



January 30, 2015

The Honorable Justin Olson  
Chairman, Arizona Joint Legislative Budget Committee  
1700 West Washington  
Phoenix, Arizona 85007

Re: Progress in improving child safety hotline wait times and decreasing the abandoned call rate

Dear Representative Olson:

Pursuant to Laws 2014, 2<sup>nd</sup> Special Session, Chapter 2, the Department of Child Safety is required to report by February 1, 2015 on its progress in improving child safety hotline wait times and decreasing the abandoned call rate. I am proud to provide you this report and believe you will be impressed by our improvements and outcomes in this area.

The footnote requires that the Department report on the abandoned call rate as well as the mean and median call wait times. These figures are displayed in the table on the following page. The Department does not have the information available to calculate the median call wait time prior to May 2014, as the call center's telephony system was upgraded in April 2014, and information from prior to the upgrade is only available for metrics that had been tracked in the old system. Median call wait time was not tracked.

Since early 2014, the Department has implemented several changes to processes that have led to dramatic decreases in both abandoned calls and wait times. As mentioned, the Department implemented a telephony system upgrade in April 2014. In addition to improving the availability of data as noted above, the upgrade also enhanced the ability of supervisors and managers to see real time information on incoming call volume and the status of each call center agent. This is industry standard information available to call center managers. Prior to the telephony system upgrade, our call center supervisors did not have reliable access to real time information due to antiquated technology that was inoperable. Simply making this information available has dramatically improved our ability to efficiently operate our call center.

In addition, we have made a concerted process improvement effort. For example, upon reviewing the process our call center agents used to gather information, we discovered that our agents had to manually itemize prior reports and cases related to the individuals involved in a new report. The CHILDS system now gathers this information automatically, so that case specialists are now able to review all prior history, but the call center agents no longer have to gather it manually, saving call center agent time and allowing them spend more time on the telephone taking reports.

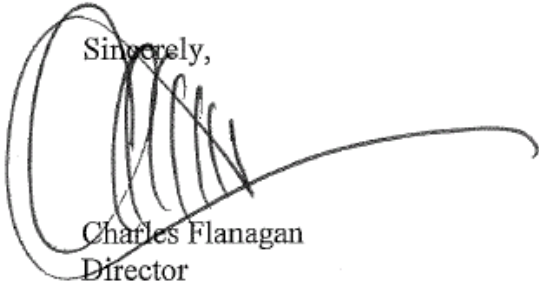
	<b>Abandon Rate</b>	<b>Mean Call Wait Time (seconds)</b>	<b>Median Call Wait Time (seconds)</b>
<u>2013</u>			
January	7%	75	
February	7%	76	
March	12%	126	
April	17%	211	
May	17%	214	
June	15%	164	
July	19%	235	
August	24%	345	
September	28%	473	
October	24%	400	
November	32%	540	
December	22%	344	
<u>2014</u>			
January	28%	483	
February	32%	700	
March	27%	497	
April	24%	378	
May	16%	221	0
June	8%	102	0
July	7%	84	0
August	5%	65	0
September	4%	59	0
October	3%	39	0
November	4%	59	0
December	2%	30	0

Further upgrades yet need to be made to the call center, such as improving the system's backup process to ensure smooth operation even in cases of power and phone line outages. As the information in the table above makes clear, however, the Department has made tremendous progress in improving the efficiency of the call center.

In addition to what is required by statute, I am also enclosing information that further highlights additional and substantial accomplishments of the Department's Intake Bureau.

If you have any questions, please contact me at (602) 542-5844.

Sincerely,

A handwritten signature in black ink, appearing to read 'Charles Flanagan', with a long horizontal flourish extending to the right. The signature is written over the printed name and title.

Charles Flanagan  
Director

cc: Richard Stavneak, Director, Joint Legislative Budget Committee  
John Arnold, Director, Governor's Office of Strategic Planning and Budgeting  
Joan Clark, Director, Arizona State Library, Archives, and Public Records

**Department of Child Safety (DCS)**  
 SUMMARY OF INTAKE BUREAU ACCOMPLISHMENTS  
 February 2, 2015

**CUSTOMER SERVICE IMPROVEMENTS**

***Intake Center (Hotline) Performance Improvements***

- No cost upgrade to the phone system
  - Allows for supervisors to monitor in real-time (how many calls in queue; time on call; wait time; and abandon call rate).
  - Designation of calls improved (communication vs. report; eliminated “no means to locate” and required all reasonable means be exhausted).
  - System changes to prevent deleting historical record
- Developed software to create efficiencies and eliminate duplication of three steps currently used by call center agents and allow for staff to input information directly into CHILDS.
- Intake Center Outcomes, as of December 2014:
  - Reduced the abandoned call rate to **2.35%** compared to **32.1%** in February (Chart 1).
  - **87.14%** of calls answered in **60** seconds or less. This is compared to a previous average of **45** minutes.
  - Our Average Speed of Answer (ASA) for all queues was reduced to **30** seconds compared to **59** seconds last month.
  - Our ASA for the Law Enforcement queue was reduced to **26** seconds from **36** seconds in November.
  - In addition to the **10,665** calls we handled in December, we also received and processed **317** online submissions.
- Upon initiating the system in January 2014 we had **126** submissions, a peak of **504** submissions (May 2014) and an average of **327** submission (Jan – Dec).

***Chart 1***

CY2014	Calls Offered	Abandoned %
January	14,589	28%
February	13,637	32%
March	13,770	27%
April	14,648	24%
May	13,478	16%
June	10,669	8%
July	11,289	6.60%
August	12,409	4.50%
September	12,968	4.10%
October	12,793	3.00%
November	11,353	3.79%
<b>December</b>	<b>11,096</b>	<b>2.35%</b>
Total YTD	152,699	14.05%