



April 2017

Customer service efforts reach a new high

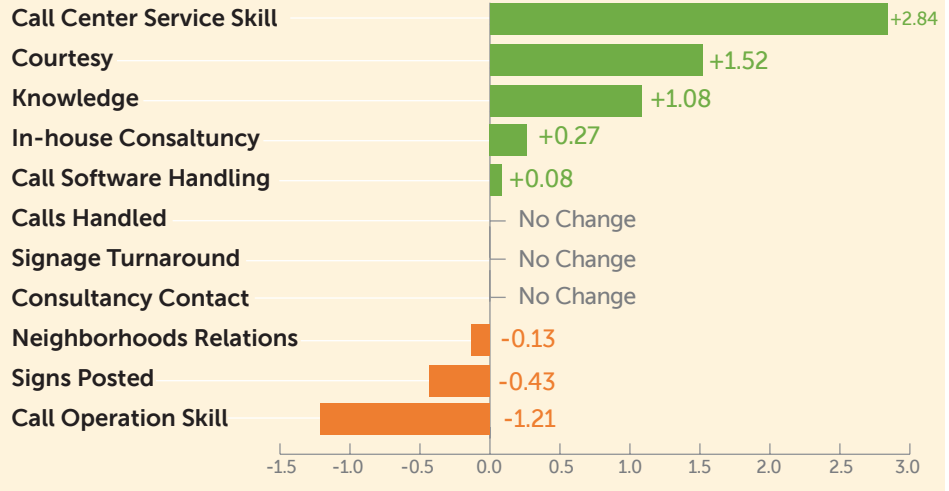
The Customer Service & Support department's Service Index (CSSSI) for April finished with a reading of 113.90 points. This is up +4.02% from March's result and represents the best reading for the index since the customer service measurement program began in the fall of 2016. Moreover, the 3-month moving average (CSSSI-3MA) stands at 110.3, meaning that April's score is not a single-month aberration. Of the department's 11 customer service indicators, five improved for the month, three declined, and three were unchanged. The three customer feedback service indicators collectively improved the most, contributing +2.47 points to the net change in the monthly index. On a standalone basis, the service indicator that posted the most progress was the call center's service skill score, which has risen in back-to-back months. Consistent with this being the best month on record, all 11 service indicators achieved 91% of their goals or better for the period.

April Service Index 113.90

March Service Index 109.88

+4.02 points

What impacted the index?



Satisfied Customers Propel the CSSSI

The CSSSI rose +4.02 net points from 109.88 in the prior month to 113.90 this month led by positive feedback from the County's customers.

The chart illustrates how the CSSSI improved this past month based on the progress made by the three groups of service indicators. Above is the contribution by individual service indicator from highest to lowest, explaining the +4.02 point net gain. Please note that these figures explain how the index changed month-over-month; they do not necessarily mean a given indicator did not achieve its goal (e.g. signage turnaround rate, in-house consultancy hours).

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.



Comments on Neighborhood Relations Initiatives

Neighborhood Relations hosts Hillsborough Backstage Pass, an 11-week program that gives participants a behind-the-scenes look at government operations. Here are some comments from participants about their visit to the Jackson Springs Community Center, where they viewed presentations by Conservation & Environmental Lands Management and Parks & Recreation:

- Learned a lot!
- Exceptional staff.
- I didn't even know that park existed.
- Great tour.

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.

CSS Senior Leadership Team

Gema Alvaré
Customer Service & Support Director

Steve Valdez
Customer Engagement Division Director

Components of the CSSI

	Weight	Goal	11/16	12/16	1/17	2/17	3/17	
EFFICIENCY INDICATORS	Citizen Engagement: Signage Turnaround 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%	100.0%	100.0%	100.0%
	Citizen Engagement: Signs Posted 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)	99	81	94	90	166
	Call Center: Calls Handled Ratio of calls answered to total inbound calls presented. <i>Source: Michael Salak – Call Center Manager</i>	5.00%	94.0%	97.0%	96.0%	97.0%	97.0%	97.0%
	CSSSI - Efficiency Subindex	20.00%	≥ 100.00	87.3	100.5	103.0	101.5	99.9
CUSTOMER FEEDBACK INDICATORS	Quality Assurance: Courtesy 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%	75.0%	82.4%	78.3%	75.0%	91.3%
	Quality Assurance: Knowledge 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%	75.0%	47.1%	52.2%	43.8%	69.6%
	Neighborhood Relations: Community Survey 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	4.64	4.83	4.57	4.78	4.72
	CSSSI – Customer Feedback Subindex	20.00%	≥ 100.00	107.3	96.2	95.4	91.0	111.7
QUALITY INDICATORS	Call Center: Call Operation Skill Average score from 15 criteria based on side-by-side monitoring. <i>Source: Michael Salak – Call Center Manager</i>	20.00%	3.80	4.347	4.536	4.62	4.80	4.57
	Call Center: Call Service Skill Average score from 14 criteria based on side-by-side monitoring. <i>Source: Michael Salak – Call Center Manager</i>	20.00%	3.80	3.843	3.978	3.79	4.02	4.56
	Call Center: Call Software Handling Average score from 8 criteria based on side-by-side monitoring. <i>Source: Michael Salak – Call Center Manager</i>	5.00%	3.80	4.708	4.850	4.98	4.94	5.00
	Quality Assurance: Consultancy Contact 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
	Quality Assurance: In-House Consultancy 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%	77%	76%	74%	81%	83%
	CSSSI - Quality Subindex	60.00%	≥ 100.00	112.4	114.5	114.2	118.0	120.0
CSSSI - Combined	100.00%	≥ 100.00	104.15	108.04	107.06	109.9	113.9	

In the Spotlight



Featuring Morgan Spaulding, Customer Service Analyst

Morgan Spaulding has worked for Hillsborough County since 2010, first in the Public Utilities department's after-hours call center, and later in their Customer Service Center and Credit Management sections. After joining the County's main Customer Service Center in 2013, Morgan began handling calls for Code Enforcement, Public Works, and Pet Resources, as well as calls to the County's main phone line. In 2016, Morgan earned a promotion to her current position. Her key responsibilities include preparing phone call statistics reports, updating scripts and procedures, and performing call monitoring and coaching for customer service representatives. Being able to support call center staff and customers at the same time is what Morgan likes most about her job. Outside of work, Morgan is an avid baker, Disney fan, and connoisseur of culture. She even works for a Japanese animation convention, hosts Korean TV drama gatherings, and helps with the local Renaissance festival.

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