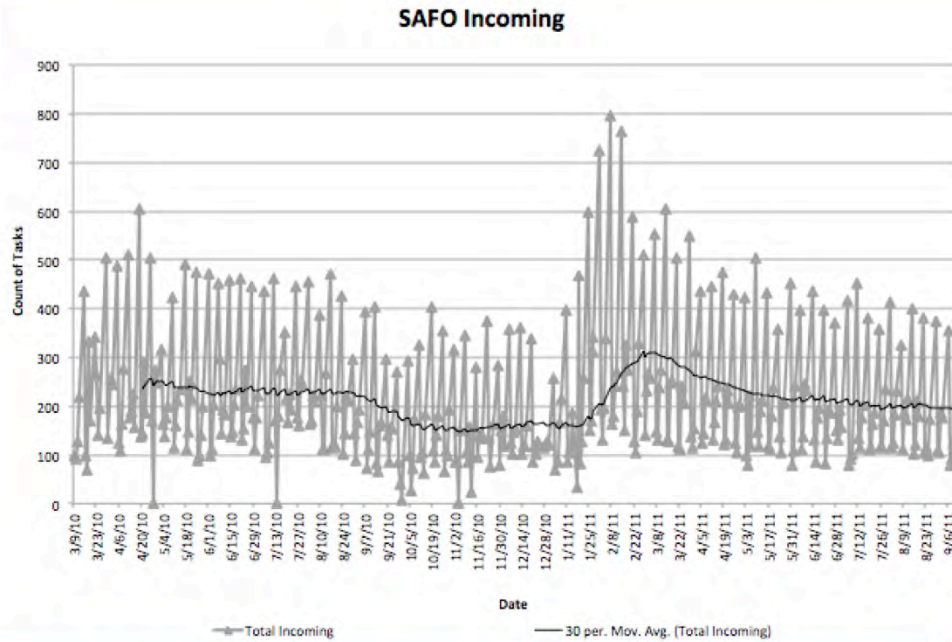
- New “OpsTracker” database to collect volumes of tasks completed by individuals each day
- Work time study to establish the “work time credit” (standard time) for each type of task
- Data display by both individual and team

Set team goals to get the work done and keep “available work” as close to zero as possible

- Goals match weekly cycle of “heavy Mondays” by attempting to get to zero carryover on Fridays

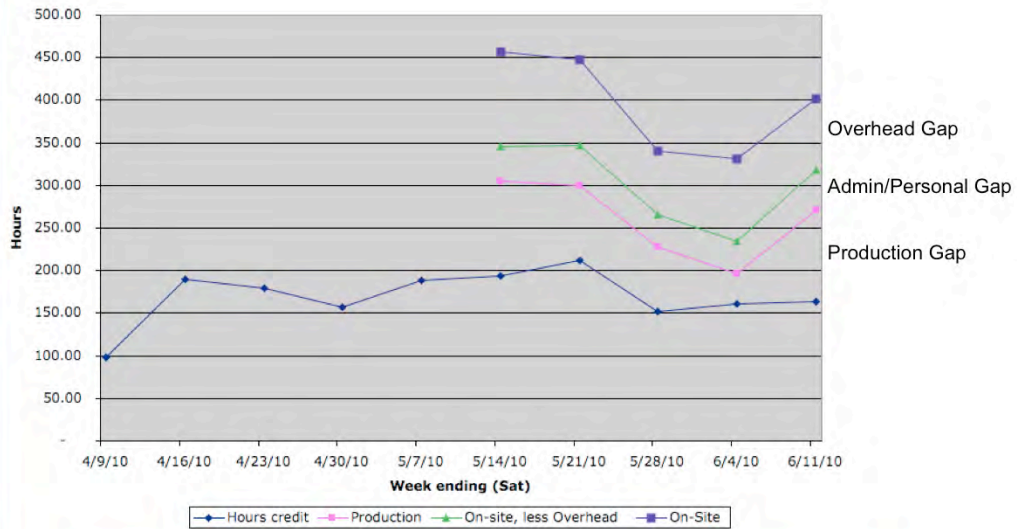
Cross-training and work-sharing were key

# Trend Data, Incoming SAFO Requests



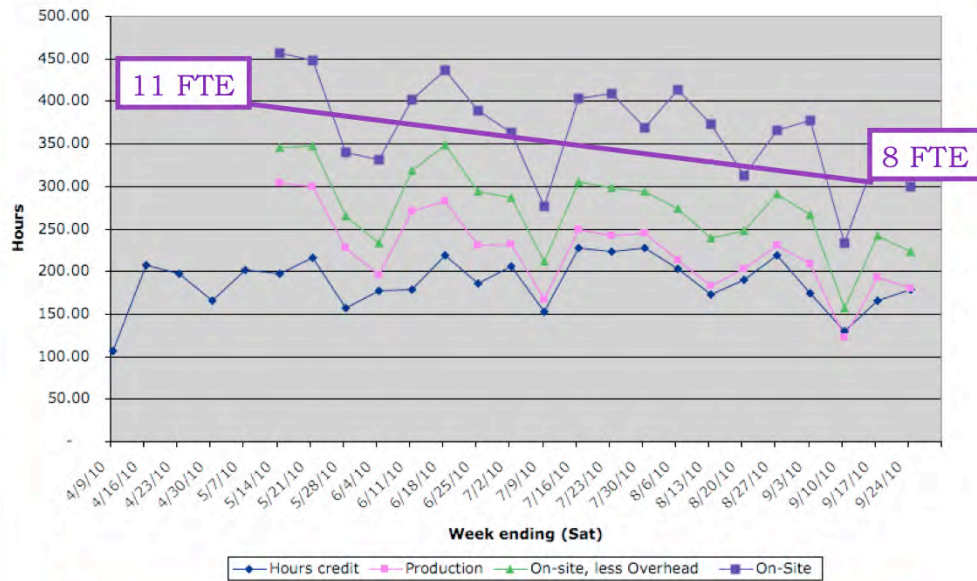
Trend charts give leaders and team members key information 12

# Team Efficiency Tracking Concepts



Initial deployment of efficiency charts had substantial gaps

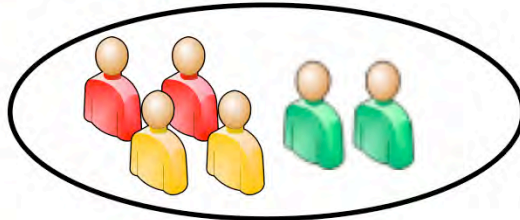
# SAFO & IRA Team Efficiency Tracking



Mature efficiency charts with significant gap and FTE reduction during implementation project

## Sharing ETP: Ops & Contact Center

Call Surplus: (50-70% of the time, some calls on hold)



All agents answer calls



Ops team does transactions

Agent Surplus: (30-50% of the time, no calls holding)



Agents answer calls



“Protected” Agents help  
Ops with transactions

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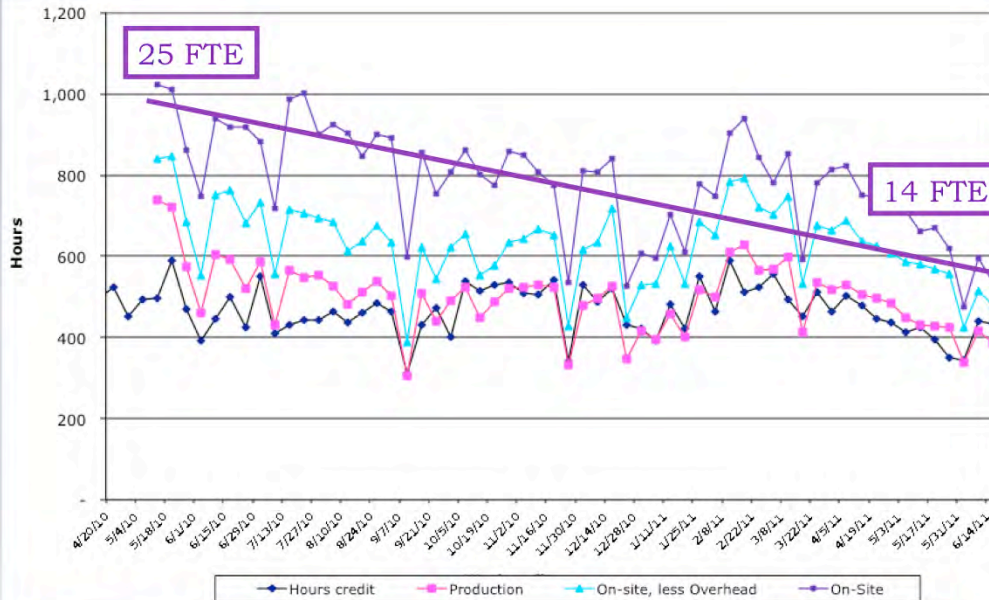
Identified a new “flex production” method to share work between Operations and Contact Center teams to fill times when contact center staffing is greater than needed for actual call volume

- Piloted with simpler tasks (returned mail and insurance declarations)
- Transitioned eventually to core work (SAFO Distributions)

**Key concept:** used call management system (CMS) priorities to “protect” a few agents so that they would be last to receive calls (but still “go ready” to receive if all other agents were busy)

- A classic contact-center truth: call volumes vary from expected levels
- Implemented an intentionally “unfair” work distribution! Some agents (Green) are the last to receive a call, and so have concentrated periods of availability to do operations work during periods when call volume is lower.
- Blended accountabilities for call work and flex work

## Operations Team Overall Results

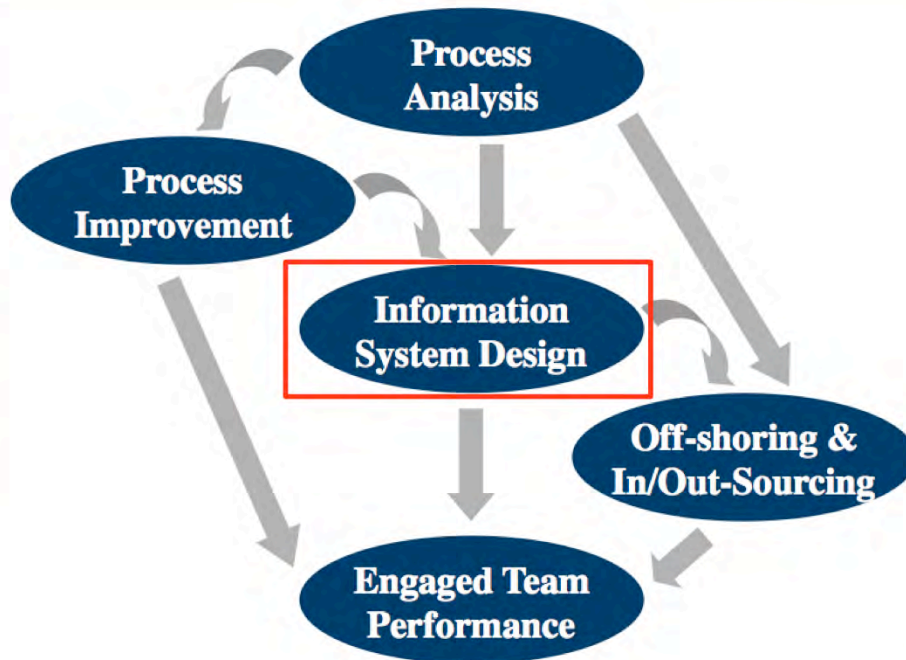


Mature efficiency charts with significant gap and more significant FTE reduction (44%) over 14 months

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- Leveraged capacity in the Contact Center to do operational work
- Expanded EZB efforts into Collections and other Loan management processes
- Linked operational databases with Quality Control (QC) functionality and workflow management capabilities
- Launched **Functional Reviews** to require department leaders to present measures, budgets, and opportunities to their peers and the senior team
  - Began quarterly updates on departmental key metrics in 2010
  - Resulted in strong capacity shifting plans for the Q1, 2011, busy season (Ops sent 3 FTE to the contact center, which covered Ops work with the flex prioritization concept)
- Continuing to measure and sustain initial efforts over time by dedicating process and performance control infrastructure

## Information Technology Impacts



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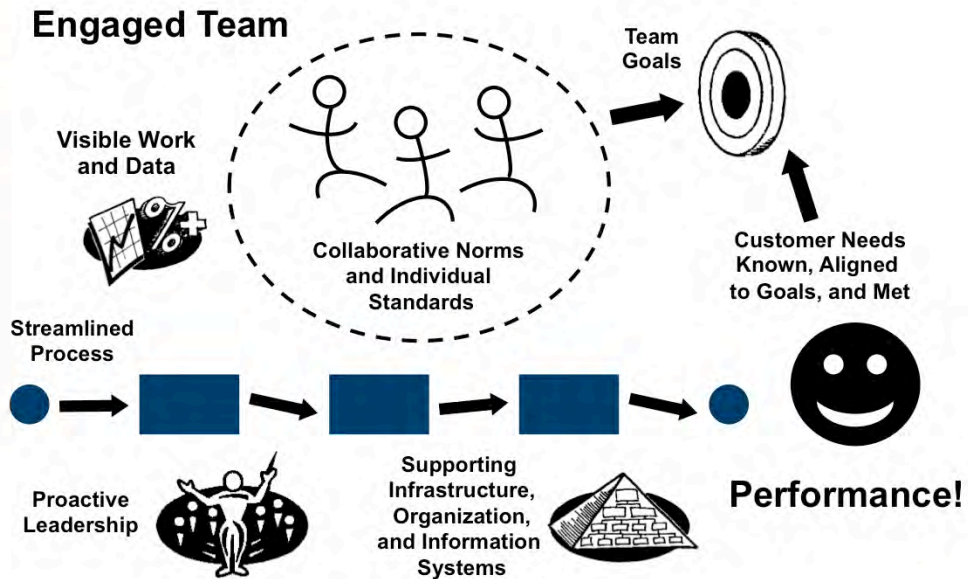
### What we **did**:

- Designed a new work completion tracking system/database (“OpsTracker”) to support manual workflow
  - Created and posted daily work tracking and efficiency charts
  - Created/linked a QC module to record inspection of completed work
- Mined data from existing systems (e.g., CMS, CRM)
  - Linked tracking and reporting from various systems to integrate critical information to support process/organizational changes
  - Created data feeds from collections system to a vendor’s systems
- Made minor changes to existing systems
  - Revised automated printing/envelopes to fix returned mail issues
  - Revised call prioritization inputs to allow availability concentration
  - Modified accounting system to allow night transaction processing

What we **decided not to do**: Image and Workflow system deployment

What we **may do** next: Customer self-help transactions

## Recap: Key Concepts of ETP



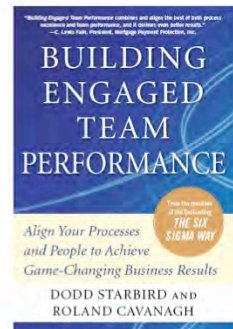
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ETP aligns processes, measures, goals, norms, standards, and organization with customer needs.

## Q&A

- Thought-provoking questions:
  - Do you see similar opportunities in your organization?
  - How would ETP work in your organization?
  - Any place or situation where you're not sure if/how the approach fits?
  - Anything we missed that you had expected to discuss?

We hope you enjoy the book!



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