



## Better control on workload at UWV-B&B

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*"We were looking for a way to accomplish appeal procedures within set legal constraints. We've accomplished that goal with Anago's demand-oriented approach. Anago has proven itself as a quick, trustworthy and cooperative partner"*

- Ben Rolloos, CEO UWV-B&B

### Directorate UWV-B&B

"We stimulate working. If working is impossible, we make sure people have temporary income." This is the mission statement of UWV, an independent governing body that is the responsibility of the ministry of Social Affairs and Employment. Next to administering social securities due to unemployment, illness and disablement, the most important job of UWV is getting people back to work. UWV was founded in 2002 after a merge of governing bodies Cadans, GAK, GUO, Sfb and USZO. With over 20.000 employees, UWV is the second largest governing body of the Netherlands.

UWV itself is divided in three divisions and multiple directorates. The biggest divisions are occupied with unemployment and disablement. The directorate UWV-B&B is occupied with complaints and legal appeals which originate from those divisions. This is a big responsibility, because complex decisions have to be made which often have serious consequences for people involved. Moreover there is heavy political pressure towards governing bodies to finish procedures within set legal constraints. The above mentioned created a challenge for UWV B&B, because on the one hand the quantity of work strongly fluctuates and on the other hand there was little insight of (future) workload for their employees.

### Need for control

Right after the merge, problems peaked as all five governing bodies utilized a different system for registering complaints and legal appeals. "We've taken several measures", says Ben Rolloos, CEO of UWV-B&B, "but problems of adjusting employee capacity to workload stayed. Our work asks for a considerable amount of specific knowledge, which makes it difficult to, for example, hire temporary employees when workload exceeds employee capacity. That's the main reason we sometimes can't meet set deadlines. On the other hand employee capacity can exceed workload. In that case we've to pay expensive specialists for doing very little."

### Solution within a month

UWV-B&B had the urgent need for a demand-oriented approach. When UWV-B&B met Anago in 2004, it didn't took both parties long until they decided to assemble a made to measure solution by virtue of the Anago Planning & Control solution. "During the demo we already saw the great potential of the Anago solution, but it also became clear we had some specific demands which had to be met", tells Rolloos. "For example, hours were registered on a daily level in the demo, while we needed a more flexible approach. Anago convinced us their solution could be easily adapted to meet our specific demands and wishes. Together we've assembled a made to measure solution within a

month and conducted a proof of concept at five of our offices." Management of UWV was satisfied with the solution and implemented it at all 17 offices. In December of 2004 the solution went live.

#### **Better insight due to better control**

Regional managers, each of them responsible for approximately 80 employees, and team managers in regional offices take most advantage of the Anago-system. They use the new solution mainly for obtaining insight into current procedures and for conducting 'what-if'-analyses. Rolloos: "We've greatly improved our overview of available employee capacity and existing and future workload. Potential bottlenecks can be foreseen and we're able to proactively react to such situations. Moreover, scenario analyses make it easier to justify possible measures that have to be taken."

Development of those options for analyses wasn't easy, given the complexity and scale of concerning laws and the many exceptions that had to be integrated in our calculative models. Despite those constraints the new solution can perform most of the calculations live. Adapting models as a result of changing laws and regulations is relatively simple with Anago Studio, the foundation of Anago's solutions. Furthermore, an extra advantage of the Anago-system is the fact that team managers are able to obtain insight into individual performances of team members and react proactively when necessary.

The Anago-application is tightly integrated with other systems; the Anago database is filled weekly with all new complaints and legal appeals and the Anago reports are loaded into a variety of other used systems at UWV-B&B. The department of finance and economics also uses the Anago reports.

UWV-B&B decided to let Anago host their new system. "It was most convenient that way", explains Rolloos. "Security of Anago's hosting service is well taken care of, so there was no reason for not doing it. All registration data are being sent anonymously, so privacy of people involved can be secured."

#### **Better service towards the customer**

Rolloos thinks that with Anago's solution the workload process is optimized. "Obviously, in a perfect world we'd like to forecast even more precisely the size of the workload coming towards us, but that's not realistic. UWV-B&B is no factory who produces products and delivers them to intermediaries without ever seeing the final customer. We work with thousands of people who come to us with complicated problems." This makes workload forecasting very complicated. Furthermore, the workload is strongly influenced by external factors such as political decisions.

Especially because people are involved, Rolloos is extremely satisfied with improvements made in capacity planning and reporting. "Ultimately, we do this for our customers. If we've better control of our processes, we're able to provide our customers with better service. They've the right to receive a definite answer on their complaint or legal appeal. Moreover: during a complaint or appeal procedure, the person involved can only wait. The longer it takes, the harder it is for the person involved to get back to work and the risk of permanent social security grows larger. We try our best to meet with goals and thanks to Anago we've greatly improved in doing so."