Audit of the Unified Call Center

City of Milwaukee

Internal Audit Division

July 24 th, 2024

Agenda

Scope & Objective

Procedures

Conclusions

- Service Requests

- Performance Monitoring

- Policies and Procedures

- Staff Training

Scope

Service requests submitted to the UCC from January 1, 2023 to December 31, 2023.

Objectives

- Evaluate the management processes for requests from all points of contact
- Determine if requests are assigned within a timely manner (per UCC policies and procedures)

Audit Procedures

Process Walkthroughs

- Internal Audit met with the UCC manager to gain understanding of UCC processes

Control Testing

- Reviewed UCC's policies and procedures
- Tested sample populations to verify controls are adequately designed and working as intended

Audit Conclusion

The controls surrounding UCC service request routing, employee training, management reporting, and staff monitoring are adequately designed and operating effectively.

Routing of Service Requests
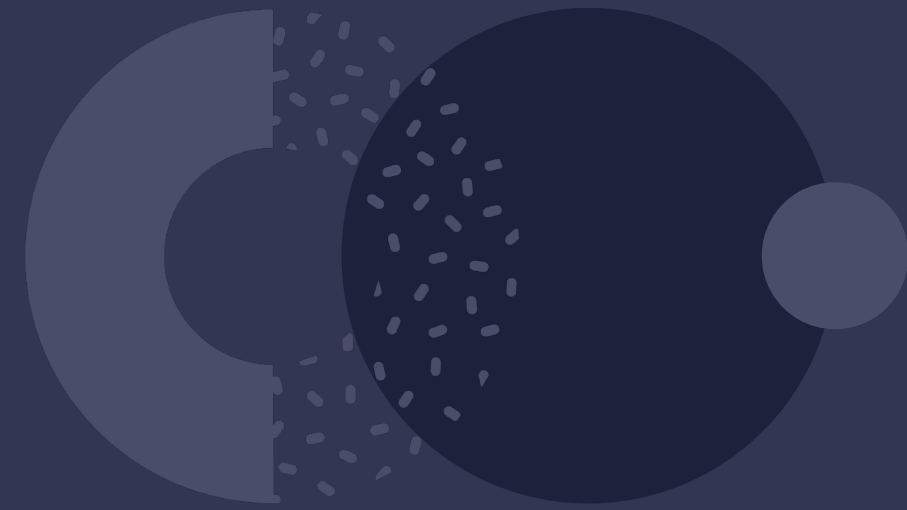
The UCC receives service requests from the public through their Call Center, e-mail, online service request system and the MKEmobile App.

Internal Audit randomly selected 25 requests to test to verify service requests were routed to the correct department.

Conclusion: UCC is effectively receiving, inputting into the system, and ensuring requests are directly routed to the appropriate department or provided with the inquired information.

Call Metrics

The UCC receives most of their requests through their Call Center, receiving 800 to 1,000 phone calls a day.   Their call answering target is 60 seconds and the average speed of answer   of all calls in 2023 is 68 seconds.

Internal Audit reviewed UCC call metrics and compared them to department call handling targets.

Conclusion: When there are no special circumstances that may cause a spike in incoming calls for the Call Center, the UCC Call Center is generally meeting call handling targets.
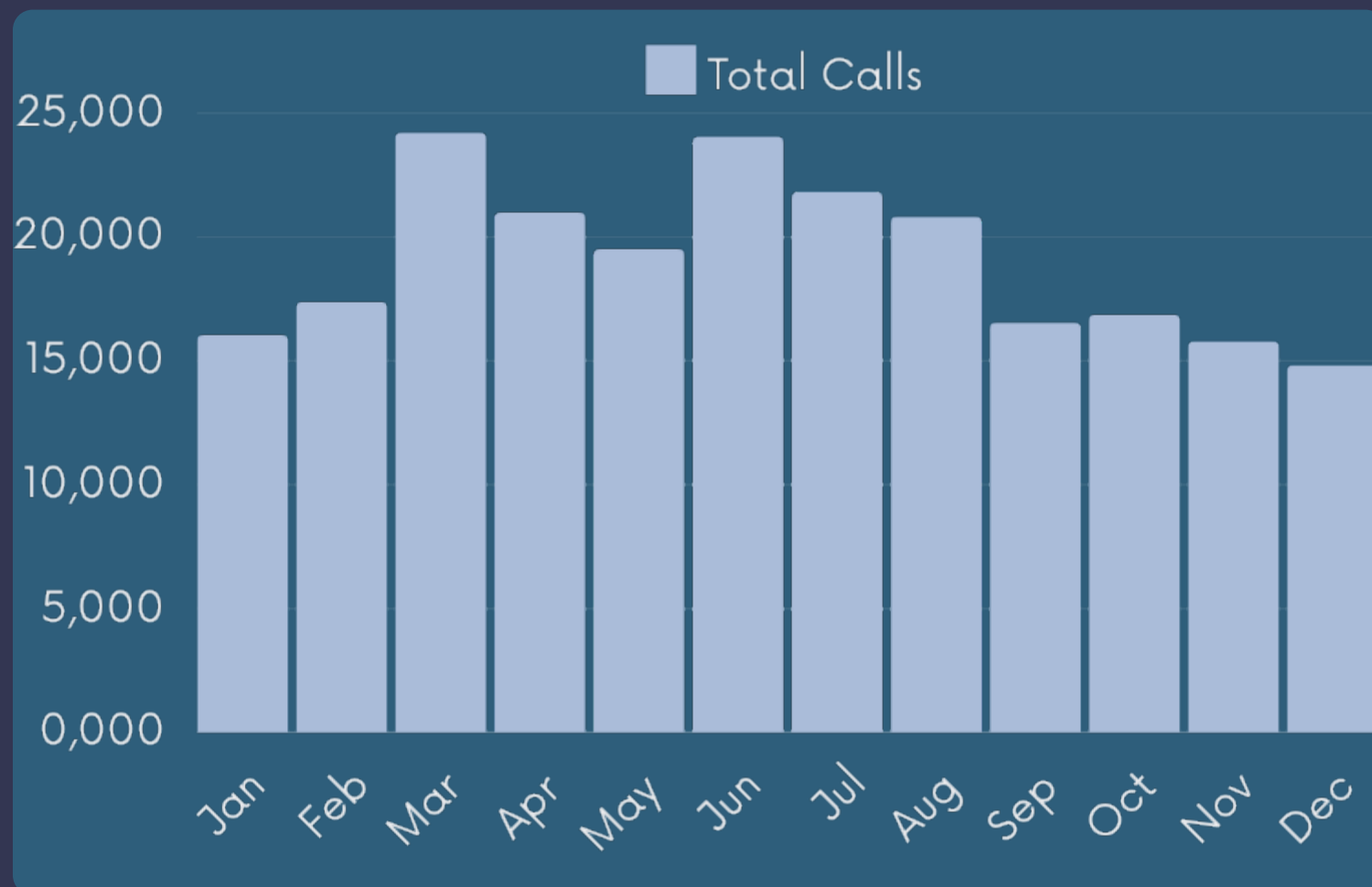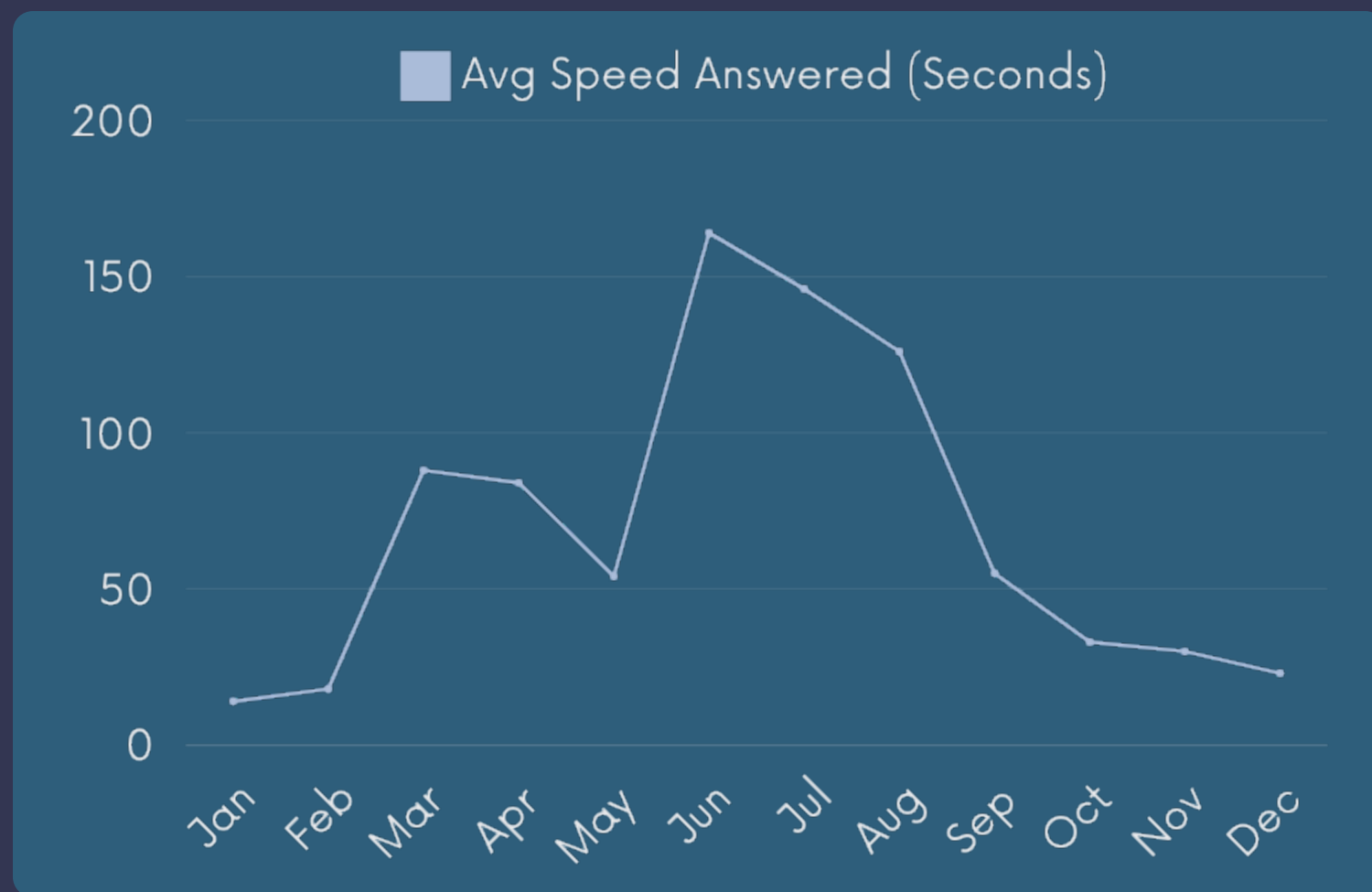
Performance Monitoring

Monthly Reports:

The call handling data is used by UCC supervisors on a monthly basis to review the performance of UCC agents, ensuring the efficiency of the Call Center, and providing coaching to agents who underperform

Adequate Staffing:

Monthly metrics are used to ensure the UCC shifts are adequately staffed to meet performance objectives based on annual trends.
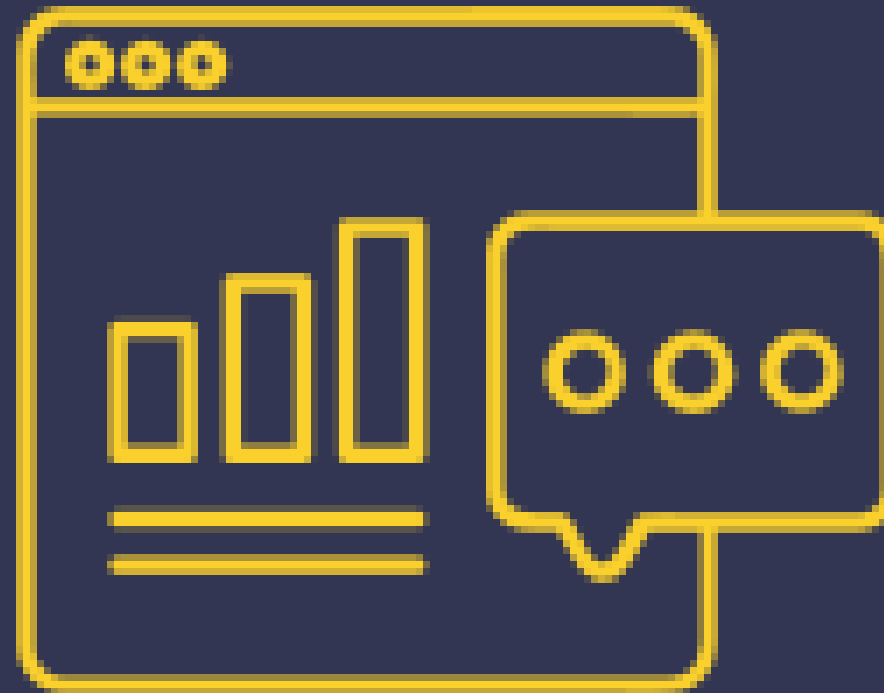
Conclusion:

The UCC manager effectively uses the department call data for continuous monitoring of various processes.

Policies and Procedures

Internal Audit obtained the UCC's policies and procedures and verified the UCC has policies and procedures in place for all UCC positions, processes, and programs used.

The UCC manager creates and edits the policies and procedures as needed, ensuring that all processes are up-to-date for UCC agents to reference.

Conclusion: The UCC has aqeduate and up-to-date policies and procedures in place

Staff Training

As part of the Policies and Procedures review, Internal Audit verified there are staff training procedures for all UCC positions.

Conclusion: The training procedures are adequately designed to monitor new staff progress and to provide coaching for UCC employees beyond the initial point of hire. UCC staff and temporary agents are trained on the most up-to-date policies and procedures.

Thank you!

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