

Report on Customer Service

Office of the Attorney General

May 2014

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 2014 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 almost 2.4 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 2013 was 17,541.

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 Litigation, Tax and Charitable Trusts, 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 487 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. In total, 656 surveys were offered.

The 2014 legal services survey was conducted online beginning February, 28, 2014. 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 April 4, 2014, 307 individuals responded (63%), and 400 surveys had been completed (61% 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 management and staff can submit and view customer-focused “Best Practices” suggestions on the CSD Intranet Best Practices Database. The database provides innovative customer service ideas that can be shared statewide.

Crime Victims

In January 2014, a one page survey was mailed to a sample of 4,600 randomly selected eligible crime victims and surviving family members who applied for compensation in FY 2013. A self-addressed, pre-paid postage envelope was enclosed, and customers were requested to respond by March 14, 2014. Three hundred and thirty-three eligible victims responded. The response rate of 7.2 percent is similar to results in prior years.

Customer Satisfaction Assessment: Clients of Legal Services

In the 400 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-nine percent of the respondents expressed overall satisfaction with the legal services they received. Only five respondents indicated that they were dissatisfied (1.8%) or very dissatisfied (<1%) with the services they received.

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."

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.

Table 1: Legal Services Client Survey

Question	5s strongly agree	4s agree	3s somewhat agree	2s disagree	1s strongly disagree	Sum	Average	%Satisfied (≥3)
1. Legal division attorneys are accessible by telephone.	205	147	14	2	0	368	4.2	99%
2. Legal division attorneys are available to meet when necessary.	187	143	17	2	0	349	3.9	99%
3. Legal division attorneys provide requested information.	208	141	16	1	0	366	4.2	100%

Question	5s strongly agree	4s agree	3s somewhat agree	2s disagree	1s strongly disagree	Sum	Average	%Satisfied (≥3)
4. Legal division attorneys listen to client's concerns.	220	121	21	2	1	365	4.2	99%
5. Legal division attorneys understand client's needs and objectives.	217	121	28	2	0	368	4.2	99%
6. Legal division attorneys present and explore options.	204	124	27	3	0	358	4.0	99%
7. Legal division attorneys explain issues and legal principles clearly.	212	130	22	1	0	365	4.1	100%
8. Legal division attorneys accurately assess the strength of case(s).	191	121	31	3	0	346	3.9	99%
9. Legal division attorneys complete work in a timely manner.	198	119	36	7	1	361	4.0	98%
10. Legal division attorneys help witnesses prepare to testify.	128	90	18	5	1	242	2.7	98%
11. Legal division attorneys keep clients informed about case status.	175	113	40	9	0	337	3.7	97%
12. Legal division attorneys negotiate favorable settlements.	131	92	21	2	0	246	2.7	99%
13. Legal division attorneys effectively represent client's interests.	200	117	18	3	0	338	3.8	99%
14. How satisfied were you with the legal services provided by the division in total?	241	102	22	4	1	370	4.2	99%

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 Card

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?

Table 2: Child Support Survey Card Results

Question	5s strongly agree	4s agree	3s somewhat agree	2s disagree	1s strongly disagree	Sum	Average	% Satisfied (≥3)
1. How satisfied are you with the amount of time you waited to see someone who could help you with your case?	16,439	3,252	2,054	812	954	23,511	4.4	92%
2. How satisfied are you with the courtesy of the person at the front desk upon your arrival?	19,564	2,766	1,378	420	462	24,590	4.6	96%
3. How satisfied are you with the courtesy of the person who helped you with your case?	21,141	2,119	845	322	396	24,823	4.7	97%
4. How satisfied are you with the knowledge of the person who helped you with your case?	21,063	2,256	880	280	411	24,890	4.7	97%
5. How satisfied are you that your questions were addressed?	20,636	2,284	900	305	407	24,532	4.7	97%
6. How satisfied are you with the overall experience at the office you visited?	19,862	2,769	1,032	382	467	24,512	4.7	97%
7. How satisfied are you with the office facilities: For example—waiting room, parking, overall appearance and cleanliness?	14,060	2,520	1,086	301	318	18,285	4.6	97%

Between January 2012 and December 2013, a total of 103,850 cards were provided to field offices, and 30,622 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 CSI website. CSI offers customers the opportunity to submit comments, problems and/or suggestions through the website.

Customer Satisfaction Assessment: Eligible Victims of Crime

A one-page survey in English and Spanish was mailed to 4,600 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 Statement

- 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.
- Q9: Overall, how satisfied are you with the customer service you received from the staff of the Crime Victims’ Compensation Program?
- Q10: How satisfied are you with the benefits you received from the CVC program?
- Q11: If you were not satisfied with the award of benefits in your case, what was the main reason for your dissatisfaction?
- Q12: If you were denied some expenses for which you applied, was the reason for the denial clearly explained to you?

Table 3: Crime Victim Survey

Question	5s strongly agree	4s agree	3s somewhat agree	2s disagree	1s strongly disagree	Sum	Average	%Satisfied (≥3)
1. When calling CVC, I usually talked to someone who could help.	96	85	37	32	48	298	3.2	73%
2. When I left a message by telephone, someone called me back promptly.	65	67	45	36	74	287	2.7	62%
3. CVC staff listened to my concerns and understood how the crime affected my life.	105	58	41	37	51	292	3.1	70%
4. CVC staff answered my questions and provided the information I needed.	109	76	40	32	45	302	3.3	75%
5. CVC staff clearly explained the benefits program and application process.	101	70	42	34	51	298	3.2	71%
6. The application for CVC benefits was easy to complete.	90	104	59	22	37	312	3.5	81%

Question	5s strongly agree	4s agree	3s somewhat agree	2s disagree	1s strongly disagree	Sum	Average	%Satisfied (≥3)
7. CVC let me know within a reasonable time that my application had been received.	93	80	41	40	55	309	3.2	69%
8. CVC let me know within a reasonable time that my application had been approved.	86	73	44	32	69	304	3.1	67%

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 312 respondents who answered Question 9, 209 (67%) answered with a three or higher expressing overall satisfaction with the services received.

All customers surveyed were eligible applicants for the CVC Program, but not all had yet received benefits. Per statute, the Crime Victims' Compensation Fund is the payer of last resort – after insurance and other sources of assistance have been exhausted. For those who already received benefits from the CVC program, question 10 asked customers to rate their satisfaction with the benefits they received. If dissatisfied, they were given an opportunity to identify the main reason for their dissatisfaction in question 11.

Out of the 204 customers who responded to question 10 rating their satisfaction with benefits, 73% were satisfied, 9% were dissatisfied and 18% were very dissatisfied with the amount of benefits received. Out of those responding to question 11 regarding reasons for dissatisfaction, 36% said the amount of the award was too low, 30% said expenses were disallowed that they thought should have been covered, 14% needed compensation for loss of property, which is not a statutorily covered expense, and 52% replied other. Several customers checked more than one “main reason” for their dissatisfaction. Finally, for those denied expenses, question 12 asked customers if the reason for the denial was clearly explained. Of those denied expenses, 56% agreed the denial reason was clearly explained, while 13% disagreed and 31% strongly disagreed.

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. The OAG will continue to appraise survey methods to increase customer response rates, including additional electronic interface options for customers.

Performance Measures for Customer Service/Satisfaction

Table 4 Goal: Provide Legal Services

Legal Services	Data
Percentage of Surveyed Customer Respondents (Client Agencies) Expressing Overall Satisfaction with Legal Services Received	99%
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	400
Number of Customers (Client agency heads and/or agency counsel) Served	487
Cost Per Customer (Client Agency) Surveyed	\$1.14

Table 5 Goal: Enforce Child Support Law

Child Support	Data
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	30,662
Number of Customers (Custodial and noncustodial Parents) Served	2,395,800
Cost Per Customer (Custodial and noncustodial Parents) Surveyed	\$0.15
Percentage of Phone Calls Answered by the Child Support Customer Service Centers	92%

Table 6 Goal: Crime Victim Services

Crime Victim Services	Data
Percentage of Surveyed Customer Respondents (Eligible Crime Victim Applicants) Expressing Overall Satisfaction with Crime Victims' Compensation Services Received	67%
Percentage of Surveyed Customer Respondents (Eligible Crime Victim Applicants) Identifying Ways to Improve Service Delivery	19%
Number of Customers (Eligible Crime Victim Applicants) Surveyed	4,600
Number of Customers (Eligible Crime Victim Applicants) Served	17,541
Cost Per Customer (Eligible Crime Victim Applicant) Surveyed	\$1.42

Table 7 Agency-wide: Customer Related Explanatory Measures

Explanatory Measure	Data
Number of Customers Identified	2,413,828
Number of Customer Groups Inventoried	7

Inventory of External Customers Served By Strategy

Table 8: Customers Served

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.	Establish paternity and child support obligations, enforce orders and distribute monies.
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 or SORM	SORM	Administrative support for the State Office of Risk Management