

2018

DEPARTMENT

results
minneapolis

311

Results Minneapolis is changing.

The Strategic Planning and Analysis team (City Coordinator's Office) is leading an evolution of the City's Results Minneapolis program. These changes reflect recommendations of a recent program assessment completed by What Works Cities, a Bloomberg Philanthropies initiative, and the Center for Government Excellence at Johns Hopkins University. [See the assessment to learn more about the changes.](#)

Note: The Strategic Planning and Analysis team is working with City departments on a rolling basis to select a core set of performance metrics to report on each year. This department has not yet completed the process. Therefore, **the performance metrics in this report are interim metrics for 2018 and may be subject to change.**

Performance summary

Enterprise priorities (page 3): Workforce diversity, Spending with diverse suppliers
Department priority (page 4): Replace technology systems

| Budget program | 2017 Budget | Performance measure | Performance | Data trend | Status indicator: Red/yellow/green |
|----------------|-------------|---|--|---|--|
| 311 | \$4.1M | <ol style="list-style-type: none"> Service levels Quality Service Index | <ol style="list-style-type: none"> 2017 monthly average: 70% of calls answered within 20 seconds or less 2017 monthly average: 88/100 score across all 311 call agents | <ol style="list-style-type: none"> Slight decrease (2016 monthly average: 79%) Slight increase (2016 monthly average: 85/100) | <ol style="list-style-type: none">   |

Enterprise Priorities

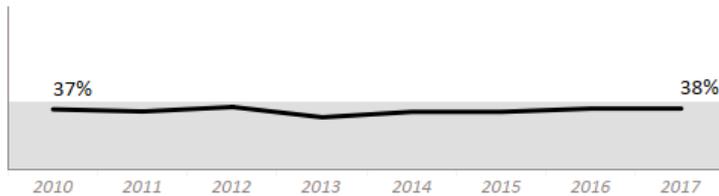
Workforce diversity

Does not meet 2020 enterprise goal of 41% people of color
Exceeds 2020 enterprise goal of 45% women

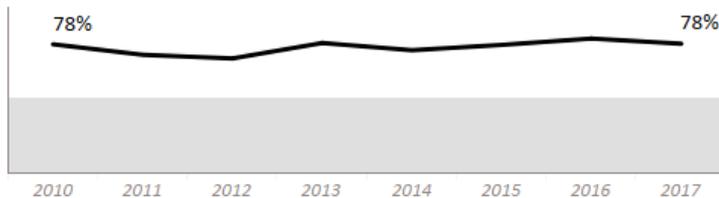
- 311 works diligently with HR to recruit diverse candidates by participating in the People of Color job fair and other community events.
- Of the 248 people invited to CritiCall testing in our last hiring event, 148 (60%) were people of color and 168 (68%) were women. Of the 4 people ultimately hired, 2 were people of color and 1 was a woman.

Workforce diversity (2009-2017)

People of color



Women



Notes:
 (1) Grey shading indicates enterprise goals (41% people of color and 45% women).
 (2) 311 employees were part of the 911 department in 2009. 311 became its own department in January 2010.

Spending with diverse suppliers

Similar to Citywide percent diverse spending

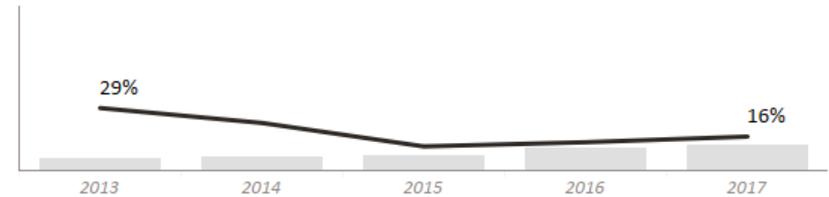
Lower than Citywide percent spending with minority-owned suppliers

Higher than Citywide percent spending with non-minority women-owned suppliers

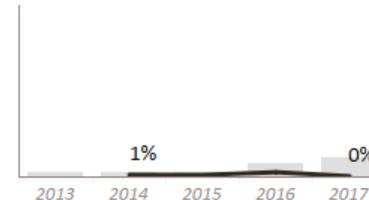
- Over the last five years, most of 311's diverse spending was spent with non-minority women-owned suppliers. Hitec Group International provides 311 with TTY/TTD telecommunications technology, and Innovative Office Solutions provides office supplies.
- [Please visit the City's Spend Diversity Dashboard](#) for additional information.
- 311 always checks first with our Target Market Program partners when ordering anything other than office supplies.

Spending with diverse suppliers (2013-2017)

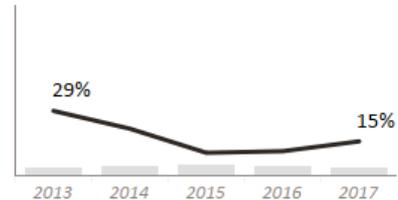
Overall



Minority (all genders)



Non-minority women



Notes:
 (1) Grey shading indicates Citywide percent for each year.
 (2) Data does not reflect the entire budget. Data reflects discretionary spending with for-profit primary suppliers.

Department Priorities

Priority 1. Replace 311's call recording system and software

- Most of 311's technology is over 10 years old. This impacts our ability to get the right information to the right people at the right time.
- We would like to replace our call recording system and software (Higher Ground – Calibre Call Recording and Capture 911) in order to bring this technology up to date.
- Upgrading will help 311:
 - Ensure quality interactions across all channels (phone, email, web chat)
 - Execute data requests more quickly
 - Address complaints and quality assurance. Being able to bring up the calls in an easy and effective manner will ensure a timely response to complaints. Quality Assurance at this time is an arduous process and new software will expedite this service and allow QA to grade more interactions.
 - Coach agents on interactions across channels
 - Offer better reporting
 - Better search engine
 - Voice to text (ability to look for keywords)
 - Voice analytics (voice inflection & tone)
 - Ability for agents to categorize calls
 - Solid performance
- Funding is the main barrier to upgrading.

Priority 2. Replace Call Director technology

- Call Director is 311's current Interactive Voice Response (IVR) technology. 311 recommends replacing this technology with a newer, more up-to-date version in order to:
 - Provide answers to the most frequently asked questions around-the-clock (self-service)
 - Survey customers post interactions
 - Make call routing more accessible by allowing for dial by number or voice
 - FAQ's
 - Recorded library and skills based routing
 - Meaningful menu to enhance customer experience
 - Needs skills based routing
 - Self-Service opportunities
 - 311 has more control over
 - Professional greeting
- As the face of the city we would like our IVR to sound more professional, improve our call handling efficiency, caller experience and self-service options for our customers. Depending on the vendor we would be able to store 100 FAQ's, or route to self-service options.
- Funding is the main barrier to upgrading.

311

Program description: 311 serves as the single point of contact for local government information and services. The department simplifies access to information and services by routing inquiries to the proper City departments, enabling organizations to deliver services more effectively. Services are available via email, voicemail, the Internet, or the mobile application. Language translation is available.

Analysis

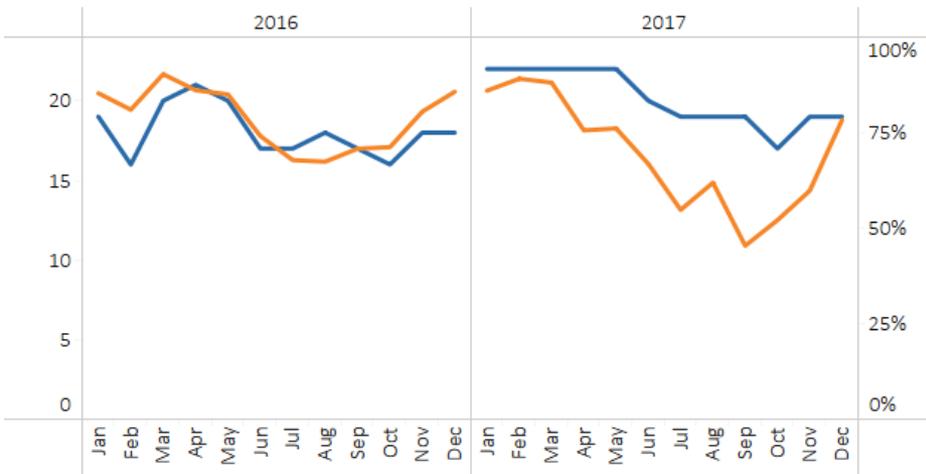
- 311 takes over 325,000 phone calls, emails and voicemails a year.
- Our average monthly service level in 2017 was 70, which means 70% of the time agents answered the phones in 20 seconds or less (after the call is in queue). As shown below, service levels depend on our staffing level and the overall volume of calls (311 tends to get far more calls during the summer).
- Our average monthly Quality Service Index (QSI) score was 88 in 2017. QSI is a quality score out of 100, for each 311 call. Ideally we want to raise this score to the high 90s, while trying to maintain our service level.
- Meeting these service requirements allows us to provide excellence in service and would also allow 311 to apply for a Center of Excellence Award.

Action planned for 2018

- We will continue to strive for excellence and hire and train new agents as needed.
- Attrition rates are high due to no promotional opportunities within 311 and new agents not making it through their probationary period.
- The Training and QA process has gone through changes in the last two years as well as other changes in the department. We will continue to encourage our agents to use their tools as designed so they can raise their QSI scores. Higher staffing equals better service levels.

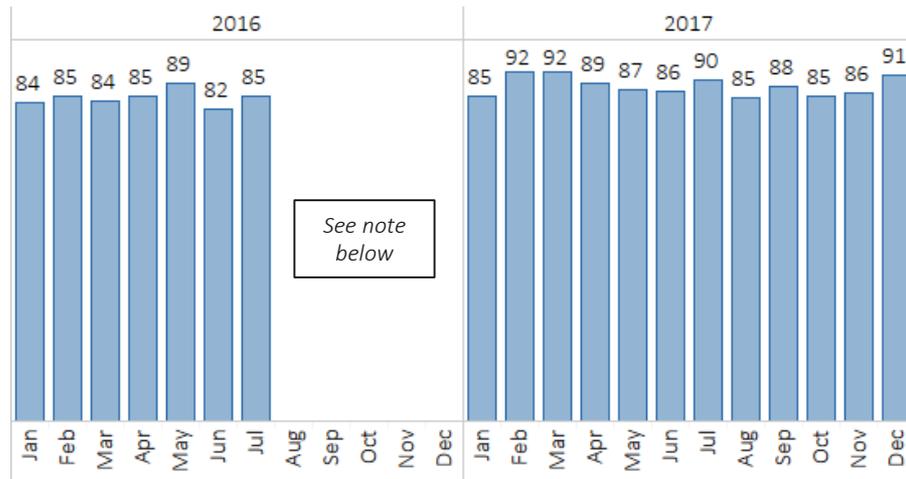
Performance measures

Number of FTEs and service level by month (2016-2017)



Quality Service Index by month (2016-2017)

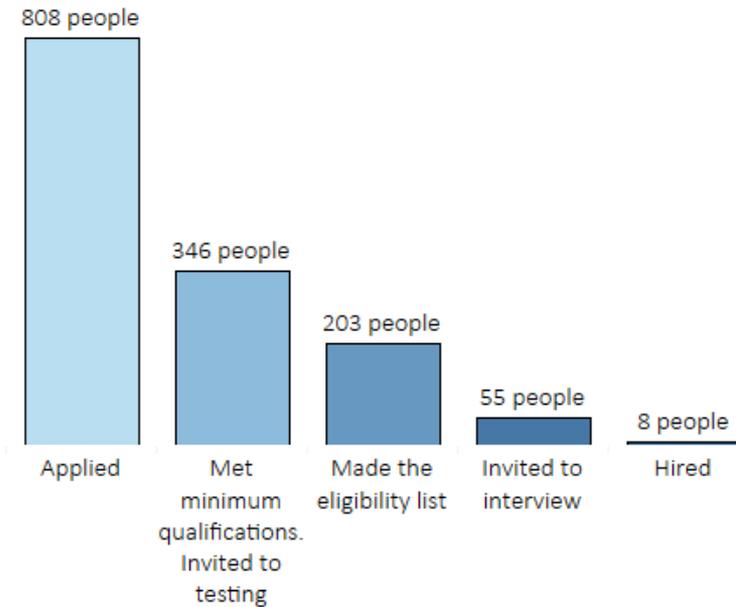
Average across all 311 call agents



Note: The QSI program was suspended in the second half of 2016 due to staff capacity constraints.

Additional data: Hiring and turnover

311 hiring process (2016-2017)



Percent of turnover due to separations and transfers (2010-2017)

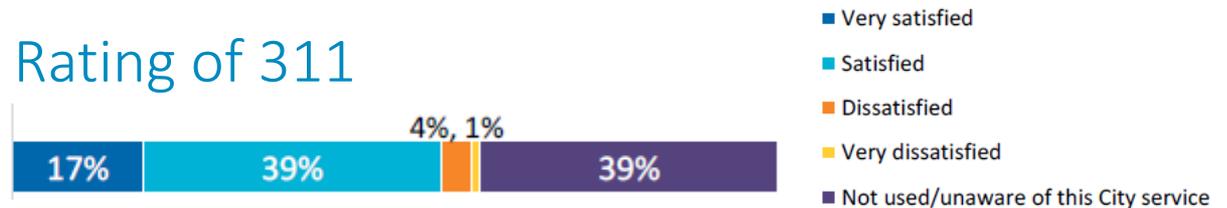
Note: The "Separations" category includes retirements.



- The chart at left illustrates the highly selective hiring process at 311. There are many stages in the hiring process. Only 1% of people who applied in 2016 and 2017 were hired.
- As a result, 311 employees are highly sought after by other departments across the City. As the chart above shows, nearly half of 311's turnover has been due to internal transfers.

2016 Resident Survey: Rating of 311

311 for City services and information



- This chart indicates that the vast majority of respondents who have used 311 are satisfied/very satisfied. However, nearly 40% have not used or are unaware of the service, which highlights a need for further outreach and engagement.

• Margin of error is +/-3%

• Source: Wilder Research, 2016 Minneapolis Resident Survey Report. Page 44.

<http://www.minneapolismn.gov/www/groups/public/@citycoordinator/documents/webcontent/wcmsp-191136.pdf>