

Sample

Prepared for Sample Council



Updated: 28th September 2018



Overview of report

- 1 Objectives and methodology
- 2 Connecting
- 3 Greeting skills
- 4 Agent Manager
- 5 Enquiry resolution skills
- 6 Communication skills
- 7 Summary and recommendations



1 Objectives & Methodology

Project overview

SAMPLE DATA ONLY

Goals of the Research

The Sample Council would like to obtain a benchmark of the current customer service standards across the three “face-to-face” service centres as well as the back-end phone enquiry centre.

Gain insight into customer experience and help define ways forward to improve performance.

Fieldwork



Telephone survey:

50 Telephone surveys were conducted, where the shopper called the Sample Council call centre to gain assistance with a prescribed scenario.



Walk-in survey:

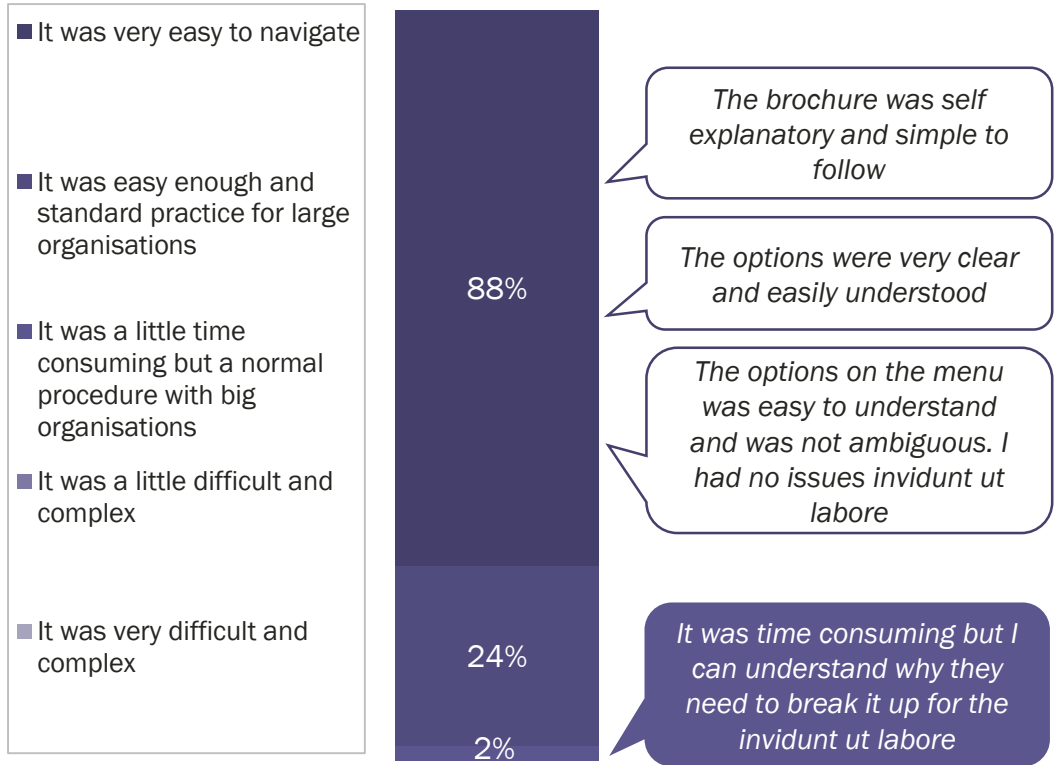
30 Walk-in surveys were conducted across the Alpha, Bravo and Charlie Sample Council offices, shoppers visited the offices to gain assistance with a prescribed scenario.

2 Connecting

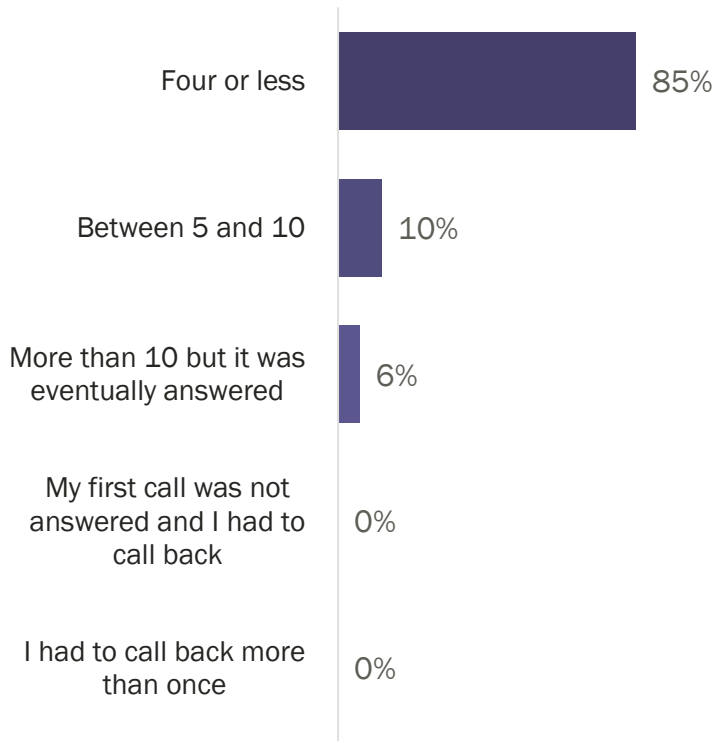
Customers found the initial telephone contact easy to navigate, with all having their called answered, most within 6 rings or less

SAMPLE DATA ONLY

Ease of navigating the introduction

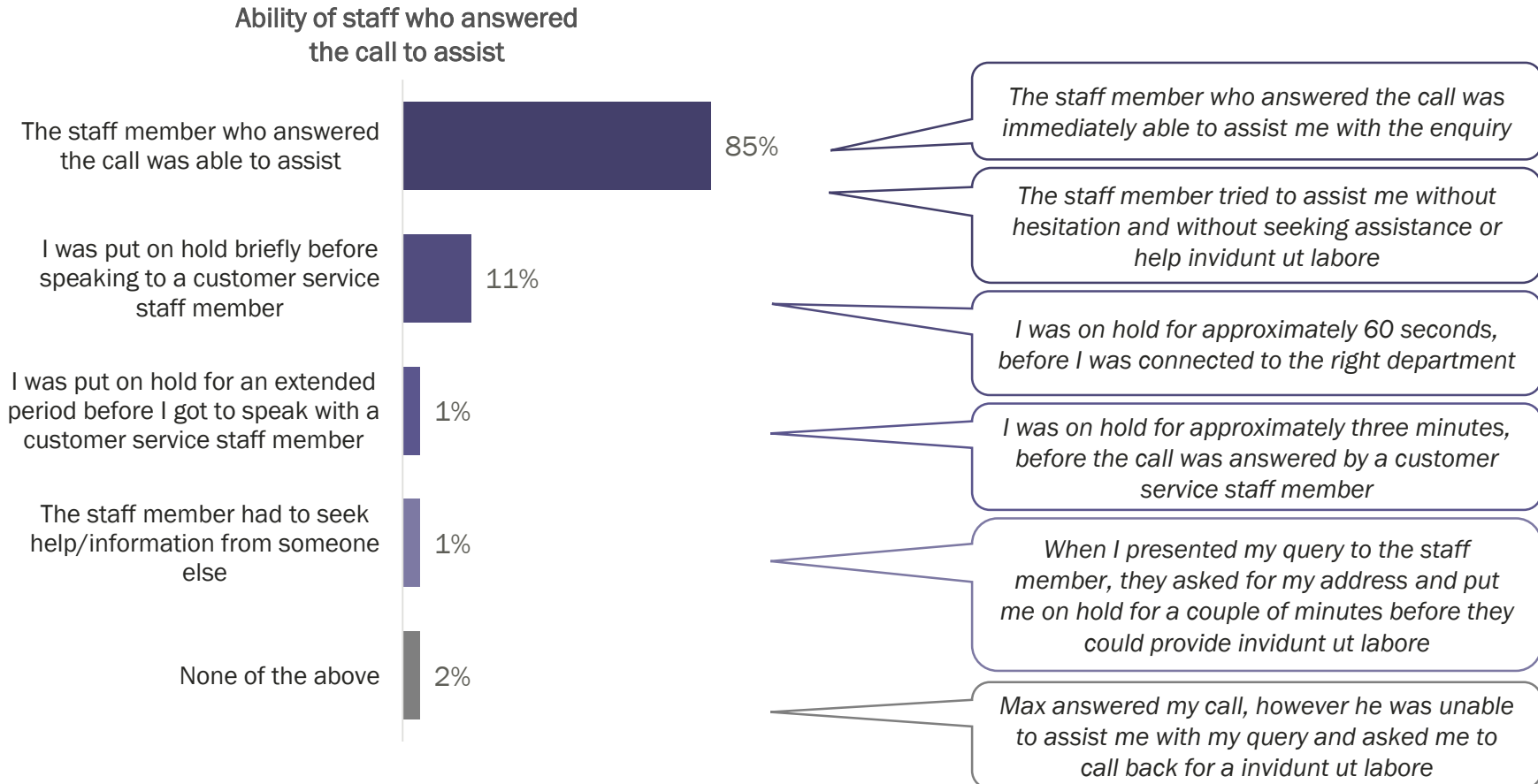


Phone rings before staff answered



In 7 out of 10 cases the staff member who answered the call was able to assist, with only one incidence of the customer being asked to call back the following day

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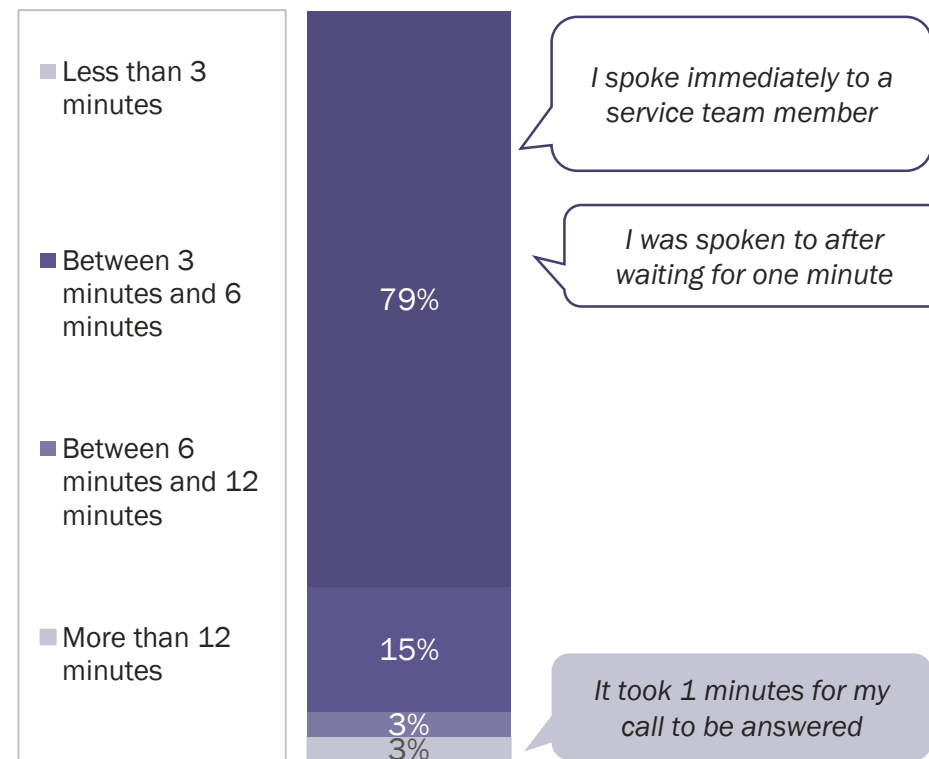
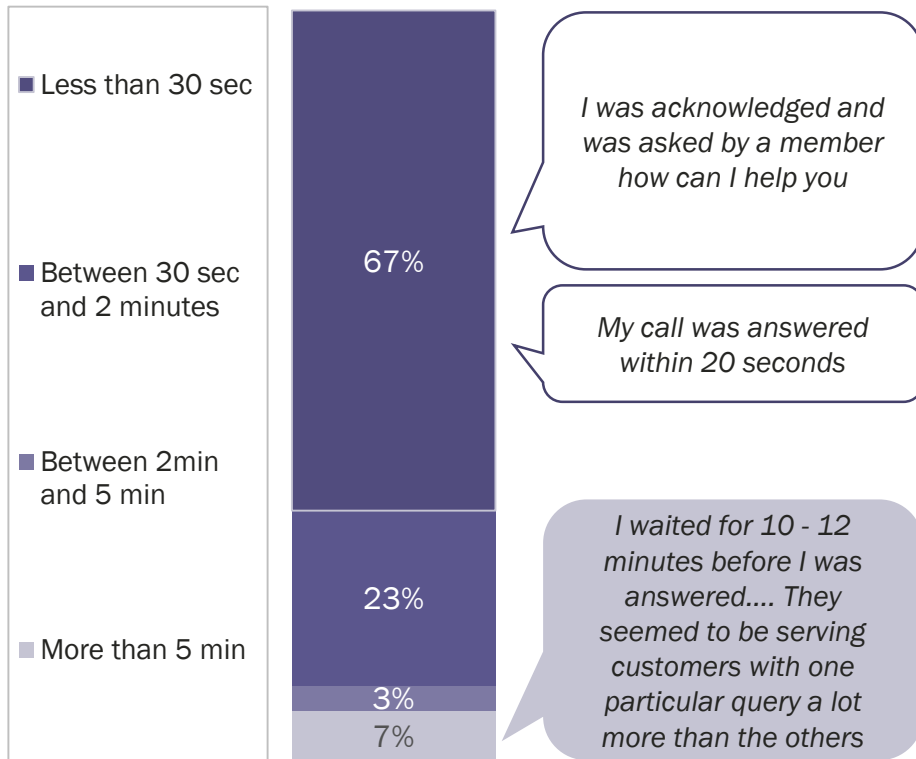


Both wait time to be initially acknowledged and then to speak to a Customer Service Team member were minimal for the majority of customers

SAMPLE DATA ONLY

Wait time for acknowledgement by Customer Service Officer

Wait time to speak to Customer Service Team Member



Environment

9 in 10 customers had no issue locating the Bravo service centre, a small number had difficulty due to lack of signage. Overall service centres were neat and tidy.

SAMPLE DATA ONLY

Service centre easy to find and access

Was the service centre neat and tidy

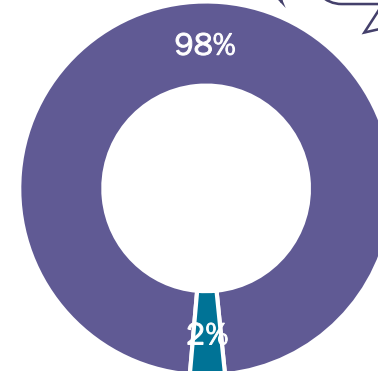
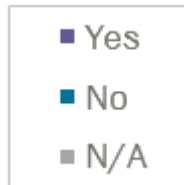
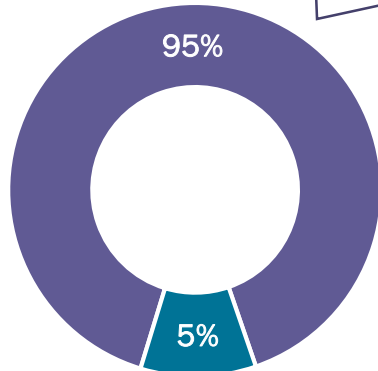
The Bravo service centre was very easy to locate and in a prime position
- Charlie

The Bravo service centre had easy access and a large sign outside making it easy to locate
- Alpha

The Bravo service centre was really neat and tidy, with all waiting areas looking invidunt ut labore
- Charlie

The Bravo service centre was neat and tidy. The access to the centre was free from any invidunt ut labore
- Alpha

The Bravo service centre was easy to find with signage that was easy to read
- Charlie



The waiting area was spotlessly clean and tidy and the ticket machine was directly in line of sight on entry
- Charlie

The huge building is clearly visible, but no signage at all in the car park
- Charlie

There were not many signs to indicate where the building was
- Alpha

There were some boxes left on the counter so it looked a invidunt ut labore
- Charlie

I had Google maps and that's what helped me to find it. But even once I was in front of the Bravo centre, I was not sure if I was at the invidunt ut labore
- Charlie



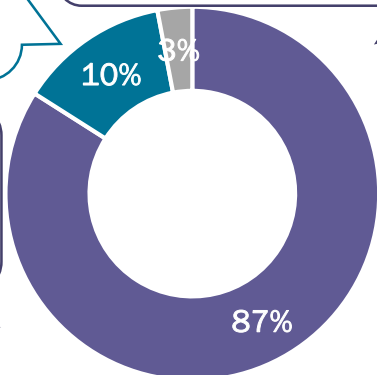
Forms and brochures were neatly stacked at both Charlie and Alpha service centres, with those at the Bravo service centre being slightly scattered or mixed up. Both Bravo and Alpha service centres had posters promoting out of date events

SAMPLE DATA ONLY

Forms and brochure holders neatly stacked

The brochures were quite full however they were quite messy and not arranged in order. I would not invidunt ut labore

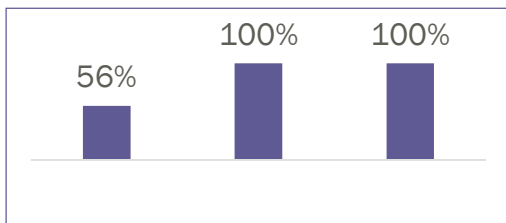
All brochures and leaflets were neatly stacked in dispensers and the posters were neatly displayed and were clearly visible



Yes, even though a few brochures were old I felt like it was neatly stacked

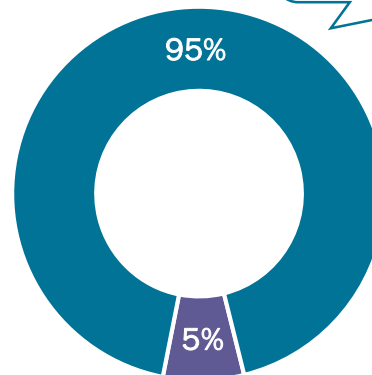
The forms and brochures were obvious and well displayed. No brochure invidunt ut labore

'Yes' by location



Posters or brochures promoting events that were out of date

The brochures and posters were of current events invidunt ut labore



There was one poster displayed asking for invidunt ut labore provide feedback on "Planning for recreation in the Sample" - ...had a cut off date of 20/05/2018

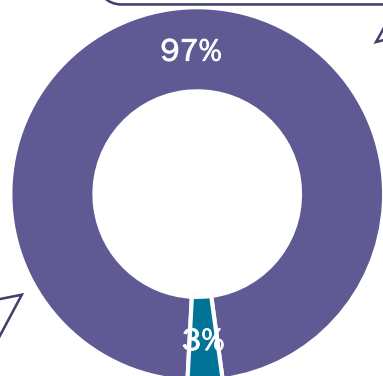
There was a poster on the left of entry advertising an old event which took place in early Feb



All service centres were comfortable for guests and visitors and had working ticket machines with easy to identify categories. The ticket machine at the Bravo centre was slightly difficult to locate.

SAMPLE DATA ONLY

Ticket machine working and easy to identify category



The ticket machine was working well and it was easy to identify the category to select for rubbish collection
- Alpha

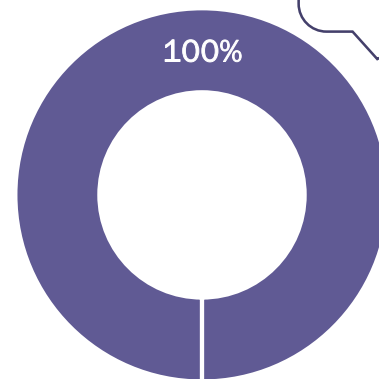
The ticket machine was easy to use and understand the options
- Charlie

The ticket machine was working and it was easy to identify "Other enquiries" category - Bravo

There was no ticket machine that I could see
- Bravo



Service centre comfortable for guests and visitors



The take a number machine was easy to use and understand the options
- Charlie

The Bravo service centre had comfortable seating and was roomy. There was a working drinking fountain
- Alpha

The entire area was very well maintained and offered comfortable seating for visitors
- Bravo



3 Greeting skills

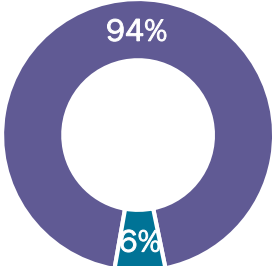
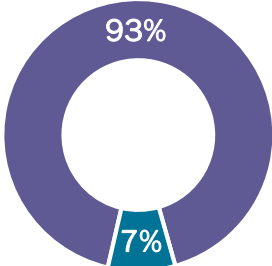
Overall, customers were greeted in a warm and friendly manner both over the phone and in the service centre.

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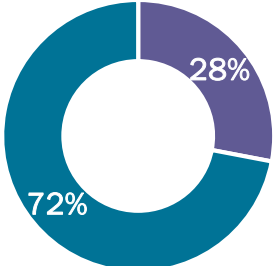
Walk-in survey



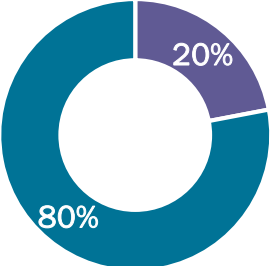
Staff greeted you in a warm and invidunt ut labore



Staff asked your name



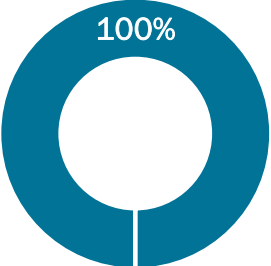
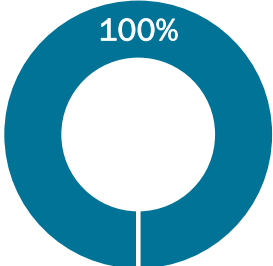
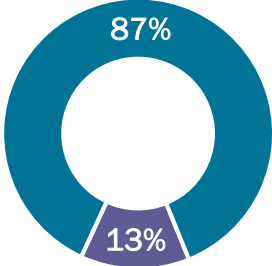
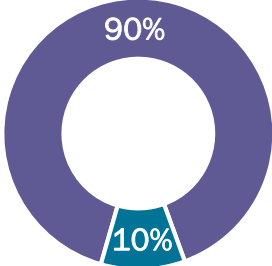
Staff used your name throughout



- Yes
- No
- N/A



Telephone survey



.. not warm because he did not smile or shake hands - Bravo

The staff member made eye contact but did not smile or shake hands - Bravo

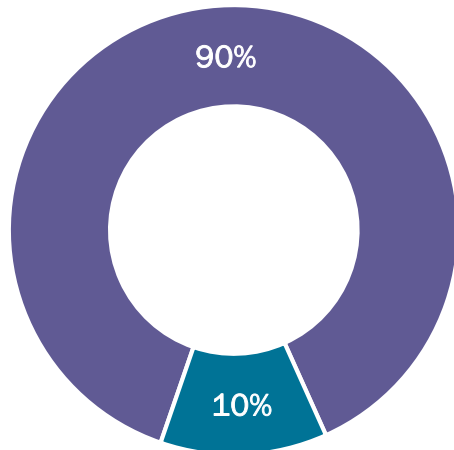
When serving me she didn't make any extra effort to sound warm and friendly - Charlie

Customers who called the service centre were more likely to have staff introduce themselves by name, have the staff ask their name and use their name throughout the conversation.

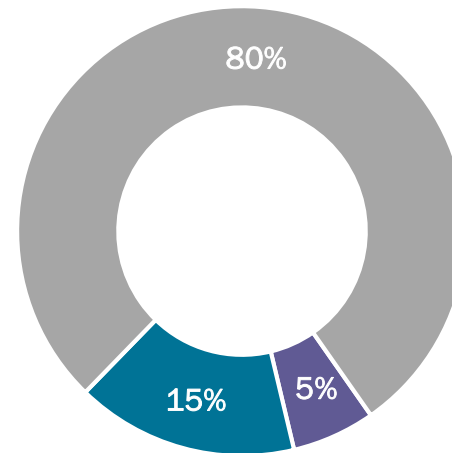
In most cases Customer Service Officers identified Sample Council during the telephone enquiry. However, 16% of customers waited longer than 2 minutes and didn't receive an apology.

SAMPLE DATA ONLY

Staff identified Sample Council



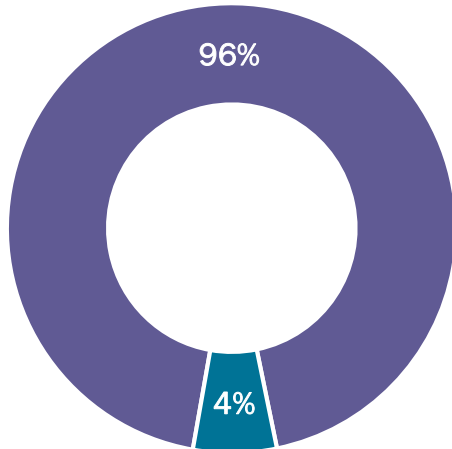
Staff apologised for a wait over 2 minutes



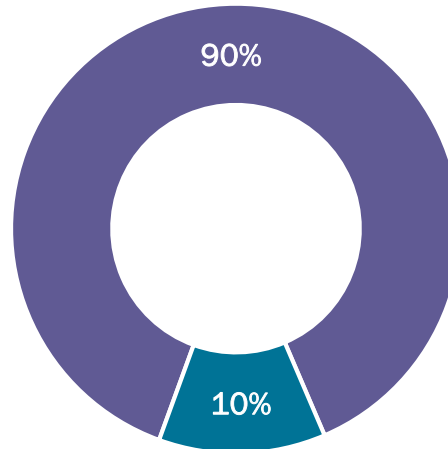
Looking at basic phone etiquette in isolation, almost all telephone staff introduced themselves and asked if they could help, however 1 in 10 didn't identify Bravo Council and 7 in 10 didn't ask the caller's name

SAMPLE DATA ONLY

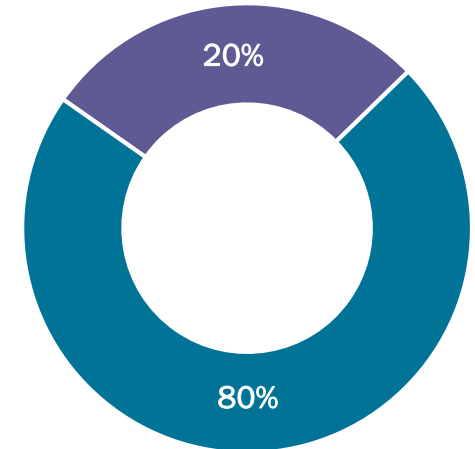
Staff introduced themselves by name and asked if they could help



Staff identified Sample Council



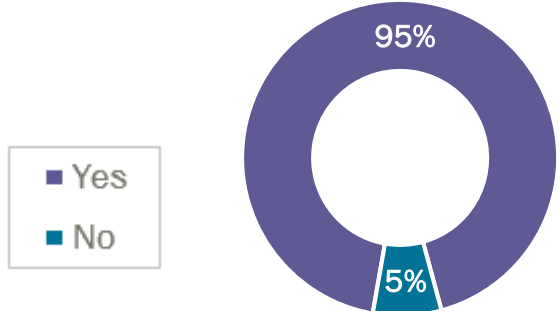
Staff asked your name



All staff members at the service centres were well groomed, however a minority of staff were deemed underdressed. Staff at location one were the most likely to be wearing name tags, but still only 50% of the time.

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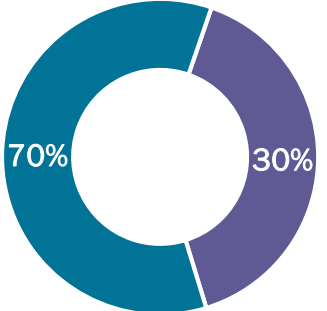
Staff member dressed appropriately and well groomed



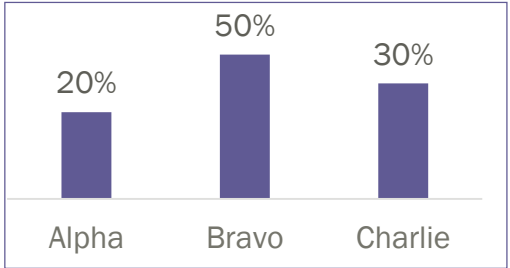
The two staff members were wearing casual jumpers (wool) and no badge. It was definitely not business attire but I did not feel like it was inappropriate or disrespectful - Bravo

No, he was wearing a light pullover, but this was a Friday visit - Alpha

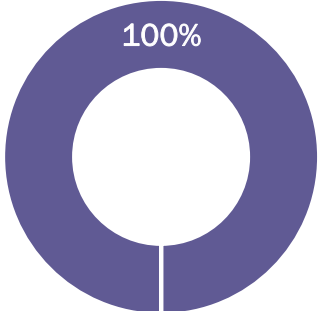
Staff member was wearing a name tag



'Yes' by location



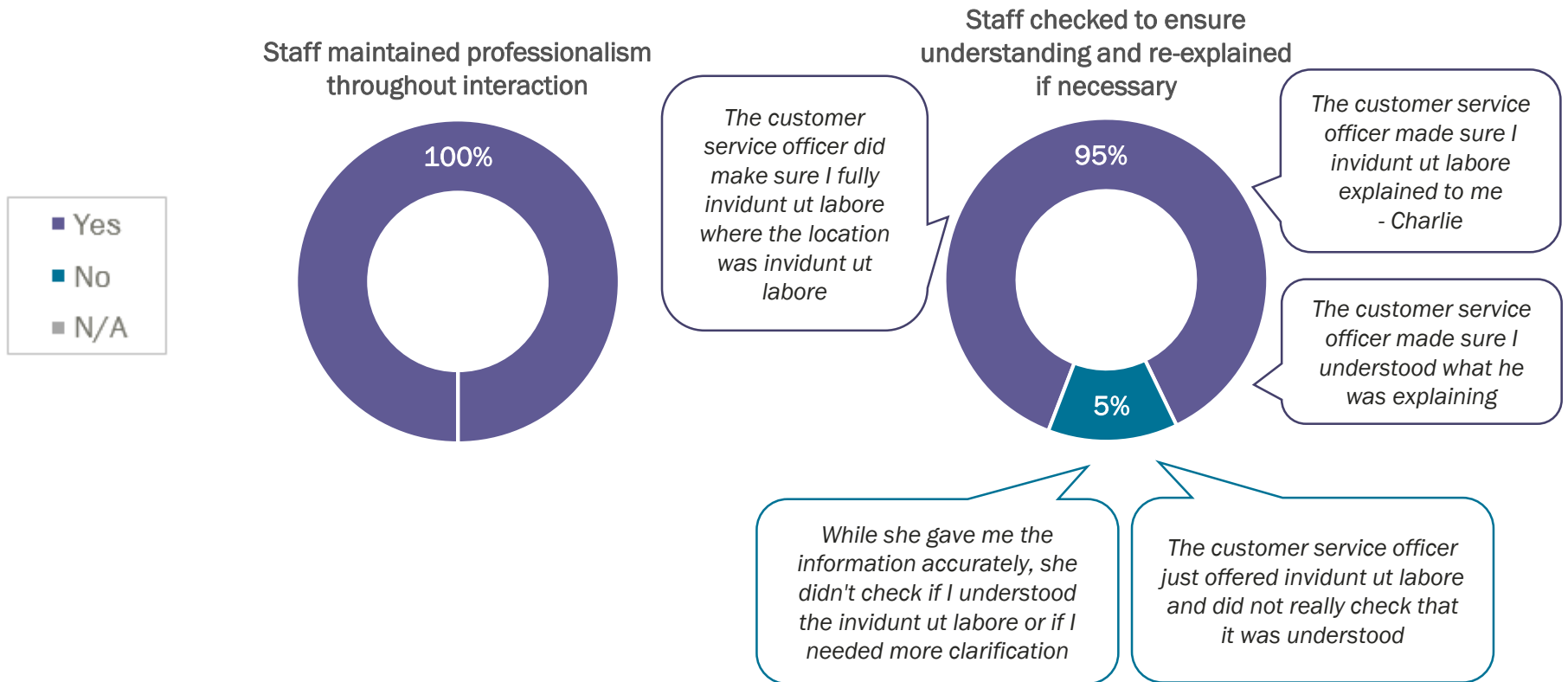
Service bench / desk neatly arranged



4 Agent Manager

Staff maintained professionalism throughout the service centre interaction and in most cases checked to ensure the customer understood what was being said and re-explained if necessary

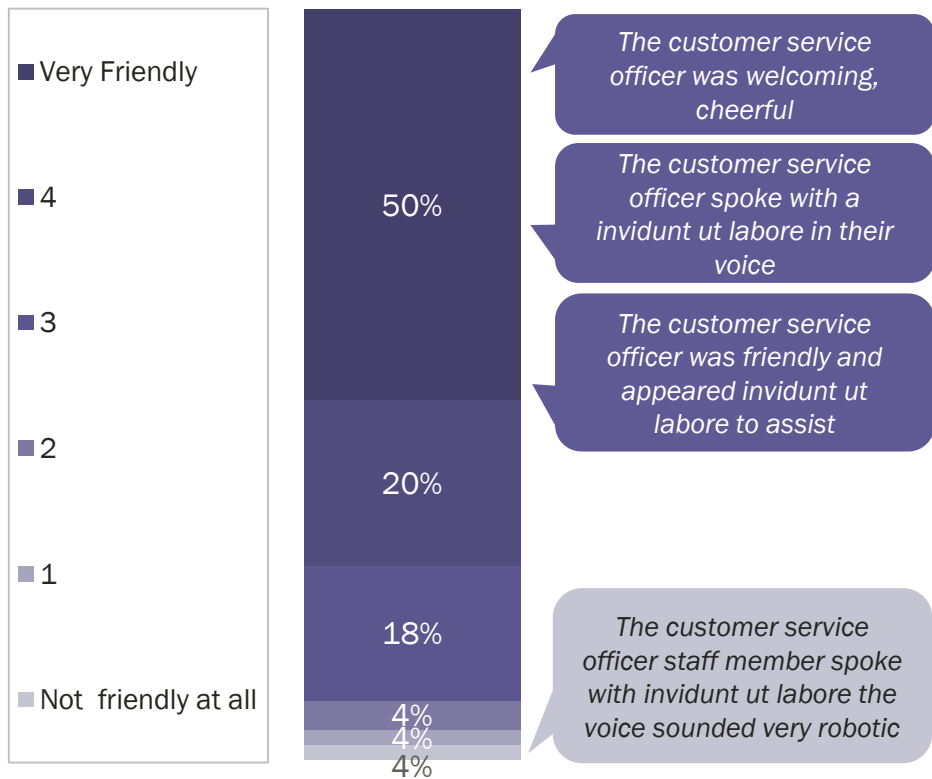
SAMPLE DATA ONLY



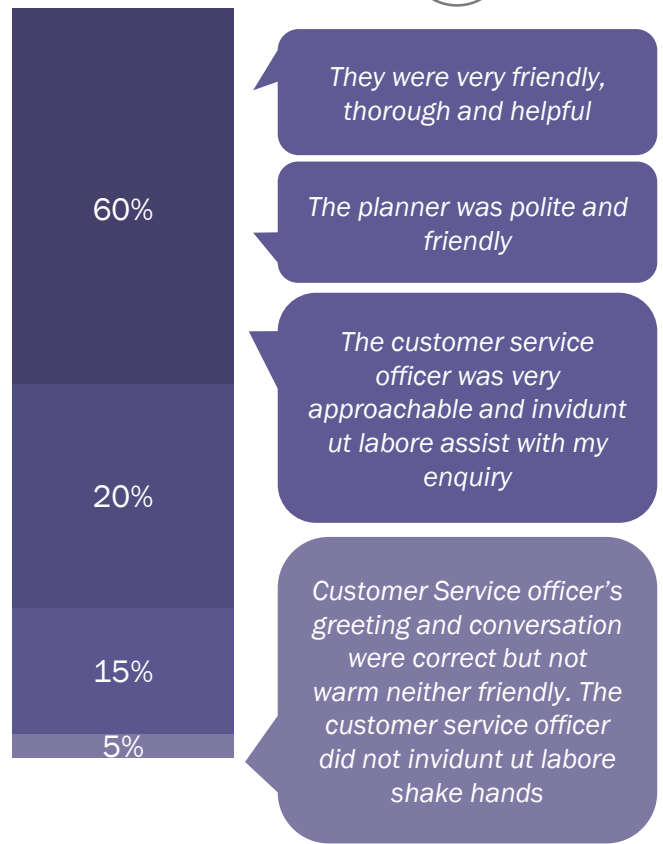
In most cases customers found staff friendly both on the phone and in the service centre, with a few minor exceptions

SAMPLE DATA ONLY

Telephone survey

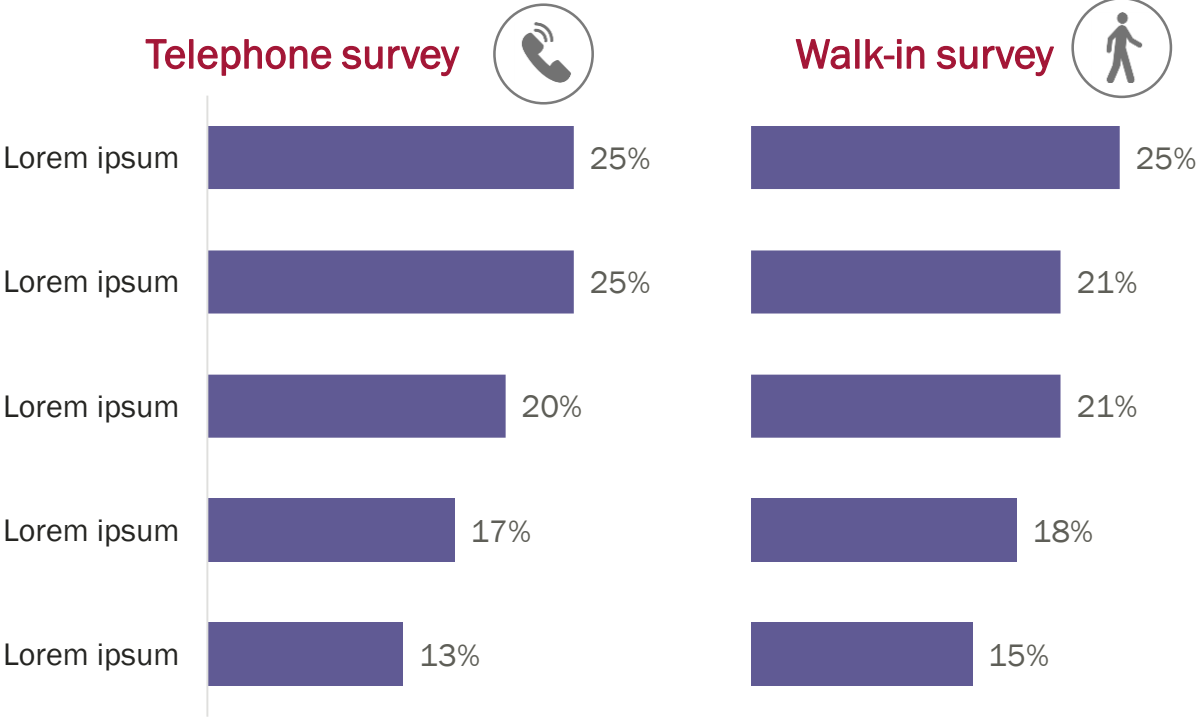


Walk-in survey



Customer Service Officers were rated most highly on competence and friendliness, both over the phone and in service centre visits

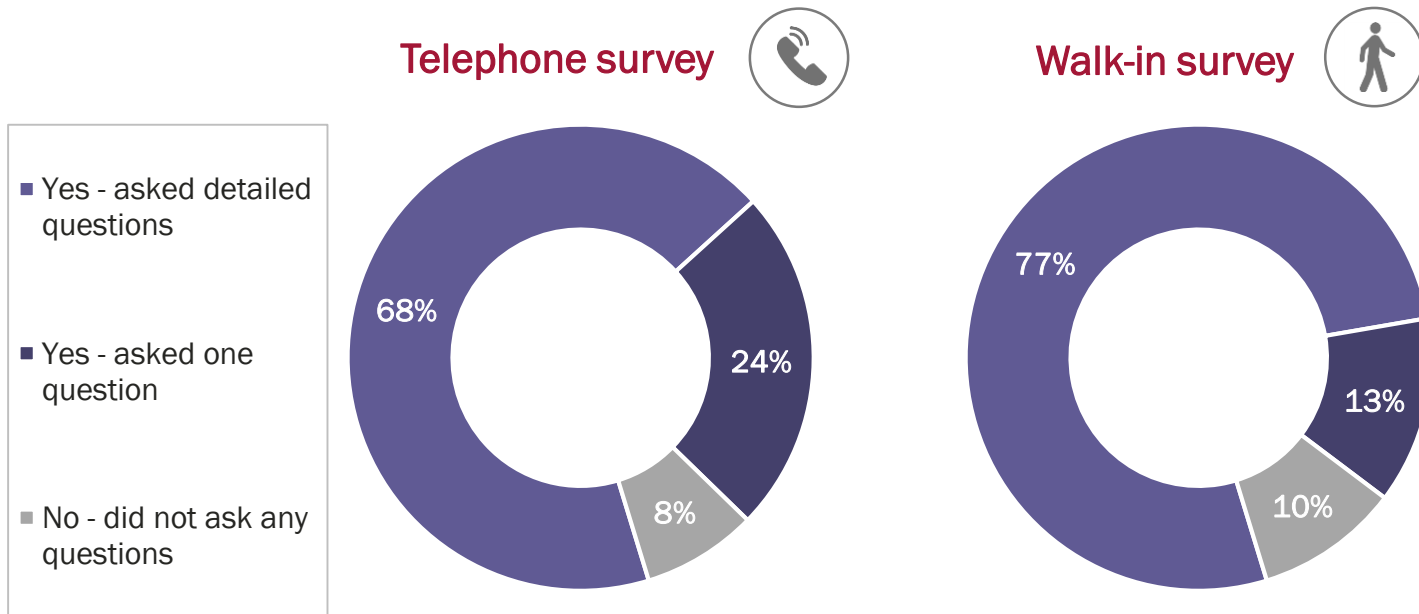
SAMPLE DATA ONLY



5 Enquiry resolution skills

In the majority of cases the Customer Service Officer asked at least one question during the interaction. More questions were asked by Customer Service Staff when the customer visited the service centre compared to enquiries on the phone.

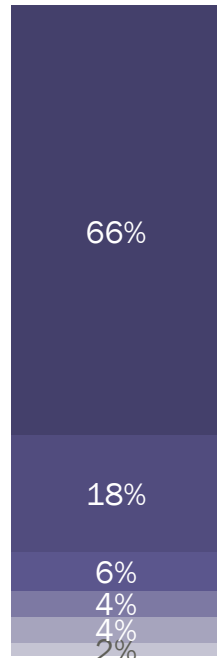
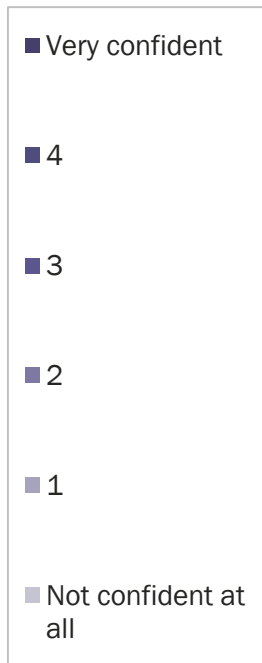
SAMPLE DATA ONLY



Confidence in the accuracy of advice among customers is high, particularly if they visited the service centre, with 8 in 10 rating they were 'very confident' regarding the accuracy of advice

SAMPLE DATA ONLY

Telephone survey

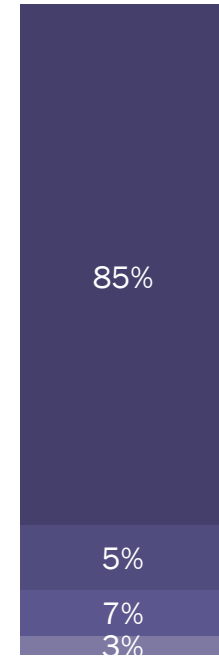


The customer service officer invidunt ut labore and knowledgeable

I was provided with great information today

The customer service officer consetetur sadipscing elit me was very accurate

Walk-in survey



Lorem ipsum dolor sit amet, consetetur sadipscing elit - Bravo

The customer service officer Lorem ipsum dolor sit amet, consetetur sadipscing elit Charlie

They seemed to want to consult the website to make sure - Alpha

I didn't feel overly confident as I was told consetetur sadipscingelit - Alpha

She seemed to have given the right information, but because she seemed hesitant in her replies I would second guess the information - Alpha

Reason for rating confidence 3 or below	n
• Not enough information provided	3
• Needed to be Lorem ipsum dolor sit ame	2
• Customer Service Officer seemed unsure	2
• Doubt consetetur sadipscing elit, in the matter	1
• Customer Service Officer didn't understand the matter	1

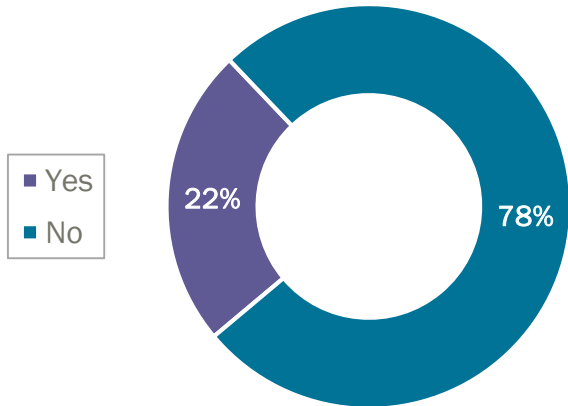
Customer Service Officers - 6 in 10 customers visiting the council in person were provided with additional materials to assist with their enquiry.

SAMPLE DATA ONLY

Telephone survey



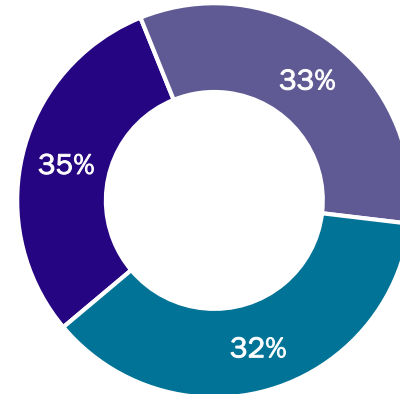
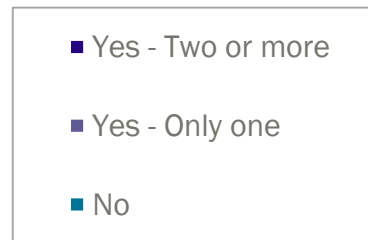
Staff Lorem ipsum dolor sit amet, consetetur sadipscing elitr, sed diam



Walk-in survey



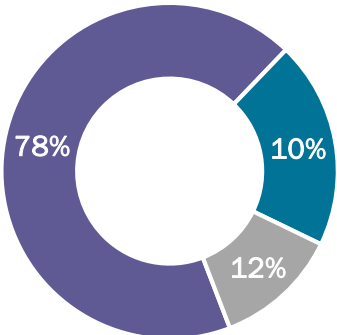
Staff provided Lorem ipsum dolor sit amet, consetetur sadipscing elitr, sed



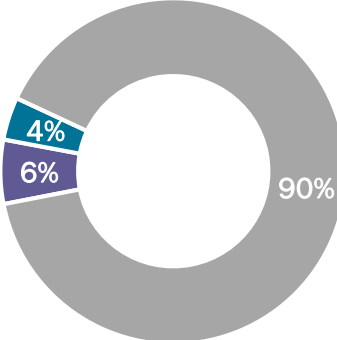
Customers visiting the council in person were more likely to have had their enquiry answered in full. Regards telephone enquiries 8 in 10 phone customers their enquiry was resolved on their first call.

SAMPLE DATA ONLY

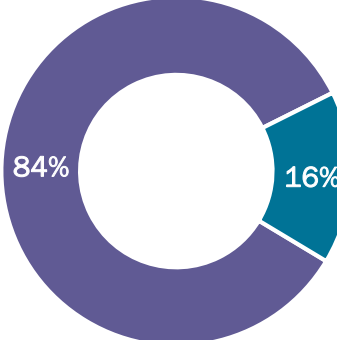
Staff completely answered enquiry



Referred directly to building invidunt ut labore expert



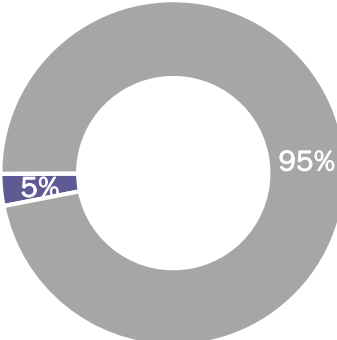
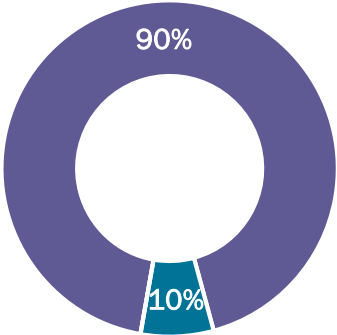
Enquiry/issue resolved at time of dolor sit amet



Telephone survey



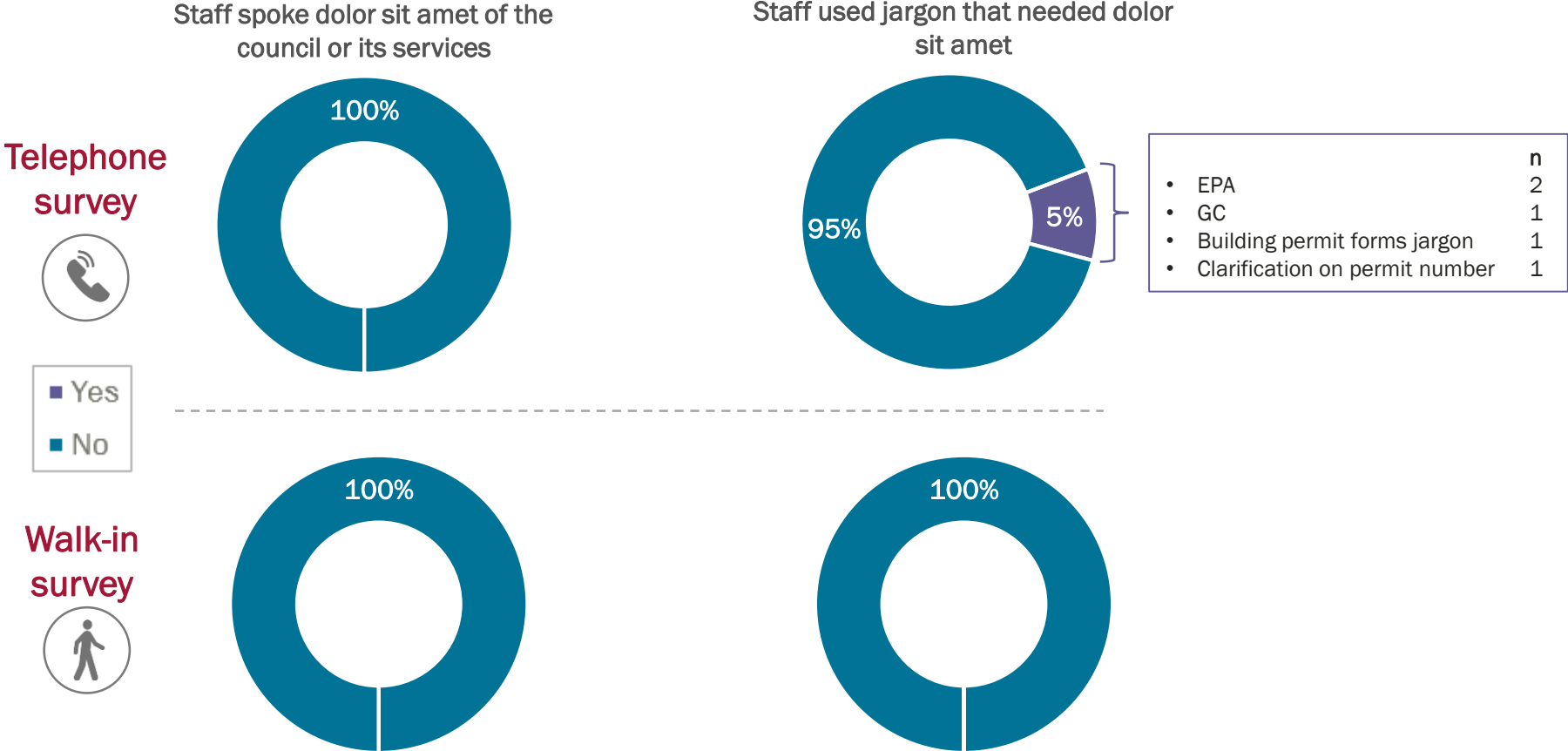
Walk-in survey



6 Communication skills

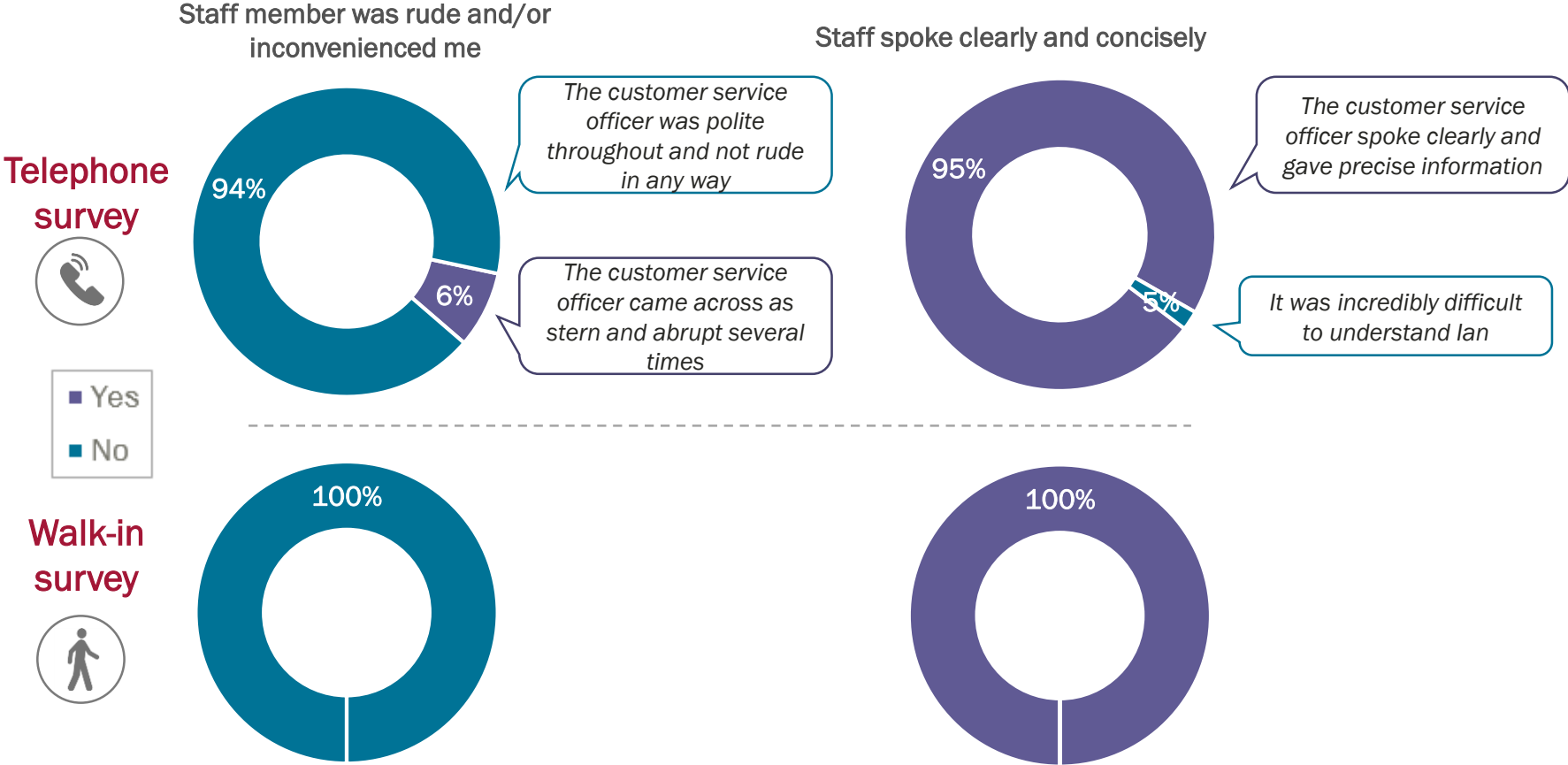
Council staff never spoke badly, of the council or its services throughout any customer interaction. Jargon was used amongst 1 in 10 customers when they made their enquiry over the phone.

SAMPLE DATA ONLY



For most customers, Customer Service Staff officers spoke clearly and concisely, with the exception of 1 in 10 customers who felt the staff member on the phone was stern or abrupt

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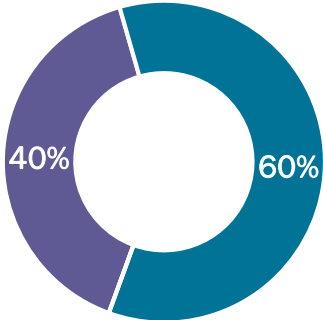
Less than half of customers enquiring over the phone were asked if there was anything else the staff member could help them. Location 1 was the most likely service centre to ask this question.

SAMPLE DATA ONLY

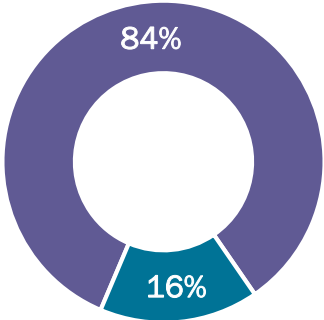
Telephone survey



Staff asked if there was anything else they could assist with

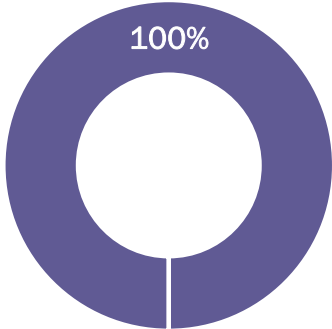


Staff thanked me for visiting / calling Sample Council

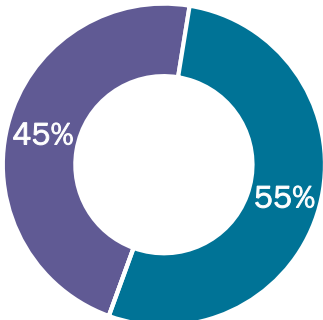


8 in 10 customers were thanked for their enquiry.

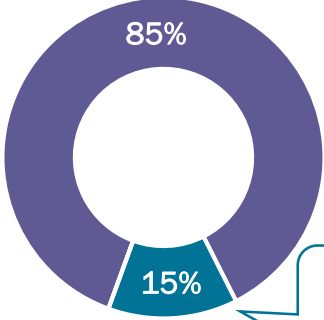
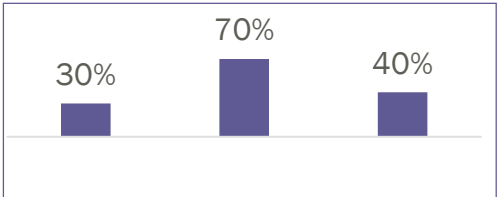
Staff gave you their name



Walk-in survey



'Yes' by location



No, just a straight thank you at the end

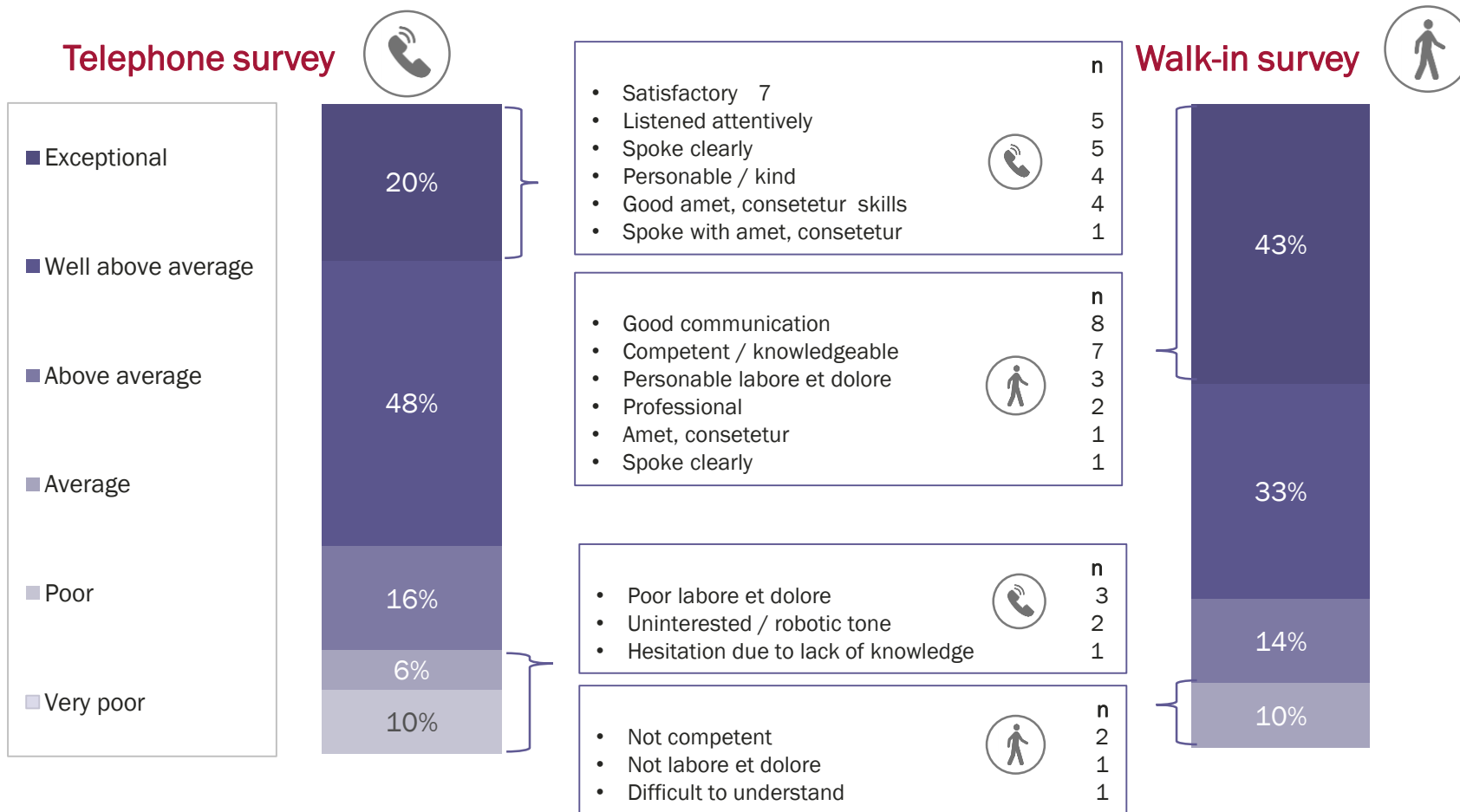
I was not thanked for my enquiry

She just said good bye

The customer service officer use a farewell expression. He did not thank me for the visit.



A quarter of customers who made an enquiry over the phone rated their customer service representative's communication skills as 'exceptional' most likely due to a satisfactory response/resolution to their enquiry

SAMPLE DATA ONLY



7 Summary & Recommendations

Summary: Learnings from this project

Walk-in service centres  Charlie, Alpha, Bravo	Telephone call centre  SAMPLE DATA ONLY
Wait time can be extended (up to 13 mins)	Telephone answered invidunt ut labore hold
Ticket machine works well	Menu system works well (similar to other organisations, better than comparative councils)
More use of customer's name (personalised)	Less use of invidunt ut labore/ 20% don't state own name
Service rated invidunt ut labore by 45%	Service rated exceptional by 20% (small percentage abrupt)
Very helpful (4 or 5) 97%. Asked detailed questions (80%). 95% had customer service staff answer enquiry in full.	Very helpful (4 or 5) 90%. Asked detailed ques invidunt ut labore (70%). 87% had customer service staff enquiry in full.
High perception of expertise (but some hesitation)	Expertise not as high as service centre (also some hesitation)
Some issues delivering 'the face of the invidunt ut labore': <ul style="list-style-type: none"> • Dress code not as high as expected (some staff) • Name tag worn by less than 50% of staff • Out of date event invidunt ut labore 	
Charlie had the best overall performance with Bravo invidunt ut labore	
Overall, the council performed very well. Both channels deliver services to a high standard, although the customer service centre delivered a better invidunt ut labore being more satisfied with how enquiries were handled and in the staff performance overall.	

Recommendations: for Brand, Staff and Service Delivery

SAMPLE DATA ONLY

1. Review the level of SKILL / EXPERTISE of staff in the TELEPHONE service centre and consider invidunt ut labore ensure customer service staff are able to perform in line with the WALK IN centres:
 - Increase invidunt ut labore needed to resolve enquiries by first response customer service officer (in line with walk ins).

2. For BOTH CHANNELS
 - Increase level of invidunt ut labore in the information / resolution being provided to redress the issue of staff seemingly invidunt ut labore of the advice they provide to customers.
 - Given the overwhelming invidunt ut labore staff are currently being asked to retain / access during the 'integration' period this might be more about training staff to deal better with uncertainty. E.g. providing them with invidunt ut labore information provided to customer (or asking the customer to invidunt ut labore) – without communicating a sense of invidunt ut labore.

3. Review the FACE OF THE BUSINESS in WALK IN service centres
 - Consider relevant level of invidunt ut labore / current dress code. Consider what invidunt ut labore council wants to convey?.
 - Out of date materials / posters undermine council's sense of local expertise / progressiveness. Consider a process to review / replace materials regularly.
 - Use of invidunt ut labore is low. Ensure invidunt ut labore rules/regulations are known by staff and adhered to. A process for ensuring all staff are issued with invidunt ut labore might also need to underlie this.

Recommendations: for Brand, Staff and Service Delivery

SAMPLE DATA ONLY

4. INCREASE PERSONALISATION of service interactions specifically via the independent labour service centre:
 - Training regards use of customer's independent labour during interaction.
 - Training regards use of independent labour during interaction (as well as specific independent labour of Sample Council).
 - Increase friendliness (in line with WALK IN) / redress issues around abruptness (which may be related to independent labour / being overwhelmed by independent labour to retain).
 - [WALK IN – consolidate independent labour].

5. RETRAIN REGARDS BASIC SERVICE INTERACTION RULES (BEYOND PERSONALISATION):
 - “Anything else I can help you with today” / “Thank you for calling Sample Council”.
 - “Apology” for independent labour (telephone service). What is the process for WALK IN long wait times?
 - Does council need independent labour?.
 - Asking / informing customers about online services (where appropriate) e.g. “You can access this information online...”.
 - Role of additional materials being provided to the customers. What is the expectation/rule by council.

6. LEARNINGS FROM Charlie VS. Bravo (Alpha)
 - Consider the differences between how Charlie and Bravo service centres are managed and run – and consider the need to increase the management/control and support offered to the Bravo team.
 - The model at Charlie delivers a higher level of customer service / satisfaction.