Agency Priority Goal | Action Plan | FYs 2022–2023 | FY 2022 – Q1

Improve the National 800 Number Service

Goal Leaders:

Goal Leader: Erik Jones, Assistant Deputy Commissioner, Office of Operations
Deputy Goal Leader: Dave Thomas, Assistant Deputy Commissioner, Office of Systems
Goal Overview

Goal statement

Improve the customer experience by reducing the average speed of answer\(^1\) on the National 800 Number.

- By September 30, 2023, achieve an average speed of answer of under 12 minutes, including implementation of estimated wait time and call back options.\(^2\)

Problem to Be Solved

- Customers who contact our National 800 Number experience lengthy delays waiting to speak with an agent, particularly during our peak calling periods.\(^3\)
- Our current National 800 Number system experiences regular disruptions and the temporary loss of self-service and management information tools while we transition to a new phone system by the end of the first Quarter of FY 2023.

What Success Looks Like\(^4\)

- Improved capacity for answering calls by maintaining staffing levels and improved training for agents and supervisors.

---

\(^1\) Average speed of answer (ASA) is measured from the time the call enters the queue until the call is answered by an agent. It does not include time spent in self-service.

\(^2\) This target is also a budgeted workload measure.

\(^3\) Peak calling periods are typically October through March and from 11 a.m. to 2 p.m. Eastern time.

\(^4\) Demonstrates progress towards achieving our Agency Strategic Plan’s Build a Customer-Focused Organization and Improving the Accuracy and Administration of Our Programs strategic objectives.
• Improve customer experience by providing timely and accurate service when calling our 800 number and increasing our ability to resolve caller questions during their initial interaction with us.

• Fully implementing our new phone system resulting in consistent systems performance, enhanced self-help options, and improved access to real-time management information capabilities.
## Goal target(s)

### Achievement statement

Repeat the achievement statement from the goal statement on the previous slide.

### Key indicator(s)

A "key performance indicator" measures progress toward a goal target.

### Quantify progress

These values enable us (and you!) to calculate % complete for any type of target.

### Frequency

When is there new data?

<table>
<thead>
<tr>
<th>By…</th>
<th>We will…</th>
<th>Name of indicator</th>
<th>Target value</th>
<th>Starting value*</th>
<th>Current value$^5$</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>09/30/23</td>
<td>Achieve an average speed of answer less than 12 minutes</td>
<td>National 800 Number Average Speed of Answer</td>
<td>12 minutes</td>
<td>13.5 minutes</td>
<td>27.9 minutes</td>
<td>Monthly</td>
</tr>
<tr>
<td>09/30/23</td>
<td></td>
<td>National 800 Number Agent Busy Rate</td>
<td>1%</td>
<td>0.2%</td>
<td>0.4%</td>
<td>Monthly</td>
</tr>
<tr>
<td>09/30/23</td>
<td></td>
<td>National 800 Number Agent Calls Handled</td>
<td>33,000,000</td>
<td>0</td>
<td>6,488,441</td>
<td>Monthly</td>
</tr>
</tbody>
</table>

*As of 09/30/21

$^5$ Value represents fiscal year to date performance as of the end of the most recent quarter.
Goal Team

Leadership Team

Erik Jones, Assistant Deputy Commissioner, Office of Operations
Goal Leader

Dave Thomas, Assistant Deputy Commissioner, Office of Systems
Deputy Goal Leader

Implementation Team

Associate Commissioner (Office of Operations)
Office of Customer Service

Associate Commissioner (Office of Systems)
Office of Systems Operations and Hardware Engineering

Division Director (Office of Operations)
Office of Customer Service, Division for Contact Center Services

Regional Commissioners (Office of Operations)
Regional Offices (excluding Boston and Denver)
Goal Strategies

Implementation Strategies

• Implement our new phone system, known as the Next Generation Telephony Project (NGTP) through continuous monitoring of vendor activities and milestones
• Improve call handling by using an improved hiring process that recruits and retains quality candidates in a competitive labor market
• Maximize agent performance with an improved and updated new agent training curriculum and improve supervisor support through a new training call center supervisor curriculum
• Reduce scam-related call volumes through our public education campaign

External Considerations

• The vendor’s ability to implement NGTP timely and maintain quality systems performance is key to our ability to meet our goal, and we are closely monitoring implementation.
• Following NGTP implementation, the vendor must provide us with fully functioning caller management features such as call-back assistance, estimated wait time, express routing of calls and more comprehensive automated self-service options.
• Labor market factors outside our control could result in staffing shortages in our call centers and challenges in answering calls.
• An unanticipated increase in the number of calls may affect our average speed of answer.
**Primary Indicator:** Average Speed of Answer

### National 800# Average Speed of Answer

(Monthly Average Results)

<table>
<thead>
<tr>
<th>Month</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>FY 2023 Target (&lt;12.0)</th>
</tr>
</thead>
<tbody>
<tr>
<td>OCT</td>
<td>19.4</td>
<td>20.3</td>
<td></td>
</tr>
<tr>
<td>NOV</td>
<td>22.4</td>
<td>26.7</td>
<td></td>
</tr>
<tr>
<td>DEC</td>
<td>18.8</td>
<td>36.2</td>
<td></td>
</tr>
<tr>
<td>JAN</td>
<td>15.0</td>
<td>31.2</td>
<td></td>
</tr>
<tr>
<td>FEB</td>
<td>13.6</td>
<td>27.8</td>
<td></td>
</tr>
<tr>
<td>MAR</td>
<td>10.0</td>
<td>22.4</td>
<td></td>
</tr>
<tr>
<td>APR</td>
<td>7.9</td>
<td>8.5</td>
<td></td>
</tr>
<tr>
<td>MAY</td>
<td>8.9</td>
<td>8.5</td>
<td></td>
</tr>
<tr>
<td>JUN</td>
<td>6.2</td>
<td>8.5</td>
<td></td>
</tr>
<tr>
<td>JUL</td>
<td>6.2</td>
<td>8.5</td>
<td></td>
</tr>
<tr>
<td>AUG</td>
<td>6.2</td>
<td>8.5</td>
<td></td>
</tr>
<tr>
<td>SEP</td>
<td>6.2</td>
<td>8.5</td>
<td></td>
</tr>
</tbody>
</table>

**Key Indicators**

- **Primary Indicator:** Average Speed of Answer
Historical Data: FY 2021 shows increased 800 Number agents and continued improvement in the average speed of answer.
Secondary Indicator: Agent Busy Rate

Agent Busy Rate
(Monthly Average Results)

FY 2021
FY 2022

This is a budgeted workload measure.
In FY 2021 while operating on the CARE 800 Number Platform, we were able to largely eliminate the use of a busy signal and allow all calls onto the platform.
**Secondary Indicator:** Agent Calls Handled

![National 800 Number Agent Calls Handled](chart)
Key Indicators

**Historical Data:**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>31,930,606</td>
<td>30,919,908</td>
<td>26,876,099</td>
<td>28,464,527</td>
<td>30,119,002</td>
<td>31,246,009</td>
</tr>
</tbody>
</table>
## Milestone Summary

<table>
<thead>
<tr>
<th>Key Milestone</th>
<th>Milestone Due Date</th>
<th>Milestone Status</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complete transition to Unification Platform</td>
<td>Q1, FY 2022</td>
<td>Not Met</td>
<td>The transition to the Unification Platform was completed except for Employees with Disabilities. For limited periods, we returned agents to the prior platform for stability purposes.</td>
</tr>
<tr>
<td>On-board latest round of agent hires (~ 280)</td>
<td>Q2, FY 2022</td>
<td>On-track</td>
<td></td>
</tr>
<tr>
<td>Complete New Agent Training Rollout</td>
<td>Q3, FY 2022</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Complete New Supervisor Training Rollout</td>
<td>Q4, FY 2022</td>
<td></td>
<td></td>
</tr>
<tr>
<td>NGTP Implementation</td>
<td>Q1, FY 2023</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reimplement Customer Satisfaction Survey</td>
<td>Q2, FY 2023</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Integrate Customer Engagement Tools</td>
<td>Q3, FY 2023</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Implement Interactive Voice Response Enhancements</td>
<td>Q4, FY 2023</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reimplement Agent Scorecards</td>
<td>Q4, FY 2023</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
In FY 2022 quarter one, our National 800 Number Average Speed of Answer (ASA) was 27.9 minutes and our Agent Busy Rate (ABR) was 0.4 percent. The ASA increased by 4.8 minutes when compared to FY 2021 first quarter’s performance of 23.1 minutes. The ABR decreased slightly by 0.1 percentage points when compared to FY 2021 first quarter performance of 0.5 percent.

We handled 6.5 million calls in the first quarter of this fiscal year, about 600,000 fewer calls than in the first quarter of FY 2021. This shortfall is a result of stability issues on the platform during the quarter which resulted in 10 days of partial network outages and/or widespread issues impacting the agent’s ability to answer incoming calls and delayed hiring in the latter half of FY 2021 leaving the National 800 Number short of the staffing goal of 5,200 agents at the start of FY 2022.

We are focusing on improving our National 800 Number services and implementing our new phone system. In FY 2022 Q1, we transitioned most agents to the Unification Platform, an interim step toward implementation of the modernized system (NGTP) in Q1 of FY 2023. We also developed plans to increase hiring and improve training for Q2–Q4 of FY 2022.
Data accuracy & reliability

Our National 800 Number data combines data management tools from two vendors. There are data and system limitations while operating in a dual environment, including data reliability issues. Our data reliability will greatly improve once we fully transition to the NGTP in Quarter 1 of FY 2023.

Within the Office of Operations, the Office of Customer Service monitors daily data and performance. Due to short data retention periods, we are working to collect and preserve historical data on a regular basis.

We are working to restore our National 800 Number scorecards to highlight efficiency and effectiveness for the agents and at the site. Some of the metrics include:

- Customer Satisfaction
- First call resolution
- Avg Logon hours (agent)
- Avg Calls Handled per hour (agent)
- After Call work Time
- Hold Time Percentage
- Aux time (off phone time)
Stakeholder / Congressional Consultations

Internal Stakeholders:

Employees: Our National 800 Number Network Agents are dedicated public servants committed to providing accurate and timely service to the public.

Office of Human Resources (OHR): We work with OHR to hire new employees and develop and deliver training.

Office of Acquisitions and Grants (OAG): We collaborate with OAG to address acquisition planning and procurement needs, including purchasing major information technology services and products to support our communication platforms.

Office of the Inspector General (OIG): We collaborate with OIG to address spoofing and fraudulent Social Security schemes targeting our callers.

Office of Systems (OS): We work closely with OS to execute the NGTP contract and task order to manage vendor activities for development and deployment of the NGTP solution, including N8NN.
External Stakeholders

**The Public:** The public should have a positive customer experience when calling the National 800 Number. Prior customer feedback surveys have shown that wait time is one of the biggest drivers of customer satisfaction.

**Congress:** Congress maintains an interest in service delivery options for the public—the National 800 Number, face-to-face, and online services.

**Labor Union Organization:** The American Federation of Government Employees represents our National 800 Number agents and provides input to leadership.

**Advocacy Groups:** These organizations advocate for the rights of people seeking our services and encourage secure, convenient, and reliable service delivery options such as National 800 Number services.