3-1-1
Call Handling Performance
&
Customer Service Satisfaction Survey Results

Office of Community Relations

Session Overview

3-1-1/CountyClick was launched on October 1, 2013, with the purpose of giving residents a single number to call or Web site visit to request government information and or services.

This CountyStat session will review call volume and call handling performance metrics for the 3-1-1 Call Center as well as customer service satisfaction survey data collected by the County.

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3-1-1 Call Center Performance Metric Definitions

| Term	Definition
Call Volume	Total number of calls that are received
Abandoned Call Rate	The rate of total calls terminated by customers to total calls received while call takers were available for the reported dates
CSR	Customer Service Request
Average Speed of Answer	The average amount of time for a call taker to pick up ringing and cued calls for the reported dates
Average Hold Time	The average amount of time a customer is on hold during a call
Average Handle Time	The average amount of time a call taker spends handling a call on the reported dates
Service Level	The percent of calls handled within a specific time frame

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Call Volume & Staffing
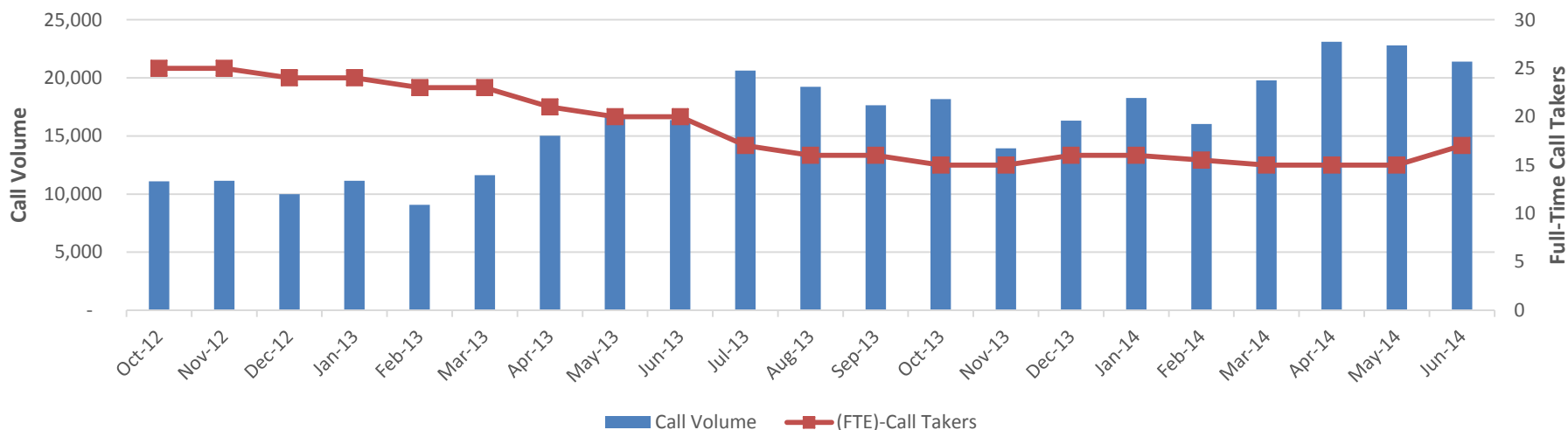
Fiscal Year	July	August	September	October	November	December	January	February	March	April	May	June	Total	Monthly Average
2013				11,103	11,146	9,991	11,136	9,070	11,628	15,012	16,797	16,378	112,261	12,473
2014	20,627	19,242	17,640	18,176	13,945	16,324	18,279	16,022	19,790	23,106	22,791	21,410	227,352	18,946

The Prince George's County Office of Community Relations officially opened the 3-1-1 Call Center on October 1, 2012. In FY 2014, the call center received 227,352 calls, averaging 18,946 per month.

The call center was originally staffed with 25 full-time call takers. For a number of personnel reasons call taker numbers decreased since the call center opened, but have held steady at 15.5 since August of 2013. In June 2014, two additional call takers were added for a total of 17.

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Walk-Ins, Emails & Letters
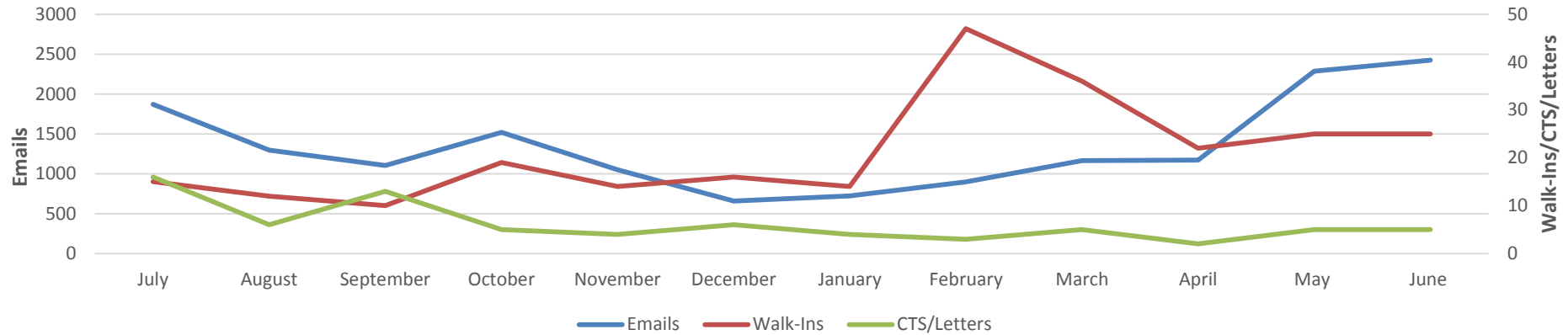
FY 2014	July	August	September	October	November	December	January	February	March	April	May	June	Total	Monthly Average
Emails	18,69	1,296	1,105	1,518	1,051	658	722	897	1,164	1,172	2,286	2,425	16,163	1,347
Walk-Ins	15	12	10	19	14	16	14	47	36	22	25	25	255	21
CTS/Letters	16	6	13	5	4	6	4	3	5	2	5	5	74	6
Total E-mails, Walk-Ins, CTS/Letters	1,900	1,314	1,128	1,542	1,069	680	740	947	1,205	1,196	2,316	2,455	16,492	1,374

In addition to calls, 3-1-1 personnel also address customer requests for service submitted via email, regular mail, and by walk-in customers.

The additional volume accounts for seven percent of the total 3-1-1 workload in FY 2014, which was driven predominately by emails received through County Executive's public email account and a 3-1-1/CountyClick account.

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Call Answer and Handle Time
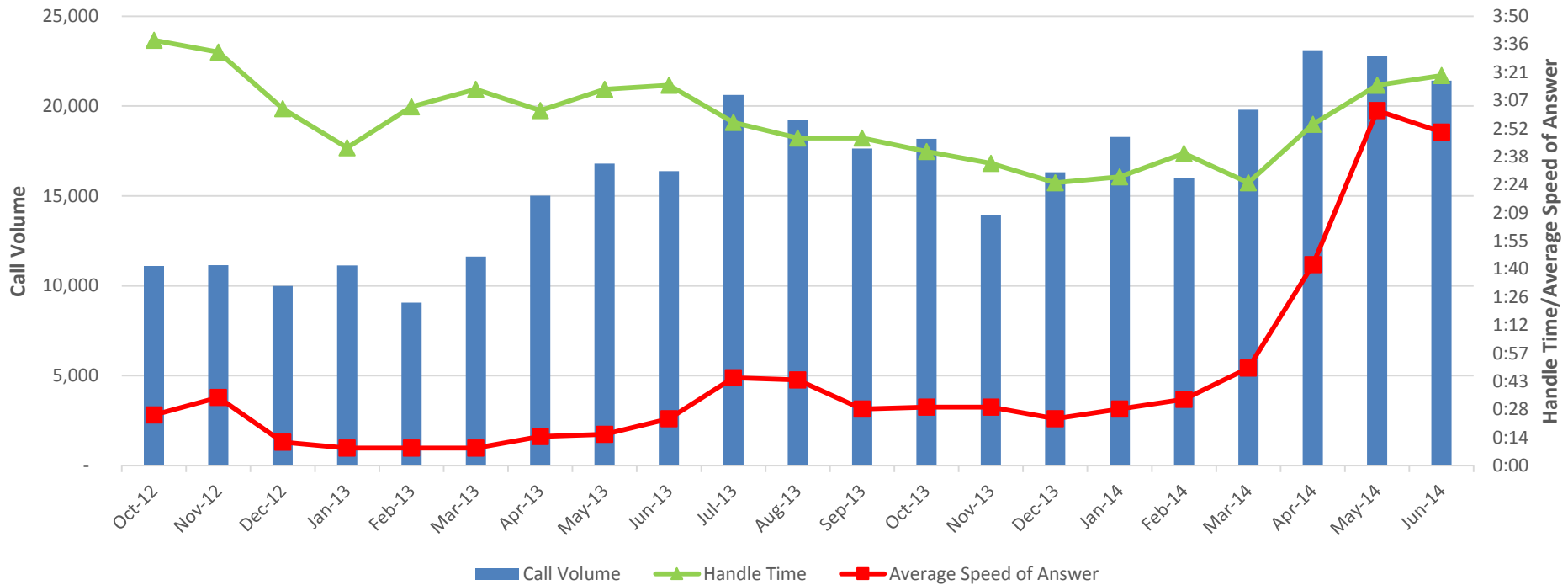
The Prince George's County 3-1-1 Call Center average speed of answer performance goal is 45 seconds. Starting in March of 2014, the average speed of answer has increased substantially.

The average amount of time it takes call takers to handle a call was steadily declining until April 2014, when it started trending upwards.

Service Level
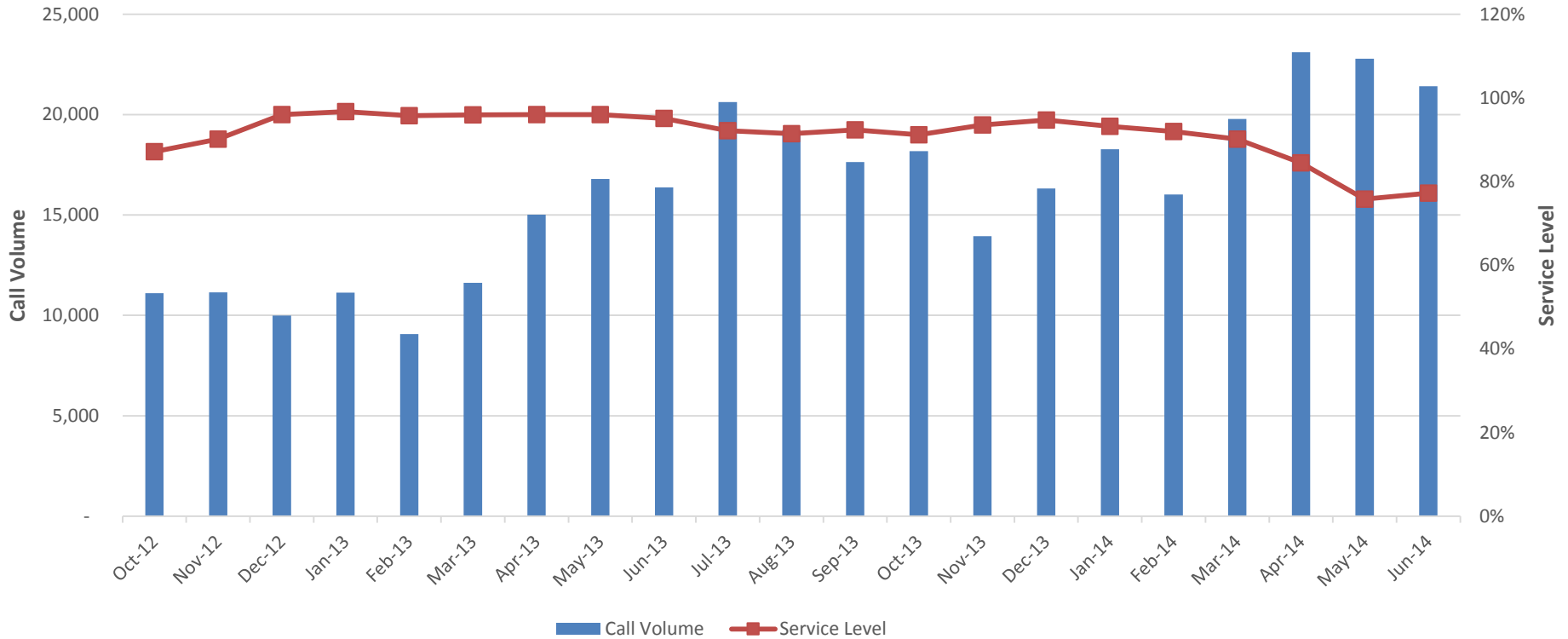
The Prince George's County service level performance goal is 85 percent of calls answered within 45 seconds. The goal was meet every month except for May of 2014, when the service level was 76 percent.

Abandoned Call Rate
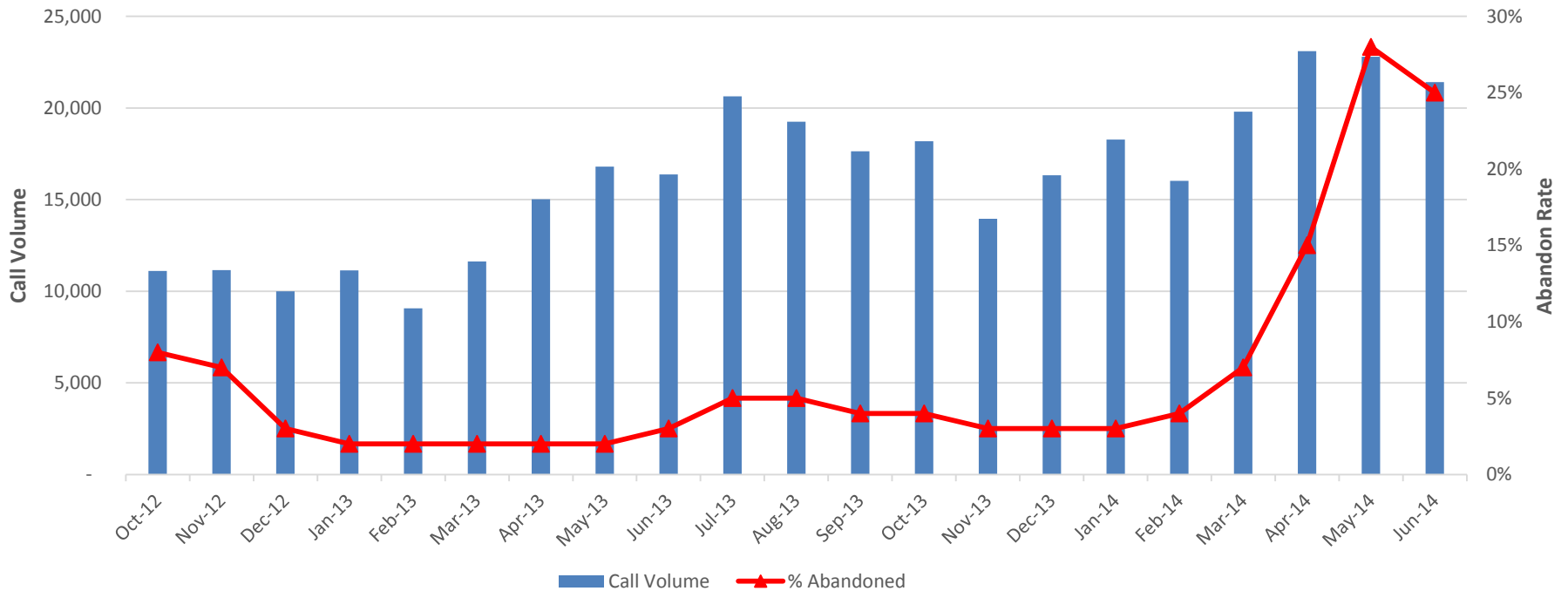
The industry standard for call abandoned rate is six percent or less, which Prince George's County has set as its performance goal. During the first two months of operation the call center failed to meet its goal, but has attained that goal every month since until March of 2014 when it started to increasing substantially.

Spanish Language
Call Volume & Staffing
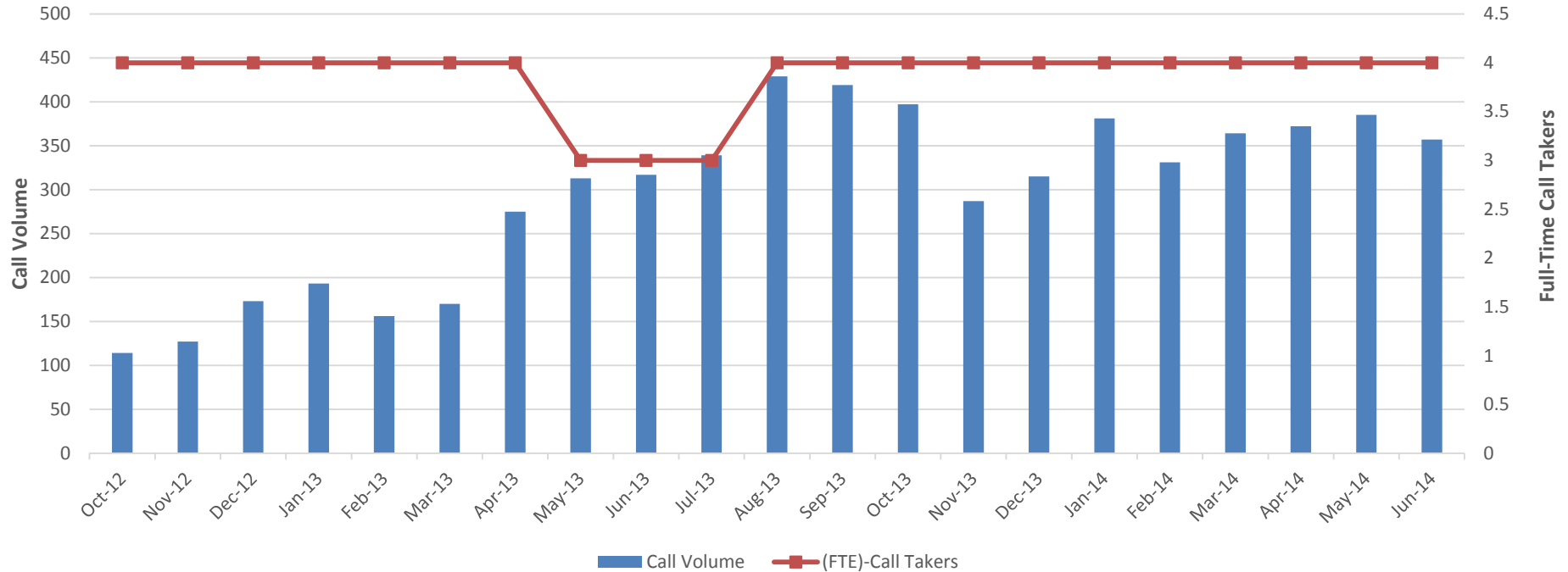
Customers have the option of selecting an English or Spanish speaking call taker at the beginning when calling 3-1-1. The number of callers selecting a Spanish speaking call taker is 2 percent since the call center opened. Full-time Spanish speaking call takers staffing has consistently been at four, with the exception of three months last summer.

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Spanish Language
Call Answer and Handle Time
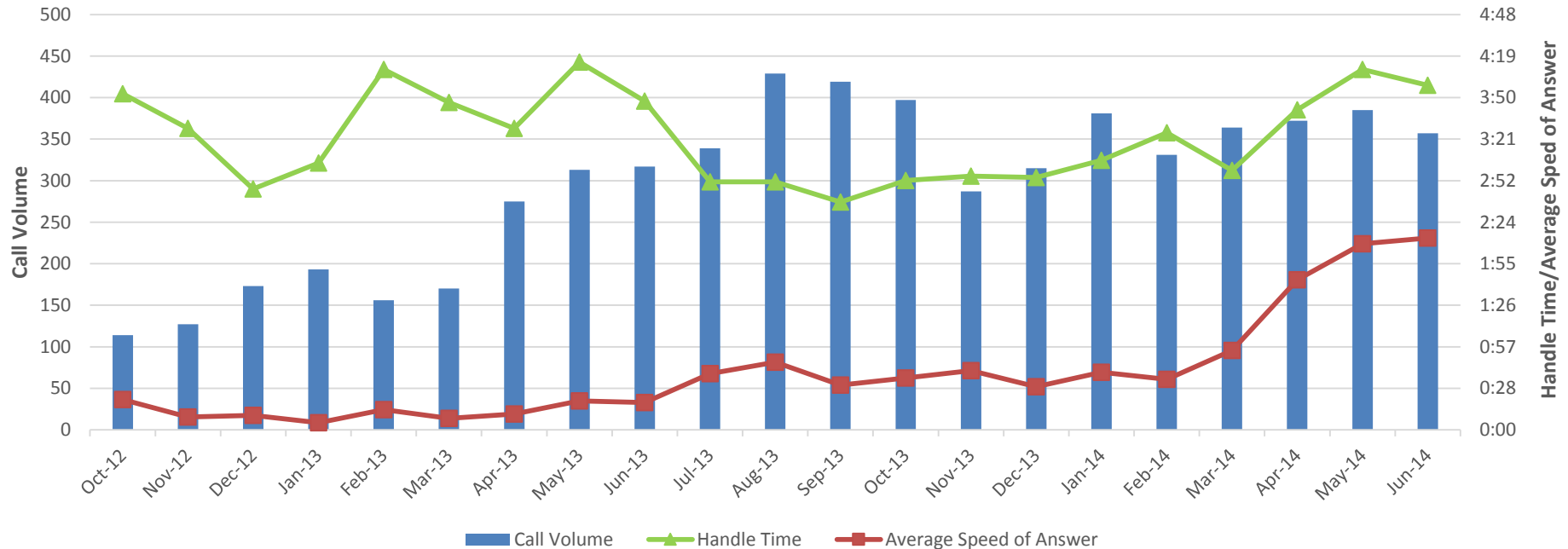
Spanish speaking call takers exceed the 45 second speed of answer call center goal in August of 2013, which corresponds with one of the months the number of full-time Spanish speaking call takers was down from four to three.

The average amount of time it takes Spanish speaking call taker to handle a call dropped significantly in May of 2013 from a high of 4:19, but is trending upwards since September of 2013.

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Spanish Language Abandon Rate
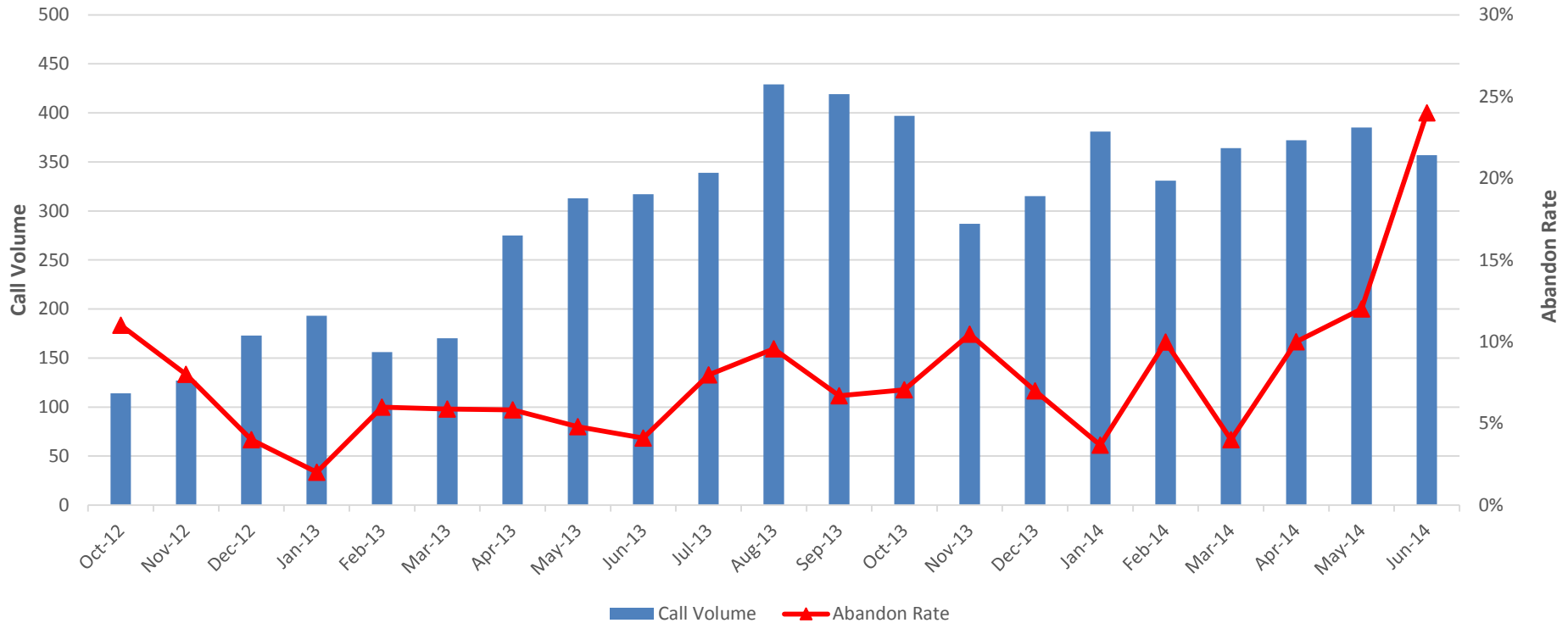
The abandon rate for Spanish speaking call takers is high compared to the rest of the call center, which has a performance goal of six percent or less.

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Customer Service Request Hot Spots

The majority of CSRs received by the County are inside the Beltway.

The highest density of requests tend to be located near the County's six Transforming Neighborhood Initiative (TNI) areas.

It should be noted this map shows only where customers are requesting service delivery, not where all County services are being delivered.

Legend

☐ TNI Areas

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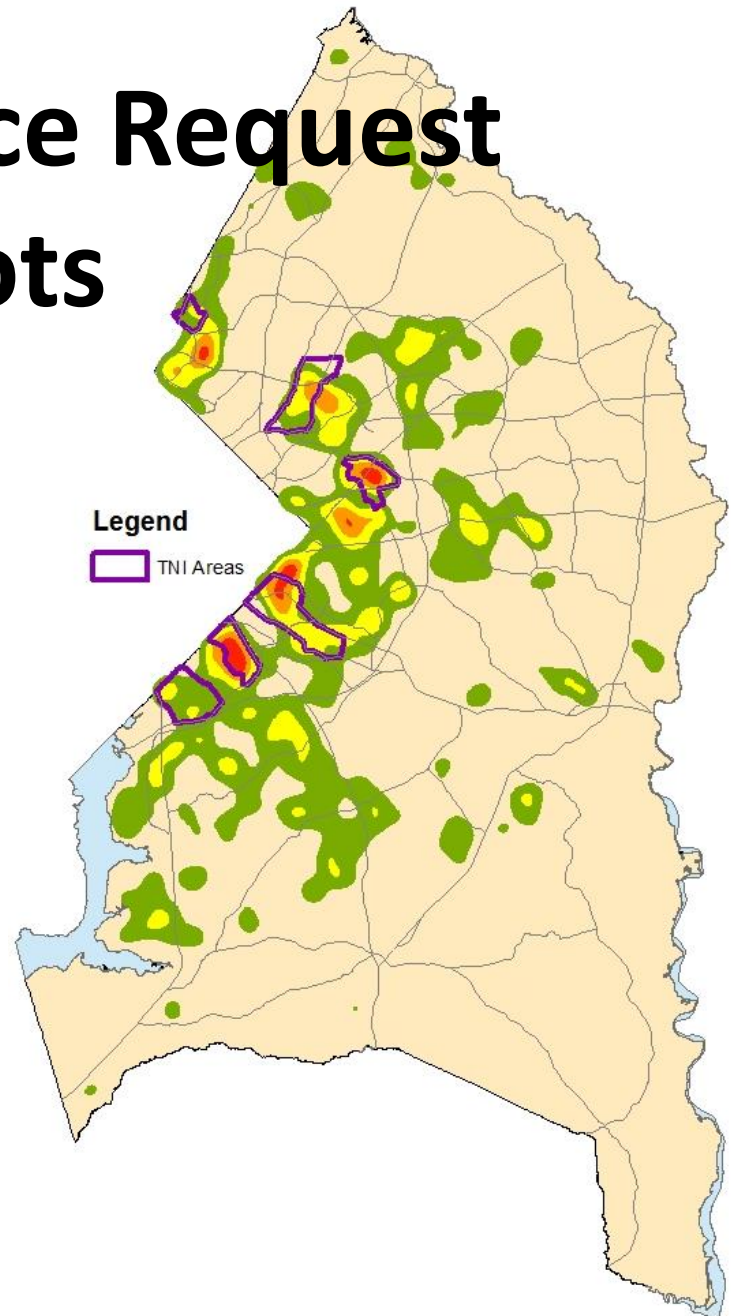
Customer Service Satisfaction

Starting in 2013, OCR has surveyed 269 customers who have accessed the 3-1-1 system both online and via the call center about their experience. Of those surveyed, 63 answered questions relating to customer service.
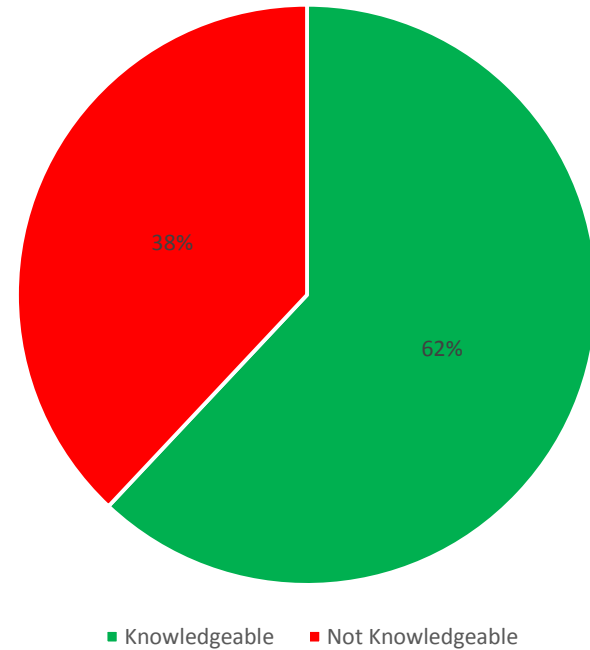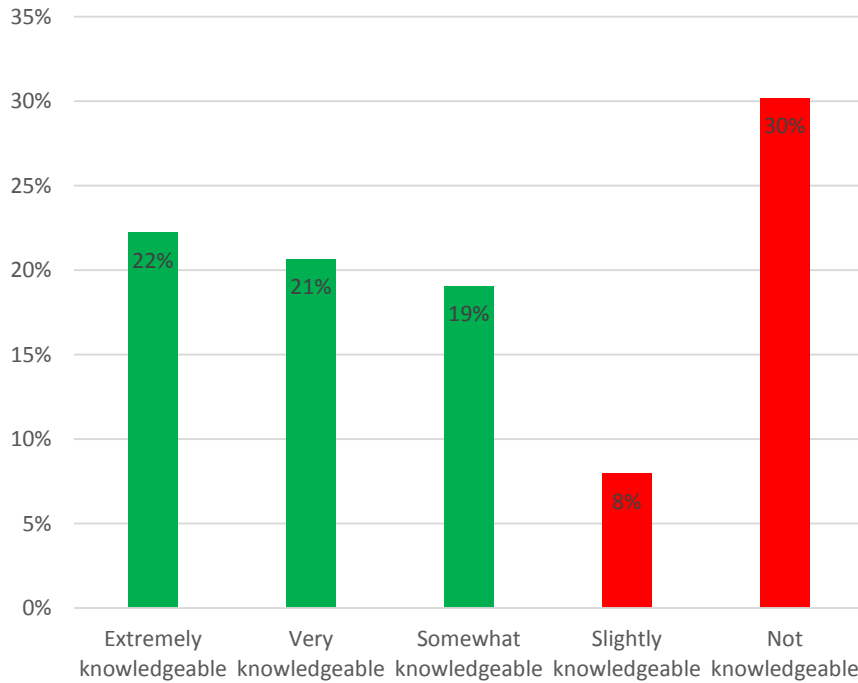
How convenient was the 311 process?
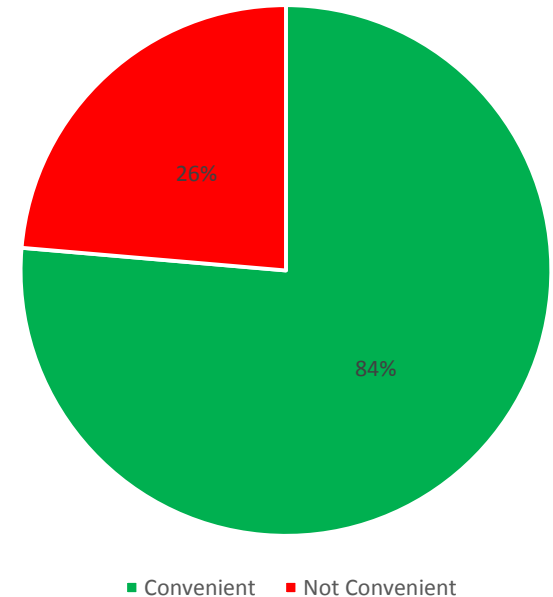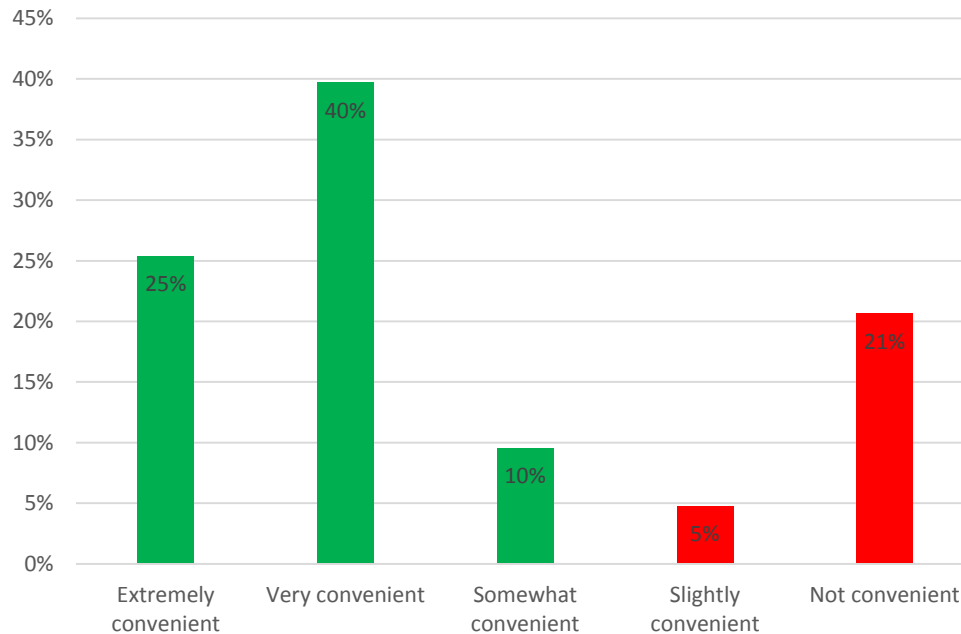
According to 26 percent to people surveyed, the 311/CountyClick process is not convenient.

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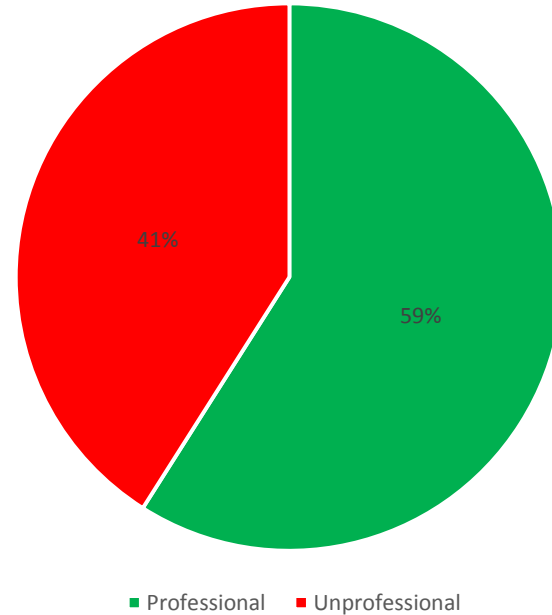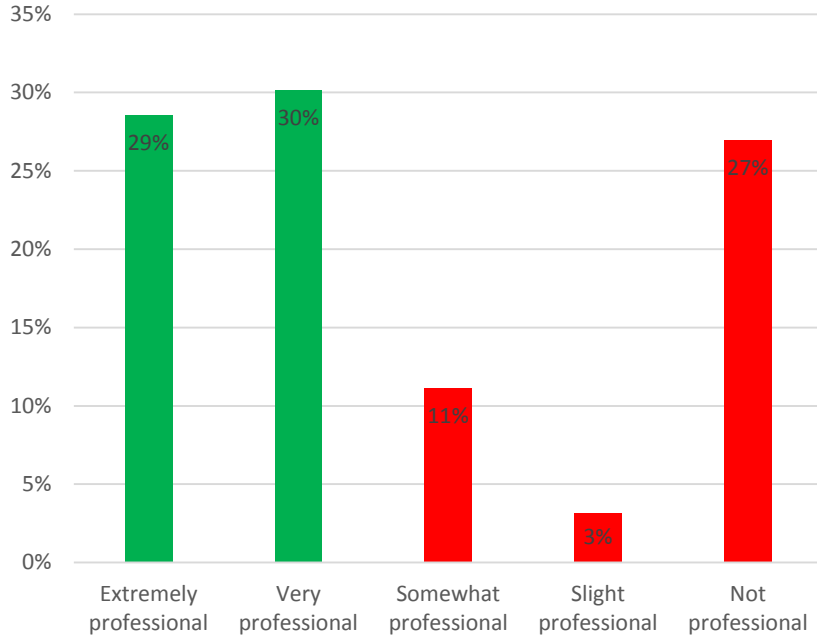
Customer Service Satisfaction

How knowledgeable was the
311 Call Center Representative?

More than a third of customers surveyed found call takers to be only slightly knowledgeable in addressing the concern of the customer.

Customer Service Satisfaction

How professional was the
311 Call Center Representative?

The 30 percent rate of customers rating call takers as unprofessional is of concern. Unfortunately, there is no phone monitoring system in place allowing for management to listen to call taker performance other than listening over the shoulder of call taker while they are on the phone.

Findings & Recommendations

Finding 1: Since March of FY 2014, the call center's call answer time, handle time, service level, and abandon call rates have been showing a negative trend.

> **Recommendation A:** OCR should start tracking the number of available call takers on a daily basis and not just full-time call takers on staff.

> **Recommendation B:** OCR should review call volume data and operation procedures from June and July 2013 and the past three months to identify changes contributing the drop in call center performance measures.

Finding 2: Customers requesting a Spanish speaking call taker are abandoning their calls at a significantly higher rate than callers selecting English.

> **Recommendation A:** 3-1-1 Call Center management should study the Spanish speaking call taker data on a weekly basis, work with call takers to identify the issue and create a plan to reduce the abandon rate.

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Findings & Recommendations

Finding 3: 3-1-1 call data is currently stored on the Avaya phone system and in an excel file on a network drive.

> **Recommendation A:** The Office of Information Technology should work with OCR and CountyStat to include 3-1-1 call center Avaya data in the County's data warehouse.

Finding 4: 3-1-1 Call Center customer satisfaction survey data suggests the need for increased call taker customer service training.

> **Recommendation A:** Customer service satisfaction goals should be established and data monitored on a monthly basis.

> **Recommendation B:** OCR should work with the County Executive's Office on a more detailed customer satisfaction survey and ways to increase survey participation by 3-1-1/CountyClick users.

Discussion