

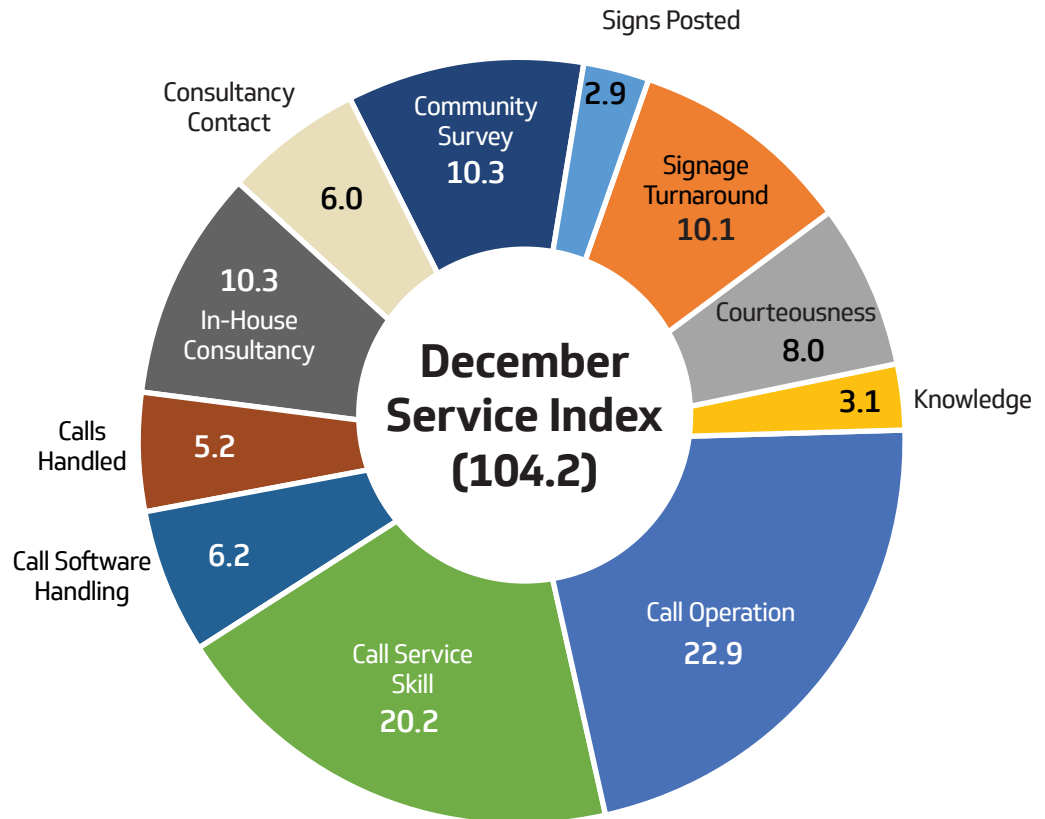


# Index shows very favorable customer service efforts for the month

December 2016

The Customer Service & Support department's Service Index (CSSI) for December finished with a reading of 104.2 points. This is up +8.8% from November's revised index of 95.8. In December, the CSSI was modified to introduce a new citizen engagement indicator that addresses timeliness in posting and removing signs throughout the county. The new indicator carries a relative weight of 10% within the CSSI and replaces the Signage Impact metric. For the month, nine of 11 service indicators either met or exceeded their goals, with the median department service indicator exceeding plan by +3.1%

The more demonstrative three-month moving average (CSSI-MA3) finished at 99.4 points for December. This suggests that the Customer Service & Support department's 11 customer service indicators are collectively performing quite well over the long-run.



➤ **How to read the chart:** The chart illustrates the point contribution to the CSSI for the month. For example, the time invested in professional customer service consulting accounted for 10.3 points of the final CSSI December score of 104.2 points. - See complete table on page 2.

### What is the CSS Service Index?

The index is a weighted average of results from 11 indicators within the Customer Service & Support (CSS) department's four sections: Customer Service (Call) Center, Neighborhood Relations, Citizen Engagement, and Quality Assurance. The customer service indicators are displayed in the table. Certain indicators carry more weight than others when the final monthly CSSI is calculated. A reading of 100.0 for the index means that taken together with their assigned weights, the 11 CSS service indicators are meeting goal. However, the CSSI is a composite score and a reading of 100.0 does not imply that all 11 indicators are precisely at their respective targets. Seldom will all 11 indicators be exactly at 100.0 points. Most often, each indicator will be above (+100.0) or below (-100.0) its specific goal or historical baseline.

### What do the Numbers Mean?

# 100+ On Track

Every one point (1.0) change in the index implies a +/- 1.0% change in customer service. When the index is below 100.0 it means that overall customer service is not meeting goal. Ideally, the index would be both above 100.0 and rising over time.



### Comments from the December Neighborhood Relations Year-End Survey

I am thinking of an irrigation grant, which we need for one of our common areas.

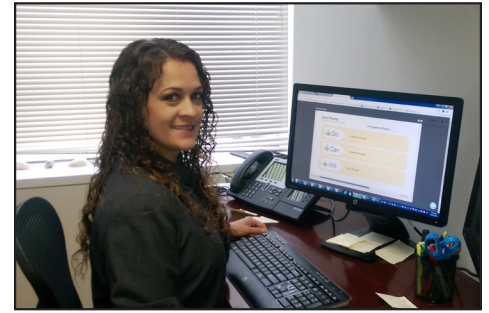
I have nothing but praise for how our mini-grant was handled. Just keep doing what you are doing and I am sure you will continue to get great feedback!

Please keep the programs to Homeowner Associations going. With thanks from Canterbury Village HOA

## Components of the CSSSI

Indicator	Wgt. (a)	Basis (b)	9/16	10/16	11/16	11/16
<b>Citizen Engagement: Signs Posted</b> Signs posted per staff person per month for public notices, meetings and hearings (3-month moving average). Source: José Tejada – Senior Supervisor	0.050	+ MA3 vs. '15	132	102	107	99
<b>Citizen Engagement: Signage Turnaround</b> Percentage of signs placed and removed within the allotted time frames. Source: José Tejada – Senior Supervisor	.100	95.0%	---	---	---	95.5% (New)
<b>Citizen Engagement: Signage Impact</b> Percentage of participants attending public meetings due to signs posted. Source: José Tejada – Senior Supervisor	---	65.0%	80.0%	4.3%	17.7%	Ended
<b>Quality Assurance: Courtesy</b> Percentage of online survey respondents rating customer service call takers as 'very courteous'. Source: Jennifer Hall - Quality Assurance Manager	0.075	80.0%	77.8%	100.0%	85.7%	75.0%
<b>Quality Assurance: Knowledge</b> Percentage of online survey respondents rating the customer service call takers as 'very knowledgeable'. Source: Jennifer Hall - Quality Assurance Manager	0.025	60.0%	61.1%	66.7%	57.1%	75.0%
<b>Call Center: Call Operation</b> Average score from 15 criteria based on side-by-side monitoring. Source: Michael Salak – Call Center Manager	0.200	3.800	4.285	4.442	4.101	4.347
<b>Call Center: Call Service Skill</b> Average score from 14 criteria based on side-by-side monitoring. Source: Michael Salak – Call Center Manager	0.200	3.800	3.896	3.655	3.542	3.843
<b>Call Center: Call Software Handling</b> Average score from 8 criteria based on side-by-side monitoring. Source: Michael Salak – Call Center Manager	0.050	3.800	4.754	4.821	4.925	4.708
<b>Call Center: Calls Handled</b> Ratio of calls answered to total inbound calls presented. Source: Michael Salak – Call Center Manager	.0500	94.0%	96.0%	97.0%	97.0%	97.0%
<b>Quality Assurance: In-House Consultancy</b> Customer service training or consultative services provided to a designated set of the County's most public-facing departments. Ratio of total hours provided to total hours available. Source: Jennifer Hall – Quality Assurance Manager	0.100	75.0%	92.2%	84.3%	84.1%	76.9%
<b>Quality Assurance: Consultancy Contact</b> Made or maintained contact with a designated set of the County's most public-facing departments. Source: Jennifer Hall – Quality Assurance Manager	0.050	5	6	6	6	6
<b>Neighborhood Relations: Community Survey</b> Survey feedback from a recent Neighborhood Relations event or activity on a 1 to 5 scale with 5 being highest. Source: Wanda Sloan – Neighborhood Liaison	0.100	4.50	4.62	4.56	4.67	4.64

## In the Spotlight



Jennifer Hall, Quality Assurance Manager (Nov. 2016)

## Quality Assurance Section Rolls Out Online Customer Service Training

The Customer Service Quality Assurance section is administering online customer service training for 150 employees in selected call centers and customer service units across the County. The interactive, self-paced lessons teach verbal and writing techniques for effective and positive customer interactions. Specialized lessons provide managers and supervisors with best practices and tools to run efficient customer service units that demonstrate skill and quality in customer care. Participating departments include Customer Service & Support, Public Works, Development Services, Social Services, Public Utilities, and Pet Resources.

### CSS Senior Leadership Team

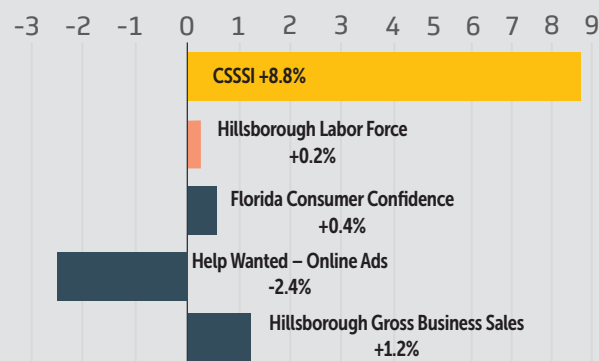
**Gema Alvaré,**  
Customer Service & Support Director

**Steve Valdez,**  
Customer Engagement Division Director

#### Notes:

- a) Weights used when calculating the composite score for the monthly CSSSI by service indicator.  
b) Figures represent either a goal or a baseline based on median monthly results over a recent period of consecutive months.

### The Larger Picture...



For those not familiar with the CSSSI and progress of late, each month the CSSSI is compared with other popular local and national level yardsticks. This month, the department's customer service efforts improved +8.8% from November. The chart illustrates the latest month-over-month change in the CSSSI compared with some other popular economic indicators that impact the residents of Hillsborough County.

All represent month-over-month change

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