



Customer Service Centre of Excellence

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Chief Corporate Officer
GMC Update – June 15, 2015

Empowering a Culture of Service Excellence

1. CUSTOMER SERVICE CENTRE OF EXCELLENCE

- Mandate of the Centre of Excellence
- Customer Service vision
- Governance Model

2. OUR PLAN

- Four Streams of Work
- Channel/Counter Strategy

3. DEPENDENCIES AND CHALLENGES

4. MILESTONES AND TIMELINE

- Customer Service Plan & Milestones

Ensure delivery of Strategic Action #19 – Improve Customer Service

At the City of Toronto customer service is everyone's responsibility.

Every time city staff interacts with a member of the public or a co-worker they demonstrate their commitment to providing outstanding customer service.

Leading by example, staff can all make a difference and contribution.

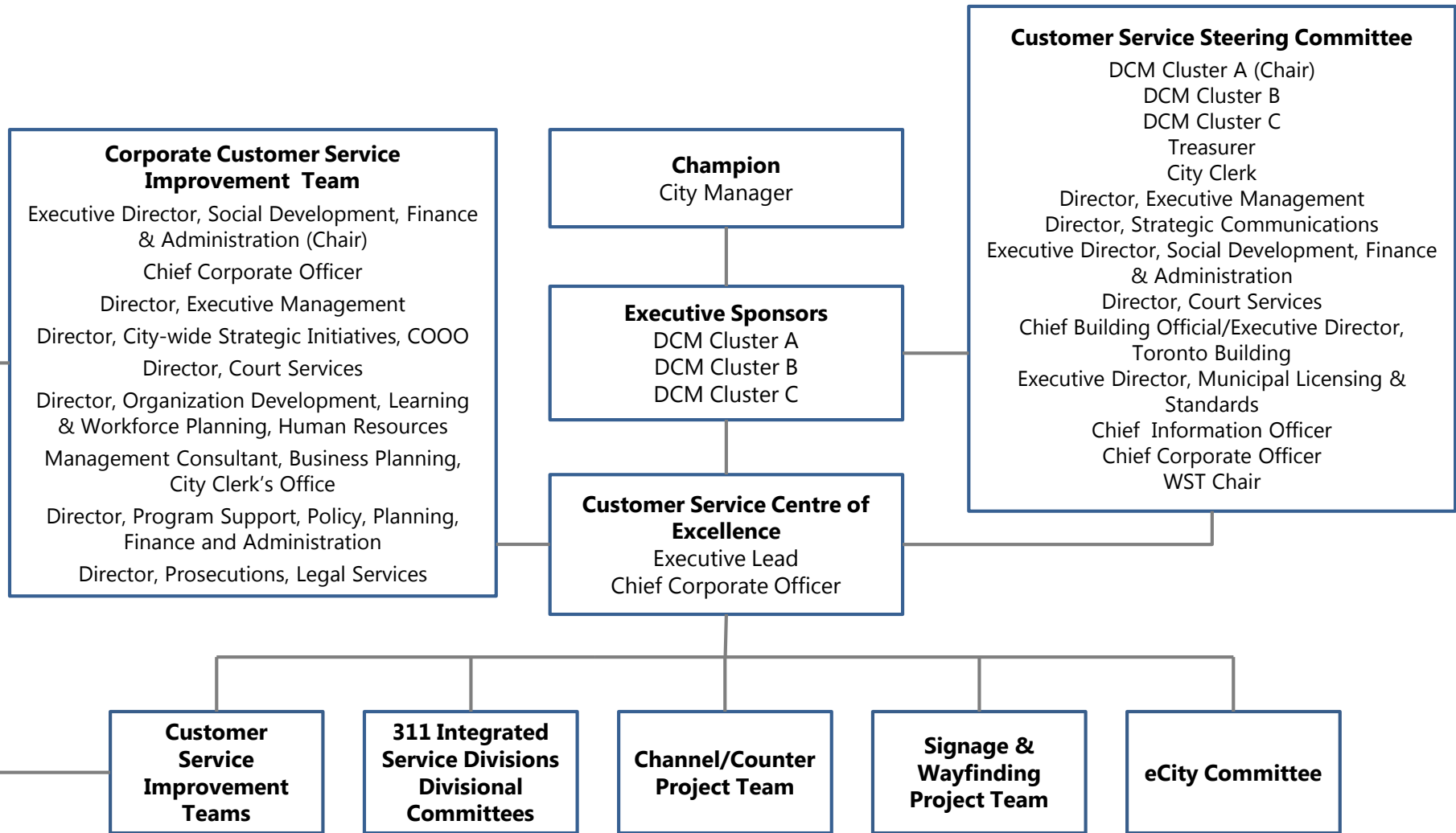
Provide excellent customer service to meet customer expectations

- ✓ We believe in creating a positive client experience every time we provide a service.
- ✓ An attitude of service engrained in every division, and it begins and ends with our people, from front-line staff to Executives.
- ✓ To anticipate our client's needs and offer consistent service, every time

Customer Promise

1. *Be knowledgeable*
2. *Offer you choices*
3. *Make your experience convenient and easy*
4. *Provide equal access to services*
5. *Offer you responsive, reliable, and quality public services*

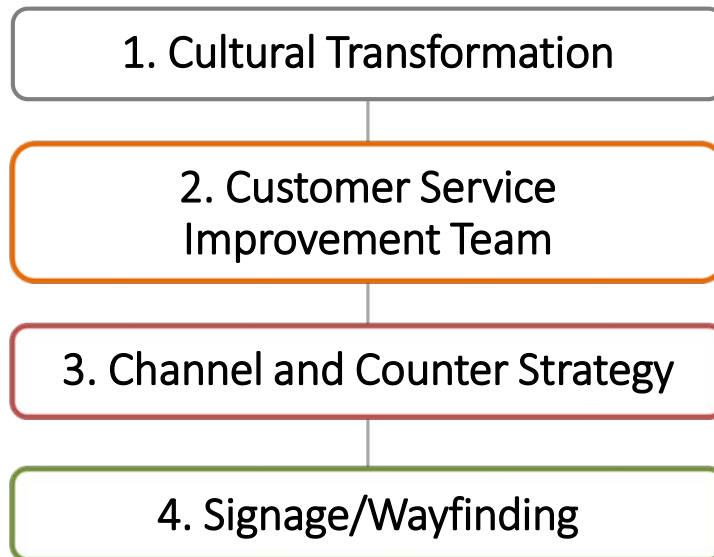
Customer Service Governance Model



Customer Service Relationships



Enable, advocate, support and promote customer service through a customer centric approach



Good
Great

1. CULTURAL TRANSFORMATION

- Enable, support and provide tools and programs that grow our culture of service
 - ✓ Establish a Customer Service education program
 - ✓ Communicate the importance of service excellence to all staff
- Empowering Our Staff to deliver Service Excellence
- Customer Service Excellence leads to High Performance Culture
- Commitment to service excellence is the responsibility of all members of the Toronto Public Service -- everyone is part of the Service Continuum
- Recent achievements:
 - ✓ Divisional customer service education
 - ✓ Customer Service Whiteboard video
 - ✓ Customer Service component in new hire process



2. CUSTOMER SERVICE IMPROVEMENT TEAM

- Connect the Centre of Excellence to all divisions to ensure that everyone is part of the service continuum
 - ✓ Ensure delivery of Strategic Action #19 – Improve Customer Service across the organization
 - ✓ Strengthen the customer centric approach driven by the Centre of Excellence
- 44 divisions with CSI Teams working on:
 - ✓ Annual divisional workplans with initiatives to improve customer services under the following key strategies:
 1. Customer Insight
 2. Culture of an Organization
 3. Information and Access
 4. Delivery of Service
 5. Timeliness and Quality of Service
 - ✓ Common Terminology and Customer Service Standards
 - All divisions have service standards to define level of service, scope of duties, performance indicators, etc.
 - ✓ Formal complaint handling protocols as an indicator of customer satisfaction

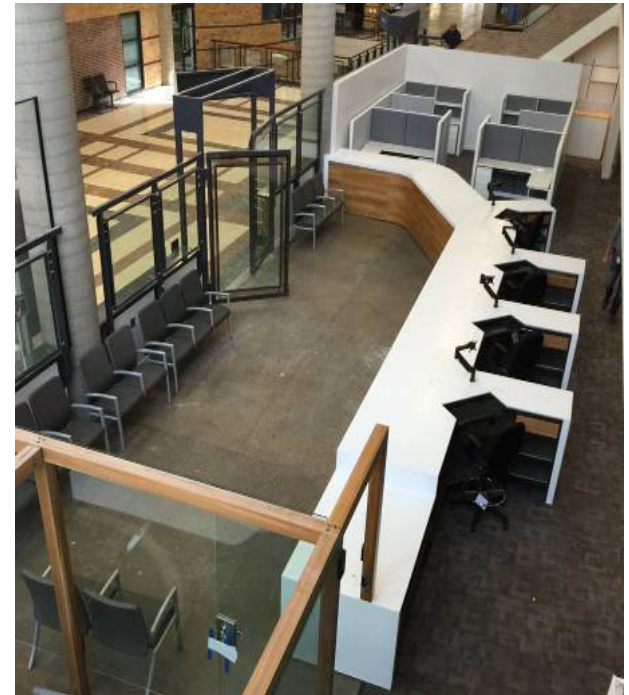
3. CHANNEL/COUNTER STRATEGY

- Outlines the overall vision for the delivery of diverse channel options and optimal counter services across the city
- At the forefront of the Centre of Excellence current initiatives
 - ✓ Key deliverables identified in *Strategic Action #19*;
 - ✓ Respond to *Strategic Action #21* – Implement Shared Services
- **Aligned with Common Management Framework pillars:** Customer Focus; Leadership; and Process & Project Management
- **Brings service to communities by**
 - ✓ Creating service bundles and integrated service at Civic Centres
 - ✓ Providing choices to customers
 - ✓ Ensuring consistent and seamless service at counters and
 - ✓ Fostering shared service delivery
 - ✓ Transforming service to customer centric service delivery
- **Adds value and reduces costs of service delivery**
 - ✓ Drive Digital First service delivery



3. CHANNEL/COUNTER STRATEGY (cont'd)

- Project will assess 73 counters at Civic Centres; including 54 with Tier 1 services
 - ✓ A counter is defined as a horizontal surface located in a City facility that is staffed and handles business transactions in-person with external customers
- Three interdivisional pilot projects underway to coordinate service delivery
 - ✓ *Revenue and Courts services at York Civic Centre*
 - ✓ *TESS and Children's Services at Metro Hall & in Scarborough*
 - ✓ *Toronto Building and City Planning at North York Civic Centre*



Centre of Excellence Work Progress



3. CHANNEL/COUNTER STRATEGY - Future State

Continuous Improvement



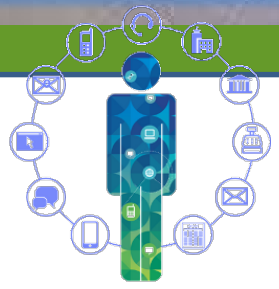
Common Counter



Personalized Service



Customer Focus



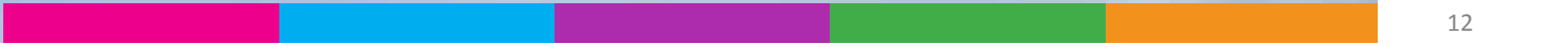
Digital First



Multi Channel



Toronto at your service



3. CHANNEL/COUNTER STRATEGY - Actions

INTEGRATED SERVICE DELIVERY

Deliver services through the use of shared technologies and business processes to offer citizens consistent services across multiple channels

Action #1 Implement a Common Counter

Action #2 Centrally Govern and Collaboratively Deliver Services

Action #3 Deliver Bundled Services

IMPROVE ACCESS TO SERVICE

Provide customers with seamless access to multiple services when and how they want the services

Action #4 Deliver Services across Multiple Channels

Action #5 Leverage "Toronto at Your Service" Brand

Action #6 Provide Assisted Service

Customer Centric

Design services from the customer's perspective for the ability to access service their way

Action #7 No Wrong Door Service Delivery

Action #8 Customer Charter

Service Excellence

Provide high quality, well coordinated and easy to access services

Action #9 Continuous Improvement

Action #10 Digital First Philosophy and Channel Migration Plan

Action #11 Employee Engagement & Development

SERVICE EFFECTIVENESS

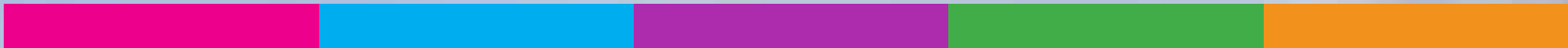
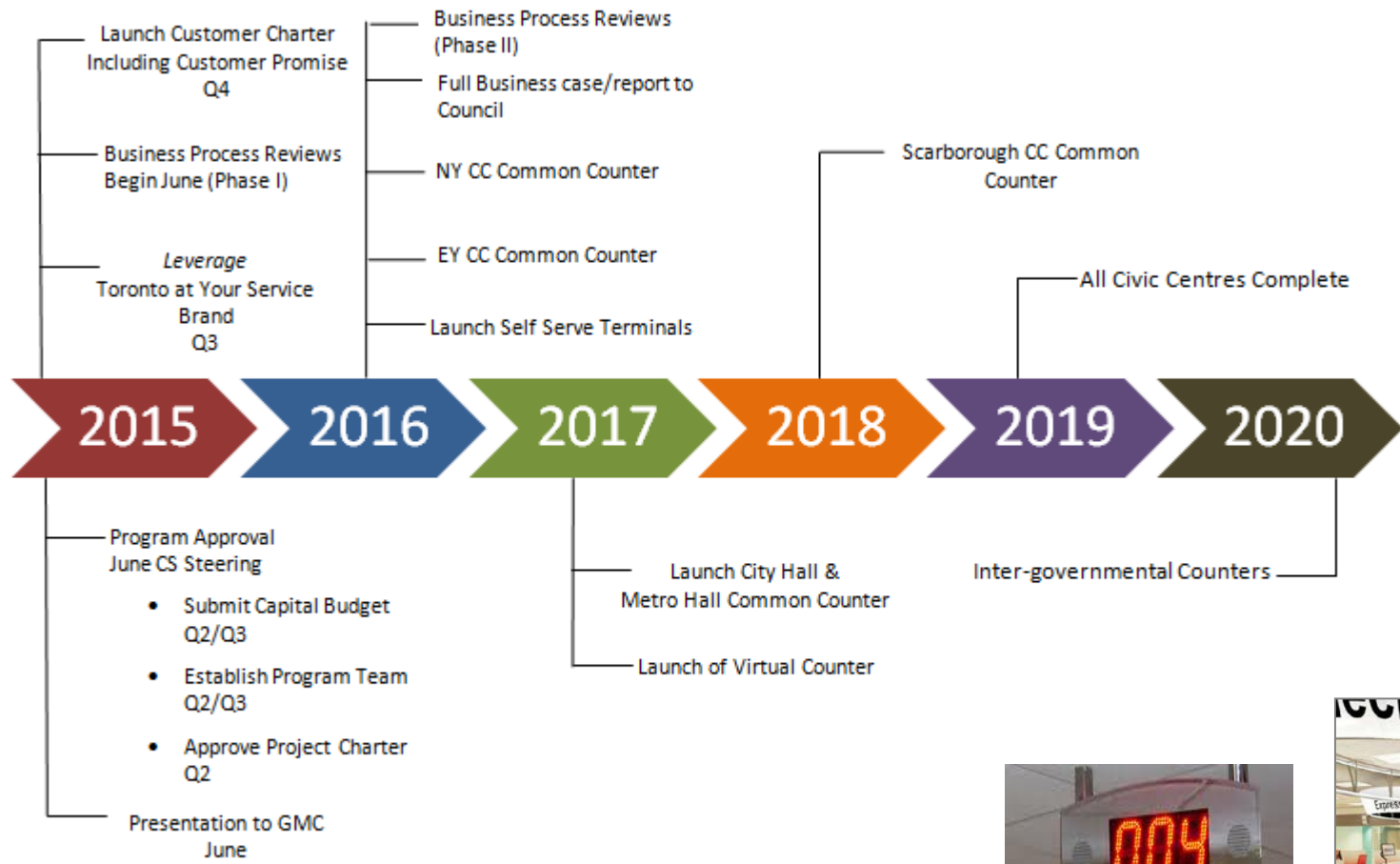
Provide excellent services that meet customer expectations while maintaining fiscal accountability

Action #12 Improve Performance Metrics and Service Standards

Action #13 Customer Service Policy

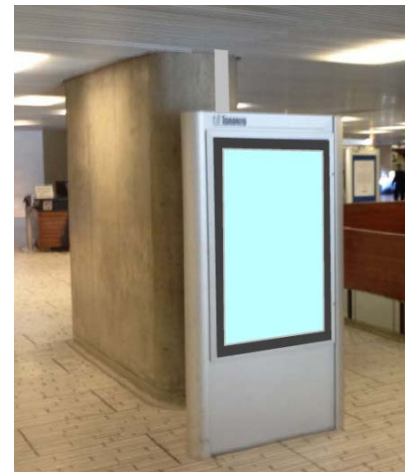
Action #14 Transformational Change

3. CHANNEL/COUNTER STRATEGY - Milestone Timeline



4. SIGNAGE AND WAYFINDING

- Align with City's strategic initiatives to enhance the overall customer experience in its facilities
- 5-year signage wayfinding plan in development in alignment with the AODA implementation plan
- Initiatives addressing immediate gaps and concerns at four Civic Centres
 - ✓ Interactive Electronic Directory Pilot at City Hall (July 2015)
 - ✓ Transit Screen Display Pilots at City Hall & Metro Hall (July 2015)
 - ✓ Updating of the 'look and feel' of key City buildings:
 - Improve signage and branding
 - Enhance the 'presence of government' appearance
 - Focus on general cleanliness
 - Tidy up / eliminate clutter from public areas



Service	Count	Status
St Andrew Station	7	7
Downsview Station	1	1
Finch Station	1	2
King St West At John St	6	6
504 Broadview Station via King	3	3
King St West At John St	6	6
504 Dundas West Station via King	11	11
bike share Toronto	8	7
Metro Hall Plaza	8	7
Widmer St / Adelaide St	7	12
GO Train Union Station	14	14
Lakeshore West	6	6
Lakeshore East	6	6
GO Bus Union Station Bus Terminal	14	14
71 Uxbridge	3	3
65 East Oshesbury	3	3
61 Richmond Hill	3	3
31A Guelph	13	13
20 University Ave	5	5
zipcar Festival Tower (MOVED TO P2)	3	3
Ed Mirvish/King (On Street)	2	2
AutoShare King West & Duncan	2	2

Dependencies and Challenges

- IT enablement and associated costs to support initiatives and strategic changes
- Approved funding
- Senior Leadership endorsement to ensure front line staff buy-in
- Process design decisions that weigh high risk versus customer experience
- Constant and ongoing communication and training requirements
- Maintain and sustain cultural transformation for all TPS staff

Customer Service Plan & Milestones

2009-2013

- 311 established
- City-wide complaint process established
- Customer Service Improvement Teams
- Divisional service standards published
- 'Strategic Actions' adopted (#19)

2013-2014

- Counter Efficiency Study
- Toronto at Your Service newsletter
- 'Talent Blueprint'
- Customer Service Governance Reset

2015

- Channel/Counter Strategy Report/Presentation to GMC
- Pilot projects for transit screen and electronic directory improved signage and wayfinding at City Hall & Metro Hall
- Customer service training – new hires and for existing employees / divisional specific with simulation
- Whiteboard video on customer service
- CSIT divisional work plans deliverables (i.e. customer satisfaction survey; improvement to service standards; enhancement to complaint tracking/response; improvement to accessibility; etc.)

2016-2017

- Channel/Counter Strategy business case to City Council – Q1 2016
- Update City Branding "Toronto at Your Service" - Greeter at CH
- Implementation of Channel/Counter Strategy – start Q2 2016
- Adoption of measurable divisional customer service standards
- AODA-compliant signage + interactive touch-screen directories and LCD signs at service counters
- New online tools - Toronto at your Service App
- 5 year AODA implementation plan
- Customer Service webpage and employee customer service blog
- Divisionally specific customer service training on an ongoing basis
- Inclusion of customer service in staff recruitment process
- "A Day in the Life" job shadowing program

Thank you!

Josie Scioli
Chief Corporate Officer