



Agenda Item 9

November 18, 2014

ITEM NAME: Customer Services and Support Performance Update

PROGRAM: Customer Services and Support

ITEM TYPE: Information

EXECUTIVE SUMMARY

Customer Services and Support (CSS) is committed to achieving the highest level of service in administering pension and health benefits. By continuously measuring performance in all core operations we are able to adapt to the ever changing customer service environment while enhancing our service delivery. This information item presents the CSS Performance Dashboard for the first quarter of Fiscal Year (FY) 2014-2015 and a status update on projects designed to improve the customer experience.

STRATEGIC PLAN

This item supports the California Public Employees' Retirement System (CalPERS) Strategic Plan Goal B: "Cultivate a high-performing, risk-intelligent, and innovative organization," as well as our objective to "deliver superior, end-to-end customer service that is adaptive to customer needs."

BACKGROUND

The CSS Performance Dashboard captures our service levels and measures the impact of service and process improvements on our operations and customer satisfaction.

The CSS engages in many projects throughout the year aimed at enhancing the customer experience by improving access and the effectiveness and quality of our services.

ANALYSIS

CSS Performance Dashboard

To allow the Board of Administration to evaluate whole programs most effectively, we report broad indicators of performance and exceptions requiring further attention in our Performance Dashboard (Attachment 1). For the first quarter FY 2013-2014, CSS reflects a green status in all performance attributes.

Tax Withholding Election Processing

As reported in previous updates, the Benefit Services Division (BNSD) experienced a large increase in workload associated with the Specified Tax Withholding Project.

As part of this project, staff contacted benefit recipients who had elected specified tax withholding amounts, requesting they complete and return new election forms. The resulting upsurge in forms impacted processing. As of the end of the first quarter the team successfully processed the large number of forms received as a result of the project and has now returned to normal service levels.

Membership Determination Processing

The membership team is able to process all new work items within service levels while working to reduce total inventory. The team continues to identify and resolve high priority and critical membership issues.

Service Credit Purchasing Processing

During the first quarter, Service Credit Purchasing returned to normal processing levels.

CSS Projects Update

Lean Six Sigma Project

The BNSD embarked on a process improvement project in April 2014, using Lean Six Sigma methodology to improve the timeliness of disability retirement application processing. The goal of the project was to target improvements that will reduce processing time and provide better customer service to our members. The team completed the analysis phase of the project and began implementing improvements during July 2014. The new processes involve more proactive outreach to members to obtain additional information and documents as needed. Receiving these documents early in the review process will reduce the amount of time it takes to make a timely determination. New disability retirement applications are being tracked to assess the effectiveness of the Lean Six Sigma project and measure the timeliness of each step in the process. As applications are completed and submitted throughout the rest of the fiscal year we will measure the results and report back as the data becomes available.

CEM Project

Last month during the Pension and Health Benefits Committee meeting, we presented our FY 2012-2013 CEM benchmarking report. The CEM report presents a comprehensive picture of CalPERS service and costs compared to our peer group of retirement systems. We recognize the great value of benchmarking as a performance measurement tool and have dedicated the resources necessary to participate in the CEM study covering FY 2013-2014.

We are on track to capturing the required data and have created a systematic reporting plan, working with CEM Benchmarking and CalPERS representatives from across the Enterprise to capture statistics that present the most accurate picture of pension administration costs, service and productivity.

Open Enrollment

October 15 marked the completion of another successful Open Enrollment period. Our efforts to encourage retirees to use Member Self-Service have been successful as we've seen a 30 percent increase in the use of this channel from last year's open enrollment. Internally, we continue to process the open enrollment requests we've received. Over the next few months we will present more detailed statistics on Open Enrollment activities.

Customer Services and Support Division Move

In October, Customer Services and Support Division (CSOD) completed the planned move of the Customer Contact Center and other Lincoln Plaza CSOD-based staff to the temporary location in West Sacramento. Contact Center operations ceased for one day on October 20, according to plan, allowing for a smooth transition to the new location. The CSOD operations are up and running at the new site enabling our agents to provide the highest quality service to our customers. The Sacramento Regional Office remains at headquarters in Lincoln Plaza.

BUDGET AND FISCAL IMPACTS

Not Applicable

BENEFITS/RISKS

Not Applicable

ATTACHMENTS

Attachment 1 – CSS Fourth Quarter Performance Dashboard

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