

# Call Center Study Final Report

The study covered all 53 state agencies that operate UI programs. During the Great Recession (December 2007 – June 2009),<sup>1</sup> state UI agencies were overwhelmed with the volume of claims filed and the increasing number of unemployed workers relying on UI benefits for extended periods of time. States experienced sudden surges in workload as well as unprecedented backlogs of nonmonetary and monetary determinations, requests for appeals, and customer inquiries about their benefits and/or regarding the different program(s). States' UI call centers were the front lines in their interactions with people trying to understand and gain access to the UI program.

In most states, call centers process initial claims and respond to customers on every type of question related to UI or to their particular claim. Most centers combine claims taking staff and customer service staff with adjudication experts, who investigate and make decisions regarding eligibility issues that trigger or prevent payments from taking place. Management of appeals and the administration of hearings on individual cases are done elsewhere in the UI agency; accordingly, those functions were not a focus of the study.

This study also assessed whether states are aware of, and taking advantage of, the latest call center technology, forecasting software and management tools, and whether equipment upgrades and other investments had been completed recently. The inquiry also looked at management practices related to effective recruitment, training, deployment and retention of limited human resources as well as the performance metrics used by states to assess the effectiveness of daily operations in call centers and the resulting impact on customers and staff productivity. The study also explored lessons learned during the Great Recession and its aftermath and collected information from states regarding the effect that self-service, web-based technology had on the volume of work and the customer interfaces given that 75-80 percent of initial claims are now filed on the web in most states.

Six states do not operate call centers for the processing of intrastate UI claims: Arkansas, Delaware, Hawaii, New Hampshire, the U.S. Virgin Islands, and West Virginia. Coffey conducted interviews with the UI Directors in those programs to determine why they did not manage call centers. In some cases, the states had an unsatisfactory experience with interactive voice response (IVR) applications in the past. In others, state managers either prefer to take initial claims in person using experienced UI claims takers, or they thought that the needs of their

# The Multichannel Call Center Study Final Report

**L Cohen**



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The Multichannel Call Center Study Final Report Call Center Press,2001-01-01 A total of 268 U S call centers representing 12 industries participated in this e mail survey designed to gauge the status and progress in the development of multiple customer access channels the enabling technologies and plans for implementation in the future The data uncovered and key insights will help organizations to realistically assess their call center s progress make wise technology investments and focus on appropriate developmental priorities This high quality yet affordable report features 25 pages of key study analysis highlighted by 32 charts and figures 10 pages of verbatim comments by survey participants and 64 pages of additional industry specific data and charts

*Cases in Call Center Management* Richard Feinberg, Ko de Ruyter, Lynne Bennington, 2005 Annotation The book is rounded out with a section on resources that will provide hundreds of ideas to accentuate your current call center Both a practical guide and an exhaustive reference *Cases in Call Center Management* is an investment in the future success of your customer service operations

**Call Center Management on Fast Forward** Brad Cleveland, Julia Mayben, 1997 This is the only book available today that provides a very readable step by step guide for managing an incoming call center The book combines theory with practical advice and is filled with over 100 charts and graphs several case studies and an extensive glossary and index Readers will learn how to achieve service level with quality in an era of more transactions growing complexity and heightened caller expectations understand the how behind best practices boost caller satisfaction win top management s support and discover what separates a good call center from a great one

*Workforce Cross Training* David A. Nembhard, 2007-04-25 In today s ultra competitive global business environment it is becoming increasingly important for companies to reduce spending while simultaneously improving their efficiency and productivity To achieve this goal many organizations are opting to implement cross training programs in order to maximize the potential of their existing workforce

th *Multichannel Call Center Study Final Report* ,2001

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