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## **Applying Workforce Management principles to personal interview modes**

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### *Abstract*

Statistics Netherlands incorporates a range of modes in its data collection. It employs a sequential mixed-mode strategy for most of its social surveys, commencing with CAWI for all sampled individuals, followed by CATI and CAPI for those who do not respond. In the CATI mode, individuals without a response are surveyed if a telephone number is available. Over time, acquiring telephone numbers for sampled individuals has become increasingly challenging. Year after year, Statistics Netherlands observes a decline in the number of located telephone numbers and a decrease in their quality. In the CAPI mode, a targeted approach is employed to include non-respondent groups that exhibit lower response rates in CAWI. This targeted approach has led to a concentration of CAPI interview addresses in urban areas and a reduction in rural addresses. Consequently, travel costs in rural areas have soared. Additionally, persuading individuals for an interview requires greater effort due to the targeted approach for non-respondent groups. Statistics Netherlands' interviewer corps comprises individuals with both permanent and temporary contracts. Currently, the organization faces challenges in recruiting (and planning) interviewers due to a tight labor market. This session explores the topics of contractual arrangements and the planning of interviewers at Statistics Netherlands. Within the contact center industry, Workforce Management (WFM) principles are widely adopted to allocate resources, enhance efficiency, forecast workloads, and manage schedules. By implementing the WFM cycle within Statistics Netherlands, we can effectively analyze, forecast, schedule, monitor, and evaluate the performance of CATI and CAPI, thereby improving employee satisfaction, reducing the need for short-term temporary contracts, and enhancing efficiency. In the near future, Statistics Netherlands plans to merge the CATI and CAPI departments and their interviewers. By enabling CAPI interviewers in rural areas to conduct CATI interviews, we aim to maintain a national presence of CAPI interviewers and reduce travel costs. Additionally, efforts will be made to further decrease the reliance on temporary workers by offering more permanent contracts. Furthermore, interviewing during peak periods may be outsourced to minimize the need for temporary contracts.