

Index Suggests Gains in Customer Service During an Extraordinary Year

The Pet Resource Center Service Index (PRCSI) average for all of 2020 was 98.49, an increase of 104 basis points or +1.07% from 2019 (97.45). A reading of 98.49 for 2020 infers that during the course of the year, customer service delivery averaged 98.49% of expectations. While December 2020 turned out to be the slowest month of 2020 in terms of customer service growth, it didn't prevent the year from posting a gain. In addition to the impact from the COVID-19 pandemic, the PRC went through a major overhaul of its basic business model and experienced several key staff adjustments in 2020. Therefore, to finish higher than 2019 was a positive outcome, even more so when the PRC's monthly customer service scores are compared against Hillsborough County's local market and economic conditions during the outset of the pandemic last spring.

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?



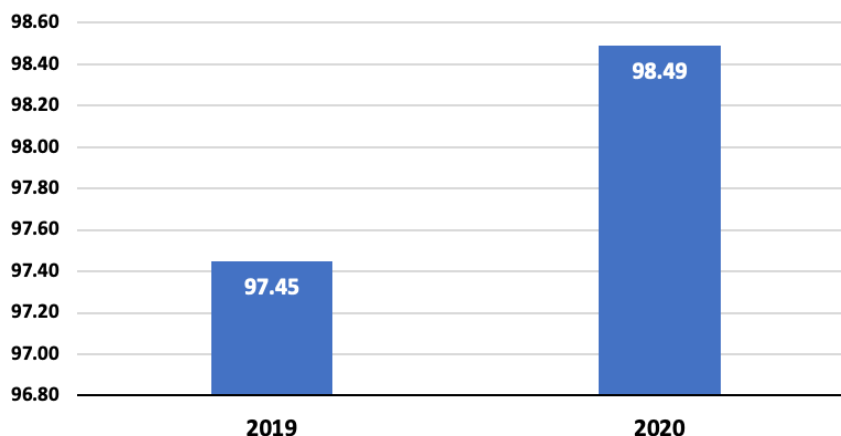
Values above 100.0 indicate forward progress when it comes to customer service delivery and the index should not dip below 90.0 points (implying 90% goal attainment.) The final scores can also be compared against the growth rates of Hillsborough County's resident population or its labor force as well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



PRC Customer Service Growth in 2020

PRCSI improved +1.07% year-over-year despite the pandemic



Data collection credit: Andy Melville-Lyon, Business Systems Department Specialist

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	Basis or 1 Year Ago	Latest Date	Latest Data	Preceding Period	1 Year Ago
CUSTOMER FEEDBACK						
Adopting family survey Satisfaction rating with the Veterinary Services staff using a 1 to 10 point scale.	0.143	8	Dec	9.6	10.00	NA
Veterinarian clinic survey Final question from the monthly Accounting Dept. survey on 5-point scale - "Overall, were you satisfied with PRC Accounting?"	0.143	4.50	Dec	2.00	4.80	5.00
PRODUCTIVITY						
Treatments-to-total visits Multiple of total treatments by Veterinary Services-to-total individual visits	0.143	1.75	Dec	1.74	1.91	1.83
Licenses processed - 1 FTE Three-month moving average, as month-to-month can be volatile. Only one staff person processes licenses.	0.143	8,820	Dec	6,934	8,169	8,820
Spay/neuter vouchers redeemed Three-month moving averages, as month-to-month can be volatile.	0.143	406	Dec	286	287	406
QUALITY						
Average weekly volunteer hours Weekly volunteer hours (4-week moving average)	0.143	168.75	Dec	215.16	168.75	301.64
Food supplies - reserve multiple Ratio of dog and cat food supplies by type-to-minimum on-hand goal (X)	0.143	1.25	Dec	0.97	1.06	2.31
PRC Service Index (PRCSI)	1.000	≥ 100.0	Dec	88.38	98.61	99.07

PRC Customer Service Spotlight

Meet Gregory Wilkins, Shelter Manager

Q: You came to Pet Resources from a smaller Florida county. How different has PRC been?

A: PRC's been great for me. I am enjoying being a part of a progressive organization. It's also allowed for an opportunity for me to grow and learn as a leader.

Q: Did you always want to work with pets?

A: Working with pets wasn't my original plan. But I found that it is something that I enjoy. Over 10 years later, I still enjoy it, so it looks like the animal care profession chose me.

Q: What's your favorite part of your job?

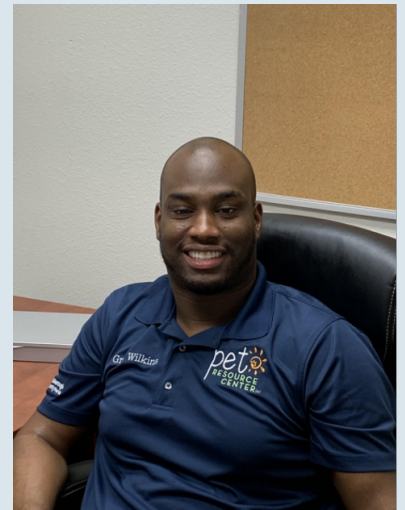
A: The obvious answer has to be the ability to work with animals. But also I enjoy being a part of service, whether it is with pets or people.

Q: You've also had to provide emergency assistance in disasters (storms, etc.). How did those experiences shape the way you work?

A: Assisting in emergencies has taught me that it is always great to have a plan. But you must always be willing and able to adjust at a moment's notice. I try to remember always to be ready to adjust. Also, it highlights the value of teamwork. There are very few things that can be accomplished alone during a disaster. I try to encourage collaboration efforts whenever possible.

Q: Which do you like best...cats or dogs?

A: I like them both, but I've been a dog owner most of my life, so...



PRC Senior Leadership Team

Scott Trebatoski Pet Resources Director

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