



Adrian Hawes

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I am an industry award winning, transformational leader – renowned within the contact centre/back office industry for Resource Planning, MI development and delivery, innovation, transformation and my passion for driving best practice.

My track record in implementing major operational change programmes - often delivering benefit without the need for significant financial investment – is exceptional. This has led to industry recognition through the Professional Planning Forum; I am a winner and finalist of their annual Innovation Awards as well as being recognised as one of the first ever “Planning Heroes” in 2010 by the same body.

Through my inspirational leadership style I have built operational support teams from scratch developing individuals from “new kids on the block” to high performers – motivating others through sharing best practice, creating an environment for learning and delivering innovative solutions that engage my stakeholders and add value to their business. My record of delivery and value-add demonstrates my proven ability to negotiate and influence at all levels from the “shop floor” to the senior management team.

The wide variety of roles I have occupied within Aviva has given me a very broad base of skills and knowledge across the spectrum of the financial services and insurance industry and sales/service industries in general. Further evidence of my reputation is demonstrated through my strong association with the Professional Planning Forum – the awards I have won and the contribution I have made to best practice across the industry.

I am very confident that I can make an immediate difference to your business through unleashing the potential to achieve significantly improved levels of performance that benefit both your customers and your people.

Awards and Industry Recognition

- 2012 – Steering Group member for the Professional Planning Forum’s Back Office Panel to develop industry standards for back office planning
 - 2012 – Steering Group member for the Professional Planning Forum’s/Ulster University joint venture to initiate the first UK university degree in Contact Centre Planning
 - 2012 – Professional Planning Forum – Innovation of the Year Award Judge
 - 2011 - **Professional Planning Forum – Accredited as “Professional” Status** (one of only two people to achieve this level of accreditation at the time)
 - 2011 – Professional Planning Forum – Innovation of the Year Award Judge
 - 2010 – **Professional Planning Forum – Planning Hero Award Winner** – recognition for the contribution I have made to planning in my own organisation and in the wider contact centre/back office industry
 - 2010 – **Professional Planning Forum – Innovation of the Year Award Finalist**
 - 2006 – Professional Planning Forum – Innovation of the Year Award Judge
 - 2004 – **Professional Planning Forum – Innovation of the Year Award Winner**
- Regular key note speaker, facilitator and panel member for PPF industry seminars

Key Skills

- Leadership, coaching and development, and motivation of others
- Building/managing relationships and influencing at all levels across the organisation and outside it
- Strong communication and presentation skills and conference speaking
- Customer focus – understanding the customer’s perspective and what really matters
- Consultancy - defining customer needs, creating and implementing solutions
- Change agent – catalyst for change/new ideas, turning ideas in to practical reality and delivery
- Making things happen – self driven and determined, delivery focused

Technical Skills

- Demand forecasting, resource planning (long and short term) and budgeting in contact centre, back office and field based operations covering sales, servicing and claims
- People deployment, “scheduling” and flexibility options, and real-time service delivery
- Telephony and IVR management
- Understanding of contact centre/back office technologies
- Management information and KPIs – definition, build, delivery and communication – analysis and insight
- Project/programme management and delivering change aligned to different methodologies – e.g. Systems Thinking, Lean and Continuous Improvement

Employment History

01/2013 – Current: Select Planning Limited - Director

Select Planning is a team of consultants each with extensive experience and expertise in strategic and operational call centre and back office resource planning, workload and volume forecasting, operational performance management, relationship management, communication strategies, staff development and skill requirements.

Select Planning offers a variety of services for business owners to choose from depending on their needs. These include:

- Discovery and Validation propositions - establishing where you are and how to get you to where you need to be
- Resource Planning set up or redesign - making sure you have the right processes and people where you need them
- Bespoke model and tool building - giving staff the tools they need to identify efficiencies and benefits
- Operational staff training and development - enabling your managers to realise the identified efficiencies and benefits
- Key Performance Indicator definition, business reporting and insight - proof that your investment is paying dividend
- Consultancy and advisory support - working with you and your team so your resource planning is self sufficient
- Interim leadership and management resource - if you can't do it yourself we can do all or some of it for you until you can

07/1987 – 12/2012 Norwich Union/CGNU/Aviva – a wide variety of roles as outlined below:

4/2008 – 12/2012 Resource Optimisation Manager: Aviva UK General Insurance

Responsible for the development and implementation of a full resource planning, optimisation and governance proposition for the back/blended office within UKGI – never previously attempted. This covers circa 5000 FTE, £122m operating expense and £2bn claims spend. Key achievements so far have included:

- End to end proposition signed off by the Operations Exec – a first in Aviva
- Implementation completed across a series of Operations' Centres – including innovative use of scheduling techniques in back office
- Finalist in the 2010 Professional Planning Forum Innovation Awards
- Delivered demand based planning driving an understanding of value, failure and waste in the operation
- Service in back office centres on the Operations' Exec radar as a priority for the first time
- Planning strategies aligned to Vanguard's Systems Thinking methodology

4/2007 – 4/2008 Service Excellence Manager (Customer Support): Norwich Union General Insurance

Responsible for developing the future strategy for Operations Support (circa 150 people on and offshore) within NUGI – ensuring strategies for resource planning, optimisation, telephony management, measurement and insight are fully aligned and customer focused. Key achievements included:

- Strategy developed, signed-off by the Board and implemented and Customer Support functions restructured
- New KPI's and reporting developed to support “Treating Customers Fairly” – delivered fully in accordance with regulatory guidelines

7/2005 – 4/2007 Workforce Management & Telephony Manager: Norwich Union General Insurance

Leading a team of circa 60 people responsible for ensuring customers had ease of access to Aviva, and that the operation had the right people in the right place at the right time and cost to deliver a great customer experience. Responsibilities included all aspects of telephony management, resource planning/optimisation and service reporting and analysis.

Key achievements included:

- Led the successful deployment of Blue Pumpkin workforce management across the Norwich Union Direct virtual call centre network – 3000 agents across 7 locations, both on and offshore – delivered efficiency savings in the region of 20%
- Delivery of Mission Control (real time service/queue management) across NUGI claims operations in UK and Offshore – delivering a marked upturn in service performance enabling service to be removed from the NUI Executive's list of critical business issues
- Development and implementation of NUGI telephony strategy

1/2005 – 7/2005 Business Improvement Manager (Norwich Union Direct – Operational Support)

Responsible for delivering operational change across NUD Operational Support Team. Key projects delivered include:

- Streamlining resource planning and service delivery processes and teams. Telephone abandon rates reduced from an average of 8-10% to below 5% within 3 months
- Transforming NUD MI capability and quality of reporting resulting in a major rationalisation of reports and a re-focus on the key metrics and results to be reported, together with the addition of value adding insight and analysis
- Proof of concepts of Speech Recognition and Queuebuster technology within NUD – prompting further investment in self service feasibility and delivery for NUGI
- Development and delivery of end to end service management training for operational NUD Contact Centre managers – resulting in an immediate improvement in occupancy and shrinkage metrics and contributed significantly to the improvement in call abandonment rates.

01/2002 – 12/2004 Operational Performance Manager (Norwich Union Life Direct)

Responsible for all aspects of the supporting infrastructure for the direct NU Life Direct Sales channel also acting as a catalyst for change, challenging and influencing the operational managers to out-perform and achieve greater levels of customer service, efficiency and a strong, profitable sales result. Key achievements:

Design and delivery of a transformation programme which fundamentally re-shaped this sales operation and transformed it from an under-performing, loss making business facing closure, to a profitable, dynamic sales channel with major potential for growth. This was achieved through:

- Total re-vamp of telephony routing set up
- Implementation of capacity planning and Blue Pumpkin workforce management system and processes
- Re-structure of the operational call centre and sales teams
- Re-structuring business opening hours to match customer demand
- Re-focusing the business on to profitable business lines, new KPIs and targets
- Re-build of supporting management information and analysis
- Increasing staff morale and satisfaction through delivery of improved work/life balance scheduling and delivering fair opportunities for all staff to achieve KPI targets and earn bonus payments

End results included:

- Percentage of calls answered increased from 81% to >96% consistently
- Improvement in sales lead generation by 33% - ultimately delivering an improvement in profit by >40%
- Staff attrition reduced from 49% to 17% annually
- Unplanned staff absence reduced from 15% to <5% annually
- From 60% of agents achieving sales lead generation targets to 100% achieving (and 85% over achieving)

- 100% of outbound calling targets met
- Vast improvement in call/activity forecasting – achieving between a 2% and 4% variance weekly on average

This programme/innovation was recognised within the Contact Centre industry by the Professional Planning forum from whom I received the 2004 Contact Centre Innovation Resourcing of the Year Award.

07/2001 – 01/2002 Business Planning Manager (Norwich Union Wealth Management)

Responsible for all elements of Business Planning for the Operations area (including the Contact Centre) within Wealth Management – incorporating the alignment of strategic goals to operational objectives, resource planning, KPI and MI definition/delivery and small change delivery.

10/2000 - 07/2001 Consumer Business Project Manager (Norwich Union Life – Consumer Business)

The primary project managed during this period was the distribution of Group Stakeholder Pensions via the direct sales channels. This project was the first major initiative to have all direct sales channels working fully together since the merger of Norwich Union and CGU. Primary deliverables included:

- Design of all sales & sales support processes Implementation/communication of above process.
- Design/build of Stakeholder capacity planning model.
- Design & implementation of Direct Stakeholder/Corporate database to support lead and business tracking and production of management information.
- Implementation of MI reporting

The project delivered beyond all expectations – with the number of corporate stakeholder designations achieved beating all predictions

04/2000 – 10/2000 Programme/Project Manager - Direct Distribution Integration NU/CGU Merger

As part of the NU/CGU merger I was responsible for the programme management of merger of the whole of the Direct Channel integration - thus encompassing the integration of:

- Direct Sales Force (face to face)
- Corporate Sales Force (face to face and telephone based)
- Partnerships Sales Force (face to face and telephone based)
- Tele-Advice units (sales advice)
- Tele Marketing teams (call centers – lead generation and non-advice based sales)
- Consumer Marketing (Direct Marketing & Consumer Database)

The programme was delivered with great success. No major issues outstanding at go-live day - all parts of the business fully operative.

07/1999 – 04/2000 Business Co-ordination Manager (Norwich Union Direct Financial Services)

In this role I was responsible for 4 main areas of activity:

- Sales Force Process Re-Engineering
- Design and implementation of a System Support Capability
- Development of Remote Field Support Teams
- Planning, Reporting & Communications

01/1999 – 07/1999 Corporate Planning Manager – (Norwich Union Life Customer Services)

Responsible for the development and implementation of operational plans covering all aspects of Corporate business with a key focus on determining operational capability to support the many differing project deliverables for Corporate on top of "business as usual" work volumes. Also, responsible for determining corporate customer services teams' ability to support special deals (both in terms of system capability and manpower).

Pre 1999 Numerous roles within administration centres – Norwich Union Life Customer Services)

I worked my way through the ranks of Life Customer Services (administration), working on a very wide variety of products in a number of roles. This culminated in Operations Manager (also known as Service Manager) roles - responsible for areas of staff up to 200 people administering new and existing business.

Subsequently I moved on to Executive support roles – responsible for Executive communications and change delivery.

Interests

Away from work, I have a growing family (children aged 15, 13 and 9) who take up most of my time. However, I am a keen football fan (Ipswich Town) and involved in youth football, cricket, supporting the local scout group and a (very) budding golfer.

Education & Qualifications

09/1987 – 04/1990 Associateship of the Chartered Insurance Institute

Encompassing the "mixed route" of both General Insurance and Life Insurance subjects: Principles & Practice of Insurance, Economics, English Law, Quantitative Methods (Statistics), Life Assurance Law & Practice and , Life & Pensions Products

09/1985 – 06/1987 Diss High School, A-Level

Mathematics (D), Physics (D), Chemistry (D)

09/1980 – 06/1985 Hartismere High School (Eye, Suffolk), O-Level

Mathematics (A)
English Language (A)
English Literature (A)
French (B)
German (B)
Physics (B)
Chemistry (C)

References

Available on request