

Index Points to Increased Customer Service Delivery in February

The Customer Service and Support Service Index (CSSSI) rose 2.33 points during February to close at 102.70. A reading above 100.0 indicates customer service efforts are expanding while a number below 100.0 signals contraction. What made this month's results special is that 100 percent of the department's customer service indicators achieved 96 percent of their goals or higher. The top three customer service indicators during February in terms of performance compared with their goals were call center customer service representatives being viewed as very knowledgeable; call center customer service representatives being viewed as very courteous; and participant rating of the Hillsborough Backstage Pass program hosted by the Office of Neighborhood Relations. The three-month moving average (CCCSI-MA3), which shows the department's service-level trend while smoothing out normal month-to-month fluctuations, finished February at 103.39. This indicates that over the longer term, the department's customer service delivery is running +3.39% ahead of expectations.

February 2019

102.70
points

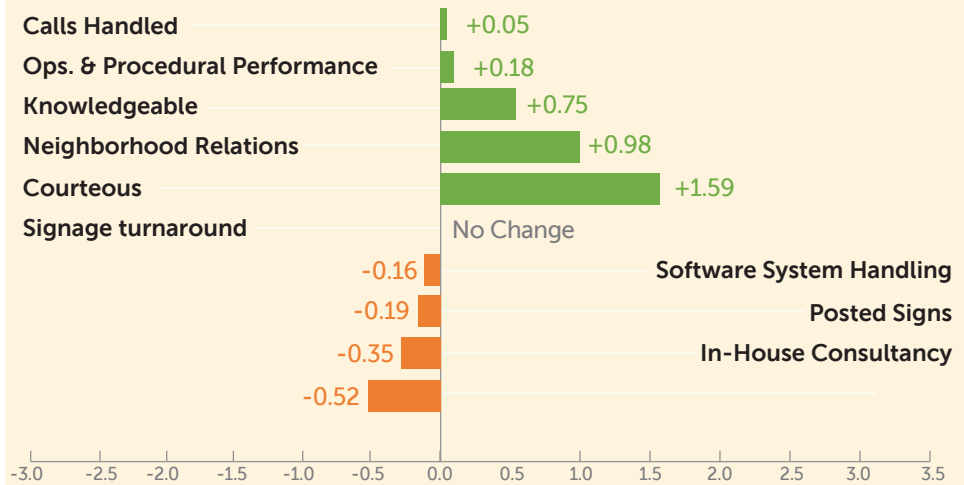
January CSSSI (start): 100.37

February CSSSI (end): 102.70

(Monthly change of +233 basis points)

What impacted the index?

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



In this latest period, the CSSSI increased 233 basis points to finish at 102.70 for the month. 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 that they finished below goal; it simply indicates that their performance was less so in the most recent month.

In the Spotlight



Featuring Lori Doherty-Benedicto, Customer Service Representative

Lori Doherty-Benedicto has worked for the County for 15 years, beginning as a temporary employee at the Pet Resource Center. The Customer Service Center was formed in 2014, and Lori joined the team to answer customers' calls. What she enjoys most about her job is helping people understand County services, especially those provided by Pet Resources. Animal rescue is Lori's passion. She loves to figure out challenging situations and connect people to save animals; she's been involved with hundreds of rescues over the years. Reflecting on her motto in life, Lori points to a sign on her desk that says "Everything I need to know, I learned from my dog." When not working or rescuing, Lori can be found at the beach – her favorite place.

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	Citizen Engagement: Signage Turnaround Percentage of signs placed and removed within the allotted time frames. <i>Source: José Tejada – Senior Supervisor</i>	Feb	100%	100.0%	100.0%	100.0%	0.0%
	Citizen Engagement: Signs Posted 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>	Feb	N/A	76.3	81.3	74.5	2.4%
	Call Center: Calls Handled Ratio of calls answered to total inbound calls presented. <i>Source: Michael Salak – Call Center Manager</i>	Feb	94%	96.0%	95.0%	95.0%	1.1%
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>	Feb	100.0%	84.0%	67.0%	86.4%	-2.8%
	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>	Feb	72.7%	78.0%	60.0%	59.1%	32.0%
	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>	Feb	4.56	4.88	4.44	4.83	1.0%
QUALITY INDICATORS	Call Center: Operational/Procedural Performance 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>	Feb	4.50	4.40	4.36	4.47	-1.6%
	Call Center: Verbal Skills 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>	Feb	4.25	4.12	4.23	4.26	-3.3%
	Call Center: Software System-Handling Percentage of available hours invested in customer service training or consultative services for County departments. <i>Source: Michael Salak – Call Center Manager</i>	Feb	4.75	4.73	4.88	4.75	-0.4%
	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>	Feb	85.0%	91.0%	93.0%	88.0%	3.4%
Composite Indexes							
CSSI b)	Feb	≥ 100.0	102.70	100.37	103.55	-0.8%	
CSSI-MA3 c)	Feb	≥ 100.0	103.39	104.28	103.70	-0.3%	
Hillsborough County Market Index (HCMI) – Group of local business & economic indicators for comparative purposes d)	Dec	≥ 100.0	99.30	104.62	101.22	-1.9%	

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 continues to host Hillsborough Backstage Pass, a program that engages local people in opportunities to meet their government leaders and get behind-the-scenes views of County operations and facilities. In a recent session called Pass the Buck, participants learned the dynamics involved with developing Hillsborough County's budget from Management & Budget Director Tom Fesler. Participants were then handed the purse strings for an interactive

exercise that challenged them to develop and present their own recommended County budget. Participants' comments included:

- *Great session!*
- *I thought it was really informative and the exercise was really good.*
- *Loved this exercise!*