



The Commonwealth of Massachusetts



ESC Service Charter Scorecard

12/01/2013-12/28/2013



The Commonwealth of Massachusetts

Executive Summary

Customer Service

- Average wait time was increased from 17 to 24 seconds, still within the defined SLA target of two minutes.
- Average time to complete a call increased from 3:58 to 4:13 minutes.
- Email requests represented 12.56% of total volume, consistent with November.
- Inquiries from CON, EOLWD, EOHED, and EOEEA agencies continued to account for the most inquiries as a percentage of employees served.

Process & Organization

- Escalated Payroll Notifications were not invoked.



Service Delivery Overview

December 1 – December 28, 2013

Customer Interactions	Staffing		
<p>Total # Agencies Served: 76</p> <p>Total # Employees Served: 55,003</p> <p>Total calls received: 4310</p> <p>Total tickets opened: 4211</p> <p>% of Employees served contacting ESC: 7.65%*</p>	<p>Area</p>	<p>Staffing as of 12/28/2013</p>	<p>Staffing as of 11/30/2013</p>
	Customer Service/Intake	6	6
	Customer Service/Research	4	5
	Processing & Outreach	13	13
	Supervisor	3	3
	Senior Staff	4	4
	Total	30	31
Enabling Technologies	Activities – October		

- 12/26/13 12:00am-9:00am NStar power outage resulting in Mass.Gov and Telephone outage

The ESC is currently supporting several activities underway to prepare for upcoming rollouts:

- ePay/eProfile (Release 2) launch set for December 2013

Source: ESC Avaya CMS & COMiT Reports, data from 12/01/13 – 12/28/13

***Note:** “% of Employees served contacting ESC” does not account for repeat contacts (i.e., one employee calling multiple times).

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Service Level Agreement

Service Measures and Targets

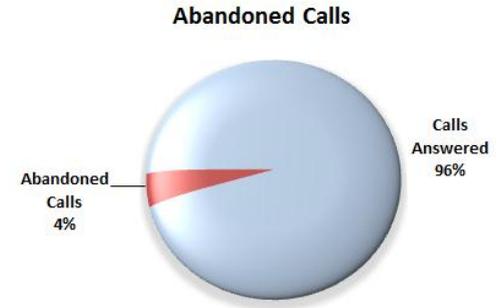
The following service measures and targets are outlined in the ESC Service Level Agreement document. Data contained in this presentation includes both SLA and non-SLA measures.

Metric	Target
Average wait time – all inquiries (Days operational)	Will not exceed 2 minutes 90% of the time
Average case resolution time – password resets and e-mail updates (Time owned by ESC)	98% within 1 day
Average case resolution time – inquiries and requests (Time owned by ESC)	75% within 1 day 90% within 3 days
Customer satisfaction (Based on automated survey upon ticket closure. A minimum of 20% must respond to survey in order for results to be accepted as a valid sample of customer satisfaction.)	80% of customers rated overall satisfaction good to excellent
Percent of notification runs executed to completion: <ul style="list-style-type: none"> All: Reminder Report Time Employees: Unreported time – 1st and 2nd notice Approvers: Unapproved reported time – 1st and 2nd notice Agency HR/Payroll: Over/Under scheduled hours and unapproved Payable Time notifications – 1st and 2nd notice Failsafe outreach to Agency HR/Payroll and signatory authorities when applicable Failsafe outreach to Comptroller and Chief HR Officer when applicable 	95%
Secretariat ad hoc reports produced within established timeframes: <ul style="list-style-type: none"> Simple*: 3 business days Complex*: 7 business days 	90%
SLA reports produced on time according to predefined schedule (see section 5.5)	90%
Percentage of approvers contacted with unresolved high exceptions requiring ESC intervention for resolution	98% 85% holiday/emergency leave weeks
Percentage of approvers contacted with unresolved low exceptions requiring ESC intervention for resolution	95% 80% holiday/emergency leave weeks



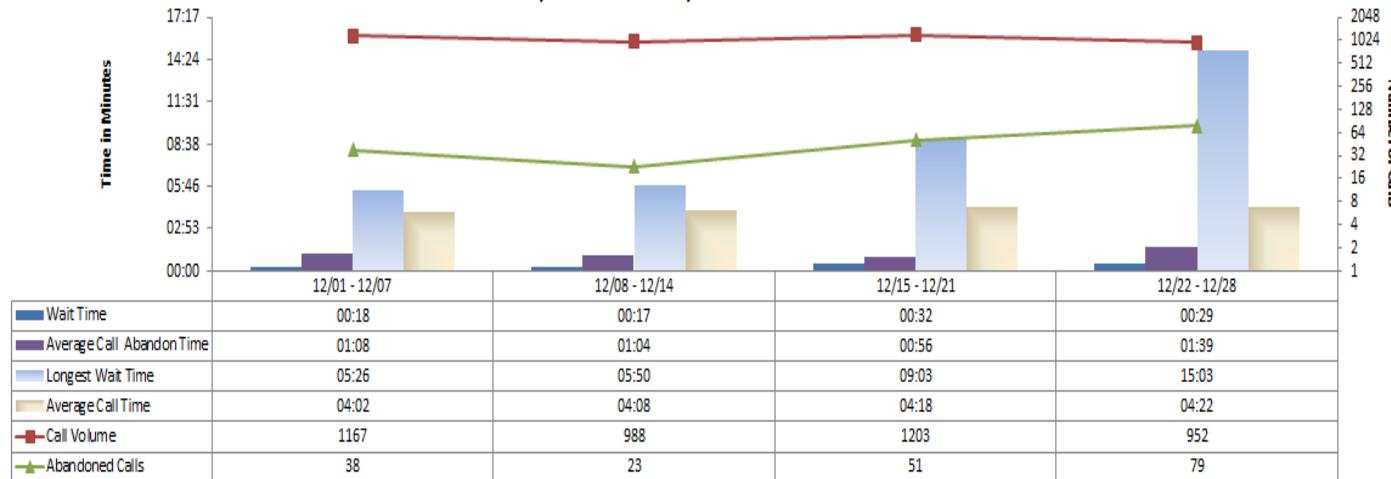
Inbound Call Data

SLA Metric	Target Level	Current Period (12/01/13 to 12/28/13)	Previous Period (10/20/13 to 11/30/13)	December 2012
Average wait time – all inquiries (Days operational)	Will not exceed 2 minutes 90% of the time	:24 seconds	:17 seconds	:30 seconds

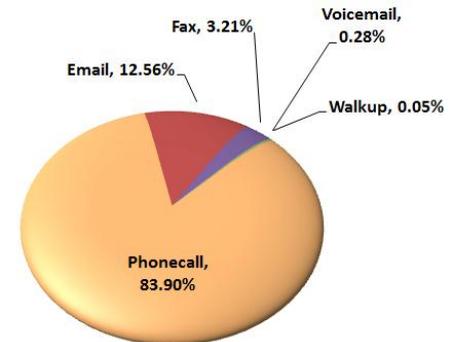


Total = 6,379 calls

Wait Time, Call Volumes, & Abandonment Rates



Ticket Source



Total = 4,211 tickets

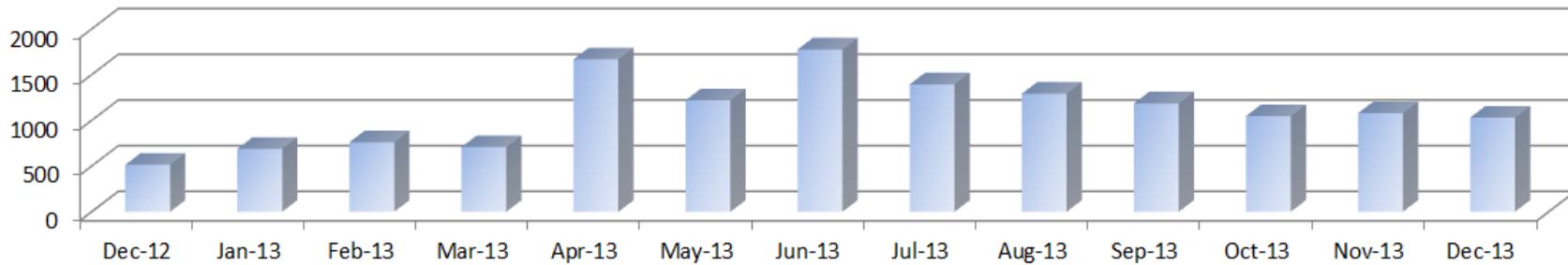
Source: ESC COMiT & Avaya data from 12/01/13 – 12/28/13.

*E-mail tickets do not account for additional outreach to correct invalid employee e-mail addresses.

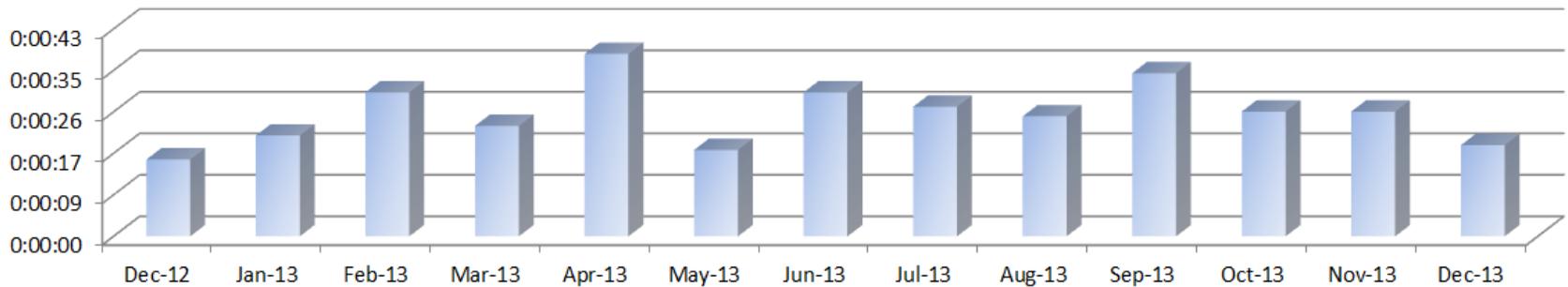


Inbound Call Data – 12 Month Lookback

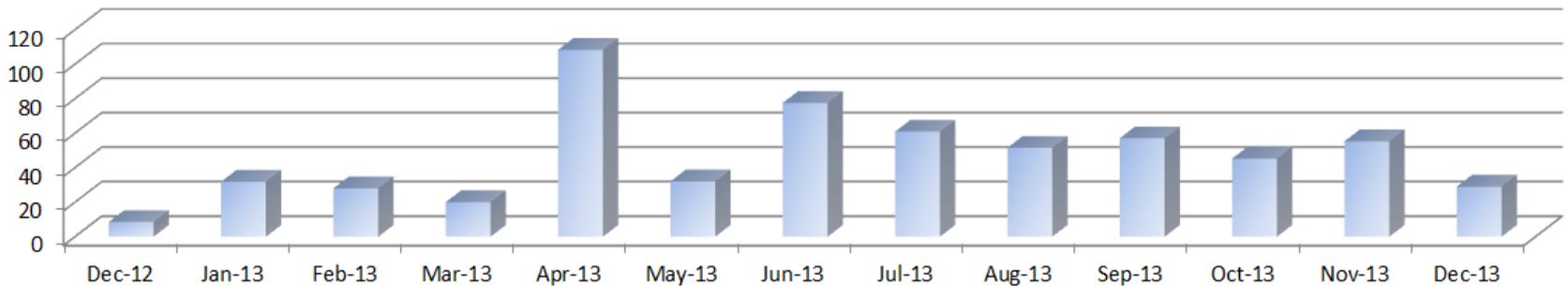
Average Call Volume



Average Wait Time



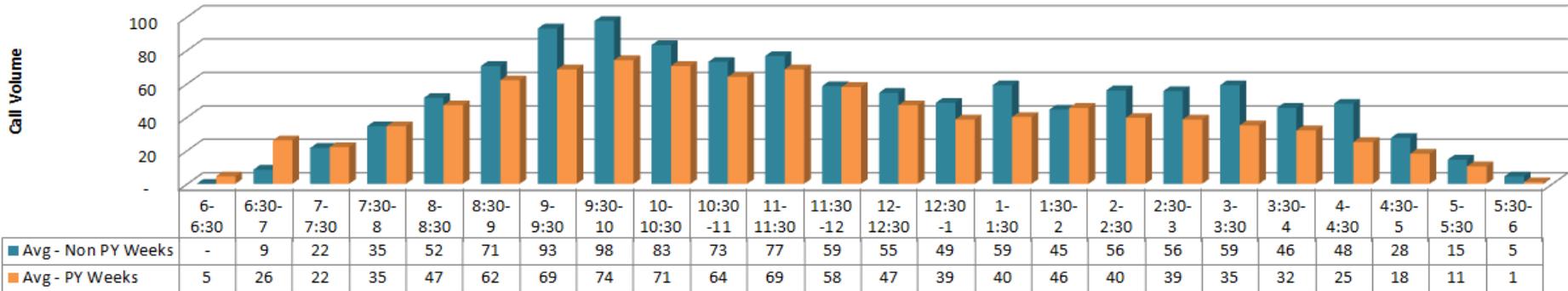
Average Abandonment Rates



Timing of Inquiries

Call volumes continue to peak following weekly time submission deadlines and notifications. Peak call hours are from 8:30 am to 12:00 pm.

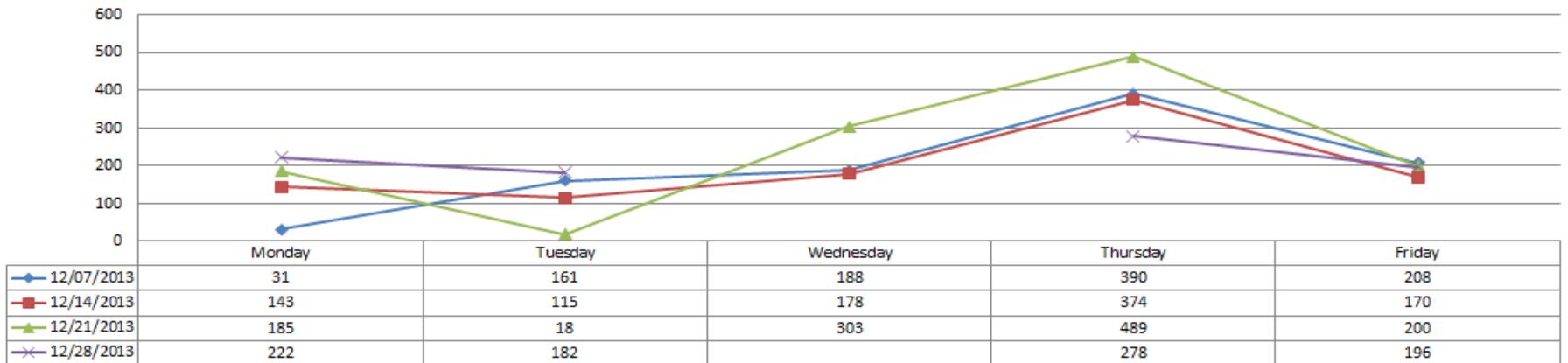
Average Daily Call Volume



ESC Closed on Monday, 12/25 due to Holiday

Thursday represents the highest volume due to impact of payroll cycle.

Number of Tickets Per Day



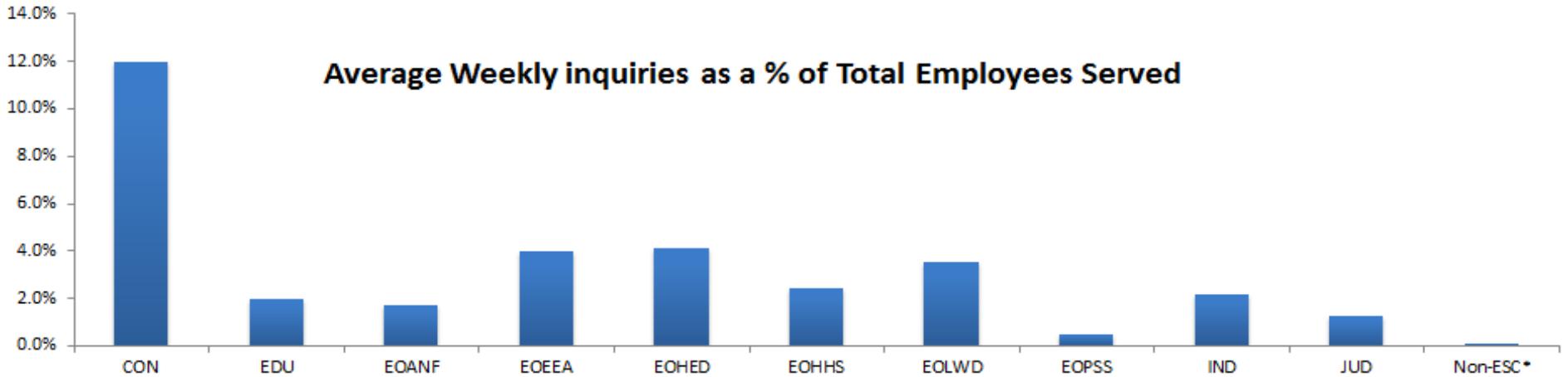
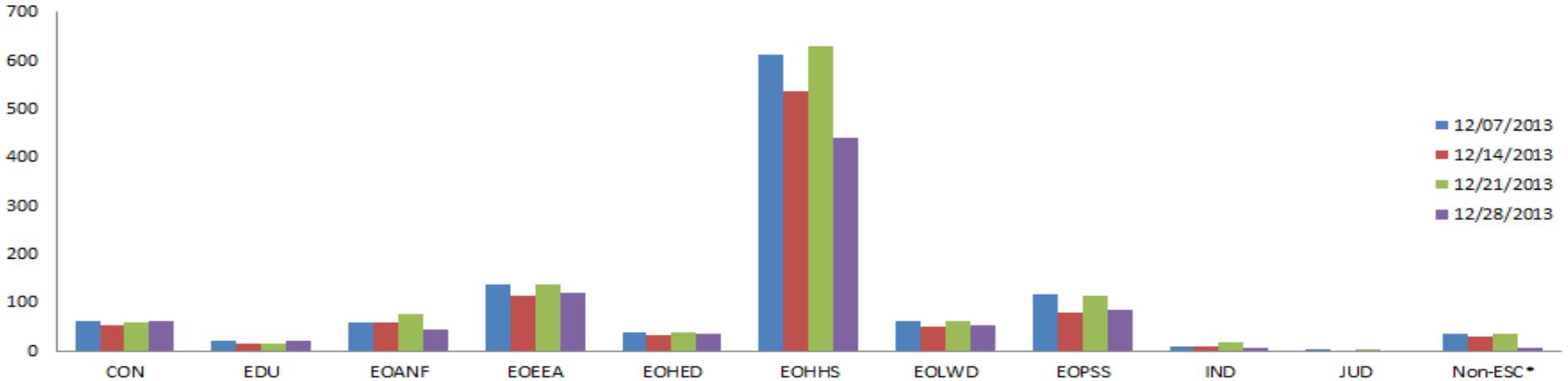
Source: ESC COMIT & Avaya data from 12/01/13 – 12/28/13.

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Inbound Inquiries by Secretariat

EOHHS agencies represent the largest volume of inquiries to the ESC. CON, EOEEA, EOLWD and EOHED represent the highest volume as a percent of employees served.



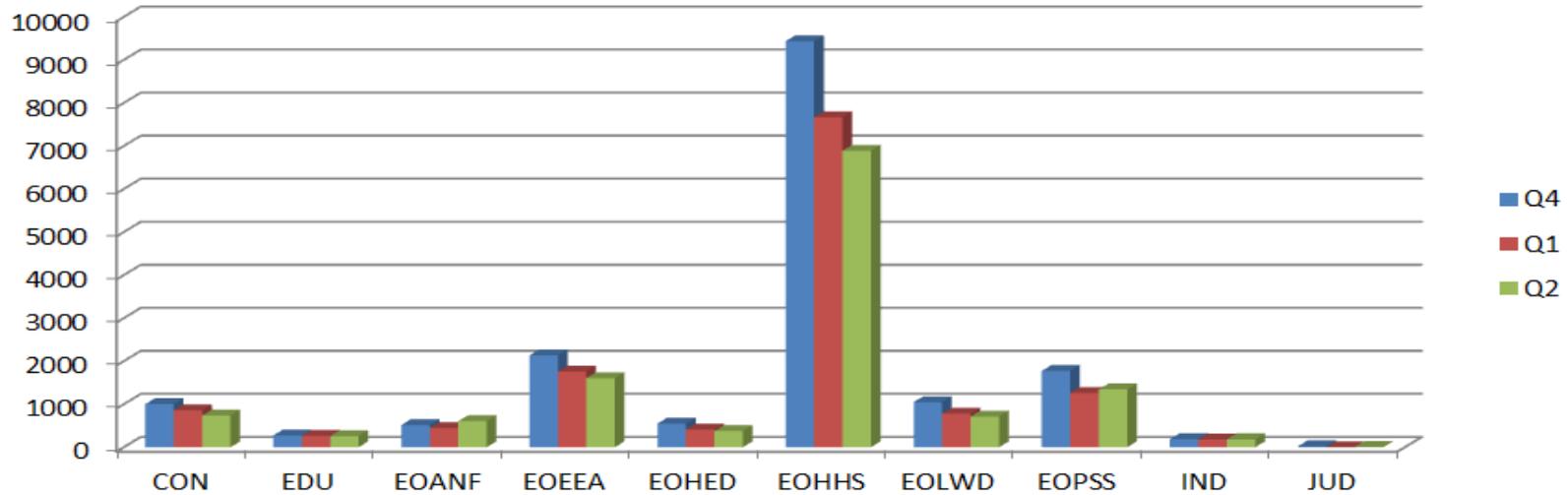
Source: ESC COMiT data from 12/01/13 – 12/28/13. Average inquiries per employee is shown for comparison purposes and does not account for repeat contacts (i.e., one employee calling multiple times).

*Non-ESC percentage factored from the total number of inquiries as there is no base population; Non-ESC represents SSTA and ePay/eProfile employees not supported by ESC.

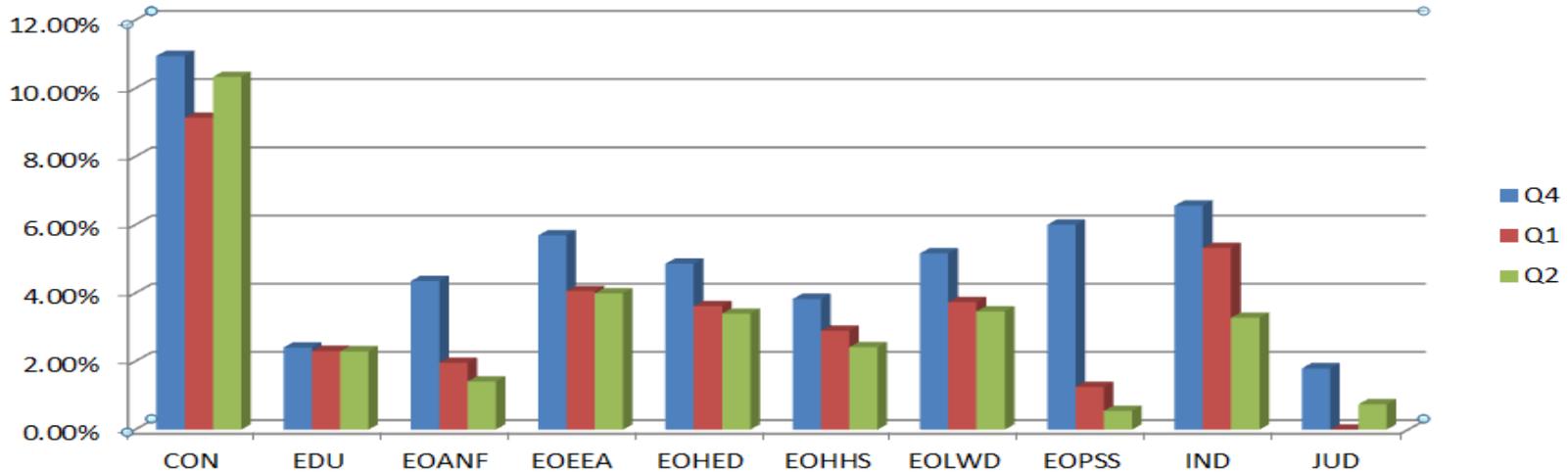


Inbound Inquiries by Secretariat – Quarterly (Since Full Launch)

Total Inbound Inquiries



Average Weekly Inquiries as a % of Employees Served

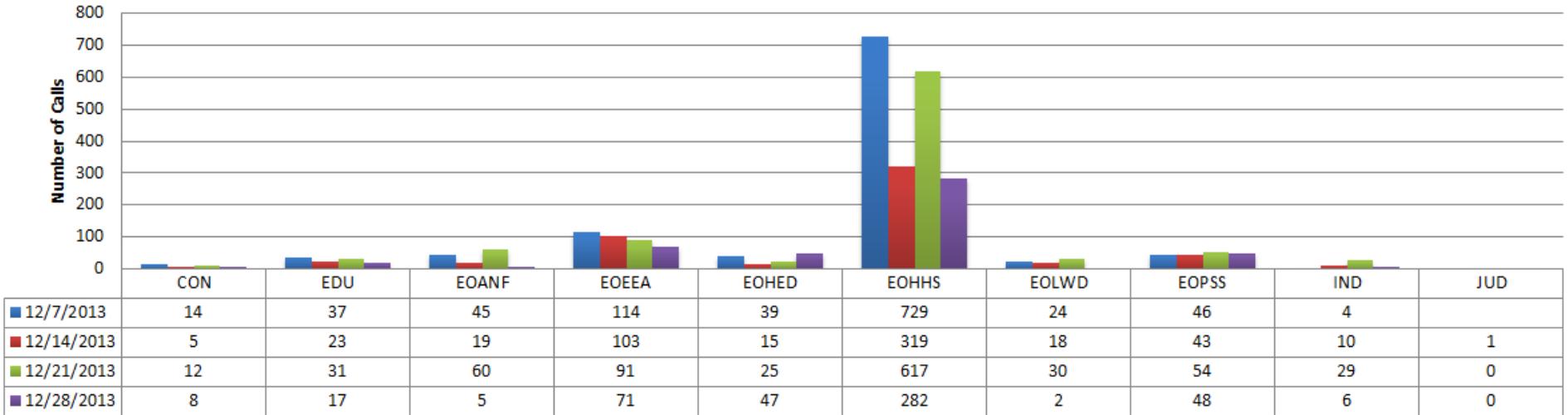


Outbound Exception Management Calls

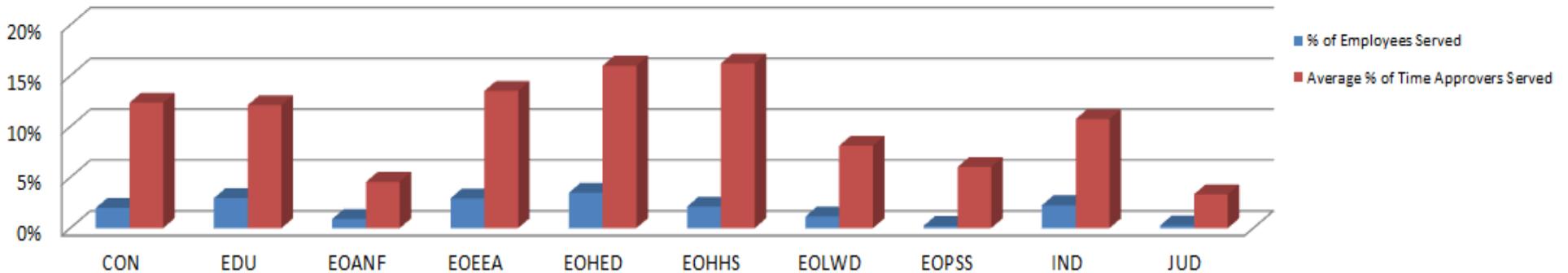
Outbound calls are made on a weekly basis when employees and approvers miss the deadlines for time entry/time approval or when system generated exceptions appear on a timesheet.

EOHHS agencies represent the largest volume of outbound calls from the ESC.

Outbound Calls



Average weekly calls as a % of Employees Served



Source: : ESC Exception Management System data from 12/01/13 – 12/28/13. Average inquiries per employee is shown for comparison purposes and does not account for repeat contacts (i.e., calling an employee multiple times).

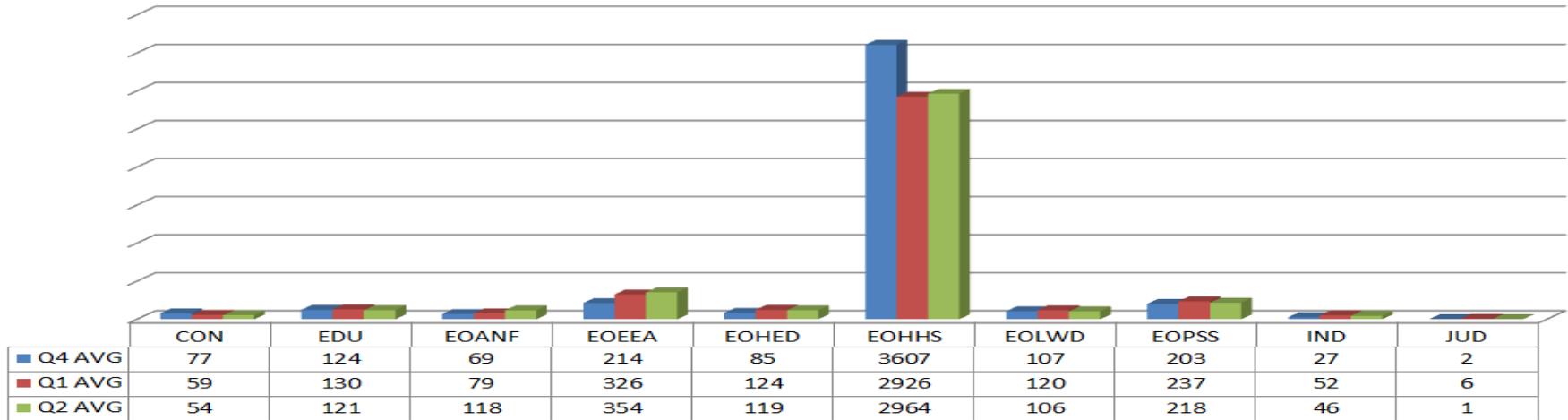
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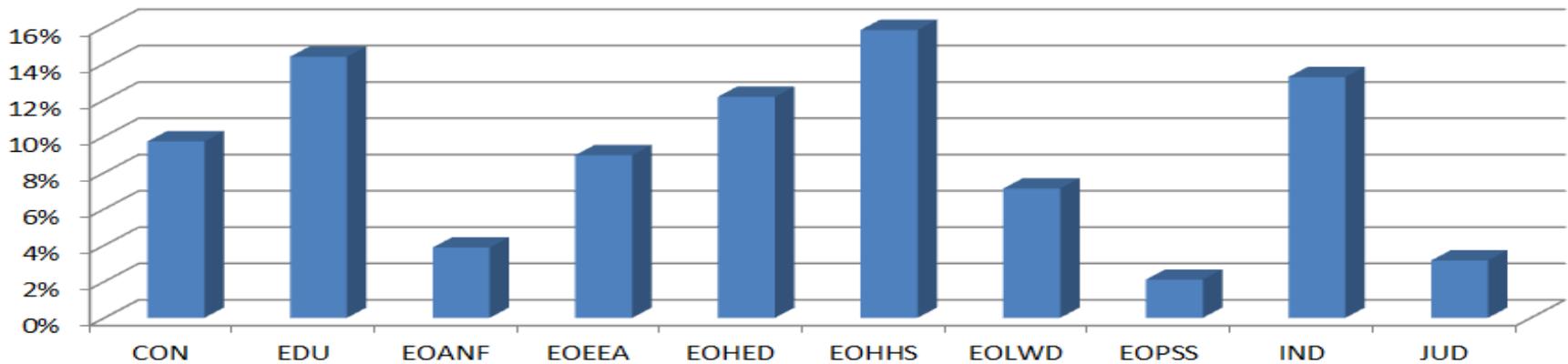
Outbound Exception Management Calls – Monthly Lookback (Since Full Launch)

Outbound calls are made on a weekly basis when employees and approvers miss their deadlines for time entry/time approval or when system generated exceptions appear on a timesheet.

Outbound Calls

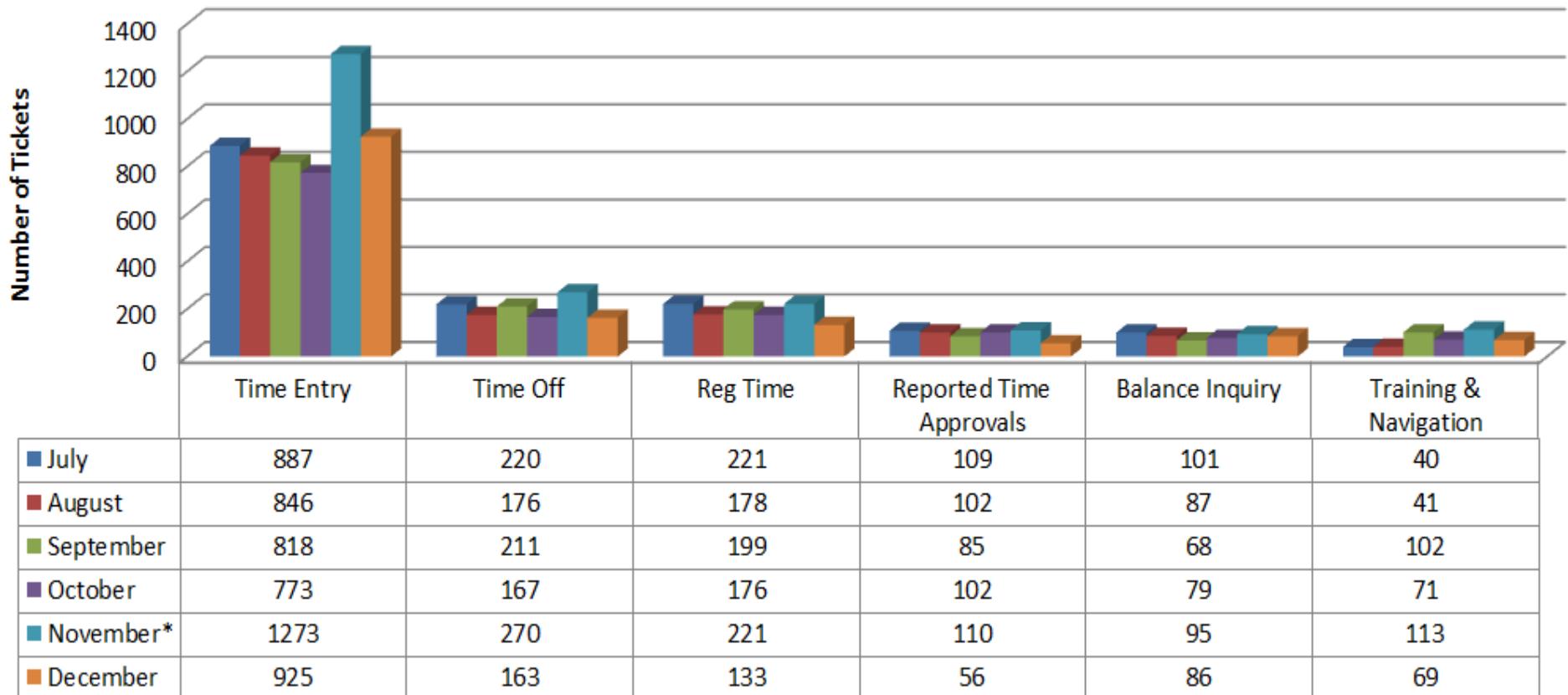


Average Monthly Calls as a % of Employees Served



Type of Inquiries Received – Six Month Lookback

Top Inquiry Classifications - Six Month Lookback (Excluding Password Resets)



*November 2013 represents 6 weeks



Case Resolution Time

SLA Metric	Target	Current Period (10/20/13-11/30/13)	Previous Period (10/20/13-11/30/13)	Previous Period (09/22/13-10/19/13)
Average case resolution time – password resets and e-mail updates (Time owned by ESC)	98% within 1 day	100%	99.8%	100%
Average case resolution time – inquiries and requests (Time owned by ESC)	75% within 1 day 90% within 3 days	1 Day – 98.2% 3 Days – 94%	1 Day – 96.6% 3 Days – 95.9%	1 Day – 98.02% 3 Days – 98.57%

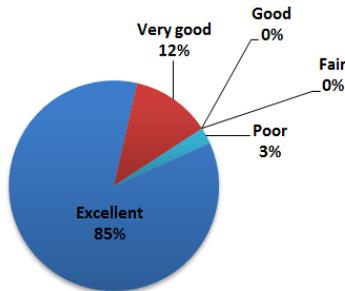
Source: ESC COMiT data from 12/01/13 – 12/28/13



Customer Satisfaction Survey Results

SLA Metric	Target	Current Period (10/20/13 – 11/30/13)	Previous Period (10/20/13 – 10/30/13)	Previous Period (9/22/13 – 10/19/13)
Customer satisfaction (Based on automated survey upon ticket closure.)	80% of customers rate overall satisfaction good to excellent	97% rated good to excellent (1.9 % response rate)	98% rated good to excellent (2.2 % response rate)	94.6% rated good to excellent (2.2% response rate)

How would you rate the quality of service you received from the Employee Service Center?



How likely would you be to recommend the Employee Service Center to a colleague?



Sample Comments:

- “Everything was excellent... and quickly resolved.”
- “Service Center has always provided excellent assistance.”
- “Handled it very well. No improvement needed.”
- “It couldn't have been handled any better.”
- “Service is, and has been to date, very professional and helpful.”

Source: ESC Customer Satisfaction Survey; survey link is provided on ticket closure notice and is voluntary. Survey results shown were collected between 12/01/13 – 12/28/13.

The Commonwealth of Massachusetts



SLA Targets vs. Actual Performance

Metric	Target	Current Period Performance 12/1/13 – 12/28/13	Previous Period Performance 10/20/13 – 11/30/13	Trend
Average wait time – all inquiries (Days operational)	Will not exceed 3 minutes 90% of the time; Will not exceed 2 minutes 50% of the time	24 seconds	17 seconds	
Average case resolution time – password resets and e-mail updates (Time owned by ESC)	98% within 1 day	100%	99.8%	
Average case resolution time – inquiries and requests (Time owned by ESC)	75% within 1 day 90% within 3 days	98.2% within 1 Day and 94% within 3 Days	96.6% within 1 Day and 95.9% within 3 Days	
Customer satisfaction (Based on automated survey upon ticket closure. A minimum of 20% must respond to survey in order for results to be accepted as a valid sample of customer satisfaction.)	75% of customers rate overall satisfaction good to excellent	97% rated good to excellent (1.9% responded)	98% rated good to excellent (2.2% responded)	
Percent of notification runs executed to completion: <ul style="list-style-type: none"> All: Reminder Report Time Employees: Unreported time - 1st & 2nd notice Approvers: Unapproved reported time - 1st & 2nd notice Agency HR/Payroll: Over/Under scheduled hours and unapproved Payable Time notifications -1st & 2nd notice Failsafe outreach to Agy. HR/PY and signatories Failsafe outreach to CTR and CHRO 	95%	100%	100%	
Secretariat ad hoc reports produced within established timeframes: <ul style="list-style-type: none"> Simple*: 3 business days Complex*: 7 business days 	90%	100%	100%	
SLA reports produced on time according to predefined schedule (see section 5.5)	Y/N	N	N	



Review Schedule Service Charter Scorecard

Service Month*		
Start Date	End Date	Report Available
6/30/2013	7/27/2013	08/21/2013
7/28/2013	8/24/2013	09/18/2013
8/25/2013	9/21/2013	10/16/2013
9/22/2013	10/19/13	11/13/2013
10/20/2013	11/30/2013	12/18/2013
12/01/2013	12/28/2013	01/22/2014
12/29/2013	1/25/2014	02/19/2014
1/26/2014	2/22/2014	03/19/2014
2/23/2014	3/22/2014	04/16/2014
3/23/2014	4/19/2014	05/14/2014
4/20/2014	5/31/2014	06/18/2014
6/1/2014	6/28/2014	07/23/2014

***Note:** “Service Month” reporting periods are split by the closest pay period start and end dates to the beginning and end of the calendar month.



Appendix: Agencies Served

Agencies Served	Employees	Agencies Served	Employees	Agencies Served	Employees
ADD-Developmental Disabilities Council	18	DOS-Division Of Standards	20	MCB-Mass Commission For The Blind	164
AGR-Department Of Agricultural Resources	104	DPH-Department Of Public Health	3185	MCD-Commission For The Deaf And Hard of Hearing	53
ALA-Administrative Law Appeals Division	33	DPS-Department Of Public Safety	168	MGC - Massachusetts Gaming Commission	63
ANF-Eo Administration & Finance	340	DPU-Department Of Public Utilities	144	MIL-Massachusetts National Guard	10907
APC-Appeals Court	123	DSS-Department Of Children And Families	3303	MMP-Massachusetts Marketing Partnership	23
ART-Mass Cultural Council	29	DYS-Department Of Youth Services	865	MRC-Mass Rehabilitation Commission	927
ATB-Appellate Tax Board	26	EDU-Executive Office Of Education	87	OCD-Dept Of Housing And Community	302
BSB-Bureau Of State Buildings	15	EEC-Department Of Early Education	215	OHA-Massachusetts Office On Disability	14
CDA-Massachusetts Emergency Management Agency	103	EED-Executive Office Of Housing & Economic Development	51	ORI-Office For Refugees And Immigrants	22
CHE-Soldiers' Home In Massachusetts	371	EHS - Executive Office Of Health and Human Services	1606	OSC-Office Of The Comptroller	136
CHS-Department Of Criminal Justice Information Systems	46	ELD-Department Of Elder Affairs	61	OSD-Division Of Operational Services	101
CJT-Criminal Justice Training Council	332	ENE-Department Of Energy Resources	59	PAR-Parole Board	212
CME-Chief Medical Examiner	76	ENV-Executive Office Of Energy and Environmental Affairs	303	POL-State Police	2645
CSC-Civil Service Commission	6	EOL-Executive Office Of Workforce Development	1614	REG-Division Of Professional Licensure	131
CSW-Commission On Status Of Women	1	EPS-Executive Office Of Public Safety and Security	190	RGT-Department Of Higher Education	77
DCP-Capital Asset Management And Maintenance	395	EQE-Department Of Environmental Protection	817	SCA-Office Of Consumer Affairs And Business Regulations	30
DCR-Department Conservation And Recreation	1327	FWE-Department Of Fish And Game	323	SDA-Sheriffs Department Association	4
DFS-Department Of Fire Services	596	GIC-Group Insurance Commission	57	SEA-Department Of Business And Technology	22
DMH - Department of Mental Health	3509	HCF-Health Care Finance & Policy	142	SOR-Sex Offender Registry	46
DMR -Department of Developmental Services	6835	HLY-Soldiers' Home In Holyoke	366	SRB-State Reclamation Board	153
DOB-Division Of Banks	165	HPC - Health Policy Commission	35	TAC-Department Of Telecommunications	26
DOC - Department of Corrections	5380	HRD-Human Resources Division	150	TRB-Teachers Retirement Board	97
DOE-Department Of Elementary & Secondary Education	535	ITD-Information Technology Division	354	TRE-Office Of The State Treasurer	231
DOI-Division Of Insurance	137	LIB-George Fingold Library	13	VET-Department Of Veterans Service	77
DOR-Department of Revenue	1931	LOT-Lottery And Gaming Commission	412	VVA-Victim And Witness Assistance	17
				WEL-Department Of Transitional Assistance	1550
				Grand Total:	55003



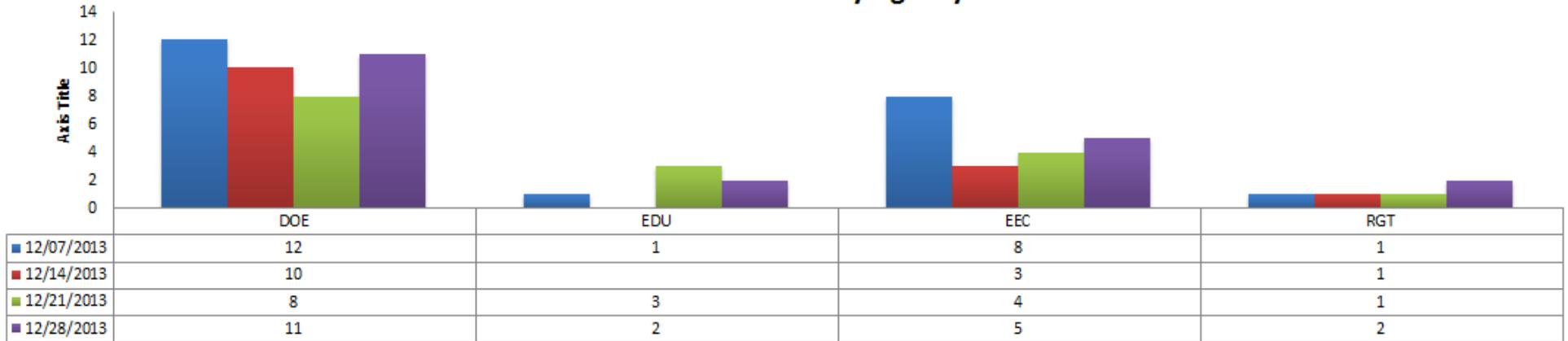
Appendix: Inquiries by Agency

- Note: No inquiries were received for this service month from:
 - SDA
 - CSW
 - OHA
 - ORI

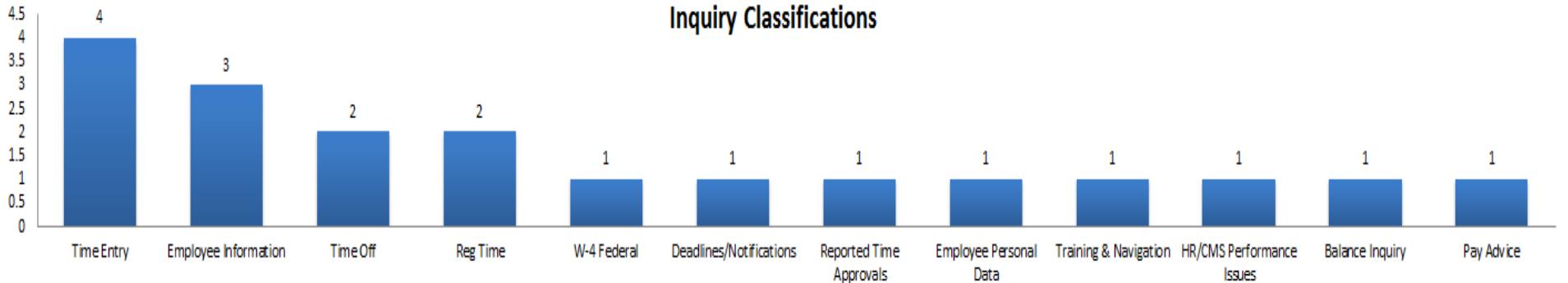


Education Secretariat Agencies

Number of Tickets by Agency

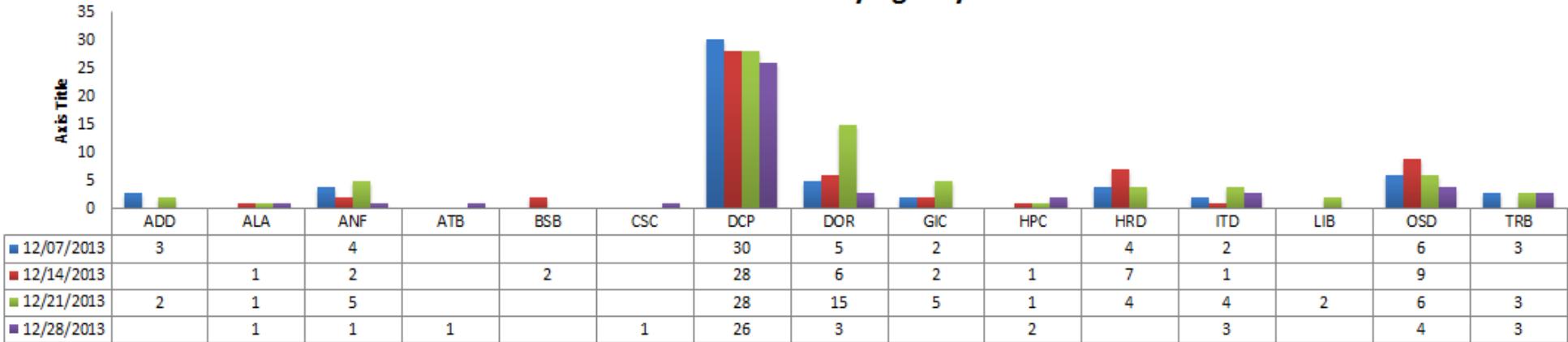


Inquiry Classifications

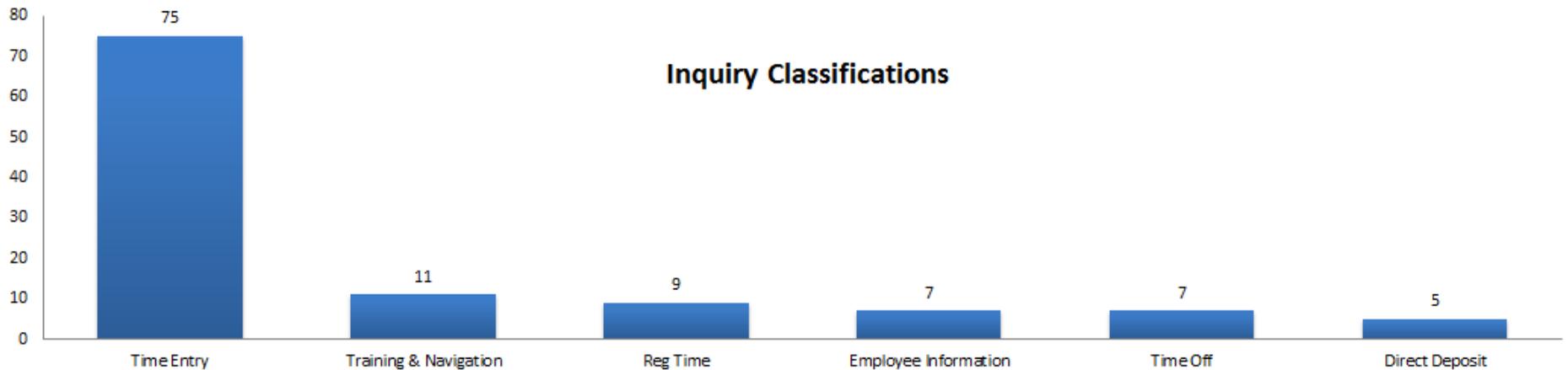


EOANF Secretariat Agencies

Number of Tickets by Agency

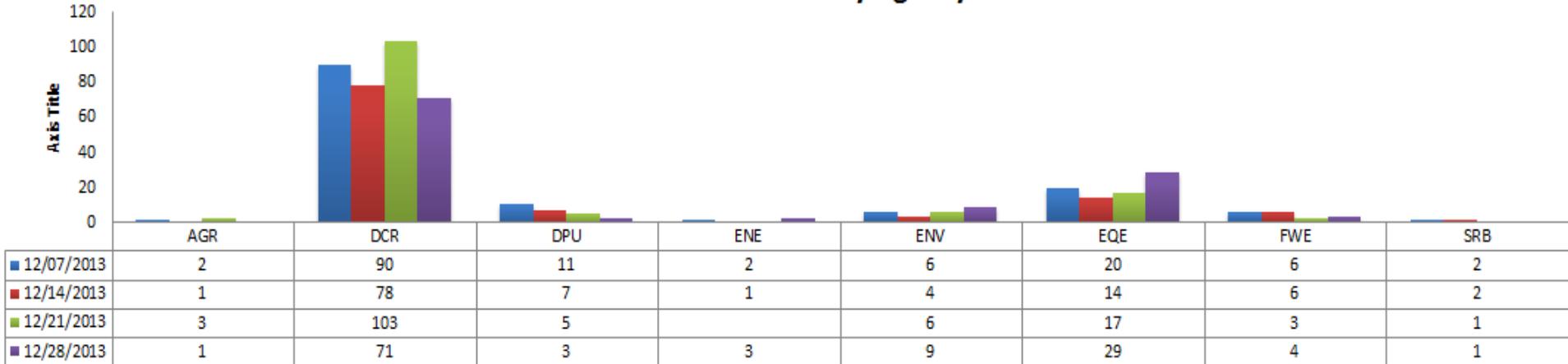


Four tickets were forwarded to Agency HR/Payroll during the period of 12/01/2014 – 12/28/2014

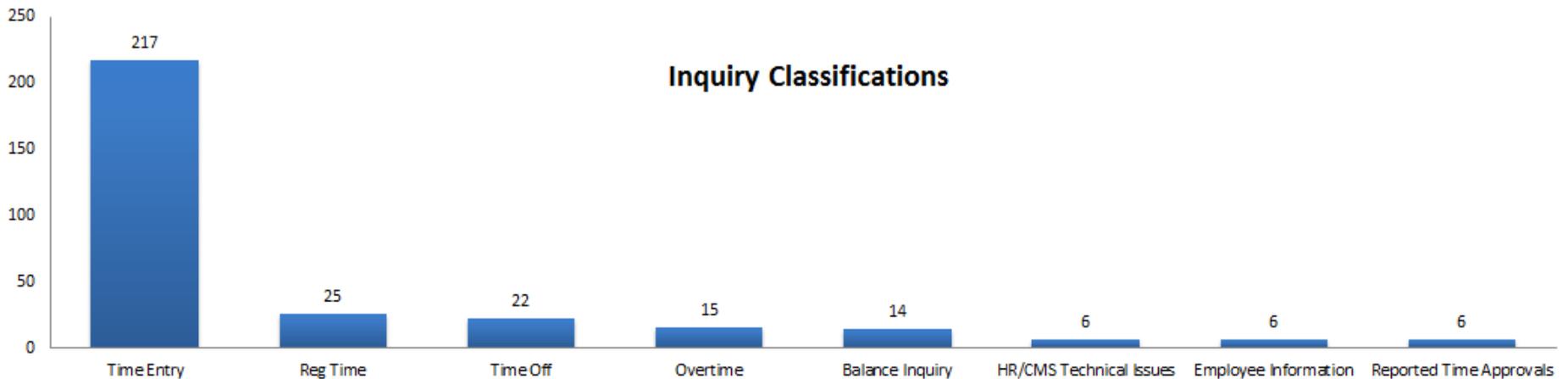


EOEEA Secretariat Agencies

Number of Tickets by Agency

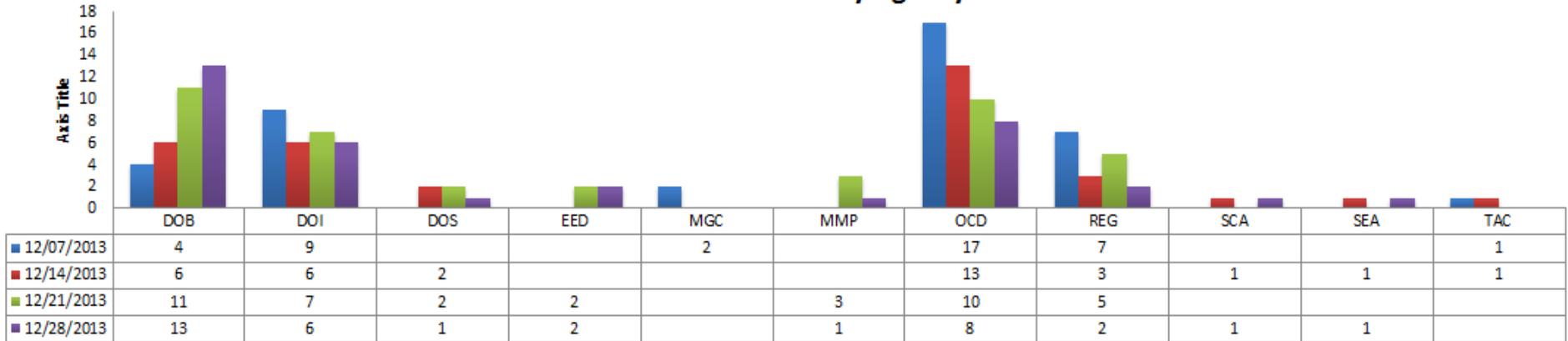


15 tickets were forwarded to Agency HR/Payroll during the period of 12/01/2014 – 12/28/2014

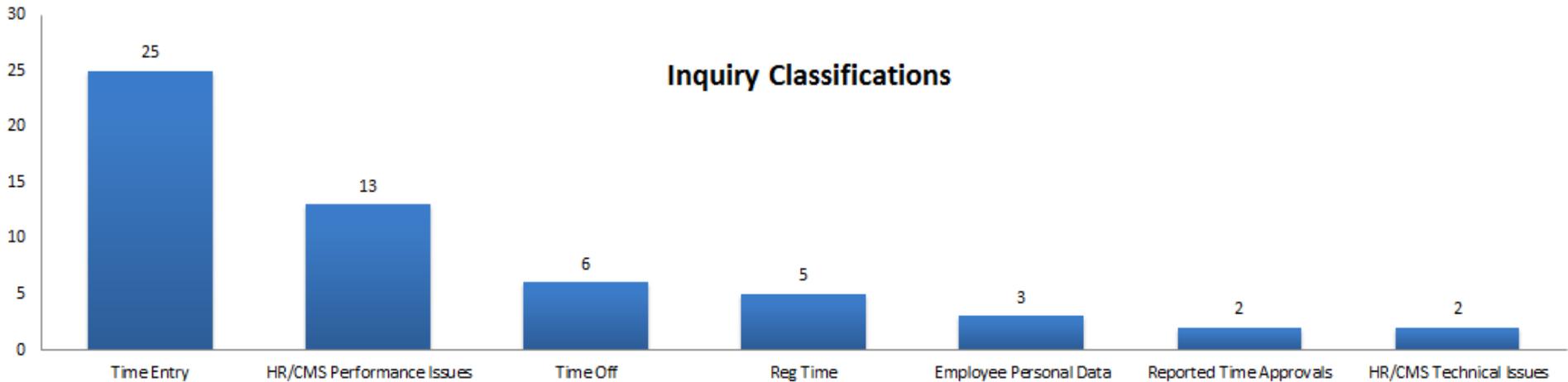


EOHED Secretariat Agencies

Number of Tickets by Agency

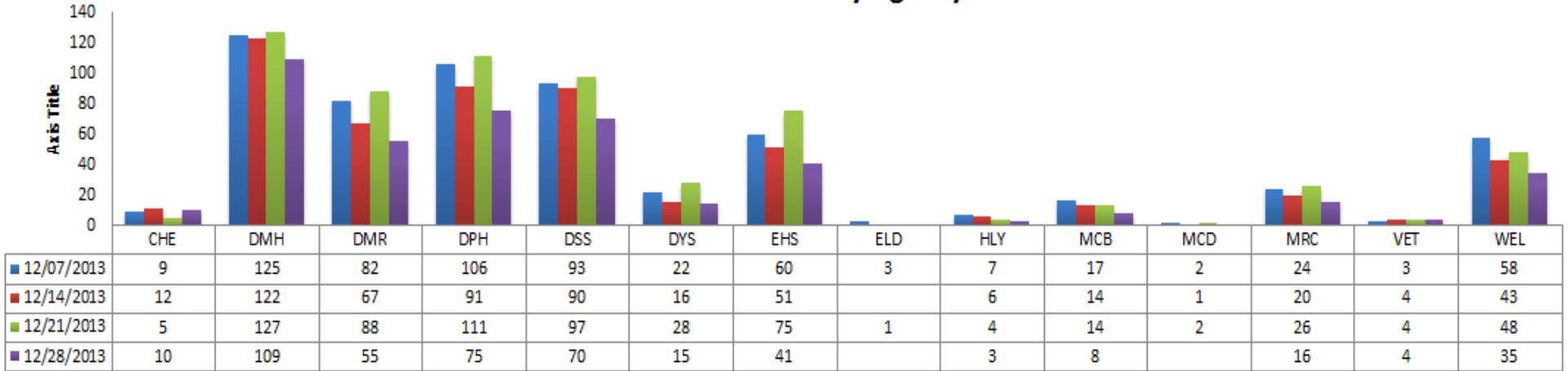


Three tickets was forwarded to Agency HR/Payroll during the period of 12/01/2014 – 12/28/2014

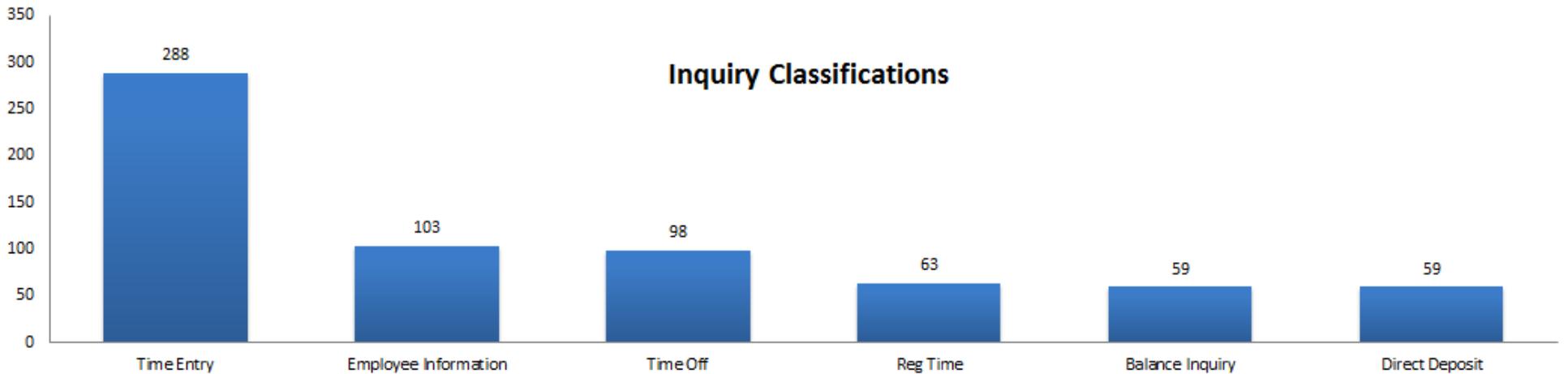


EOHHS Secretariat Agencies

Number of Tickets by Agency

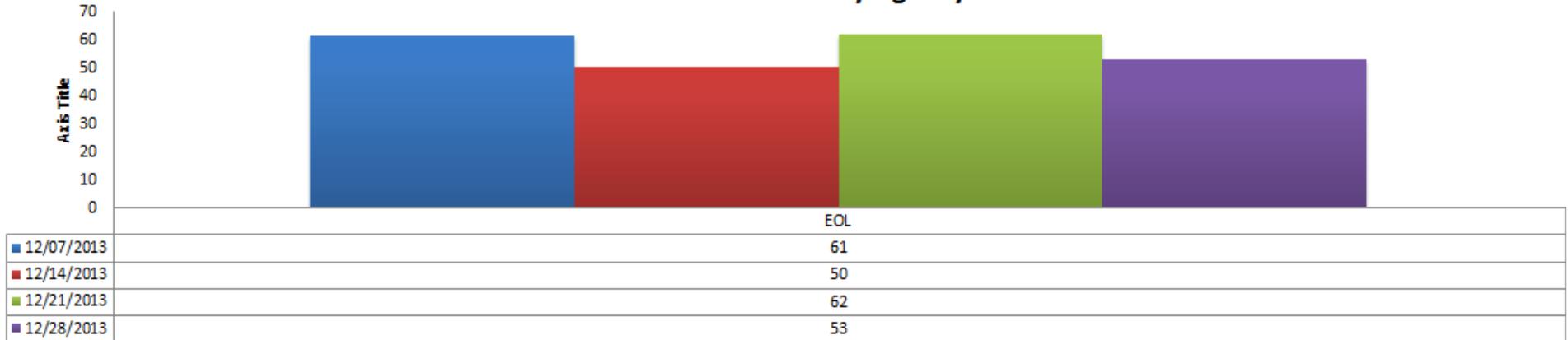


75 tickets were forwarded to Agency HR/Payroll during the period of 12/01/2014 – 12/28/2014

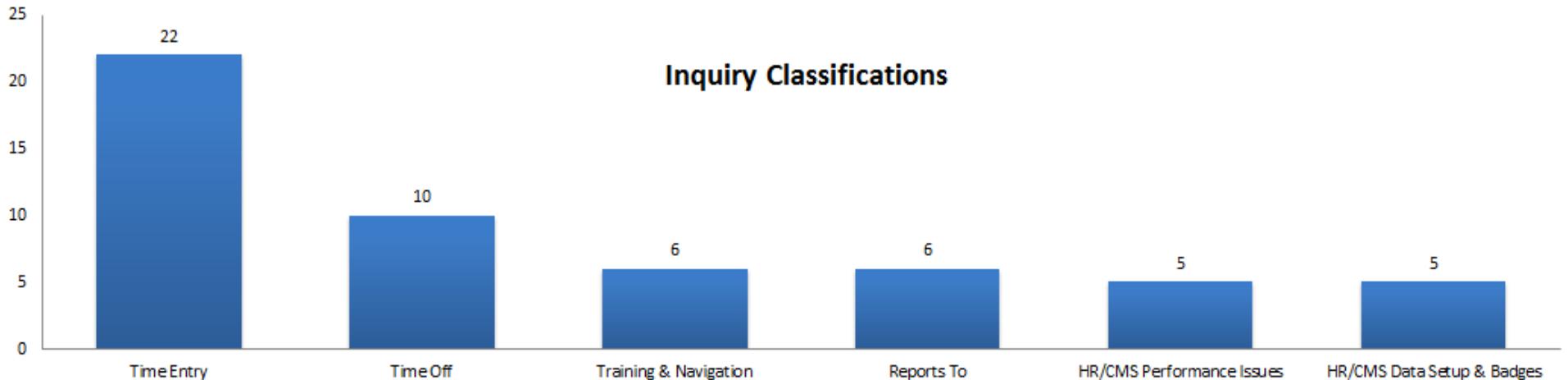


EOLWD Secretariat Agencies

Number of Tickets by Agency

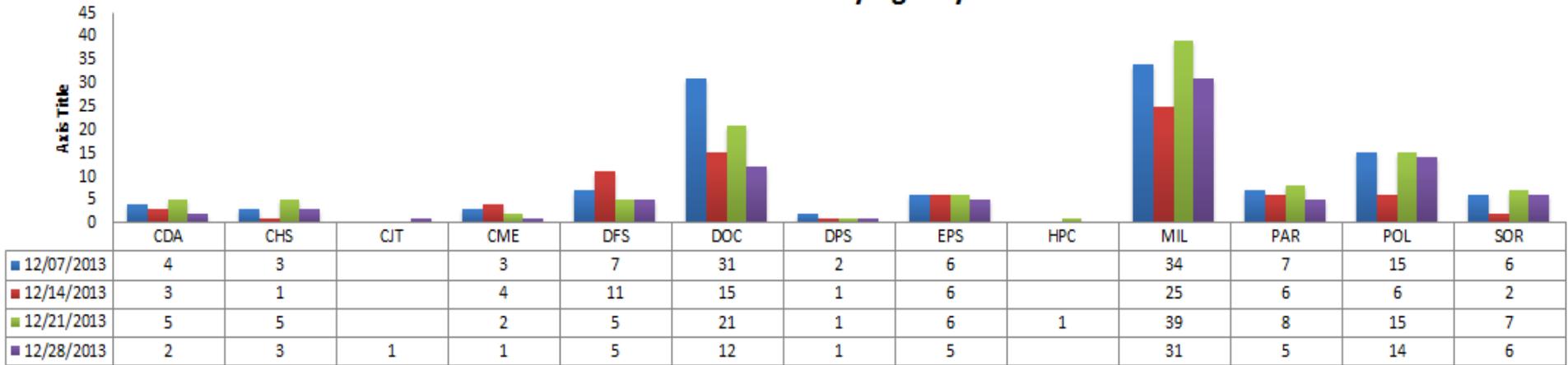


Six tickets were forwarded to Agency HR/Payroll during the period of 12/01/2014 – 12/28/2014

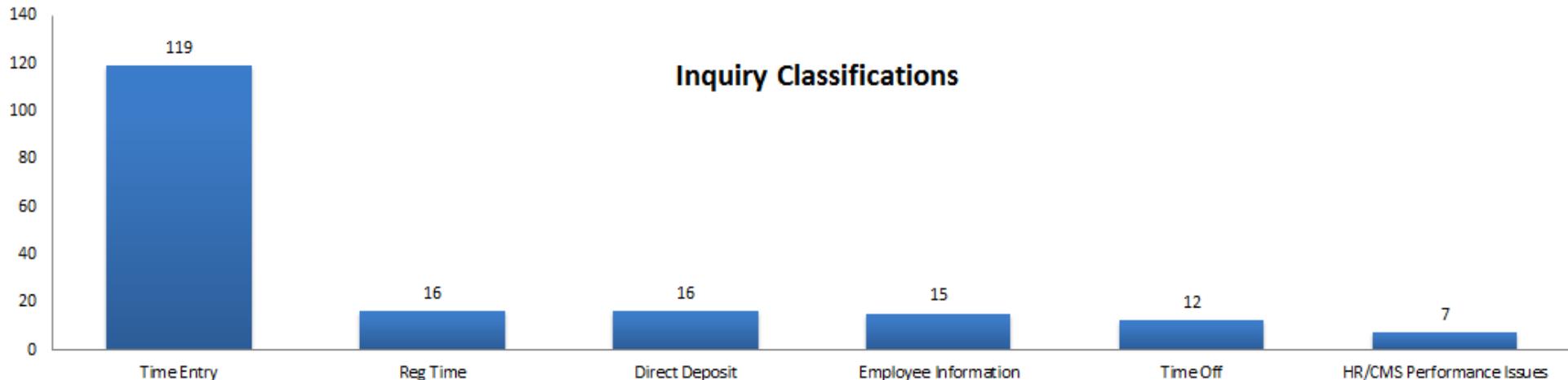


EOPSS Secretariat Agencies

Number of Tickets by Agency

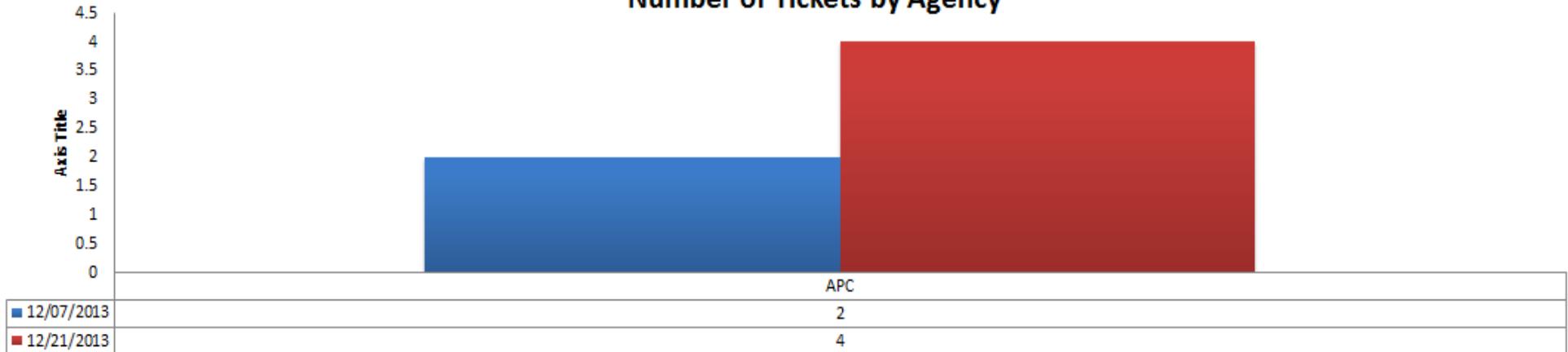


8 tickets were forwarded to Agency HR/Payroll during the period of 12/01/2014 – 12/28/2014



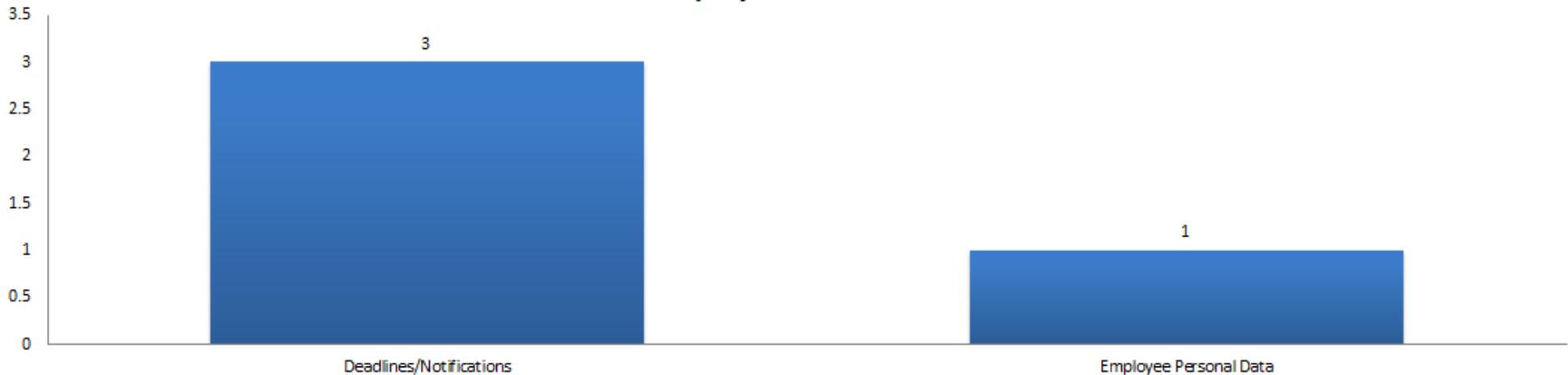
APC Tickets and Classification

Number of Tickets by Agency

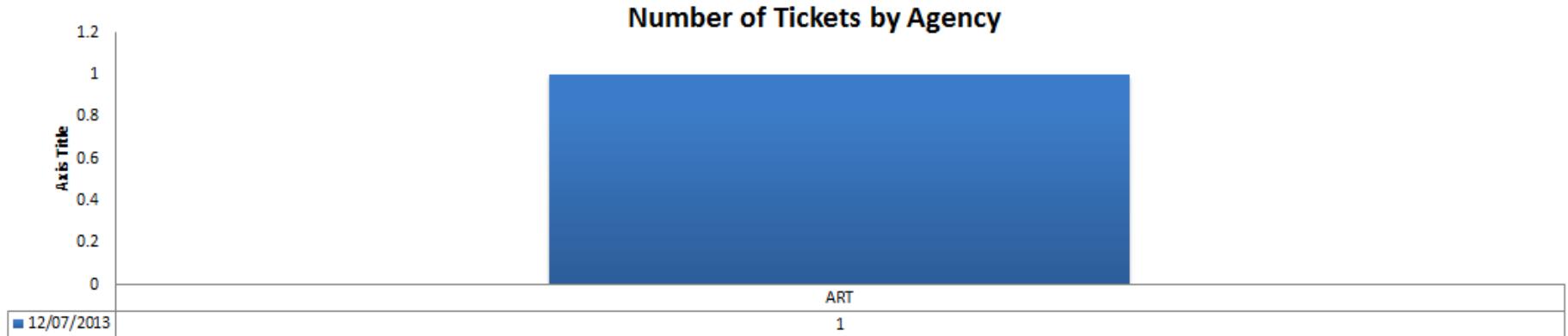


The ESC did not receive any requests for week endings 12/14/2014, 12/28/2014

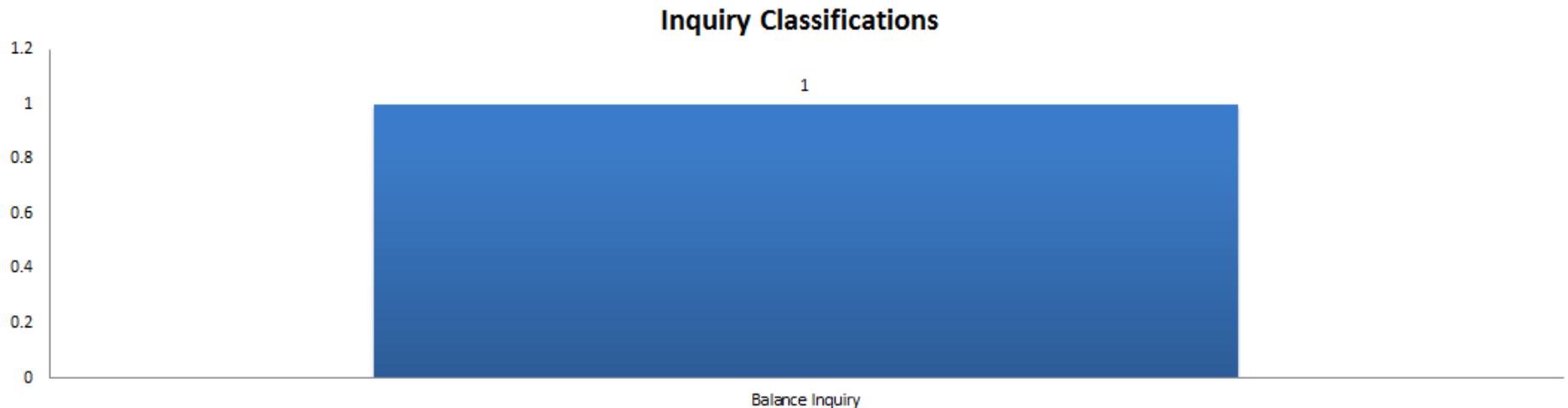
Inquiry Classifications



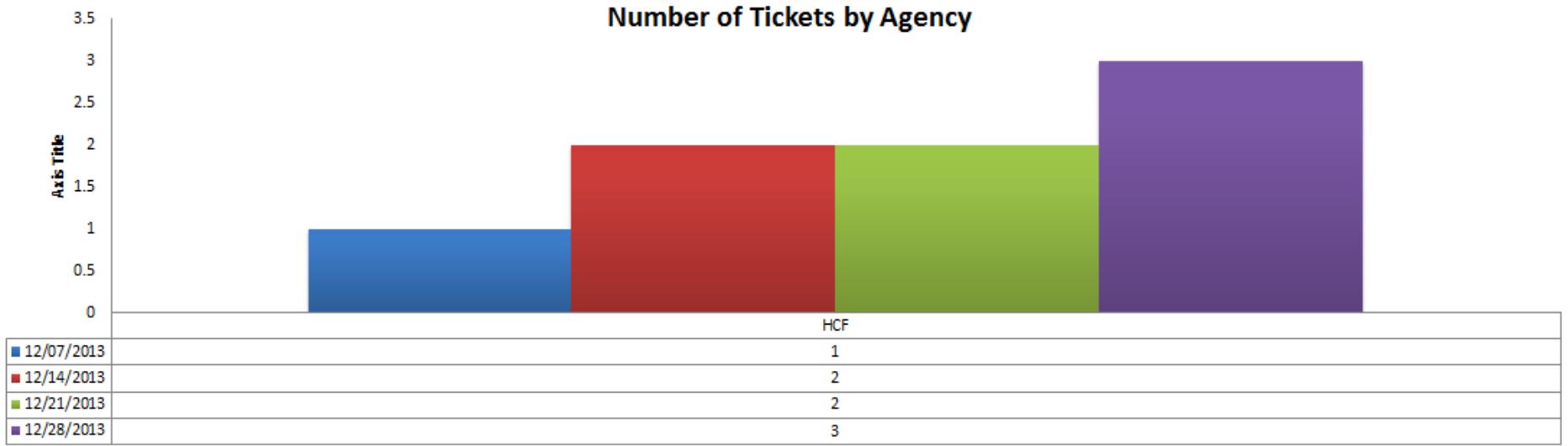
ART Tickets and Classification



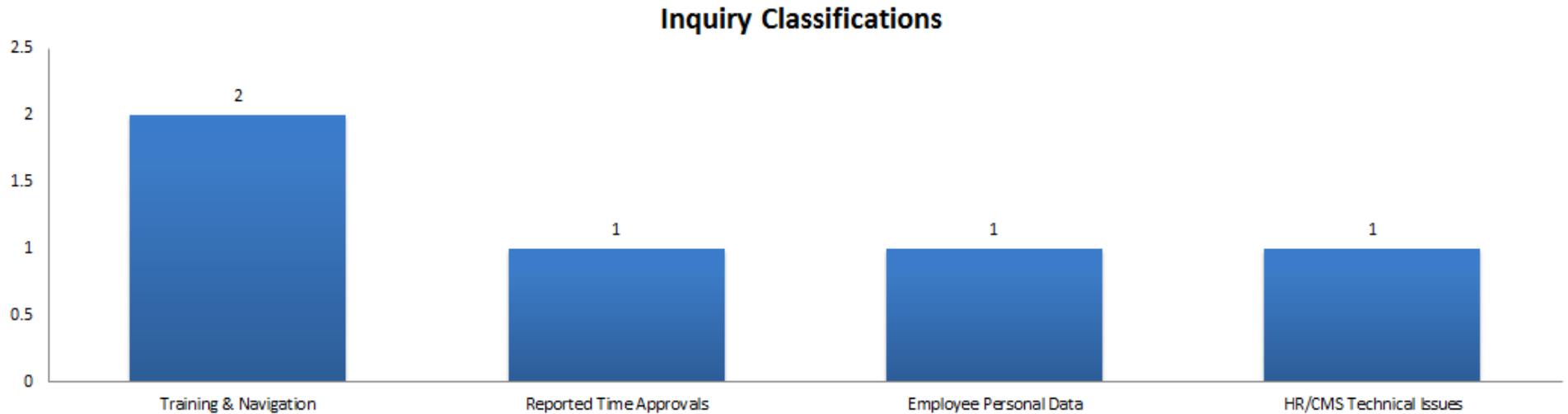
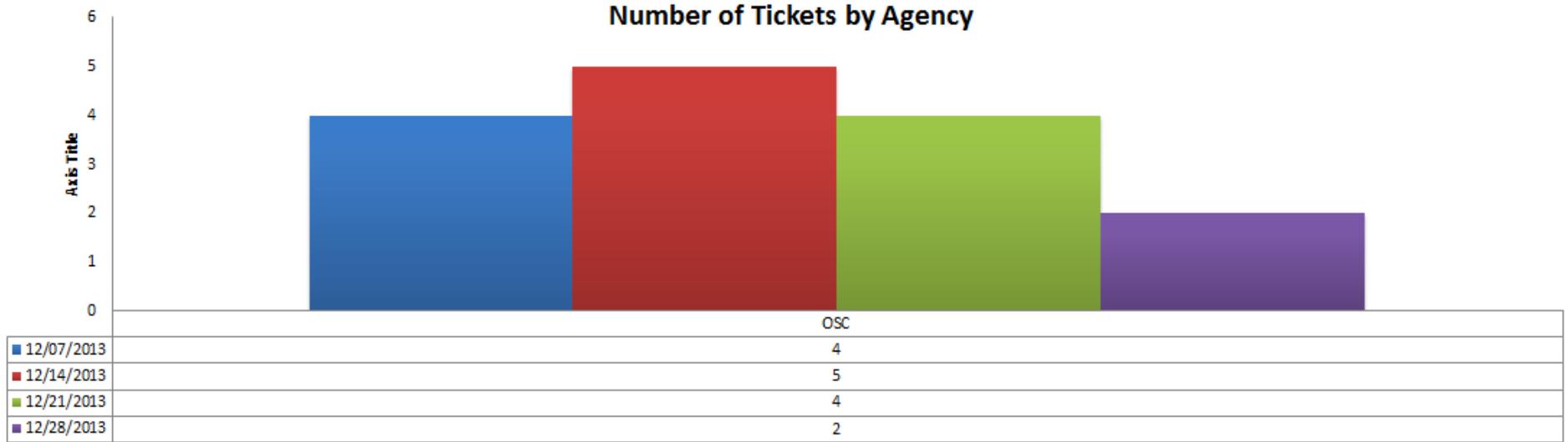
The ESC did not receive any requests the weeks ending 12/14/2014, 12/21/2014, 12/28/2014



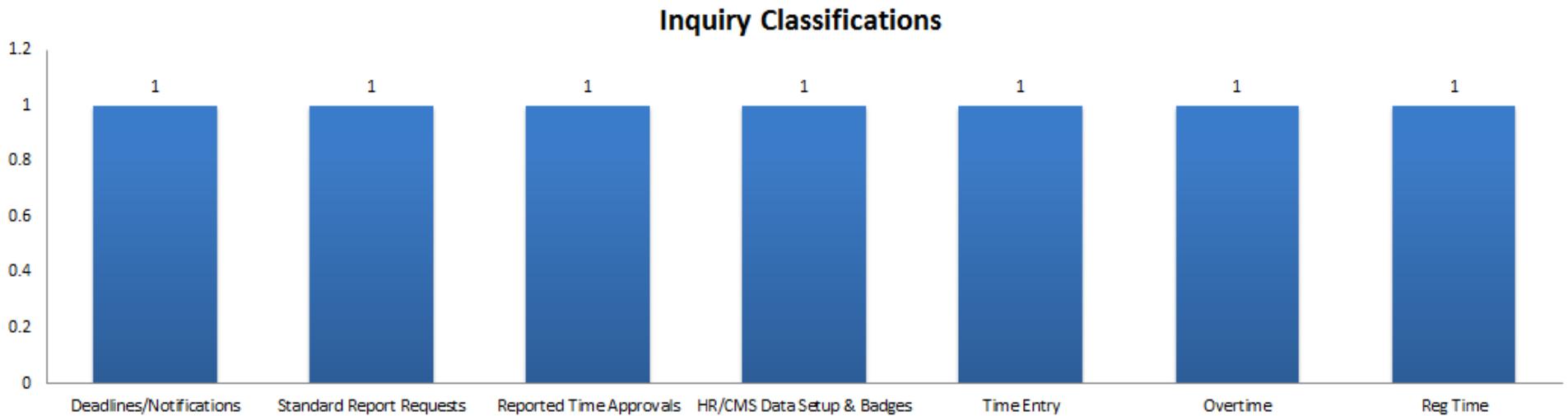
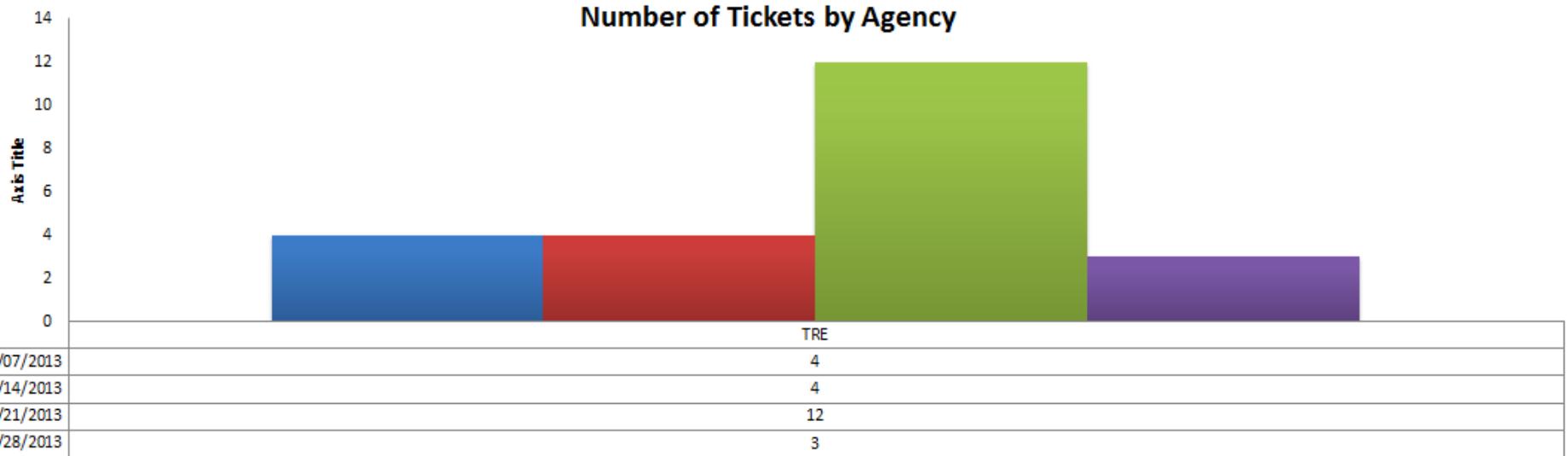
HCF Tickets and Classification



OSC Tickets and Classification

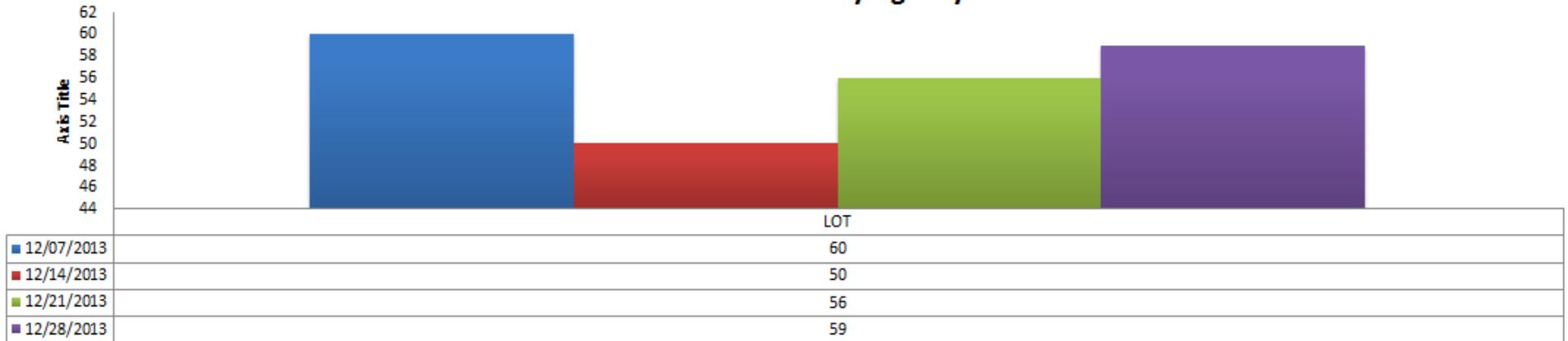


TRE Tickets and Classification



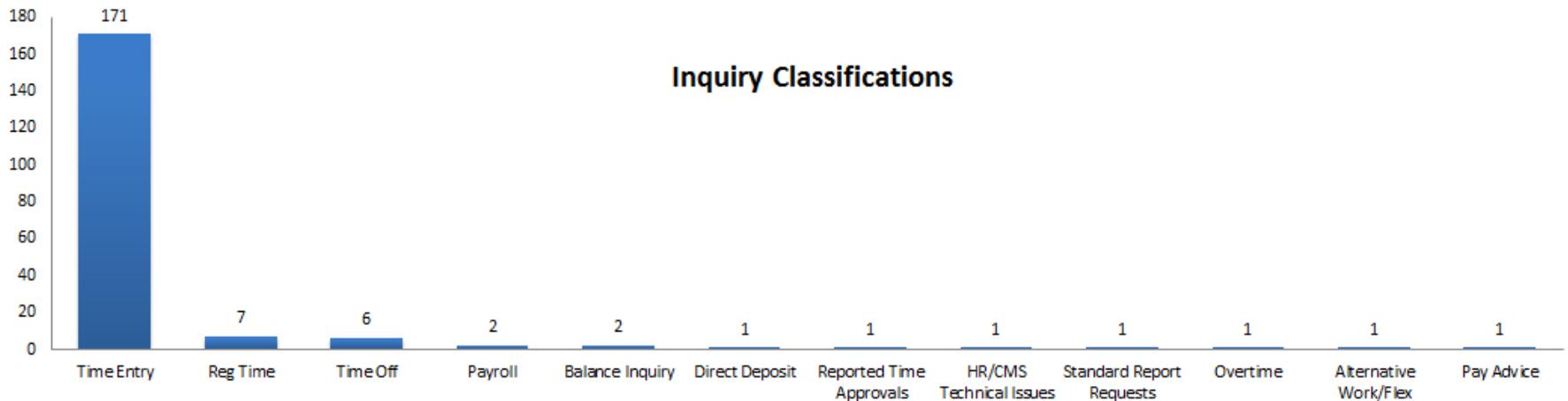
LOT Tickets and Classification

Number of Tickets by Agency



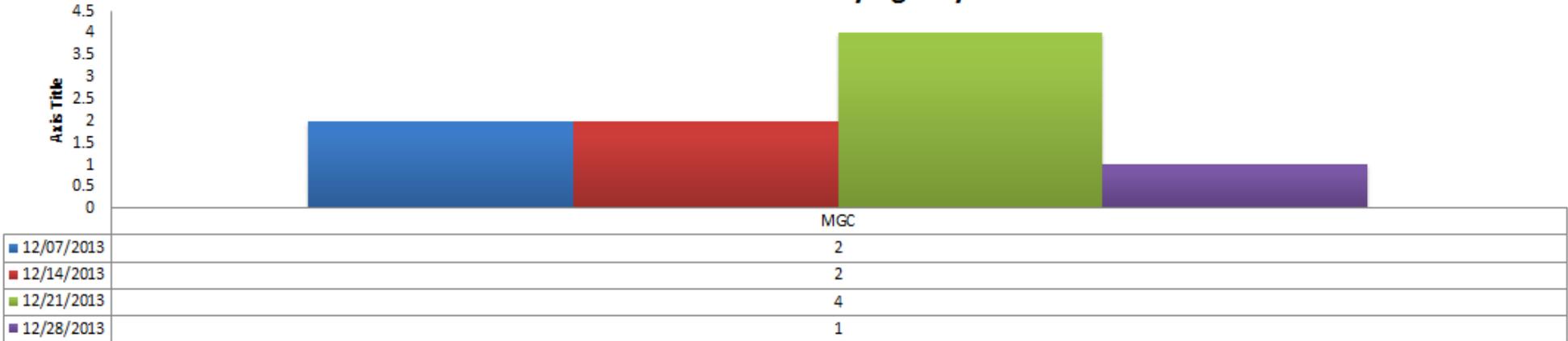
2 tickets were forwarded to Agency HR/Payroll during the period of 12/01/2014 – 12/28/2014

Inquiry Classifications



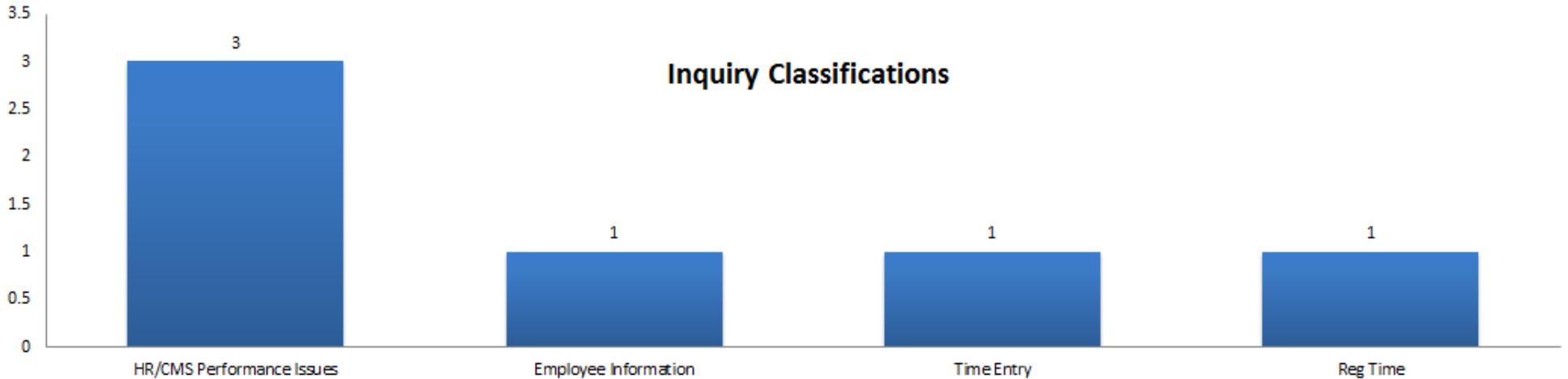
MGC Tickets and Classification

Number of Tickets by Agency



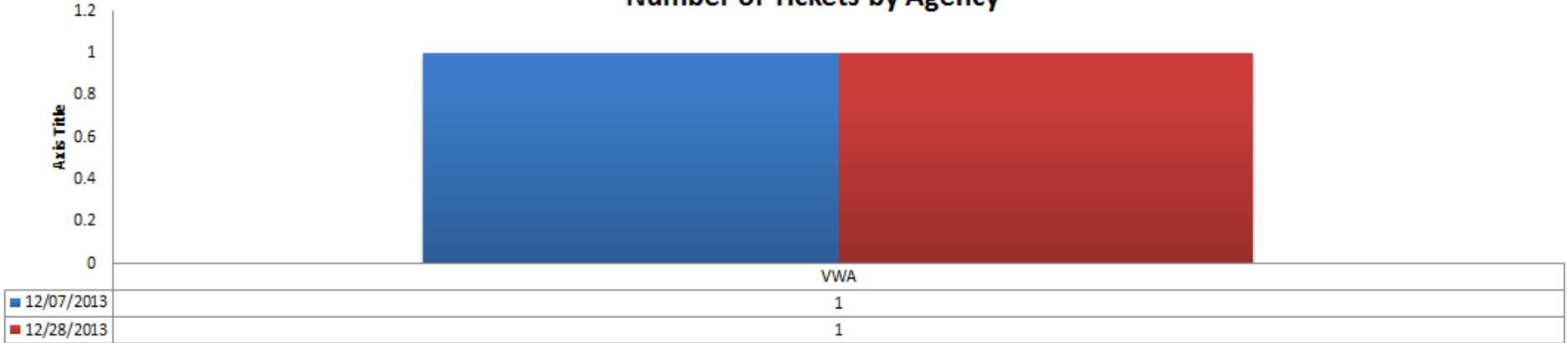
No tickets were forwarded to Agency HR/Payroll during the period of 12/01/2014 – 12/28/2014

Inquiry Classifications



VWA Tickets and Classification

Number of Tickets by Agency



The ESC did not receive any requests week ending 12/14/2014 and 12/21/2014

Inquiry Classifications

