

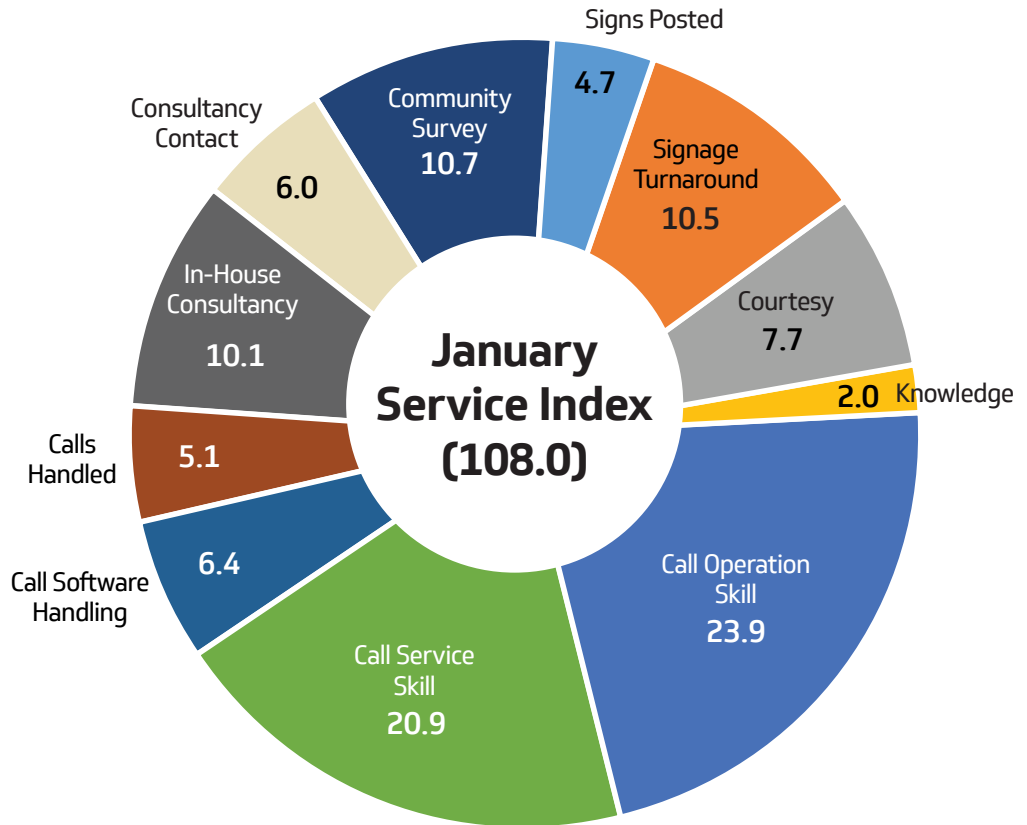


# Index shows customer service efforts continue to improve

January 2017

The Customer Service & Support department's Service Index (CSSI) for January finished with a reading of 108.0 points. This is up +3.8% from December's index of 104.2. For the month, 10 of 11 customer service indicators finished at 94% of plan or better. All of the department's monthly indicators are classified within three strategic categories: 1) efficiency measures; 2) direct customer feedback measures; and 3) quality measures. Of the three groups, it was the five quality measures that performed the best in the month, exceeding expectations by +14.5%.

The more demonstrative three-month moving average (CSSI-MA3) finished at 102.7 points for January. This suggests that on a combined basis, the Customer Service & Support department's 11 customer service indicators are collectively performing slightly better than expected over the short run. The objectives set out by the department in 2016 remain challenging, but not out of reach.



➤ **How to read the chart:** The chart illustrates the point contribution to the CSSSI for the month. For example, the call operation skills of the call center's customer service representatives accounted for 23.9 points of the final CSSSI January score of 108.0 points. - See complete table on page 2.

### What is the CSS Service Index?

The index is a weighted average of results from 11 indicators within the Customer Service & Support (CSS) department's four sections: Customer Service (Call) Center, Neighborhood Relations, Citizen Engagement, and Quality Assurance. The customer service indicators are displayed in the table. Certain indicators carry more weight than others when the final monthly CSSSI is calculated. A reading of 100.0 for the index means that taken together with their assigned weights, the 11 CSS service indicators are meeting goal. However, the CSSSI is a composite score and a reading of 100.0 does not imply that all 11 indicators are precisely at their respective targets. Seldom will all 11 indicators be exactly at 100.0 points. Most often, each indicator will be above (+100.0) or below (-100.0) its specific goal or historical baseline.

### What do the Numbers Mean?

# 100+ On Track

Every one point (1.0) change in the index implies a +/- 1.0% change in customer service. When the index is below 100.0 it means that overall customer service is not meeting goal. Ideally, the index would be both above 100.0 and rising over time.



### Departments Comment on Partnership with Neighborhood Relations

Neighborhood Relations surveyed County departments it recently collaborated with to address matters that affect neighborhoods.

**The average rating was 4.83 out of 5.**

Comments included:

*Thank you so much for your valuable service to us!*

*Love working with you all*

*This program is wonderful!*

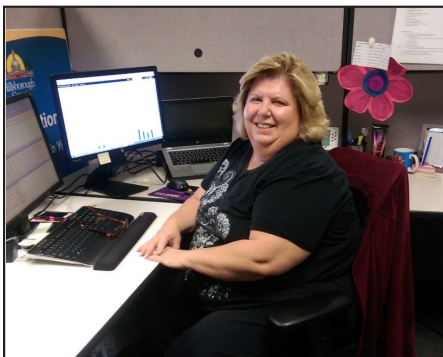
### CSS Senior Leadership Team

**Gema Alvaré**  
Customer Service & Support Director

**Steve Valdez**  
Customer Engagement Division Director

Components of the CSSI								
	Weight	Goal	8/16	9/16	10/16	11/16	12/16	
EFFICIENCY INDICATORS	<b>Citizen Engagement: Signage Turnaround</b> Percentage of signs placed and removed within the allotted time frames. <i>Source: José Tejada – Senior Supervisor</i>	10.00%	95.0%	---	---	---	95.5%	100.0%
	<b>Citizen Engagement: Signs Posted</b> Signs posted per staff person per month for public notices, meetings and hearings (3-month moving average). <i>Source: José Tejada – Senior Supervisor</i>	5.00%	+3 MA (Rising)	132	102	107	99	81
	<b>Call Center: Calls Handled</b> Ratio of calls answered to total inbound calls presented. <i>Source: Michael Salak – Call Center Manager</i>	5.00%	94.0%	96.0%	97.0%	97.0%	97.0%	96.0%
	<b>CSSSI - Efficiency Subindex</b>	20.00%	≥ 100.00	89.6	73.2	74.1	87.3	100.5
CUSTOMER FEEDBACK INDICATORS	<b>Quality Assurance: Courtesy</b> Percentage of online survey respondents rating customer service call takers as 'very courteous'. <i>Source: Jennifer Hall - Quality Assurance Manager</i>	7.50%	80.0%	77.8%	100.0%	85.7%	75.0%	82.4%
	<b>Quality Assurance: Knowledge</b> Percentage of online survey respondents rating the customer service call takers as 'very knowledgeable'. <i>Source: Jennifer Hall - Quality Assurance Manager</i>	2.50%	60.0%	61.1%	66.7%	57.1%	75.0%	47.1%
	<b>Neighborhood Relations: Community Survey</b> Survey feedback from a recent Neighborhood Relations event or activity on a 1 to 5 scale with 5 being highest. <i>Source: Wanda Sloan – Neighborhood Liaison</i>	10.00%	4.50	4.62	4.56	4.67	4.64	4.83
	<b>CSSSI – Customer Feedback Subindex</b>	20.00%	≥ 100.00	100.6	112.5	102.1	107.3	96.2
QUALITY INDICATORS	<b>Call Center: Call Operation Skill</b> Average score from 15 criteria based on side-by-side monitoring. <i>Source: Michael Salak – Call Center Manager</i>	20.00%	3.80	4.285	4.442	4.101	4.347	4.536
	<b>Call Center: Call Service Skill</b> Average score from 14 criteria based on side-by-side monitoring. <i>Source: Michael Salak – Call Center Manager</i>	20.00%	3.80	3.896	3.655	3.542	3.843	3.978
	<b>Call Center: Call Software Handling</b> Average score from 8 criteria based on side-by-side monitoring. <i>Source: Michael Salak – Call Center Manager</i>	5.00%	3.80	4.754	4.821	4.925	4.708	4.850
	<b>Quality Assurance: Consultancy Contact</b> Made or maintained contact with a designated set of the County's most public-facing departments. <i>Source: Jennifer Hall – Quality Assurance Manager</i>	5.00%	5	6	6	6	6	6
	<b>Quality Assurance: In-House Consultancy</b> Customer service training or consultative services provided to a designated set of the County's most public-facing departments. Ratio of total hours provided to total hours available. <i>Source: Jennifer Hall – Quality Assurance Manager</i>	10.00%	75%	92%	84%	84%	77%	76%
	<b>CSSSI - Quality Subindex</b>	60.00%	≥ 100.00	116.7	114.5	112.6	112.4	114.5
<b>CSSSI - Combined</b>	100.00%	≥ 100.00	106.69	98.31	95.76	104.15	108.04	

## In the Spotlight



### Featuring Veronica Gullo, Customer Service Analyst

Veronica Gullo, a Customer Service Analyst with the Customer Service (Call) Center, serves as the lead County staff member managing customer service requests involving County Commissioners' offices. She tracks the status of these requests and collaborates continuously with County departments to facilitate progress and address customers' needs. Veronica was promoted to the position after demonstrating leadership and project management skills as a Customer Service Representative II. She has worked for the County for four years, first with the Public Utilities department's after-hours emergency call center.

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