

December 15, 2020

Senator Robert Cowles
Co-Chair, Joint Legislative Audit Committee
Room 118 South, State Capitol
Madison, WI 53702

Representative Samantha Kerkman
Co-Chair, Joint Legislative Audit Committee
Room 315 North, State Capitol
Madison, WI 53702

Dear Co-Chairs Cowles and Kerkman:

I am writing to update you on the status of the Department of Workforce Development's (DWD's) efforts to implement the Legislative Audit Bureau's (LAB's) recommendations contained in its limited-scope review of Unemployment Insurance Call Centers in September 2020 (Report 20-13). Our efforts are outlined below.

Recommendation 1: DWD include in its weekly reports to the co-chair-persons of the Joint Legislative Audit Committee the total number of telephone calls to Unemployment Insurance program call centers that resulted in individuals being unable to reach the call centers, including telephone calls that were blocked and telephone calls that resulted in busy signals; and report to the Joint Legislative Audit Committee by January 8, 2021 on its efforts to implement this recommendation.

- ✓ Since September 25, 2020, DWD has specified in its weekly report to you the total number of telephone calls to Unemployment Insurance program call centers that resulted in individuals being unable to reach the call centers, including telephone calls that were blocked and telephone calls that resulted in busy signals.

Recommendation 2: DWD develop a records disposition authorization pertaining to data associated with telephone calls to Unemployment Insurance program call centers and submit it to the Public Records Board for consideration; and report to the Joint Legislative Audit Committee by January 8, 2021 on its efforts to implement this recommendation.

- ✓ DWD developed a records disposition authorization pertaining to data associated with telephone calls to Unemployment Insurance program call centers and submitted it to the State Records Center for administrative review on December 11, 2020 as a preliminary step prior to submission to the Public Records Board. On December 14, 2020, the State Records Center provided suggested edits that are being incorporated for its submission to the Public Records Board.

Recommendation 3: DWD require Alorica and Beyond Vision to report contractually required information on the extent to which issues were resolved after the initial telephone calls of individuals to call centers; use this information to assess the effectiveness of Alorica and Beyond Vision; and report to the Joint Legislative Audit Committee by January 8, 2021 on its efforts to implement this recommendation

- ✓ Since Report 20-13 was released in September, DWD has modified its contracts with Alorica and Beyond Vision to better ensure quality and quantity performance. Alorica and Beyond Vision have reported contractually required weekly quality scores, which assess if call center agents follow DWD-defined processes in resolving the question asked by a caller. Currently, Alorica's quality scores range from 95% for Tier 1 calls, over 96% for Tier 2 calls and over 97% for Tier 3 calls and Appeals

lines. These scores indicate that individuals have been provided the correct information and should result in resolution at the first contact.

As LAB reported and as indicated in the Statements of Work for the Alorica and Beyond Vision contracts, DWD initially intended to collect information regarding the "number of first call resolution[s]." However, DWD discovered that this metric did not provide DWD with useful quantitative and qualitative data for various reasons. First, neither DWD nor its contractors were tracking whether calls and issues were unique. In practice, DWD found that claimants were calling multiple times regarding the same issue. Second, DWD found that it was difficult to define when an issue was resolved due to the variability in issues and the perceptions of the claimants. Finally, DWD found that it would be difficult to validate whether the definition was being applied uniformly, as the number of first call resolutions would need to be reported based on subjective judgements of the call agent following each call.

Instead of tracking whether an issue is resolved after the initial telephone call with an individual, DWD has been tracking whether claimants receive accurate information in response to each issue identified by claimants. DWD is accomplishing this by tracking the quality of the agents under the service level agreement for contractor performance that DWD incorporated into each contract. DWD measures agent quality by using a quality assurance process that includes agent monitoring and coaching for various call types.

Thank you for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read 'Amy Pechacek', written in a cursive style.

Amy Pechacek
Transition Director
Department of Workforce Development