



## NYC 311

### Customer Service In Changing Times

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## 311 History and Mission

**January 2002:** Mayor Bloomberg proposes Customer Service initiative to provide non-emergency services and information through one all-purpose number

**March 2003:** NYC 311 Customer Service Center launched

#### Accessibility:

Quick and easy access to all NYC government services and information with the highest possible level of customer service

#### Accountability:

Improve Agencies service delivery by allowing focus on core missions and workload efficiency

#### Transparency:

Insight to improve government through measurement and analysis of service delivery Citywide

## 311 Features



Calls answered 24x7x365

Access to 180 languages

Layered IVR Greeting

Staff of 400+ customer service professionals

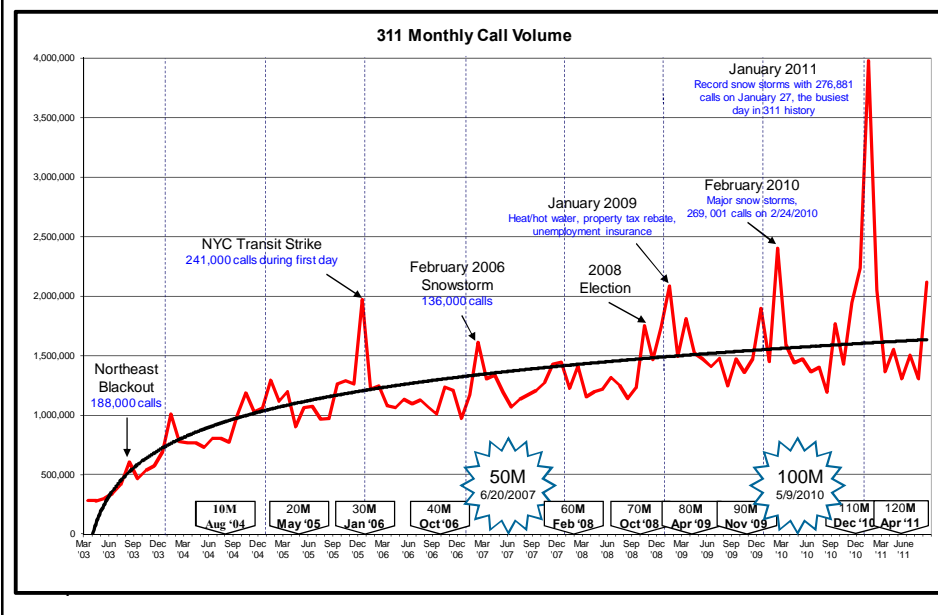
Offer 4,000+ services

300 City, State, Fed Agencies

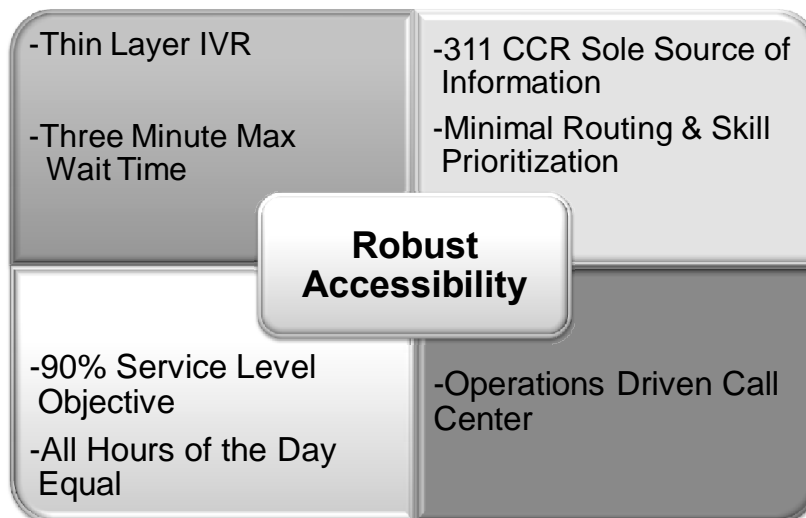
Receive on average  
53,000+ calls/day

Calls to date:  
over 129 million

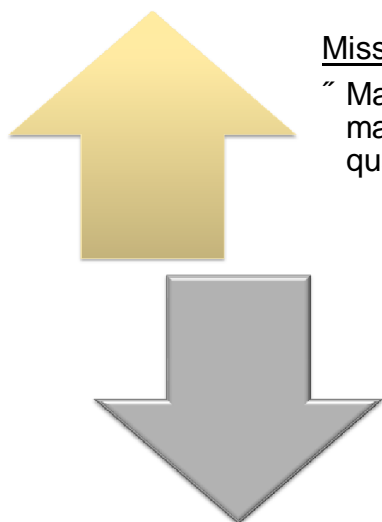
## NYC 311 Call Volume – Growth and Milestones



## The Prosperous Years 2003 - 2007



## Avoiding Trade Offs



### Mission Critical

" Made a conscious decision to maintain commitment to quality and customer service

### Customer Service Vampires

" Targeted talk time  
 " Expedited call handling  
 " Cancel team meetings or off-the-phone time

## How Not to Sell Your Soul



## Quality

- Revamp Call Handling
- Library of learning
- %Coaching & Development+



## Organizational Development

- Staff Development
- Suggestion Box, Newsletter
- Cross Training
- Re-organization of resources and tasks



## Technology

Internal:

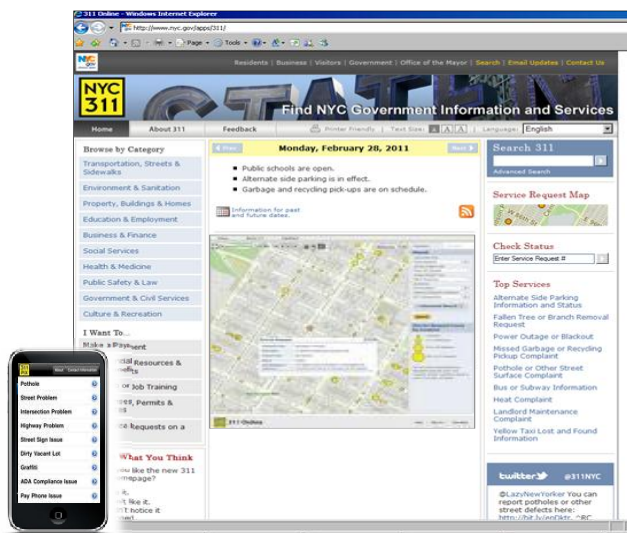
- SharePoint Portals
- NICE
- i360
- Email
- Online Training



## Technology – Evolving from Call Center....

To multi-access,  
multi-channel ..

- 311 Online
- Twitter
- iPhone app
- Text messaging



## The New Reality 2008 - Present

-Multi Layer IVR  
-No Max Wait Time  
Objective

-Multi Channel  
-Increased Routing & Call  
Prioritization

**Affordable  
Accessibility**

-80% Service Level  
Objective  
-Peak Hours Priority  
-All Hands on Deck

-Workforce Driven Call  
Center  
-Focus on Quality &  
Training

## Did It Work?

### Customer Satisfaction Survey end of 2008:

"Satisfaction with 311 is more on par with higher performing call centers in the private sector and well above scores for government call centers". CFI Group.

### Customer Satisfaction Survey end of 2011

Results: Customers even more satisfied with 311 performance than in 2008.

Lower favorable responses for Accessibility

### Employee Satisfaction Survey 2009 vs. 2010:

Employees are recognized when they perform well +11%

Management clearly communicates goals and policies +11%

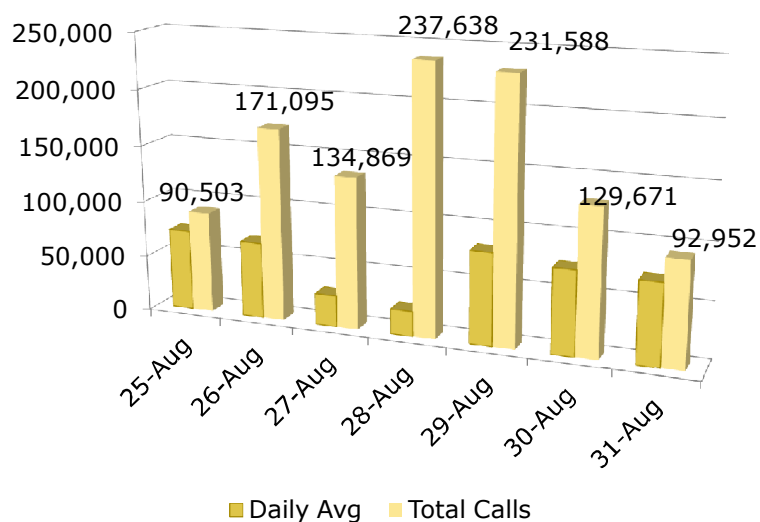
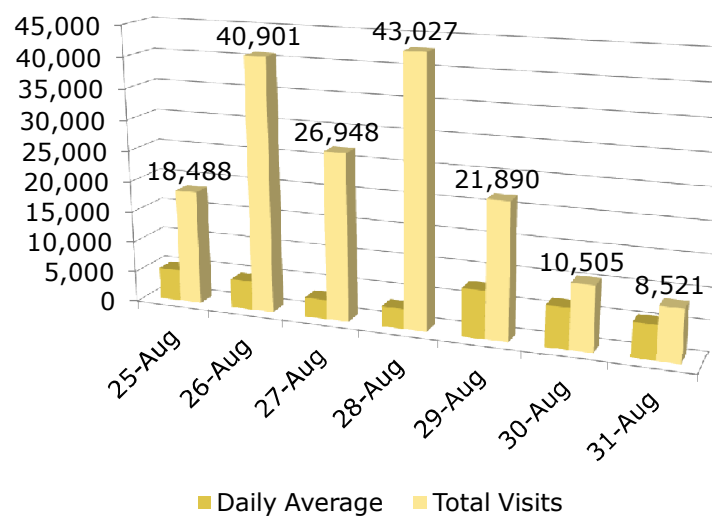
Overall Employee morale is good +1%

Promotions/recognition are administered fairly as a result of performance and quality +7%

I am treated with respect +10%

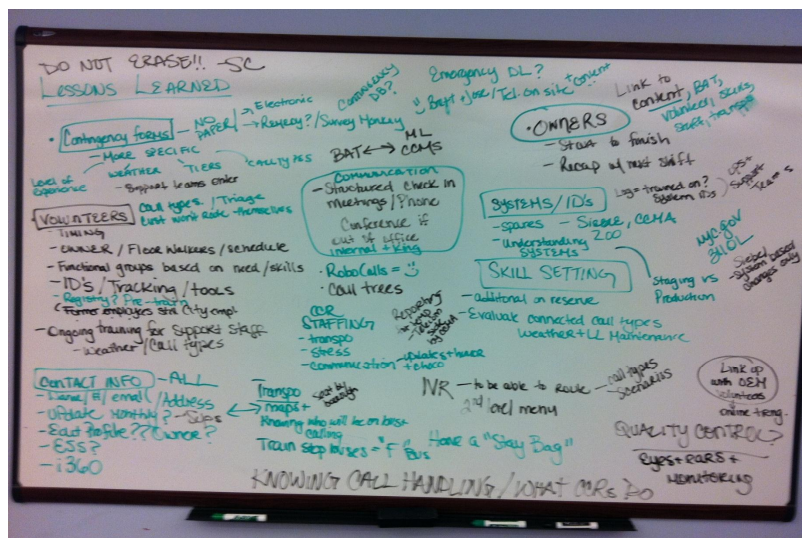
## Hurricane Irene

	<b>Fri 8/26</b> <i>Prep Mode</i>	<b>Sat 8/27</b> <i>Waiting for it.....</i>	<b>Sun 8/28</b> <i>Irene Arrives</i>	<b>Mon 8/29</b> <i>Day 1 of the Aftermath.....</i>
<b>Incoming Calls</b>	171,095	134,869	237,638	231,588
<b>% IVR Resolved</b>	65.8%	67.8%	80.2%	83%
<b>AHT (seconds)</b>	253	210	234	270
<b>Service Level</b>	1.28%	26.96%	26.04%	12.4%
<b>Occupancy</b>	95%	93%	86%	91%
<b>Top Call Driver</b>	Evacuation Lookup	Hurricane Info	Hurricane Info	Fallen Trees/Branches

**Aug 25 through Aug 31 – Call Center Channel****Aug 25 through Aug 31 – 311 Online**



## Hurricane Irene – Lessons Learned



## NYC 311 Fun Facts

~311 consolidated over 40 city agency call centers in 2003 and eliminated 16 pages of Blue Pages roulette+in telephone books

“1<sup>st</sup> call: quality of life noise complaint. 50M call: how to get a day-care license.  
100M call: report a derelict vehicle.

Top inquiries all time: Alternate Side Parking status, reporting No Heat+, and Landlord Maintenance Complaints.

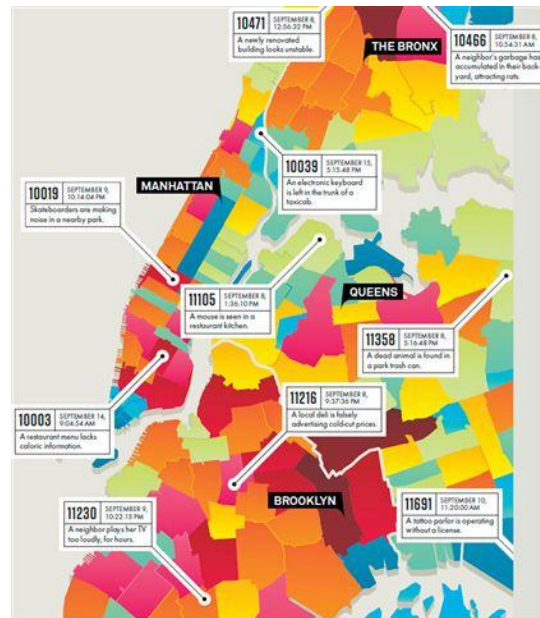
“A fulltime call center representative speaks to over 20,000 New Yorkers each year. All of them have a story” .

There are 28 distinct Noise complaint categories ranging from neighbor or bar; to noise from a manhole cover or from an ice cream truck.

“Streetlight Mike+ has made over 3,300 calls to 311 since inception to report various streetlight outage conditions.

There are five ~~lead~~ things that can be reported to 311: animals, birds, fish, trees, and landlords.

## Wired Magazine



## Wired Magazine

