

# Front Desk Operations Department of Housing

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Operational Excellence and  
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# Department of Housing

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- Customer Service key processes
  - Front Desk Customer Service
  - Application Processing
  - Assignment Process

# Front Desk Customer Service

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- Methodology
- Data
- General Observations
- Preliminary Recommendations

# Front Desk Customer Service - Methodology

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- Recording Sheet
- Stop Watch
- Accuracy
- Observations

# Recording Sheet

Date: _____		From: _____		to _____									
Time	Call								Walk-In				# of Rings / Servers
	Internal				External								
	1	2	3	4	1	2	3	4	1	2	3	4	
0:00:10													
0:00:20													
0:00:30													
0:00:40													
0:00:50													
0:01:00													
0:01:10													
0:01:20													
0:01:30													
0:01:40													
0:01:50													
0:02:00													
0:02:10													
0:02:20													
0:02:30													
0:02:40													
0:02:50													

# Accuracy of Time Readings

Clock Time	Seconds	Actual Occurrence	Observation	Actual Observation	Possible Actual Occurrences
	8	○			○
	9				○
0:00:10	10		10		○
	11				
	12				
	13				
0:00:15	14				
	15		15		
	16				
	17				
	18	○			
0:00:20	19				
	20		20		▼
	21				
	22				
	23	▼			
	24				
0:00:25	25		25		
	26				
	27				
	28				
	29				
0:00:30	30				

# Observations

	25-Jul	26-Jul	7-Aug	8-Aug	9-Aug	10-Aug	# of Events
08:30 - 09:30			21	8	18	11	58
09:31 - 10:30		26	19	28	13	24	110
10:31 - 11:30	31	25	34	33		29	152
11:31 - 12:30	27	15				39	81
12:31 - 01:30		8				11	19
01:31 - 02:30	23	35	40				98
02:31 - 03:30	34	26	31				91
03:31 - 04:00			26				26
# of Events	115	135	171	69	31	114	635

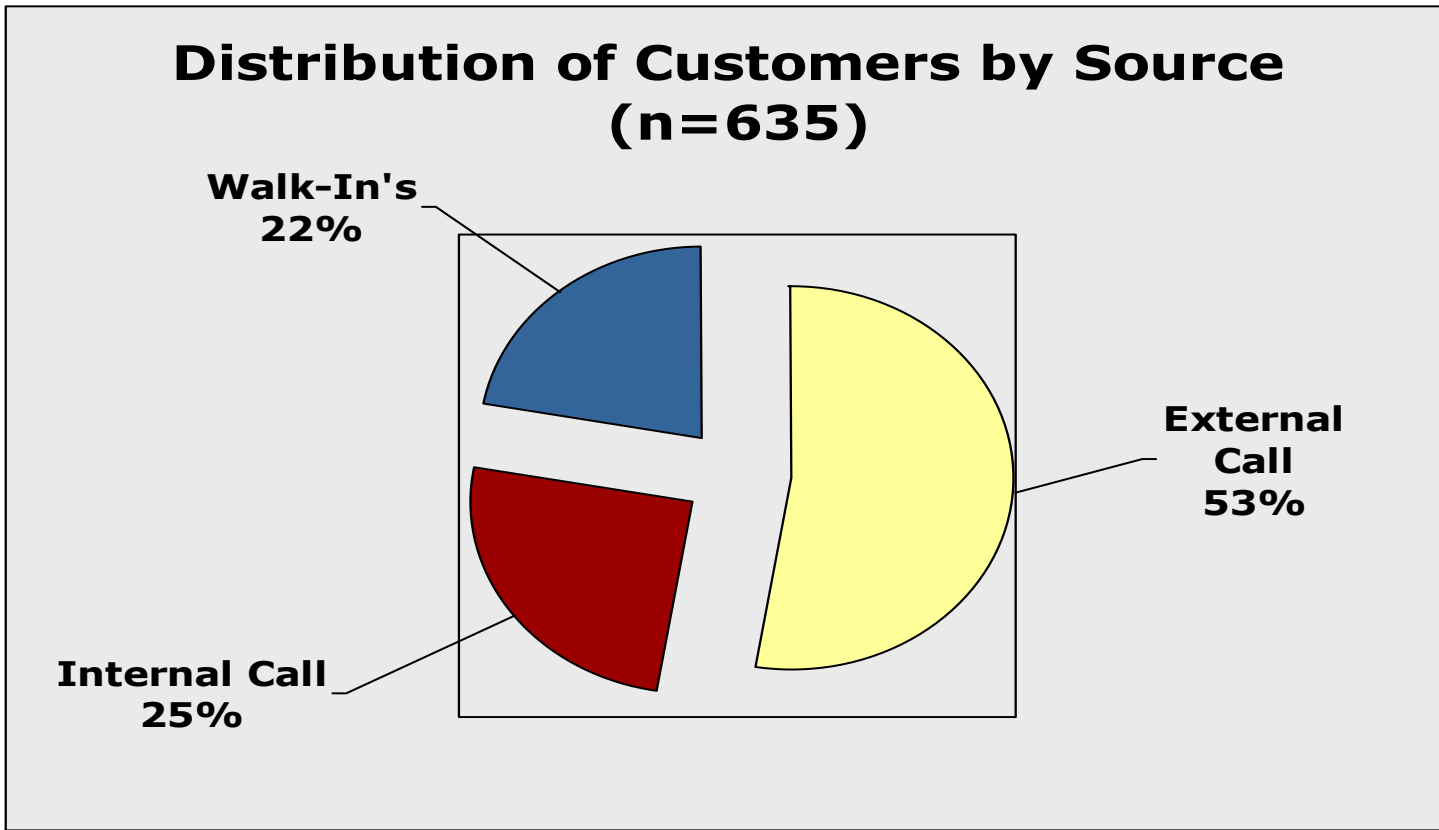
# Key Data

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- Customers
- Duration of Events
- Concurrent Events
- Phone Call Waiting Time
- Concurrent Events/Time of the Day

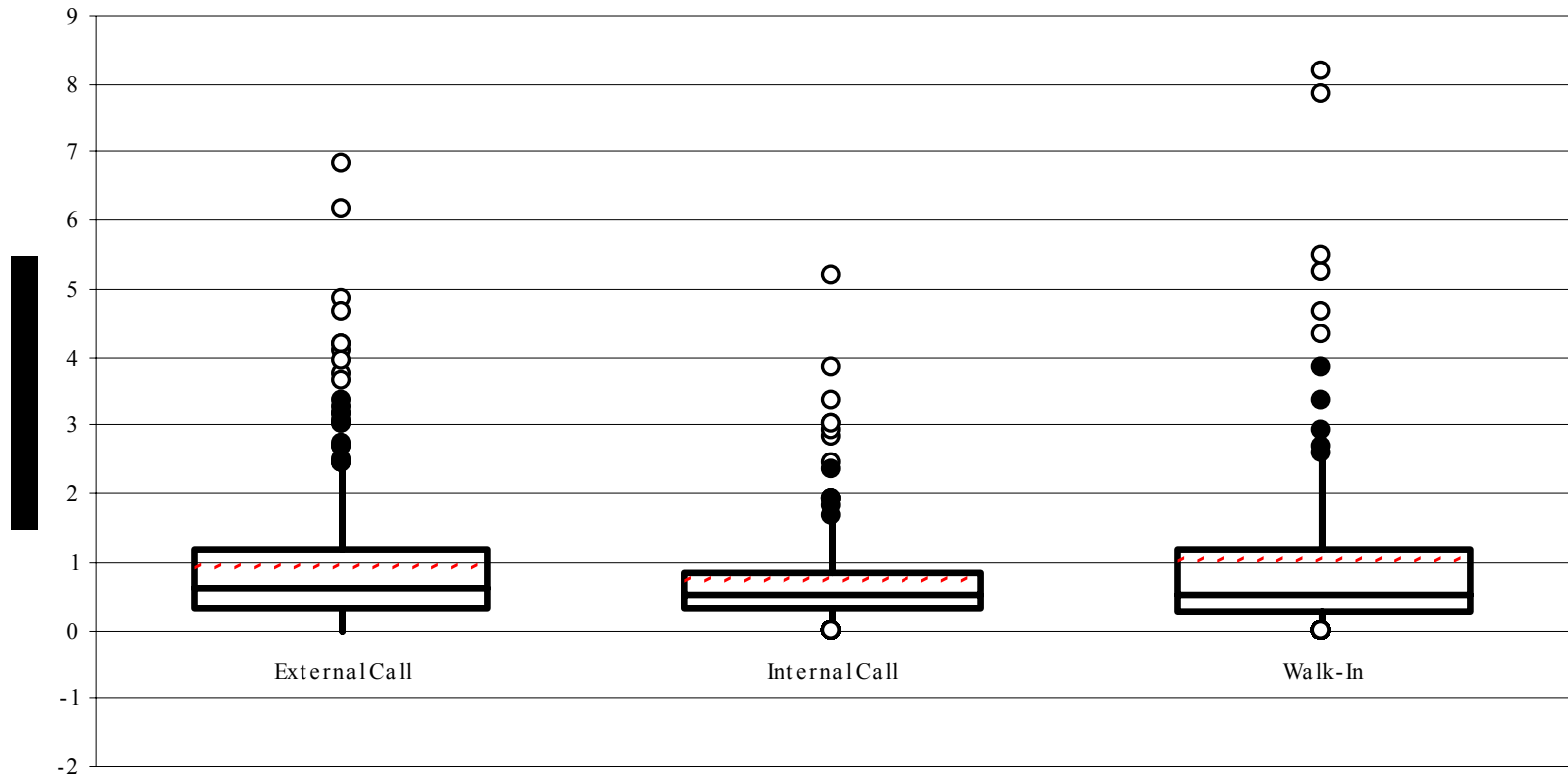


# Customers

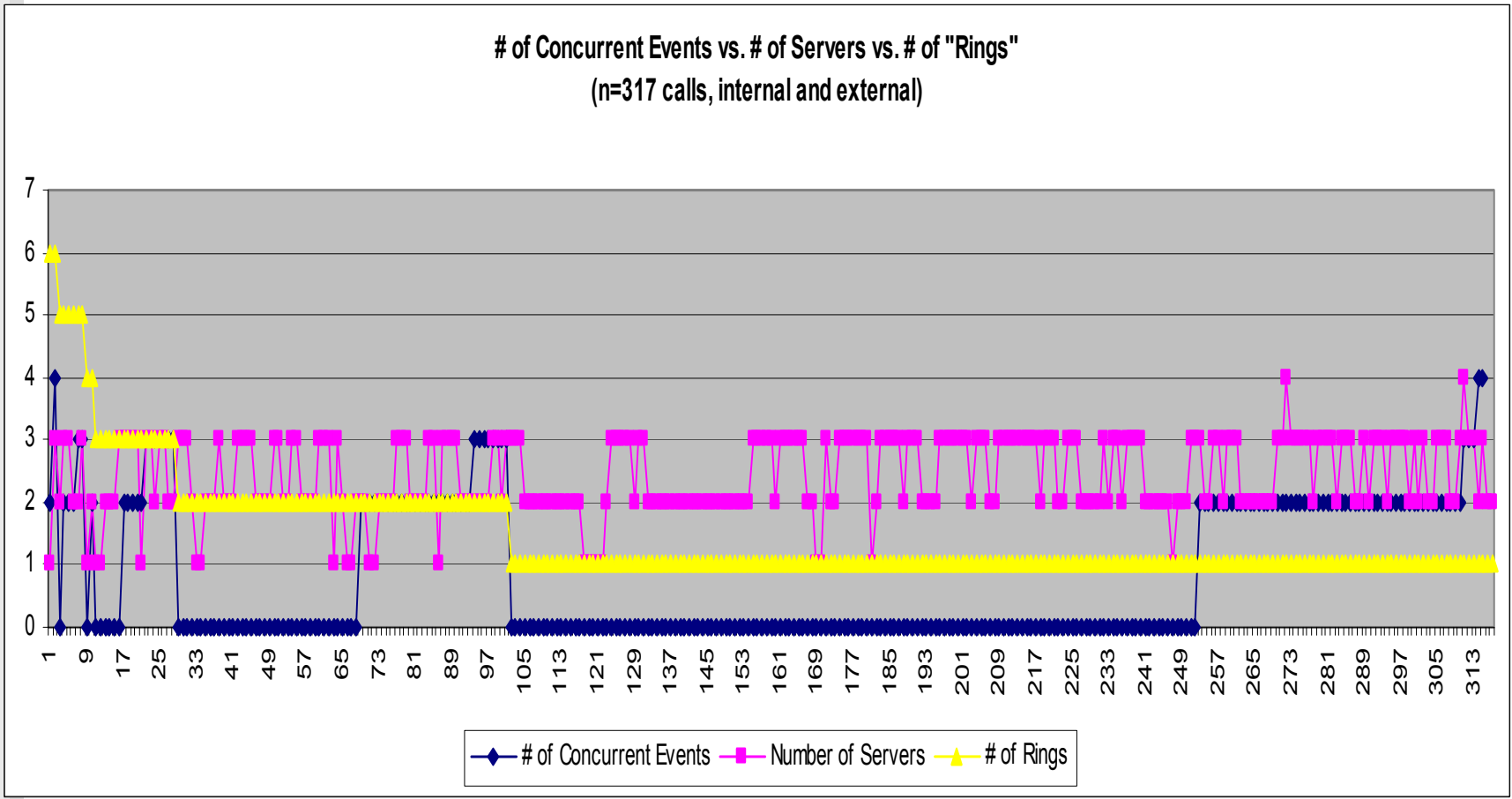


# Duration of Events

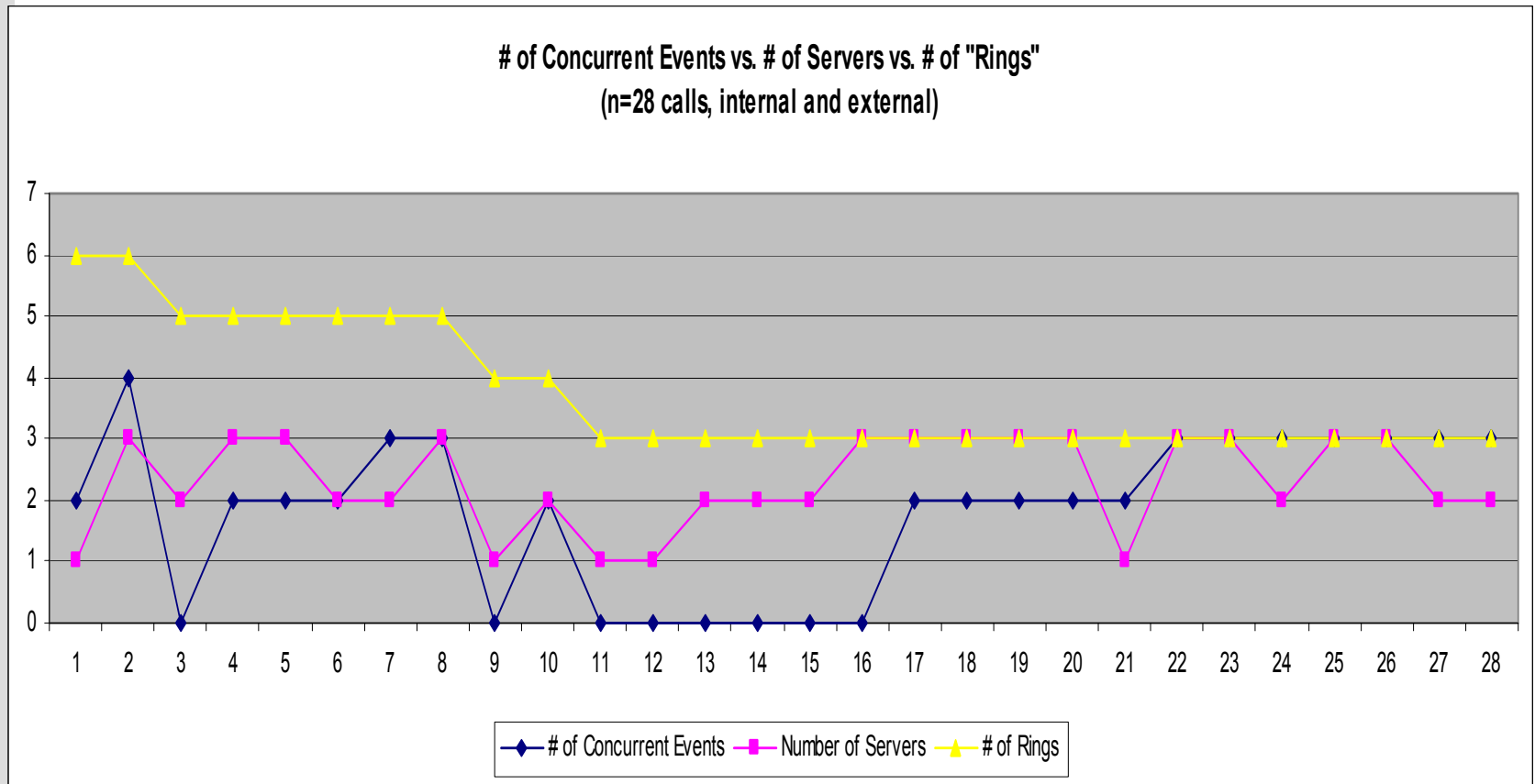
Duration of Events



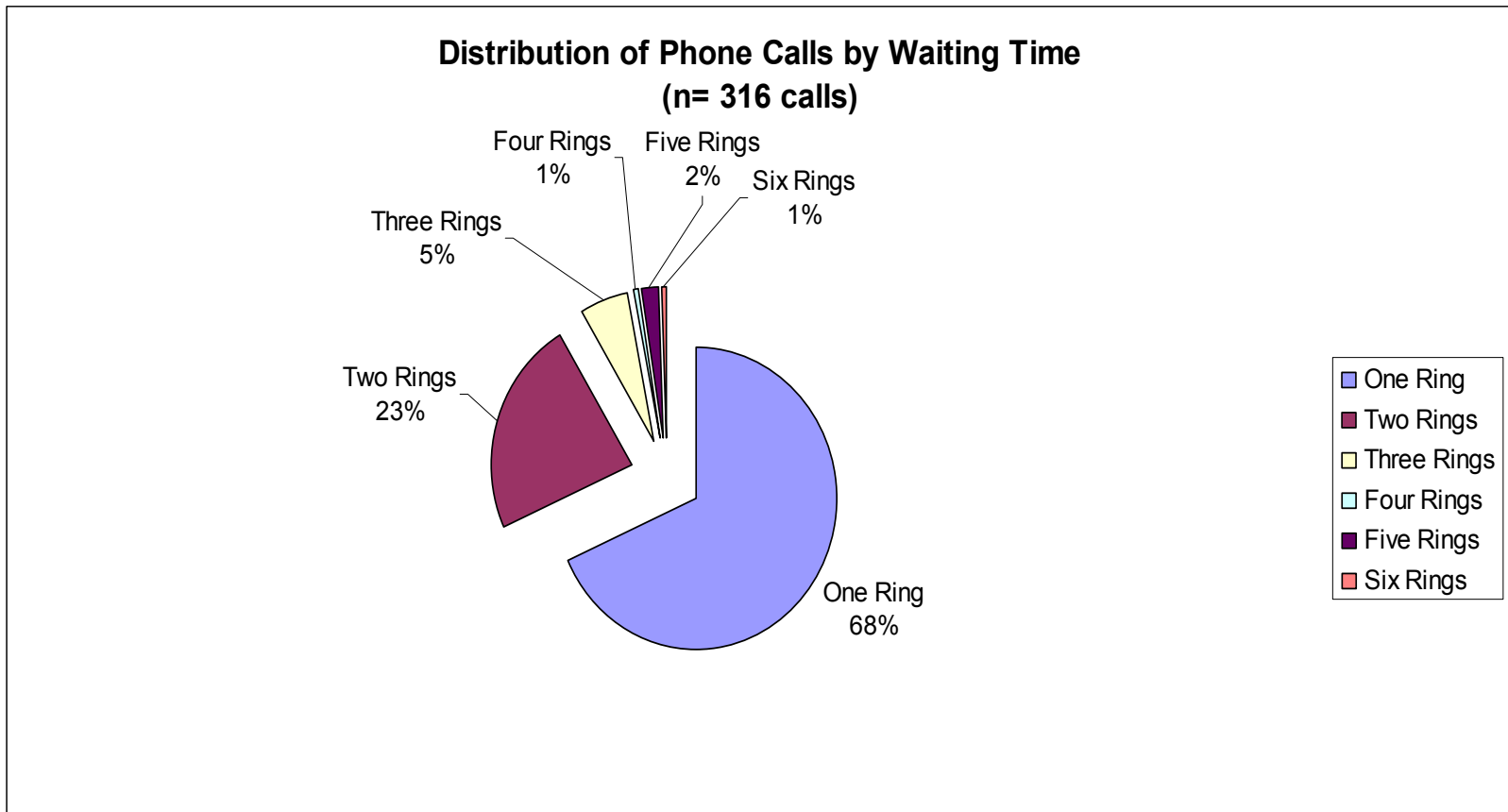
# Concurrent Events (Calls)



# Concurrent Events (Calls)

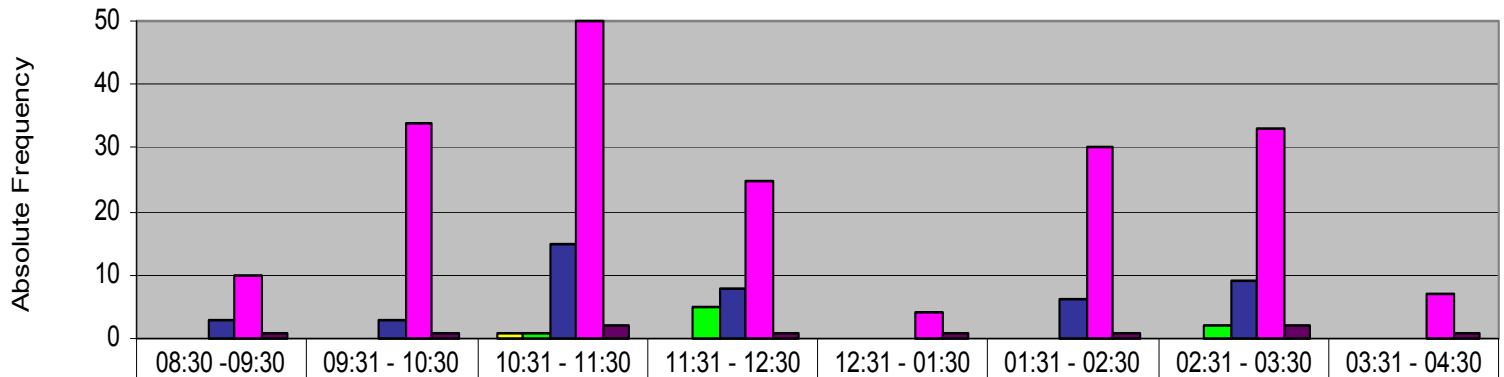


# Phone Call Waiting Time



# Concurrent Events by Time of the Day

Concurrent Events By Time of the Day



	08:30 - 09:30	09:31 - 10:30	10:31 - 11:30	11:31 - 12:30	12:31 - 01:30	01:31 - 02:30	02:31 - 03:30	03:31 - 04:30
■ Five Events			1					
■ Four Events			1	5			2	
■ Three Events	3	3	15	8		6	9	
■ Two Events	10	34	50	25	4	30	33	7
■ Min # of Servers	1	1	2	1	1	1	2	1

■ Five Events ■ Four Events ■ Three Events ■ Two Events ■ Min # of Servers

# Alternatives – Current System

Alternative	Utilization (average)	Max. Waiting Time (minutes)	Max. # on Queue (waiting)
1 server	46%	9-18	5-6
2 servers	23%	2-6	1-5
3 servers	15%	0.42 - 0.98	1-2
4/schedule	14%	0.42 - 0.98	1-2
4 servers	11%	0.36 - 0.42	0-1

# General Observations

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- Equipment/Lines
  - 3 handsets vs. 4 lines available
  - 2 handsets readily available; 3<sup>rd</sup> one-remote
- Support from supervisor
- Space/Layout
  - # of servers vs. space available



# General Observations (continued)

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- Ergonomics
  - Clerical tasks while serving customers (calls)
- Quality of Service
  - Timeliness – Customers do not wait except when # of customers exceeds number of servers
  - Accuracy/Completeness - ?
  - Helpfulness - ?

# General Observations (continued)

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- Servers do not hesitate to go to staff member if not able to provide requested information
- Servers provide customers with reference material (phone #, contact) for future reference

# General Observations (continued)

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- Overall, customers were satisfied with service received
- Only one customer (walk-in) was observed as been unsatisfied
- Potential lost calls:
  - 8/07, 2:11; difficulties with the phone
  - 8/08, 10:45; 2 calls already in progress
  - 8/10, 12:30; 1 server, > 2 entities

# Preliminary Recommendations

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- Number & schedule of servers
  - Minimum # of servers at any time should 2
- Equipment/Tools
  - 3<sup>rd</sup> phone set, front desk
  - ADC system
- Given ADC system,
  - Performance monitoring (waiting time, abandoned calls, # on queue)
  - Recording - FAQ

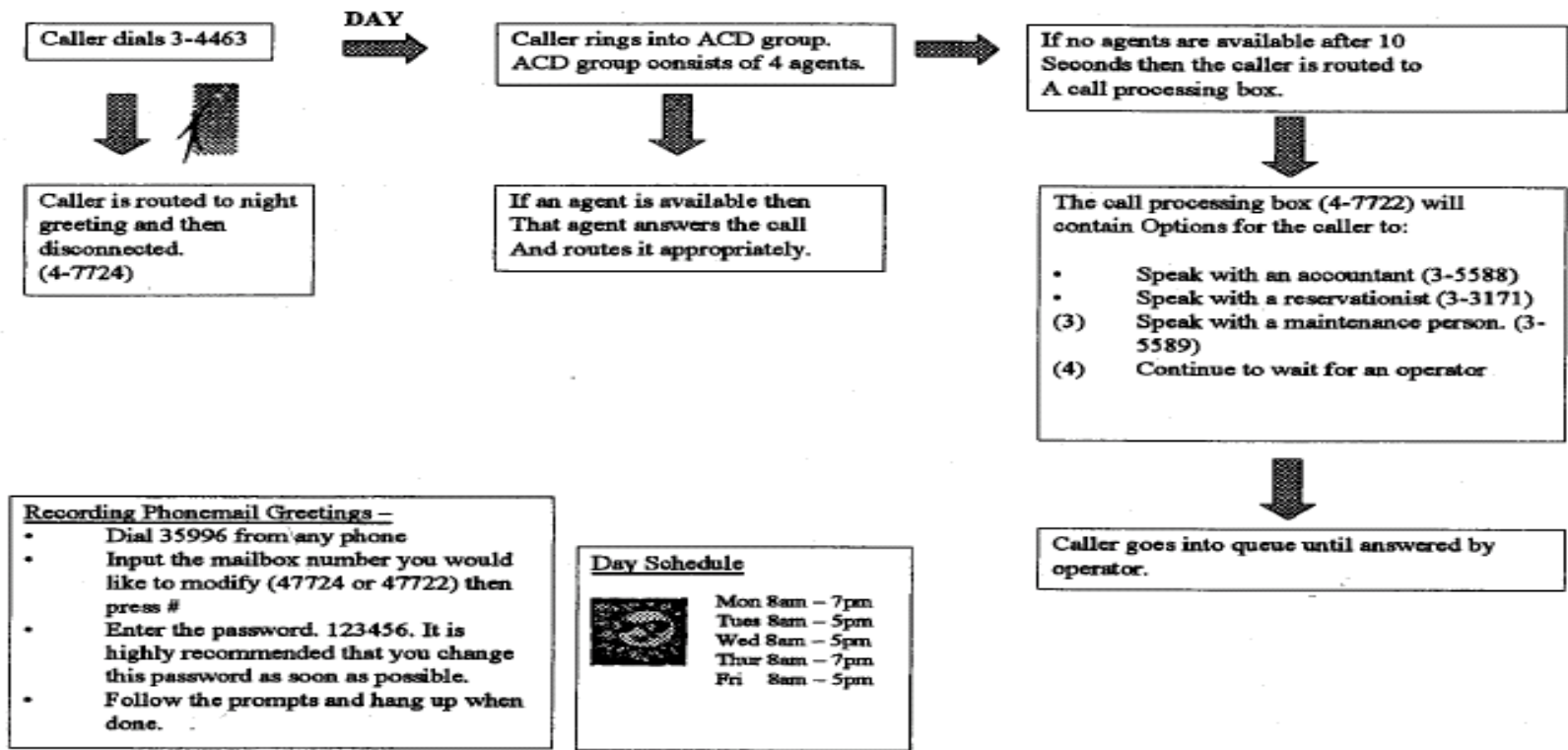
# Preliminary Recommendations (continued)

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- Space/Layout
  - remove PC from front desk?
  - Install a 3<sup>rd</sup> phone set
- Recording – FAQ (cost, due dates, tours, campus direction, mail box, etc.)

# ACD System

## Proposed Housing Call Flow Diagram



# ACD System

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- Housing
  - Adequate Training?
  - Adequate Equipment?
- Cost: ~ \$15/agent/month
- Other offices on campus
  - Undergraduate Admissions
  - Financial Aid
  - Registrar
- Main Advantage: Performance Monitoring