Minutes – Executive Policy Committee – March 9, 2016

REPORTS

Item No. 1 Review of Public Sector Customer Service Training

EXECUTIVE POLICY COMMITTEE DECISION:

The Executive Policy Committee concurred in the recommendation of the Winnipeg Public Service and received the report as information.

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

The Executive Policy Committee requested the Winnipeg Public Service to report back to Executive Policy Committee in 120 days with options of how it can further improve customer service training provided to city employees.

DECISION MAKING HISTORY:

The Chairperson called Deputy Mayor Pagtakhan to the Chair in order to move the following motion:

Moved by His Worship Mayor Bowman,

1. That the recommendation of the Winnipeg Public Service be concurred in.

2. That the Winnipeg Public Service report back to Executive Policy Committee in 120 days with options of how it can further improve customer service training provided to city employees.

Carried

His Worship Mayor Bowman resumed the Chair.

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

On February 17, 2016, the Executive Policy Committee granted a further extension of time of 30 days for the Winnipeg Public Service to report back on the matter.

On January 6, 2016, the Executive Policy Committee granted an extension of time of 30 days for the Winnipeg Public Service to report back on the matter.

On November 18, 2015, the Executive Policy Committee passed the following motion:

WHEREAS the City of Winnipeg strives to be a vibrant and healthy city placing its highest priority on quality of life for all its citizens;

AND WHEREAS the City of Winnipeg is the primary provider of a significant volume of important front line public services for Winnipeggers as residents and businesses alike;

AND WHEREAS the City of Winnipeg is actively developing further opportunities to make civic information more accessible than ever before;

AND WHEREAS the overall customer service experience for citizens and businesses interacting with the City of Winnipeg is important to the overall success of the organization as well as for the community as a whole;

DECISION MAKING HISTORY (continued):

EXECUTIVE POLICY COMMITTEE RECOMMENDATION (continued):

AND WHEREAS a full inventory of customer service training opportunities received by city employees will serve to identify areas where activities are effective for citizens and businesses and where opportunities exist to improve;

THEREFORE BE IT RESOLVED that the Public Service be requested to conduct a review of all training services conducted with, or on behalf of, all members of the public service who make decisions regarding service-delivery or those who interact with residents or the business community and report back within 60 days.

ADMINISTRATIVE REPORT

Title: **Review of Public Sector Customer Service Training**

Issue:

Critical Path: **Executive Policy Committee - Council**

AUTHORIZATION

Author	Department Head	CFO	CAO
R. Tone	L. Burch	n/a	D. McNeil

RECOMMENDATION

That this report be received as information.

REASON FOR THE REPORT

Executive Policy Committee, at its November 18, 2015 meeting, "*requested the Winnipeg Public Service conduct a review of all training services conducted with, or on behalf of, all members of the public service who make decisions regarding service-delivery or those who interact with residents or the business community and report back within 60 days".*

Executive Policy Committee, at its January 6, 2016, granted an extension of time of 30 days for the Winnipeg Public Service to report back on the matter.

EXECUTIVE SUMMARY

All training provided to Public Service employees is intended to support the provision of quality services and programs. This report delineates courses which; have customer service as the main learning objective, enhance employee awareness regarding our diverse customer base, and/or support customer service delivery or associated business processes. *(See Appendix One – Customer Service Course Inventory & Descriptions, 2009 – December 21, 2015)*

The importance of providing outstanding customer service throughout the organization and at all levels was emphasized in 2005 with the identification of "Citizen & Customer Focus" as one of the five core competencies for all Public Service employees. This competency requirement is reinforced and supported by job descriptions, job postings and the availability of employee development courses. Also, through the employee performance review process the leader is expected to identify performance strengths or concerns, provide feedback and establish a development plan specific to that employee which may include additional customer service training.

The Employee Development Branch of the Corporate Support Services Department offers eleven internal courses directly related to Citizen and Customer Focus, and an additional 27 courses which enhance our understanding of, or ability to interact effectively with our customers. (*See Appendix Two – Employee Development Customer Service Courses, Participants by Department, 2009 – December 21, 2015*)

Specifically, the eleven customer service courses offered to all Public Service employees through the corporate Employee Development Branch are:

- Building and Maintaining Rapport with Your Customers
- Building on Service *(specifically designed for leaders)*
- Citizen/Customer Service - You Make a Difference
- Communicating Effectively on the Telephone
- CORE of Public Service
- Dealing with Difficult Customer Service Situations - Moment By Moment
- Foremanship - Level I: Understanding Roles and Responsibilities (Customer Service Module)
- Power of Plain Language
- Take Your Writing Skills to Higher Levels
- Universal Design in the Built Environment - Planning for an Accessible Municipality
- Writing Customer Focused Email

The 311 Contact Centre creates and provides its own training to Customer Service Representatives (CSR's). Once hired, all CSR's participate in a five-week training program which includes the "RAPPORT" customer service training module. RAPPORT topics include; communication, active listening, attitude, processes/protocols, recognizing differences, and assisting dissatisfied customers. Upon successful completion of the five-week training program new CSR's are coached and closely monitored for their first two weeks. Throughout the year, all CSR's are provided with refresher training and updates regarding new information. Training is supported by a rigorous performance management system which sees a portion of the monthly calls taken by each CSR reviewed, scored and discussed.

Ensuring all Public Service employees have access to appropriate training is critical to achieving the City's objective of quality customer service. Line department leaders encourage their employees to access the corporate training programs available. They also provide job-specific orientation and training to their employees. Additionally, some departments provide specific customer service training which relates to their particular service areas. Public Service leaders also support and coach their employees; ensuring the customer service skills and behaviours discussed in the classroom are applied in the workplace. *(See Appendices Three A & B – Corporate & Line Department Customer Service Courses, Participants by Department, 2009 – December 21, 2015)*

IMPLICATIONS OF THE RECOMMENDATIONS

There are no implications to the recommendation to receive the report as information.

HISTORY

Customer service has been an ongoing priority for the Public Service. In 2005, the City implemented a Competency Model called the Lominger LEADERSHIP ARCHITECT® to help build consistent language regarding behavioural-based performance requirements across all departments and for all employees.

In 2006, Citizen & Customer Focus was selected as one of the five core competencies all employees are expected to demonstrate. This means *"we act in the best interests of the community we serve. Whether it is the citizenry at large or a specific citizen/customer base, we strive to meet their needs and exceed their expectations."*

In 2010, Administrative Standard AD-010 – Citizen/Customer Service was created to demonstrate our commitment to the delivery of quality citizen/customer service, to ensure employees understood it is a key component when performing their duties, and to ensure service delivery strategies are consistent across the organization. The Standard states;

> *"In keeping with its longstanding commitment to public service excellence, the City of Winnipeg requires quality citizen/customer service be the mission of every employee, as they work to meet the needs and exceed the expectations of the people they serve."*

In 2016 the Public Service will complete the phased-in implementation of an organization-wide employee performance review process. Citizen & Customer Focus is a core competency required of all employees and is specifically identified as a performance requirement. As outlined within the employee performance document, "*all employees must understand and adhere to customer service protocols, be dedicated to meeting the expectations of citizens, represent the City in a professional manner and follow all existing Administrative Standards."*

To assist employees and leaders in accessing the above information and supports, a Citizen & Customer Service page is available on the City's intranet website, CityNet.

Beginning in 2016, and every second year thereafter, the *Accessibility for Manitobans Act*, created by the Provincial government requires the City of Winnipeg prepare accessibility plans to identify, prevent and remove barriers. The Accessible Customer Service standard has been identified as the first of five standards to be developed. This standard deals with business practices and training required to provide better customer service to people with disabilities. The Public Service is currently reviewing its administrative standards and internal customer service training to ensure alignment prior to the 2017 deadline.

FINANCIAL IMPACT

Financial Impact Statement **Date:** January 11, 2016

Project Name:

Review of Public Sector Customer Service Training

Comments:
This report is received as information only and has no financial impact.

Original signed by R. Hodges
Ramona Hodges
Manager of Finance (Campus)
Corporate Finance Department

CONSULTATION

In preparing this report there was consultation with:

- All City of Winnipeg Departments, and Special Operating Agencies

OURWINNIPEG POLICY ALIGNMENT

01-3 Prosperity - *Direction 1: Provide efficient and focused civic administration and governance.*
Enabling Strategies:

- Demonstrate exemplary customer service standards
- Continuously pursue innovative, streamlined service delivery and decision-making processes.
- Support a competent, productive and healthy workforce through strategic human resource planning that promotes flexible human resource systems, invests in human resource development and is based on values of equity, diversity, innovation and accountability.

03-1 Opportunity - Direction 1: Strive to use mandated municipal services areas, such as libraries and recreation, as opportunities to foster strong cross cultural relations that contribute to healthy communities.
Enabling Strategies:

- Continue to provide cultural, gender and sexual orientation sensitivity and awareness training for Public Service staff.

SUBMITTED BY

Department: Corporate Support Services
Division: Human Resource Planning & Services Division
Prepared by: R. Tone, Manager, Human Resource Planning & Services Division
A. Samphir, Coordinator, Employee Development
Date: January 21, 2016

Attachments:

- Appendix One – Customer Service Course Inventory & Descriptions, 2009 – December 21, 2015)
- Appendix Two – Employee Development Customer Service Courses, Participants by Department, 2009 – December 21, 2015)
- Appendices Three A & B – Corporate & Line Department Customer Service Courses, Participants by Department, 2009 – December 21, 2015)



Appendix One



Appendix Two



Appendices Three A&B.pdf