



The Commonwealth of Massachusetts



ESC Service Charter Scorecard

Metrics for February 24 – March 23, 2013

Issued May 2013



The Commonwealth of Massachusetts

Executive Summary

Customer Service

- Calls volume has stabilized after the rollout of Segment 3.3.
- Average wait time decreased to 18 seconds from 38 seconds, well within the defined SLA target.
- Average time to complete a call is dropped to 4:30 from 5 minutes..
- Abandoned calls reduced back to pre rollout levels of 120 from 433 at the time of with the rollout of Segment 3.3.
- Inquiries from EOPSS, EOHHS, and EOEEA agencies accounted for the most inquiries as a percentage of employees served. EOHHS represents 46% of the SSTA population and 44% of the inquiries.

Process & Organization

- Escalated Payroll Notifications were not invoked.
- Training and onboarding for Segment 3.3.
- DMH – WORCESTER STATE HOSPITAL (TCD), DPH – MA HOSPITAL SCHOOL (TCD), DOC – DEPARTMENT OF CORRECTIONS - Online Only (TCD), MASS GAMING COMMISSION rollout out on 2/24/2013

Systems

- **N/A**



Service Delivery Overview

February 24, – March 23, 2013

Customer Interactions	Staffing																							
Total # Agencies Served: 71	<table border="1"> <thead> <tr> <th data-bbox="1066 388 1404 457">Area</th> <th data-bbox="1415 388 1696 457">Staffing as of 2/24/2013</th> <th data-bbox="1707 388 2001 457">Staffing as of 3/24/2013</th> </tr> </thead> <tbody> <tr> <td data-bbox="1066 466 1404 526">Tier 1: Customer Service</td> <td data-bbox="1415 466 1696 526">8</td> <td data-bbox="1707 466 2001 526">10</td> </tr> <tr> <td data-bbox="1066 534 1404 594">Tier 2: Time & Attendance Ops</td> <td data-bbox="1415 534 1696 594">9</td> <td data-bbox="1707 534 2001 594">16</td> </tr> <tr> <td data-bbox="1066 602 1404 662">Temporary Staff</td> <td data-bbox="1415 602 1696 662">2</td> <td data-bbox="1707 602 2001 662">2</td> </tr> <tr> <td data-bbox="1066 670 1404 730">Supervisor</td> <td data-bbox="1415 670 1696 730">2</td> <td data-bbox="1707 670 2001 730">3</td> </tr> <tr> <td data-bbox="1066 738 1404 799">Senior Staff</td> <td data-bbox="1415 738 1696 799">4</td> <td data-bbox="1707 738 2001 799">4</td> </tr> <tr> <td data-bbox="1066 807 1404 867">Total</td> <td data-bbox="1415 807 1696 867">25</td> <td data-bbox="1707 807 2001 867">35</td> </tr> </tbody> </table>			Area	Staffing as of 2/24/2013	Staffing as of 3/24/2013	Tier 1: Customer Service	8	10	Tier 2: Time & Attendance Ops	9	16	Temporary Staff	2	2	Supervisor	2	3	Senior Staff	4	4	Total	25	35
Area	Staffing as of 2/24/2013	Staffing as of 3/24/2013																						
Tier 1: Customer Service	8	10																						
Tier 2: Time & Attendance Ops	9	16																						
Temporary Staff	2	2																						
Supervisor	2	3																						
Senior Staff	4	4																						
Total	25	35																						
Total # Employees Served: 20,223																								
Total contacts received: 7,108																								
Total tickets opened: 6,088																								
% of Employees served contacting ESC: 30%*																								
Enabling Technologies	Activities - March																							
<ul style="list-style-type: none"> • Telephony: Menu change to accommodate Password Reset option was reactivated for Segment 3.3 rollout. • Metrics: Includes data on IVR Users • Case Management: No changes this period. 	<p>The ESC is currently supporting several activities underway to prepare for upcoming complex rollouts:</p> <ul style="list-style-type: none"> • SSTA Testing: Pay Sim and End-to-End testing. • Staffing for ESC new hires (Mar. start dates) • Supported change management and training activities for complex rollouts 																							

Source: ESC Avaya CMS & COMiT Reports, data from 2/24/13 – 3/23/13

*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 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"> 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%

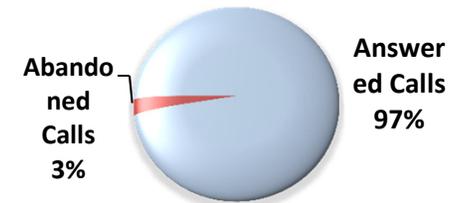


Inbound Call Data

Overall call volume and wait time have increased. Abandoned calls increased during the rollout.

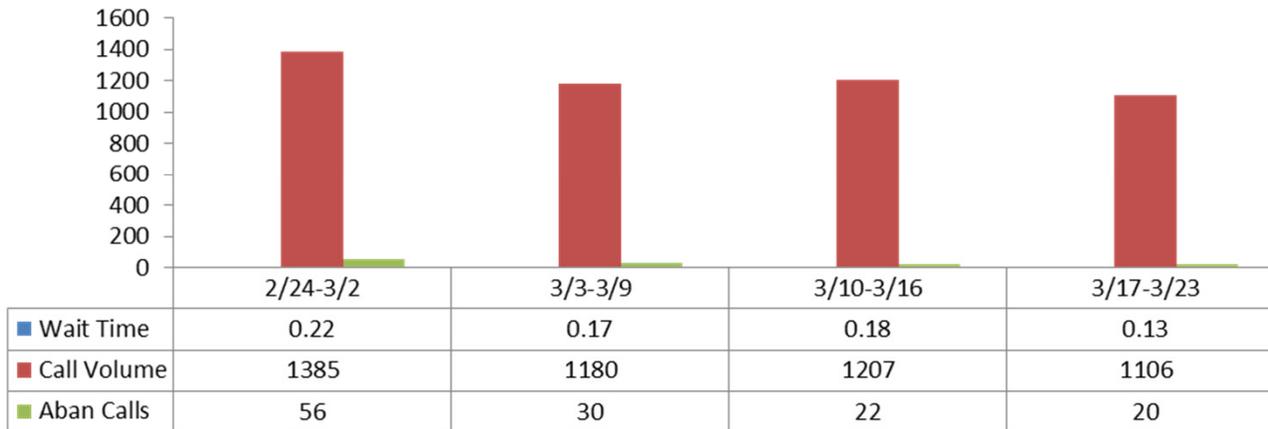
SLA Metric	Target Level	Current Period (02/24/13 to 03/23/13)	Previous Period (01/27/13 to 02/23/13)	Previous Period (12/30/12 to 01/26/13)
Average wait time – all inquiries (Days operational)	Will not exceed 3 minutes 90% of the time; Will not exceed 2 minutes 50% of the time	18 seconds	38 seconds	23 seconds

Abandoned Calls



Total = 5,006 calls

Average Wait Time (in seconds)



Ticket Source



Total = 4,358 tickets

Source: ESC COMit & Avaya data from 2/24/13 – 3/23/13.

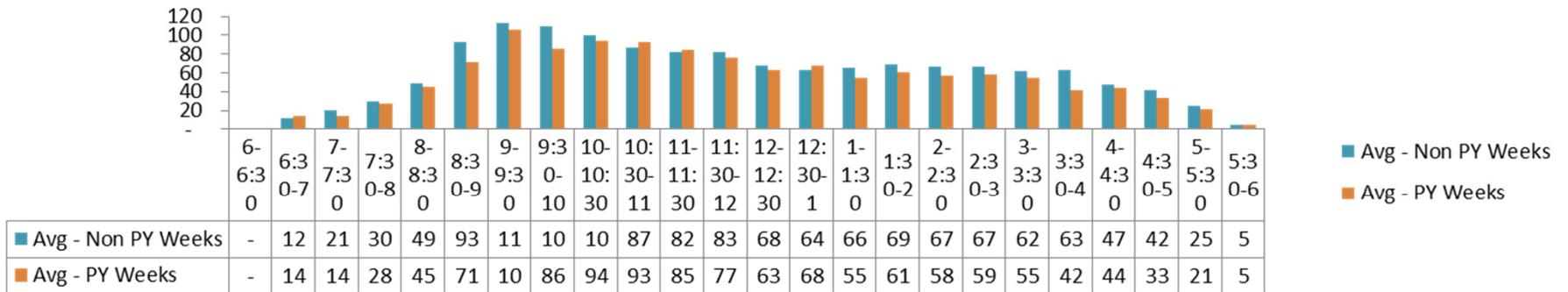
*E-mail tickets do not account for additional outreach to correct invalid employee e-mail addresses.



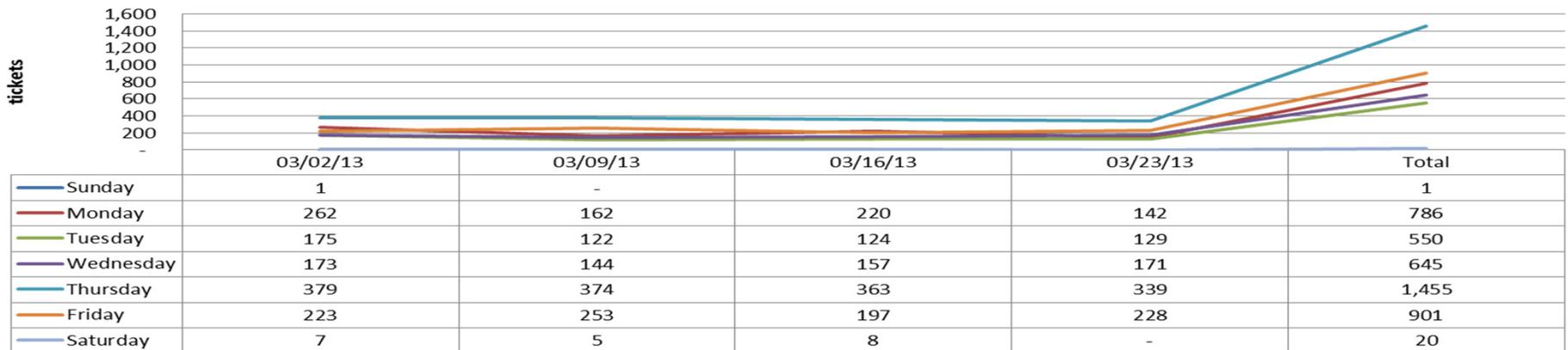
Timing of Inquiries

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

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



Tickets by Day

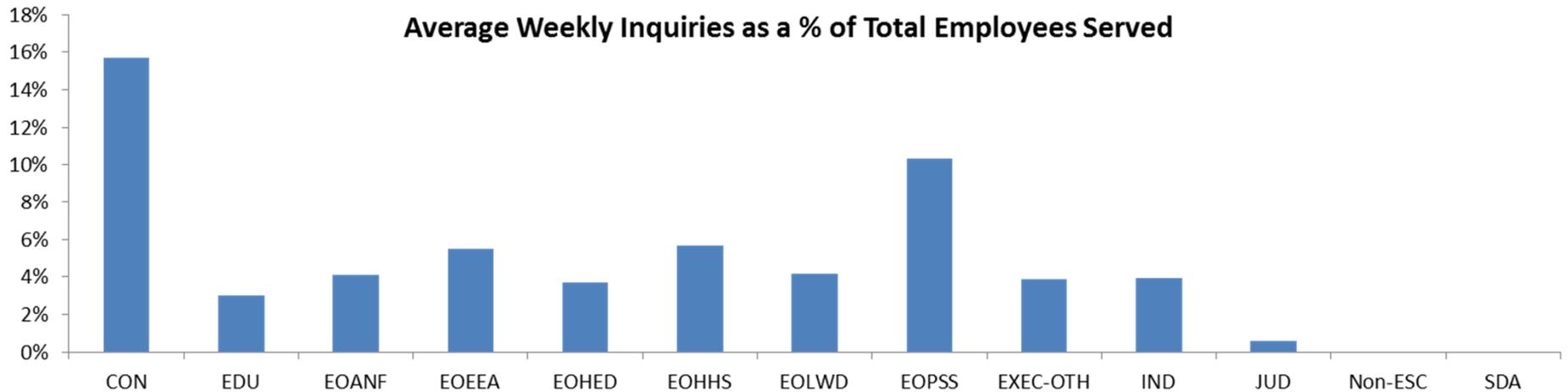
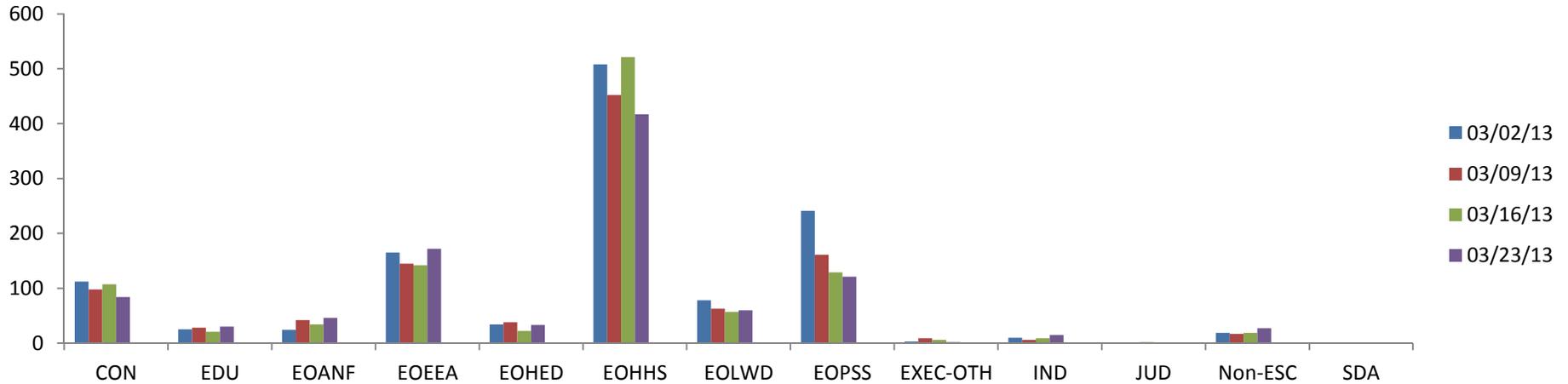


Source: ESC COMit & Avaya data from 2/24/13 to 3/23/13.



Inbound Inquiries by Agency

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



Source: ESC COMiT data from 2/24/13 – 3/23/13. Average inquiries per employee is shown for comparison purposes and does not account for repeat contacts (i.e., one employee calling multiple times).

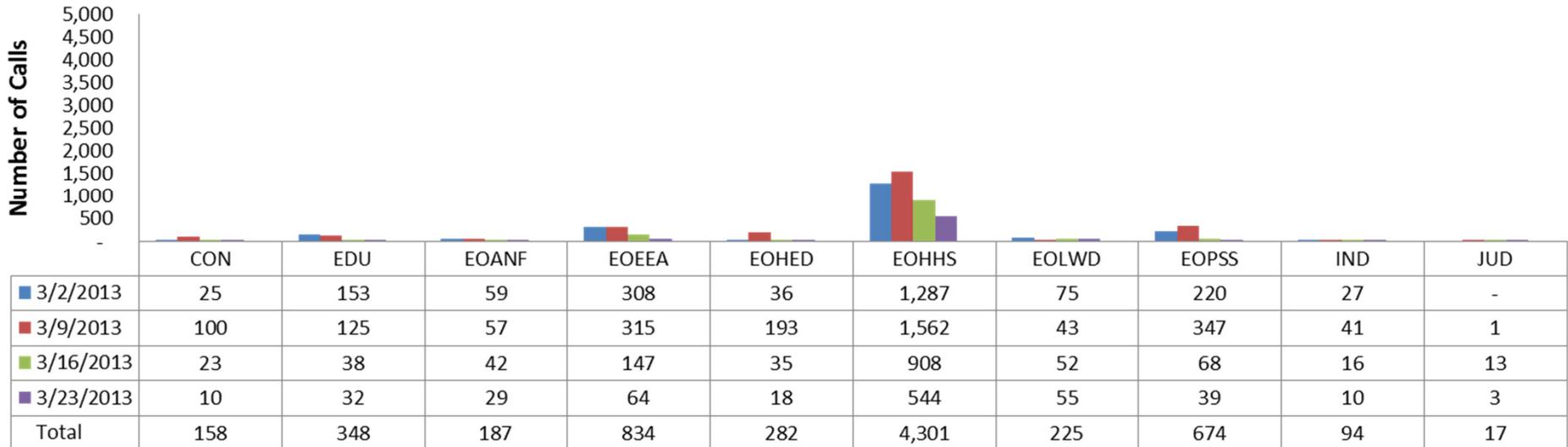


Outbound Exception Management Calls

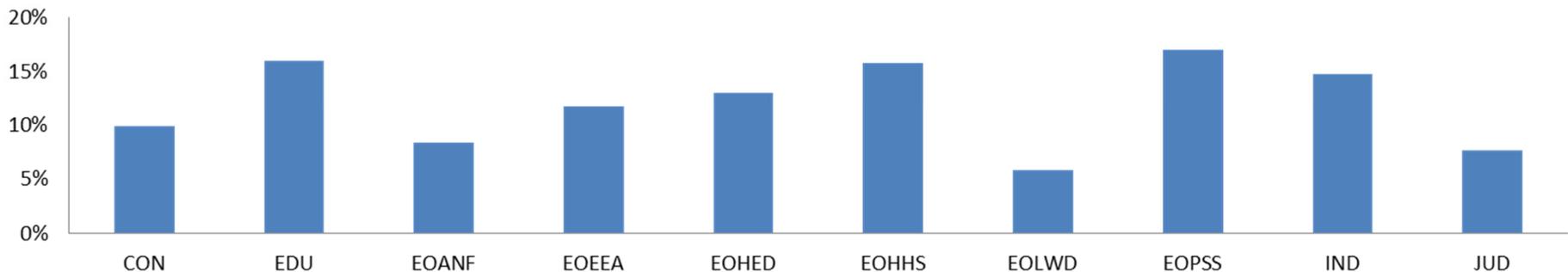
Outbound calls are made on a weekly basis when employees and approvers miss their deadlines for time entry or time approval and when system generated exceptions appear on a timesheet.

EOHHS agencies represent the largest volume of outbound calls from the ESC. EOPSS was the largest percent of employees served.

Outbound Calls



Average weekly calls as a % of Employees served



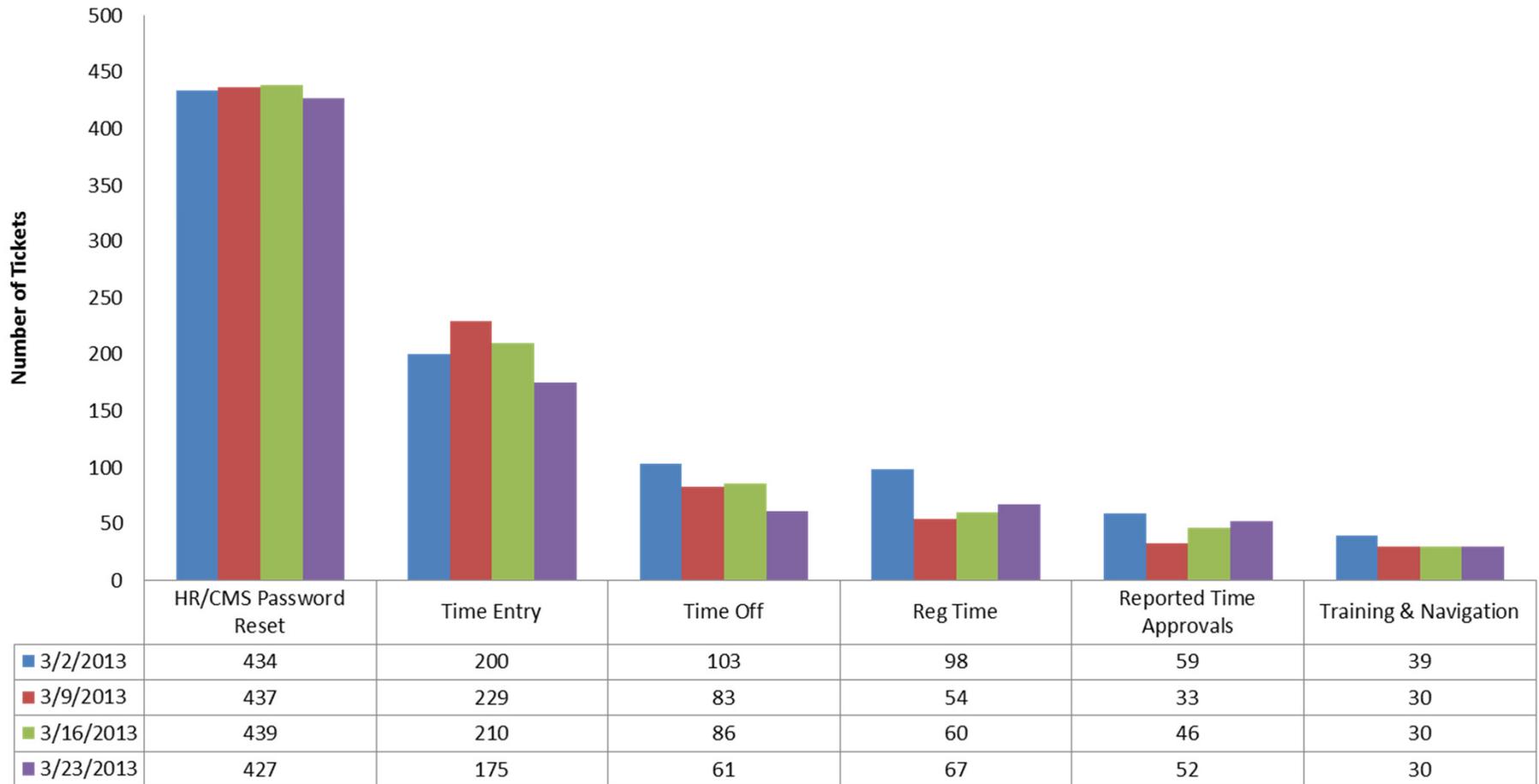
Source: : ESC Exception Management System data from 2/24/13 – 3/23/13. Average inquiries per employee is shown for comparison purposes and does not account for repeat contacts (i.e., calling an employee multiple times).



Type of Inquiries Received

Password Resets remain the most common inquiry type, followed by time entry and time off.

Top Inquiry Classifications



Source: ESC COMIT data from 2/24/13 – 3/23/13

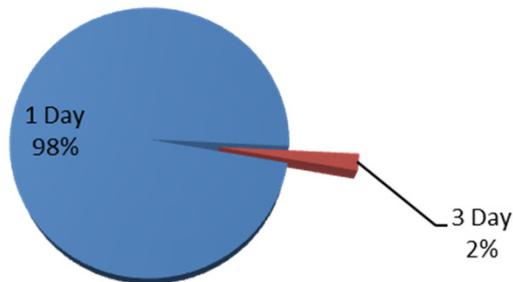


Case Resolution Time

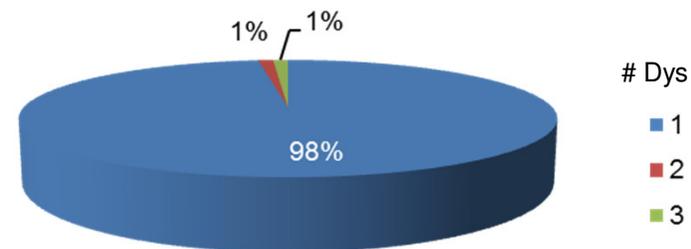
Case resolution time remains within SLA targets, with nearly all inquiries resolved on the same day.

SLA Metric	Target Level	Current Period (02/24/13 – 03/23/13)	Previous Period (01/27/13 – 02/23/13)	Previous Period (12/30/12 – 01/26/13)
Average case resolution time – password resets and e-mail updates (Time owned by ESC)	98% within 1 day	98%	99%	98%
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 – 99% 3 Days – 99%	1 Day – 98% 3 Days – 99%

Case Resolution Time Password Reset



Case Resolution Time Inquiries & Requests



Source: ESC COMIT data from 2/24/12 – 03/23/13

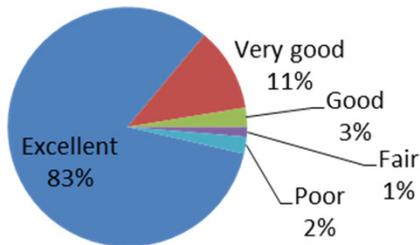


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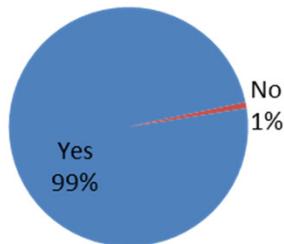
Customer Satisfaction Survey Results

SLA Metric	Target Level	Current Period (01/27/13 – 02/23/13)	Previous Period (12/30/12 – 01/26/13)	Previous Period (12/2/12 – 12/29/12)
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	97% rated good to excellent (15% response rate)	96.2% rated good to excellent (30% response rate)	95.6% rated good to excellent (12% response rate)

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



Was your Employee Service Center Specialist courteous?



Sample Comments:

"It was very helpful to be able to call from home and have the time sheet adjusted on the same day."

"The customer service representative was kind, patient and walked through certain steps together with me. A++"

"This was a model customer assistance experience! A real human answered my call, took time to walk me through my questions, and was exceedingly friendly, informative, and efficient. I couldn't have dreamt a better response. THANK YOU!"

"I do not remember the name of the person I spoke with, but she was professional, friendly, and stayed on the line to verify that my issue was indeed resolved. Great customer service."

"I call several times with questions and everyone is very very nice to me !! Thank You"

"Your staff is very helpful, patient and courageous. My first contact was very professional."

"Very pleased with the friendly and helpful response and prompt solution, especially since I am sure staff are dealing with MANY calls during the initial stages of SSTA. Thanks again!"

"Service was excellent. No improvement necessary."

Source: ESC Customer Satisfaction Survey; survey link is provided on ticket closure notice and is voluntary. Survey results shown were collected between 2/24/13 – 03/23/13.



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SLA Targets vs. Actual Performance

Metric	Target	Current Period Performance 02/24/13 – 03/23/13	Previous Period Performance 01/27/13 – 02/23/13	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	18 seconds	38 seconds	
Average case resolution time – password resets and e-mail updates (Time owned by ESC)	98% within 1 day	98%	98%	
Average case resolution time – inquiries and requests (Time owned by ESC)	75% within 1 day 90% within 3 days	98% within 1 Day and 99% within 3 Days	99% 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	97% rated good to excellent (15% responded)	96.2% rated good to excellent (30% 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%	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>
ADD-Developmental Disabilities Cou	20	ELD-Department Of Elder Affairs	60
AGR-Department Of Agricultural Res	99	ENE-Department Of Energy Resources	53
ALA-Administrative Law Appeals Div	33	ENV-Executive Office Of Environmen	286
ANF-Eo Administration & Finance	51	EOL-Dept Of Workforce Development	1539
APC-Appeals Court	89	EPS-Executive Office Of Public Saf	198
ART-Mass Cultural Council	26	EQE-Department Of Environmental Pr	829
ATB-Appellate Tax Board	22	FWE-Department Of Fish And Game	315
BSB-Bureau Of State Buildings	11	GIC-Group Insurance Commission	54
CDA-Emergency Management Agency	100	HCF-Health Care Finance & Policy	96
CHE-Soldiers' Home In Massachusetts	382	HLY-Soldiers' Home In Holyoke	377
CHS-Criminal Justice Information S	37	HRD-Human Resources Division	144
CME-Chief Medical Examiner	71	LIB-George Fingold Library	14
CSC-Civil Service Commission	7	LOT-Lottery And Gaming Commission	409
CSW-Commission On Status Of Women	1	MCB-Mass Commission For The Blind	176
DCP-Capital Asset Management And M	350	MCD-Commission For The Deaf And Ha	56
DCR-Department Conservation And Re	955	MIL-Military Division	313
DFS-Department Of Fire Services	560	MMP-Massachusetts Marketing Partne	21
DOB-Division Of Banks	165	MRC-Mass Rehabilitation Commission	928
DOE-Department Of Elementary & Sec	531	OCD-Dept Of Housing And Community	288
DOI-Division Of Insurance	118	OHA-Massachusetts Office On Disabi	13
DOS-Division Of Standards	18	ORI-Office For Refugees And Immigr	21
DPH-Department Of Public Health	1339	OSC-Office Of The Comptroller	128
DPS-Department Of Public Safety	51	OSD-Division Of Operational Servic	81
DPU-Department Of Public Utilities	140	PAR-Parole Board	200
DSS-Department Of Children And Fam	3244	REG-Division Of Professional Licen	122
DYS-Department Of Youth Services	895	RGT-Department Of Higher Education	57
EDU-Executive Office Of Education	74	SCA-Office Of Consumer Affairs And	33
EEC-Department Of Early Education	205	SDA-Sheriffs Department Associatio	4
EED-Executive Office Of Economic D	44	SEA-Department Of Business And Tec	25

<u>Agencies Served</u>	<u>Employees</u>
SOR-Sex Offender Registry	51
SRB-State Reclamation Board	157
TAC-Department Of Telecommunicatio	27
TRB-Teachers Retirement Board	90
TRE-Office Of The State Treasurer	220
VET-Department Of Veterans Service	80
VWA-Victim And Witness Assistance	10
WEL-Department Of Transitional Ass	1534
Grand Total-	20179



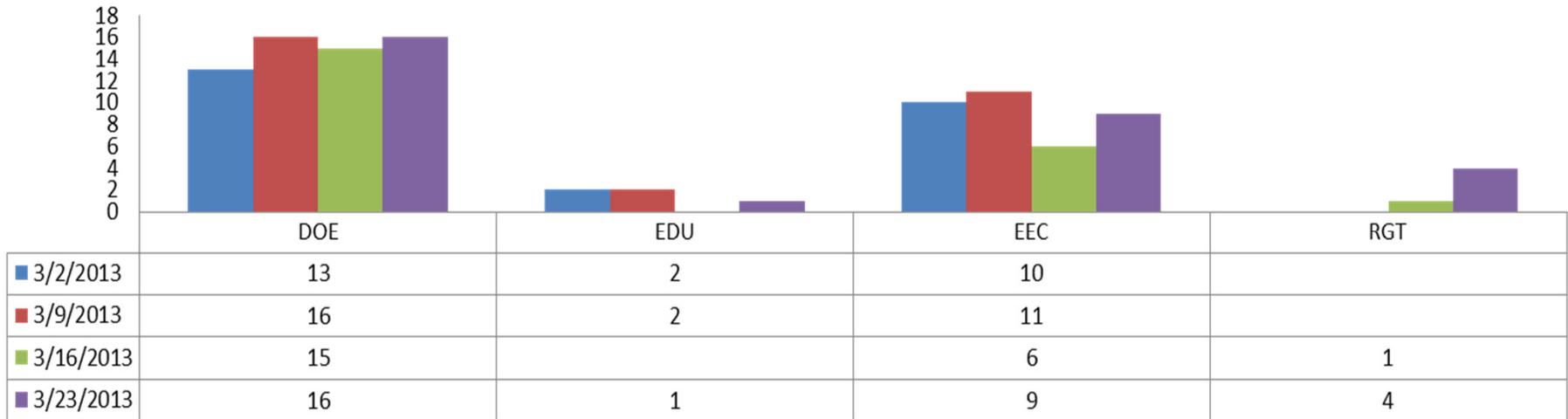
Appendix: Inquiries by Agency

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

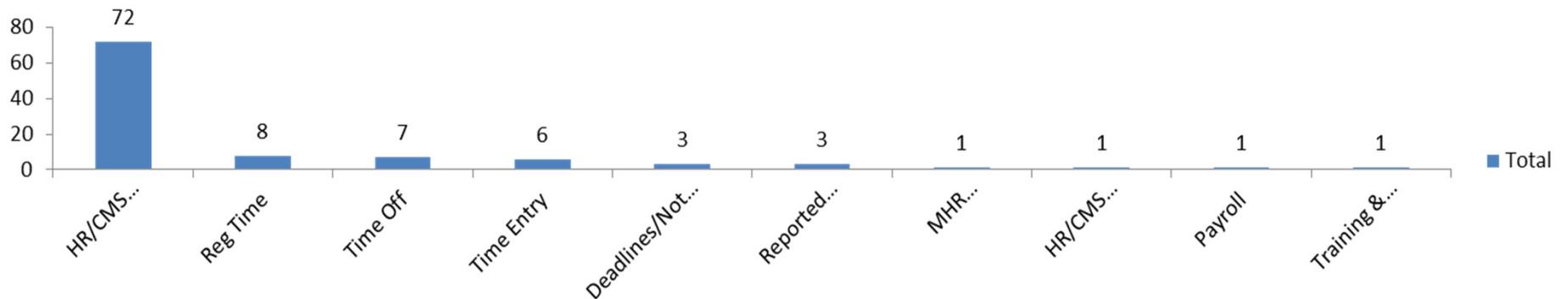


Education Secretariat Agencies

Number of Tickets by Agency

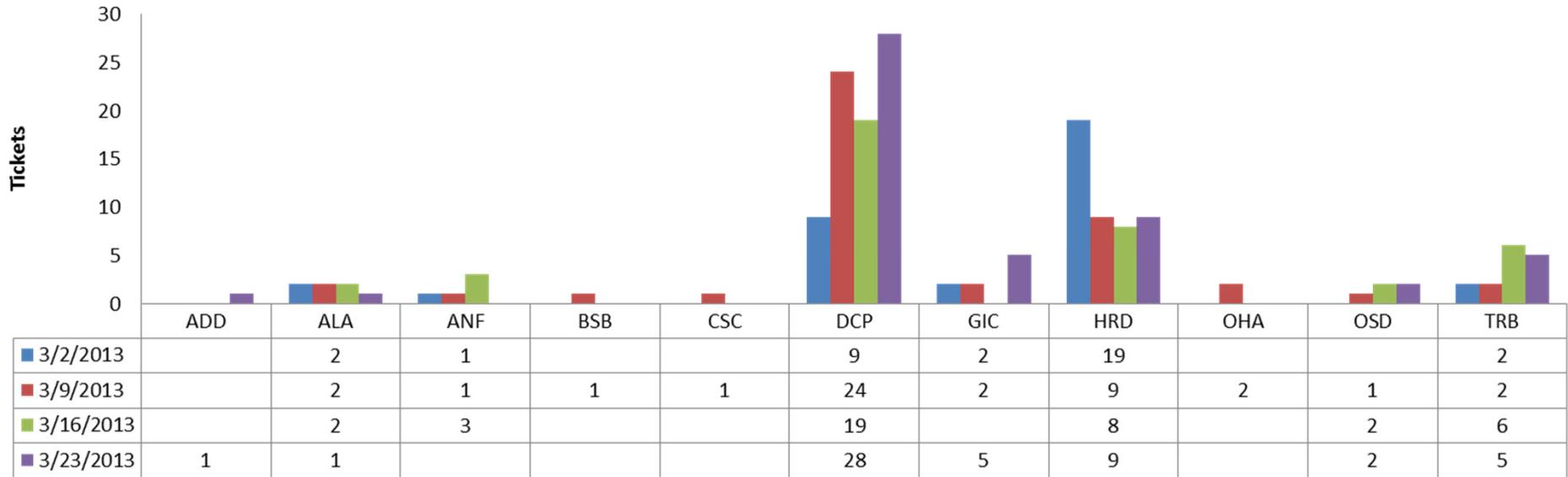


Inquiry Classifications (Across EDU Agencies)

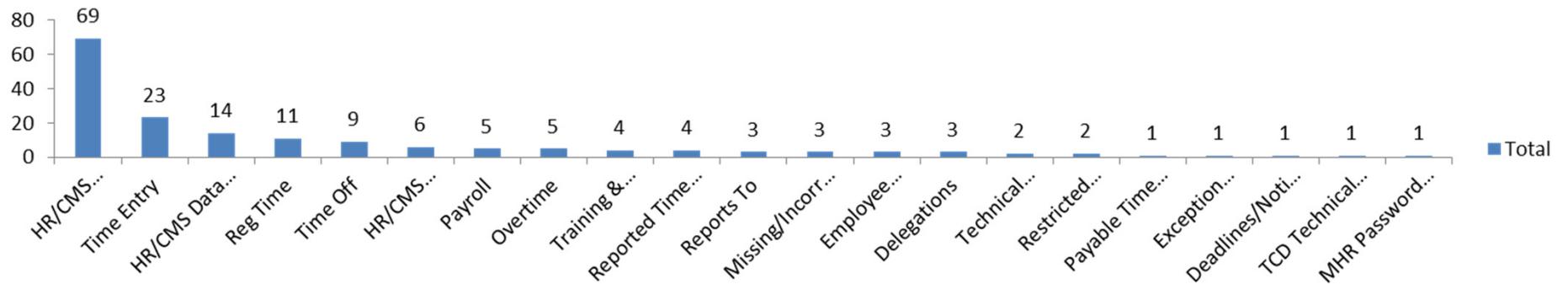


EOANF Secretariat Agencies

Number of Tickets by Agency

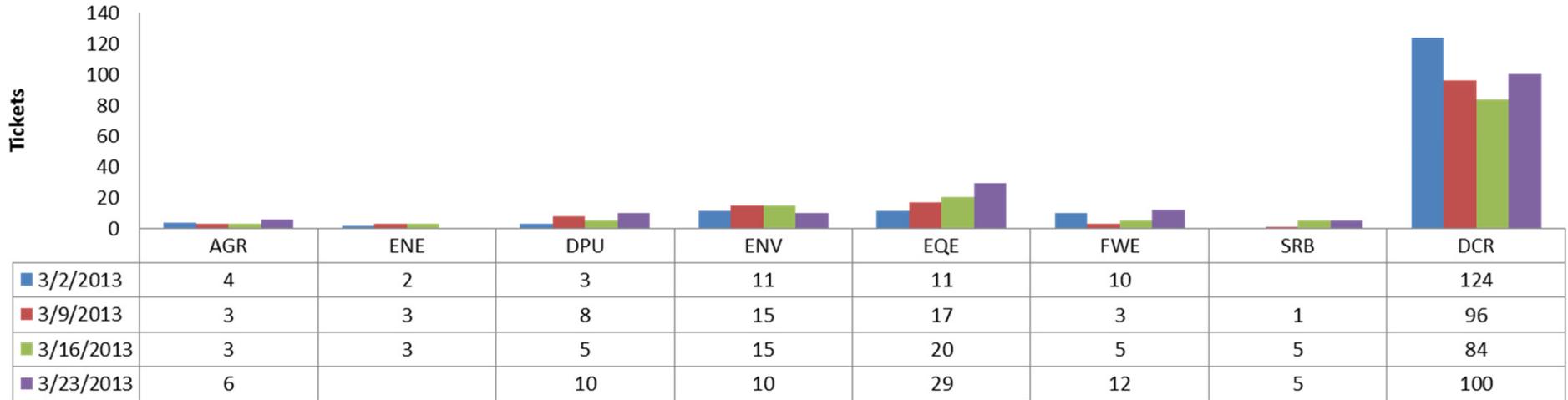


Inquiry Classifications (Across EOANF Agencies)

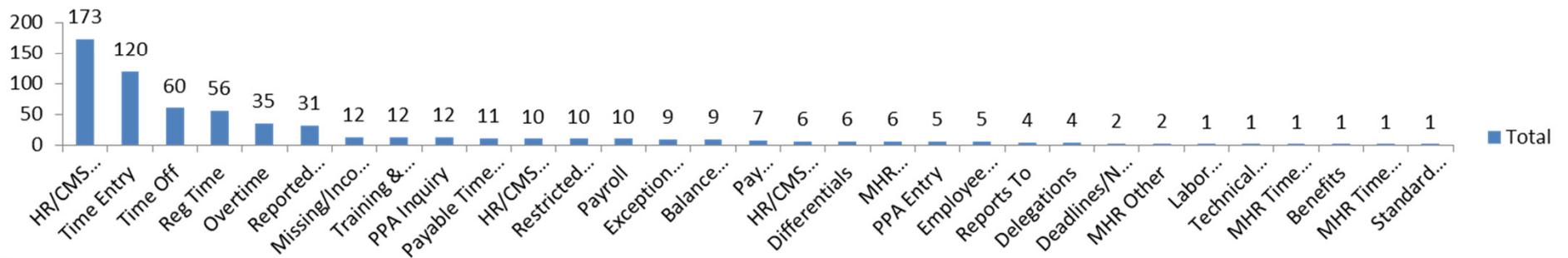


EOEEA Secretariat Agencies

Number of Tickets by Agency

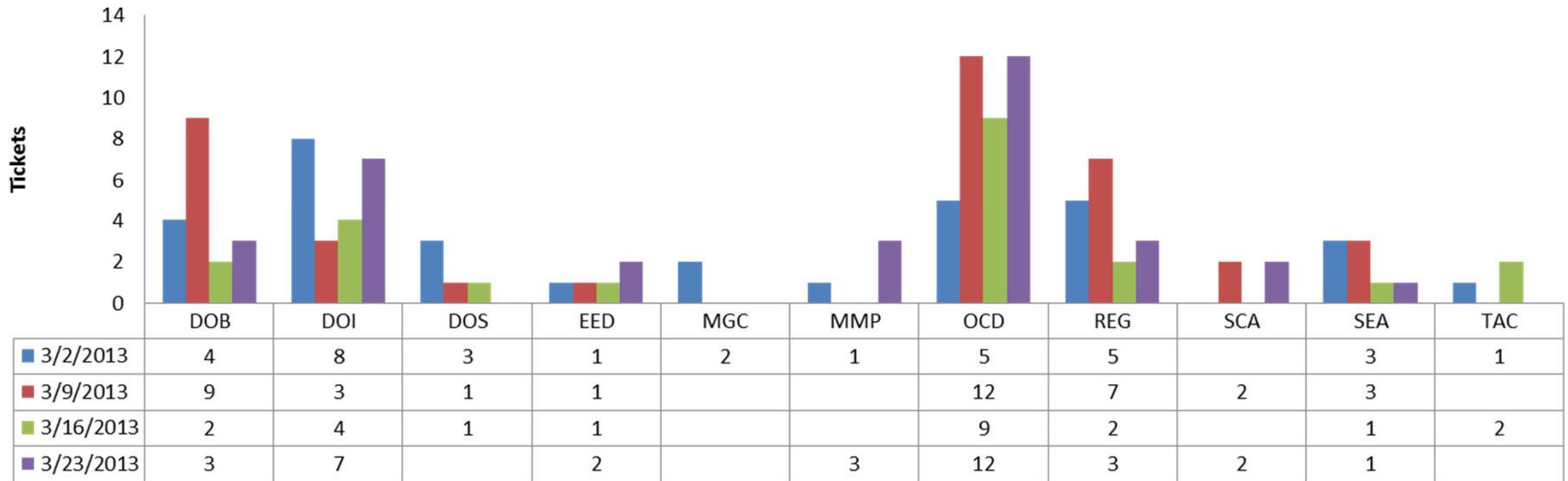


Inquiry Classifications (Across EOEEA Agencies)

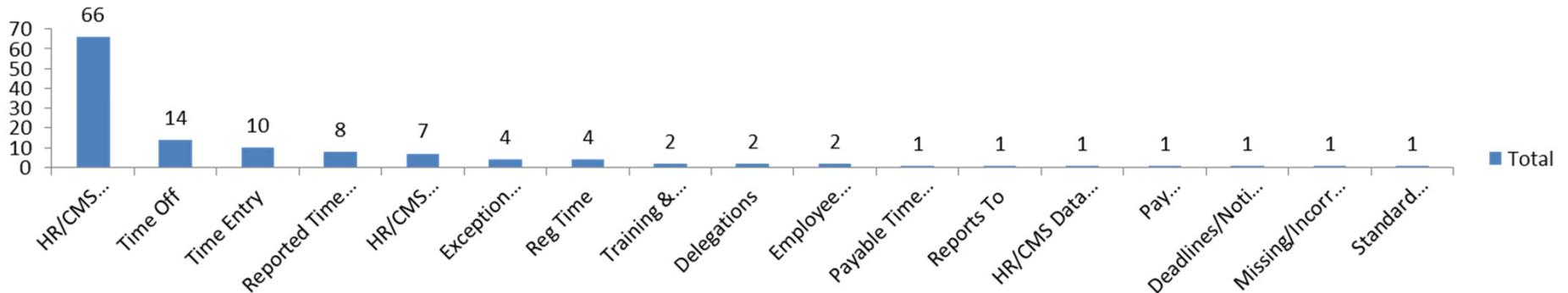


EOHED Secretariat Agencies

Number of Tickets by Agency

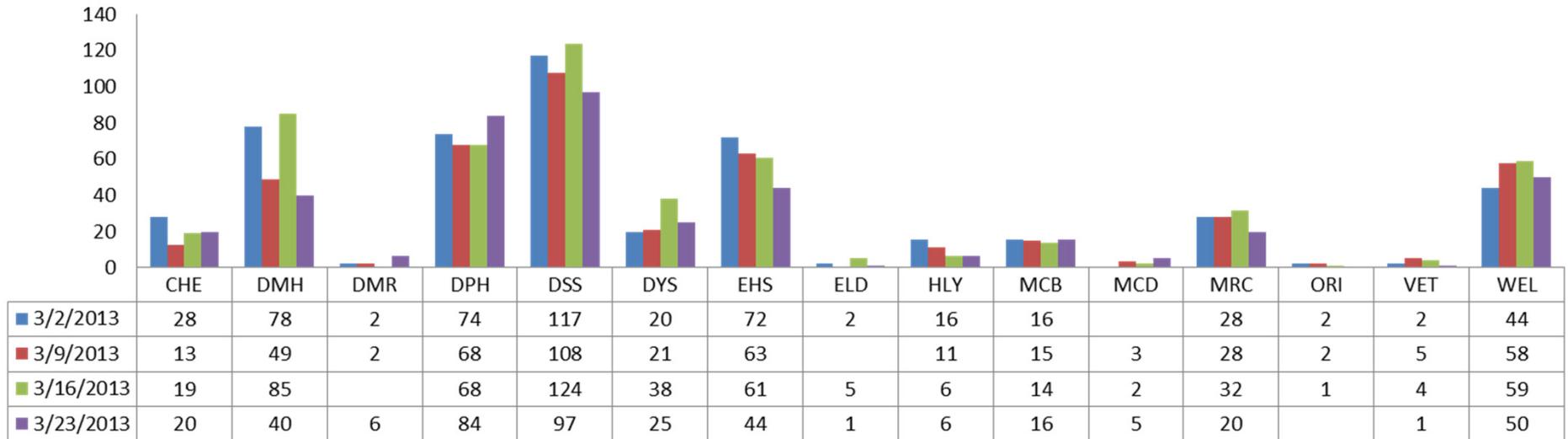


Inquiry Classifications (Across EOHED Agencies)

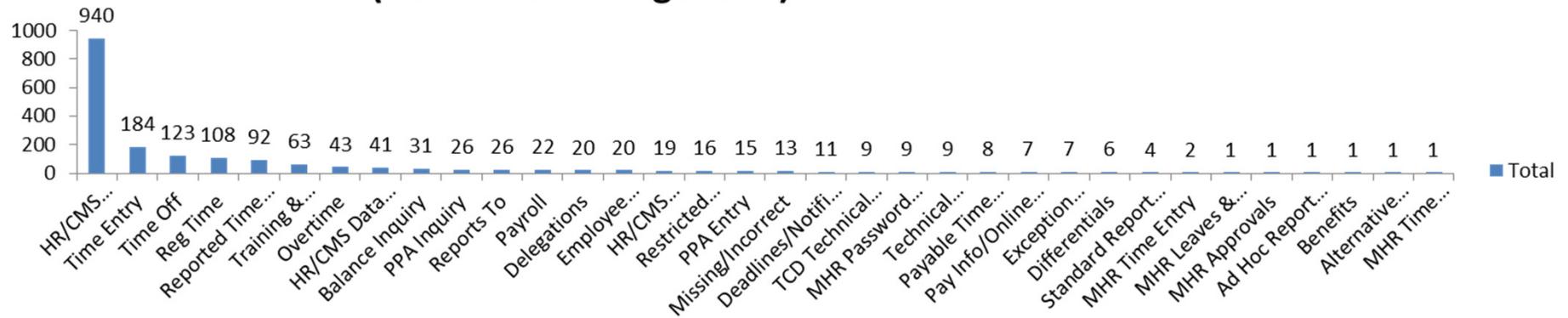


EOHHS Secretariat Agencies

Number of Tickets by Agency

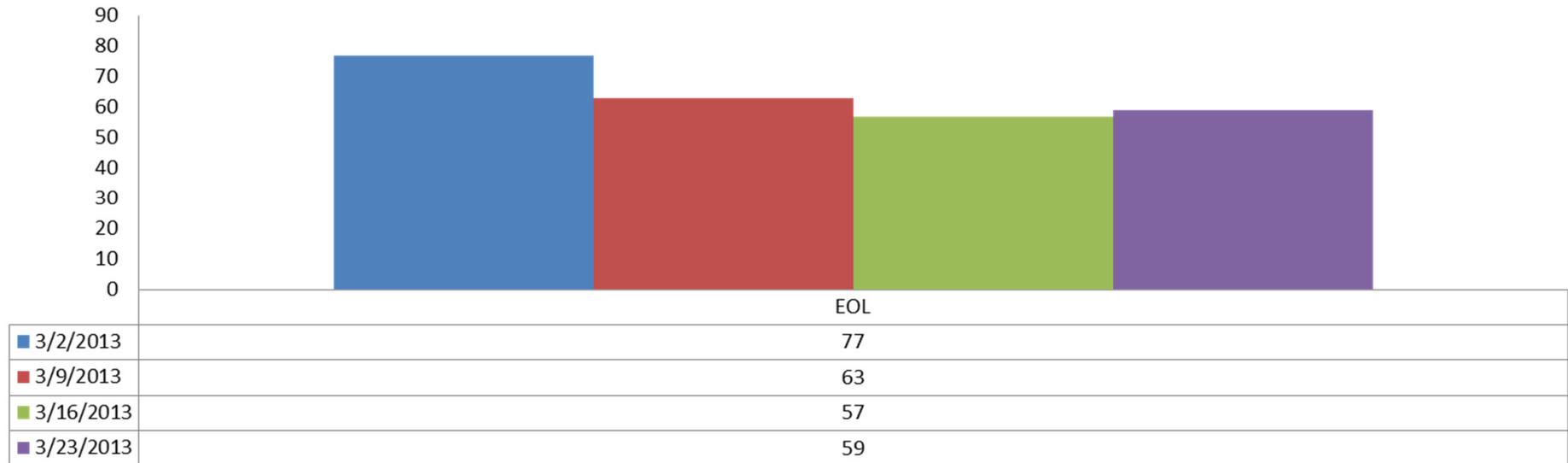


Inquiry Classifications (Across EOHHS Agencies)

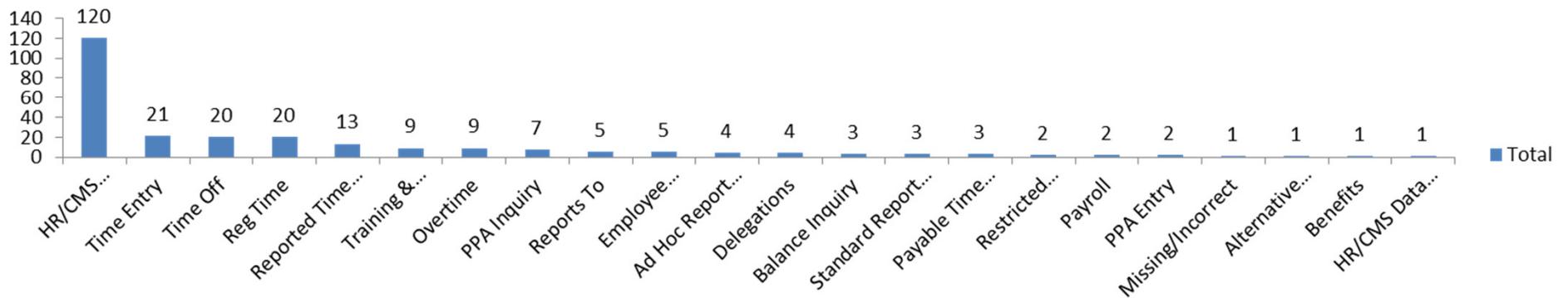


EOLWD Secretariat Agencies

Number of Tickets by Agency

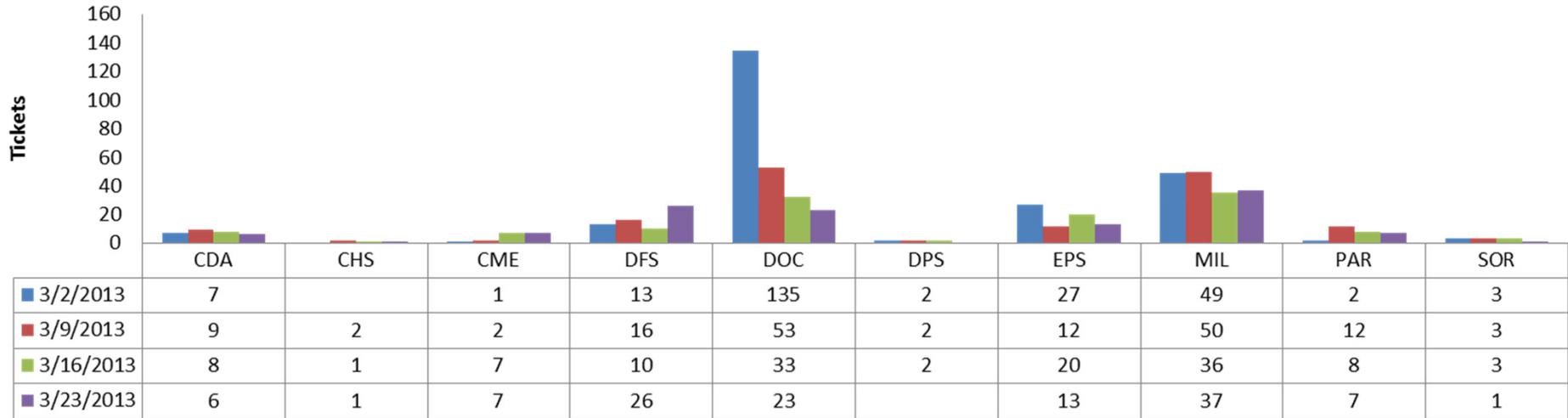


Inquiry Classifications (Across EOLWD Agencies)

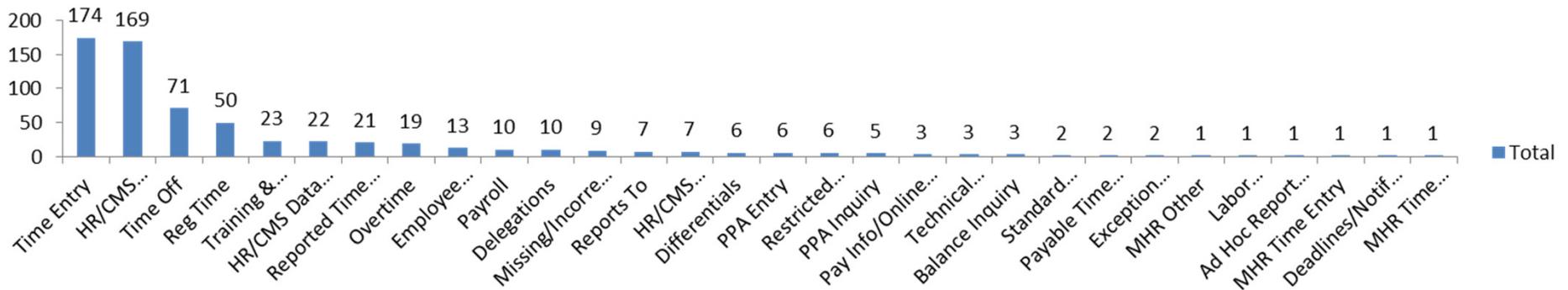


EOPSS Secretariat Agencies

Number of Tickets by Agency



Inquiry Classifications (Across EOPSS Agencies)

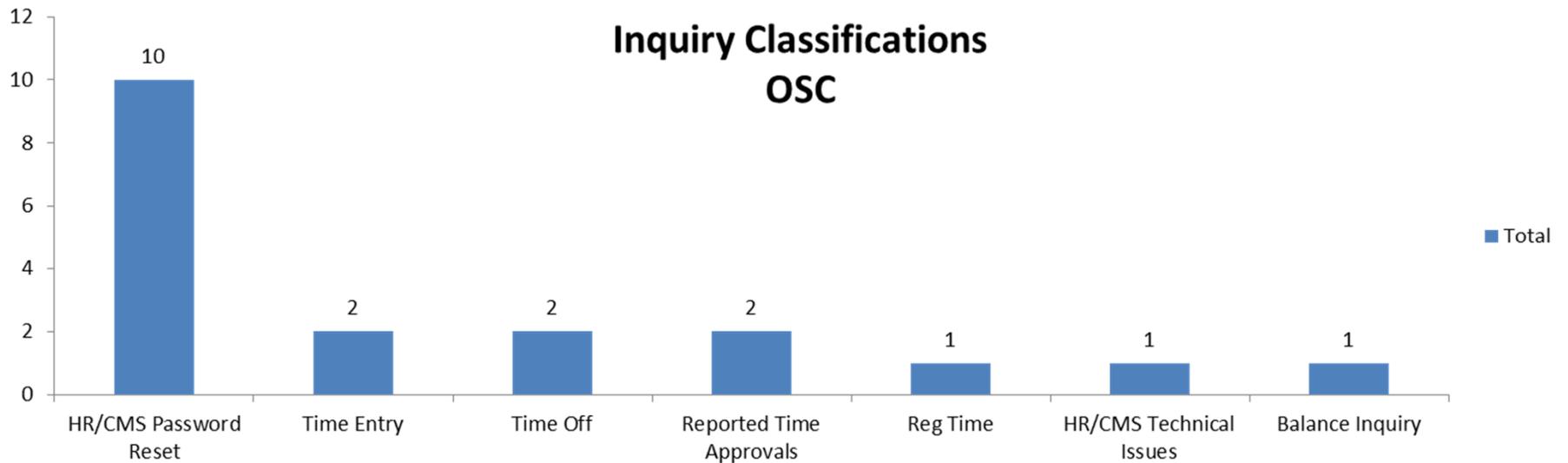


OSC Tickets and Classification

Number of Tickets by Agency

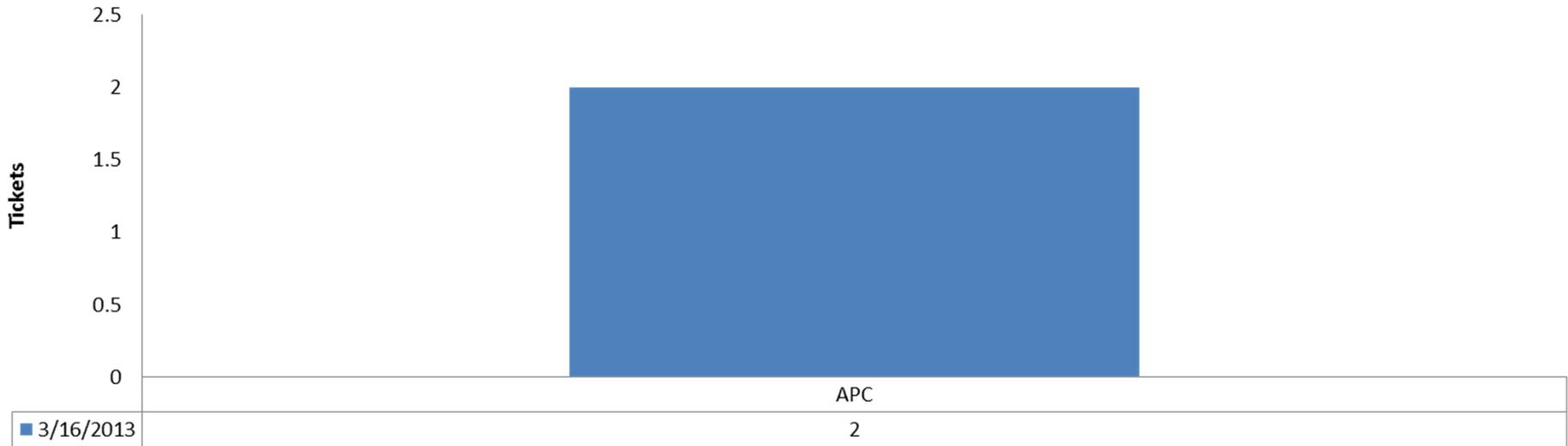


Inquiry Classifications OSC

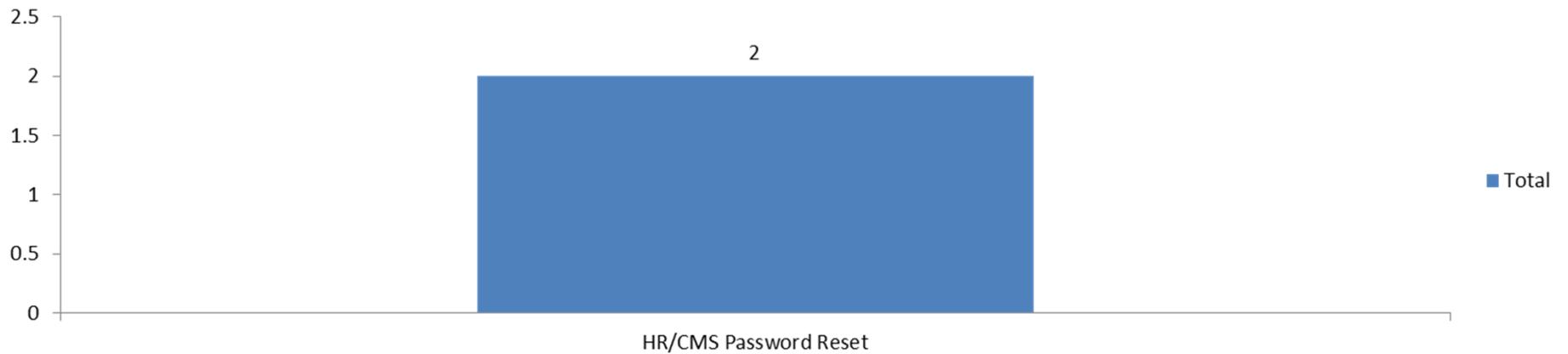


APC Tickets and Classification

Number of Tickets



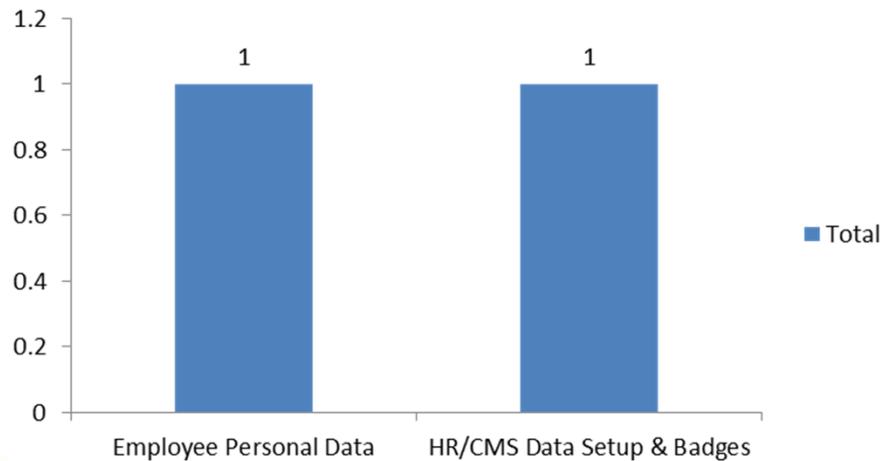
Inquiry Classifications-APC



VWA Data Below. No Data for SDA

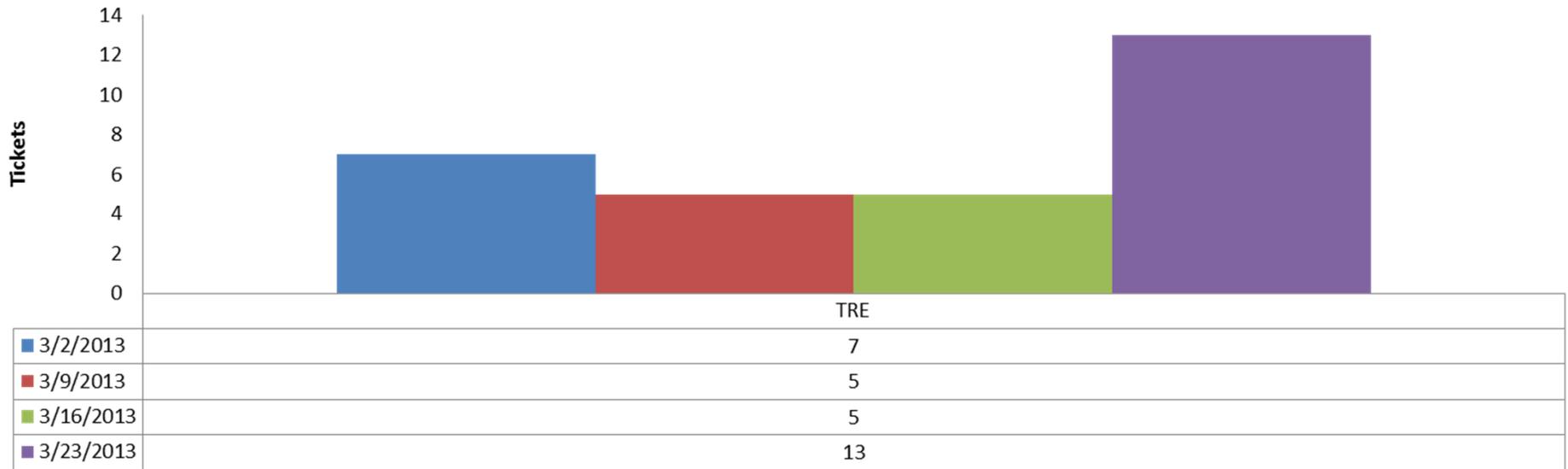


Inquiry Classifications- VWA

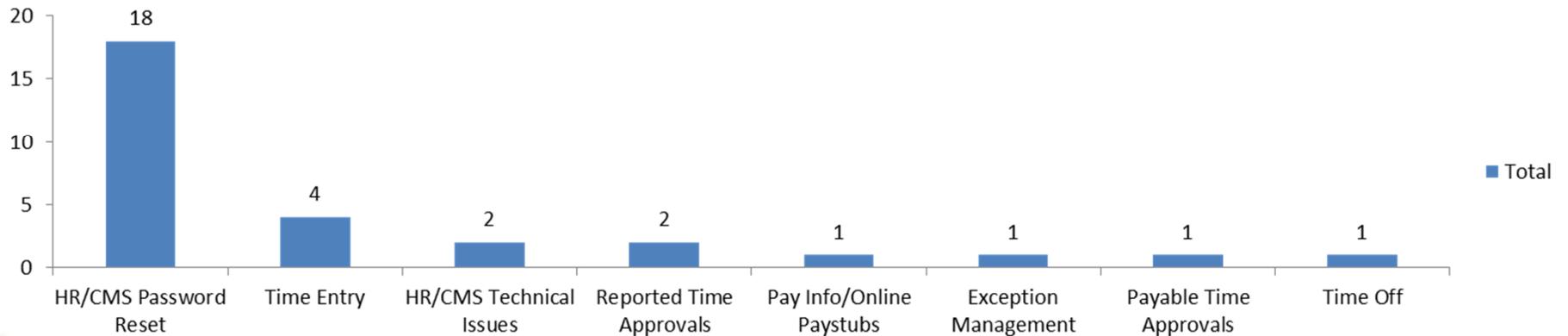


TRE Tickets and Classification

Number of Tickets

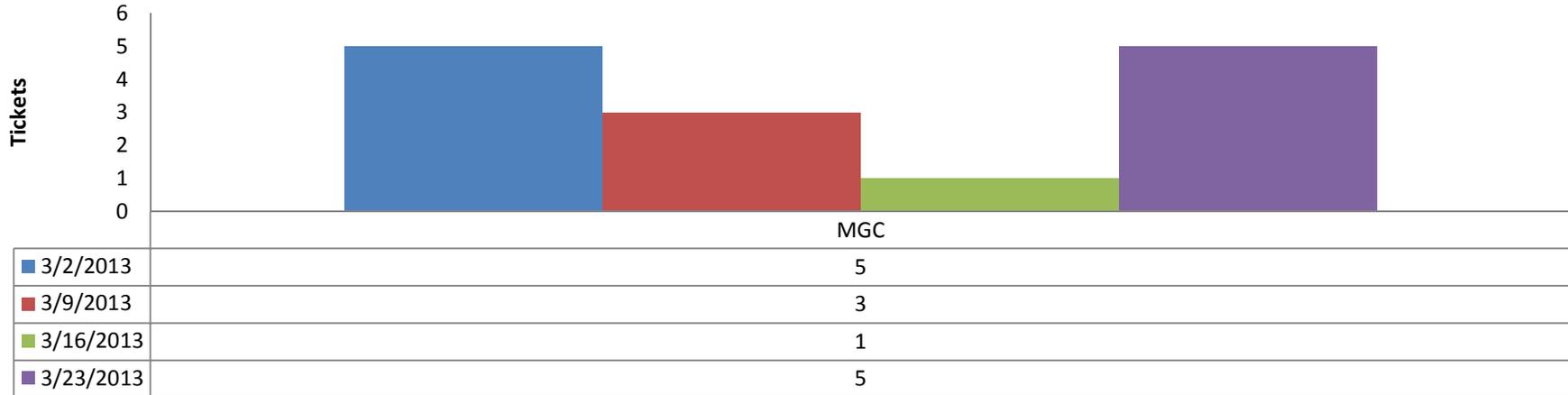


Inquiry Classifications

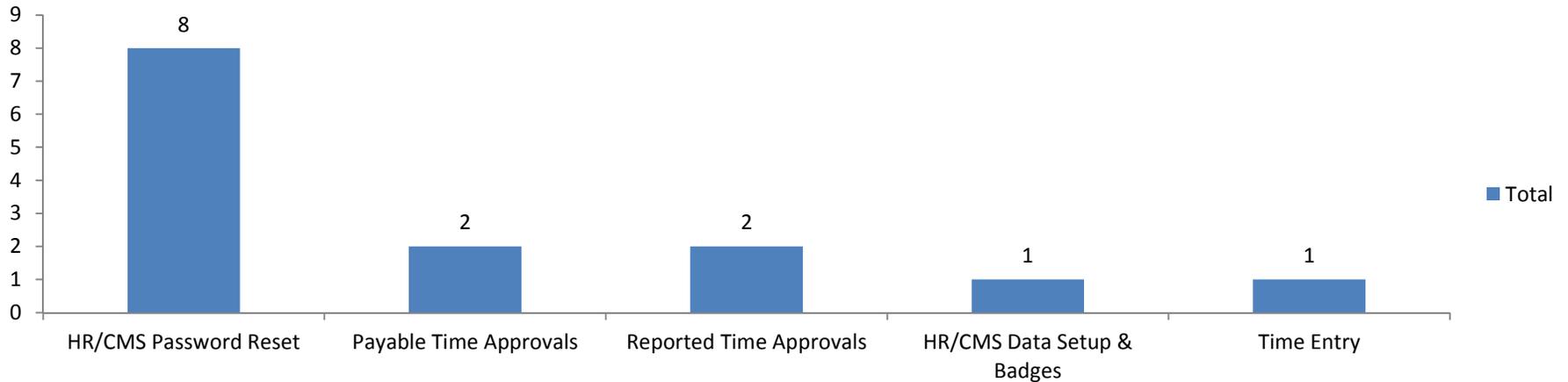


MGC Tickets and Classification

Number of Tickets

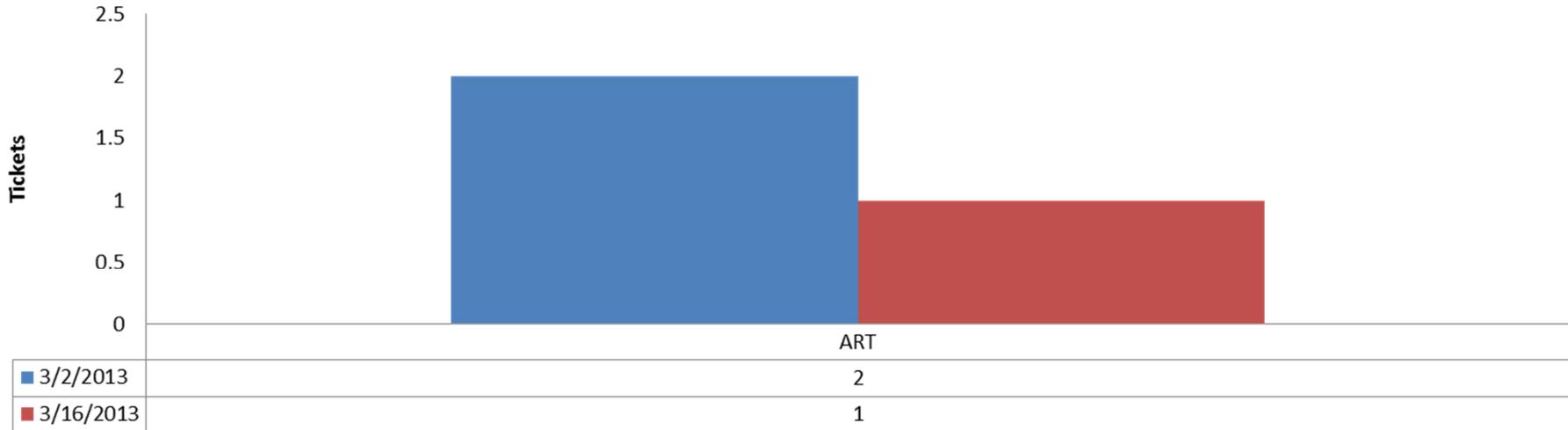


Inquiry Classifications



ART Tickets and Classification- No Data

Number of Tickets



Inquiry Classifications

