

Improving Customer Service Through Call Recording

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Background

In December 2013, the South Carolina Department of Revenue merged two of its sections, the Contact Center and Office Operations Support, to form what is currently known as the Call Center. The initial objective of the Call Center was to assist and educate taxpayers with basic tax questions regarding the big four tax types, Individual Income, Sales and Use, Employer Withholding, and Corporate. Additionally, the representatives of the Call Center were tasked with working failure-to-file correspondence for Sales and Use, Employer Withholding, and Corporate taxes. In September 2015, the Agency implemented a new integrated tax system (DORWAY) and an online taxpayer portal (MyDORWAY). The new tax system and online taxpayer portal was fully implemented over the course of a four-year period, starting with the tax types Sales and Use, and Employer Withholding. All of the taxes administered by the South Carolina Department of Revenue were integrated into DORWAY and MyDORWAY by the end of 2018. With the implementation of MyDORWAY, the Call Center took on the new responsibility of assisting taxpayers with account sign-up, registration, and return filing and payments. Between 2013 and 2018, the job functions of the Call Center expanded to include answering basic tax questions for most of the taxes administered by the Agency that are filed and/or paid online using MyDORWAY.

Because of a process improvement team that was tasked to review and improve taxpayers' wait time and promote "one call resolution", the newly formed Call Center consisted of 17 representatives. The process improvement team, however, determined that the Call Center would need to be staffed with 30 representatives to provide acceptable customer service to the taxpayers. The additional representatives were hired over a period of time beginning in 2014. After the implementation of DORWAY and MyDORWAY, Call Center Leadership noticed a

significant increase in call volumes, which led to an increase in hold times and abandoned calls. Call Center Leadership then determined that in order to maintain adequate customer service and an acceptable wait times over the course of the next three DORWAY/MyDORWAY rollouts, the number of representatives would need to be increased to 60. The 60 representatives would include three lead coordinators and a combination of full-time and temporary employees.

The seven representatives that were originally part of the Office Operations Support section were a combination of Tax Examiners from the Sales, Employer Withholding, Corporate, and Individual Income Tax sections. These representatives were initially trained and specialized in the big four tax types based on the section from which they came. Whereas, the 10 representatives that were originally part of the Contact Center were trained and specialized in answering basic Individual Income tax questions. Call Center Leadership conducted training with all representatives (current and new hires) to ensure everyone had the same knowledge and would be able to answer taxpayers' questions regarding any of the big four tax types adequately and efficiently. The Call Center then implemented a number of performance metrics to ensure each representative met the expectations set forth and that taxpayers received the same information regardless of the representative with whom they speak.

One of the metrics used to evaluate the representatives' performance is the administration of the Supervisor Phone Observation Sheet (see Appendix I). During random times throughout the month, Call Center Leadership would observe up to five of the representatives' calls and score their performance using the Supervisor Phone Observation Sheet. The use of the Supervisor Phone Observation Sheet directly supported two of the Agency's FY2016 Strategic Goals (see Appendix II) to "ensure functional security" and to "improve the customer service experience and expand outreach to taxpayers and external stakeholders". The initial Supervisor

Phone Observation Sheet evaluated the representative on a broad level only scoring them on the level of customer service provided, professionalism, and whether or not correct information was given to the taxpayer. In September 2016, additional measurements were added and the Supervisor Phone Observation Sheet was updated and became the Call Center Observation Sheet (see Appendix III). This new Call Center Observation Sheet, which was also used to observe emails and web messages, evaluated the representative while ensuring they properly greeted and verified the taxpayer, understood and assisted with the question asked, and provided adequate communication skills and closing. The representative would lose points in the respective category based on the discretion of the Leadership member who was performing the observation. The Call Observation Sheet would then be presented to the representative at the end of the month, or within the quarter during a coaching session. Even though notes regarding the call were provided on the Call Observation Sheet, because of the time that had passed between when the call took place and when the scoring was provided to the representative, it was extremely difficult for the representative to dispute the score if they felt it was not valid. Since its implementation, the Call Observation Sheet has under-gone several changes to better streamline the categories and the point evaluation system. The most recent changes are a direct result of the Quality Assurance Team created in 2017. The primary goal of the Quality Assurance team is to “ensure high quality customer service while safeguarding taxpayer information” (SCDOR, 2020)¹. In an effort to meet this goal, the Quality Assurance Team made changes to the Call Observation Sheet to include specific categories, a point evaluation system based on whether or not the action was performed, the change of the name to the QA Scorecard (see Appendix IV), and the creation of the Customer Service Checklist (see Appendix V). Today the representatives

¹ Source derived from the intranet (not publicly available) of South Carolina Department of Revenue.

will have three calls randomly monitored throughout the month. The Quality Assurance Team does two of the monitored calls and a member of the Call Center Leadership does the third. The representative receives the QA Scorecard via email shortly after completion of the call.

Problem Statement

The primary job function of the Call Center is to educate and provide accurate information to customers for Business Registration, Individual Income, Sales and Use, Employer Withholding, Corporate, Partnership, Fiduciary and MyDORWAY taxes in a professional manner. This job function is imperative as it aligns with three out of four of the Agency's FY2019 Goals (see Appendix VI) to "increase tax and regulatory compliance", "ensure a secure environment", and "provide a customer-centric experience". With an average of 45 representatives, the Call Center took an average of 24,311 calls per month (540 calls per representative) during calendar year 2019 (see Appendix VII). There are six individuals who make up the Call Center Leadership and two individuals who make up the Quality Assurance Team. With the ever-changing workload of the representatives and individual schedules of the representatives, Call Center Leadership, and Quality Assurance Team, it is becoming difficult for Call Center Leadership and the Quality Assurance Team to monitor a "live" call. This makes it that much more difficult to evaluate the representatives' customer service while ensuring they are meeting the expectations set forth and that taxpayers are receiving the same information regardless of the representative answering the call. The question now asked is if in an effort to provide adequate and accurate information amongst all levels within the Call Center, could call recording be a viable solution to assist in improving customer service by increasing the number of available calls to be monitored.

Data Collection

I began my research to determine if call recording would be a viable solution for the South Carolina Department of Revenue by creating and submitting a questionnaire (see Appendix VIII) to the Federation of Tax Administrators website to gauge other State Taxation Agencies. The questionnaire consisted of 10 questions that provided data as to which states currently use call recording, the type of call recording tool implemented, how the decision was made to implement call recording, and how call recording is benefiting the agency. I received responses back from eight State Agencies, five of which currently use call recording. I also conducted personal interviews with Shevon Lee-Cade, a Quality Assurance Coordinator and Devin Martin, a Risk Management & Compliance Analyst at the South Carolina Department of Revenue. Lastly, I reviewed a call recording ebook from OrecX, a company that specializes in call recording software, titled “Why do Companies Record Customers Calls?” The ebook provided feedback received from a survey conducted of over 80 industry professionals to include but not limited to Call Center Managers/Directors, Contact Center Consultants, Customer Service Directors/Managers, and Quality Assurance Coordinators.

Data Analysis

An interview with the South Carolina Department of Revenue’s Quality Assurance Coordinator revealed that two of the most important benefits of call recording from a Quality Assurance point of view is that they will reduce the number of disputes while improving training of the representatives (S. Lee-Cade, personal interview, January 27, 2020). In today’s world when a call observation is completed it may be disputed by the representative stating they did or did not say and/or do something the Quality Assurance Coordinator has deducted points for them

saying/doing or not saying/doing. By having call recordings, the Quality Assurance Coordinator has something to refer to instead of saying “this is what I heard”. Call recording will make resolution of disputes more efficient because it will eliminate the he said/she said. According to S. Lee-Cade (personal interview, January 27, 2020), call recording will improve training of representatives by allowing them to hear what they said and how they sound. This will provide a better understanding of what improvements are needed, therefore improving customer service.

The two benefits provided by the South Carolina Department of Revenue’s Quality Assurance Coordinator directly align with some of the quotes provided in response to OrecX’s survey question “Why do you Record Customer Calls”. OrecX conducted a survey of over 80 business professionals across a dozen industries and multiple countries. Respondents could select multiple answers. Four of the top seven responses that OrecX received are:

1. 69% - Ensure quality service, assess agents
2. 56% - Dispute resolution/risk management, protection
3. 43% - Training/coaching/development
4. 10% - Staff motivation, incentivizing

One respondent said, “By recording and playing back conversations, employees can hear themselves and make adjustments. Management can hear these conversations and determine the strengths and weaknesses of individuals, allotting training time to improve performance” (OrecX). This is a prime example of the quality assurance and staff assessment benefit. When discussing call recording as it relates to dispute resolution, risk management, and protection, one respondent states “Recordings protect you and your customer service reps from the he said/she said issues” (OrecX). Another respondent replied to the question highlighting staff training, coaching and development by saying “It is one of the best training tools you can have to make

improvements. You could sit with a customer service rep and provide them with live feedback, but it will not provide the same impact of replaying the call for them” (OrecX). Call recording can also be used as a staff motivation and incentivizing tool. According to a respondent “When an agent receives an assessment that meets or exceeds standards, it is an instant positive reaction. The gratification is instantaneous and will show on the agent’s next three calls” (OrecX).

With the assistance of my Manager, I submitted a questionnaire (Appendix VIII) to other State Taxation Agencies via the Federation Taxation Administrators website on November 20, 2019. I had requested the Agencies to respond to the questions by January 15, 2020. The following five States responded and provided beneficial information: Florida, Maine, California, New Hampshire, and Wisconsin. Maryland, Idaho, and Oregon also responded but are currently not using a call recording feature.

Florida, California, and Wisconsin all use call recording as a tool when completing call reviews and employee performance evaluations. Supervisors and/or Managers are able to provide immediate feedback when necessary or they can discuss results in the monthly one-on-one coaching sessions. All of the respondents stated that their call recording program has improved agent training programs, agent skills, services to their taxpayers, and accuracy of the information provided to the taxpayers. One state responded that the call recording feature has dramatically improved several aspects of their operation including but not limited to enhanced monitoring of contacts with taxpayers and providing a source of critical information for personnel issues.

Call recording has also provided several process improvements. The Agencies were able to create new procedures for consistent contact handling as well as leverage the recording technology to comply with Payment Card Industry (PCI) Compliance for taking credit card payments via the telephone. Wisconsin, who has been using call recording for over seven years,

advised that they have incorporated the use of call recording into their new agent training. This allows the new agents to hear different call types with a wide variety of subject matter. Call recordings also allow the agents to hear how things could have been done better.

After gathering data from other State Taxation Agencies and the Quality Assurance Coordinator, I began expanding my research from just determining how call recording could improve customer service in the Call Center to determining what other Divisions/Sections would be affected with the implementation of call recording. There are four main sections that would also need to be consulted before implementing such a huge project as call recording: The Office of General Counsel, Information Security, Privacy, and Governance, Risk & Compliance. The Office of General Counsel would have to research and ensure the call recording project complies with all federal and state laws and regulations. Specifically, how would the South Carolina Department of Revenue protect the security and retention of the data collected? D. Martin, Risk Management and Compliance Analyst for the South Carolina Department of Revenue (personal interview, January 21, 2020), advised that the South Carolina Department of Revenue would have to remain in compliance with the IRS and continue to protect State Tax Information (STI) in the same manner as we do Federal Tax Information (FTI) while keeping the STI and FTI servers housed separately.

The Information Security team, who is responsible for providing direction and leadership in securing taxpayer information (SCDOR, 2020)², would be responsible for securing the data according to standards, regulations and laws (secure it in-house). Governance, Risk & Compliance is responsible for defining operational, administrative, and technical controls to comply with standards, regulation, and laws for Information Security to enforce. This group

² Source derived from the intranet (not publicly available) of South Carolina Department of Revenue.

assures the vendors and partners used by the South Carolina Department of Revenue comply with the Department's information security requirements, and with requirements established by external authorities, such as the IRS, the credit card industry, the state legislature, and the South Carolina Department of Information Security (SCDOR, 2020)³. In other words, Governance, Risk & Compliance ensures data security whether secured in-house or via a third party. Because the South Carolina Department of Revenue does not manage our own phone systems, Information Security and Governance, Risk & Compliance will need to take extra steps and work with Segra, the current telephone vendor of the South Carolina Department of Revenue, to ensure they are managing and protecting the recordings correctly.

D. Martin (personal interview, January 21, 2020), stated, “There has been a massive growth in the complexity and volume of data services. Personal data is now crucial material, and its protection and privacy have become important factors enabling acceptance of various services such as cloud services.” It is therefore the Privacy Officer’s responsibility to determine what information needs to be protected and develop policies and procedures to ensure sensitive information shared with the South Carolina Department of Revenue remains private. According to D. Martin (personal interview, January 21, 2020), in any discussion about implementing privacy controls in any process or technology, there are four key concerns or questions:

1. What information in the process or service is regulated under data protections laws?
2. Who is responsible for the personal data in the process or technology?
3. Whose or what laws apply in a dispute?
4. Where is the personal data processed and stored?

³ Source derived from the intranet (not publicly available) of South Carolina Department of Revenue.

Implementation Plan

As part of their process, the Quality Assurance Team creates a monthly report that outlines the total number of observations completed, quality trends, total number of disputes received and the disposition of those disputes. If call recording is implemented this report can be utilized to evaluate if the project is successful. Call Center Leadership would be able to compare the reports on a month-to-month (February 2020 compared to February 2021), as well as yearly basis. Immediately, Leadership would be able to determine if call recording is successful in increasing the total number of observations completed. Leadership would also be able to create training classes based on items identified in the quality trends. Examples of the identified items would then be demonstrated through playing the recorded call(s) in which they took place. Lastly, Leadership would be able to use the monthly report to determine if call recording decreased the number of disputes submitted.

A few more steps need to be taken before the South Carolina Department of Revenue can implement call recording. We would first have to allow Privacy the opportunity to answer the four key concerns or questions as shared above. Privacy would also need to make sure our footprint is as small as possible. D. Martin (personal interview, January 21, 2020), concluded that call recording will result in the South Carolina Department of Revenue having more Personally Identifiable Information (PII) being stored. The more PII we retain, the risk of potential exposure increases. Additionally, communication and training would need to be had with the Call Center Leadership and Quality Assurance Team to understand how to utilize the new software. Call Center Leadership and the Quality Assurance Team would need to work together to create standard operating procedures as well as informing the Call Center representatives of the call recording feature and how it may affect the call observation process.

South Carolina Department of Revenue's current telephone vendor, Segra, has the capability to provide call recording. However, there is the potential obstacle that they are not able to meet the requirements set forth by Privacy and the IRS regulations. If this proves to be an issue there are other companies that we could look into using that work with other State Taxation Agencies such as; Verint QM, Calabrio, Cisco Unified Workforce - AQM Recording Application, and CXone from NICE inContact. However, this could be another potential obstacle if these other companies are not currently on South Carolina State Contract. This would require a separate process to secure another vendor.

Summary and Recommendations

The South Carolina Department of Revenue's Call Center is the voice of the agency. Approximately 45 representatives answered over 291,000 calls during calendar year 2019. The Call Center is tasked with educating, assisting, and providing accurate information to taxpayers regarding Business Registration, Individual Income, Sales and Use, Employer Withholding, Corporate, Partnership, Fiduciary and MyDORWAY taxes. Representatives are also responsible for working failure-to-file correspondence and assisting taxpayers with account sign-up, registration, return filings and payments on MyDORWAY. Call Center Leadership is responsible for ensuring the representative meet the expectations set forth and that taxpayers receive the same information regardless of the representative with whom they speak, thereby improving customer service.

One way Call Center Leadership can verify all of the representatives are providing the same information is with call recording. It is a thought that if a representative knows or thinks they are being recorded they will make sure that they provide exceptional customer service and

accurate information on every call. Call recording can be used in the training of representatives by providing a wide variety of call types to exhibit how a call should and should not be handled. It can also be used in one-on-one coaching and evaluations of the representative. Another benefit of call recording is that it eliminates the “he said/she said” in both the dispute process and when reviewing calls with irate taxpayers.

Several State Taxation Agencies currently use call recording and have shown it to be a benefit in their agency. It is in my opinion that the South Carolina Department of Revenue should also become one of the agencies to utilize call recording. Call recording would not be something that is available for the entire agency. It would only be available to those sections that can demonstrate and justify a business need. The Agency would assist in securing Personally Identifiable Information, State Tax Information, and Federal Tax Information by only enabling access to recorded calls to the people who need it. This would be controlled by restricting login access to the recorded calls to Supervisors and Management. With the assistance of The Office of General Counsel, Information Security, Privacy, and Governance, Risk & Compliance, the South Carolina Department of Revenue could implement call recording and ensure we keep taxpayer information secure and remain in compliance with requirements established by external authorities, such as the IRS, the credit card industry, the state legislature, and the South Carolina Department of Information Security. It is also my opinion that in an effort to provide adequate and accurate information amongst all levels within the Call Center, call recording would be a viable solution to assist in training and in improving customer service.

References

1. SCDOR. (2020, January 21). Governance, Risk, & Compliance [Huddle] Accessed on huddle.scdor.us....
2. SCDOR. (2020, January 21). Information Security (CISO) [Huddle] Accessed on huddle.scdor.us....
3. SCDOR. (2020, January 21). Quality Assurance [SharePoint] Accessed on sharepoint.scdor.us....
4. “Why do Companies Record Customer Calls?” *OrecX*, 20 January 2020, http://cdn2.hubspot.net/hub/241981/file-1318247187-pdf/ebook_why_record_customer_calls_final.pdf?t=1435559818444.

Appendix I

Supervisor Phone Observation Sheet

Employee Name: _____ Date: _____

Tax Type: _____ File/Account #: _____ TP Name: _____

Hunt Line Observed: _____ Inbound #: _____

Start Time (from phone): _____

Stop Time (from phone): _____

Customer Service (1 – lowest; 5 highest): 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>
Professionalism (1 – lowest; 5 highest): 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/>
Correction Information given to taxpayer?: Yes <input type="checkbox"/> No <input type="checkbox"/>

Notes: _____

Areas for Improvement (if any): _____

Observed by: _____

Appendix II



MISSION

To administer the revenue and regulatory laws of this State in a manner deserving the highest degree of public confidence in our integrity, effectiveness, and fairness with a focus on information security and the protection of taxpayer information

VISION

To be an innovative and trustworthy service partner for all stakeholders.

GOALS

- 1 Fairly administer and enforce revenue and regulatory laws to maximize compliance.
- 2 Ensure functional security.
- 3 Improve the customer service experience and expand outreach to taxpayers and external stakeholders.
- 4 Establish a culture that develops, retains, and values a competent, productive, and diverse workforce.

VALUES

- Excellence
- Open Communication
- Functional Security
- Leadership
- Visionary and Innovative
- Ownership
- Accountability
- Collaboration
- Empowering
- Professionalism

2016 STRATEGIES

July 1, 2015- June 30, 2016

1. Maximize Compliance/Increase Collections

Strategies:

- Increase voluntary compliance
- Address non-compliance
- Increase fraud prevention & detection
- Continue implementation of COTS

2. Functional Security

Strategies:

- Continue to improve security governance
- Securely migrate all IT systems to a new network
- Implement a functional remote disaster recovery site
- Continue the secure implementation of COTS

3. Customer Service/ Stakeholder Outreach

Strategies:

- Interpret & disseminate tax law information
- Continue implementation of COTS
- Centralize tax revenue reporting
- Streamline and expand external communications

4. Agency Culture

Strategies:

- Develop DOR's workforce
- Retain DOR's workforce
- Value DOR's workforce
- Streamline and expand internal communications

These strategies outline how we will work together to achieve our FY2016 goals. Together we are funding a better state.



Appendix III

1350



STATE OF SOUTH CAROLINA
DEPARTMENT OF REVENUE
**CALL CENTER CALL
OBSERVATION SHEET**

Print Form

Reset Form

C-654
(Rev. 9/25/16)
6445

Employee: _____ Date: _____ to: _____

Call Email/Web Message

CALL 1

Notes: _____

Areas for Improvement (if any): _____

CALL 2

Notes: _____

Areas for Improvement (if any): _____

CALL 3

Notes: _____

Areas for Improvement (if any): _____

CALL 4

Notes: _____

Areas for Improvement (if any): _____

CALL 5

Notes: _____

Areas for Improvement (if any): _____

Page 1 of 2

	Points Possible	Call 1 Score	Call 2 Score	Call 3 Score	Call 4 Score	Call 5 Score	Month Score
Used Appropriate Greeting	5						
Understood Question(s)	10						
Verified Caller	5						
Accurate Answer(s)	20						
Courteous & Professional	15						
CRM/IIT Notes	10						
Used Appropriate Closing	5						
Call Handle Timely	15						
Advertised website	5						
Extra Points	10						
Total	100						

Rating Scale
 <71% - Unacceptable
 71%-80% - Needs Improvement
 81%-89% - Meets Expectations
 90%-94% - Exceeds Expectations
 >94% - Outstanding

Observed by: _____

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Appendix IV

QA Scorecard Details		Reviewer:
Agent:	Date of Call:	Call #:
SSN/ITIN/FEIN/File #:	Section:	Type of Call:
Administrator:	Manager:	Supervisor:
Call Score:	Call Percentage:	Rating:

QA Scorecard Questions			
Greet & Verify	Yes	No	N/A
Said "South Carolina Department of Revenue"	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provided First Name	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
ID - SSN, ITIN, Letter ID, FEIN or File/Account #	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Name of Taxpayer/Claimant	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Affiliation of Taxpayer/Claimant	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mailing Address of Taxpayer/Claimant	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Phone Number of Taxpayer/Claimant	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
MyDORWay Username/Email Address	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information of Authorized Third Party	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Offered Assistance	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

Verification Pass or Fail	Pass	Fail
Verified Required Items	<input type="radio"/>	<input type="radio"/>

Greet & Verify Notes				

Understand & Assist	All	Half	None	N/A
Actively Listened	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Restated the Issue	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provided Accurate Information	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provided Appropriate Response	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adequately Notated Account	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Completed Required Actions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

Accuracy Pass or Fail	Pass	Fail
No Detrimental Information Provided	<input type="radio"/>	<input type="radio"/>

Call Synopsis

Understand & Assist Notes

Customer Service	Yes	No	N/A
Used Courteous Tone	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Exuded Confidence and Professionalism	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Did Not Interrupt Caller Unnecessarily	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Spoke Clearly/Avoided Use of Slang	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Demonstrated a Willingness to Assist	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Avoided Long Silences/Appropriate Use of Hold	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

Customer Service Notes

Call Control	Yes	No	N/A
Asked Probing Questions	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Refrained from Excessive Chit-Chat	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Kept Caller on Task	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Transferred/Escalated Call Appropriately	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

Call Control Notes

Closing	Yes	No	N/A
Ensured all Caller's Issues were Addressed	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Advertised Website	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Thanked Caller for Calling	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

Closing Notes

Overall Comments

QA Call Scorecard Point Values
Total Possible Points - 370

Rating Scale

Does Not Meet Expectations – Below 85

Meets Expectations – 85 to 95

Exceeds Expectations – 96 or greater

Greet & Verify	Point Value
Said "South Carolina Department of Revenue"	10
Provided First Name	10
ID – SSN, ITIN, FEIN, Letter ID, File/Account #	10
Name of Taxpayer/Claimant	10
Affiliation of Taxpayer/Claimant	10
Mailing Address Taxpayer/Claimant	10
Phone Number of Taxpayer/Claimant	10
MyDORWAY Username/Email Address	10
Information of Authorized Third Party	10
Offered Assistance	10

Understand & Assist	Point Value
Actively Listened	10
Restated the Issue	10
Provided Accurate Information	50
Provided Appropriate Response	20
Adequately Notated Account	20
Completed Required Actions	10

Customer Service	Point Value
Used Courteous Tone	20
Exuded Confidence and Professionalism	20
Did Not Interrupt Caller Unnecessarily	10
Spoke Clearly/Avoided Use of Slang	10
Demonstrated a Willingness to Assist	10
Avoided Long Silences/Appropriate Use of Hold	10

Call Control	Point Value
Asked Probing Questions	10
Refrained from Excessive Chit Chat	10
Kept Caller on Task	10
Transferred/Escalated Call Appropriately	10

Closing	Point Value
Ensured all caller's Issues were addressed	10
Advertised website	10
Thanked caller for calling	10

Appendix V

Customer Service Checklist

Following these 5 simple steps to pass every call and have an overall easier interaction with our taxpayers. If you make their experience great, we ALL WIN!

- Greeting and Verification**
"SC Department of Revenue, This is.... May I have your account number, name (business), and address?" (update the address only after receiving the SC8822 or something in writing). "Thank you, how can I help you today?"
- Actively Listening**
Uncover the reason for the call, not just what the taxpayer is saying, but find the route of the problem. Use active listening ques, i.e. I understand, and show empathy when appropriate. There is nothing worse than DEAD AIR!
- Ask Probing Questions**
Ask open ended questions if the request is unclear or if you think you are missing vital information to resolve the taxpayer's issue. Ask and thank the taxpayer for their holding and for their patience.
- Provide Complete Solution**
Provide a solution that will prevent the taxpayer from calling back. Address any other potential issues that may result in the taxpayer having to call back. If transferring, identify the section and provide direct contact number. Educate the taxpayer to **promote electronic filing and payment options on MyDORWAY (mydorway.dor.sc.gov).**
- Appropriate Closing**
ie. Mr. /Mrs. _____ have I addressed all of your issues/concerns today? Thank you for calling, for future assistance please visit our website, dor.sc.gov and mydorway.dor.sc.gov

Appendix VI

FISCAL YEAR 2019
STRATEGIC PLAN

GOALS & strategies

JULY 1, 2018 - JUNE 30, 2019

MISSION

To administer the revenue and regulatory laws of the State with integrity, effectiveness, and fairness to all taxpayers, while maintaining the highest security and the protection of taxpayer information.

VISION

To be an innovative and trustworthy service partner for all stakeholders.

VALUES

Open communication	Ownership
Functional security	Excellence
Vision & innovation	Leadership
Empowerment	Accountability
Professionalism	Collaboration



1 Increase tax and regulatory compliance

- 1.1 - Customize compliance efforts based on taxpayer behaviors
- 1.2 - Offer simple, taxpayer centered compliance methods
- 1.3 - Identify and pursue noncompliant taxpayers

2 Ensure a secure environment

- 2.1 - Maintain a strong governance of privacy, anti-fraud, cyber, and physical security
- 2.2 - Ensure workforce security through screening, training, and skill development
- 2.3 - Utilize advanced technology tools to prevent, detect, and respond to threats

3 Provide a customer-centric experience

- 3.1 - Identify and exceed customer expectations
- 3.2 - Personalize customer interactions
- 3.3 - Enhance self-service options

4 Engage and empower employees

- 4.1 - Build a community of collaboration and open dialogue
- 4.2 - Connect each employee's value to the mission
- 4.3 - Encourage self-improvement

SOUTH CAROLINA
DOR
DEPARTMENT OF REVENUE

COM8 751
1101201

huddle.scdor.us/strategic-plan

Appendix VII**Calendar Year 2019**

ACD Calls

	IIT	Sales	Withholding	Corporate	Other	MDW-General	MDW-Signup	Registration	Rebate	Monthly Total
January	4110	1985	1036	1328	801	404	1669	1607		12940
February	20014	1569	722	2036	1493	496	834	2933		30097
March	22167	2466	1196	2307	1603	785	1553	2954		35031
April	20267	2337	1572	1652	1108	1393	2102	2800		33231
May	15230	3133	1765	1669	1082	1434	1922	1979		28214
June	10460	3043	1373	1771	1176	1324	2357	1849		23353
July	8004	2705	1385	1664	1156	1041	2950	2048		20953
August	6043	3388	1512	1615	1264	829	2267	1899		18817
September	4865	2997	1491	1384	1195	839	2089	1774		16634
October	6457	3353	1654	1759	1334	929	2965	1782	343	20576
November	4918	3561	1422	1600	1003	713	2239	1241	10920	27617
December	5019	3426	1514	2105	1072	794	2228	1303	6810	24271
Total	127554	33963	16642	20890	14287	10981	25175	24169	18073	291734

Appendix VIII

Hello, my name is Shukura Ellison and I am a supervisor in the South Carolina Department of Revenue's Call Center. I am enrolled in South Carolina's Certified Public Manager program. My project includes gathering information and statistics to explore the possibility of implementing a call recording tool. Please take a few minutes to complete the attached questionnaire about call recording at your agency and return it to me by January 15, 2020. We sincerely appreciate your time and assistance.

Thank you,
Shukura N. Ellison

SCDOR Call Recording Tool Questionnaire

1. Do you currently use call recording? If so, how long have you used it?
2. What program/system do you use to record your calls?
3. Is call recording used for the entire agency or just the call center?
4. How has call recording impacted your agency as a whole?
5. Do you have a Quality Assurance program? If so, how has call recording impacted that program?
6. Do you record all calls? If not, how many calls are recorded per month?
7. How are recorded calls stored? How long do you keep the stored recordings?
8. Did you work with external agencies or companies to determine call recording best practices? If so, who did you work with?
9. What process improvements has your agency implemented thanks to data collected from call recordings?
10. Are there any documents or procedures about your call recording program that you are willing to share?