Index shows customer service efforts still performing better than expected

March 2018

The Customer Service & Support Service Index (CSSSI) for March declined -1.06%, closing at 103.55 points. While down from February, this reading means that customer service activity is still performing +3.55% better than expected. The more stable three-month moving average (CSSSI-MA3) presently stands at 103.80, indicating customer service delivery by the CSS team is on target and continuing in the desired range (90.0 to 110.0).

Nine of 10 customer service indicators achieved 98% of their goals or better. The top three customer service indicators compared with their goals were 1) in-house consultancy, 2) Neighborhood Relations feedback, and 3) signage turnaround rate.

The Call Center's top performance areas for which all team members could be commonly assessed were, in order of magnitude, **1)** component #15 (effective and efficient system use, 4.89); **2)** component #9 (word choice, 4.84); **3)** component #17 (system entries, 4.79). The component in which all Call Center team members improved the most month-over-month was #17, system entries, which rose from an average of 4.15 to an average score of 4.79.
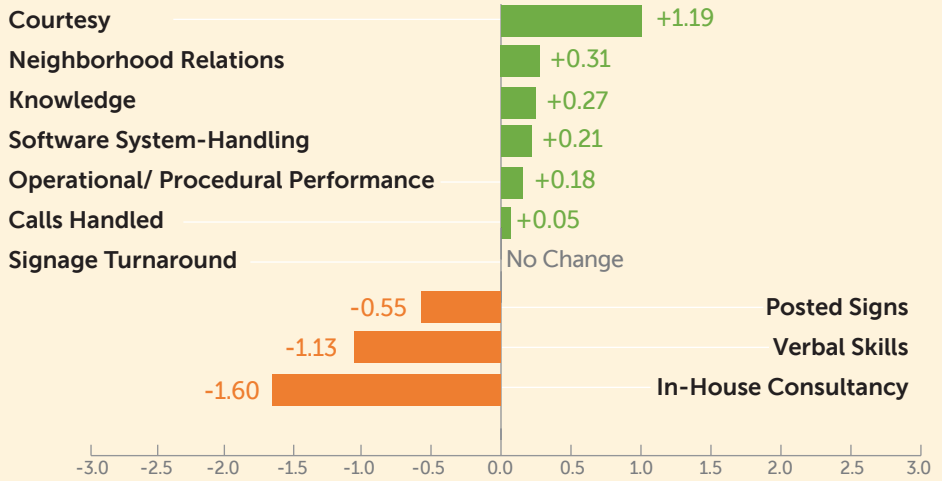
Feb. CSSSI (start): 104.61

Mar. CSSSI (end): 103.55

(Monthly change of -107 basis points)

-1.06 points

What impacted the index?

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

Indicator	Value
Courtesy	+1.19
Neighborhood Relations	+0.31
Knowledge	+0.27
Software System-Handling	+0.21
Operational/ Procedural Performance	+0.18
Calls Handled	+0.05
Signage Turnaround	No Change
Posted Signs	-0.55
Verbal Skills	-1.13
In-House Consultancy	-1.60

In this latest period, the CSSSI decreased by 107 basis* points from 104.61 to 103.55. 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

Neighborhood Mini-Grants Encourage Community Prosperity

The Office of Neighborhood Relations provides training, funding, and networking opportunities for residents, homeowners, and neighborhood organizations to take active roles in building community prosperity. The Neighborhood Mini-Grants are a cornerstone of this mission. CSS has enhanced the 2019 Mini-Grant program by raising the per-grant limit to $5,000. This allows communities to develop more robust and creative projects. To amplify the impact of the grants, the review committee favors applications with matching funds, or other forms of community support. The 2019 Mini-Grant application process begins April 1, 2018.

Buckhorn Groves in Valrico used a Hillsborough County Mini-Grant to create a youth soccer field.

CSS Senior Leadership Team

Gema Alvaré
Customer Service & Support Director

Steve Valdez
Customer Engagement Division Director

Components of the CSSSI

		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. *Source: José Tejada – Senior Supervisor*	Feb	100%	100%	100%	100%	N/C
	Citizen Engagement: Signs Posted Signs posted per staff person per month for public notices, meetings and hearings (3-month moving average). *a)* *Source: José Tejada – Senior Supervisor*	Feb	NA	75	77	90	-16.7%
	Call Center: Calls Handled Ratio of calls answered to total inbound calls presented. *Source: Michael Salak – Call Center Manager*	Feb	94%	95%	94%	97%	-2.1%
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*	Feb	80.0%	86.4%	73.7%	75.0%	+15.2%
	Quality Assurance: Knowledge Percentage of online survey respondents rating the customer service call takers as 'very knowledgeable'. *Source: Jennifer Hall - Quality Assurance Manager*	Feb	60.0%	59.1%	52.6%	43.8%	+34.9%
	Neighborhood Relations Survey feedback from a recent Neighborhood Relations event or activity on a 1 to 5 scale with 5 being highest. *Source: Wanda Sloan and Stephanie Agliano – Neighborhood Liaisons*	Feb	4.50	4.83	4.69	4.78	+1.0%
QUALITY INDICATORS	**Call Center:** Operational/Procedural Performance Call takers' average score on monitored calls, on a 1 to 5 scale with 5 being highest. *Source: Michael Salak – Call Center Manager*	Feb	4.50	4.47	4.43	4.80	-6.9%
	Call Center: Verbal Skills Call takers' average score on monitored calls, on a 1 to 5 scale with 5 being highest. *Source: Michael Salak – Call Center Manager*	Feb	4.25	4.26	4.50	4.02	+6.0%
	Call Center: Software System-Handling Percentage of available hours invested in customer service training or consultative services for County departments. *Source: Michael Salak – Call Center Manager*	Feb	4.75	4.75	4.55	4.94	-3.8%
	Quality Assurance: In-House Consultancy Customer service training or consultative services provided to County departments. Ratio of total hours provided to total hours available. *Source: Jennifer Hall – Quality Assurance Manager*	Feb	75.0%	88.0%	96.0%	81.0%	+8.6%

Composite Indexes

	Latest Date	Goal	Latest Data	Preceding Period	Year Ago	Year-Over-Year % Change
CSSSI *b)*	Feb	≥ 100.0	103.55	104.61	109.88	-5.8%
CSSSI-MA3 *c)*	Feb	≥ 100.0	103.80	103.04	108.31	-4.2%
Hillsborough County Market Index (HCMI) – Group of local business & economic indicators for comparative purposes *d)*	Jan	≥ 100.0	100.26	101.34	109.92	-8.8%

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 is a 12-week program that engages local people with government leaders, teaches attendees how to navigate government services and understand interactions between departments, and gives them a behind-the-scene look at County operations and facilities. The Office of Neighborhood Relations leads the program. In its eleventh session, called Pass the Buck, participants learned the dynamics of developing the County's budget and were handed the purse strings in an interactive exercise that challenged them to develop and present their own budget. Participants' comments included:

"The budgeting exercise was fantastic! It really gave us the opportunity to consider all the competing needs for county dollars!"

"The budget mapping exercise was very helpful. I think it gave the group a little insight into the County's very challenging job in prioritizing the needs."