

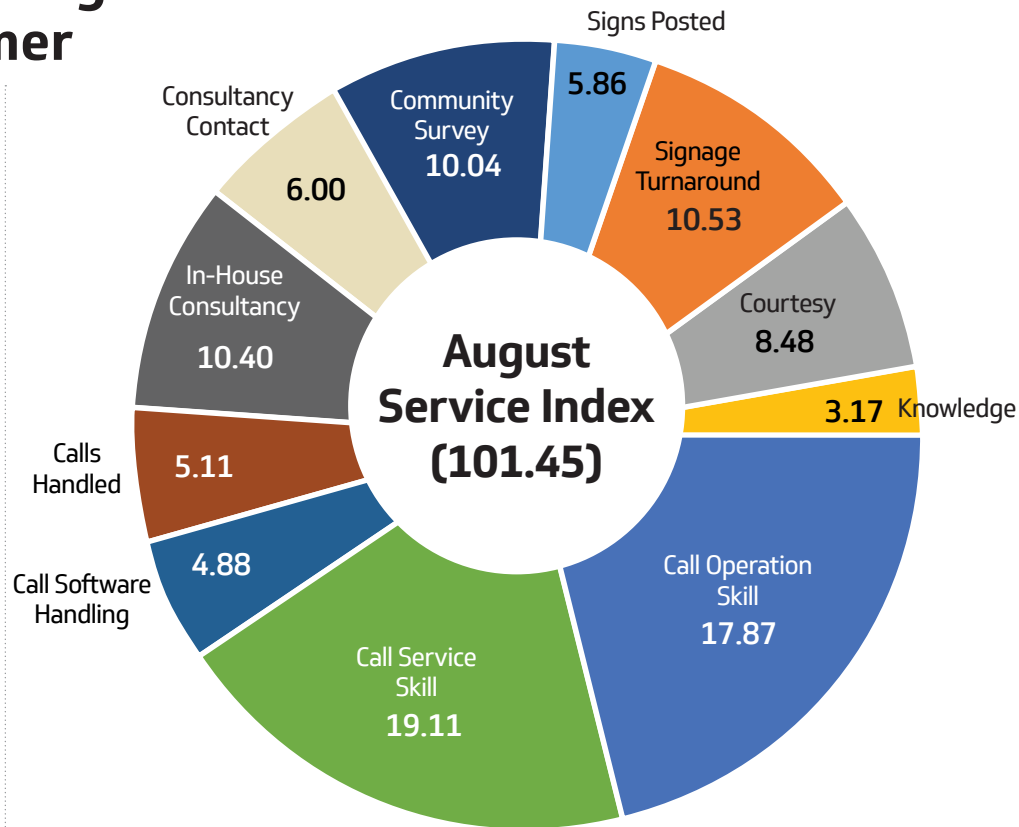


August 2017

# Index holds in target range despite higher customer service expectations

The Customer Service & Support department's Service Index (CSSSI) for August closed with a reading of 101.45 points, meaning that the department's 11 monthly customer service indicators collectively finished +1.45% ahead of plan. This month, the department raised its customer service goals for three indicators that account for significant weight to the calculation of the CSSSI: the performance of the call center customer service representatives' call operation skill, call service skill, and call software handling. This is a normal part of the continuous improvement process driving customer service measurement. As successes are achieved over time, the monthly goals for customer service delivery are lifted.

With the goals raised, this month's CSSSI reading cannot be meaningfully compared with the prior period. However, the 101.45 score indicates that customer service efforts are right on track as this result falls within the 90.0 to 110.0 target range. For the month, 10 of 11 measures attained 90% of goal or better, with the 11th indicator at 89.3% of its raised goal.



The chart reflects the service indicators' point contributions to the August CSSSI after the implementation of higher goals for customer service representatives' performance.

### 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.

### CSS Senior Leadership Team

- Gema Alvaré**  
Customer Service & Support Director
- Steve Valdez**  
Customer Engagement Division Director

### Comments on Neighborhood Relations Initiatives

The speaker's presentation and handouts were excellent!  
~ *Effective Meetings for Neighborhood Organizations Workshop*



Really appreciated the youth stories and experiences... very powerful and authentic!  
~ *Community Conversation II Workshop*

Very helpful to learn who to contact and that the code officers are here to help.  
~ *Code Enforcement Workshop*

Learning about the locations of pet-friendly shelters plus the "what-to-take" bags for use with your pet in the event of a disaster was most useful.  
~ *How to Partner with Pet Resources Workshop*

Components of the CSSI								
	Weight	Goal	3/17	4/17	5/17	6/17	7/17	
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%	100%	100%	100%	100%	100%
	<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)	166	75	99	105	163
	<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%	97.0%	96.0%	97.0%	97.0%	96.0%
	<b>CSSSI - Efficiency Subindex</b>	20.00%	≥ 100.00	99.9	87.2	93.5	92.2	108.2
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%	91.3%	69.2%	100.0%	85.0%	90.5%
	<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%	69.6%	61.5%	71.4%	55.0%	76.2%
	<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	4.72	4.61	4.68	4.54	4.52
	<b>CSSSI – Customer Feedback Subindex</b>	20.00%	≥ 100.00	111.7	97.2	116.0	99.6	113.5
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%	4.50	4.57	4.37	4.38	4.59	4.02
	<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%	4.25	4.56	4.48	4.15	4.58	4.06
	<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%	4.75	5.00	4.00	4.75	4.99	4.64
	<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%	83%	86%	83%	87%	78%
	<b>CSSSI - Quality Subindex</b>	60.00%	≥ 100.00	120.0	114.6	116.0	121.8	101.3
	<b>CSSSI - Combined</b>	100.00%	≥ 100.00	113.9	107.0	110.3	107.0	101.5

## In the Spotlight

### Neighborhoods Conference Welcomes Hundreds of Youth and Community Leaders

The department's Office of Neighborhood Relations held the 14th Annual Hillsborough County Neighborhoods Conference on Saturday, July 15. With the theme Connecting Neighbors, Building Communities, this year's conference aimed to attract more millennials and youth ages 14-18, with unique workshop offerings that fostered relationships and spurred positive community conversations.

The event attracted record attendance of more than 500 residents, including more than 100 youth participants, who represented hundreds of neighborhood organizations, homeowners associations, civic groups, local governments, and businesses from around the county.



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