Item 3 - 311 Call Centre Wait Times April 20, 2022

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Report Review

'Once phone wait times exceed 20 minutes, ...immediately undertake a number of steps...'

-why wait when certain event impacts are predictable, especially when scheduled ie - Leisure Guide, Residential Parking Ban and snow events, sandbag pickup etc, to add IVR and staff up ahead of time, change scheduling

Elimination of 311

- should not do until website and social media is improved. However changes should be made in the interim. The 311 email form on winnipeg.ca is complete and ensures proper information is gathered (though phone number is optional without an explanation where it is mandatory) so follow ups are reduced

-email volume has doubled YOY because of long call answer times

QUICK HIT

The link to 311@winnipeg.ca on facebook (City of Winnipeg - Municipal Government) launches Microsoft Outlook. It should direct the user to the 311 email form on the website.

Employee Retention Issue

-Addressing Starting Wage - what is it now? According to indeed.com, average hourly wage for a Call Centre CSR is $15.35/hour. One financial institution listed the wage at $17/hr. The starting wage at a large communications provider is approximately $19.50/hr but my last call was answered by someone in Nova Scotia, don't think they are hiring.

-Terminate call due to abusive language - agreed, but need to understand why callers get abusive and address the core issues

Primary reasons people leave employment, especially during probation

-employee was actively job seeking and a better opportunity came up shortly after being hired

-job isn't what they expected

-candidate wasn't qualified (are keyboarding skills tested prior to interview?) or lacked worked ethic and dependability

-not properly trained

-poor leadership and support

-undesirable scheduling

-poor systems, productivity, and processes leading to frustration and irate callers

-failed probation

Chatbox (w/AI)

- this is an expensive homerun swing and proved difficult with current systems and website. Incorporating 'Live Chat' now could be beneficial as a CSR should handle three chats simultaneously plus respond to emails and provide team lead support. It may prove beneficial during non-prime time periods.

Service Levels

-encouraged that First Call Resolution will be a new metric. I identified it in October. A level of 80/20 service level is far too aggressive. 60/120 or 60/240 would be more in line. My experience has been on hold for 20 to 40 minutes.

Top 10 Call Drivers and Volume https://data.winnipeg.ca/Contact-Centre-311/311-Performance-Metric-Incoming-Calls-by-Month/7289-6jsz

-Call Volume dropped 8% in 2021 vs 2020
-Bus schedule calls dropped 46%

-Assessment & Taxation dropped 10%

-Non-city calls dropped 32%
-Damaged Garbage/Recycling box increased 48% - why - operator/snow removal/end of life?

What is the 'Why' for these changes and how can they be addressed to either continue the positive trend, streamline/add online forms, or improve to reduce inquiries proactively?

Winnipeg vs Calgary

-Calgary's population is 56% greater but call volume only 3% higher (excluding Wpg Transit)

-Winnipeg has 14% more FTE CSR's but Average Wait Time is 2.45 times longer, only partially attributed to Winnipeg answering emails

311 Team Structure

-59 CSR's, 5 Team Leads, 8 Mgmt/Admin

- This structure is Mgmt/Admin heavy

-Team Lead size is inadequate

Performance

-Average Call Time rose only 9.7% while Wait Time rose 114.7%

-What 311 needs to set targets, track and improve:

- First Call Resolution (FCR)
- Call Abandoned Rate
- Average Call Time (Team and Rep)
- Average Handle Time (AVG Call Time + After Call Work Time, Team and Rep)
- Rep Not Ready % - (After Call Work Time - not open to take calls)
- Rep Make Busy % - (logged out on personal time - breaks, meals, bio breaks, etc)
- Rep Schedule Adherence
- Rep Schedule Compliance
- Performance Target (%,Team and Rep)

Customer Self-Serve - Online Request Forms - as I said in October

Training - class size limited to 12 trainees, I may be able to assist with that

Other Impacts

- As staff departed, were adjustments made to the current vacation schedules?
- Was vacation selection criteria adjusted for lower staff levels for the next vacation year?

- is the Collective Bargaining Agreement understood properly by management, CSR's and Schedulers?

-Is Progressive Discipline enforced?

-Is there a Performance Improvement Program? Is it utilized beyond probationary period?

Conclusion

The report is on the right track with initiatives to improve Customer Self Serve with an improvement and increase to online forms and website improvements. The training changes will also result in better CSR improvements. Although these initiatives take time and a considerable amount of funds.

There are quick hits available that would result in an immediate improvement. These include a link change on facebook for 311 emails to reduce follow ups, earlier implementation of IVR messaging during high (and anticipated call volumes, being proactive), and schedule optimization.

Customer Satisfaction Surveys shortly after calls/emails/online submissions are NOT in place. This program would be invaluable to identify opportunities for improvement and also to provide

commendation.

The report did not include process and communication improvements, active supervision and performance management implementation, increase in call monitoring and coaching.

There is an opportunity to change the Span of Control so there are more CSR's and Team Leads with less management and administration.

What can you learn from Calgary? They have been able to perform better with less.

Most importantly, the Customer Facing Departments, leadership, and elected officials must improve so 311 inquiry volumes reduce.