OFFICE OF COMMUNITY RELATIONS
COUNTYCLICK311

To:	**Benjamin J. Birge, Manager CountyStat**
Through:	**Musa Eubanks, Director, Office of Community Relations**
From:	**Jennifer Hawkins, 311 Call Center Senior Manager**
Date:	**October 15, 2014**
Subject:	**CountyClick311 Follow-up Response Information**

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Please find the OCR, CountyClick311 response to follow-up questions that stemmed from the CountyStat session in which 311 participated on July 22, 2014.   Included in this follow-up report are four attachments which contain additional 311 Call Center data. Through this deep-dive process of reviewing the call center's data, OCR Management was able to identify some areas within operations which will be modified in an effort to build improved efficiencies in the overall CountyClick311 process. Please contact OCR Management if you have any additional questions or information to provide.

COUNTYCLICK311 FOLLOW-UP INFORMATION

MUSA EUBANKS, DIRECTOR
JENNIFER HAWKINS, CALL
CENTER MANAGER

PERFORMANCE LEVELS QUESTION 1

PROVIDE A MONTHLY REPORT SHOWING THE NUMBER OF AVAILABLE CALL TAKERS ON A DAILY BASIS. THIS INFORMATION SHOULD BE INTEGRATED INTO THE CALL VOLUME DATA TO GENERATE A REAL-TIME ANALYSIS OF PERFORMANCE AND STAFFING NEEDS.

311 started capturing the number of available staff on a daily basis in August 2014. Attached, please find August and September Daily Production Reports which provides complete phone statistics on a daily basis, as well as, the number of available Call Center Representative Staff available to handle calls. An example of that report is displayed below:
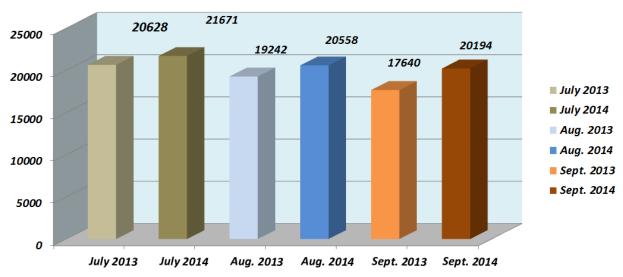
Date:	8/29/2014												
Split/Skill	ACD	Avg Speed Ans	Avg Aban Time	ACD Calls	Avg ACD Time	Avg ACW Time	Aban Calls	Max Delay	Extn Out Calls	% ACD Time	% Ans Calls	% Aban
Totals		1:11	1:47	787	2:58	:30	75	19:01	180	16.34	85.23	10%
Call Center 311	ACD1	1:13	1:45	465	2:49	:32	54	9:05	153	37.65	85.79	12%
Spanish 311	ACD1	1:24	1:05	17	2:23	1:15	2	10:36	10	1.54	89.47	12%
Bulky Trash	ACD1	:59	1:30	238	3:01	:23	12	7:53	17	18.24	83.22	5%
Senior Picnic	ACD1	1:39	2:47	53	4:10	:29	7	19:01	0	5.86	88.33	13%
DPWT Snow/CustServ	ACD1	1:49		14	3:25							0%

Date:	8/29/2014													
Agent Group:	Call Center 311													
Agent Name	ACD Calls	Avg ACD Time	% Agent Occupancy w/ ACW	Extn Out Calls	ACD Time	ACW Time	% ACW	Other Time	AUX Time	Avail Time	Staffed Time	Trans Out	Held Calls	Held Calls %	Avg H Time
Totals	787	2:58	81	181	38:59:42	8:30:57	12%	2:47:07	9:47:38	12:22:35	73:57:43	99	215	27%	
	51	5:01	92	7	4:15:28	1:18:46	18%	:15:28	0:49:28	:32:24	7:17:13	5	15	29%	
	79	3:20	71	25	4:23:33	0:12:57	3%	:24:54	0:15:25	2:07:06	7:28:27	0	29	37%	
	79	3:19	81	11	4:22:26	0:29:08	7%	:01:56	1:00:28	1:08:48	7:10:34	9	9	11%	
	60	2:40	76	16	2:39:56	1:18:30	22%	:02:01	0:37:19	1:16:15	6:45:41	15	17	28%	
	51	5:02	89	28	4:16:51	0:59:59	15%	:10:01	0:33:48	:41:39	6:45:41	19	26	51%	
	118	1:54	86	13	3:44:54	0:47:32	11%	:08:01	1:20:47	:48:42	7:16:27	12	20	17%	
	96	1:46	78	20	2:50:13	0:20:27	5%	:04:33	1:59:04	:59:56	6:32:19	8	13	14%	
	50	3:01	87	14	2:31:10	1:28:38	20%	1:14:03	1:10:17	:47:44	7:15:33	7	39	78%	
	60	3:54	73	18	3:54:28	0:27:10	6%	:01:02	1:04:44	1:43:11	7:17:20	0	13	22%	
	93	2:39	77	18	4:06:04	0:28:04	7%	:23:42	0:23:35	1:34:07	7:02:48	14	23	25%	
	50	2:18	79	11	1:54:39	0:39:46	17%	:01:26	0:32:43	:42:43	3:54:31	10	11	22%	
AVG	72			16	3:32:42	0:46:27		0:15:12	0:53:25	1:07:30	6:43:26	9	20		

11 Agents available today

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PERFORMANCE LEVELS
QUESTION 2

PROVIDE A REVIEW OF CALL VOLUME DATA OVER THE LAST THREE MONTHS AND COMPARE AGAINST ANY OTHER PERIODS OF COMPARABLE VOLUME AND CHANGE IN VOLUME (E.G., JUNE-JULY 2013) TO IDENTIFY THE FACTORS THAT MAY HAVE CONTRIBUTED TO THE RECENT DROP IN THE CALL CENTER'S PERFORMANCE MEASURES.

Please find below call volume data over the last three months with a comparison to the same period last year. A complete comparison report is attached and entitled Year- Over- Year Comparison FY15 for further review. After further analysis of the comparison data, more attention and focus is being paid to all non-phone duty activity. In addition to modifying some internal procedures, attendance policies will be to more strictly enforced as the number of absentees has a direct impact on the Call Center's ability to meet service levels.

Call Volume Year Over Year Comparison FY15

SPANISH-SPEAKING CALL LINES QUESTION 3

STUDY ALL SPANISH-SPEAKING CALL CENTER DATA ON A WEEKLY BASIS TO IDENTIFY ANY POTENTIAL PROBLEMS AND SUBMIT A PLAN TO ADDRESS ANY DISCREPANCIES IN SERVICE THAT MAY EXIST.

Currently, 311 has four Spanish Speaking Call Center Representatives. These four Call Reps. must cover three shifts in which there is some over-lap. Due to the significant lower volume of Spanish Calls in comparison to the other two skill sets, it would not be prudent to segregate the Spanish Calls to the Bi-lingual Call Center Reps. only. They would sit idle while calls for the other skill sets would wait in queue, until a Spanish call is presented to a Bi-lingual Rep. Our plan is to hire any future Call Center Reps. whom are Spanish-Speakers only. By increasing the number of Bi-lingual Reps., Spanish-Speaking citizens will reach an available representative sooner rather than later. The result would be improved Spanish Queue service levels.

Year To Date Production Report				
Split/Skill:	**Bulky Trash**			
Date: **1/2014-** **Present**	Avg Speed Ans	ACD Calls	% Aban.	% Ans Calls
Totals	1:27	61860	8%	87%
Split/Skill:	Call Center 311			
Date	Avg Speed Ans	ACD Calls	% Aban.	% Ans Calls
Totals	1:38	120564	15%	84%
Split/Skill:	**Spanish 311**			
Date	Avg Speed Ans	ACD Calls	% Aban.	% Ans Calls
Totals	1:32	3429	16%	83%
YTD Call Volume		185853		

DATA COLLECTION
QUESTION 4

WORK WITH THE OFFICE OF INFORMATION TECHNOLOGY AND COUNTYSTAT TO INCLUDE CALL CENTER DATA IN THE COUNTY'S DATA WAREHOUSE.

311 submitted a ticket to have the Data Warehouse Team work on importing the phone statistical data directly from the Avaya System. Per the Data Warehouse Team, the preference would be to capture the data from the source instead of via an Excel Spreadsheet that 311 maintains. The Remedy ticket has been converted into the PMO process and we will be advised when the Data Warehouse Team will be able to work on this project.

CUSTOMER SERVICE TRAINING AND MONITORING
QUESTION 5

WORK WITH THE COUNTY EXECUTIVE'S OFFICE TO REFINE AND SUBMIT FOR REVIEW A NEW CUSTOMER SATISFACTION SURVEY MODEL FOR THE PURPOSE OF DEVELOPING APPROPRRIATE TRAINING.

This recommendation has yet to be addressed. OCR management will work with the County Executive's Office to develop the surveying process.

CUSTOMER SERVICE TRAINING AND MONITORING
QUESTION 6

PROVIDE A PLAN TO INCREASE INPUT BY CUSTOMERS TO IDENTIFY THEIR NEEDS FOR THE PURPOSE OF INCREASING CUSTOMER SATISFACTION.

- Included in the customer satisfaction survey that will be developed will be a field that would allow citizens to provide comments. Direct comments from survey participants will yield vital information pertaining to their experience interacting with CountyClick 311 and their County Government.
- Customer Service Skill training has already been identified as a need to help improve the quality of the service provided by the Call Center Reps.   When budget allows, formal training will be conducted.
- The new Motorola System with address issues citizens have with the ease of use of the Online Service Request tool. The new tool will also build some efficiency into the call handling process as well.
- Our team also poll citizens directly when we do community outreach. Citizens are very upfront and honest about their experiences.
- Lastly, the most frequent complaint from citizens is the lack of responsiveness from the agencies that are to deliver the requested service. The Chief of Staff and OCR management is currently working on a plan to address the management of each agency which has the most complaints. The purpose of the meeting is to address the agency on some of the findings of CountyClick 311 reports that speak directly to citizen's issues. The first agency was DPW&T in which such issues were addressed. We are slowly seeing some improvements in the issues that were addressed. The plan is to conduct similar meetings with other identified agencies and its management.

CUSTOMER SERVICE TRAINING AND MONITORING QUESTION 7

UPDATE CUSTOMER SATISFACTION INFORMATION ON A MONTHLY BASIS.

The current customer satisfaction survey has had very little citizen participation. We should wait until the new survey is developed before creating monthly reports. The current survey participation information would not change by much if current data is used for monthly reports.

CUSTOMER SERVICE TRAINING AND MONITORING QUESTION 8

PROVIDE A REPORT ON CUSTOMER SERVICE REQUESTS THROUGH NON-TELEPHONE OPTIONS/INTERACTIONS SUCH AS WALK-INS, EMAIL, AND LETTERS. THE REPORT SHOULD INCLUDE:

A) **THE TYPE OF POSITIONS RESPONSIBLE FOR THE DIFFERENT TYPES OF SERVICE REQUEST SUBMISSIONS**

B) **HOW ARE STAFF ALLOCATED?**

C) **WHAT METRICS ARE COLLECTED RELATED TO HANDLE TIME AND CUSTOMER SATISFACTION?**

D) **WHAT TRAINING IS PROVIDED FOR EMPLOYEES ASSIGNED TO THE NON-TELEPHONE INTERACTIONS?**

Please see chart on the following page for answers to the above questions. In addition to the chart below, you will find a sample customer satisfaction survey that is now provided to Walk-ins as of October 2014. This is an anonymous survey.

	Non-Phone Contacts	Who's Responsible	Staff Allocation	Metrics for Handle Time Cust. Satisfaction	Training
Emails	**July 2014:** 1899 **Aug 2014:** 1767 **Sept 2014:** 2183 **Total 2014:** 5849	Department Trainer Back-ups Department Admin Call Center Rep.	Trainer – Daily Admin- when Trainer is not available Call Center Rep.- when Admin and Trainer are unavailable	Need to start a process to measure handle time for emails. Plan to embed a customer satisfaction survey in auto-email reply	Monitoring of the existing process. The new staff member is monitored while handling emails.
Walk-Ins	**July 2014:** 20 **Aug 2014:** 12 **Sept 2014:** 13 **Total 2014:** 45	Leadership Team member Available Call Center Rep.	Leadership Team member Available Call Center Rep.	Starting in October, we are measuring handle time. We are providing citizens a hard-copy survey	New staff member monitors the Leadership Team member while assisting a Walk-in New Team Member is monitored while assisting a Walk-in.
CTS/Letters	**July 2014:** 4 **Aug 2014:** 6 **Sept 2014:** 3 **Total 2014:** 13	Supervisor Senior Rep CSR III	Supervisor Senior Rep CSR III	Volume of CTS in negligible to impact phone activity	Supervisor provides instructions. Supervisor monitors the process.

1. Please rate your level of satisfaction with your 311 Call Center Representative in the following areas.

	5 - Very Satisfied	4 - Somewhat Satisfied	3 - Neither Satisfied Nor Dissatisfied	2 - Somewhat Dissatisfied	1 - Very Dissatisfied
Responsiveness	○	○	○	○	○
Professionalism	○	○	○	○	○
Understanding of my needs	○	○	○	○	○

2. What is your overall satisfaction rating with the CountyClick311 Call Center?

○ 5 - Very Satisfied

○ 4 - Somewhat Satisfied

○ 3 - Neither Satisfied Nor Dissatisfied

○ 2 - Somewhat Dissatisfied

○ 1 - Very Dissatisfied

3. How likely are you to recommend CountyClick311 to family, a friend or colleague?

○ 5 - Very Likely

○ 4 - Somewhat Likely

○ 3 - Neither Likely Nor Unlikely