

311 Toronto Service Insight Surveys

Date: November 22, 2023

To: General Government Committee

From: Executive Director, Customer Experience Division (311)

Wards: All

SUMMARY

City Council, the Customer Experience Division (CXD), and 311 Toronto's (311) integrated service divisions (ISDs) have expressed an interest in better understanding satisfaction levels for 311 service users and improving how the City closes the service loop with customers. In response to these interests, CXD is in the process of establishing a survey capability proof of concept (POC) that will enable the collection, analysis, and utilization of customer insights from key moments within the customer journey to enhance the customer experience.

The purpose of this report is to provide background information and progress on the development of the POC.

RECOMMENDATIONS

The Executive Director, CXD, recommends that:

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

FINANCIAL IMPACT

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

The Chief Financial Officer and Treasurer has reviewed this report and agrees with the Financial Impact Statement.

DECISION HISTORY

City Council, at its meetings on May 10, 11, and 21, 2023, adopted item GC3.18 and directed the Deputy City Manager, Corporate Services to include staff of Members of Council as part of the survey process to hear of constituents' experience with 311 Services and report to the General Government Committee on the 311 Customer Outreach Plan and Matrix prior to initiating the next customer service experience survey. The full decision can be viewed here: [Agenda Item History - 2023.GG3.18 \(toronto.ca\)](#).

As part of Mayoral Decision 17-2023, a Service Excellence Special Committee has been established with a mandate to leverage 311 data to improve City services and be more responsive to the needs of all Torontonians, including measuring and communicating resident satisfaction indicators. The full decision can be viewed here: [Mayoral Decision - 17-2023](#).

COMMENTS

Council, CXD, and 311's ISD's have expressed interest in better understanding customer experiences with 311 channels and services, gathering data on key performance indicators related to customer satisfaction and sentiments, and identifying service gaps and improvement opportunities. Particular goals include identifying and removing channel and service barriers (particularly for phone and self-service channels), creating positive service experiences for the public, building and maintaining trust in City services, and closing the loop with customers.

Proof of Concept

CXD is currently in the process of developing a POC capability in order to introduce service insights surveys. A POC approach has been taken in order to verify the functionality of the survey capability through the development of a small-scale implementation of content and survey questions for select 311 customer journeys. CXD will leverage lessons learned to design and enable a broader survey in 2024, before which an engagement plan will be created that will seek input from all Councillor offices.

As part of the POC, four unique surveys have been designed, and will be sent out to customers after;

- a) General Inquiries Intake;
- b) Service Request and Complaints Phone Intake;
- c) Service Request and Complaints Self-Serve Intake (Online Portal and Mobile App);
- d) Service Request Fulfillment and Complaints Resolution completed by 311's Integrated Service Divisions (ISDs).

As per the motion issued in May 2023, feedback on draft survey questions has been provided by Councillor's staff and additional engagement with Councillor's Offices will continue as the survey is developed further following the POC experience.

Table 1 summarizes the activities and associated timelines that were established for the POC.

Table 1 Survey Insights Development Plan

Approach	Activities	Date
Best Practices Research	Researched and identified best practices in survey question development and design through jurisdictional scanning, review of KPIs and measurement tools from the Institute for Citizen-Centred Service, and by referencing survey industry best practices. Developed a detailed user journey map to identify key customer touchpoints and subsequent scope for the POC.	Q1-Q3 2023
POC Development	Used findings from best practice research to design survey questions and accompanying content, such as survey invitation language, webpage layout, etc. Worked with a partner vendor to design and build the POC in the City's Customer Relationship Management System, Salesforce. Selected staff participants for user testing of the POC.	Q3-Q4 2023
POC Launch	Implement the POC in a controlled environment to test the experience, confirm functionality and identify lessons learned for future, broader surveys.	Q4 2023
Survey Expansion	Engage key stakeholders, including Councillor offices, in scoping and developing a broader survey capability that will evaluate a larger list of customer experiences.	2024

CONTACT

Gary A. Yorke, Executive Director, Customer Experience Division (311)
 416-338-7789
Gary.A.Yorke@toronto.ca

SIGNATURE

Gary A. Yorke, Executive Director, Customer Experience Division (311)