



The Commonwealth of Massachusetts



# ESC Service Charter Scorecard

Metrics for December 30 – January 26, 2013

Issued March, 2013



The Commonwealth of Massachusetts

# Executive Summary

## Customer Service

- **Overall call volumes has stabilized after the rollout of Segment 3.1.**
- **Average wait time decreased to 23 seconds** from 30 seconds, well within the defined SLA target.
- Average time to complete a call is 5 minutes.
- **Abandoned calls have stabilized after the rollout of Segment 3.2 new agencies and two erroneous approver email notices.**
- 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.
- Training and onboarding for Segment 3.2.
- Seven new employees and one temp were brought on in anticipation of the Segment 3.2 rollout

## Systems

- **1/16/13:** Phone Outage at 2pm.
- **1/17/13:** Intermittent Phone Outage in the morning.
- **1/18/13:** Time Admin for 8am and 10am not run due to COLA job run.
- **1/18/13:** As a system enhancement, the deny time functionality was disabled.



# Service Delivery Overview

## December 30 – January 26, 2013

Customer Interactions	Staffing		
Total # Agencies Served: 55			
Total # Employees Served: 13,491			
Total contacts received: 2,911			
Total tickets opened: 2,551			
% of Employees served contacting ESC: 23%*			
Enabling Technologies	Activities - January		
<ul style="list-style-type: none"> <li><b>Telephony:</b> Menu change to accommodate Password Reset option was reactivated for Segment 3.2 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> (Jan, Feb &amp; Mar. start dates)</li> <li>Supported <b>change management and training</b> activities for complex rollouts</li> <li><b>Defining detailed support processes</b> for complex rollouts</li> </ul>		
	Area	Staffing as of 12/29/2012	Staffing as of 1/26/2012
	Tier 1: Customer Service	5	8
	Tier 2: Time & Attendance Ops	6	9
	Temporary Staff	1	2
	Supervisor	1	2
	Senior Staff	4	4
	Total	17	25

**Source:** ESC Avaya CMS & COMiT Reports, data from 12/30/12 – 1/26/13

**\*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"> <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%

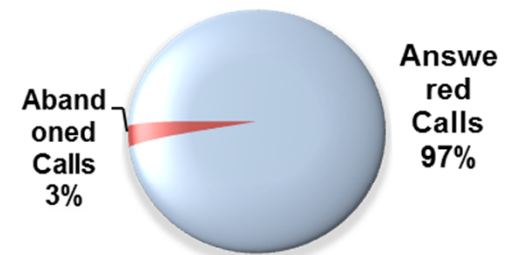


# Inbound Call Data

**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.**

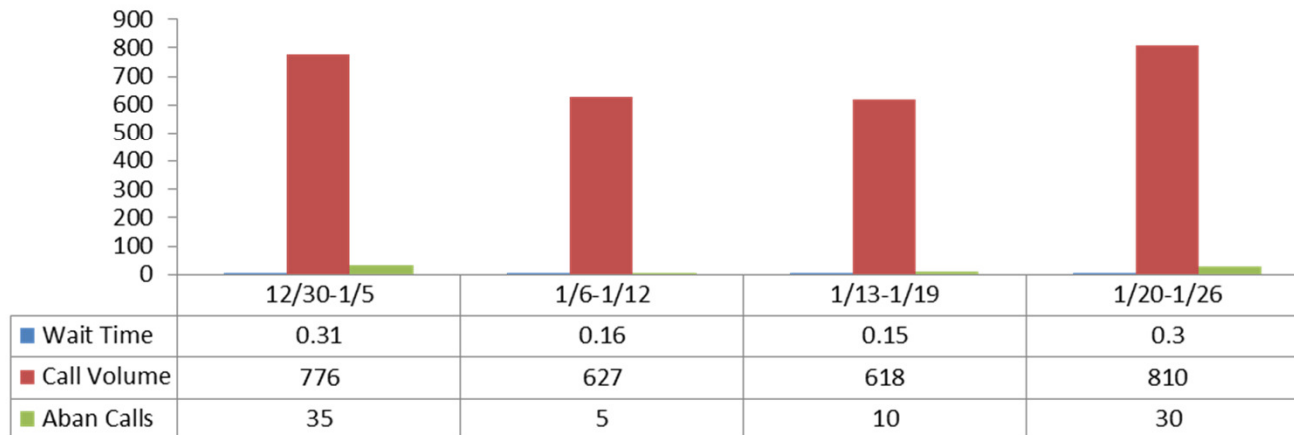
SLA Metric	Target Level	Current Period (12/30/12 to 01/26/13)	Previous Period (12/2/12 to 12/29/12)	Previous Period (10/21/12 to 12/01/12)
Average wait time – all inquiries (Days operational)	Will not exceed 3 minutes 90% of the time; Will not exceed 2 minutes 50% of the time	23 seconds	30 seconds	21 seconds

## Abandoned Calls



Total = 2,911 tickets

## Average Wait Time (in seconds)



## Ticket Source



Total = 2,551 calls

**Source:** ESC COMiT & Avaya data from 12/30/12 – 1/26/13.

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

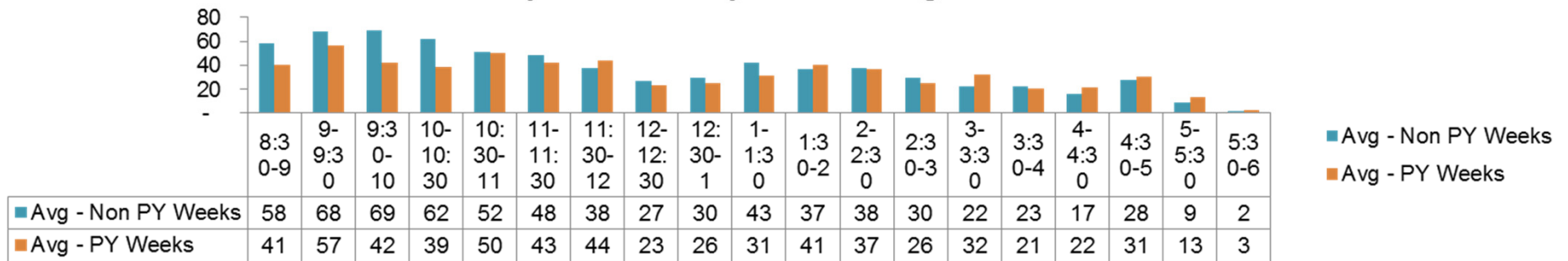


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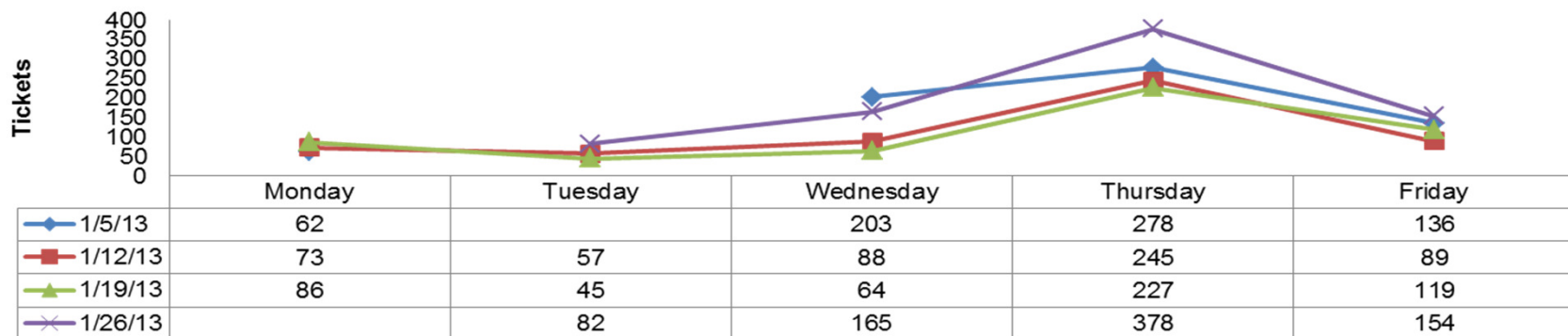
# Timing of Inquiries

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**

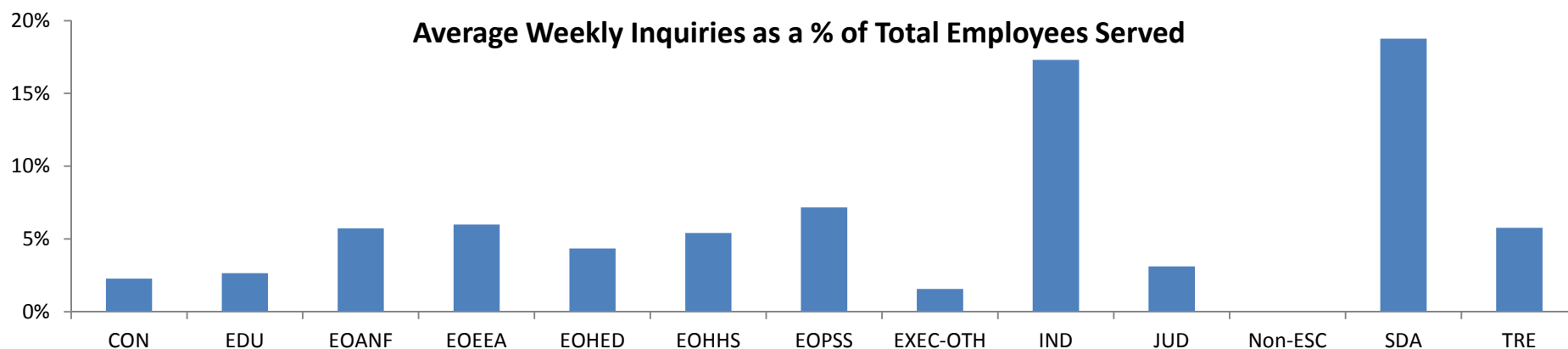
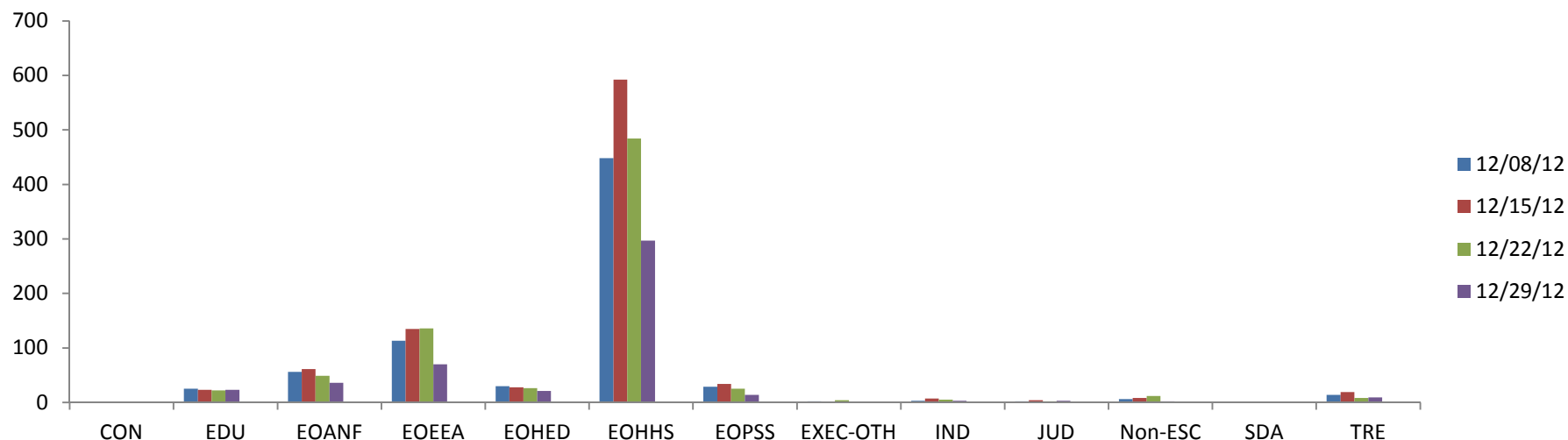


**Source:** ESC COMiT & Avaya data from 12/30/12 to 1/26/13. No data for Holidays on 1/1/13 and 1/22/13.



# 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 12/30/12 – 1/26/13. Average inquiries per employee is shown for comparison purposes and does not account for repeat contacts (i.e., one employee calling multiple times).



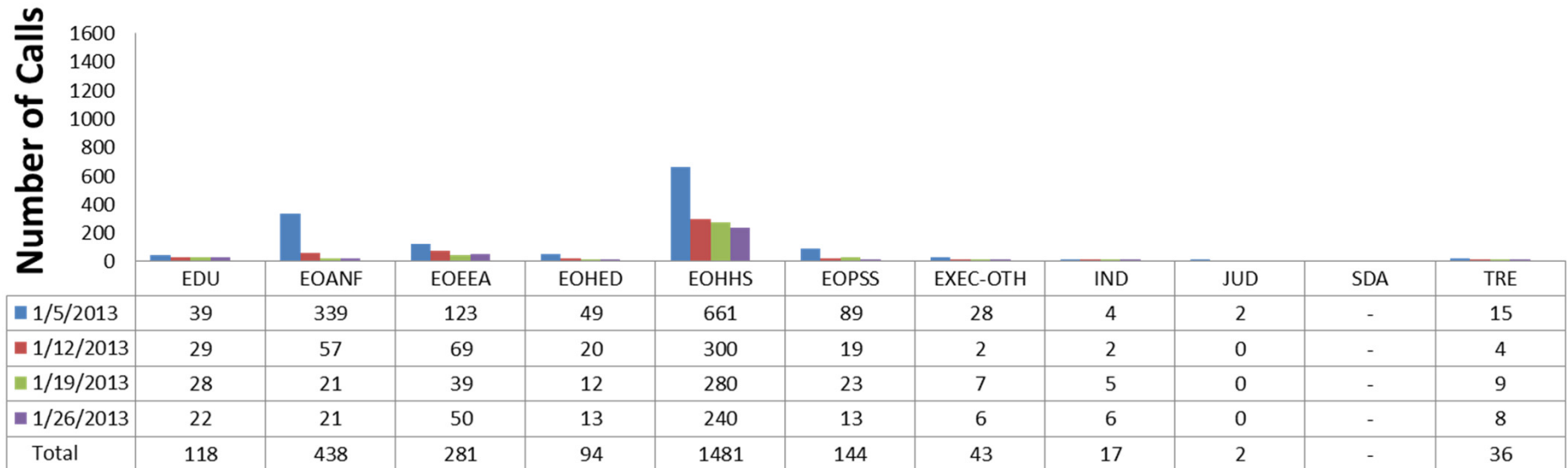


# Outbound Exception Management Calls

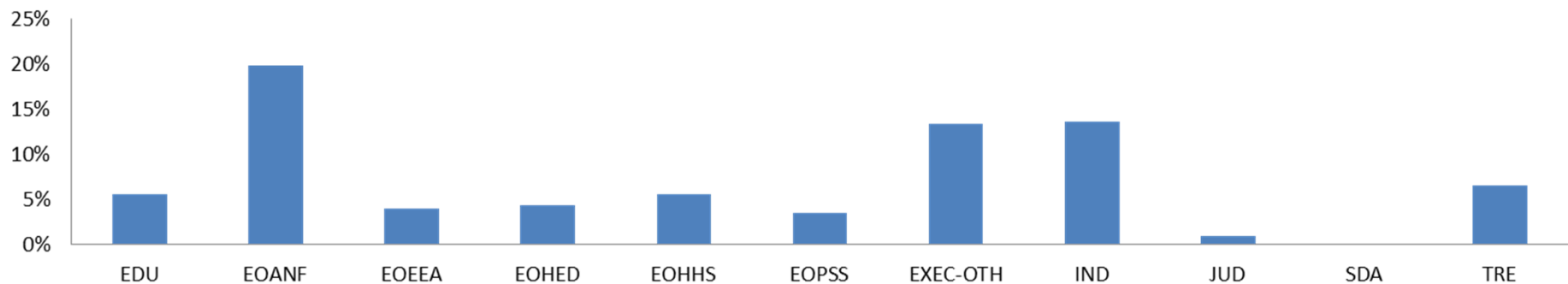
Outbound calls are made on a weekly basis when employees and approvers miss their deadlines for time entry or time approval and when system generated exceptions appear on a timesheet.

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

## Outbound Calls



## Average weekly calls as a % of Employees served



**Source:** : ESC Exception Management System data from 12/30/12 – 1/26/13. Average inquiries per employee is shown for comparison purposes and does not account for repeat contacts (i.e., calling an employee multiple times).



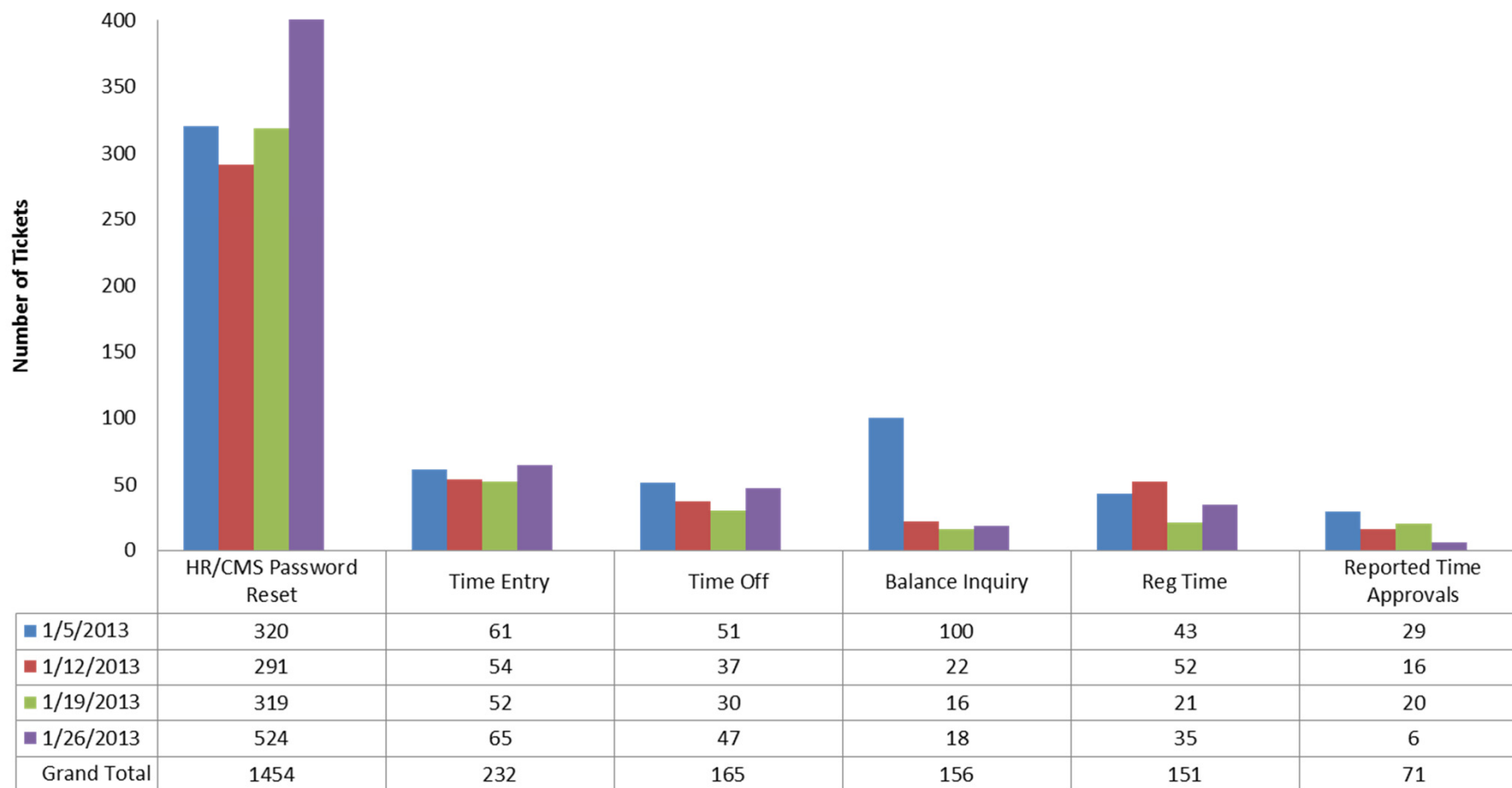
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# Type of Inquiries Received

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

## Top Inquiry Classifications



Source: ESC COMiT data from 12/30/12 – 1/26/13



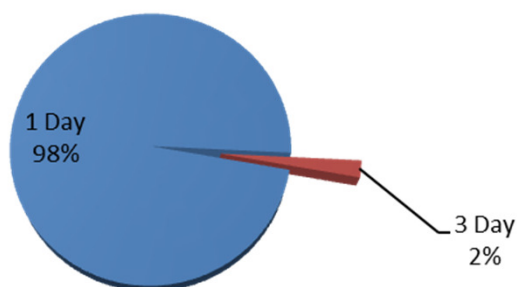
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# Case Resolution Time

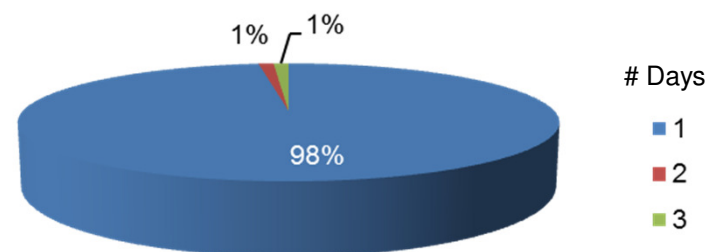
**Case resolution time remains within SLA targets, with nearly all inquiries resolved on the same day.**

SLA Metric	Target Level	Current Period (12/30/12 – 01/26/13)	Previous Period (12/2/12 – 12/29/12)	Previous Period (10/2/12 – 12/1/12)
Average case resolution time – password resets and e-mail updates (Time owned by ESC)	98% within 1 day	98%	98%	98.5%
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 – 98% 3 Days – 99%

## Case Resolution Time Password Reset



## Case Resolution Time Inquiries & Requests



**Source:** ESC COMiT data from 12/30/12 – 01/26/13

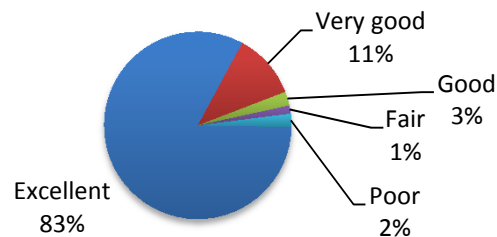


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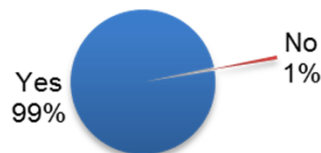
# Customer Satisfaction Survey Results

SLA Metric	Target Level	Current Period (12/30/12 – 01/26/13)	Previous Period (12/2/12 – 12/29/12)	Previous Period (10/2/12 – 12/1/12)
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	96.2% rated good to excellent  (30% response rate)	95.6% rated good to excellent  (12% response rate)	100% rated good to excellent  (16% 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:

Considering the overload of work that the Employee Service Center is experiencing, the service has been great the two times that I have contacted the center. The service center is doing a great job.

The Service Administrator I spoke with was extremely professional, and courteous. He made sure that I was very comfortable in operating the SSTA time sheet. He was above reproach. Thank You to the person who assisted me.

Simple and quick resolution!! Thanks!!

Only that the co-workers that I have contacted the center recently all say that the center has been great in resolving their issues, and I agree..

I am very pleased with the service - I sent email followed by a phone call and the responses from both were very prompt and professional. Thank you

It was almost 5:00 when I called, and the young lady was very patient with me and very courteous.

I think you provide great service to the Commonwealth. Everyone that I have spoken with and believe me I have talked to many at the ESC, they are all so patient which makes such a difference when you are learning new ways to do things. Thank you all for what you do.

**Source:** ESC Customer Satisfaction Survey; survey link is provided on ticket closure notice and is voluntary. Survey results shown were collected between 12/30/12 – 01/26/13.



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# SLA Targets vs. Actual Performance

Metric	Target	Current Period Performance 12/30/12 – 01/26/13	Previous Period Performance 12/02/12 – 12/29/12	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	23 seconds	30 seconds	G
Average case resolution time – password resets and e-mail updates (Time owned by ESC)	98% within 1 day	98%	99%	G
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	G
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	96.2% rated good to excellent (6% responded)	95.6% rated good to excellent (6% responded)	G
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%	G
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	G
SLA reports produced on time according to predefined schedule (see section 5.5)	90%			Y



# 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 Developmnt	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

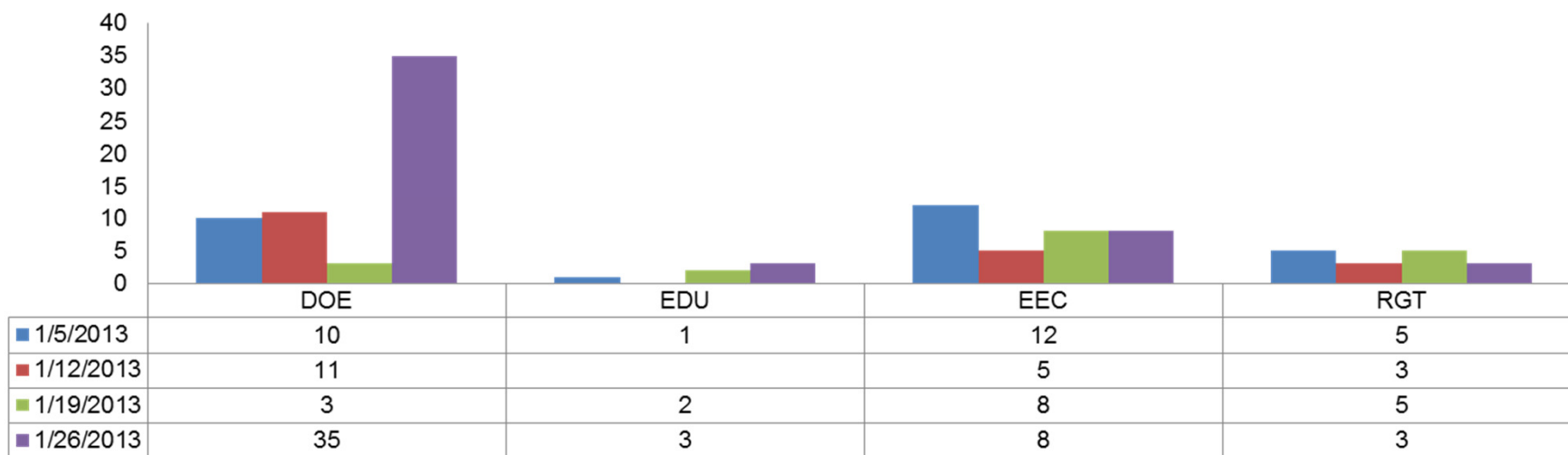
- Note: No inquiries were received from CSW for this reporting period



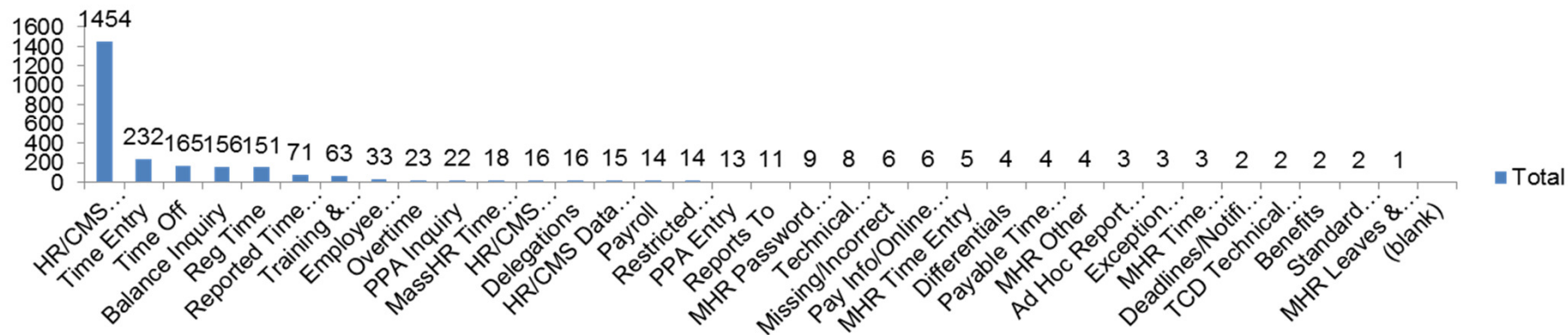


# Education Secretariat Agencies

## Number of Tickets by Agency

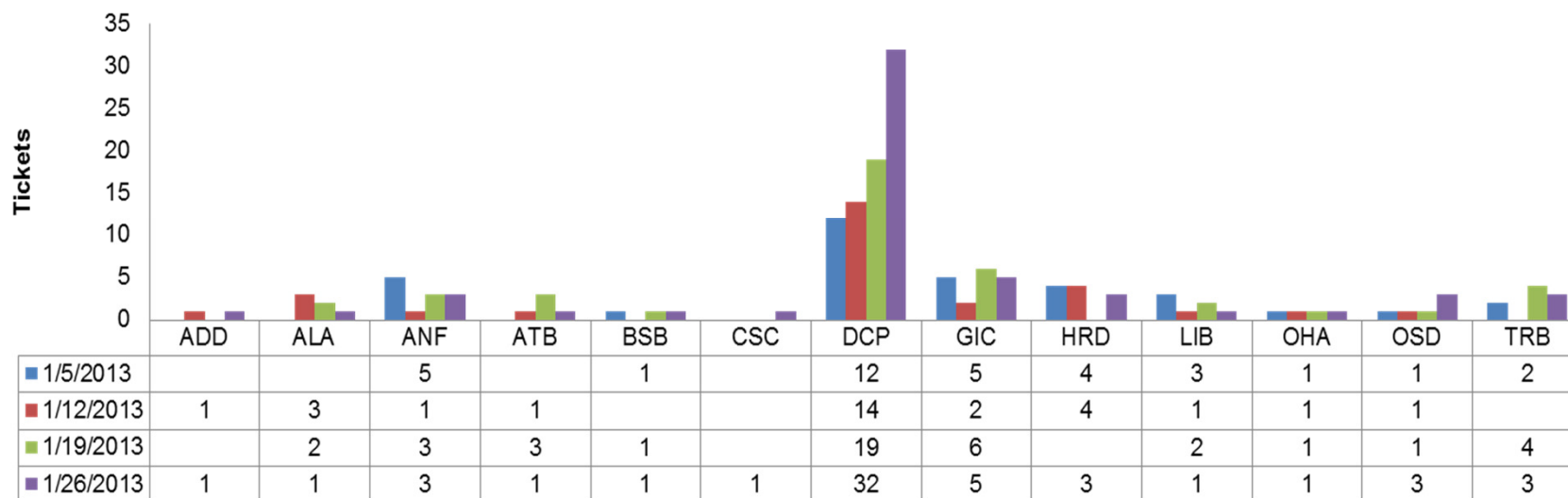


## Inquiry Classifications (Across EDU Agencies)

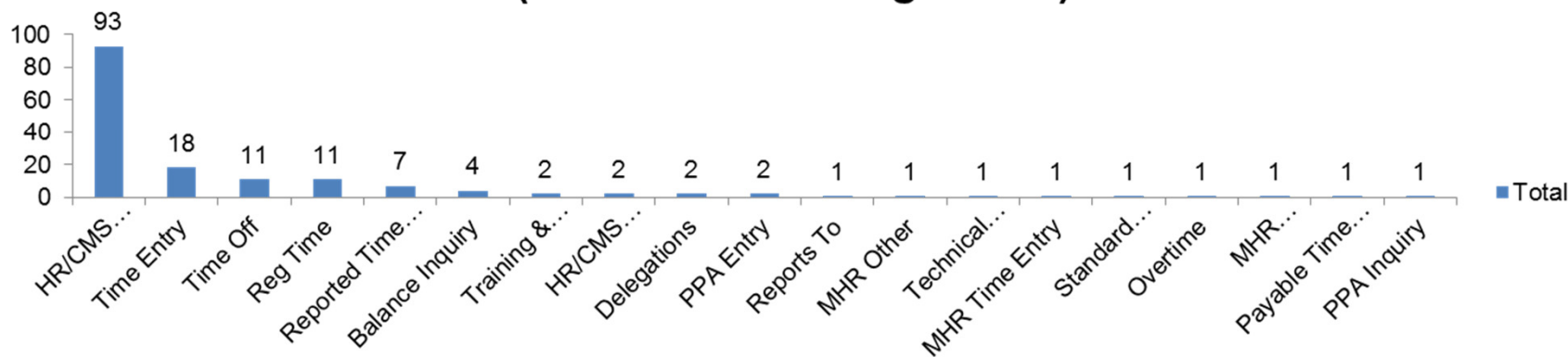


# EOANF Secretariat Agencies

## Number of Tickets by Agency

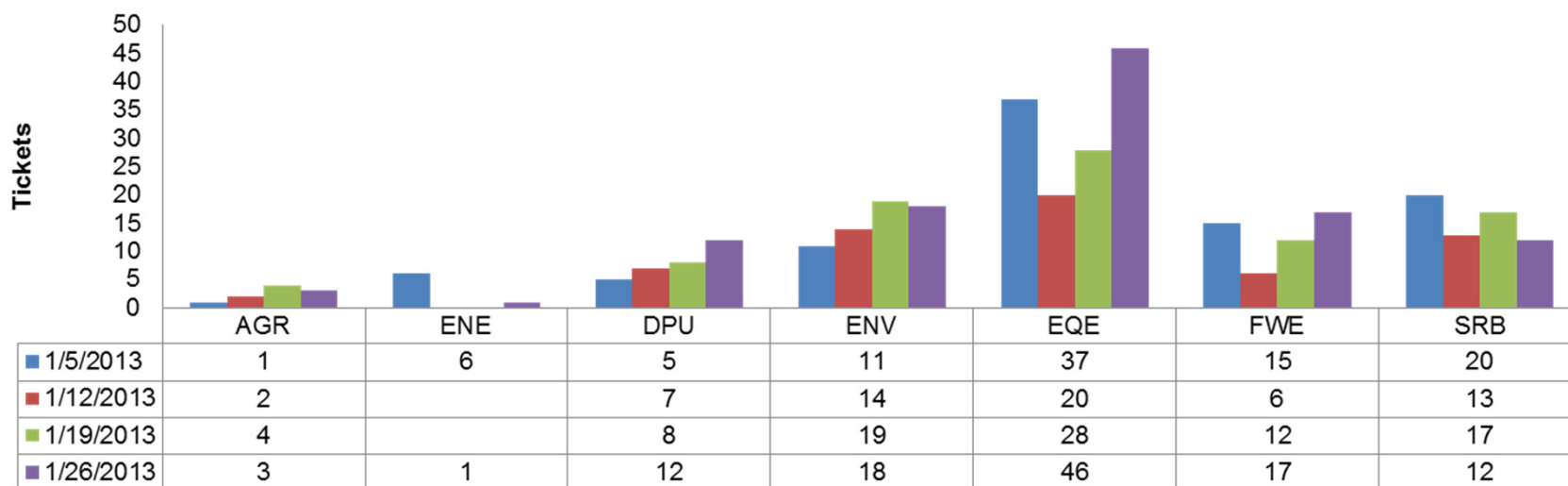


## Inquiry Classifications (Across EOANF Agencies)

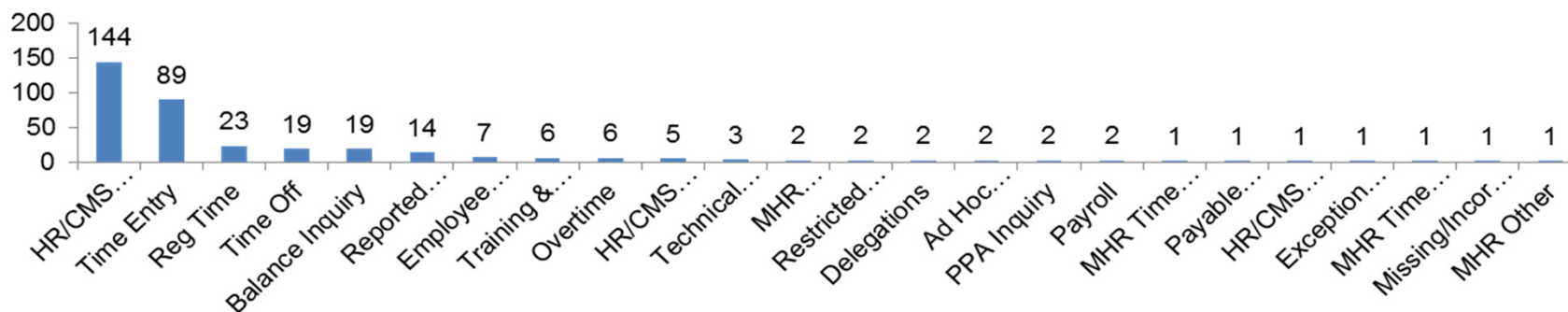


# EOEEA Secretariat Agencies

## Number of Tickets by Agency

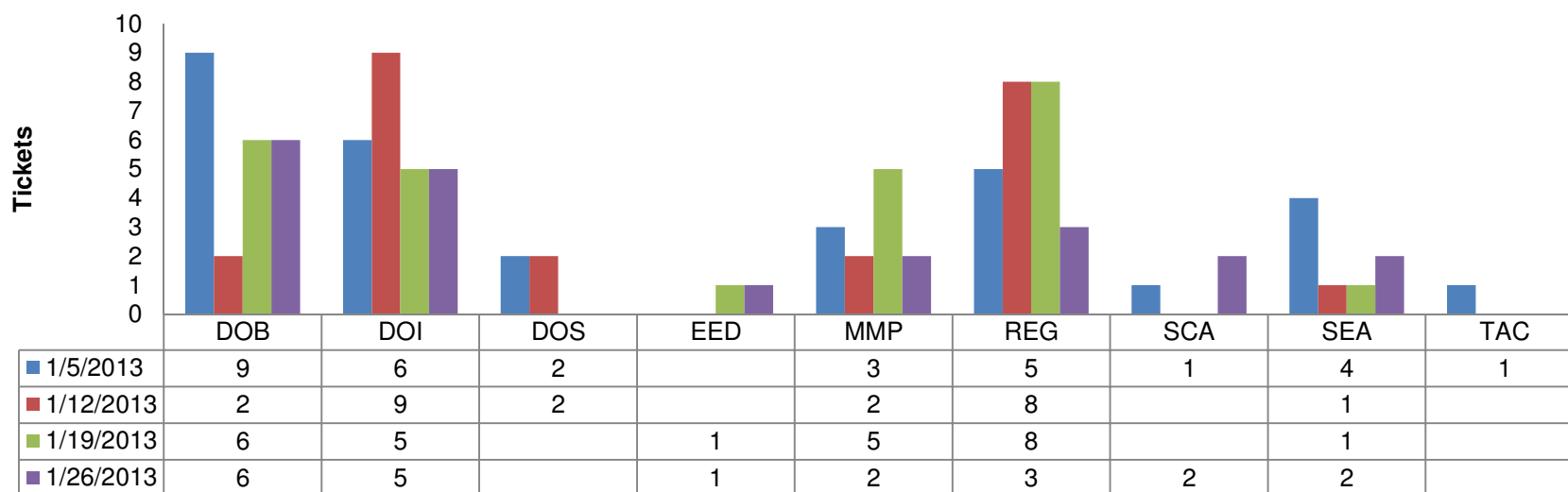


## Inquiry Classifications (Across EOEEA Agencies)

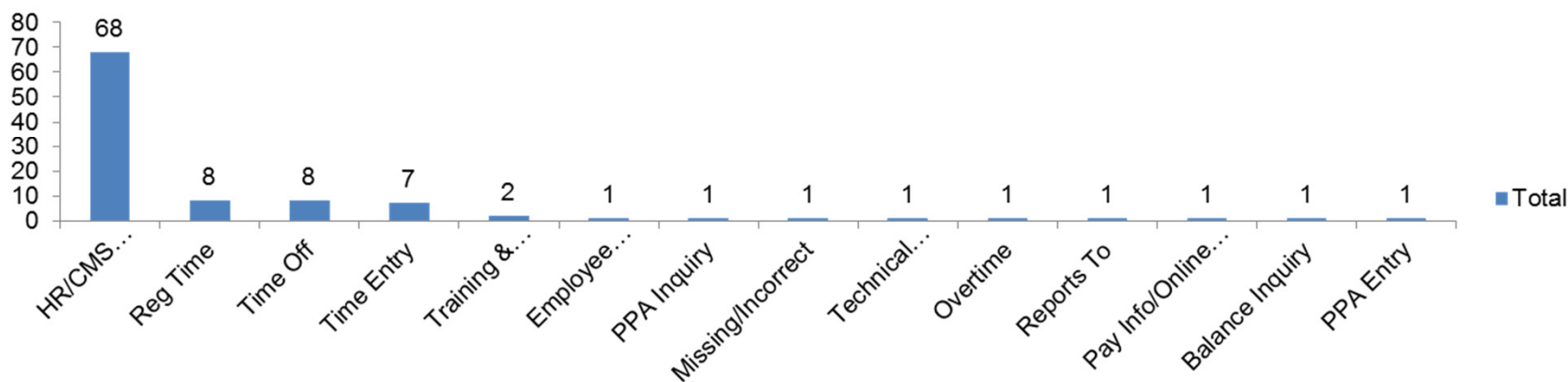


# EOHED Secretariat Agencies

## Number of Tickets by Agency

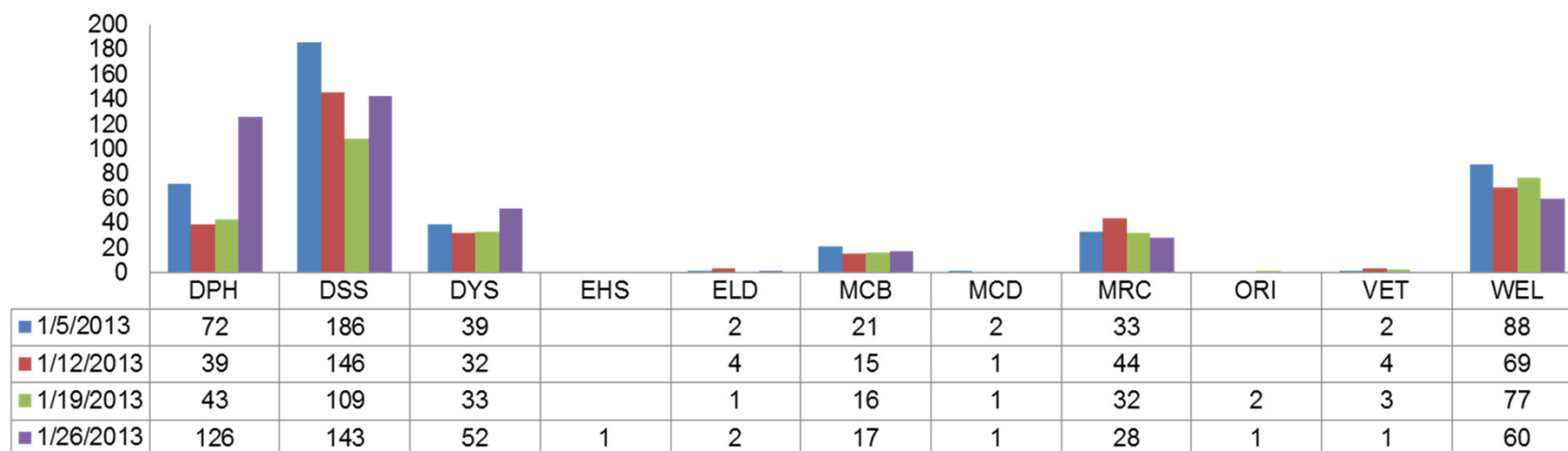


## Inquiry Classifications (Across EOHED Agencies)

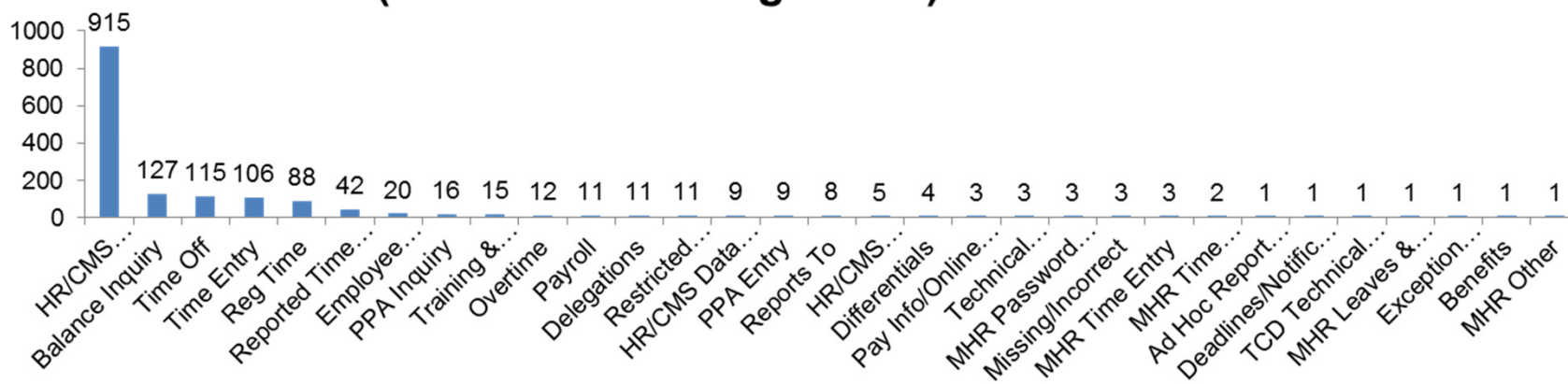


# EOHHS Secretariat Agencies

## Number of Tickets by Agency

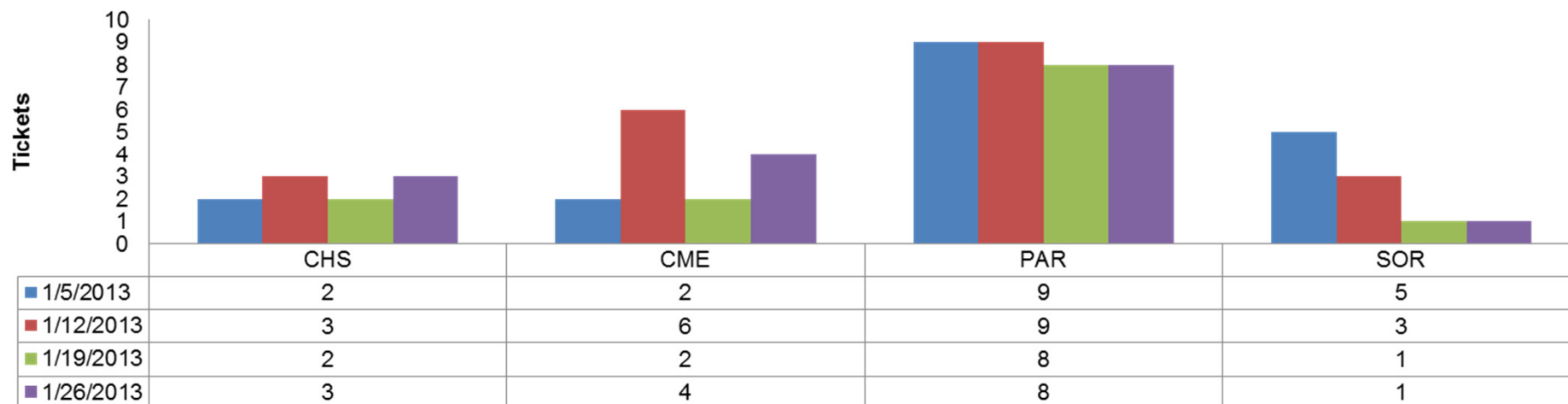


## Inquiry Classifications (Across EOHHS Agencies)

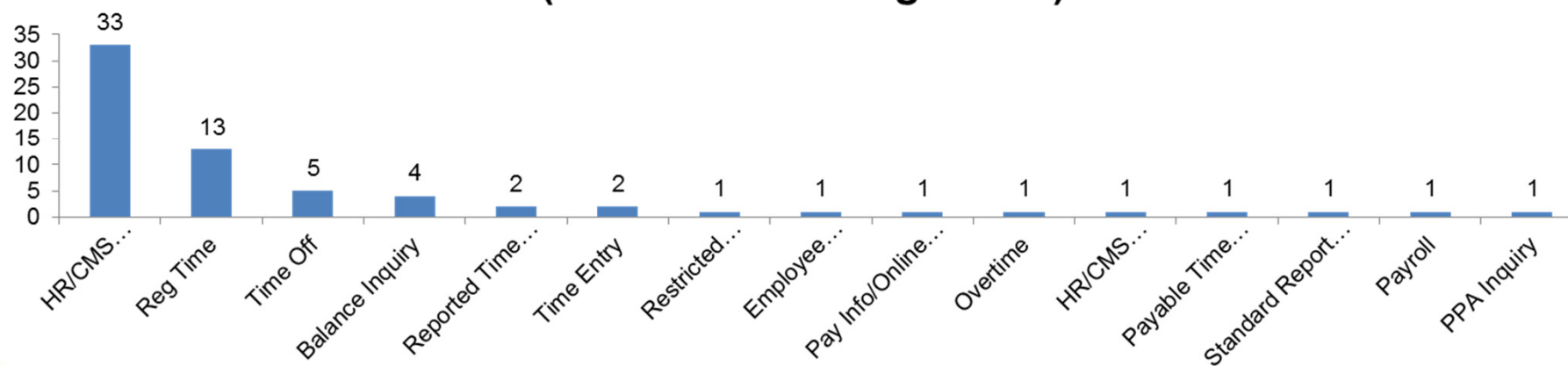


# EOPSS Secretariat Agencies

## Number of Tickets by Agency

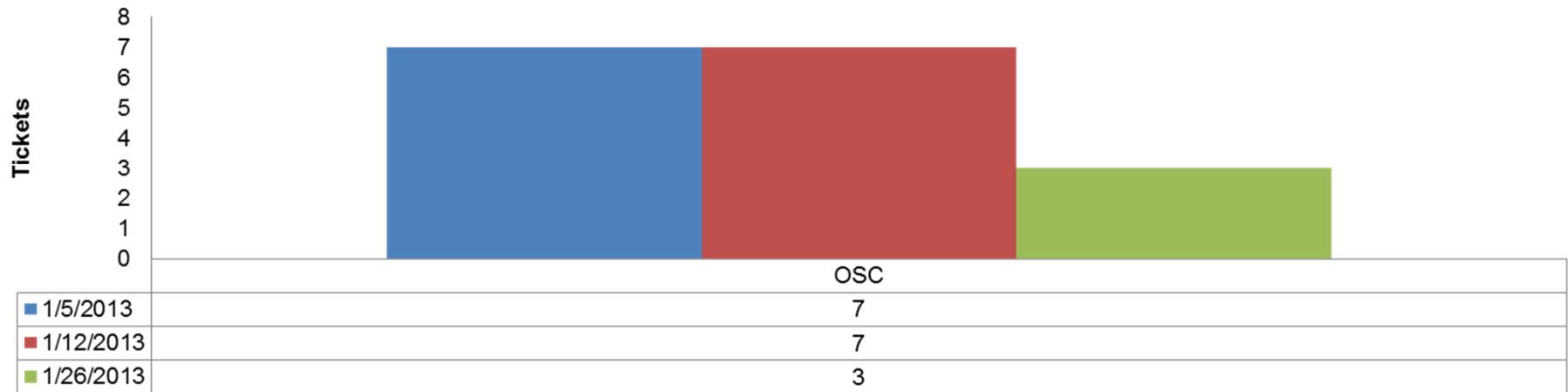


## Inquiry Classifications (Across EOPPS Agencies)

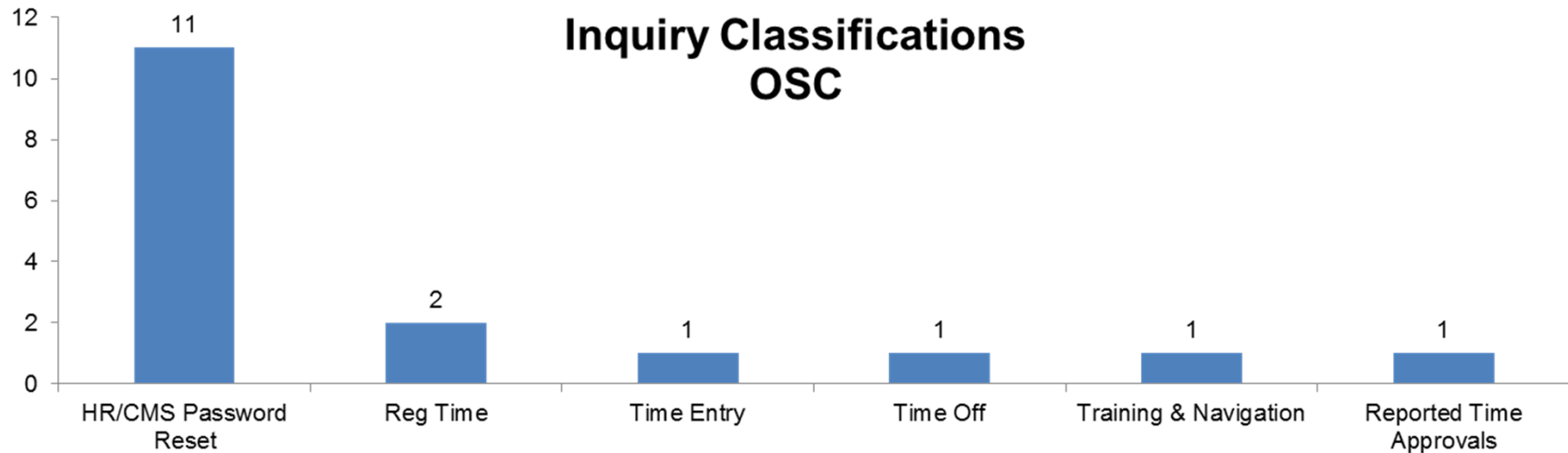


# OSC Tickets and Classification

**Number of Tickets by Agency**

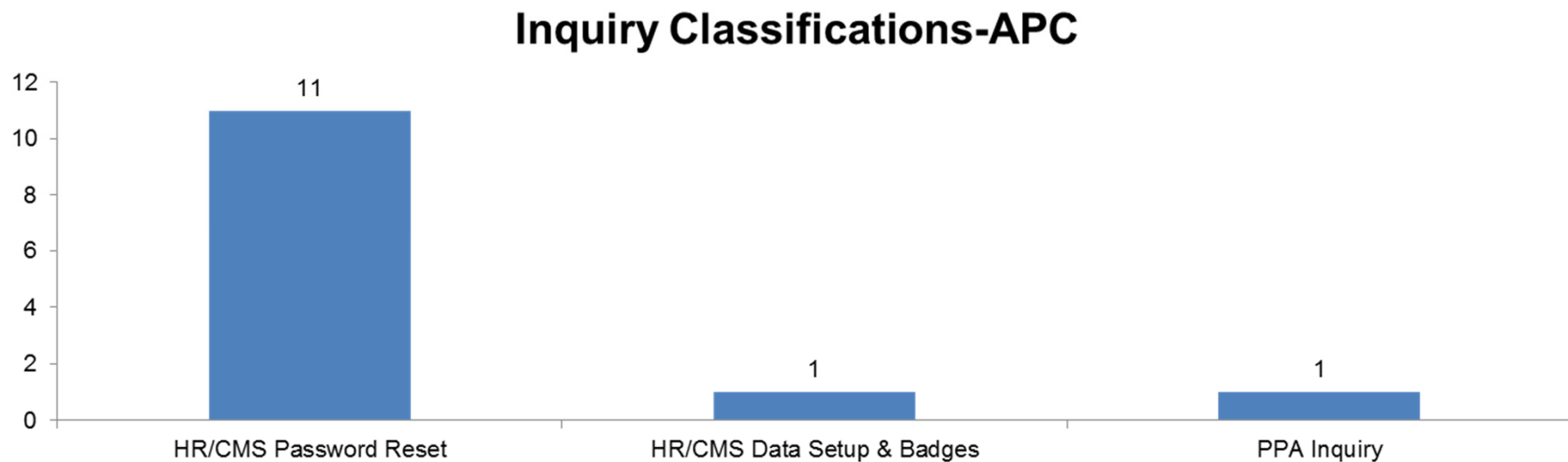
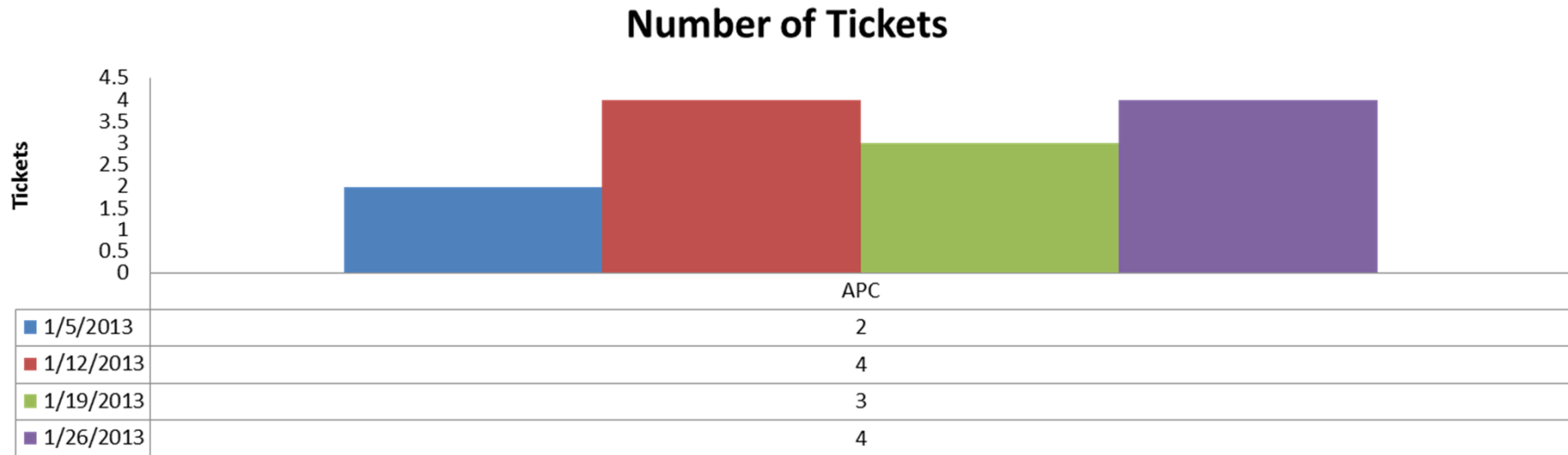


**Inquiry Classifications  
OSC**



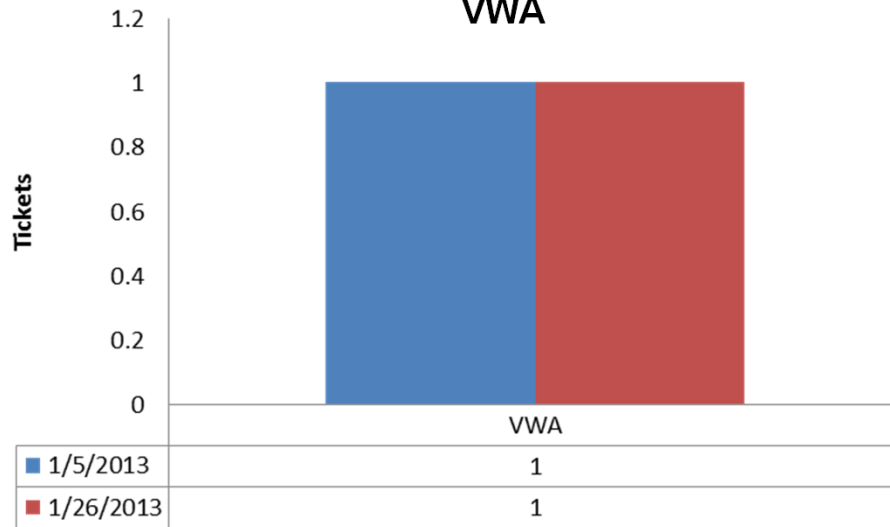


# APC Tickets and Classification

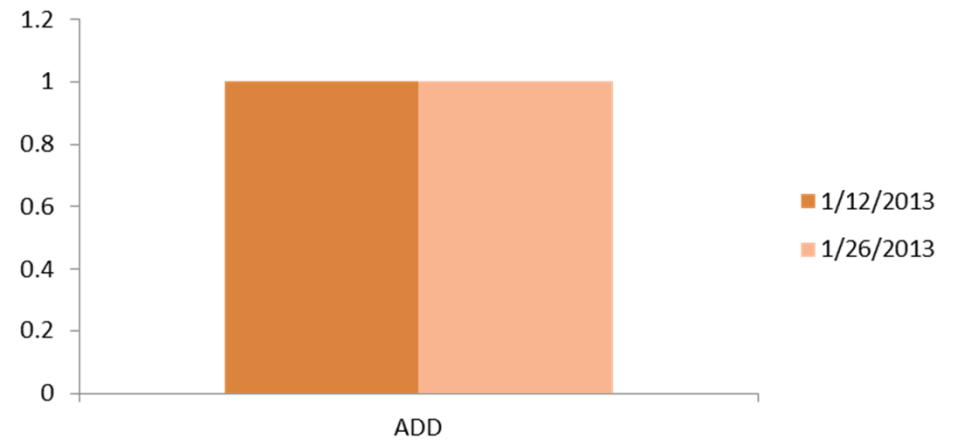


# VWA and SDA Tickets and Classification

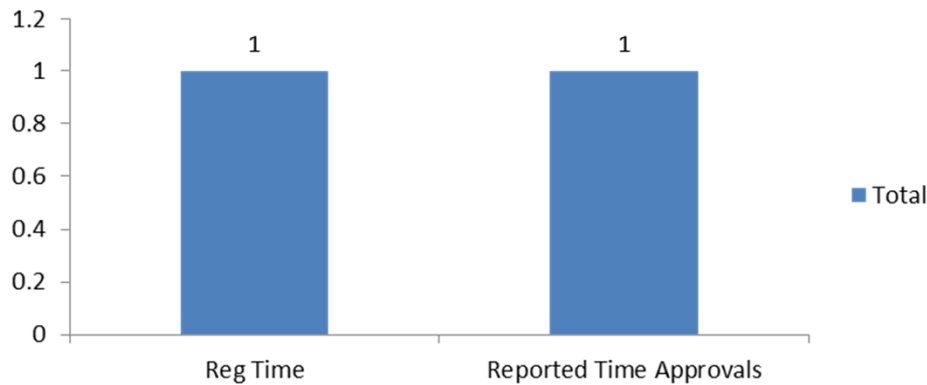
**Number of Tickets by Agency  
VWA**



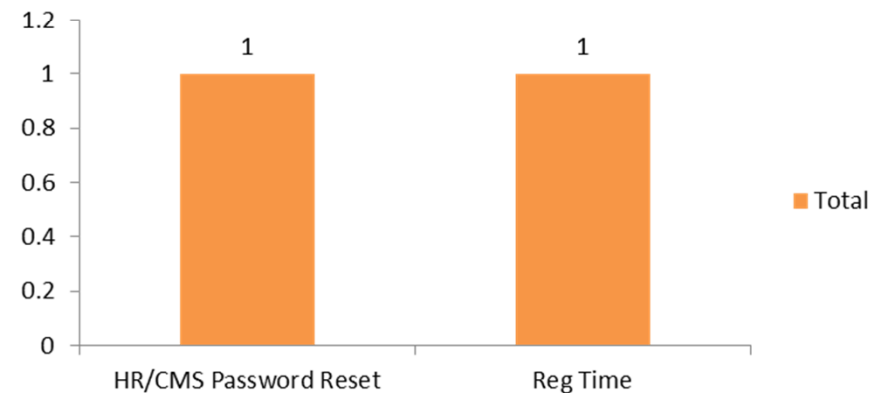
**Number of Tickets by Agency- SDA**



**Inquiry Classifications-  
VWA**

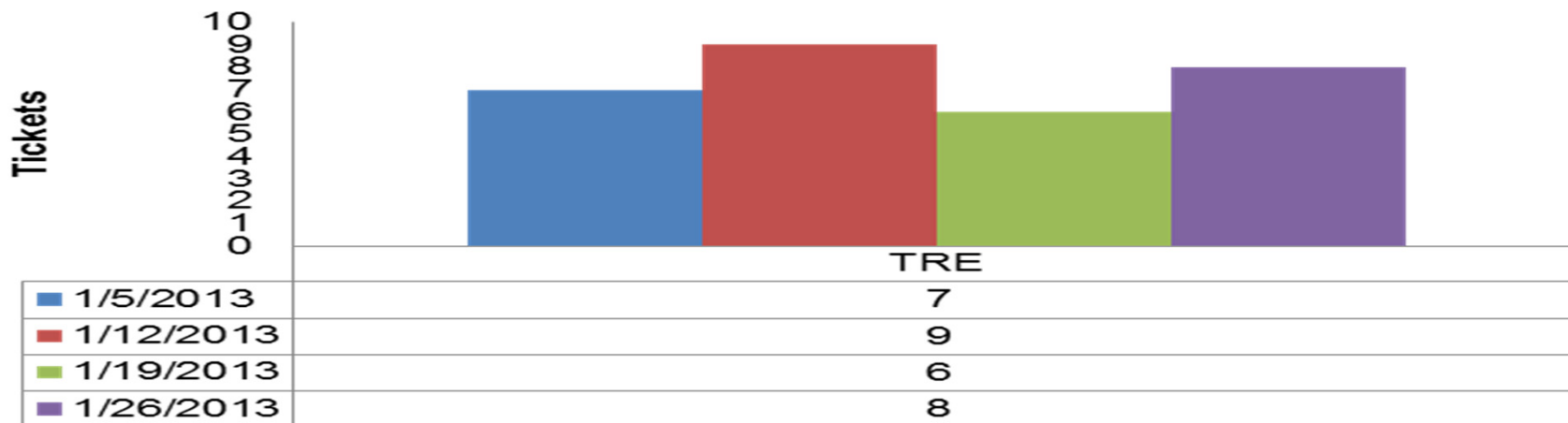


**Inquiry Classifications  
SDA**



# TRE Tickets and Classification

## Number of Tickets



## Inquiry Classifications



# ART Tickets and Classification- No Data

