



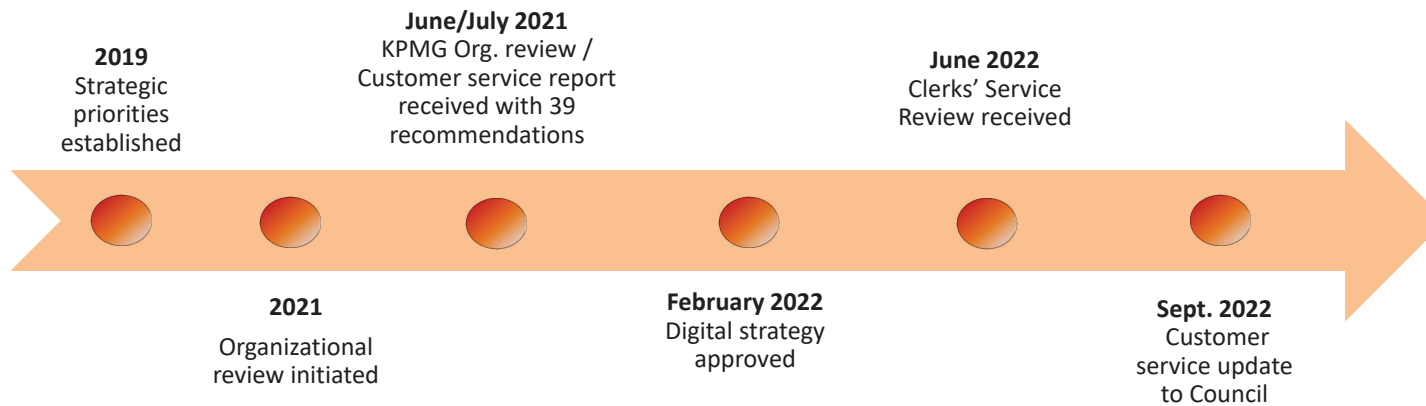
Customer Service Update

Presentation to Town of Tecumseh Council
Special Meeting September 13, 2022

Purpose

- Provide customer service update
- Seek direction on phone system
- Agenda:
 1. How we got here
 2. Research and findings
 3. The strategy
 4. Direction required: options for phone system
 5. Next steps

How Did We Get Here?



2. Research & Findings

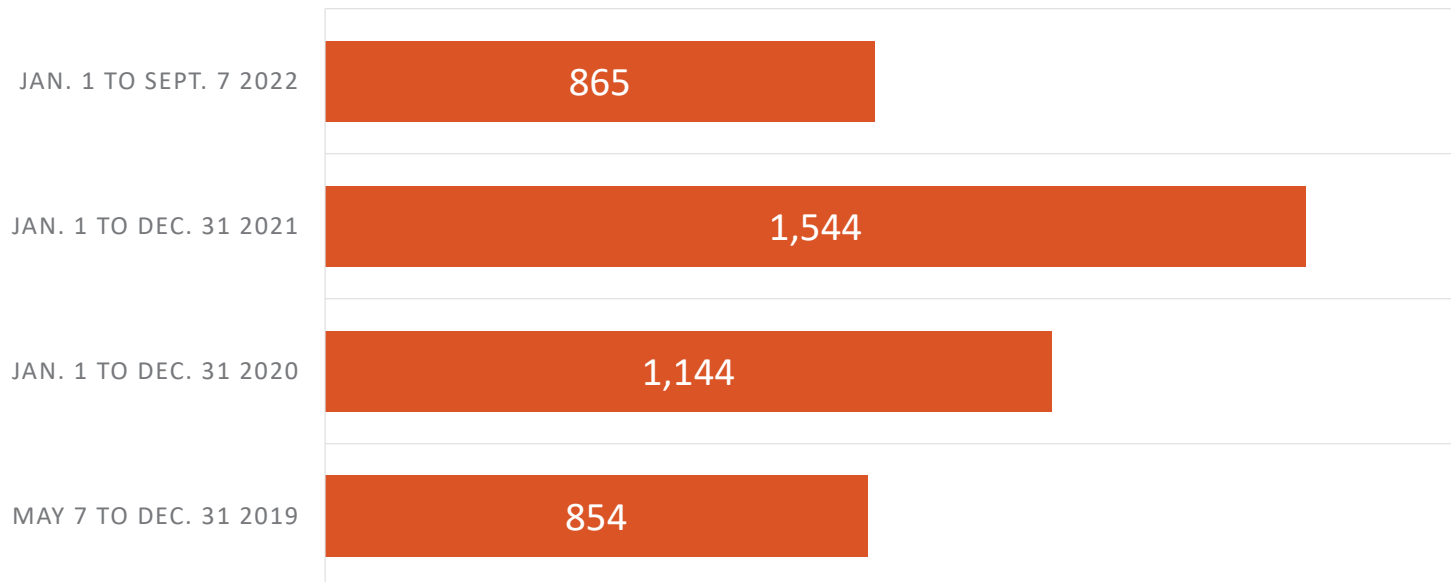
Research Sources

- ▶ Strategies documents (strategic priorities, organizational review, Clerks' Services review, Digital Strategy)
- ▶ Data from CityWorks
- ▶ Historical Citizen Satisfaction Surveys
- ▶ Best practice review
- ▶ Interviews: Council, Senior Management, managers, frontline staff
- ▶ Town materials (website, policies, SOPs, etc.)
- ▶ *Citizens First* Report 2020

CityWorks – Historical

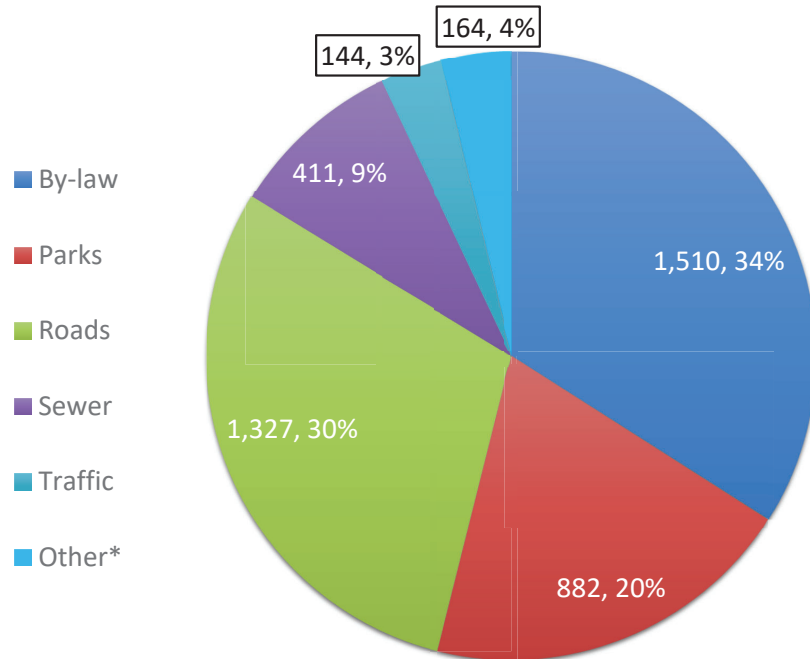
- ▶ CityWorks initiated in 2019
- ▶ Total of 4,458 service requests/inquiries since May 7, 2019

NUMBER OF SERVICE REQUESTS/INQUIRIES IN CITYWORKS



CityWorks - Historical

Service Requests/Inquiries by Type
(2019-2022)

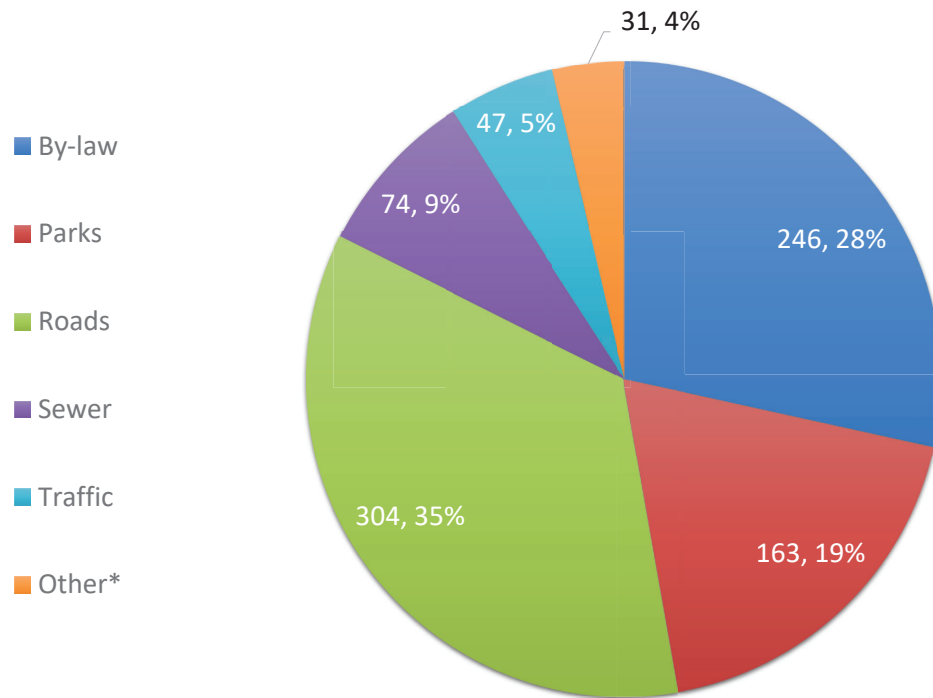


Other = Waste, Clerks, Fire, CAO/Mayor, Facilities, Drains

CityWorks - 2022

Service Requests/Inquiries by Type (2022)

Total = 865



Research Findings

- ▶ Citizens are looking for alternative ways to access programs and services
- ▶ Four primary drivers of customer satisfaction: issue resolution, extra mile, timely help, ease of access
- ▶ Gap between expectation and delivery of service is widening
- ▶ Channel preference shifting to online
- ▶ Seamlessness between channels is critical.
- ▶ One-stop shops are increasingly a solution for efficient service
- ▶ Organizational culture is key to improve customer service
- ▶ There is a correlation between communication & customer service

Customer Service Perceptions

- ▶ Residents have expressed satisfaction with customer service over the last several citizen satisfaction surveys
- ▶ Nearly 70% of residents who had contacted the Town for a specific concern were satisfied with how it was handled
- ▶ 40% of residents want more information from the Town
- ▶ 38% of residents reported contacting the Town about an issue
- ▶ Lack of: service consistency, reporting capacity, use of technology, standards, consistent understanding of customer service

Interview Findings - The Good

- ▶ Approximately 45 interviews conducted
- ▶ Consensus on areas of satisfaction for customer service:
 - ▶ Customer service needs to be centralized
 - ▶ We want clearer standards & processes
 - ▶ Communication is critical to enhancing resident understanding of municipal government
 - ▶ Anticipation of change is positive
 - ▶ We want to deliver good customer service
 - ▶ There are some early opportunities for improvement

Interview Findings - The Opportunities

- ▶ Opportunities aligned with findings of 2021 org. review
- ▶ Policies, standards and more efficient workflow
- ▶ Resident expectations & understanding of municipal services
- ▶ Service consistency
- ▶ Effective & consistent use of technology
- ▶ Training, knowledge base and recognition
- ▶ Tracking and reporting to Council
- ▶ Customer service accountability

3. Draft Customer Service Strategy

- ▶ Outcome:

- ▶ An approach to customer service that reflects a centralized function working with all areas to grow and mature the Town's customer service culture, leading to increased customer satisfaction (including internal customers) and more effective use of resources.

- ▶ Four areas of priority:

- ▶ Building a customer service culture
- ▶ Optimizing our business processes
- ▶ Making effective use of technology (incl. phone system)
- ▶ Sharing the Town's story

3. Draft Customer Service Strategy (continued)

- Actions addressing 37/39 recommendations from previous reports plus additional actions
- Metrics associated with each area of priority

5. Service Level Decision: Phone System

- ▶ Why do we need direction?
 - ▶ Mentioned in every interview conducted at all levels of organization
 - ▶ Barrier to all four drivers of customer service satisfaction (issue resolution, extra mile, timeliness & ease of access)
 - ▶ Significant opportunity for improved customer service
- ▶ Current lack of data points for reporting
- ▶ Approximately 23,600 calls received to the Town's main lines from January to August 2022
- ▶ 631 calls to Fire Hall #1 in same time period
- ▶ Average duration of call: 2 minutes 34 seconds
- ▶ System differs from other municipal phone lines - no speak to live agent option

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Three Options for Council's Consideration

- ▶ Option 1: Status quo
 - ▶ Option 2: Automated system + live person option
 - ▶ Option 3: Live answer during business hours for all calls
- ▶ In all three cases, Town will invest in technology to support additional data tracking & reporting points for telephone system call metrics and routing

Option 1: Status Quo

Option	What it looks like	Cost	Pros	Cons
<p>Option 1:</p> <p>Status quo with some minor enhancements</p>	<p>Citizens call in & choose department/service option from automated menu.</p> <p>We would add:</p> <ul style="list-style-type: none"> • Relevant introductory text (ie., press 1 for taxes during tax season or for election information) • Restructured service options for clearer choices 	None	<p>No cost</p> <p>Will provide good data and reporting metrics</p> <p>No change management</p>	<p>Poor customer satisfaction</p> <p>Inefficient use of staff time</p> <p>Does not address any customer service recommendations</p>

Option 2: Hybrid (Automated + Live Voice Option)

Option	What it looks like	Cost	Pros	Cons
<p>Option 2:</p> <p>Hybrid model</p>	<p>Citizens call in & can choose from the list of departments/services but also select to speak directly with a customer service representative.</p>	<p>Minimal – associated with training primarily</p>	<p>Minimal cost</p> <p>Will provide good data and reporting metrics</p> <p>Significant projected increase in customer satisfaction</p> <p>Addresses recommendations from previous strategies</p> <p>Ease of training with point persons for subject area expertise</p> <p>Organizational “silos” will be reduced</p>	<p>Live answer would be an option but not offered at the beginning of the call</p>

Option 3: Live Answer during Business Hours

Option	What it looks like	Cost	Pros	Cons
Option 3: Live voice response	Citizen calls are received by a live person during regular operating hours (subject to Council's decision on service levels). Calls are then transferred to the appropriate person or issue is handled at first point of contact.	Approximately \$88,000 per year for 1 FTE Additional cost for training	Potential to meet different organizational needs in one FTE with currently not centralized Will provide good data and reporting metrics Citizens will always get a live person to talk to Ease of training for centralized one-stop shop employee	Additional FTE & associated costs May result in additional "hands" touching each inquiry (which could lead to lower customer satisfaction)

Recommendation

- ▶ Staff are recommending option 2 - the hybrid model:
 - ▶ Responds to the concerns heard during interviews
 - ▶ Meets organizational needs
 - ▶ Responds to recommendations from different strategies and interviews (incl. KPMG) by offering a live voice option
 - ▶ Allows for self-service by residents
 - ▶ Builds employee capacity for customer service & cross-training
 - ▶ Minimal cost implications
 - ▶ Allows room to grow customer service model

5. Next Steps

- ▶ Administrative report to come back to Council with Customer Service Strategy for approval
- ▶ Implement Council approved improvements to phone system as soon as possible
- ▶ Identify and formalize the roles of the Customer Service Representatives
- ▶ Formalize customer service approach with strategy & implementation plan (internal)
- ▶ Report back annually to Council on customer service metrics
- ▶ Establish a formal communication plan to communicate expectations to staff on both internal and external customer service