

Smart Claims Dashboard

Introduction

This Job Aid discusses how to use the Smart Claims Dashboard. This dashboard provides users the following benefits:

- Provides carriers with insight into their Smart Estimate and Quick Estimate Claim volumes.
- Carriers gain a better understanding of the benefits and how their teams are utilizing the tools.
- Compare appraisers/different breakout values to the company average.
- Conduct further analysis into these claims to understand why they are performing better/worse than the company average.
- Choose a time period to analyze whether the insurance carrier is improving on a specific metric over time and conduct same analysis for a specific breakout value.
- Determine how Smart Estimate and Estimate STP improves cycle time versus solely using Quick Estimate claims.
- Understand how Smart Estimate is being utilized from what percent of lines/TCOR/time is completed in Smart Estimate versus in Legacy.
- Determine how specific utilization metrics behind Smart Estimate, Estimate STP, and Quick Estimates vary by appraiser, vehicle owner location and hierarchy.
- Determine your adoption of Estimate STP.

This Job Aid covers the following topics (click to jump to section):

Topic	Page
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Note: It's recommended to follow the topics above in sequential order to view or create a custom dashboard.

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Smart Claims Dashboard, Continued

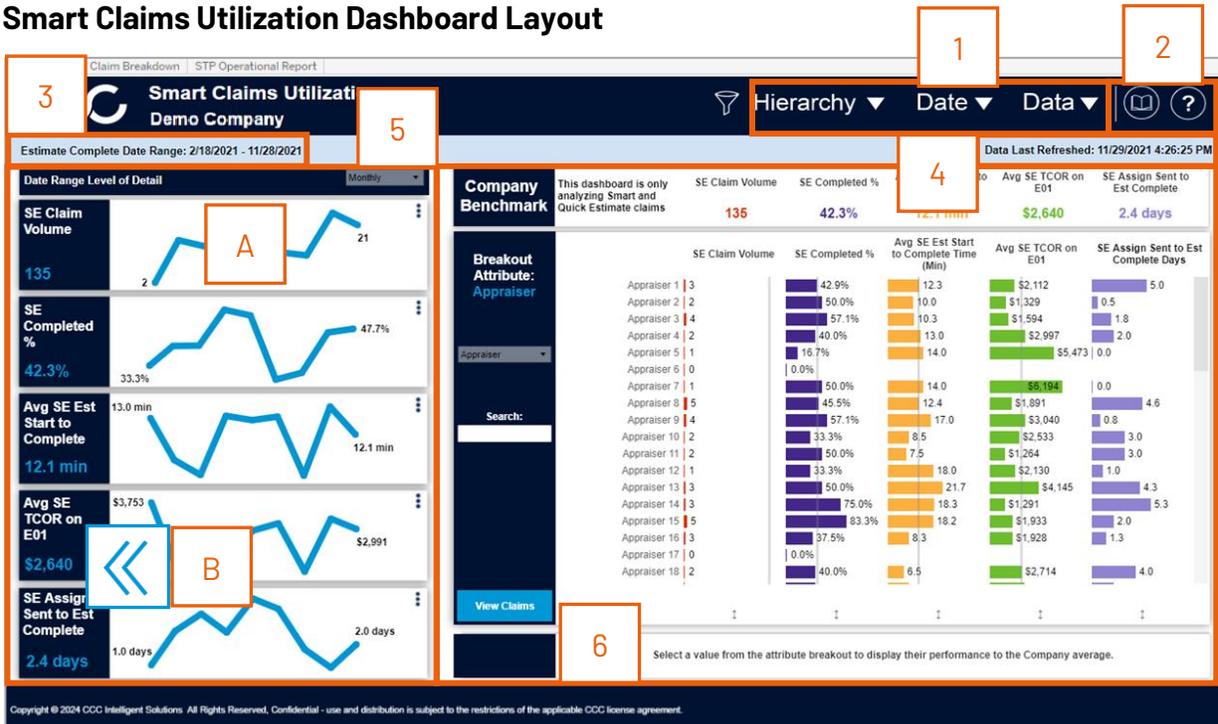
Example Use Cases The following are use case examples for the Smart Claims dashboard:

- Perform a Cycle Time Analysis to analyze estimate start to complete times for Smart Estimate vs non-Smart Estimate claims. This will allow you to identify opportunities for improvement and periods of time of usual fluctuations.
- Benchmark data to compare a breakout attribute to the company average. This will allow you to identify areas for training opportunities, claims that attribute to heightened values for specific Key Performance Indicators (KPIs), appraisers who are outperforming, or underperforming in specific areas.
- Use Smart/Quick Estimate Utilization to analyze performance around the Smart Estimate tool at a company and appraiser level. This will allow you to identify areas for training opportunities/areas to reduce cycle times.
- View a Claim Breakdown to conduct an analysis of the claim level crosstab. Download data to Excel for further modifications.

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Smart Claims Dashboard, Continued

Smart Claims Utilization Dashboard Layout



This dashboard measures trends over time for 4 selected KPIs and provides visibility into these 4 metrics through different breakout attributes. These breakout metrics are then benchmarked to the company average. Review the table below for a description of the parts of the **Smart Claims Utilization Dashboard**:

Part	Description
1	Hierarchy, Date, and Data filter dropdowns, see page 7 for additional details.
2	<ul style="list-style-type: none"> Click the Book icon to view a glossary of terms. Select the Question Mark icon for a description of the dashboard's functions.
3	Shows the Date Range selected from the Date filter dropdown (Estimate Complete Date or First Assignment Sent Date).
4	The Date Last Refreshed indicates the last date and time the data was refreshed in the dashboard.
5	The KPI tiles show a list of customizable metric trend lines which can be interchanged using the ellipses icon in the tile. Can show 5 metrics at a time on the dashboard. These metrics are visually displayed by trend lines that are aggregated by the date range level of detail. Allows a user to display the metric by month over month, quarter over quarter, etc. The line chart displays the (A) start and end totals. Hovering over the line will show further details including the KPI value in between the start and end. Each tile also displays the (B) aggregate of the metric over the entire period (sum or average, depending on the metric) See page 5 for additional details to configure these tiles.
6	Displays the KPI selected from KPI tiles and the breakout attribute selected. The bar charts show additional filtering and searching capabilities. See page 6 for additional details to configure these bar chart.

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Smart Claims Dashboard, Continued

Claims Breakdown

Utilization | Claim Breakdown | STP Operational Report

CCC Claim Breakdown
Demo Company

Estimate Complete Date Range: 2/18/2021 - 11/28/2021 Data Last Refreshed: 11/29/2021 4:26:25 PM

Total Quick Estimate Assignments: 1,169 | Smart Estimate Eligible Claims: 319 | Smart Estimate Claims: 135

Populate Crosstab: Yes No

Claim Number	Appraiser Name	SE Claim (Y/N)	First Assignment Sent Datetime	Login Datetime	Image Upload Datetime	Estimate State Datetime	Estimate Complete Datetime	QE Assigned
Claim 1003	Appraiser 20	Non Smart Estimate	7/30/2021 10:20:00 PM	7/31/2021 10:26:00 PM	7/31/2021 10:36:00 PM	8/2/2021 8:01:00 PM	8/2/2021 8:08:00 PM	1
Claim 1011	Appraiser 31	Non Smart Estimate	8/25/2021 5:39:00 PM	8/25/2021 6:25:00 PM	8/25/2021 6:49:00 PM	8/26/2021 2:34:00 PM	8/26/2021 2:44:00 PM	1
Claim 1013	Appraiser 22	Smart Estimate	5/28/2021 1:03:00 PM	5/29/2021 1:11:00 PM	5/29/2021 1:22:00 PM	6/2/2021 1:56:00 PM	6/2/2021 2:04:00 PM	1
Claim 1014	Appraiser 5	Non Smart Estimate	7/15/2021 2:14:00 PM	Null	Null	7/15/2021 8:28:00 PM	7/15/2021 8:33:00 PM	1
Claim 1015	Appraiser 39	Non Smart Estimate	9/14/2021 4:01:00 PM	9/14/2021 6:35:00 PM	9/15/2021 12:19:00 AM	9/15/2021 4:39:00 PM	9/15/2021 4:42:00 PM	1
Claim 1018	Appraiser 2	Non Smart Estimate	4/19/2021 9:38:00 PM	4/22/2021 1:28:00 AM	4/22/2021 1:38:00 AM	4/23/2021 7:27:00 PM	4/23/2021 7:32:00 PM	1
Claim 1022	Appraiser 47	Non Smart Estimate	4/27/2021 5:19:00 PM	4/27/2021 5:37:00 PM	5/2/2021 10:13:00 PM	5/4/2021 2:22:00 PM	5/4/2021 2:29:00 PM	1
Claim 1029	Appraiser 1	Non Smart Estimate	3/19/2021 12:12:00 PM	Null	3/26/2021 9:05:00 PM	3/29/2021 2:15:00 PM	3/29/2021 2:34:00 PM	1
Claim 1034	Appraiser 25	Smart Estimate	5/7/2021 3:19:00 PM	5/7/2021 3:43:00 PM	5/7/2021 4:13:00 PM	5/7/2021 5:30:00 PM	5/7/2021 5:39:00 PM	1
Claim 1036	Appraiser 5	Non Smart Estimate	5/21/2021 4:52:00 PM	5/23/2021 11:02:00 PM	5/28/2021 5:26:00 PM	6/1/2021 12:30:00 PM	6/1/2021 12:31:00 PM	1
Claim 1044	Appraiser 21	Non Smart Estimate	8/30/2021 8:15:00 PM	8/30/2021 10:25:00 PM	8/30/2021 10:37:00 PM	8/31/2021 3:30:00 PM	8/31/2021 3:59:00 PM	1
Claim 1045	Appraiser 47	Non Smart Estimate	9/28/2021 2:21:00 PM	9/29/2021 12:23:00 AM	9/29/2021 12:23:00 AM	9/29/2021 12:42:00 PM	9/29/2021 12:44:00 PM	1
Claim 1047	Appraiser 43	Non Smart Estimate	5/19/2021 4:25:00 PM	5/19/2021 5:19:00 PM	5/19/2021 5:59:00 PM	5/21/2021 3:41:00 PM	5/21/2021 3:52:00 PM	1
Claim 1068	Appraiser 1	Non Smart Estimate	6/14/2021 4:22:00 PM	6/14/2021 4:31:00 PM	6/15/2021 1:04:00 AM	6/15/2021 5:02:00 PM	6/15/2021 5:08:00 PM	1
Claim 1069	Appraiser 11	Non Smart Estimate	6/28/2021 6:36:00 PM	6/28/2021 7:58:00 PM	6/29/2021 8:19:00 PM	7/1/2021 2:34:00 PM	7/1/2021 2:50:00 PM	1
Claim 1070	Appraiser 9	Non Smart Estimate	4/20/2021 3:02:00 PM	4/23/2021 1:05:00 AM	4/23/2021 1:18:00 AM	4/23/2021 12:38:00 PM	4/23/2021 12:45:00 PM	1
Claim 1073	Appraiser 36	Non Smart Estimate	6/24/2021 3:20:00 PM	6/25/2021 8:14:00 PM	6/25/2021 8:27:00 PM	6/28/2021 2:50:00 PM	6/28/2021 3:27:00 PM	1
Claim 1074	Appraiser 57	Non Smart Estimate	8/20/2021 11:54:00 PM	8/20/2021 11:56:00 PM	8/21/2021 12:04:00 AM	8/23/2021 2:17:00 PM	8/23/2021 2:24:00 PM	1
Claim 1075	Appraiser 26	Non Smart Estimate	10/1/2021 5:15:00 PM	10/1/2021 5:30:00 PM	10/1/2021 5:30:00 PM	10/4/2021 3:00:00 PM	10/4/2021 3:04:00 PM	1
Claim 1094	Appraiser 17	Non Smart Estimate	3/15/2021 2:05:00 PM	3/21/2021 2:33:00 PM	3/22/2021 5:03:00 PM	3/22/2021 5:03:00 PM	3/22/2021 5:06:00 PM	1
Claim 1095	Appraiser 4	Non Smart Estimate	4/28/2021 7:03:00 PM	4/28/2021 8:19:00 PM	4/28/2021 10:29:00 PM	4/28/2021 10:36:00 PM	4/28/2021 10:36:00 PM	1
Claim 1096	Appraiser 54	Non Smart Estimate	10/24/2021 3:54:00 PM	10/24/2021 4:09:00 PM	10/25/2021 12:25:00 PM	10/25/2021 12:27:00 PM	10/25/2021 12:27:00 PM	1

To export data, click anywhere in the crosstab, and click "Download" from the Tableau Server Ribbon above. Once a dialog box has launched, select "Crosstab" for your file format.

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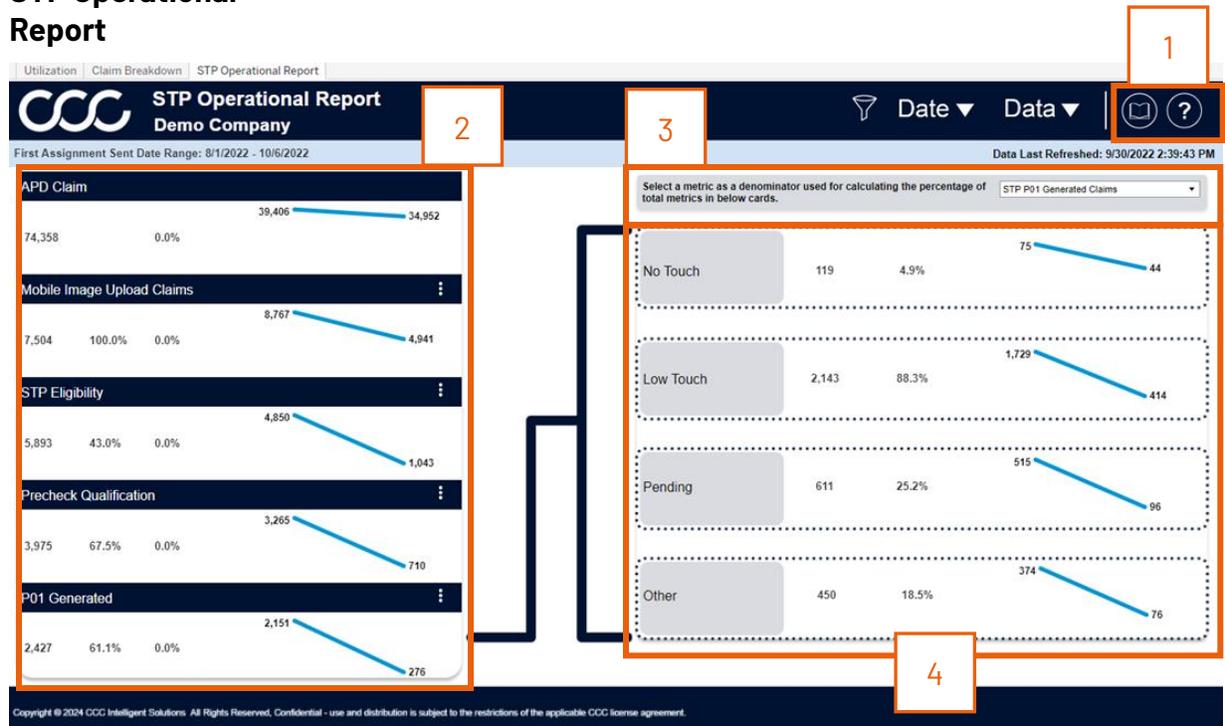
This dashboard allows you to Analyze/Export different details around all Smart Estimate/Non-Smart Estimate claims. Review the table below for a description of the parts of the **Claim Breakdown Dashboard**:

Part	Description
1	Select Yes from the Populate Crosstab selection to populate the crosstabs.
2	Shows Overall Claim Volumes based on the company/filtered values on the Smart Claims utilization dashboard for the following metrics Total Quick Estimate Assignments, Smart Estimate Eligible Claims, and Smart Estimate Claims. Note: If you click on a breakout metric in the Utilization dashboard and come to the claim breakdown it will only be for that specific breakout.
3	The table shows a breakdown of claim level detail with their associated metrics.

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Smart Claims Dashboard, Continued

STP Operational Report



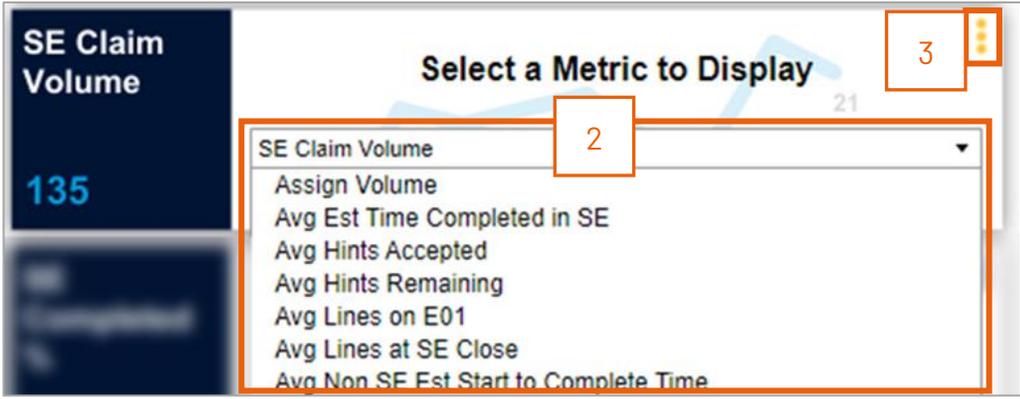
This dashboard allows you to recognize the adoption and volume of STP eligible claims and those claims that successfully make it through this process.

Part	Description
1	<ul style="list-style-type: none"> Click the Book icon to view a glossary of terms. Select the Question Mark icon for a description of the dashboard's functions.
3	The KPI Cards show overall Claim Volumes based on the company/filtered value on utilization sheet.
4	The Denominator Picker allows a user to change the denominator for the percentage calculation in the cards below. Example: the low touch volume would be divided by the selected metric in this dropdown.
5	The STP Status Cards show the volume broken down by No touch, low touch, pending, and other claims.

Smart Claims Dashboard, Continued

Dashboard Configuration

To view or create a custom dashboard, follow the steps below to configure the KPI tiles in the dashboard:

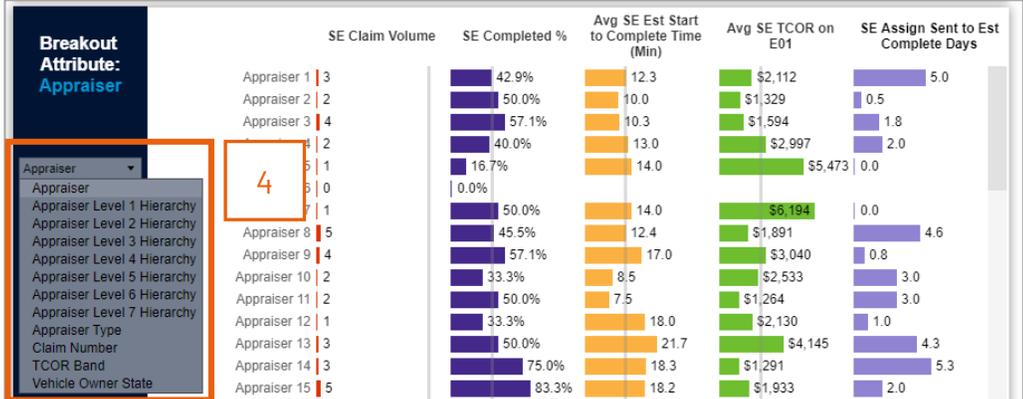
Step	Action
1	<p>Click the ellipsis icon to open the Select a Metric to Display menu.</p> 
2	<p>Select the desired metric from the dropdown, the metric will automatically be applied to the dashboard when selected.</p>
3	<p>Click the ellipsis icon again to close the Select a Metric to Display menu.</p> 

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Smart Claims Dashboard, Continued

Dashboard Configuration, continued

To view or create a custom dashboard, follow the steps below to configure the bar charts:

Step	Action																																																																																																
4	<p>Select the desired attribute from the Breakout Attribute dropdown.</p>  <table border="1"> <thead> <tr> <th>Appraiser</th> <th>SE Claim Volume</th> <th>SE Completed %</th> <th>Avg SE Est Start to Complete Time (Min)</th> <th>Avg SE TCOR on E01</th> <th>SE Assign Sent to Est Complete Days</th> </tr> </thead> <tbody> <tr><td>Appraiser 1</td><td>3</td><td>42.9%</td><td>12.3</td><td>\$2,112</td><td>5.0</td></tr> <tr><td>Appraiser 2</td><td>2</td><td>50.0%</td><td>10.0</td><td>\$1,329</td><td>0.5</td></tr> <tr><td>Appraiser 3</td><td>4</td><td>57.1%</td><td>10.3</td><td>\$1,594</td><td>1.8</td></tr> <tr><td>Appraiser 4</td><td>2</td><td>40.0%</td><td>13.0</td><td>\$2,997</td><td>2.0</td></tr> <tr><td>Appraiser 5</td><td>1</td><td>16.7%</td><td>14.0</td><td>\$5,473</td><td>0.0</td></tr> <tr><td>Appraiser 6</td><td>0</td><td>0.0%</td><td></td><td></td><td></td></tr> <tr><td>Appraiser 7</td><td>1</td><td>50.0%</td><td>14.0</td><td>\$6,194</td><td>0.0</td></tr> <tr><td>Appraiser 8</td><td>5</td><td>45.5%</td><td>12.4</td><td>\$1,891</td><td>4.6</td></tr> <tr><td>Appraiser 9</td><td>4</td><td>57.1%</td><td>17.0</td><td>\$3,040</td><td>0.8</td></tr> <tr><td>Appraiser 10</td><td>2</td><td>33.3%</td><td>8.5</td><td>\$2,533</td><td>3.0</td></tr> <tr><td>Appraiser 11</td><td>2</td><td>50.0%</td><td>7.5</td><td>\$1,264</td><td>3.0</td></tr> <tr><td>Appraiser 12</td><td>1</td><td>33.3%</td><td>18.0</td><td>\$2,130</td><td>1.0</td></tr> <tr><td>Appraiser 13</td><td>3</td><td>50.0%</td><td>21.7</td><td>\$4,145</td><td>4.3</td></tr> <tr><td>Appraiser 14</td><td>3</td><td>75.0%</td><td>18.3</td><td>\$1,291</td><td>5.3</td></tr> <tr><td>Appraiser 15</td><td>5</td><td>83.3%</td><td>18.2</td><td>\$1,933</td><td>2.0</td></tr> </tbody> </table>	Appraiser	SE Claim Volume	SE Completed %	Avg SE Est Start to Complete Time (Min)	Avg SE TCOR on E01	SE Assign Sent to Est Complete Days	Appraiser 1	3	42.9%	12.3	\$2,112	5.0	Appraiser 2	2	50.0%	10.0	\$1,329	0.5	Appraiser 3	4	57.1%	10.3	\$1,594	1.8	Appraiser 4	2	40.0%	13.0	\$2,997	2.0	Appraiser 5	1	16.7%	14.0	\$5,473	0.0	Appraiser 6	0	0.0%				Appraiser 7	1	50.0%	14.0	\$6,194	0.0	Appraiser 8	5	45.5%	12.4	\$1,891	4.6	Appraiser 9	4	57.1%	17.0	\$3,040	0.8	Appraiser 10	2	33.3%	8.5	\$2,533	3.0	Appraiser 11	2	50.0%	7.5	\$1,264	3.0	Appraiser 12	1	33.3%	18.0	\$2,130	1.0	Appraiser 13	3	50.0%	21.7	\$4,145	4.3	Appraiser 14	3	75.0%	18.3	\$1,291	5.3	Appraiser 15	5	83.3%	18.2	\$1,933	2.0
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5	The Company Benchmark area always displays the company average.																																																																																																
6	Enter a term in the search field to filter the available results, then press the Enter key to apply. Note: To revert and show all results, clear the search field and press Enter.																																																																																																
7	Click View Claims to navigate to the Claims Breakdown dashboard.																																																																																																

Smart Claims Dashboard, Continued

Dashboard Filtering

Review the table below for a description of the **Smart Claim Utilization** Hierarchy, Date, and Data filters, adjust the filters as needed:



Part	Description
1	<p>Hierarchy Filters: Select one or multiple of the following options.</p> <ul style="list-style-type: none"> • Appraiser Type: Select All, Null, Independent Appraiser, Repair Facility, and/or Staff Appraiser. • Level 1-7 Hierarchy: Select the associated name(s) for Appraiser, Appraiser Claim Office, or Claim Office.

Hierarchy Filters

Appraiser Filters

Appraiser Name (None) ▼	Appraiser Type Staff Appraiser ▼	CBSA (None) ▼	State (None) ▼
Appraiser Hierarchy Level 1 (None) ▼	Appraiser Hierarchy Level 2 (None) ▼	Appraiser Hierarchy Level 3 (None) ▼	Appraiser Hierarchy Level 4 Null ▼
Appraiser Hierarchy Level 5 Null ▼	Appraiser Hierarchy Level 6 Null ▼	Appraiser Hierarchy Level 7 Null ▼	

Appraiser Claim Office Filters

Appraiser Claim Office Level 1 (None) ▼	Appraiser Claim Office Level 2 (None) ▼	Appraiser Claim Office Level 3 (None) ▼	Appraiser Claim Office Level 4 (None) ▼
Appraiser Claim Office Level 5 (None) ▼	Appraiser Claim Office Level 6 (None) ▼		

Claim Office Filters

Claim Office Level 1 (None) ▼	Claim Office Level 2 (None) ▼	Claim Office Level 3 (None) ▼	Claim Office Level 4 (None) ▼
Claim Office Level 5 (None) ▼	Claim Office Level 6 (None) ▼		

Continued on next page

Smart Claims Dashboard, Continued

Dashboard Filtering, continued

Part	Description
2	<p>Date Filters:</p> <ul style="list-style-type: none"> • Anchor Date: Estimate Complete Date or First Assignment Sent Date. • Date Range Selection: Rolling Date Range or Fixed Date Range. • Rolling Date Range: Select a Date Range: <ul style="list-style-type: none"> • Prior Month • Current Month • 1 Month • 3 Months • 6 Months • 9 Months • 1 Year • 18 Months • 2 Years • Start Date-End Date: Enter or Select a Start and End Date based on the anchor date. Click Apply to set the charges.
3	<p>Data Filters: Select one or multiple metrics in the following categories:</p> <ul style="list-style-type: none"> • Claim Filters • STP Filters • STP Process Max Completion Time Filter <ul style="list-style-type: none"> ○ Drip to Manual Approved Minutes ○ Drip to Make Changes Minutes ○ P01 Download to Estimate Complete Minutes • Estimate Completion Time Filters: Select the time it takes to complete an Estimate. Select the Minimum (Minutes) and Maximum (Minutes). <p>Click Reset to view all estimates regardless of estimate completion time.</p>

The screenshot shows a 'Date Filters' panel with the following elements:

- Anchor Date:** A dropdown menu set to 'Estimate Complete Date'.
- Date Range Selection:** A dropdown menu set to 'Fixed Date Range'.
- Rolling Date Range:** A dropdown menu set to '3 Months'.
- Start Date:** A text input field containing '2/18/2021'.
- End Date:** A text input field containing '11/28/2021'.
- Apply:** A blue button at the bottom.

The screenshot shows a 'Data Filters' and 'Claim Filters' panel with the following elements:

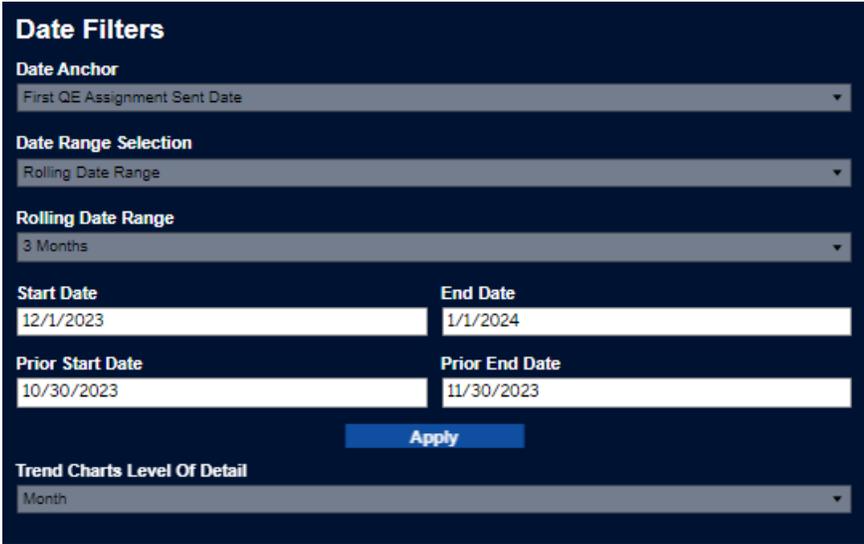
- Secondary Company:** A dropdown menu set to '(All)'.
- AI MOI Channel:** A dropdown menu set to '(All)'.
- Vehicle Age:** A dropdown menu set to '(All)'.
- Appraiser Name:** A dropdown menu set to '(All)'.
- Primary POI:** A dropdown menu set to '(All)'.
- Secondary POI:** A dropdown menu set to '(All)'.
- Driveable Condition:** A dropdown menu set to '(All)'.
- Repairable Condition:** A dropdown menu set to '(All)'.
- Channel Type:** A dropdown menu set to '(All)'.
- TCOR Band:** A dropdown menu set to '(All)'.
- STP Filters:**
 - STP Flag:** A dropdown menu set to '(All)'.
 - STP Touch Status:** A dropdown menu set to '(All)'.
 - STP Status:** A dropdown menu set to '(All)'.
 - Vehicle Location State:** A dropdown menu set to '(All)'.
- **STP Process Max Completion Time Filter:** A text input field containing '60'.
- Estimate Completion Time Filters:**
 - *Minimum (Minutes):** A text input field containing '0'.
 - *Maximum (Minutes):** A text input field containing '60'.
 - Reset:** A blue button below the input fields.
- Footnote:** A small text note stating: '**This filter only restricts P01 Download to Estimate Complete, Drip to Make Changes, and Drip to Manual Approved cycle times by the number of minutes selected.' Below it, another note says: '*Data has been filtered to only include claims that have taken between 0 - 60 minutes to complete an estimate.'

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Smart Claims Dashboard, Continued

Dashboard Filtering, continued

Review the table below for a description of the **STP Operational Report** Date and Data filters, adjust the filters as needed:

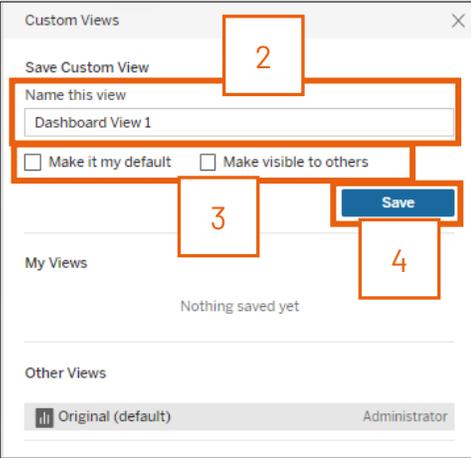
Part	Description
1	<p>Data Filters:</p> <p>Select one or multiple of the following options.</p> <ul style="list-style-type: none"> • Date Anchor: Select an option from the dropdown. • Date Range Selection: Select fixed or Rolling from the dropdown. • Rolling Date Range: Select a rolling date time period of the current month, prior month, 1, 3, 6, 9 months, 1 year, 18 months or, 2 Years. • Start/End Date and Prior Start/End Date: Enter the desired Start and End dates. • Trend Charts Level of Detail: Select a detail level of Week, Month, Quarter, or Year. 

Smart Claims Dashboard, Continued

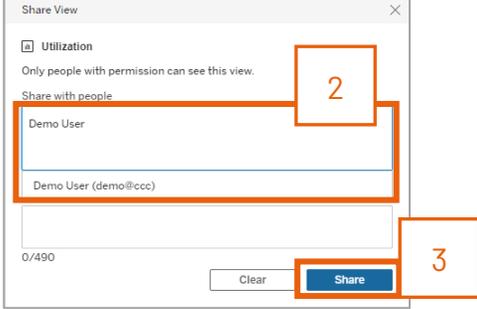
Saving a Dashboard View

Views are a way to save configurations of metrics, breakout attributes, and filters, and easily come back to them. You can even save multiple views and easily flip between them.

To view or create a custom dashboard, follow the steps in the table below to save a view once the dashboard has been configured and filtered:

Step	Action
1	Click View: Original from the Tableau menu, the Save Custom View dialog box opens. 
2	Enter a name for the view in the Name this view field.
3	Use the following checkboxes to adjust the views settings: <ul style="list-style-type: none"> • Make it my default: Select to make the settings your default view when opening the dashboard. • Make visible to others: Select to make the dashboard configurations visible to other users in your organization, an option will display to select the dashboard. 
4	Click Save , the custom dashboard is now completed and will now appear in the My Views area of the Custom View dialog box.

Follow the steps below to share with a dashboard view with specific people in your organization:

Step	Action
1	Click Share from the Tableau menu, the Share View dialog box opens. 
2	Enter the name of the person in your organization to share the view with.
3	Click Share when complete, the custom dashboard is now completed and the person will review a notification that a view has been shared with them. 

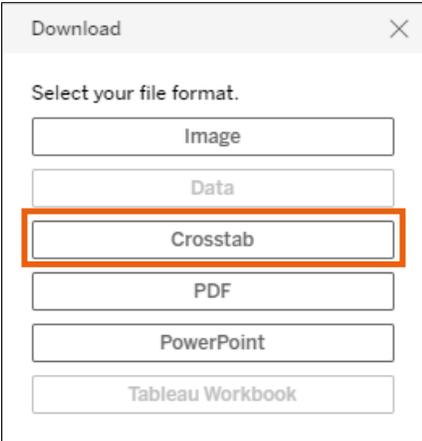
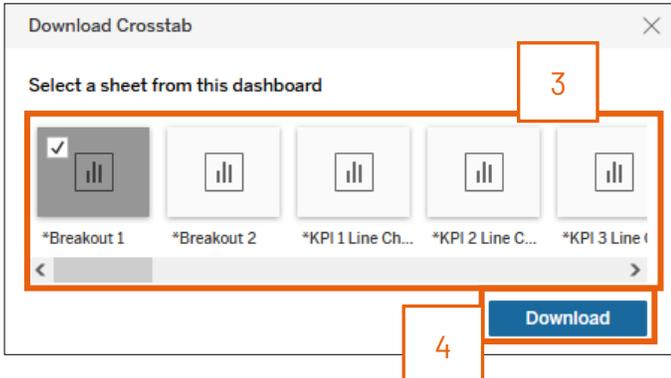
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Smart Claims Dashboard, Continued

Exporting Dashboard Data

The dashboard provides users with the ability to download data present in the dashboard. Users can also adjust the filters to download more data.

To export detail records, follow the steps outlined in the table below:

Step	Action
1	Click the Download button in the dashboard toolbar. 
2	Choose an export option. To download the .csv file click Crosstab . 
3	Select a sheet from the Download Crosstab dialog box. Note: Sheets of interest have a "*" prefix. Breakout 1 is the top bar chart; Breakout 2 is the bottom bar chart and the five-line charts are KPI 1-5. 
4	Click Download , from the Download Crosstab dialog box open the .csv file from your computer's downloads section.

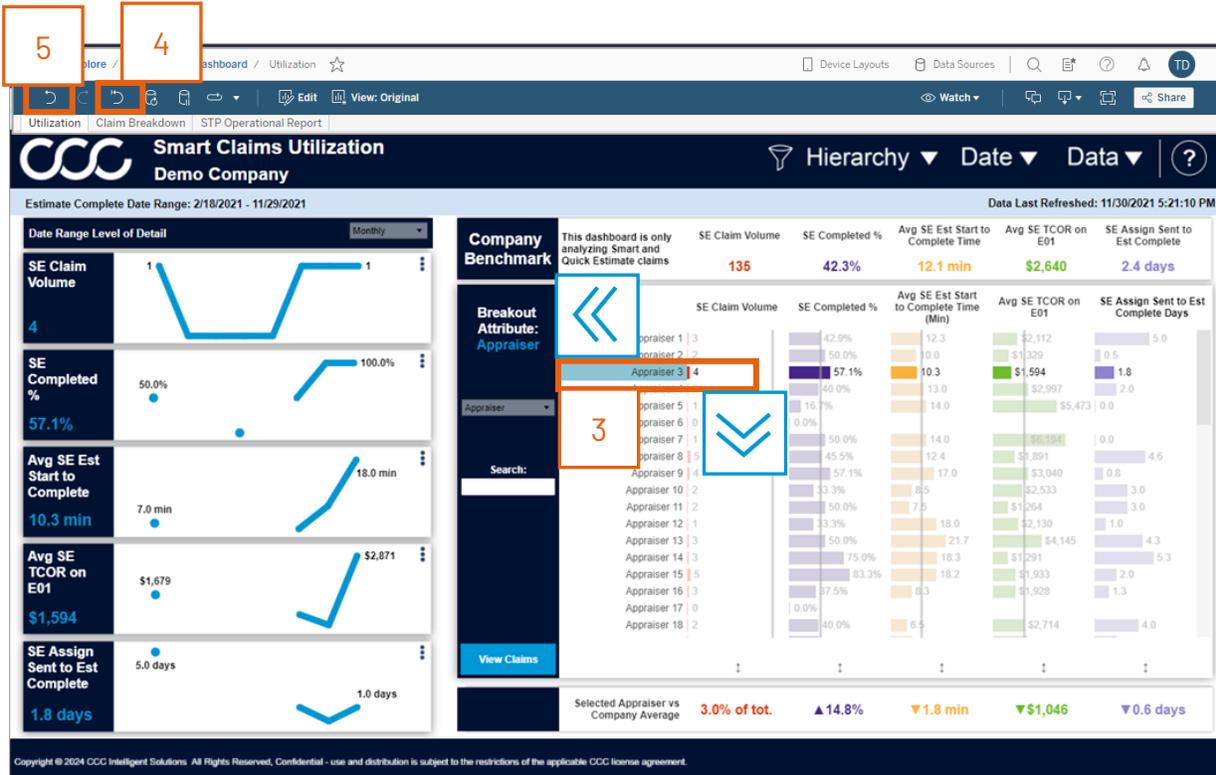
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Smart Claims Dashboard, Continued

Action Filtering

The table below shows how to filter dashboard items and how use the Tableau menu items to navigate the dashboard.

Step	Action
1	Hover over the line chart to view the selected metric's detail and date for each point of aggregation. 
3	Select bar or line chart items to filter the dashboard to only display items related to that selection. For example, selecting an Appraiser from the list will affect the charts below and only show data for that Appraiser. Additionally, the line charts will also adjust to display the trends based on your selection. Note: Click any selected bar or line chart item again to deselect it.
4	Click the Reset button to undo all actions and revert the dashboard back to the default view. You can also unselect the appraiser to see all values.
5	Click the Undo button to undo actions one at a time.



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Smart Claims Dashboard, Continued

Data

Consideration

- Data refreshes occur daily seven days a week. Data is typically available by 7a.m. Central with the prior day's activity.
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Hierarchy

This dashboard pulls hierarchy information from the **CLEAR** registration system. In CLEAR, each staff user has a field for their manager to be entered.

Analytics takes these **Employee** -> **Manager** relationships and builds the hierarchy "tree" as follows:

1. Find managers that don't report to anyone, these are the Level 1 managers. They could also be referred to as the **Top Level** managers.
2. Any person whose manager is Level 1 becomes Level 2.
3. Any person whose manager is Level 2 becomes Level 3.
4. Repeat this hierarchy down to Level 7.

Notes:

- If a person does not report to anyone, but also does not have anyone reporting to them, they are not Level 1 and do not show up in the hierarchy. This was done so that if the data entry is incomplete in CLEAR, there are not random users show up in Level 1.
 - The Top Level(s) aren't required to be a person. In CLEAR a **user** can be created that is a region, team name, etc., and managers can **report** to it.
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