Policy Title:		Call Intake Management and Quality Assurance	
	OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER	Category	Customer Service
		Administrative Policy #	500-CS-Call Intake and QA
		Revision #	N/A
		Review Frequency	As Needed – no less frequently than triennially
Administrative Division	Customer Service	**Reviewed By**	Chief Administrative Officer, General Counsel, Chief Customer Service Officer
BOWC Approval	3/15/19	**Last Reviewed/Update Date**	3/15/19
Implementation Date	3/15/19	**Resolution #**	19-0076

1. **OBJECTIVES**

    1.1. To establish guidelines for consistent application of processes and uniform internal controls for quality assurance processed by the Detroit Water & Sewerage Departments at the customer service centers for commercial and residential customer accounts.

2. **PURPOSE**

    2.1. To provide procedures and controls for ongoing coaching and soft skills training to DWSD customer service employees, as well as establish metrics to evaluate employee performance, in order to ensure that continuous excellent service is provided for all DWSD customers.

3. **DEFINITIONS**

    "Continuous failure" means a call center quality management review of "needs improvement" on three consecutive reviews or four "needs improvement" reviews within a two year period.

    "Customer" means an Owner, Landlord or Tenant that establishes an account for DWSD services.

    "Disposition" means a label describing the outcome of a call for metrics tracking purposes.

    "Landlord" means an Owner that enters into an agreement to rent a specific property to a Tenant or any third party property managers or representatives to whom Owner has delegated the authority to enter into agreements on Owner's behalf with others.

    "Owner" means the person that holds legal title to a property.

    "Tenant" means a person who is not the legal title holder to a property but has the owner's actual or constructive authorization to occupy the property.

    "Zipwire" means the contact center support system that routes inbound customers to CSS for service and maintains the CSS availability queue.

4. **SCOPE**

4.1. This policy applies to all DWSD employees who are responsible for handling customer calls.

5. **RESPONSIBILITIES**

5.1. DWSD is responsible for administration and oversight of this policy and providing objective feedback for all customer service employees to support continued professional growth.

5.2. DWSD employees are responsible for actively participating in the quality assurance process, including asking questions, openness to feedback, and striving for continual professional growth.

6. **POLICY**

6.1. **Call Center Quality Management**

6.1.1. Call Center Customer Service Specialists (Call Center CSS) shall adhere to the objectives and standards set forth within these policies and procedures.

6.1.2. All Call Center CSSs will be graded monthly on a sample of calls completed using criteria established by the Chief Customer Service Officer.

6.1.3. Quality Assurance representatives shall notify Call Center CSSs of their call grades, as well as mentor and educate them based on their results. As such, call coaching shall be performed as part of this process by either a member of the Quality Assurance (QA)/Quality Control (QC) team or by the Call Center CSS's supervisor.

6.1.4. Common mistakes or errors made by Call Center CSSs may be prioritized by the QA/QC team as areas for training of the entire call center team.

6.1.5. Continuous failure to meet quality standards as detailed in procedure section and the QA Scoring Guidelines will result in progressive disciplinary action.

6.2. **Reasonable and Necessary Accommodations**

6.2.1. Management may take reasonable and necessary actions to accomplish the intent of this policy.

7. **PROCEDURE**

7.1. **Call Intake and Management.**

7.1.1. At the start of each shift, the Call Center CSS opens the customer account system and Zipwire.

7.1.2. Incoming calls are routed to the call center via IVR to Zipwire and the system assigns the call to the first available Call Center CSS through Zipwire.

7.1.3. The Call Center CSS will follow guidelines established by the Chief Customer Service Officer.

7.1.4. If the customer is calling about an issue that requires the Call Center CSS to provide account information or make changes to an account, the customer's identity must be verified in accordance with DWSD policy.

7.1.5. If any work orders are required to be placed on the account, the Call Center CSS does so within the customer account system during or immediately following the call.

7.1.6. At the end of each call, the Call Center CSS selects a disposition for the call in Zipwire in order to indicate the general topic of the call.

7.2. **Quality Assurance Measurement of Calls.** Each Call Center CSS shall have a target value of five (5) or more calls per month evaluated by the QA/QC team.

7.2.1. The QA/QC team member randomly selects calls to listen to from Zipwire based on the call disposition category, attempting to listen to a variety call types for each representative.

7.2.2. During and after listening to the call, the QA/QC team member scores the call based on the QA Scoring Guidelines. Scores are entered into the QA Evaluation Form.

7.2.3. After all agent calls have been scored for the month, the QA/QC Team Lead aggregates the individual scores for each call into an overall score for the Call Center CSS and notates any areas of strength or concern.

7.2.4. The QA/QC Team Lead aggregates all individual scores into an overall team score for each of the Call Center Team Leads.

7.2.5. The QA/QC Team Lead sends the summary of individual performance for each Call Center CSS and the overall team performance to each Call Center Team Lead. The MOB/Call Center PAA and the Chief Customer Service Officer are copied on the email.

7.2.6. A member of the QA/QC team or the Call Center CSS's supervisor coach the Call Center CSS on areas of improvement.

7.2.6.1. Records of employee call scores are considered during performance reviews and may result in disciplinary action or initiate creation of a performance plan.

7.2.7. Overall areas of strength or concern are highlighted in call center team meetings and/or trainings.

7.2.8. Identified call center customer service improvements applicable to all Call Center CSS are reviewed and coached at minimum on a monthly basis to assess employees.