

**Durham One Call Operations
Performance Audit**

May 2012

DURHAM



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CITY OF MEDICINE

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CITY OF DURHAM

Memorandum

To: Audit Services Oversight Committee
From: Germaine F. Brewington, Audit Services Department Director
Date: April 30, 2012
Re: Durham One Call Performance Audit (May 2012)

The Department of Audit Services completed the report on the Durham One Call Performance Audit dated May 2012. The purpose of the audit was to determine the effectiveness and efficiency of the Durham One Call Center by examining its operations, management control functions, data reporting analysis and customer support effectiveness.

This report presents the observations, results, and recommendations of the Durham One Call Performance Audit. City management concurs with the recommendation(s) made. Management's response to the recommendation(s) is included with the attached report.

The Department of Audit Services appreciates the contribution of time and other resources from employees of the Durham One Call Center in the City Manager's Office in the completion of this audit.

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The Durham One Call center is a customer service-driven contact center for use by any resident, business or visitor in Durham. The focus is to provide a one-call-shop approach for callers, visitors to the website or those individuals who come into City Hall. Durham One Call is a point of contact center where residents can request City services, find out information about local municipal government, obtain answers to community-related questions, and establish connections to city department operations. These customer focused services are accomplished through the use of a wide range of technology-related programs and equipment, extensive training for Durham One Call staff and continuous communications with other City departments or divisions. Durham One Call has service level agreements with six partner departments that state Durham One Call staff shall answer partner department resident calls and shall assist incoming callers with all partner department functions and information and/or enter requests for services. The partner Departments are:

- Solid Waste Management
- Water Management
- Public Works
- Transportation
- General Services
- Neighborhood Improvement Services

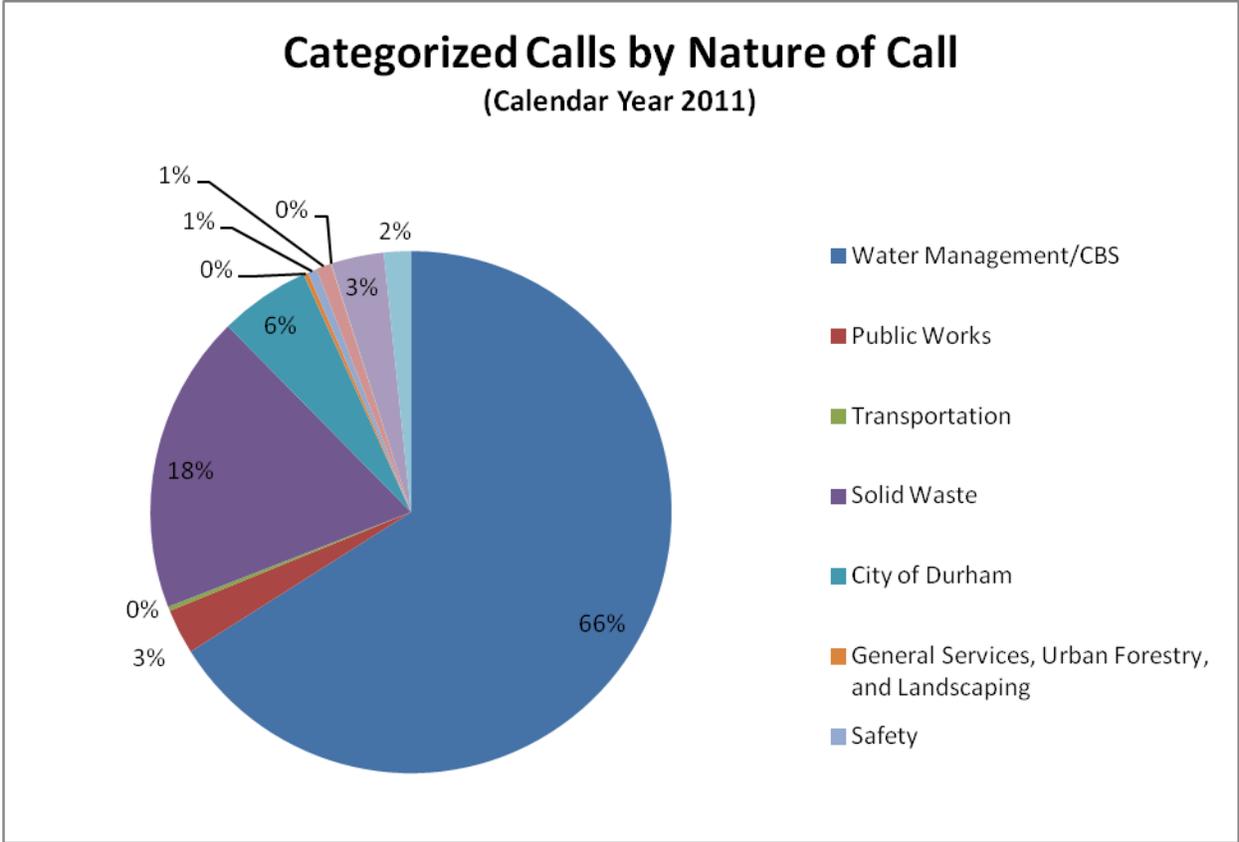
Durham One Call personnel are available to assist incoming callers Monday through Friday from 8 a.m. to 6 p.m. During the weekends and off hours, callers can leave a voice mail message. Walk-in assistance is offered in the lobby of City Hall, Monday through Friday, from 8 a.m. to 4:30 p.m. Computer-users can access the Durham One Call webpage and create their own online request 24-hours a day, seven days per week.

Performance data is captured through the FeatureTel phones used by the City. Durham One Call management is able to view efficiency and effectiveness measures for their Call Center Representatives as well as pass on department-specific information to the partner departments.

The Durham One Call center received approximately 236,587 calls in calendar year 2011 compared to approximately 247,769 in calendar year 2010. The Durham One Call staff answered approximately 220,223 calls in calendar 2011 and 223,258 in 2010.

Center representatives are required to categorize calls based on the area of concern. Audit staff analyzed calls received in 2011 by nature of call.

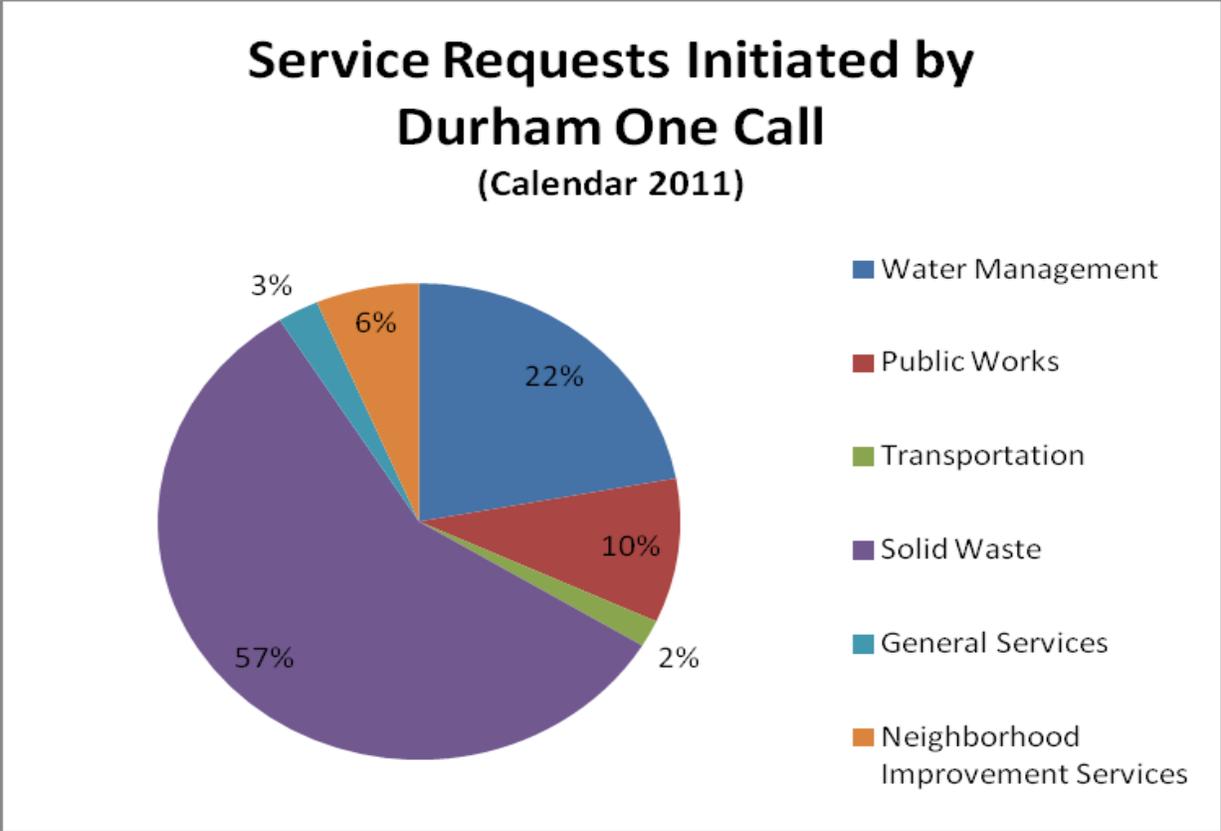
Graph 1 below represents all calls categorized by nature of call in calendar year 2011.



As the graph shows, 66% of all calls answered address questions regarding Water Management operations. Questions addressing Solid Waste issues address approximately 18% of the total calls.

Management at Durham One Call center changed in October 2011, with a new manager joining the team. Audit staff analyzed center data in the report on a calendar year basis in an attempt to show the results of the operations under the current management.

Durham One Call representatives also initiate service requests for City departments based on the nature of the call. Graph 2 below displays service requests by Durham One Call representatives for calendar year 2011.



Durham One Call representatives generated a total of approximately 25,566-service request for calendar year 2011. Service requests generated for the Department of Solid Waste by Durham One Call representatives account for approximately 57% of the total service requests for calendar year 2011.

Purpose

To determine the effectiveness and efficiency of the Durham One Call Center by examining its operations, management control functions, data reporting analysis and customer support effectiveness.

We conducted this performance audit in accordance with generally accepted governmental auditing standards. Those standards require that we plan and perform the audit to obtain sufficient and appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

Results in Brief

The Durham One Call center staff is effective in meeting its operational targets and is currently implementing measures to improve the efficiency of their operations. Durham One Call management demonstrated a strong commitment to continuous process improvement.

Things that are working well include:

- Excellent monitoring mechanisms in place
- Good use of technology & training
- Representatives follow scripts properly
- Appropriate use of information available from FeatureTel
- Commitment to improve the efficiency of operations
- Established service level agreements and script review process to enhance communication with partner departments

Areas for improvement include:

- Evaluating targets annually to determine adequacy
- Continuing to improve efficiency of operations
- Strengthening the current training program by incorporating hands on training provided by and within partner departments
- Strengthening communication with partner departments

Objectives

The objectives of the audit were to:

- Assess the effectiveness and efficiency of the current Durham One Call operation;
- Assess Durham One Call agent effectiveness;
- Determine if adequate training and quality control processes exist; and
- Determine whether Durham One Call's efforts are coordinated with other departments to provide accurate information to customers and ensure effective and timely resolutions.

Scope

The Scope of the audit included all current practices as they relate to the functions and operations of the Durham One Call center.

Methodology

In order to achieve the objectives of the engagement, audit staff performed the following steps and procedures:

1. Determined the process for establishing and measuring goals and objectives of Durham One Call;
2. Determined the reliability, relevance, appropriateness, completeness, and timeliness of management reports;
3. Determined the level of human and technology resources used for the scheduling of staff, and updating of departmental information to meet the needs of citizens' and City Government;
4. Documented the use of systems and databases in support of the department's ability to retrieve and utilize data;
5. Assessed effectiveness of Durham One Call operations by analyzing the following and comparing to the set target if applicable (2010, 2011, 2012):
 - Average wait time for calls to be answered compared to set target of 60 seconds
 - Average number of calls per day
 - Average abandoned calls per day
 - Total calls received
 - Total calls abandoned (cumulative & percentage)
 - Total calls answered (cumulative & percentage)

6. Assessed efficiency of Durham One Call operations by analyzing the following:
 - Calls answered by agent per day
 - Average staffing
 - Suggested staffing
 - Agent availability/ productive time
 - Average length of calls
7. Benchmarked against two North Carolina Cities;
8. Obtained and analyzed statistics broken out by center representative and compared information received to targets established by Durham One Call:
 - Total talk time
 - Average time per call
 - Average number of calls per day
 - Average talk time per day
 - Percent time in queue
 - Categorized calls/representative
9. Reviewed sixty sample (different operators) calls recorded and conducted 15 additional calls into Durham One Call (by Audit Services) and documented the professional quality of the assistance and the level of etiquette and accuracy of information received;
10. Evaluated the training materials and determined the adequacy of the training provided to center representatives;
11. Documented and verified the quality control process in place to ensure center representatives are providing adequate information and communicating appropriately with customers;
12. Determined the Durham One Call process for monitoring customer satisfaction and reviewed the results of customer surveys;
13. Surveyed partner departments through a questionnaire to determine the quality of service provided by Durham One Call representatives;
14. Documented the process over coordination and communication of information and service request resolution between Durham One Call and the partner departments;
15. Obtained and reviewed the agreements with partner departments to determine if the agreements are effective in providing accurate and timely information to the citizens/customers of the Durham One Call center;
16. Reviewed departmental scripts to determine the accuracy of information contained in them;
17. Obtained and reviewed the performance delivery standards for service requests; and
18. Analyzed the total number of service requests recorded for each partner department.

During the audit, staff also maintained awareness to the potential existence of fraud.

Finding 1: Durham One Call is effective in meeting its set targets.

Audit Services assessed the effectiveness of the Durham One Call operations by analyzing whether they met their operational targets for the following performance measures during calendar years of 2010, 2011, and 2012 as of March 14, 2012.

Effectiveness Measures	Measure Targets	Calendar 2010 Actual	Calendar 2011 Actual	2012 (January 2-March 14) Actual
Average Wait Time for Call to be Answered	60 seconds	59.44	38.28	28.11
Average Abandons	10%	10%	7%	5%

Durham One Call representatives met their timeliness performance measure of answering calls within an average of 60 seconds in calendar year 2010 and 2011. Durham One Call representatives also met their target of ensuring abandoned calls were 10% or less of the total calls received during calendar years 2010 and 2011.

Durham One Call representatives met their target of responding to electronic requests within 24 hours for the period of December 2011 to March 2012. Durham One Call representatives are excellent at responding to emails within the stated target.

According to the FY 2011- 2012 budget, one of the reported measures of Durham One Call is to track the percentage of calls answered within 60 seconds. Audit staff compared the adopted FY 2012 and FY 2011 targets to actual. The table below displays this comparison:

Effectiveness Measure	Measure Target	FY 2011 Actual	FY 2011 (March 14) Actual
% Calls answered within 60 seconds	90%	79%	78%

Durham One Call representatives fell short of meeting their target in FY 2011 and are also below target for FY 2012 to date.

The current targets were originally established in 2009 and have not been reviewed for reasonableness since that time. New management is aware of the need to review targets and is in the process of reviewing current processes, before they proceed with reevaluating established target measures. The comparison of achieved performance with targeted performance is a method by which performance measurement data alerts management if a need for intervention exists to alter performance. It is vital to review targets annually to determine if they are still adequate. Per the benchmark data collected from the City of

Greensboro and Charlotte, the targeted average wait time for answering of calls for both is 30 seconds.

Finding 2: Durham One Call management is working towards improving the efficiency of their operations. Opportunities for improvement were identified.

Durham One Call representatives have efficiently decreased the average wait time to answer calls by over 20 seconds from 2010 to 2011. The number of calls received in 2011 decreased by approximately 4.5% compared to 2010 (247,769 in 2010 compared to 236,587 in 2011). However, due to the decrease in the abandoned rate, the percentage of incoming calls answered by representatives increased by 3% from 2010 (90%) to 2011 (93%).

Durham One Call representatives also efficiently decreased the abandoned call rate from 10% in calendar 2010 to 7% in calendar 2011. An incoming call is considered abandoned when the caller hangs up before an agent answers the call. Durham One Call representatives are currently monitoring abandoned calls and using information such as volume of call to determine scheduling needs in order to decrease the overall abandoned calls. Compared to other cities the abandonment rate for the Durham One Call center is higher. The Durham One Call center has the same number of representatives as the City of Greensboro; however, Durham One Call serves fewer citizens because their abandonment rate is more than double Greensboro's abandonment rate. Per the benchmark data collected from the City of Greensboro and Charlotte, actual abandoned call rate for these Cities is approximately 3%. Durham One Call representatives should continue efforts in reducing the calls abandoned. Per Durham One Call management, reasons for abandoned calls include unwillingness of callers to remain in queue or callers receiving resolutions to questions from listening to the information provided in the automated voice message while in queue. Information is not available to distinguish between these two reasons for abandoned calls. Audit staff did not obtain information from the City of Greensboro and Charlotte regarding contents of their automated voice message.

The table below reflects the abandoned calls in relation to time in queue. ¹

Cumulative Statistics (below):	Percent Time In Queue (in seconds)												
	15	30	45	60	75	90	105	120	135	150	165	180	181+
Abandoned Calls FY 2012	3559	5164	6644	7774	8584	9344	9945	10384	10744	11045	11304	11493	12545
Percent of Abandoned Calls FY 2012	28%	41%	53%	62%	68%	74%	79%	83%	86%	88%	90%	92%	100%
Abandoned Calls FY 2011	4868	6960	8800	10239	11328	12246	13021	13658	14187	14657	15103	15505	18660
Percent of Abandoned Calls FY 2011	26%	37%	47%	55%	61%	66%	70%	73%	76%	79%	81%	83%	100%

According to the table above, in FY 2012, 62% of the abandoned calls were in the queue for a maximum of 60 seconds.

¹ Information received for number of abandoned calls obtained from FeatureTel.

At present, the Durham One Call center receives relevant data on its operations from FeatureTel. However, information on calls transferred to other departments is limited. Transferred call data is only available on a daily basis and is not available cumulatively to the Durham One Call center. Durham One Call management should communicate this issue to FeatureTel and determine if they can access call transfer data on a cumulative basis with details by department. Access to this data can help the Durham One Call center analyze the efficiency of its operations.

Finding 3: An adequate process exists to monitor agent effectiveness and efficiency; however, representatives should continue to make strides towards achieving set targets.

In addition to focusing efforts on improving the overall effectiveness and efficiency of operations, the Durham One Call center also has an adequate process to improve the efficiency of the call center representatives. The supervisor monitors representatives' performance monthly and compares actual performance to set targets for the following measures:

- Average calls per day
- Average talk time
- Availability
- Documented errors
- Categorization
- Call monitoring
- Complaints
- Occurrence

The Durham One Call center has an adequate process to monitor availability of representatives during the workday to ensure timely answering of incoming calls. Availability of individual representatives is measured in FeatureTel by Percent of Time in Queue. All representatives are required to work on average 6.5 hours/day, and be available to answer calls 93% of that time. The current Percent of Time in Queue data in FeatureTel is imperfect because it does not incorporate time that representatives were out of queue for legitimate reasons (leave time, meetings, covering the desk in the lobby, etc). In order to calculate the true availability of the representatives, the Durham One Call supervisor has developed an adjusted method, which modifies the FeatureTel data. Audit staff tested the method used by Durham One Call management and determined it was accurate. Currently, not all representatives are in queue for the required 93% of time. In reviewing the modified data on availability captured by Durham One Call management for the months of December 2011 to mid-March 2012, about 4 to 5 representatives out of 9 meet the availability requirement on average.

According to Durham One Call's established standards, representatives should answer on average 95 calls per day. The first quarter of calendar 2012 has seen a higher percentage of representatives meeting the target of answering on average 95 calls per day compared to 2010 and 2011. Durham One Call management must ensure that representatives continue to make strides towards achieving this measure.

Representatives are required to assign categorization codes to calls, in order to understand the nature of calls received. For the period of 2012, representatives are meeting the target of categorizing 80% of their calls. For 2011, the Categorized Calls/Representative metric through FeatureTel's data was not fully captured for seven representatives. For the 2011 calendar year, five out of seven representatives that had the necessary data had categorized over 80% of their calls. The other two representatives categorized over 75% of their calls.

Finding 4: An adequate training process exists at the Durham One Call center. Audit staff identified potential areas for improvements based on partner department responses to the questionnaire assessing quality of service provided by the Durham One Call center.

Durham One Call has a three-week New Employee Training program to acclimate new representatives with the City of Durham and operations of the six partner departments. This training provides experience with various computer programs and systems, such as City Works and MUNIS. The Training Manual for this program was implemented in October 2009 and was revised in December of 2011. Audit staff reviewed the training manual and the information contained in the program is sufficient.

Responses to the questionnaire by partner departments (*See Attachment A*) included a few comments that would affect the training provided to center representatives. The comments are as follows:

“Durham One Call representatives could use more hands on experience within various departments to educate themselves regarding the services offered and to understand the positions imposed on the departments when incorrect data is given on Service Requests and the inconvenience it causes.”

“Provide additional training to the call center representatives to provide them with a more intimate knowledge of services provided by departments so questions from citizens can be addressed by the call center representatives rather than being transferred to the departments.”

The Durham One Call center should collaborate with partner departments to incorporate hands on training experience within partner departments as part of their training process. Both new and existing representatives should receive this training on an annual basis.

Another issue addressed by one department was regarding invalid, incomplete or incorrect service requests initiated by representatives. Audit staff did not examine the accuracy of the service requests initiated by representatives. The Durham One Call center should track invalid, incomplete or incorrect service requests to determine the severity of this issue and understand what is causing it. Educating representatives on the different types of service requests would be a possible solution to resolving the issue.

Finding 5: An adequate quality control process exists at the Durham One Call center.

The quality control processes utilized by the supervisors appear to be adequate for providing an appropriate level of review to support quality assurance. The supervisor has the ability to listen to representative calls after the call is complete. This activity allows the supervisor to determine the extent to which the representative is able to satisfy the initial concern of the caller as well as evaluate the quality of service provided. Durham One Call management has established a Call Monitoring matrix and ranks representatives based on the level of service provided. The supervisor reviews five calls per representative per month. The manager also periodically and subjectively selects and listens in on calls.

Audit Services gained access to audio recordings of inbound calls to the Durham One Call center over a 4-week period and selected a sample of 60 calls to monitor. Each call was ranked on three attributes, which included caller satisfaction, representative courtesy and information accuracy. Overall, customers appeared satisfied with the service and representatives were providing accurate information. Audit staff conducted 10 calls to the Durham One Call center to determine the accuracy of representative information. Of these 10 calls, eight reflected accurate and complete information.

Durham One Call management also monitors customer satisfaction through surveys available on the Durham One Call website. The survey includes 11 questions – 6 questions relate specifically to service provided by center representatives and 5 questions relate to service provided by partner departments. Durham One Call supervisors track the survey responses and review the results monthly with management. A plan for improvement is developed for emerging issues. Validity of the negative survey results is determined and the Call Center representatives are counseled based on the validity of the survey results. Documentation to support corrective measures taken to address negative survey responses is not maintained.

Finding 6: Efforts to enhance communication with partner departments are apparent, based on the Durham One Call center’s initiatives to establish service level agreements and a script review process with partner departments. Information sharing between partner departments and the Durham One Call center needs to be improved in order to provide accurate service to customers.

The Durham One Call center established service level agreements with the partner departments in an effort to improve communication. The service level agreement outlines the partner departments’ intent, commitment, and expectations for answering of telephone calls by Durham One Call representatives. For the Durham One Call center, the service level agreement establishes responsibilities of the call center to have resources available including personnel with experience, skills, and commitment needed to answer customer telephone calls and provide general information in the manner desired by the partner department(s). The agreement is to be reviewed annually by both parties and quarterly if necessary.

The six service level agreements, with minor exceptions, are almost identical in language and do not deviate based on department-specific emergencies or business-related issues. The scripts do not clearly address any exceptions of the agreement as it relates to the duties and responsibilities of the partner departments and the Durham One Call center. For instance, according to one partner department, “There are occasions when service requests are submitted via City Works after regular business hours for concerns that really need to be addressed right away. These issues should follow the established after hour process to ensure that an emergency situation (sewer back-ups, etc.) is addressed as quickly as possible”. This exception is not disclosed in the service level agreement or the scripts.

The service level agreements also include service standard delivery/benchmark data. This information helps call center representatives inform citizens about projected completion times for service requests. The benchmark data is embedded into City Works (system used to generate service orders). It is important to ensure that City Works has accurate benchmark data so that citizens receive accurate information on projected completion date. Four of the six service level agreements have service delivery standards included in the Call Center scripts. Some service delivery standards are not correct in the City Works system.

The service level agreements state that, “The parties shall hold a quarterly status meeting to assess performance and address any outstanding issues as needed”. The parties should also discuss any foreseeable changes to the standard operating procedures of the departments.

The scripts used by representatives to answer customer questions were examined to determine whether they were adequate to disseminate accurate information to customers. The scripts are comprised of basic questions reflecting standard operating procedures, which address

potential answers for customers. Audit staff noted a propensity to transfer calls to partner departments concerning issues that dealt with a more extended knowledge of the departments Standard Operating Procedure and methods for conducting their business. This could imply that the information contained in the scripts alone is not sufficient for representatives to answer calls. A more in depth knowledge of the department's operations would help representatives expound upon any details related to customer questions and service requests. The Durham One Call center should have a mechanism to capture information that should be part of the scripts but is currently missing. Durham One Call management effectively communicates with departments when they anticipate increased call volume due to certain situations and ensures they have accurate information to provide to customers.

Audit Services emailed a questionnaire (*See Attachment A*) to the department directors of the six partner departments for the Durham One Call center inquiring about their level of involvement and their experiences with Durham One Call representatives. All but one department responded to the questionnaire. Regarding their experience with Durham One Call representatives, the responses ranged from excellent to poor.

Audit staff followed up with the department that noted concerns in the questionnaire. The department stated that all issues have been communicated to the Durham One Call center. Quarterly meetings between the partner department and Durham One Call representatives must include updates for any corrective action associated with documented concerns.

Recommendation 1

The Durham One Call center should review targets annually to determine if they are adequate. Benchmarking against other cities will be a useful tool when establishing adequate targets for Durham One Call operations.

Recommendation 2

The Durham One Call center should continue to improve efficiency of operations by:

- Reducing the abandonment rate
- Motivating representatives to meet set targets
- Obtaining detail transfer calls data from FeatureTel if feasible and cost effective.

The Durham One Call center should design a scorecard to capture actual results of operational attributes of the Durham One Call center to established targets. Examine the scorecard annually to determine whether it consistently supports the department's annual objectives and mission.

Recommendation 3

The Durham One Call center should enhance its current training program by incorporating training provided by and within partner departments (in some form) on an ongoing basis. This training will allow center representatives to obtain in depth knowledge of the operations of the partner departments.

Recommendation 4

The Durham One Call center should continue to improve communication efforts with partner departments by:

- Ensuring service level agreements are tailored to the partner departments and outline specific responsibilities or exceptions
- Discussing annually changes in standard operating procedures or strategic plan measures of the operational departments to obtain a better understanding of the operations
- Ensure service delivery standards per scripts agree to information in City Works
- Develop a formal process to resolve issues identified by the partner departments

Recommendation 5

The Durham One Call center should document actions taken to address negative resident survey responses.

ATTACHMENT A (DURHAM ONE CALL AUDIT PARTNER DEPARTMENT QUESTIONNAIRE)

NAME: _____ DEPARTMENT: _____

1. Please describe your department's role in managing your Call Center scripts used by Durham One Call.
2. Who designed the answers and scenarios provided in the Call Center scripts?
3. Describe the level of contact between your department and the Call Center Manager regarding the Call Center scripts and monthly department Categorized Calls and Service Orders data.
4. Is there a meeting between yourself and the Call Center Manager to review whether Call Center scripts need to be modified? If so, how frequent are the meetings (i.e., weekly, monthly, quarterly, etc.) and what else is discussed?
5. Have you had any difficulties/problems associated with the accuracy of information or level of service provided by Durham One call? Please explain.
6. How does your department support Durham One Call in resolving citizen complaints/service requests?
7. Are you (or someone in your department) contacted by the Call Center Manager if there are similar problematic calls or other issues related to your department at Durham One Call?
8. What actions does your department take if an issue arises which may increase the volume of calls to Durham One Call?
9. What actions does your department take if a change in information or division procedures occurs in your department that Durham One Call is unaware?
10. How would you rank your department's experience being a Partner Department with Durham One Call?
 - a. Very Good
 - b. Good
 - c. Neutral
 - d. Poor
 - e. Very Poor
11. What would you change about the service provided by Durham One Call?

Memo To: Germaine F. Brewington, Director, Audit Services
From: Karmisha R. Wallace, Assistant to the City Manager
Date: May 15, 2012
Re: Management's Response
Durham One Call Operations Performance Audit (May 2012)

The following is the management's response to the Durham One Call Operations (May 2012)

Recommendation 1

The Durham One Call center should review targets annually to determine if they are adequate. Benchmarking against other cities will be a useful tool when establishing adequate targets for Durham One Call operations.

Management's Response

We concur. Management is in full agreement with the recommendation.

Durham One Call management will review targets annually for adequacy beginning FY12-13. We will also benchmark targets against other cities and apply information as a guide in determining targets for Durham One Call center.

Positions responsible for implementation: Assistant to the City Manager, Call Center Manager, and Call Center Supervisor

Recommendation 2

The Durham One Call center should continue to improve efficiency of operations by:

- Reducing the abandonment rate
- Motivating representatives to meet set targets
- Obtaining detail transfer calls data from FeatureTel if feasible and cost effective.

The Durham One Call center should design a scorecard to capture actual results of operational attributes of the Durham One Call center to established targets. Examine the scorecard annually to determine whether it consistently supports the department's annual objectives and mission.

Management's Response

We concur. Management is in full agreement with the recommendation.

Durham One Call management will review the Call Center targets and use benchmark data from peer cities to identify opportunities for reducing the abandonment rate. When a caller is waiting to speak with a Call Center Representative, a recording plays that provides detailed information on City events and changes in City services. It is not uncommon for callers to hang up once they hear the information that answers their question(s). This results in an "abandoned" call. Durham One Call does not currently have a mechanism for determining when calls fall into this category.

MANAGEMENT'S RESPONSE

Durham One Call management will continue to motivate Representatives to meet set targets. This will be achieved by better aligning Call Center Representative performance standards with Durham One Call targets beginning in FY12-13.

Durham One Call management has met with FeatureTel on two occasions prior to this audit engagement to explore options for enhancing Call Center statistical reporting and tracking. Call transfer data reporting will be reviewed with FeatureTel for FY12-13 to determine feasibility and cost effectiveness.

Durham One Call management will review the scorecard annually beginning FY12-13 to ensure operational attributes are captured relative to established targets.

Positions responsible for implementation: Call Center Manager and Call Center Supervisor

Recommendation 3

The Durham One Call center should enhance its current training program by incorporating training provided by and within partner departments (in some form) on an ongoing basis. This training will allow center representatives to obtain in depth knowledge of the operations of the partner departments.

Management's Response

We concur. Management is in full agreement with the recommendation.

Durham One Call management will work with partner departments to provide training to Durham One Call representatives on new and existing processes. Formal training will be conducted at least annually and "refresher" training will be on an as-needed basis.

The first joint training/refresh session will be June, 2012 with Solid Waste Management. Solid Waste will update Durham One Call staff on processes and programs.

Positions responsible for implementation: Call Center Manager and Call Center Supervisor

Recommendation 4

The Durham One Call center should continue to improve communication efforts with partner departments by:

- Ensuring service level agreements are tailored to the partner departments and outline specific responsibilities or exceptions
- Discussing annually changes in standard operating procedures or strategic plan measures of the operational departments to obtain a better understanding of the operations
- Ensure service delivery standards per scripts agree to information in City Works
- Develop a formal process to resolve issues identified by the partner departments

Management's Response

We concur. Management is in full agreement with the recommendation.

Durham One Call management will tailor the service level agreements to the specific partner departments detailing responsibilities and exceptions beginning in FY12-13. Service level agreements will be reviewed annually with partner departments, and the review will include updates to standard operating procedures and strategic plan measures to further understand and complement departmental operations.

Durham One Call management will review delivery standards in call scripts and ensure information in City Works is in agreement with call scripts annually beginning with FY12-13. Durham One Call management will develop, implement and execute a formal process beginning in FY12-13 to resolve issues identified by partner departments. Currently, as issues are identified by partner departments, they are escalated to Durham One Call management for resolution.

Positions responsible for implementation: Assistant to the City Manager, Call Center Manager, and Call Center Supervisor

Recommendation 5

The Durham One Call center should document actions taken to address negative survey responses.

Management's Response

We concur. Management is in full agreement with the recommendation.

Durham One Call management will develop, implement and execute a formal process beginning FY12-13 to formally document actions taken to address negative resident surveys.

Positions responsible for implementation: Call Center Manager and Call Center Supervisor