

Index Points to a Pickup in Customer Service

November 2017

The Customer Service & Support department's Service Index (CSSSI) for November closed with a reading of 103.01 which is a +1.07% gain from October's 101.94 score. A score of 100.0 is the baseline for the index. This means that after factoring in the various weights assigned to the department's 10 individual indicators that measure service, overall customer service delivery is exact-to-plan when right at 100.0. This month's 103.01 score indicates customer service efforts are running +3.01% better than expected.

For the month, 9 of 10 customer service indicators achieved 96% of their goals or better. The top three customer service indicators, as compared with their goals, were: 1) in-house consultancy at 91% of available hours; 2) Neighborhood Relations survey results with a 4.80 score; and 3) the signage turnaround rate of 100% placed and removed within the designated time frames.

When looking at the Customer Service & Support department's customer service efforts over the short run, we use the CSSSI-MA3, the index's three-month moving average. The CSSSI-MA3 stands at 102.09 implying that since late summer, and through Hurricane Irma, customer service delivery has exceeded expectations by +2.09%.

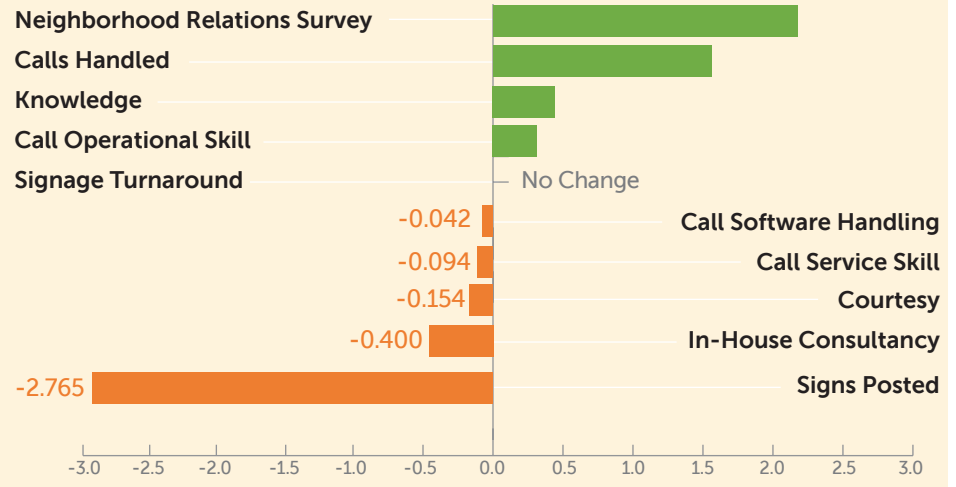
November Service Index 103.01

October Service Index 101.94

+1.07
basis
points

What impacted the index?

One (1) basis point = 1/100 of a percent.



In this latest period, the CSSSI improved by 107 basis points, rising from 101.94 to 103.01. The chart illustrates the net effect each of the 10 service indicators had on the index from one month to the next. While some indicators had a negative impact on the month, this does not necessarily mean they finished below goal; it simply indicates that their performance was lower in the most recent month. For example, the total amount of available time invested by the Quality Assurance section devoted to in-house consulting work/training was at 91% of possible hours vs. a goal of 75%, which is most favorable. However, the percentage did slip slightly from the prior month's higher mark of 93%, which explains the -40 basis point (-0.40) drag on the CSSSI.

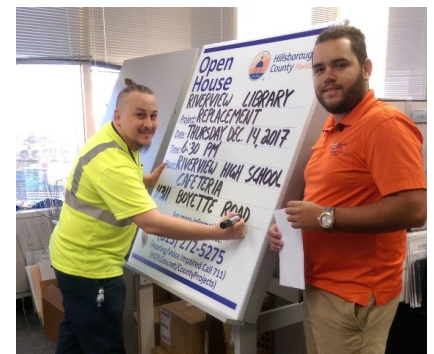
What is the CSS Service Index?

The index is a weighted average of results from 10 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 10 CSS service indicators are meeting goal. However, the CSSSI is a composite score and a reading of 100.0 does not imply that all 10 indicators are precisely at their respective targets. Seldom will all 10 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.

In the Spotlight

Meet the Citizen Services Sign Crew

David Burt and Harold Loreto, the CSS Citizen Services Section sign crew, are responsible for posting signs across Hillsborough County to inform the public about County government activities. Their work takes considerable planning and coordination. The process starts as soon as the subject activity is scheduled. David and Harold use specially-ordered event signs, or write pertinent information on templated signs. Public meeting, hearing and event signs are placed near intersections so motorists can read them while stopped. Zoning signs are posted in front of properties where changes are to be considered.



David Burt (left) and Harold Loreto.

To divide and conquer, David posts signs on the east side of the county while Harold works in the west. They take photos of each posted sign and upload the photos to a database to document the completed work.

To reach 100% signage turnaround rate each month, David and Harold ensure every sign is posted at least 7 days before a public meeting or 21 days before a zoning hearing, and remove each sign within 7 days after the activity. They work rain or shine, and can each handle as many as 60 signs in a single day. David has been serving Hillsborough County for nearly 4 years. Harold celebrated his one-year work anniversary in October.

Components of the CSSI

		Latest Date	Goal	Latest Data	Preceding Period	Year Ago	Year-Over-Year % Chg
EFFICIENCY INDICATORS	Citizen Engagement: Signage Turnaround Percentage of signs placed and removed within the allotted time frames. <i>Source: José Tejada – Senior Supervisor</i>	Oct	100%	100%	100%	NA	--- a)
	Citizen Engagement: Signs Posted Signs posted per staff person per month for public notices, meetings and hearings (3-month moving average). b) <i>Source: José Tejada – Senior Supervisor</i>	Oct	NA	94	156	163	-12.1%
	Call Center: Calls Handled Ratio of calls answered to total inbound calls presented. <i>Source: Michael Salak – Call Center Manager</i>	Oct	94%	95%	66% (Irma)	96.0%	-2.1%
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>	Oct	80.0%	82.4%	84.0%	90.5%	-3.9%
	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>	Oct	60.0%	58.8%	48.0%	76.2%	+3.0%
	Neighborhood Relations Survey feedback from a recent Neighborhood Relations event or activity on a 1 to 5 scale with 5 being highest. <i>Source: Wanda Sloan and Stephanie Agliano – Neighborhood Liaisons</i>	Oct	4.50	4.80	3.82 (Irma)	4.52	+2.8%
QUALITY INDICATORS	Call Center: Call Operation Skill Average score from call monitoring. <i>Source: Michael Salak – Call Center Manager</i>	Oct	4.50	4.480	4.400	4.101	+9.2%
	Call Center: Call Service Skill Average score from call monitoring. <i>Source: Michael Salak – Call Center Manager</i>	Oct	4.25	4.090	4.110	3.546	+15.3%
	Call Center: Call Software Handling Average score from call monitoring. <i>Source: Michael Salak – Call Center Manager</i>	Oct	4.75	4.870	4.910	4.925	-1.1%
	Quality Assurance: In-House Consultancy Customer service training or consultative services provided to County departments. Ratio of total hours provided to total hours available. <i>Source: Jennifer Hall – Quality Assurance Manager</i>	10.00%	75.0%	91.0%	93.0%	84.1%	+8.2%
Composite Indexes							
Customer Service & Support Dept. Service Index (CSSI) c)		Oct	≥ 100.0	103.01	101.94	95.76	+7.6%
CSSI-MA3 d)		Oct	≥ 100.0	102.09	NM e)	100.25	+1.8%
Hillsborough County Market Index (HCMI) – Group of local business & economic indicators for comparative purposes f)		Oct	≥ 100.0	105.50	98.56	102.48	+2.9%

a) Did not begin reporting this item until Nov. 2016

b) Average per person per month over the latest three (3) months (moving average to smooth out month-to-month aberrations)

c) A contemporaneous figure that collapses all of the most recent monthly results from the department's 10 measures of customer service delivery using relative weights of importance into a single value.

d) Month-to-month movements can be volatile, so the monthly index's three-month moving average, the CSSI-MA3, provides a more consistent picture of customer service efforts by the staff.

e) Not meaningful as there was a minor adjustment made to the Quality Assurance service indicators in the near term. Three months of consistent methodology became available with the October 2017 results.

f) A contemporaneous figure that collapses all of the most recent results from several key county (3), state (1), and national (1) economic statistics using relative weights of importance into a single value. This is used to compare the growth of Hillsborough County business and economic activity vs. the customer service progress made by the Customer Service & Support Department. (Details are available in a separate report.)

CSS Senior Leadership Team

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

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.