



STAFF REPORT ACTION REQUIRED

311 Service Delivery Feedback and Enhancements

Date:	February 5, 2014
To:	Government Management Committee
From:	Neil Evans Director, 311 Toronto
Wards:	All
Reference Number:	P:\2014\Internal Services\311\GM14001-311 - (AFS#18283)

SUMMARY

This report outlines the feedback received from meetings held with Councillors on 311 Toronto service delivery capabilities. The feedback will be utilized in the future report on a Customer Service Strategy to Council targeted for end of the second quarter 2014. As part of the City's Strategic Action #19, Improving Customer Service, improvements in customer service will be supported by a number of corporate customer service initiatives that will be implemented over the upcoming months and years.

RECOMMENDATIONS

The Director, 311 Toronto recommends 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 on September 9, 2013, Government Management Committee adopted a motion requesting the Director, 311 Toronto meet with interested Councillors regarding 311 issues and operational matters and report to Government Management Committee on these findings and the Division's plans to respond to these issues.

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

ISSUE BACKGROUND

At the September 9, 2013 meeting of Government Management Committee, 311 Toronto staff made a presentation on the 2014 Service Level Reviews. As a result, a motion was put forward that the Director of 311 Toronto meet with interested Councillors on issues and matters related to 311.

311 Toronto staff contacted each Councillor's office to enquire if they would be interested in meeting to discuss 311's service delivery capability. Between October and December 2013 the 311 Director met or received written feedback from 13 Councillors and their staff.

COMMENTS

Overall the feedback received from Councillors was generally positive on 311's service delivery, Councillors used the opportunity to identify areas to improve customer service. The areas of opportunities identified by Councillors are outlined below with 311 Toronto's response to actions that have or will be taken.

Areas of Opportunities identified	311 Toronto Response
1. Integrate with additional City Divisions, Agencies, and Corporations.	<ul style="list-style-type: none">• 311 has been reporting extinguished street lights (customers are no longer transferred to Hydro and may relay the details to 311 Toronto).• As part of the City's Strategic Action #19 Improving Customer Service, there will be reviews to assess the business viability of additional Divisions, Agencies and Corporations integrating with 311.• In response to direction from City Council at its meeting on January 10/13, 2014, City staff will include as part of its December 2013 Winter Storm Post Mortem report the potential to explore options for 311 Toronto to manage power outage requests.
2. Reduce wait times for customers during periods of unanticipated increases to call volumes.	<ul style="list-style-type: none">• 311 is working with divisional partners to better manage relevant event-driven information and services. Examples of actions underway are:

	<ul style="list-style-type: none"> - expanding self-serve options for customers; - using social media for outbound messages about impacts to services; - exploring alternative work locations to allow staff to respond quickly when required; and - having additional part-time staff available in order to increase staff on shifts to respond to high call volumes.
3. Improve communication with customers.	<ul style="list-style-type: none"> • 311 will work with the Integrated Service Divisions to identify ways to improve responses to neighbourhood-specific incidents (e.g. flooding, ongoing noise issues) and ensure that additional training for staff is part of this effort. • 311 has recently begun to monitor its Twitter account on a 24/7 basis which will assist with customer communications during such incidents.
4. Provide standard information and services to customers at City counters.	<ul style="list-style-type: none"> • A Service Efficiency Study on cross-divisional counters was completed in 2013 by an outside consultant. • A report on a Counter Strategy will be targeted for review by Council by the end of the second quarter 2014.
5. Improve descriptions on service standards, notes and content to better communicate with residents.	<ul style="list-style-type: none"> • 311 will continue to work with Integrated Service Divisions to improve the notes provided on the status of service requests and service standard definitions will be reviewed for clear language to improve the customer's understanding of the length of time to complete the request. • 311 Toronto is exploring options to connect with customers who have outstanding issues with their service request, i.e. "closing the loop". • 311 Toronto also has online service tracking available for customers to track the progress of their service request.
6. Implement technology that supports customer service and innovation.	<ul style="list-style-type: none"> • Supporting the City's Strategic Action #19 Improve Customer Service, 311 will implement technology that supports seamless customer service, constant innovation and web-enabled services to enhance information. • 311 will release a City of Toronto customize Mobile Application by the fourth quarter 2014 which will allow customers to complete select service requests from their mobile phone. • Work is underway to improve access to a Multi-Channel strategy that enhances the delivery of City

	<p>information and services across a variety of channels i.e. telephone, web, mobile phone and counter. A Customer Service Strategy Report will be targeted to go to council in 2014.</p>
<p>7. Improving service delivery capability and continue to build a customer service culture.</p>	<ul style="list-style-type: none"> • 311 is looking at ways to improve customer service and ensure easy access to information. • 311 is using Business Intelligence (BI) to help divisions make changes necessary to improve customer service. • A staff presentation on 311's BI tool was made to GMC in January 2014. • 311 is using a Speech Analytics tool to identify trends in customer service calls and will work with divisions to respond accordingly.
<p>8. Improve Customer Service</p>	<ul style="list-style-type: none"> • As part of the City's Strategic Action #19 Improving Customer Service, the City Manager provides overall strategic leadership to the Toronto Public Service efforts to Improve Customer Service on the Strategic Actions endorsed by Council and the Deputy City Manager for Cluster A has been leading the corporate implementation of the Customer Service Strategy. • Under the Strategy all Divisions have Customer Service Improvement Teams that focus on: <ul style="list-style-type: none"> - customer- centred approach to service delivery - building a culture of customer service improvement through staff engagement and training - publishing service standards and improving timeliness and quality of service - understanding customer needs by engaging and consulting with customers and measuring their satisfaction - improving access to accurate and timely information.

Next Steps:

311 Toronto will continue to develop and improve its service to customers, including service to Councillors and City staff, by seeking ongoing feedback and by acting on appropriate suggestions.

The feedback from this report will be utilized in the future report on a Customer Service Strategy to Council targeted for the second quarter 2014. As part of the City's Strategic Action #19, Improving Customer Service, improvements in customer service will be supported by a number of corporate customer service initiatives that will be implemented over the upcoming months and years.

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SIGNATURE

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