

Customer Service

May 6, 2020



April Highlights



- The Customer Service Department is still working from home.
- Service level goal was exceeded in April
 - 97% of calls were answered in 2 minutes
 - Average Speed of Answer in 20 seconds
- Customer Satisfaction Surveys are offered at the end of each call (This is one of the best ways to know what your customers are thinking about you and the service you deliver)
 - Surveys were offered to all phone customers beginning in April 2020
 - 3.9% response rate – Very low participation rate
 - 47% of callers responded with their call was resolved on first call (FCR)
 - Customer satisfaction score of 76% (NPS)

April Highlights



- Due to COVID19 and the related impact on the Water Department, the following changes were made:
 - 33% (27 FTE) of the Customer Service staff were placed on Furlough or Work Share program on April 20th
 - Furloughed (working 4 hours per week) 4 Leadership and 15 Customer Service Specialists
 - Work Share (working 32 hours per week) 7 Leadership and 1 Customer Service Specialist
- To prevent the spread of COVID19, the 3 DWSD Service Centers remain closed.
 - In addition to the nearly 50 kiosks, which do accept cash, check and debit/credit cards, customers may pay their water bill by phone, online, mail and auto pay.
 - Customers may call our customer service line with any questions, payment arrangements or to request forms to be mailed.

Customer Service Data



Call Center Data – April 2020



Customer Service - Call Center Performance Dashboard

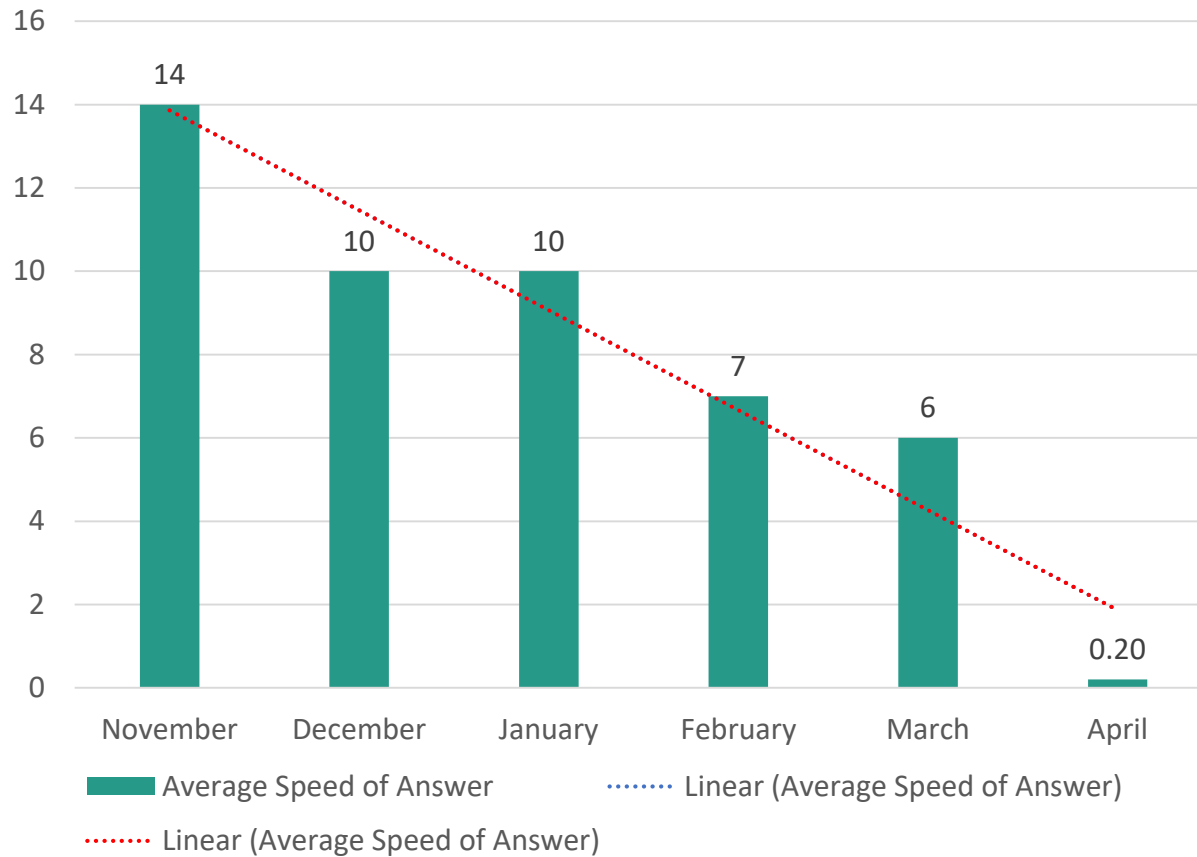
November 2019 – April 28, 2020

	November	December	January	February	March	April	Key Performance Indicator
Calls Received	37,070	32,479	35,882	27,121	35,196	31,388	
Average Speed of Answer	14:31	10:16	9:21	7:47	6:40	0:20	2 Minutes
Service Level	7%	17%	19%	17%	31%	97%	70%
Average Handle Time	7:12	6:36	7:10	7:00	6:39	6:32	6:30 Minutes
Average Talk Time	4:59	4:36	5:04	5:08	5:04	5:28	5 Minutes
Average Hold Time	5:09	4:56	4:54	4:41	4:16	3:11	3 Minutes
After Call Work	0:35	0:35	0:35	0:33	:32	0:28	1 Minute
Abandoned Calls	30%	22%	21%	17%	16%	1%	< 5%
Longest Call Waiting				39:15	54:21	10:33	
Avg. Staffing	28	28	27	22	24	44	54

Longest Call Waiting: Call was answered. Occurred during lunch period on 4/27/20

Call Center Data

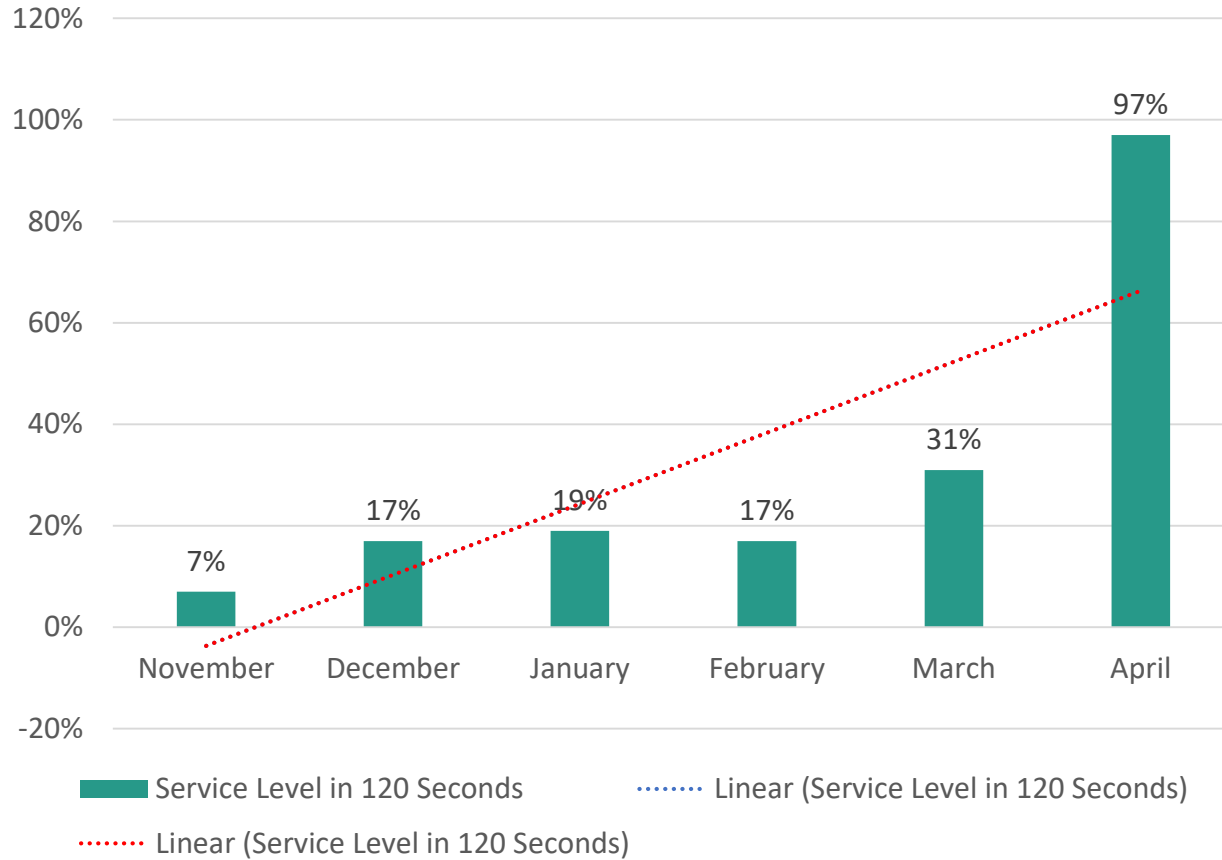
Average Speed to Answer (Less than 2 minutes)



Call Center Data

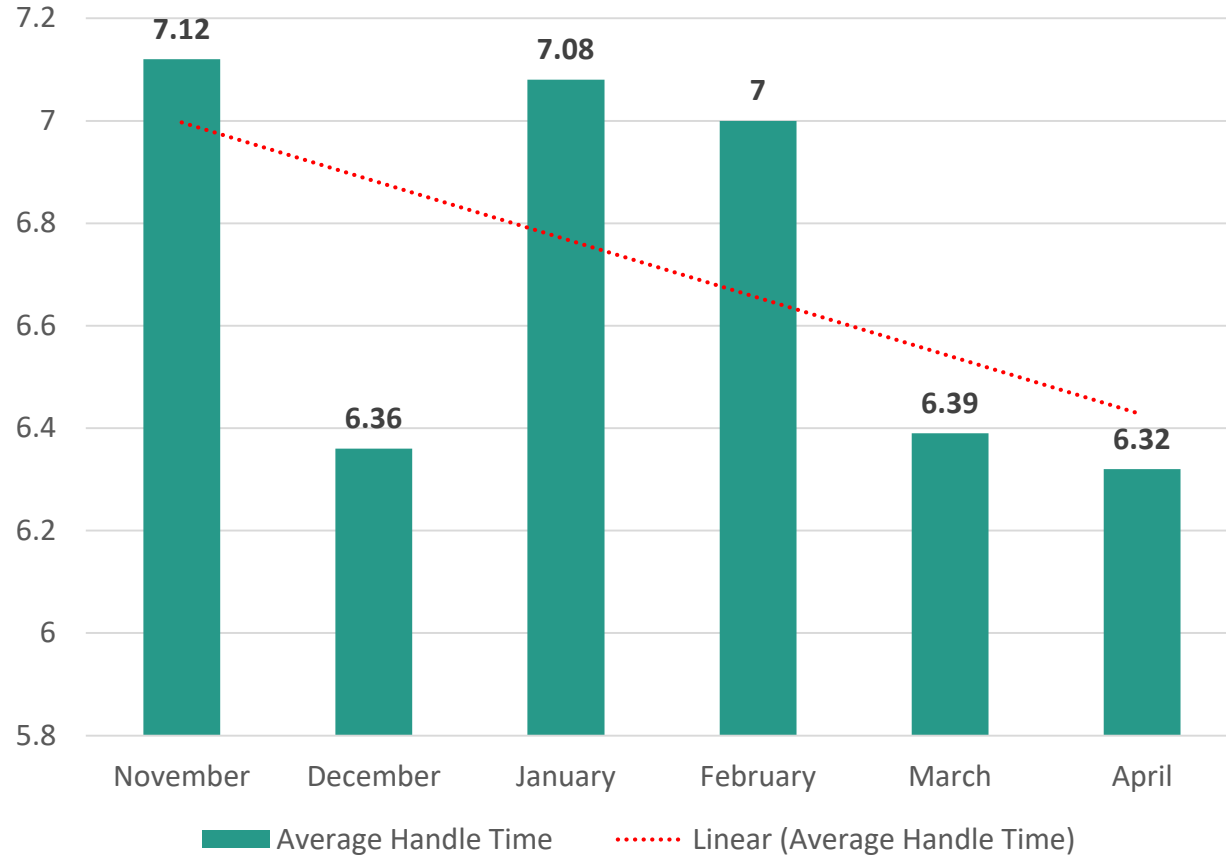


Service Level in 120 Seconds



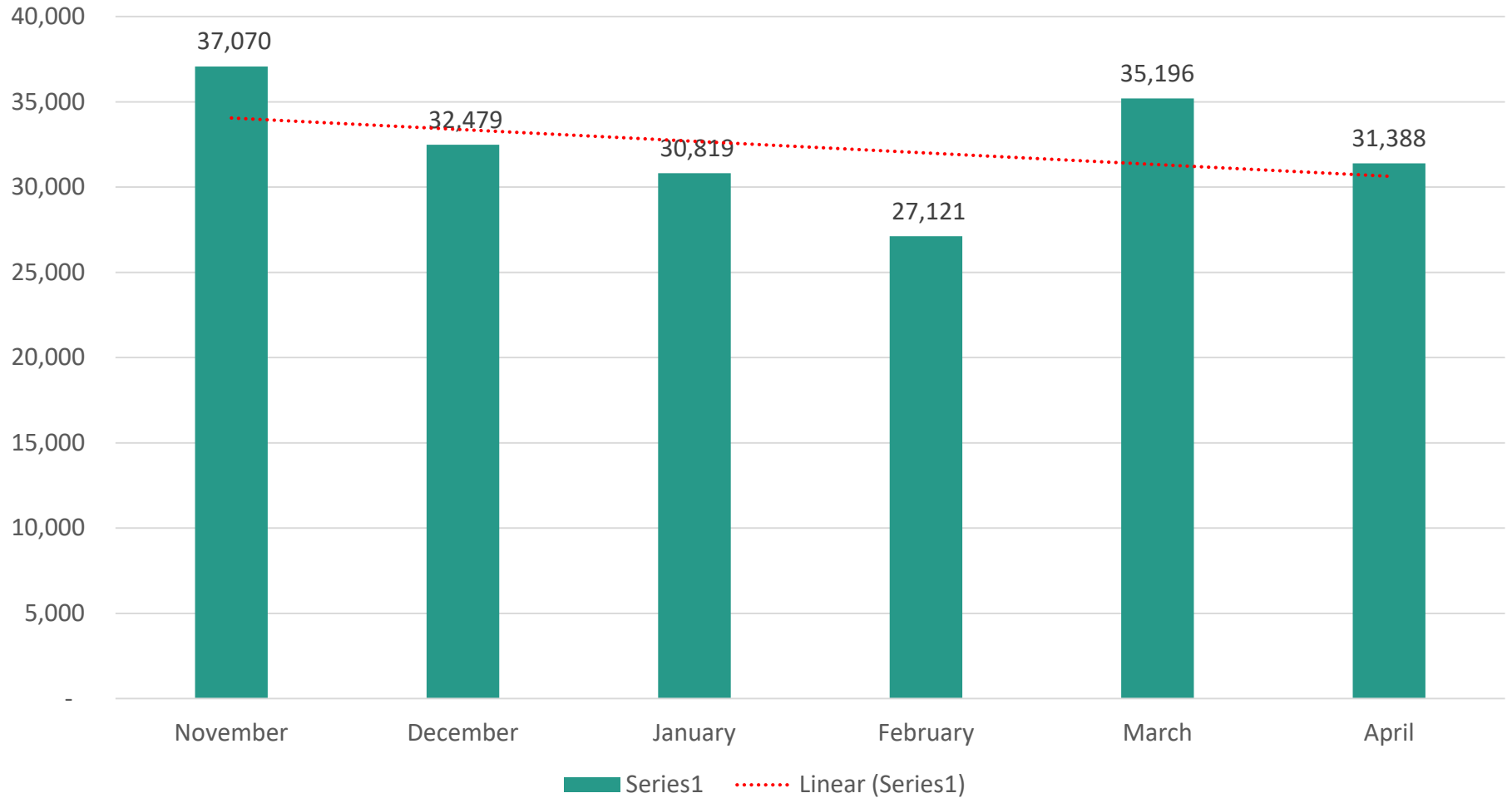
Call Center Data

Average Call Handle Time



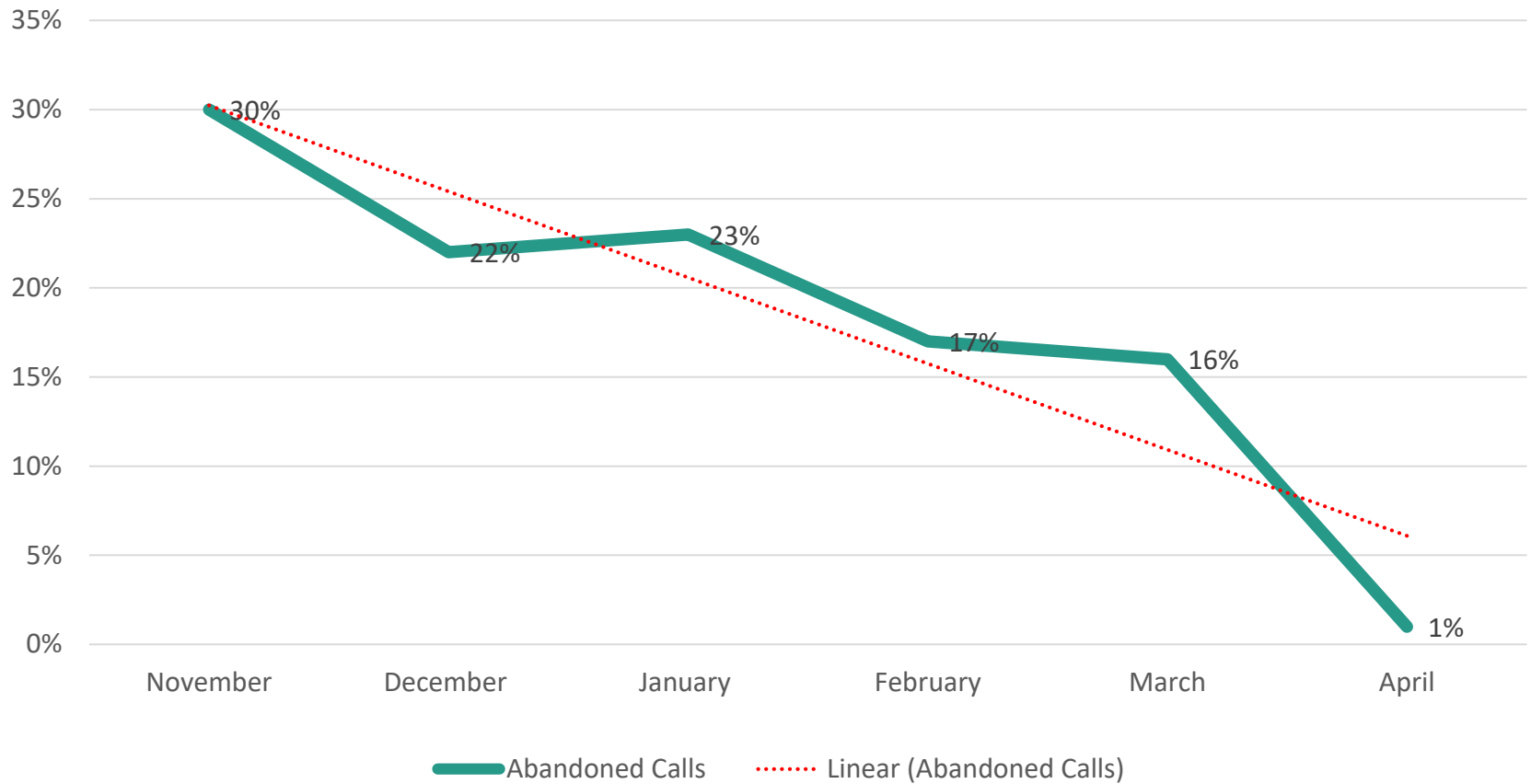
Call Center Data

Total Calls



Call Center Data

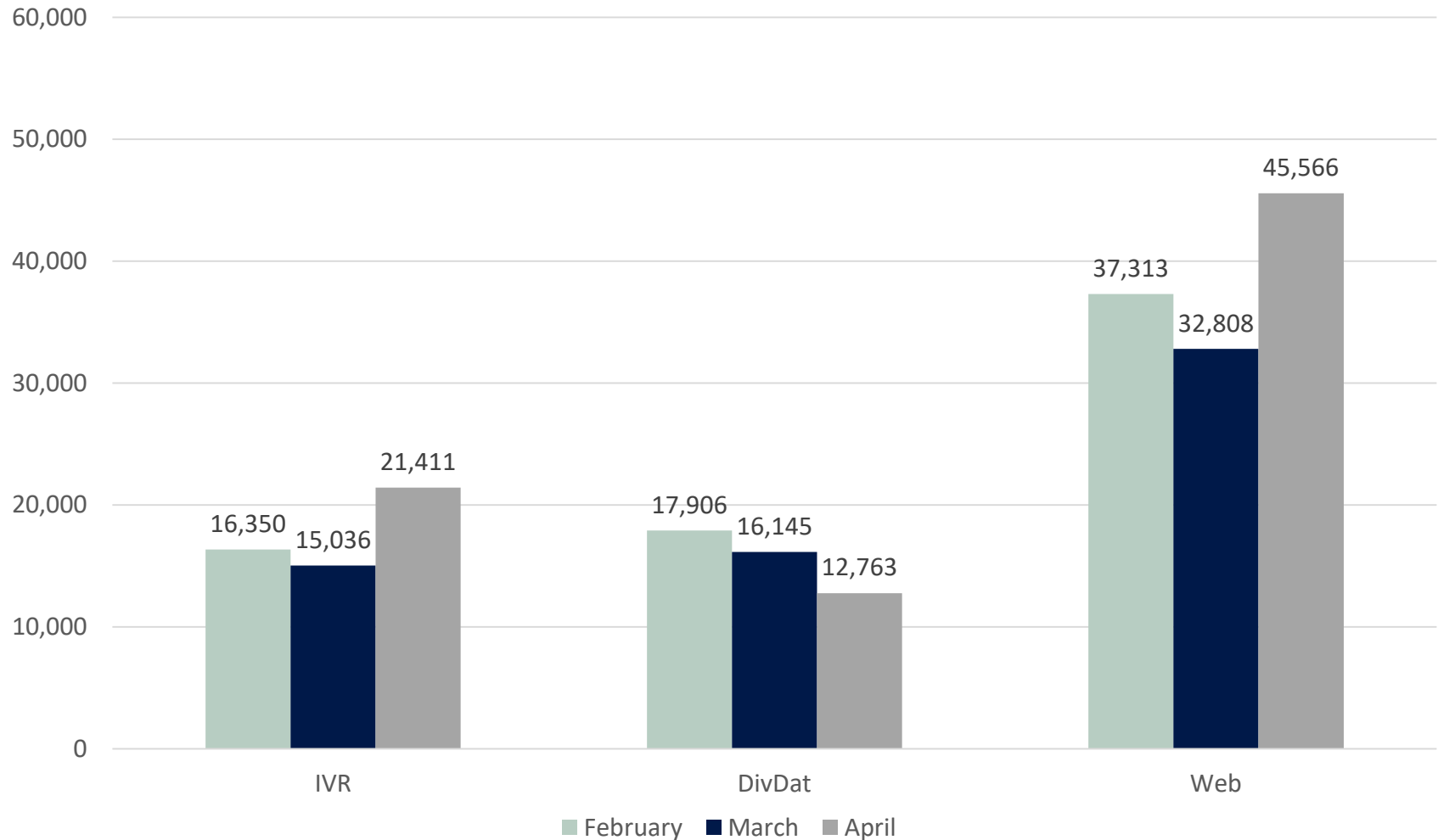
Abandoned Calls (Less than 5%)



Customer Service – Transactions



Total Transactions by Type



Customer Service

Planning Calendar: Projects and Action Plan



Customer Service – Action Plan



Goal	Objective/Impact	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 COMPLETED
<i>Workforce Management System*</i>	<i>Forecast staffing and volume to improve customer service</i>	2021
Institute Visual Management	Leadership and Specialists need to “see” the goals and performance (Individual and Team)	March COMPLETED
Develop Customer Satisfaction Measurement	Know if our Customer Service Specialists are providing the support our customers need	March/April COMPLETED

Customer Service – Action Plan



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

Questions?