

# TALKING FROG

A NEWSLETTER FOR THE PROFESSIONALS WHO ASSURE QUALITY FOR US ALL  
MARCH 2009

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## *Canadian Civil Aviation Organizations call on DTI to bring Quality Assurance Principles into Reality!*

The spring in Canada has sparked a renewal of a different sort. Prompted by the looming prospect of Transport Canada's new Quality Assurance requirement under their S.M.S. system, Canadian Civil Aviation certificate holders are contacting DTI on what they need to fulfill the requirement.

DTI is the organization that has been helping shape the regulation and has been entrusted with educating the 900 government inspectors that will carry out enforcement of the standard. Who better to convey the material than, "the guys who are teaching the guys" all about it.

Various organizations have called upon DTI to organize some informational sessions across Canada.

The Air Transport Association of Canada (ATAC) has taken the initiative to help it's members by hosting a 3 day training session on April 22, 23 & 24 in Calgary, with other sessions to follow across Canada.

Skyservice Airlines, having seen first hand what a good QA program can do for its operation, is continuing to organize classes with one scheduled for April 1, 2 & 3 in Vancouver and another April 6, 7 & 8 in Ottawa.

All these classes are open

to anyone who wishes to attend. Just contact the appropriate organization and make arrangements.

Additionally DTI has been asked to address the Helicopter Association of Canada (HAC) at their annual convention on March 29, 30 & 31 in Vancouver. Here we can expect the same great information and maybe even some fireworks, like DTI has delivered at other conferences, including the CASS and ATAC meetings last year.

Another busy month in Canada, adds to another busy year for the brothers at DTI Training Consortium.

### Quality Assurance Training

to meet the  
Transport Canada SMS  
regulation sponsored by



The Air Transport Association  
of Canada

**April 22, 23 & 24**

Calgary

Contact Les Aalders, VP Operations  
613-233-7727 X308



### **DTI and Skyservice Airlines partner on Quality Assurance Training in Canada!**

April 1, 2 & 3  
Vancouver

April 6, 7 & 8  
Ottawa

Contact Mike Barfoot @  
416 - 679 - 5892  
For information on class and  
how to reserve a seat, or call  
us @ 866-876-5490

## *This month's QA topic*

### *SPC & Customer Service?*

What measurements do you use in Customer Service? Many companies use "end of the line" measurements. These include sales per order, line items per order, number of line items sold, etc. The problem with these measurements is that they are process outputs and often beyond the control of the customer service rep-

resentative (CSR). For example, the CSR seldom controls sales volume or the number of calls coming in. In Customer Service what should you measure and work on improving? You want to measure things that the CSR can impact and control to some degree. For example, suppose a customer calls and wants a quote

on a 100 different line items. What does the customer want from this quote (in Six Sigma terms, the CTCs or critical-to-customer)? Obviously a good price (beyond the CSR's control in most cases), but the customer also wants the quote to be accurate and timely. Thus, there are two items that are potential measure-

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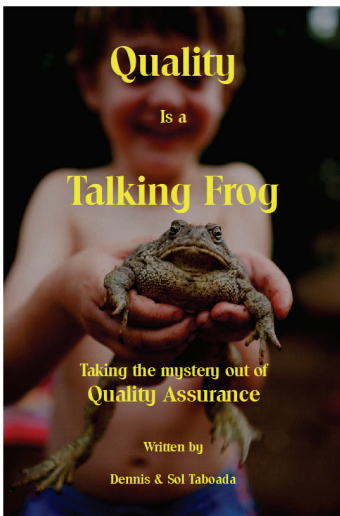
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ments for a CSR: the accuracy of the quote and the time to complete the quote. Yes, these are more difficult to measure than the end of the line items. Get used to it. The critical in-process measurements in service organizations are seldom easy to collect. It is amazing how many organizations won't collect data because it is difficult to do. "Yes, that data would help us, but it is too difficult and takes too long to collect." There is no logic in that. Are these companies willing to live with long term inefficiencies instead of taking some time to fix the problem or improve the process? You can't improve if you don't have the data to guide your improvement efforts. But remember, you don't have to collect everything. You can sample the process over time. Here is another example. When a customer calls in with a question, what do you think the customer wants (the CTC)? Same as you do when you call a company with a question. You want it answered correctly on the first call. Again: two potential measurements for the CSR: correct answers and % of questions answered on the first call. Many call centers use the length of a phone call as a measurement. They want to decrease this so fewer representatives can handle more phone calls. But, that doesn't address a key customer need - getting the

right answer the first time you call. There are many things that you can measure and improve in Customer Service. The key is finding those measures that the CSR can impact and that are critical to the customer.

**What is the best way** of determining measures for a CSR? First, don't take into account how difficult it is to measure something. That limits your thinking about measures. Use the following steps:

1. Brainstorm a list of all the things a CSR does (be sure to include your CSRs).
2. Rank them in importance from the customer's viewpoint (be sure to ask your customer, if you haven't already).
3. Take the top three and determine what is critical-to-customer in each one.

These become your metrics. Below are some examples from various companies with the type of chart they used to monitor the process.

### Quoting

- Time to complete the quote (Individuals control chart)
- Accuracy of quote (p control chart)

### Customer Response Time

- % of time the phone is answered by a person (Individuals control chart)
- Calls per hour of the day (Histogram)

- % of time the customer's question is answered on the first call (p control chart)

### Entering Orders

- Accuracy of order (p control chart)
- % of orders entered completely on day of receipt (p control chart)
- % of orders expedited on-time (p control chart)
- % of orders not expedited (p control chart)

### Additional Sales

- Additional sales dollars per week generated by asking for the fries --"Would you like this in addition to that?" (Individuals control chart)

The challenge then becomes how to take the data. In many cases, it will be manual collection, but once again, remember, you can sample and not measure everything.

Next month:  
Examples of how to use SPC for customer service.

