



The Commonwealth of Massachusetts



ESC Service Charter Scorecard

December 27, 2015 – January 23, 2016



The Commonwealth of Massachusetts

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Service Delivery Overview

December 27, 2015 – January 23, 2016

Executive Summary

Total # Agencies Served: 80

Total # Employees Served: 53,171

Total calls received: 7,317

Average Call Wait Time: 02:31

Total email requests received: 1210

Total FAX requests received: 229

Number of Transactions processed by ESC: 10,305

Total outbound contacts: 2,822

Total tickets opened: 7,133

Total tickets closed within 3 days: 6,891

Total tickets remain open beyond 3 days: 242

% tickets remain open beyond 3 days: 3.39%

% of Employees served by the ESC: 19.38%

Staffing

Area	Staffing as of 01/23/2016	Staffing as of 12/26/2015
Customer Service/Intake	5	5
Customer Service/Research	3	3
Processing & Outreach	8	8
Analyst	1	1
Supervisor	3	3
Senior Staff	4	4
Total	24	24

Activities

- ESC-supported Extended Illness Leave Bank (EILB) program open enrollment, December 22, 2015 through January 31, 2016. This impacted call wait times and abandoned calls, significantly.

Source: ESC Avaya CMS & Footprints Reports, data from 12/27/2015 – 1/23/2016.

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

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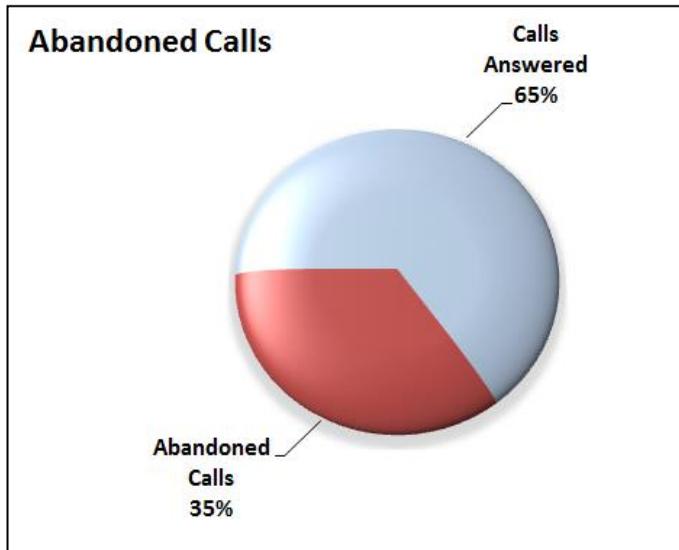
SLA Targets and Actual Performance

Metric	Target	Current Period Performance 12/27/15 – 01/23/16	Previous Period Performance 11/29/15 – 12/26/15	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	2:31 seconds	1:15 seconds	
Average case resolution time – password resets and e-mail updates (Time owned by ESC)	98% within 1 day	99.49%	99.48%	
Average case resolution time – inquiries and requests (Time owned by ESC)	75% within 1 day 90% within 3 days	91.9% within 1 Day and 93.9 within 3 Days	93.3% within 1 Day and 95.6 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 rate overall satisfaction good to excellent	89% rated good to excellent (1.108% response rate)	94% rated good to excellent (1.541% response rate)	
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	

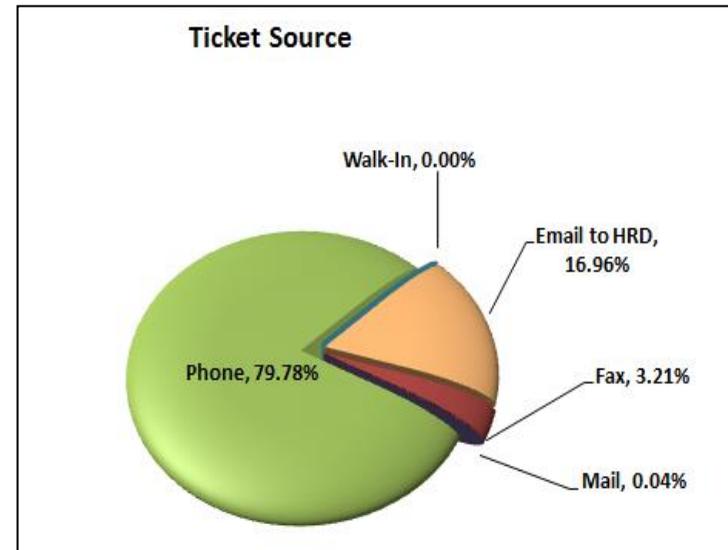


Inbound Call Data

SLA Metric	Target Level	Current Period 12/27/15 to 01/23/16	Previous Period 11/29/15 to 12/26/15	January 2015
Average wait time – all inquiries (Days operational)	Will not exceed 3 minutes 90% of the time	2:31 seconds	1:15 seconds	0:42 seconds



Total = 7,317 calls



Total = 7,133 Tickets

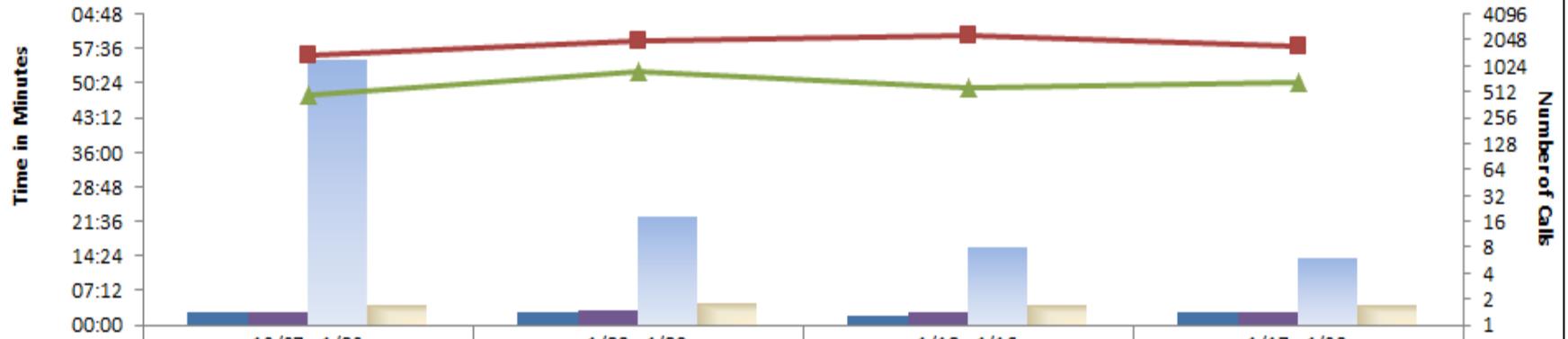
Source: ESC Footprints & Avaya data from 12/27/2015 – 1/23/2016.

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



Inbound Call Data

Wait Time, Call Volumes, & Abandonment Rates



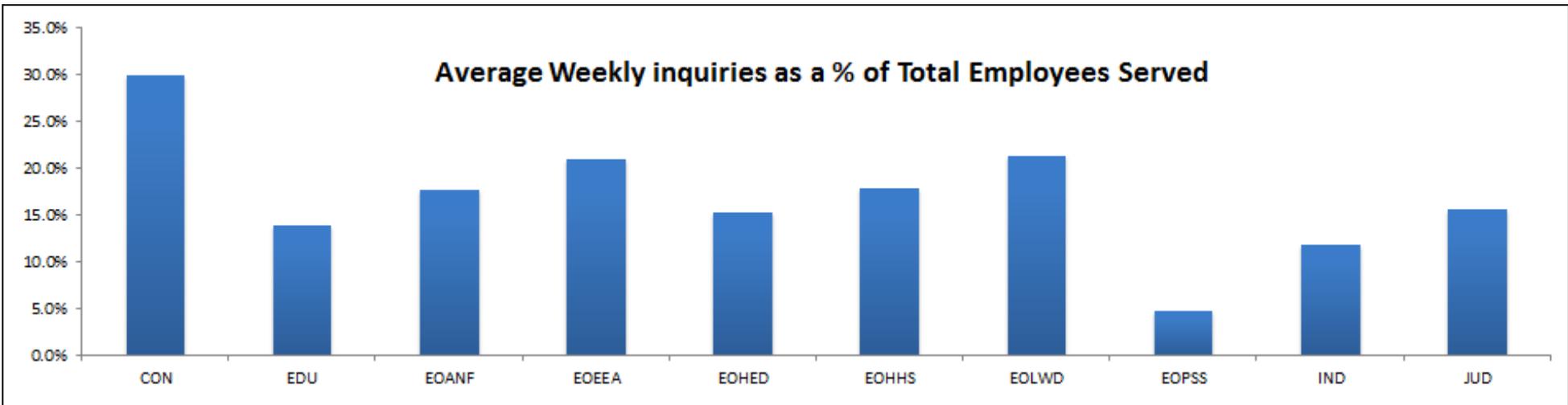
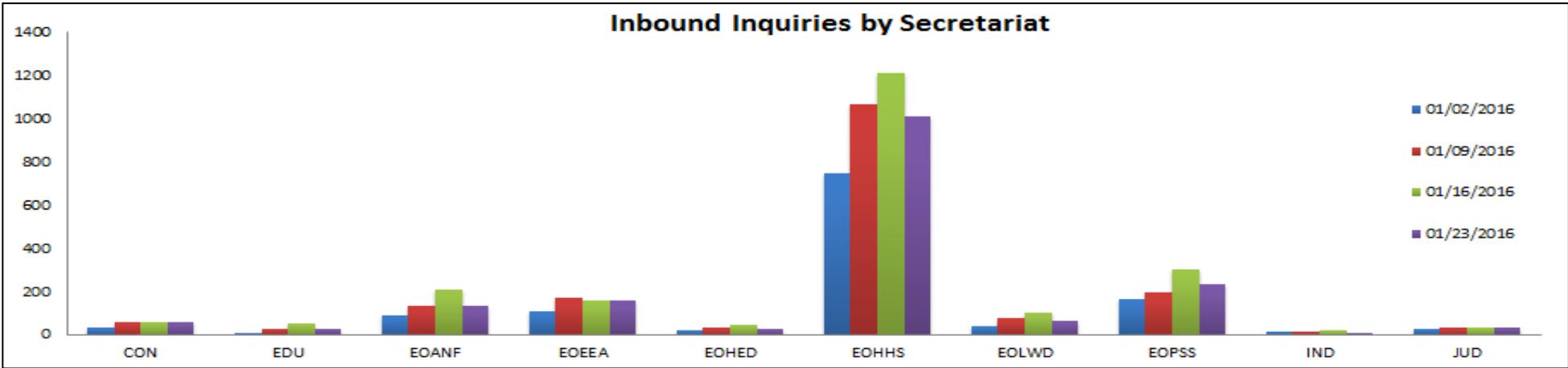
	12/27 - 1/02	1/03 - 1/09	1/10 - 1/16	1/17 - 1/23
Wait Time	02:37	02:48	02:04	02:34
Average Call Abandon Time	02:44	03:06	02:32	02:44
Longest Wait Time	55:12	22:41	16:11	14:08
Average Call Time	04:13	04:30	04:16	04:21
Call Volume	1371	1970	2285	1691
Abandoned Calls	478	858	570	659

Source: ESC Avaya data from 12/27/2015 – 1/23/2016.



Inbound Inquiries by Secretariat

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



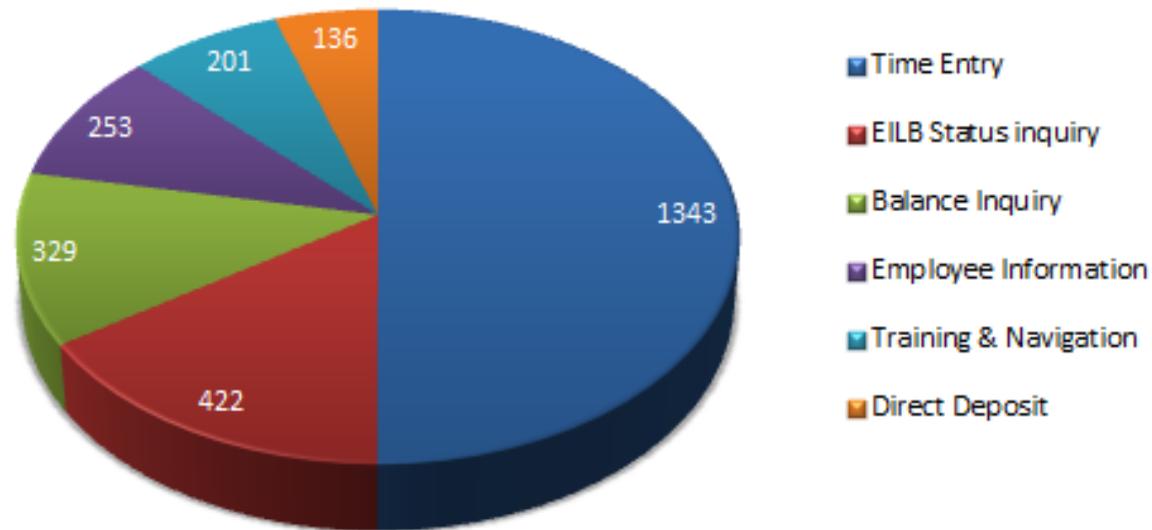
Source: ESC Footprints data from 12/27/2015 – 1/23/2016.

. Average inquiries per employee is shown for comparison purposes and does not account for repeat contacts (i.e., one employee calling multiple times).



Type of Inquiries Received

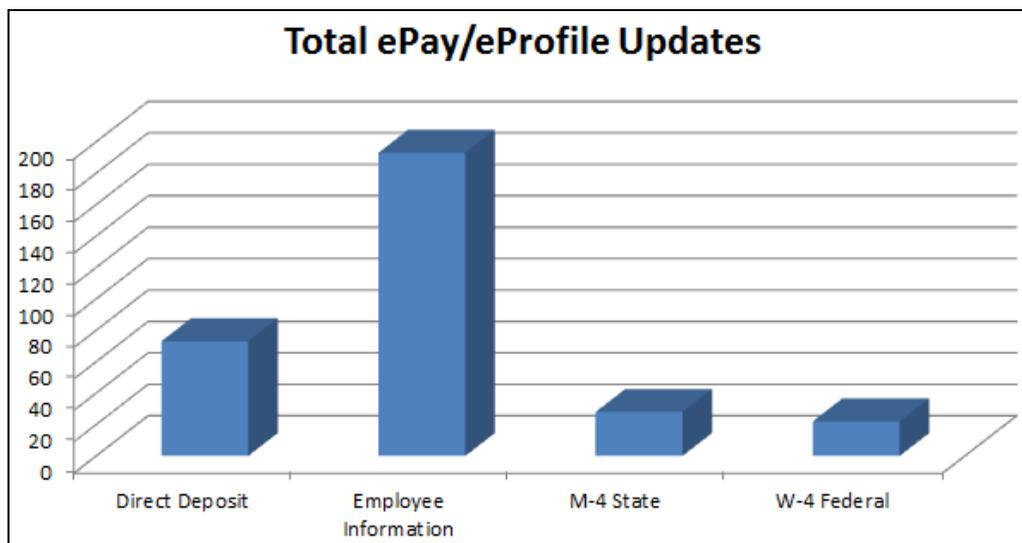
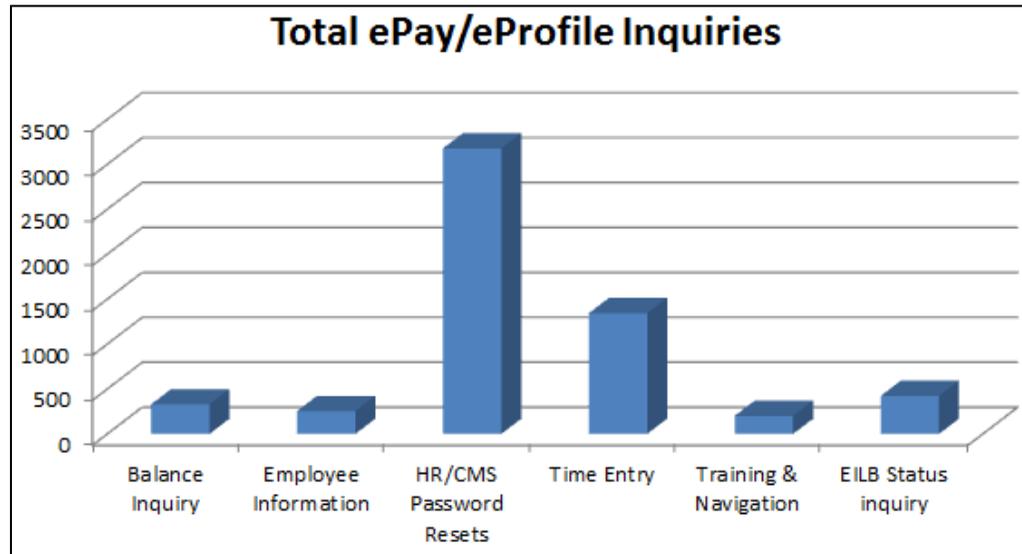
Top Inquiry Classifications (Excluding Password Resets)



Source: ESC Footprints data from 12/27/2015 – 1/23/2016.



ePay/eProfile Transactions



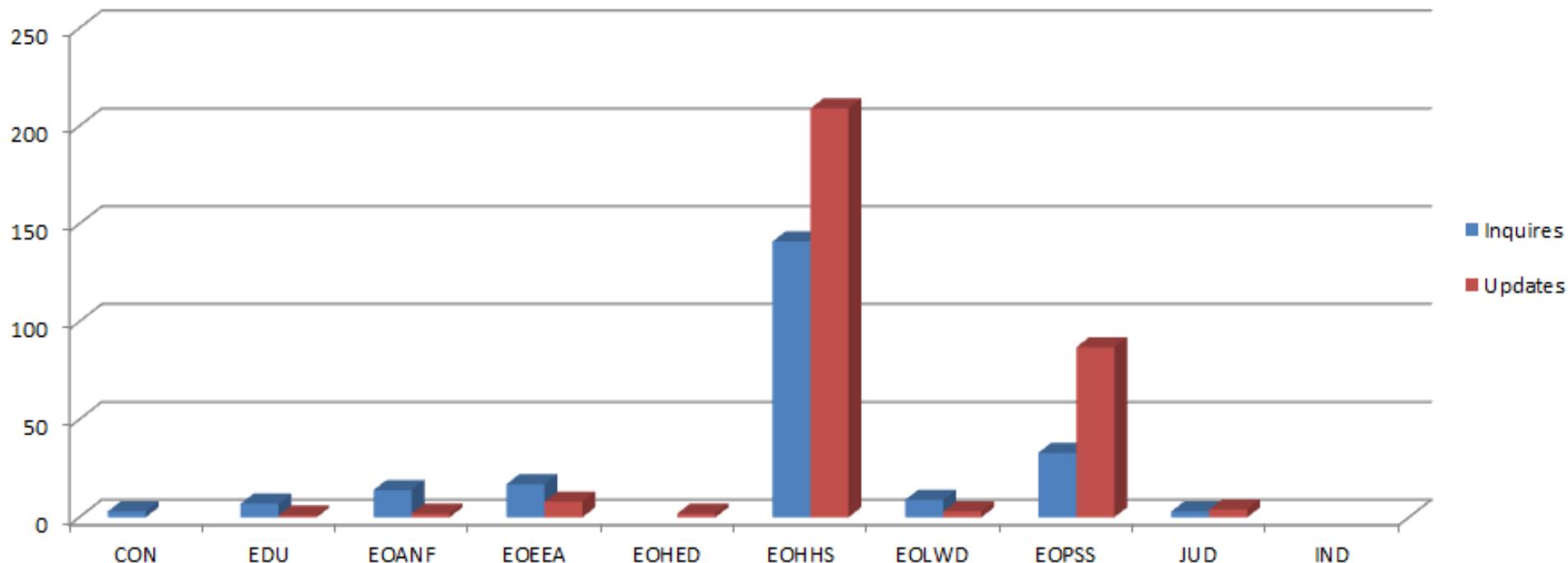
Source: ESC Footprints data from 12/27/2015 – 1/23/2016.

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ePay/eProfile Transactions by Secretariat

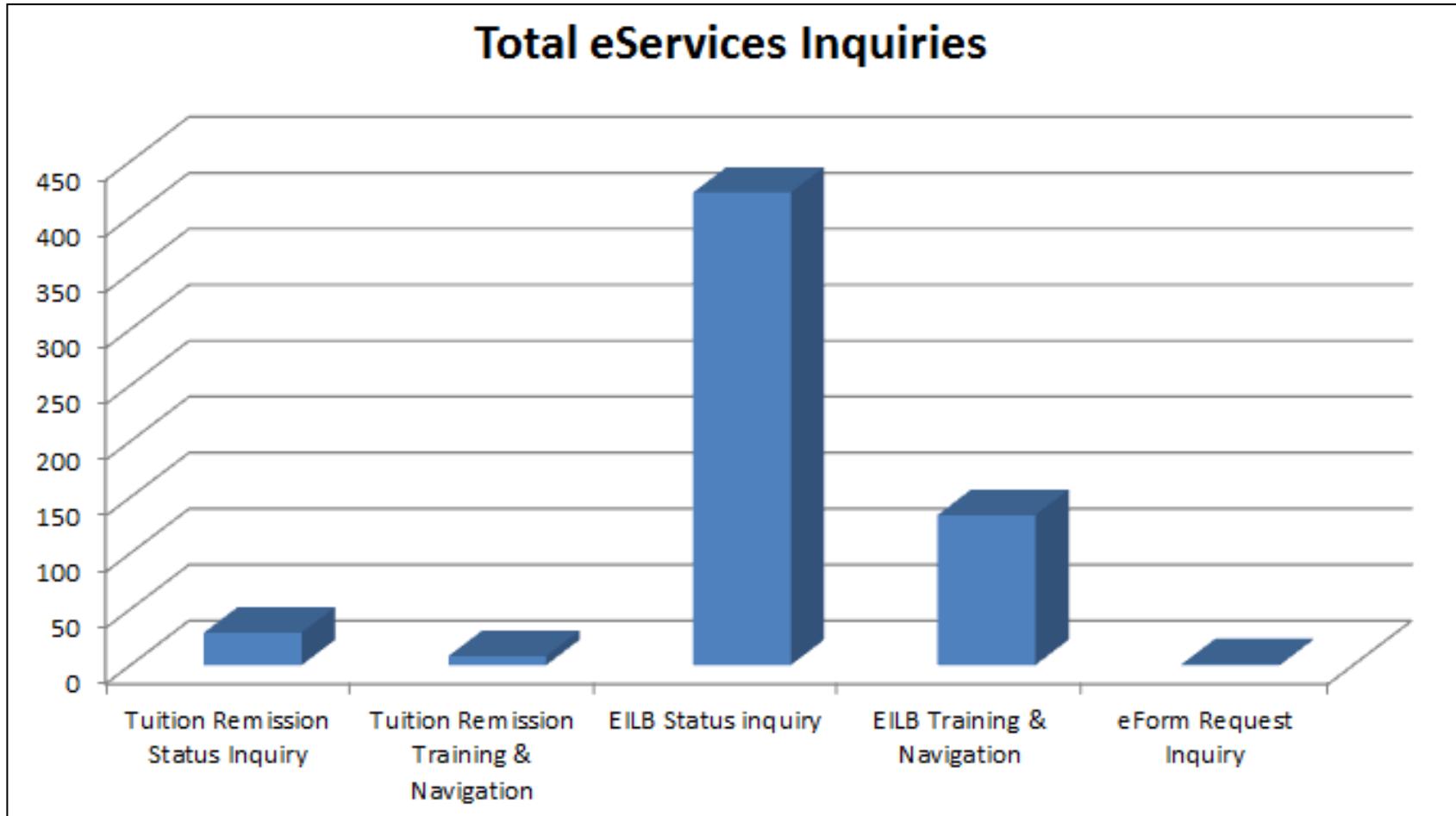
ePay/eProfile Transactions by Secretariat



Source: ESC Footprints data from 12/27/2015 – 1/23/2016.



eServices Transactions

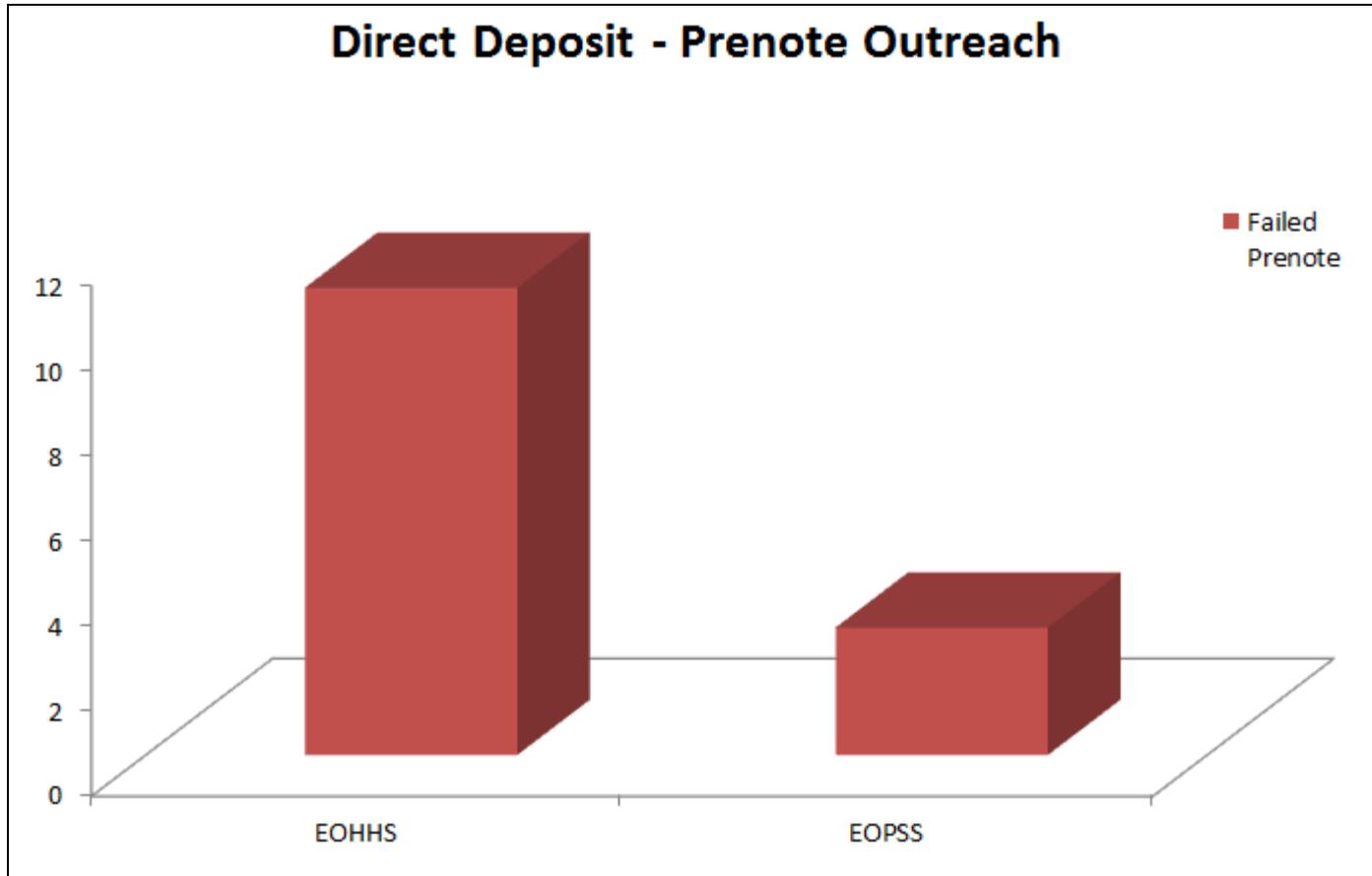


Source: ESC Footprints data from 12/27/2015 – 1/23/2016.

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Direct Deposit-Prenote Outreach



Source: ESC data from 12/27/2015 – 1/23/2016.



Case Resolution Time

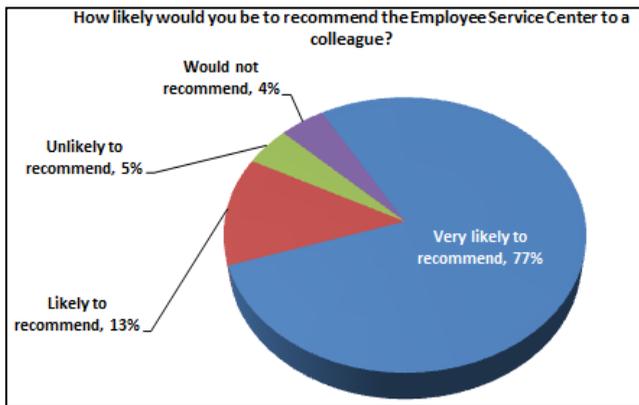
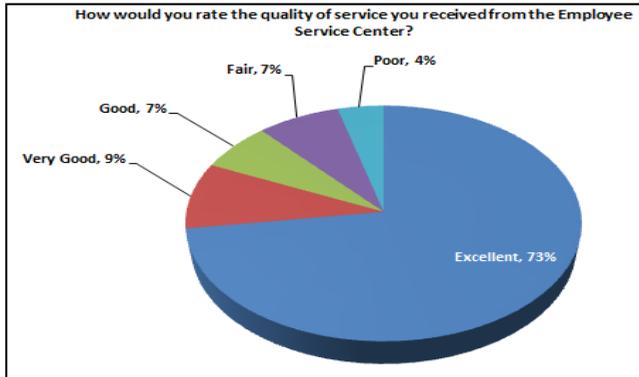
SLA Metric	Target	Current Period 12/27/2015 – 1/23/2016	Previous Period 11/29/2015 – 12/26/2015	Previous Year January 2015
Average case resolution time – password resets and e-mail updates (Time owned by ESC)	98% within 1 day	99.49%	99.48%	100%
Average case resolution time – inquiries and requests (Time owned by ESC)	75% within 1 day 90% within 3 days	91.9% within 1 Day and 93.9% within 3 Days	93.3% within 1 Day 95.6% within 3 Days	97.4% within 1 day 98.8% within 3 days

Source: ESC Footprints data from 12/27/2015 – 1/23/2016.



Customer Satisfaction Survey Results

SLA Metric	Target	Current Period 12/27/2015 – 1/23/2015	Previous Period 11/29/2015 – 12/26/2015	January 2015
Customer satisfaction (Based on automated survey upon ticket closure.)	80% of customers rate overall satisfaction good to excellent	89% rated good to excellent (1.108% response rate)	94% rated good to excellent (1.541% response rate)	90% rated good to excellent (0.152% response rate)



Selected Monthly Comments:

- I don't know that it could have been resolved in a better way than the way it was resolved.
- There is no better way. The service rep was very prompt and very courteous to me. How can you improve on THAT?
- Once speaking to the rep she was very pleasant and helpful.
- I also could not open hyperlink which was not resolved. The person on the phone went above and beyond.
- Very happy with the service provided by representative. Very pleasant/helpful!!! THANK YOU
- Employee Center was very personal and professional
- There was an issue not with the person I finally reached on the phone but the fact that my emails were unanswered and it took a couple of calls to get someone. Once I got someone things were well handled. It took time to get someone. I also could not open hyperlink which was not resolved. The person on the phone went above and beyond.

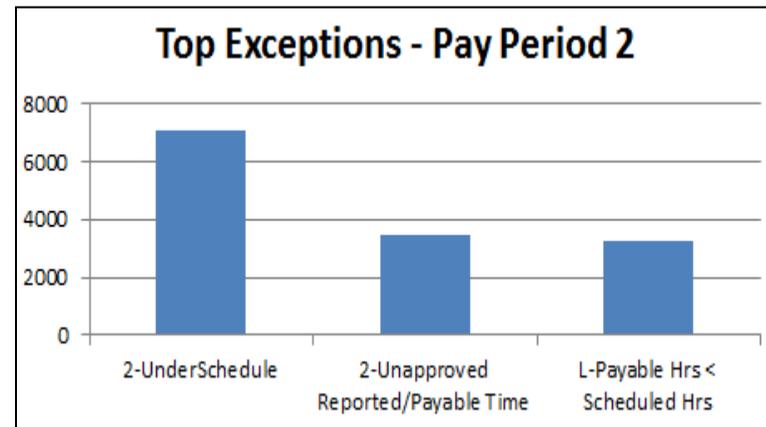
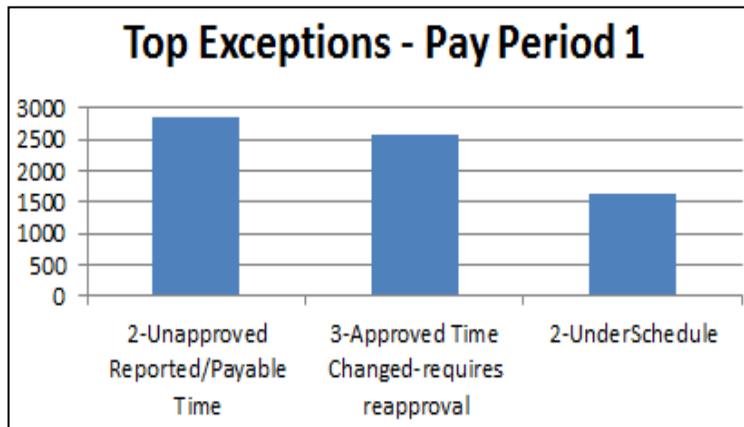
Source: ESC Customer Satisfaction Survey; survey link is provided on ticket closure notice and is voluntary. Survey results shown were collected between 12/27/2015 – 1/23/2016.

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Outbound Contact Percentages

SLA Metric	Target	Current Period 12/27/2015 – 01/23/2016	Previous Period 11/29/2015 – 12/26/2015
Percentage of approvers contacted with unresolved high exceptions requiring ESC intervention for resolution:	98% 85% holiday/emergency leave weeks	42.70%	64.28%



**Outbound Contact percentages impacted by staff involvement in high volume of EILB transactions*

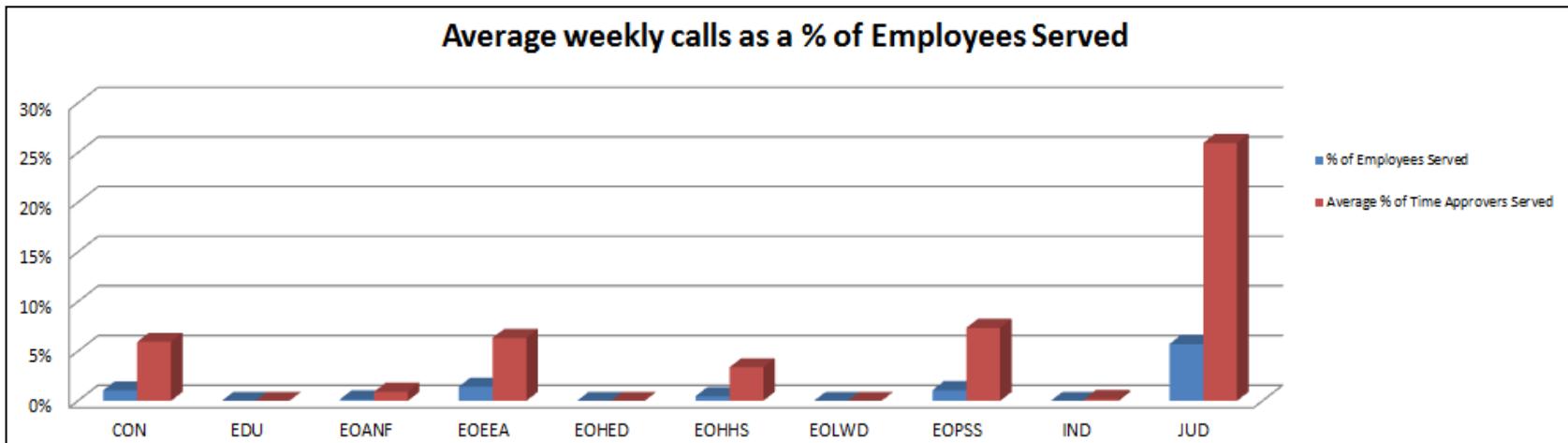
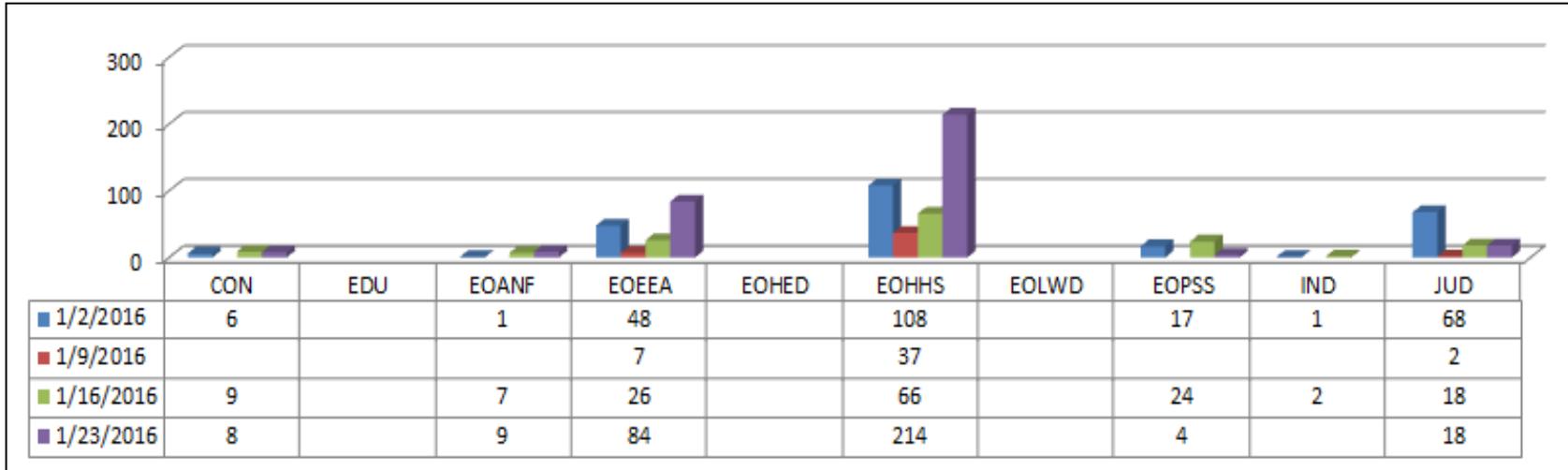
Source: ESC data from 12/27/2015 – 1/23/2016.



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 continue to represent the largest volume of outbound calls from the ESC.



Source: ESC Exception Management System data from 12/27/2015 – 1/23/2016.

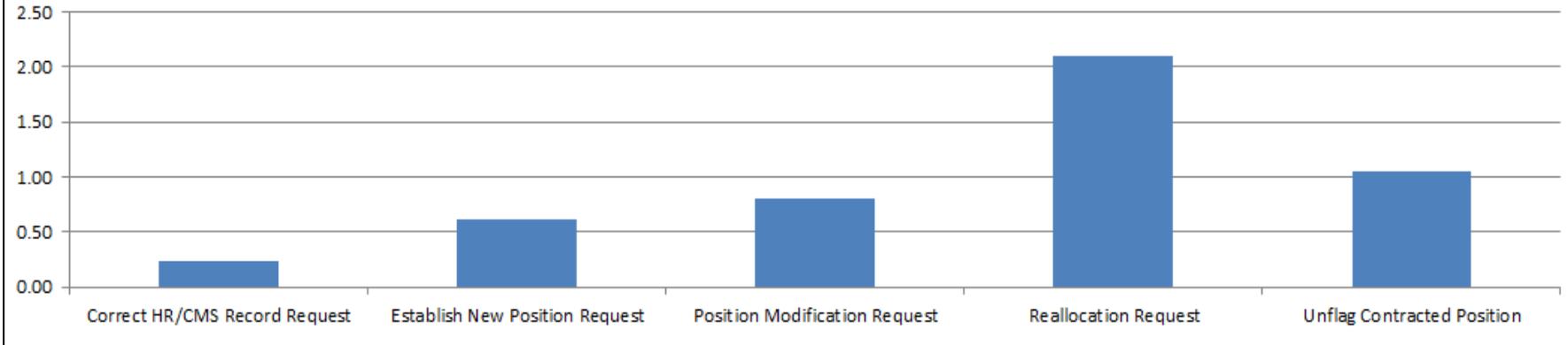
Average inquiries per employee is shown for comparison purposes and does not account for repeat contacts (i.e., calling an employee multiple times).



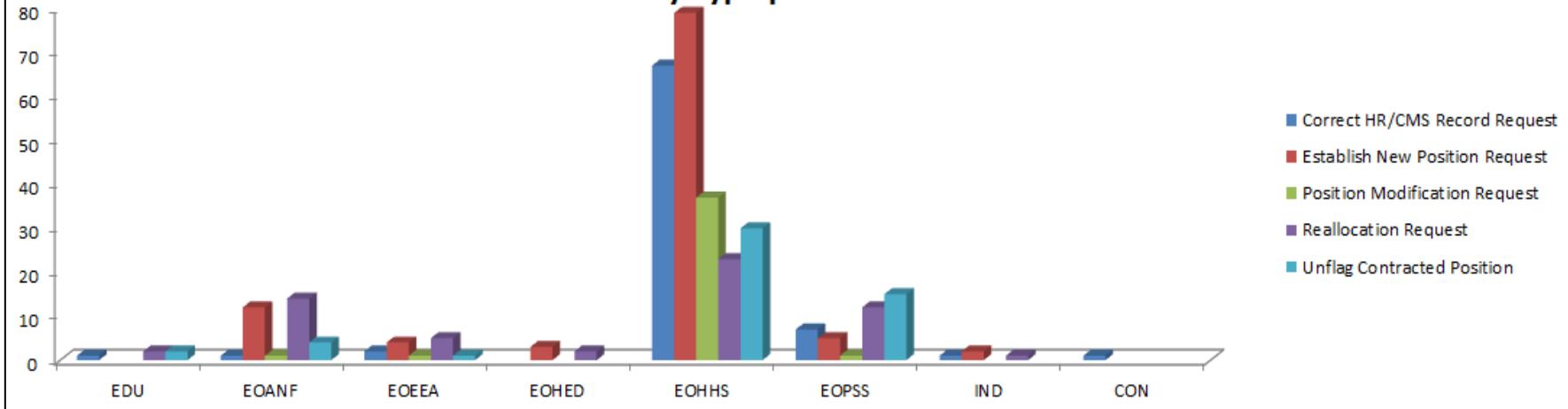
Position Management

Total number of eForms processed by ESC: 678

Average eForm Turnaround Time (Days)



eForms Processed by Type per Secretariat



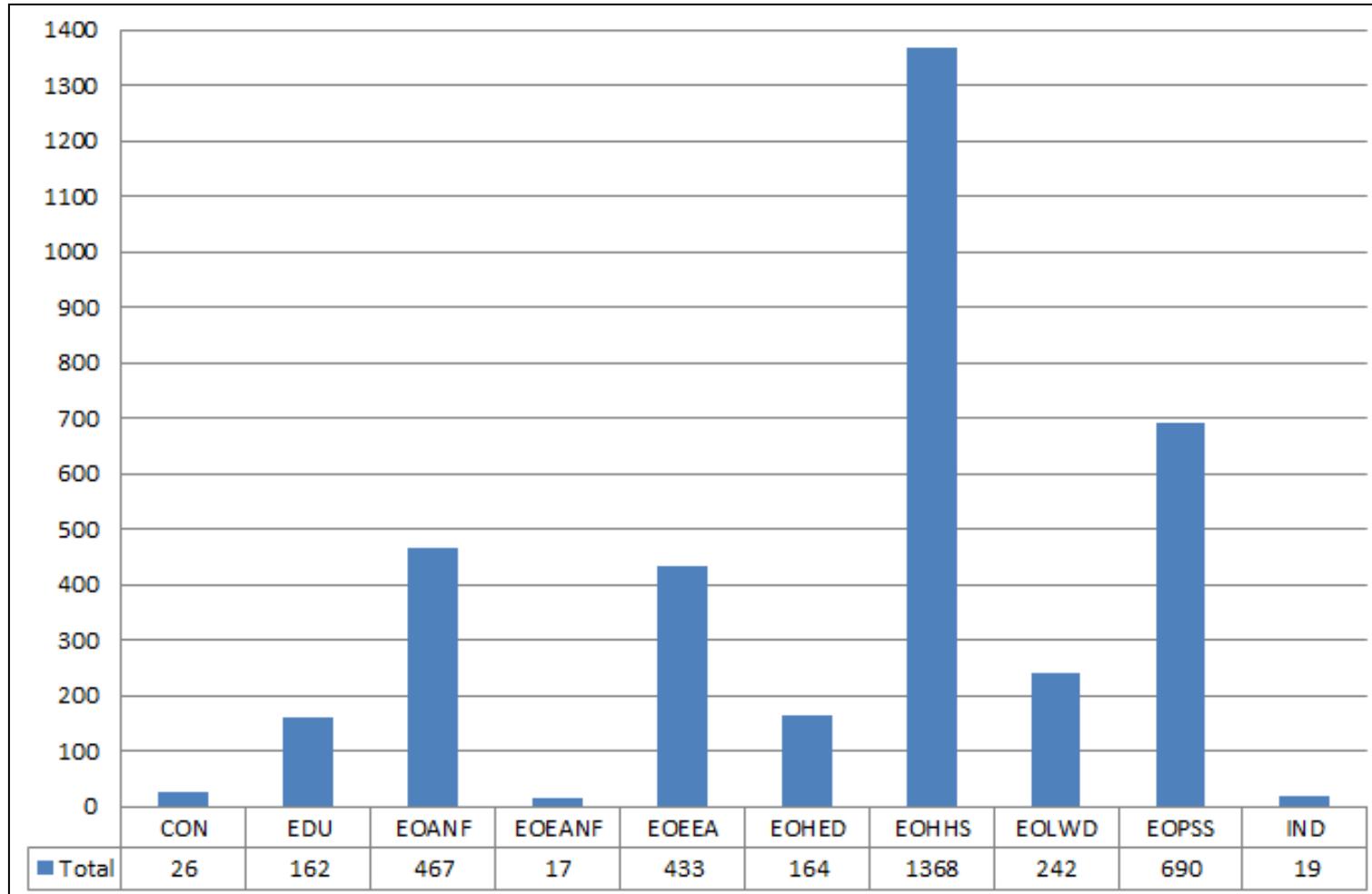
*The increase in EOHHS Establish New Position Requests were due to HR/CMS Corrections for ERIP backfill positions..

Unflag Contract Position Requests are dependent on ANF Platform Approval

Source: ESC data from 12/27/2015 – 1/23/2016.



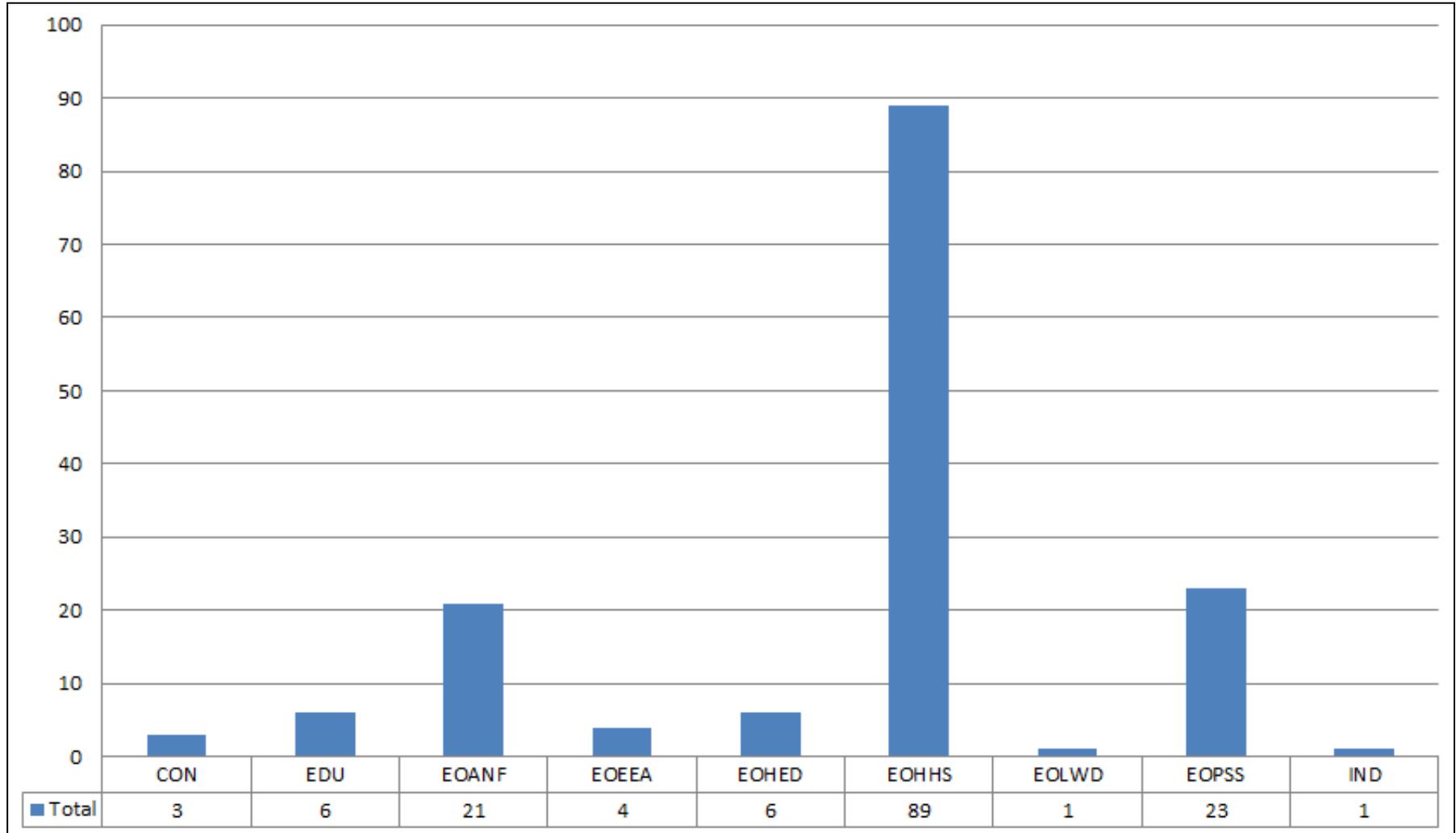
Extended Illness Leave Bank Submissions Per Agency



Source: OnBase - Hyland Utility Client Reporting data from 12/27/2015 – 1/23/2016.



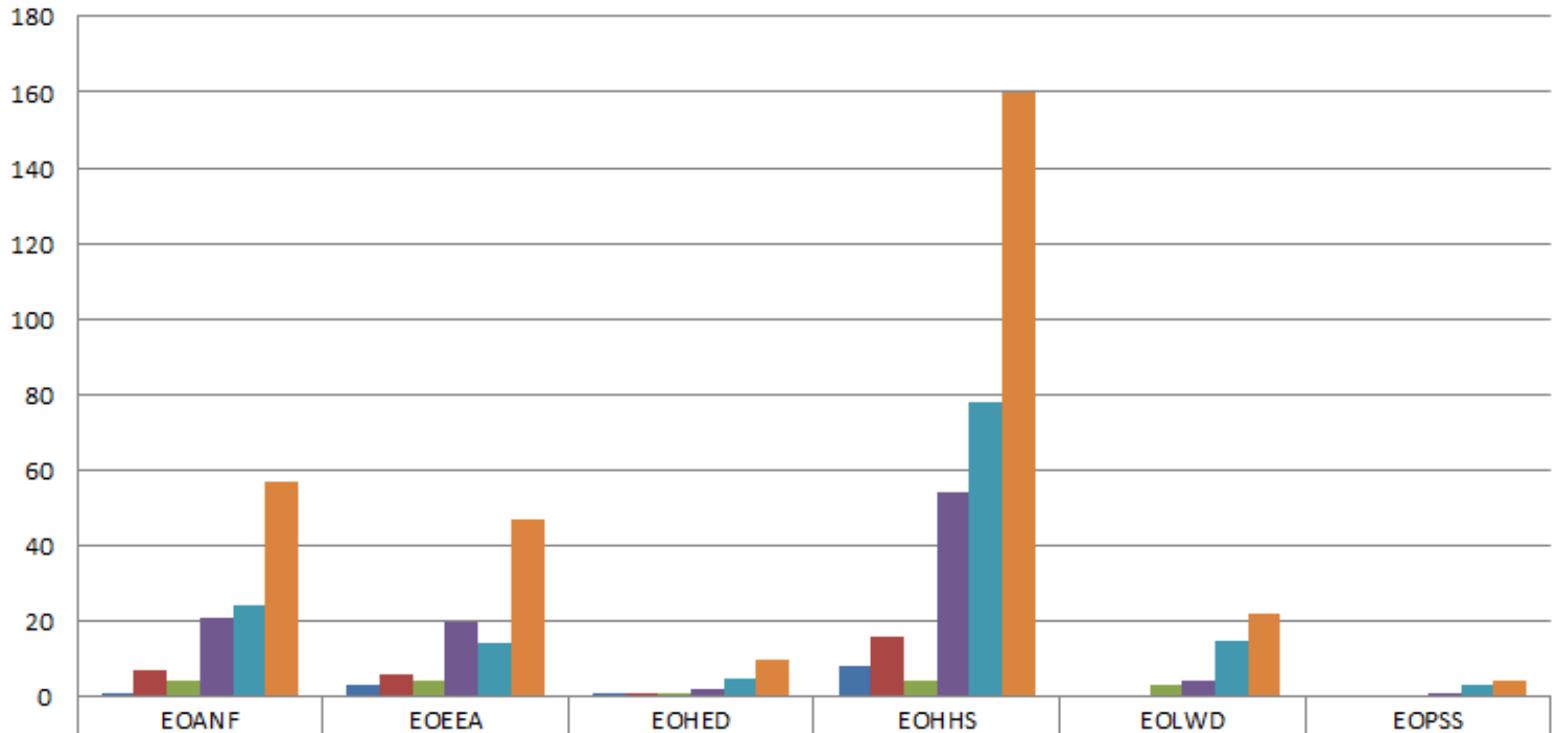
Tuition Remission Submissions by Secretariat



Source: OnBase - Hyland Utility Client Reporting data from 12/27/2015 – 1/23/2016.



MassCareers Top 5 Most Frequent Classifications by Secretariat



	EOANF	EOEEA	EOHED	EOHHS	EOLWD	EOPSS
Recruiting Navigation and Training	1	3	1	8		
Requisition Inquiries	7	6	1	16		
Configuration Changes	4	4	1	4	3	
Security & Data Setup	21	20	2	54	4	1
Password Reset	24	14	5	78	15	3
Grand Total	57	47	10	160	22	4

Source: ESC Footprints data from 12/27/2015 – 1/23/2016.



Review Schedule Service Charter Scorecard

Service Month*		
Start Date	End Date	Report Available
2/22/2015	4/4/2015	4/22/2015
4/5/2015	5/2/2015	5/20/2015
5/3/2015	5/30/2015	6/17/2015
5/31/2015	7/11/2015	7/29/2015
7/12/2015	8/8/2015	8/26/2015
8/9/2015	9/5/2015	9/23/2015
9/6/2015	10/3/2015	10/21/2015
10/4/2015	10/31/2015	11/18/2015
11/1/2015	11/28/2015	12/26/2015
11/29/2015	12/26/2015	1/13/2016
12/27/2015	1/23/2016	2/10/2016
1/24/2016	3/5/2016	3/23/2016

***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	17	DOI-Division Of Insurance	139	MCB-Mass Commission For The Blind	158
AGR-Department Of Agricultural Resources	96	DOR-Department Of Revenue	1601	MCD-Commission For The Deaf And Hard Of Hearing	51
ALA-Administrative Law Appeals Division	34	DOS-Division Of Standards	19	MGC-Massachusetts Gaming Commission	72
ANF-Eo Administration & Finance	290	DPH-Department Of Public Health	3019	MIL-Massachusetts National Guard	9510
APC-Appeals Court	114	DPS-Department Of Public Safety	172	MMP-Massachusetts Marketing Partnership	16
ART-Mass Cultural Council	34	DPU-Department Of Public Utilities	156	MRC-Mass Rehabilitation Commission	964
ATB-Appellate Tax Board	20	DSS-Department Of Children And Families	3678	OCD-Dept Of Housing And Community	276
BLC-Board of Library Commissioners	23	DYS-Department Of Youth Services	863	OHA-Massachusetts Office On Disability	15
BSB-Bureau Of State Buildings	14	EDU-Executive Office Of Education	86	ORI-Office For Refugees And Immigrants	21
CAD-Commission Against Discrimination	73	EEC-Department Of Early Education	200	OSC-Office Of The Comptroller	130
CDA-Massachusetts Emergency Management Agency	99	EED-Executive Office Of Housing & Economic Development	57	OSD-Division Of Operational Services	104
CHE-Soldiers' Home In Massachusetts	338	EHS-Executive Office Of Health and Human Services	1568	PAR-Parole Board	178
CHS-Department Of Criminal Justice Information Systems	42	ELD-Department Of Elder Affairs	57	POL-State Police	2627
CJT-Criminal Justice Training Council	526	ENE-Department Of Energy Resources	57	REG-Division Of Professional Licensure	114
CME-Chief Medical Examiner	89	ENV-Executive Office Of Energy and Environmental Affairs	293	RGT-Department Of Higher Education	67
CPC-Committee for Public Counsel Services	729	EOL-Executive Office Of Workforce Development	1385	SCA-Office Of Consumer Affairs And Business Regulations	26
CSC-Civil Service Commission	11	EPS-Executive Office Of Public Safety and Security	197	SDA-Sheriffs Department Association	3
CSW-Commission On Status Of Women	2	EQE-Department Of Environmental Protection	699	SEA-Department Of Business And Technology	13
DAC-Disabled Persons Protection Commission	32	FWE-Department Of Fish And Game	318	SOR-Sex Offender Registry	45
DCP-Capital Asset Management And Maintenance	432	GIC-Group Insurance Commission	59	SRB-State Reclamation Board	151
DCR-Department Conservation And Recreation	1128	HCF-Health Care Finance & Policy	166	TAC-Department Of Telecommunications	23
DFS-Department Of Fire Services	652	HLY-Soldiers' Home In Holyoke	374	TRB-Teachers Retirement Board	96
DMH-Department Of Mental Health	3503	HPC-Health Policy Commission	66	TRE-Office Of The State Treasurer	230
DMR-Health and Human Services	6575	HRD-Human Resources Division	148	VET-Department Of Veterans Service	69
DOB-Division Of Banks	170	ITD-Information Technology Division	333	VWA-Victim And Witness Assistance	17
DOC-Department Of Corrections	5019	LIB-George Fingold Library	12	WEL-Department Of Transitional Assistance	1507
DOE-Department Of Elementary & Secondary Education	501	LOT-Lottery And Gaming Commission	403	Grand Total:	53171

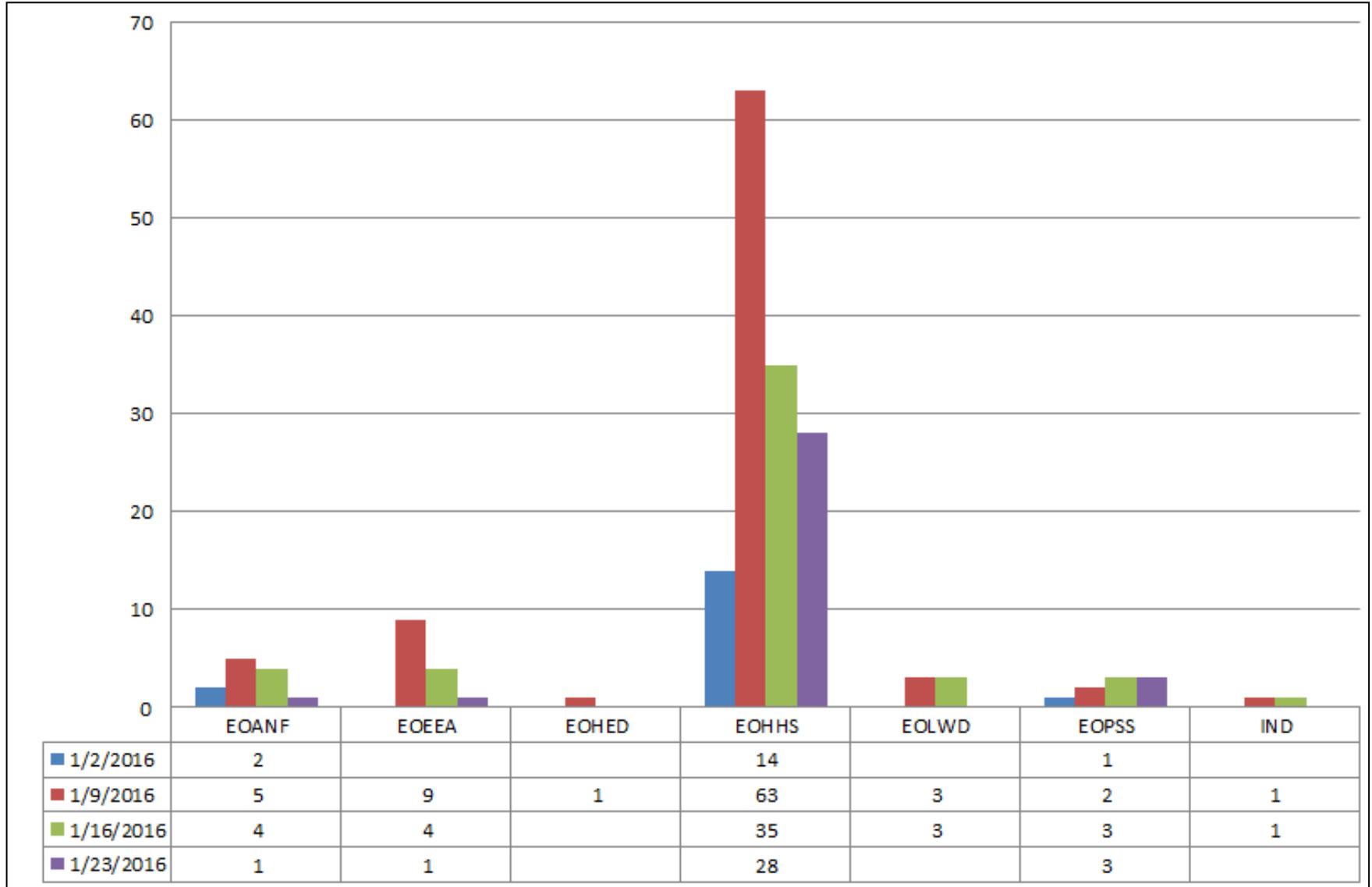


Appendix: Inquiries by Agency

- Note: No inquiries were received for this service month from:

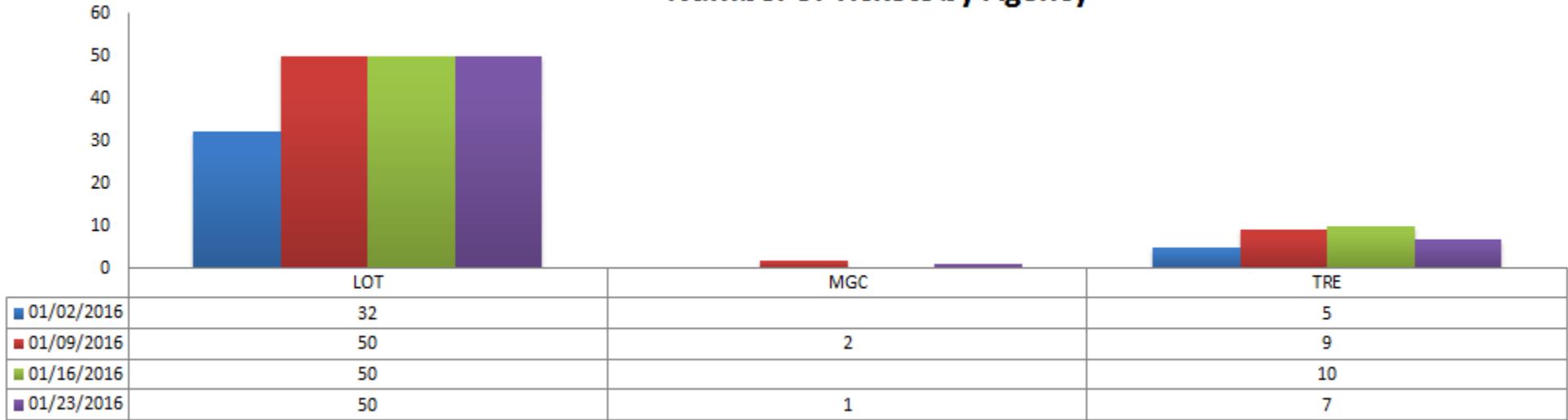
CSW – Commission On Status Of Women	DAC - Disabled Persons Protection Commission
SDA - Sheriffs Department Association	VWA - Victim And Witness Assistance

Tickets Forwarded to Agency HR/ Payroll

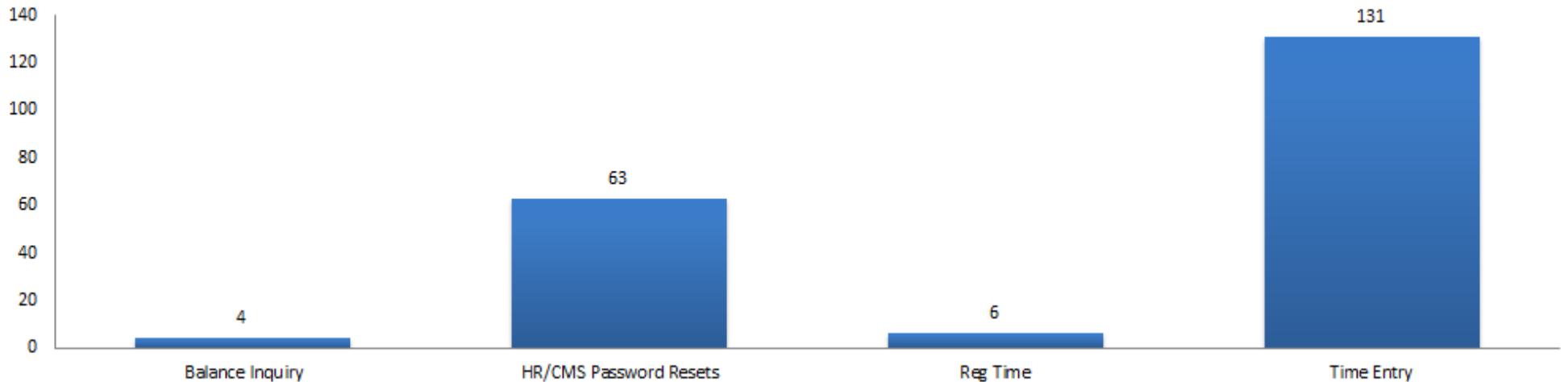


CON Agencies

Number of Tickets by Agency

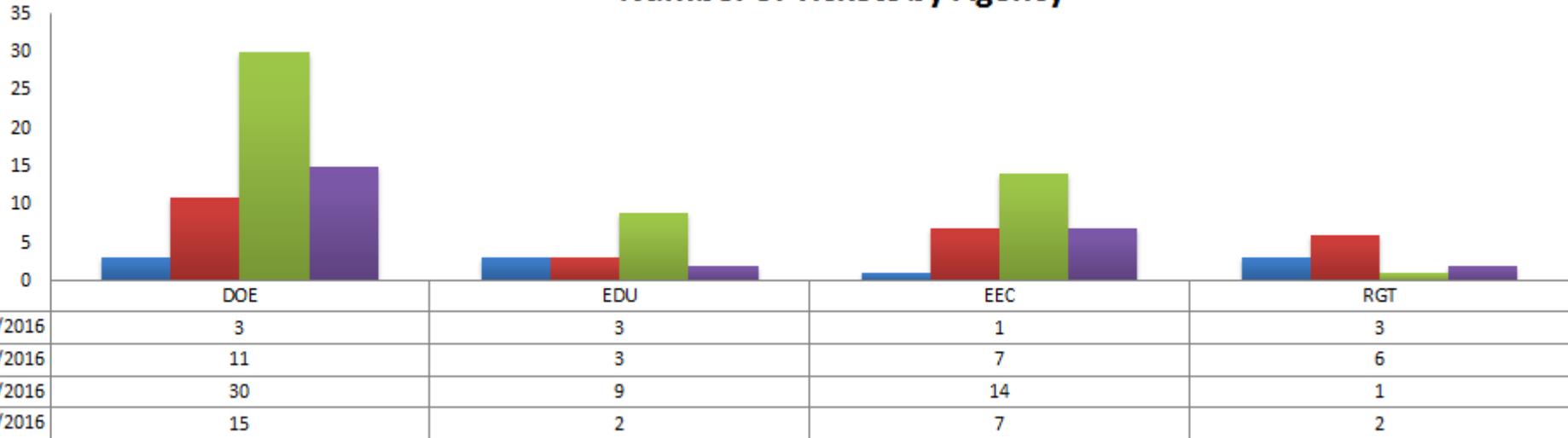


Inquiry Classifications

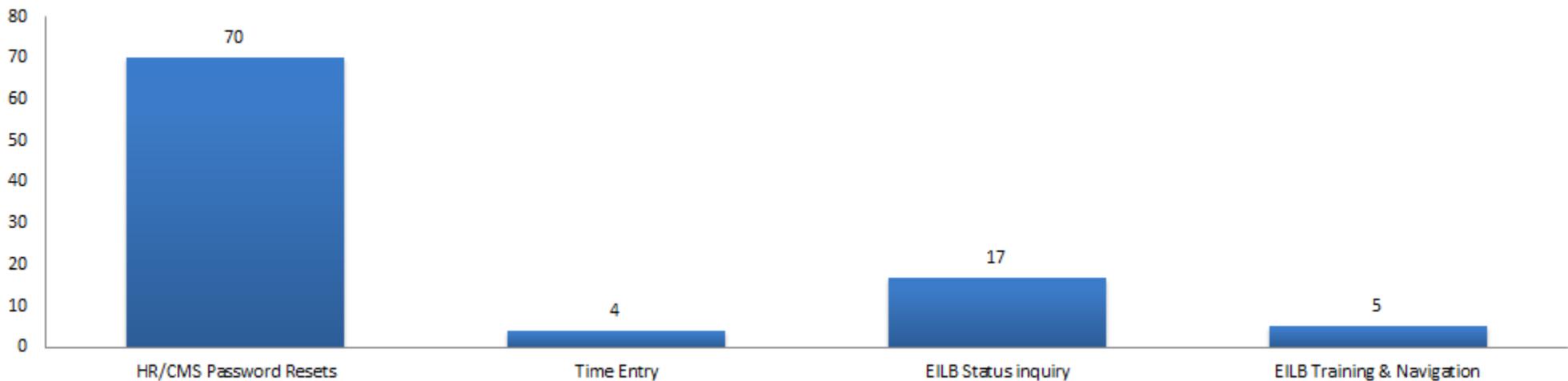


EDU Secretariat Agencies

Number of Tickets by Agency

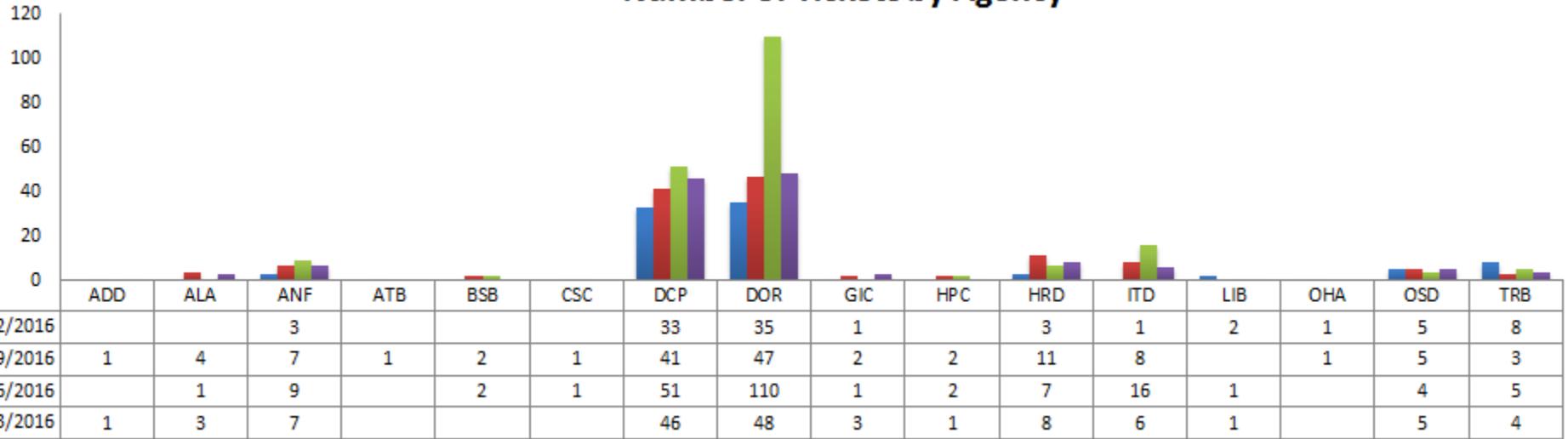


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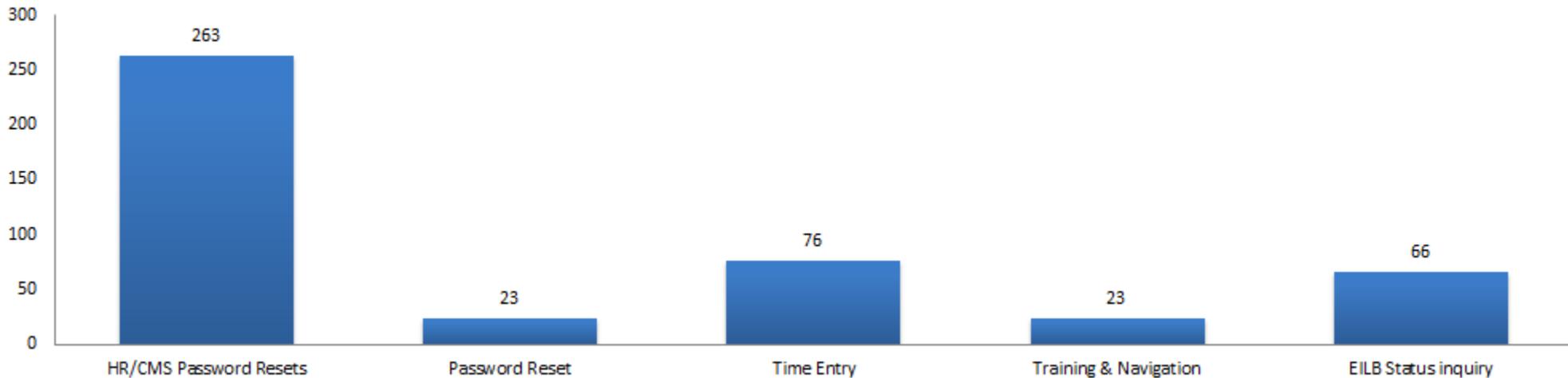


EOANF Secretariat Agencies

Number of Tickets by Agency

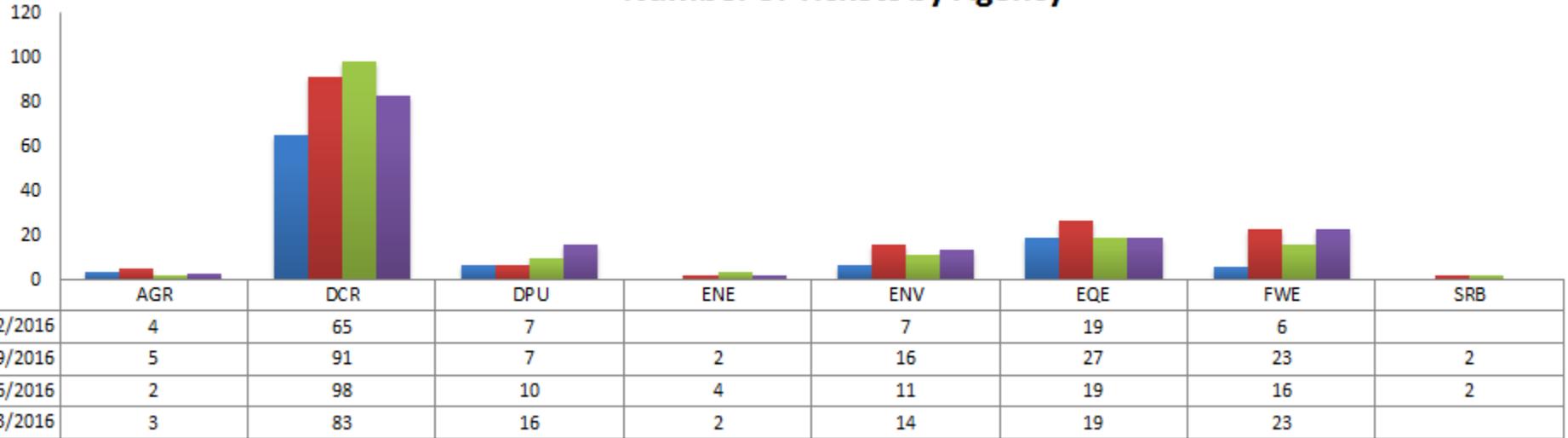


Inquiry Classifications

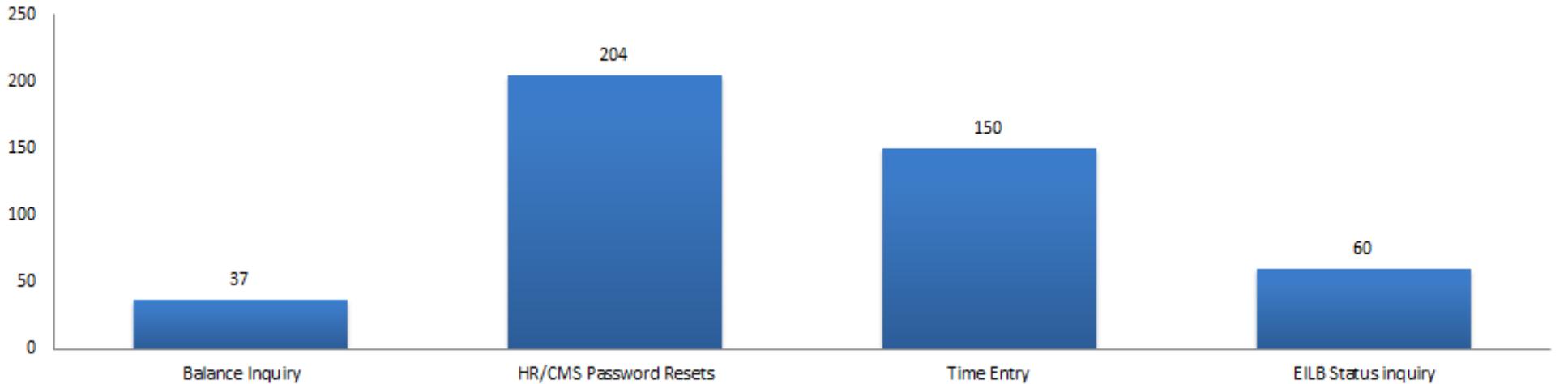


EOEEA Secretariat Agencies

Number of Tickets by Agency

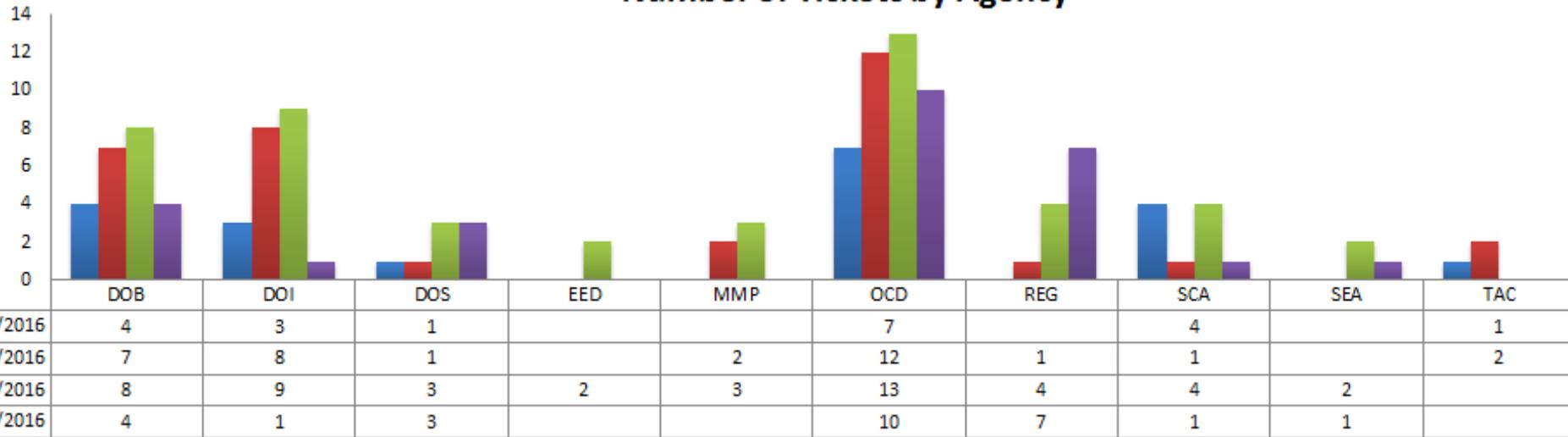


Inquiry Classifications

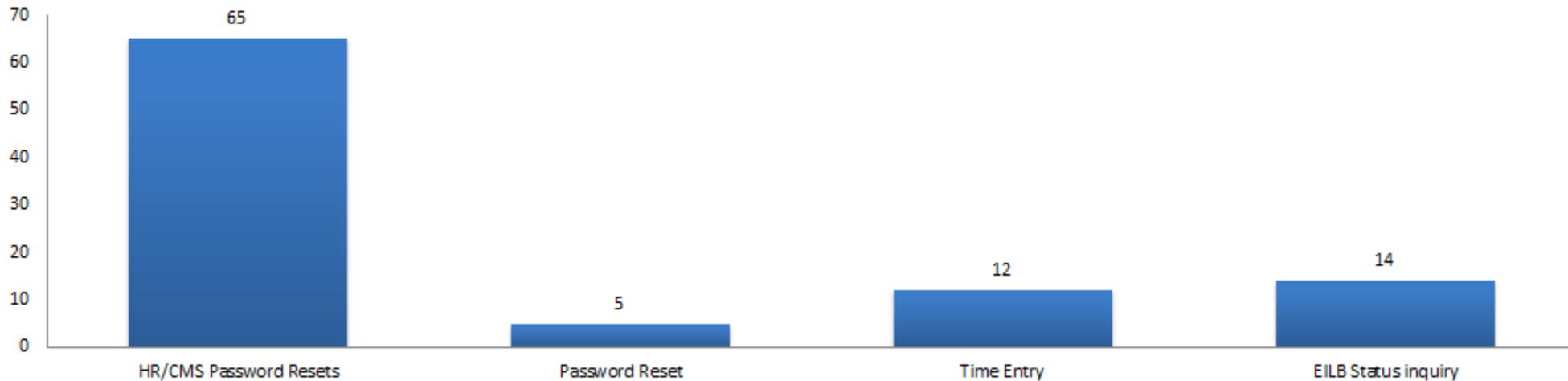


EOHED Secretariat Agencies

Number of Tickets by Agency

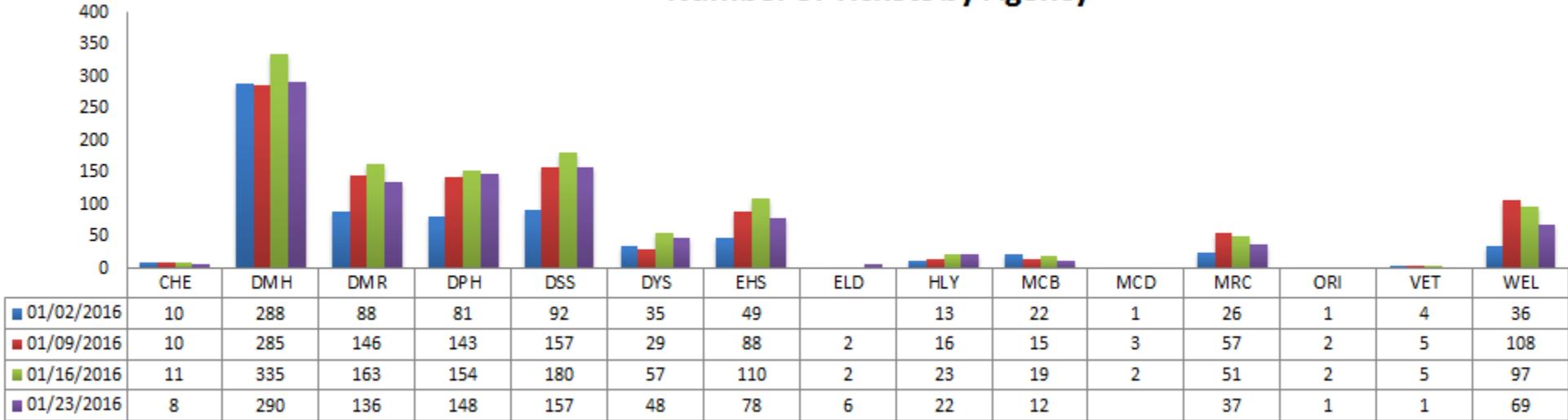


Inquiry Classifications

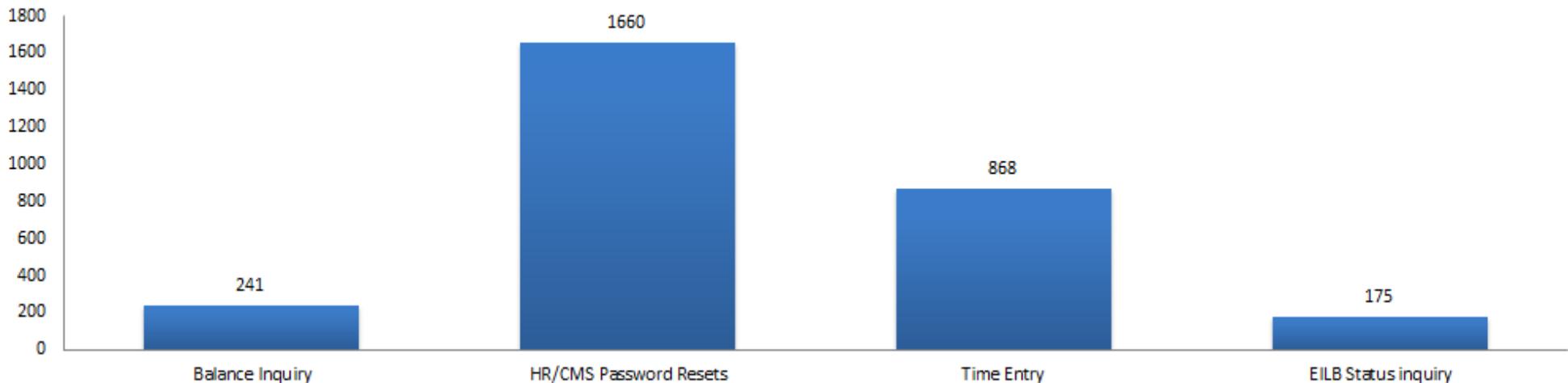


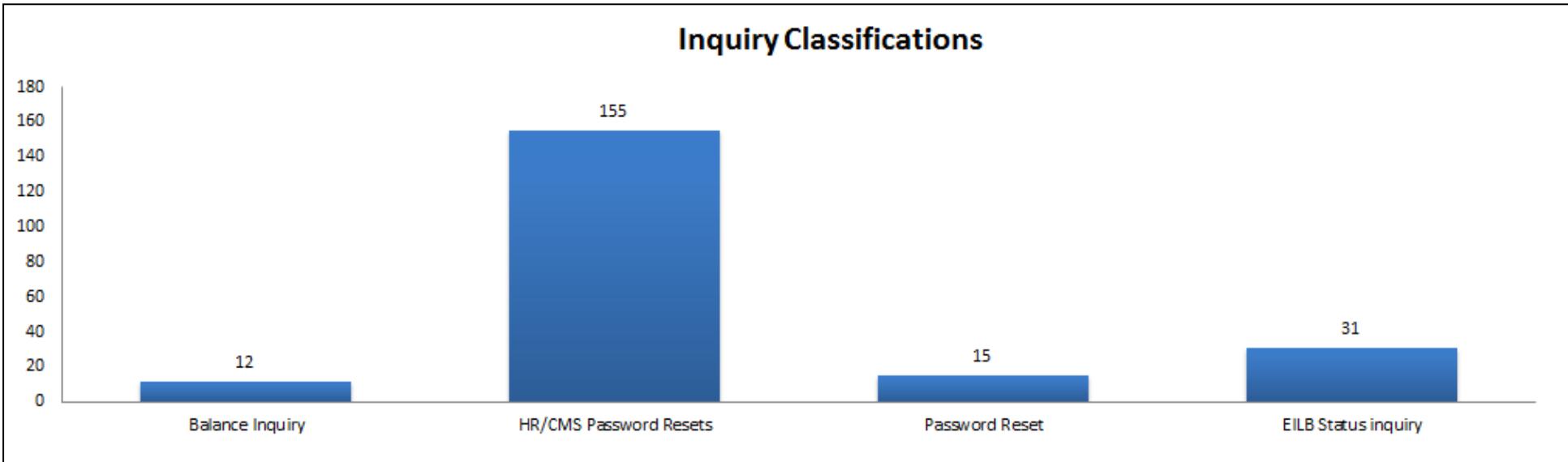
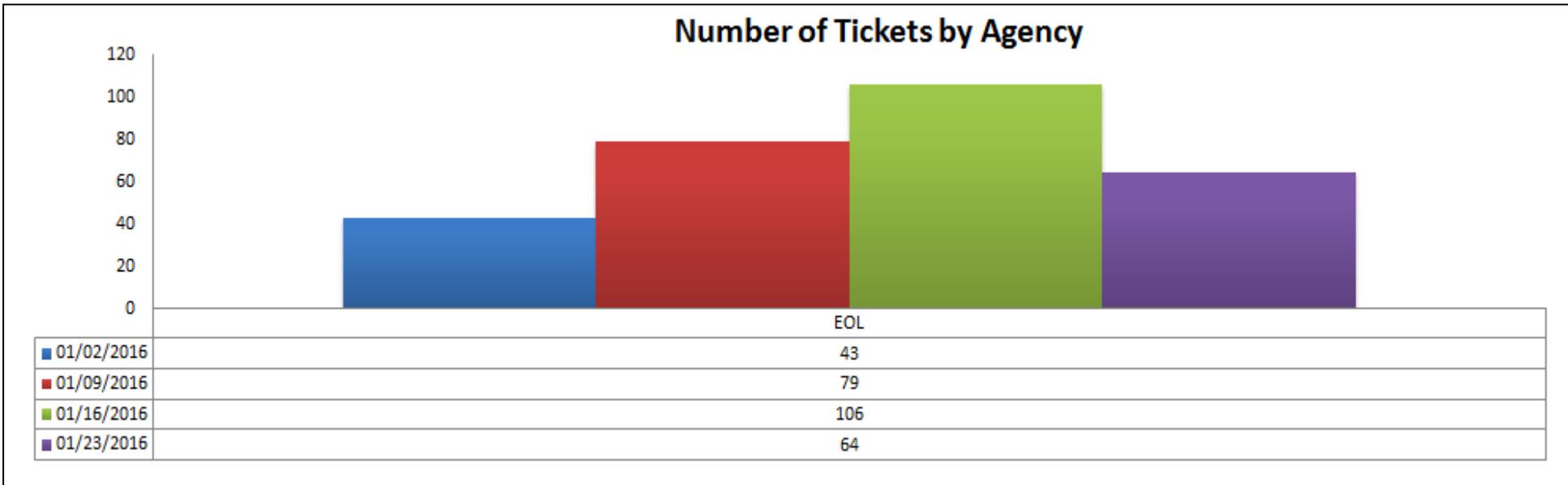
EOHHS Secretariat Agencies

Number of Tickets by Agency



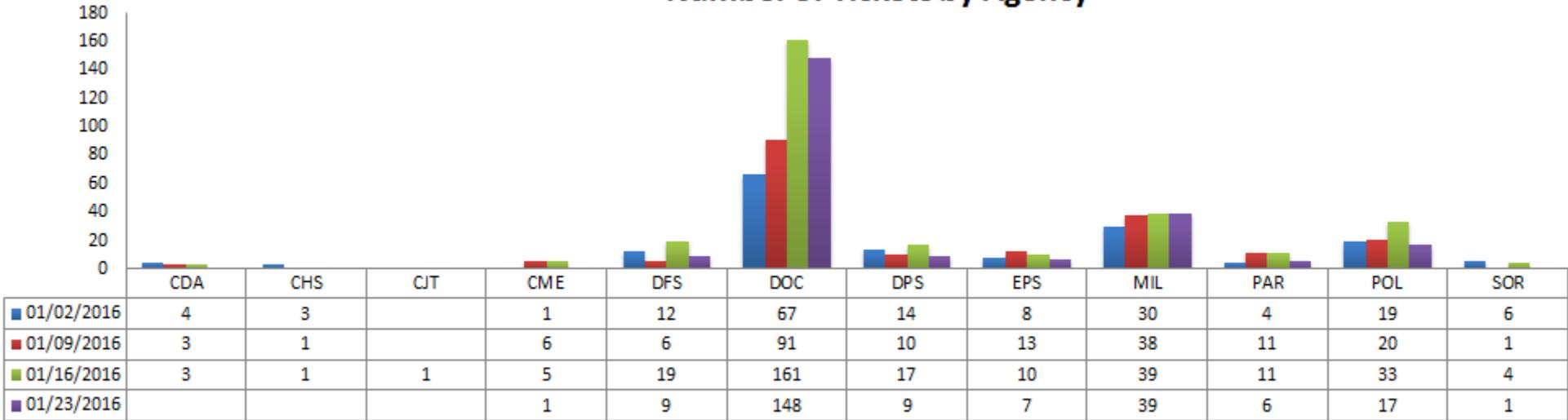
Inquiry Classifications



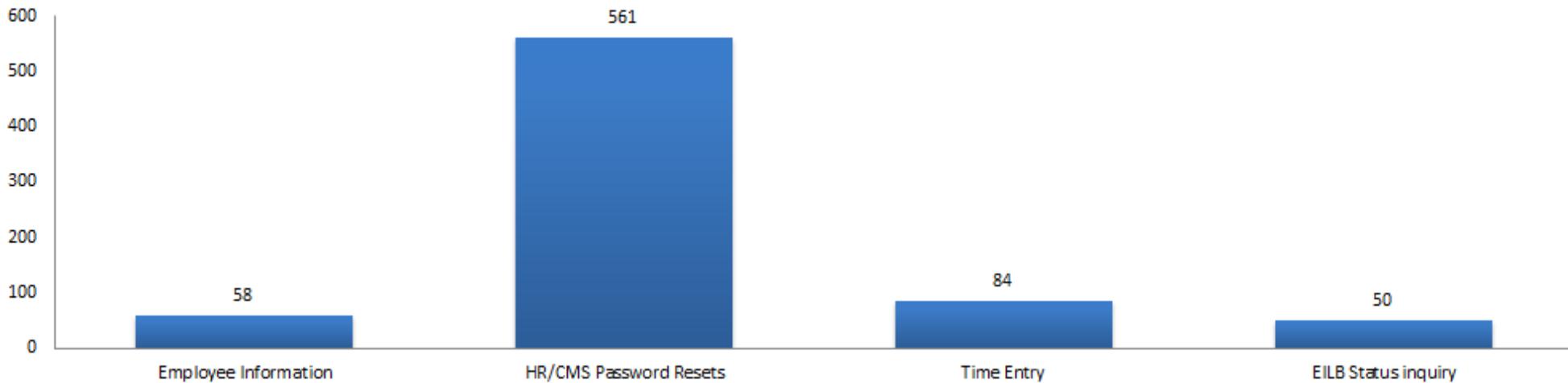


EOPSS Secretariat Agencies

Number of Tickets by Agency

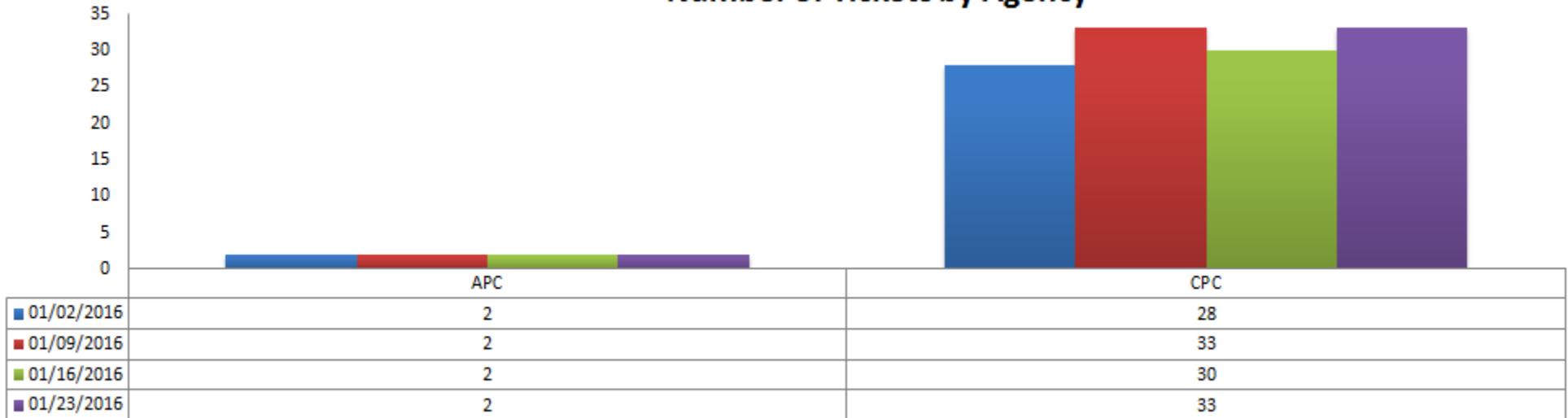


Inquiry Classifications

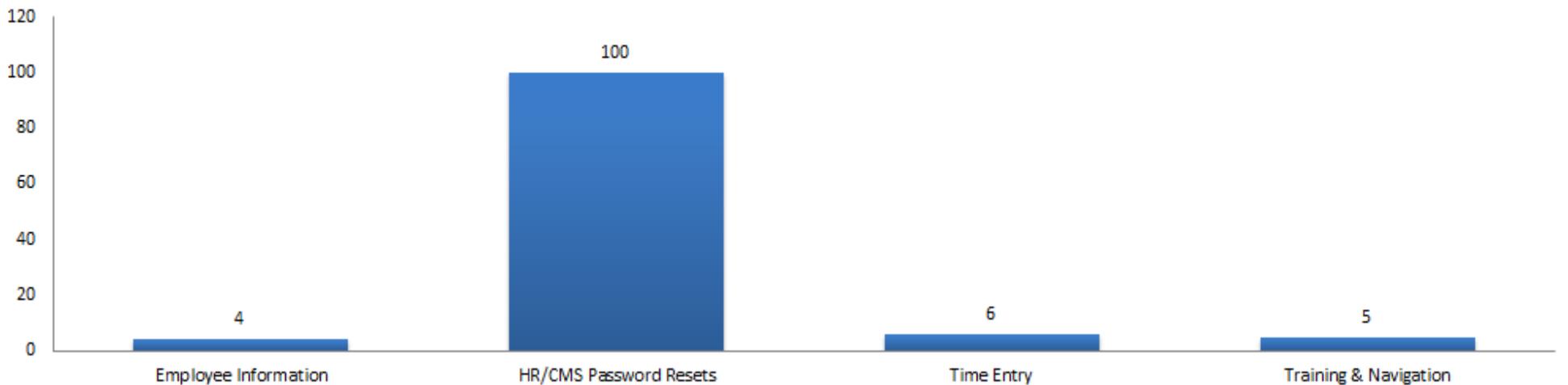


JUD Agencies

Number of Tickets by Agency

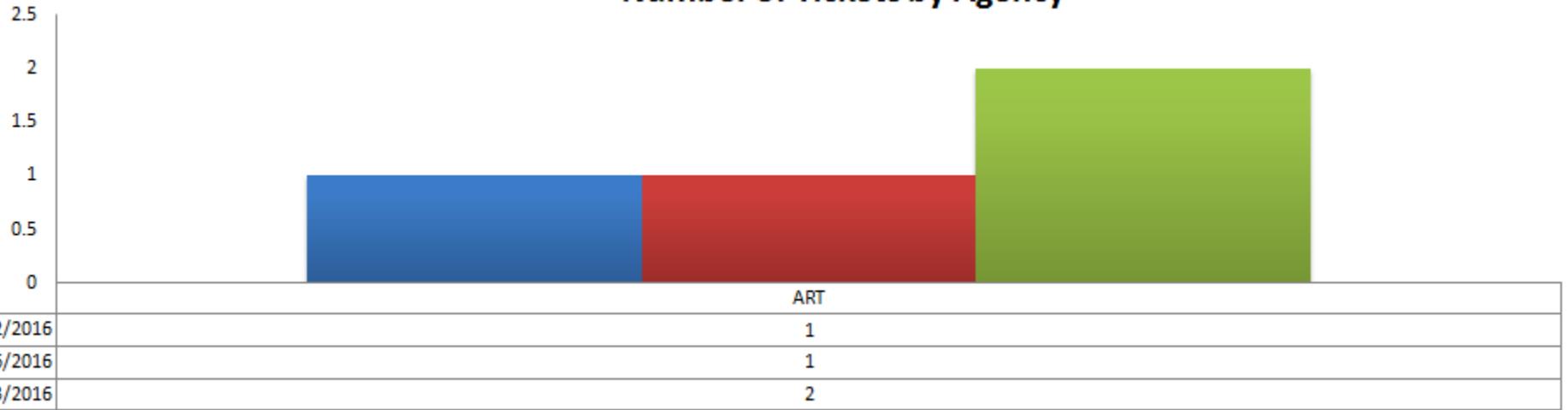


Inquiry Classifications



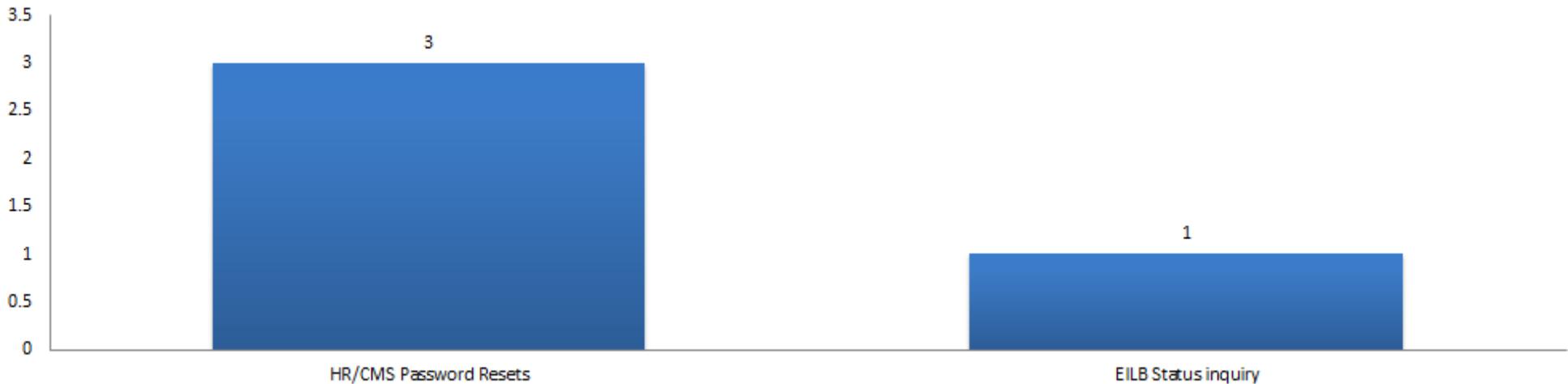
ART Tickets and Classification

Number of Tickets by Agency



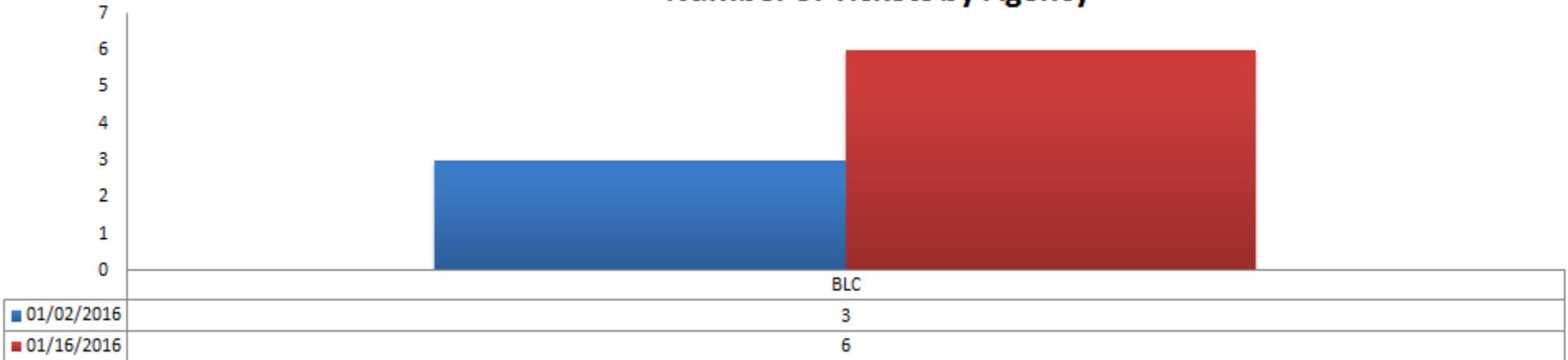
There were no requests the week of 1/09

Inquiry Classifications



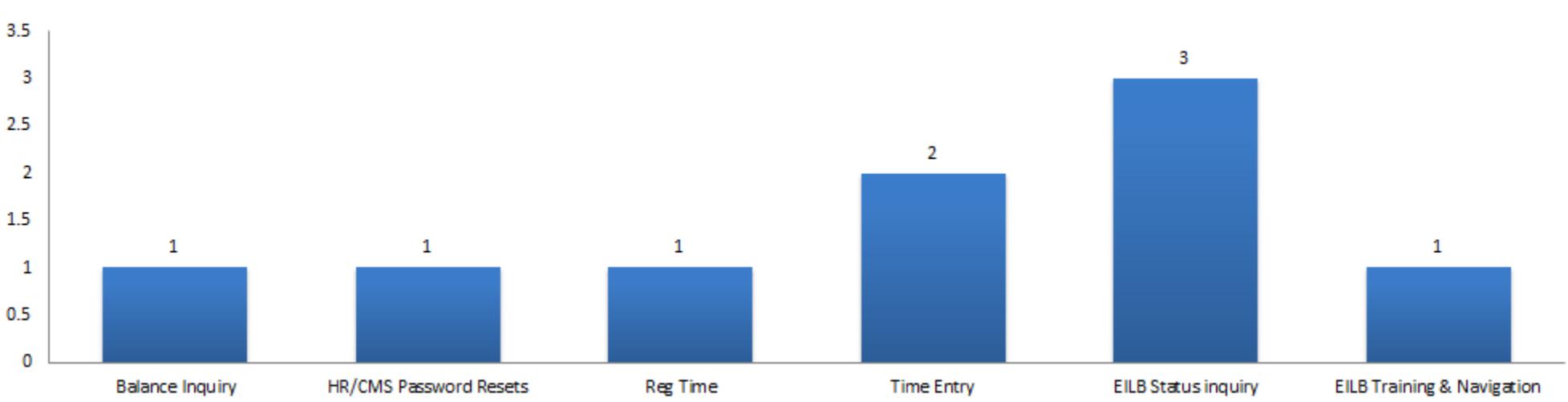
BLC Tickets and Classification

Number of Tickets by Agency

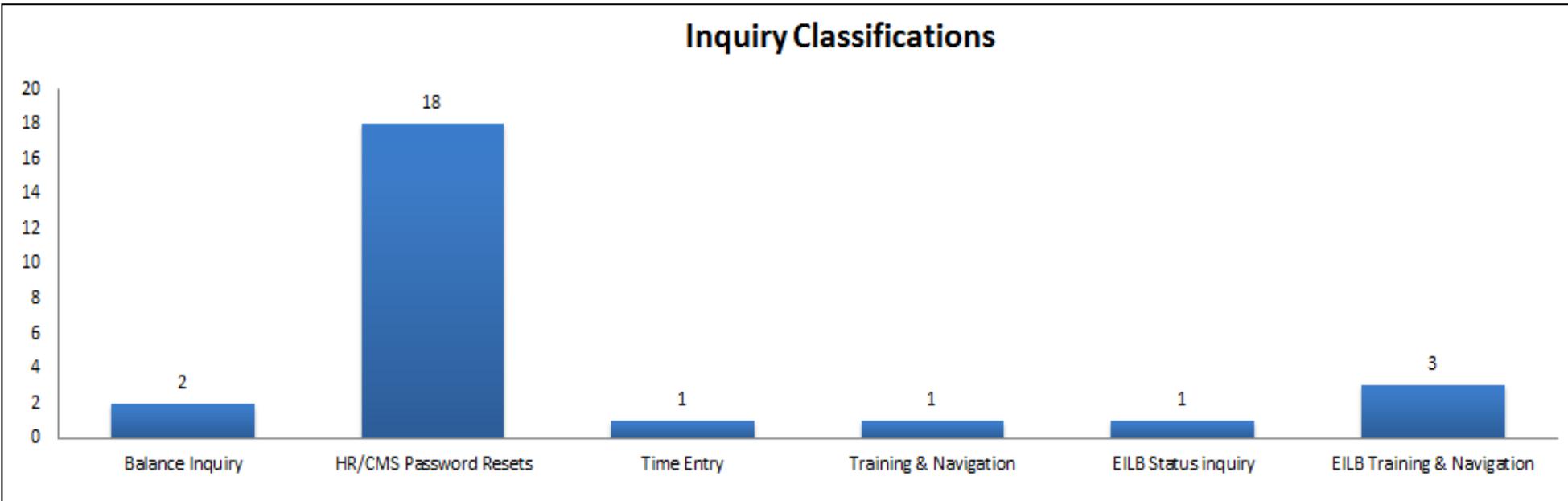
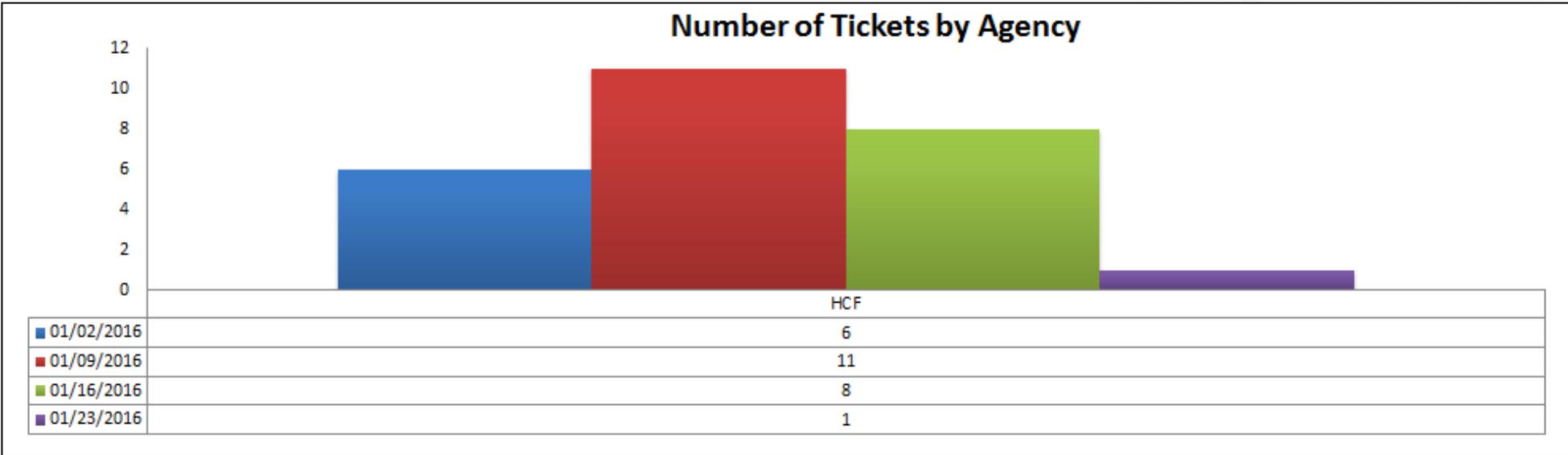


There were no requests the weeks of 1/09 & 1/23

Inquiry Classifications

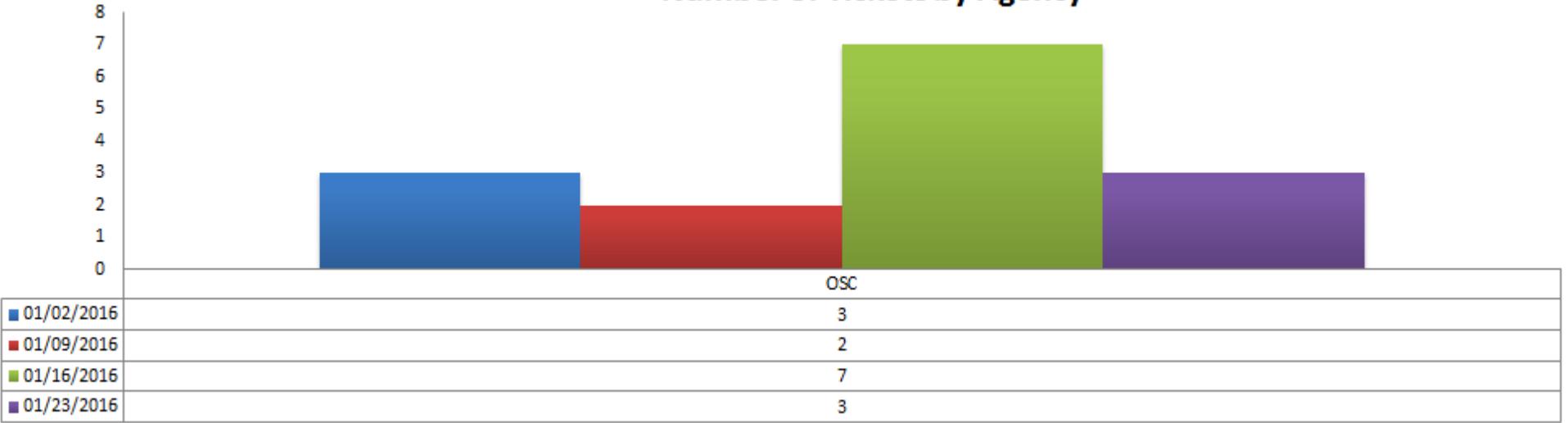


HCF Tickets and Classification



OSC Tickets and Classification

Number of Tickets by Agency



Inquiry Classifications

