Minutes – Executive Policy Committee – September 21, 2016

REPORTS

Item No. 1 Review of Public Sector Customer Service Training

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

The Executive Policy Committee requested the Winnipeg Public Service to explore opportunities to retain or consult a private sector Customer Satisfaction professional with the goal of delivering improvements to services with higher citizen satisfaction, and report back.

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,

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 priorities of civic government should align with the priorities of citizens who rely on the services provided by the City of Winnipeg;

AND WHEREAS the Winnipeg Public Service is committed to quality customer service on an ongoing basis;

AND WHEREAS the Winnipeg Public Service has reviewed opportunities to enhance customer service training and procedures;

AND WHEREAS the Winnipeg Public Service has committed to meet with business and private sector organizations to find ways to enable City staff to enhance customer service;

AND WHEREAS many private sector leaders of customer service satisfaction retain Customer Experience, Customer Success and Customer Insight professionals to develop innovative alternatives to citizens' service delivery and measure citizen satisfaction regularly, ensuring customer service excellence;

THEREFORE BE IT RESOLVED that the Public Service be requested to explore opportunities to retain or consult a private sector Customer Satisfaction professional with the goal of delivering improvements to services with higher citizen satisfaction and report back to committee.

Carried

His Worship Mayor Bowman resumed the Chair.

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

On July 6, 2016, the Executive Policy Committee concurred in the recommendation of the Winnipeg Public Service and received the report as information.

Further, the Executive Policy Committee requested the Winnipeg Public Service to report back to its meeting in September 2016 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.

DECISION MAKING HISTORY (continued):

EXECUTIVE POLICY COMMITTEE RECOMMENDATION (continued):

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.

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;

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: Customer Service – options to partner with business community stakeholders and/or private sector representatives

Critical Path: Executive Policy Committee

AUTHORIZATION

Author	Department Head	CFO	CAO
R. Mangahas S. West F. Wiltshire	S. West, Acting Director	n/a	D. McNeil

EXECUTIVE SUMMARY

The Winnipeg Public Service is committed to quality customer service. In consultation with all departments and special operating agencies, the Public Service has reviewed and made enhancements to customer service training, as well as enhancements to customer service procedures and online information sources to better serve residents and members of the business community.

In addition, the City of Winnipeg has been meeting with members of the business community to discuss and share best practices in customer service.

As a next step in its commitment to continuous improvement, the Public Service is reporting back to Executive Policy Committee (EPC), in advance of the 2016 Small Business Summit, to advise on 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.

RECOMMENDATIONS

That this report be received as information.

REASON FOR THE REPORT

The EPC, at its July 6, 2016 meeting, requested that the Winnipeg Public Service report to its meeting in September 2016 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

Reviews of customer service training and service delivery

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 citizens.* The City's mission statement of *working together to achieve affordable, responsive and innovative public service* also demonstrates this priority.

To support Mayor Bowman's commitments to the business sector at the fall 2015 Small Business Summit, the City of Winnipeg has undertaken a number of initiatives to build on its customer service:

- A complete review of customer service training was conducted corporately and across City departments, to report back to EPC on this important aspect of our commitment to serving citizens.
- Following the review, presented to EPC on March 9, 2016, the Public Service was directed to provide an additional report back on opportunities to further improve customer service training provided to City employees. EPC received as information a report on July 6, 2016, outlining the following enhancements:
    - Adding a mandatory requirement for all leaders (i.e., those employees with direct reports) to participate in the Building on Service course. Developed in-house and previously offered as a voluntary training opportunity, this course assists leaders in creating and maintaining a citizen/customer-focused team, promoting a top-down approach to customer service management.
    - Ensuring current Employee Development Branch and 311 Contact Centre customer service courses optimize employee learning with a focus on skill and competency development.
    - Ensuring customer service courses are sufficiently marketed and available to meet demand.
    - Exploring alternate methods of course delivery to enhance ease of accessibility for employees.
- The Public Service also committed to a further report back, with options to collaborate with business community stakeholders and/or private sector representatives to further support and enhance customer service delivered by the City of Winnipeg.
- New processes were implemented in February at the 311 Contact Centre with the goal of reducing the number of calls in the 311 telephone "queue":
    - Callers seeking single-bus trip schedules can now choose an Interactive Voice Response (IVR) prompt to be diverted to TeleBUS for immediate service, resulting in about 14% of Transit-related calls being diverted.
    - In addition, calls for the Assessment & Taxation Department and Animal Services Agency are now diverted to subject-matter expert staff within 311, to ensure more consistent, complete responses to the more complex inquiries typical of calls for these areas.
    - The 311 Self Service website was refreshed and reorganized, to improve comprehensiveness by expanding the amount of information and services accessible, and improving user-friendliness of the display. Efforts are ongoing in this regard in response to feedback regularly received from citizen, business and public service users, within the limits of the existing web platform.

Further opportunities for improvement

The Public Service has been meeting with business community stakeholders and private sector representatives to learn of new options to further support and enhance customer service delivered by the City of Winnipeg. The City of Winnipeg is also looking to learn from these organizations, and to find ways to enable City staff to enhance our customer service. In this regard, future meetings are being planned with private sector organizations through the Office of the CAO.

While it is common for all departments and special operating agencies to interact with businesses on a regular basis, this report focuses on strategic initiatives under the Office of the CAO (Corporate Communications Division) and the Corporate Support Services department.

Chamber Office for Business Support

In March 2016, Corporate Support Services (CSS) representatives met with members of the Winnipeg Chamber of Commerce who were in the process of forming a new Chamber Office for Business Support (COBS). The meeting was intended as an initial contact to look at opportunities to help guide small business to City programs and services relevant to the private sector. COBS and CSS met again in July and have committed to quarterly, face-to-face meetings as well as ongoing communication on opportunities for the City to augment its services to Chamber members. Future meetings will expand to include staff from the Business Information Centre (BIC), which is a key partner in COBS and which is run out of the World Trade Centre Winnipeg.

The City/COBS collaboration is in its infancy. However, as the Chamber office evolves and the collaborative relationship between the City and COBS deepens, this ongoing partnership will help the City to ensure customer service channels through 311 and the City website are fluid and responsive to the needs of businesses and residents alike. It will also help to ensure that processes for assisting inquiries are aligned between 311 and COBS for better service to the community regardless which entity is contacted.

As an example, COBS and City staff have exchanged information on each other's call-taking and information processes to ensure callers to 311 and COBS receive quality, consistent responses on requests for information or service relating to City services such as permits, licences, assessment and taxation, and zoning. This supports the customer service philosophy of "no wrong door" for citizens or business operators that are seeking information but are unsure who they should call.

In the coming weeks and months, City/COBS staff will analyze the types of calls being received by both entities to tailor phone responses/online information to meet needs that are identified. City staff will also examine and enhance the business information available on Winnipeg.ca to add prominence for those choosing self-serve options to find business-related information.

Other City departments and agencies will be included in ongoing discussions, to follow on past interactions with the business community on working with the City (e.g., Corporate Finance – Materials Management Division, which offers presentations on *Bidding to the City* (tenders/Requests for Proposals), for those interested in participating in the competitive bid process.

Quality Assurance and Accountability

In 2016, the Public Service completed the phased-in implementation of an organization-wide employee performance review process. 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 recent expansion of the City’s leadership training program, through the addition of a mandatory requirement for leaders to complete the Building on Service course, aligns with this direction by supporting leader accountability for the level of customer service provided by their staff. Leaders are responsible for holding their employees accountable to meeting their responsibilities and delivering excellent service. Using service metrics and independent methods such as third-party, post-call customer satisfaction surveys are being used to accomplish this.

In a recent reallocation and organization of support staff in the 311 Contact Centre, a Quality Improvement Business Analyst position was established to realign and oversee the centre’s existing service development and quality assurance/improvement programs, monitoring and analyzing performance for review, recognition and/or correction as appropriate.

FINANCIAL IMPACT

Financial Impact Statement **Date:** August 23, 2016

Project Name:
Customer Service – options to partner with business community stakeholders and/or private sector representatives

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

Original signed by F. Dela Cruz
Ramona Hodges
Manager of Finance (Campus)
Corporate Finance Department

CONSULTATION

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:	Office of the CAO, and Corporate Support Services
Division:	
Prepared by:	R. Mangahas, Manager. 311 Contact Centre
	S. West, Acting Director, Corporate Support Services
	F. Wiltshire, Director, Corporate Communications
Date:	August 23, 2016