



REPORT FOR ACTION

311 Toronto - Response Times

Date: April 1, 2019

To: General Government & Licensing Committee

From: Deputy City Manager, Corporate Services

Wards: All

SUMMARY

City Council at its meeting on July 23, 24, 25, 26, 27, and 30, 2018 requested the Deputy City Manager, Corporate Services to undertake a review of 311 Toronto response time standards for calls and emails.

The purpose of this report is to provide details on the service standards related to the various channels within 311 Toronto.

RECOMMENDATIONS

The Deputy City Manager, Corporate Services recommends that:

1. The General Government & Licensing Committee receive this report for information.

FINANCIAL IMPACT

There is no financial impact from the adoption of the recommendations in this report.

DECISION HISTORY

At its meeting on July 23, 24, 25, 26, 27, and 30, 2018 City Council requested the Deputy City Manager, Corporate Services to report back to the General Government & Licensing Committee on the following;

- 1) Establish a maximum intake response time of no more than 3 days for non-urgent matters and 1 day for urgent matters so that reference numbers are assigned to files in a timely manner and information is passed onto divisional staff for their review and follow-up actions quickly.
- 2) Monitor 311 service requests which are not updated after 5 business days and provide the appropriate divisional staff leads contact details to the 311 service request initiator at that time.
- 3) Monitor response times and report back to General Government and Licensing Committee in the first quarter of 2019 on 311's progress in meeting these service level standards and means by which additional improvements can be made.
- 4) Monitor the time it takes for service requests to be closed and report back to the General Government & Licensing Committee in the first quarter of 2019 on the average time it takes to complete service requests by issues type and division for each of Toronto's Municipal districts.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.MM44.17>

COMMENTS

311 Toronto has established clear service standards related to the email channel. Over the last 2 years, 311 Toronto has experienced an 18% increase in the volume of emails.

Table 1: 311 Toronto email volume

2016	2017	2018
130,711	145,228	154,330

All incoming emails to 311 Toronto are triaged as a first point of contact within 24 hours of receipt by a 311 Customer Service Representative (CSR). An additional level of triaging has been added that automatically filters emails for key words that may indicate an immediate response is required and are flagged and placed in priority sequence for action.

Any emails deemed urgent and are an integrated service with 311, are assigned service request numbers and are forwarded to the appropriate division for action within 24 hours. All other emails deemed non-urgent are actioned within a service standard of 72 hours. In Q4 of 2018, 71% of weekday email responses met the service standard.

Currently, any service request initiator that enquires about the status of an existing service request is provided the status. This is in keeping with the protocols designed to protect privacy concerns. If the initiator also requests the appropriate divisional staff contact details for follow up; these are also promptly provided based on instructions received from partnering divisions.

311 Toronto strives for continuous improvement as it relates to the overall customer service experience. Over the last few years, 311 Toronto has experimented with a dedicated councillor escalation mailbox provided to some councillors with a service standard of 1 hour after the receipt of an email.

Table 2: 311 Toronto Email Escalation Pilot 2018

Emails Received	Emails Answered within Service Standard (1 hour)	Service Standard Achieved
8110	7277	89.7%

The overall experience has been a positive one with positive feedback received on customer satisfaction and the expediency in acknowledging and entering service requests. As this initiative was only a pilot, 311 Toronto will be operationalizing it as a part of the modernization effort associated with the new enterprise Customer Relationship Management (CRM) solution.

As requested, detailed reports that outline the integrated service requests and service levels achieved for the initial response by issues type, division, and ward are included in Appendices. As the data includes cancelled service requests, this may affect the calculation related to service requests responded to within standards. Appendix A summarises the overall service levels achieved by division. Appendix B summarises all individual service requests types by division, while Appendix C provide the same summary but also includes the data by each ward.

The 2018 service standards were impacted by significant weather events including extreme cold weather and rainstorms. Over the last few years 311 has noticed an increase in extreme weather events across the city along with large call volume influx's during and subsequent to the event. Although the event typically lasts just one day, the clean-up and return to normalcy for residents and business seems to take weeks. For example, 311 will receive an increased volume of calls during and after a snowstorm with requests such as missed plow service, blocked windrows, icy conditions, unplowed sidewalks and bicycle paths as well as blocked catch basins once the snow starts to melt.

The overall service levels achieved by channel for 311 Toronto during 2018 are noted in the table below;

Table 3: 311 Toronto Service Levels Achieved by Channel for 2018

Channel	Volume	Service Level Target	Service Level Achieved
Phone - Main	1,063,057	80 percent of calls answered in 75 seconds	75%

Channel	Volume	Service Level Target	Service Level Achieved
Email Channel	154,330	Response back within 72 hours	22%
Self-Serve Knowledge Base	2,112,394	Self-Serve	N/A
toronto.ca - Self Serve	45,186	Self-Serve	N/A
Twitter	11,017	To be determined based on industry best practices	N/A
Mobile App	1,715	Self-Serve	N/A

Due to increased absenteeism challenges in Q1/Q2 of 2018 a senior level working group was established in Q3 of 2018. This group met monthly and had a clear focus to ensure employees are supported and absences are managed. This group included Corporate HR, Labour Relations, Legal, and Employee Health & Rehabilitation and 311 Toronto.

CONTACT

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SIGNATURE

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ATTACHMENTS

Appendix A - Summary of Overall Service Request Volume and Service Standards in 2017 and 2018 by Division

Appendix B - Service Request Volume and Service Standards in 2017 and 2018

Appendix C - Service Request Volume and Service Standards by Ward in 2017 and 2018