TD Bank
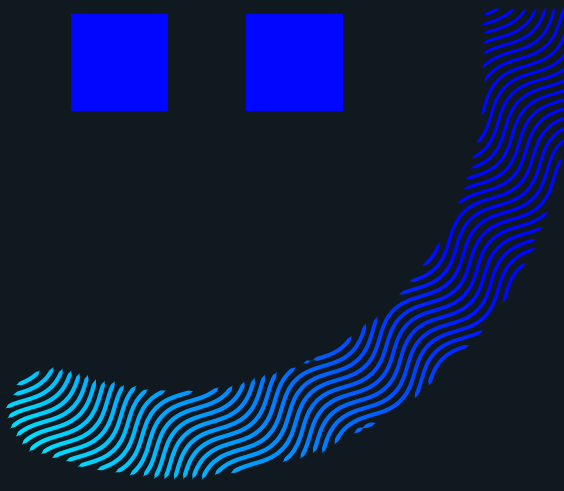
TD Bank Uses NICE to Balance Self-Service Scheduling and Business Needs While Saving Millions Every Year

Toronto-Dominion (TD) Bank, in operation since 1852, is one of the largest banks in North America. TD Bank's contact centers are home to around 15,000 agents and serve 65 different lines of business. A longtime NICE partner, TD Bank began using NICE Employee Engagement Manager (EEM) in addition to NICE Workforce Management (WFM) in 2018. With NICE and Value Realization Services (VRS), the company has removed manual processes, integrated several business functions into one platform, and enhanced productivity. The company takes a forward-thinking approach to scheduling and has leveraged NICE's capabilities to create a Voluntary Time Off and a flexible scheduling initiative that saves the company millions of dollars annually.

NICE

MILLIONS OF DOLLARS
in savings annually

88 MILLION MINUTES
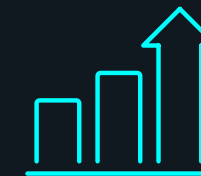saved for customers

11% INCREASE
in calls handled

480,000
in Voluntary Time Off hours

85-89%
occupancy rates

EXCEEDED CSAT TARGET
by 4.5%

CUSTOMER PROFILE

ABOUT
The Toronto-Dominion Bank and its subsidiaries are collectively known as TD Bank Group (TD). TD is the sixth largest bank in North America by assets and serves more than 27 million customers operating in a number of locations in financial centres around the globe. TD Bank also ranks among the world's leading online financial services firms, with more than 15 million active online and mobile customers

INDUSTRY
Financial Services

WEBSITE
www.td.com

LOCATION
Toronto, Canada

SIZE
15,000 agents

GOALS
- Address scheduling gaps
- Empower agents via schedule self-service
- Optimize utilization of workforce resources

PRODUCTS
- Workforce Management (IEX)
- Employee Engagement Manager
- NICE Value Realization Services

FEATURES
- Scheduling self-service
- Voluntary Time Off options
- Schedule swap and flexibility
- Automated Business Rules
- Process improvement recommendations

01 THE BEFORE

A large, evolving contact center workforce

Like many other companies, TD Bank's contact center has changed greatly over the last several years. From moving to a hybrid work environment to meeting the demands of a new generation of workers, the company continues to evolve. However, their approach remains grounded in data and aims for continuous improvement with each advancement.

02 DESIRE TO CHANGE

A changing workforce and scheduling gaps

As more Gen Z Americans enter the workforce and Millennials move into leadership positions, the desire for flexible work and scheduling has become the norm. Tara Vieira, senior scheduling manager at TD Bank, said the demand for flexibility in scheduling is high on their team, noting that 60% of the team wants a nonstandard schedule. "Many team members want to work split shifts or be able to change the days they work regularly," Vieira explains. TD Bank's workforce management team saw an opportunity to empower agents in their schedules and better serve customers at the same time.

TD Bank began designing a Voluntary Time Off (VTO) initiative that would give agents more autonomy in scheduling while ensuring optimal resource utilization. Primary goals for the initiative included enhancing service level management, ensuring customer service consistency, and filling scheduling gaps. Leveraging NICE's Employee Engagement Manager and partnering with NICE Value Realization Services (VRS), TD Bank began rolling out new options for their agents.

03 THE SOLUTION

Agent autonomy balanced with business needs

Hebba Balbaa, Workforce Manager, Integration and Enablement at TD Bank, said that a balance between flexibility and serving customers was critical. "We wanted our agents to get the schedules they want and address fluctuating workloads while also improving customer service," she said. The company began implementing new scheduling functionalities like shift swaps, trades, and split shift opportunities via self-service. VTO options were offered during times of low demand.

VRS delivered deep insights into NICE EEM and WFM, helping TD Bank achieve the 'aha moments' that led to effective tool utilization. Strategic planning, stakeholder engagement, and best practice sessions alongside automated scheduling and agent engagement helped TD Bank establish these new schedule options and VTO. The team also benefited from thorough training, including online self-service training through the NICE Dojo.

Dawn Squires, Employee Engagement Manager at TD Bank, said agents quickly adapted to the self-service scheduling and VTO options. "The feedback from employees has been fantastic," she said. "They've really embraced the autonomy they have now, and we still meet and exceed our business needs month over month."

04 THE RESULTS

Millions in savings and month-over-month improvement

Being able to right-size staff through the VTO offering had a major impact on the contact center's bottom line. TD Bank can address scheduling gaps quickly while agents manage their schedules, enabling the work-life balance everyone craves. TD Bank has tripled the VTO hours offered year over year, and with a 45% adoption rate, over 480,000 VTO hours have been utilized since launch.

The operational enhancements resulting from NICE WFM and EEM translated to a positive impact on customers across the board. Customer wait times have been reduced, saving 88 million minutes in a single year—even as the number of calls handled rose by 11%. Impressively, Balbaa notes, "We meet our service level goals every single month across every business pillar. In fact, we experienced record-breaking customer satisfaction, exceeding our Legendary Experience target by 4.5%."

VRS helped transform our processes, enhancing decision-making and elevating both our operations and our brand," said Vieira. The revamped schedule bid process introduces gamification based on performance and rank, creating a de facto reward system that motivates agents to excel. This facilitates continuous improvement and professional development without direct pressure from TD Bank. Vieira added, "We're getting tremendous feedback and

NICE

engagement in our recruitment process because of the shift customization we're able to offer."

05 THE FUTURE

Machine learning to enhance demand forecasting and scheduling

TD Bank is currently working with its HR team to integrate its payroll system with WFM, which will streamline time-tracking between the two systems. It means greater accuracy and reduced manual administration—something both teams are excited about.

The team is also exploring AI's role in enhancing contact center operations, particularly in forecasting and scheduling. "Our vision involves using machine learning for more precise demand forecasting, allowing us to anticipate fluctuations in workload and allocate resources more effectively," Balbaa said. TD Bank is also exploring AI's potential to automate scheduling and give agents on-the-go modification options. AI will likely be an important tool in TD Bank's strategy to surpass agent and customer expectations over the long term.

"To be a best-in-class contact center you need the right tools – like NICE—and you need to understand it inside and out. Don't take shortcuts."

DAWN SQUIRES
EMPLOYEE ENGAGEMENT MANAGER
TD BANK
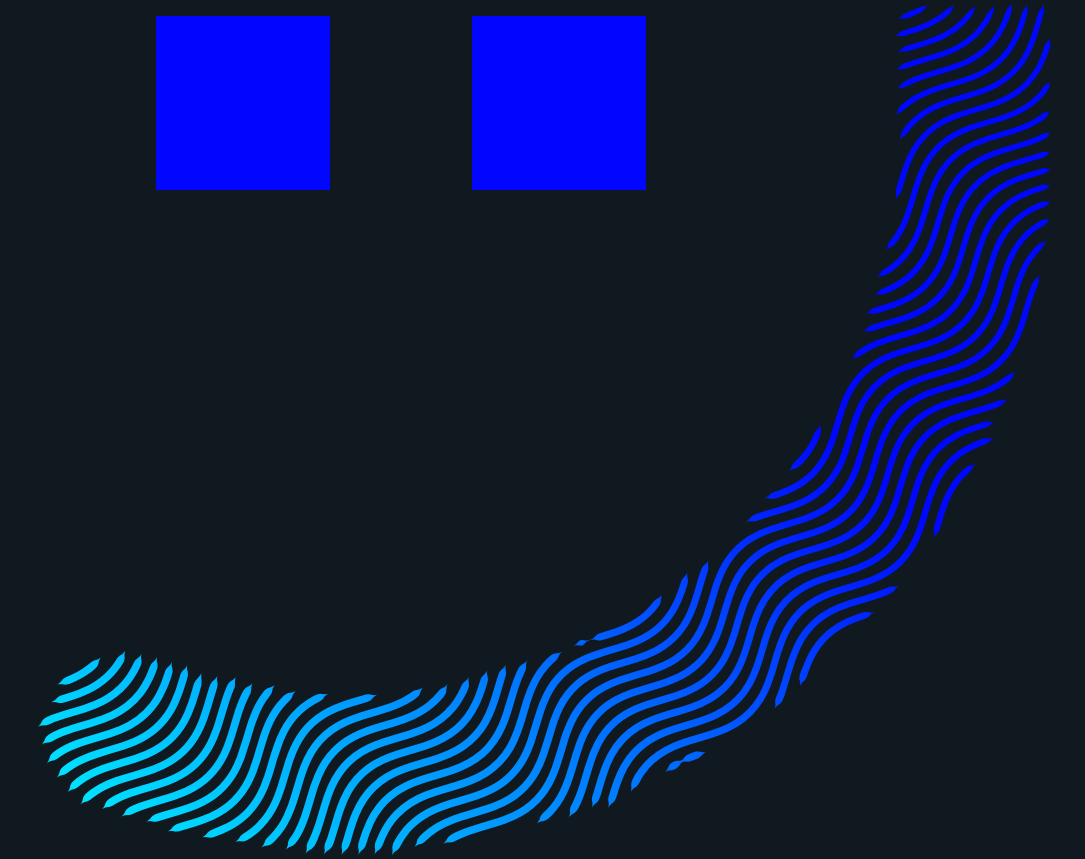
About NICE

With NICE (Nasdaq: NICE), it's never been easier for organizations of all sizes around the globe to create extraordinary customer experiences while meeting key business metrics. Featuring the world's #1 cloud native customer experience platform, CXone, NICE is a worldwide leader in AI-powered self-service and agent-assisted CX software for the contact center—and beyond. Over 25,000 organizations in more than 150 countries, including over 85 of the Fortune 100 companies, partner with NICE to transform—and elevate—every customer interaction.

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