



February 2018

Index Points to Very Favorable Customer Service Levels in Early 2018

February's Customer Service & Support Service Index (CSSSI) advanced +1.63%, closing at 104.61 points. This means that customer service is +4.61% better than expected for the period. The more stable three-month moving average (CSSSI-MA3) stands at 103.04, indicating customer service delivery by the CSS team is consistently in the desired range of 90 to 110.

For the month, nine of 10 customer service indicators achieved 90% of goals or better. The top three customer service indicators compared with their goals were Quality Assurance's in-house consultancy, with a record 96% of time spent, Call Center verbal skills at 4.5 out of 5 possible points, and the signage turnaround rate, at a perfect 100%. The top performance areas on which all of the Call Center's customer service representatives are assessed were, in order of magnitude: tone, 4.90; call opening, 4.75, and word choice, 4.70.

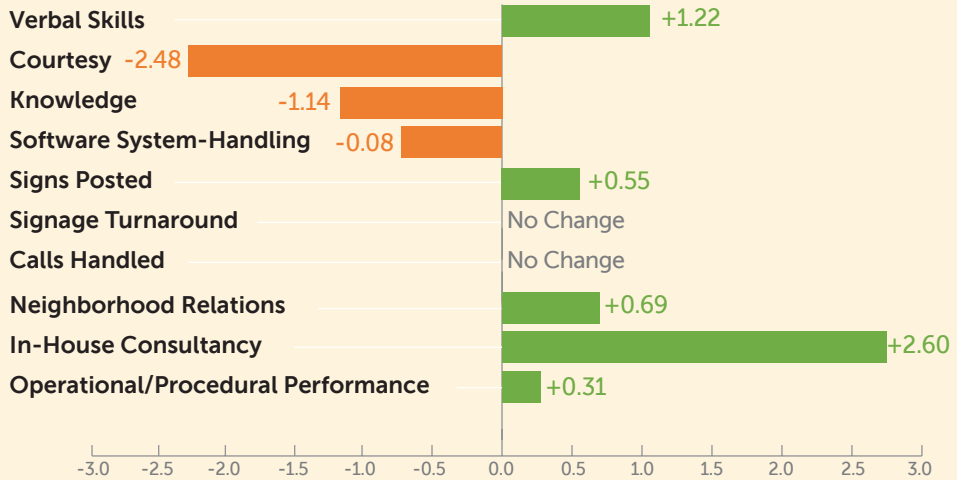
February Service Index 104.61

January Service Index 102.94

+1.67 points

What impacted the index?

*One (1) basis point = 1/100 of a percent.



In this latest period, the CSSSI increased by 167 basis* points from 102.94 to 104.61. The chart illustrates the net effect each of the 10 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 that they finished below goal; it simply indicates that their performance was not as high in the most recent month.

In the Spotlight

Michael Salak, Call Center Manager

Mike Salak's team takes calls from the County's general information line, the Public Works and Code Enforcement phone lines, and a portion of Pet Resources calls. The variety of topics means the 13 team members must maintain specialized knowledge while continuously adapting to internal customers' needs and meeting external customers' expectations. Mike guides this constant process of coordination, feedback, and adjustment. Call center management responsibilities greatly expand during times of crisis, when staff from other departments and agencies supplement the team and the group becomes the main point of contact for the public. The call center manager coordinates this transition to ensure calls are documented and routed successfully during customers' time of greatest need.



CSS Senior Leadership Team

Gema Alvaré
Customer Service & Support Director

Steve Valdez
Customer Engagement Division Director

Components of the CSSI

	Latest Date	Goal	Latest Data	Preceding Period	Year Ago	Year-Over-Year % Change	
EFFICIENCY INDICATORS	Citizen Engagement: Signage Turnaround Percentage of signs placed and removed within the allotted time frames. <i>Source: José Tejada – Senior Supervisor</i>	Jan	100%	100%	100%	100%	0.0%
	Citizen Engagement: Signs Posted Signs posted per staff person per month for public notices, meetings and hearings (3-month moving average). a) <i>Source: José Tejada – Senior Supervisor</i>	Jan	NA	77	67	94	-18.1%
	Call Center: Calls Handled Ratio of calls answered to total inbound calls presented. <i>Source: Michael Salak – Call Center Manager</i>	Jan	94%	94%	94%	97%	-3.1%
CUSTOMER FEEDBACK INDICATORS	Quality Assurance: Courtesy Percentage of online survey respondents rating customer service call takers as 'very courteous'. <i>Source: Jennifer Hall – Quality Assurance Manager</i>	Jan	80.0%	73.7%	100.0%	78.3%	-5.9%
	Quality Assurance: Knowledge Percentage of online survey respondents rating the customer service call takers as 'very knowledgeable'. <i>Source: Jennifer Hall – Quality Assurance Manager</i>	Jan	60.0%	52.6%	80.0%	52.2%	+0.8%
	Neighborhood Relations Survey feedback from a recent Neighborhood Relations event or activity on a 1 to 5 scale with 5 being highest. <i>Source: Wanda Sloan and Stephanie Agliano – Neighborhood Liaisons</i>	Dec	4.50	4.69	4.38	4.57	+2.6%
QUALITY INDICATORS	Call Center: Operational/Procedural Performance Call takers' average score on monitored calls, on a 1 to 5 scale with 5 being highest. <i>Source: Michael Salak – Call Center Manager</i>	Jan	4.50	4.43	4.36	4.62	-4.1%
	Call Center: Verbal Skills Call takers' average score on monitored calls, on a 1 to 5 scale with 5 being highest. <i>Source: Michael Salak – Call Center Manager</i>	Jan	4.25	4.50	4.24	3.79	+18.7%
	Call Center: Software System-Handling Percentage of available hours invested in customer service training or consultative services for County departments. <i>Source: Michael Salak – Call Center Manager</i>	Jan	4.75	4.55	4.63	4.98	-8.6%
	Quality Assurance: In-House Consultancy Customer service training or consultative services provided to County departments. Ratio of total hours provided to total hours available. <i>Source: Jennifer Hall – Quality Assurance Manager</i>	Jan	75.0%	96.0%	83.0%	74.0%	+29.7%
Composite Indexes							
CSSI b)	Jan	≥ 100.0	104.61	102.94	107.06	-2.3%	
CSSI-MA3 c)	Jan	≥ 100.0	103.04	102.50	106.40	-3.2%	
Hillsborough County Market Index (HCMI) – Group of local business & economic indicators for comparative purposes d)	Dec	≥ 100.0	101.34	103.07	106.14	-4.5%	

a) The average number of signs posted per-person per-month over the latest three months (three-month moving average) is used to smooth out month-to-month aberrations, since the quantity of signs that must be posted is set by factors outside the sign crew's control.

b) A figure that collapses into a single value the most recent monthly results from the department's 10 measures (indicators) of customer service delivery, using relative weights of importance for each indicator.

c) Month-to-month activities are influenced by many factors both within and beyond staff

members' control, and this can cause volatility in scores. The index's three-month moving average is used to reveal the trend in customer service performance over the latest 3-month period.

d) A figure that collapses into a single value the most recent results from several key county (3), state (1), and national (1) economic statistics, using relative weights of importance for each. The HCMI is used to compare the growth of Hillsborough County business and economic activity with the Customer Service & Support department's customer service progress. Details can be provided a separate report.



Neighborhood Relations Initiative

Hillsborough Backstage Pass, hosted by The Office of Neighborhood Relations, is a 12-week program that engages people with government leaders, services, operations, and facilities. A recent session featured the Hillsborough County Sheriff's Office, with an overview of the training center, a ride-along with deputies, and exercises that simulate challenges law enforcement officers face. Participants said:
"Another program that we can be proud of in Hillsborough County. I was

thinking about what Officer Stabbin shared: Tampa Police have a 6:1,000 ratio, whereas at the Hillsborough County Sheriff's Office they have a 1:1,000 ratio. That means our sheriff's deputies are doing the work of 6 ..."
"This was my favorite session so far. The ride along was an incredible experience and seeing what our officers go through really opened my eyes. The training center was a great hands-on way to get an even better understanding ..."