

# INTERNAL AUDIT REPORT

# CIG TELEPHONE COMMUNICATION RESPONSIVENESS

PORTFOLIO OF THE CIVIL SERVICE

Audit Reference 2019-H2-10

NOVEMBER 2019



**INTERNAL  
AUDIT SERVICE**

**CAYMAN ISLANDS GOVERNMENT**

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## 1. Introduction & Objectives

- 1.1. The Cayman Islands Government (CIG) is the midst of implementing a strategic plan for a World Class Civil Service. One of the key components of the plan is to provide an outstanding customer experience. A major delivery channel for that customer experience remains in telephone communications.
- 1.2. In acknowledgement of the above, the Internal Audit Service (IAS) conducted a “CIG Telephone Communication Responsiveness” review as part of the agreed 2019 Internal Audit Plan. The primary objective was to provide assurance that published telephone numbers for customer-facing departments remain valid and that they are answered in a professional and timely manner.

## 2. Audit Scope / Limitations on Work Undertaken

- 2.1. The audit scope covered a selection of telephone numbers for customer-facing departments sourced from CIG government websites and the Yello Telephone Directory.
- 2.2. Excluded from the scope were Statutory Authorities & Government Companies (SAGC’s) and the Offices of the Auditor General, Ombudsman and Director of Public Prosecutions.
- 2.3. There were no limitations encountered during the course of the audit that impacted our ability to meet the agreed objective.

## 3. Audit Methodology

- 3.1. Work was planned to achieve the stated objective, and included the following steps:
  - ① Gathering contact numbers for customer-facing departments from the 2019 Yello Telephone Directory and CIG Websites;
  - ① Discussion with personnel in-charge of automated telephone response systems regarding their set-up configuration and options;
  - ① Making phone calls during normal working hours, acting as a member of the public requesting basic information such as operating hours or office location; *and*
  - ① Assessing the professionalism of the responses received (without actually validating the correctness of the answers provided).

## 4. Audit Conclusion

4.1. Based on the work undertaken and the evidence reviewed, the IAS concludes:

**“Answered calls were found to be generally handled in a professional manner and the majority of calls (84%) were answered before the ‘fourth ring’. That said, opportunities for an improved overall customer experience remain, including more consistency in the conversation script and streamlining call tree structures.”**

**“13 of the 163 (8%) telephone numbers tested were either unanswered despite repeat attempts, or invalid numbers.”**

**“15 of the 22 (68%) voicemail messages left requesting a call back were never returned.”**

4.2. Our overall conclusion is made to help inform management action. In addition, we have made 3 recommendations designed to protect or enhance government operations. All of them have been accepted by Management with the timescales shown, and subject to any comments made, in the subsequent recommendations section of this report.

## 5. Recommendations & Management Responses / Action Plan

5.1. Recommendations are made with the intent to protect or enhance government operations. They are categorized as either high or standard priority. A recommendation is considered to be high priority if not implementing it is likely to result in any of the following:

- Substantial losses to the entity;
- Serious failure to comply with legal or regulatory requirements;
- Serious reputational damage to the entity;
- Inaccurate management information for important decision making purposes; *or*
- A material impact on financial reporting.

### HIGH PRIORITY RECOMMENDATIONS

<b>1</b>	<p><b><i>The entities identified as having invalid telephone numbers and those failing to respond to the voicemail message left during the audit review (or with a full mailbox) should be informed and requested to take remedial action.</i></b></p>		
	<p><b>Management Response:</b></p> <p>Recommendation is accepted. The Management Support Unit will follow up on this recommendation.</p>		
	<table> <tr> <td><i>Recommendation Owner:</i> Management Support Advisor (PG)</td> <td><i>Target Implementation Date:</i> December 2019</td> </tr> </table>	<i>Recommendation Owner:</i> Management Support Advisor (PG)	<i>Target Implementation Date:</i> December 2019
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### STANDARD PRIORITY RECOMMENDATIONS

<b>2</b>	<p><b><i>Owners of CIG's automated call trees should be asked to review the adequacy of the options provided to customers in the context of streamlining access to services, make any appropriate adjustments, and confirm or introduce an ongoing review and maintenance process.</i></b></p>		
	<p><b>Management Response:</b></p> <p>Accepted. The Management Support Unit will follow up on this recommendation.</p>		
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<b>3</b>	<p><b><i>Management should develop and publish expected quality standards for handling telephone communications, and introduce an appropriately sized monitoring system to assess compliance.</i></b></p>			
	<p><b>Management Response:</b></p> <p>Recommendation is accepted. The Management Support Unit will follow up on this recommendation. Customer Service standards will be set in selected departments as we roll out the 5 Year Strategic Plan, estimated for 11 departments by the end of June 2020.</p>			
	<table border="0" style="width: 100%;"> <tr> <td style="width: 50%;"><i>Recommendation Owner:</i></td> <td style="width: 50%;"><i>Target Implementation Date:</i></td> </tr> <tr> <td>Management Support Advisor (PG)</td> <td>June 2020</td> </tr> </table>	<i>Recommendation Owner:</i>	<i>Target Implementation Date:</i>	Management Support Advisor (PG)
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Management Support Advisor (PG)	June 2020			



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to *enhance and protect* the Cayman Islands Government.”**