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Ross L. Tate
County Auditor

Customer Satisfaction Survey

March 2015

*Internal Audit Report Authorized by the
Maricopa County Board of Supervisors*

Report Highlights

We identified the following general opportunities for improvement:

- Develop a Countywide policy defining customer service expectations
- Improve customer service training related to email and phone interactions
- Fix or remove broken website links
- Ensure that social media content is relevant and current
- Ensure that locations frequently visited by citizens are clearly marked
- Develop procedures for gathering and analyzing customer feedback

Objective To determine that County customers receive courteous, professional, and timely service from employees when interacting with the County via on-site visits, websites, phone calls, emails, social media sites, and customer feedback tools.

Scope During July and August 2014, we assessed websites, social media sites, phone and email interactions, and customer feedback methods for 55 agencies. We conducted 32 site visits and 127 customer interviews in 9 agencies.

Standards This work was approved by the Board of Supervisors and was conducted in conformance with the International Standards for the Professional Practice of Internal Auditing. The specific areas reviewed were selected through a formal risk-assessment process.

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This report is intended primarily for the information and use of the County Board of Supervisors, County leadership, and other County stakeholders. However, this report is a public record and its distribution is not limited.

We have issued detailed reports with recommendations to all agencies reviewed. If you have any questions about this report, please contact Susan Adams, Senior IT Auditor, at 602-506-1587.



Maricopa County

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To: Maricopa County Board of Supervisors

From: Ross L. Tate, County Auditor

Subject: Audit Report: Customer Satisfaction Survey

Date: March 30, 2015

Conclusion: Maricopa County customers generally receive good customer service when interacting with the County via (1) site visits, (2) websites, (3) phone calls, (4) emails, (5) social media sites, and (6) customer feedback tools. However, improvements can be made to achieve outstanding customer service. The attached infographic and slide presentation provide additional information about the work performed. In addition, we issued detailed reports with recommendations to all agencies reviewed.

Observation: During July and August 2014, we assessed websites, social media sites, phone and email interactions, and customer feedback methods for 55 agencies. We conducted 32 site visits and 127 customer interviews in 9 agencies.

We identified the following general opportunities for improvement:

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Objective: Our audit objective was to determine that County customers receive courteous, professional, and timely service from employees when interacting with the County via on-site visits, websites, phone calls, emails, social media sites, and customer feedback tools.

This report is intended primarily for the information and use of the County Board of Supervisors, County leadership, and other County stakeholders. However, this report is a matter of public record and its distribution is not limited. This review was approved by the Board of Supervisors and was conducted in conformance with International Standards for the Professional Practice of Internal Auditing. If you have any questions about this report, please contact Susan Adams, Senior IT Auditor, at 506-1587.

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Customer Satisfaction Survey

Internal Audit
Fiscal Year 2015



Purpose of Our Review

Determine if County customers receive courteous, professional, and timely service from employees when using the following:

- Site Visits
- Websites
- Phone Calls
- Emails
- Social Media
- Customer Feedback Tools

Scope

Conducted Review: July – August 2014

For 55 Agencies We Assessed:

- Websites
- Phone Calls
- Email
- Social Media
- Customer Feedback Tools

For 9 Agencies We Conducted:

- Site Visits
- Customer Interviews

Secret Shopper Visits

Posing as customers, we conducted 32 site visits at 9 agencies to determine if the:

Employees were:

- Professionally Dressed
- Friendly and Courteous
- Knowledgeable and Competent

Service was:

- Prompt and Timely
- Adequate to Address the Inquiry

Location was:

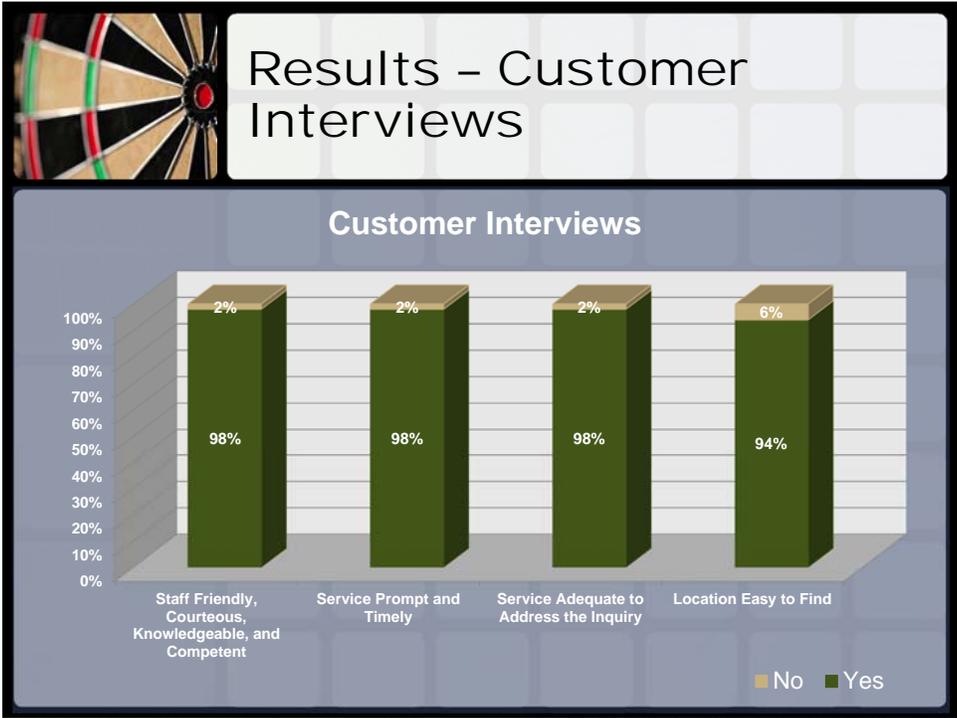
- Clean and Inviting
- Easy and Convenient to Find




Customer Interviews

Interviewed 127 customers at 9 agencies to determine if they found that the:

<p><u>Employees were:</u></p> <ul style="list-style-type: none"> • Friendly and Courteous • Knowledgeable and Competent 	<p><u>Service was:</u></p> <ul style="list-style-type: none"> • Prompt and Timely • Adequate to Address the Inquiry 	<p><u>Location was:</u></p> <ul style="list-style-type: none"> • Easy and Convenient to Find
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Customer Interviews

HOW CAN WE IMPROVE?

“The office is not very easy to find. I was lucky when I saw a county vehicle turn in front of me and I could follow it.”

“I found the agency but where to go once on campus was confusing.”

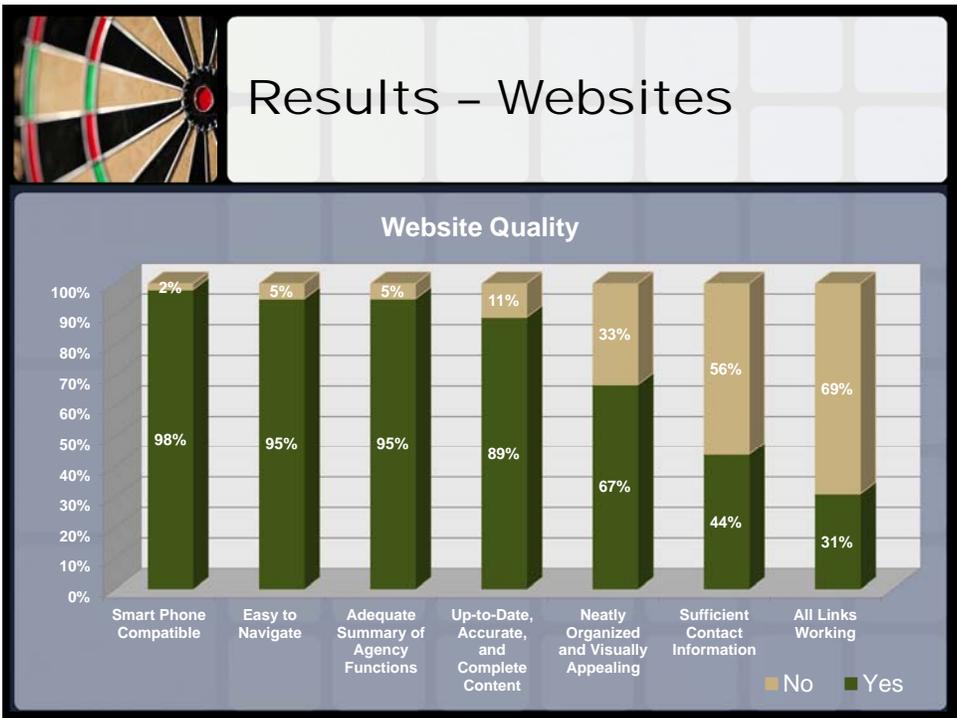
“I could not find the building the first time I came. Could use a big sign closer to the main road.”

Ensure that physical locations are clearly marked



Reviewed 55 Agency Websites for:

- Ease of Navigation and User-Friendliness
- Up-to-Date, Accurate, Complete Information
- Working Links
- Neat Organization and Visual Appeal
- Sufficient Contact Information
- Summary of Agency Functions
- Smart Phone Compatibility



Websites

HOW CAN WE IMPROVE?

- Fix or remove broken links
 - Use "Siteimprove" Reports
- Update Current Sites To Be:
 - Functional
 - Easy to Navigate
 - Visually Appealing
- Update Site Content To Be:
 - Current
 - Accurate
 - Complete
- Update/Add All Relevant Contact Information



Made 129 Phone Calls to determine if:

Employees Were:

- Friendly and Courteous
- Knowledgeable and Competent
- Appropriately Introducing Self/Agency

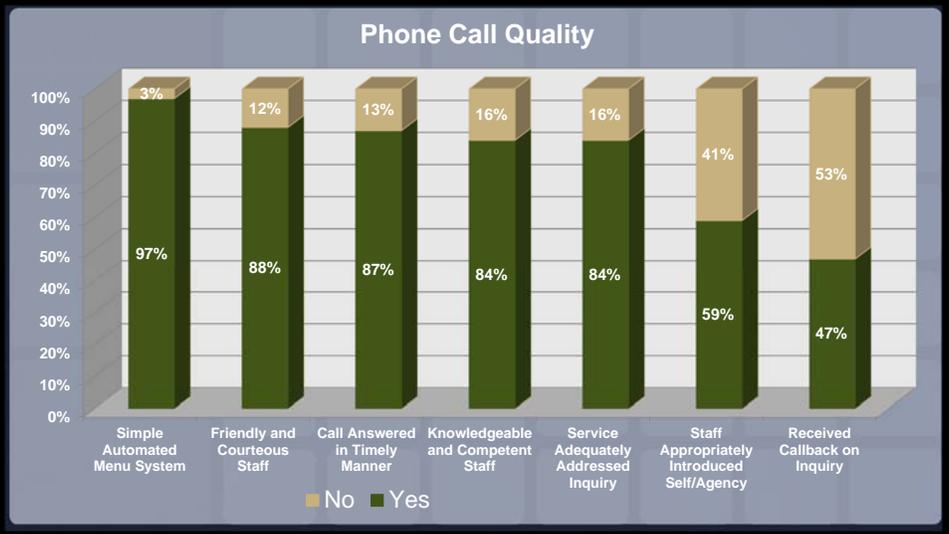
Phone Calls Were:

- Answered Within 3 Rings (employee or voicemail)
- Supported By a Simple Automated Menu System
- Returned When a Voice Message Was Left

Service Adequately Addressed the Inquiry



Results - Phone Calls



Phone Calls

“Called about volunteer programs. Employee kindly suggested a program, then transferred me to another employee for more information. The second employee was helpful in providing the needed information.”

What we are doing well:

“Left voice mail but was not able to take the return call. I called back again and received a call back within a few hours.”

“Employee was able to answer my question by telling me specifically where to go on the website to request the desired information.”

“Called and asked about receiving alerts. I was transferred to another employee and left a voice message. I was called back and left a voice message that answered my questions; he sounded very nice.”

Phone Calls	<p>“Left a message to find out when the next orientation would be held. Never received a return call.”</p>	<p>“When I called the agency, I was sent to a message that stated: ‘An operator is not available. Thank you for calling. Good bye.’”</p>
What we can do better:	<p>“The employee that answered the phone told me that all the answers were on the website and I should go there, then hung up.”</p>	<p>“After several rings, I was sent to a voice messaging system. The system said not to leave a message and to call the exact same phone number I had just dialed.”</p>

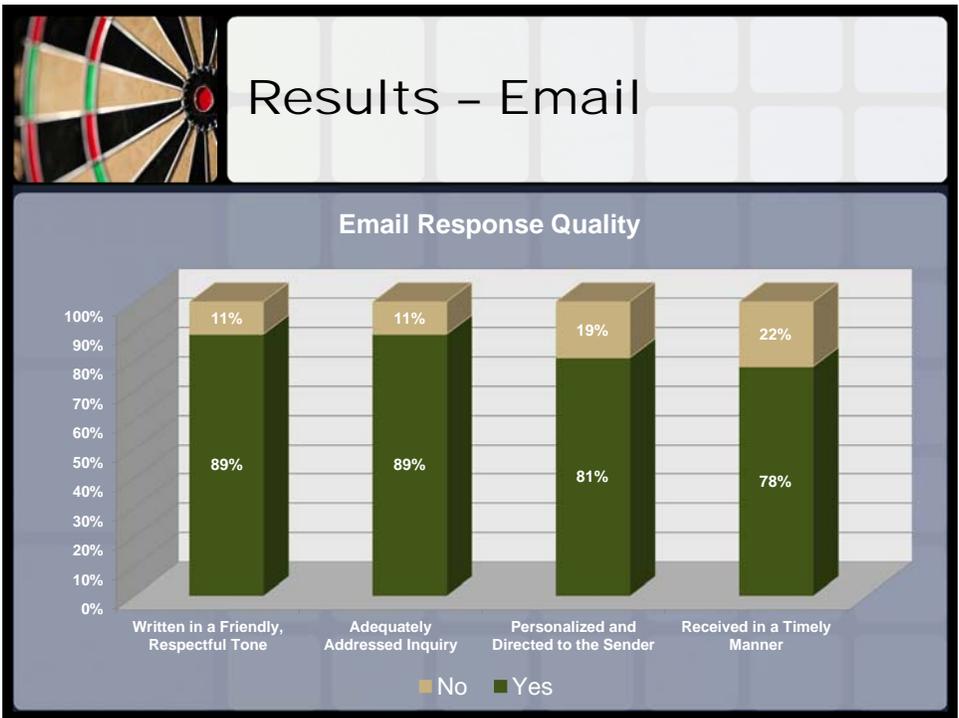
Phone Calls	<p>Ensure all customer voicemail messages receive a timely response.</p>
HOW CAN WE IMPROVE?	<p>Establish a voicemail option for all phone lines.</p>
	<p>Provide employee training to ensure customers receive exemplary customer service when contacting the County via phone.</p>



Sent 32 Email Messages to determine if:

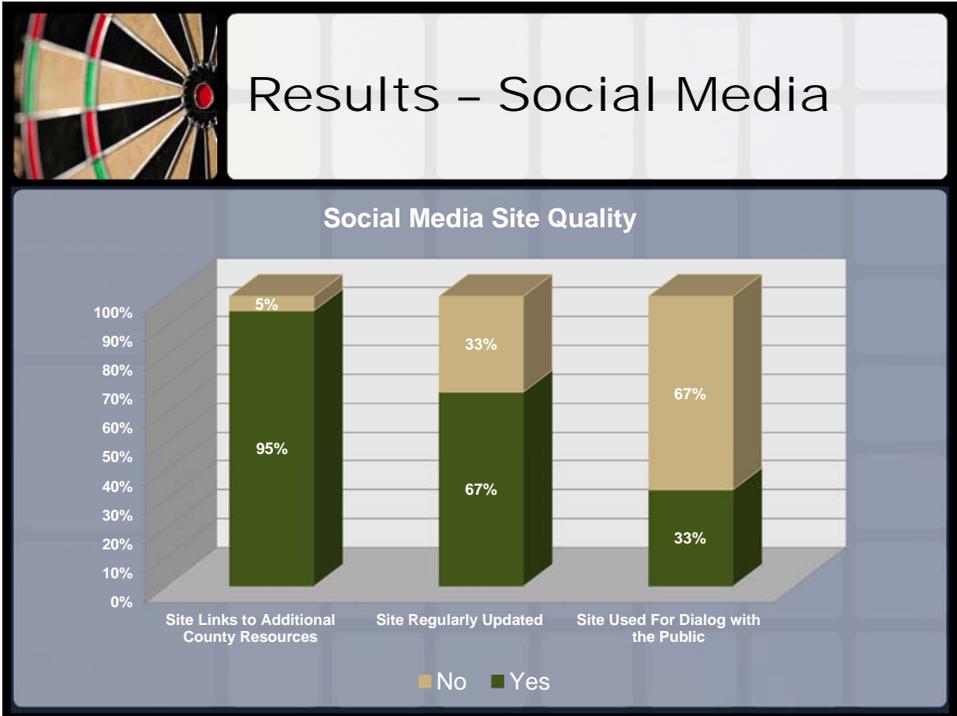
Responses Were:

- Received In a Timely Manner
- Personalized and Directed to the Sender
- Written in a Friendly, Respectful Tone
- Adequate to Address the Inquiry



Email	
HOW CAN WE IMPROVE?	<p>Ensure all customer email messages receive a timely response.</p>
	<p>Provide employee training to ensure customers receive exemplary customer service when contacting the County via email.</p>

	<p>Reviewed 21 Social Media Sites to determine if:</p>
	<p>Social Media Sites (Facebook/Twitter):</p> <ul style="list-style-type: none"> • Were Regularly Updated • Were Used for Dialog with the Public • Include Links for Finding Additional County Information



Social Media

HOW CAN WE IMPROVE?

Ensure content on existing Twitter and/or Facebook sites is regularly updated, including creating dialog with followers as applicable.



Surveyed 54 Agencies

63% of the agencies report actively collecting customer feedback.

Methods Used Include:

- Surveys – Online, Phone, In-Person
- Feedback Forms – Online, In-Office
- Focus Groups
- Social Media
- Phone App
- Other



Customer Feedback

HOW CAN WE IMPROVE?

Develop procedures for actively gathering customer feedback regarding the services provided by the agency; procedures should address:

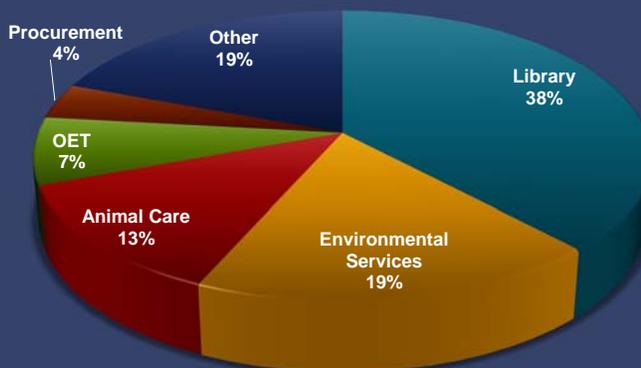
- Collection
- Analysis
- Implementation

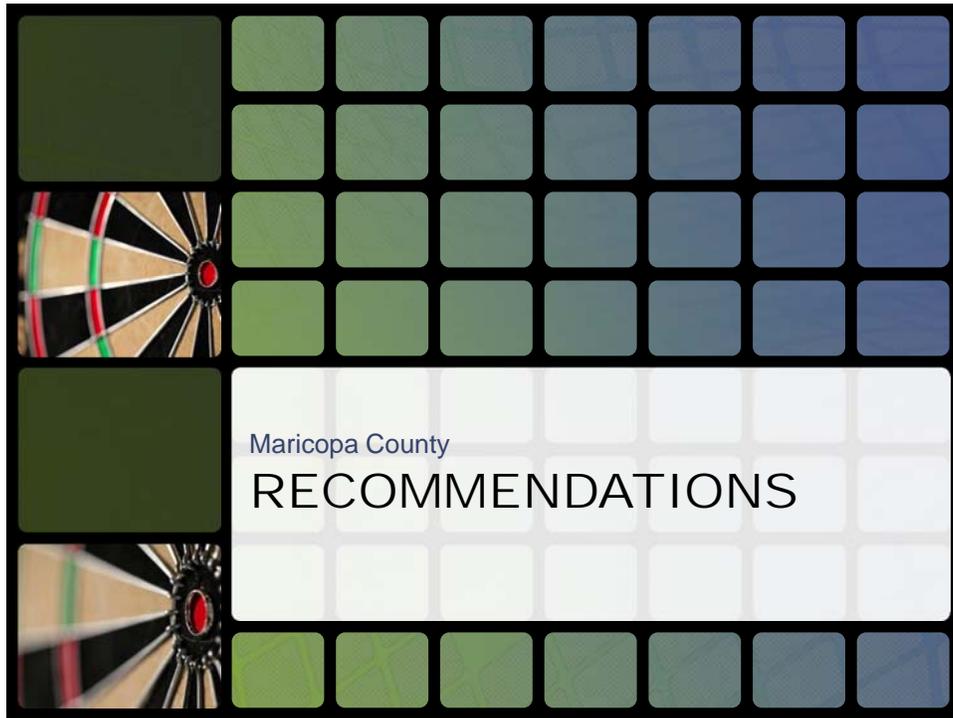


482 Employees Attended During FY2014

Exemplary Customer Service Class

% of employees attending by Agency





What to work on?

- Develop a Countywide policy defining customer service expectations
- Improve training to ensure responses to email and phone inquiries are prompt and complete
- Fix or remove broken agency website links
- Ensure all website, Twitter, and Facebook information is current
- Ensure that physical locations are clearly marked
- Develop procedures for actively gathering customer feedback; procedures should address collection, analysis, and implementation