
Customer Experience Drives Program Performance in Public Sector: A Case Study

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Problem Solving

First Contact Resolution

Talk Time

Call Volume

After Call Work

Delays

Abandonment Rates

Peak Hold Times

Workforce Management





Implemented in 1999

To provide “one stop, no wrong door” telephone access for seniors, people with disabilities, care givers, callers mandated to report abuse/neglect, and the general public.

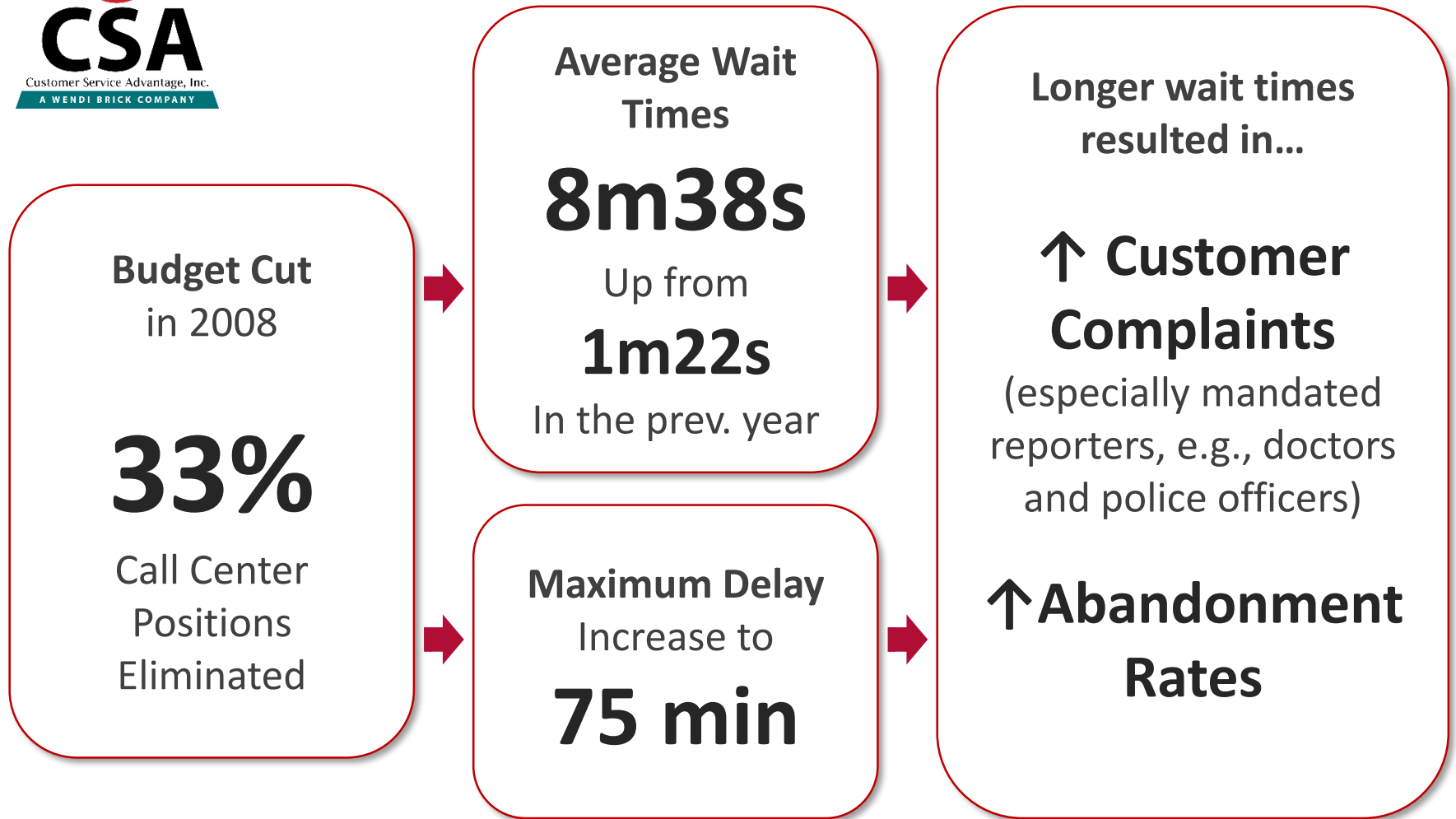
About the AIS Contact Center

Receives approx. 70,000 calls annually

Takes direct referrals for the following programs:

- Adult Protective Services (APS), Mental Health Senior Team
- Multi-Purpose Senior Services Program (MSSP), Linkages, Senior Options, Advocacy, and Referral (SOAR)
- In-Home Supportive Services (IHSS)
- Information and Assistance (I&A)

Why Action was Needed



Results *(5 months)*

| Call Type | Measure | Before (month 1) | After (month 5) |
|-----------|-------------------------|------------------|-----------------|
| A | AvgSpeedAns | 6:13 | :59 |
| | Aband Calls | 323 | 61 |
| | AvgTalkTime | 24:51 | 16:10 |
| | Max Delay | 50:51 | 15:06 |
| | Total # Calls In | 1122 | 1275 |

Results *(5 months)*

| Call Type | Measure | Before (month 1) | After (month 5) |
|-----------|-------------------------|------------------|-----------------|
| B | AvgSpeedAns | 3:21 | :47 |
| | Aband Calls | 252 | 47 |
| | AvgTalkTime | 6:12 | 3:02 |
| | Max Delay | 26:00 | 12:46 |
| | Total # Calls In | 1669 | 1827 |



- AIS worked collaboratively with CSA, Inc.
 - Implement the Plan
 - Focus both in improved quality and quantity
 - Provide projects that focus on long term strategy and knowledge transfer
 - Ensure supervisors and line staff are engaged
 - Focus on business case driving technology changes: include People, Process, Procedures to standardize and drive how to best use technology (3P+T)

3P+T: People, Process, Procedures drive Technology



3P+T™



The Projects

Increase Efficiencies and Drive FCR

- Decrease After Call Work Time
- Decrease Talk Time
 - Redesigned journal entries and database field order to follow conversational interview
- Set Procedures for Timely Actions
 - Updated policy for reviewing key reports and set triggers for escalation actions and procedures

The Projects

Increase Accuracy and Drive FCR

- Identified a list of inconsistencies in understanding of information and process to set clear answers and provide standards for all staff
- Established formal AIS Contact Center Refresher Training Plan
- Developed formal New Employee Orientation trainings
- Wrote FAQ scripting for most common calls (what to say and how to say it)
- Strengthened coaching guidelines and training

The Projects

Quality Monitoring

- Established monitoring plan with call listening
- Organized calibration sessions documentation, practice, and training
- Defined customer service performance measures
- Developed internal expertise in forecasting and workforce management

Recap Of Results

- Avg. Speed of Answer: 5 minutes faster
- Abandoned Calls: decreased by 80%
- Avg. Talk Time: decreased by 8 minutes
- Maximum Delays: decreased by 35 minutes
- Increased productivity while decreasing all significant measurements for call types

Sustainability

- 1 year check up
- Making it last

Lessons Learned...

- Each contact center is unique.
- Focusing on the specific customer experience (internal and external customers) results in improved efficiencies.
- Technology alone is not the complete solution - People, Process, Procedure (the business case) should drive the technology.
- Creating measureable outcomes drives success.
- Balancing quantity and quality in all we do.
- Engaging and educating the team is key.

Questions?

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