

# Wisconsin Department of Transportation

## DMV Phone Bank Quality Assurance



### Project Summary

The Division of Motor Vehicles (DMV) receives about 1.11 million phone calls every year from individual citizens, business partners and other governmental entities that deserve both timely and quality service.

To measure the quality of these interactions, the division began recording all calls and developed an audit scoring system to evaluate the recordings.

The team used Lean Six Sigma tools to define the customers' expectations and identify root causes for a low quality of service, which were used to modify the initial audit scoring system to more accurately represent customers' needs.

The Driver Information Section's pilot project was completed on March 15, 2013 and over this five month period 564 phone calls were audited.

### Improvements

- Improved the methodology for auditing recordings
- Technical skills score, the accuracy of information, improved from 97.6 to 98.1 percent
- Reduced the number of calls escalated from representatives to supervisors
- Created baseline quality score

### MAPSS Core Goal Area

- Service
- Accountability

### Statewide Goal Area

- Customer Satisfaction

### Issue

The Division of Motor Vehicles (DMV) is most well known for serving approximately 2 million customers annually at our 90 Customer Service Centers; however we also receive about 1.11 million phone calls every year from individual citizens, business partners and other governmental entities that deserve both timely and quality service. The DMV has traditionally reported the length of time a customer waited on the phone, but has done little to report the quality of the services provide over the phone.

### Lean Six Sigma Process

Based on the recommendation of a call center consultant, the DMV began recording all phone calls and developed a method of evaluating the quality of the call. For the Driver Information Section's pilot project, the initial audit scoring system evaluated 13 categories that were valued at either 5 or 10 point. The team used Lean Six Sigma tools, including Kano Analysis and Cause and Effect Diagram, to define the customers' expectations and identify root causes for a low quality of service.

By applying the information gleaned from the Lean Six Sigma tools, the team was able to modify the initial audit scoring system. The improved audit scoring system evaluates 12 categories, split between customer service and technical skills. The categories' values range from 6 to 15 points based on the effect the categories have on the quality of service the customer receives. The Lean tools also identified difficult customers and lack of training as root causes for a low quality of service, so the team used the recordings of actual calls to develop a difficult customer training session for the representatives.

### Results

Improved audit methodology: The new audit scoring system is more robust and more accurately represent the customers' expectations.

Technical skills improvement: From November 2012 through March 2013, the business area witnessed an increase in the average technical skills score among audited calls.

Reduction in call escalation: During interviews with the work units' supervisors, they reported a subjective observation in reduction in calls escalated from the representatives to the supervisors.

Created baseline: The section created a baseline for quality phone performance that can be used to evaluate the effect of future improvement projects.

### Next Steps

The Department's recent customer satisfaction survey found that the division's phone service offers the greatest opportunity for improvement. As it begins initiatives to address the survey results, the department now has tools to measure each initiative's impact on the quality of the phone services.