



# COUNTY SERVICE CENTER GROUP

## REAL TIME CALL MANAGEMENT

### MISSION STATEMENT:

The County Service Center Group is committed to maintaining a membership organization which promotes continuous learning and the exchange of information and ideas between California County Medi-Cal/Food Stamp Service Centers. We partner in an ongoing effort to improve work processes and deliver quality service in a professional, timely and efficient manner.

### PURPOSE OF CSCG

The purpose of the County Service Center Group is to link service center administrators and managers from different counties in order to exchange information about successful work processes and discuss processes that require change in order to develop new strategies in a collaborative effort to secure solutions to shared work and personnel related issues.

Effective management of a service center includes knowing how your clients are being served right now: How many callers are waiting? How long is the wait time? How many employees are actively answering calls for each queue? Luckily, these questions and more can be answered in real-time through your ACD. Real-time queue management is a key success factor in any service center.

**Definition of Real-Time Queue Management:** *Real-time queue management is a technique to monitor and manage the call volumes in your ACD queues utilizing call center variables and tools (people, process and technology) that produce current service levels in an inbound service center. Altering the variables will impact the current service levels.*

To better understand this definition, we need to define the key terminology used to describe this practice.

**Queue:** "Queue" is another word for line. In the call center world, queue means the path in which a call is directed based on selections made by the caller. The caller then gets "in line" to speak to the next available worker.

**Real-Time:** Reviewing statistics NOW, not later or in summary. An immediate representation of how many calls are waiting "in line" and at what service level.

**Service Level:** The percent of calls answered within some number of seconds is perhaps the best known and most widely used metric in the call center industry. Most county service centers have service level goals in the area of 80% of calls answered in 35 seconds or less.

**Management:** The skillful handling or use of something such as resources. The act of handling or controlling something successfully.

**Technology Tools:** 1) Supervisor and ACD Administrator desk top view; 2) Desktop or Phone Set Queue Highlights; 3) Wallboards/LCD Readerboards or Large Displays.

**Monitor:** To check something at regular intervals in order to find out how it is progressing or developing.

Every employee in the service center is in some way involved in real-time queue management. The following key individuals use this practice as the way they conduct their work every day.

**Supervisor-** watches the call queue throughout the day and makes adjustments to staffing as required to ensure the best possible client service.

**ACD Administrator-** assesses changes in service level or call volumes and makes suggestions to supervisors for adjustments to improve client service.

**Phone workers-** uses the calls in queue information to better manage their time on and off of the phone.

It is easy to see how real-time queue management can be a key success factor in every service center operation.

### MEMBERSHIP PARTICIPATION/NEWS:

On September 19th InTelegy sponsored the 1st CSCG conference call on "Real Time Queue Management and Service Center Reports. This afforded CSCG members an educational and networking opportunity. Thank you for your participation. Great Call.

We welcome member participation. Feel free to share your ideas, author a column, or refer a new member. Contact CSCG group administrator, Margaret Condie at: [margaretcondie@Intelegy.com](mailto:margaretcondie@Intelegy.com) or 925-786-7469.

**"IT'S MORE THAN A CALL CENTER"**

Building a service center means more than adding telephones, ACD lines, IVR and headsets. On average each service center takes 60 days to build a plan and gain consensus, 7-10 months to establish committees, work the plan, train staff and launch a service center. Why go through the time, effort and expense to launch a service center? Because you want to maximize efficiency while maintaining good client service and increased employee satisfaction. Is it worth it? See for yourself, these service centers have experienced greater organizational capacity and improved client and employee satisfaction. Below is an overview of the 9 CSCG service centers who have implemented or are in the process of implementing a service center.

County	Launch	Programs	Call/month	Language	Teams	Telephony	Imaging
<b>San Mateo</b> Health Insurance Telecenter	2003-Nov	MediCal & Food Stamps	4,800	English Spanish	Mixed Units	Northern Telecom	Yes
<b>Santa Clara</b> MediCal Service Center	2004-July	MediCal & Food Stamps	14,800	English Spanish	Mixed Units	Aspect	No
<b>Contra Costa</b> MediCal Service Center	2005-Nov	MediCal & Food Stamps	12,000	English Spanish	TaskSpecific	Avaya	Yes
<b>Santa Cruz</b> Benefits Call Center	2006-Mar	MediCal & Food Stamps	5,100	English Spanish	Mixed Units	Northern Telecom	Yes-Fortis
<b>Sonoma</b> Economic Assistance Center	2007-Mar	MediCal & Food Stamps	5,000	English-Spanish	TaskSpecific	NEC	Yes-OnBase
<b>San Francisco</b> Food Assistance Service Center	2007-Oct	Food Stamps	TBD	TBD	TBD	Avaya	TBD
<b>Tulare</b>	2007-Dec	MediCal & Food Stamps	TBD	TBD	TBD	Cisco	Yes-Filenet
<b>Solano</b>	TDB	MediCal & Food Stamps	TBD	TBD	TBD	TBD	TBD
<b>Santa Barbara</b>	TDB	MediCal & Food Stamps	TBD	TBD	TBD	TBD	TBD

We continue to improve our processes through communication and learning. To facilitate improvement InTelegy is hosting a series of communication events for CSCG networking and educational opportunities. See upcoming news for details.

Great job everyone—let's keep up the good work.

—Vail Dutto CEO, InTelegy Corporation

**YOU'RE INVITED**

CSCG members are invited to an InTelegy sponsored CWDA dinner on Wednesday October 10th, 6:30pm at Piero's Acqua Piazza in Rancho Mirage. Shuttle from the CWDA conference at the Rancho Las Palmas after Wednesdays no-host reception and join your fellow CSCG members and guests for an outdoor dining experience. RSVP by October 3rd to margaretondie@Intelegy.com or call 925-786-7469.

**UPCOMING NEWS.....**

—October 10-12th - CWDA Conference in Rancho Mirage and 1st annual CSCG reception October 10th.

—December 5th — conference call — 11:30-12:30- "Quality Monitoring and CSCG Input"

—2008 - CSCG blog: receive real time answers from members—Service Center questions and answers.

Learn how Santa Cruz has instituted call monitoring in their service center and what impact call monitoring has had on customer service.

—March 5th - conference call - 11:30-12:15

Next Issue: January 1, 2008 : Call Review

**STATISTICS FROM AROUND THE WORLD:**

**Quality Review in a Service Center:**

- Two thirds of respondents reported an average quality score of 81%-90% (43.5%) or 91%-100% (36.9%). The most common method for measuring quality—by far—was via quality monitoring(86%).
- Supervisors conduct monitoring in 55% of centers surveyed. Other positions that commonly monitor staff are internal quality assurance specialists (48.1%), team leaders(44.7%), and managers (40.7%).
- The top reasons for monitoring cited by respondents: 1) Ensure that quality standards a for each all are met. 2) Measure agent performance. 3) Evaluate level of customer satisfaction. 4) Identify customer needs and expectations. 5) Identify additional training needs for agents.
- While most centers (80.4%) use a combination of monitoring methods, the most common method cited in the study is call recording — used in 81.9% of centers surveyed.

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