Agenda – Executive Policy Committee – July 6, 2016

REPORTS

Item No. 3 Review of Public Sector Customer Service Training

WINNIPEG PUBLIC SERVICE RECOMMENDATION:

That this report be received as information.

DECISION MAKING HISTORY:

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

On March 9, 2016, 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.

EXECUTIVE POLICY COMMITTEE DECISION:

On March 9, 2016, the Executive Policy Committee concurred in the recommendation of the Winnipeg Public Service and received the report as information.

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 DECISION (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

Critical Path: Executive Policy Committee

AUTHORIZATION

Author	Department Head	CFO	CAO
A. Samphir	S. West Acting Director	n/a	D. McNeil

RECOMMENDATIONS

That this report be received as information.

REASON FOR THE REPORT

The Executive Policy Committee, at its March 9, 2016 meeting *"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."*

EXECUTIVE SUMMARY

The Public Service is committed to quality customer service. In consultation with all departments, including 311 Contact Centre and the Special Operating Agencies, the Public Service will implement the following actions:

1. Require all leaders (i.e., those with direct reports) participate in the *Building on Service* course. To strengthen the customer service environment, *Building on Service* will now be mandatory for leaders. Developed in-house, this course assists leaders in creating and maintaining a citizen/customer-focused team.

   Leaders are responsible for holding their employees accountable to meeting their responsibilities and delivering excellent service. Ensuring leaders complete this course promotes a top-down approach to service and is integral to enhancing customer service. Participation in this course has historically been voluntary.

2. Ensure current Employee Development Branch and 311 Contact Centre customer service courses optimize employee learning with a focus on skill and competency development.

3. Ensure customer service courses are sufficiently marketed and available to meet demand.

4. Explore alternate methods of course delivery to enhance ease of accessibility for employees.

5. Report back to Executive Policy Committee by August, 2017 with options to partner with business community stakeholders and/or private sector representatives to further support and enhance customer service delivered by the City of Winnipeg.

IMPLICATIONS OF THE RECOMMENDATIONS

There are no implications to this report being received as information.

HISTORY/DISCUSSION

Customer service has been an ongoing priority for the Public Service. It is the City of Winnipeg's vision *to be a vibrant and healthy city which places its highest priority on quality of life for all its citizen.* The City's mission statement of *working together to achieve affordable, responsive and innovative public service* also demonstrates this priority.

In 2005, the City implemented a Competency Model called the Lominger LEADERSHIP ARCHITECT® to create consistent language around behavioural-based performance requirements. In 2006, Citizen and Customer Focus was selected as one of the five core competencies required by all employees. In 2010, Administrative Standard AD-010 – Citizen/Customer Service was created for all employees.

In 2016, the Public Service completed the phased-in implementation of an organization-wide employee performance review process. Citizen and Customer Focus 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."*

The Public Service provided additional guidance and emphasis regarding service to our customers / citizens:

1. Administrative Standard No. HR-012 - Employee Performance Management – the purpose of the standard includes optimizing *"employee performance in meeting and exceeding citizen/customer expectations and service requirements*.

2. Bronze Level Report on Excellence, Innovation and Wellness from Excellence Canada – Strengths noted in the report: • *Staff at all levels clearly understand the importance of customer service – admirable!* • *Very strong focus on customer identification and needs across the organization* • *Sense from all staff that they are responsible to the citizens of Winnipeg* • *Strong communication with, and feedback from, citizens, e.g. 311, Navigo, Winnipeg Minute, public consultations*

The Employee Development Branch of the Corporate Support Services Department recently consulted with all departments and Special Operating Agencies. To improve customer service, the following actions will be implemented:

Action #1:

Require all leaders participate in the *Building on Service* course

To strengthen the customer service environment, *Building on Service* will now be mandatory for leaders. Developed in-house, this course assists leaders in creating and maintaining a citizen / customer focused team.

Leaders are responsible for holding their employees accountable to meeting their responsibilities and delivering excellent service. Ensuring leaders complete this course promotes a top-down approach to service and is integral to enhancing customer service. Participation in this course has historically been voluntary.

Mandatory Leadership Training currently targets approximately 500 leaders and includes 7 courses and 13.5 days of training; adding the one-day *Building on Service* will bring mandatory training to a total of 14.5 days *(See Appendix One – Building on Service and Appendix Two – Mandatory Leadership Development).*

Building on Service is delivered by Guest Trainers; Public Service leaders from across City departments with subject matter expertise. Guest Trainers are a major strength to the City's Employee Development program, providing credibility to the subject matter, while being cost-neutral to the program.

Action #2:

Ensure current Employee Development Branch and 311 Contact Centre customer service courses optimize employee learning with a focus on skill and competency development

The Employee Development Branch of the Corporate Support Services Department currently offers 38 courses related to customer service. These courses range in length from a half-day to 4 full days of training. This is a significant learning investment for employees; therefore courses will be reviewed to ensure they meet their desired objectives and the necessary customer service skills are shared. Enhancing these courses would enrich the content and optimize the participant learning experience.

The 311 Contact Centre creates and provides its own training to Customer Service Representatives (CSRs). The *RAPPORT* customer service training module has been reviewed and updated. Recent additions to on-the-job development combine with classroom training to support quality customer service. This training program is supported by a rigorous performance management system that sees a portion of the monthly calls taken by each CSR reviewed, scored and discussed.

Action #3:

Ensure customer service courses are sufficiently marketed and available to meet demand

Employee Development will continue to work closely with each department to market courses and maximize learning opportunities. Course registrations will be closely monitored to ensure that demand for courses is continuously met with additional sessions added as required.

Action #4:

Explore alternate methods of course delivery to enhance ease of accessibility for employees

Alternate methods of learning will be explored, including the provision of concentrated customer service courses of shorter duration (i.e.: 1-2 hours) and a wider variety of offerings on-site within department locations. The Employee Development Branch will also explore new online and mobile learning options to meet the changing needs and growing demands of the workforce.

In addition to classroom training, on-the-job-training can be enhanced to focus more specifically on the employee's role in providing excellent customer service. Department employee orientation and tailgate meetings can be modified to include customer service training.

Action #5:

Report back to Executive Policy Committee by August, 2017 with options to partner with business community stakeholders and/or private sector representatives to further support and enhance customer service delivered by the City of Winnipeg.

The public service will review opportunities to partner with business community stakeholders and/or private sector representatives and report back to Executive Policy Committee in advance of the 2017 small business summit with options to further support and enhance customer service delivered by the City of Winnipeg through such opportunities.

This will include leveraging existing collaboration with the Winnipeg Chamber of Commerce's newly formed Chamber Office for Business Support to help guide small business to City programs and services relevant to the private sector. It will also include connecting with customer service executives in local corporations to examine best practices and protocols.

FINANCIAL IMPACT

Financial Impact Statement **Date:** June 7, 2016

Project Name:

Review of Public Sector Customer Service Training

Comments:

There are no financial implications associated with the recommendations in this report.

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
- Prioritize public investment in essential and mandated front-line services
- Continuously pursue innovative, streamlined service delivery and decision-making processes
- Demonstrate accountability through service performance measurement and reporting
- Consider, review, and implement new alternative service delivery options as appropriate based on a comprehensive business case, ensuring adequate financial controls
- 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

SUBMITTED BY

Department: Corporate Support Services
Division: Human Resource Planning & Services Division
Prepared by: A. Samphir, Coordinator, Employee Development
Date: June 24, 2016

Attachments:

- Appendix One – *Building on Service*



Appendix One

- Appendix Two – Mandatory Leadership Training



Appendix Two.
Mandatory Leadershi