

**Post-Audit Review 12-06:  
311 Call Center Operations**

**May 2014**

**City Auditor**

Stan Sewell, CPA, CGFM, CFE

**Senior Auditor**

Pamela Swinney, CPA





# OFFICE OF INTERNAL AUDIT

## Stan Sewell, City Auditor

May 15, 2014

To: Mayor Andy Berke  
City Council Members

Subject: Post-Audit Review of 311 Call Center (Report #12-06)

Dear Mayor Berke and City Council Members:

Attached is a summary report on the status of audit recommendations in our 2012 Call Center Operations report. The purpose of this report is to confirm whether, and to what degree, management has implemented the recommendations made in the original audit. The post audit review was delayed nine months to provide additional time due to reorganization of the division.

The original audit concluded that overall, the call center provides quality customer service and the call center staff provide accurate information to the various City departments. However, opportunities exist to increase efficiency and effectiveness of its operations. The audit also found, in some instances, the statistics generated from the CRM system do not reflect the true performance of a department.

The audit had 10 recommendations to improve efficiency and effectiveness of the call center operations. At the time of this Post-Audit Review, two recommendations were implemented, two were partially implemented, and six were not implemented. Recommendations partially implemented and not implemented are herein reported to the Audit Committee for follow-up, as appropriate.

This Post-Audit Review consisted principally of inquiries of City personnel and examinations of various supporting documentation. It was substantially less in scope than an audit in accordance with generally accepted government auditing standards. The evidence obtained provided a reasonable basis for our conclusions; however, had an audit been performed, other matters might have come to our attention that would have been reported to you and our conclusions may have been modified.

Sincerely,

Stan Sewell, CPA, CGFM, CFE  
City Auditor

Attachment

cc: Travis McDonough, Chief of Staff  
Jeff Cannon, Chief Operating Officer  
Audit Committee  
Brent Messer, Chief Information Officer  
Lee Norris, Public Works Administrator

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## RECOMMENDATIONS NOT IMPLEMENTED (6)

Recommendation	Actions Taken
1 We recommended management conduct an annual citizen satisfaction survey. We recommended management periodically analyze the survey results and integrate the results in its performance measurement goals.	Per the 311 director, the division requires a new phone system and software updates to implement automated surveys at the end of the call.
2 We recommended management evaluate the current call center's performance goals and ensure stated goals are measured and reported.	The division's CABR for fiscal year ending June 30, 2014 had the same stated goals as noted during the audit. The stated goals are presently not measured.
3 We recommended management periodically review the incoming call volumes and implement staff schedules reflective of call volume needs rather than a standard schedule.	Per the 311 director, the call statistics are reviewed weekly. Staff hours remain staggered rather than based on call volumes. Management cited they determined this to be the most effective approach.
5 We recommended management periodically review and update the call centers' policies and procedures manual.	The call centers' policies and procedures manual has not been updated at this time. The division envisions an online policy manual once the software upgrades are implemented (see recommendation #1).
7 We recommended management of the 311 call center work with department heads to establish 311 liaisons from each department. We recommended establishing a forum for liaisons to meet periodically and discuss 311-related issues, policy and procedural needs and changes.	The recommendations are not implemented. Call Center management expects to revisit the recommendation during the next budget year.
10 We recommended the IS department implement policies related to user rights and responsibilities for the 311 data systems. Further, we recommended the IS department implement procedures to backup and secure data generated from the 311 systems, as well as establish retention periods based on departmental requirements.	Per management, all backup and security policies and procedures are under review.

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## RECOMMENDATION PARTIALLY IMPLEMENTED (2)

<b>Recommendation</b>	<b>Actions Taken</b>
6 We recommended management develop and implement a quality assurance program along with periodic CSR performance reviews. Further, we recommended management institute a reward program for outstanding performance.	Currently in the implementing stage, the division has developed a quality assurance program using previously recorded calls to score customer service representatives. The division plans to fully implement the program within the next two months. No rewards program has been established.
9 We recommended the IS department consider enhancements to 311's webpage, including but not limited to, additional service request types, status of service request queries, and online satisfaction surveys.	The newly appointed Chief Information Officer is considering various changes to the website; including, customer survey and mobile apps.

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## RECOMMENDATIONS FULLY IMPLEMENTED (2)

<b>Recommendation</b>	<b>Actions Taken</b>
4 We recommended management implement on-going staff training schedules to provide CSRs with the necessary tools to perform their duties.	Ongoing training is done periodically. Monthly staff meetings are held to discuss training issues.
8 We recommended management develop comprehensive policies and procedures for its work order system. The policies should include guidelines for service request status options and what notes, if any, should be included when updating service requests. Adequate training should be provided to all program users, with on-going training as deemed necessary by management.	The Citywide Services Division has developed comprehensive policies and procedures for its work order system based on operations in place prior to the audit. Training has not been provided due to no changes in procedures.

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