



CUSTOMER SERVICE CENTER PERFORMANCE ASSESSMENT

February 2022

**CENTRAL
FLORIDA
EXPRESSWAY
AUTHORITY**

TABLE OF CONTENTS

Section Description	Page #
Overview	3
Objectives, Scope, and Approach	4

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.

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.

EXECUTIVE SUMMARY

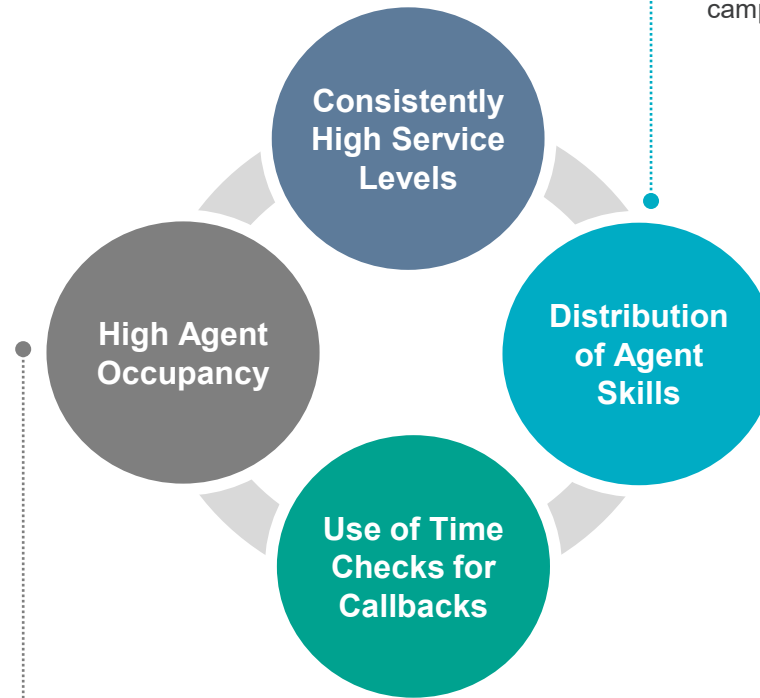


Summary of Observations - Strengths

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



- 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

Face the Future with Confidence

© 2022 Protiviti Inc. All Rights Reserved. This document has been prepared for use by CFXs management, audit committee, and board of directors. This report provides information about the condition of risks and internal controls at one point in time. Future events and changes may significantly and adversely impact these risks and controls in ways that this report did not and cannot anticipate.

protiviti®