2018 311 deep dive: Quality assurance
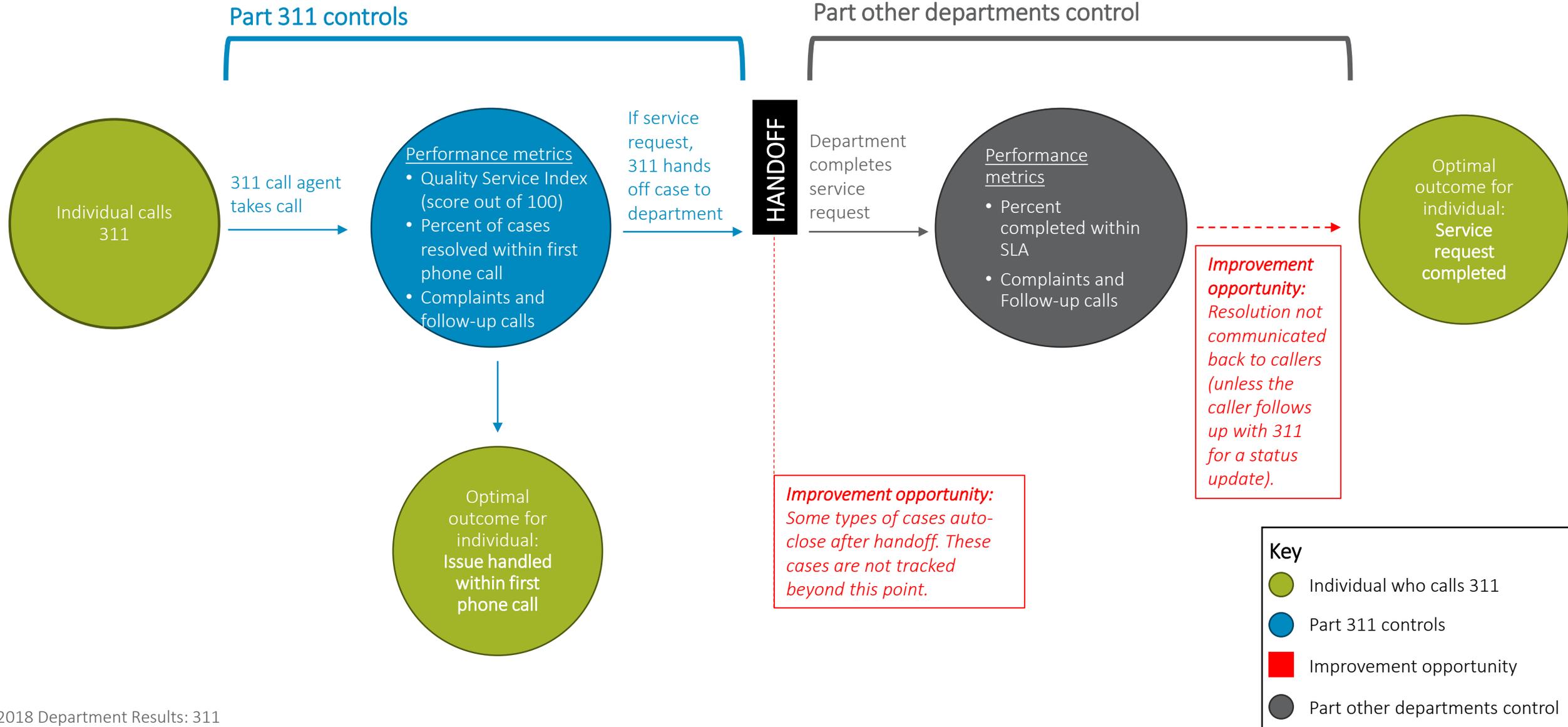*Phone calls*

- **How can departments, policymakers, and 311 work together to improve outcomes for residents? Are there ways we can clarify the role of 311 and of departments in fulfilling service requests?**
  - The optimal outcome for people who call 311 is for their question to be answered or their problem to be solved. Constituents aren't concerned about which department is accountable for each part of the process. While 80% of cases are resolved within the first phone call, 311 has no authority over a case once it has been handed off to a department.
  - 311's biggest lever is how they handle call interactions (measured through the Quality Service Index and the percent of calls resolved without handing off to a department). However, 311 has very little time to do QA on its calls, which makes it hard to know how well we are doing.
  - When 311 hands a service request off to the responsible department, the quality of service (how well they are actually solving the problem) is up to the department.
  - While handoff and one-call resolution are important metrics for 311, departments' ability to fulfill service requests mean the handoff is really important. Getting the handoff right requires having the right technology, the right coding, the right scripting for call agents with accurate and up-to-date information, and sufficient description of the issue on the part of both 311 and the department.

- **How can we expand our capacity to develop and market more convenient options (voicemail, email, webchat and police reports), while managing technological and capacity constraints?**
  - Could we intentionally only QA a random sample of interactions (rather than setting an expectation/goal to QA a higher percentage)? At this time, the amount of QA that gets done depends on 311 analysts' time and the technology a constituent uses to contact 311.
  - Are there opportunities to leverage technology to automate QA so it doesn't have to be done manually?

2018 311 deep dive: Quality assurance

Flow chart: Phone calls

Does not include text, web chat, mobile, online

Part 311 controls

Part other departments control

Individual calls 311

→ 311 call agent takes call →

Performance metrics
- Quality Service Index (score out of 100)
- Percent of cases resolved within first phone call
- Complaints and follow-up calls

If service request, 311 hands off case to department →

HANDOFF

Department completes service request →

Performance metrics
- Percent completed within SLA
- Complaints and Follow-up calls

Optimal outcome for individual: **Service request completed**

Optimal outcome for individual: **Issue handled within first phone call**

Improvement opportunity: Some types of cases auto-close after handoff. These cases are not tracked beyond this point.

Improvement opportunity: Resolution not communicated back to callers (unless the caller follows up with 311 for a status update).

Key
- 🟢 Individual who calls 311
- 🔵 Part 311 controls
- 🟥 Improvement opportunity
- ⚫ Part other departments control

2018 311 deep dive: Quality assurance
Flow chart: Phone calls

Does not include text, web chat, mobile, online

Part 311 controls

Part other departments control

Quality Service Index by month (2016-2017)
Average across all 311 call agents

	2016											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
	84	85	84	85	89	82	85		See note below			

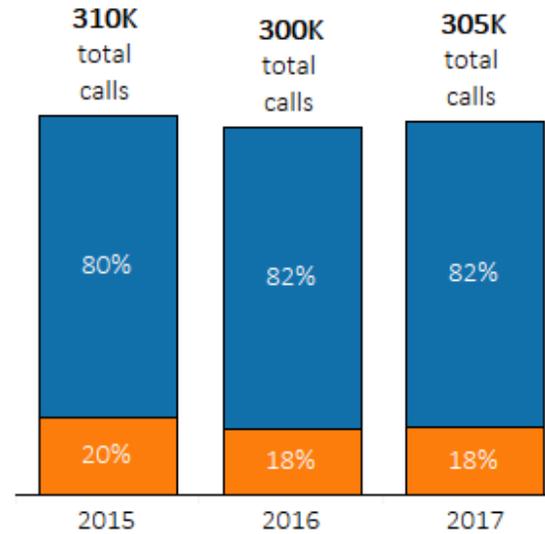| 2017											
Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
85	92	92	89	87	86	90	85	88	85	86	91
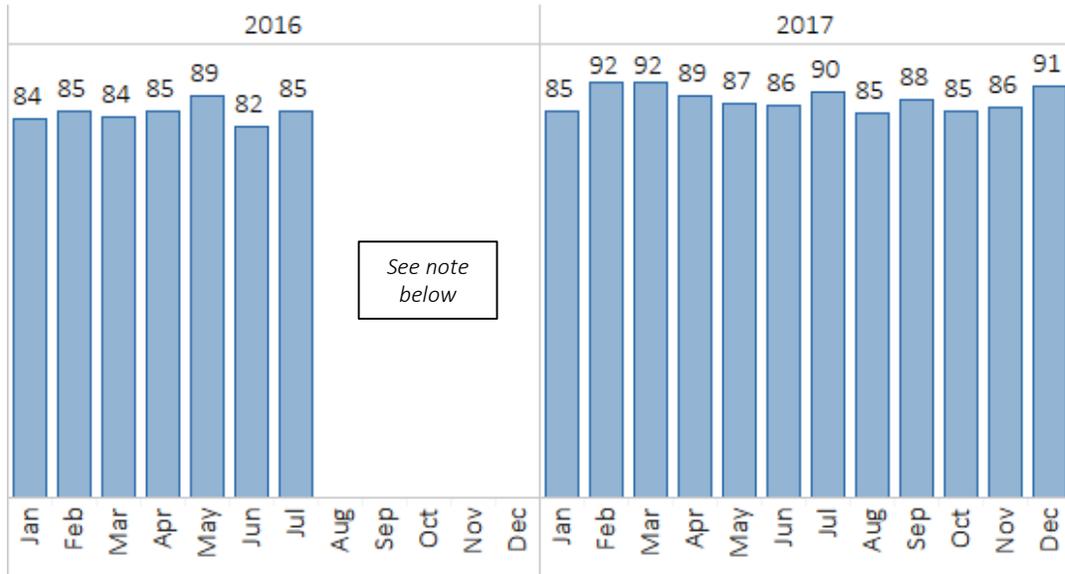
Note: The QSI program was suspended in the second half of 2016 due to staff capacity constraints.

Total calls to 311 (2015-2017)
Note: This does not include mobile or web.
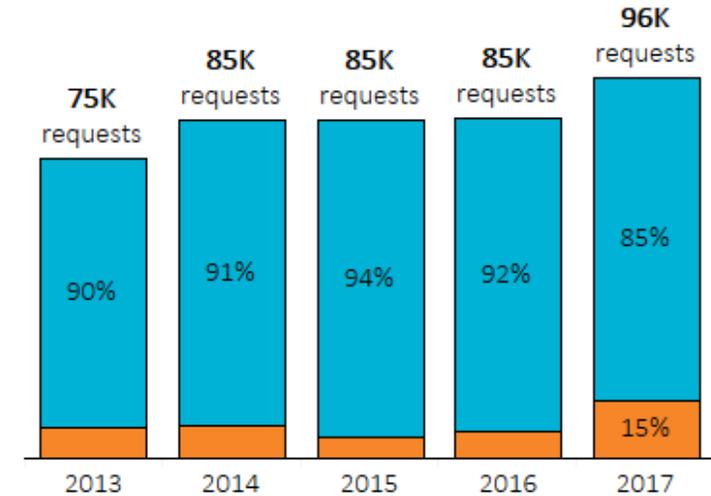

	2015	2016	2017
Total calls	310K total calls	300K total calls	305K total calls
Case resolved during first call	80%	82%	82%
Case resolved after first call	20%	18%	18%

■ Case resolved during first call
■ Case resolved after first call

311 service requests (2013-2017)
Note: This does not include service requests that auto-close, or internal service requests specific to 311.

	2013	2014	2015	2016	2017
Requests	75K requests	85K requests	85K requests	85K requests	96K requests
Resolved within SLA	90%	91%	94%	92%	85%
Not resolved within SLA					15%

■ Resolved within SLA
■ Not resolved within SLA