Call Center Upgrade
The Minnesota Experience

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Organization:

- 3 teams
- 3 supervisors
- 4 lead workers
- 47 telephone agents
Annual Customer Contacts:

– Over 1 million customer telephone calls
– Over 80,000 customer emails

• Additionally, PIC agents
  – Staff the MNJIS system
  – Conduct offline research on complex motor vehicle and driver license issues
Telephone Technology:

- DVS currently uses an ASPECT phone system
  - That is 20+ years old system that has exceed it’s lifespan
  - Has no recording capabilities
  - Has an IVR that is no longer supported
  - Has an unfortunate history of breaking down....a lot
PIC: A New Beginning

- Telephone System Upgrade
- PIC Reorganization
- PIC School
Step 1

- Telephone System Upgrade
- PIC Reorganization
- PIC School
Vision: DVS requires a state-of-the-art contact center solution that will improve the customer service experience for more than 1 million annual customer contacts.

- **Objectives:**
  - 95% first call resolution
  - 80% of calls are handled at the agent level and 15% at the answer cube level leaving just 5% that are referred out of the center
  - Robust reference tools for the agents
  - Call routing protocol that sends calls to the appropriate agent
  - IVR system that promotes self-service
  - Training and cross-training protocol for agents
  - Empowerment of agents to get first call resolution
Functional Requirements

- Ease of navigation
- Real-time and historical reporting that provides useful information to contact center management
- Gets customers in and out of the system fast
- Provides as much customer self service information as possible limiting need for agent contact
- Flexible/Nimble solution
  - Able to make changes quickly
  - Solution meets changing DVS needs
- Quality Management Tools and Workforce Reporting
  - Ability to use reporting to manage staffing levels
  - Ability to manage staff skills/training properly assign resources
Contact Center
- 100 agents and 10 supervisors
- 20 skill groups
- 24 unique queuing call flows
- 24 inbound numbers – reduced from 300+

Speech-enabled, self-service IVR and call routing
- Self service for DL Status, DL delivery, and DVS site locator
- Speech recognition for call routing
- Text to speech for speaking DVS locations
- Last agent routing
## Recording and Quality Assurance

Capture the full customer interaction – Voice and Screens

Review and assess the performance levels of agents

Set business-driven parameters that automatically pinpoint and record the most relevant calls

<table>
<thead>
<tr>
<th>Call &amp; Session Recording</th>
<th>Standard 10% voice recording scalable up to total recording for compliance, transaction verification and legal protection and screen recording. Speech energy bar for playback. Streams can be separated for compliance.</th>
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</thead>
<tbody>
<tr>
<td>Tag and Search</td>
<td>Search for the recordings based on time, agent, or associated key data elements such as account numbers or escalation flags.</td>
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<tr>
<td>Evaluations</td>
<td>Forms include question level weighting, evaluator hints and KPI questions, which allow critical errors to “fail” the agent in the overall evaluation.</td>
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<tr>
<td>Secure</td>
<td>Encrypted recording and playback and PCI certified. Flexible export capabilities support archiving and export to a third party (WAV and WMA) from NAS/SAN.</td>
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Step 2
“One PIC”
Whereas there were 2 separate telephone call centers, the “OnePIC” strategy combines both.
• The primary goal is to better assist customers through an enhanced knowledge base and call routing.
• Aligns with the DVS value of delivering superior customer service.
• Physically moves all telephone agents.
• Cross-training completed by March, 2016.
Step 3

- PIC School
- PIC Reorganization
- Telephone System Upgrade
PIC School
PIC School

- New agent training had been a 1-on-1 model where an experienced agent would train a new agent.
- Some difficulties with this model:
  - inconsistent training
  - loss of productivity of the experienced agent.
- The “PIC School” was born as a means to standardize the training for new agents and bring them up to speed quicker.
The PIC School has three components:

1. **Subject Matter training:**
   - “Drivers License 101”
   - “Motor Vehicle 101”
   - “Driver Evaluation 101”

2. **DVS customer service values** – telephone system operation and tools available.

3. **Practical Application in a controlled environment.**