**Navigation Partners Improvement Recommendations
for IVR and Customer Hub Operations**

IVR Recommendations

A number of small changes could improve initial perception of the IVR:

- Where possible always use the same voice for recordings as it is best practice (accepting that this is not always possible)
- Pauses reduced after each announcement to speed up the process through the IVR. This is programmed internally on the Mitel solution and can be amended and tested internally.

The use of queue management functionality and processes and minor adjustment to the queue structure could improve customer experience:

- Advise customers of their position/ expected time in the queue and impart specific information about using the online facilities
- The current Mitel solution deployed (MiContact Centre (MICC) Business v 9.2) includes expected wait time and position in queue announcements. This should not require additional licensing but would require additional internal development to implement.
- Remove Complaints as an option on the IVR. Anyone ringing the dedicated complaints number should bypass the options and go straight to the IVR queue Increase the priority of Bulky waste (consider changing it to 2.1)
- Trial moving the switchboard option to lower in the queue
- Ensure the self-service messaging is applied only to the queues where this functionality is available
- Update out of hours messaging with more specifics on benefits of self-service
- Set up a holding place on IVR flow for a proactive message which can be switched on as required. A number of messages can be recorded in preparation (i.e. a business continuity message). This step enables the testing of the structure so that the change required to "switch-on" a message is minimal
- Define a new IVR change process to include a proactive message route and the types of change that can be made through this route. These changes can be deployed at short notice. The roles and approval of changes must be defined to ensure there is adequate controls over change deployment. Many organisations have a number of names users who are able to deploy proactive messaging
- Identify a message approval process, who will write, and approve new proactive IVR messages. Identify users within the operation who are able to record messaging (for proactive messaging it is not always possible to ensure that the same voice is used)

Recommendations for Customer Hub Operations:

- Reduce the opening hours of the Customer Hub telephone service to 8.30am to 5.30pm and consider 5pm on Fridays. Ensure that the revised opening hours are clearly provided on the website. Call volumes are lower at these times; this will allow the team to complete online service enquiries. Should this require a long lead time and consultation, consider the 8-9am and 5-6pm as a time to test the multi-skilling of agents. The normal hours of work will not be affected and will still apply for the staff in the Hub.

- Investigate the CRM to ensure that screen popping/CLI is managed so that assistants can ensure that an online request is saved, recorded as in progress for them to go back to and complete post call.

- Currently the Customer Hub are not adding any value by manually processing the web-forms raised by Customers online. This is on the roadmap for future development and will deliver significant time savings and resolve the prioritisation issue

Recommendations for Performance Tools and Measures

- Collate data on handling times and volumes of all demand types (email, calls and webform processing)
- Utilise the understanding of agent activities and customer demand and create an Erlang model to understand hourly resource needs and update scheduling process to reflect this
- Switch on and configure Mitel workforce planning and scheduling capability to complete shift management elements of the process
- Communications to the team on why Average Handling Times (AHTs) are measured and how these will be used – this is not about staff monitoring, but about identifying best practice and training needs. This will include clear and timely information sharing and/or engagement with staff and Trade Unions.
- Share expertise within the team and commence measurement of AHTs by task type and understand any key differences in current handling time
- It is proposed that there is clear ownership of knowledge and quality within the Hub with clear roles and responsibilities
- Knowledge Management capture is included as a standing item in onboarding plans
- Investment in Service process training packages delivered to all new starters to ensure consistency of process knowledge. For new services onboarding training should be defined and written as part of the Transition process
- Reporting of repeat contacts enables you to produce a measure of first contact resolution. This measure focuses on the percentage of customers whose request/need was met at first contact. This measure can often be complex as it can involve a complex analysis of call hand-offs, which creates a large overhead in reporting.

Onboarding Services Recommendations

- A standard plan for Onboarding is created that can be used for each Service. Standard scoping templates and plans can be provided with outline tasks and key questions to enable this process
- Templates produced to capture the data required to estimate resources required to deliver a new service as part of the scoping exercise
- Further consideration is given to: the transition v transformation in terms of priorities and scoping of transition; roles and responsibilities are clearly defined between Customer Hub, departments, Continuous Imorovement and Digital Services to enable the Customer Hub to progress transition aligned to the service design approach and corporate priorities
- The on-boarding and transition of new services is completed prior to full service design so that the full service design and resulting transformation does not delay the Customer Hub taking on additional services and enhancing customer experience.