

ABL Digital Technologies

CAPACITY PLAN & HIRING SCHEDULE

A Practitioner's Guide

Attrition-aware hiring · Training pipeline · Cost build-up · Worked example

Companion to the other tool explainers.

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1 · What This Tool Does

Given a target FTE trajectory across a horizon (12, 24 or 36 months), the Capacity Plan & Hiring Schedule builds a month-by-month hiring plan that:

- Replaces attrition losses each month
- Hires ahead of demand by the training duration so new agents are ready when needed
- Rounds hiring to whole hire classes
- Costs the result — on-floor + in-training paid headcount plus training event costs

It is the natural extension of Deal Sizing. Deal Sizing tells you the FTE you need each month; Capacity Plan tells you how to hire to that trajectory, given attrition and training overhead.

For a one-time monthly FTE calculation, use Deal Sizing. For an honest hiring plan that accounts for attrition and the training pipeline, use this tool.

2 · The Inputs

2.1 FTE Trajectory

Two ways to specify what you need on the floor each month:

- Start FTE + Monthly Growth (%) — generates $\text{Start} \times (1 + \text{growth})^{\text{month}}$
- Paste a comma-separated list of monthly FTE numbers — overrides the formula

Horizon is 12, 24 or 36 months.

2.2 Attrition

Monthly attrition rate as a percentage of on-floor headcount. Typical values:

- 2-3% — voice operations with stable retention
- 4-6% — busy collections / sales BPO
- 6-10% — high-pressure outbound or seasonal ramp

Applied each month to whoever is currently on-floor. Trainees are assumed not to attrite.

2.3 Hire Class Size

Number of recruits per training batch. Hiring rounds up to whole classes — better to over-hire by a few than to short the next month's target. Common values: 10, 15, 20, 25.

2.4 Training Weeks

How many weeks of training (classroom + nesting) before going on-floor. Translated to months internally as $\text{round}(\text{weeks} / 4.33)$. Voice ops typically 3-6 weeks; technical or regulated work 6-12 weeks.

2.5 Training Cost

One-time cost per recruit — includes trainer time, materials, certification. Separate from per-FTE monthly cost.

2.6 Per-FTE Monthly Cost

Fully loaded monthly cost. Applies to both on-floor and in-training headcount (trainees are paid the same as productive staff).

3 - The Maths

3.1 Month-by-Month Simulation

For each month m :

1. $\text{attrition}[m] = \text{onFloor} \times \text{attrition\%}$
2. $\text{onFloor} -= \text{attrition}[m]$
3. Pipeline trainees finishing this month join on-floor (graduating cohort)
4. Pipeline trainees with remaining time decrement by 1
5. Forecast on-floor at month $(m + \text{trainingMonths})$ accounting for future attrition:
 $\text{projected} = \text{onFloor} \times (1 - \text{attr})^{\text{trainingMonths}} + \text{currentPipeline}$
6. $\text{gap} = \text{required}[m + \text{trainingMonths}] - \text{projected}$
7. $\text{hires}[m] = \lceil \text{gap} \div \text{classSize} \rceil \times \text{classSize}$ (whole classes)
8. Add hires to pipeline with remaining = trainingMonths

3.2 Cost

```
inTraining[m] = sum of pipeline counts
totalPaid[m] = onFloor + inTraining
monthlyCost = totalPaid × per-FTE cost
```

Add hires[m] × training cost as one-time charge
cumulative = running sum

4 · Outputs

4.1 Plan Summary Card

- Peak FTE Required across the horizon
- Total Hires (all classes combined)
- Total Attrition Loss (sum of monthly attrition)
- Hire Classes (number of training batches)
- Total Training Cost (event costs)
- Total Roster Cost (on-floor + in-training, sum over horizon)
- Total Cost (incl. training)
- Average Monthly Hires

4.2 Monthly Plan Table

First 12 months in a compact view: Month, Required FTE, On-Floor Start, Attrition, Hires, In Training, On-Floor End, Monthly Cost. Hires column is highlighted in green when non-zero so the hiring rhythm is visible at a glance.

4.3 Headcount & Hiring Chart

Required FTE as a dashed black line (the target). On-Floor FTE as a gold filled area (what you actually achieve). Hires as green bars on a secondary axis. The gap between gold and black tells you whether the schedule is keeping up.

5 · The Excel Workbook — Three Sheets

- Summary — every input echoed, every output, total cost build-up
- Monthly Plan — every month in the horizon (not just the first 12) with all columns
- Assumptions — methodology narrative and what the tool does not cover

6 · A Worked Example

Sizing a 24-month BPO ramp:

- Start FTE: 100 · Monthly Growth: 2% · Horizon: 24 months
- Attrition: 3% monthly · Hire Class: 15 · Training: 4 weeks (~1 month)
- Training Cost: ■40,000 per recruit · Per-FTE Cost: ■55,000/month

6.1 Required Trajectory

Month 1: 100, Month 12: ~127, Month 24: ~161

6.2 First Month

attrition = $100 \times 3\% = 3$

onFloor after = 97

Need ~102 in month 2; pipeline empty so hire to fill gap

gap = $102 - (97 \times 0.97) = 8 \rightarrow 1 \text{ class of } 15 = 15 \text{ hires}$

6.3 Steady State

Once the pipeline fills, the rhythm settles to roughly:

Monthly attrition loss $\approx 3-5$ per month

Hires $\approx 15-30$ per month (1-2 classes)

Each class costs $\blacksquare 6$ lakh in training ($15 \times \blacksquare 40,000$)

6.4 Total Cost Picture (24 months)

Total Hires: ~350-400 across ~25 classes

Total Training Cost: $\sim \blacksquare 1.5$ crore

Total Roster Cost: $\sim \blacksquare 20-22$ crore

Grand Total: $\sim \blacksquare 21-24$ crore

7 - What the Tool Does Not Cover

- Attrition during training (assumes 100% graduation)
- Ramp-up productivity (assumes 100% productive on graduation)
- Vacation and leave allocation
- Cohort-specific cost differences (e.g., new hires at lower base salary)
- Multi-site or multi-skill allocation across the hiring plan

8 - Tips

Why am I hiring more than I need?

Two reasons. First, classes round up — a gap of 8 with a class size of 15 results in 15 hires. Second, the tool plans ahead by the training duration. If the trajectory jumps up sharply, the hire shows up that many months early.

Should I just hire more often in smaller classes?

Empirically, fewer larger classes is cheaper per recruit (trainer utilisation) and easier to manage operationally. But it makes the hiring rhythm lumpy. Run the tool with a few class sizes and compare total cost vs ramp smoothness.

My attrition rate fluctuates — what to enter?

Use the 6-month rolling average. The tool applies the rate flat across the horizon. For lumpy attrition (e.g., post-bonus exodus), run multiple scenarios with the What-If Scenario Planner.