Audit Objective

Determine if staffing is adequate and appropriately scheduled, workflow is effectively designed and functioning, and IT system controls are effective.

Background

The City of San Antonio's 311 Call Center connects citizens with customer service representatives ready to assist with City service requests such as pothole repairs, stray animals, downed street signs, trash collection and other City requests.

Service requests can be communicated via a phone call with a 311 representative, submitting a service request through 311 website, or through the 311SA mobile application. In 2018, the City launched the 311SA mobile application which allows citizens to geo-locate a service request, attach a photo, and provide supporting information for environmental issues and hazards which include illegal dumping, property maintenance, and junk vehicles.

The 311 Call Center is staffed with 44 authorized positions which includes 5 management positions, 2 specialists, 1 management analyst and 36 customer service representatives (full-time and part-time positions).

Scope & Methodology

The audit scope was from October 1, 2019 through September 30, 2020.

We interviewed 311 Management and staff to gain an understanding of 311 call center operations and workflow. We also interviewed ITSD staff regarding the management of the CRM system, the City-wide intake system for all customer service requests, and the data flow with department databases.

As part of our testing procedures, we examined the following areas:
- Accuracy of the information provided by 311
- Customer feedback and survey results
- Staffing levels, schedules, and attendance
- Performance measures and reporting
- CRM service request work flow and service level agreements
- CRM user access, change management, and network monitoring controls
- Accuracy, security, and quality assurance reviews of the 311SA mobile application

Conclusions

The 311 Call Center staffing is adequate and appropriately scheduled, workflow is effectively designed and functioning, and IT system controls are effective.

AUDIT COMMITTEE SUMMARY
Audit of 311 Customer Service Call Center Operations and 311 App
Report Issued August 24, 2021

We determined that policies and procedures are updated and made available to all 311 Call Center staff. Additionally, all Call Center employees are required to attend continuous training and are evaluated monthly on their call quality and performance measures. Furthermore, the 311SA mobile application which is implemented in 2018 is working as intended and maintained solely by the developer, IRYS (formerly known as Cityflag).

There are no findings. Consequently, we make no recommendations to 311 Call Center Management.