



A Seamless Transition:

Delivering a Call Center Changeover Solution on Time and on Budget

Contact Center Solutions
Case Study



Serving the 915
With the 311



DATAMARK's planning, strategies and tools deliver a call center changeover **on time and on budget.**

Background

The City of El Paso, Texas awarded DATAMARK a three-year contract to operate the city's 311 Call Center, a department responsible for handling non-emergency phone calls from the city's residents in English and Spanish. The call center was staffed by approximately 40 employees of the outgoing service provider.

To maintain continuity of service to residents of El Paso, a city with a population of 685,000, circumstances required that DATAMARK take over operation of the call center from the prior service provider within a short time frame—approximately 30 days.

DATAMARK was ready for the challenge.

The City of El Paso's 311 Call Center is responsible for handling non-emergency calls from citizens in English and Spanish.



“In taking over operations of the 311 Call Center, DATAMARK proactively sought opportunities to improve working conditions and employee satisfaction, and to improve call data collection, reporting and analysis.”

Meeting the Challenge

Given a 30-day timeline to assume operation of the City of El Paso 311 Call Center, it would have been impractical, if not impossible, for DATAMARK to hire new managers and agents, and train them to be proficient in handling a wide array of resident requests for information and services.

Hence, DATAMARK recognized the need for a “rebadging” transition strategy—creating a structured, step-by-step plan to hire as many of the outgoing service provider’s call center supervisors and staff as practical. Doing so would ensure that the call center would retain experienced subject matter experts (SMEs) and agents, helping maintain continuity of service and high quality of customer care.

For DATAMARK’s contact center experts—a team of business engineers, project managers and transition managers, the transition presented an opportunity to identify areas for delivering operational excellence. In taking over operations of the 311 Call Center, DATAMARK proactively sought opportunities to improve working conditions and employee satisfaction, and to improve call data collection, reporting, and analysis.

The basic elements of DATAMARK’s transition strategy included:

- Understanding the current state of call center operations through extensive interviews with supervisors and agents.
- Reviewing staff concerns, such as the existing pay structure and availability of parking.
- Documenting the current state of the workflow to identify and remove non-value-add steps and uncover opportunities for improvements in efficiency and quality.
- Developing and implementing a highly detailed, step-by-step transition plan to be shared with all stakeholders in the City of El Paso and in DATAMARK.



Preparing for Change

DATAMARK's team quickly went into action.

Business engineers worked to identify, document and map out the current state of the call center workflow. Procedures, policies and work instructions were organized and made accessible to stakeholders so that the call center workflow was easily understood and processes were completed in a consistent manner.

A well documented and mapped process allowed the business engineers to begin identifying ways to improve workflow efficiency. Transition managers interviewed supervisors and agents, revealing insights about the workflow and ways to improve it. The interviews also presented an opportunity for DATAMARK to hear out employees' comments and concerns regarding benefits working conditions. Additionally, the transition team worked closely with DATAMARK's human resources department to quickly hire and train for any positions that needed to be filled during the 30-day transition window.

DATAMARK's team also saw the transition as an opportunity to introduce DATAMARK's corporate culture and core principles of partnership and continuous improvement to stakeholders in the City of El Paso government.

Transition managers delivered continuous updates to city departments that relied on the 311 Call Center for customer service, and DATAMARK developed an easy-to-understand dashboard of metrics and key performance indicators to share with city managers overseeing the call center's operations.

DATAMARK project managers were responsible for overseeing every step of the transition, identifying all tasks that needed to be completed. The project managers assigned responsibility and deadlines for each task and kept every affected stakeholder advised of the transition progress with timely and transparent communication.

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Results: A Successful Transition

By means of a rebadging transition strategy, DATAMARK successfully took over operations of the 311 Call Center within the 30-day time frame required by the City of El Paso. DATAMARK completed the transition seamlessly, with no significant drop in service levels during the changeover.

Furthermore, DATAMARK's team of business engineers, transition managers, and project managers used the transition period as an opportunity to uncover areas for improvement. For example, after interviews with the call center's supervisors and staff, DATAMARK recognized a need to review the pay differential formula to improve pay scales for experienced employees. Additionally, the team investigated ways to improve the staff parking policy.

The transition also offered DATAMARK the opportunity to introduce and share its corporate culture and values with stakeholders within the City of El Paso. These values include transparency, an open communication channel, and information sharing with city personnel responsible for oversight of the DATAMARK-operated call center. DATAMARK improved the sharing of call center data by developing a visual dashboard of key performance indicators and other business-critical metrics.

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About DATAMARK

DATAMARK is a leading provider of multichannel customer contact center services, digital mailroom and mail center management, data entry, document processing services and business process re-engineering services for Fortune 500 companies, government agencies and other large enterprises.

Founded in 1989, the company is the strategic business process outsourcing (BPO) partner for companies across numerous industry sectors, including healthcare, insurance, banking and financial services, and transportation and logistics.

DATAMARK offers on-site, onshore and offshore processing facilities, delivering enterprise content management (ECM) and process-automation technologies and solutions to help organizations improve efficiency and profitability in all business functions.

Headquartered in El Paso, Texas, DATAMARK employs nearly 2,000 people in its U.S., Mexico and India facilities.

To learn more about our services and solutions, visit:

www.datamark.net