# Index Points to Moderation in Customer Service Growth in January

## January 2019

**December CSSSI (start): 107.09**

**January CSSSI (end): 100.37**

(Monthly change of -672 basis points)

**100.37** points

The Customer Service & Support Service Index (CSSSI) slid 6.72 points in January to close the month at 100.37, putting the index towards the low end of the target 100.0 to 110.0 point range. It should be noted that January 2019 came on the heels of the best month of 2018, and nine of the 10 service indicators still obtained 96% of their goals or better. The one customer service indicator that achieved less than 96% of its goal in January, call center customer service representatives rated as very courteous through online survey, still reached 84% of plan. The three-month moving average (CCCSI-MA3), which shows the department's service level trend while smoothing out normal month-to-month fluctuations, finished January at 104.28 indicating staff is providing a consistently high level of service.
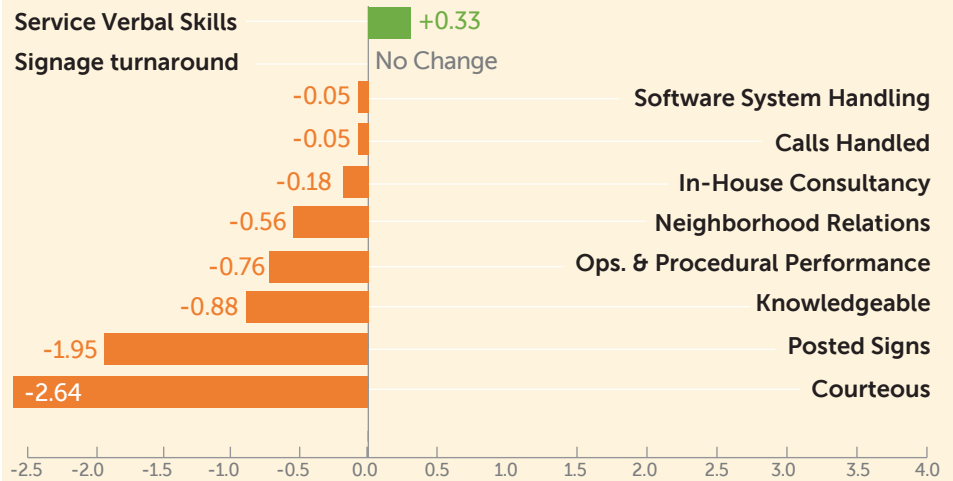
## What impacted the index?

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

| Indicator | Impact |
|---|---|
| Service Verbal Skills | +0.33 |
| Signage turnaround | No Change |
| Software System Handling | -0.05 |
| Calls Handled | -0.05 |
| In-House Consultancy | -0.18 |
| Neighborhood Relations | -0.56 |
| Ops. & Procedural Performance | -0.76 |
| Knowledgeable | -0.88 |
| Posted Signs | -1.95 |
| Courteous | -2.64 |

In this latest period, the CSSSI decreased 672 basis points, lowering the index from 107.09 to 100.37 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 less so in the most recent month.

## In the Spotlight



### Introducing Irene Miranda, Customer Service Center Manager

CSS recently welcomed Irene Miranda to co-manage the Customer Service Call Center with Mike Salak. Irene brings with her 25 years of management experience, including 15 years in the call center arena. Most recently, she served as a Humana call center manager overseeing 100 employees in a 350-employee department. Prior to that, she was VP director of operations for a private investigative company, and she worked at Verizon for 15 years in variety of roles. Irene emphasizes collaboration, simplicity and efficiency, and exercising each employee's strengths to accomplish team goals. In her free time, Irene enjoys chalk-painting furniture, and spending time with friends and family.

## 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<br>Percentage of signs placed and removed within the allotted time frames.<br>*Source: José Tejada – Senior Supervisor* | Jan | 100% | 100.0% | 100.0% | 100.0% | 0.0% |
| | **Citizen Engagement:** Signs Posted<br>Signs posted per staff person per month for public notices, meetings and hearings (3-month moving average). *a)*<br>*Source: José Tejada – Senior Supervisor* | Jan | N/A | 81.3 | 97.8 | 76.5 | 6.3% |
| | **Call Center:** Calls Handled<br>Ratio of calls answered to total inbound calls presented.<br>*Source: Michael Salak – Call Center Manager* | Jan | 94% | 95.0% | 96.0% | 94.0% | 1.1% |
| **CUSTOMER FEEDBACK INDICATORS** | **Quality Assurance:** Courtesy<br>Percentage of online survey respondents rating customer service call takers as 'very courteous'.<br>*Source: Jennifer Hall - Quality Assurance Manager* | Jan | 100.0% | 67.0% | 95.0% | 73.7% | -9.1% |
| | **Quality Assurance:** Knowledge<br>Percentage of online survey respondents rating the customer service call takers as 'very knowledgeable'.<br>*Source: Jennifer Hall - Quality Assurance Manager* | Jan | 72.7% | 60.0% | 81.0% | 52.6% | 14.1% |
| | **Neighborhood Relations**<br>Survey feedback from a recent Neighborhood Relations event or activity on a 1 to 5 scale with 5 being highest.<br>*Source: Wanda Sloan and Stephanie Agliano – Neighborhood Liaisons* | Jan | 4.56 | 4.44 | 4.69 | 4.69 | -5.3% |
| **QUALITY INDICATORS** | **Call Center:** Operational/Procedural Performance<br>Call takers' average score on monitored calls, on a 1 to 5 scale with 5 being highest. *Source: Michael Salak – Call Center Manager* | Jan | 4.50 | 4.36 | 4.53 | 4.43 | -1.6% |
| | **Call Center:** Verbal Skills<br>Call takers' average score on monitored calls, on a 1 to 5 scale with 5 being highest. *Source: Michael Salak – Call Center Manager* | Jan | 4.25 | 4.23 | 4.16 | 4.50 | -6.0% |
| | **Call Center:** Software System-Handling<br>Percentage of available hours invested in customer service training or consultative services for County departments.<br>*Source: Michael Salak – Call Center Manager* | Jan | 4.75 | 4.88 | 4.93 | 4.55 | 7.3% |
| | **Quality Assurance:** In-House Consultancy<br>Customer service training or consultative services provided to County departments. Ratio of total hours provided to total hours available.<br>*Source: Jennifer Hall – Quality Assurance Manager* | Jan | 85.0% | 93.0% | 94.0% | 96.0% | -3.1% |

## Composite Indexes

| | Latest Date | Goal | Latest Data | Preceding Period | Year Ago | Year-Over-Year % Change |
|---|---|---|---|---|---|---|
| **CSSSI** *b)* | Jan | ≥ 100.0 | 100.37 | 107.09 | 104.61 | -4.1% |
| **CSSSI-MA3** *c)* | Jan | ≥ 100.0 | 104.28 | 104.05 | 103.04 | 1.2% |
| **Hillsborough County Market Index (HCMI)** – Group of local business & economic indicators for comparative purposes *d)* | Dec | ≥ 100.0 | 99.35 | 104.62 | 101.22 | -1.8% |

**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

To continue to inform and engage community members who have graduated from the Hillsborough Backstage Pass program, the Office of Neighborhood Relations created a new alumni program, **Backstage Pass – Back Again!** The half-day sessions build upon the initial program and promote networking among alumni. The program kicked off with a visit to the Children's Board of Hillsborough County, where participants learned about the organization, its programs, and the benefits it provides to the community. Participant comments included:

"... I am so excited to participate in this educational and rewarding experience. Thanks so much for your efforts! I am actually meeting one of my church members at the Children's Board today so she can be introduced to all that they provide. She is a hardworking single mom with 5 kids. I know for sure this connection will be so beneficial for her family."

"I thought the session was very informative for the attendees that have children or grandchildren and need these services."

"... it was all great information!"