



Customer Service Action Plan

Rialto Water Services 2015

VWNA
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Prepared For:

Rialto Water Services, LLC

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This new 2015 Customer Service Action Plan will reaffirm our commitment to the delivery of high quality services to all of our customers. Our Customer Charter outlines the standards of service that customers can expect to receive when they interact with us by phone, in writing or in person. The Action Plan sets out how we will implement the Charter commitments and review and report on our performance in this regard.

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PART I

CUSTOMER SERVICE CHARTER – RIALTO WATER SERVICES

RWS CUSTOMERS

Given the diversity of our activities, the RWS Customer Service Department will support a wide range of customers including individual members of the public, elected representatives, local authorities, neighboring agencies, local public authorities and Government Departments and Offices, whose water utility business is conducted with the Department.

COMMITMENT TO CUSTOMERS

Meeting each individual customer's needs is important and will be addressed by:

- Giving the best possible service and providing helpful advice and/or guidance related to water and waste water service.
- Treating each customer in a fair, impartial, and respectful manner.
- Ensuring that customer rights to equal treatment are maintained in the delivery of RWS services.
- Striving to meet any special needs customers might have.

CONTACT BY TELEPHONE

When contacted by telephone:

- RWS staff will answer telephone inquiries promptly and politely.
- Answer calls in an average of 60 seconds or less and will upgrade the existing phone system to be able to accurately monitor and report on this metric.
- Provide the name of the Department called, as well as the name of the agent answering the call.
- Answer questions and address issues on the initial inbound call. When this is not feasible, we will gather the details and commit to a follow-up time/date.

CONTACT BY LETTER OR EMAIL

When contacted by US mail or email:

- RWS staff will respond to the inquiry in clear plain language within 5 working days. When this is not feasible, we will write to explain why, and commit to a follow-up date.
- When correspondence relates to a matter that is the responsibility of another public body, we will re-direct the correspondence and inform the writer accordingly.

SERVICE IN THE RWS OFFICE

When customers come to the RWS Office:

- We will ensure that the RWS office is accessible for people with disabilities.
- We will ensure that our offices comply with occupational health and safety standards.

- We will treat each customer in a fair, consistent and respectful manner and when possible, will provide a private meeting room to discuss sensitive issues or concerns.
- We will ensure that your questions/issues are addressed fully, or will arrange to follow-up by phone or in writing.

BILINGUAL SERVICE (SERVICE IN SPANISH)

RWS will ensure that:

- Customers who wish to conduct business in Spanish can do so.
- Documents (when and where applicable) will be available in both English and Spanish.

CUSTOMER RESPONSIBILITIES

Customers also play an important role in assisting the RWS Customer Service Department in achieving its service commitments by:

Providing Accurate Information

- Filling out new service application forms and other applicable forms completely and accurately and providing all necessary supporting documentation.

Providing Contact Details

- Providing a daytime telephone number or email address, if available, in all correspondence.

Adhering to Closing Dates

- Ensuring, that applications/forms are submitted in sufficient time to meet specified deadlines.

Responding to Requests for Additional Information

- Responding as quickly as possible to any questions, including supplying additional information in support of application already submitted.
- Providing any changes to resident status, to ensure that bills are received in a timely manner and that any refunds owed are sent to the appropriate forwarding address.

Making Appointments

- Making an appointment in advance when visiting the Department regarding a complex matter. This ensures that the appropriate staff or team member is available and can address unique concern/issues in a timely manner.

Cooperating with Department Staff

- Treating RWS staff with the same respect and cooperation that you would like to receive.
- Refraining from any intimidating or threatening behavior.

The following behavior will not be tolerated by any member of the public towards an RWS employee in the course of providing service:

1. Abusive or threatening language.
2. Use of violence or threat of violence.
3. Behavior which is disruptive /or which interferes with regular operations or delivery of quality service.

Customers are advised that when a staff member is subjected to such treatment, contact will be terminated.

FEEDBACK

The Customer Service Department is committed to consulting with its customers to regularly evaluate its services by:

- Providing opportunities for and gathering comments or suggestions regarding the service that customers receive.
- Distributing customer survey forms and using the feedback to enhance the service provided.

To forward a suggestion about how to improve our service, please email suggestions directly to the RWS Customer Service Manager, Lisa Winfrey at lalisa.winfrey@veolia.com

Registering a Concern or Complaint

To bring a concern or complaint about the service RWS Customer Service has provided, please speak directly with, or send written correspondence to the RWS Customer Service Manager. He or she will look into the matter and follow-up within three business days. Every effort will be made to resolve open issues within 10 business days; if further research is required, please allow 20 business days.

PART II

12 PRINCIPLES OF QUALITY CUSTOMER SERVICE

Rialto Water Services Customer Service will implement its Customer Care Charter using 12 Principles of Quality Customer Service (QCS). This Action Plan was developed using industry best practices as they relate to excellence in Customer Service and will continue to be refined based on the feedback received from the customers we service.

The overall objective of this Customer Service Strategy is to:

- Further promote and develop a strong customer service culture throughout the organization.
- Improve the quality of services as necessary, to make them responsive to the needs and preferences of customers.
- Equip staff with the skills, information and support needed to fulfill customer service objectives.
- Develop participative structures and forums whereby customers' views and opinions are obtained (i.e. surveys, suggestion boxes).
- Ensure customers are kept informed about services and service changes.

In their dealings with customers, Rialto Customer Service staff members will apply the 12 Principles of Quality Customer Service:

1. Quality Service Standards

Publish a statement that outlines the nature and quality of service which the customer can expect, and display it prominently at the point of service delivery.

Our Promise to Customers

- To provide exceptional customer service by being professional, courteous and competent at all times
- To be responsive to customer requests and concerns
- To offer tips and recommendations that save our customers money
- To continuously identify ways to make our operations more efficient
- To establish a strong relationship with our residential and commercial customers
- To be accountable and responsible for the services that we provide

Strategic Objectives:

- Ensure that customers are aware of the Customer Service standards and our Customer Service Action Plan.
- Ensure that all staff members are trained to implement the Customer Care Standards.

2. Equality/Diversity

Ensure each customer's right to equal treatment, and accommodate diversity. Identify and work towards solutions for people experiencing poverty and social exclusion.

Strategic Objectives:

Rialto Water Services Customer Service Department will:

- Promote awareness of equality and diversity amongst staff and will provide services in a culturally sensitive and appropriate manner.
- Improve access to services for those experiencing social exclusion due to poverty or social isolation.

3. Physical Access

Provide clean, accessible public offices that comply with occupational and safety standards and, as part of this, facilitate access for people with disabilities and others with specific needs.

Strategic Objectives:

Rialto Water Services Customer Service Department will:

- Continue to improve the standard of accommodation for service delivery locations.
- Work towards improving the accessibility of the current location.

4. Information

Take a proactive approach in providing information that is clear, timely and accurate, is available at all points of contact, and meets the requirements of people with specific needs. Ensure that the potential offered by Information Technology is fully utilized. Continue the drive for simplification of rules, regulations, forms, information leaflets and procedures.

Strategic Objectives:

Rialto Water Services Customer Service Department will:

- Provide customers with up-to-date, accurate, user-friendly information.
- Ensure that the method of distributing information meets the needs of customers.
- Leverage new technologies to make information more readily accessible to customers.

5. Timeliness and Courtesy

Deliver quality services with courtesy, sensitivity and minimum delay, fostering a climate of mutual respect between provider and customer. Provide contact details in all communications to ensure ease of ongoing transactions.

Strategic Objectives:

Rialto Water Services Customer Service Department will:

- Commit to providing high quality customer service
- Conduct Customer Satisfaction Surveys to assess performance

6. Complaints

Maintain a well-publicized, accessible, transparent and simple-to-use system of dealing with general concerns or complaints about the quality of service provided.

Strategic Objectives:

Rialto Water Services Customer Service Department will:

- Ensure that Standard Operating Procedures (SOP's) uphold and respect the rights of both customers and staff.
- Ensure customers and Customer Service staff are aware of and familiar with the Rialto Water Services complaint procedures.
- Monitor potential SOP issues, as well as opportunities for improvement arising from all inputs including complaints, positive feedback, comments and suggestions.

7. Appeals

Maintain a formalized, well-publicized, accessible, transparent and simple-to-use system of appeal/review for customers who are dissatisfied with decisions in relation to services.

Strategic Objectives:

Rialto Water Services Customer Service Department will:

- Ensure that customers and staff are aware and familiar with Rialto Water Services Appeal/Review processes.
- Address any issue that may arise in the interpretation or implementation of the appeal policy.

8. Consultation and Evaluation

Provide a structured approach to meaningful consultation with, and participation by, the customer in relation to the development, delivery and review of services. Ensure meaningful evaluation of service delivery.

Strategic Objectives:

Rialto Water Services Customer Service Department will:

- Develop a clear framework which ensures that service development and delivery is informed by meaningful consultation with the customer; (internal and external).
- Continue to implement an accountability framework and performance measurement at a service and organizational level.

9. Choice

Provide choice, where feasible, in service delivery including payment methods, location of contact points, opening hours and delivery times. Use available and emerging technologies to ensure maximum access and choice, and quality of delivery.

Strategic Objectives:

Rialto Water Services Customer Service Department will:

- Aim, where feasible, to provide service users with real choices regarding opening hours and service delivery times.
- Promote maximum access and choice through the use of available technology.

10. Bi-lingual Language Offering

Provide quality services through English and Spanish and inform customers of their opportunity to choose between one of the two languages.

11. Better Co-ordination

Foster a more coordinated and integrated approach to delivery of water and waste water utility services to the public.

Strategic Objectives:

Rialto Water Services Customer Service Department will:

- Improve customer's experience of services and outcomes, through developing, changing and integrating services in line with best practice.
- Continue to promote opportunities to enhance and develop partnership arrangements with agencies, and other utility providers.

12. Internal Customer

Ensure that staff in departments outside of Customer Service are recognized as internal customers and that they are properly supported and consulted with regard to service delivery issues.

Strategic Objectives:

Rialto Water Services Customer Service Department will:

- Continue to develop the Department's internal communications functions
- Identify training and development needs of staff
- Conduct regular surveys to determine internal customer satisfaction and address issues arising.

PART III

IMPLEMENTING THE PRINCIPLES OF QUALITY CUSTOMER SERVICE (QCS)

The RWS Customer Service Department is committed to advancing the principles of Quality Customer Service thereby, further improving the level of service to our customers. With respect to each of the QCS principles outlined in PART II of the Action, the QCS implementation strategy over the next 18 months will be to pursue and meet QCS commitments.

ACTION	INDICATOR	TIMELINE
Ensure the Action Plan is available in main offices, via the RWS website and available in other formats upon request.	Publications of Charter and Action Plan available and prominently displayed in appropriate areas.	2013 and ongoing
Monitor and evaluate the Quality Service Standards established in the Action Plan.	Surveys carried out and feedback area located on RWS website; Results of surveys will be published.	Survey annually for the first five years, and then every two years thereafter
Report on Customer Service progress each year in the Department's Annual Report.	Progress reported in Annual Report.	Annually
Promote and increase awareness of the Quality Service Standards and the Twelve Principals of Quality Service among Department Staff.	Training provided to staff.	2013 and ongoing
Continue to work with local government and neighboring agencies to improve Customer Service.	Best practice promoted and customer service recommendations applied.	2013 and ongoing
Monitor and report on the KPI's (Key Performance Standards) as outlined in Section IV of this Plan	Refer to Section IV of this Plan	Monthly, beginning with January 2013

PART IV

RWS CUSTOMER SERVICE KEY PERFORMANCE INDICATORS (KPI'S)

Daily Cash Collection Receipts:

This indicator will measure the total amount deposited against the receipt register, deposits and the daily cash collection register reports and is calculated as:

$$\text{Daily Cash Collection Receipts} = \frac{\text{Receipt Register Total} + \text{Deposits Made/Cash Collection Register Total}}{\text{Collection Register Total}}$$

Customer Service Cost Per Account:

This indicator measures the amount of resources a utility applies to its customer service program and is calculated as:

$$\text{Customer Service Cost per Active Account} = \frac{\text{Total Customer Service Costs}}{\text{Number of Active Accounts}}$$

(Note: this calculation should include related costs "retained" by the City of Rialto)

Billing Accuracy Rate per 10,000 Bills:

This indicator measures the effectiveness of water and/or wastewater utility billing practices. The calculation shows the number of error-driven billing adjustments per 10,000 bills generated during the year and is calculated as:

$$\text{Billing Accuracy} = \frac{(10,000) (\# \text{ of error-driven billing adjustments during reporting period})}{\# \text{ of bills generated during the reporting period}}$$

Future KPI's

The following call management KPIs will be implemented once RWS implements a phone system that is capable of reporting these metrics:

Calls Offered: the number of calls accepted into the phone system)

Calls Answered: the number of calls accepted that were actually answered by either an agent or an action taken by the caller from one or more call tree offerings

ABA/Calls Abandoned: Represented as the percentage of calls offered that were not answered before the caller hung up; goal will be an ABA of 5% or lower monthly

ASA/Average Speed of Answer: the average number of seconds that it took for a call to be answered by an agent; goal will be an average of 60 seconds or less initially, working towards 30 seconds or less

TSF/Telephone Service Factor: Goal will initially be 80/60 (80% of the calls answered in 60 seconds or less) working towards 80/30 (80% of the calls answered in 30 seconds or less)