

Complaints & Compliments Phase 2 Plan

Date: July 5, 2024
To: Service Excellence Committee
From: Executive Director, Customer Experience
Wards: All

SUMMARY

The City of Toronto's Executive Committee, at its meeting on April 9, 2024, requested the City Manager, in consultation with the Executive Director, Customer Experience (311), to report back to the Service Excellence Committee with a plan for onboarding all the City's divisions into the City's new complaints and compliments intake experience.

Phase 1 of the Complaints & Compliments project, launched in February 2024, created a more customer-centric and consistent complaints and compliments intake experience for five 311 integrated service divisions. Phase 1 introduced new channels to submit complaints and compliments through 311, a standardized complaints and escalation management process, and simplified complaints-related webpages on toronto.ca. Phase 2 will scale the Phase 1 experience to all divisions to further advance fairness and transparency to the public and accountability and responsiveness from the City.

This report provides an approach and a plan for onboarding City divisions to the standardized complaints and compliments intake experience with outcomes that include:

- An assessment of potential "quick wins"
- Review of current complaints related call volumes for divisions not yet onboarded
- Review of service level agreements (SLAs) for complaints and escalated complaints (escalations)
- Review of policy recommendations for complaints and compliments
- Review of customer facing impacts
- Review of divisional readiness and technical complexity
- Review of supporting system improvements
- High level roadmap of planned activities for onboarding

Fleet Services plans to launch in Q3 2024. Transportation Services and Toronto Shelter & Support Services have committed for Phase 2. Discussions to onboard for the other remaining divisions are ongoing and will be scheduled as divisions and resources become ready.

RECOMMENDATIONS

The Executive Director, Customer Experience recommends that:

1. The Service Excellence Committee receive this report for information.

FINANCIAL IMPACT

There is no immediate financial impact from the adoption of the recommendations in this report. The Chief Financial Officer and Treasurer has reviewed this report and agrees with the financial impact statement.

DECISION HISTORY

At its meeting on April 9, 2024, the Executive Committee requested the City Manager, in consultation with the Executive Director, Customer Experience (311), report back with a plan for onboarding all sections within 311 Toronto integrated service divisions into the City's new complaints and compliments intake experience and a plan outlining the strategy for onboarding all City divisions by the end of the second quarter of 2025.

<https://secure.toronto.ca/council/agenda-item.do?item=2024.EX13.13>

COMMENTS

Phase 1 of the Complaints & Compliments project launched on February 24, 2024. It created a more customer-centric, consistent, and scalable complaints and compliments intake experience for the public. Customer Experience (CXD) took a phased approach to onboarding divisions, focusing on 311 integrated service divisions (CXD - 311, Toronto Water, Solid Waste Management Services, Transportation Services - Road Operations, Municipal Licensing and Standards - Toronto Animal Services) that already received complaints and compliments from 311, and the relevant Deputy City Manager's Offices (DCMO) (Infrastructure Services, Corporate Services) and City Manager's Office, as these offices manage escalated complaints for the integrated service divisions.

This report outlines the plan for onboarding the remaining divisions that receive complaints, compliments, comments, and escalations (referred to as "complaints and compliments" throughout this document for brevity) from the public, inclusive of the remaining sections of existing integrated service divisions from Phase 1 (Transportation Services and Municipal Licensing and Standards). This report will also outline the key supporting activities required to scale and onboard the remaining divisions.

Phase 1 Evaluation and Analysis

Evaluation activities and data analysis for Phase 1 are in progress. The collection of 3-months of metrics post launch was complete at the end of May 2024, and the findings are expected to be used as input into Phase 2 of the project. Additionally, this data, along with feedback collected from the public and Phase 1 onboarded divisions, forms the basis of the development of Key Performance Indicators (KPIs) and Key Experience Indicators (KEIs). These measures will set targets for the City in order to drive measurable change when onboarding the remaining divisions to scale the complaints and compliments processes. The KPIs and KEIs will provide insights into the effectiveness of the processes, customer satisfaction, operational efficiency, and staff involvement.

Establishing a Standardized Policy and Processes

As part of Phase 2, CXD will work with the City Manager's Office (CMO) and City divisions to establish a comprehensive corporate policy for the complaints and compliments processes. This work will be done in parallel with the Divisional Onboarding Assessment, outlined below. This is an important step in defining a standardized process that will support alignment with integrated service divisions and the remaining divisions that will be onboarded. The policy framework will also simplify the public-facing complaints and compliments processes and provide greater transparency.

The introduction of standardized processes for the Phase 1 divisions allowed the City to understand what would be required of a new policy. For example, it was identified that complaint escalation processes sometimes resulted in duplicative divisional reviews, or DCMO and CMO. Through a new policy framework, the escalation steps will specify when a complaint will be escalated to the DCMO and CMO for review, and when it is appropriate to escalate directly to the Ombudsman after divisional review, making this process more efficient for the public.

Escalations currently do not have established Service Level Agreements that set out service standards, as prior to Phase 1, there was no supporting data for divisions to track completion timelines. Phase 1 enabled the tracking of metrics such as the date the escalation was created, the review status and the date the escalation is closed. This data will support a data-driven approach to establishing escalation SLAs for all onboarded divisions. It will drive the accountability of all divisions to respond timely to the public.

Divisional Onboarding Assessment

A thorough assessment is being conducted for the remaining divisions to establish an onboarding plan that considers readiness, complexity, budget, time, and resources. There are over 200 divisional sections to be assessed across the remaining divisions. A set of assessment criteria has been developed that considers each division's public impact, division readiness, and technical complexity to determine when it can be onboarded. The onboarding of the remaining divisions will be completed using a phased approach, with the timing of each division determined by the methods detailed in the division readiness and onboarding complexity sections below.

These assessments are important as they will help plan the onboarding schedule of the remaining divisions.

Public Impact

A public impact assessment has helped identify which of the remaining divisions should be prioritized for onboarding, based on the benefit to the public and the number of public complaints or escalations received under the division's existing process.

The following table is a list of remaining divisions, that have received the highest number of 311 calls inquiring about opening a complaint since November 2021.

Division	# Calls	% Calls
Municipal Licensing & Standards (excluding Toronto Animal Services)	1621	18%
Transportation Services (excluding Road Operations)	1527	17%
Parks, Forestry & Recreation	1417	16%
Revenue Services	1337	15%
Toronto Shelter & Support Services	1086	12%

These divisions make up 78% of the 311 complaint inquiries for the remaining divisions. 311 complaint inquiries only represent a portion of the City's total complaints volumes. Many of the remaining divisions have separate complaints intake channels. A full understanding of a division's public impact and its complaints volumes will require review with the division.

Toronto Shelter & Support Services (TS&SS) has committed to onboarding for Phase 2, as has Transportation Services for its remaining sections.

Division Readiness

The goal of assessing division readiness is to determine which divisions are best positioned to onboard to the standardized complaints and compliments processes. While the public impact assessment may identify a division that should be prioritized, if a division has existing priority and commitments, onboarding may be delayed.

Onboarding Complexity

Onboarding complexity will assess the technical and operational complexity of implementing the corporate complaints and compliments processes of a division, considering divisional technologies, a division's existing complaints and compliments processes and current integration with 311 systems. Each division will have its operational and technical complexity assessed to assist with project estimation and capacity planning for onboarding. Divisions that have simple requirements will be onboarded as soon as they are ready. Divisions with more complicated requirements, such as those that operate in a regulated industry, may need more time to onboard due to technical development of supporting system improvements and change management.

Complaints and Compliments Process and System Improvements

CXD is committed to continuous improvement of the complaints and compliments processes. Phase 1 considered select features that supported the existing integrated service divisions. A backlog of system improvement items is actively being refined and prioritized for the next technical release. Some backlog items are critical to the scaling of complaints and compliments to the remaining division, and providing new system features to improve divisional workflows.

CXD will work with Technology Services (TSD) to review the backlog items and Phase 2 requirements to determine a development approach. Once finalized and agreed upon, an external vendor may be engaged for development. A vendor roster list is expected to be ready for Q4 2024.

Quick Wins

Planning for the next set of divisions to be onboarded and system improvements are underway. In the interim, CXD is actively working on completing impactful, initiatives that can proceed immediately and will primarily require resources from CXD, TSD, and Strategic Public and Employee Communications (SPEC). Central to what makes these quick wins is a focus on activities that introduce further value to the public and stakeholders, continuing the goals of a simple and seamless complaints and compliments experience.

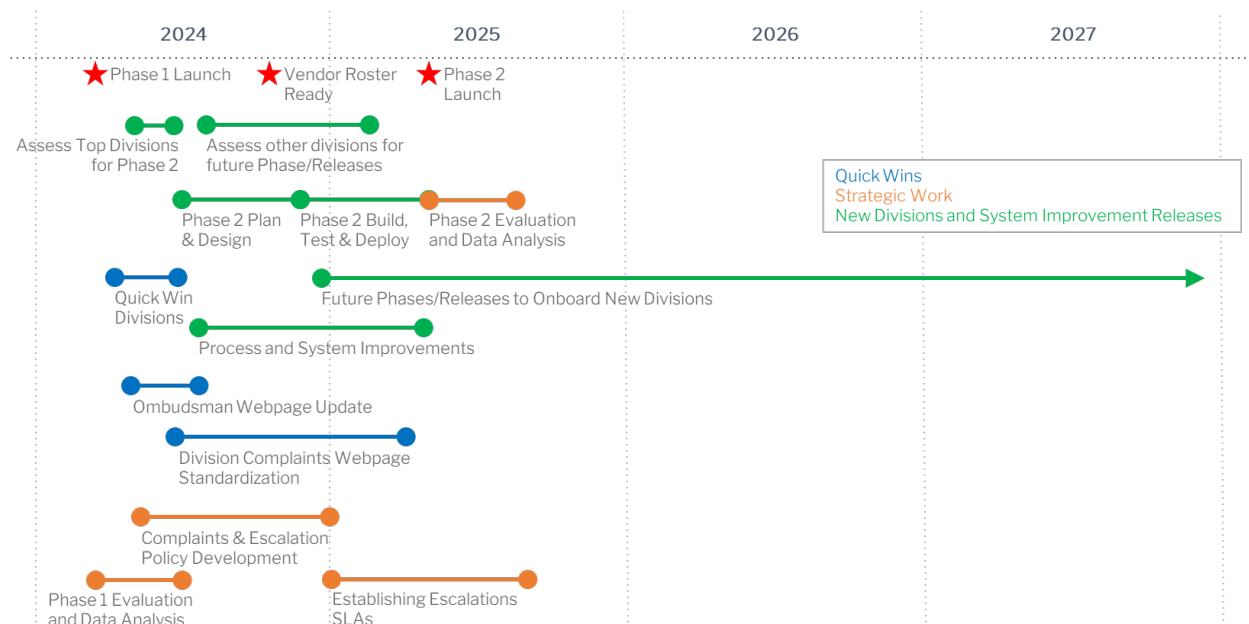
Quick Wins include:

- Working with the Ombudsman's office to align its related webpages that promote the City's complaints and compliments processes.
- Making improvements to the complaints and compliments processes and system based on divisional feedback, using City resources.
- Onboarding divisions that have simple requirements, such as Fleet Services, that can be more easily integrated into the complaints and compliments processes. Fleet Services is expected to launch end of July 2024.
- Working with SPEC to standardize the complaint webpages of all remaining divisions. This work will be phased and is expected to be complete by Q1 2025.

Divisional Onboarding Plan

CXD plans to do periodic onboarding of the remaining divisions, including the remaining sections of integrated service divisions until all divisions are onboarded. Onboarding work started for Fleet Services in Q2 of 2024 and will begin for TS&SS and Transportation Services in Q3 of 2024. Discovery work for Revenue Services and Toronto Building is planned for Q4 of 2024.

Below is CXD's planned approach over the next three years which is subject to change.



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SIGNATURE

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ATTACHMENTS

Appendix 1 – Presentation: Complaints and Compliments Update