



COUNTY SERVICE CENTER GROUP

2007 IN REVIEW ~ LOOKING FORWARD IN 2008

Welcome back to the New Year. I hope you all had a wonderful Holiday season and take great pride in knowing that while you were out on vacation, the work load was covered!

2007 was a great year for InTelegy and for California County Service Centers. Kudo's to Sonoma County for an outstanding job at CWDA in presenting the "how to" and the value of a service center in a county medi-cal and food stamp environment. Congratulations to Santa Barbara for beginning their service center planning process; to Sacramento for beginning their imaging planning process and to San Francisco and Tulare counties for launching their service centers seamlessly. Contra Costa is now flying on their own and doing a great job managing their high call and task volumes. Santa Cruz is beginning to look at Cal Works and Foster Care in a service center environment. San Mateo is now looking into task management and learning from later service center implementations and their use of a task tracking tool (isn't it nice to pay them back for all of the tours they have given!). So all in all, 2007 was a great year.

2008 seems to be shaping up to be extremely busy. With impending budget cuts, the service center is one way to continue to take on greater case loads with existing staff while improving your service delivery. In most counties we are beginning to see an opportunity to re-allocate resources to assist with other programs while continuing to maintain service levels. However, the most pressing problem and/or opportunity we have is continuing to fill the FTE requirements/budgets that we do have. Vacancy (open positions) due to leave of absences (LOA) and promotions are the 2 most pressing reasons a service center is not adequately staffed. Given the length of time it takes to recruit, hire and especially train, vacancy can sometimes be an insurmountable problem. Throughout Q1, 2008 I would like to gather your input on vacancy, perhaps we can begin to solve this problem together. Let's start with answering the following questions :

- Is vacancy due to promotion good or bad?
- Does your Director see the service center as a place where new county employees receive excellent training in social services and then move on to become valued county employees?
- If so, are you staffed appropriately in HR and staff development to support this process?
- What is your LOA rate ? Does it fluctuate seasonally - what are the high and low seasons?
- What is the biggest reason for LOA?

When you have a moment, please respond to these questions at vduetto@intelegy.com. I will compile the answers and provide analysis regarding this issue at our partner service centers and the opportunities for managing and overcoming vacancy.

UPCOMING CSCG NEWS:

January Conference Call: Join InTelegy on Wednesday, **January 9th 2008, 11:30-12:30pm**, for the CSCG conference call. The topic is "**Quality Call Review**".

An email invitation will be sent in early January, please respond promptly so that materials can be sent to you!

Next Issue: April 1, 2008: Staffing the Service Center

CSCG 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.

CSCG Member Counties:

- Contra Costa
- Sacramento
- San Francisco
- San Mateo
- Santa Barbara
- Santa Cruz
- Solano
- Sonoma
- Tulare

Service Center Success Story: **SANTA CRUZ**

CALL REVIEW - QUALITY PRACTICE

STATISTICS FROM AROUND THE WORLD:

Following are key findings from a recent survey on call center KPIs/ performance metrics:

- The majority (57.8%) of centers have an adherence to schedule objective of between 90% and 100%; most (78.7%) either always, nearly always or usually meet that objective.
- Only 57.1% of centers surveyed measure forecasting accuracy.
- **The most common method for measuring quality – by far -- was via quality monitoring conducted in-house (86%).**
- One in three centers (29.3%) do not measure customer satisfaction.
- Nearly half (45.6%) of centers do not measure agent satisfaction.

ICMI, 2-2-2007

Santa Cruz County's commitment to quality practices and measurements is reflected in their thorough call review process and daily management practice.

In April 2007, Santa Cruz rolled out Verint's (www.verint.com) voice and data capture application. It records the audio for all incoming ACD client calls along with the computer screen activity used by the Phone EW during that call.

Each service center supervisor reviews one completed call per Phone EW per week. The Verint application sorts the recorded call data by Phone EW and date, making it easy for the supervisor to select a call to review. An on-line call review form is used to assess each call which is segmented into five categories: call opening/greeting; call handling; process accuracy and follow through; call closing; and communication skills. The supervisors assess not only the call content, but database queries such as CalWIN and MEDS, the Phone EWs case updates, and case comments. Each category has four to five specific areas to assess and given a score based on a 5 point range. An overall call review score is then calculated.

The supervisor reviews each completed call review form with the Phone EW within 24 hours. The Phone EW receives a blank hard copy call review form and self reviews

their performance while they listen to the call with their supervisor. They then discuss how they each interpreted the call, and the supervisor reviews the overall evaluation while providing coaching, kudos, and establishing next steps and an action plan where improvements are required.

Over the past 6 months the quality and overall performance of the reviewed calls has steadily improved. Clients are receiving a greater level of consistent service regardless of which Phone EW they encounter. The content and thoroughness of case comments has noticeably improved too! Supervisors have a better handle on how well each Phone EW is performing and a clearer understanding of where management needs to focus their attention and support.

To ensure each Phone EW is receiving the same level of coaching and feedback, supervisors conduct "calibration" training every six months. In groups of two or three supervisors listen and assess a recorded call, share their observations and evaluations in order to confirm they are listening and coaching within the same acceptable range.

—*Robb Moretti*

Senior InTelegy Consultant

QUALITY CALL REVIEW

When you think of Quality Call Review, you think of a tool or process that supports the management team at the call center. What you should also consider is what quality call review can do for your employees. It's possible for quality call review to be rewarding and motivating to your frontline employees. Ask these questions about your call review process:

- Do employees find it motivational?
- Is the information it reveals useful and acted on by supervisors?
- Is it connected to training initiatives?
- Is it connected to pay raises, bonuses or rewards?

If you rely on monitoring to support business initiatives and provide data to your management team, you're leaving valuable opportunities on the table. It's possible for these programs to be rewarding and motivating to your frontline employees as well.

www.cmisight.com

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 or 925-786-7469.