



The Commonwealth of Massachusetts



# ESC Service Charter Scorecard

Metrics for December 02 – December 29, 2012

Issued February 5, 2013



The Commonwealth of Massachusetts

# Executive Summary

## Customer Service

- **Overall call volumes have increased due to the rollout of Segment 3.1 on 11/18/12.**
- **Average wait time increased to 30 seconds** from 21 seconds, well within the defined SLA target.
- **Abandoned calls increased due to increased volume with new agencies and two erroneous approver email notices.** However, it stabilized after the first week with the new agencies.
- Inquiries from **EOHHS agencies** represent the highest volume of calls, with inquiries from **EOEEA, EOHHS, and EOANF agencies** accounting for the most inquiries as a percentage of employees served.

## Process & Organization

- **Escalated Payroll Notifications were not invoked** during this reporting period.
- Based upon the ESC User Group recommendation the ESC will send agencies a use or lose report for 2012.
- Two new employees started with the ESC and a temporary employee was brought on to assist with password resets with Segment 3.1 rollout

## Systems

- **11/20/12:** Revoke process for non SSTA users did not work. HRCMS was taken down from 10:30 to 6pm for payroll processing.
- **12/10/12 and 12/21/12:** Email was sent out to approvers in error regarding unapproved and no reported time
- **12/17/12:** 8am and 10am time admin failed due to payroll outage.
- **12/24/12:** SQL error message on Manager dashboard. Fixed within 2 hours.



# Service Delivery Overview December 2 – December 29, 2012

Customer Interactions	Staffing																							
<p>Total # Agencies Served: 55</p> <p>Total # Employees Served: 13,491</p> <p>Total contacts received: 3,115</p> <p>Total tickets opened: 2,896</p> <p>% of Employees served contacting ESC: 23%*</p>	<table border="1"> <thead> <tr> <th data-bbox="1087 383 1402 456">Area</th> <th data-bbox="1411 383 1675 456">Staffing as of 12/1/2012</th> <th data-bbox="1684 383 1959 456">Staffing as of 12/29/2012</th> </tr> </thead> <tbody> <tr> <td data-bbox="1087 462 1402 526">Tier 1: Customer Service</td> <td data-bbox="1411 462 1675 526">5</td> <td data-bbox="1684 462 1959 526">5</td> </tr> <tr> <td data-bbox="1087 532 1402 596">Tier 2: Time &amp; Attendance Ops</td> <td data-bbox="1411 532 1675 596">6</td> <td data-bbox="1684 532 1959 596">6</td> </tr> <tr> <td data-bbox="1087 602 1402 665">Temporary Staff</td> <td data-bbox="1411 602 1675 665">1</td> <td data-bbox="1684 602 1959 665">1</td> </tr> <tr> <td data-bbox="1087 672 1402 735">Supervisor</td> <td data-bbox="1411 672 1675 735">1</td> <td data-bbox="1684 672 1959 735">1</td> </tr> <tr> <td data-bbox="1087 742 1402 805">Senior Staff</td> <td data-bbox="1411 742 1675 805">4</td> <td data-bbox="1684 742 1959 805">4</td> </tr> <tr> <td data-bbox="1087 812 1402 889">Total</td> <td data-bbox="1411 812 1675 889">17</td> <td data-bbox="1684 812 1959 889">17</td> </tr> </tbody> </table>			Area	Staffing as of 12/1/2012	Staffing as of 12/29/2012	Tier 1: Customer Service	5	5	Tier 2: Time & Attendance Ops	6	6	Temporary Staff	1	1	Supervisor	1	1	Senior Staff	4	4	Total	17	17
Area	Staffing as of 12/1/2012	Staffing as of 12/29/2012																						
Tier 1: Customer Service	5	5																						
Tier 2: Time & Attendance Ops	6	6																						
Temporary Staff	1	1																						
Supervisor	1	1																						
Senior Staff	4	4																						
Total	17	17																						
Enabling Technologies	Activities - December																							
<ul style="list-style-type: none"> <li>• <b>Telephony:</b> Menu changed to accommodate IVR Users and Password reset option was reactivated for Segment 3.1 rollout.</li> <li>• <b>Metrics:</b> Includes data on IVR Users</li> <li>• <b>Case Management:</b> No changes this period.</li> </ul>	<p>The ESC is currently supporting several activities underway to prepare for upcoming complex rollouts:</p> <ul style="list-style-type: none"> <li>• <b>SSTA Testing</b> : Pay Sim and End-to-End testing.</li> <li>• <b>Staffing for ESC new hires</b> (Nov, Jan. &amp; Feb. start dates)</li> <li>• Supported <b>change management and training</b> activities for complex rollout</li> <li>• <b>Defining detailed support processes</b> for complex rollouts</li> </ul>																							

Source: ESC Avaya CMS & COMiT Reports, data from 12/2/12 – 12/29/12

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

The Commonwealth of Massachusetts



# 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 3 minutes 90% of the time; Will not exceed 2 minutes 50% 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.)	75% of customers rated overall satisfaction good to excellent
Percent of notification runs executed to completion: <ul style="list-style-type: none"> <li>All: Reminder Report Time</li> <li>Employees: Unreported time – 1<sup>st</sup> and 2<sup>nd</sup> notice</li> <li>Approvers: Unapproved reported time – 1<sup>st</sup> and 2<sup>nd</sup> notice</li> <li>Agency HR/Payroll: Over/Under scheduled hours and unapproved Payable Time notifications – 1<sup>st</sup> and 2<sup>nd</sup> notice</li> <li>Failsafe outreach to Agency HR/Payroll and signatory authorities when applicable</li> <li>Failsafe outreach to Comptroller and Chief HR Officer when applicable</li> </ul>	95%
Secretariat ad hoc reports produced within established timeframes: <ul style="list-style-type: none"> <li>Simple*: 3 business days</li> <li>Complex*: 7 business days</li> </ul>	90%
SLA reports produced on time according to predefined schedule (see section 5.5)	90%

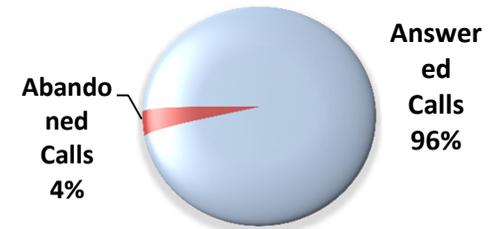


# Inbound Call Data

Overall call volume and wait time have stabilized. Abandoned calls increased slightly during a spike in daily call volume following two erroneous approver emails being sent. However, abandoned calls overall remained stable as compared to the last reporting period.

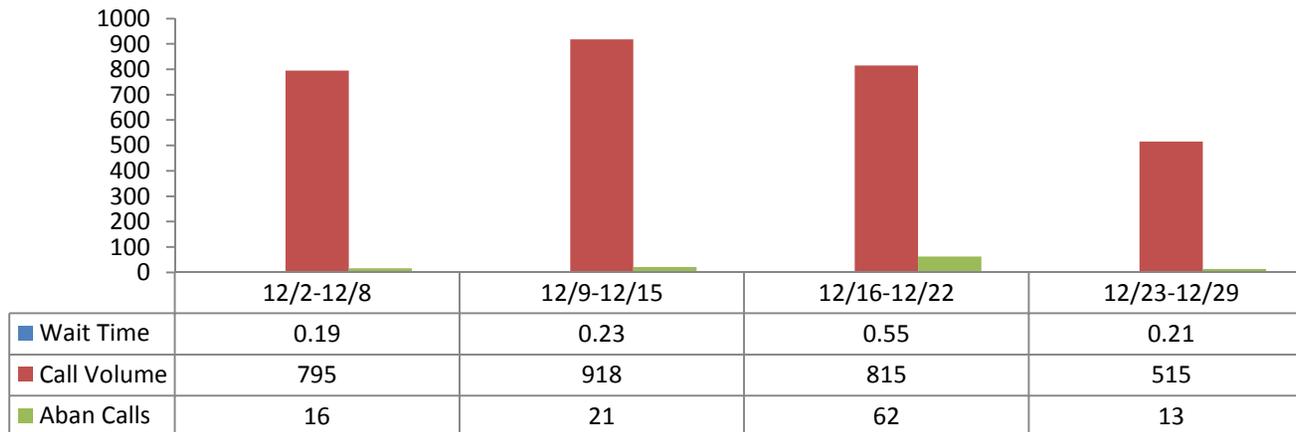
SLA Metric	Target Level	Current Period (12/2/12 to 12/29/12)	Previous Period (10/21/12 to 12/01/12)	Previous Period (09/23/12 to 10/20/12)
Average wait time – all inquiries (Days operational)	Will not exceed 3 minutes 90% of the time; Will not exceed 2 minutes 50% of the time	30 seconds	21 seconds	16 seconds

## Abandoned Calls

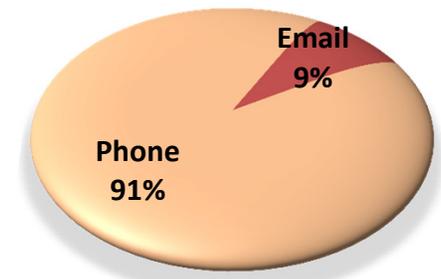


Total = 3,155 tickets

## Average Wait Time (in seconds)



## Ticket Source



Total = 2,896 calls

Source: ESC COMit & Avaya data from 12/2/12 – 12/29/12.

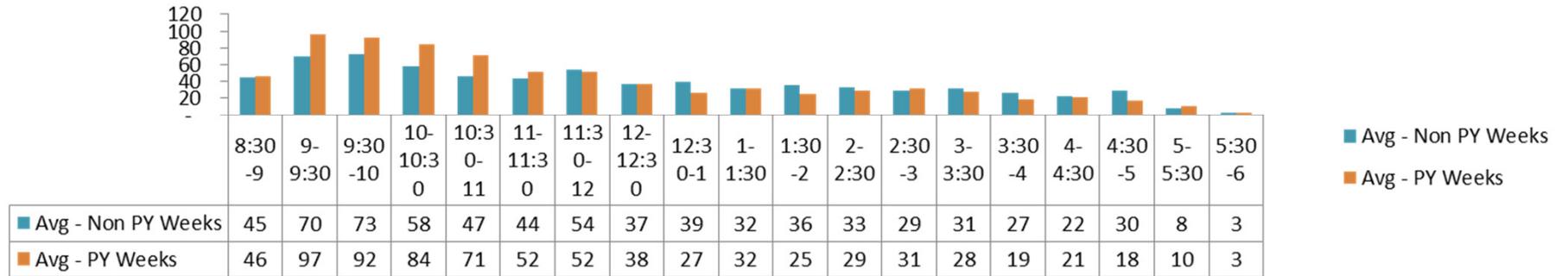
\*E-mail tickets do not account for additional outreach to correct invalid employee e-mail addresses.



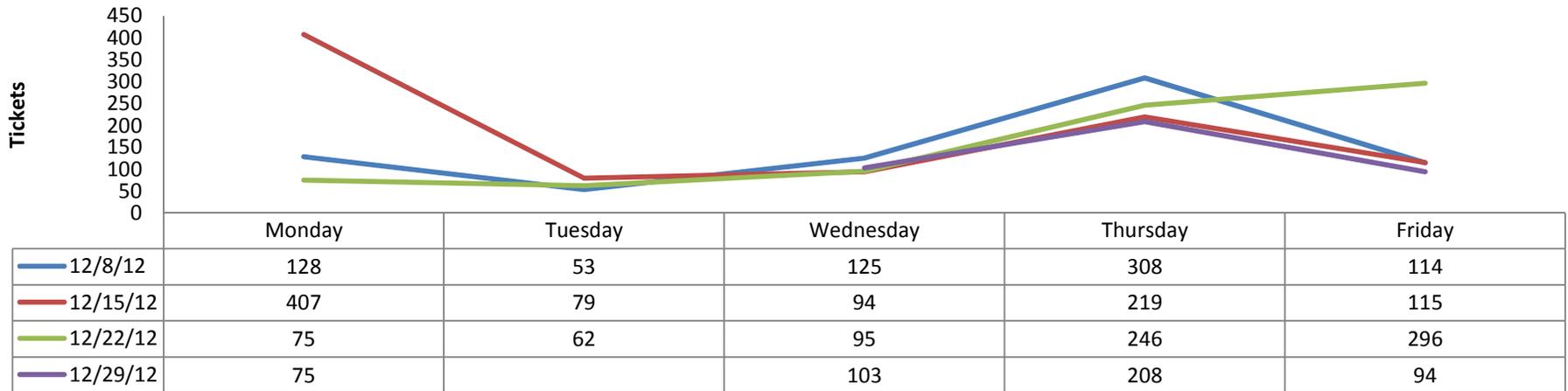
# Timing of Inquiries

Call volumes continue to peak following weekly time submission deadlines and notifications. Peak call hours are from 9 am to 12pm.

**Average Calls by Timeframe  
Payroll vs. Non-Payroll Processing Weeks**



## Tickets by Day

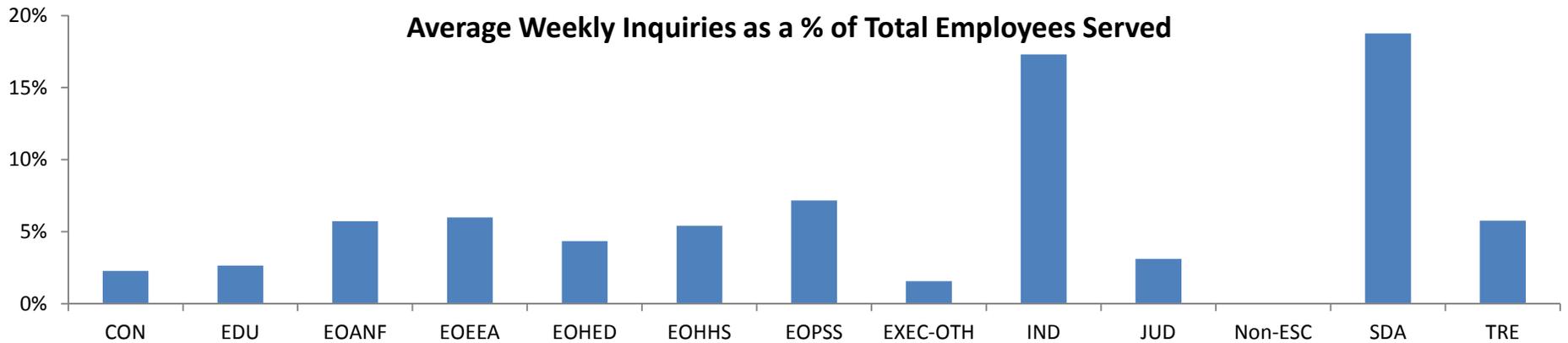
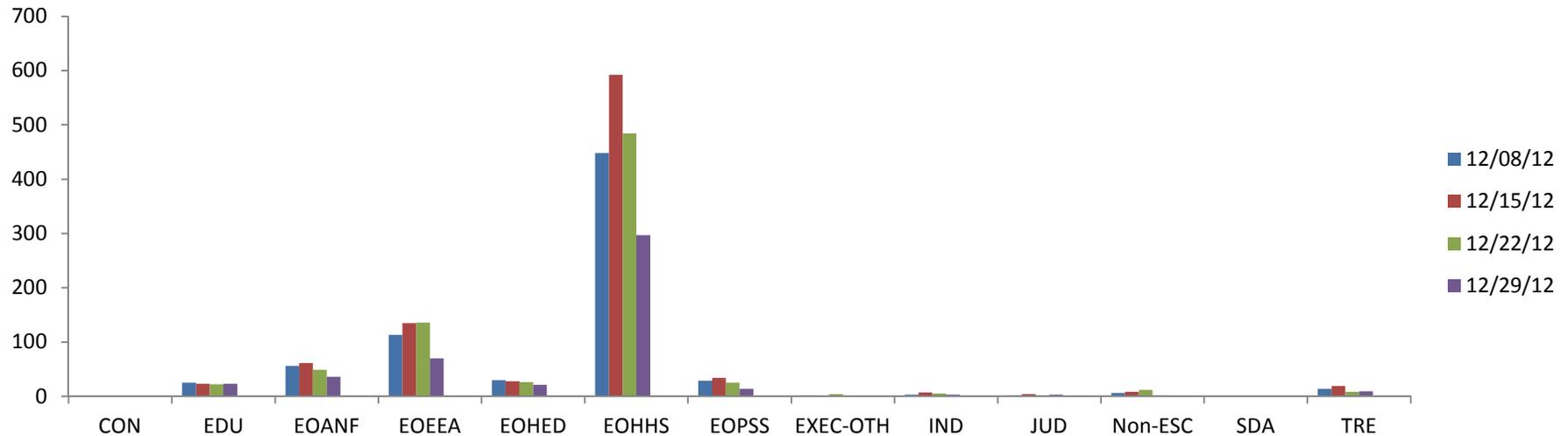


Source: ESC COMit & Avaya data from 12/2/12 to 12/29/12. No data for 12/25/12 Christmas Day.



# Inbound Inquiries by Agency

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



**Source:** ESC COMiT data from 12/2/12 – 12/29/12. Average inquiries per employee is shown for comparison purposes and does not account for repeat contacts (i.e., one employee calling multiple times).

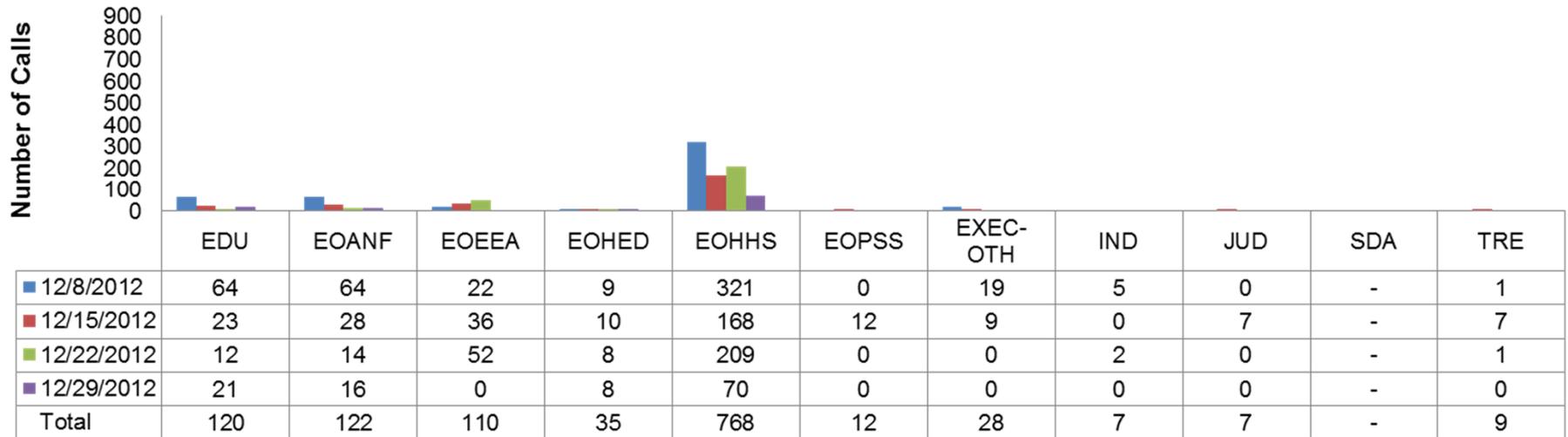


# Outbound Exception Management Calls

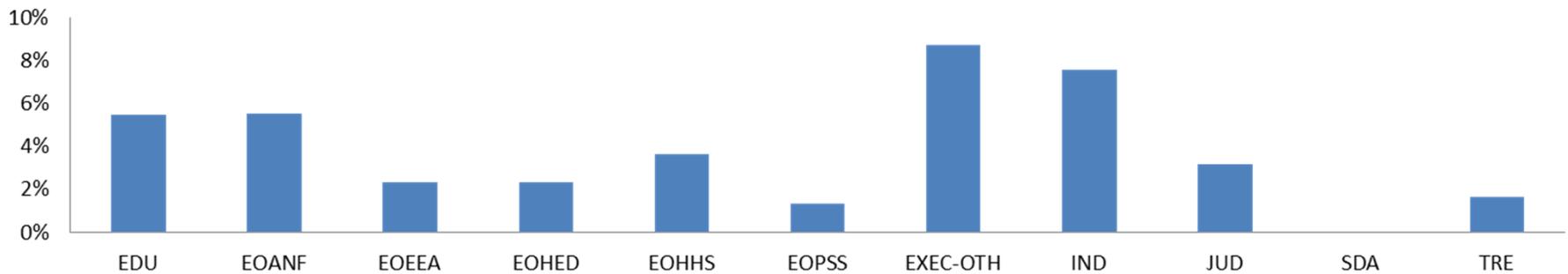
Outbound calls are made on a weekly basis when employees and approvers miss their deadlines for time entry or time approval and when system generated exceptions appear on a timesheet.

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

## Outbound Calls



## Average weekly calls as a % of Employees served



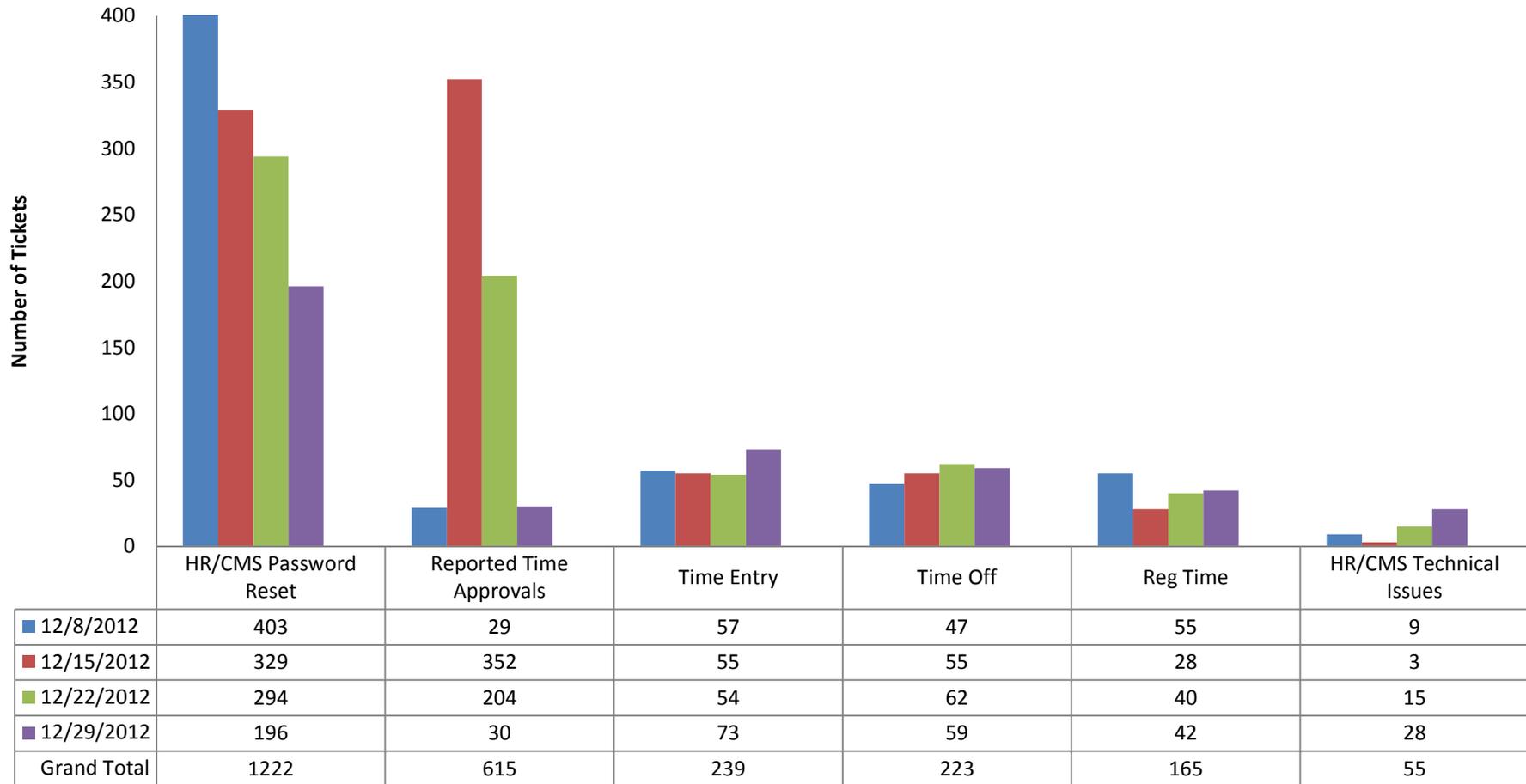
**Source:** : ESC Exception Management System data from 12/02/12 – 12/29/12. Average inquiries per employee is shown for comparison purposes and does not account for repeat contacts (i.e., calling an employee multiple times).



# Type of Inquiries Received

Password Resets remain the most common inquiry type, followed by inquiries regarding time approvals.

## Top Inquiry Classifications



Source: ESC COMIT data from 12/02/12 – 12/29/12

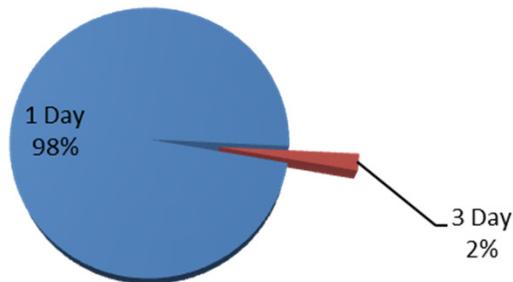


# Case Resolution Time

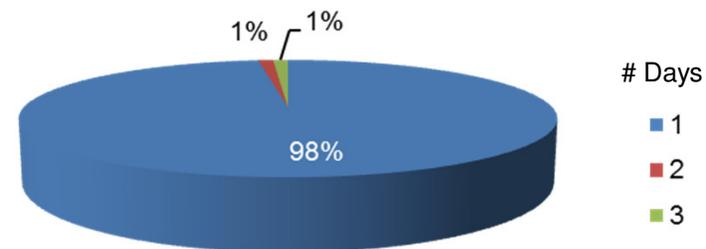
Case resolution time remains well within SLA targets, with nearly all inquiries resolved on the same day.

SLA Metric	Target Level	Current Period (12/2/12 – 12/29/12)	Previous Period (10/2/12 – 12/1/12)	Previous Period (9/23/12 – 10/1/12)
Average case resolution time – password resets and e-mail updates (Time owned by ESC)	98% within 1 day	98%	98.5%	100%
Average case resolution time – inquiries and requests (Time owned by ESC)	75% within 1 day 90% within 3 days	1 Day – 98% 3 Days – 99%	1 Day – 98% 3 Days – 99%	1 Day – 99% 3 Days – 100%

## Case Resolution Time Password Reset



## Case Resolution Time Inquiries & Requests



Source: ESC COMIT data from 12/2/12 – 12/29/12



The Commonwealth of Massachusetts

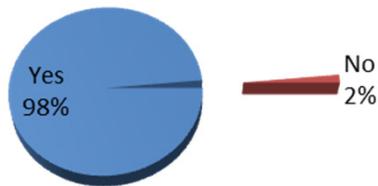
# Customer Satisfaction Survey Results

SLA Metric	Target Level	Current Period (12/2/12 – 12/29/12)	Previous Period (10/2/12 – 12/1/12)	Previous Period (9/23/12 – 10/1/12)
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.)	75% of customers rated overall satisfaction good to excellent	95.6% rated good to excellent  (12% response rate)	100% rated good to excellent  (16% response rate)	95.57% rated good to excellent  (10% response rate)

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



Was your wait time to talk to us reasonable?



## Sample Comments:

Every request that I have called about has been handled courteously and efficiently. I am very impressed! Many thanks

The service center is doing a great job.

The issue was resolved in a very timely and professional manner. No further suggestions. Nice Job.

let me know when I am locked out!

I don't understand why my temporary password didn't allow me to get in to reset my password.

I am not unsatisfied, but my question was not answered. My question remains, "How and why was an exception generated on my timesheet?"

The representative resolving my issue, "Paul", was courteous, efficient, patient, and timely. Very much appreciated. Thank You.

Zaniada I hope I'm spelling her name correctly, was courteous, professional and quidk to resolve my inquiry.

He was friendly, patient, understanding and professional. He explained things in a way that I could understand.

**Source:** ESC Customer Satisfaction Survey; survey link is provided on ticket closure notice and is voluntary. Survey results shown were collected between 12/2/12 – 12/29/12.



The Commonwealth of Massachusetts

# SLA Targets vs. Actual Performance

Metric	Target	Current Period Performance 12/2/12 –12/29/12	Previous Period Performance 10/21/12 – 12/1/12	Current Status
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	30 seconds	21 seconds	
Average case resolution time – password resets and e-mail updates (Time owned by ESC)	98% within 1 day	99%	98.5%	
Average case resolution time – inquiries and requests (Time owned by ESC)	75% within 1 day 90% within 3 days	99% within 1 Day and 99% within 3 Days	98% within 1 Day and 99% 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 rated overall satisfaction good to excellent	95.6% rated good to excellent (6% responded)	100% rated good to excellent (6% responded)	
Percent of notification runs executed to completion: <ul style="list-style-type: none"> <li>All: Reminder Report Time</li> <li>Employees: Unreported time - 1<sup>st</sup> &amp; 2<sup>nd</sup> notice</li> <li>Approvers: Unapproved reported time - 1<sup>st</sup> &amp; 2<sup>nd</sup> notice</li> <li>Agency HR/Payroll: Over/Under scheduled hours and unapproved Payable Time notifications -1<sup>st</sup> &amp; 2<sup>nd</sup> notice</li> <li>Failsafe outreach to Agy. HR/PY and signatories</li> <li>Failsafe outreach to CTR and CHRO</li> </ul>	95%	100%	100%	
Secretariat ad hoc reports produced within established timeframes: <ul style="list-style-type: none"> <li>Simple*: 3 business days</li> <li>Complex*: 7 business days</li> </ul>	90%	100%	None requested	
SLA reports produced on time according to predefined schedule (see section 5.5)	90%			



# Review Schedule Service Charter Scorecard

Service Month*		HRAC Review	
Start Date	End Date	Walkthrough	Report Due
6/3/2012	6/30/2012	7/18/2012	7/25/2012
7/1/2012	7/28/2012	8/15/2012	8/22/2012
7/29/2012	8/25/2012	9/19/2012	9/26/2012
8/26/2012	9/22/2012	10/17/2012	10/24/2012
9/23/2012	10/20/2012	11/14/2012	11/21/2012
10/21/2012	12/1/2012	12/19/2012	12/26/2012
12/2/2012	12/29/2012	1/17/2013	1/24/2013
12/30/2012	1/26/2013	2/20/2013	2/27/2013
1/27/2013	2/23/2013	3/20/2013	3/27/2013
2/24/2013	3/23/2013	4/17/2013	4/24/2013
3/24/2013	4/20/2013	5/15/2013	5/22/2013
4/21/2013	6/1/2013	6/19/2013	6/26/2013
6/2/2013	6/29/2013	7/17/2013	7/24/2013

\***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

<u>Agencies Served</u>	<u>Employees</u>	<u>Agencies Served</u>	<u>Employees</u>	<u>Agencies Served</u>	<u>Employees</u>
ADD-Adm Agcy for Devel Disability	20	DSS-Dept of Children and Families	3240	ORI-Off of Refugees and Immigrants	19
AGR-Dept of Food and Agriculture	98	DYS-Department of Youth Services	895	OSC-Office of the Comptroller	127
ALA-Administrative Law Appeals	33	EDU-Executive Office of Education	73	OSD-Operational Services Division	85
ANF-Office for Admin and Finance	52	EEC-Dept of Early Education & Care	208	PAR-Parole Board	203
APC-Appeals Court	88	EED-EO of Hous and Econ Develpmnt	44	REG-Division of Registration	157
ART-Mass Cultural Council	26	ELD-Exec Office of Elder Affairs	60	RGT-Board of Higher Ed Ashburton	57
ATB-Appellate Tax Board	21	ENE-Division of Energy Resources	55	SCA-Off of Cons Affairs & Bus Regs	33
BSB-BSB Reporting Rollup	12	ENV-EO of Energy and Env Affairs	288	SDA-Sheriff's Dept Association	4
CHS-Criminal History Systems Board	32	EQE-Dept of Environmental Protect	836	SEA-Dept of Economic Development	24
CME-Off of Chief Medical Examiner	69	FWE-Dept Fish Wildlife Env Law Enf	314	SOR-Sex Offender Registry	52
CSC-Civil Service Commission	6	GIC-Group Insurance Commission	54	SRB-State Recl Board	165
CSW-Commission Status Women	1	HCF-Center Health Info & Analysis	87	TAC-TAC Reporting Rollup	28
DCP-Div of Capital Planning & Oper	348	HRD-Human Resources Division	133	TRB-Teachers' Retirement Admin	92
DOB-Division of Banks	159	LIB-State House Library	13	TRE-Off of State Treas & Rec Genrl	217
DOE-Department of Education	537	MCB-Mass Commission for the Blind	174	VET-Department of Veteran Services	69
DOI-Division of Insurance	119	MCD-MA Comm for the Deaf & HH	56	VWA-Victim & Witness Asst Board	11
DOS-Division of Standards	18	MMP-Ma Marketing Partnership	21	WEL-Dept of Transitional Assistanc	1548
DPH-Department of Public Health	1,340	MRC-Mass Rehabilitation Commission	919		
DPU-Dept of Public Utilities	138	OHA-Mass Office on Disability	13		



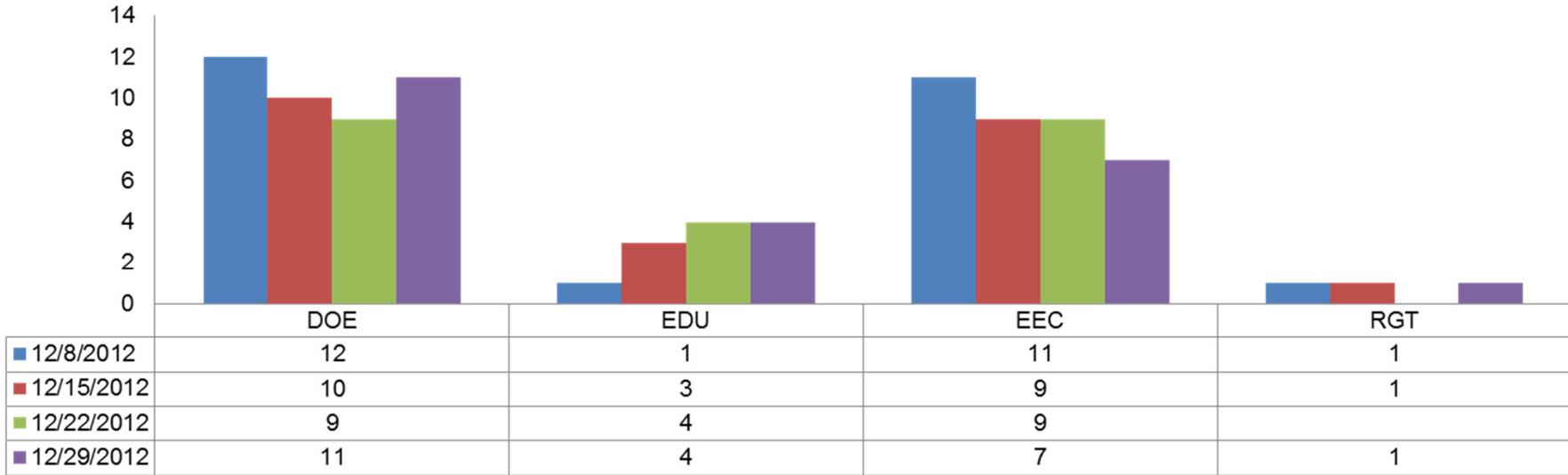
# Appendix: Inquiries by Agency

- Note: No inquiries were received from CSW for this reporting period

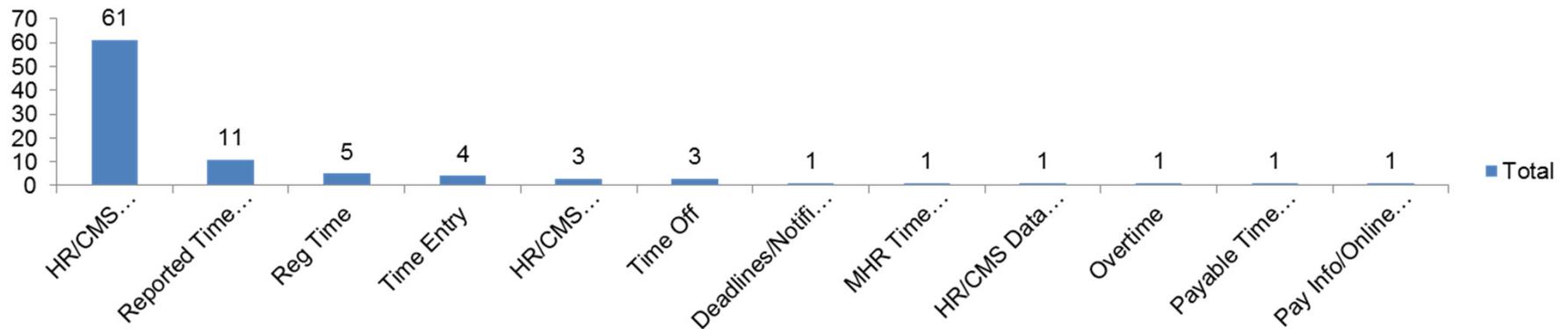


# Education Secretariat Agencies

## Number of Tickets by Agency

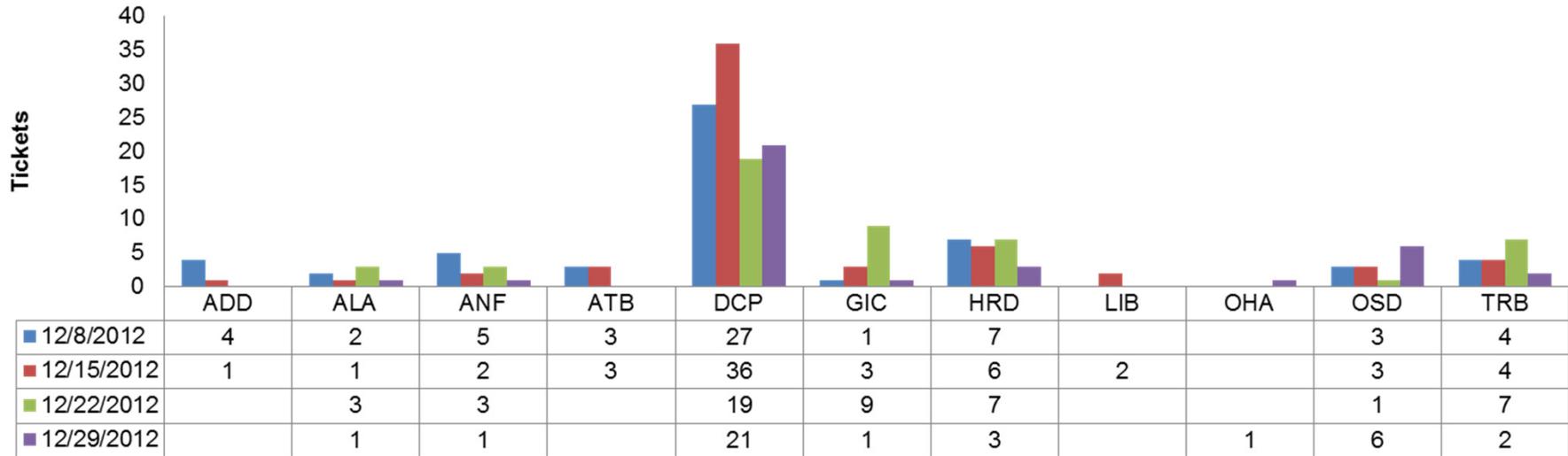


## Inquiry Classifications (Across EDU Agencies)

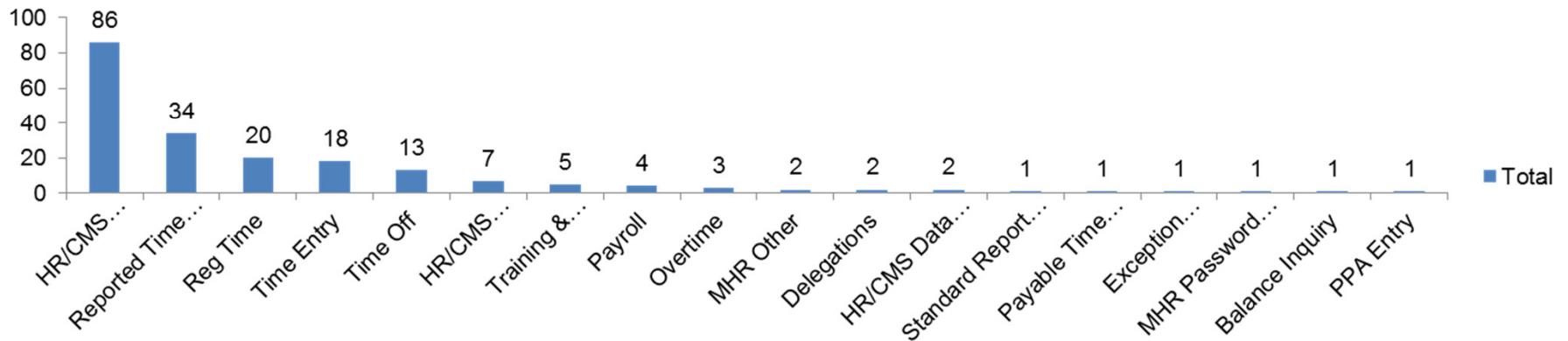


# EOANF Secretariat Agencies

## Number of Tickets by Agency

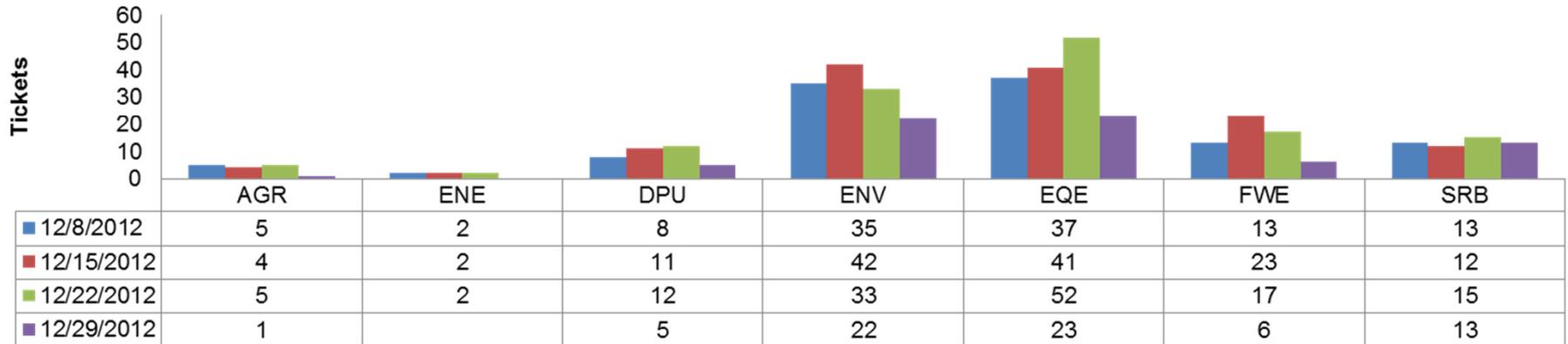


## Inquiry Classifications (Across EOANF Agencies)

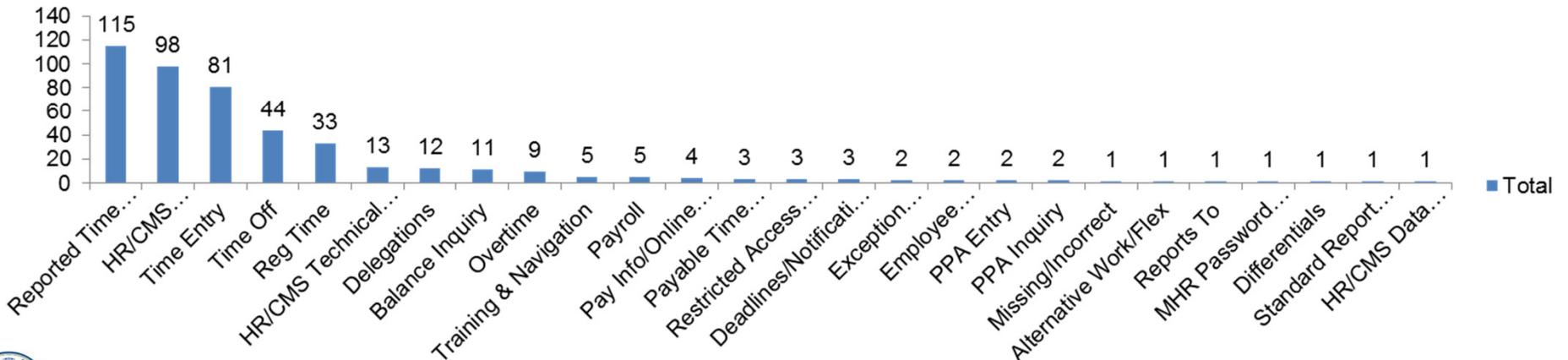


# EOEEA Secretariat Agencies

## Number of Tickets by Agency

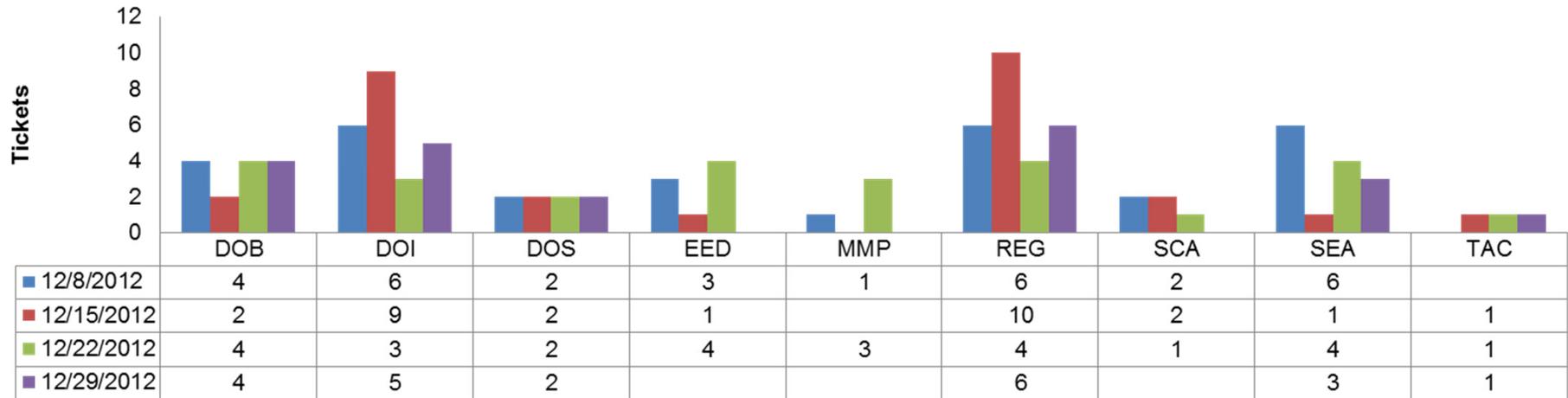


## Inquiry Classifications (Across EOEEA Agencies)

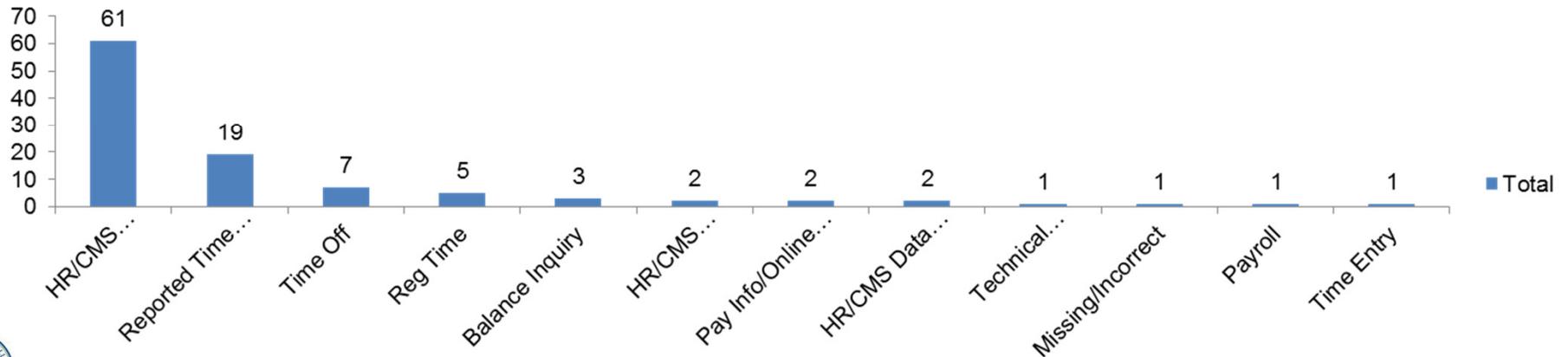


# EOHED Secretariat Agencies

## Number of Tickets by Agency

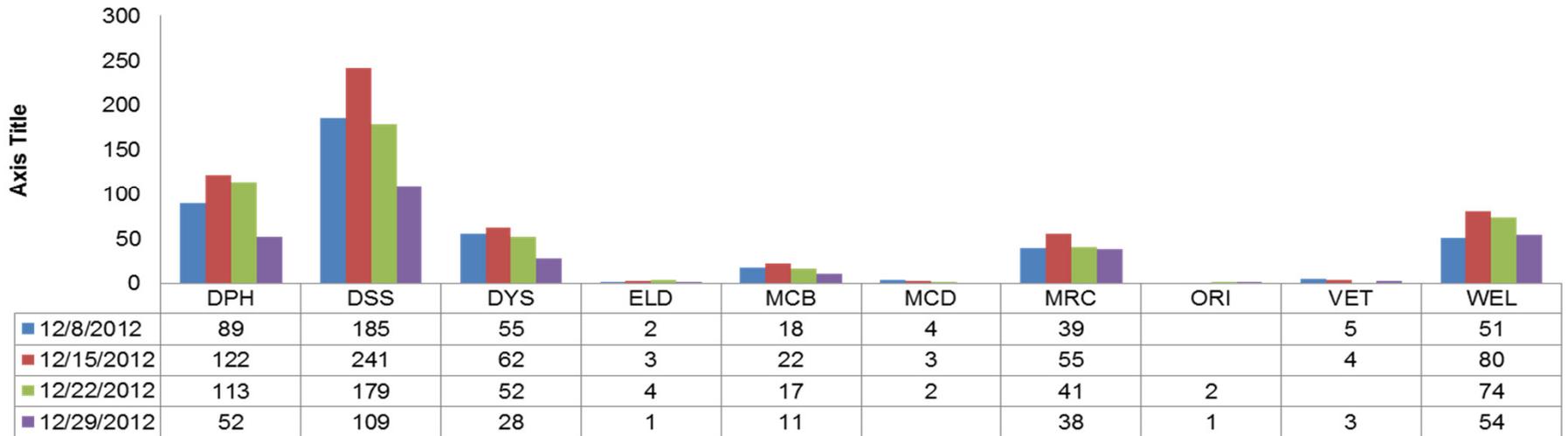


## Inquiry Classifications (Across EOHED Agencies)

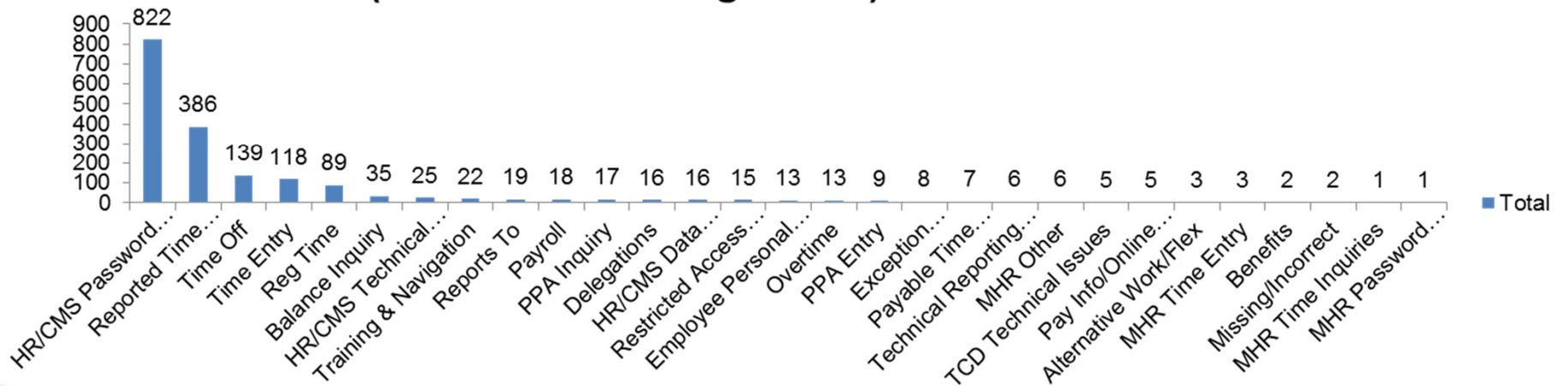


# EOHHS Secretariat Agencies

## Number of Tickets by Agency

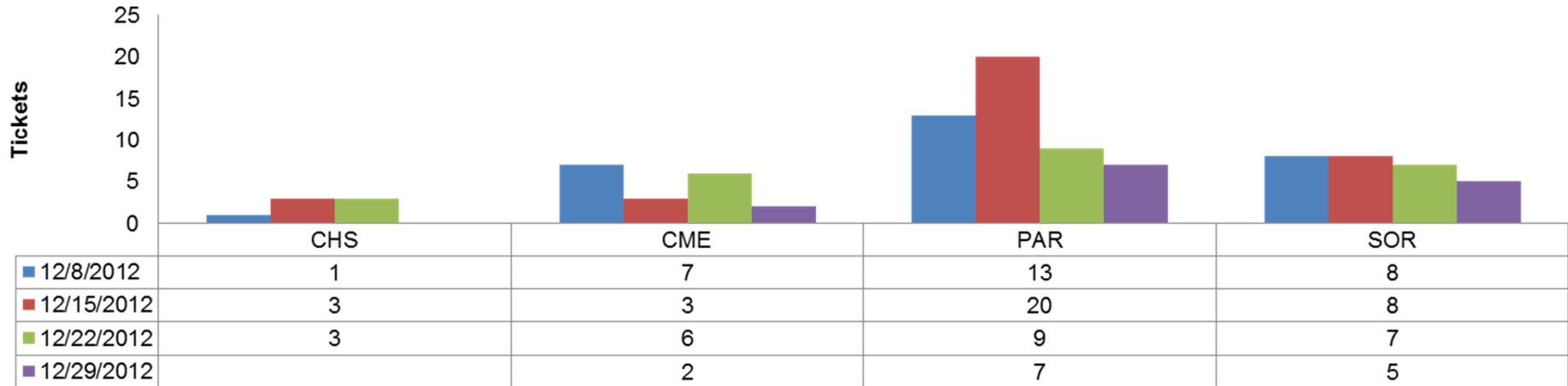


## Inquiry Classifications (Across EOHHS Agencies)

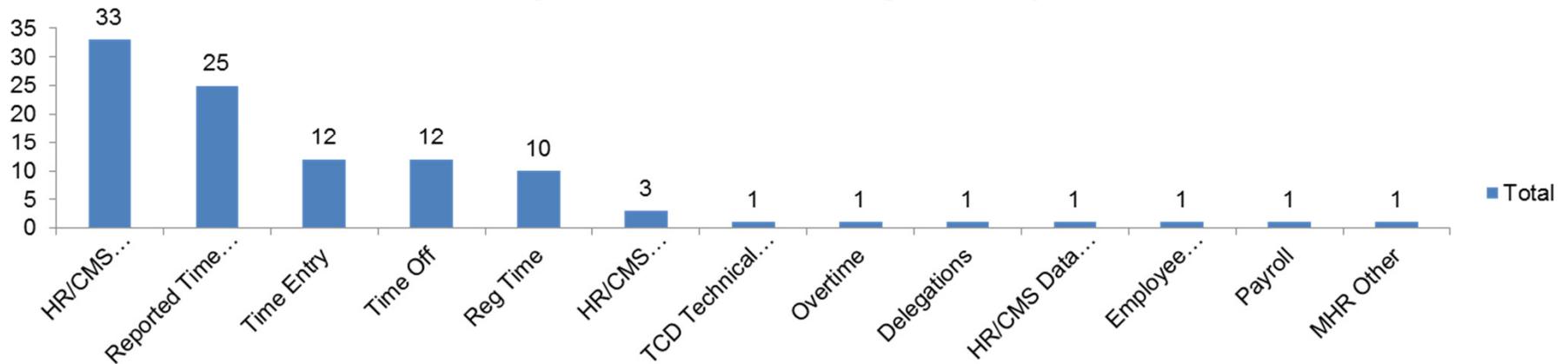


# EOPSS Secretariat Agencies

## Number of Tickets by Agency

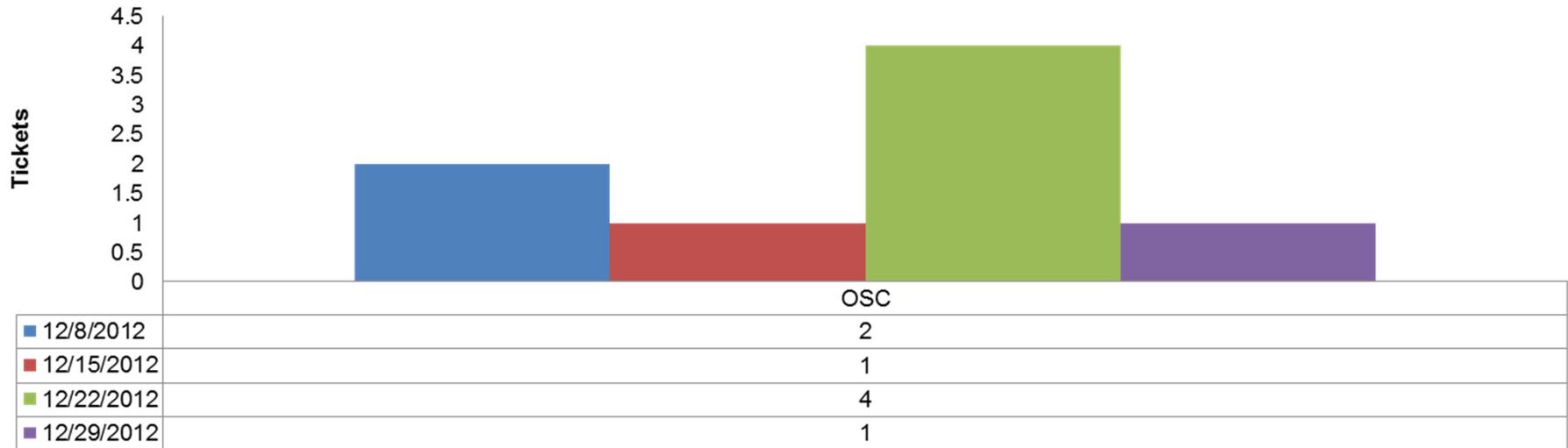


## Inquiry Classifications (Across EOPPS Agencies)

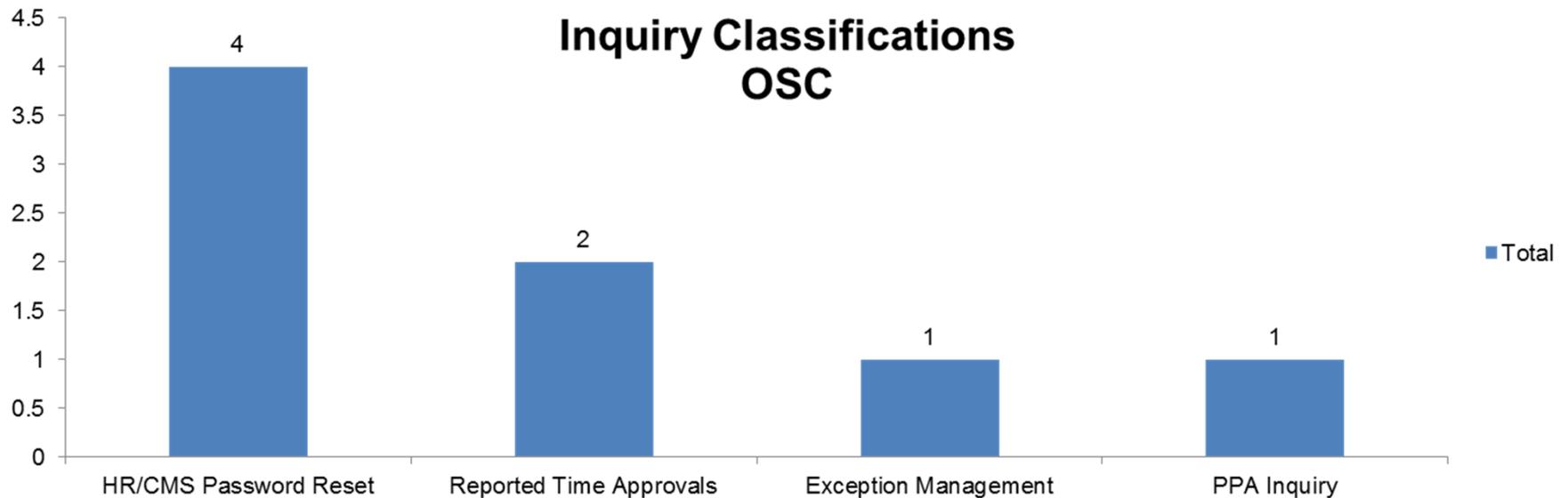


# OSC Tickets and Classification

## Number of Tickets by Agency

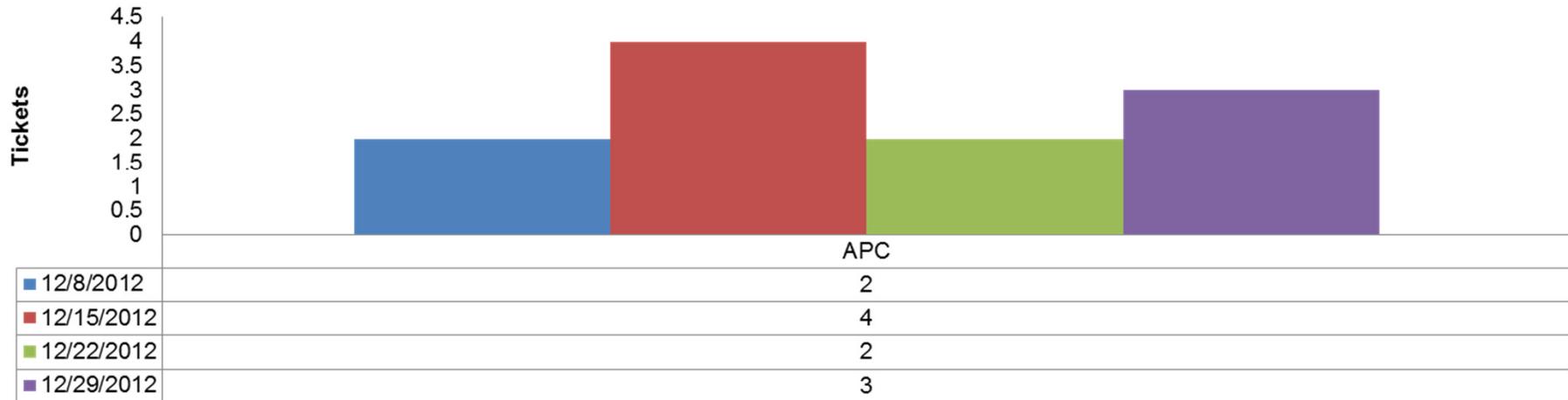


## Inquiry Classifications OSC

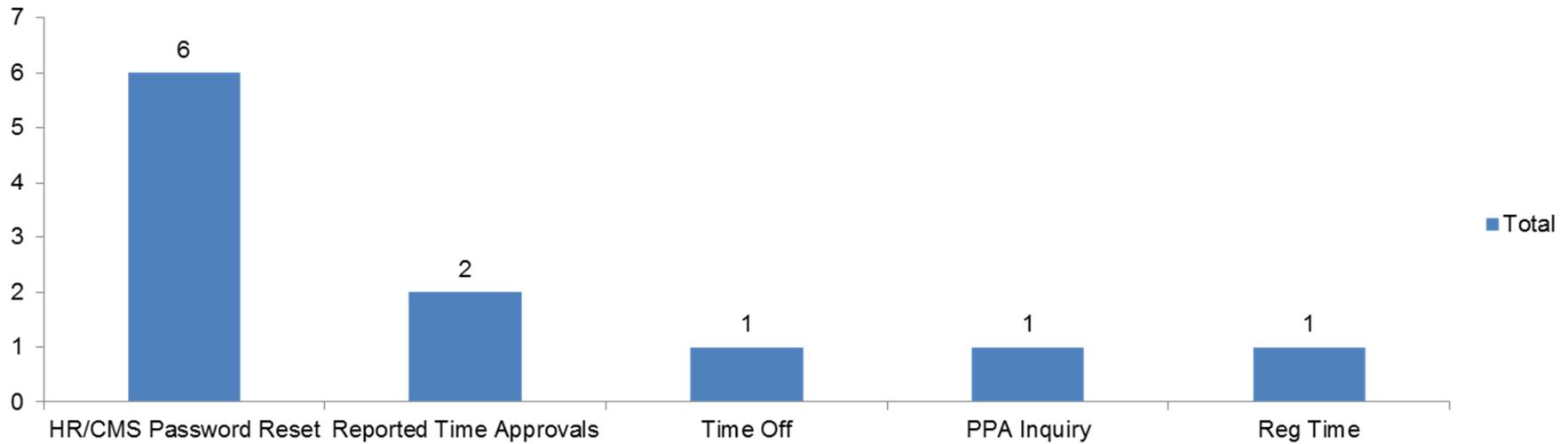


# APC Tickets and Classification

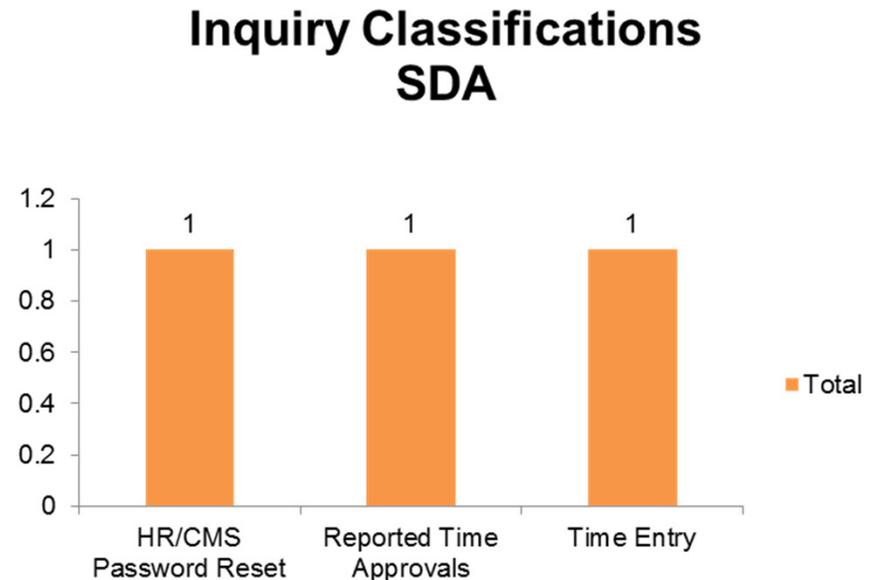
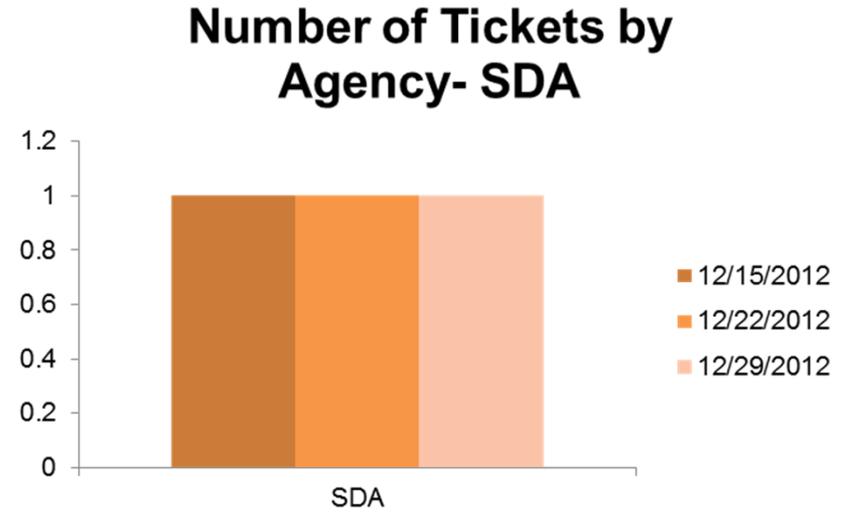
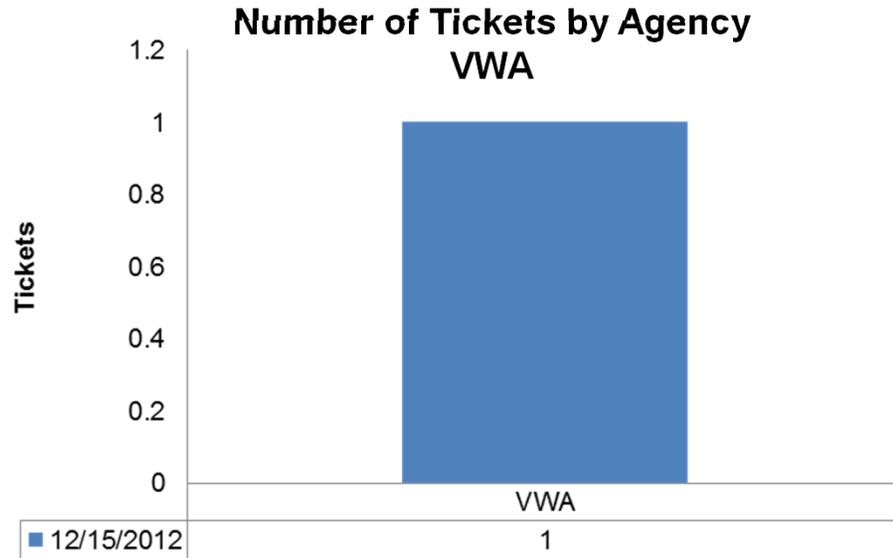
### Number of Tickets



### Inquiry Classifications-APC

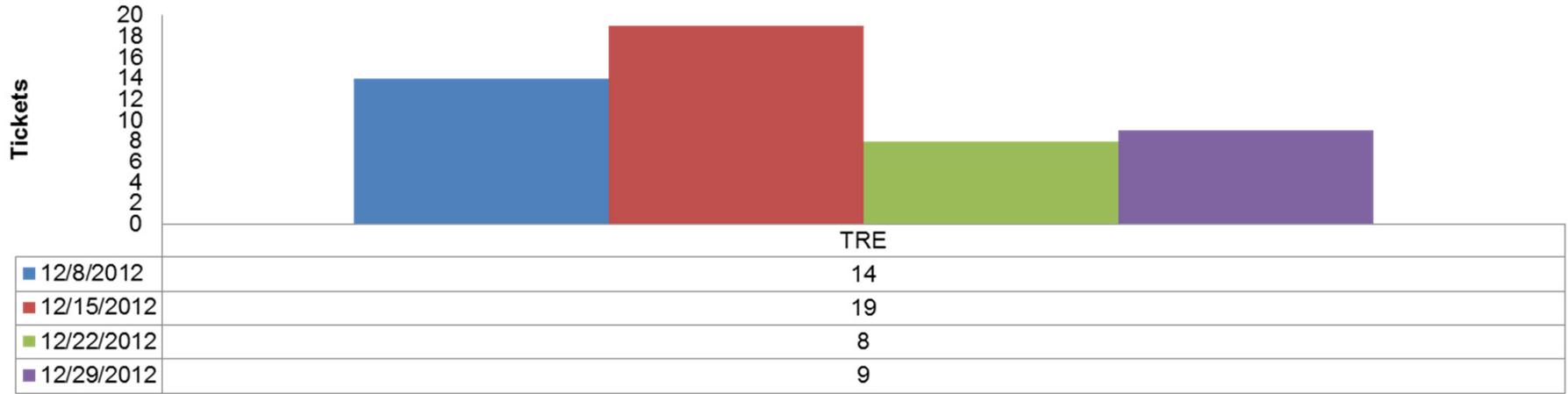


# VWA and SDA Tickets and Classification

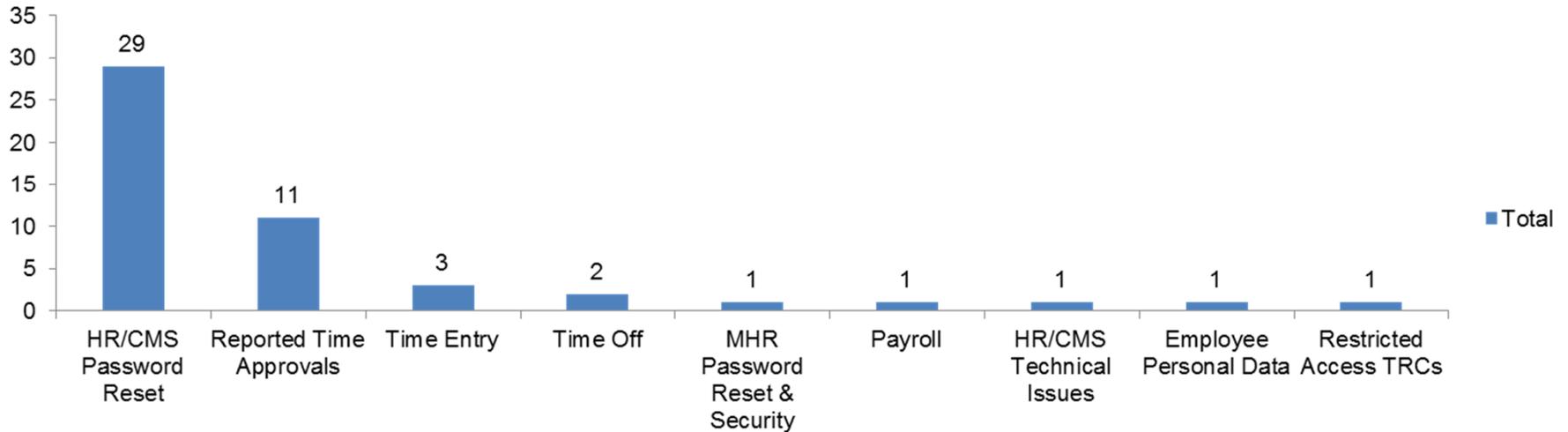


# TRE Tickets and Classification

## Number of Tickets

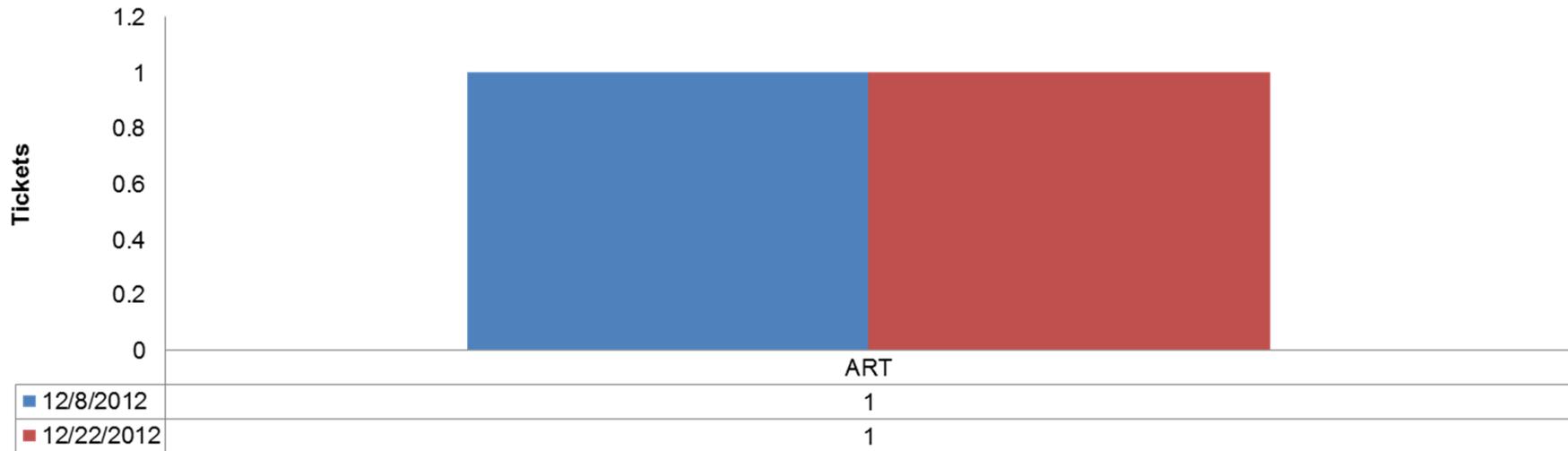


## Inquiry Classifications



# ART Tickets and Classification

### Number of Tickets



### Inquiry Classifications

