



**NYS Office of Children and Family Services  
Human Services Call Center**

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# Quality Assurance Manual

***Version 1.0***

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# NYS Office of Children and Family Services Human Services Call Center

## 1.1 Overview and Purpose

This Quality Assurance Manual aims to provide best practice procedures for implementing the consolidated call center quality assurance program. The quality assurance program enables anchor agencies to provide best in class customer service to both its own customers and those of their customer agencies by reviewing call center agent performance on a recurring basis. While the primary goal is to assess agent performance and identify agent development opportunities, the results of the quality assurance procedures within this manual may also be used to assess customer satisfaction, improve training programs, and enhance knowledge base content.

## 1.2 Call Monitoring Team

### *Call Monitoring Team Responsibilities*

The Call Monitoring Team, consisting of call center supervisors, will be responsible for reviewing calls, and escalating trends in skill deficiencies. Specific responsibilities include:

- Monitoring the appropriate number of calls per agent per month in order to identify skill gaps and provide feedback on service levels
- Providing direct coaching to agents based on the team's findings

Upon monitoring the calls, the Call Monitoring Team should conduct a monthly meeting to identify trends in skill deficiencies across the entire group of agents. Based on this conversation, additional training should be designed and implemented in order to drive continuous improvement.

### *Calibration Sessions*

The Call Monitoring Team should conduct a quarterly calibration session in order to align scorecard grading practices. Customer agencies and representatives from other anchor agencies should also participate in these calibration sessions in order to keep standards consistent. All call monitors should score the same list of recorded calls. Afterwards, any results with a wide range of scores should be discussed as a group until a consistent grading standard can be decided upon.

## 1.3 Call Monitoring Frequency

Review frequency should vary based on agent tenure within the call center. As an agent becomes more experienced, the number of calls reviewed should decrease. If an issue arises with an agent's performance, additional call monitoring should be conducted.

| Agent Tenure | Frequency     |
|--------------|---------------|
| 1 Month      | 2 calls/ day  |
| 2-7 Months   | 2 calls/ week |

|   |                  |
|---|------------------|
| 7+ Months                                     | 5-8 calls/ month |
| Additional Monitoring due to Poor Performance | 3+ calls/ week   |

## 1.4 Call Monitoring Procedure

### Call Selection

In order to select the most helpful recordings for training, call monitors should select those with noteworthy characteristics (e.g. longer than average talk time, unusually long hold times, excessive transfers, etc.) given the calls' inherent coaching opportunities. In addition, there should be variability in the selection of calls based on time of day, day of week, and season in order to provide a well-rounded perspective on an individual agent's performance during the course of a year.

### Scorecard Detail

While reviewing a call for a particular agent, the following criteria should be analyzed and scored, as described below. For each of the criteria, the call center agent will be rated as one of the below:

**Below Expectations (BE):** Not able to perform the expectations of a given criterion for significant part of the phone call

**Met Expectations (ME):** Satisfying the requirements of a given criterion for significant part of the phone call

**Exceeded Expectations (EE):** Performing well above expectations of a given criterion for a significant part of the phone call

| Opening & Greeting | Criterion  | Rating |    |    |
|--------------------|--|--------|----|----|
|                    | Identified self and unit, and offered assistance | BE     | ME | EE |
|                    | Verified the caller (as appropriate)             | BE     | ME | EE |
|                    | <XXX>  | BE     | ME | EE |

| Professionalism | Criterion   | Rating |    |    |
|-----------------|---|--------|----|----|
|                 | Used clear, concise language, and explained appropriate terminology, as necessary | BE     | ME | EE |

|  |   |    |    |    |
|--|---|----|----|----|
|  | Maintained an appropriate tone with the customer, including volume, speed, and enthusiasm | BE | ME | EE |
|  | Actively listened to the customer on the phone, being careful not to interrupt            | BE | ME | EE |
|  | <XXX>   | BE | ME | EE |

|                 | Criterion  | Rating |    |    |
|-----------------|--|--------|----|----|
| Call Resolution | Correctly identified the problem and needs of the customer   | BE     | ME | EE |
|                 | Kept call on track and focused   | BE     | ME | EE |
|                 | Used knowledge base articles and approved research methods effectively   | BE     | ME | EE |
|                 | Followed scripts properly  | BE     | ME | EE |
|                 | Guided customer to correct resource(s) and resolved the call   | BE     | ME | EE |
|                 | Utilized call hold appropriately, including advising the customer of the call hold, and not exceeding appropriate hold time length                     | BE     | ME | EE |
|                 | Utilized call transfer appropriately, including advising the customer of the call transfer, and transferring the call to the appropriate level 2 agent | BE     | ME | EE |
|                 | Sought and followed supervisory assistance, as necessary   | BE     | ME | EE |
|                 | Maintained program and workplace confidentiality   | BE     | ME | EE |
|                 | <XXX>  | BE     | ME | EE |

| Call Closure | Criterion   | Rating |    |    |
|--------------|---|--------|----|----|
|              | Documented all required information properly and confirmed the information with the customer                          | BE     | ME | EE |
|              | Summarized steps to resolution of problem, if necessary   | BE     | ME | EE |
|              | Concluded call with closing script, including information about the agency website and customer self-service channels | BE     | ME | EE |
| <XXX>        | BE  | ME     | EE |    |

### 1.5 Overall Rating

For the purposes of statewide reporting, each criterion has an equal weighting of 5 points. Each agency may also utilize the aforementioned criteria and weight them according to agency needs.

A call center agent rated ME receives all the points for that criterion, while BE receives 4 and EE receives 6 points. The sum of all the points will provide the overall rating for a given call center agent.

In addition to these scores, critical errors must also be considered. These errors supersede traditional scoring and cause the evaluation to be graded as an automatic failure.

| Critical Errors   |
|---|
| Agent hung up on a customer abruptly without resolving the customer's inquiry.                      |
| Agent used inappropriate language and/ or tone (e.g. cursing/swearing, yelling) towards a customer. |
| Agent disclosed confidential information to a customer.   |
| Agent blatantly or intentionally provided incorrect information to a customer.                      |
| Agent did not verify the customer (if applicable)   |
| <XXX>   |

## **1.6 Agent Feedback Sessions**

Upon completion of the monthly call monitoring process, supervisors should set up individual one-on-one feedback sessions with their respective call center agents. These meetings should be scheduled in a timely manner following the call monitoring process. These meetings are an opportunity to review call monitoring results and areas for agent improvement, and serve as a two-way dialogue to improve agent development and call monitoring processes.

## **1.7 Performance Recognition**

Performance recognition should occur on a monthly basis after call monitoring has occurred. A list of agents with perfect QA scores for the month should be recognized through an office bulletin board or e-mail newsletter. Showcasing and honoring top talent further incentivizes agents to improve their performance, and reinforces the culture of prioritizing high quality customer service.