

Index points to a moderation in customer service growth in March

The Pet Resource Center Service Index (PRCSI) decreased 7.71 points during the month of March from February closing at the 95.03 point level. The index's three-month moving average, PRCSI-MA3, also retreated for the month finishing at 98.78 points. A score of 95.03 suggests that overall, combined PRC customer service efforts achieved 95.03% of expectations. With respect to goal attainment, 80% of the PRC's 15 monthly customer service indicators reached 90% of plan or better during March. The top three customer service indicators for the month were: the average number of volunteer hours donated (4-week moving average of 522.6 hours); food supplies inventory reserve multiple (2.26X); and very favorable responses from the veterinary clinic survey (accounting department).

What is the Pet Resource Center Service Index?

The index is constructed around the weighted average of 15 indicators that quantify customer service efforts from three broad categories of data: 1) productivity of the staff (doing more for the community with the same resources); 2) customer feedback responses from surveys; and 3) measures of quality control. In order to qualify as a legitimate customer service indicator, three criteria must be met. These criteria are: 1) the staff's ability to largely influence the final outcome; 2) during a typical work week, a fair amount of staff time is needed; and 3) it is normally included as part of a staff member's annual performance review evaluation.

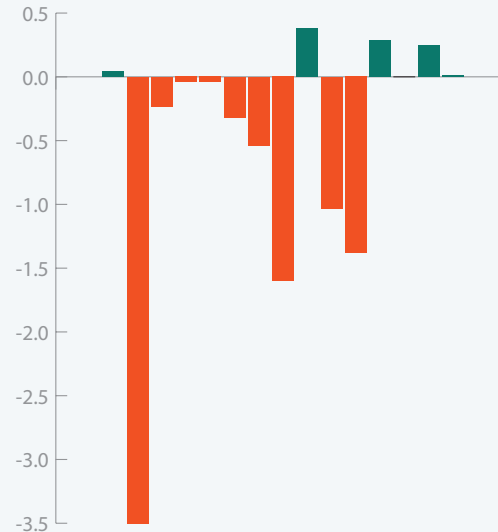
What is a good score?



Values above 100.0 indicate forward progress when it comes to customer service delivery and the index should not dip below 90.0 points (implying 90% goal attainment.) The final scores can also be compared against the growth rates of Hillsborough County's resident population or its labor force as well as prevailing local business conditions. As Hillsborough County government depends upon tax dollars to run the organization, customer service scores exceeding local population growth rates or the growth of the local economy infers good leadership, financial stewardship, and a sincere commitment to the community.

Vital Signs

In this latest period, the PRCSI decreased 771 basis points falling from 102.74 to 95.03. The chart illustrates the net effect each of the 15 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 less so in the most recent month.



Monthly Change in the PRCSI

February PRCSI (end):
102.74

March PRCSI (end):
95.03

Surgeries performed	0.04	Enjoyable experience	-0.32	Total officer education calls made	-1.38
Adopting family survey	-3.50	Supervisor kennel inspections	-0.54	Average total calls per officer	0.29
Average weekly volunteer hours	-0.23	Average inspections/day	-1.60	Veterinarian clinic survey	0.0
Kind, respectful, prompt service	-0.04	Daily supplies - reserve multiple	0.38	Licenses processed (1 FTE)	0.25
Informative, educational service	-0.04	Food supplies - reserve multiple	-1.03	Vouchers redeemed	0.01

Why are there two index values?

Each month, we provide a monthly index (the PRCSI) and its three-month moving average (the PRC-MA3). Month-to-month movements can be volatile. The monthly index's three-month moving average, the PRCSI-MA3, provides a more consistent picture of the department's customer service delivery. As this is the inaugural PRCSI, there is no PRCSI-MA3 reported.

What do the numbers mean?

A 100.0 value for the monthly index has been associated with customer service efforts moving on par with historical levels or finishing exact-to-goal. Depending on the customer service indicator, monthly results are compared against either the prior year's levels or a goal set out by the department that is challenging, but not out of range. As an example, if the index finished the month at 103.0, this implies that overall customer service efforts are running at a pace +3.0% better than expected. On the other hand, a score of 97.0 would imply that customer service efforts are performing -3.0% less than planned.

TAKING THE PULSE OF PRC CUSTOMER SERVICE

	Customer Service Indicator	Relative Importance	Goal or 1 Year Ago	Latest Date	Latest Data	Preceding Period	1 Year Ago
PRODUCTIVITY	Surgeries performed Three-month moving avg. as months can be volatile. Productivity gains = more animals treated in the same time period.	0.120	529	Mar	471	517	529
	Total officer education calls made Based upon officer call results for the month by officer name and type of call.	0.030	15	Mar	2	9	NA
	Average total calls per officer Based upon officer call results for the month by officer name and type of call.	0.120	125	Mar	115	112	NA
	Licenses processed Three-month moving average as month-to-month can be volatile.	0.060	9,053	Mar	9,404	8,916	9,053
	Spay/neuter vouchers redeemed Three-month moving average as month-to-month can be volatile.	0.040	407	Mar	371	365	407
CUSTOMER FEEDBACK	Adopting family survey Percent of households stating they were educated about their new pet's condition by the Veterinary Services staff.	0.070	100%	Mar	50%	100%	NA
	Kind, respectful, prompt service "Service today was provided in a kind, respectful, and prompt manner" (history only goes back to Feb. '18).	0.070	93%	Mar	97.9%	98.4%	97.8%
	Informative, educational service "Service today was informative, educational, and easy to understand" (history only goes back to Feb. '18).	0.070	93%	Mar	97.9%	98.4%	98.8%
	Enjoyable experience "Employees worked together to ensure today's visit was enjoyable" (history only goes back to Feb. '18).	0.070	93%	Mar	91.0%	95.2%	95.0%
	Veterinarian clinic survey Final question of the monthly Vet Clinic survey on 5 point scale - "Overall, were you satisfied with PRC Accounting?"	0.030	4.50	Mar	5.00	5.00	NA
QUALITY	Average weekly volunteer hours Four-week moving average. Source is the weekly hours volunteer report.	0.070	414.46	Mar	522.63	465.84	414.46
	Supervisor kennel inspections Based upon the daily supervisor hourly kennel inspection report (read as a time of day: 9:50 = 9:50 a.m.).	0.090	1000	Mar	1043	982	---
	Average inspections per day Based upon the daily supervisor hourly kennel inspection report (seasonally adj.).	0.060	3	Mar	3.2	4	---
	Daily supplies - reserve multiple Source is the kennel essentials report.	0.050	2.00X	Mar	2.04X	1.89X	---
	Food supplies - reserve multiple Source is the kennel essentials report.	0.050	2.00X	Mar	2.26X	2.67X	---
PRC Service Index (PRCSI)		1.000	≥ 100.0	Mar	95.03	102.74	NA

In the Spotlight!

This month we turn the spotlight on one of the department's measures of quality: the on-hand multiple of cat & dog food plus cat litter to minimum on-hand reserve goals. This ratio is calculated by randomly auditing multiple days during the month comparing actual on-hand counts vs. the minimum reserve goals. The target multiple is 2.0X or better vs. minimum reserve goal and the following are the on-hand minimum reserve counts by type: 1) canned cat food (50 cases minimum); 2) canned dog food - turkey (50 cases); 3) canned dog food - lamb & brown rice (50 cases minimum); and 4) cat litter (60 bags minimum). This is an important metric as it addresses the continuing ready preparedness and quality care for the animals entrusted to the PRC.

* October '18 unavailable at time of production

** Supporting data points: 8/18 = 2.13X; 9/18 = 1.18X; 11/18 = 2.27X; 12/18 = 2.21X; 1/19 = 2.22X; 2/19 = 2.67X; 3/19 = 2.26X

Ready Preparedness

PRC Inventory reserve multiple of food and cat litter (X)

