

EXECUTIVE SUMMARY

CUSTOMER SERVICE
DEPARTMENT CALL CENTER
AUDIT #17-04

The Customer Service Call Center annually reports customer call metrics. For the annual period ending 3/31/17, there were 673,236 telephone customer inquiries. Ninety-six percent of these calls were handled with First Call Resolution with no follow-up required. The remaining 4% turned into Customer Call Reports (CCRs) that required additional action.

MANAGEMENT HAS AGREED TO:

- STANDARDIZE ACTION OFFICER (AO) GUIDANCE FOR HANDLING CCR'S, INCLUDING REPORTING METRICS AND REQUIRED ANALYTICS, BY OCTOBER 31, 2017.
- ELIMINATE THE ABILITY OF AO'S TO CANCEL A CCR, BY OCTOBER 31, 2017.

Call Center Staffing and Scheduling

Are effective controls and processes in place to ensure that adequate staff is available to respond to customer calls in a timely and quality manner?

● Productivity Metrics - The Customer Service Manager's Service Level Objective (SLO) is to have 80% of the calls presented to agents answered in 60 seconds or less. For Calendar Year (CY) 2016 the 80% SLO was met 100% of the time.

● Scheduling - The Customer Service Manager obtained new/replacement scheduling software to schedule the appropriate number of representatives at the Call Center using historical call volumes; these numbers were validated by Internal Audit.

● Quality Assurance - There is a program where supervisors sample CSR calls once a month and listen to evaluate the quality of the calls. However, for CCRs, there was nothing to evaluate the accuracy of the data entered into ServiceOne. To enhance effectiveness of the program, as of June, the Customer Service Manager created a new award related to quality.

Customer Comment Report (CCR) Response

Does Capital Metro effectively respond to, and where appropriate, resolve customer complaints and/or comments in a timely manner?

Is customer input used to improve Authority operations?

▲ CCR Response - Variances exist in the way departments track, monitor and respond to CCRs. Operations related CCR's are tracked and monitored on a regular basis. However, the non-Operations CCRs are addressed according to individual department initiative.

▲ Historically, weekly reports of the status of CCRs were received by each department. When the new CCR system went live (June 2016) these reports were not included as part of the development requirements. Without this reporting ability, the use of the CCR data to improve operations is difficult.

▲ Resolving and Canceling CCRs - Additionally, the AOs could not mark a CCR as resolved in the new system when it went live, causing most CCRs to remain unresolved. This was corrected by IT during the audit. However, the AOs can mark a CCR as cancelled so it will not show as a CCR. This creates an opportunity to manipulate data to avoid negative reports and disincentives.

● When the new system went live, AOs that had access to the old system were automatically given access to it. During the audit, the list of AOs was reviewed by CSCC staff who requested adjustments be made by the IT Department. Going forward, the system access will be reviewed annually as per IT policy.

- SIGNIFICANT IMPROVEMENTS NEEDED
- ▲ SOME IMPROVEMENTS NEEDED
- ACCEPTABLE CONDITIONS