



AUDITOR GENERAL
for Western Australia

PERFORMANCE EXAMINATION

**Customer Calling:
Call Centres and the Delivery
of Customer Benefits**

Report No. 1
April 2003





AUDITOR GENERAL
for Western Australia

THE SPEAKER
LEGISLATIVE ASSEMBLY

THE PRESIDENT
LEGISLATIVE COUNCIL

PERFORMANCE EXAMINATION – Customer Calling: Call Centres and the Delivery of Customer Benefits

This report has been prepared consequent to an examination conducted under section 80 of the *Financial Administration and Audit Act 1985* for submission to Parliament under the provisions of section 95 of the Act.

Performance examinations are an integral part of the overall Performance Auditing program and seek to provide Parliament with assessments of the effectiveness and efficiency of public sector programs and activities thereby identifying opportunities for improved performance.

The information provided through this approach will, I am sure, assist Parliament in better evaluating agency performance and enhance Parliamentary decision-making to the benefit of all Western Australians.

A handwritten signature in black ink, appearing to read 'D D R Pearson'.

D D R PEARSON
AUDITOR GENERAL
April 2, 2003

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Auditor General's Overview

Call centres are now a fact of business life in the private sector and, increasingly, in the public sector. Given the commitment of taxpayers' dollars it is imperative for government to know if their call centres are efficiently meeting customer needs in a cost effective manner.

Hence, with at least 37 call centres operated by the WA public sector, an objective assessment of a representative sample of six centres was undertaken by my Office.

The results of the performance examination, which included test calls, indicate that overall these call centres were meeting the public's expectations, with 85 per cent of calls being assessed as providing a level of service which at a minimum satisfied the caller.

There was, however, room for improvement in a number of areas. Most concerning was the high abandonment of calls (as high as 24 per cent at one call centre) and the time taken for callers to connect with an operator (at one centre only 52 per cent of calls were answered within 60 seconds – a stark contrast with the industry standard target of 80 per cent in 20 seconds).

The value of ongoing, purposeful monitoring of call centre performance was underlined by the fact that the Water Corporation call centre was the only centre examined which comprehensively monitored performance and which consistently achieved performance ratings to industry standard.

A positive aspect of this review was that the agencies involved indicated they generally had found the examination a helpful experience – advising that the findings provided confirmation of their own monitoring and would be a valuable tool in improving performance. Such feedback shows that this performance examination will contribute to improved levels of service to the public of Western Australia.

Executive Summary

What This Examination Is About

This examination reviewed six call centres¹ in a range of State Government agencies to assess how well call centres are delivering benefits to customers at reasonable cost to agencies.

Key Findings

- ❑ The six call centres examined are providing benefits to most customers, but there is scope for the Department for Planning and Infrastructure Licensing and the Office of State Revenue call centres to improve customer access.
- ❑ Five of the six call centres examined had not established adequate monitoring and assessment of the benefits to customers and costs to agencies.

Why We Did This Examination

More Australians are using telephones than ever before to access services and Western Australian State Government agencies have been using call centres since the 1980s to better deliver telephone services to customers.

Often a call centre operator will be the first point of contact with government and the interaction will be the 'moment of truth' in terms of the customers' impressions of the efficiency and quality of government.

The examination was conducted to provide a better understanding of what call centres are, how well six different call centres are helping State Government agencies to deliver their services, how the performance of call centres is monitored and what they cost.

What We Did

The six call centres were selected because they provide different kinds of services including consumer and business advice, licensing transactions, account and taxation enquiries, and hotlines for the requesting of urgent repairs, the reporting of faults and alleged illegal fishing activities.

The examination reviewed the benefits call centres can deliver to customers; to what extent are they delivering the benefits; how well agencies are monitoring performance; and what the call centres cost. However, it did not revisit the decision by the agencies concerned to establish a call centre.

¹ The six call centres examined were: Water Corporation, Department for Planning and Infrastructure Licensing, Consumer Protection, State Revenue, Fishwatch and Tenancy After Hours Maintenance (see 'Examination Scope and Approach' for full agency and call centre names).



EXECUTIVE SUMMARY (CONTINUED)

The examination approach included:

- background research;
- review of agency files;
- interviews with call centre staff and management; and
- engaging experienced consultants to conduct an independent telephone assessment to simulate customer calls to call centres to assess delivery of customer benefits.

What Call Centres Are

Call centres are facilities specifically set up to manage telephone calls from customers. These facilities are intended to be the primary telephone interface with customers for the specific services provided by the agencies. The facilities have structured environments where calls are handled by a group of operators whose job is to provide the service required by the caller or transfer the call to someone designated for that purpose.

The call centres in the six selected agencies are a sample of the more than 37 State Government call centres² providing a wide range of services. The sample includes call centres that:

- handle large (in excess of one million calls per year) and small (under 2 000 calls per year) volumes of calls ;
- cost between \$8 700 and \$3.3 million per year to operate;
- offer regular and after hours services (for example, night time and weekend services); and
- provide a wide range of services, referrals and specific hotline services.

Why They Are Established

Each of the call centres examined seeks to provide an orderly approach to providing timely, customer focused, telephone-based services. The key customer benefits of the call centres include providing:

- convenient and speedy customer access to the services required;
- a positive experience from operators skilled in providing telephone services;
- accurate and appropriate responses; and
- enhanced customer satisfaction.

Investing in a call centre brings together staff, technology and other resources into a recognisable entity that can provide enhanced customer service.

² A 2001 Department of Industry and Technology survey found State Government agencies deliver services through 37 call centres.

What We Found

Assessment of Customer Benefits being Delivered

The examination found the six call centres examined are performing well for most customers but the performance is not consistent. For example:

- ❑ While most callers are likely to be connected to operators in less than 60 seconds, some have lengthy waits and for two call centres, too many calls are abandoned. For example, at the Department for Planning and Infrastructure Licensing (DPI Licensing) call centre in 2001-02, only 52 per cent of calls were answered in 60 seconds (compared with 71 to 87 per cent for the other call centres monitoring this) and 17 per cent of calls (227 000 calls) were abandoned compared with an industry mean of five per cent.
- ❑ While callers are likely to receive courteous, confident service from all six call centres, the independent telephone assessment found that in up to 30 per cent of all calls made, operators did not achieve rapport with callers and similarly did not give the impression of being genuinely interested.

The telephone assessment also found:

- ❑ most callers received accurate and appropriate information or assistance from the six call centres; and
- ❑ most customers can expect a satisfying experience in dealings with the six call centres examined. Nevertheless, there is scope for improvement because 16 per cent of the assessment's calls resulted in an unsatisfactory experience.

The independent telephone assessment suggests that to increase the likelihood of any given call being a positive one, agencies need to focus on reducing the incidence of poor performance rather than just improving overall performance.

The examination also found that the agencies examined encourage customers to use call centres to obtain services by prominently displaying telephone numbers in telephone directories and other ways of advertising telephone-based services. However, only the Water Corporation and Department of Consumer and Employment Protection (DOCEP) call centre telephone directory listings display the hours of access to the call centres.



EXECUTIVE SUMMARY (CONTINUED)

Monitoring Benefits to Customers and Costs to Agencies

The examination found the extent of monitoring undertaken was mixed with only the Water Corporation call centre having established adequate monitoring and assessment of the benefits to customers and costs of their call centre in 2001-02.

The DOCEP Consumer Protection and DPI Licensing call centres used a range of monitoring strategies and measured most key performance indicators in 2001-02. Both call centres are considering additional monitoring including, for example, costs, to better monitor the achievement of desired outcomes.

The Office of State Revenue, Fishwatch and Tenancy After Hours Maintenance call centres did not regularly measure performance such as operator service, accuracy and customer satisfaction. However, all three call centres are considering, or have developed, monitoring strategies and key indicators since the commencement of the examination.

Call centres are intended to provide orderly, cost efficient, telephone-based services. A good understanding of the total cost of operating a call centre is required before an analysis of benefits and costs can be complete.

The examination found that only the Water Corporation call centre manager monitored all cost components in 2001-02. The major cost components for the four inhouse call centres are labour related (76 per cent of costs), telephone charges (10 per cent), general administration (seven per cent) accommodation (four per cent) and other costs (three per cent).

Recommendations

To improve the performance of call centres, agencies should:

- include the hours of access, where appropriate, with telephone directory entries;
- manage the centres so that the number of calls abandoned (abandonment rate) and the percentage of calls connected within a defined period (grade of service) progress towards better practice levels of service;
- regularly monitor and measure customer impressions of operator telephone skills and qualities;
- measure the accuracy and appropriateness of responses as well as overall satisfaction with call centres;
- select a suite of key service level, service quality and cost indicators relevant to their call centres; and
- undertake purposeful monitoring and analysis of indicators to better manage call centre benefits to customers at reasonable cost to agencies.

Introduction

What Call Centres Are

Call centres are facilities specifically set up to manage telephone calls from customers. These facilities are intended to be the primary telephone interfaces with customers for the specific services provided by the agencies. The facilities have structured environments where calls are handled by a group of operators whose job is to provide the service required by the caller or transfer the call to someone designated for that purpose.

The 2002 Australian Call Centre Industry Benchmark Study³ report put the number of call centres in Australia at more than 3 800. The call centres provide customer services (enquiries and advice), sales, technical support (for example, computer help for employees of organisations and Internet assistance for customers), complaint resolution and marketing. Some call centres also provide switchboard-like services to transfer calls to specialist customer service officers.

The Benchmark Study found the number of call centres and the volume of calls handled are increasing, and that further changes are likely. Most call centres are expecting to increase in size and some are expected to consolidate to one location. The Benchmark Study also found that the use of electronically based services using email and the Internet is increasing. Some organisations are evolving their call centres into contact centres by merging electronic and telephone-based services.

In Western Australia, a Department of Industry and Technology 2001 survey found that State Government agencies deliver services through 37 call centres. Some agencies operate more than one call centre, often in situations where the services delivered require operators with specialist knowledge.

Why Agencies Establish Call Centres

Technological developments have provided government agencies with many choices on how to provide customer focused service. Options for providing services and information to customers range from direct contact by staff, over the counter service, mail, telephone, email, information kiosks and use of the Internet.

For many people, the telephone is a familiar and readily accessible way to contact State Government agencies. The telephone is more widely accessible to most citizens than over the counter service and is a quicker means of communicating than writing a letter.

³ ACA Research Pty Ltd (2002): The 2002 Australian Call Centre Industry Benchmark Study (Callcentres.net, Sydney).



INTRODUCTION (CONTINUED)

Once the decision is taken to provide telephone-based services, investing in a call centre provides government agencies with an alternative to having incoming calls dispersed throughout an agency's head office or branch office network. A call centre provides an opportunity for a single or small number of telephone numbers to replace many separate branch numbers.

The basic process for customers calling the six call centres examined is outlined in Figure 1.

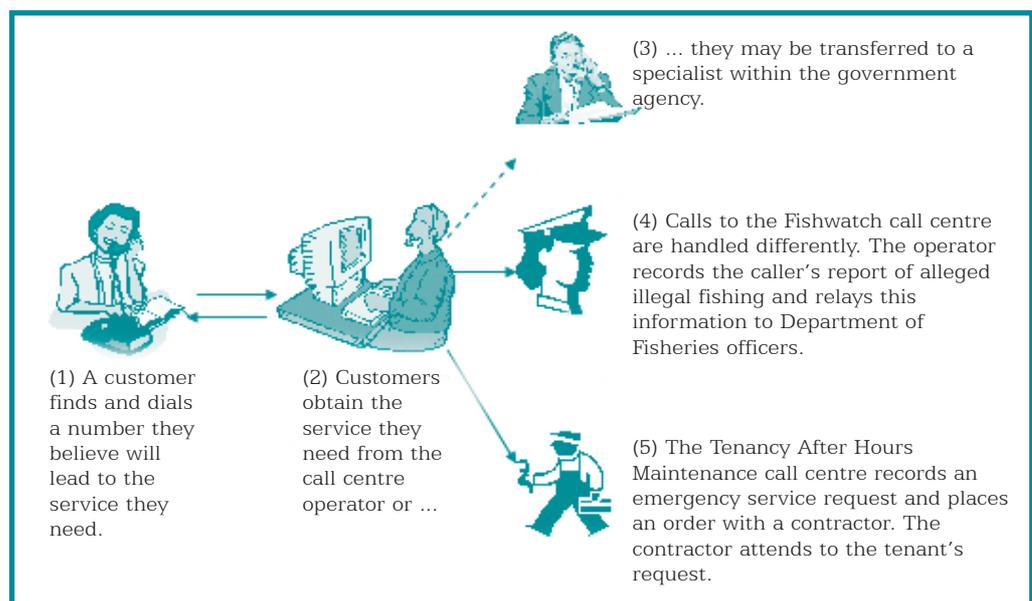


Figure 1: The basic call process

Source: OAG

Each of the call centres examined seeks to provide an orderly approach to providing timely, customer focused, telephone-based services. The key customer benefits of the call centres include providing:

- ❑ convenient and speedy customer access to the services required;
- ❑ a positive experience from operators skilled in providing telephone services;
- ❑ accurate and appropriate responses; and
- ❑ enhanced customer satisfaction.

Agencies need to purposefully monitor and analyse the performance of their call centres to ensure the benefits are realised at reasonable cost to them. Investing in a call centre can make this task easier because it brings together staff, technology and other costs into a recognisable entity.

Examination Scope and Approach

The examination reviewed the performance of six selected Western Australian Government call centres in delivering benefits to customers at reasonable cost to agencies. It also included a review of what needs to be done to improve the services of the call centres examined and what other government agencies should consider when establishing or maintaining call centres. The call centres reviewed were:

- ❑ Water Corporation;
- ❑ Department of Consumer and Employment Protection – DOCEP Consumer Protection;
- ❑ Department for Planning and Infrastructure – DPI Licensing (formerly Transport Licensing);
- ❑ Department of Treasury and Finance – Office of State Revenue land tax, stamp duty and associated general enquiries;
- ❑ Department of Fisheries – Fishwatch; and
- ❑ Department of Housing and Works – Tenancy After Hours (urgent) Maintenance.

The examination approach included:

- ❑ background research;
- ❑ review of agency files;
- ❑ interviews with call centre staff and management; and
- ❑ engaging experienced consultants to conduct an independent telephone assessment.

The examination analysed the performance information available for each call centre for the 12 months to June 30, 2002. In addition, an independent telephone assessment was conducted in August 2002 to test customer access, call centre operator issues such as telephone skills and telephone manner, accuracy and appropriateness of responses, and give insight to likely overall customer satisfaction. The independent telephone assessment simulated 271 customer calls to assess the delivery of customer benefits by the call centres collectively and to provide insights about individual call centres.



INTRODUCTION (CONTINUED)

Overview of the Six Call Centres

State Government agency call centres provide a wide range of services including crisis counselling and support, business and consumer advice, sales and account enquiries, and receiving information from citizens on issues such as illegal fishing, fires and other urgent situations.

The call centres in the six selected agencies are a sample of these many different types of call centres. The sample includes call centres that:

- ❑ handle large and small volumes of calls;
- ❑ offer regular and after hours services;
- ❑ provide a wide range of services and referrals and specific hotline services; and
- ❑ are either provided inhouse by the agency itself or outsourced.

The examination did not seek to compare the cost effectiveness of the call centres examined but instead sought to identify the total budget costs for each call centre in 2001-02. This is because the call centres examined are quite different. For example, many callers to the Office of State Revenue call centre have lengthy and complex tax enquiries requiring specialist staff whereas most calls to the Fishwatch call centre are of shorter duration and less complex.

Table 1 (pages 14-15) provides an overview of the calls centres examined.



Water Corporation call centre operator

Source: OAG



INTRODUCTION (CONTINUED)

AGENCY	CALL CENTRE	SERVICES	CALLS ANSWERED (2001-02)
Water Corporation	Water Corporation	Provides advice and assistance to householders and business and undertakes transactions. ⁴	815 500
Department of Consumer and Employment Protection	DOCEP Consumer Protection (formerly known as Ministry of Fair Trading)	Provides consumer and business advice.	177 000
Department for Planning and Infrastructure	DPI Licensing (formerly Transport Licensing)	Provides advice on and transacts vehicle registration and driver licensing.	1 107 200
Department of Treasury and Finance	Office of State Revenue	Provides advice and transacts land tax, stamp duty and related general enquiries.	146 400
Department of Fisheries	Fishwatch	Receives reports of alleged illegal fishing and fish sales from the public, assesses and forwards reports to Department officers for possible action.	1 200
Department of Housing and Works	Tenancy After Hours Maintenance	Receives and assesses urgent maintenance requests from tenants and forwards eligible requests to contracted tradespersons.	15 000

⁴ The Water Corporation call centre manages public and business calls for account enquiries, services and faults, technical and other enquiries. The call centre won the 2002 Australian Teleservices Association state and national Teleservices Centre of the Year award for centres with fewer than 50 full time equivalent staff. The award recognises the achievement of goals including those relating to customer service.

ACCESS	PROVIDER	COST (2001-02)	
Weekdays but 24 hours, Seven days for some services	Inhouse	\$3 338 517	This is the second largest of the call centres examined in terms of number of calls. The centre provides advice on water supply issues, receives requests for assistance and transacts accounts for householder and business clients. The centre also provides outsourcing services to local shires and other clients.
Weekdays	Inhouse	\$534 786	This is one of two major call centres operated by the Department and was previously operated by the Ministry of Fair Trading before the merger of the Ministry with the Department of Productivity and Labour Relations and Worksafe Western Australia. Before the centre was created in 2000, specialist staff were rostered to provide telephone-based advice service. A review of operations led to the employment of staff dedicated to providing call centre advice and support on consumer rights and responsibilities and business trading practices. Specialist staff support the call centre operators.
Weekdays	Inhouse	\$2 882 180	This is the largest of the call centres examined in terms of number of calls received and answered each year. The call centre was created in 1997 to centralise calls to one centre and has developed into a contact centre with the addition of mail, email and Internet services. Almost 50 per cent of customer calls relate to paying fees for licences or fines for infringements.
Weekdays	Inhouse	\$377 183	This call centre has been set up by the Office of State Revenue to provide advice, corrections, and exemptions concerning assessments to taxpayers on stamp duty and land tax and to accept related general enquiries. The Office also provides payroll tax, First Homeowners Scheme and other telephone-based services that were not included in the examination. The centre is different to other call centres in that specialist staff are rotated through the call centre. This arrangement was established in 2001 following a review of previous arrangements where staff were unable to satisfactorily attend calls in addition to their normal duties.
Seven days, 24 hours	Link Communications Corporation	\$ 8 708	This is the smallest of the call centres examined. The Department of Fisheries encourages the public to telephone sightings of possible illegal fishing and fish sales to a hot line number (1800 815 507). The hot line number is answered by a call centre service operated by Link Communications Corporation under contract to the Department. The call centre forwards relevant sightings to the nearest Departmental officers. The Department is currently developing new arrangements for the provision of call centre services for the Fishwatch initiative.
After hours and weekends	Link Communications Corporation to June 30, 2002. Royal Life Saving Society (Western Australia) from July 1, 2002	\$99 000	This call centre, which is outsourced, receives and assesses urgent maintenance requests from tenants and forwards eligible requests to contracted tradespersons. Requests during normal working hours are received and processed by the Department's regional offices. The call centre service was outsourced to Link Communications Corporation until June 30, 2002 when a new contract was awarded, following a tender process, to the Royal Life Saving Society (Western Australia). The new contract amalgamated the Tenancy After Hours Maintenance call centre service with the Department's Western Property government building maintenance service.

Table 1: Overview of the call centres examined

Large, medium and small call volume call centres providing different types of services were selected for examination.

Source: OAG



Assessment of the Customer Benefits Being Delivered

The six call centres examined are providing benefits to most customers but there is scope for the Department for Planning and Infrastructure Licensing (DPI Licensing) and Office of State Revenue call centres to improve customer access. More generally, the examination found:

□ customer access:

- Some 24 per cent and 17 per cent of calls to the Office of State Revenue and DPI Licensing call centres respectively were abandoned in 2001-02 compared with an industry mean of five per cent;*
- while most callers to each of the six call centres were likely to be connected to operators in less than 60 seconds in 2001-02, only 52 per cent of calls to the DPI Licensing call centre were answered in 60 seconds, compared with 71 to 87 per cent for the other call centres monitoring this indicator;*
- while agencies encourage customers to use call centres to obtain services, four of the six agencies could more clearly advertise the hours of access;*

□ operator service:

- while most callers to the centres are likely to receive courteous confident service, the independent telephone assessment found up to 30 per cent of operators did not achieve rapport with callers and similarly did not give the impression of being genuinely interested;*

□ accuracy of responses:

- the telephone assessment found most callers to the centres receive accurate information; and*

□ customer satisfaction:

- most customers can expect a satisfying experience in dealings with the six call centres. Nevertheless, the telephone assessment found there is scope for improvement because 16 per cent of the assessment's calls resulted in an unsatisfactory experience.⁵*

Introduction

The examination found the six call centres examined are delivering call centre benefits to most customers but the performance is not consistent. In particular, there is scope for the DPI Licensing and Office of State Revenue call centres to improve customer access.

Each call to a call centre is a 'moment-of-truth' for a customer's perception of the agency. The impressions made by a call centre on a customer are a significant contributor to whether benefits are delivered at reasonable cost to agencies.

⁵ The independent telephone assessment identified the issue is relevant for the call centres collectively but each agency needs to determine the extent to which the issue affects their call centre.

Ensuring call centre services favourably impress customers is a challenging task for agencies at any time. It is a challenge more difficult for call centres that attract reluctant and sometimes distressed callers. Reluctant customers include those who may have no choice in dealing with an agency; they may be calling to pay fines and taxes; or they may be enquiring about larger than expected invoices. Moreover, some customers are in a distressed state before making a call. They are less tolerant of delays in getting connected and less well disposed towards operators who do not convincingly project a sense of confidence and courtesy in their telephone manner.

The examination assessed call centre benefits in terms of a generic sequence of events experienced by a customer. The sequence starts with customers accessing the call centre; then receiving courteous, confident service; obtaining accurate and appropriate responses; and finishing the call well satisfied by the experience (Figure 2).

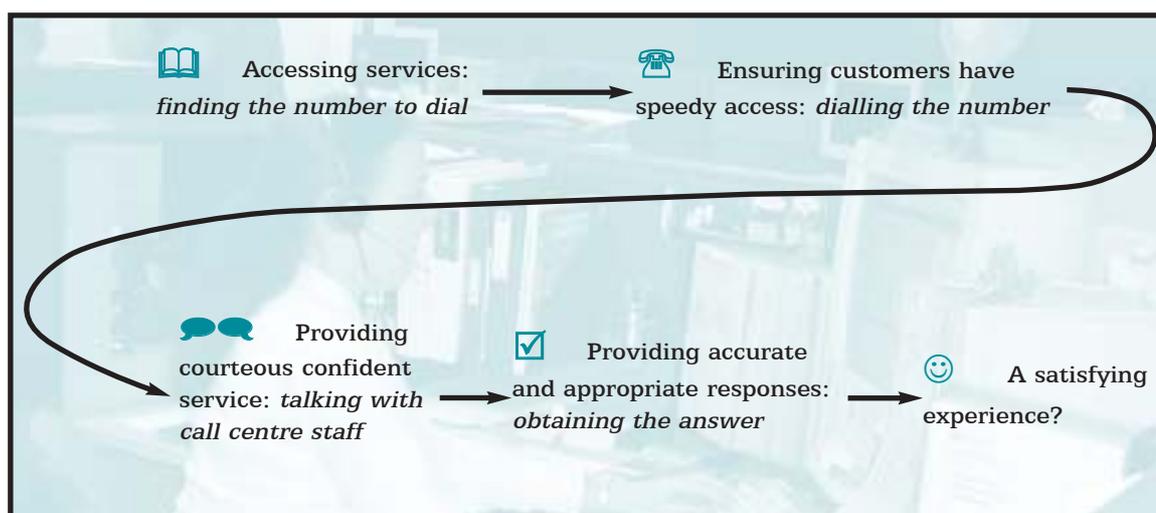


Figure 2: How call centre benefits relate to a customer’s experience

Source: OAG

Customer Access

State Government agencies provide several choices to customers to access services, the key ones including telephone, mail and counter services. Increasingly, agencies are also offering email and Internet services. Nevertheless, for many customers the telephone is a highly convenient and popular means of communicating with a government agency.



ASSESSMENT OF THE CUSTOMER BENEFITS BEING DELIVERED (CONTINUED)

Accessing Services



It is important for agencies to ensure customers can easily find the telephone-based services they require.

Agencies encourage customers to use call centres to obtain services by prominently displaying telephone numbers in telephone directories and other ways of advertising telephone-based services including brochures, car stickers and the Internet. However, only the Water Corporation and DOCEP Consumer Protection call centre telephone directory listings also display the hours of access to the call centres.

The Department for Planning and Infrastructure (licensing call centre), and Department of Treasury and Finance (Office of State Revenue call centre) have advised they will include the hours of access in telephone directory listings, while the Department of Fisheries has indicated that it will give greater publicity to the 24 hour, seven days a week Fishwatch service.

Providing translation information services and Teletype services (TTY) for people with hearing difficulties can also enhance customer access. All call centres except Office of State Revenue provide TTY services and the Water Corporation and DOCEP Consumer Protection call centres have chosen to provide translation services. The Office of State Revenue call centre has advised that it is considering options for assisting callers with hearing and speech impairments.

The independent telephone assessment found many operators at each of the call centres where translation services were not provided assisted callers by either suggesting translation services or offering to redirect calls to colleagues with relevant language skills.

Speedy Connections



Having found the number to ring, can the customer get through and how long did it take to be connected?

Successful Connection

While most callers successfully connect to the call centres examined, too many calls to at least two call centres are abandoned before operators can answer them. Table 2 shows that more than a quarter of a million calls (17 per cent) to the DPI Licensing call centre in 2001-02 were abandoned.

Of further concern are the more than 45 000 calls (24 per cent) to the Office of State Revenue call centre that are either voluntarily abandoned by callers or receive a busy tone.

Of the four agencies that monitored call abandonment, only the Water Corporation call centre better than the call centre industry mean of five per cent⁶ with only 3.1 per cent of calls abandoned. The DOCEP Consumer Protection call centre abandonment rate of six per cent is close to the industry mean.

CALL CENTRE	PER CENT OF CALLS ABANDONED IN 2001-02
Water Corporation	3.1 (26 433 calls)
DOCEP Consumer Protection	6.0 (11 405 calls)
DPI Licensing	17.0 (227 000 calls)
Office of State Revenue	23.6 (45 222 calls) ¹
Fishwatch	Not monitored
Tenancy After Hours Maintenance	Not monitored

Table 2: The percentage of calls not answered in 2001-02

Notes:

1. Some 9.8 per cent (18 714) of calls hung up before being connected and 13.8 per cent (26 508) received a busy tone and hung up (the sixth and subsequent callers in a queue received a busy tone).

Source: OAG and Department records

The high abandonment rates at the DPI Licensing and Office of State Revenue call centres suggest difficulties in being connected to operators in a reasonable period. In the case of the Office of State Revenue call centre, this also reflects the complex nature of the calls.

The examination found that calls to call centres that do get connected with operators are likely to get connected in 60 seconds or less but access to the DPI Licensing and Office of State Revenue call centres can be more difficult than other call centres.

Grade of Service

Most call centres set a grade of service target where they aim to connect the majority of calls within a defined period. For example, the industry standard target is 80 per cent of calls answered by operators in 20 seconds⁷.

Although a grade of service target has been set by five of the six call centres, only three of the agencies measure whether their targets are attained (see Table 3). Of these three, only the DOCEP Consumer Protection and the Water Corporation call centres meet or exceed their targets. The DOCEP Consumer Protection target of 85 per cent of calls answered in 2.5 minutes is set for all call answering by DOCEP Consumer Protection services including the call centre. Although the target is modest by industry standards for a call centre, the actual

⁶ ACA Research Pty Ltd (2002): The 2002 Australian Call Centre Industry Benchmark Study (Callcentres.net, Sydney).

⁷ ACA Research Pty Ltd (2002): The 2002 Australian Call Centre Industry Benchmark Study (Callcentres.net, Sydney) The target times calls ringing to connection with an operator.



ASSESSMENT OF THE CUSTOMER BENEFITS BEING DELIVERED (CONTINUED)

performance of 84 per cent of calls answered within 60 seconds was close to that of the best performer (the Water Corporation call centre). The Water Corporation target currently stands at 70 per cent of calls answered in 20 seconds but it is progressively being tightened.

The Office of State Revenue call centre had not set a target for grade of service with managers in 2001-02. Instead, it monitored the average waiting time before a call is answered. The examination analysed data collected by the Office of State Revenue's call centre system to provide an indication of the grade of service being achieved. Where available, grade of service data was also obtained for the percentage of calls connected and answered in 60 seconds to enable comparison of call centre performance (Table 3). Consequently, the Office of State Revenue call centre has decided to adopt and monitor a grade of service target.

CALL CENTRE	TARGET	ACTUAL	PER CENT ANSWERED IN 60 SECONDS
Water Corporation	70 per cent of calls answered in 20 seconds	74 per cent of calls answered within 20 seconds	87 per cent
DOCEP Consumer Protection	85 per cent of calls answered in 2.5 minutes	97 per cent of calls answered within 2.5 minutes ¹	84 per cent
DPI Licensing	80 per cent of calls answered in 60 seconds	52 per cent of calls answered in 60 seconds ²	52 per cent ²
Office of State Revenue	No target	Not monitored by agency (average waiting time indicator is used) ³	71 per cent
Fishwatch	80 per cent of calls answered in 20 seconds	Not monitored by agency	See note 4
Tenancy After Hours Maintenance	80 per cent of calls answered in 20 seconds	Not monitored by agency in 2001-02 but being implemented in 2002-03	See note 4

Table 3: Targets and actual grade of service in 2001-02

The targets and actual grade of service differed between call centres in 2001-02.

Notes:

- 1 Callers to the DOCEP Consumer Protection call centre receive a 16 second message before being connected to operators.
- 2 The DPI Licensing call centre performance ranged from 27 per cent in July 2001 to 80 per cent in May 2002.
- 3 The Office of State Revenue call centre average waiting time in 2001-02 was 64 seconds. The industry mean wait time is 27 seconds.
- 4 Conducted in August 2002, the independent telephone assessment provided a snapshot of the grade of service achieved for the Fishwatch and Tenancy After Hours Maintenance call centres. Ninety six per cent of the assessment's calls were answered in 60 seconds and 88 per cent in 20 seconds for both call centres.

Source: OAG and Department records

Although most callers are likely to be connected to the six call centres in 60 seconds, the independent telephone assessment conducted in August 2002 revealed some callers have to wait some time to be connected to operators. For example, the longest wait was 10 minutes to be connected to the DPI Licensing call centre and seven minutes each to the DOCEP Consumer Protection and the Tenancy After Hours Maintenance call centres.

By the time the independent telephone assessment was conducted in August 2002, Link Communications Corporation no longer operated the Tenancy After Hours Maintenance call centre. All the results of the assessment in respect to the call centre including those concerning call duration, operator service, accuracy of responses and customer satisfaction reflect the service provided by the Western Property call centre operators and not that provided by the previous operator, Link Communications Corporation. During the time of the assessment, the Department of Housing and Works was actively managing the establishment phase of the new arrangements including the setting up of key performance indicators.

Call Duration

Once connected, the independent telephone assessment suggests that customers can get quick service for uncomplicated requests. The average duration of all calls was nearly three minutes. However, call duration combined with time waiting to be connected can result in a longer than expected call for the customer. For example, the longest call time was 12 minutes to the DPI Licensing call centre.

Interactive Voice Response (IVR)

Interactive Voice Responses (IVR) systems provide menu options so that callers can self select the service required. IVR systems can speed up service for frequent users and more efficiently manage large numbers of calls by channelling callers with similar needs to a specialist. However, the call centres examined recognise that many customers dislike operating complex menu options generated by IVR systems. For example, the DOCEP Consumer Protection call centre initially used an IVR but it found that customers could not decide accurately enough what services applied to their particular circumstances.

Of the call centres examined, the Office of State Revenue, DPI Licensing and Water Corporation centres use IVR to manage calls but only in a form, and where its use is, considered favourable to customers by the agencies.



ASSESSMENT OF THE CUSTOMER BENEFITS BEING DELIVERED (CONTINUED)

Operator Service

 Having got through to an operator, what was the experience like?

One benefit of a call centre is that callers should consistently get courteous and confident service by operators with enhanced telephone skills and qualities.

The examination reviewed 271 calls made by the independent telephone assessment to assess:

- ❑ telephone skills including greetings, rapport building, and time management; and
- ❑ call centre operator projection of knowledge, confidence, courtesy, professionalism, friendliness and patience⁸.

The examination found that based on the results of the independent telephone assessment most callers to the six call centres are likely to have favourable impressions of the operators' telephone skills and qualities (see Table 4).

However, there is scope for call centre operators to improve their greeting skills, rapport building and time management. For example, the independent telephone assessment found:

- ❑ nine per cent of initial greetings could not be understood;
- ❑ while 71 per cent of call centre operators achieved rapport with the caller, some 29 per cent did not leave that impression and similarly did not give the impression of being genuinely interested; and
- ❑ operators need to be careful with how they managed the time callers spent with them: 11 per cent of callers felt they were rushed and nine per cent perceived their calls were slow and drawn out.

The results of the independent telephone assessment also suggest that callers will believe they are dealing with call centre operators who are knowledgeable, confident, courteous, professional, friendly and patient. Table 4 shows the ratings of excellent or good, acceptable (but left the caller wanting better) and poor for the impressions created by operators on callers.

⁸ These criteria are frequently cited in the literature on assessing quality of service. For example: Office of the Regulator-General Victoria, 2001, Victorian Electricity Utility Call Centre 2000 Performance History, Victoria.

CRITERIA	PER CENT OF IMPRESSIONS RATED EXCELLENT OR GOOD	PER CENT OF IMPRESSIONS RATED ACCEPTABLE (BUT WANTED BETTER)	PER CENT OF IMPRESSIONS RATED POOR
Knowledge	64	24	12
Confidence	72	25	3
Courtesy	74	23	3
Professionalism	70	25	5
Friendliness	65	30	5
Patience	67	27	6

Table 4: Impressions made on customers by call centre operators

Most call centre operators make positive impressions on customers. However, for 12 per cent of calls, callers did not get the impression that operators were knowledgeable. This does not mean operators were not knowledgeable, but rather they did not project an impression that they were knowledgeable. Projection of knowledge helps build overall satisfaction and avoids callers ringing back for second opinions.

Source: OAG

The independent telephone assessment’s sample of 271 calls was designed to appraise the call centres collectively and provide indicative results only for variations between individual centres. The indicative results suggest there was little difference between call centres concerning the impressions made by operators.

Accurate Responses

Was the response accurate and appropriate?

First Call Resolution

Call centres can make telephone services more convenient and efficient by ensuring the customer gets the service they need on the first call (first call resolution). The convenience and efficiency is diminished if too many customers require transfers where the operator could have handled the call or if too many customers need to call back because the information or transaction received was inaccurate, inappropriate or misunderstood.

Call centre managers advised the examination that call transfer and first call resolution indicators are less appropriate for measuring convenience and efficiency where complex and sensitive issues may require more than one person to resolve; and more than one telephone call to resolve an issue in the ordinary course of events.



ASSESSMENT OF THE CUSTOMER BENEFITS BEING DELIVERED (CONTINUED)

However, the Water Corporation, DOCEP Consumer Protection and DPI Licensing call centres do monitor first call resolution and report that a majority of callers obtain the service they want on the first call and with few unnecessary transfers being required.

The Office of State Revenue, Fishwatch and Tenancy After Hours Maintenance call centres do not measure the incidence of first call resolution but all call centre managers aim to ensure customers receive, wherever possible, the service they need on their first call. They do this by training operators, providing manuals and scripted responses or guidelines, and where appropriate, by monitoring operators responding to calls.

Accuracy and Appropriateness of Responses

Only the Water Corporation undertakes regular independent telephone assessments to measure the frequency that customers receive accurate and appropriate responses. Consequently, the examination appraised accuracy and appropriateness through the telephone assessment of the six call centres. The assessment made calls requesting assistance to each call centre and assessed whether the responses provided matched what was expected.

The results of the telephone assessment found most callers received accurate and appropriate information or assistance from the six call centres. However, the assessment recorded some isolated responses that were not expected. An example was where six callers making eligible requests for urgent repairs to the Tenancy After Hours Maintenance call centre were told to wait until business hours and then ring their local Department of Housing and Works office.

In one instance, where the example used in the assessment was to report a strong smell of gas near the stove, the caller was told to wait until the next day and then ring the Department of Housing and Works office.

These examples occurred during the establishment phase of the new call centre for the Tenancy After Hours Maintenance service.

A Satisfying Experience

☺ Did the customer receive a satisfying call centre experience?

A call centre experience should leave a caller satisfied and happy to call again in the future.

The independent telephone assessment suggests most customers can expect a satisfying experience in dealings with the six call centres examined. Table 5 shows that a majority of calls made by the assessment provided an overall satisfying experience, though 16 per cent were dissatisfied.

Overall, how did you feel about this call?			
ALL AGENCIES	DELIGHTED	SATISFIED	DISSATISFIED
Per cent of total calls	20	64	16

Table 5: Percentage of satisfying calls

Most callers are likely to receive a satisfying experience.

Source: OAG

The results of the independent telephone assessment are a substitute for what real customers might experience. Larger and more call centre specific telephone assessments together with customer surveys would provide more precise indication of customer dissatisfaction for each call centre. For example, a Water Corporation survey in 2001 found just seven per cent of customers were dissatisfied but 88 per cent of customers were satisfied and five per cent neither satisfied nor dissatisfied.

Nevertheless, the independent telephone assessment suggests that to increase the likelihood of any given call being a positive one, agencies need to focus on reducing the incidence of poor performance rather than just improving overall performance.

Recommendations

To improve the performance of call centres, agencies should:

- include the hours of access, where appropriate, with telephone directory entries;
- manage the centres so that the number of calls abandoned (abandonment rate) and the percentage of calls connected to operators within a defined period (grade of service) progress towards better practice levels of service;
- regularly measure customer impressions of operator telephone skills and qualities; and
- measure the accuracy and appropriateness of responses as well as overall satisfaction with call centres.



Monitoring Benefits to Customers and Assessing Costs to Agencies

Five of the six call centres examined had not established adequate monitoring and assessment of the benefits to customers and costs to agencies.

Introduction

Call centre managers need to address three key factors to produce call centre benefits for customers at reasonable cost to agencies.

- ❑ *Service level* – this is the number of customer calls received and processed within an appropriate length of time.
- ❑ *Service quality* – this encompasses the calibre of the operators’ telephone skills and manner (confidence, courtesy and other impressions made on customers), accuracy and appropriateness of responses and the customers’ satisfaction with the overall call centre experience. Service quality enables high service levels. For example, friendly customer focused call centres providing accurate and appropriate responses on the first call reduce the need for customer callbacks, unnecessary transfers to other operators and long periods on hold for callers.
- ❑ *Resourcing (costs)* – this comprises the costs of labour, equipment, telephone charges, accommodation, administration and other expenses relating to the establishment and ongoing operations of a call centre.

Service levels and service quality go hand in hand to produce benefits to customers. However, call centre managers need to undertake robust monitoring to be certain the benefits are being delivered to the intended standard and are delivered cost effectively.

With appropriate indicators for service level and service quality, and a sound understanding of costs, agencies can assess whether the appropriate standard of service is being delivered for the resources invested and make improvements where necessary.

In assessing call centre benefits, managers of better practice call centres are likely to measure performance using a suite of service level and service quality indicators. This is because no single monitoring strategy and no single indicator can adequately measure whether call centres are delivering the intended benefits.

The number and type of indicators used by call centres will vary according to the local circumstances. However, the examination identified and used a suite of key performance indicators from those most frequently cited by Australian and overseas call centre benchmarking and monitoring studies.

The following examination findings show that the current monitoring undertaken by agencies differs, with the Water Corporation in the best position of the six call centres examined to ensure customer benefits are realised at reasonable cost to agencies.

Agency Reviews of Call Centres

All agencies examined have conducted reviews of their call centres in the five years to 2003. Each of the reviews for the call centres contributed to enhancing the centres and in some cases proposed better monitoring and analysis of performance.

For example, the Department of Housing and Works' review of its needs for new contract arrangements for the Tenancy After Hours Maintenance call centre included proposals for more active monitoring by the Department of service level and service quality. Similarly, the Department of Fisheries review of the Fishwatch initiative included options for the future management of the Fishwatch call centre.

These reviews were timely because the examination found that these two agencies had not regularly monitored key service level and service quality performance indicators for their outsourced call centres including:

- ❑ number and type of calls received;
- ❑ number of calls progressed to action (thus providing an analysis of why some calls are not progressed to action and thereby suggesting scope for reducing call volumes);
- ❑ grade of service; and
- ❑ customer satisfaction with call centres.

The performance examination found that the Department of Housing and Works is implementing a new monitoring approach for the contractual arrangements established in July 2002.

Monitoring and Analysing Service Level

Enhanced customer access is a key call centre benefit. Close monitoring of service level performance is essential in assessing how well customer access is achieved.

The examination looked to see which of the call centre industry's most frequently used service level indicators for customer access are used by the call centres examined. The key indicators include:

- ❑ the number of calls made;
- ❑ how many calls were not answered (abandonment rate);
- ❑ how many calls were answered in a timely manner (grade of service);



**MONITORING BENEFITS TO CUSTOMERS AND ASSESSING COSTS TO AGENCIES
(CONTINUED)**

- ❑ how long customers had to wait for their call to be answered (waiting time); and
- ❑ the efficacy of the service provided (where a customer’s first call is the only call needed to resolve a particular query or transaction). First call resolution and the numbers of calls transferred to other operators are related indicators of efficacy.

The examination found that three of the call centres use a range of key service level indicators to monitor customer access. However, Table 6 shows that key service level indicators were not regularly monitored by the agencies concerned for the Fishwatch and Tenancy After Hours Maintenance call centres, although in each case the private sector service provider did undertake regular monitoring.

SERVICE LEVEL INFORMATION	WATER CORP	DOCEP CONSUMER PROTECTION	DPI LICENSING	OFFICE OF STATE REVENUE	FISHWATCH ¹	TENANCY AFTER HOURS MAINTENANCE ²
Number of calls counted	✓	✓	✓	X	X	X
Abandonment rate	✓	✓	✓	✓	X	X
Grade of service	✓	✓	✓	X	X	X
Waiting time	✓	✓	✓	✓	X	X
First call resolution	✓	✓	✓	X	X	X
Transfers	✓	✓	X	X	N/a	N/a

Table 6: Service level monitoring

'N/a' means not applicable. For example, the Fishwatch call centre does not transfer calls.

'X' means indicator not monitored and measured.

✓ means indicator monitored and measured.

Notes:

1. Analysis conducted by the Department of Fisheries for the examination shows of the 1 216 calls made in 2001-02 to the call centre, 54 per cent were determined to relate to possible illegal activities and forwarded to the Department of Fisheries district offices for action.
2. The Department of Housing and Works has developed new arrangements for monitoring calls under new contractual arrangements established in July, 2002.

Source: OAG

The Department of Housing and Works and the Department of Fisheries did not regularly monitor service levels for the Tenancy After Hours Maintenance call centre and Fishwatch call centre respectively in 2001-02. However, the Department of Housing and Works has developed arrangements for monitoring service level under new contractual arrangements established on July 1, 2002. The new monitoring arrangements will better position the Department of Housing and Works to identify ways to provide a more cost effective service. For example, analysis of 2001-02 data obtained for the examination suggests there is scope for reducing the nearly 70 per cent of calls made (10 400) that do not require a call out of tradespeople to perform urgent maintenance.

Similarly, the Department of Fisheries is currently developing service level monitoring for new call centre arrangements to be introduced in 2003.

Since the performance examination was conducted, a Senior Revenue Officer has been appointed to supervise the Office of State Revenue call centre team. The Officer addresses technical questions, monitors staff and manages the telephone software to achieve performance standards. For example, the call centre advises the percentage of calls terminated for Land Tax enquiries dropped from 20 per cent in October 2002 to around 1.5 per cent in December 2002.

Monitoring and Analysing Service Quality

Monitoring and analysing service quality provides essential evidence to assess operator service, accuracy and appropriateness of responses and overall customer satisfaction.

The examination identified a wide range of monitoring strategies used by the Australian call centre industry to monitor service quality. Of these, the examination identified five key and frequently used monitoring strategies likely to provide the necessary evidence for assessing the delivery of benefits to customers. They include:

- ❑ customer satisfaction surveys;
- ❑ structured recording and analysis of complaints (and compliments);
- ❑ monitoring of calls by call centre supervisors;
- ❑ staff meetings; and
- ❑ independent telephone assessments.

The examination looked to see which of the key monitoring strategies the call centres examined use.



**MONITORING BENEFITS TO CUSTOMERS AND ASSESSING COSTS TO AGENCIES
(CONTINUED)**

The examination found four of the call centres use one or more strategies with only the Water Corporation using all five key monitoring strategies (Table 7). The most frequently used strategy is to include a review of service quality issues in regular staff meetings.

Table 7 also shows that the Department of Housing and Works and the Department of Fisheries did not undertake formal monitoring of service quality for their outsourced call centres in 2001-02. Both agencies relied on informal feedback from customers and staff about the service quality issues and on monitoring undertaken by the contracted service provider. However, the Department of Housing and Works has developed arrangements for monitoring service quality under new contractual arrangements established on July 1, 2002. Similarly, the Department of Fisheries is currently developing service level monitoring for new call centre arrangements to be introduced in 2003.

MONITORING STRATEGIES	WATER CORP	DOCEP CONSUMER PROTECTION	DPI LICENSING	OFFICE OF STATE REVENUE ¹	FISHWATCH ²	TENANCY AFTER HOURS MAINTENANCE ³
Regular customer satisfaction surveys	✓	✓	X (rely on staff impressions)	✓	X	X
Complaints	✓	✓	✓ (under further development)	X (written only)	X (need identified)	X
Telephone assessments	✓	X	X	X	X	X
Monitoring calls	✓	✓	✓	X	N/a	N/a
Staff meetings	✓	✓	✓	✓	N/a	N/a

Table 7: Monitoring strategies used in 2001-02

'X' – strategy not used – '✓' strategy used.

'N/a' – not applicable: these strategies are used at the discretion of the contracted service provider.

Notes:

1. The Office of State Revenue call centre only counts and reviews written complaints. The Department of Treasury and Finance has advised that annual customer surveys will be developed to assist in setting and monitoring performance standards.
2. The Department of Fisheries is currently considering monitoring strategies for new call centre arrangements to be introduced in 2003.
3. The Department of Housing and Works is implementing monitoring strategies under new contractual arrangements established on July 1, 2002.

Source: OAG

The examination also looked to see whether call centre monitoring included measurable indicators of service quality concerning operator service, accuracy and appropriateness and customer satisfaction. Measuring performance provides call centre managers with benchmarks for assessing the delivery of benefits and the scope for improvement. The examination looked for the following key measures:

- ❑ courtesy (customer perceptions of politeness and respect shown by operators). While no single indicator is likely to adequately measure operator service, courtesy is a minimum standard of conduct in the Western Australian Public Sector Code of Ethics;
- ❑ accuracy; and
- ❑ satisfaction.

The examination found that the:

- ❑ DOCEP Consumer Protection and DPI Licensing call centre managers monitor a sample of calls to check for operator courtesy and the provision of accurate responses;
- ❑ a DOCEP Consumer Protection call centre customer satisfaction survey conducted in 2000 measured courtesy, accuracy and overall customer satisfaction;
- ❑ Office of State Revenue, Fishwatch and Tenancy After Hours Maintenance call centres did not regularly measure courtesy, accuracy and satisfaction. However, all three call centres are considering or have developed key service quality indicators since the commencement of the examination; and
- ❑ Water Corporation call centre management uses a range of indicators to regularly measure service quality relating directly to the call centre including courtesy, accuracy and satisfaction (See Table 8).

SERVICE QUALITY INFORMATION	WATER CORP	DOCEP CONSUMER PROTECTION	DPI LICENSING	OFFICE OF STATE REVENUE	FISHWATCH ¹	TENANCY AFTER HOURS MAINTENANCE ²
Courtesy	✓	Monitored	Monitored	✗	✗	✗
Accuracy	✓	Monitored	Monitored	✗	✗	✗
Satisfaction	✓	✓	✗	✗	✗	✗

Table 8: Use of courtesy, accuracy and satisfaction indicators in 2001-02

The DOCEP Consumer Protection and DPI Licensing call centres monitor calls for courtesy and accuracy but do not measure the performance of the centre for these criteria.

‘✗’ – indicator not measured ✓ – indicator monitored and measured.

Notes

1. The relevant departmental officers indirectly monitor service quality when they contact customers to process action arising from calls to the Fishwatch and Tenancy After Hours Maintenance call centres.
2. The Department of Housing and Works has commenced monitoring of service quality under new contractual arrangements established in July, 2002.

Source: OAG



MONITORING BENEFITS TO CUSTOMERS AND ASSESSING COSTS TO AGENCIES (CONTINUED)

Monitoring and Analysing Costs

Call centres are intended to provide orderly cost efficient telephone-based services. For example, in 1997 the Department of Transport (now Department for Planning and Infrastructure) found that establishing a licensing call centre enabled customers to access staff dedicated to providing telephone and other electronic services.

However, a good understanding of the total costs of operating a call centre is required before an analysis of the value for money can be complete. For example, in May and June of 2001, just six per cent and 10 per cent respectively of calls to the DPI Licensing call centre were answered within 60 seconds. With the number of calls being abandoned reaching nearly 25 per cent, the call centre sought additional resources to improve performance. Some \$191 250 became available for the call centre for up to 12 additional staff for October, November and May in 2001-02. All other costs during these months did not show any material increase (eg administration, accommodation). The additional staff represented increased resourcing of just 10 per cent on salaries and wage costs but achieved a doubling in service performance for those months enabling the call centre to meet and sometimes exceed its target of answering 80 per cent of calls within 60 seconds.

The examination did not seek to compare the cost effectiveness of the call centres examined but instead sought to identify the total budget costs for each call centre in 2001-02 and a break down of the cost components for each of the inhouse call centres. This is because the call centres examined are quite different. For example, many callers to the Office of State Revenue call centre have lengthy and complex tax enquiries requiring specialist staff whereas most calls to the Fishwatch call centre are of shorter duration and less complex.

The major cost components for a call centre are labour related, telephone charges, technology costs (especially during the establishment phase of a call centre), accommodation and other costs. For the outsourced call centres, the examination sought invoiced costs, telephone charges (not included in the invoiced service charge) and contract management costs.

The examination found that 76 per cent of total costs for the four inhouse call centres are for salaries and wages. The second largest cost component is telephone calls (Figure 3).

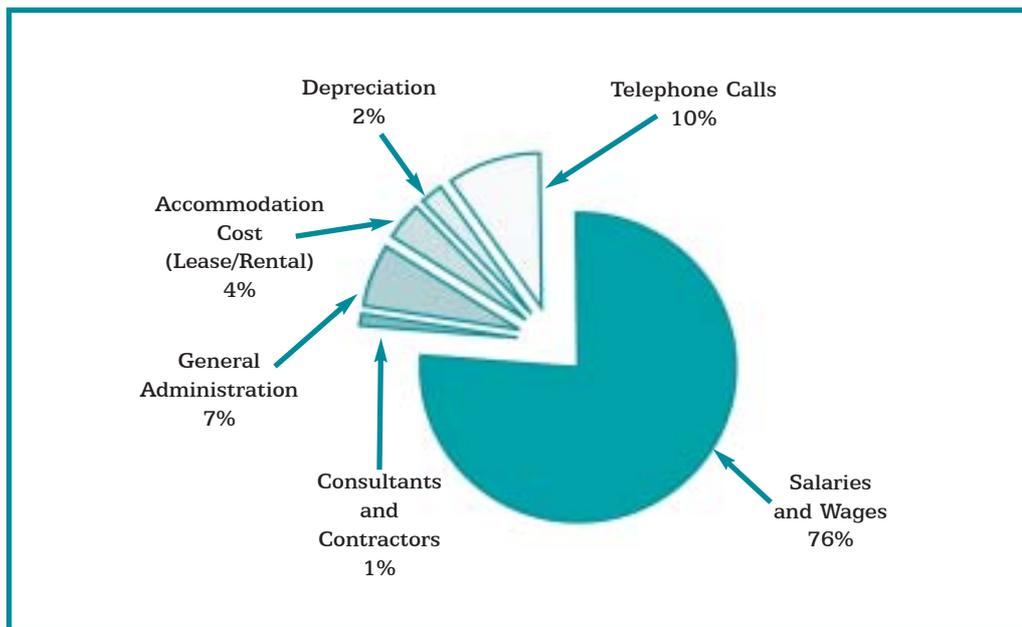


Figure 3: Cost components of the inhouse call centres

Source: OAG

The examination found that only the Water Corporation call centre manager monitored all cost components in 2001-02 (Table 9).

CALL CENTRE	WHAT CALL CENTRE MANAGERS MONITOR
Water Corporation	All cost components
DOCEP Consumer Protection	Labour costs
DPI Licensing	Labour costs
Office of State Revenue	Labour costs
Fishwatch	Invoiced costs
Tenancy After Hours Maintenance	Invoiced costs

Table 9: Monitoring of call centre costs in 2001-02

Only the Water Corporation manager monitors all cost components, however, the DPI Licensing call centre manager is expanding monitoring to cover all cost components.

Source: OAG



**MONITORING BENEFITS TO CUSTOMERS AND ASSESSING COSTS TO AGENCIES
(CONTINUED)**

The examination also found that agency systems do not identify all cost components for five of the six call centres examined. This situation made it difficult for the examination to identify total costs and analyse the value achieved by the call centres. More importantly, incomplete monitoring of costs inhibits call centre managers from:

- comparing indirect costs with best practice standards of other call centres;
- calculating efficiency;
- determining costs and savings from outsourcing call centres;
- determining a full cost based pricing of outputs; and
- accurately allocating overhead costs.

The examination identified invoice costs for the two outsourced call centres and for inhouse call centres, all direct costs (eg salaries, wages and superannuation costs), and indirect costs that are readily available from financial systems. Indirect costs included telephone charges, rental of accommodation, depreciation costs for assets directly used by the call centre (eg call centre equipment) and which were readily obtained from the agencies fixed asset registers.

Table 10 shows the costs for each of the call centres examined.

INHOUSE CALL CENTRES	COSTS (\$) 2001-02
Water Corporation	3 338 517
DOCEP Consumer Protection	534 786
DPI Licensing	2 882 180
Office of State Revenue	377 183
OUTSOURCED CALL CENTRES¹	
Fishwatch	8 708
Tenancy After Hours Maintenance	99 000
TOTAL	7 240 374

Table 10: Operational costs for call centres in 2001-02

Call centre costs cannot be directly compared because labour, telephone and other costs vary according to the duration and complexity of calls.

Note:

1. Excludes telephone charges and department contract management costs.

Source: OAG and Department records

The outsourced call centres costs include invoiced charges for services provided by the contractors. However, for these outsourced centres, contract management, advertising, review costs and telephone charges not covered by contractor invoices were not readily available.

Recommendations

To improve the performance of call centres, agencies should:

- ❑ select a suite of key service level, service quality and cost indicators relevant to their call centres; and
- ❑ undertake purposeful monitoring and analysis of indicators to better manage call centre benefits to customers at reasonable cost to agencies.



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