



STATE OF UTAH

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Report 2015-02

A Performance Audit of DWS Customer Service and Follow-Up

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AUDITOR GENERAL

DWS Reasonably Monitors and Improves Customer Service

- The Eligibility Services Division (ESD) rate of complaint per customer contact is 0.02% or 416 complaints to 1.8 million total customer contacts. The rated only includes complaints that are not resolved directly by staff or supervisors. **We believe this rate to be acceptable.**

- DWS measures customers satisfaction in four areas:
 - Average days to eligibility decision: 17 days, within the federal 30-day requirement. **We believe the program averages to be reasonable.**

 - Average time on hold: 10 minutes and 40 seconds, which we estimate is down, but because of previously unreliable numbers we can't say for sure. **We encourage DWS to continue tracking these numbers to make appropriate comparisons.**

 - Rate of decision accuracy: 93% average of all four major programs. This takes into account that Utah's measure of accuracy is stricter than the federal government. **We believe the accuracy rate to be adequate.**

 - Professional and responsive staff: Uses training, phone surveys, in-depth department wide surveys. **We believe these efforts to be sufficient.**

**DWS Implemented 13 of 14
Previous Recommendations**

	Recommendation	DWS Response	OLAG Conclusion
1	We recommend DWS improve data tracking and analysis to determine and isolate the efficiency gains achieved from any new process improvement programs.	Implemented	Implemented
2	We recommend that DWS address the financial and motivational sustainability of their Pay for Performance program given the reduction of incentive amounts resulting from increased employee participation.	Implemented	Implemented
3	We recommend DWS continue to account for inequitable opportunities among employees by recognizing outputs that better define the performance of its workers.	Implemented	Implemented
4	We recommend that DWS tighten Eligibility Services Division (ESD) controls over the determination process or adjust incentives to control for potential negative employee behavior.	Implemented	Implemented
5	We recommend that DWS consider improving its ability to track individual work process inputs and/or shifting focus from individual-oriented rewards to incentives better matching interdependent work processes.	Implemented	Implemented
6	We recommend that DWS consider additional nonmonetary enrichments and work process changes that may cultivate employee trust and reestablish intrinsic, public-service-oriented motivators.	Implemented	Implemented
7	We recommend that DWS and ESD limit Pay for Performance incentives to only its eligibility specialists, unless supervisor and management incentives are redesigned to isolate the individual impacts of supervisors and management.	Implemented	Implemented
8	We recommend that DWS develop hierarchy-specific benchmarks for accuracy that are similar to existing productivity requirements.	Implemented	Implemented
9	We recommend that ESD management continue addressing any remaining issues associated with selection bias in the Performance Review Team (PRT) case review process.	In Process	In Process
10	We recommend that ESD management develop processes to document the frequency and basis that errors identified by PRT case reviewers are being appealed and overturned.	Implemented	Implemented
11	We recommend that ESD adjust its sampling methodology to provide a greater level of confidence in conclusions about employee performance.	Implemented	Implemented
12	We recommend that ESD management adopt guidelines and tools that specify acceptable employee performance and clarify when negative personnel actions are appropriate.	Implemented	Implemented
13	We recommend that DWS determine ways to slow the rate of large-scale changes and ensure that employees are able to effectively adapt to changes.	Implemented	Implemented
14	We recommend that DWS update its client data access policy from zero tolerance to allow more firm but flexible policy.	Partially implemented	Implemented