Customer Service

February 5, 2020

Customer Service:
9 Month Action Plan

Customer Service – 9 Month Action Plan

Goal	Objective	Introduction Month
Evaluate the current state of Customer Service	Establish targets or Key Performance Indicators	Ongoing
Develop Key Performance Indicators	Acknowledge the work being done, set targets, create accountability and responsibility within the Customer Service Team	February
Workforce Management System*	*Forecast staffing and volume to improve customer service*	*TBD*
Institute Visual Management	Leadership and Specialists need to "see" the goals and performance (Individual and Team)	March
Develop Customer Satisfaction Measurement	Know if our Customer Service Specialists are providing the support our customers need	March

Customer Service – 9 Month Action Plan

Goal	Objective	Introduction Month
Educate our Customer Service Leadership on Contact Center best practices	Introduce and roll out of the Contact Center Leadership Playbook	April
Establish a Customer Service Strategic Plan	Provide Customer Service Leadership with a 12 month glide path to improving our current state	May
Strengthen the Customer Service Culture	Create recognition program and incentives	June
Extend Outreach Team	Increase customer engagement	July
First Call Resolution	Decrease customer call backs, improve Customer Satisfaction	August
Increase Customer Satisfaction	Establish a Quality Assurance team and programs that support development of staff	September

Customer Service:
Introduction of Key Performance Indicators

Customer Service – Key Performance Indicators

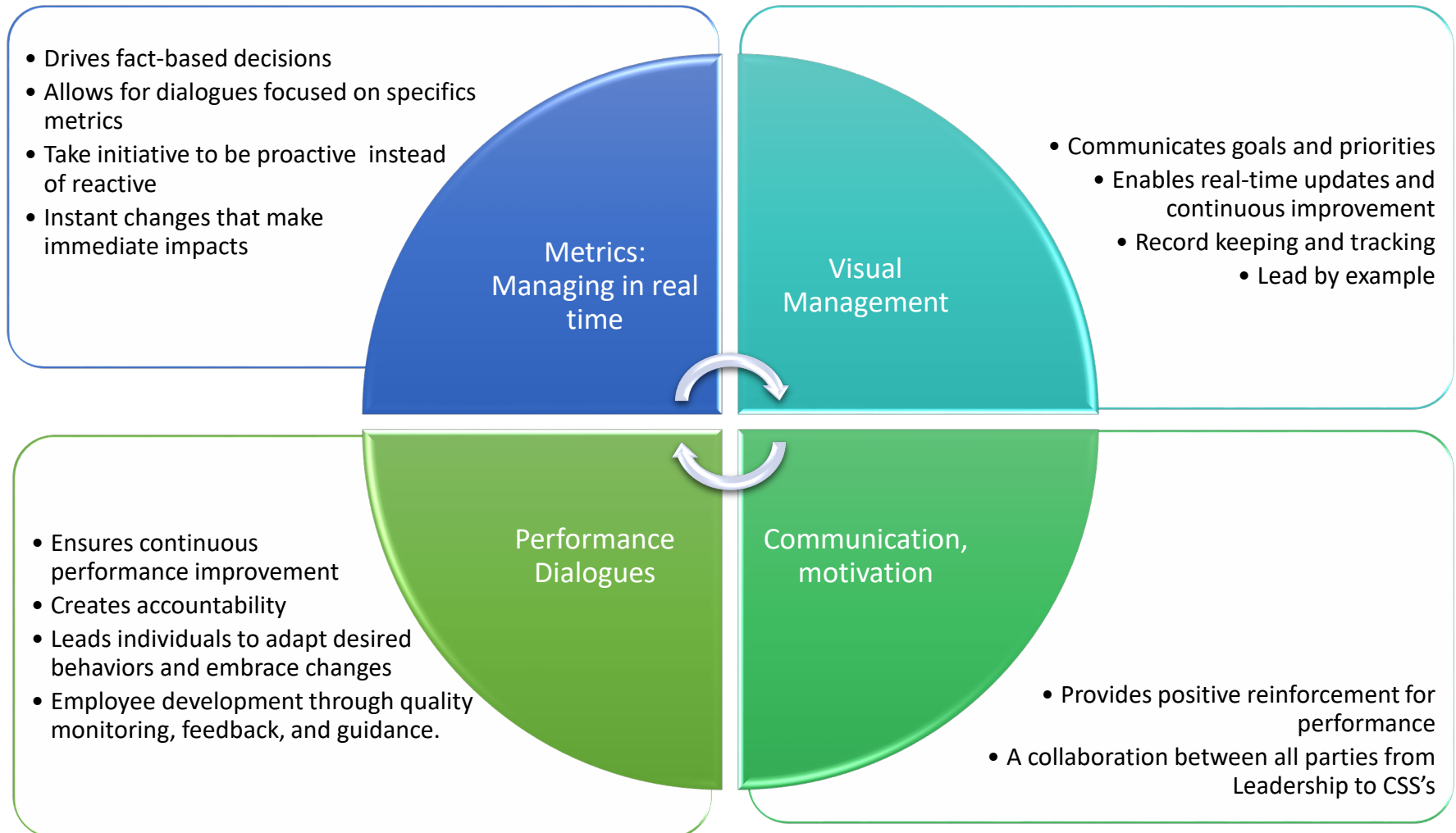| Measurement	Definition	Key Performance Indicator
Service Level (SL)	Percentage of calls answered within the time (ASA) goal	70%
Average Speed of Answer (ASA)	Time it takes for a Customer Service Specialists to answer a call	120 Seconds (2 min)
Average Handle Time (AHT)	Total Call Time (Average talk time + After call work + Hold Time)	600 Seconds (10 min)
Average Talk Time (ATT)	Time spent talking to a customer	360 Seconds (6 Min)
Average Hold Time (AH)	Time customer was placed on hold	180 Seconds (3 Min)
After Call Work (ACW)	Time spent wrapping up or notating a terminated call	60 Seconds
Abandoned Calls	Percentage of calls answered as compared to the number offered to a specialist	10%

Customer Service – Key Performance Indicators

Measurement	Definition	Key Performance Indicator
First Call Resolution (FCR)	Percent of calls resolved on first contact	80% *Requires IVR survey* Q3
Customer Satisfaction (CSAT)	Percent of customers who feel they received supportive services	85% *Requires IVR survey and Qless text survey* Q3
Occupancy	Total time available to take a call + any not ready time / Total paid time	>80%
Percentage of Forecast	Actual call volume received compared to the forecast	+ or - 10% *Requires WFM System*

Customer Service –Key Performance Indicators

Success Factors:

- Drives fact-based decisions
- Allows for dialogues focused on specifics metrics
- Take initiative to be proactive instead of reactive
- Instant changes that make immediate impacts

Metrics: Managing in real time

Visual Management

- Communicates goals and priorities
- Enables real-time updates and continuous improvement
- Record keeping and tracking
- Lead by example

- Ensures continuous performance improvement
- Creates accountability
- Leads individuals to adapt desired behaviors and embrace changes
- Employee development through quality monitoring, feedback, and guidance.

Performance Dialogues

Communication, motivation

- Provides positive reinforcement for performance
- A collaboration between all parties from Leadership to CSS's

Customer Service Data

Call Center Data – January 2020

Service	Number of Calls	Abandoned Calls	Average Wait Time	Average Handle Time
Non-Emergency	30,819	4,224	11:52	7:12
Emergency	3,587	302	3:51	6:47
Total	**30,819**	**4,526**	**10:23**	**7:08**

a/o 1-27-2020

Customer Service – Transactions

Total Transactions by Type
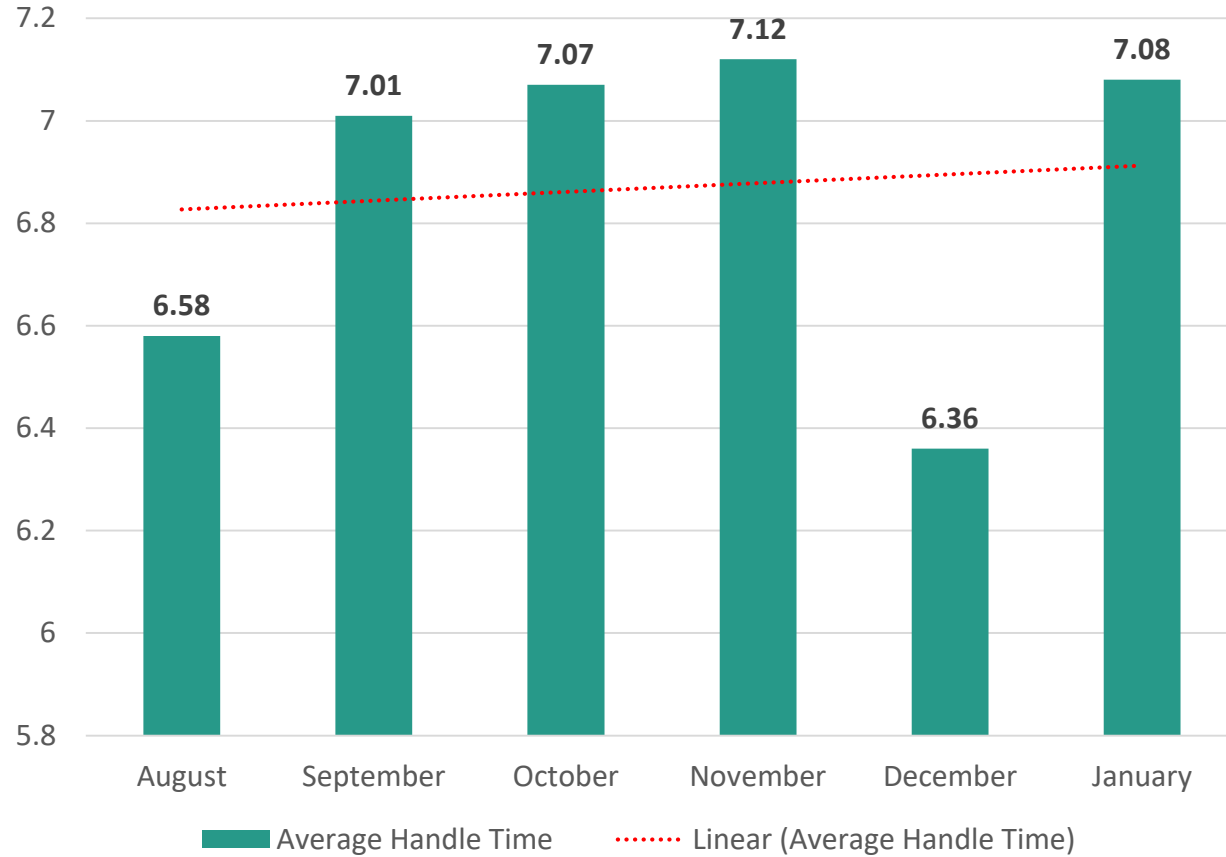

Detroit Water & Sewerage Department
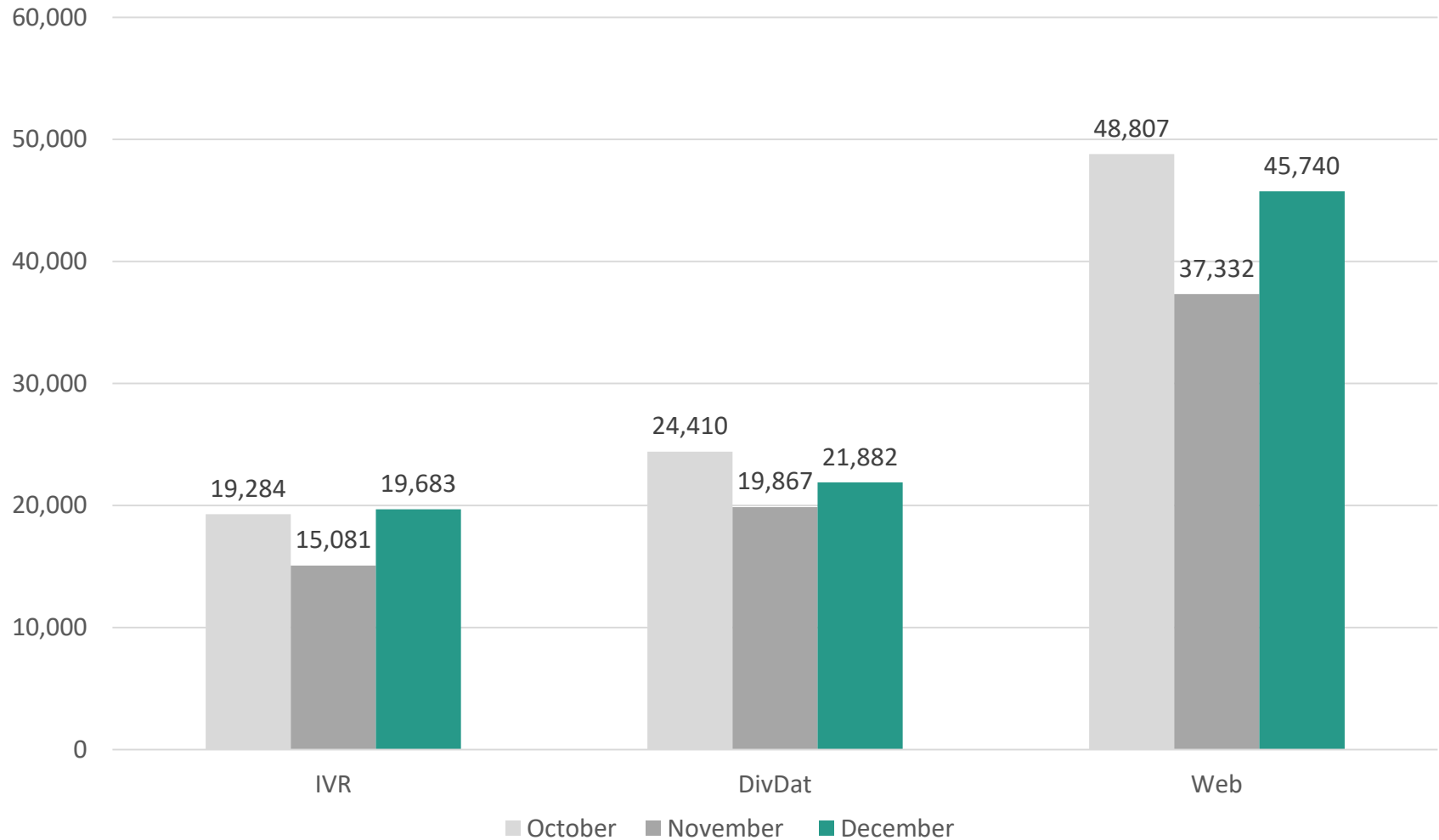
Call Center Data

Average Speed to Answer
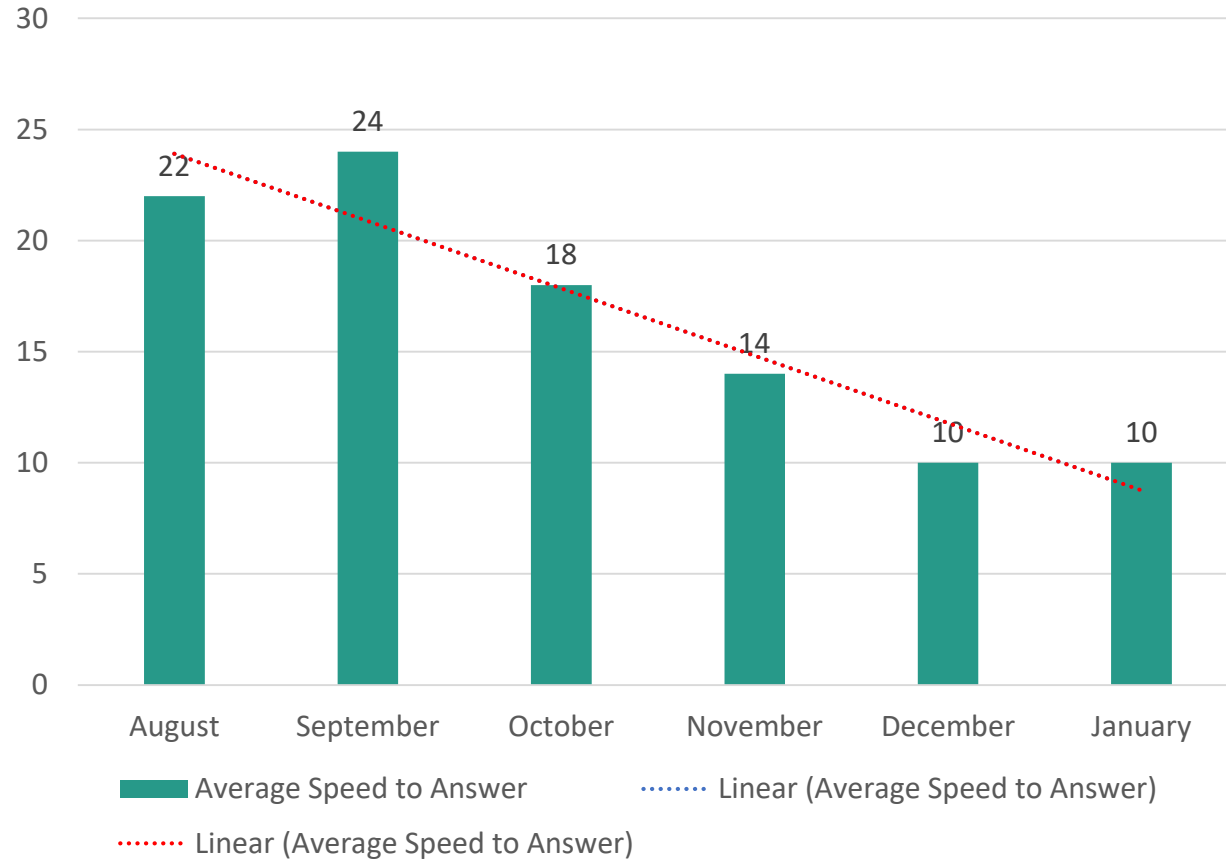
Call Center Data

Average Call Handle Time

Call Center Data

Total Calls

Chart legend: Number of Calls (teal) | Abandoned Calls (gray) | Linear (Number of Calls) (red dotted)

Month	Number of Calls	Abandoned Calls
August	47,541	12,605
September	39,416	10,457
October	51356	11300
November	37070	6034
December	32479	4278
January	30819	4526

Call Center Data

Abandoned Calls
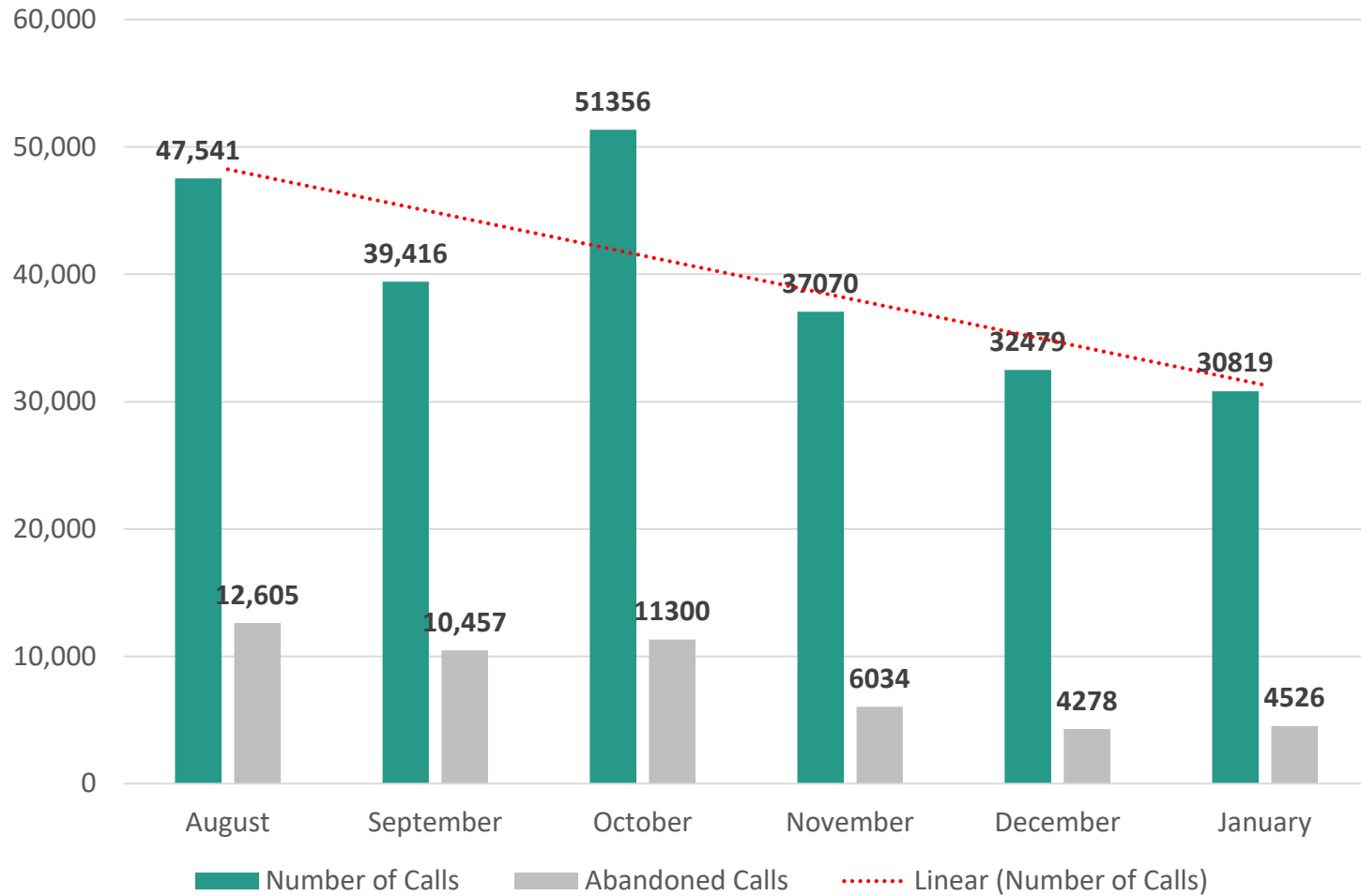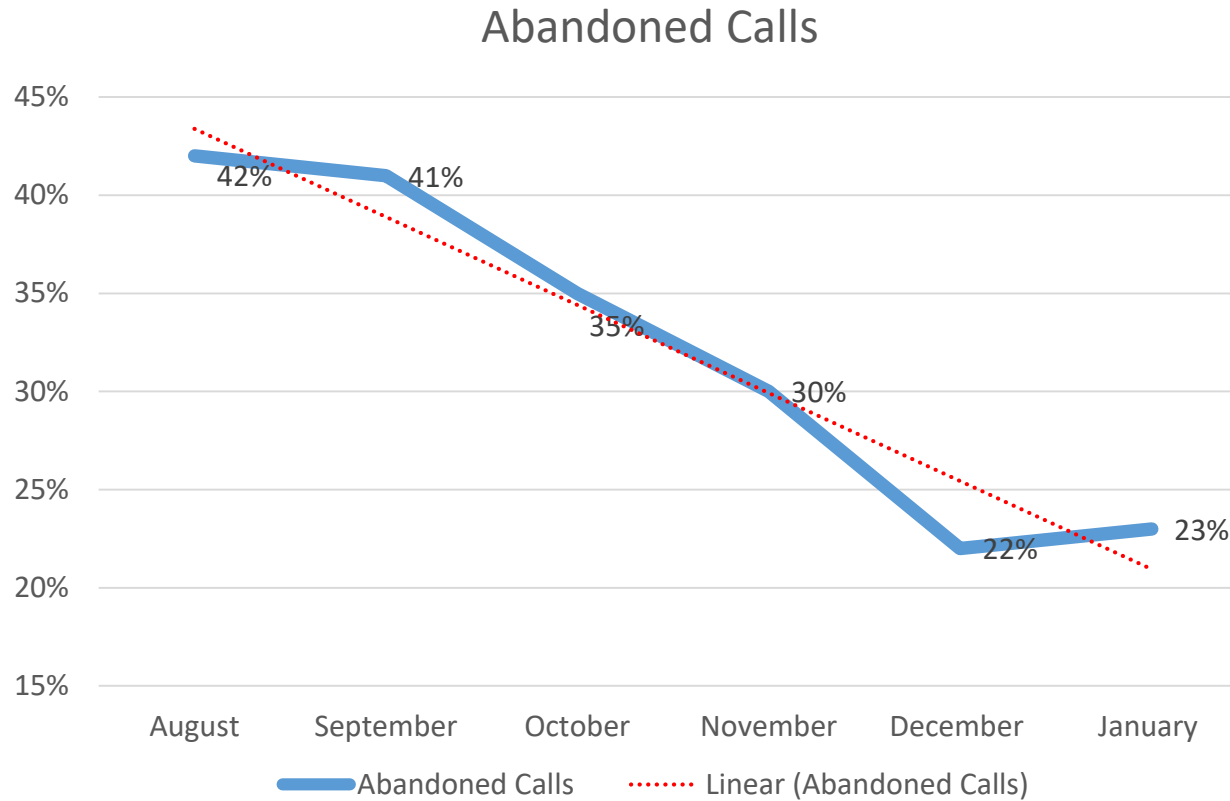
Service Center Data

Total Interactions by Location
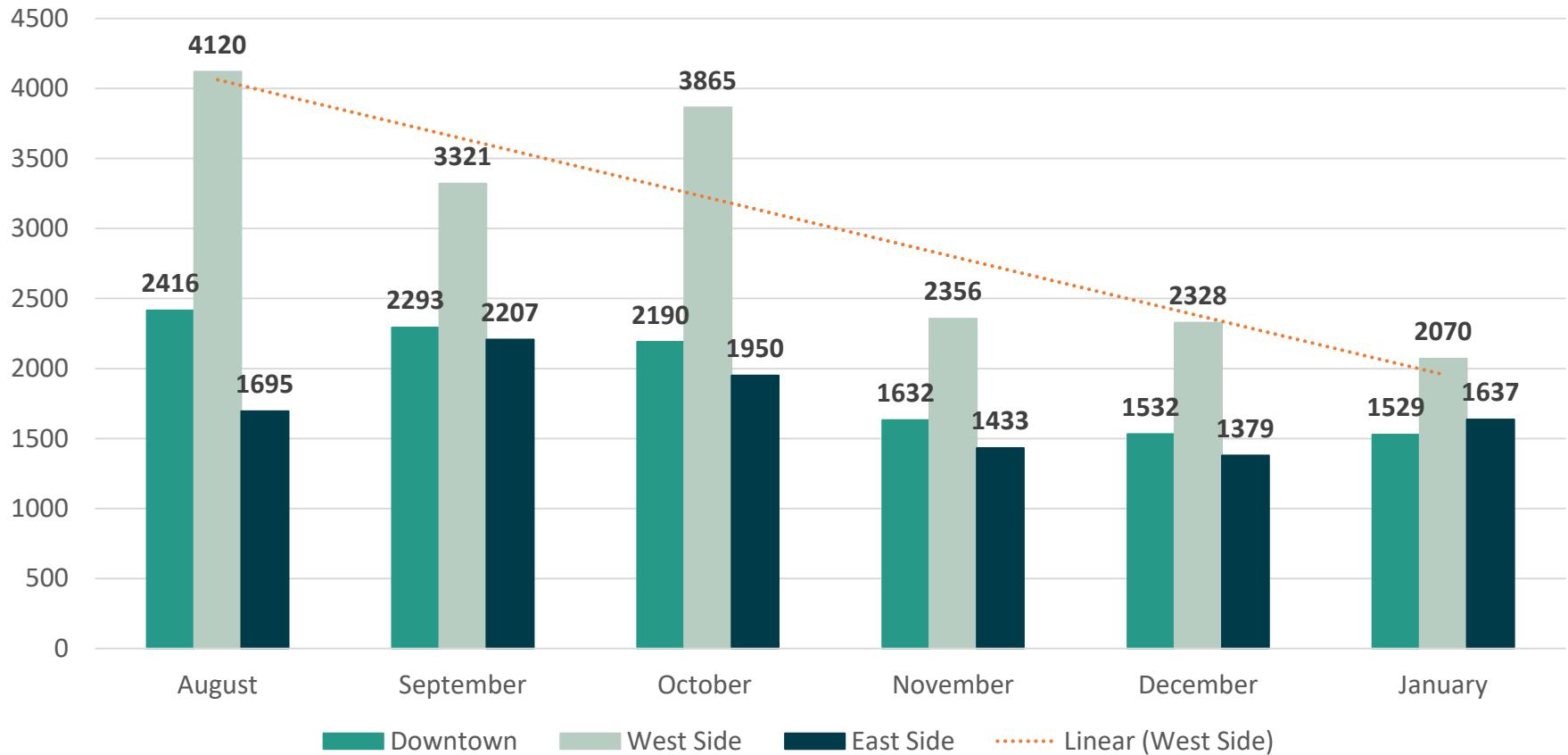
Service Center Data

Average Transactions Per Day

Legend: Downtown | West Side | East Side | Linear (West Side)

Month	Downtown	West Side	East Side
August	109	187	77
September	114	166	110
October	110	183	98
November	96	139	84
December	80	123	73
January	80	109	86
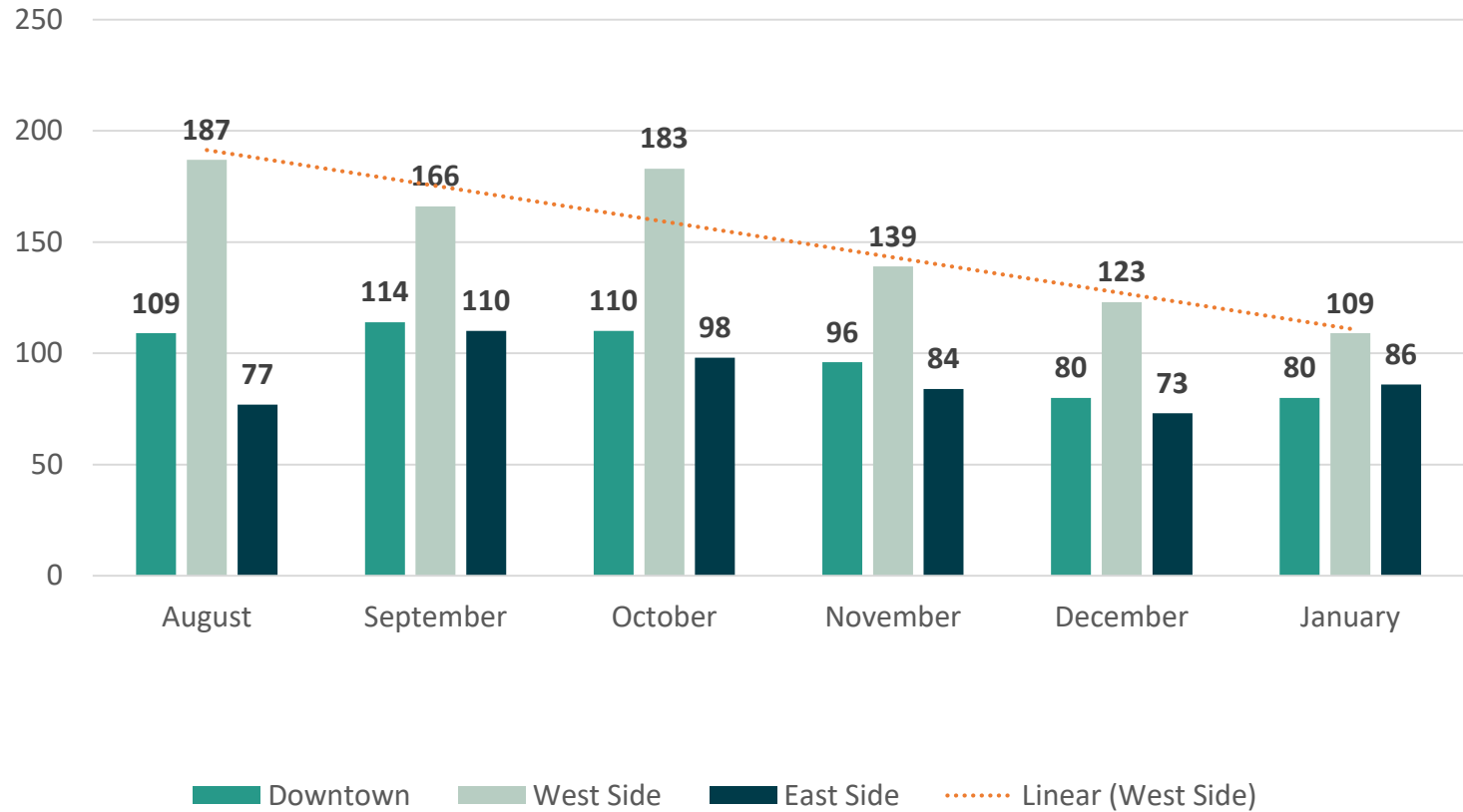
Service Center Data

Average Wait Time

Questions?