

# Improving Muni Customer Service feedback processing to better serve the public and the SFMTA staff responsible for addressing the feedback

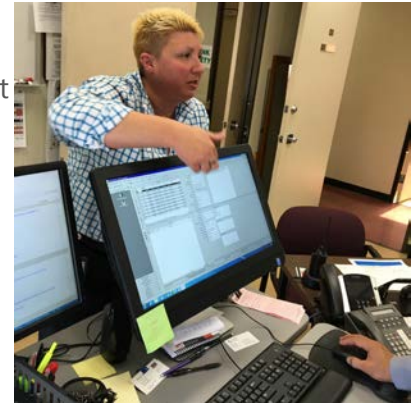
November 2017

A partnership between the City Performance Lean Team and the San Francisco Municipal Transportation Agency

## SOLUTIONS

In the Summer of 2017, twelve staff from the Transit and Muni Customer Service (MCS) divisions of SFMTA embarked on a journey to improve the process by which it responds to customer feedback. The project focused specifically on employee-related feedback, which comprises approximately 60% of all feedback submitted to SFMTA about Muni. Over a series of four rapid improvement meetings, the project team improved the process by:

- Creating standard guidelines for processing key types of feedback
- Creating follow-up questions for SF311 employees to ensure all information necessary to resolve a complaint is collected from the customer at intake
- Creating templates to make it easier for MCS employees to respond quickly to the most frequent types of complaints
- Developing criteria to identify priority video pulls that are critical to investigations
- Selecting metrics for a new weekly reporting dashboard to monitor performance and manage daily operations
- Building a new MCS SharePoint Knowledge Base to serve as a central repository for the work products from the rapid improvement meetings, along with other materials for the efficient processing of complaints.



Michelle Enciso from Green Division explains how complaints are processed step-by-step in the Trapeze software.

## BACKGROUND

In 2016, City Performance produced a [comprehensive report](#) on the process for addressing Muni feedback. The report identified 41 opportunities for improvement in four key areas: (1) improving customer experience, (2) improving staff tools and processes for addressing feedback, (3) implementing technical improvements to the feedback processing system, (4) expanding performance metrics.

At the start of the improvement effort, the project team determined that they needed to improve the complaint resolution process because customers did not feel valued: when customers offered feedback or filed complaints, they often did not hear back from the agency. Furthermore, staff were spending extra time investigating complaints that had insufficient information, complaints about behavior or actions that were not actually rule violations, and complaints for which there were varying policy and rule book interpretations.

## ROOT CAUSES OF PROBLEMS

Using Lean tools such as the Five Whys and Fishbone Diagram, the project team determined the root causes for these issues: First, the process lacked comprehensive, standardized policies for feedback processing. Second, it is difficult to manage feedback and record investigation details in Muni's complaint processing software. Last, customers expect a high level of personal attention and courtesy from transit operators, while operators' first priority is safety and operations.



Transit Management staff go on a "Gemba walk" (job shadow) to MCS to see how a complaint is triaged step-by-step before it is referred to Transit.

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If you are interested in receiving training on the Lean methodology, please sign up for the waitlist [here](#).

If you are interested in running a Rapid Improvement Event in your division, please email Ryan Hunter at [ryan.hunter@sfgov.org](mailto:ryan.hunter@sfgov.org)



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