Minute No. 197
Report – Executive Policy Committee – February 18, 2015

Item No. 2 311 Contact Centre Audit – December 2014

COUNCIL DECISION:

Council concurred in the recommendation of the Executive Policy Committee and adopted the following:

1. That the 311 Contact Centre Audit dated December 2014 be received as information.

Report – Executive Policy Committee – February 18, 2015

DECISION MAKING HISTORY:

Moved by His Worship Mayor Bowman,
That the recommendation of the Executive Policy Committee be adopted.

Carried

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

On February 18, 2015, the Executive Policy Committee concurred in the recommendation of the Winnipeg Public Service and submitted the matter to Council.

Audit Department Report
311 Contact Centre Audit – December 2014

An audit of the 311 Contact Centre was endorsed by the Audit Committee in the 2009-2010 Audit Plan. The audit was carried forward to the 2011-2014 Audit Plan and was endorsed by Audit Committee.

Why audit the 311 Contact Centre:
The 311 Contact Centre operates as a 24/7 single point of contact for the majority of citizens' information and service requests. They respond to over 1.6 million requests annually and the primary method of contact is by telephone; they also respond to requests through other media such as email and their mobile app.

What did we audit:
The audit focused on the following objectives:

- To evaluate the extent that the objectives in the business case for the creation of the 311 Contact Centre have been achieved
- To evaluate the extent the 311 Contact Centre is delivering service to citizens effectively and efficiently
- To evaluate the extent the 311 Contact Centre is delivering service to City departments effectively and efficiently
- To evaluate the adequacy of the organizational performance management system

What we found:

1. The 311 Contact Centre has expanded access channels to contact the City, contributed to improved management accountability and reduced the cost per call minute as defined in the objectives of the original business case for the creation of the 311 Contact Centre. Original objectives such as answering 80% of the calls within 30 seconds, further reducing cost per minute call and revenue generation require further analysis to evaluate if achievable within current environment.
2. The 311 Contact Centre is delivering service to citizens in a more transparent and accountable manner. Implementing improvements in select areas, such as the use of IVR, will enhance the existing service. The cost per call minute Has been reduced to $0.68 in 2012 from an estimated $1.13 to $1.30 prior to 311.
3. Departments are satisfied with the level of service provided by 311. The 311 service has improved the accountability of city management through the provision of a wide array of performance reports.
4. The 311 Contact Centre operational performance management system provides real time information to monitor operations. In general, 311 staff are well trained and management has a comprehensive staff performance system to help ensure quality service.

What are the key recommendations:

1. We recommend 311 Contact Centre management develop a report for consideration of Council to revisit the performance target of 80% of calls answered within 30 seconds with a mind to revising it to a more realistic target consistent with what the City can afford. The revised target should consider exploring areas where service efficiencies can be gained through the expanded use of IVR and modifications to the hours of operations.
2. Contact Centre management should explore increased use of Interactive Voice Response (IVR) technology to route the majority of Transit information requests (represent approximately. 41% of total calls received in 2013) that can be handled by existing technology (e.g. Navigo and Telebus) to free up existing resources to improve the call wait times.
3. There is a need for Service Level Agreements to be put in place with departments to ensure key responsibilities, service standards, key processes and dispute resolution procedures are clearly defined.
4. We recommend that Contact Centre management continue to work with their own staff and departments to further refine processes to identify and group multiple service requests for the same incident.
5. We recommend that electronic forms contain data validation controls to reduce the potential for errors and that they are reviewed to ensure that mandatory fields are functioning as required.

Policy

The report is being submitted in accordance with the City Organization By-law 7100/97 section 19(d)(iv) that the Audit Committee will "Receive and review audit reports, and table such reports with its recommendations at a regular meeting of Executive Policy Committee."

Recommendation:

That the Executive Policy Committee, in its capacity as the Audit Committee, receive as information the 311 Contact Centre Audit dated December 2014.

Attachment – 311 Contact Centre Audit December 2014



311 Report - Final.pdf

Report Written By B. Mansky – December 29, 2014
Approved by B. Whiteside – January 6, 2015