NYC 311

Customer Service In Changing Times

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311 History and Mission

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
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<tbody>
<tr>
<td>January 2002:</td>
<td>Mayor Bloomberg proposes Customer Service initiative to provide non-emergency services and information through one all-purpose number</td>
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<td>March 2003:</td>
<td>NYC 311 Customer Service Center launched</td>
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<table>
<thead>
<tr>
<th>Accessibility:</th>
<th>Accountability:</th>
<th>Transparency:</th>
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<tbody>
<tr>
<td>Quick and easy access to all NYC government services and information with the highest possible level of customer service</td>
<td>Improve Agencies service delivery by allowing focus on core missions and workload efficiency</td>
<td>Insight to improve government through measurement and analysis of service delivery Citywide</td>
</tr>
</tbody>
</table>
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

311 Monthly Call Volume

- Northeast blackout: 188,000 calls
- NYC Transit Strike: 241,000 calls during first day
- February 2006 Snowstorm: 196,000 calls
- 2008 Election: 269,000 calls
- January 2009: Heat, hot water, property tax rebate, unemployment insurance
- January 2010: Major snowstorm, 350,000 calls
- January 2011: Record snow storm, 259,681 calls on January 27, 311 busiest day in 311 history
- February 2010: 120M
- April 2011: 100M
The Prosperous Years 2003 - 2007

- Thin Layer IVR
- Three Minute Max Wait Time
- 311 CCR Sole Source of Information
- Minimal Routing & Skill Prioritization
- 90% Service Level Objective
- All Hours of the Day Equal
- Operations Driven Call Center

Robust Accessibility

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 handing
- Cancel team meetings or off-the-phone time
How Not to Sell Your Soul

- 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%

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### Hurricane Irene

<table>
<thead>
<tr>
<th>Fri 8/26 Prep Mode</th>
<th>Sat 8/27 Waiting for it</th>
<th>Sun 8/28 Irene Arrives</th>
<th>Mon 8/29 Day 1 of the Aftermath</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Incoming Calls</strong></td>
<td><strong>% IVR Resolved</strong></td>
<td><strong>AHT (seconds)</strong></td>
<td><strong>Service Level</strong></td>
</tr>
<tr>
<td>171.095</td>
<td>65.8%</td>
<td>253</td>
<td>1.28%</td>
</tr>
<tr>
<td>134.869</td>
<td>67.8%</td>
<td>210</td>
<td>26.96%</td>
</tr>
<tr>
<td>237.638</td>
<td>80.2%</td>
<td>234</td>
<td>26.04%</td>
</tr>
<tr>
<td>231.588</td>
<td>83%</td>
<td>270</td>
<td>12.4%</td>
</tr>
<tr>
<td><strong>Occupancy</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>95%</td>
<td>93%</td>
<td>86%</td>
<td>91%</td>
</tr>
<tr>
<td><strong>Top Call Driver</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Evacuation Lookup</td>
<td>Hurricane Info</td>
<td>Hurricane Info</td>
<td>Fallen Trees/Branches</td>
</tr>
</tbody>
</table>
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

1st 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 to 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 dead things that can be reported to 311: animals, birds, fish, trees, and landlords.