

Kansas Department of Revenue

Quality Assurance Program



Prepared for Mid-States Association of Tax Administrators
Conference
Madison, Wisconsin
August 19, 2008

Presented by

Robin C. Harris, MBA, CPM
Collections Manager
Kansas Department of Revenue
(785) 291-3668
robin_harris@kdor.state.ks.us

What is the intention of KDOR's Quality Assurance Program (QAP)?

- To help the taxpayer by providing accurate information and assistance in solving their tax problem.
- This program is a support function to help our Customer Representatives by identifying training needs and process inefficiencies.
- **Not** intended to "catch people doing something wrong"

Quality Assurance Program (QAP)

Components:

- Training Road Map & Learning Center Curriculum Map
- Procedures Database
- Process Improvement Team (PIT)
- Call Recording & Monitoring
- Quality Assurance Coordinator
- Call Evaluation Scorecards
- Case Review QA Scorecards

Training Road Map & Learning Center Curriculum Map

Consists of:

- 4 week one-on-one Training Agenda
- Learning Center Training Curriculum of Required Training
- Shadowing & Task Schedule—usually 4-6 weeks

Customer Service Fact# 1

“Your customer relations are only as strong as your weakest employee.”

Source: National Press Publications, ed. *Exceptional Customer Service—Handle Customers with Skill and Confidence*. National Press Publications, 2000.

Process Improvement Team (PIT)

- Consists of volunteers of front-line employees from each unit in Collections (5) and facilitated by Asst. Collections Manager
- Term of service on the team ranges from six months to 1 year
- Policy, procedure, system and correspondence changes have been identified, designed, and implemented by this team

Customer Service Fact# 2

“Many of the problems of poor or mediocre service originate in systems, procedures, policies, rules, and regulations. Too often, we blame the front-line people for poor service, when the real problem is systems that don’t work or make sense.”

Source: National Press Publications, ed. *Exceptional Customer Service—Handle Customers with Skill and Confidence*. National Press Publications, 2000.

Call Recording & Monitoring

Software >>Cacti FocusRecord

- Allows for:
 - Live monitoring of call and screen activities
 - Recording 100% of all customer interactions with associated screen activities and keystrokes;
 - Store calls for later playback for up to 18 months and screen captures for at least 30 days; longer for selected calls;
 - Search for calls by any variation of the following criteria: agent, team/group, call type, date, time, supervisor, and/or call length;
 - Assign Rights and Permissions on an individual basis;
 - Design multiple versions of on-line QA scorecards;
 - Numerous reports available including trend reports;

Sites

Search

Recordings

From: 07/25/2008 00:00:01
 To: 07/25/2008 23:59:59

Min Dur: 0
 Max Dur: 9999

Channel:
 AgentID: arleneh
 AgentGroup:
 CallType:
 Comments:

VDN/DNIS:
 Custom-J:
 Custom-K:
 Custom-L:

Nth_Call:
 Location: Server

Save as: Reset Search

Saved Queries:

Queries

Personnel

Dashboards

Rules

Date/Time	Duration	AgentID	AgentName	AgentGroup	Type	Comment	VDN/DNIS	S.	V.	Custom
07/25/2008 07:01:09	00:02:00	arleneh	Arlene Hermann	Collections2	out	Unreviewed		a.	a.	61700
07/25/2008 08:00:25	00:05:48	arleneh	Arlene Hermann	collections2	in	Unreviewed		a..	a..	
07/25/2008 08:06:18	00:09:04	arleneh	Arlene Hermann	collections2	in	Unreviewed		a..	a..	
07/25/2008 08:15:25	00:11:05	arleneh	Arlene Hermann	collections2	in	Unreviewed		a..	a..	
07/25/2008 08:28:02	00:12:38	arleneh	Arlene Hermann	collections2	in	Unreviewed		a..	a..	
07/25/2008 08:42:43	00:00:55	arleneh	Arlene Hermann	Collections2	in	Unreviewed		a..	a..	
07/25/2008 08:44:33	00:06:26	arleneh	Arlene Hermann	collections2	in	Unreviewed		a..	a..	
07/25/2008 08:51:54	00:12:10	arleneh	Arlene Hermann	collections2	in	Unreviewed		a..	a..	
07/25/2008 09:15:38	00:02:52	arleneh	Arlene Hermann	Collections2	in	Unreviewed		a..	a..	
07/25/2008 09:19:05	00:03:10	arleneh	Arlene Hermann	Collections2	in	Unreviewed		a..	a..	
07/25/2008 09:28:25	00:02:20	arleneh	Arlene Hermann	Collections2	out	Unreviewed		a..	a..	p878548
07/25/2008 09:49:59	00:01:32	arleneh	Arlene Hermann	Collections2	out	Unreviewed		a..	a..	p862044
07/25/2008 10:41:30	00:06:35	arleneh	Arlene Hermann	Collections2	out	Unreviewed		a..	a..	p878543
07/25/2008 12:06:06	00:06:56	arleneh	Arlene Hermann	Collections2	out	Unreviewed		a..	a..	61700
07/25/2008 13:37:15	00:01:05	arleneh	Arlene Hermann	Collections2	out	Unreviewed		a..	a..	p862033
07/25/2008 14:49:34	00:08:10	arleneh	Arlene Hermann	collections2	in	Unreviewed		a..	a..	0
07/25/2008 14:57:44	00:07:35	arleneh	Arlene Hermann	collections2	in	Unreviewed		a..	a..	
07/25/2008 15:05:21	00:06:37	arleneh	Arlene Hermann	collections2	in	Unreviewed		a..	a..	0
07/25/2008 15:11:59	00:18:07	arleneh	Arlene Hermann	collections2	in	Unreviewed		a..	a..	
07/25/2008 15:31:25	00:06:46	arleneh	Arlene Hermann	collections2	in	Unreviewed		a..	a..	
07/25/2008 15:38:38	00:10:51	arleneh	Arlene Hermann	collections2	in	Unreviewed		a..	a..	50
07/25/2008 15:49:30	00:07:06	arleneh	Arlene Hermann	collections2	in	Unreviewed		a..	a..	
07/25/2008 15:57:29	00:06:37	arleneh	Arlene Hermann	collections2	in	Unreviewed		a..	a..	
07/25/2008 16:04:08	00:06:29	arleneh	Arlene Hermann	collections2	in	Unreviewed		a..	a..	
07/25/2008 16:10:44	00:07:41	arleneh	Arlene Hermann	collections2	in	Unreviewed		a..	a..	
07/25/2008 16:18:32	00:13:39	arleneh	Arlene Hermann	collections2	in	Unreviewed		a..	a..	0
07/25/2008 16:32:14	00:12:50	arleneh	Arlene Hermann	collections2	in	Unreviewed		a..	a..	0
07/25/2008 16:45:04	00:04:52	arleneh	Arlene Hermann	collections2	in	Unreviewed		a..	a..	20
07/25/2008 16:49:58	00:06:01	arleneh	Arlene Hermann	collections2	in	Unreviewed		a..	a..	
07/25/2008 16:58:55	00:10:15	arleneh	Arlene Hermann	collections2	in	Unreviewed		a..	a..	

Sites

Search

Personnel

Add

- Site
- Personnel
 - Admin
 - Agents Gone
 - Collections1
 - Collections2
 - Fed-State1
 - Fed-State2
 - IQOR**
 - Managers
 - New Agents
 - Special Project
 - Team Leads
 - Temps1

Dashboards

Rules

AgentID	AgentName	Duration	Digits	Caller	ActiveWindow	NO
acarrillo	Amber Carrillo				Please wait...	
bkidd	Brionna Kidd	00:03:38			CACSPlus for Government	
cbanks	Christi Banks				MOSAIX - EXTRA! Personal Clie..	
cislam	Cheryl Islam				Shut Down Windows	
cshutts	Cynthia Shutts				Document2 - Microsoft Word	
csmalley	Connie Smalley	00:03:54			ASTRA	
egraham	Erin Graham	00:09:43			ASTRA	
gbrooks	Gia Brooks	00:00:37			ASTRA	
gloney	Gerald Loney	00:07:45	0		ASTRA	
jcarradine	Janice Carradine-Smith				Shut Down Windows	
jlotz	John Lotz				CACSPlus for Government	
kgallardo	Karen Gallardo					
kjones	Kartrina Jones					
lgalbraith	Leslie Galbraith				ASTRA	
phill	Patricia Hill	00:07:59	0		ASTRA	
rnelson	Rikki Feldhausen-Nelson	00:04:48			ASTRA	
rsmith	Ross Smith	00:00:41			MOSAIX - EXTRA! Personal Clie..	
swilson	Susan Wilson				Disconnecting from SD server r..	
talvarado	Tammy Alvarado				Extdrv	
tfigueroa	Trudy Figueroa	00:19:50	5		CACSPlus for Government	
tfrank	Terry Franklin					
wstrunk	Wendi Strunk	00:01:16			CACSPlus for Government	

Quality Assurance Coordinator

- Established concrete standards of quality customer service by consulting the front-line supervisors and upper management
- Provides consistency in customer service interactions through evaluating call recordings and providing an objective analysis
- Provides feedback to the employee and front-line supervisor ensuring employees are held to a consistent standard
- Provides trending reports to the front-line supervisors and upper management

Quality Call Scorecards

- Identifies Key Elements of a phone contact
- Key Elements are scored as: Satisfactory, Needs Improvement, Unsatisfactory, or Not Applicable
- Key Elements are weighted
- Minimum 90% score required currently and is a Priority Outcome included in an employees performance evaluation

Lessons Learned

- **Communicate, communicate, communicate**
 - Hold an Open House to show off the software's capabilities, field questions and address concerns
- Seek "buy in" from the front-employees and front-line supervisors
- Set and insist on high ethical expectations for the use of the recording software
- Ensure employees know and understand what is expected of them when interacting with a customer over the phone
 - With their input create a desk aid reference tool
- Objective evaluations not subjective

Next Step—Case Review Quality Scorecard

- Case Review QA Scorecard in development
 - Development Team consists of 5 front-line Customer Reps, one front-line supervisor and stakeholders from Field Investigations and Civil Tax Enforcement teams.
 - Facilitated by neutral party from our Learning Center
 - Mission:
 - Develop a comprehensive tool to be used in evaluating the accuracy and completeness which a collection case has been handled by a Compliance Enforcement employee.

Questions
and / or
Comments

Thank you!

