



August 2018

97.36 points

# Index dips below 100.0, 3-month average remains on track

The Customer Service & Support Service Index (CSSSI) fell below 100.0 points for the first time in nearly two years. This was brought on primarily by lower online survey scores for the call center customer service representatives' level of knowledge, and fewer public hearings, meetings, and event signs posted compared with the same three-month period last year. The latter indicator is a demand-based number outside the control of sign-posting staff, but is valuable because it reflects the significant staff time invested in this required public service.

The August CSSSI closed at 97.36, which means that the department's customer service efforts are running at +97% of plan. The three-month moving average (CSSSI-MA3), which smooths out month-to-month aberrations, finished August at 101.35. This solid score suggests the department's customer service delivery is on track overall.

July CSSSI (start): 100.38

August CSSSI (end): 97.36

(Monthly change of -302 basis points)

## What impacted the index?

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



In this latest period, the CSSSI decreased by 302 basis points, falling from 100.38 to 97.36. 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 may have a negative impact on the month, this does not necessarily mean that they finished below goal; it simply indicates that their performance was not as high in the most recent month.

### In the Spotlight

## Customer Service Representatives Anthony Estrella and Nilka Guevara

CSS recently welcomed two new customer service call center representatives, Anthony Estrella and Nilka Guevara. Each brings more than 10 years of customer service experience and unique skills that will enhance the call center's ability to exceed customers' expectations.



Anthony Estrella was born and raised in Puerto Rico and holds a bachelor's degree in finance from Inter American University. He worked for 10 years in the call center of Puerto Rico's largest bank, where he provided customer service related to sales, credit, and loans. Anthony says his greatest interest, both professionally and personally, is to serve people.



Nilka Guevara graduated from the University of Puerto Rico, where she studied economics. She began working in a call center as a customer service representative while starting on a master's degree. Over the next 12 years, Nilka worked in call center supervisory and management roles. Nilka joined the CSS team in in May. She enjoys sports, including volleyball and running.

### CSS Senior Leadership Team

**Gema Alvaré**  
Customer Service & Support Director

**Steve Valdez**  
Customer Engagement Division Director

## Components of the CSSI

	Latest Date	Goal	Latest Data	Preceding Period	Year Ago	Year-Over-Year % Change	
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>	Aug	100%	100%	100%	100%	No Change
	<b>Citizen Engagement: Signs Posted</b> Signs posted per staff person per month for public notices, meetings and hearings (3-month moving average). a) <i>Source: José Tejada – Senior Supervisor</i>	Aug	NA	87	79	151	-42.4%
	<b>Call Center: Calls Handled</b> Ratio of calls answered to total inbound calls presented. <i>Source: Michael Salak – Call Center Manager</i>	Aug	94%	94%	93%	95%	-1.1%
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>	Aug	80.0%	72.0%	88.9%	75.0%	-4.0%
	<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>	Aug	60.0%	32.0%	65.4%	60.0%	-46.7%
	<b>Neighborhood Relations</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 and Stephanie Agliano – Neighborhood Liaisons</i>	Aug	4.50	4.45	4.75	4.61	-3.5%
QUALITY INDICATORS	<b>Call Center: Operational/Procedural Performance</b> Call takers' average score on monitored calls, on a 1 to 5 scale with 5 being highest. <i>Source: Michael Salak – Call Center Manager</i>	Aug	4.50	4.49	4.55	4.34	+3.5%
	<b>Call Center: Verbal Skills</b> Call takers' average score on monitored calls, on a 1 to 5 scale with 5 being highest. <i>Source: Michael Salak – Call Center Manager</i>	Aug	4.25	4.16	4.18	4.12	+1.0%
	<b>Call Center: Software System-Handling</b> Percentage of available hours invested in customer service training or consultative services for County departments. <i>Source: Michael Salak – Call Center Manager</i>	Aug	4.75	4.95	4.85	4.78	+3.6%
	<b>Quality Assurance: In-House Consultancy</b> 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>	Aug	75.0%	92.0%	90.0%	85.0%	+8.2%
<b>Composite Indexes</b>							
CSSI b)	Aug	≥ 100.0	100.38	100.38	102.04	-3.9%	
CSSI-MA3 c)	Aug	≥ 100.0	103.29	103.29	104.89	-3.4%	
<b>Hillsborough County Market Index (HCMI)</b> – Group of local business & economic indicators for comparative purposes d)	July	≥ 100.0	102.09	103.02	105.53	-2.8%	

a) The average number of signs posted per-person per-month over the latest three months (three-month moving average) is used to smooth out month-to-month aberrations, since the quantity of signs that must be posted is set by factors outside the sign crew's control.

b) A figure that collapses into a single value the most recent monthly results from the department's 10 measures (indicators) of customer service delivery, using relative weights of importance for each indicator.

c) Month-to-month activities are influenced by many factors both within and beyond staff

members' control, and this can cause volatility in scores. The index's three-month moving average is used to reveal the trend in customer service performance over the latest 3-month period.

d) A figure that collapses into a single value the most recent results from several key county (3), state (1), and national (1) economic statistics, using relative weights of importance for each. The HCMI is used to compare the growth of Hillsborough County business and economic activity with the Customer Service & Support department's customer service progress. Details can be provided a separate report.

## “ Neighborhood Relations

The Office of Neighborhood Relations surveyed contacts within their neighborhood database to get feedback on the service it has provided this year. Here's what respondents said:

- *Stephanie, Wanda and Jennifer ... do an especially great job for the county and for our neighborhoods and the community as a whole.*
- *Email blasts are very helpful and appreciated.*

*The context of all are essential informational tools. Thank you for your assistance. While you may not hear it often, you are making a huge difference!*

- *I have always had a great experience whenever I have been involved in a project involving Neighborhood Relations staff. They are always responsive to my needs.*

- *Thank you for your active involvement in keeping our communities informed. The expos and newsletters have been very beneficial, much appreciated.*
- *They help me be a better leader and member of the broader Hillsborough County community. That's something I appreciate greatly and we all benefit from. Thank you!*