

Re-Engineering Call Handling and Customer Complaint Processing

Customer Service, Operations and
Safety Committee
Thursday, December 15, 2005



Customer Service Vision

We will recommit ourselves to a back-to-basics program, focusing on safe, reliable and clean service, and improved customer service and outreach.

We will hold all WMATA employees accountable for delivering greater service to our customers.

*Announcement of
Back-to-Basics Program
November 18, 2004*



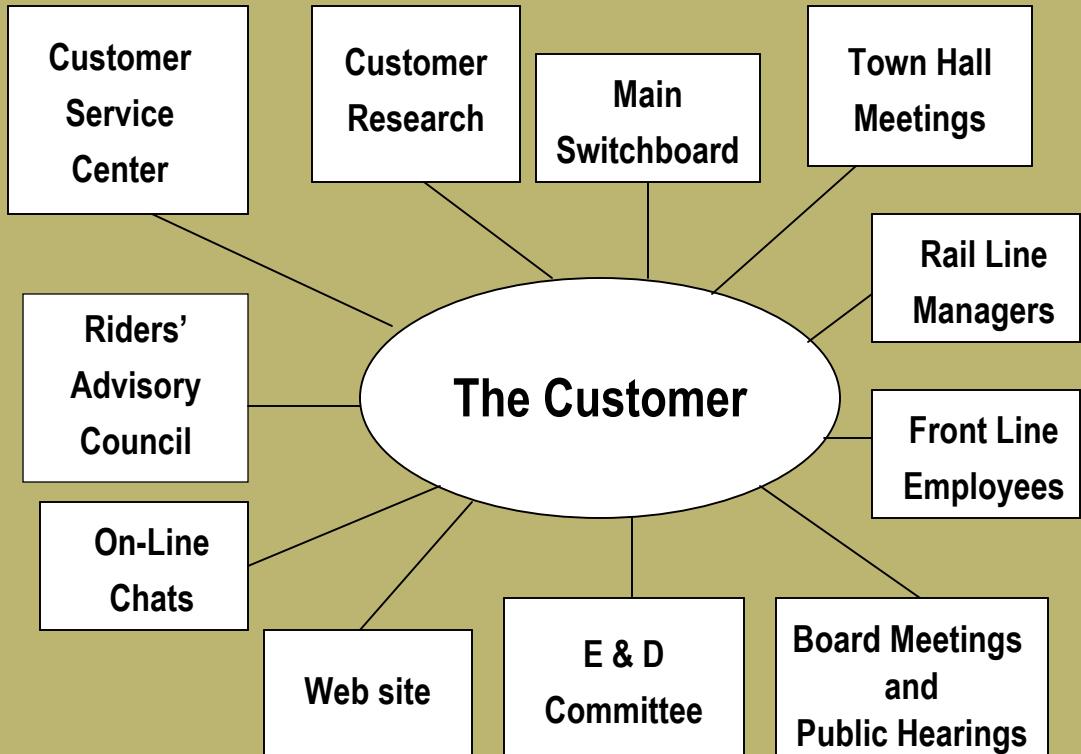
Purpose

To inform the Committee of the status of the following improvements to call handling and customer complaint processing funded in FY 2006 as a part of the “Safe, Clean, Reliable” initiatives:

- Web-based Complaint Handling System
- Spanish Trip Planner
- Automated Switchboard
- New Telephone Business Standards
- Customer Service Quality Assurance Team



Customer Touch Points



Re-Engineering Customer Service Goals

- Offer 24-hour information
- Reduce the number of telephone transfers
- Reduce response time
- Enhance the quality of responses
- Provide better actionable management information
- Improve follow-up through a Web-based technology
- Create capacity to keep pace with customer contacts
 - Customer Assistance E-mails and calls increased from 44,963 in FY 2002 to 64,282 in FY 2005



Customer Contacts Are Increasing

- Higher ridership
- More bus and rail service
- The impact of capital improvement work on customer trips (i.e., single tracking)
- Customers' expectation for real time information
- A technological revolution
 - Ease of contacts via E-mail and wireless devices
 - Service information on Web site
 - Web-based and telephone trip planning



FY 2005 Customer Contacts

▪ Customer Information

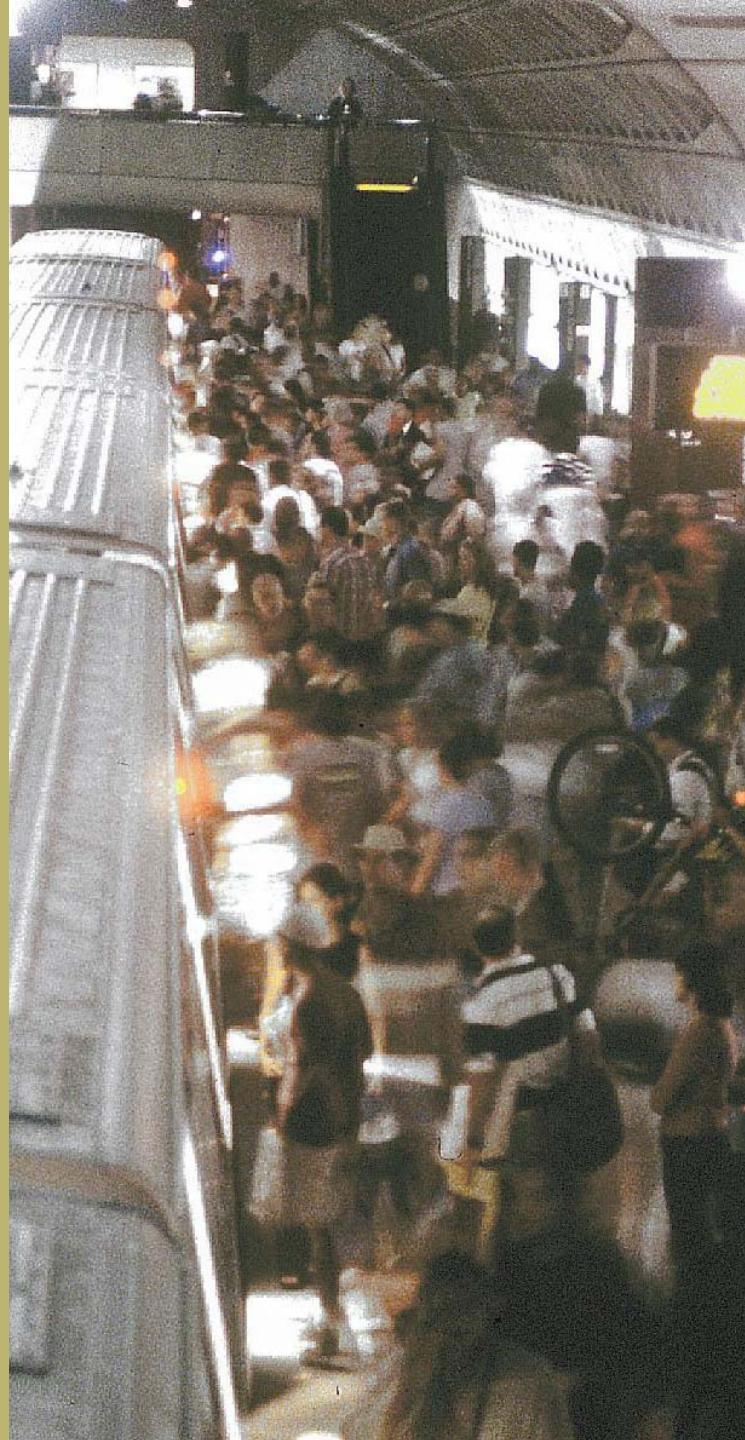
- Calls handled by agents 2,024,110
- Calls handled by IVR recording 708,889

▪ Customer Assistance

- Calls handled by agents 34,228
- E-mails handled by agents 30,054

▪ Web site

- Total page views 81,266,520
- Trip Planner itineraries 9,389,488



Customer Service Re-Engineering in FY 2006

Web-based Complaint Handling System

Current System

- 25 year old manual system
- Information accessible only to those who work directly on the system
- No easy way to identify repeat problems by collecting and analyzing information systematically

NEW IMPROVED SYSTEM

- Web-based system
- Customer complaints in single location
- Information is accessible to all users
 - Results in better investigations and follow up
 - Leads to a higher quality response to customers
 - Quicker response to complaints
- New response standards
 - Goal is 75% resolution in first contact
 - Same day acknowledgment for E-mails
 - Seven to 20 days for other responses; time will be reduced after system is in operation 60 days
- On-line reports show trends and information necessary to make changes



Customer Service Re-Engineering in FY 2006

Spanish Trip Planner

Current System

- Select recorded messages in Spanish
- Trip Planning in Spanish limited to hours when agents are available

NEW IMPROVED SYSTEM

- Fully functional trip planning in Spanish available 24/7 on telephone

Automated Routing for Main Switchboard

Current System

- Switchboard staffed 8:30 a.m. to 5 p.m. weekdays
- Transfers made by switchboard staff

NEW IMPROVED SYSTEM

- Pre-recorded information by topic available 24/7
- Customers speak office or name to call
- Capacity and routing set up to support key customer functions, reducing the number of calls to voice mail
- Fewer calls are misdirected and/or transferred



Customer Service Re-Engineering in FY 2006

New Telephone Business Standards: **metrostartswithme**

Current System

- Business standards vary by office and person
- Limited back up when primary staff is unavailable
- No training for general employees in customer service or call handling

NEW IMPROVED SYSTEM

- "High touch" complement to "high tech" switchboard
- Enterprise-wide standards, such as one call resolution, proper use of voice mail and high quality professional telephone manners
- Computer-based training required for employees

Customer Service Quality Assurance Team

Current System

- QA/QC done by supervisors on an individual and ad hoc basis
- No system to track a case from initial contact to close out

NEW IMPROVED SYSTEM

- Separate office oversees quality of telephone, E-mail and written customer responses
- Records and monitors calls
- Sets standards for time and quality of responses
- Conducts customer follow up to determine satisfaction with response

metrostartswithme



Measuring Customer Satisfaction

- Back to basics is working
 - 90% of rail riders and 85% of bus riders were satisfied with our service at the end of the first quarter of FY 2006 – an increase from the previous year
 - 73.9% of rail riders and 70.5% of bus riders were satisfied with service reliability – an increase from the previous year
- In FY 2006 and going forward, we remain committed to becoming a customer-focused organization through new processes and systems



Timeline

| | |
|---------------|--|
| January 2006 | New telephone business standards training |
| February 2006 | Web-based complaint handling system |
| March 2006 | Quality assurance and analysis team |
| May 2006 | Automated routing for main switchboard, Spanish Trip Planner |

