

Disaster Recovery: How We Relocated Our Contact Center in Less Than 24 Hours

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Agenda

❖ Phase I - Identification

Send employees home
Planning (management coordination)

❖ Phase II - Notification & Execution

Notification
Execution

❖ Phase III - Implementation

Implementation

❖ Phase IV - Non-Critical

Non-Critical

Contingency Plan

What?!

Webster's Dictionary describes contingency as:

- : a contingent event or condition: such as
- : an event (such as an emergency) that may but is not certain to occur
- : something liable to happen as an adjunct* to or result of something else

*Something joined or added to another thing but not essentially a part of it.

Start of something **BIG**

On January 9, 2018, Operation Water Main Break went into effect.

We experienced an offsite relocation of Century Center. Working with the different departments (Compliance, OSI, Business Operations, ITS-Support and IT) a plan was put in place to execute critical staff and Call Center agents working offsite at the South Meadow location and other Regional Offices around Georgia.

Here is our story...



Phase I Identification

Emergency! – This is NOT a DRILL!

- Staff returning from lunch
- No water coming out of faucets
- No water in commodes
- Calls in queue
- Break discovered in water main pipe to the building

Who do you call?

What do you do?

Where does the team go?

When does the plan start?



- Water Main Break has been identified
- Immediately notified Senior Level Management of emergency
- Emergency message added to IVR about closure/Stop Calls
- Evacuation of 1800 Century Blvd. building begins
- Employees clear existing calls out of queue
- Employees told to keep their cell phones on
 - Management will be in contact with next steps

Evacuation

Contingency Plan criteria

- Primary building cannot be occupied
- Ensure other locations are operational
- Ensure space is available at other locations

Personnel

- Identify critical personnel

Equipment needed

- Available locations have computers and phone lines

Notification/Deployment Procedures

- Contact selected employees on Disaster Recovery Phone Roster
- Deploy selected employees according to Zip Code spreadsheet



Phase II

Notification & Execution

Wait for Directions

- Executive Leadership Team
 - Determine critical staff
 - **What** teams are critical to support taxpayers and keep DOR functioning
 - Call Center
 - Finance
 - IT and other pertinent departments
 - **Where** will the team report
 - South Meadow Athens
 - Cartersville Macon Gainesville
 - **When** will the plan be implemented
 - Agents report next day for normal business hours (8:00am – 5:00pm)
 - **How** to get the plan working
 - Contact supervisors and senior agents to report to locations

Arrange for Space

- Contact leadership at each location
 - Directors, Assistant Directors, Program Managers
 - South Meadow Monique Williams
 - Regional Offices Scott Purvis and Kerry Herndon

Preparation

Determine what equipment is needed:

- Are there enough telephones at workstations?
IT and AT&T working together
- Installed phones at workstations with only desktops
20 Surface Pros delivered to South Meadow to ensure there were enough computers
- Equipment that was not working was fixed and connected to the network
- Ensured that the Contact Center was able to:
Answer calls
Connect to Visit Manager
ITS Continuous reporting capabilities for Managers/Supervisors
Headsets and Connectors delivered



Procedures

- **Personnel Deployed**
 - Critical Employees
 - 26 Department of Revenue Call Center Employees
 - 17 Highly Skilled Temporary Call Center Employees
- **Equipment Needed**
 - Available locations with computers and phone lines
 - 34 positions at South Meadow
 - 3 positions at Cartersville
 - 4 positions at Gainesville
 - 2 positions at Macon
- **Notification/Deployment**
 - Management called selected employees on Disaster Recovery Phone Roster
 - Notifications started at 9pm and completed at 11pm
 - Deploy employees according to Zip code spreadsheet

Agent Location Report

Agents	Position	Zip	Regional office
Arnold, Sonji	CSR1	30078	Gainesville/Athens
Brown, Ronnette	HDA1	30038	South Meadow
Bush, Sylvia	CSR 2	30204	Macon
Carbuccia, Wendy	CSR 2	30281	South Meadow
Crowder, Fred	HDA1	30032	South Meadow
Diaz, Elizabeth	CSR 1	30058	South Meadow
Jaramillo, Natalia	HDA1	30093	South Meadow
Laurent, Elisee	HDA1	30253	South Meadow
Miller, LaShawne	CSR 3	30127	Cartersville
Morris, Shiquita	CSR 2	30021	South Meadow
Patmon, Annie	CSR 3	30083	South Meadow
Ramirez, Amber	HDA1	30096	South Meadow
Reese, Dwayne	CSR 3	30087	South Meadow
Stephens, Patricia	CSR 3	31217	Macon/Columbus
Stewart, Lawanda	CSR 3	30311	South Meadow
Tavera, Francisco	HDA1	30039	South Meadow
Trew, Melva	CSR 3	30067	Cartersville
Weems, Karla	CSR 2	30349	South Meadow
York, Maranza	HDA1	30349	South Meadow
Young, Xinia	CSR 2	30044	Gainesville/Athens

Decisions

- Plans were in place and agents arrived at locations at 8:00am
- Agents were contacted with instructions on where to report
 - ❖ Location determined by Zip Code Report
 - ❖ Disaster Recovery Contact List
 - ❖ Notify Regional Office Directors and Assistant Directors of plan to relocate
 - ❖ Approval to relocate to locations granted

Macon

Cartersville

South Meadow

Gainesville

Phase III Implementation

In less than 24 hours...

Directions given to agents where to report

Seating was arranged prior to arrival at designated locations

Supervisors dispatched to Regional Offices to support team

Gainesville

Cartersville

South Meadow

Macon



Phase IV Non-Critical

Lessons Learned

- Continuously update zip code and disaster recovery list
- Inform employees of emergency procedures
- Check equipment on a regular basis
 - Phones, PCs, Laptops, etc.
- Make the Contact Center mobile
 - Work from Home model
- Document emergency procedures
- Chain of Command
 - Succession Plan
 - If one person on the list is not available, who to contact next

The PAST is where you
learned the lesson
The FUTURE is where you
apply the lesson.

Don't GIVE UP
in the middle!

www.ga.gov
800.368.8888

South Meadow Location

