



Shrinkage category checklist

Capture every category — split planned from unplanned — and measure from reality

Planned shrinkage (you control the timing)

- Annual leave / holidays
- Training and induction
- Coaching and 1:1s
- Team meetings and huddles
- Project / off-phone work
- Bank holidays and closures
- Compliance / mandatory learning

Unplanned shrinkage (you forecast the pattern)

- Sickness and unplanned absence
- No-shows and late starts
- Attrition gaps (leavers not yet replaced)
- System downtime / outages
- Lateness returning from breaks
- Ad-hoc / unscheduled tasks

The discipline

Measure from actuals, not targets. Use what time really went to each category, by week — not the policy figure.

Reconcile: contracted hours – hours actually on contacts should match your built-up total. If not, a category is missing.

Forecast by period, not one flat annual number — higher in leave and flu season, lower elsewhere.

Gross-up: required FTE = productive-heads requirement ÷ (1 – shrinkage).