

Call Center Study Final Report

The study covered all 53 state agencies that operate UI programs. During the Great Recession (December 2007 – June 2009),¹ state UI agencies were overwhelmed with the volume of claims filed and the increasing number of unemployed workers relying on UI benefits for extended periods of time. States experienced sudden surges in workload as well as unprecedented backlogs of nonmonetary and monetary determinations, requests for appeals, and customer inquiries about their benefits and/or regarding the different program(s). States' UI call centers were the front lines in their interactions with people trying to understand and gain access to the UI program.

In most states, call centers process initial claims and respond to customers on every type of question related to UI or to their particular claim. Most centers combine claims taking staff and customer service staff with adjudication experts, who investigate and make decisions regarding eligibility issues that trigger or prevent payments from taking place. Management of appeals and the administration of hearings on individual cases are done elsewhere in the UI agency; accordingly, those functions were not a focus of the study.

This study also assessed whether states are aware of, and taking advantage of, the latest call center technology, forecasting software and management tools, and whether equipment upgrades and other investments had been completed recently. The inquiry also looked at management practices related to effective recruitment, training, deployment and retention of limited human resources as well as the performance metrics used by states to assess the effectiveness of daily operations in call centers and the resulting impact on customers and staff productivity. The study also explored lessons learned during the Great Recession and its aftermath and collected information from states regarding the effect that self-service, web-based technology had on the volume of work and the customer interfaces given that 75-80 percent of initial claims are now filed on the web in most states.

Six states do not operate call centers for the processing of intrastate UI claims: Arkansas, Delaware, Hawaii, New Hampshire, the U.S. Virgin Islands, and West Virginia. Coffey conducted interviews with the UI Directors in those programs to determine why they did not manage call centers. In some cases, the states had an unsatisfactory experience with interactive voice response (IVR) applications in the past. In others, state managers either prefer to take initial claims in person using experienced UI claims takers, or they thought that the needs of their

The Multichannel Call Center Study Final Report

G Psacharopoulos



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