

**Management's Response to the Auditor General's Review of
311 Toronto - Full Potential For Improving Customer Service**

<u>Rec No</u>	<u>Recommendation</u>	Agree (X)	Disagree (X)	<u>Management Comments:</u> <i>(Comments are required only for recommendations where there is disagreement.)</i>	<u>Action Plan/ Time Frame</u>
1.	<p>City Council request the Director, 311 Toronto Division, to take steps to reduce call wait time and call abandoned rate (i.e., percentage of calls not answered). Such steps should include but not be limited to:</p> <p>a. Increasing the number of calls answered per staff per day,</p> <p>b. Addressing the daily absenteeism issue among contact center staff, and</p> <p>c. Ensuring effective monitoring measures.</p>	X		<p>311 Toronto will continue to take steps to reduce wait time.</p> <p>Abandonment rate is directly connected to call wait times. Reducing call wait times results in a reduction in abandonment rates. 311 often meets its target by responding to 80% of calls by live agent. Many callers receive the information they require through the upfront/broadcast message, eliminating need to speak to live agent.</p> <p>311 Toronto aggressively addresses absenteeism according to the terms of the Attendance Management Program and Local 79 Collective Agreement.</p> <p>311 Toronto has comprehensive monitoring practices in place. Similar workforce and call monitoring is standard practice in successful Contact Centre operations.</p>	<p>311 will continue to monitor schedule adherence and attendance to ensure staff are present and available to answer calls and emails.</p> <p>311 will continue with its Quality Management program to ensure staff have the tools and skills required to answer calls and emails in an efficient and effective manner, focusing on quality of calls, not just quantity.</p> <p>311 will have 15 new part time staff hired and trained by end of Q1 2012.</p> <p>311 will review its current monitoring measures against appropriate industry best practices by the end of Q3 2012.</p>

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2.	City Council request the Deputy City Managers, in consultation with the Director of 311, to conduct a comprehensive review of business processes of the call centers operated by Solid Waste Management, Municipal Licensing and Standards, and Urban Forestry, with a view to streamlining processes to effect a consolidation of operations.	X			The service divisions support this review. Parks, Forestry and Recreation notes that opportunities are limited as Urban Forestry does not have a second tier call centre. P,F+Rec will complete a Comprehensive Business Architecture review for Work Order Management and implement Work Order Management Solution and 311 Technology interfaces by 2012-2013. Other divisional reviews will be completed by 2012.

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3.	City Council request the Director, 311 Toronto Division, in consultation with the General Managers/Executive Director of Solid Waste Management, Transportation Services, Toronto Water, Municipal Licensing and Standards, and Parks, Forestry and Recreation, to improve the service request status information such that customers are provided with accurate and clear status information on-line.	X			Work is underway with service divisions to clarify status messages. Outcome is due Q1 2012. 311 has improved the on-line Service Status Tracking feature to display more information (completed in Q2 2011.) Divisional staff and contractors will be required to enter clearer status information (e.g. inspector notes) into their systems by 2012.
4.	City Council request the Director, 311 Toronto Division, to ensure timely response to divisional change requests such that information used by 311 agents is up-to-date to meet both divisional and customer needs.	X			311 has a draft workplan with the Service divisions that outlines all change requests to scripts. Hiring is in progress for temporary staff (Q4 2011) to accelerate the work. Service Divisions and 311 will refine the workplan and deal with any resource requirements through the 2012 Operating Budget process.

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5.	City Council request the Director, 311 Toronto Division, to expedite the finalization of a Service Level Agreement with the five City divisions whose service requests are created by 311 Toronto. Protocol and procedures relating to updating divisional information, reporting frequency and criteria, and dispute resolution are to be adequately addressed in the Service Level Agreement.	X			311 and the Service Divisions have a "working agreement". The final SLA will be signed off by end of Q1 2012.
6.	City Council request the Director, 311 Toronto Division, to review daily call patterns and staff levels to ensure an appropriate level of staff coverage.	X		311 Toronto continually monitors call patterns, using its Workforce Management System, and adjusts full and part-time staffing accordingly. Part-time schedules are prepared weekly for greatest flexibility in scheduling.	311 recently (Oct 2011) re-adjusted the fulltime CSR shifts to reflect changing call patterns. 311 will have 15 new part time staff hired and trained by end of Q1 2012 to assist with peak call demands and to allow more flexibility in staffing.

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7.	City Council request the Director, 311 Toronto Division, to ensure cost-effective deployment of staff in alignment with workload for the overnight shift.	X		The number of staff required on the overnight shift is not a fixed number. Staffing on all shifts is dependent on call and email volumes and weather-related events. 311 Toronto has already reduced the number of agents on the overnight shifts and will continue to review patterns to determine the ideal number for specific shift periods.	311 regularly reviews call volumes, Overnight staff was reduced by one in May 2011 and again in Q4, but this is not a fixed number. Number of staff scheduled on night can vary, depending on email volumes and weather-related events.
8.	City Council request the City Manager, in consultation with the Chief Information Officer and the Director of 311, to review the level of information technology staff resources in the 311 Toronto Division to identify cost saving opportunities. Such a review should include assessing the merits of merging 311 Toronto information technology resources into the Corporate Information and Technology Division.	X			In terms of the assignment of resources, I&T has been in discussion with the 311 Division to transfer the IT staff into the Corporate I&T Division. Given the recommendation in the 311 Audit Report, the CIO will work with the 311 Director to review the transfer of staff to the I&T Division.

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9.	City Council request the Director, 311 Toronto Division, to develop a business case on incorporating telephone self-serve technologies into 311 operation where necessary to improve service level and reduce call wait time. The business case should outline short-term and long-term costs and potential benefits.	X			311 will investigate the cost of implementing self-serve technologies (such as IVR and auto-attendant) and report to the City Manager through a business case on the feasibility of implementing the technologies in Q2 2012.
10.	City Council request the Director, 311 Toronto Division, to consider including a customer satisfaction survey questionnaire in the 311 Toronto website to facilitate timely customer feedback. The survey results be periodically analyzed and reported on the 311 website or through other means.	X			311 has submitted a business case to I&T to produce an on-line Customer Satisfaction Survey. 311 will develop a reference group to establish the questionnaire. Posting of the on-line survey is expected by Q2 2012.

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11.	City Council request the General Manager, Parks, Forestry and Recreation Division, to assess the need for carrying forward the balance of the fund in the 311 Customer Service Strategy sub-project to 2012 Capital Budget. Should the fund be carried forward to future years, the General Manager of the Parks, Forestry and Recreation Division ensures consultation and coordination with the Director of 311 Toronto Division in future expenditures of the fund.	X			The balance of \$1.003 million in the 311 Customer Service Strategy sub-project is included in the 2012 Capital Budget with an implementation date of 2013. The General Manager of the Parks, Forestry and Recreation Division will continue to ensure that this project is coordinated with the customer service objectives through formal consultation with the Director, 311 Toronto.
12.	City Council request the Director, 311 Toronto Division, in consultation with the Chief Financial Officer, to ensure that the inter-departmental charges to divisions are based on updated and accurate information supporting the basis for funding and cost recoveries.	X			311 Toronto will work with the Chief Financial Officer to develop a methodology to ensure the appropriate level of funding is secured for the ongoing support of 311 Operations. To be completed in Q2, 2012.