



The Corporation of the Town of Tecumseh

Technology & Client Services

To: Policies and Priorities Committee

From: Shaun Fuerth, Director Technology & Client Services

Date to Council: November 26, 2024

Report Number: TCS-2024-05

Subject: 2024 Customer Service Annual Report

Recommendations

It is recommended:

That Report TCS-2024-05 entitled “2024 Customer Service Annual Report” **be received.**

Background

As a result of an organizational review completed in 2021 and the accompanying Customer Service Report, the Town of Tecumseh (Town) has implemented enhancements and updates related to Customer Service. This includes multi-channel access to services and information, expectations for issue tracking workflow (Cityworks), and a live answer option from the main phone menu. Three main platforms that support front facing customer service channels are Cityworks, the 3CX Phone System and the Town’s website. The following report summarizes key Customer Service data and metrics from November 1, 2023 - October 31, 2024. This period coincides with implementation of the 3CX Phone System to ensure a full 12 months is captured in the report and analysis. Where possible and applicable, values for the same period in previous years will be compared.

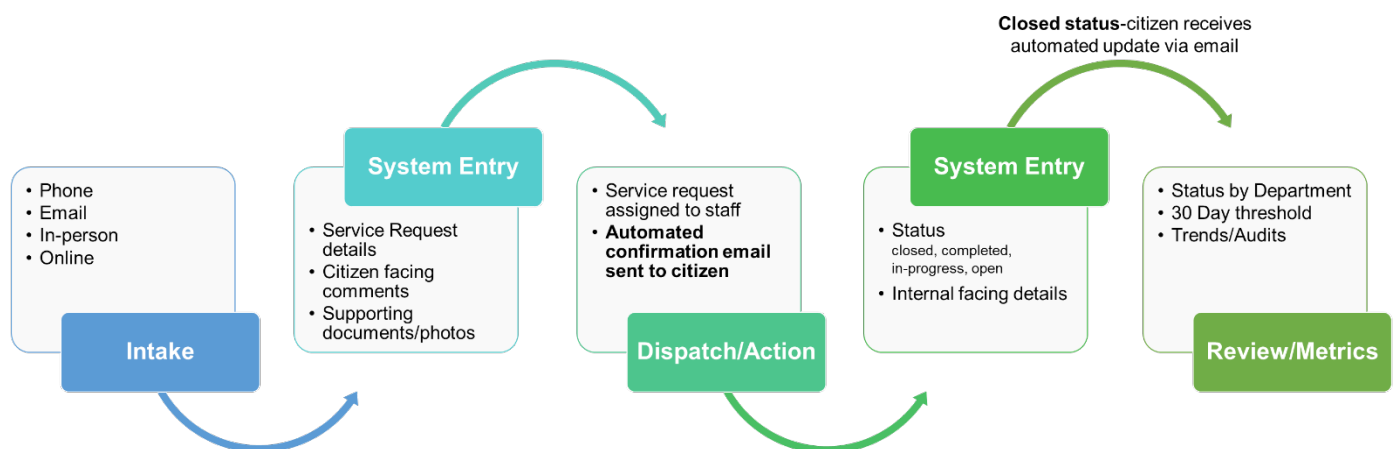
Comments

Customer Service expectations and best practices support execution of Town strategic priorities, including cultivating exceptional service experiences. To achieve this, Employees and those representing the Town or providing services on behalf of the Town, need to be equipped with expectations, standards and resources to fulfill responsive, seamless and consistent service delivery. This includes updates made to the Customer Service Policy (97) in May 2024 and associated training on the policy updates and best practices during Customer Service Week in October 2024. Additional Customer Service-related training that occurred in 2024 included the 3CX Phone System (phone functions, warm transfers, etc.), Cityworks refresher sessions (open to all staff) and daily videos during Customer Service Week focusing on listening skills. One-on-one training and content reviews for departments or individuals also occurred as needed, which included fundamentals of creating Service Requests to workflow features and audits of categories within the system to ensure alignment with departmental operations. Review and evaluation of current approaches and system integrations are crucial to ensuring continuous improvement opportunities are explored and strategies, expectations and best practices are developed using information that is reflective of frontline service delivery. The data and information presented in this report is part of an ecosystem that continues to empower both customers and Town staff, as well as support informed decision making to enhance customer driven service options.

Cityworks

Cityworks is the software used by the Town to record customer service requests and complaints, automatically code and route complaints to an appropriate staff member, and measure progress by monitoring results. Figure 1 below illustrates the general workflow of inquiries and complaints in Cityworks.

Figure 1: Cityworks Workflow



From November 1, 2023 - October 31, 2024, **2,232 Service Requests** were initiated/received across all Town departments in Cityworks (note, if the service request is made outside of this system, it is not counted). Comparatively for the same reporting period during November 1, 2022 - October 31, 2023, **1,977 Service Requests** were initiated/received across departments. The figures (2,3) and table (1) below show distribution of service requests by totals and categories in comparison to the prior period of November 1, 2022 - October 31, 2023.

Table 1: Total Service Requests by Category

CATEGORY	2024	2023
Bylaw	620	366
CAO/Mayor	0	5
Clerks	1	13
Customer Service	70	52
Drains	15	9
Facilities	228	232
Fire	24	17
Parks	338	432
Roads	710	640
Sewer	117	100
Traffic	101	108
Water	8	3
TOTAL	2,232	1,977

Figure 2: Service Requests Year Over Year by Category Comparison

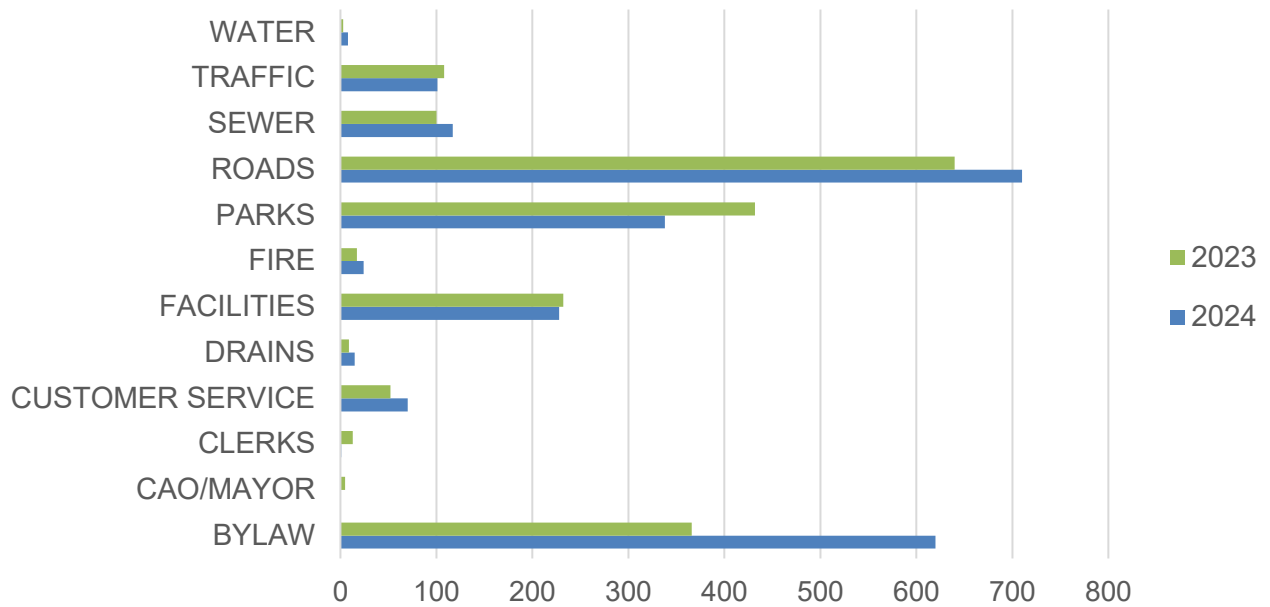
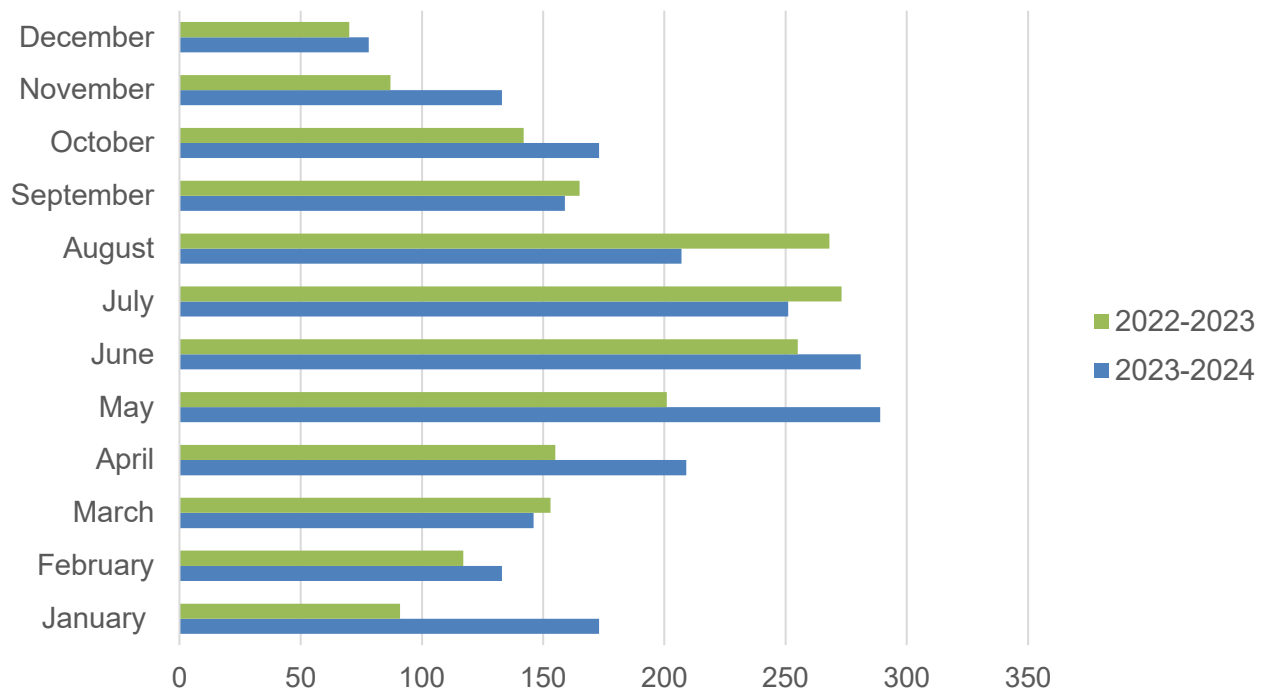


Figure 3: Service Request Year Over Year Distribution by Month



Centralized Customer Service

Of the 2,232 Service Requests created across the organization, 26% were initiated by the centralized (Tier 1) Customer Service Representatives (CSRs) at Town Hall from Development Services, Financial Services, Legislative & Clerk Services and Public Works & Engineering. Additionally, 12% of total Service Requests were initiated by Tier 2 Customer Service support roles either through coverage functions for Tier 1 or as part of departmental responsibilities. Community & Recreation Services CSR roles (located at the Arena) initiated a total of 70 Service Requests across the reporting period with fifty (50) of those requests specifically for Parks related inquiries or complaints. The following tables (2,3) and figures (4,5) provide Service Request summary information across Town Hall Tier 1 and 2 customer service roles, including a breakdown by category type.

Table 2: Service Request Summary for Tier 1 CSR Roles

Service Requests Initiated	Within Department	Outside Department
586	259	327

Figure 4: Customer Service Tier 1 Service Requests by Category

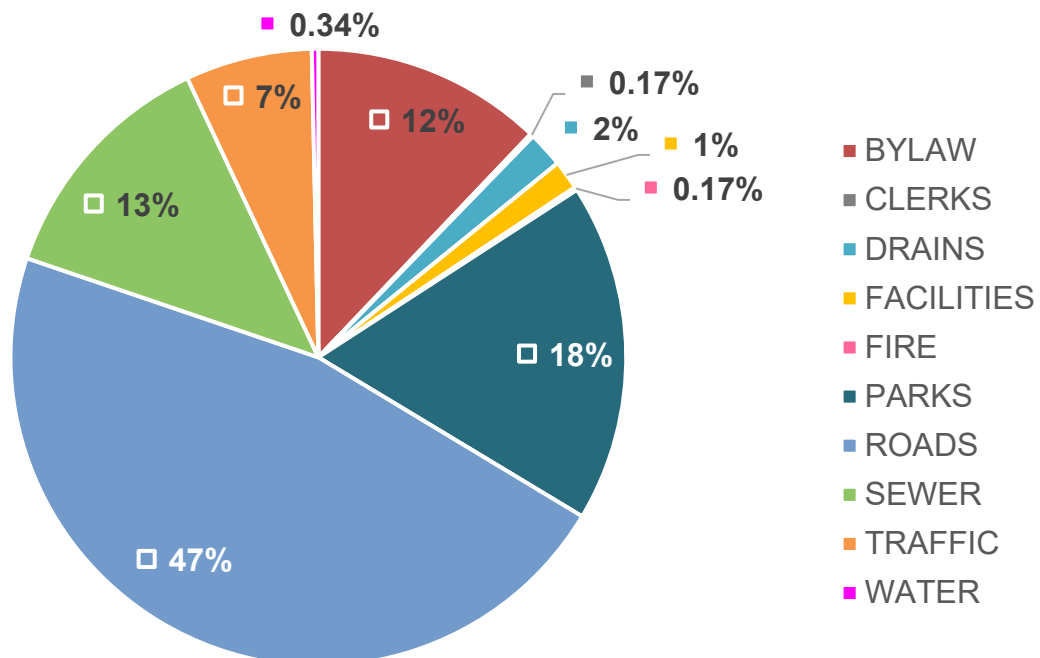
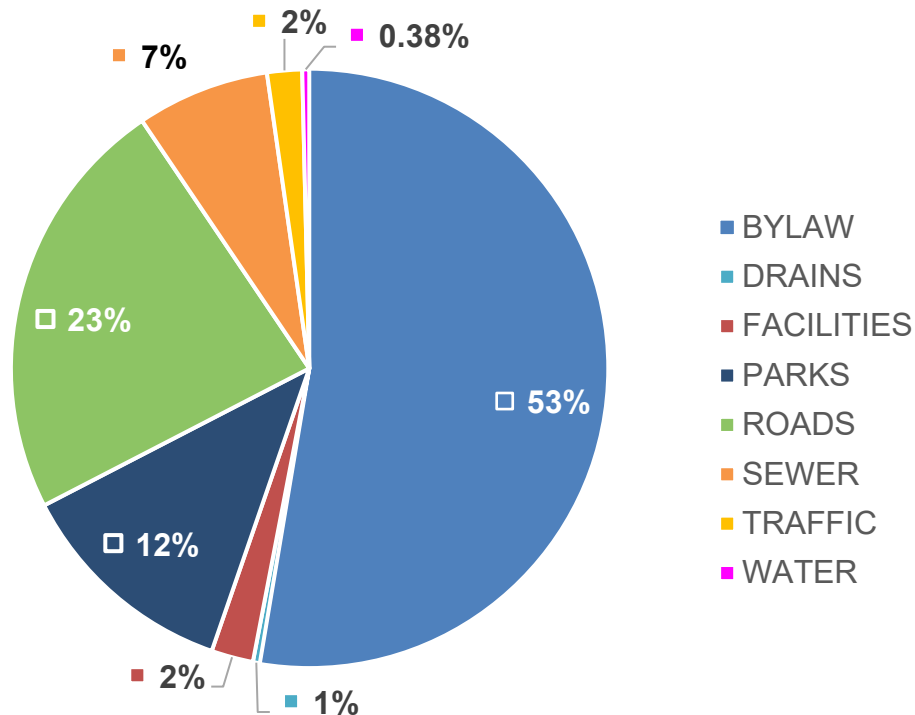


Table 3: Service Request Summary for Tier 2 CSR Coverage Roles

Service Requests Initiated	Within Department	Outside Department
264	206	58

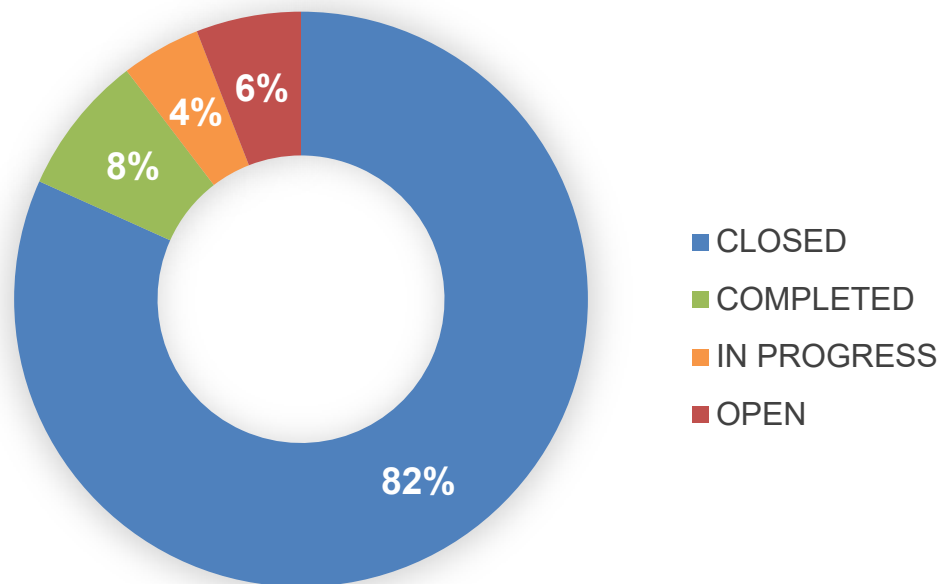
Figure 5: Customer Service Tier 2 Service Requests by Category



Status of Service Requests are monitored within a 30-day window, aligning with timelines identified in the current Public Complaint Policy (98). Department Managers are equipped with a dashboard report in Cityworks that monitors service requests exceeding 30 days without closure or resolution. There are certain service requests that will exceed a 30-day resolution period by nature of the type of work that needs to be completed or seasonality impacting timing of when follow-up can take place. This includes areas such as tree pruning and road maintenance where efficiencies are gained from batching work by defined areas, as well as timing the work to minimize environmental or seasonal factors. Figure 6 below provides a status summary of service requests that were initiated between November 1, 2023 - October 31, 2024. Important to note is that “completed” status often means the issue or complaint has been addressed and that either final documentation/review is needed or “completed” was assumed to be closing the service request. Therefore, considering “closed” and “completed” statuses together, 90% of service requests were completed within the

reporting period. Ensuring that status updates are completed in a timely manner continues to be a priority for the Manager Customer Service to monitor and follow-up with departments as required.

Figure 6: Service Requests Status Summary

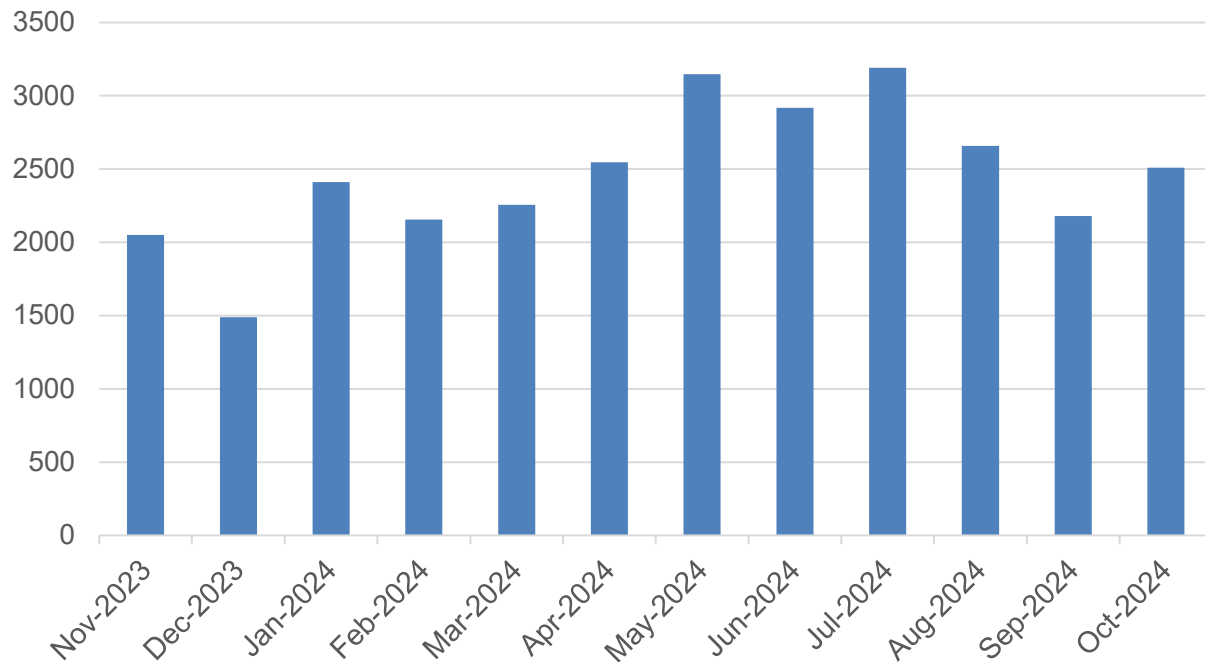


3CX Phone System

In November 2023, the Town launched a new phone system to ensure system infrastructure could be confidently supported long term and facilitate the implementation of a queue option on the main phone menu. The “0” menu option provides a live answer function should customers be unsure of what department or Tecumseh staff member they are looking to connect with. The queue line is staffed during regular business hours Monday-Friday 8:30am - 4:30pm.

In total from November 1, 2023 - October 31, 2024, the Town received **29,511** inbound external calls. Figure 7 below provides a summary of call distribution for the specified reporting period. Since the new phone system was implemented in November 2023, year over year comparisons will commence in 2025 to ensure that data extracts originate from the same primary source.

Figure 7: Distribution of Inbound Calls by Month



As previously mentioned, the Town implemented enhancements related to Customer Service as a result of the 2021 organizational review. This includes a live answer option from the main phone menu. Table 4 below provides a summary of Tier 1 queue calls (“0” option) received across five (5) CSR roles for the defined reporting period. Out of the 29,511 inbound external calls received, the Tier 1 queue line was selected by the callers for approximately 12% of the calls. This percentage does not include calls to direct extensions or routed through department selections on the main phone menu. The queue includes a Tier 2 group to ensure depth is in place if the main queue is not available (i.e. high call volumes, resourcing constraints). For the reporting period, 28 calls were directed to the Tier 2 queue accounting for 0.09% of all calls, which demonstrates the main queue can service the “0” option a majority of the time. This is reflected in the queue answer rate provided in Table 4 below that also summarized call volume and averages for Tier 1 queue calls across 5 CSR roles.

Table 4: Tier 1 Queue Call Summary

Calls Received	Calls Serviced (< 5 s)	Queue Answer Rate	AVG Calls/ Working Day
3,639	3,459	95.50%	15 AVG 3 queue calls per day for 5 CSRs

Website

Of the 2,232 Cityworks Service Requests that were initiated/received between November 1 2023 - October 31, 2024, 658 were submitted through the website portal.

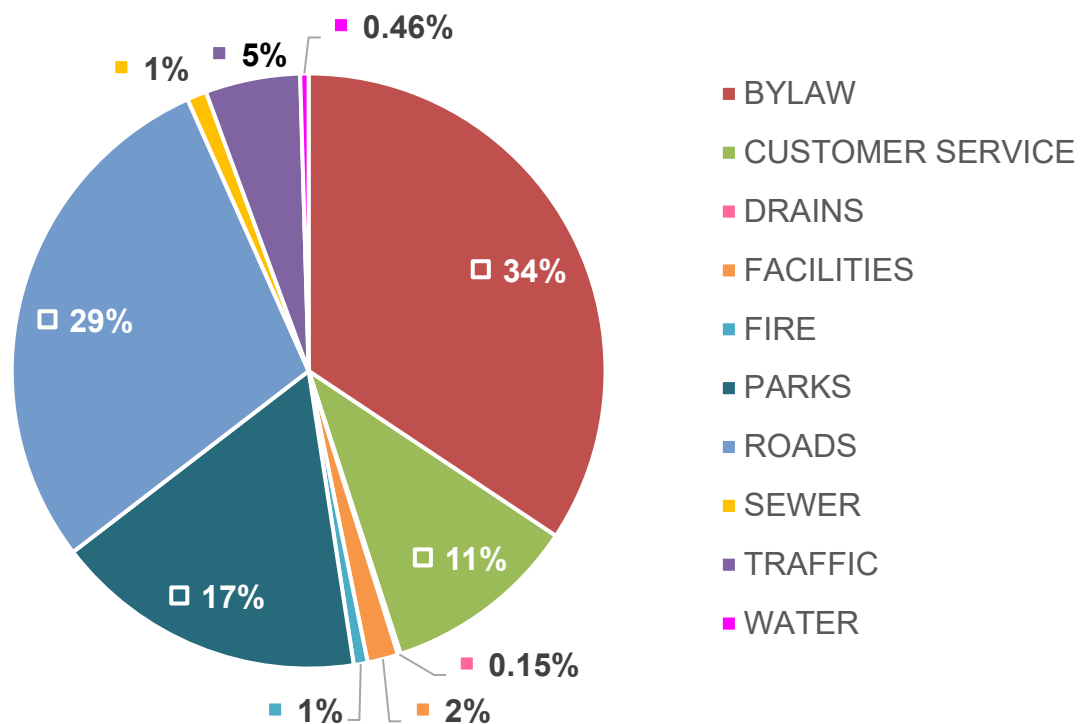
This equates to 29.48% of all Service Requests being submitted online.

Table 5 summarizes the types of Service Request categories received through the website. All requests received that are marked “other” are directed to the Customer Service category. The top three categories of requests remain consistent to those identified in the totals across the organization and Tier 1 CSR entries, however the distribution changes slightly with Bylaw having the most web requests followed by Roads and Parks as illustrated in Figure 8 below.

Table 5: Website Requests by Category

Category	Total
BYLAW	226
CUSTOMER SERVICE	70
DRAINS	1
FACILITIES	11
FIRE	5
PARKS	112
ROADS	189
SEWER	7
TRAFFIC	34
WATER	3
TOTAL	658

Figure 8: Website Request Distribution



Consultations

Customer Service Representatives
Department Managers

Financial Implications

None

Link to Strategic Priorities

Applicable	2023-2026 Strategic Priorities
<input type="checkbox"/>	Sustainable Growth: Achieve prosperity and a livable community through sustainable growth.
<input type="checkbox"/>	Community Health and Inclusion: Integrate community health and inclusion into our places and spaces and everything we do.
<input checked="" type="checkbox"/>	Service Experience: Enhance the experience of Team Tecumseh and our citizens through responsive and respectful service.

Communications

Not applicable

Website

Social Media

News Release

Local Newspaper

This report has been reviewed by Senior Administration as indicated below and recommended for submission by the Chief Administrative Officer.

Prepared by:

Amanda Circelli
Manager Customer Service

Reviewed by:

Shaun Fuerth, BCS
Director Technology & Client Services

Recommended by:

Margaret Misek-Evans, MCIP, RPP
Chief Administrative Officer

Attachment Number	Attachment Name
None	None