



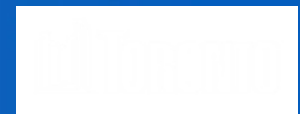
**Presentation to the Audit Committee
November 23, 2011**

**AUDITOR GENERAL'S OFFICE
REVIEW OF 311 TORONTO**

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Presentation Outline

- Audit Objective
- Benchmarking
- Background
- Key Findings
- Conclusion
- Next Steps



Audit Objective and Benchmarking

- Auditor General 2011 work plan
- To assess the operating effectiveness and efficiency of 311 Toronto
- Benchmarking with four other 311 operations
 - New York
 - San Francisco
 - Calgary
 - Ottawa



BACKGROUND

- \$36 million capital funding and 5 years of planning
- City launched 311 Toronto in September 2009
- 188 staff members (March 2011)
- 2011 operating budget at \$19 million



BACKGROUND (continued)

- Receives approximately 100,000 calls per month
- Answers general enquiries
- Creates service requests for five divisions



Key Findings

March 2011 daily call response statistics:

- On average 1 in 5 calls was not answered
- 1 in 10 calls waited longer than 3 minutes before being connected to an agent



Key Findings (continued)

Comparisons with other 311s:

- 311 Toronto has relatively more staff
- Higher percentage of calls not answered



Key Findings (continued)

Factors affecting call response time:

- Varying staff performance levels
- High absenteeism rate
- Existing monitoring system
- Early implementation stage



Key Findings (continued)

Varying staff performance levels:

- Over 50% of staff did not meet daily call target
- Staff who answered fewer calls had numerous 5-20 minute gaps between calls
- Recognize some gaps are expected



Key Findings (continued)

January to March 2011 Absenteeism Rate:

- On average 12% of staff were absent due to sickness or other unplanned reasons
- Average 16.8 days per staff per year for unplanned absence



Key Findings (continued)

- Monitoring system for both quality and quantity
- Early implementation stage



Key Findings (continued)

Processing of service requests can be improved:

- Business process review of 3 divisional call centres
- Improve clarity of service request status information



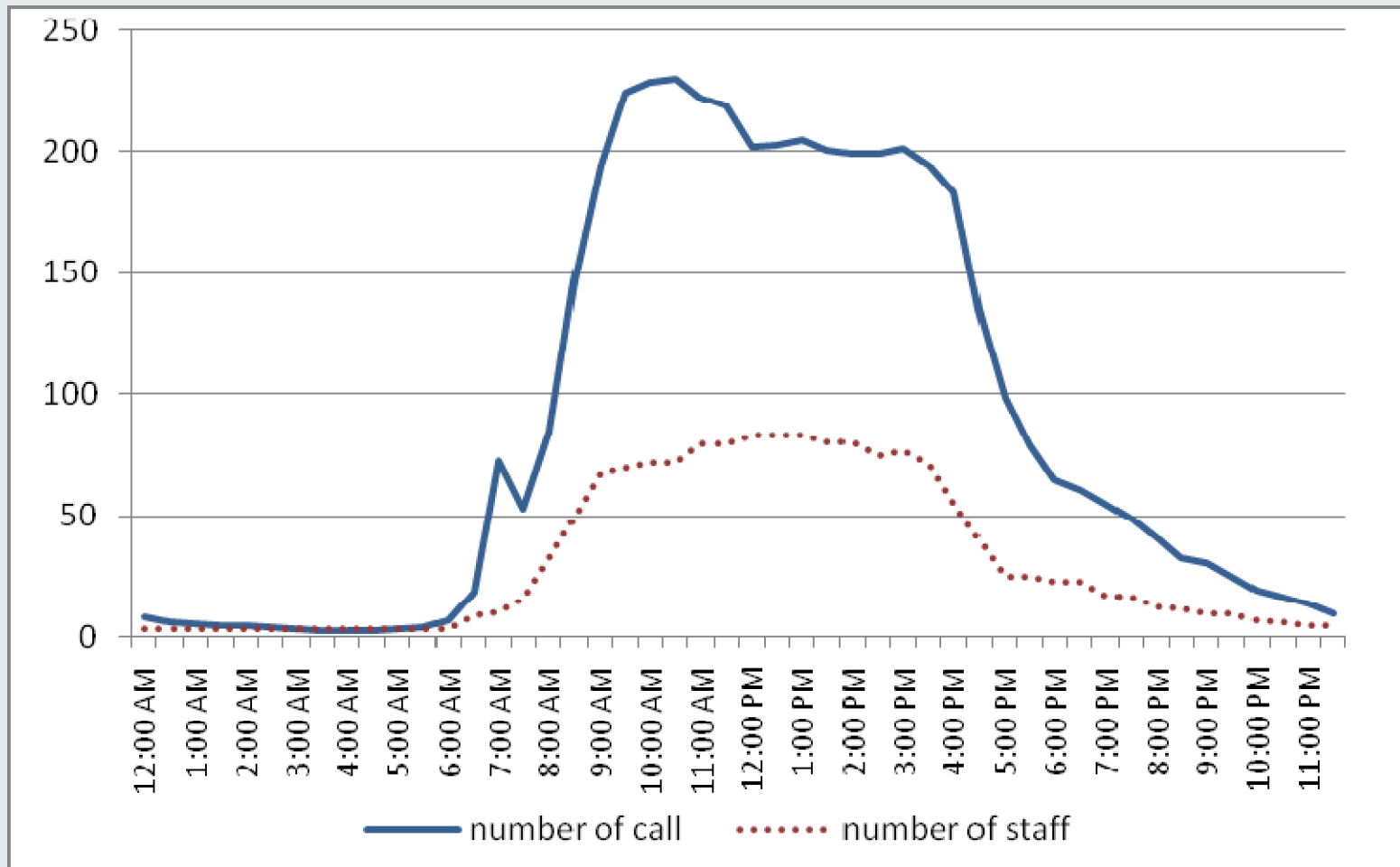
Key Findings (continued)

Cost saving opportunities:

- Better alignment of call volume with staff level
- Review of IT resources
- Use of telephone self-serve technologies



Key Findings (continued)





Key Findings (continued)

Other issues

- Council approved \$4.9 million in 2005 for PF&R for divisional preparedness for 311
- As of September 2011, approximately \$1.4 million remained unspent



Conclusion

- 311 Toronto improves customer services
- Report provides 12 recommendations
- Management agrees with recommendations and has already taken actions



Conclusion (continued)

- Focus of 311 should be on answering more calls and shortening call wait time
- Improving performance and addressing absenteeism rate



Next Steps

- Annual audit follow-up process
- Follow-up on recommendation implementation in 2013