



# Dynamic Workforce Management Solution For Loan Applications



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*The Macedon team consistently goes beyond being a development staff. They understand the business process to the point they are able to identify gaps in user stories and provide proactive solutions. We continually get feedback from the business units about how great the team is to work with, in large part because of the creativity, quality, and attention to detail.*”

— SVP Solutions Delivery

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## CHALLENGE

Like most banks with a diverse product line, the volume of loans queued up for audit each day (especially across products) varied considerably for this large full-service bank. Because of this variability, the supply of auditors was rarely sufficient to meet the demand of completing each audit task. Even worse, within each loan type, some auditors lacked the qualifications to work on loans with specific characteristics. For instance, some auditors had the skill and experience to process FHA loans but not VA loans.

Balancing the optimal workforce against pending loans in the queue was cumbersome for managers. There was no streamlined way to accurately calculate the adequate number of FTEs allocated to the bank’s largest product by volume for example, leaving managers to rely on a combination of guesswork and complex, error-prone, and time-consuming spreadsheet-based calculations.

## SOLUTION

Macedon implemented our proprietary Dynamic Workforce and Skill-Based Routing solution, configured for the client’s retail loan processing team, which allowed the bank’s management to allocate resources to the teams where they would be most effective on a day-to-day basis.

Managers entered the skill-sets of auditors and bank tellers, allowing the system to automatically identify the best-fitting and available replacement workers when resource availability changed.

Auditors were grouped by product category and assigned direct, indirect, and mortgage pre-funding loan skills. More granular proficiencies such as the ability to fulfill auto, RV, or marine loans were also associated with each auditor.

**Assign Resource Workload**

Allocate Resources | Update Productivity Profiles | Update Functional Areas

Functional Area: Loan Auditing

Inactive Resources and Recommended Replacements:

- Carrie Martinez - Amber Jackson
- Frigo Scherer - Daily Smith
- Steve Matthews - Carrie Cohen
- Reassign Current Tasks

Resource	Direct Pre-Funding	Indirect Pre-Funding	Mortgage Pre-Funding	Post-Funding	Active?
Al Martinez	Auto   Marine   RV	Auto   Lease   Marine	FHA   VA	Auto   Marine   RV	✓
Amber Jackson	Lease   Marine   RV	Auto   Lease   Marine	FHA   HELOC   VA	Lease	✓
Carrie Martinez	Auto	Lease	HELOC   VA	Lease	✗
Carrie Cohen	Lease   Marine   RV	Auto   Lease   Marine	VA	RV	✓
Frigo Scherer	Auto	Lease	FHA   HELOC	Marine   RV	✗
Maddison Richards	Auto   Marine   RV	Auto	FHA	Auto	✓
Daily Smith	Auto	Marine   RV	FHA   HELOC   VA	Auto   Lease   Marine   RV	✓
Steve Matthews	Lease	Auto	HELOC	Marine   RV	✗

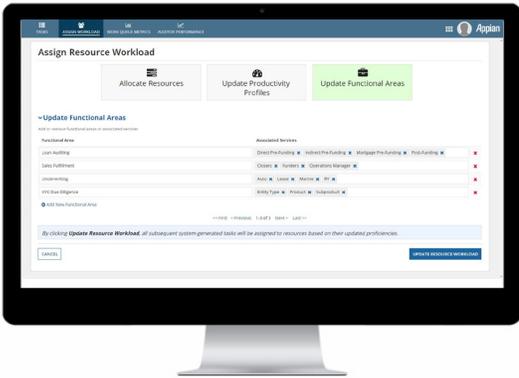
Allocation Details

Proficiency	Actual Resource Allocation				Ideal Resource Allocation				
	Loan Auditing	Sales Fulfillment	Underwriting	KYC Due Diligence	Proficiency	Loan Auditing	Sales Fulfillment	Underwriting	KYC Due Diligence
Auto	1.00	2.43	2.41	7.19	Auto	10.21	0.66	14.36	12.79
RV	0.16	0.27	0.07	0.21	RV	0.24	1.11	0.22	10.65
Marine	0.2	2.21	2.96	3.76	Marine	10.71	0.52	0.91	10.68
Lease	2.00	3.07	0.24	0.39	Lease	12.14	2.79	3.93	0.14

By clicking Update Resource Workload, all subsequent system-generated tasks will be assigned to resources based on their updated proficiencies.



# Improving Customer Satisfaction while Managing Costs



As the success of this implementation was realized, this solution was expanded to include direct loan products, and there are plans to roll it out to further product lines in the future.

This solution enabled team leaders to effectively manage and load balance while accounting for resource availability at the same time. Real-time resource allocation displayed alongside ideal resource allocation gave managers the ability to adjust their resource capacity on the fly, allowing them to scale up or down to meet the current demand for specific skill sets.

### RESULT

By implementing this Dynamic Workforce and Skill-Based Routing solution, the organization is now able to efficiently and optimally swap resources across teams, identify training gaps, and understand the impact of availability and skill combined with teaming on projected output. Loan audit throughput and accuracy have dramatically increased, as best-fitting auditors are available to fulfill their relevant tasks.

Managers were able to see the system-calculated “Ideal Resource Allocation” metrics, allowing them to adjust their teams’ composition to respond to fluctuating demand. Since the assignments were more precisely calculated to meet actual demand based on projected output, these auditor teams were consistently able to exceed their SLAs. This solution also exposed the fact that the number of lease auditors limited the bank’s ability to process leases, so the bank trained more auditors in this proficiency. This allowed the bank to reset their SLAs to better serve their customers, and ROI was realized in less than one year after implementation.

For more information on our Dynamic Workforce Management solution, and requesting a demo, please [contact us](#).

