



## **STAFF REPORT ACTION REQUIRED**

### **Customer Service Standards: Service Targets**

<b>Date:</b>	October 3, 2013
<b>To:</b>	Government Management Committee
<b>From:</b>	Deputy City Manager, Cluster A Deputy City Manager and Chief Financial Officer
<b>Wards:</b>	All
<b>Reference Number:</b>	P:\2013\Internal Services\rev\gm13028rev (AFS18453)

#### **SUMMARY**

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This report provides additional information on customer service standards that exist for divisions that report through the Government Management Committee, as well as data related to actual performance as compared to service targets, as requested by the Government Management Committee at its meeting of September 9, 2013.

#### **RECOMMENDATIONS**

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**The Deputy City Manager and Chief Financial Officer and the Deputy City Manager, Cluster A recommend that:**

1. The Government Management Committee receive this report for information.

#### **Financial Impact**

There are no financial implications arising from this report.

The Deputy City Manager and Chief Financial Officer has reviewed this report and agrees with the financial impact information.

## DECISION HISTORY

At its meeting of September 9, 2013, the Government Management Committee, in its consideration of item GM24.15: *2014 Service Level Review – Government Management Committee Programs*, requested the City Manager to report to the October 15, 2013 meeting of the Government Management Committee on any additional "customer service" standards that exist for Divisions that report through Government Management Committee and any additional information related to "actual" performance compared to service targets.

The Committee's decisions are available at:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.GM24.15#>

## ISSUE BACKGROUND

At the Government Management Committee meeting of September 9, 2013, the Committee considered a number of presentations focusing on service levels. Presentations were made from divisions that normally report through the Government Management Committee, and include:

- Court Services
- Chief Corporate Office (including 311 Toronto; Fleet Services; Facilities Management; and Real Estate Services)
- Information and Technology
- Office of the Treasurer (including the Accounting Services; Pension, Payroll and Employee Benefits; Purchasing and Materials Management; and Revenue Services).

During its consideration of this item, the Committee requested the City Manager to report to the next meeting of the Government Management Committee on any additional "customer service" standards that exist for Divisions that report through Government Management Committee and any additional information related to "actual" performance compared to service targets.

## COMMENTS

As part of the City's commitment to deliver efficient, responsive and timely services to Toronto residents, customers, and stakeholders, beginning in 2011 City divisions posted customer service standards on the City's website to better inform citizens about when they can expect service requests to be responded to and completed. The customer service standards posted on the website were chosen based on managing customer expectations and not necessarily on divisional ability to track and monitor if the standards are being met. Therefore, some of the actuals for the web posted customer service standards are based on estimates and we continue to work on developing appropriate measures. Tools are being developed to better track and monitor customer service standards in the future.

All City divisions continue to monitor performance where possible against these standards, and to meet the standards within the stated timelines. These publicly posted standards are available at: <http://www.toronto.ca/customerservice/>.

In addition to adhering to the customer service standards posted on the City's website, divisions monitor key service levels/activities in order to measure/gauge performance.

The balance of this report provides, for each division that reports through the Government Management Committee:

- a) the customer service standards posted on the City's website, as well as performance actuals for 2012 and 2013 where available;
- b) additional service level targets with actual performance for 2012 and 2013 where available, and proposed targets for 2014.

## **Court Services**

### **Customer Service Standards for Court Services**

<b>Service</b>	<b>Service standard</b>	<b>Actual Performance</b>
Response to voice messages	Within one business day	These are general standards that Court Services' staff strive to achieve. Staff are reminded about these standards on a regular basis.
Response to email	Within two business days	
In-person counter services	Within one hour, 90% of the time	
Outcomes of court proceedings	Within three business days	In general, the standards are achieved on a regular basis. If any customer is concerned that Court Services is not meeting these standards, that customer can file a complaint using the Division's complaint process.
Transcripts	Within 90 days from receipt of payment	
Complaint Process	Acknowledge complaints received within 2 business days and provide tracking information. Provide response to complaint within 14 days.	41 complaints were received in 2012 and 87% were responded to within 14 days. As of August 31st, 2013, 15 complaints were filed and 93% were responded to within 14 days. For 2014, the target is to respond to 90% of complaints within the 14 day standard timeline.

Customer service levels in the Court Services Division include the following key activities and response times.

**Court services public telephone enquiry line: Telephone calls**

	<b>2011</b>	<b>2012</b>	<b>2013 (to end July)</b>	<b>2014 proposed</b>
<b>Calls placed</b>	254,000	357,000	184,000	315,000 (projected)
<b>Calls answered</b>	114,000	116,000	101,000	175,000 (projected)
<b>Percent of calls answered*</b>	45%	32%	55%	70%
<b>Average wait time</b>	12 minutes	13 minutes	5.5 minutes	5 minutes

Service level improvements were achieved in 2013 by: adding more options and program information to the automated telephone scripts; dedicating staff to answering phone calls; and working with 311 staff to develop and implement new business processes that include completion of service requests by 311 staff who then forward these to Court Services staff who return the telephone enquiry where case specific information is involved.

Fulfilling in-person counter service requests: Standard - within 1 hour, 90% of the time. This target has consistently been met this year. Later this year, the Court Services Division will begin to display, in real time, current wait times in each office and will also post the information onto its web site for use by individuals who plan to attend our offices.

**311 Toronto**

**Customer Service Standards for 311 Toronto**

<b>Service</b>	<b>Service standard</b>	<b>2012 Actual</b>	<b>2013 Projected Actual</b>
Mail out requested information (e.g. Solid Waste calendars)	Within five business days	5 days	N/A*
Email response	Within 48 hours	90% in 48 hours	90%**
Complaint response	Within five business days	15 days	11 days
Telephone response	Answer 80 per cent of calls in 75 seconds or less	81%	80%
Online Service Requests Triage	Within one business day	60 minutes	75 minutes

\*The Mail Out response in 2012 includes up until February. As of March 2012, 311 no longer mails out the publication requests. 311 now creates Solid Waste calendar requests to be mailed out by Solid Waste.

\*\* Describe as a percentage because there is no process in groupwise that will calculate this standard, it requires manual tracking of over 70K emails annually

Additional service level targets and actuals for 311 Toronto are provided below.

**1. 311 Call Centre: Calls Answered (%)**

	<b>2012</b>	<b>2013</b>	<b>2014 proposed</b>
<b>Target</b>	80%	80%	80%
<b>Actual</b>	81%	80% (as of August 31st, 2013)	n/a

**2. 311 Call Centre: Calls Abandoned (> 30 seconds) (%)**

	<b>2012</b>	<b>2013</b>	<b>2014 proposed</b>
<b>Target</b>	5%	5%	5%
<b>Actual</b>	7%	13% (as of August 31 <sup>st</sup> , 2013)	n/a

**3. 311 Call Centre: Average speed of answer (seconds)**

	<b>2012</b>	<b>2013</b>	<b>2014 proposed</b>
<b>Target</b>	30 sec	30 sec	30 sec
<b>Actual</b>	38 sec	64 sec (as of August 31 <sup>st</sup> , 2013)	n/a

**4. 311 Call Centre: Average talk time (seconds)**

	<b>2012</b>	<b>2013</b>	<b>2014 proposed</b>
<b>Target</b>	151 sec	151 sec	151 sec
<b>Actual</b>	221 sec	232 sec (as of August 31 <sup>st</sup> , 2013)	n/a

**5. 311 Call Centre: First Call Resolution (%)**

	<b>2012</b>	<b>2013</b>	<b>2014 proposed</b>
<b>Target</b>	70%	70%	70%
<b>Actual</b>	72%	73% (as of August 31 <sup>st</sup> , 2013)	n/a

## **Fleet Services**

### **Customer Service Standards for Fleet Services**

<b>Service Standard</b>	<b>2012 Actual</b>	<b>2013 Projected Actual</b>
Provide professional, courteous and timely fleet services to our clients including expanded hours of operation	Met 100% of client Divisions maintenance service requests	Meet 100% of client Divisions maintenance service requests
Maintain vehicle and equipment maintenance records to ensure safe and efficient operation	All maintenance work orders with job lines and notes were tracked in the M5 system	All maintenance work orders with job lines and notes tracked in the M5 system
Train and license City staff to ensure safe and compliant operators	<ul style="list-style-type: none"> <li>– Met 100% of client Division requests for Fleet safety training and testing: 11,938 attendees were trained or tested</li> <li>– Performed quarterly check for valid Provincial driver's licence for 100% of staff driving City vehicles</li> <li>– Performed 461 spot checks of City driver compliance with safety policies</li> </ul>	<ul style="list-style-type: none"> <li>– Meet 100% of client Division requests for Fleet safety training and testing: 11,444 attendees trained or tested</li> <li>– Perform quarterly check for valid Provincial driver's licence for 100% of staff driving City vehicles</li> <li>– Perform 420 spot checks of City driver compliance with safety policies</li> </ul>
Return business-related phone calls within four hours	Data not available. Standard under review.	Data not available. Standard under review.
Provide complete life-cycle fleet services from asset procurement, maintenance, fuel, billing, licensing and disposal	<ul style="list-style-type: none"> <li>– Met 100% of client Divisions' requests for vehicle replacements: 347 vehicles were replaced</li> <li>– Met 100% of client Divisions' request for disposal: 438 vehicles were sold at auction</li> </ul>	<ul style="list-style-type: none"> <li>– Meet 100% of client Divisions' requests for vehicle replacements: 322 vehicles replaced</li> <li>– Meet 100% of client Divisions' request for disposal: 340 vehicles sold at auction</li> </ul>

Additional service level targets and actuals for Fleet Services are provided below.

**1. Scheduled to unscheduled maintenance (ratio)**

	<b>2012 Actual</b>	<b>2013</b>	<b>2014 proposed</b>
<b>Target</b>	60: 40	56: 44	60: 40
<b>Actual</b>	54: 46	58:42 (as of August 31 <sup>st</sup> , 2013)	n/a

**2. Fuel dispensing availability (%)**

	<b>2012 Actual</b>	<b>2013</b>	<b>2014 proposed</b>
<b>Target</b>	100%	100%	100%
<b>Actual</b>	100%	100% (as of August 31 <sup>st</sup> , 2013)	n/a

## **Facilities Management**

### **Customer Service Standards for Facilities Management**

<b>Service</b>	<b>Service standard</b>	<b>2012 Actual</b>	<b>2013 Projected Actual</b>
Building heating, ventilation, cooling and lighting inquiries	Respond within 2-3 days after notification	100%	100%
Cleaning public areas in city-owned buildings	Daily cleaning of public areas	100%	100%
Public meeting rooms	Less than 7 days down time per annum	0 days downtime	90% up time
Divisional Security Plans	Report out annually	100%	100%

Additional service level targets and actuals for Facilities Management are provided below.

**1. Scheduled to Unscheduled Maintenance (ratio)**

	<b>2012 Actual</b>	<b>2013</b>	<b>2014 proposed</b>
<b>Target</b>	n/a	40 / 60	50 / 50
<b>Actual</b>	30 / 70	n/a	n/a

## **Real Estate Services**

### **Customer Service Standards for Real Estate Services**

<b>Service</b>	<b>Service Standard</b>	<b>2012 Actual</b>	<b>2013 Projected Actual</b>
Property appraisal / valuation requests	Complete within 6 weeks after request	Less than 6 weeks	95%
Property acquisition	Acquire property within internal client's requested timeline	95% achieved	95%
Lease management	Acquire leased space requirements within internal clients timelines	100 % achieved	100 %
Property Disposal: Review / identify available City assets for requesting agency, division	Finalize review of request within 3 months (Property Circulation, Technical Working Committee and Property Management Committee Review)	2.65 Months (Average)	3 Months (Average)
Real Estate property tax assessment review	Meet legislative timeframes for appeals	100 % achieved	100 %

Additional service level targets and actuals for Real Estate Services are provided below.

#### **1. Buying Property for the City: Price as a percentage of appraisal value**

	<b>2012 Actual</b>	<b>2013 Projected</b>	<b>2014 proposed</b>
<b>Target</b>	100%	100%	100%
<b>Actual</b>	101.8%	104.5% (as of June 30 <sup>th</sup> , 2013)	n/a

#### **2. Selling City Property: Price as a percentage of appraised value**

	<b>2012 Actual</b>	<b>2013 Projected</b>	<b>2014 proposed</b>
<b>Target</b>	100%	100%	100%
<b>Actual</b>	100%	104% (as of June 30 <sup>th</sup> , 2013)	n/a



## **Information and Technology**

### **Customer Service Standards for I&T**

<b>Service</b>	<b>Service Standard</b>	<b>2012 Actual</b>	<b>2013 Projected Actual</b>
City website availability	98%	99.98%	99.98%
Telephone availability	98%	99.95%	99.95%
E-mail availability	98%	99.12%	99.75%
Open Data site – e-mail requests	Response within 1 business day*	Not Reported	91.33%
Requests for digital files & maps	Response within 1 business day*	Not Reported	95.00%

\*Open Data site – e-mail requests and Requests for digital files & maps are based on the following Service Standard definition: 98% acknowledged within 1 business day. An automated response process has been implemented to improve results with expectation to meet the standard going forward.

## Accounting Services

### Customer Service Standards for Accounting Services

Service	Service Standard	Actual Performance
Request for information and / or status on the issuance of donation tax receipts	Investigate, take action and respond to client within 48 hours	<p>These are general standards that Accounting Services staff strive to achieve.</p> <p>Staff are reminded of these standards on a regular basis.</p> <p>These standards are typically achieved, but there is no process in place to monitor and report on adherence to the standards. There is however, a complaint tracking process in place, should internal or external customers believe that Accounting Services is not meeting the standards.</p>
Request for authentication of City of Toronto's cheque from RBC bank	Immediately	
Inquiries about invoices received from the City of Toronto	Reply within 2 business days	
Issuance of cheques for payment of invoices	Cheques are issued on Tuesday and Thursday of every week, Direct Deposit within 24 hours of posting of the invoice	
Processing invoices / payments	Upon receipt of an invoice, strive to park or post the invoice within 5 business days	
All	Respond to complaints received within 48 hours and resolve complaints within 10 business days	In 2012, 5 complaints were received and 2013 to-date 3 complaints have been received. 88% of complaints were resolved within standard. For 2014 the target is to resolve 90% of complaints within standard.

Additional service level targets and actuals for Accounting Services are provided below.

Activity	Service Levels		
	2012	2013 (Projected)	2014 (Proposed)
Journal Entries: Target	100% Processed within 2 business days		
Actual	99%	98%	99%
Accounts Payable (Target & Actual)	90% of invoices paid within 60 days		
Accounts Receivable (Target & Actual)	70% collected within 60 days		
PCards (Target & Actual)	100% issued within 10 days of request		
Annual Consolidated Financial Statement Preparation	Completed prior to June 30 <sup>th</sup>		
Annual Provincial Financial Information Return (FIR)	Completed prior to August 31 <sup>st</sup>		
HST Remittances	File by mid-month		

## **Pension, Payroll and Employee Benefits (PPEB)**

### **Customer Service Standards for PPEB**

<b>Service Standard</b>	<b>Actual Performance</b>
Return phone calls within 24 hours	<p>These are general standards that PPEB staff strive to achieve.</p> <p>PPEB staff are reminded about these standards on a regular basis.</p> <p>In general the standards are achieved on a regular basis. If any employee/customer is concerned that PPEB is not meeting these standards, that customer can file a complaint through PPEB's complaint process.</p>
Respond to internal emails within 2 business days, external written correspondence within 15 days	
Process all payroll-related documentation for current pay period within payroll deadlines, as long as the supporting documentation has been provided within payroll close dates	
Process manual cheques within 3 business days upon notification of shortage of pay for unionized employees in accordance with collective agreements	
Post corporate pay run reports on View Direct 2 business days before pay day	
Respond to complaints received within 15 business days	<p>In 2012 two complaints were filed and to-date in 2013 four complaints have been filed. All complaints have been resolved. 75% were resolved within the standard.</p> <p>For 2014, the target is to resolve 90% of the complaints within the standard.</p>

Additional service level targets and actuals for Pension, Payroll and Employee Benefits are provided below.

<b>Activity</b>	<b>Service Levels</b>		
	<b>2012</b>	<b>2013 (Projected)</b>	<b>2014 (Proposed)</b>
Employee Benefits & OMERS Pension Administration (Target & Actual)	Maintain benefits & pension plans at 100% accuracy	Maintain benefits & pension plans at 100% accuracy	Maintain benefits & pension plans at 100% accuracy
Employee Benefits & OMERS Pension Reporting (Target & Actual)	Provide obligatory payments & reporting to 3rd party providers at 100% accuracy within required deadlines		
Payroll Administration (Target & Actual)	Payroll Statements / Cheques available to employees on scheduled pay dates 100% of the time		
Payroll Management Reporting (Target & Actual)	Reports posted within 2 days of pay date		
Non-OMERS Pension Administration (Target & Actual)	Pension Statements / Cheques available to pensioners on scheduled pay dates 100% of the time		
Non-OMERS Pension Reporting (Target & Actual)	Legislative reporting requirements filed on time 100% of the time		

## **Purchasing and Materials Management (PMMD)**

### **Customer Service Standards for PMMD**

<b>Service Standard</b>	<b>Actual Performance</b>
All Councillor / Mayor inquiries will be acknowledged within the current business day (if possible) or within 1 business day with an indication provided as to when a final response will be provided.	<p>These are general standards that PMMD staff strive to achieve.</p> <p>PMMD staff are reminded about these standards through quarterly staff meetings and through section meetings.</p> <p>In general the standards are achieved on a regular basis. If any customer is concerned that PMMD is not meeting these standards, that customer can file a complaint through PMMD's complaint process.</p>
All telephone calls will be returned within 1 business day	
Personal voice mail greetings will be courteous, give the caller as much information as possible and request callers to leave a detailed message	
Voice mail boxes will be cleared daily	
Recorded vacation or absence telephone messages will provide a co-worker's name and phone number as backup while out of the office	
Callers will be assisted and if needed, will be directed to the correct area. Callers will not be transferred to another voice box without being made aware. Customers (client divisions and vendors) calling the correct area will have their issue resolved by involving as few City staff as possible.	
All written correspondence (non email) will be responded to within 5 business days	
All emails will be acknowledged within 2 business days (48 hours) and where information is being sought that cannot be immediately provided, an indication should be provided to the writer as to when the final response can be provided.	
Outgoing vacation and absence email messages will be activated providing a co-worker's name and contact information as backup while out of the office	
Resolve complaints received within 10 business days or less	In 2012 & 2013, to date, no complaints were filed through the complaints process. For 2014, the target is to resolve 80% of the complaints within the standard.

PMMD's Customer Service Improvement Team is reviewing the customer services standards to determine what can be added, tracked and improved upon.

Additional service level targets and actuals for Purchasing and Materials Management are provided below.

**1. Average # of Formal Bids Received**

	2011	2012	2013	2014 proposed
<b>Target</b>	Average of 5.0 formal bids received			
<b>Actual</b>	4.3	4.2	4.7 (as of June 30, 2013)	

**2. Issuance of Call documents**

	2011	2012	2013	2014 proposed
<b>Target</b>	100% Issuance within 5 days from Final Approval			
<b>Actual</b>	81%	82%	92% (projected)	

**3. Average # of Calls Per Buyer**

	2011	2012	2013	2014 proposed
<b>Target</b>	30 calls per buyer			
<b>Actual</b>	35	33	17 (as of June 30, 2013)	

**4. Delivery Time**

	2011	2012	2013	2014 proposed
<b>Target</b>	Material Delivered within 7 days 100% of the time			Within 5 days
<b>Actual</b>	89.3%	88.5%	90% (projected)	

**5. Inventory Turns**

	2011	2012	2013	2014 proposed
<b>Target</b>	5 Turns			4 Turns
<b>Actual</b>	5.9	5.8	4.0 (projected)	

**6. Error Count**

	2011	2012	2013	2014 proposed
<b>Target</b>	5%			
<b>Actual</b>	4.14%	1.74%	0.6% (as of August 31, 2013)	

**7. Stock Out Ratio**

	2011	2012	2013	2014 proposed
<b>Target</b>	2.5%			
<b>Actual</b>	3.52%	4.04%	3.5% (as of August 31, 2013)	

PMMD also tracks other data associated with the purchasing process and materials management which is reported in the Semi-Annual Treasurer's Report and the OMBI report, including:

- Average time to complete specific parts of the purchasing process and the entire purchasing process (from Purchase Requisition to issuance of Purchase Order);
- Total number of POs, Blanket Contracts and DPOs issued and dollar value;
- Average cost to purchase \$100 of goods and services;
- Percentage of Purchase Orders/Blanket Contracts by dollar value of Purchase Order/Blanket Contract

PMMD is currently reviewing its performance measures to determine where appropriate service levels can be set.

## **Revenue Services**

**Customer Service Standards for Revenue Services**

<b>Service</b>	<b>Service Standard</b>	<b>2012 Actual</b>	<b>2013 Projected Actual</b>
Account Investigation on Property Tax Account (telephone enquiries)	Within five days of enquiry; 80% of the time	98%	99%
Account Investigation on Utility Account (telephone enquiries)	Within five days of enquiry; 80% of the time	95%	99%
Refund of Property Tax Credit from Assessment Appeal	120 days; 80% of the time	93%	91%
Property Tax Rebate Application Processing (Seniors and Disabled Tax Relief programs)	60 days; 80% of the time	94%	90%
Parking Ticket Operations – Ticket Investigations	15 days; 80% of the time	91%	90%

Additional service level targets and actuals for Revenue Services are provided below.

**1. Parking Ticket Counters: Average Wait Time in Line**

	<b>2012</b>	<b>2013</b>	<b>2014 proposed</b>
<b>Target</b>	Average wait time of less than 15 minutes		Average wait time of < 10 minutes
<b>Actual</b>	5.6 minutes	7.0 minutes (proj.)	

**2. Residential Assessment Appeals: Percentage Processed within 30 days (%)**

	<b>2012</b>	<b>2013</b>	<b>2014 proposed</b>
<b>Target</b>	100% processed within 30 days of receipt of Assessment Review Board Decision		
<b>Actual</b>	99.0%	99.5% (proj.)	

**3. Property Tax/Utility Call Centre: Average Wait time for Answer (minutes)**

	<b>2012</b>	<b>2013</b>	<b>2014 proposed</b>
<b>Target</b>	Average wait time of < 10 minutes		
<b>Actual</b>	11.4 minutes	10.8 minutes (proj.)	

**4. Property Tax/Utility Call Centre: Average Call Abandonment Rate (%)**

	<b>2012</b>	<b>2013</b>	<b>2014 proposed</b>
<b>Target</b>	25%		20%
<b>Actual</b>	30.3%	27.5% (proj.)	

**5. Property Tax/Utility Call Centre: First Call Resolution Rate (%)**

	<b>2012</b>	<b>2013</b>	<b>2014 proposed</b>
<b>Target</b>	85%		
<b>Actual</b>	87%	89% (proj.)	

**6. Parking Ticket Processing: % of Tickets Processed within Legislated Timeframes (%)**

	<b>2012</b>	<b>2013</b>	<b>2014 proposed</b>
<b>Target</b>	99.5% processed within legislated timeframes		
<b>Actual</b>	99.9%	99.9% (proj.)	

**7. Revenue Accounting & Collection: Percentage of cheques processed within 3 days**

	<b>2012</b>	<b>2013</b>	<b>2014 proposed</b>
<b>Target</b>	90% of cheques received processed within 3 days		
<b>Actual</b>	91.5%	93.8% (proj.)	

Revenue Services continues to meet or exceed its stated customer service level targets. Since 2011, Revenue Services has undertaken a series of customer service improvement initiatives as part of a broad customer service enhancement strategy that began in 2011 with the development of the strategy, with implementation beginning in February of 2012.

## **CONTACTS**

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## **SIGNATURE**

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Brenda Patterson  
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