

Prepared for:
**U.S. General Services Administration
Office of Citizen Services and Innovative Technologies**



2011 Federal Contact Center Survey

**Final Report
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LIST OF ACRONYMS

BDR	-	Budget data request
BPA	-	Blanket purchase agreement
CIO	-	Chief information officer
CSR	-	Customer service representative
COTR	-	Contracting officer's technical representative
COTS	-	Commercial off-the-shelf
DHS	-	Department of Homeland Security
DOC	-	Department of Commerce
DOI	-	Department of the Interior
DOJ	-	Department of Justice
DOL	-	Department of Labor
DOS	-	Department of State
DOT	-	Department of Transportation
DPRA	-	DPRA Incorporated
ED	-	Department of Education
EPA	-	Environmental Protection Agency
FAQ	-	Frequently asked question
FTC	-	Federal Trade Commission
FTE	-	Full-time equivalent
G3C	-	Government Contact Center Council
GSA	-	General Services Administration
GWA	-	Government-Wide Assessment of Citizen Service Activities
HHS	-	Department of Health and Human Services
HUD	-	Department of Housing and Urban Development
IDIQ	-	Indefinite delivery indefinite quantity
IVR	-	Interactive voice response
KPI	-	Key performance indicator
MAC	-	Medicare administrative contractor
MDR	-	Management data request
NASA	-	National Aeronautics and Space Administration
NRC	-	Nuclear Regulatory Commission
OCS	-	Office of Citizen Services
OCSIT	-	Office of Citizen Services and Innovative Technologies
OMB	-	Office of Management and Budget
PBGC	-	Pension Benefit Guaranty Corporation
PDF	-	Printed document file
RSS	-	Rich site summary
SOP	-	Standard operating procedure
SPSS	-	Statistical Package for the Social Sciences
SSA	-	Social Security Administration
URL	-	Uniform resource locator
USDA	-	Department of Agriculture
USPS	-	United States Postal Service
VA	-	Department of Veterans Affairs

EXECUTIVE SUMMARY

Background

In 2007, the predecessor of the Office of Citizen Services and Innovative Technologies (OCSIT), the Office of Citizen Services (OSC), participated in an Office of Management and Budget (OMB) Budget Data Request (BDR) data call to federal agencies to survey methods citizens use to contact the federal government, whether by using telephone numbers, call centers, e-mail, web forms, automated frequently asked questions (FAQ) systems, or other media. This BDR built on results and experience gained in conducting OMB BDRs in 2004 and 2005, and resulted in the final report *Government-Wide Assessment of Citizen Service Activities* (June 15, 2007).

In response to the 2007 BDR results, OCS established The Government Contact Center Council (G3C) to provide a forum for federal agencies to coordinate their contact center activities, share experience, and identify best practices. The 2011 Federal Contact Center¹ survey was originally conceived as tracking the 2007 BDR closely so as to provide a basis for making direct comparisons with the earlier survey's findings. However, this was altered in favor of an inventory approach that would provide OCSIT and G3C with an up-to-date picture of federal contact center operations and practices. The survey seeks to advance the Administration's vision of expanding citizen engagement by enabling citizens to interact with federal government agencies more easily and effectively as set forth in Executive Order 13571, "Streamlining Service Delivery and Improving Customer Service" (April 27, 2011).

Process

DPRA Incorporated (DPRA) drafted the survey questionnaire in collaboration with the OCSIT Contracting Officer's Technical Representative (COTR) and project team. The questionnaire was reviewed numerous times by members of the OCSIT team, GSA management, G3C delegates from several federal agencies, and several federal agency chief information officers (CIO). The survey was pre-tested to identify and correct problems such as sequence or wording of questions. The final product was a survey that was as user-friendly as possible for the respondents. DPRA administered and maintained a toll-free telephone help line (1-800-864-2780) and a dedicated e-mail address (ccsurvey@dpra.com) to provide support to participants in completing their surveys.

DPRA and OCSIT sought to identify and obtain survey responses from every federal contact center to gather as much information as possible about characteristics of interest to OCSIT. Use of an on-line survey allowed this goal to be pursued in a cost-effective manner. In contrast to the 2007 Government-Wide Assessment of Citizen Service Activities (GWA), the 2011 Federal Contact Center Survey was unable to proceed as a BDR or management data request (MDR) from OMB. Completion of the survey was therefore voluntary instead of mandatory for federal Executive Branch departments and agencies, resulting in a substantially lower response rate than for the 2007 effort.

To ensure participation of the survey by all federal agencies, The OCSIT team worked closely with G3C, DPRA, the President's Management Council, and the federal Small Agency Council to identify points of

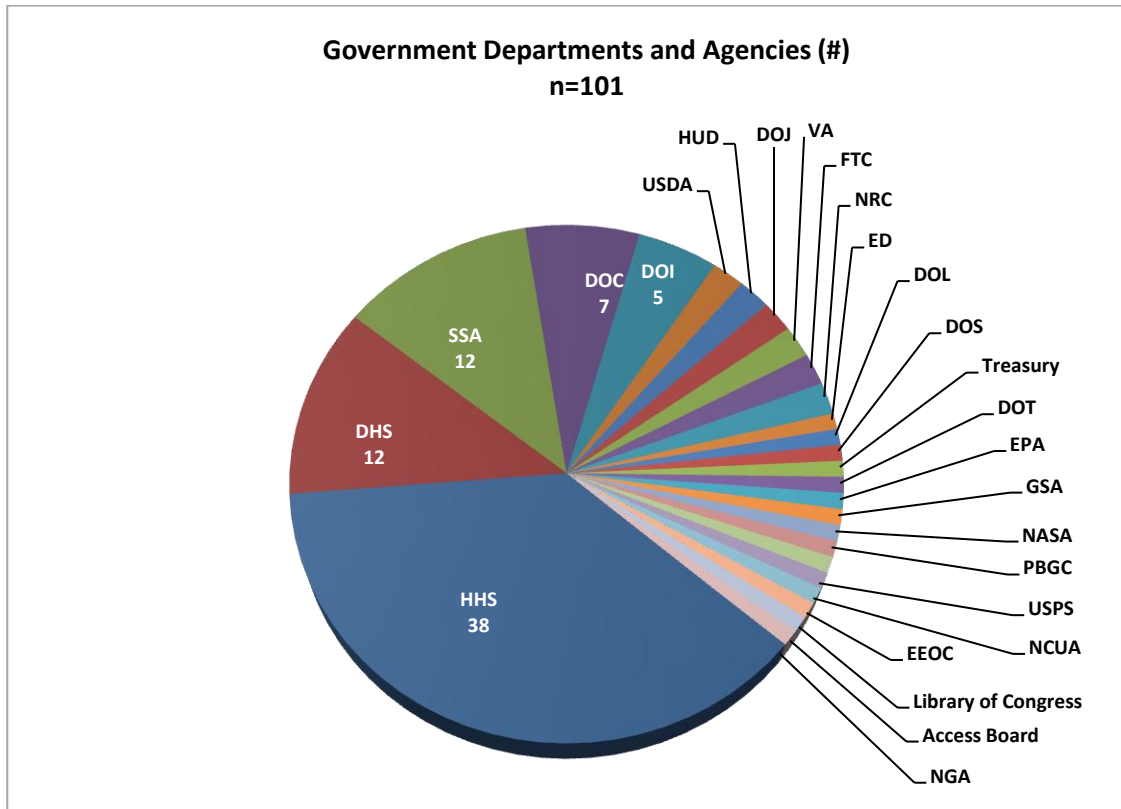
¹ For purposes of this survey, OCSIT adopted the following definition: "A contact center (sometimes also referred to as a call center, help desk, or support center) is a formally recognized communication activity operated to facilitate customer service, public or stakeholder input, or provision of information to internal or external parties. Typically, a contact center must have (1) a published, publicly available description of topical scope and services; (2) a published, publicly available phone number and, possibly, web/e-mail address; and (3) be operated on a regular schedule. A contact center must have a minimum of five dedicated full-time equivalents (FTEs) responding to internal or external customers. Agencies' technology support help desks are excluded from this survey process."

contact at all federal contact centers. OCSIT advised prospective respondents of the survey and provided instructions and a link to the survey website by e-mail during the week of June 13-17, 2011. DPRA monitored survey responses, operated a toll-free help line, and maintained an e-mail account to provide technical support to survey participants. Regular biweekly and ad hoc status reports provided to the OCSIT COTR identified respondents and indicated whether survey responses were in draft or final form. OCSIT followed up with non-responders and encouraged their participation. The survey was closed on August 5, 2011. A total of 101 surveys were completed with 175 contact centers/programs reported.

Key Findings and Observations

Participation in the survey was robust despite that completion of the survey questionnaire was voluntary. Survey responses were obtained from 26 government departments and agencies with a total of 101 surveys completed and 175 contact centers/programs reported. Of the 101 survey responses, 30 indicated that their respective contact centers or agencies are members of G3C. Detailed participation information is set forth in the table below. The General Services Administration wishes to thank all those departments, agencies, and individuals who gave their time and expertise to this effort.

Departments & Agencies	Number of Surveys completed
Department of Health and Human Services (HHS)	38
Department of Homeland Security (DHS)	12
Social Security Administration (SSA)	12
Department of Commerce (DOC)	7
Department of the Interior (DOI)	5
Department of Agriculture (USDA)	2
Department of Housing and Urban Development (HUD)	2
Department of Justice (DOJ)	2
Department of Veterans Affairs (VA)	2
Equal Employment Opportunity Commission (EEOC)	1
Federal Trade Commission (FTC)	2
Library of Congress	1
National Credit Union Administration (NCUA)	1
National Gallery of Art (NGA)	1
Nuclear Regulatory Commission (NRC)	2
Department of Education (ED)	1
Department of Labor (DOL)	1
Department of State (DOS)	1
Department of the Treasury	1
Department of Transportation (DOT)	1
Environmental Protection Agency (EPA)	1
General Services Administration (GSA)	1
National Aeronautics and Space Administration (NASA)	1
Pension Benefit Guaranty Corporation (PBGC)	1
United States Architectural and Transportation Barriers Compliance Board	1
United States Postal Service (USPS)	1



The survey succeeded in establishing a draft inventory of federal programs supported by contact centers. A complete list of the name and telephone number of the largest program supported by the contact center reported (Question 8) is provided in Appendix B. The survey also asked if the contact center supports other programs (Question 9a). Thirty-eight indicated that they support more than one program. See also Appendix B for the list of the additional programs supported.

Recommendations

Answers and responses to survey questions provide the basis for making sound recommendations for future research and action.

1. **Conduct post-survey interviews.** The survey gathered contact information that should allow OCSIT to follow up on respondent comments and suggestions as time and resources permit.
2. **Continue efforts to promote G3C.** Responses indicate that some federal agencies do not know about G3C or do not participate in it. OCSIT/G3C should work through agency CIOs or other appropriate officials to increase participation in G3C.
3. **Provide guidance on organizational solutions.** In the absence of increased funding for contact center activities, using staff and other resources more efficiently is the most attractive strategy for improving the quality of contact center services.

4. **Provide guidance on technical solutions.** A number of respondent suggestions focus on the need to identify, procure, and operate contact center/customer relationship management systems more efficiently.
5. **Provide guidance on contracting solutions.** Post-survey interviews should seek to identify the most efficient and flexible contract vehicles for accessing contractor support, including training support; systems and software that will support multiple services; and contract vehicles that facilitate cost sharing among agencies.
6. **Work with the federal Small Agency Council** to identify and recommend training programs suitable for small contact centers.
7. **Explore the use of home-based agents.** Responses reveal that home-based agents account for 75% or more of the total agent pool at a high percentage of agencies (12 of 29 or 41%) that use them. It may be useful to compare agency experience with home- and non-home-based agents in terms of cost and customer satisfaction, and to identify factors that favor or compel their use.

These recommendations are intended to respond to the five greatest challenges to providing quality customer service identified by survey respondents (Table 16), which are virtually unchanged from those identified in response to the same question in the 2007 Government-Wide Assessment of Citizen Service Activities. These include:

1. Adequate funding;
2. Staying current with industry best practices;
3. Creating awareness of this service with customers;
4. Ability to attract/retain staff; and
5. Technology too old.

Thirty out of 101 survey responses indicated that the contact center or agency was a member of G3C. While it is clear that G3C has already succeeded in establishing itself as an important intra-governmental forum, strategies to promote it should be vigorously pursued (Recommendation 2). Increased participation in the council is the surest way to mobilize the expertise and experience necessary to implement the remaining recommendations and address the challenges faced by federal contact centers. Detailed survey results may be found in Section 3 of this report.

1 INTRODUCTION

1.1 Project Objectives

The Office of Citizen Services and Innovative Technologies (OCSIT) within the General Services Administration (GSA) designed the 2011 Federal Contact Center² Survey to support and advance the Administration's vision of expanding citizen engagement by enabling citizens to interact with federal government agencies more easily and effectively. The survey seeks to gather information to help advance the work of the Government Contact Center Council (G3C) and the goals set forth in Executive Order 13571, "Streamlining Service Delivery and Improving Customer Service" (April 27, 2011).

1.2 Background

In 2007, OCSIT's predecessor, the Office of Citizen Services (OSC), participated in an Office of Management and Budget (OMB) Budget Data Request (BDR) data call to federal agencies to survey methods citizens use to contact the federal government, whether by using telephone numbers, call centers, e-mail, web forms, automated frequently asked questions (FAQ) systems, or other media. This BDR built on results and experience gained in conducting OMB BDRs in 2004 and 2005, and resulted in the final report *Government-Wide Assessment of Citizen Service Activities* (June 15, 2007).

The 2007 BDR results revealed that while contact centers accounted for over 46% of all citizen contact volume, they absorbed less than 21% of federal FTEs devoted to citizen service. As they appeared to be such prominent and efficient tools for citizen interaction, OCS established the G3C to foster their growth and provide a forum for federal agencies to coordinate their contact center activities, share experience, and identify best practices. The 2011 Federal Contact Survey was an effort to build on the 2007 BDR and the work of the G3C to provide a more up-to-date and in-depth inventory of federal contact center operations and practices. This marked a change in emphasis from the 2007 government-wide assessment, which focused on the channels used by customers to interact with the federal government.

1.3 Report Organization

This report includes data collected from surveys received between June 15 and August 5, 2011. Results presented are calculations and analysis of all quantitative (closed-ended) questions. Responses from qualitative (open-ended) questions are presented in Section 4 Observations and Recommendation and the appendices. For narrative purposes, the report presents data in a different order than questions appear in the survey questionnaire (Appendix A).

² For purposes of this survey, OCSIT adopted the following definition: "A contact center (sometimes also referred to as a call center, help desk, or support center) is a formally recognized communication activity operated to facilitate customer service, public or stakeholder input, or provision of information to internal or external parties. Typically, a contact center must have (1) a published, publicly available description of topical scope and services; (2) a published, publicly available phone number and, possibly, web/e-mail address; and (3) be operated on a regular schedule. A contact center must have a minimum of five dedicated full-time equivalents (FTEs) responding to internal or external customers. Agencies' technology support help desks are excluded from this survey process."

This report is organized as follows:

- Section 1 provides a general introduction and overview of the 2011 Federal Contact Center Survey;
- Section 2 summarizes the survey methodology of the 2011 Federal Contact Center Survey;
- Section 3 provides detailed survey findings which identifies survey respondents (Section 3) and builds a profile of federal contact centers according to:
 - communication channels they support (Section 3.1.1);
 - customers they serve (Section 3.1.2);
 - operation schedules (Section 3.1.3);
 - staffing (Section 3.1.4);
 - quantitative and qualitative performance measurements they employ (Section 3.1.5); and
 - challenges they face (Section 3.1.6).
- Section 4 provides key observations and recommendations, derived from this survey process, that address challenges and improvement actions in order to assist federal agencies in enhancing customer service.
- Appendix A includes a copy of the 2011 survey questionnaire.
- Appendix B includes a complete list of names of the reported contact centers or the largest programs supported as well as the additional programs supported by those contact centers that support more than one program.
- Appendix C includes a list of major software application used to support daily contact center operations.

2 METHODOLOGY AND STATISTICAL APPROACH

Section 2 provides a description of the methodology used for the development and implementation of the survey instrument and statistical analyses.

2.1 Survey Methodology

As part of its ongoing commitment to expanding citizen engagement with the federal government, OCSIT sought to gain a better understanding of the internal workings of federal contact centers, which had emerged from the 2007 government-wide survey as a prominent, efficient, and promising interface with the federal government.

In collaboration with the OCSIT Contracting Officer's Technical Representative (COTR) and project team, DPRA drafted the survey questionnaire with that goal in mind. The questionnaire was designed to gather both qualitative and quantitative information about contact center operations and practices. The survey was pre-tested to ensure that problems such as sequence or wording of questions were identified and corrected. At OCSIT's direction, the survey questionnaire was made available on the Internet in both electronic and downloadable PDF formats. The web survey included tools such as "Save", "Review/Edit Surveys", and "Print" in an effort to provide a simple and user-friendly product to maximize participation. The final product was a survey that was as user-friendly as possible for the respondents.

In addition, DPRA administered and maintained a toll-free telephone help line (1-800-864-2780) and a dedicated e-mail address (ccsurvey@dpra.com) to provide support to participants in completing their surveys.

The survey was administered on line, with individual user names and passwords generated for each survey respondent. OCSIT sent an initial e-mail to members of President's Management Council and Federal Small Agency Council containing specific instructions and a link to the survey website during the week of June 13-17, 2011. DPRA monitored survey responses, the toll-free help line, and e-mail account to provide technical support to the survey participants. Regular biweekly and ad hoc status reports provided to the OCSIT COTR identified respondents and indicated whether survey responses were in draft or final form. OCSIT endeavored to follow up with the associated contacts and encourage their participation even though completion of the survey was voluntary. The survey was closed on August 5, 2011. A total of 101 surveys were completed with 175 contact centers/programs reported.

2.2 Statistical Methodology

Prior to receiving the completed questionnaires, the *Statistical Package for the Social Sciences (SPSS)* was used to create a data entry file. The completed surveys were collected and stored in Microsoft Access database tables. The entries were cleansed for missing values and survey status. For instance, "DRAFT" surveys were removed from the final count. In addition, agency information was verified for spelling and inconsistency.

After survey responses were validated, they were imported into the SPSS files for data analysis. SPSS was used to compute aggregate frequency tables that displayed responses to each closed-ended (quantitative) question. Open-ended (qualitative) questions, which asked respondents for comments

and other textual information, were assessed and grouped in general themes that were created based on review of the responses.

A common survey practice is to validate the reliability of results by removing a 5% random sample from the original data set. This practice was not applicable to the 2011 Federal Contact Center Survey, however, due to the small sample size (101) and the nature of the survey (an inventory of the current state of federal contact centers).

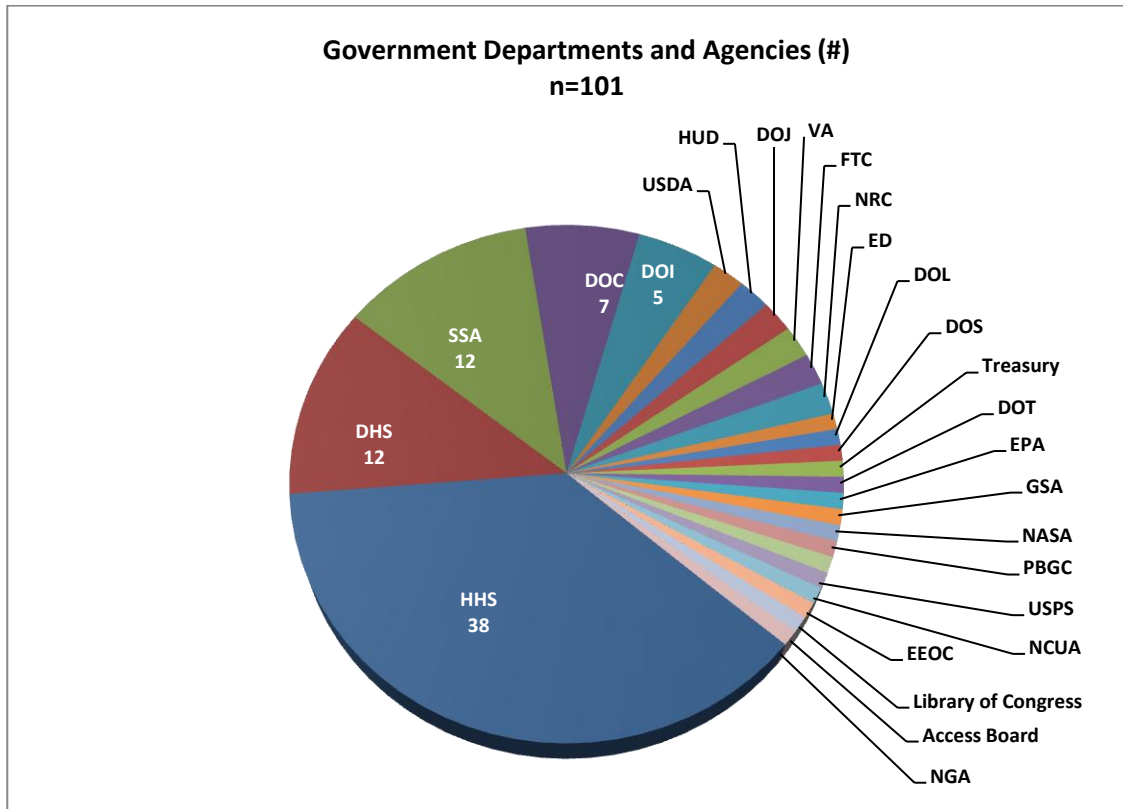
3 SURVEY RESULTS

The following section presents detailed survey results from the 2011 Federal Contact Center Survey. The number of response may vary by question as respondents were given the opportunity to provide more than one response to some questions. Therefore, the number of responses will be identified for each question, e.g. n=101. In some instances, the results may not add up to 100% due to rounding and non-responses.

Responses were obtained from 26 government departments and agencies with a total of 101 surveys completed and 175 contact centers/programs reported. Out of the 101 survey responses, 30 indicated that their respective contact centers or agencies are members of the G3C.

Table 1. List of Participating Departments and Agencies

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Social Security Administration (SSA)	12
Department of Commerce (DOC)	7
Department of the Interior (DOI)	5
Department of Agriculture (USDA)	2
Department of Housing and Urban Development (HUD)	2
Department of Justice (DOJ)	2
Department of Veterans Affairs (VA)	2
Equal Employment Opportunity Commission (EEOC)	1
Federal Trade Commission (FTC)	2
Library of Congress	1
National Credit Union Administration (NCUA)	1
National Gallery of Art (NGA)	1
Nuclear Regulatory Commission (NRC)	2
Department of Education (ED)	1
Department of Labor (DOL)	1
Department of State (DOS)	1
Department of the Treasury	1
Department of Transportation (DOT)	1
Environmental Protection Agency (EPA)	1
General Services Administration (GSA)	1
National Aeronautics and Space Administration (NASA)	1
Pension Benefit Guaranty Corporation (PBGC)	1
United States Architectural and Transportation Barriers Compliance Board	1
United States Postal Service (USPS)	1



A complete list of the name and telephone number of the largest program supported by the contact center reported (Question 8) is provided in Appendix B. The survey also asked if the contact center supports other programs (Question 9a). Thirty-eight indicated that they support more than one program. See also Appendix B for the list of the additional programs supported.

3.1 Contact Center Profile

3.1.1 Communication Channels

All but two survey responses indicated that the reported contact centers support telephone (inbound calls) activities; while 87.1% have an inbound e-mail address for their customers. More than a quarter (27.7% or 28 contact centers) have walk-in facilities. In addition, close to 18% of the contact centers provide web chat capability. Close to 40% of the survey responses stated that their contact center supports “other” communication channels, such as social media (e.g. Facebook, Twitter), written correspondence, websites, web-based seminars, facsimile, and program-specific outbound call campaigns. Of interest, 64.4% of the contact centers indicated they use an FAQ system that is also accessible to customers via a website.

Table 2. Communication Channels (Question 5)

Communication Channels	Percentages (%)	Count (#)	Minimum Education Requirements ³
Telephone	98.0	99	<ul style="list-style-type: none"> • High school diploma or equivalent • 2 year college diploma • Bachelor’s Degree
Inbound E-mails (including web forms)	87.1	88	<ul style="list-style-type: none"> • High school diploma or equivalent • 2 year college diploma • Bachelor’s Degree • College Degree with work experience
Web Chat	17.8	18	<ul style="list-style-type: none"> • High school diploma or equivalent • Bachelor’s Degree in relevant field or equivalent
Short Message Service (Text Messages)	4.5	4	<ul style="list-style-type: none"> • High school diploma • Some college • Bachelor’s Degree (Earth and Biological Science)
Walk-in Center	27.7	28	<ul style="list-style-type: none"> • High school diploma • Some college • Bachelor’s Degree • Master’s Degree
Other	39.6	40	<ul style="list-style-type: none"> • High school diploma • Some college • Bachelor’s Degree • Master’s Degree

³ Question 5 asked respondents to provide minimum education requirements for the specific communication channels. The information provided in Table 2 is generalized based on the most common responses. Please note that depending on the nature of the inquiries, contact center staff on the same communication channel may have different education requirement, e.g., high school diploma vs. master’s degree.

Of the 101 completed surveys, 72 indicated that they do not use social media to disseminate information to and/or interact with the public. Of the 29 contact centers that use social media, 15 of them have a Facebook and/or Twitter account. Nine contact centers use RSS Feeds.

Table 3. Use of Social Media (Question 6)

Social Media	Percentage (%)	Count (#)
Facebook	14.9	15
Twitter	13.9	14
RSS Feeds	8.9	9
MySpace	7.9	8
YouTube	5.9	6
LinkedIn	1.0	1
Does not use Social Media	71.3	72

Table 4. FAQ System (Question 13)

FAQ System	Percentage (%)	Count (#)
Use an FAQ system that is also accessible to customers via a website	64.4%	65

Annual Volume by Communication Channel

The survey asked respondents to provide the approximate FY 2010 annual volume by communication channel for the primary program identified in Question 8 (Appendix B) and all other supported programs listed in Question 9b (Appendix B). The total annual volume for all channels combined is 2,215,156,719 contacts. Table 5 lists the total annual volumes by communication channel.

Table 5. Annual Volume by Communication Channels (Question 12)

Communication Channels	Number of Surveys Responded	Total Annual Volume
Inbound Telephone Calls:		
• Handled by Customer Service Representative	91	2,107,225,234
• Completed in IVR	31	73,838,162
• Overall Volume		2,181,013,396
Inbound E-mails (including web form)	79	26,908,696
Web Chat	12	1,621,499
Short Message Service (Text Messages)	1	50,000
Walk-in Center	22	5,539,788
Other	24	23,340
Total annual volume with all channels combined		2,215,156,719

Table 6 provides an in-depth analysis of the percentage of communication channel annual volume by ranges. When reviewing the information in Table 6, it is important to note that the number of surveys responded to each channel’s annual volume varies. For instance, 1 survey provided annual volume information (50,000 contacts) for Short Message Service, which translates to 100% for the respective range (25,001 to 50,000).

Table 6. Annual Volume Ranges by Communication Channels

Annual Volume Ranges	Inbound Calls (CSR)	Inbound Calls (IVR)	Inbound E-mails	Web Chat	Short Message Service	Walk-in Center	Other
1 to 5,000	20.9%	9.7%	35.4%	66.7%	0.0%	68.2%	91.7%
5,001 to 10,000	12.1%	6.5%	12.7%	0.0%	0.0%	9.1%	9.3%
10,001 to 25,000	15.4%	0.0%	25.3%	16.7%	0.0%	4.5%	0.0%
25,001 to 50,000	7.7%	9.7%	10.1%	0.0%	100.0%	4.5%	0.0%
50,001 to 75,000	1.1%	3.2%	6.3%	0.0%	0.0%	0.0%	0.0%
75,001 to 100,000	11.0%	6.5%	3.8%	0.0%	0.0%	0.0%	0.0%
100,001 to 250,000	4.4%	25.8%	1.3%	8.3%	0.0%	9.1%	0.0%
250,001 to 500,000	8.8%	12.9%	2.5%	0.0%	0.0%	0.0%	0.0%
500,001 to 1,000,000	6.6%	9.7%	1.3%	0.0%	0.0%	0.0%	0.0%
1,000,001 to 5,000,000	5.5%	6.5%	0.0%	8.3%	0.0%	0.0%	0.0%
More than 5 million	6.6%	9.7%	1.3%	0.0%	0.0%	4.5%	0.0%

3.1.2 Customers Served

The survey inquired about the type of customer served by the contact center. Of 101 survey responses, 79 contact centers indicated that they serve the general public, while 66 provide services to government personnel and 41 interact with industry-specific audience. In addition to the three types of customer, respondents were asked to describe “other” customers served. These include:

- Veterans;
- Members of Congress and their staffs;
- Families of federal employees; and
- Contractors.

Table 7. Customers Served (Question 4)

Customers Served	Percentages (%)	Count (#)
General Public	78.2	79
Government	65.3	66
Industry	40.6	41
Other	42.6	43

All reported contact centers⁴ provide services in the United States; 30 also assist customers in Canada. A quarter of them (24) indicated that they interact with customers outside North America, including the U.S. Territories, Mexico, Germany, England, and various European countries. A number of them stated that they communicate with customers worldwide.

Table 8. Geographic Service Area (Question 10)

Geographic Area	Percentages (%)	Count (#)
US	100.0	100
Canada	30.0	30
Other	24.0	24

With such a diverse customer population, 56.4% of the contact centers provide service in Spanish as well as English. Many contact centers indicated that they also offer the “Language Line” option to provide services in the language of the customer’s choice. Out of the 98 surveys that responded to the “Language Line” question, 36 indicated that they provide this option.

Table 9. Language Offered (Questions 11a and 11b)

Language Offered	Percentages (%)	Count (#)
English	100.0	101
Spanish	56.4	57
Other	11.9	12
“Language Line”	36.7	36

3.1.3 Days and Hours of Operation

All reported contact centers (101) are open on week days. Twenty-three are also open on Saturdays, 20 on Sundays, and 18 on federal holidays. Of the 101 contact centers, 14 of them are open 24 hours on week days, Saturdays, Sunday and federal holidays.

Table 10. Days and Hours of Operations (Questions 7a and 7b)

Days	Percentages (%)	Count (#)	1-8 hours (#)	9-16 hours (#)	17-24 hours (#)
Week Days	100.0	101	30	52	19
Saturday	22.8	23	3	2	18
Sunday	19.8	20	0	2	18
Federal Holidays	17.8	18	0	2	16

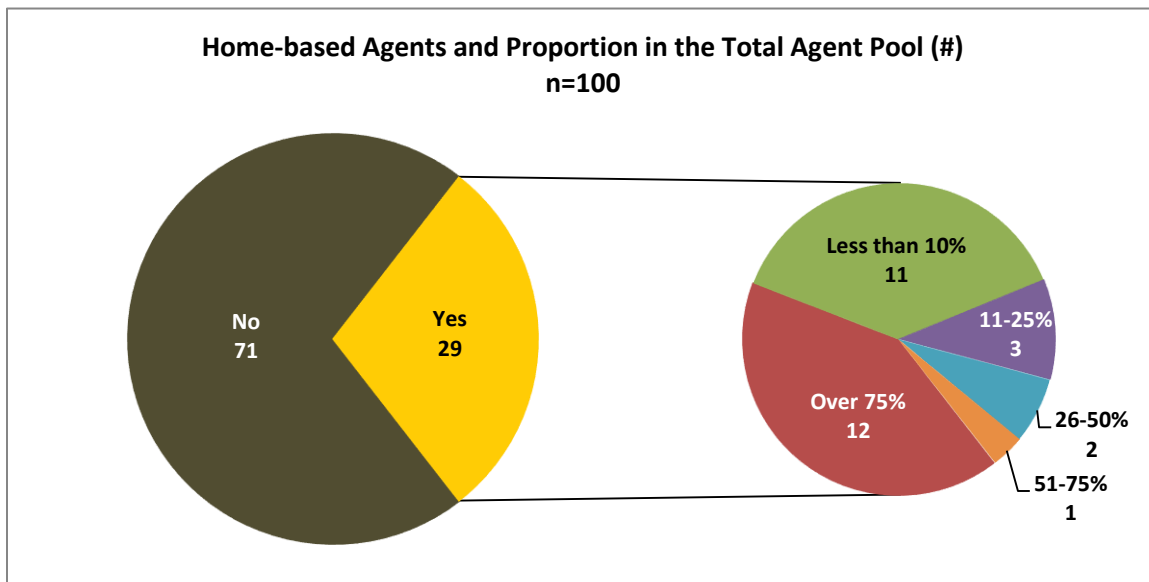
⁴ One survey did not respond to Question 10.

3.1.4 Human Resources

Of the 100 surveys that responded to the question on home-based agents (Question 14a), 29 contact centers stated that they use home-based agents. As a follow-up question, these 29 contact centers were asked the percentage of home-based agents relative to their entire pool of agents. Eleven indicated that home-based agents account for less than 10% of the total, while 12 stated that over 75% of their agents are home-based.

Table 11. Home-based Agent (Questions 14a and 14b)

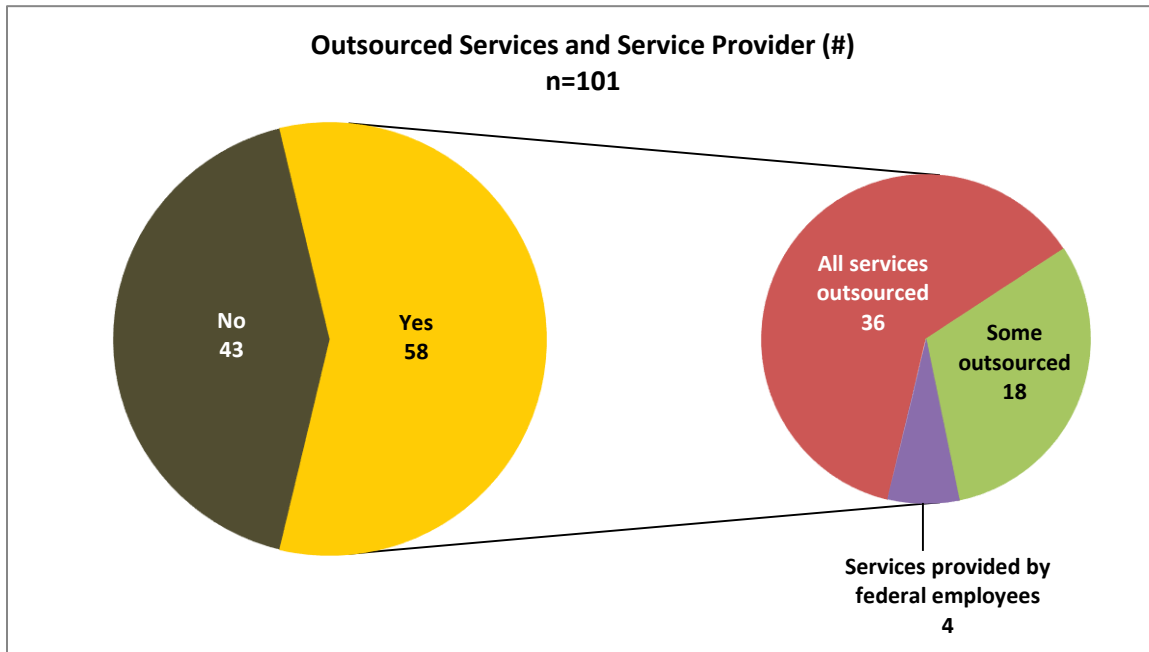
Home-based Agents	Percentages (%)	Count (#)	Less than 10%	11-25%	26-50%	51-75%	Over 75%
Yes	29.0	29	11	3	2	1	12
No	71.0	71					



The survey also asked about the extents of work being outsourced to contractors or other federal agencies. Fifty-eight contact centers indicated that at least part of their operations is outsourced. Of these 58 contact centers, 36 of them indicated that they outsource all their services to contractors; 18 outsource some services to contractors and while some are managed by federal employees; and four contact centers indicated that all their services are normally provided by federal employees.

Table 12. Outsourced Services (Questions 16a and 16b)

Outsourced	Percentages (%)	Count (#)	All services outsourced ⁵ (#)	Some outsourced ⁶ (#)	Provided by federal employees ⁷ (#)
Yes	57.4	58	36	18	4
No	42.6	43			



As a follow-up question, respondents were asked to identify the contracting method used for outsourcing. Of the 58 contact center that indicated that they outsourced at least parts of their services, 52 provided information on contracting methods. More than one-third of the contact centers use full and open competition to obtain outsourced services, while one-quarter adopt the GSA schedules. In addition, 12 contact centers use some kind of agency-run contract vehicle to contract out the services.

Table 13. Contact Methods (Question 16c)

Contracting Methods	Percentages (%)	Count (#)
Full and Open Competition	36.5	19
GSA Schedules	25.0	13
Agency-run Contract Vehicle	23.1	12
Other	21.2	11

⁵ "All services outsourced" corresponds to the response option "All contact center services are normally outsourced to a contractor" of Question 16b in the survey questionnaire.

⁶ "Some outsourced" corresponds to the response option "Some contact center services are normally outsourced to a contractor and some are managed by federal employees" of Question 16b in the survey questionnaire.

⁷ "Provided by federal employees" corresponds to the response option "All contact center services are normally provided by federal employees" of Question 16b in the survey questionnaire.

3.1.5 Performance Measurements

Quantitative Key Performance Indicators (KPIs)

Respondents were asked to identify the type of quantitative key performance indicators (KPIs) that their contact center measures and to provide the KPIs' performance goals for FY2011. Of the 101 surveys, 19 did not provide a response. Anecdotally, two respondents stated that they were not aware of any KPIs currently being measured by their contact center. Of the remaining 82 surveys, a majority of them measure service level, average speed of answer, and abandonment rate/percentage. Twenty-eight contact centers stated that they measure first contact resolution percentage; 16 track the IVR system resolution rate/percentage. In addition to the five KPIs listed in the survey questionnaire, respondents were also asked to provide "other" KPIs that their contact centers measure. These include:

- Accuracy rate;
- Agency busy rate;
- All trunks busy;
- Average talk time;
- Customer satisfaction; and
- E-mail turnaround time.

When asked to provide the KPIs' performance goal, responses varied. Depending on the nature of the inquiry, performance goals for the same KPI may have higher thresholds (e.g., within 24 hours vs. 30 seconds or less) at some contact centers than at others. Note that for presentation purposes, the performance goals provided below are the commonly reported ranges/targets.

Table 14. Quantitative Key Performance Indicators (Question 19)

KPI	Percentages (%)	Count (#)	Performance Goal (Range / Count)
Service Level (e.g., percentage of calls answered within a period of time)	68.3	56	<ul style="list-style-type: none"> • 10-15 calls per hour (1) • 100% within 24 hours (2) • 80% within 20 seconds (5) • 80% within 30 seconds (1) • 80% within 90 seconds (1) • 90% within 4 business days (1) • 90% within 20 seconds (1) • 95% within 20 seconds (2) • 99% within 40 seconds (1)
Average Speed of Answer	67.1	55	<ul style="list-style-type: none"> • 15 seconds or less (4) • 20 seconds or less (4) • 30 seconds or less (6) • 60 seconds or less (7) • 2 minutes or less (4) • 3 minutes or less (2) • 5 minutes or less (2) • 2 to 4 rings (4)
Abandonment Rate / Percentage	57.3	47	<ul style="list-style-type: none"> • 1% or less (2) • 2% or less (3) • 3% or less (5)

KPI	Percentages (%)	Count (#)	Performance Goal (Range / Count)
			<ul style="list-style-type: none"> • 4% or less (4) • 5% or less (15) • 10% or less (4)
First Contact Resolution Percentage	34.1	28	<ul style="list-style-type: none"> • 100% (3) • 90-99% (5) • 80-89% (3) • 60-79% (5)
Interactive Voice Response (IVR) System Resolution Rate/ Percentage	19.5	16	<ul style="list-style-type: none"> • 100% (3) • 60-79% (2) • Less than 60% (2)
Other	45.1	37	

Qualitative Methods to Measure Performance and Customer Satisfaction

Respondents were asked to identify the qualitative methods that are being used to measure performance and customer satisfaction. Of the 101 surveys, eight did not provide a response. Of the remaining 83, 73 or 78.5% indicated that they obtain caller comments and direct feedback regarding customer service. Customer satisfaction surveys and quality assurance testing are also being implemented by a majority of the contact centers, but only 14 reported that they use focus groups to obtain customer feedback. In addition to the four qualitative methods listed in the survey questionnaire, respondents were also asked to provide “other” methods that are being used by their contact centers to measure customer satisfaction. These include:

- Call monitoring;
- Risk assessments;
- Quality assurance monitoring;
- Monthly incident review and contract performance indicators; and
- American Customer Satisfaction Index survey.

Table 15. Qualitative Method to Measure Performance (Question 20)

Qualitative Methods	Percentages (%)	Count (#)
Caller comments and direct feedback	78.5	73
Customer satisfaction survey	52.7	49
Quality assurance testing	49.5	46
Focus groups	15.1	14
Other	25.8	26

3.1.6 Five Greatest Challenges

The survey responses identified “Having adequate funds” as the greatest challenges to providing quality service. “Staying current with industry best practices”, “Creating awareness of this service with customers”, “Ability to attract/retain staff”, and “Technology too old” completed the top five greatest challenges. In addition the potential challenges listed in the survey questionnaire, survey respondents were asked to provide “other” challenges that they are facing in their respective contact centers. These include:

- Ongoing program changes;
- Keeping information current with agency changes;
- No emphasis or standards on customer service from top management;
- Coordination with other agencies with different missions with overlapping topics;
- Segment of user population unfamiliar with internet browsing and online form completion;
- Not having good working relationship with contractor/lack of formal documented SOPs;
- Not able to implement need changes in a timely fashion;
- Competing priorities and resulting time demands on skilled technical staff;
- Lack of resources/multiple shifts to accommodate customers dispersed across six time zones;
and
- Flow of information and communication.

Table 16. Greatest Challenges (Question 21)

Challenges	Percentages (%)	Count (#)
Having adequate funds	52.0	52
Staying current with industry best practices	47.0	47
Creating awareness of this service with customers	42.0	42
Ability to attract/retain staff	33.0	33
Technology too old	32.0	32
Ability to train staff	30.0	30
Consolidating data sources	29.0	29
Educating agency leadership	27.0	27
Technology not a good fit for the application for which it is used for	21.0	21
Management contracts or contractors	20.0	20
Having management support to make changes	15.0	15
Compliance with laws/regulations	12.0	12
Bad data quality	8.0	8
Having adequate funds	7.0	7
Other	24.0	24

In the 2007 government-wide assessment survey results, the top five greatest challenges were “Having adequate funds”, “Creating awareness of this service with customers”, “Consolidating data sources”, “Ability to attract/retain staff”, and “Managing contracts/contractors”. When compared to the 2007 results, the 2011 survey results reiterated the key challenges, which may indicate that these concerns have yet to be addressed effectively.

4 OBSERVATIONS AND RECOMMENDATIONS

The observations and recommendations described are based on the qualitative data analysis on the survey responses.

4.1 Observations

Survey respondents were asked to provide comments on how their departments/agencies ensure quality customer service (Question 2), what actions the government could take to help improve delivery of services (Question 22), and the survey itself (Question 24). Although the comments could not be explored in greater depth, e.g., through post-survey interviews, they may provide G3C with guidance for directing future research and support activities.

4.1.1 Ensuring Quality Customer Service

The comments received in response to Question 2 identify a wide variety of strategies in use to ensure quality customer service. Strategies appear to reflect the nature and size of the audience served, e.g., general public vs. professional, Department of Health and Human Services (HHS) vs. United States Architectural and Transportation Barriers Compliance Board. In addition to methods set out in Question 20 of the survey questionnaire, respondents most often mentioned the following:

- Performance work plans, guidance, and periodic meetings to set standards and evaluate contractor performance.
- Training, coaching, and mentoring of customer service representatives (CSRs). These efforts usually work in tandem with call recording, monitoring, and tracking, and may be supplemented by staff appraisals based in whole or in part on customer service performance.
- Internal work groups. Some agencies have formed work groups that meet regularly to review customer service performance and other quality-related matters. The U.S. Patent and Trademark Office, for example, conducts a monthly Customer Service Forum for all call center managers, and the Centers for Medicare and Medicaid Services within HHS has a Call Center Work Group consisting of staff from the Division of Medicare Benefit Coordination and the Office of Beneficiary Information. Work groups appear to have a dual focus. They monitor and review CSR performance and ensure that they have up-to-date program information.
- Guidance, procedures manuals, and SOPs. In some agencies, these tools have become highly formalized, e.g., the Social Security Administration's (SSA) Office of Quality Performance, which conducts continual service observations, reports results, and works with other SSA components to improve service quality.
- Other methods include use of a third-party service evaluator, an ombudsman to resolve service-related complaints, and an escalation process for service issue review.

4.1.2 Improving Service Delivery

In addition to the perennial need for additional funding, suggestions for government action to help improve service delivery revolve around themes such as consolidation, centralization, standardization, and information sharing.

- Provide contact center cost applications for use by all government agencies.

- Establish a centralized database/customer relationship management system to make client records accessible and facilitate service across agencies, e.g., referring customers to other agencies.
- Recommend appropriate software and systems available to agencies through GSA.
- Recommend preferred vendors of contact center systems who are able to provide “off the shelf” solutions.
- Establish a mechanism for coordinating and facilitating the sharing of large system/technology purchases to leverage resources.
- Recommend training programs suitable for small contact centers.
- Provide funds for training in customer service skills, telephone skills, and “handling irate customers.”
- Facilitate blanket contracts/service-based agreements with customer relationship management system-hosted service providers.
- Provide support in consolidating currently dispersed contact center operations.
- Establish a cross-government customer service group like the Federal Web Users Group. (Such a group exists in the form of G3C. This comment emphasizes the need identified in responses to Question 21 to increase awareness of contact center services.)
- Implement formal customer satisfaction surveys and feedback forms, and streamline the OMB approval process for developing and performing them.
- Explore the use of social media technologies.

4.1.3 Evaluating the Survey

Comments on the survey were almost uniformly positive:

- *“The G3C is [an] invaluable resource in government contact center management. Thank you for all that you do.”* (Department of Homeland Security, U.S. Customs and Border Protection)
- *“We appreciate the opportunity to make an input to this survey. We welcome the opportunity for a follow-up discussion with a subject matter expert on how we can improve services for our customer service center and find low-cost technology solutions to help us advance.”* (Department of Homeland Security, U.S. Customs and Border Protection)
- *“I am excited regarding this initiative and look forward to not only seeing the results of the survey but also the implementation of improvement in processes and greater continuity of contact center operations which will ultimately improve customer service.”* (Department of Health and Human Services, Center for Medicare and Medicaid Services)

In addition to praise, comments on the survey offered some additional insights into the real world of contact center operations. Of special interest is the fact that some contact centers are parts of larger resource centers that may perform a wide array of additional functions.

HHS, for example, reports that the Center for Medicare and Medicaid Services contracts with Medicare administrative contractors (MACs) to “serve provider billers in a defined geographic area.” Contractors have the flexibility “to use hardware, software and staffing configurations that they believe will offer the best service to the provider billers in their geographic area. In addition to operating contact centers with toll-free telephone numbers that are unique to the service area, the MACs process claims, enroll providers, educate providers on Medicare policy and operations, conduct appeals of claim decisions, conduct medical review of claims, etc.” Also at HHS, the Office of the Secretary reports that one of its

call centers “is a small part of a larger resource center that conducts multiple call, web, education, knowledge center and educational/public awareness campaign function for the Office of Minority Health.”

These developments may provide useful models for the consolidation and standardization of contact center activities suggested by other survey respondents.

4.2 Recommendations

Answers and responses to survey questions provide the basis for making sound recommendations for future research and action.

1. **Conduct post-survey interviews.** The survey gathered contact information that should allow OCSIT to follow up on respondent comments and suggestions as time and resources permit.
2. **Continue efforts to promote G3C.** Answers to Question 18 (see discussion on page 5) and respondent comments indicate that some federal agencies do not know about G3C or do not participate in it. OCSIT/G3C should work through agency CIOs or other appropriate officials to increase participation in G3C.
3. **Provide guidance on organizational solutions.** In the absence of increased funding for contact center activities, using staff and other resources more efficiently is the most attractive strategy for improving the quality of contact center services. Post-survey interviews should try to capture the experience of agencies that have integrated contact centers into larger resource centers, those that support more than one program, and those that have emerged from agency consolidation efforts.
4. **Provide guidance on technical solutions.** A number of respondent suggestions focus on the need to identify, procure, and operate contact center/customer relationship management systems more efficiently. In-depth analysis of responses to Question 15 (see Appendix C) may produce a short list of systems capable of supporting multiple programs, operating across agencies, and integrating non-contact center support functions.
5. **Provide guidance on contracting solutions.** Post-survey interviews should seek to identify the most efficient and flexible contract vehicles for accessing contractor support, including training support; systems and software that will support multiple services; and contract vehicles that facilitate cost sharing among agencies.
6. **Work with the federal Small Agency Council** to identify and recommend training programs suitable for small contact centers.
7. **Explore the use of home-based agents.** Responses to Questions 14a and 14b (Table 11) reveal that home-based agents account for 75% or more of the total agent pool at a high percentage of agencies (12 of 29 or 41%) that use them. It may be useful to compare agency experience with home- and non-home-based agents in terms of cost and customer satisfaction, and to identify factors that favor or compel their use.

Appendix A: Survey Questionnaire

2011 FEDERAL CONTACT CENTER SURVEY

Working together we can make great strides towards improving our customer service to the public. Pursuant to President Obama's Executive Order 13571, Streamlining Service Delivery and Improving Customer Service, issued on April 27, 2011, GSA is taking action to sponsor another in a series of Government-wide surveys to assess the state of customer service activities in contact centers across the Federal Government.

The primary goal of this survey is to collect summary information on customer service activities across Government related to contact centers (also referred to as a call center, help desk [other than IT help desks], or support center). Eventually, we intend to work with all interested agencies to develop action plans that can be used by agencies to streamline service delivery and improve customer service.

Please forward this survey to the appropriate program office(s) within your agency and have them complete **this contact center survey online by August 5, 2011**. The survey should be completed for each contact center in your agency. To qualify to participate in this survey, the contact center must have a minimum five (5) full-time dedicated staff or the equivalent. The contact center staff can be Government or contractor employees or a combination of both.

Your department or agency participation in this survey will help create a Government-wide inventory of contact centers and identify customer service metrics used by Federal agencies. Your individual organization responses will be kept confidential. Results from the 2011 Survey will be used to trend contact center services with results from previous surveys conducted by OMB in 2007, 2005, and 2004. Results will be released and published only in summary form and will be posted on HowTo.gov for your use. By learning from each other, we can all improve service to our customers.

Again, thank you for completing this survey by August 5, 2011.

This survey is being administered on behalf of General Services Administration (GSA), Office of Citizen Services and Innovative Technologies (OCSIT) by DPRA Incorporated. If you encounter technical difficulties while filling out the survey, or have questions related to the survey questions, please contact the survey administrator at **1-800-864-2780** or via e-mail ccsurvey@dpra.com.

Thank you for your participation!

Please submit the following survey no later than August 5, 2011.

SECTION 1: DEPARTMENT/AGENCY INFORMATION

Q1. Please provide your department/agency information.

Executive Departments: _____

Agency/Bureau: _____

Office: _____

Division/Branch: _____

Q2. Describe how your agency ensures quality customer service across the department/agency.

Q3. If your agency has published customer service standards or performance goals, please provide the URL below:

SECTION 2: CONTACT CENTER INFORMATION

General Information

Q4. What customer audiences does the contact center serve? (Please check all that apply)

- General Public
- Industry
- Government personnel
- Other, please specify: _____

Q5. Please indicate (a) the communication channels supported by the contact center, and (b) the minimum educational qualification required for employees providing customer service on each channel. (Please check all that apply)

Communication Channel	Minimum Education Qualification
<input type="checkbox"/> Telephone	
<input type="checkbox"/> Inbound E-mails (including web forms)	
<input type="checkbox"/> Web Chat	
<input type="checkbox"/> Short Message Service (Text Messages)	
<input type="checkbox"/> Walk-in Center	
<input type="checkbox"/> Other, please specify: _____	

Q6. Which social media sites does the contact center use to disseminate information to and/or interact with the public? (Please check all that apply)

- Facebook
- Twitter
- YouTube
- LinkedIn
- MySpace
- Blog
- RSS Feeds
- Other, please specify: _____
- The contact center **DOES NOT** use social media site to disseminate information to and/or interact with the public.

Q7a. During a typical week, when is the contact center open? (Please check all that apply)

- Week Days
- Saturday
- Sunday
- Federal Holidays

Q7b. Under normal circumstances, how many hours per day is the contact center open?

Week Days	Saturday	Sunday	Federal Holidays

Q8. What is the telephone number and name of the largest program supported by the contact center?

Telephone Number: _____

Catch Phrase Number: _____

Name of the Program Supported: _____

Q9a. Does the contact center support other programs?

- Yes (*Go to Q9b*)
- No (*Go to Q10*)

Q9b. If the answer to **Q9a** is "Yes", please list the telephone numbers and names of the other programs supported by the contact center?

Telephone Number	Name of Program

Q10. What is the geographic service area of the telephone number reported in **Q8**? (Please check all that apply)

- US
- Canada
- Other Countries, please specify: _____

Q11a. What languages does the contact center offer? (Please check all that apply)

- English
- Spanish
- Other, please specify: _____

Q11b. Does the contact center offer a “Language Line” option?

- Yes
- No

Q12. Please provide the approximate FY2010 annual volume by communication channel for the primary program identified in **Q8** and all other supported programs listed in **Q9b** combined.

Communications Channels	Annual Volume (FY 2010)
Inbound Telephone Calls:	
• Handled by Customer Service Representative	
• Completed in IVR	
• Overall Volume	
Inbound E-mails (including web form)	
Web Chat	
Short Message Service (Text Messages)	
Walk-in Center	
Other	

- Q13.** Does the center use an FAQ system that is also accessible to customers via a website?
- Yes
 - No

- Q14a.** Does the contact center have home-based agents?
- Yes *(Go to Question 14b)*
 - No *(Go to Question 15)*

- Q14b.** What percentage of the total agent pool is home-based? (Please check one that applies)
- Less than 10%
 - 11-25%
 - 26-50%
 - 51-75%
 - Over 75%

- Q15.** What are the five most critical software applications used by your center? Please list product name and purpose, and indicate if the product is a **COTS** (Commercial Off-the-Shelf Software **that has NOT been customized**) or a **Specialized** product developed based on agency requirements.

Product Name	Product Purpose	COTS/Specialized
1.		<input type="checkbox"/> COTS <input type="checkbox"/> Specialized
2.		<input type="checkbox"/> COTS <input type="checkbox"/> Specialized
3.		<input type="checkbox"/> COTS <input type="checkbox"/> Specialized
4.		<input type="checkbox"/> COTS <input type="checkbox"/> Specialized
5.		<input type="checkbox"/> COTS <input type="checkbox"/> Specialized

- Q16a.** Is any part of the contact center normally outsourced to a contractor or another federal agency?
- Yes *(Go to Question 16b)*
 - No *(Go to Question 17)*
 - Not sure *(Go to Question 17)*

Q16b. Please select from one of the statements below that best describe the contact center.

- All contact center services are normally outsourced to a contractor.
- Some contact center services are normally outsourced to a contractor and some are managed by federal employees.
- All contact center services are normally provided by federal employees.

Q16c. If the contact center is outsourced to a contractor, please provide the following information for the Contracting Officer's Technical Representative (COTR):

Name of COTR:	
Phone number of COTR:	
E-mail address of COTR:	
Date of Current Contract Expiration:	
Name of Current Contractor:	
Contracting Method: (check all that apply)	<input type="checkbox"/> GSA Schedules, please specify: _____ <input type="checkbox"/> Full and Open Competition <input type="checkbox"/> Agency-run Contract Vehicle, such as Indefinite Delivery Indefinite Quantity (IDIQ) or Blanket Purchase Agreement (BPA), please specify: _____ <input type="checkbox"/> Other, please specify: _____

Q17. Please provide contact information for the agency person responsible for the contact center operations.

Name: _____

Title: _____

Telephone Number: _____

Physical Address: _____

E-mail Address: _____

Q18. Is the contact center or agency a member of the Government Contact Center Council (G3C) led by GSA’s Office Of Citizen Service and Innovative Technologies?

- Yes
- Not yet, but we plan to designate someone
- No

Performance Measurements

Q19. What type of quantitative Key Performance Indicators (KPIs) do you measure in the contact center? (Please check all that apply and provide the KPI’s performance goal for FY2011)

KPI	Performance Goal
<input type="checkbox"/> First-Contact Resolution Percentage	
<input type="checkbox"/> Average Speed of Answer	
<input type="checkbox"/> Service Level (e.g., percentage of calls answered within a period of time)	
<input type="checkbox"/> Abandonment Rate / Percentage	
<input type="checkbox"/> Interactive Voice Response (IVR) System Resolution Rate/ Percentage	
<input type="checkbox"/> Other, please specify: _____	

Q20. What qualitative methods do you use to measure performance and customer satisfaction, and to identify needed improvements? (Please check all that apply)

- Customer satisfaction survey
- Quality assurance testing
- Caller comments and direct feedback
- Focus groups
- Other, please specify: _____

SECTION 3: OPPORTUNITIES FOR IMPROVING CUSTOMER SERVICE

Q21. Please check (✓) the **five** greatest challenges in providing quality service to your customers.

- Creating awareness of this service with customers
- Having adequate funds
- Managing contracts or contractors
- Educating agency leadership
- Having management support to make changes
- Technology too old
- Technology not a good fit for the application for which it is used
- Bad data quality
- Compliance with laws/regulations
- Staying current with industry best practices
- Consolidating data sources (supporting multiple activities with a common data source)
- Consolidating citizen service activities
- Ability to train staff
- Ability to attract/retain staff
- Other, please specify: _____

Q22. Please provide any additional comments/suggestions for actions the government could take to help improve delivery of your service activities?

Q23a. Would you be interested in participating in a follow-up interview to help us better understand how the contact center provides service, how it works to improve its quality, and what trends you are experiencing related to providing service?

- Yes
- No

Q23b. If **Yes**, please provide your contact information for the follow-up interview:

Name: _____

Telephone Number: _____

E-mail Address: _____

Q24. If you have additional comments regarding this survey, please enter your comments below.

Thank you for your time and participation. They are much appreciated.

Appendix B: Contact Center / Programs Supported (Questions 8 & 9b)

The table below is the list of largest program (Question 8) as well as the additional programs (Question 9b) supported by the contact center by Department/Agency. A total of 101 surveys were completed with 175 contact centers/programs reported.

Department/Agency & Responses Details	Contact Center / Programs Supported
Department of Health and Human Services (HHS): Number of surveys completed: 38 Number of contact centers/programs reported: 63	
	<ol style="list-style-type: none"> 1. AHRQ Publications Clearinghouse 2. All HRSA grant program and general information about the Agency 3. BCRS Customer Care Center <ol style="list-style-type: none"> a. NHSC Scholars b. NHSC Loan Repayment c. Nurse Scholarship Program d. Nursing Education Loan Repayment Program e. Faculty Loan 4. CDC-INFO <ol style="list-style-type: none"> a. Food and Drug Administration (Interagency Agreement) b. Vaccine Management Business Improvement Project (VMBIP) 5. Centers for Disease Control and Prevention 6. Family and Youth Services Bureau 7. FOH Employee Assistance and Work/Life Programs 8. Grants.gov <ol style="list-style-type: none"> a. Government Trip, UFMS, Security, AMS, parking and TranShare b. Payment Management System c. HHS hotline 9. Head Start 10. Health Center Programs 11. HHS Acquisition Offices 12. Know Stroke campaign <ol style="list-style-type: none"> a. NINDS call center to obtain information about neurological disorders and order publications 13. Low Income Home Energy Assistance Program 14. Medicare Beneficiary Services 15. Medicare Fee-for-Service Provider Customer Service Program 16. Medicare Secondary Payer 17. Medicare Secondary Payer Recovery Contractor 18. National Center for Complementary and Alternative Medicine Information

Department/Agency & Responses Details	Contact Center / Programs Supported
	Clearinghouse
	19. National Domestic Violence Hotline a. National Dating Abuse Helpline
	20. National Health Information Center
	21. National Heart, Lung, and Blood Institute Health Information Center
	22. National inquiries about rare and/or genetic diseases
	23. National Practitioners Data Bank and the Health Integrity and Protection Data Bank (NPDB-HIPDB)
	24. National Response Team a. CDC Emergency Operations Center
	25. National Women's Health Information Center
	26. NCI's Cancer Information Service a. NCI's Smoking Quitline (1-877-44U-QUIT) b. 800-QUIT-NOW (National Quitline Network; provide the telephone routing only for this #)
	27. NIA Information Center a. Alzheimer's Disease Education and Referral (ADEAR) Center
	28. NIMH Information Resource Center
	29. NLM Customer Service
	30. Office of Population Affairs
	31. OIG a. OIG Fugitive Hotline b. CDC Select Agent Hotline
	32. Over 90 HRSA programs supporting the mission of improving health and achieving health equity a. Hill-Burton Hotline b. Hill-Burton Hotline in Maryland c. Countermeasure Injury Compensation d. Vaccine Injury Compensation Program
	33. Promoting Responsible Fatherhood
	34. Retiree Drug Subsidy Program Contact Center (RDSCC)
	35. Substance Abuse and Mental Health Services Administration a. Federal Substance Abuse Treatment Referral Service (SAMHSA CSAT) b. Office of National Drug Control Policy Youth Anti-Drug Media Campaign c. Office of National Drug Control Policy (Sin Drogas) Spanish Line
	36. The Eldercare Locator

Department/Agency & Responses Details	Contact Center / Programs Supported
	37. The Office of Minority Health Resource Center a. National Partnership for Action 38. United States Public Health Services Commissioned Corps
Social Security Administration (SSA): Number of surveys completed: 12 Number of contact centers/programs reported: 14	
	1. All Social Security inquiries 2. Business Services Online a. Electronic Records Express-Tech Support 3. CCMIS 4. E-Gov Travel 5. Fraud Detection a. Fugitive Enforcement 6. OASDI Benefits 7. Office of Telephone Services 8. Social Security 9. Social Security Administration's Hearings and Appeals and Claimant Representative Programs 10. Social Security Program 11. Transfer calls from the national 1-800-772-1213 for immediate claims on non-disability 12. Verizon
Department of Homeland Security (DHS): Number of surveys completed: 12 Number of contact centers/programs reported: 23	
	1. Advanced Training Center 2. Air Marine Operations Center 3. Automated Commercial Environment (ACE) 4. CBP and ICE Joint Integrity Case Management System (JICMS) 5. CBP Human Resources Systems 6. Individual Assistance a. Recoupment - potential debtors for disaster assistance received b. PPI - pre-placement interview to determine housing needs. 7. Inquiries about Customs and Immigration requirements for International Travel

Department/Agency & Responses Details	Contact Center / Programs Supported
	<ul style="list-style-type: none"> 8. Public Transportation Incentive Program (PTIP) <ul style="list-style-type: none"> a. Building services (maintenance calls) b. Freight Program c. Key Control d. Senior Leadership Shuttle Service e. Parking Program 9. Purchase Card <ul style="list-style-type: none"> a. Provides occasional support to Fleet Card and other Procurement Divisions with caller referrals 10. Retirement and Benefits Advisory Services <ul style="list-style-type: none"> a. Federal Employee Benefits Information b. Retirement Counselling and Services c. In-Service Employee Death Benefits Information and Advisory Services 11. Tariff Debt Team 12. U.S. Customs and Border Protection Customer Service Center
<p>Department of Commerce (DOC): Number of surveys completed: 7 Number of contact centers/programs reported: 7</p>	
	<ul style="list-style-type: none"> 1. Assistance with export regulations and policies 2. CLMSO Customer Service Center 3. Commerce Business Systems (CBS) 4. NTIS 5. Office of Patent Application Processing, Pre-Grant Publication, Post Exam Processing 6. U.S. Commercial Service, Trade Information Center 7. U.S. Patent and Trademark Office Customer Support Centers
<p>Department of the Interior (DOI): Number of surveys completed: 5 Number of contact centers/programs reported: 9</p>	
	<ul style="list-style-type: none"> 1. Earthquake Hazards Program - Earthquake Alerting Service 2. Office of the Special Trustee for American Indians-Field Operations-Trust Beneficiary Call Center 3. Science Information Services 4. U.S. Geological Survey - Reston Library <ul style="list-style-type: none"> a. U.S. Geological Survey - Menlo Park Library b. U.S. Geological Survey - Flagstaff Library c. U.S. Geological Survey - Denver Library

Department/Agency & Responses Details	Contact Center / Programs Supported
	5. Recreation.Gov – Customer Service Line a. Government employee help desk
Department of Agriculture (USDA): Number of surveys completed: 2 Number of contact centers/programs reported: 2	
	1. Recreation One Stop or National Recreation Reservation Service
	2. Rural Housing
Department of Housing and Urban Development (HUD): Number of surveys completed: 2 Number of contact centers/programs reported: 3	
	1. FHA Residential Mortgage Insurance
	2. Native American Housing Assistance and Self Determination Act of 1996 a. Indian Community Development Block Grant Program
Department of Justice (DOJ): Number of surveys completed: 2 Number of contact centers/programs reported: 6	
	1. ATF Joint Support and Operations Center (Law enforcement) a. Tips b. Explosives c. Firearms d. Arson
	2. National Instant Criminal Background Check System
Department of Veterans Affairs (VA): Number of surveys completed: 2 Number of contact centers/programs reported: 10	
	1. CHAMPVA a. Spina Bifida b. CITI c. Foreign Medical Program d. Debt Collection Unit e. Caregiver
	2. First Party Billing for each VISN a. Health Benefits, VLER, Caregiver b. eBenefits c. CoPay Credit Card Payments

Department/Agency & Responses Details	Contact Center / Programs Supported
Federal Trade Commission (FTC): Number of surveys completed: 2 Number of contact centers/programs reported: 4	
	1. FTC Bulk Order Website
	2. Federal Trade Commission Consumer Response Systems and Services a. FTC- IDTheft b. Do Not Call
Nuclear Regulatory Commission (NRC): Number of surveys completed: 2 Number of contact centers/programs reported: 2	
	1. Electronic Filing Program
	2. Public Document Room Reference Helpline
Department of Education (ED): Number of surveys completed: 1 Number of contact centers/programs reported: 3	
	1. Federal Student Aid a. Borrower Tracking (NSLDS) b. Studentloans.gov
Department of Labor (DOL): Number of surveys completed: 1 Number of contact centers/programs reported: 6	
	1. DOL National Contact Center a. Wage and Hour (WHD) b. Job Corps (JC) c. Employment & Training Administration (ETA) d. Veterans Employment Training Service (VETS) e. Occupational Health and Safety Administration (OSHA)
Department of State (DOS): Number of surveys completed: 1 Number of contact centers/programs reported: 1	
	1. Office of Overseas Schools
Department of Transportation (DOT): Number of surveys completed: 1 Number of contact centers/programs reported: 1	
	1. FAAs Public Inquiry Line

Department/Agency & Responses Details	Contact Center / Programs Supported
Department of the Treasury: Number of surveys completed: 1 Number of contact centers/programs reported: 2	
	1. Administrative Services, Personnel, Travel, Building Maintenance, Security a. Tier 1 Help Desk Support for IRS Jobs Online
Environmental Protection Agency (EPA): Number of surveys completed: 1 Number of contact centers/programs reported: 3	
	1. Toxic Substances Control Act information and Assistance a. National Lead Information Center b. Vermiculite Hotline
General Services Administration (GSA): Number of surveys completed: 1 Number of contact centers/programs reported: 5	
	1. National Contact Center a. Pueblo Publication Order Line b. Department of State Overseas Citizens Services Hotline c. Financial Literacy Education Commission My Money Hotline d. U.S. Fish and Wildlife Customer Service Center
National Aeronautics and Space Administration (NASA): Number of surveys completed: 1 Number of contact centers/programs reported: 2	
	1. Public Services Organization a. News Media
United States Postal Service (USPS): Number of surveys completed: 1 Number of contact centers/programs reported: 1	
	1. Office of Inspector General Hotline
The Library of Congress : Number of surveys completed: 1 Number of contact centers/programs reported: 3	
	1. Duplication Services a. Cataloging Distribution Service (CDS) b. Retail Shop
National Gallery of Art: Number of surveys completed: 1 Number of contact centers/programs reported: 1	
	1. Department of Curatorial Records and Files

Department/Agency & Responses Details	Contact Center / Programs Supported
National Credit Union Administration: Number of surveys completed: 1 Number of contact centers/programs reported: 1	
	1. National Credit Union Administration (NCUA) Region III Programs and Operations
Pension Benefit Guaranty Corporation (PBGC): Number of surveys completed: 1 Number of contact centers/programs reported: 1	
	1. Benefit Administration
U.S. Architectural and Transportation Barriers Compliance Board: Number of surveys completed: 1 Number of contact centers/programs reported: 1	
	1. Technical Assistance
U.S. Equal Employment Opportunity Commission: Number of surveys completed: 1 Number of contact centers/programs reported: 1	
	1. Intake Information Group

Appendix C: Major Software Applications Used (Question 15)

The tables below list the name of major software application used and the product purpose identified by the survey respondents in Question 15. The applications are grouped into two tables based on whether the product is a **COTS** (Commercial Off-the-Shelf Software that has NOT been customized) or a **Specialized** product developed based on agency requirements.

Commercial Off-the-Shelf (COTS) Software that has NOT been customized:

Product Name	Product Purpose
1. Adobe Acrobat	Office Document Processing
2. Adobe Captivate	Used to create computer based training material
3. Adobe FrameMaker	print/pdf document generation
4. ADSTAR	Digital Archive
5. Aspect	Phone system
6. Aspect eWorkforce Management	Scheduling
7. Aspect WFM (Workforce management)	Forecasting, Scheduling, Real-Time mgmt.
8. AT&T Route It	Software for logical routing decisions
9. AutoCAD Suite	technical illustration generation
10. AVAYA	Distributed Phone System / Call Center product
11. AVAYA CMS	ACD Automated Call Distribution
12. BMC Remedy	Customer relationship management system
13. Call Pilot	Program call system
14. CCS	Call routing
15. CentreVu Supervisor	Access real time data in call management system.
16. Cisco Contact Center	Phone, routing and voicemail system
17. Cisco desktop agent software	Cisco historical reporting
18. Cisco Webview	Statistics
19. CISPUB	Order Entry
20. CITGO	Off-site Access to CDC Intranet and Internet
21. CTIOS	Workforce management tool
22. Dreamweaver	web development/maintenance
23. Edify	Hosting IVR
24. eGain	Knowledgebase/FAQ; Email; Web Chat
25. eLoyalty	Call Recording
26. EMC Application Extender	Scanned image lookup
27. Event Management System	Reservation and scheduling application
28. FaxCom	Facsimile Management (Incoming and outgoing)
29. Fonality	Call Triage, Monitoring & Reporting
30. Fonality Phone System Software	Phone system
31. Footprints	Logging Help Desk Calls/Emails
32. Genesys	Intelligent Call Routing
33. Genesys Call Center Express	IVR, call routing, ACD setup and screen pops
34. Genesys Workforce Management	Workforce management, forecasting, scheduling
35. HEAT	Issue/Call Tracking
36. Horizon Library Catalog	inventory management
37. HP	Ticketing Tool
38. iMagio	Document Repository

Product Name	Product Purpose
39. INMagic GENIE	Database development and
40. Interactive Intelligence	ACD and call recording
41. Interactive Intelligence Interaction Client Suite	Call Transaction Control, Analytics, IVR, Call Rec
42. Internal Tracking System	Recording of inquiries
43. Internet Browsers (e.g. Internet Explorer, Mozilla Firefox)	Access to internet / intranet
44. Interspire	email, mass marketing
45. Intertel	Phone software used to gather call statistics
46. Jive	Live Help
47. Lexis/Nexis	Data mining/verification
48. Live Chat	Web Chat
49. LivePerson Agent Console	Used to route calls to multiple agents
50. Lotus / Lotus Notes	USGS E-mail System
51. Lyris	send listserve messages
52. Microsoft Access	Database / Inquiry Tracking
53. Microsoft CRM	Captures call and email information and incidents.
54. Microsoft IIS Web Server	Supports agency website and web-based application
55. Microsoft Office Suite	Daily Productivity, e.g. word processing, presentation, email, calendar, scheduling, etc.
56. Microsoft SharePoint	Helpline Ticketing System
57. Microsoft SQL Server	Database
58. Microsoft.net	Framework
59. MobiKey	Allows workers to access desktop remotely for telework
60. NICE System	Call recording, quality assurance, performance
61. Nortel	View real time and past data call metrics
62. Numera Footprints	Call tracking
63. Oracle Business Intelligence	Reporting
64. Parature	Web-based FAQs
65. PCDUO	internal ticketing/workflow tool
66. PHP List	e-mail alert system
67. PRISM	Contract Writing
68. QM360	call recording
69. Quadra Lonestar	Bibliographic research
70. Remedy	Issue log/tracking
71. RightNow Enterprise	Agent CRM
72. RightNow Technologies	Self Help Q&A on web site and contact management
73. RightNow Web	(Managed by ACF)
74. Self-help WEB portal	Customer access to FAQ's
75. Service Center	Tracking and documenting of inquiries and responses
76. SharePoint	Referral Database, knowledge base management, tracking/preparation of email responses
77. Siebel	CRM ticketing system; knowledge base
78. Spark Fastpath Live Chat	Live Chat
79. Symon	workflow management and alert

Product Name	Product Purpose
80. TantaComm	QA Monitoring
81. Totalview	Workforce management
82. Trust Funds Accounting System	Account for monetary assets
83. UFMS	HHS Federal Financials (oracle)
84. Verint	Call Center Quality Monitoring
85. Verint Witness	Audio/Video Capture
86. Virtual Observer	Utilized for quality assurance monitoring
87. Witness	Call Monitoring Software

Specialized Product Developed Based on Agency Requirements:

Product Name	Product Purpose
1. Access Management System	AMS tier 2 support and admin functions
2. Active Network Outdoors (AWO)	Reservations & Information
3. ADAMS	NRC Document management System
4. AMIS (oracle-based system)	Order processing, inventory control
5. Appeals Review Processing System	Tracking case folder movement
6. ASP.NET Online ordering system	Publications ordering system
7. Aspect customer contact software	Routes incoming phone calls
8. BCRS Management Information Support System (BMISS)	Program data and workflow management system
9. Beneficiary Information Link	Links to database to access beneficiary information
10. Benefits Tracking System	Benefits Tracking and Status Updates
11. Cadence	Warehouse Management System
12. Calabrio	Workforce Management
13. CCRS log	Track and monitor workloads (web-based)
14. CHIP	Supports agent efficiency and quality
15. Chixculub	Earthquake Catalog Production
16. CIMS	Subscription/Order Tracking & part Financial
17. Cisco ICM Intelligent Call Management	Customized COTS ICM Application
18. CISnet	Intranet used for contact center operations
19. Clearinghouse Information Management System (CIMS)	Fulfillment and contract tracking
20. Cold Fusion	Database programming
21. Consolidated Admin	Integration Tool for all Telephony Software
22. CosmoCom	Automated call distributor (ACD) platform
23. Counterpoint	For inventory management and order processing.
24. CPB Knowledge Management System	Building services
25. CPJ Inventory Fulfillment System	Inventory fulfillment system for publication order
26. CPMS	Access to Hearing office workloads
27. CSMS	communications
28. Customer Help and Information Program	Guide agents through call handling; assist agents with policy and procedures
29. Dashboard	ACD realtime monitoring
30. DCIS	HHS Contract Reporting tool
31. Direct Access	HR System
32. Drupal v.6	Website
33. Earth Explorer	Product identification and digital asset management
34. Earthquake Information Distribution System	Earthquake Notification
35. ECASS	License status system
36. Electronic Hand Books (EHB)	Data element reference
37. EMAC	Tracking assignments
38. ENS	Earthquake Notification

Product Name	Product Purpose
39. ESR	Eligibility
40. Everest	Order Tracking & partial Financial system
41. FRB Web	Retirement Information and Services
42. Genesys	Call Routing; contact management
43. GS Answers	USGS E-mail System
44. Hein Online	Code of Federal Regulations database
45. Historical Query	Historical Information
46. HP Service Manager	Inventory / Case Control
47. Human Resource Business Engine	Retirement Application Tracking
48. Hydra	Earthquake Monitoring and Bulletin
49. ICE	Inquiry and inventory management system
50. Image Viewer	View participant electronic file
51. IMain	DPS, MAPS, SNAPP, and ORS
52. InMagic	Bibliographic database
53. Inquiry Tracking Log	Used to track inquiries
54. Integrated clearinghouse system	Request processing, response language and resource
55. Integrated Clearinghouse System (SQL)	Inquiry response and database management system
56. Integrated Mission System (IMS)	EEOC Charge Processing System
57. Interactive Intelligence	Telephone Routing Software
58. Internet Customer Response System	Communicate with SSA via the internet
59. IRIS	OIG Information Management System
60. ITS	Tracking calls received
61. JICMS	Case management system
62. JPMC PaymentNet	Card administration, management and reports
63. Knowledge Management Software	Inquiry, order and inventory tracking
64. Learn	Management System, eLearning program.
65. Lotus Notes	Managing Incoming Emails; knowledgebase
66. Lyceum	Payroll System
67. Map Cat	Product identification
68. MARTI	Accounts Receivable System
69. Maximo	Maintenance calls
70. Mercom	Call recording system.
71. Microsoft Customer Relations Management	Inquiry response management
72. Microsoft Dynamics Great Plains	Inventory management
73. Microsoft SQL	Clinical trials database
74. Mortgageserv	mortgage loan servicing software
75. MyTel phone center office suite	Phone system reporting
76. National Investigative Case Management	Document and store fraud allegations and cases
77. NPDB-HIPDB Internal Web Service	Transaction lookup, billing inquiries, and diagnostics
78. OASYS Net Phone Task	Phone management and statistics
79. Oracle (formally Sieblel)	Call Center Desktop
80. Oracle Application Server	Custom report development, incident management, etc.

Product Name	Product Purpose
81. Oracle client services	HR System
82. Oracle Compusearch Integration (OCI)	Consultant solution for integrating PRISM and UFMS
83. Oracle Customer Relations Management	Tracking of customer interactions
84. Oracle Data Warehouse	Call Center Reporting
85. Oracle On Premise	CRM
86. ORS	Online notice retrieval system
87. PAGER	Loss and Damage Estimates
88. Paperless	Workload Accountability
89. PARIS Database	Database management
90. Payment management system	PMS administrative functions
91. PCOM	Mainframe access to SSA/DDS databases; access and edit records; process claims
92. PLUS Web	Paying agent's system of payee data
93. Pro-Trac	Manage Probates
94. Publications Warehouse	Digital asset management
95. Purchase Card System	Commit, obligate, expense funds and reports
96. Quick Response	Manage web form-based inquiry response
97. RAM	Financial Tracking & Information Retrieval
98. Rare Diseases Terms Admin Tool	Used to edit Web site content
99. ReMAS	Case Claims Database
100. Right Now Technologies	Web searchable knowledgebase, email submissions
101. RTA	Real time agent monitoring
102. SAP	Financial system
103. Seibel CRM	Customer Management and Tracking
104. Several Internal Databases	Patent Tracking & Image Retrieval
105. Siebel	CRM tool
106. Siebel 7.8 - CRM	Customer Relationship Management
107. Siebel Call Center	Desktop Capture
108. Siebel customer service CRM software	Manages incoming email
109. Sightmax	Web chat/live help
110. Spectrum	Participant data management
111. Standard Language Database	Database of language for addressing common queries
112. Stellant	Document imaging
113. Teamsite content management software	Manages web pages
114. TECS	Case research
115. Trust Asset and Accounting Management System	Account for natural resources
116. USGS FAQs	FAQ System
117. Verizon Web Center	Call Center Platform
118. Viewstar	Promotion system
119. Virtual Hold	Offers callers a callback option.

Product Name	Product Purpose
120. Virtual Interactive Benefits System (VIBE)	Question and Answer Database
121. VISTA	Client database; Medical and Billing Information
122. WAC	Workload Accountability
123. Wash Metro Area Transit Authority software	PTIP/SmarTrip card management
124. Webview	Management information portal
125. WISER	Chemical Database
126. Workflow Manager	CRM utilized for data entry of customer information