

March 2019

102.24
points

Index Points to Moderation in Customer Service Growth in March

The Customer Service and Support Service Index (CSSSI) dipped .46 points during March to close the month at 102.24. A reading above 100.0 indicates customer service efforts are expanding while a number below 100.0 signals contraction. Less than one-half point is not a significant decline, and the CSSSI remains inside the 100.0 to 110.0 target range. Moreover, all 10 customer service indicators achieved 90% of their respective goals or better. The three-month moving average (CCCSI-MA3), which shows the department's service-level trend while smoothing out normal month-to-month fluctuations, finished March at 101.77. This is only .47 points below March's CSSSI of 102.24. When the difference between the three-month moving average and the monthly score narrows to less than one-half point, and remains above 100.0, it suggests that staff consistently delivers quality customer service.

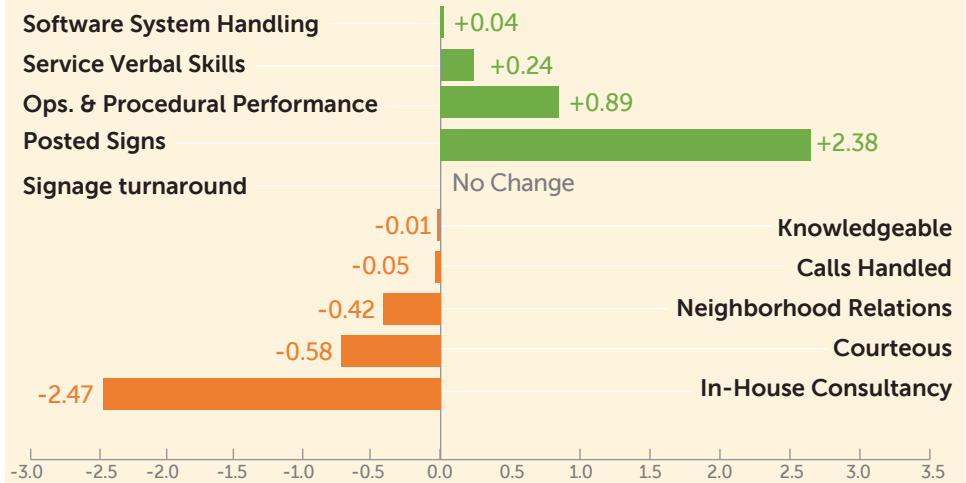
February CSSSI (start): 102.70

March CSSSI (end): 102.24

(Monthly change of -46 basis points)

What impacted the index?

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



In March, the CSSSI decreased 46 basis points to finish at 102.24. 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



Corey Churchill, Customer Service Representative

Corey Churchill joined the County nearly six years ago, working in emergency dispatch for Public Utilities. After about a year, Corey took a position in the recently-formed Customer Service Center, where he answers calls made to the County's main customer service line, as well as Pet Resources, Public Works, and Code Enforcement. Corey's favorite subject among these is Code Enforcement. Corey says his goal for each day is to ensure his last call of the day goes as smoothly as his first, and he focuses on understanding the callers' viewpoints. Corey's personal interests include spicy food, and he is a connoisseur of hot sauce. He's also a "sneaker head" and enjoys wearing unique shoes that trigger conversation. Recently, Corey has been teaching his daughter how to drive and taking her to car shows, as her interest in cars has recently stirred.

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>	Mar	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>	Mar	N/A	115.7	76.3	63	83.7%
	Call Center: Calls Handled Ratio of calls answered to total inbound calls presented. <i>Source: Michael Salak – Call Center Manager</i>	Mar	94%	95.0%	96.0%	96.0%	-1.0%
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>	Mar	100.0%	77.8%	84.0%	82.6%	-5.8%
	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>	Mar	72.7%	77.8%	78.0%	73.9%	5.3%
	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>	Mar	4.56	4.69	4.88	4.70	-0.2%
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>	Mar	4.50	4.60	4.40	4.53	1.5%
	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>	Mar	4.25	4.07	4.12	4.47	-8.9%
	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>	Mar	4.75	4.77	4.73	4.74	0.6%
	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>	Mar	85.0%	77.0%	91.0%	104.0%	-26.0%
Composite Indexes							
CSSI b)	Mar	≥ 100.0	102.24	102.70	106.91	-4.4%	
CSSI-MA3 c)	Mar	≥ 100.0	101.77	103.39	105.03	-3.1%	
Hillsborough County Market Index (HCMI) – Group of local business & economic indicators for comparative purposes d)	Jan	≥ 100.0	100.85	99.30	102.52	-1.6%	

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 recently completed this season's edition of 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. Participants' comments on the program included:

- *There is nothing I can suggest to enhance this experience. It was awesome and well-run. High coordinated and expertly designed curriculum. I would love to continue with the alumni program! I've*

recommended the Backstage Pass program to many and have conveyed much of the information I learned in my community...

- *...One of the most impressive parts of the experience, for me, was seeing how passionate most folks were about their government work...*
- *Loved this program. I hate to see it coming to an end, but I'm happy to see there are Alumni programs coming.*