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2015 OPERATING BUDGET BRIEFING NOTE

Plan to Achieve a Service Level of 80% of Calls Answered Within 75 Seconds for 311 Toronto

Issue/Background:

- At its meeting held on February 4, 2015, the Budget Committee requested a briefing note on the investment required to bring 311 service up to the Council Approved Service Level by 2018.
- Due to extreme unplanned weather events, increased complexity of calls taken, along with multiple queries being responded to in one call, and the various channels that 311 Toronto can be reached by, the average service level for the year in 2014 was 65% of calls answered within 75 seconds.
- The service level achieved in Q4 2014 was 82%, which was above the Council approved target of 80% of calls answered within 75 seconds.

Continuing Forward:

- For 2015 and onwards, 311 Toronto will be focusing on the complexity of calls, reaching out to partners to better prepare for extreme weather events, and on migrating users to more efficient channels when it comes to handle times.
- The increased complexity of calls will be managed through a quality management framework that will monitor, coach, and train staff on how best to improve handling time related to complex calls. Call escalations will go through a dedicated line attended by staff that will be primarily focused on the escalation process.
- To cope with unplanned events, 311 Toronto will focus on scheduling flexibility to assist in meeting peak demand when unplanned events occur. By working collectively with Local 79 on the introduction of a part-time availability form and a modified call out list that enhances flexibility, 311 Toronto will be able to have staff report in much quicker when an unplanned event occurs. By reaching out to partners such as Toronto Hydro, Toronto Water, and Transportation Services, and establishing clear and open lines of communication when events do occur, callers will receive accurate information with an increase in first point of contact resolution.
- 311 Toronto is focusing on migrating users to more efficient channels when it comes to handle times. A service request typically involves double the time it takes to respond to a general inquiry. An email typically takes 3 times as long to respond to as a general inquiry since correspondence occurs at least a couple of times before resolution. By creating awareness for users that on line self serve options are available for certain service requests,

the division will focus on channel migration where feasible. 311 has been exploring options to be more proactive with social media, Interactive Voice Response and other online channels to broadcast information about service outages and other disruptions to potentially decrease calls to the Contact Centre.

- 311 Toronto has undertaken a reorganization that will provide; a clear framework of responsibility for communicating with internal partners, quality of information and updates along with corrective action required, and the management of service level agreements with our integrated divisions. The change in structure is cost neutral with an expected outcome of continuous improvement.
- 311 Toronto has introduced daily "health check" huddles, with the intent being a greater emphasis on the service level. The huddles focus on key challenges being faced that day. For example, if Toronto Water is conducting a check of a water main in a particular area, the message is clearly communicated and discussed with staff so that any potential issues can be flagged for clarity. This allows for a greater first contact resolution rate along with an enhanced customer service experience.
- For 2015, 311 Toronto is focused on stabilizing existing technologies to ensure business continuity. The stabilization of the Work-Force Scheduling tool will provide the ability to accurately forecast the amount of Customer Service Representatives required and adjust to constantly changing call volume levels to achieve the Council approved service level. To increase performance, the underlying platform supporting the telephony system (Cisco) was recently audited to identify weaknesses. The findings of the audit will be implemented through patches and upgrades to ensure fewer dropped calls and improved reporting.

Key Challenges:

- With the 2015 Pan American and Para Pan American games slated for the summer, it is anticipated that call volumes along with interpretation services demand will increase. Although, there is to be dedicated call centre support for the games, 311 Toronto may be the primary contact for these games. The exact support that 311 Toronto will be providing to the dedicated call centre is unknown at this time.

Conclusion:

- By reaching out to partners, creating additional scheduling flexibility, coaching and training staff, and migrating users to more efficient channels, 311 Toronto feels confident that the council approved service level of 80% of calls answered in 75 seconds will be achieved for 2015 and onwards.

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