



Complaints & Compliments Capability Project

Appendix 1

Capability : Future State Vision

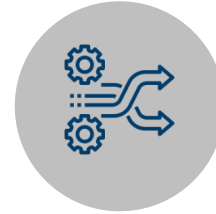
1. Navigate



2. Centralized Intake



3. Manage



4. Resolve



- Clear and intuitive information and navigation provided on all channels

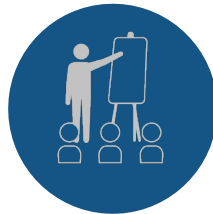
- Centralized intake through 311 (phone, online, in-person, mail) for 5 integrated service divisions

- End-to-end complaints process
- CRM to track, triage & manage complaints
- Back-end infrastructure for efficient enterprise complaints management

- Communications to keep customers informed throughout the process until a complaint is resolved
- Defined Escalation Process

OMNI-CHANNELS* : Website | Mobile App | Chatbot | Live Chat | Phone | In-Person | Mail

5. Train*



- Equip staff with tools and knowledge to handle complaints intake effectively
- Build internal capacity with an equity & fairness lens

6. Govern



- Corporate and service standards that can be communicated to the customer
- Appropriate roles & responsibilities

7. Analyze



- Leverage data internally for continuous improvement
- Public and internal reporting

Phase 1: Scope

- Improved content & navigation on toronto.ca
- Streamlined complaints initiation and escalation for the public
- Access through 311's phone channel, website, or mobile app 24/7/365
- Clear, consistent experience in preferred language and channel of choice
- Tracking number for convenient follow-up and stay up to date through notifications via SMS or e-mail
- Improved transparency and accountability (data and analytics)



Improved Content on toronto.ca:

Update complaints content on Toronto.ca and the 311 app to help customers understand the process and triage their issue



Intake through channel of choice

Enable customers to file a complaint through Toronto.ca or the 311 mobile app for selected integrated divisions



Intake via 311 for

5 divisions handling complaints intake and escalations through 311*



*Toronto Water, Transportation Services (Road Ops), Solid Waste Management Services, ML&S (Animal Services). 311 Toronto

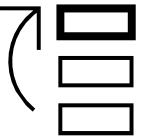
Leverage CRM Platform

Centralized process using Salesforce as system of record for intake and escalations



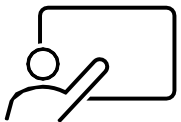
Escalations in Salesforce

Introduce complaint escalation process through channel of choice (phone, online, mobile app)



Training & Support

Training and support for staff to provide technical skills and abilities to sustain capability



Phase 1: Challenges & Mitigations

Challenges

49 different divisional
complaint processes

Missing or multi-level
escalation processes

Lack of centralized data,
tracking & reporting



Mitigation

- Standardize complaints process for partner divisions & learn (Phase 1) 5
 - Scale to additional divisions
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- Standardize escalation process for partner divisions & learn (Phase 1) 5
 - Consider reducing levels of escalation
 - Scale to additional divisions
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- Leverage Salesforce as the central record for complaints and escalations
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Phase 1– Engagement Metrics



Partner Divisions

311 Toronto
ML&S (Animal Services)
Solid Waste Management
Services

Toronto Water
Transportation Services
CMO/DCMO

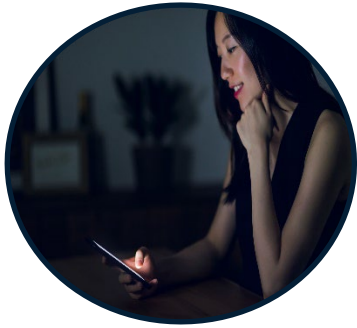
Enabler Groups

Indigenous Affairs Office
Equity & Human Rights: Accessibility
Unit, Equity Unit
Toronto Newcomer Office
Poverty Reduction Strategy

Confronting Anti-Black Racism
(CABR)
Youth Equity Strategy
Strategy Public & Employee
Communications

Phase 1: Customer Experience (CX) Evolution

Intake Experience



Easy to find
and submit
online
complaints

Escalation



Clear call-to-
action to
submit an
escalation

Language of Choice



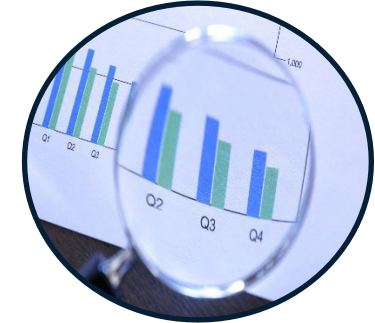
180
languages
on phone

Notifications



Status
updates by
email, SMS
or tracking
tool

Data & Reporting



Use data to
learn about
service
levels,
process
compliance,
etc.