**IRG Statement**

The current employees are highly motivated, have an excellent knowledge base and are a significant asset to the business.

IRG members perceived from their visit/s and questionnaires a conscious ‘lack of worth’ and a feeling of being undervalued from the CT team, coupled with an outstanding level of commitment and dedication from the CT team to provide a ‘quality’ service to the customers.

Failure to improve matters will cause frustration, de-motivate staff and may lead to valuable operational staff leaving.

In reviewing the current arrangements for incoming telephone calls we have identified a number of risks associated with all three CT sites. These are as follows:

1. **WORKING PRACTICE (\*\*\*High) (\*\*Medium)**
   1. **\*\*\*** The staff undertake far more than just answer the phone due to their dedication, but this can cause problems in the call clearance rate.
   2. **\*\*\*** There is tension and unease between duties as receptionist and contact team member.
   3. **\*\*\*** They undertake administration work for other departments but as no record is kept, there is no ability to recharge for the work undertaken.
   4. **\*\*\*** Administration duties of other department/s workload are on an ‘ad/hoc’ basis and ‘substantial’, they place undue workload pressure on contact team staff at all sites to complete the work, thus producing the risk of errors and mistakes on customer records.
   5. **\*\*\*** Time constraints and deadlines are at times applied to the administration workload, causing delays in answering ‘customer’ reception counter visits and telephone queries.
   6. **\*\*\*** Call forwarding customer issues to other departments is dire, due to staff being unavailable to take the call in the relevant department (90% of customer referrals fail) requiring a call-back scenario.
   7. **\*\*\*** E-mail messages are sent to the relevant department/s with call details; the e-mails are not logged/recorded or replied to, with feedback from the department handling the call, non-existent (system failure).
   8. **\*\*\*** Call-backs are managed with personal ad/hoc written notes (not logged) making it easy for items to be mislaid or lost and return calls overlooked.
   9. **\*\*\*** Unanswered customer call-back triggers an automated response message to be left for the customer (no name or reference provided). The customer returning the call is unaware who has called and a global e-mail message is sent to relevant staff in an attempt to identify the issue and provide a response to the customer returning the call.
   10. **\*\*\*** There appears to be no specific Contact Centre ‘on or off the job’ training available (currently face to face), posing the risk of incorrect information being given out.
   11. **\*\*\*** It is possible for all contact team staff to log out of the system with no warning message box or visual/audible alarm indication to the staff, leaving the system unmanned.
   12. **\*\*\*** There are no team meetings resulting in low morale, a lack of cohesion and team spirit.
   13. **\*\*** There is no logging system for requests or posting of company forms so they can be missed/not sent.
   14. **\*\*** There is no answerphone facility so in the case of a fire alarm/drill when offices are evacuated calls will go unanswered.
   15. **\*\*** There is no hand-over procedure at shift start/end for part time or stand-in staff.
   16. **\*\*** No operator manuals are available.
2. **CONFIDENTIALITY / SECURITY (\*\*\*High) (\*\*Medium)**
   1. **\*\*\*** Due to the design and space constraints of the various offices there is little privacy or confidentiality for either reception counter customers or telephone callers.
   2. **\*\*\*** Non-conformance of Data protection Act 1990.
   3. **\*\*\*** Cash is being received over the counter with no security protection for staff. No screening or security gate (all sites)
   4. **\*\*\*** Security of confidential customer benefit forms (admin duties) while being processed is poor.
   5. **\*\*\*** No threat ‘key word/s’ to warn other staff present, of a threat situation.
   6. **\*\*\*** Concerns if ‘threat alarm’ (panic button) activated, regarding the length of time for physical response presence on site in satellite offices.
   7. **\*\*\*** There are occasions (in satellite offices) where lone working occurs, again with no security.
   8. **\*\*** No ID or visitor badges offered to visitors requiring back office access. Visitor access is logged at Greenbank office.
3. **COMPUTERS / SYSTEM (\*\*\*High) (\*\*Medium)**
   1. **\*\*\*** Systems are inherited, cobbled together, and operationally not suitable for the task.
   2. **\*\*\*** The computer system is extremely slow and can only get slower.
   3. **\*\*\*** Time is lost as the different database systems and other software programs are not integrated (no transparent communication, ODBC/DBMS).
   4. **\*\*\*** Staff internet access (at permitted times) drastically slows down the system making it unusable for business purposes.
   5. **\*\*\*** Monitor screens for multiple software programs are too small and may contravene regulations
   6. **\*\*\*** CBL system is extremely slow making it impossible to resolve a customer query at first attempt, frequently requiring a customer return office visit or call-back.
   7. **\*\*\***  Team members normally take breaks at their desks and have no ‘break out’ (respite/chill-out) room to recover from a trauma call/visit, or take the required break away from their monitors contravening health and safety regulations.
4. **COMPLAINTS (\*\*\*High) (\*\*Medium)**
   1. **\*\*\*** The majority of complaints are handled informally (stage1) by contact centre staff and not logged as such.
   2. **\*\*\*** All CTstaff initially ‘soft handle’ a complaint (counter visits & phone) in an attempt to resolve it with the customer.
   3. **\*\*\*** If resolved by CT, the complaint is not logged or the department concerned contacted and informed of its nature.
   4. **\*\*** Complaints are only logged when passed onto the relevant department (stages 2 & 3), producing a misleading complaint count total; the true count is therefore unknown.