

Report on Customer Service

Office of the Attorney General

May 2012

The Office of the Attorney General (OAG) is committed to high quality customer service so that its state agency clients and Texas taxpayers receive the maximum benefit from their interaction with OAG attorneys and staff. Courtesy, respect, responsiveness, efficiency and effectiveness are values that the Attorney General and Executive Management actively promote throughout the agency.

Inventory of External Customers

For the purposes of the biennial customer satisfaction assessment, the OAG's major external customer classes are the three groups for which the agency has customer satisfaction-related performance measures: (1) legal services clients, (2) parents with child support cases and (3) eligible crime victims who have applied for and been approved to receive crime victim compensation.

For the 2012 assessment, the legal services client group includes state agency executive directors, their general counsels and agency staff as well as appointed board chairs of state commissions and councils. Client agencies receive a full array of legal services, including general counsel support and legal representation in litigation matters. Litigation support covers a wide variety of matters, including administrative appeals, defense of state agencies and state employees in state and federal courts, employment litigation, consumer protection enforcement, environmental protection, licensing actions, collections and various other matters. Scope of representation may include pre-litigation assistance, trial preparation and discovery, negotiation of settlements and representation at trial and on appeal.

Child support customers include both custodial and noncustodial parents who have child support cases with the Attorney General's Child Support Division (CSD). Under Title IV, Part D, of the federal Social Security Act, CSD provides services including locating absent parents, establishing paternity for children born out of wedlock, establishing and modifying child support orders, enforcing child support orders, and collecting and disbursing child support payments. CSD's current caseload includes more than two million customers.

Crime Victim Services Division (CVSD) clients are either eligible victims of violent crime or their family members who have applied for benefits under the Crime Victims' Compensation Act (the Act). The Office of the Attorney General reviews and approves applications for financial assistance from eligible victims who are injured, threatened or killed as a result of a violent crime under the Act. Only those victims who lack another source of financial remuneration, such as health insurance, are eligible for assistance. Within the statutory confines enacted by the Legislature, CVSD informs victims about their rights and benefits, makes eligibility determinations, and reimburses allowable expenses resulting from crime. The number of victim applications approved in FY 2011 was 20,130.

Information Gathering Methods

Legal Services

Legal services clients were identified by nine separate civil litigation divisions within the OAG: Administrative Law, Bankruptcy & Collections, Consumer Protection, Environmental Protection, Financial & Tax Litigation, General Litigation, Law Enforcement Defense, Tort Litigation and

Transportation. These divisions' clients include executive directors, state agency general counsels and client agency staff as well as appointed board chairs of state commissions and councils with whom the OAG divisions had direct contact when providing legal services. The final combined client list consisted of 513 individuals. Any client identified as receiving services from more than one OAG division was given the opportunity to complete a separate survey for each division with whom they were listed as a client.

The 2012 legal services survey was conducted online during January and February 2012. A web-based application, developed in-house specifically for this assessment, provides an online survey form and captures survey responses. Clients were emailed a link and asked to login to a page on the OAG website using their email addresses to complete and submit the short survey. When the survey project closed on March 1, 2012, 505 individuals had been contacted and offered a total of 686 surveys, since several clients work with more than one OAG division. Of the clients who received emails, 258 (51%) completed 309 surveys (45% of those offered). Results of the legal services client satisfaction assessment are based on this sample.

Child Support

The Child Support Division (CSD) emphasizes continual improvement of customer service by focusing on programs that encourage direct feedback regarding services.

- Customers who visit local child support offices around the state are provided customer service surveys, allowing them to give instant feedback regarding the quality of their visit. These cards may be left with the office or mailed to a central collection site at the CSD State Office. Survey card results are distributed to field office managers so that they promptly act on the information. Survey card comments and trends in satisfaction rates are reviewed by executive management.
- Customers express satisfaction with services through the “compliment” option on the Child Support Interactive (CSI) website, and compliments received by telephone are tracked with a “kudos” code so positive feedback can be recognized.
- Customers have the opportunity to submit comments, complaints and/or suggestions through the CSI website. Customer suggestions and comments are shared with managers of appropriate business areas for action. Formal complaints are responded to through the agency’s ombudsman program, which tracks and resolves complaints at the local office level. If the complaint cannot be resolved at the office level, ombudsmen at the regional and state offices review and resolve the customer complaint. All complaints are documented through the CSD computer system to ensure uniformity throughout the state.
- CSD staff offer ideas to enhance internal and external customer service through the Customer Service Enhancement Program (CSEP) Advisory Board, comprised of representatives from all areas of CSD. The Board meets monthly to address customer service issues and initiatives and strategically ensures customer service advancement through formal business planning.
- CSD staff submit customer focused “Best Practice” suggestions through the CSD Best Practices program. Once approved, suggestions are posted on the Best Practices website for

all CSD staff to read. In this way, innovative customer service ideas are shared with management and staff statewide.

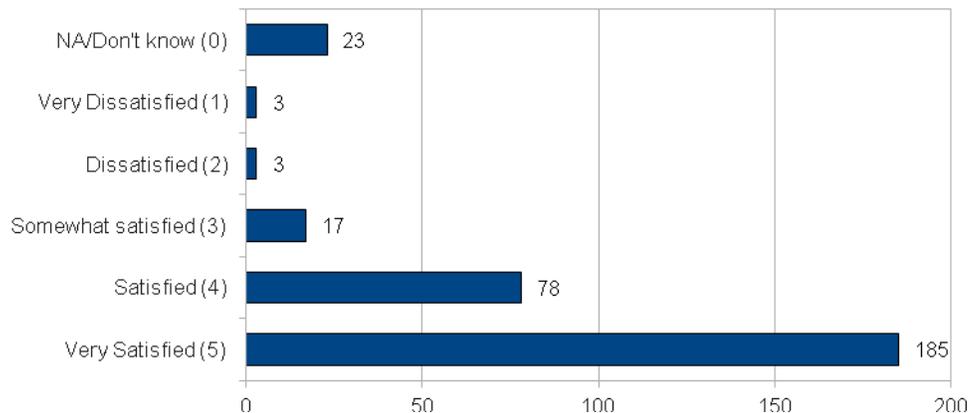
Crime Victims

In January 2012, a one page survey was mailed to a sample of 5,000 randomly selected eligible crime victims and surviving family members who applied for compensation in FY 2011. A self-addressed, pre-paid postage envelope was enclosed, and customers were requested to respond by February 17, 2012. Four hundred forty eligible victims responded within that time frame. The response rate of 8.8 percent is similar to results in prior years.

Customer Satisfaction Assessment: Clients of Legal Services

In the 309 survey responses that were submitted, client agencies expressed a high rate of overall satisfaction with legal services received from the Office of the Attorney General. Ninety-eight percent of the respondents expressed overall satisfaction with the legal services they received. Only six respondents indicated that they were dissatisfied (2%) or very dissatisfied with the services they received.

Overall Satisfaction with Legal Services Provided



Legal services clients assessed several aspects of the customer service provided by OAG staff, including attorneys' accessibility by telephone and for meetings, understanding of the client's concerns and objectives and the handling of settlements and litigation. Legal services clients were asked to indicate their agreement or disagreement with various statements using a five-point scale.

Answers were recorded as 5 for "strongly agree," 4 - "agree," 3 - "somewhat agree," 2 - "disagree" and 1 - "strongly disagree." The fourteenth and final question on the survey asked respondents to rate their overall satisfaction with legal services they had received from the OAG with 5 for "very satisfied," 4 - "satisfied," 3 - "somewhat satisfied," 2 - "dissatisfied" and 1 - "very dissatisfied." (See above.)

Online Legal Services Client Survey Questions

- Q1: Legal division attorneys are accessible by telephone.
- Q2: Legal division attorneys are available to meet when necessary.
- Q3: Legal division attorneys provide requested information.

- Q4: Legal division attorneys listen to client's concerns.
 Q5: Legal division attorneys understand client's needs and objectives.
 Q6: Legal division attorneys present and explore options.
 Q7: Legal division attorneys explain issues and legal principles clearly.
 Q8: Legal division attorneys accurately assess the strength of case(s).
 Q9: Legal division attorneys complete work in a timely manner.
 Q10: Legal division attorneys help witnesses prepare to testify.
 Q11: Legal division attorneys keep clients informed about case status.
 Q12: Legal division attorneys negotiate favorable settlements.
 Q13: Legal division attorneys effectively represent client's interests.
 Q14: How satisfied were you with the legal services provided by the division in total?

Responses to specific questions are indicated in the table below.

Legal Services Client Survey Results														
	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14
5s – strongly agree	170	158	166	173	160	155	160	146	140	103	124	110	145	185
4s –agree	106	97	106	94	101	100	100	94	112	67	103	71	101	78
3s – somewhat agree	10	18	14	21	26	27	25	27	25	14	30	19	17	17
2s – disagree	3	2	3	1	2	2	0	4	4	3	4	2	2	3
1s – strongly disagree	4	3	3	3	3	3	3	3	6	3	5	2	3	3
Sum	293	278	292	292	292	287	288	274	287	190	266	204	268	286
Average	4.5	4.5	4.5	4.5	4.4	4.4	4.4	4.4	4.3	4.4	4.3	4.4	4.4	4.5
%Satisfied (>=3)	98%	98%	98%	99%	98%	98%	99%	97%	97%	97%	97%	98%	98%	98%

A comment section was also provided for legal services clients. Responses were shared with management so that any concerns, complaints and/or suggestions by clients can be addressed and appropriate plans of action developed.

Customer Satisfaction Assessment: Child Support Customers

Customer Survey Cards

Customer survey cards are available in English and Spanish at all CSD field offices. The cards ask customers to rate their satisfaction with all aspects of their experience at the office, using a five-point scale: 5 is the highest level of satisfaction and 1 the lowest. The questions ask:

How satisfied are you:

- Question 1: with the amount of time you waited to see someone who could help you with your case?
 Question 2: with the courtesy of the person at the front desk upon your arrival?
 Question 3: with the courtesy of the person who helped you with your case?
 Question 4: with the knowledge of the person who helped you with your case?
 Question 5: that your questions were addressed?
 Question 6: with the overall experience at the office you visited?
 Question 7: with the office facilities: For example—waiting room, parking, overall appearance and cleanliness?

Child Support Survey Card Results							
	Q1	Q2	Q3	Q4	Q5	Q6	Q7
Fives - highest	20,287	20,857	25,628	25,124	24,821	20,845	1,260
Fours	4,575	3,399	3,133	2,928	3,435	3,074	261
Threes	2,754	1,317	1,009	1,239	1,109	1,886	107
Twos	913	399	241	346	250	277	37
Ones – lowest	1,572	419	505	143	539	557	47
Sum	30,101	26,391	30,516	29,780	30,154	26,639	1,712
Average	4.4	4.7	4.7	4.8	4.7	4.6	4.5
%Satisfied (≥3)	92%	97%	98%	97%	97%	97%	95%

Between January 2010 and December 2011, a total of 106,205 cards were provided to field offices, and 39,125 child support customers completed survey cards. Of the total cards returned during this time period, 97% expressed satisfaction on question six regarding the overall experience at the CSD office they visited.

The survey card also directs customers who have additional comments to the Child Support Interactive (CSI) website. CSI offers customers the opportunity to submit comments, problems and/or suggestions through the website.

Compliments from Customers

Customers may submit compliments for CSD staff by going to the CSI website. Compliments given by customers over the telephone or in person are also recorded in the CSD's case file database. Based upon those case notes, management generates a monthly report so that CSD staff can be recognized when customers single them out for exemplary service. From January 2010 through December 2011, CSD recorded more than 1,400 compliments for CSD staff.

Customer Satisfaction Assessment: Eligible Victims of Crime

A one-page survey in English and Spanish was mailed to 5,000 randomly selected beneficiaries of the Crime Victims' Compensation Fund. One half of the survey recipients had already received a payment, while the other half had been approved for benefits, but had not yet received a payment.

Respondents indicated their agreement or disagreement with the following statements (questions 1- 8) using a five-point scale with 5 representing "strongly agree," 4 – "agree," 3 – "somewhat agree," 2 – "disagree," 1 – "strongly disagree" and 0 – "not applicable or don't know."

Crime Victim Survey Statements

- Q1: When calling CVC, I usually talked to someone who could help.
- Q2: When I left a message by telephone, someone called me back promptly.
- Q3: CVC staff listened to my concerns and understood how the crime affected my life.
- Q4: CVC staff answered my questions and provided the information I needed.
- Q5: CVC staff clearly explained the benefits program and application process.
- Q6: The application for CVC benefits was easy to complete.
- Q7: CVC let me know within a reasonable time that my application had been received.
- Q8: CVC let me know within a reasonable time that my application had been approved.

Crime Victim Survey Results								
	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8
5s – strongly agree	161	130	185	196	185	164	165	156
4s - agree	102	99	101	96	101	143	128	109
3s – somewhat agree	64	67	42	51	60	56	49	48
2s - disagree	33	33	31	34	26	22	31	36
1s – strongly disagree	41	56	47	34	37	35	46	59
Sum	401	385	406	411	409	420	419	408
Average	3.5163	3.1763	3.6628	3.7477	3.7077	3.8028	3.7023	3.4674
%Satisfied(>=3)	81.55%	76.88%	80.79%	83.45%	84.60%	86.43%	81.62%	76.72%

Question 9 asked customers to rate their overall satisfaction with the customer service they received from the OAG staff of the CVC Program. Customers rated their satisfaction on a five-point scale. Out of 419 respondents who answered Question 9, 323 (77%) answered with a three or higher expressing overall satisfaction with the services received.

Follow-Up to Customer Satisfaction Assessment

The results of the surveys were tabulated and reported to Executive Management. Survey instruments were then provided to division managers. Based on statistical survey results and narrative comments from customers, affected Division Chiefs are developing responsive action plans. Division Chiefs responsible for managing litigation divisions have been tasked with conducting pro-active outreach to any client agencies that expressed concerns or suggested improvements to help facilitate candor among respondents. Crime Victim Services and Child Support customers had the option of responding anonymously. While most respondents declined to disclose their identities, any who identified themselves and expressed concerns will be contacted by the appropriate division in an attempt to resolve whatever issues were identified. In addition to providing customers a forum to address concerns that are special to their cases, the OAG also looks for broader indicators that are instructive as management continues re-evaluating program strategies to ensure all operations are as effective and efficient as possible.

Performance Measures for Customer Service/Satisfaction

Goal: Provide Legal Services	
Percentage of Surveyed Customer Respondents (Client Agencies) Expressing Overall Satisfaction with Legal Services Received	98%
Percentage of Surveyed Customer Respondents (Client Agencies) Identifying Ways to Improve Service Delivery	3%
Number of Customers (Client agency heads and/or agency counsel) Surveyed	309
Number of Customers (Client agency heads and/or agency counsel) Served	513
Cost Per Customer (Client Agency) Surveyed	\$1.41
Goal: Enforce Child Support Law	
Percentage of Surveyed Customer Respondents (Custodial and noncustodial Parents) Expressing Overall Satisfaction with Child Support Services Received	97%
Percentage of Customers (Custodial and noncustodial Parents) Identifying Ways to Improve Service Delivery	< 1%
Number of Customers (Custodial and noncustodial Parents) Surveyed	39,125
Number of Customers (Custodial and noncustodial Parents) Served	2,119,573
Cost Per Customer (Custodial and noncustodial Parents) Surveyed	\$0.15
Percent of Phone Calls Answered by the Child Support Regional Customer Service Centers	93.5%
Goal: Crime Victim Services	
Percentage of Surveyed Customer Respondents (Eligible Crime Victim Applicants) Expressing Overall Satisfaction with Crime Victims' Compensation Services Received	77%
Percentage of Surveyed Customer Respondents (Eligible Crime Victim Applicants) Identifying Ways to Improve Service Delivery	21%
Number of Customers (Eligible Crime Victim Applicants) Surveyed	5000
Number of Customers (Eligible Crime Victim Applicants) Served	20,130
Cost Per Customer (Eligible Crime Victim Applicant) Surveyed	\$0.60
Agency-wide: Customer Related Explanatory Measures	
Number of Customers Identified	2,140,216
Number of Customer Groups Inventoried	7

**Inventory of External Customers Served
By Strategy**

Strategy	Customers	Services
Legal Services	State agency executive directors and general counsel, boards and commissions of state government, authorized opinion requestors, open records decision requestors, bond counsel, the Legislature and criminal prosecutors.	Legal counsel, litigation and alternative dispute resolution; attorney general opinions, open records rulings, bond review.
Child Support Enforcement	Custodial and noncustodial parents.	Establish paternity and child support obligations, enforce orders and distribute monies.
State Disbursement Unit	Custodial and noncustodial parents.	Receive and process child support payments.
Crime Victims' Compensation	Eligible applicants for crime victims' compensation.	Review claims, determine eligibility, and pay allowable expenses.
Victims Assistance Grants	VAG grant applicants and grantees.	Administer grants and contracts for victim assistance, sexual assault and child advocacy services.
Medicaid Investigation	Administrators of the federal Medicaid program, taxpayers.	Investigate and prosecute Medicaid fraud and criminal abuse and neglect in Medicaid-funded long-term care facilities.
Administrative Support for SORM	SORM	Administrative support for the State Office of Risk Management.