

Utility Services Organization



Situation:

Moran Consulting was selected as the consulting partner to assist a large, multi-district water utility department with an organization-wide culture improvement initiative. The project included an assessment phase, customer service training for all staff, leadership training and the development of service standards for the organization.

The utility service company was experiencing the following issues:

- Poor customer satisfaction scores on empathy measures, including tone of voice and word choices, long call wait times and complaints that customer needs were not being addressed.
- Each of the departments operated in silos; communication was rare and limited to reactive responses, lack of cross-training between departments did not allow support when an area was short staffed, which led to the staff's inability to deliver on the customer's needs.
- Leadership was not aligned around a clear service vision.



Solution:

- **Service Essentials PLUS by Moran Consulting:** Customer service training for all staff centered around fundamental skill building for service excellence to include face-to-face, telephone and email interactions.
- **Service Essentials for Leaders by Moran Consulting:** Leadership training to coach mid- and senior-level management on how to inspire people, manage communication and feedback, identify goals and measurement opportunities, and develop action plans for progress.
- **Service Essentials Mini-Module Reinforcement System:** Providing managers with easy, just-in-time training materials that can be delivered in regular meeting structures to reinforce customer service standards throughout the department.
- Development and implementation of **universal service standards**. The Moran process for standards development involved collaboration and consensus among both the front line staff and leaders – clarifying goals and expectations to assure buy-in and successful implementation of behavior change across the organization.
- Establish a **quarterly customer service audit** process to measure ongoing service against 5 key performance indicators (KPI's) as well as average industry and best-practice organization metrics.



Results:

10% increase in first call resolution

27% increase in overall customer satisfaction of organization



Supervisors were **equipped with the tools** needed to become **more effective** in leading the team of people to **give great customer service**.



Increased communication between employees and supervisors resulted in less resistance to change and **increased opportunities** to **develop individual employees**.