

Index Points to Slower Customer Service Growth in June

The Pet Resource Center Service Index (PRCSI) eased off during June after climbing more than 2 percent in May. For the month, the PRCSI finished at 95.77 on a seasonally adjusted basis. This score suggests that overall, combined PRC customer service efforts achieved 95.77% of expectations for the month. For June, 11 of 15 customer service indicators attained at least 90% of their monthly objectives. With respect to the change from May to June, the index dipped 144 basis points or -1.44%.^{*} The three-month moving average (PRCSI-MA3), which helps to smooth out month-to-month swings in the index, stands at 96.02, indicating that the PRC staff delivered customer service at just over 96% versus plan over the short-run. The top three positive contributors to the index in terms of progress from their May results, in order of magnitude, were: total surgeries performed (3-month moving average is 611), the average time of the first supervisor kennel/cage inspection (well before 10 a.m., when accounting for seasonality), and the percentage of guests who said that they experienced kind, respectful, and prompt service (98.4%).

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?

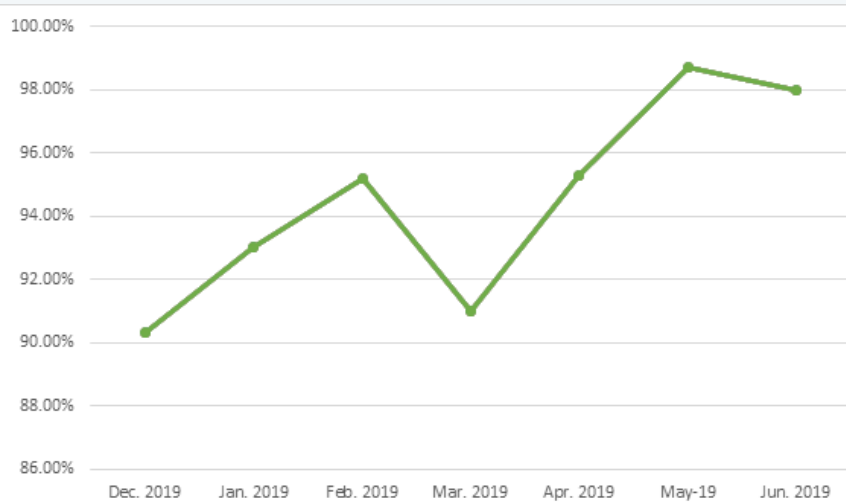
Values above 100.0 indicate forward progress when it comes to customer service delivery and the index should not dip below 90.0 points (implying 90% goal attainment.) The final scores can also be compared against the growth rates of Hillsborough County's resident population or its labor force as well 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



“Employees work together to ensure today’s visit was enjoyable”



December 2018 90.3%

January 2019 93.0%

February 2019 95.2%

March 2019 91.0%

April 2019 95.3%

May 2019 98.7%

June 2019 98.0%

Over 250 guests to the PRC participated in the ongoing customer service survey during June. One of the survey questions regarding their experience was: “Did our employees work together to ensure today’s visit was enjoyable?” Ninety-eight percent either agreed or strongly agreed that this was their experience. June was the second consecutive month that this survey response was 98% or better.

^{*} Percent responding either agree or strongly agree

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.

PRC Senior Leadership Team

Scott Trebatoski Pet Resources Director

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	673	June	611	462	673
	Total officer education calls made Based upon officer call results for the month by officer name and type of call.	0.030	15	June	6	7	13
	Average total calls per officer Based upon officer call results for the month by officer name and type of call.	0.120	125	June	121.8	123.2	138.0
	Licenses processed Three-month moving average as month-to-month can be volatile.	0.060	10,657	June	9,828	9,380	10,657
	Spay/neuter vouchers redeemed Three-month moving average as month-to-month can be volatile.	0.040	520	June	361	363	520
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%	June	100%	100%	75%
	Kind, respectful, prompt service "Service today was provided in a kind, respectful, and prompt manner" (history only goes back to Feb. '18).	0.070	93.0%	June	98.4%	97.5%	97.2%
	Informative, educational service "Service today was informative, educational, and easy to understand" (history only goes back to Feb. '18).	0.070	93.0%	June	98.0%	98.8%	95.4%
	Enjoyable experience "Employees worked together to ensure today's visit was enjoyable" (history only goes back to Feb. '18).	0.070	93.0%	June	98.0%	98.7%	94.8%
	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	June	5.00	5.00	---
QUALITY	Average weekly volunteer hours Four-week moving average. Source is the weekly hours volunteer report.	0.070	567.75	June	537.05	427.56	567.75
	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	June	1099	1063	1003
	Average inspections per day Based upon the daily supervisor hourly kennel inspection report (seasonally adj.).	0.060	3.00	June	2.70	3.09	3.10
	Daily supplies - reserve multiple Source is the kennel essentials report.	0.050	2.00	June	1.19	1.20	1.72
	Food supplies - reserve multiple Source is the kennel essentials report.	0.050	2.00	June	1.73	2.65	4.93
PRC Service Index (PRCSI)		1.000	≥ 100.0	June	95.77	97.21	---

In the Spotlight!



PRC's Accounting Team

This month highlights PRC's dedicated accounting team. When asked about their favorite part of their jobs, the most popular answer was working with their colleagues. This team is a very close, motivated group:

- Elaine Hunter is a pet license specialist
- Sarah Sumner is the shipment receiving clerk
- Mary Swank is an accounting clerk who processes veterinary payments
- Mae McMillan issues and processes the spay/neuter vouchers
- Pat Livingston is an accounting clerk who processes accounts payable
- Craig Horner is an accountant and the office manager

From left to right: Elaine Hunter, Sarah Sumner, Mary Swank, Mae McMillan, Pat Livingston, and Craig Horner.