## Index Points to Superior Customer Service Delivery

### May 2019

The Customer Service & Support Service Index (CSSSI) surged 429 basis points during May to close at 106.44, up from 102.15 in April. This is a significant month-over-month gain and the highest monthly score since March 2018. A reading above 100.0 indicates customer service efforts are expanding, while a number below 100.0 signals contraction. May's score is particularly impressive because all 10 customer service measurements achieved 95% of their monthly goal or higher. The primary drivers behind the strong growth were, in order of magnitude: 1) the percentage of call center agents viewed as very courteous (95%); 2) the Quality Assurance Office's in-house consulting time invested in County departments and projects (95%); 3) the operational performance scores of the call center agents (4.51); and 4) the percentage of call center agents viewed as being very knowledgeable (79%). The three-month moving average (CCCSI-MA3), which shows the department's service-level trend while smoothing out normal month-to-month fluctuations, finished May at 103.61. This suggests that over the longer term, the department's customer service performance is +3.61% higher than planned. Based on the latest data available, this pace is slightly greater than that of the growth rate of Hillsborough County's business community.
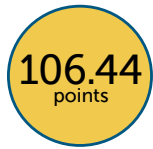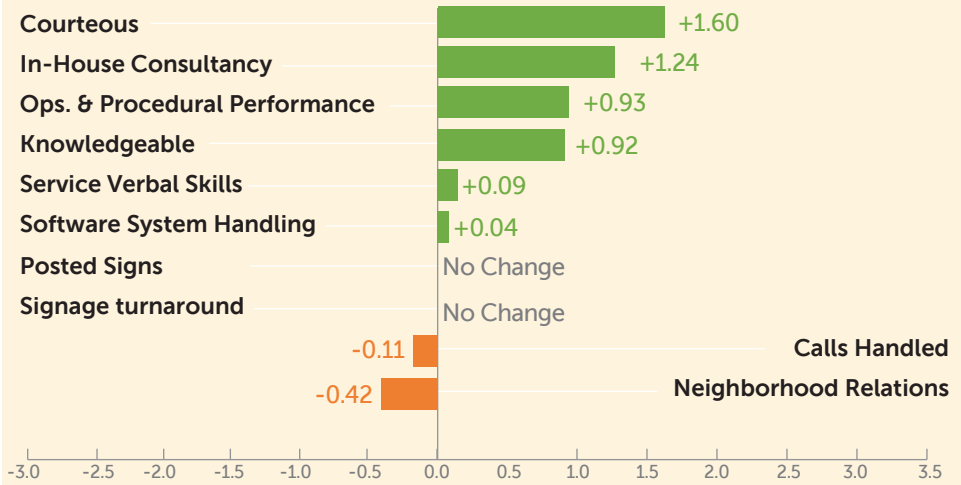
| | |
|---|---|
| **April CSSSI (start): 102.15** | |
| **April CSSSI (end): 106.44** | |

(Monthly change of +429 basis points)

**106.44** points

### What impacted the index?

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

| Indicator | Impact |
|---|---|
| Courteous | +1.60 |
| In-House Consultancy | +1.24 |
| Ops. & Procedural Performance | +0.93 |
| Knowledgeable | +0.92 |
| Service Verbal Skills | +0.09 |
| Software System Handling | +0.04 |
| Posted Signs | No Change |
| Signage turnaround | No Change |
| Calls Handled | -0.11 |
| Neighborhood Relations | -0.42 |

In this latest period, the CSSSI increased 429 basis points to finish the month at 106.44. 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



### Cynthia Oden, Customer Service Representative

Cynthia began a temporary job in the Customer Service Center in April 2016, and became a permanent member of the team in October that year. She says she enjoys her job because it allows her to learn something new every day, while helping others. Always willing to assist her team with special activities and events, Cynthia also helps facilitate Call Center training sessions for the County's Employee Emergency Response Program as a team lead. In her personal time, Cynthia is active with her church, where she volunteers with vacation bible school, makes hats for patients of Moffitt Cancer Center, and prepares meals each month for delivery to homeless people in need. "It's very rewarding and fulfilling to give back. It keeps me grounded," she said.

### 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* | May | 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* | May | N/A | 166 | 135 | 58 | 186.2% |
| | **Call Center:** Calls Handled<br>Ratio of calls answered to total inbound calls presented.<br>*Source: Michael Salak – Call Center Manager* | May | 94% | 94.0% | 96.0% | 91.0% | 3.3% |
| **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* | May | 100.0% | 95.0% | 78.0% | 69.0% | 37.7% |
| | **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* | May | 72.7% | 79.0% | 57.0% | 50.0% | 58.0% |
| | **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* | May | 4.56 | 4.56 | 4.75 | 4.22 | 8.1% |
| **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* | May | 4.50 | 4.51 | 4.30 | 4.77 | -5.5% |
| | **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* | May | 4.25 | 4.04 | 4.02 | 4.26 | -5.2% |
| | **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* | May | 4.75 | 5.00 | 4.96 | 4.87 | 2.7% |
| | **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* | May | 85.0% | 95.0% | 88.0% | 103.0% | -7.8% |

## Composite Indexes

| | Latest Date | Goal | Latest Data | Preceding Period | Year Ago | Year-Over-Year % Change |
|---|---|---|---|---|---|---|
| **CSSSI** *b)* | May | ≥ 100.0 | 106.44 | 102.15 | 103.18 | 3.2% |
| **CSSSI-MA3** *c)* | May | ≥ 100.0 | 103.61 | 102.37 | 104.05 | -0.4% |
| **Hillsborough County Market Index (HCMI)** – Group of local business & economic indicators for comparative purposes *d)* | April | ≥ 100.0 | 103.56 | 103.68 | 104.28 | -0.7% |

**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

The Office of Neighborhood Relations administers a program that helps Hillsborough County communities create neighborhood cleanup events. Successful applicants receive dumpsters and disposal service to help residents get rid of large items, such as spent tires and old mattresses, that don't qualify for regular curbside trash pickup. The Office of Neighborhood Relations requested feedback from the 19 community groups that participated this year. Some of the comments include:

*"This was a very valuable project for our local neighborhood community and really helped bring neighbors together at least for one day. It was great to meet neighbors we did not know or know very well and see neighbors helping each other clean up their property."*

*"Dana Shores loves the Neighborhood Clean Up Program - I'm actually sitting at a neighborhood function right now and have been getting feedback from so many residents about how wonderful it is. Thank you so much!"*

*"It is a wonderful program that is eagerly awaited by the neighborhood each year."*