Index shows customer service a high priority headed into second half of 2017

July 2017

The Customer Service & Support Service Index (CSSSI) for July closed at 111.89, up +1.49% or +1.63 points from the prior month. This reading indicates that taken together, the department's 11 monthly measures of customer service are running +11.89% better than expected.

Since the start of 2017:

- Citizen Services posted and removed 100% of their signs within the applicable time frames

- Percentage of calls answered by the Call Center has never fallen below 96%

- Service skills of the Call Center representatives have averaged 4.26 (goal > 3.80 on a 5.00 scale) over the past six months

- Quality Assurance invested 84% of its available hours consulting with the most public-facing departments over the last five months, reaching 87% for June

- Neighborhood Relations has never fallen below the 90% success rate goal across a variety of initiatives, based on participant feedback

When comparing the performance of the CSSSI to an external yardstick, we presently monitor the performance of a small set of county, state, and federal economic/business indicators that impact the community (e.g. Hillsborough labor force growth, Hillsborough business sales, Florida consumer sentiment). Using the very latest data, the market index stands at 107.70 compared with 111.89 for the CSSSI, a favorable spread of +4.19%. This suggests that the department staff members' customer service efforts are outperforming those market conditions that affect Hillsborough County voters and local businesses, an important objective for any government agency dedicated to customer service excellence.
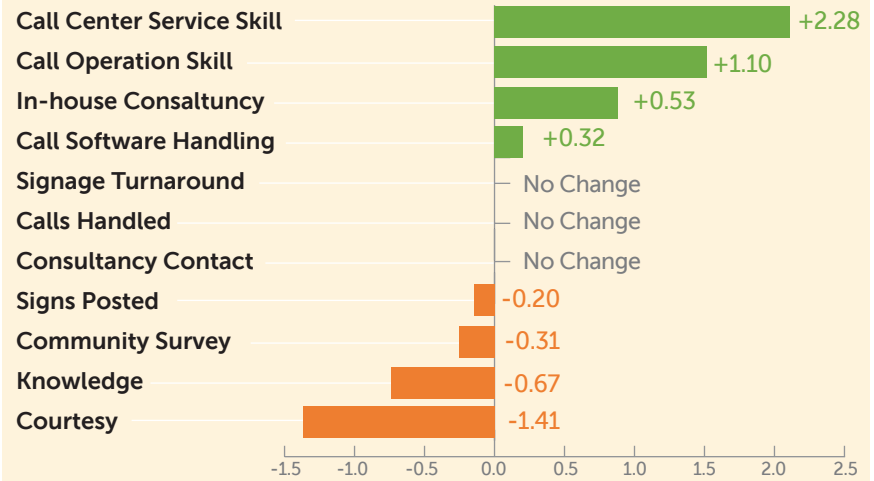
June CSSSI (start) 110.26

July CSSSI (end) 111.89

What impacted the index?

Indicator	Value
Call Center Service Skill	+2.28
Call Operation Skill	+1.10
In-house Consaltuncy	+0.53
Call Software Handling	+0.32
Signage Turnaround	No Change
Calls Handled	No Change
Consultancy Contact	No Change
Signs Posted	-0.20
Community Survey	-0.31
Knowledge	-0.67
Courtesy	-1.41

CSS "CHART OF THE MONTH"

The CSSSI improved by 1.63 basis points month-over-month, rising from 110.26 to 111.89. The chart illustrates how the 11 individual components of the CSSSI impacted the index for this latest period. It should be noted that a negative reading does not imply an indicator did not achieve its goal, but rather that it did not finish as high as in the prior month.

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 CSSSI 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 CSSSI 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.

Community and Internal Comments on Neighborhood Relations Staff

The staff is absolutely awesome. Government would be so much better if all staff were half as responsive.

Stephanie has been a fantastic addition to the team. She's very motivated, connected and a pleasure to work with.

Neighborhood Relations has been and continues to be critical to the successful delivery of our capital improvement program. Thank you for all the guidance and support!

Ms. Sloan is always compassionate, timely, and willing to go the extra mile to offer assistance… She is amazing and well respected in the community!

CSS Senior Leadership Team

Gema Alvaré
Customer Service & Support Director

Steve Valdez
Customer Engagement Division Director

Components of the CSSSI

		Weight	Goal	2/17	3/17	4/17	5/17	6/17
EFFICIENCY INDICATORS	**Citizen Engagement:** Signage Turnaround — Percentage of signs placed and removed within the allotted time frames. *Source: José Tejada – Senior Supervisor*	10.00%	95.0%	100%	100%	100%	100%	100%
	Citizen Engagement: Signs Posted — Signs posted per staff person per month for public notices, meetings and hearings (3-month moving average). *Source: José Tejada – Senior Supervisor*	5.00%	+3 MA (Rising)	90	166	75	99	105
	Call Center: Calls Handled — Ratio of calls answered to total inbound calls presented. *Source: Michael Salak – Call Center Manager*	5.00%	94.0%	97.0%	97.0%	96.0%	97.0%	97.0%
	CSSSI - Efficiency Subindex	20.00%	≥ 100.00	101.5	99.9	87.2	93.5	92.2
CUSTOMER FEEDBACK INDICATORS	**Quality Assurance:** Courtesy — Percentage of online survey respondents rating customer service call takers as 'very courteous'. *Source: Jennifer Hall - Quality Assurance Manager*	7.50%	80.0%	75.0%	91.3%	69.2%	100.0%	85.0%
	Quality Assurance: Knowledge — Percentage of online survey respondents rating the customer service call takers as 'very knowledgeable'. *Source: Jennifer Hall - Quality Assurance Manager*	2.50%	60.0%	43.8%	69.6%	61.5%	71.4%	55.0%
	Neighborhood Relations: Community Survey — 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*	10.00%	4.50	4.78	4.72	4.61	4.68	4.54
	CSSSI – Customer Feedback Subindex	20.00%	≥ 100.00	91.0	111.7	97.2	116.0	99.6
QUALITY INDICATORS	**Call Center:** Call Operation Skill — Average score from 15 criteria based on side-by-side monitoring. *Source: Michael Salak – Call Center Manager*	20.00%	3.80	4.80	4.57	4.37	4.38	4.59
	Call Center: Call Service Skill — Average score from 14 criteria based on side-by-side monitoring. *Source: Michael Salak – Call Center Manager*	20.00%	3.80	4.02	4.56	4.48	4.15	4.58
	Call Center: Call Software Handling — Average score from 8 criteria based on side-by-side monitoring. *Source: Michael Salak – Call Center Manager*	5.00%	3.80	4.94	5.00	4.00	4.75	4.99
	Quality Assurance: Consultancy Contact — Made or maintained contact with a designated set of the County's most public-facing departments. *Source: Jennifer Hall – Quality Assurance Manager*	5.00%	5	6	6	6	6	6
	Quality Assurance: In-House Consultancy — 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*	10.00%	75%	81%	83%	86%	83%	87%
	CSSSI - Quality Subindex	60.00%	≥ 100.00	118.0	120.0	114.6	116.0	121.8
	CSSSI - Combined	100.00%	≥ 100.00	109.9	113.9	107.0	110.3	111.9

In the Spotlight

Featuring José Tejada, Citizen Services Section Manager

José Tejada began his 17-year career with Hillsborough County as a temporary employee working with surveying and mapping in Development Services. He jumped at the opportunity to become a permanent member of the County team, posting public meeting and hearing signs in the Public Works department until those duties were transferred to the Communications department, and later to Customer Service & Support. José supervises four staff members who schedule all of the County's public meetings, send out road and lane closure notifications, and post the public meeting, hearing, and zoning signs county-wide.

When asked what he likes most about his job, José grins and says "Everything! Everything I do here, I enjoy - now that I don't have to be out there posting all of those signs!" He is very proud of his team and the work they do every day. In his free time, José is very involved with his church and enjoys spending time with his family, especially taking his mom out to eat. He and his wife are busy planning a cruise to Mexico to celebrate their first anniversary.