

Adrian Hawes

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I am an industry award winning, transformational leader and resource/workforce planning specialist – renowned within the contact centre/back-office industry for Resource & Workforce Planning, MI development and delivery, innovation, transformation with a 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 UK's only industry body for workforce planning, the "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 Select Planning, The Covid Pandemic Vaccine Service and, previously, Aviva has given me a very broad base of skills and knowledge across the spectrum of private and public sector organisations. Further evidence of my reputation is demonstrated through my strong association with the 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

2021 - SCAS – Covid 19 Response

2013 – 2020 – Planning Forum – Innovation of the Year Award Judge and Case Study Writer

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 Planning Forum's/Ulster University joint venture to initiate the first UK university degree in Contact Centre Planning

2012 – Planning Forum – Innovation of the Year Award Judge

2011 - Planning Forum – Accredited as "Professional" Status

2011 – Planning Forum – Innovation of the Year Award Judge

2010 – Planning Forum – Planning Hero Award Winner

2010 – Planning Forum – Innovation of the Year Award Finalist

2006 – Planning Forum – Innovation of the Year Award Judge

2004 – Planning Forum – Innovation of the Year Award Winner

Regular keynote speaker, facilitator and panel member for industry seminars

Key Skills

- Consultancy - defining customer needs, creating and implementing solutions to deliver the desired outcomes
- 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
- 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 and workforce planning (long and short term) and budgeting in end-to-end enterprises – including contact centre, back office and field-based operations covering all industry sectors
- 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

Select Planning Limited – Director 01/2013 – Current

I set the company up with my business partner as a result of my passion for developing, sharing, and realising the benefits of resource planning and operational improvement. Select Planning supports businesses within both the private and public sectors within the UK and is now in its second year of trading.

My Key Achievements:

- Design and delivery of a unique forecasting and planning approach for the Covid Pandemic Vaccine roll-out 119 call centre
- Major operational review of both 999 and 111 workforce planning approaches including set up of a new resource planning function for a major ambulance trust
- Design of an end to end enterprise planning model for a large housing association
- Design and build of a new event and resource planning model for a UK based Cancer charity
- Implementation of workforce planning in a global credit card operation including a large off-shore outsourced function
- Review of end to end workforce planning approach and design of new scheduling approaches for a major UK insurance company
- End to end review of budgeting, resource planning, scheduling, real-time management, performance analysis and roles & responsibilities for one of the UK's largest utilities
- End to end review of budgeting, long term resource planning and governance including delivery of the operational budget for one of the major UK insurance companies
- Review of real-time, intraday service delivery function within a major UK insurance company
- Implementation of resource planning and scheduling capability for the service desk of a global IT company
- Review of customer journey and establishment of budget/demand forecasts and capacity planning for the UK arm of a global boiling water system manufacturer and distributor
- Delivery of long term capacity planning and budgeting for a major high street retailer and its outsource partner
- Design and implementation of demand forecasting, budgeting, long-term planning and recruitment process/models and team structures including new shift arrangements for extended opening hours for a UK based Cancer charity
- Review of the Food and Environment Research Agency's food testing facilities' resource planning requirements and optimisation of its capabilities
- The successful implementation of call centre staff schedules for Yorkshire Ambulance Service's 111 service on set-up
- Yorkshire Ambulance schedule review and change roll out including union engagement
- Roll out of service prediction analysis and discussion within the Yorkshire Ambulance Service Senior and Operational management teams
- Conducted industry job interviews, assessments, and recommendations for the Financial Conduct Authority
- Setting up and running Select Planning Ltd

South Central Ambulance Service (SCAS) – Covid Pandemic Vaccination Roll Out 12/2020 – 02/2022 (Fixed Term Contract)

Responsible for the demand, capacity and budget planning for the NHS 119 Call centre. Taking responsibility for informing and making key decisions that ensured English citizens invited for Covid vaccinations could have access to trained staff on the 119-helpline to aid them booking their covid vaccinations. Responsibilities extended to Covid domestic and international pass and medical exemption certification during 2021.

My Key Achievements:

- Designing a forecasting and planning approach, and accompanying communication/governance processes for a unique set of circumstances, with extreme volatility and no previous precedents
- Translating high level Government commitments for vaccine roll-out into half hourly call demand, resource requirement and service delivery forecasts for the 119 service
- Fast and flexible responses to invitational demand and Government & Prime Minister announcements (24 hours' notice was common)
- Influencing invitation plans to reduce volatility and ensure appropriate response was available from 119 call centre whilst still enabling the Programme to deliver to Government commitments
- Providing "what if" scenarios to both invitation and resourcing teams to aid decision making
- Establishing clear and trusted lines of communication with key stakeholders to ensure operational readiness for each invitation cohort and to manage expectations of senior Programme stakeholders including senior Civil Servants
- Being 1 step ahead of my requirements and ready with the answers and recommendations
- Fully engaged with all key stakeholders: invitation team, service directors, associates and resource providers
- Underpinning the service's ability to handle more calls in November 21 with 40% less resource and cost than the previous highest call volumes seen in March 21
- Translating complex data sets into compelling narratives for senior stakeholders to make critical decisions relative to:
 - Speed of vaccine roll-out
 - Service capabilities of 119
 - Levels of resourcing in 119 (through outsourced suppliers)
 - Optimisation of 119 budgets to ensure best use of taxpayer money
 - Patient outcomes from using the service
- Providing clear business insight into reasons for patient contact, call outcomes to drive process change to deliver improved patient access and better value for money
- Communicating across the programme to ensure operational readiness for different invitation cohorts and approaches

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): NUGI

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: NUGI

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% overachieving)
- 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 (NU 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 am married with 3 grown up children (aged 25, 22 and 18) and 1 stepdaughter (aged 22). I have a passion for live music events – enjoying their spontaneity and communal atmosphere. I also enjoy most sports though mainly as a spectator now. I have also recently caught the bug of house renovation and gardening and after 2 years have nearly completed the full revamp of my bungalow.

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)