



DWSD: Kimberly Crowell

Objective

Reduce customer wait time by 50% without compromising the quality of service being provided

Scope

In Scope: The process from the time the customer signs in to the time the customer is seen by the agent; only focus on the Eastside Customer Care Center.

Out of Scope: To increase the number of staff, will not look at the process once the customer is received by the agent, will not look at the centers on the Westside or Downtown.

Areas of Opportunities

- » More than one hour wait time for the customers from first point of contact to being seen by an agent during the peak months of June, July, August
- » Customer dissatisfaction with long wait times
- » Inconsistent communication between the call center located on the 3rd floor of the Main Office Bldg. and the service centers.
- » Lack of accountability due to agents not having name tags and lack of standardized dialogue and/or script
- » Lack of communication between agents regarding breaks and lunches



Improvements

Area of Focus

Process Changes

- » Implemented an extra receptionist desk to screen customers resulting in overall decreased wait time
- » Our manual receptionist log was eliminated when the QLess monitoring system was implemented in May 2017
- » Staffing optimization based on personal skill assessment

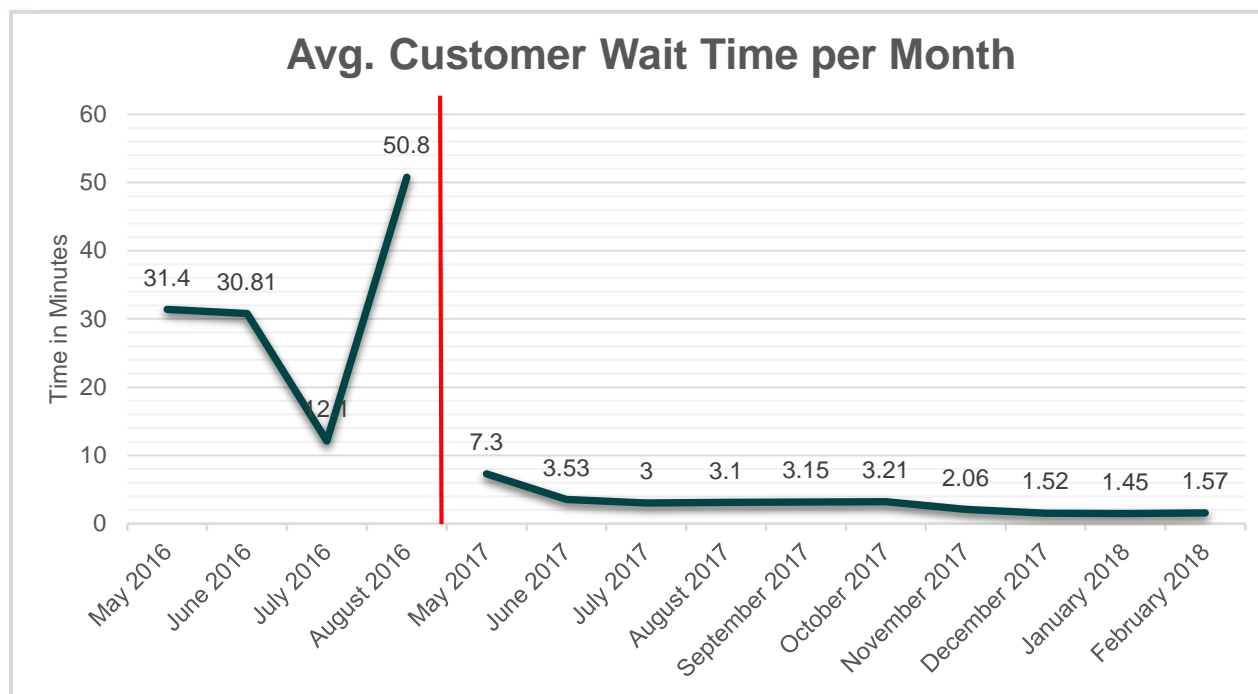
Workplace Optimization

- » In/Out board to monitor staff break/lunch schedule
- » Name tags placed in each cubicle
- » Standardized dialogue for addressing customers
- » Site Manager and Team Leader function as floor managers



PROJECT LEAN

Results



Enhancements to help maintain this progress

- » Payment Kiosks
- » Qless Customer Queue Management System
- » New DWSD Web Portal
- » Streamline of Payment Plan Process
- » Workplace Organization
- » Workforce Optimization and Personnel Skill Assessment



Next Steps / Project

Next Steps

- » Job shadowing for call center agents at the service centers
- » Being prepared for pending service interruptions
- » Continuing to maintain standardization of processes and procedures

Stay Tuned...



Team Members

This project could not have been possible without the support of the following resources:

DWSD – Customer Service

Dr. Marc-Antonie Cooper
(Chief Customer Service Officer)

Dawn Bell
(Team Leader)

Melanie Greenlee
(Team Leader)

Antonio Mitchell
(Customer Service Specialist)

Other Departments

Lenore Canady
(Application Analyst)

LEAN Coach

Anthony Zander (Lean Project Manager)
Maggie Zhang (Lean Project Manager)