

Allison DeSantis
Director of Business Services

Ohio's Call Center Solution





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Ohio Secretary of State

OHIO'S CALL CENTER SOLUTION

"@JonHusted - hold time for OH SOS time for OH SOS Business Services is outrageous."



The Tweet Heard 'Round the Office



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- Office structure
- Low morale among employees
- Long hold times and high abandon rate
- Poor customer service

• 2015

What was the problem?



- Employees were not logged into the system until after 8 a.m.
- Employees were spending a significant amount of time in "Not Ready" status
- Customers were waiting very long periods of time, especially around the lunch hours
- On average, 33% of the employees were out of the office each day (sick, FMLA, vacation, and disability)

What did the data tell us?



- After receiving the infamous tweet we implemented a short term plan to address the wait time
- We began exploring long term plans.

Short Term Solution



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- The concerns of ongoing staffing issues in the call center pushed us towards the decision to outsource.
- Pros/Cons to be considered
- Who could provide this service?

To Outsource or Not...



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The Cleveland Sight Center (CSC)



- Our Union Contract allowed us to contract out any work that we deemed necessary or desirable because of greater efficiency, economy, programmatic benefits or other related factors.
- Required to send adequate notice to the Union.
- Allow the Union to propose an alternative solution
- Additional notification requirements if contract results in layoffs.

Impact on the SOS Staff



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- CSC must operate a system capable of handling at least 15,000 calls per month
- CSC must provide an automated survey to allow callers to rate their service and score must be greater than 80% satisfaction
- CSC will answer calls on the days the SOS office is open, plus evenings until 8 p.m. and Saturdays from 9 a.m. to 6 p.m.
- CSC must answer all calls within 60 seconds
- The call abandon rate must not exceed 5% monthly

Our Contract Terms



Training Process

- CSC set forth a training plan which took approximately two months.
- SOS provided training materials
- Agents were required to pass a test prior to accepting calls.



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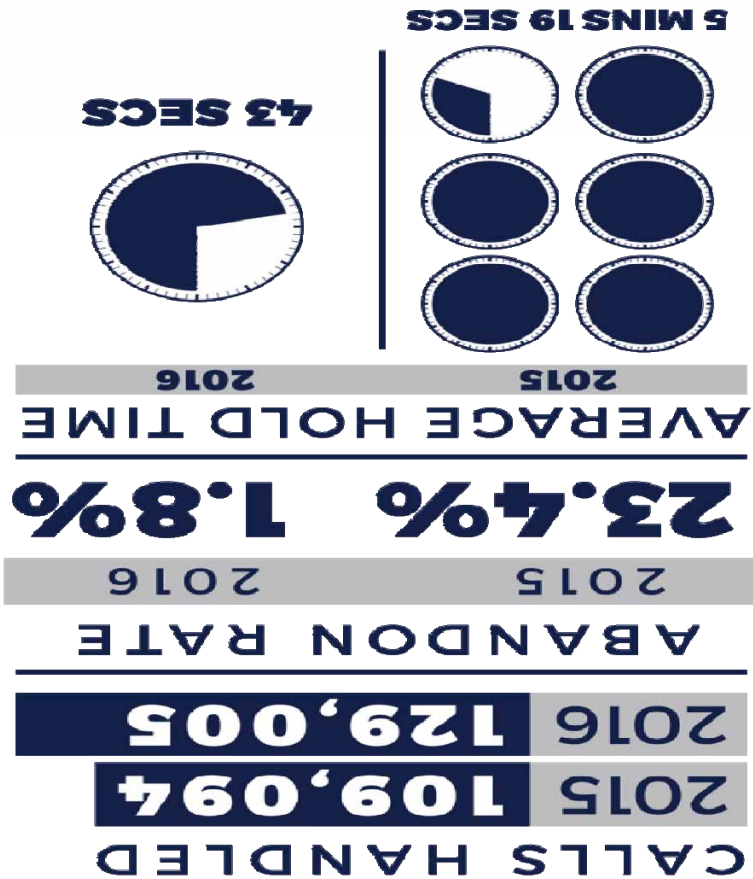
- Call Center Supervisor in the SOS Office
- Chat System
- Frequent emails, phone calls and visits.
- Quality Assurance Sessions with Agents
- Tier 1 vs. Tier 2 Calls

Day-to-Day Interaction



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Effectiveness



- Monitoring the average call length.
 - January 2016 average call length was 6.9 minutes.
 - January 2017 average call length was 5.0 minutes.
- Listening to calls and providing ongoing training.

How can we improve?





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"I wanted to take a second to compliment one of your employees, Stephen. From the second he answered the phone, he was extremely helpful and polite. I have been calling SOS offices in multiple states and this is by far the best experience I've had! I cannot tell you how much I appreciate the no wait time. I expected to wait at least 25 minutes because that was the norm for other states, but Stephen picked up right away and helped me."

-Sarah Hoffman, Eavenson, Fraser, Lunsford & Ivan.

What do our Customers Say Now?



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- #1 Work with an experienced vendor
- #2 Maintain frequent contact
- #3 Set goals for improvement and future growth
- #4 Accept feedback

Lessons Learned



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