Call Center Management

RCIT

RIVERSIDE
COUNTY
INFORMATION
TECHNOLOGY

We help make Riverside County run.

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Call Centers Management

- Overview
- Implementation
- Success Factors
- County Call Centers
- RCIT Solutions and Resources

Overview

- A call center is a centralized office used for the purpose of receiving and transmitting a large volume of requests by telephone.
  - Technology advancements in e-mail, web, text messaging, live chat, and fax provide additional interaction tools between customers and Call Centers

Call Center--By any other name

- Call centers can be a part of or known as

  - Contact Center
  - Customer Interaction Center
  - Customer Service
  - Customer Interaction Framework

Types

- The main types of call centers
  - Inbound: Agents receive requests from customers, provide service, and close issues.

  - Outbound:
    - Emergency related issues such as product recall, reverse 911, natural disaster, etc...
    - Dispatch centers

Business Goals

- Improve customer service
- Improve efficiency
- Serve internal & external customers
- Reduce operational cost
- Data repository–identify similar issues

Impact on Business

- Call centers account for:
  - 32% overall customer satisfaction with the company (JD Power)
  - 92% of customer interaction (Gartner)
  - 90% of perception about the company (Purdue University)
  - 60% terminate relationship for bad experience (Purdue University)
  - Company growth at lower cost

Implementation

- Highly trained agents that are:
  - Knowledgeable in locating answers
  - Able to deal with stress
  - Can provide personalized service
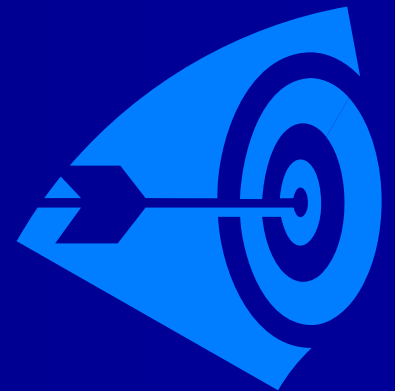- Centralized data provides a full picture of customers' needs

Ease of Access

- Ease of use (911, 411, etc...)

- Dedicated professionals

- Call tracking and follow up

Value

- Partner with customers

- Satisfied employees

- Achieve Customer Satisfaction

Benefits

- Data sharing with other agencies
- Better Resource Allocation/Distribution
- Access to historical information
- Data mining; permanent resolution.
- The above list produces overall
  - LOWER COST
  - HIGHER QUALITY
  - HIGHER PRODUCTIVITY.

Challenges

- Employee Retention
- Integrating different communication types (phone, e-mail, fax, etc...)
- Staff allocation/distribution
- Employee Training
- Focus on people—Not Technology

Level of Service

- Respond (on-hold, e-mail, fax, etc...)

- Resolve

- Satisfy

- Please

Level of Expertise

- Automated (FAQ, Reverse 911, etc...)

- Level 1 (Junior agents)

- Level 2 (senior agents)

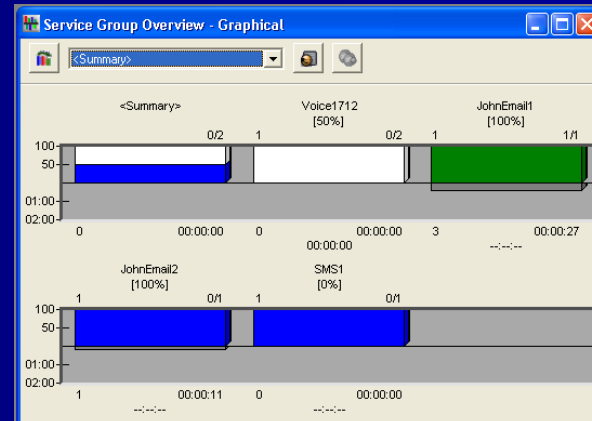- Level 3 (supervisor, manager, etc...)

Reporting

- Real Time

- Historical

Real Time Reporting

- Visual representation of Call Center

- How busy

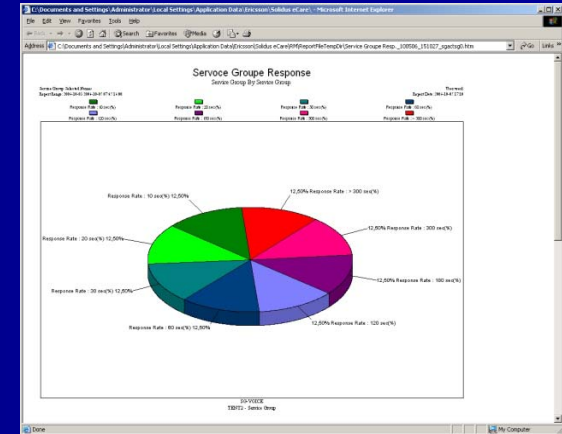- Trending

Historical Reporting

- Flexibility
  - User defined reports
  - Ability to blend/customize different media information into a single report, including graphical reports
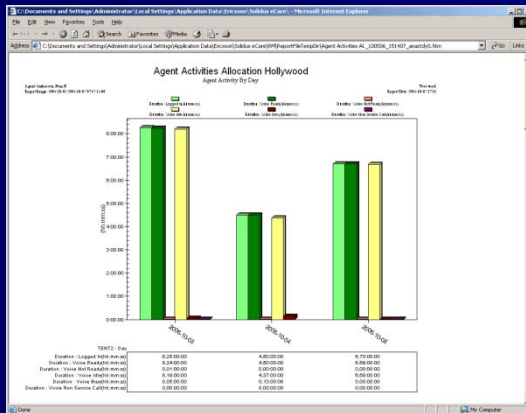
- Scheduled reporting
  - Ability to schedule reports to run at specified dates & times

- Exception reporting
  - Enhanced scheduling of reports based on specific criteria (season, special days, special hours, etc.) Canned Reports

Success Factors

- Implementation

- Operational

Success Factors- Implementation

- Apply industry best practices in:

  - Business Analysis
  - Project Management
  - Tools selection
  - Tools implementation

Success factor--Operational

- There are 3 critical success factors:
  - People
  - People
  - People

- Technology is only A _TOOL_ FOR …PEOPLE.

People--Development

- Train/Coach by providing

  - Time
  - Information
  - Process
  - Qualified trainers/supervisors

People--Empowerment

- Empower by providing:

  - Authority to make decisions
  - Tools need to be user friendly, fast, reliable, accurate
  - Access to supervisors, managers, etc...

People--Management

- Provide Clear path, process and methodology
- Demonstrate interpersonal skills
- Protect
- Provide long term plan

County Call Centers

- County of Riverside Call Centers
  - Animal Control
  - Centralized Appointment
  - Child Protective Services
  - Adult Protective Services
  - RCIT Help Desks
  - Workers Compensation
  - Facilities Help Desk

RCIT Solutions & Resources

- Internal subject matter experts
- Scalable, standards base and cost effective solutions
- Enterprise business analysis
- Market research & best practices
- Vendor partnership

Architectural overview

ACD

Agents

Agents

Ericsson

Automated Attendant

Reporting
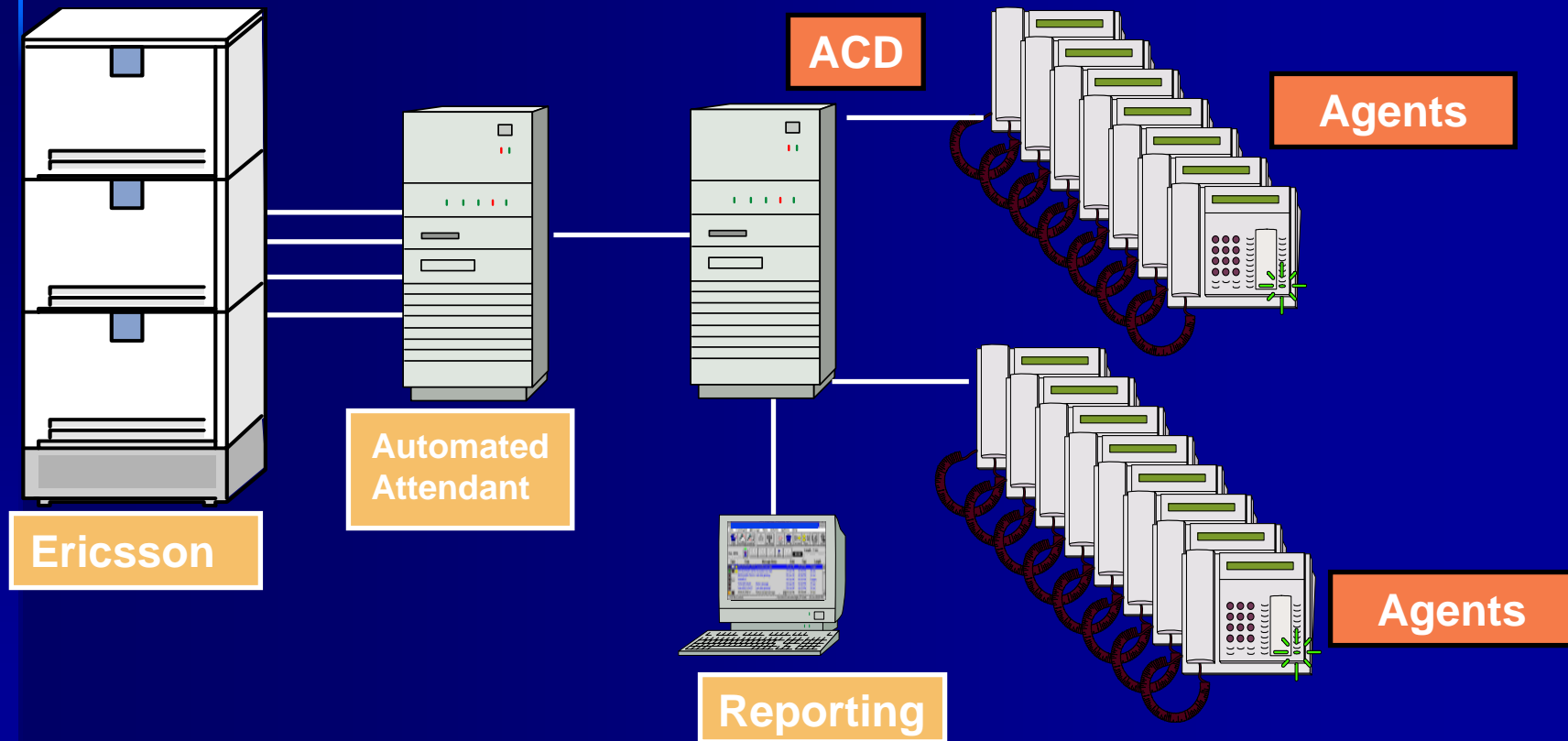
Lessons learned

- Be Agile
- Clear direction on Business Requirements/needs
- Do not focus on emerging technology
- Well trained people (soft & hard skills)
- Continuous process improvements

Wrap-up

- RCIT Contacts

- Q&A