CUSTOMER SERVICE CENTER PERFORMANCE ASSESSMENT

February 2022

protiviti®
Face the Future with Confidence

CENTRAL FLORIDA EXPRESSWAY AUTHORITY

Internal Audit, Risk, Business & Technology Consulting

TABLE OF CONTENTS

Section Description	Page #
Overview	3
Objectives, Scope, and Approach	4
Summary of Observations - Strengths	5
Performance Indicators	6
Summary of Observations - Opportunities	7
Detailed Observations	9
Appendix A: Supporting Data	18

protiviti

EXECUTIVE SUMMARY

Overview

Background

In accordance with the 2022 Internal Audit Plan, Internal Audit conducted an assessment of the Central Florida Expressway Authority (CFX) customer contact center operation's performance. The last performance assessment was performed in January 2019.

The CFX E-PASS customer service centers and violations enforcement operations services are outsourced to a third-party vendor under a five-year contract with an additional five, one year renewal options. As of the last assessment performed in January 2019, the third-party vendor provided the trained personnel necessary to operate the customer service centers, including the phone center, and CFX provided the primary software and systems for processing customer accounts and transactions.

In September 2020, CFX contracted with a new vendor, Alliance One, to provide the personnel to manage and operate the customer service centers. In March 2021, CFX and Alliance One jointly transitioned to a new technology platform, Nice inContact. This cloud-based platform includes an Interactive Voice Response system (IVR) as well as capabilities around quality assurance, email support, and dashboard reporting. The platform is implemented in a configuration using multiple data centers; the contact center's summarized historical performance data is retained for at least 25 months. CFX hosts Nice inContact, the technology platform used to facilitate customer interactions, as well as the Violation Enforcement System (VES) image review software and the customer relationship management (CRM) application. CFX also provides management oversight of the customer service center operations outsourced to Alliance One.

The customer contact phone center currently leverages 128 full and part-time agents, excluding image processing personnel, nine supervisors, and one call center managers to support the customer contact center operations. For the period reviewed as part of this performance assessment, from November 2021 through December 2021, the average daily call volume was approximately 4,780 for weekdays and 1,536 for weekends.

protiviti

EXECUTIVE SUMMARY

Objectives, Scope, & Approach

Objectives

The objectives of this review were to assess the current needs and performance of the customer service center through evaluation of processes and organizational structure, applications and infrastructure, and statistical data analysis to identify opportunities to enhance contact center performance and reduce employee turnover.

Scope and Approach

This audit was performed using a four-phased approach as outlined below.

Phase I – Process and Organization Review

Phase I of the review was performed to develop an understanding of the processes and organizational structure of the customer service center; areas of focus with include the following:

➢ People: Identify roles, responsibilities, and organizational structure through interviews
➢ Process: Review key processes, recent changes, objectives, and stated key performance indicators
➢ Technology: Review infrastructure and use of applications, including recent changes

Phase II – Data Gathering

Phase II of the review included requesting and obtaining statistical data from various sources including the InContact system to complete a statistical analysis of contact center performance for the period of November 2021 through December 2021. Data gathered was analyzed and collated in Phase III and later incorporated into audit findings and recommendations.

Phase III – Data Analysis

Phase III of the review included analyses of statistical data gathered to evaluate the performance of the contact center operation. Key measures such as call volumes and patterns, service levels, quality, and schedule adherence were evaluated and documented to measure performance.

Phase IV – Findings and Recommendations Development

Internal Audit summarized the observations and enhancement opportunities identified during the assessment.

protiviti

EXECUTIVE SUMMARY

Summary of Observations - Strengths

The following positive observations were noted during the review of CFX's contact center operations and data:

- CFX is consistently achieving service level goals on most active campaigns

- The distribution of agents and skills is well-aligned to the distribution of calls by campaign

Consistently High Service Levels

Distribution of Agent Skills

High Agent Occupancy

Use of Time Checks for Callbacks
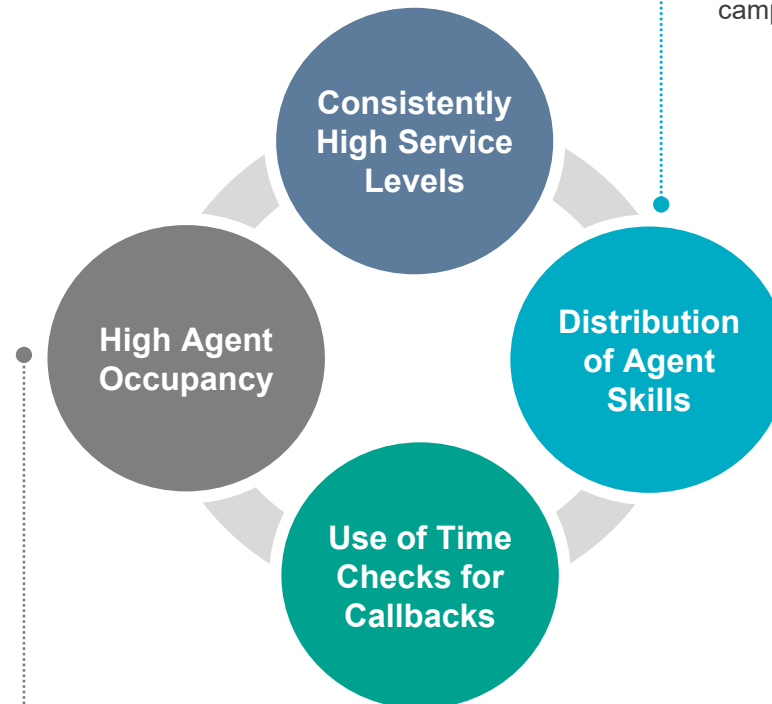
- Agent occupancy and productivity are high across all groups, averaging over 86%

- Time checks are properly used to enable or disable the use of callbacks

protiviti

CFX PERFORMANCE INDICATORS

The chart below shows a comparison of key performance indicators for FYs 2022, 2019, and 2017, the fiscal years in which each of the last three performance assessments were conducted by Internal Audit.

Performance Indicator	FY2022	FY2019	FY2017	Change FY19 to FY22
Average Daily Call Volume per Interval	24	16	10	50% increase**
Average Speed of Answer	30 seconds*	37 seconds	36 seconds	19% improvement
Abandoned Calls	1.75%-3.66%	5% - 8%	6% – 10%	58% improvement
Average Auxiliary Time Rate	24%	25%	28%	4% improvement

*   Based on Interval-level data from November 30, 2021 (interval is defined in 30-minute increments)
** 2019 and 2017 interval data were based on split/skill reports for Spanish, customer service, payment, sign up, VES Response Line and UTN payment splits. With the implementation of inContact in 2021, the queue structure changed, rendering this performance metric incomparable across the three different points in time.

protiviti

EXECUTIVE SUMMARY

Summary of Observations - Opportunities

Obs #	Observation	Category	Observation Reference
1	Sensitive customer and credit card data handling	Technology	**High**
2	Path reporting within the Interactive Voice Response (IVR)	Technology	**Medium**
3	Opportunity to increase response to Customer Satisfaction (CSAT) Survey	Process	**Medium**
4	Limited functionality within email solution	Technology	**Low**
5	Limited use of variables within call flows	Technology	**Low**
6	Poor service level performance for the Retention Campaign	People	**Low**

protiviti

DETAILED OBSERVATIONS

DETAILED OBSERVATIONS

Observation 1 – Sensitive Data Handling

Elements of Infrastructure

| Business Policies | → | Business Processes | → | People & Organization | → | Management Reports | → | Methodologies | → | Systems & Data |

| **Relative Priority** |
| **High** |

Observation

CFX imposes system-based restrictions over the use of word processing applications on CFX machines to limit the risk of inappropriate use of sensitive customer data. However, during observation of one recorded customer-agent interaction, Internal Audit observed the agent record a customer's name and credit card number within a word processing application on the agent's machine for later use in the customer relationship management application, TRIMS. This indicates that Alliance One machines used by customer service center agents do not share the same system-based restriction and represents an increased risk of inappropriate handling of sensitive customer data.

The Quality Control (QC) team assesses adherence to customer services quality standards through the review of recorded customer-agent interactions. These recordings grant the QC Team access to any personally identifiable information (PII) and credit card information displayed during the call. Leading practice is that access to such sensitive information be limited. While functionality exists within inContact to obscure personally identifiable information (PII) and credit card information from the quality control reviewer, the functionality has not been implemented, which creates an increased risk of the inappropriate use and/dissemination of that information.

Recommendation

CFX should coordinate with Alliance One to ensure consistent application of critical internal control procedures across machines managed by Alliance One for the customer service center.

CFX should consider implementing native functionality within inContact to obscure PII and credit card information from view within calls recorded for quality control purposes. Both screens and audio should be obscured when the agent is collecting CC information. This is typically accomplished by setting a screen trigger that "mutes" recording while the agent is on a screen/transaction that contains sensitive data.

protiviti

DETAILED OBSERVATIONS

Observation 1 – Sensitive Data Handling, continued…

Elements of Infrastructure

Relative Priority
High

Management Response

Management concurs.

Management Action Plan

- Short Term: Management will coordinate with Alliance One to review the deployment of desktop applications among customer service agent machines to enforce appropriate application-level restrictions, and to perform retraining of agents as needed to accommodate any updates in operating procedures.

- Long-term: Management will implement an integration between Nice inContact and the forthcoming CRM, Microsoft Dynamics 365, in order to "mute" recording of sensitive data used in quality control.

Action Plan CFX / Due Date

Dave Wynne, Director of Toll Operations

- Short-term: September 30, 2022

- Long-term: July 1, 2023

protiviti

DETAILED OBSERVATIONS

Observation 2 – Interactive Voice Response (IVR) System

Elements of Infrastructure

Relative Priority
Moderate

Business Policies → Business Processes → People & Organization → Management Reports → Methodologies → Systems & Data

Observation

The Interactive Voice Response (IVR) System should facilitate the routing of customer calls and support effective path reporting, the ability to track the progression of calls through the IVR. The current IVR solution has been implemented in a manner which does not support effective path reporting (i.e., the ability to track the progression of calls through the IVR). Without the effective path reporting, CFX is limited in its detect and diagnose issues within the IVR routing (e.g., identifying where and why calls drop out).

Recommendation

Management should consider performing a review of IVR routing and the naming of nodes to facilitate greater clarity in reporting of call traffic through the IVR. In addition, CFX may consider working with Nice inContact to implement additional data capture in the call flow which would allow custom reporting to be used to track IVR utilization.

Management Response

Management concurs.

Management Action Plan

Management will engage a vendor to perform a redesign of the IVR and will incorporate elements within the design of the IVR to facilitate effective path reporting.

Action Plan CFX / Due Date

Dave Wynne, Director of Toll Operations / July 1, 2023

protiviti

DETAILED OBSERVATIONS

Observation 3 – Customer Satisfaction Survey Take Rate

Elements of Infrastructure

Business Policies	Business Processes	People & Organization	Management Reports	Methodologies	Systems & Data

Relative Priority

Moderate

Observation

CFX employs Customer Satisfaction surveys, or CSAT surveys, to collect data about customer satisfaction following calls with contact center agents. Customers are solicited to take the survey at the beginning of the call. The current "take rate," or rate of survey completion is approximately 3%. Common practice for increasing the take rate is to include a reminder at the end of the call to stay on the line for the survey.

Recommendation

CFX should consider modifying the CSAT prompt to ask the customer to remain on the line at the end of the call if they wish to leave a survey.

Management Response

Management concurs.

Management Action Plan

Management will coordinate with Nice to evaluate the feasibility of a reconfiguration of call flows to incorporate a CSAT reminder prompt.

Action Plan CFX / Due Date

Dave Wynne, Director of Toll Operations / December 31, 2022

protiviti

DETAILED OBSERVATIONS

Observation 4 – Email Functionality

Elements of Infrastructure

Relative Priority

Low

Business Policies → Business Processes → People & Organization → Management Reports → Methodologies → Systems & Data

Observation

CFX and Alliance Once recently implemented an email channel within the inContact platform which enables a team of agents to manage customer inquiries in an email-style format. The transition of email messaging from a separate application to the customer contact platform has improved monitoring and control over communications with customers. However, current functionality of inContact email is limited. The platform does not permit agents to view queued emails or to access and respond to closed email threads in a conversational manner. A customer's response to a closed thread triggers the creation of a new ticket rather than continuation of the previous thread. These limitations reduce the ability of agents to effectively and efficiently understand and address customer concerns.

Recommendation

CFX should consider transitioning email support to the forthcoming customer relationship management (CRM) system to enable greater core functionality and instant access to relevant customer information. Integration with inContact can be accomplished by delivering emails from CRM to inContact as work items.

Management Response

Management concurs.

Management Action Plan

Management will transition email support to the forthcoming CRM as it becomes available.

Action Plan CFX / Due Date

Dave Wynne, Director of Toll Operations / July 1, 2023

protiviti

DETAILED OBSERVATIONS
Observation 5 – IVR Call Tracking

Elements of Infrastructure

| Business Policies | Business Processes | People & Organization | Management Reports | Methodologies | Systems & Data |

Relative Priority

Low

Observation

A key component of valuable reporting within the Interactive Voice Response (IVR) System is the use of variables within the call flows. Variables can be used to capture key data points, such as customer responses to prompts within the IVR (e.g., reason for the call) and information about how a call exits each node or decision point (e.g., whether the call progressed normally through a node or dropped out in error). CFX's currently use of variables within the IVR is minimal. As a leading practice, variables should be used to support custom reporting on relevant performance metrics, enabling greater visibility into issues within the IVR system and increased ability to optimize system performance.

Recommendation

CFX should consider implementing additional variables within the IVR to increase visibility and control over system performance.

Management Response

Management concurs.

Management Action Plan

Management will engage a vendor to perform a redesign of the IVR and will incorporate elements within the design of the IVR to facilitate effective path reporting, such as the use of variables.

Action Plan CFX / Due Date

Dave Wynne, Director of Toll Operations / July 1, 2023

protiviti

DETAILED OBSERVATIONS

Observation 6 – Campaign Service Levels (Retention)

Elements of Infrastructure

Relative Priority
Low

Business Policies → Business Processes → **People & Organization** → Management Reports → Methodologies → Systems & Data

Observation

CFX is consistently achieving its service level goals on all primary campaigns except the Retention Campaign (11% service level, compared to a goal of 70%), which represents customers considering the deactivation of accounts. As of fieldwork, only nine (9) agents were assigned to the E-PASS Business Account skill which corresponds with this campaign. Contact center management indicates that a lack of agents trained in the unique skills required for retention contributes to service levels observed in the months since the recent advent of the campaign. Management has outlined a new process for qualifying and training agents for the Retention Campaign.

Recommendation

CFX should continue the roll-out of its training program for the Retention Campaign to achieve a pool of trained agents adequate to meet service level goals.

Management Response

Management concurs.

Management Action Plan

CFX worked with the vendor to reassign additional staff to the Retention skill group; currently 15 are assigned to this group, up from the previous nine (9) during field testing. The Retention Training material has now been completed and the vendor expects to start training the end of April 2022, with training of all eligible agents to be completed by June 30, 2022.

Action Plan CFX / Due Date

Dave Wynne, Director of Toll Operations / July 1, 2023

protiviti

APPENDIX

APPENDIX A
Supporting Data

The distribution of agent skills is well-aligned to campaigns

Row Labels	Skill Distribution
⊟ Business Accounts Email	
Business Accts Email	1%
Business Accts Email OB	1%
⊟ E-PASS	
Business Accounts IB	2%
Business Accounts OB	2%
EPASS Customer Svc IB	40%
EPASS OB	76%
EPASS Payments IB	41%
EPASS SignUp IB	39%
Spanish IB	10%
Specials IB	25%
⊟ EPASS Email	
EPASS Cust Serv Email	2%
EPASS Cust Serv Email OB	3%
⊟ Lead Line	3%
Lead Line	3%
⊟ NPX	
NPX Dialer	
NPX IB	0%
⊟ Pay By Plate	
Pay By Plate IB	42%
Pay By Plate OB	
UTC IB	37%
⊟ Retention	
E-PASS Acct Team IB	2%
⊟ Testing	
TEST IB EMAIL	1%
Testing IB	2%
⊟ Training	
E-PASS_Training	4%
PBP Training	2%
Training_Default_No_Agents	
Training_OB	2%
⊟ Visitor Tollpass	
Visitor Tollpass IB	6%
Visitor Tollpass OB	
⊟ Visitor Tollpass Email	1%
Visitor Tollpass Email	1%
Visitor Tollpass Email OB	1%
⊟ (blank)	
(blank)	
Grand Total	

Campaign Name (ID)	Incoming	Outbound	Offered	Handled	Avg Handle Time	Abandons	Avg InQueue Time	% Abandons	Avg Abandon Time	Service Level
Business Accounts Email (5631829)	13	0	0	17	00:23:26	0	00:05:34	0.00%	00:00:00	100.00%
E-PASS (5628881)	2,317	222	2,253	2,224	00:06:54	40	00:00:29	1.75%	00:00:45	72.76%
EPASS Email (5631828)	1,321	19	0	479	00:02:42	0	00:00:00	0.00%	00:00:00	0.00%
Lead Line (5684154)	14	8	263	262	00:01:48	10	00:00:16	3.66%	00:02:05	86.76%
NPX (5631699)	0	412	0	399	00:00:05	0	00:00:00	0.00%	00:00:00	0.00%
Pay By Plate (5628882)	2,234	77	1,060	1,041	00:06:20	21	00:00:24	1.95%	00:00:42	76.78%
Retention (5631985)	0	4	26	26	00:07:46	9	00:02:44	25.71%	00:01:51	11.43%
Visitor Tollpass (5628883)	6	1	4	4	00:06:39	1	00:00:16	20.00%	00:00:41	80.00%
Visitor Tollpass Email (5631830)	26	2	0	0	00:00:00	0	00:00:00	0.00%	00:00:00	0.00%

Top Campaigns by volume are E-Pass, Pay by Plate, and E-Pass Email

The distribution of skills by agent closely matches campaign volumes and distribution with E-Pass and Pay by Plate related skills being held by over 42% of available agents.

protiviti

APPENDIX A
Supporting Data

CFX is consistently achieving service-level goals

Campaign Name (ID)	Incoming	Outbound	Offered	Handled	Avg Handle Time	Abandons	Avg InQueue Time	% Abandons	Avg Abandon Time	Service Level
Business Accounts Email (5631829)	13	0	0	17	00:23:26	0	00:05:34	0.00%	00:00:00	100.00%
E-PASS (5628881)	2,317	222	2,253	2,224	00:06:54	40	00:00:29	1.75%	00:00:45	72.76%
EPASS Email (5631828)	1,321	19	0	479	00:02:42	0	00:00:00	0.00%	00:00:00	0.00%
Lead Line (5684154)	14	8	263	262	00:01:48	10	00:00:16	3.66%	00:02:05	86.76%
NPX (5631699)	0	412	0	399	00:00:05	0	00:00:00	0.00%	00:00:00	0.00%
Pay By Plate (5628882)	2,234	77	1,060	1,041	00:06:20	21	00:00:24	1.95%	00:00:42	76.78%
Retention (5631985)	0	4	26	26	00:07:46	9	00:02:44	25.71%	00:01:51	11.43%
Visitor Tollpass (5628883)	6	1	4	4	00:06:39	1	00:00:16	20.00%	00:00:41	80.00%
Visitor Tollpass Email (5631830)	26	2	0	0	00:00:00	0	00:00:00	0.00%	00:00:00	0.00%

- Based on summary-level data (over the period of 11-1-2021 through 12-25-2021, CFX achieved service-level goal over 72% of the time
  - Given that the data is summary level, actual service level attainment is considerably higher.
- The only outlier is the Retention campaign which has been covered under a separate finding

protiviti

APPENDIX A
Supporting Data

CFX is maintaining agent occupancy above 86%

Average Occupancy (All Agents)
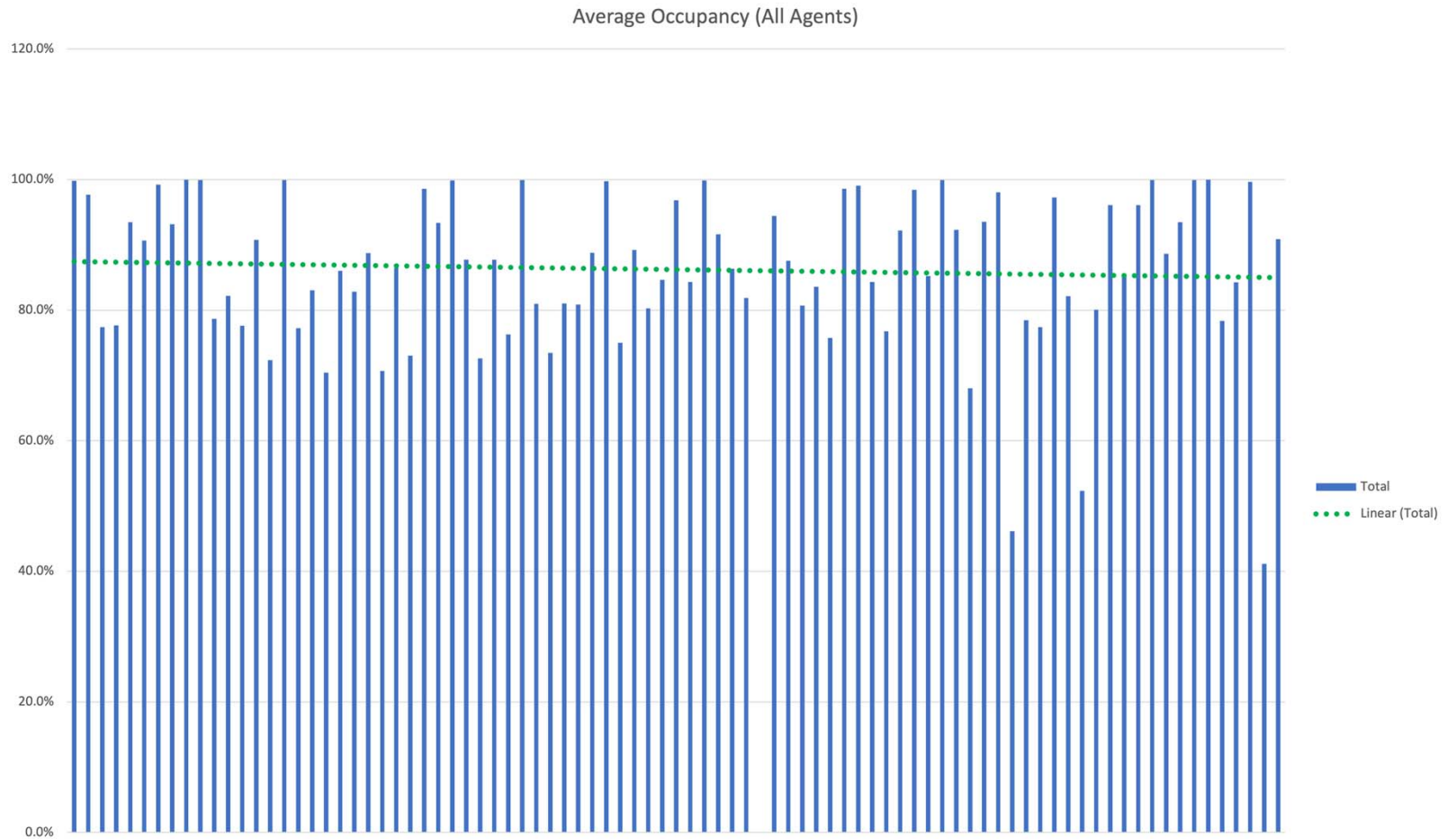
- Agent Occupancy as measured between the dates of November 1, 2021, through December 25, 2021, averaged over 86%.

protiviti

Face the Future with Confidence

protiviti ®