

NOTE REGARDING NEXT STEPS AND IMPLEMENTATION

This Service Efficiency Study provides advice and recommendations to the City Manager and was conducted in consultation with the Division. The Study identifies actions and directions that could result in more efficient and effective service delivery, organizational and operational arrangements and associated savings.

The City Manager will work closely with senior management to determine which of the actions are feasible and can be implemented, implementation methods and timeframe and estimated savings. In some cases, further study may be required; in other cases the actions may not be deemed feasible. Implementation will be conducted using various methods and may be reported through annual operating budget processes or in a report to Council or an applicable Board, where specific authorities are necessary. In all cases, implementation will comply with collective agreements, human resource policies and legal obligations.

Preliminary estimated savings have been identified in the study by year where possible. The opportunities identified for estimated potential savings are highly dependent on the viability of these actions as determined by senior management, timeframes, and other implementation considerations such as sequenced action steps and phasing over several years.

City of Toronto Service Efficiency Study of the 311 Toronto Division Final Report

May 2013



Notice: During the course of our engagement, Deloitte relied on various sources of information provided by the City of Toronto. These documents include, but are not limited to, other reports and financial data as well as information provided verbally during interviews and working sessions. We have not audited or sought to verify the accuracy and completeness of the information provided to us (financial or otherwise).

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Executive Summary

Project Overview

Overview of Project and Assessment Approach

- The purpose of this 12 week study was to identify opportunities for efficiency improvement and savings and to assess the potential for outsourcing some or all of 311's functions.
- Deloitte's Contact Center Maturity Model was the primary basis of the assessment. The model defines various levels of maturity across four categories: Strategy, People, Process and Technology, against which 311's current operations were assessed.
- Information about 311's current operations was gathered through consultations with twelve 311 staff (including management and Customer Service Representatives), data provided by 311 Division on service levels and costs over the past three years, and through Deloitte best practice research.

High level Findings

- The 311 Centre has only been in operation for three years and over that time, has been steadily improving its capabilities and success at growing service scope and improving service levels.
- 311 does outperform many peers on key service metrics, however costs are high relative to peers as a result of higher than industry average labours costs and a service model that covers all tiers and service delivery channels.
- More aggressive integration and growth have recently been constrained by 311 budget limitations, and there is high potential value in continuing to integrate 311 service with other city divisions. This ongoing improvement to the 311 service model should lead to even better service cost efficiency, data based decision making, and capacity to meet call centre demands across a broader set of City services.
- Based on the gaps between current state operations and the desired future state, short to mid term improvement opportunities have been identified and include: articulating a clear multi-channel customer service vision, refining reporting capabilities, and re-assessing the organization structure.
- Short term outsourcing of the entire 311 operation is not recommended. It will likely lead to high costs being charged by third party operators, who would need to invest in process or organizational improvements that the City could achieve on its own. Some potential may exist however for outsourcing high seasonal demands for basic service.
- Longer term over 3+ years, there is potential to outsource selected 311 functions, however this should be investigated through a phased process as capabilities improve and the overall business case becomes more attractive.

Project Background & Objectives

Background

- The City of Toronto's 311 Division provides city-related information and services in multiple languages, 24/7, through phone, mail, fax, Twitter, and online channels.
- It is the largest end-to-end 311 service in North America and has successfully integrated over 250 individual inquiry lines within 9 call centres and 26 locations.
- The 2011 Core Service Review of all City services and agencies highlighted potential opportunities to realize cost savings and enhance customer experience including:
 - Outsourcing certain activities;
 - Expanding call centre services;
 - Combining activities with 211 Toronto; and
 - Developing a one-stop counter services.
- As part of a series of service efficiency studies, the City has committed to review the 311 Toronto Division with a view to identify cost savings and customer service improvements.

Objectives

- The purpose of this service efficiency study is to identify and supply actionable recommendations that will provide maximum service efficiency savings in the shortest period of time. Spanning Nov.2012 – Feb. 2013 this involved:
 - Identifying 311 Toronto activities that could be improved internally or outsourced.
 - Providing a comprehensive data set, including financial, legal, quality control, and management components, to the City, for use in future marketplace competitions related to outsourcing 311 Toronto activities.

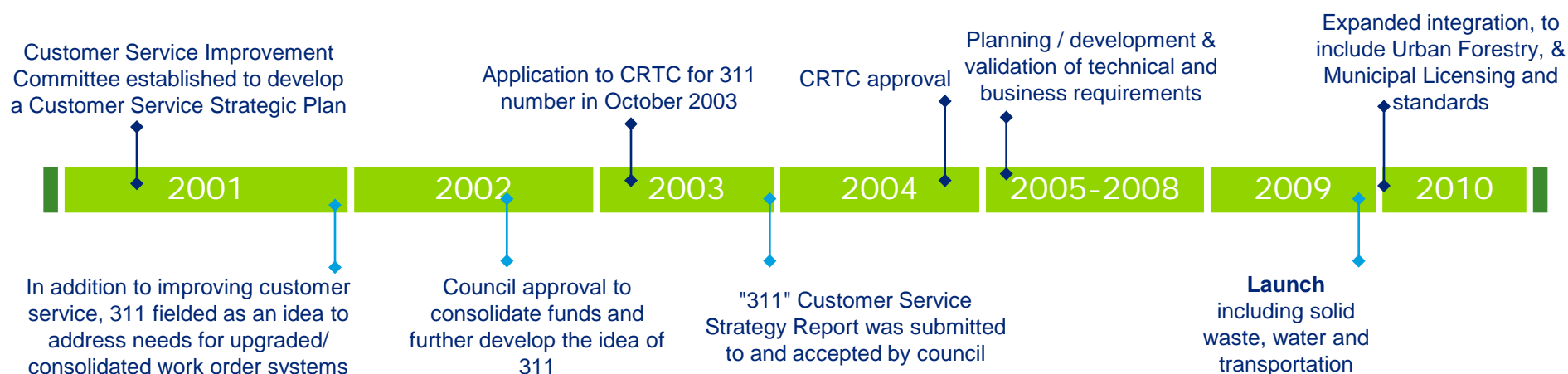
Key Management Questions



1. What are some opportunities for cost savings / efficiency improvement?
2. What are the future state options? Is outsourcing feasible opportunity?
3. What are the key considerations for outsourcing?

Toronto 311's Operational History

The City of Toronto officially launched its 311 service September 24, 2009 with the simple purpose of creating one easy-to-remember number to call for information or to request a service.



In 2012, 311 employed 102 customer service representative and supervisory FTEs responsible for handling citizen **inquiries** and **service requests** across a number of channels, supported by technologies such as Lagan, Verint, Cisco and Open 311 code.

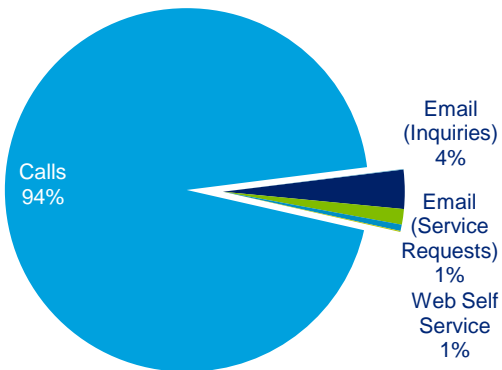
Service Channel Overview

Total Contacts Across All Channels (calls answered)	Calls Offered	Year
1,036,595	1,314,131	2010
1,092,643	1,416,534	2011
1,219,958	1,391,351	2012

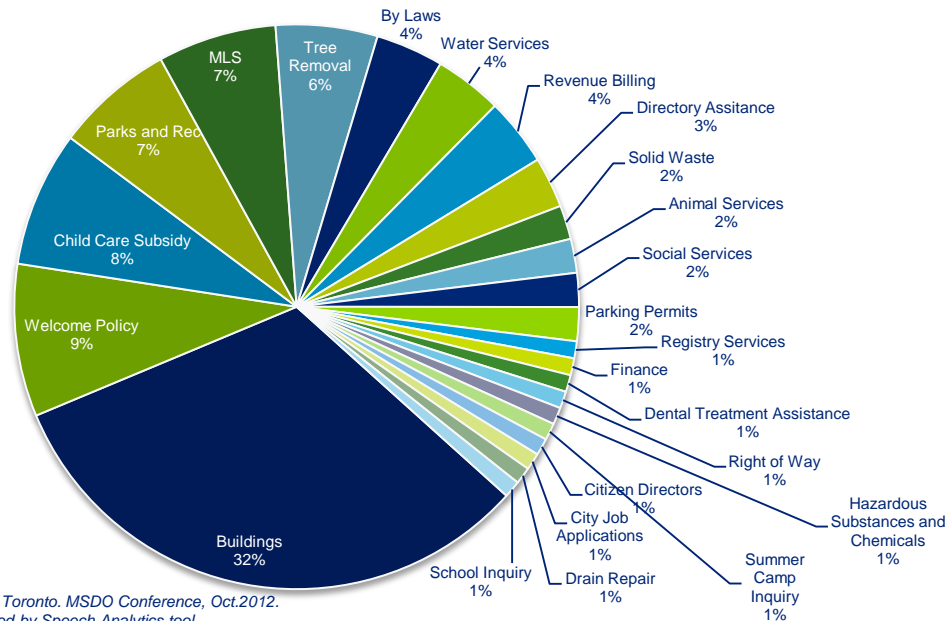
Calls offered: Total number of calls offered to a queue
Calls answered: Total number of calls answered by a 311 team member

Total contacts have increased 12% over the past year.
 This is mainly driven by an increase in calls answered and web self service

2012 Channel Mix



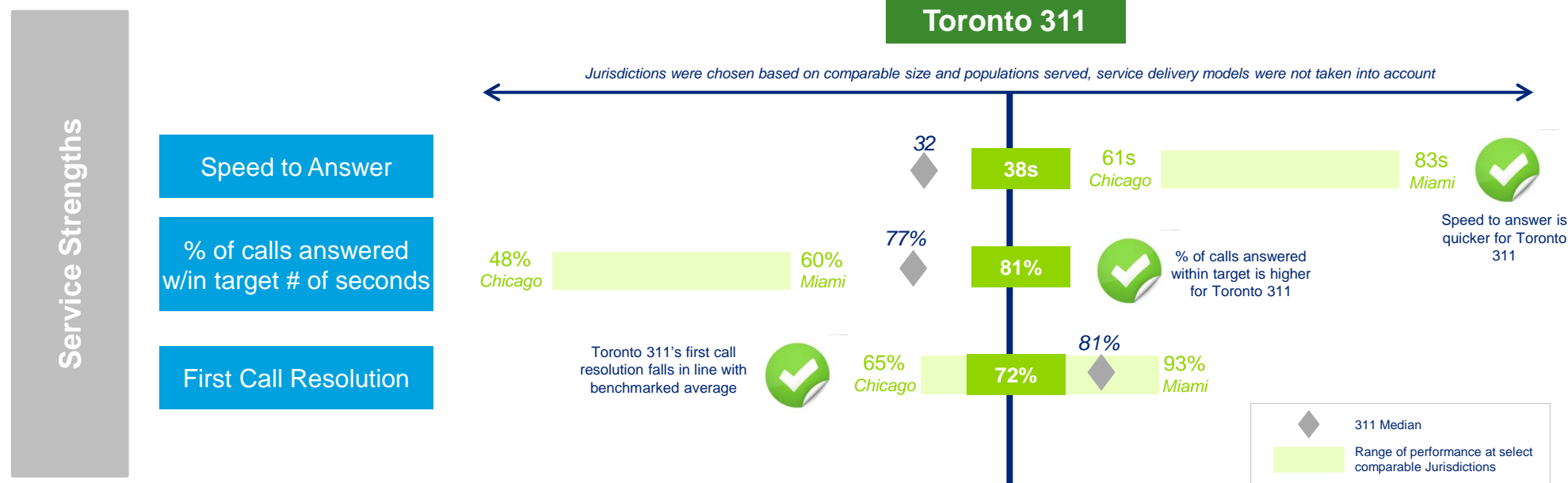
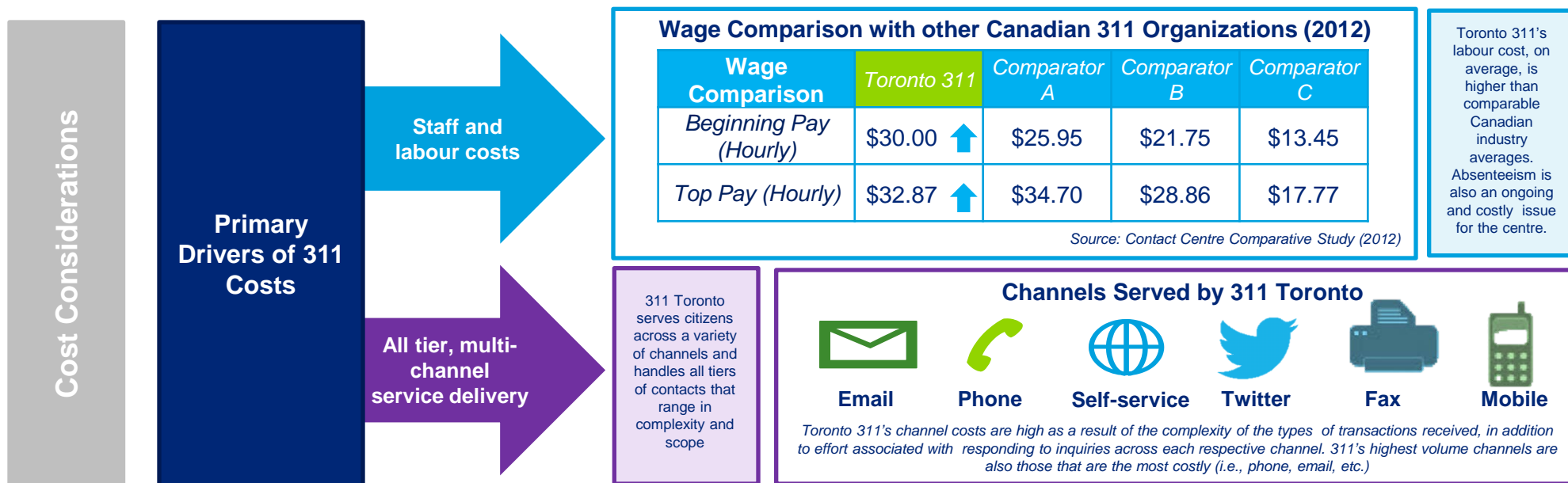
Phone Inquiries – Speech Analytics**



**Source: Presentation on Speech Analytics by 311 Toronto. MSDO Conference, Oct.2012.
 (Analysis derived from a sample of 400 calls analyzed by Speech Analytics tool.)

- 311 fields both service requests (30%; e.g., garbage pick-up, pothole reporting) and general inquiries (70%).
- In terms of channel mix, 2012 is representative of previous years, with calls making up the vast majority of 311 contacts.
- Total contacts have grown 12% over the past year when looking at calls answered. More contact could indicate higher awareness of 311 and its services.
- Calls offered is an indication of demand, however this measure is problematic as lower service levels drive up the number of repeat callers.
- There were fewer calls offered in 2012 than in 2011 which corresponds to a higher average service level of 81%, as compared to 61% in 2011. Overall this is an indication of improved accessibility.
- Mobile Application (launched 2012) and Fax account for less than 1% in all years.
- CSRs field a diversity of inquiries from the public, beyond Municipal, or even government inquiries.
- These trends have remained fairly consistent since inception.

Cost and Service Considerations



Strengths and Challenges

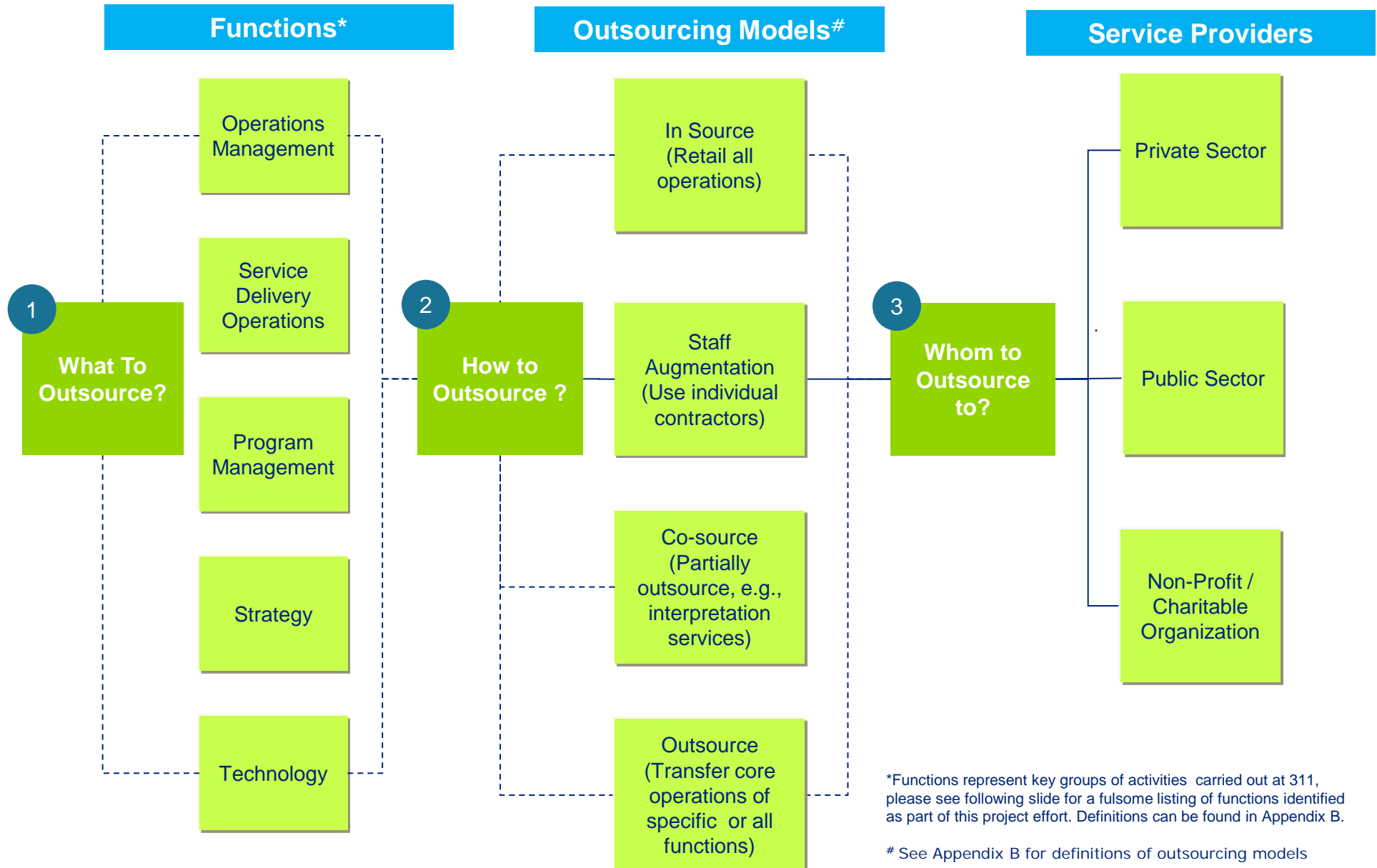
	Strengths	Challenges
Strategy	<ul style="list-style-type: none"> Capabilities are being developed to enable robust enterprise-level business reporting (i.e., speech analytics). A citizen service strategy has been developed and is being executed. 90% of callers report being satisfied with 311 services; 75% of whom are “very satisfied” according to the recent Ipsos Reid Survey 	<ul style="list-style-type: none"> A multi-channel service strategy which includes web, counter, and phone service does not exist Limited research has been done on 311 service levels. Although the relationship with integrated Divisional partners is improving, trust-building and collaboration could be improved.
People & Processes	<ul style="list-style-type: none"> Recruitment of staff from other Divisions has allowed 311 to gain a considerable degree of institutional knowledge. Use of part-time staff provides scheduling flexibility to meet varying demand, especially for night and weekend shifts and seasonal peaks. 	<ul style="list-style-type: none"> The organizational structure of the centre has not undergone a complete re-evaluation, which may be warranted given its growth and the availability of data to support a new design. There have been some fine tuning of operations, which could be further optimized by using the cumulative data on call volumes, channel usage patterns and lessons learned from integrations. “People” costs across the center are high, with absenteeism and morale noted as examples of challenges (likely due to a combination of factors including little face-time with supervisors, inherited employees and collective agreement obligations).
Process & Operational Management	<ul style="list-style-type: none"> Better data is now informing opportunities for process improvement (e.g., speech analytics). Dedicated project management and operations resources are available to support process development and improvement initiatives. 	<ul style="list-style-type: none"> There is limited capacity to focus on improving quality and thus CSR morale, especially since supervisors have a range of other duties, in addition to quality assessments. The collective agreement considerations may constrain the centre’s flexibility in adopting process efficiencies.
Technology	<ul style="list-style-type: none"> 311 has invested in a sophisticated suite of technologies to support contact center operations. The Knowledge Base used to support citizen inquiries is a point of pride and has answers to thousands of questions. 	<ul style="list-style-type: none"> Some functions have been noted as slow and “cumbersome” resulting in workarounds and delays in processing requests / inquiries. Existing technology investments have not been fully exploited.

Improvement Themes and Recommendations

Dimension	Improvement Themes	
Strategy	1	<p>Develop a clear multi-channel vision for 311</p> <ul style="list-style-type: none"> Define vision for full integration and maturity in terms of channels, reporting, processes and human resources
	2	<p>Promote migration to lower-cost channels</p> <ul style="list-style-type: none"> Develop strategies to advertise lower cost channels to citizens and ensure these are intuitive and simple to use
	3	<p>Establish 311 as the City “data hub”</p> <ul style="list-style-type: none"> Create processes for regular reporting of 311 data to city divisions and management and follow up on resulting decisions
People & Processes	4	<p>Revisit Organization Structure</p> <ul style="list-style-type: none"> Assess need for Quality Management team and continued use of PMO and internal IT team
	5	<p>Provide enhanced CSR training aligned with evaluation criteria</p> <ul style="list-style-type: none"> Ensure that training is aligned with CSR evaluations and incorporate more on-the-phone training time
Process & Operational Management	6	<p>Improve proactive communications with citizens</p> <ul style="list-style-type: none"> Increase efforts to proactively communicate upcoming dates or changes through channels such as Twitter to avert calls
	7	<p>Better leverage existing service channels</p> <ul style="list-style-type: none"> Consider standardization through the use of tools like forms and consistent processes that define the specific purpose and process used to communicate with citizens through each channel
Technology	8	<p>Enhance knowledge base processes</p> <ul style="list-style-type: none"> Explore potential for setting article expiry dates and holding divisions accountable for articles pertinent to them to ensure accuracy
	9	<p>Use case management to improve service delivery integration</p> <ul style="list-style-type: none"> Create increased transparency between the information logged by divisions for a request and the information viewable by CSRs to improve customer service and communication with citizens on the status of their request online.

Outsourcing Assessment Approach

- The assessment approach considered the following three key questions:



Overview of Outsourcing Options & Estimated Savings

	Option 1: Maintain Status Quo	Option 2: Outsource Some Operations	Option 3: Outsource majority of operations
Description	All functions in house	Overflow, overnight and weekend shifts (part time) outsourced	All CSRs, technology and program management outsourced; operations management co-sourced; strategy functions retained in-house
Functional Scope	Strategy	Strategy	Strategy
	Program Management	Program Management	Program Management
	Operations Management	Operations Management	Operations Management
	Service Delivery Operations (SDO)	Service Delivery Operations (SDO)	Service Delivery Operations (SDO)
	Technology / Network Services	Technology / Network Services	Technology / Network Services
Pros	<ul style="list-style-type: none"> Least disruptive to current operations Leverages institutional knowledge Potential for greater collaboration between 311 and other City divisions Unlikely to negatively impact staff morale and benefits 	<ul style="list-style-type: none"> Some savings from lower cost of service delivery, especially for premium shifts Greater scalability for peak periods Potential to leverage some external expertise and skillsets Lower average technology salaries exist in some other sectors 	<ul style="list-style-type: none"> Greatest potential for savings Ability to scale operations at a lower cost based on established service provider infrastructure Opportunity to significantly leverage external expertise and skillsets
Cons	<ul style="list-style-type: none"> Higher cost of service delivery More difficult to leverage external expertise, experience and skills 	<ul style="list-style-type: none"> Loss of some operational and technological control Incremental overhead cost of managing external provider Lower savings than full outsourcing Volumes may not be large enough to attract enough service provider bids Some impact on staff 	<ul style="list-style-type: none"> Potential for reduced collaboration with other City divisions Political risk if outsourcing is perceived to impact service to citizens Additional layer of governance / administrative overhead could create some inefficiencies May have a significant impact on staff, especially if not transferred
Est. Annual Savings	None	\$0.8 to \$1.2 million	\$2.9 to \$4 million
Assumptions	<ul style="list-style-type: none"> FTE costs based on 311 salary data. Average salaries were multiplied by the percentage of FTE time in each position spent on a function 		

Legend: Fully outsourced Partially outsourced / co-sourced

*supporting analysis in appendix B

Detailed Estimate of Outsourcing Savings (FTE)

Function	FTEs	Options*		
		Status Quo	Option 1	Option 2
		All functions in house	Overflow, overnight and weekend shifts (part time) outsourced	All CSRs, technology and program management outsourced; strategy retained
Governance & Oversight			\$0.2	\$0.3
Strategy	2.65	\$0.3	\$0.3	\$0.3
Program Management	7.51	\$0.8	\$0.8	\$0.9
Operations Management	13.82	\$1.4	\$1.4	\$0.8
Service Delivery(part time CSR)	37.18	\$2.7	\$1.5	\$1.5
Service Delivery(full time CSR)	58.06	\$4.7	\$4.7	\$2.5
Technology	28.57	\$3.0	\$3.0	\$3.1
	147.78	\$12.8	\$11.8	\$9.3
Savings over status quo			\$1.0	\$3.5
Savings (Low)			\$0.8	\$2.9
Savings (High)			\$1.2	\$4.0

*all costs in millions

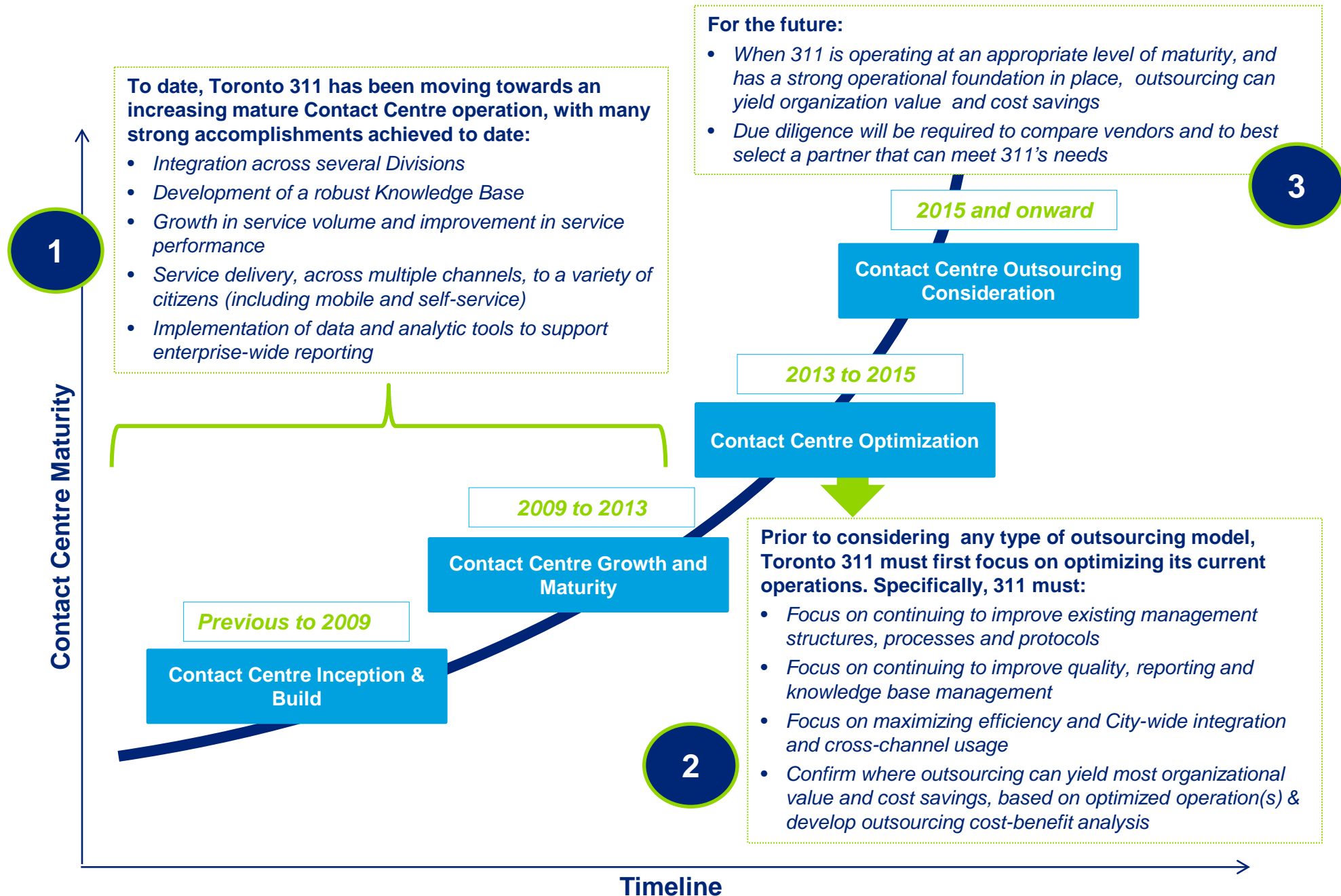
Assumptions / Notes

- Status Quo based on 311 salary data; average salaries were multiplied by the percentage of FTE time in each position spent on a function.
- Outsourcing option FTE costs are based on private sector salaries grossed up for benefits, management overhead and profit (factor of 1.3). Does not include other corporate overhead costs since this is not factored into status quo costs, as per City convention
- Additional City / 311 Division costs for governance / oversight have been included, additional 0.5 FTE for option 1 and 1.0 FTE for option 2
- Details of calculations are provided on page 95

Legend: Fully outsourced Partially outsourced / co-sourced

*supporting analysis in appendix B

The Pathway to Outsourcing for Toronto 311



Recommendations for Moving Forward

- 311 needs to continue streamlining its operations, especially interactions with divisions and knowledgebase maintenance processes– this will enhance the value of any outsourcing scenario.
 - 311 may reach a level of maturity where savings from outsourcing do not outweigh the risks associated (i.e. impact on brand, collective agreements, strategic control etc.)
- A more comprehensive service delivery vision is also required before full outsourcing is considered, especially in order to structure contracts and optimize the service provider relationship to yield the greatest value
- We recommend a series of steps– defined below– in order to pursue outsourcing related opportunities

Next Steps

Short to medium term

1

Define end state vision for 311, focused on multi-channel, integrated service delivery, considering recommendations for counters and ongoing web strategy review

2

Begin implementing efficiency improvement opportunities identified in this report in order to increase the organization's level of maturity

Medium to long term

3

Explore opportunities to outsource selected shifts and overflow calls through an RFI and / or RFQ, including consideration of collective bargaining implications (this will confirm outsourcing business case)

4

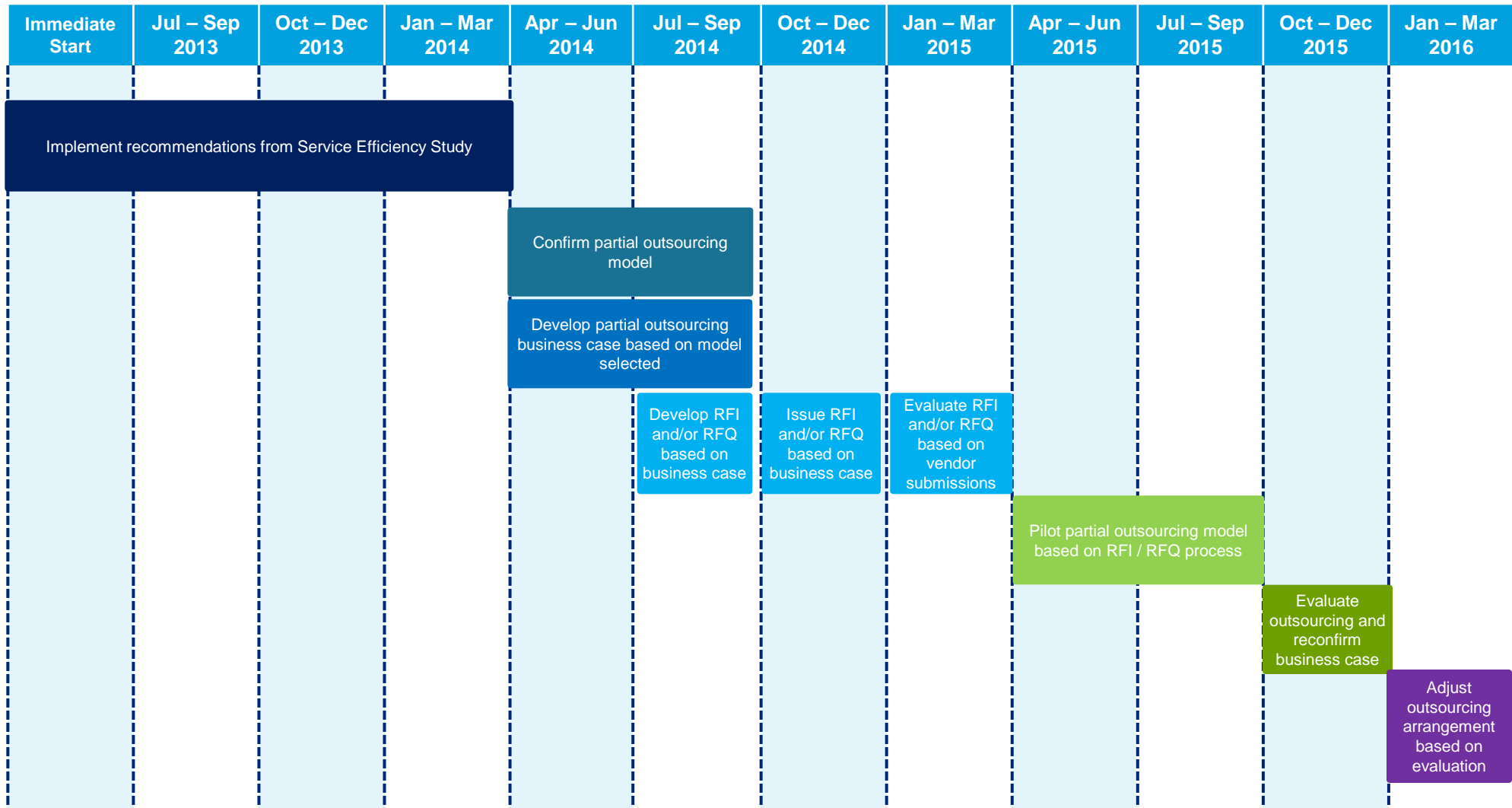
Implement partial outsourcing based on outcome of RFI/RFQ/RFP process

5

Based on experience with partial outsourcing once implemented, reevaluate opportunity for expanding outsourcing scope

Outsourcing Implementation Roadmap

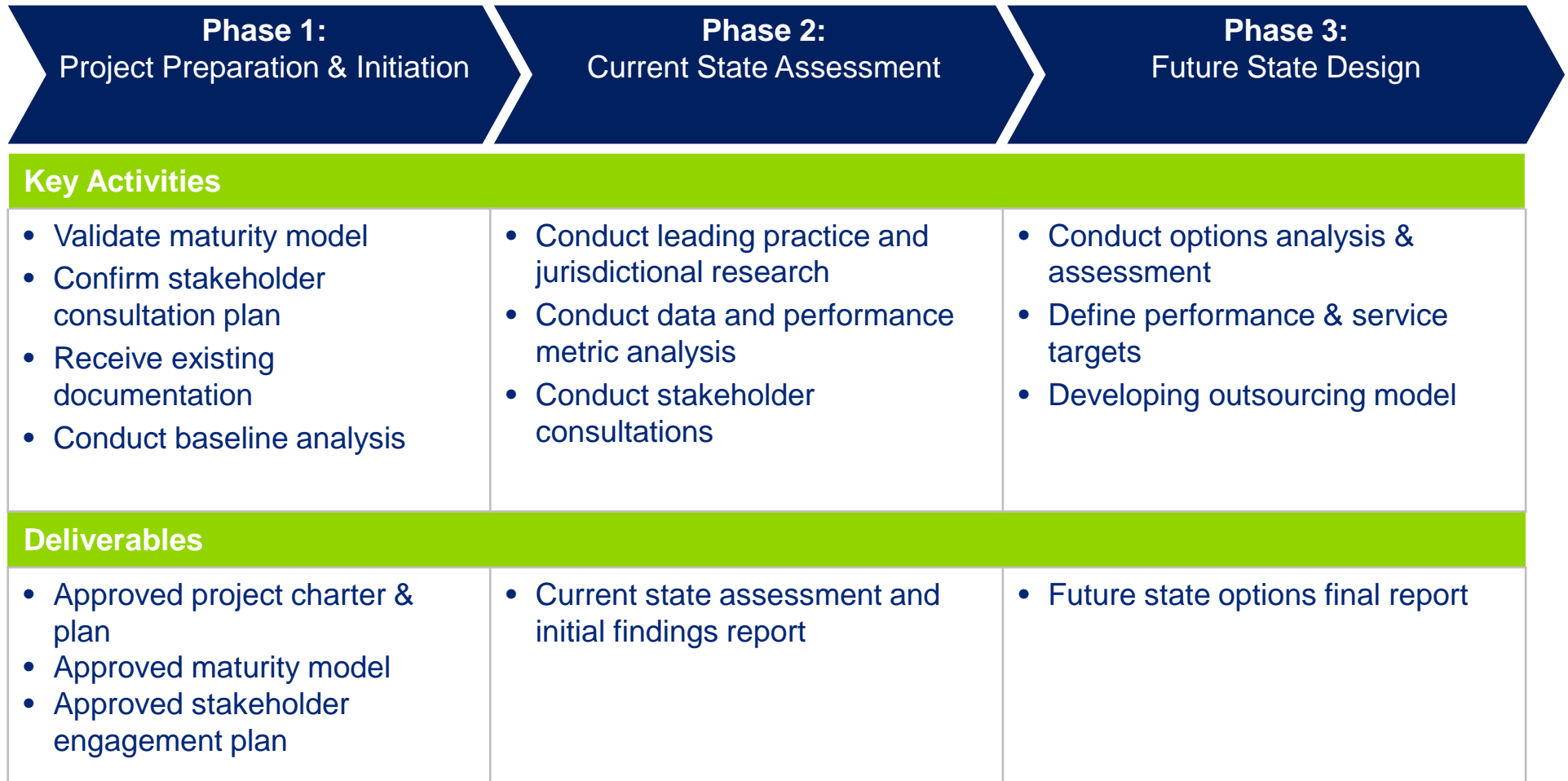
- The following high-level implementation roadmap outlines a set of recommended actions for carrying out the ongoing exploration of outsourcing for Toronto 311 over the next three years
- This roadmap includes projects that can commence immediately in addition to longer term projects.



Project Background & Approach

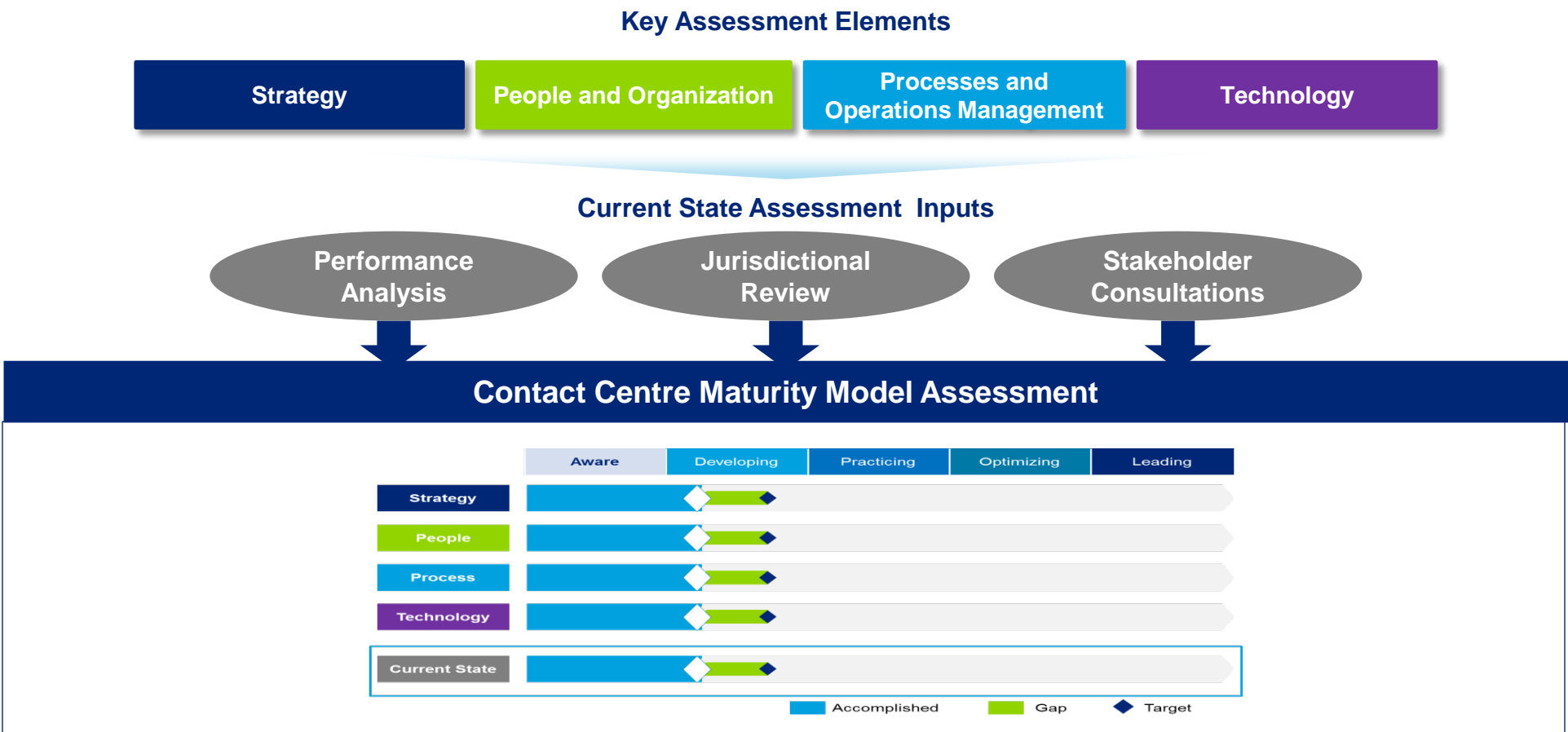
Project Approach

A three-phased approach was used to meet the objectives of this project, as described below.



Deloitte’s Contact Centre Maturity Model served as the basis for a holistic analysis of 311 operations and performance

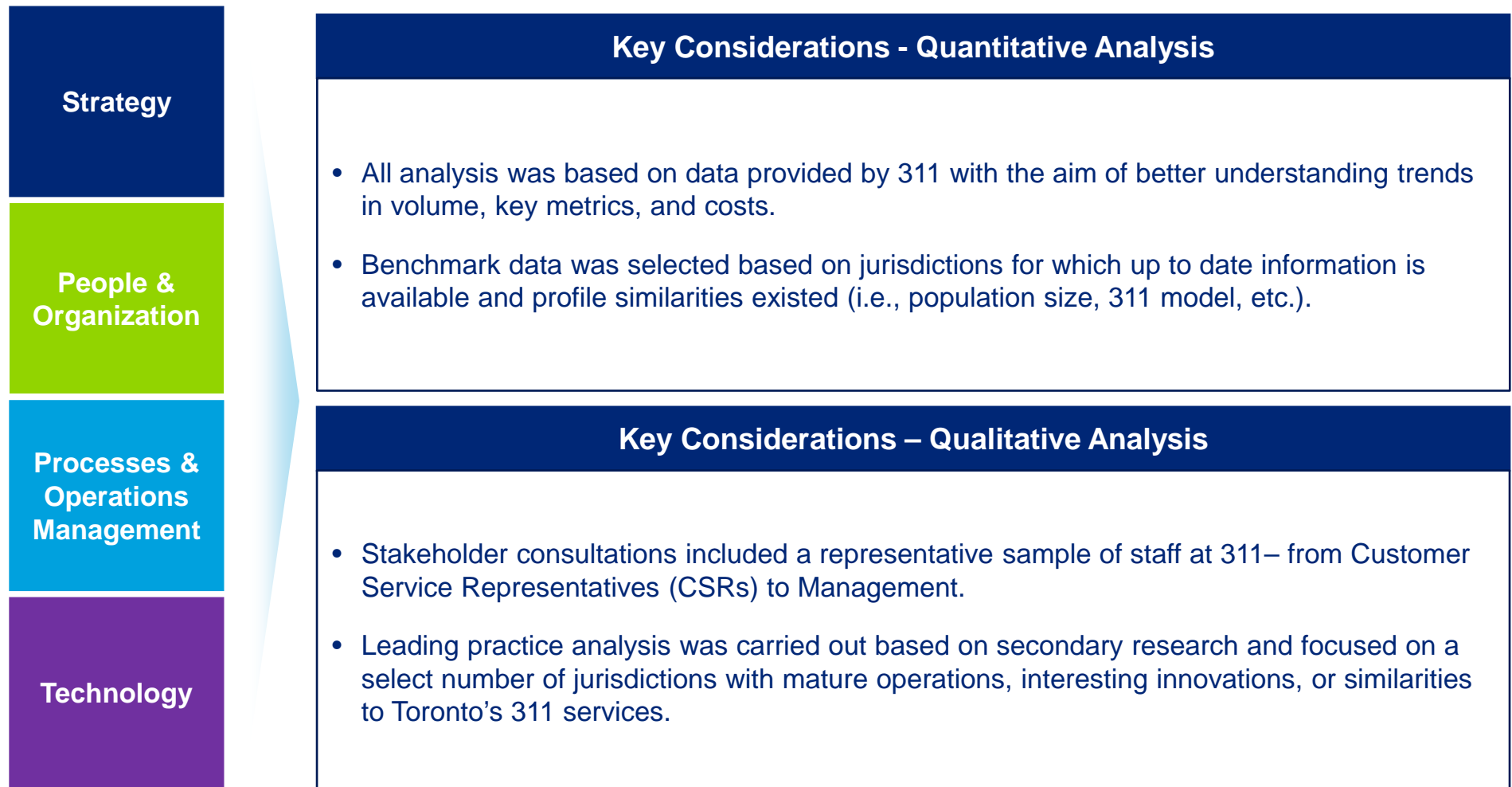
- We used Deloitte’s Contact Centre Maturity Model to evaluate the current state of 311 and compare it to leading practices.
- This maturity model has successfully been used and updated over the past decade to assess numerous contact centers across multiple industries. The model has defined practices for each level of maturity and dimension of assessment.
- The maturity model enables a comparison against key capability areas, including strategy, people, process, and technology.
- The maturity assessment, together with comparison against practices/performance in other jurisdictions, stakeholder consultations formed the overall basis of the current state assessment.



Current State Findings

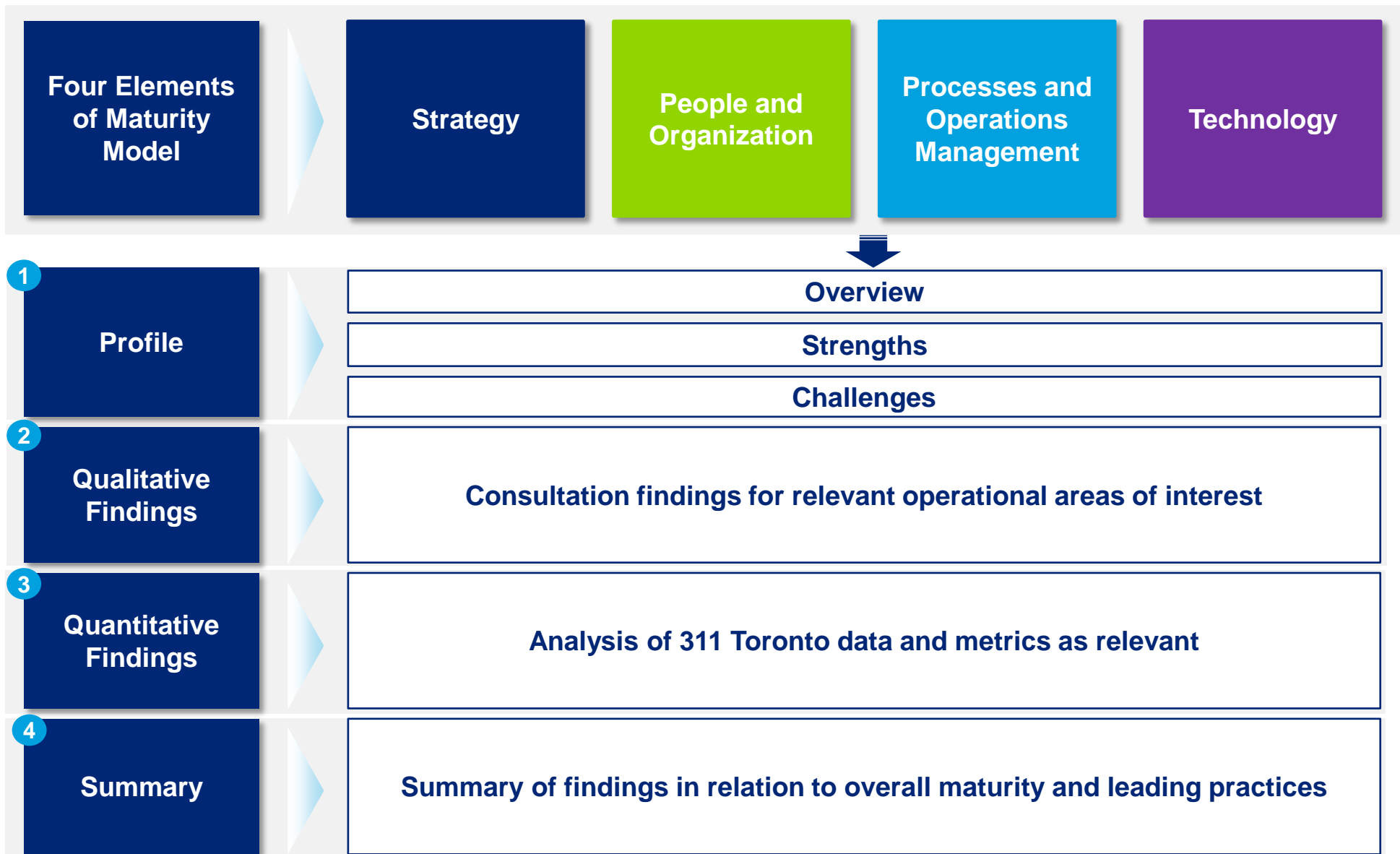
Within each focus area, both quantitative and qualitative elements were assessed in order to determine maturity and understand potential issues

- The current state assessment outlines both qualitative and quantitative findings for each of the areas within the contact center maturity model.
- The considerations outlined below provide important information on how to accurately interpret the findings and analysis.



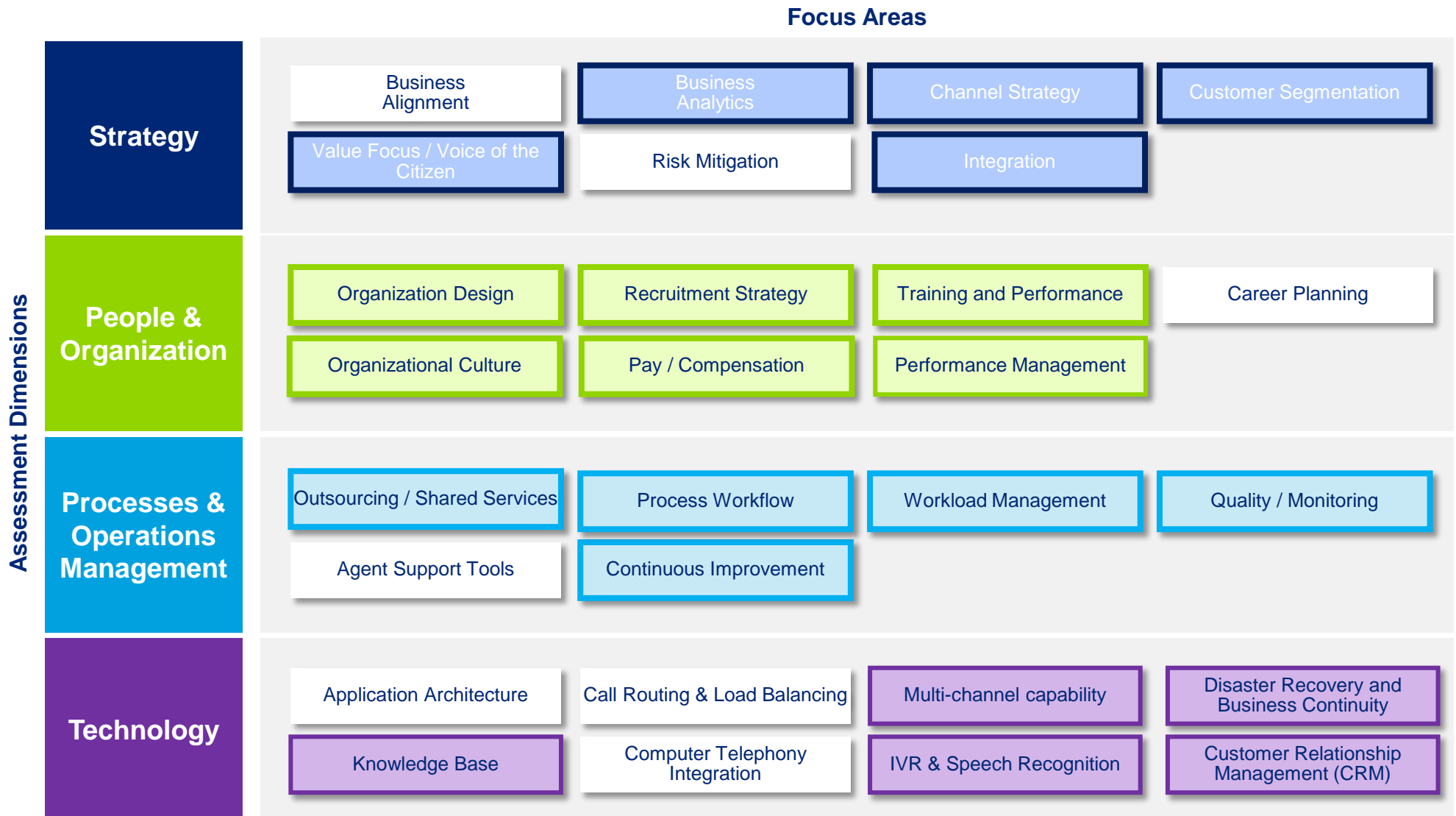
The detailed assessment incorporates a number of key elements, including findings and comparison of performance against other jurisdictions

The following pages provide details on each of the dimensions and focus areas of the current state assessment, and incorporate information such as strengths, challenges and review of performance metrics, as depicted below.



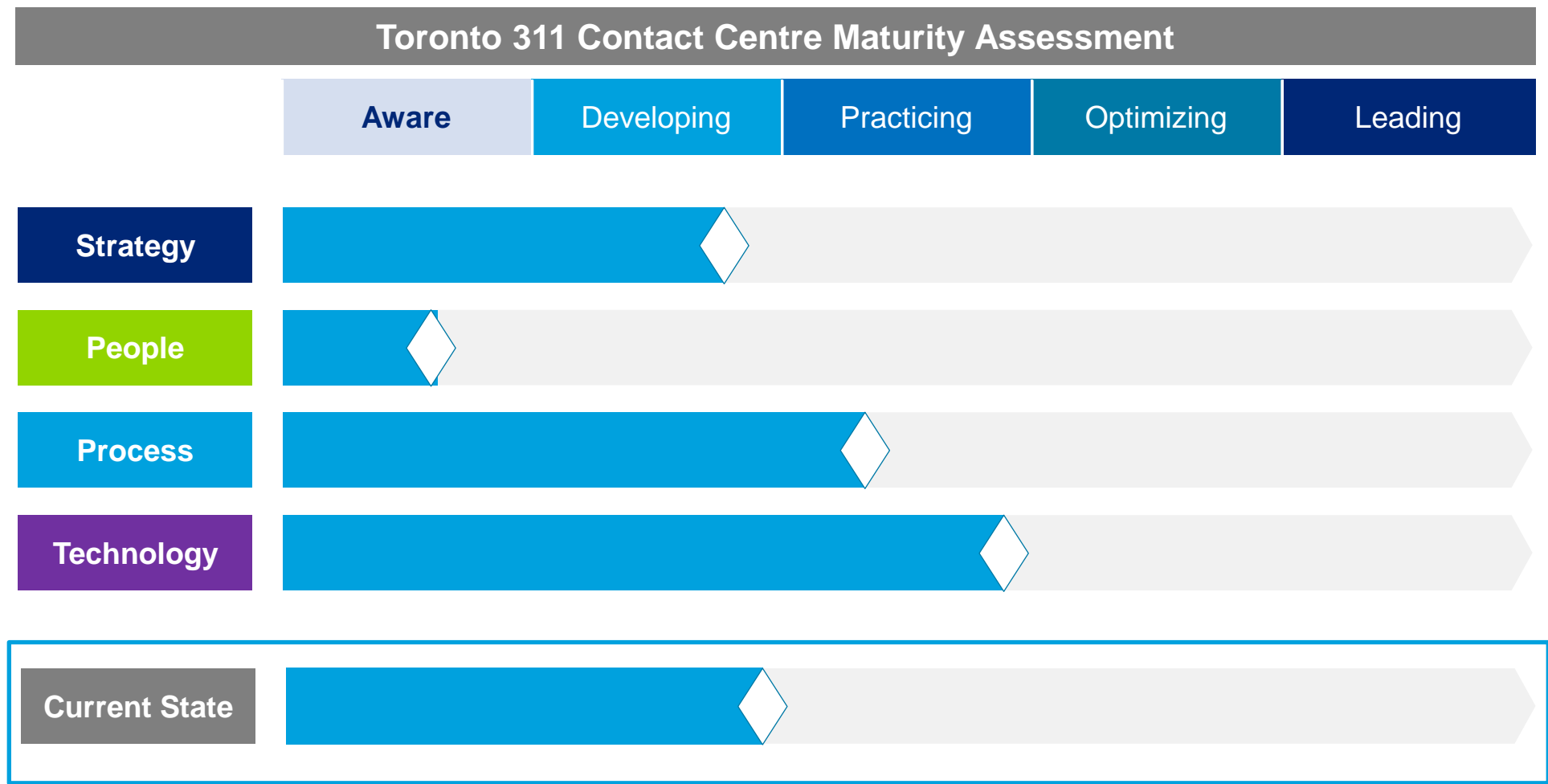
A number of focus areas were selected from each dimension of the maturity model

Within the maturity model, we focused our assessment on specific areas, based on discussions with management and the defined scope of the project.



Overall, the 311 Contact Centre appears to be in a “developing” stage of maturity

- The assessment of 311 Division’s capabilities entailed an analysis of quantitative and quantitative factors within the constraints of the defined scope and data and time available to complete it.
- Across all areas of the maturity model, 311 Toronto Division shows a growing level of maturity, with “Technology” element being assessed as the most mature.



Strategy

311 has a customer-centric strategy, which will need to be balanced with operational efficiency and costs

Overview

- 311 Toronto was implemented in 2009 to improve customer satisfaction with public services by ensuring timeliness, ease of access, knowledgeable staff, resolution of citizen issues and overall positive experiences.
- As such, 311’s Vision is to ensure that all residents, businesses and visitors receive convenient, prompt, and reliable access to accurate information and non-emergency City government services.
- Similarly, 311’s Mission is to ensure that its service strategy will enable the City to provide excellent service to the public 24/7, making the best use of staff expertise, resources and technology.
- Based on these objectives, 311 Division has used a phased approach to integrate with other city divisions. It has leveraged historical data to forecast volumes and enable timely response, add additional channels such as twitter and mobile to improve accessibility, build a comprehensive knowledge base and other tools that support knowledgeable staff, and focus on soft skills to improve overall citizen experience.

Strengths

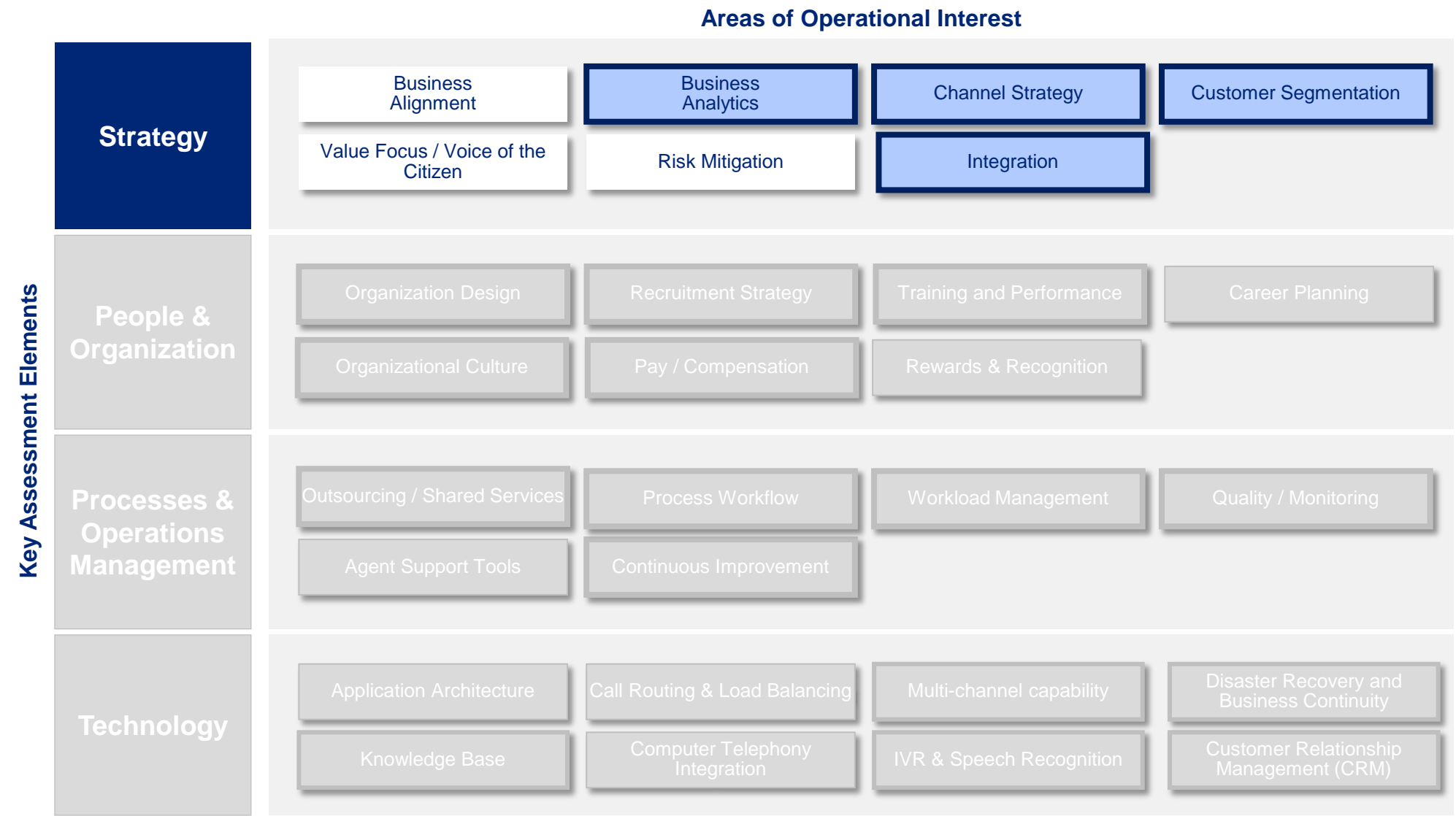
- 311 is actively pursuing opportunities to leverage its data to improve accountability and accessibility.
- 311 has processes in place to evaluate opportunities to integrate with other divisions and partners.
- 311 enabled the ability to have requests submitted directly to divisions rather than going through a triaging process, based on an analysis that suggested a 95% rate of accuracy for citizen-entered requests..
- Citizens are pleased with 311 services; 90% of callers report being satisfied with the service

Challenges

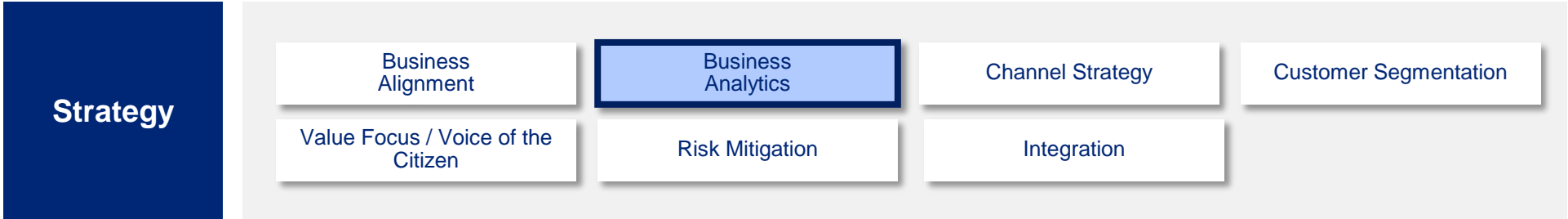
- Existing technology and data are not yet being fully leveraged.
- Although some information is collected through the Ipsos Reid satisfaction survey, there is a limited amount of information that is collected on customer profile and/or and channel preference (e.g., general inquiry).
- Although the relationship with integrated partners is improving, trust-building and collaboration could be improved.

The assessment of 311’s strategy focused on four specific areas

The focus areas are highlighted below.



311 Division has only existed for 3 years and is therefore still evolving its business analytics capabilities



Business Analytics

- **Investments in integration continue to evolve.** 311 has made considerable investments in enabling technologies that allow for robust business intelligence.
- Initially, these technologies were not fully leveraged for a number of reasons including :
 - Lack of historical data to allow for meaningful analysis / forecasting;
 - Developing understanding of the possibilities associated with technology investments;
 - Evolving understanding of the type of data and information that is of strategic interest (both internal to 311, and more broadly across Divisions and the City); and
 - Limited availability of dedicated staff to focus on analytics.
- **Analytical capabilities are maturing.** 311 is still in the process of fully exploiting existing analytics tools, however, reporting capabilities appear to be improving along with the level of awareness and capability to make use of the available data.
- The division has recently completed an initial phase of a business intelligence project which integrates data from a number of 311 systems (e.g., Lagan, Verint, Cisco, etc.), as well as the back end systems of integrated divisions (e.g., Hansen, TMMS, IBMS, etc.).
 - The objective of this project is to improve transparency and knowledge sharing and will include elements such as interactive mapping and dashboard summaries.
- As it continues to mature in its business analytics capability, 311 recognizes the opportunity to become a “hub” for client transaction data – providing information to support strategic decision-making, accountability and transparency with regards to citizen service delivery.

311 is in the process of developing a formal channel strategy which is expected to focus on service improvement and channel migration



Channel Strategy

- **Emerging channel strategy.** 311 has added a number of channels since inception including telephone, email, mobile application, online self-service, Twitter, fax and SMS message. The telephone is 311’s dominant channel, and has been since the Division’s inception, accounting for over 90% of contacts with the centre.
- 311 continues to mature through the development of a formal channel strategy which focuses on migrating citizens towards lower cost, self-service channels. For example, 311 has planned the development of a mobile application for select service requests and the launch of an advertising strategy to promote the online channel in fall 2012.
- **Poor adoption rates for self-service.** Self-service channels such as mobile and online tend to be used for simple, non-urgent requests – i.e. 30% of mobile requests are related to reports about graffiti. However, adoption of self-service channels and mobile applications have been slow as compared to other contact centers where uptake ranges between 20%-50%*.
- **Inconsistent use of social media.** Twitter is generally used to push information proactively to the public (i.e. reminders about upcoming registrations or city events) as opposed to being used for service requests which can be difficult to manage and create privacy issues if personal information is included. There appears to be no formal strategy for Twitter and social media, however, the Division has been monitoring how other Cities use these tools (e.g., use of Twitter by NYC 311), in order to understand opportunities for Toronto.
- **Email channel could benefit from standardized approach.** Email requests tend to be more complex – and currently, there is no standardized “form” to help categorize inquiries or requests. Consequently, response times are longer as the specific requests have to be manually categorized and the appropriate service / response identified.
- **Additional channels perceived to drive volume.** As the 311 service becomes better known, its uses continues to grow. There is a perception that the existence of additional channels will lead to higher volumes. Based on 311 data, however, additional channels have not led to a higher volume of offered overall contacts.

*Range based on a diversity of past clients from both public and private sectors, as well as current consultations with a diversity of international contact centers

At present, 311 continues to explore opportunities to better understand its customers – both citizens and Divisions alike



Customer Segmentation

- **Limited customer segmentation.** Through the Ipsos Reid Client satisfaction survey, the city has been able to collect some information on the type of customers that contact 311. While customers span all demographics the majority are over 65 or 45-54. The city has not done any formal customer segmentation, because of privacy laws that prevent the collection of personal information and the broad range of services/inquiries offered to all populations.
- Other than information collected when a service request is initiated, interviews indicated that no additional demographic or segment data has historically been of interest/required for 311 for general inquiry services provided. Privacy restrictions (MFIPPA) are a key constraint prevent the collection of many forms of demographic data.
- **No classification of general inquiries.** General inquiries account for approximately 70% of total transactions and are currently not tagged or classified. Home or property owners are believed to be the mostly likely segment to contact 311 for service requests, however no such segment has been associated with general inquiries.
- **Recent survey could be a starting point.** The recent Ipsos Reid Client Satisfaction Survey (Fall 2012) may however provide some insights as could Speech Analytics.

Value Focus / Voice of the Citizen

- **Incomplete divisional understanding of 311's value.** Other City Divisions don't often see the full value of the service, viewing it as a cost centre. However, this is changing and 311's role in implementing the City's customer service strategy is being recognized along with its value in providing a rich source of information and insight around citizen wants, needs, and behaviors.

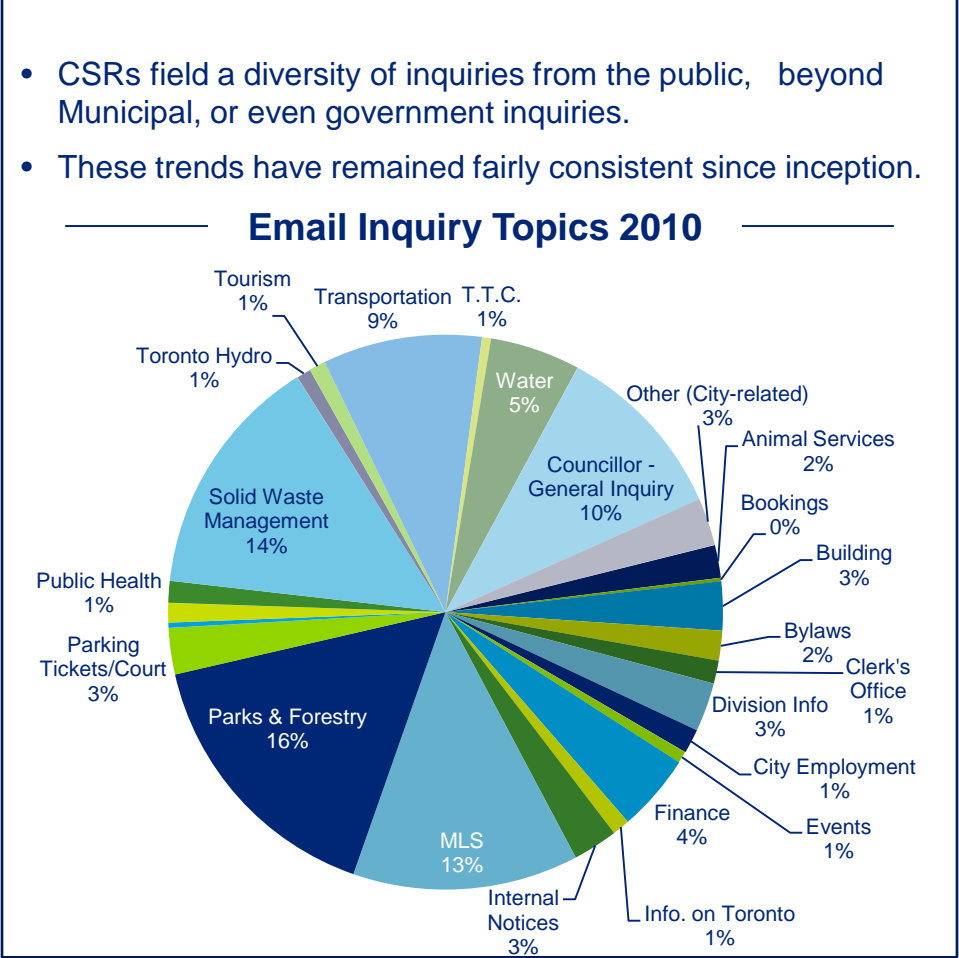
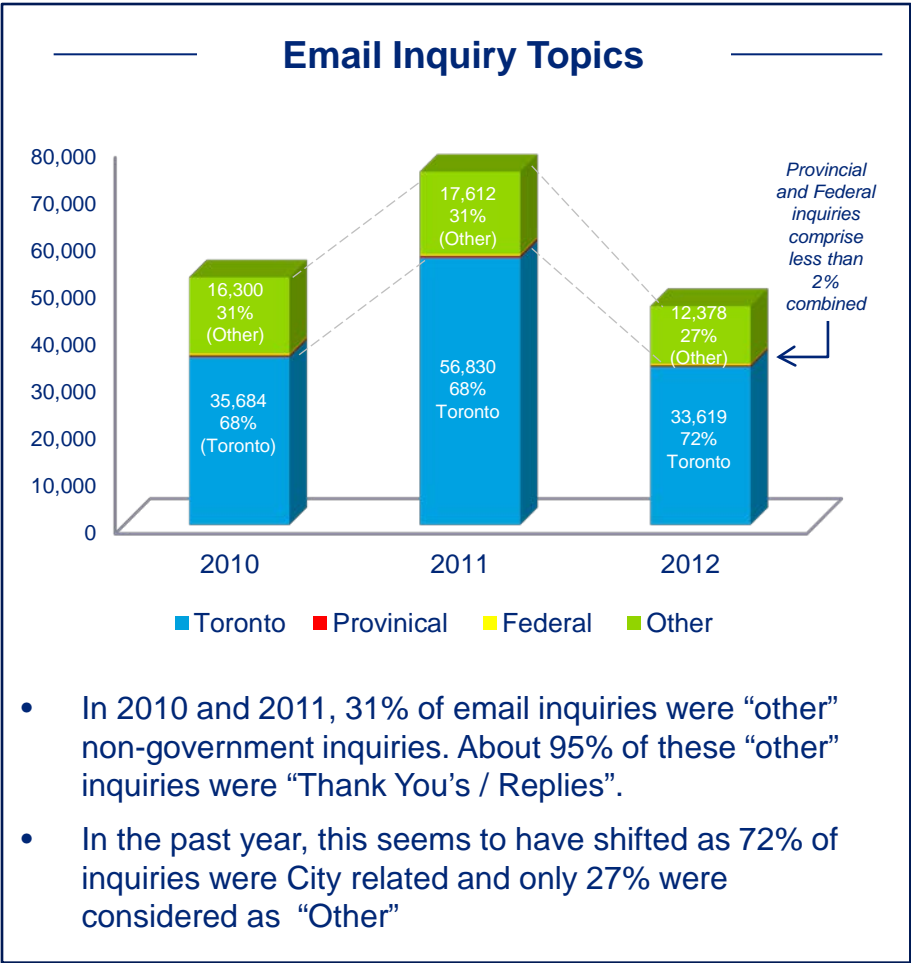
Although it has the most end-to-end service request integration of any jurisdiction in North America, there are opportunities for further integration



Integration

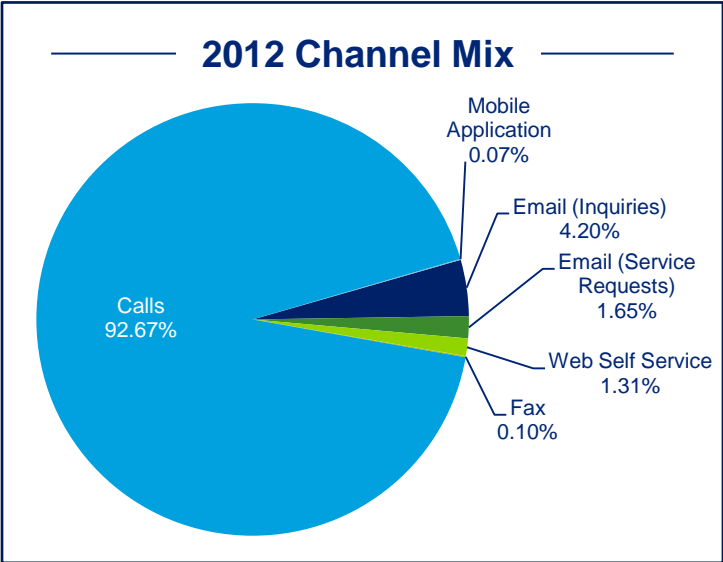
- **Service requests entered directly into division’s systems.** Service requests appear to account for approximately 30% of 311’s total contacts. Of this 30%, some requests require 311 intervention (i.e. triage, input over phone), while others are self-serve and are automatically assigned to the responsible Division.
 - 311 is integrated with 5 other City Divisions. This enables direct entry of service requests into each of those Divisions’ individual systems for immediate processing. It also facilitates easy tracking of service requests (e.g., garbage pick up) by the appropriate Division, by 311 or directly by the citizen.
- **Established process and team to identify and implement integration opportunities.** One of 311 Division’s key priorities is to evaluate opportunities to further integrate services with other divisions or partners.-311 has a dedicated team to support the identification of integration opportunities – this team is equipped with the tools and processes to support integration (i.e., documenting of processes, working with Division and 311 stakeholders, etc..), and enable a focus on enhanced service delivery.
 - Further integrations have been constrained by budget limitations. However, this should be revisited as further integrations increase the value of 311 to citizens and City Management.
 - Complete integration with backend systems remains a challenge that prevents automated report-back and tracking of service requests through to fulfillment for CSRs. This is consistent with past audit findings.
- **Integrations are still complex and there are constraints due to budget implications.** While the value of 311 increases with each additional point of integration, the process “to get there” is time-consuming and complex and has an impact across Divisions in terms of change, effort, commitment and learning curve.
 - Relationships with integrated Divisions improving. There is opportunity for further collaboration and integration. However budget constraints have limited new development.

The contact centre handles a diverse range of inquiries



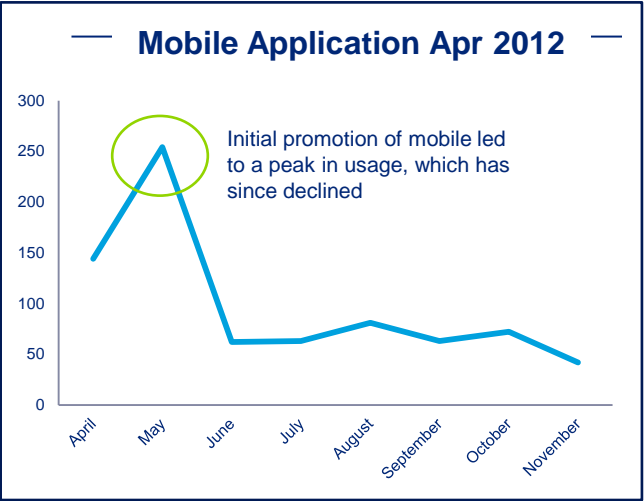
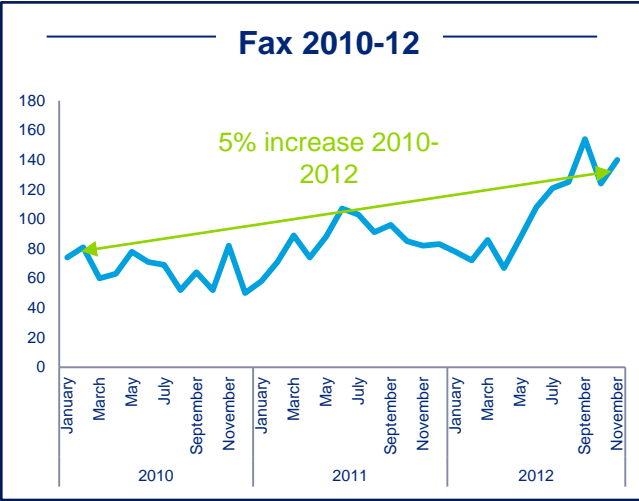
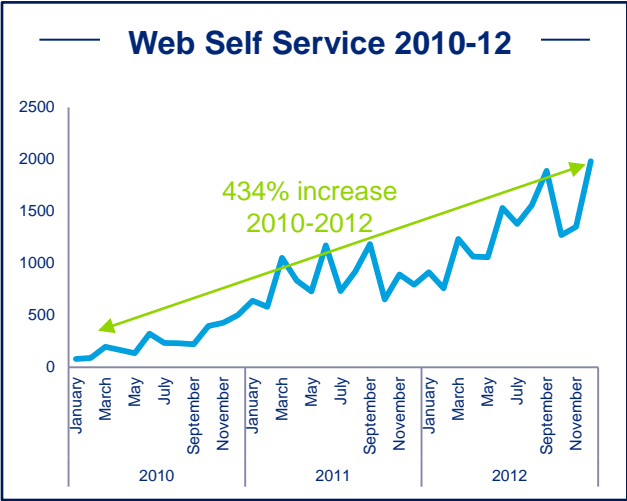
- Unrelated calls may continue to fall as citizens become better informed about 311.
- The diversity of topics may continue to increase as more and more Divisions and services are integrated with 311.
- The addition of “soft phone” capabilities which are currently under development will allow CSRs to link KB articles to calls, thus providing a more accurate indication of call topics for inquiries. This will be particularly important considering that 311 often handles multiple inquiries per call. Currently, the percentage of inquiries is estimated by subtracting the volume of service requests from the total call volume and does not provide an indication of inquiry topics. Based on this analysis, 311 estimates that about 70% of calls are inquiries.

93% of contacts occur through the phone channel, with 311’s total contacts across all channels increasing year over year



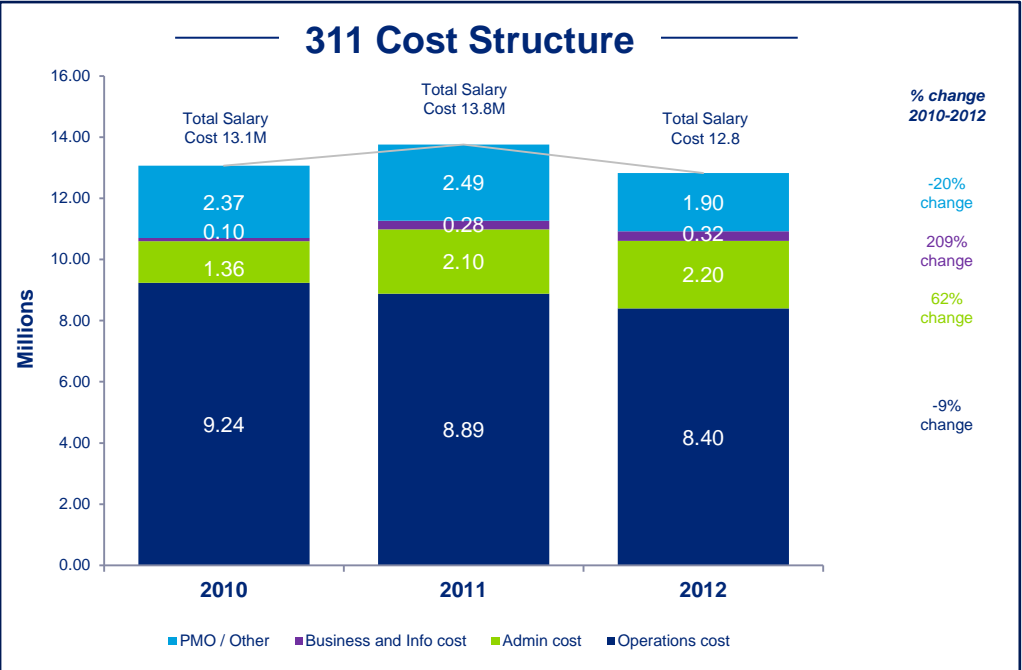
- In terms of channel mix, 2012 is fairly representative of previous years, with calls making up the vast majority of 311 contacts.
- The use of web self-service has increased dramatically since launch; 2012 saw a 57% increase over 2011.
- Mobile Application and Fax account for less than 1% in all years, although mobile application may grow over time.

Total Contacts Across All Channels (calls answered)	Year
1,036,595	2010
1,092,643	2011
1,219,958	2012

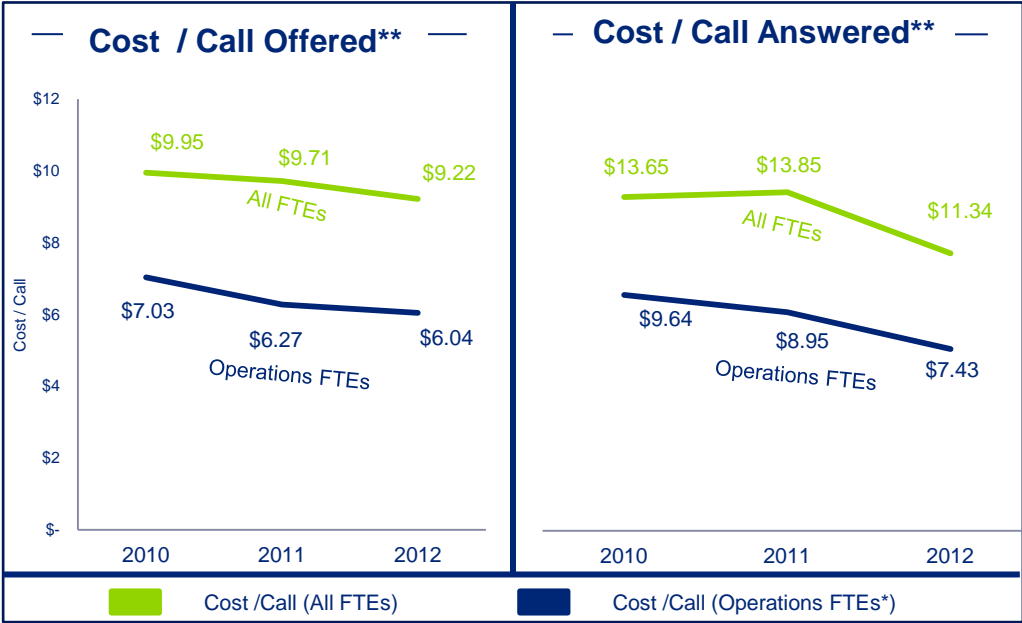


- While email inquiries (especially self service) follow a seasonal pattern similar to calls, other channels seem to be influenced by factors beyond weather. This is evident in the growth in web self service, fax, and steep decline of mobile application since launch its in April 2012.
- All fax communications with the City flow through 311 and are mainly comprised of legal paperwork for land-transfers and other city business.
- It is interesting to note that the addition of new channels has not resulted in a drastic number of additional contacts or changes to channel mix.

Operations appears to account for most of 311's FTE costs

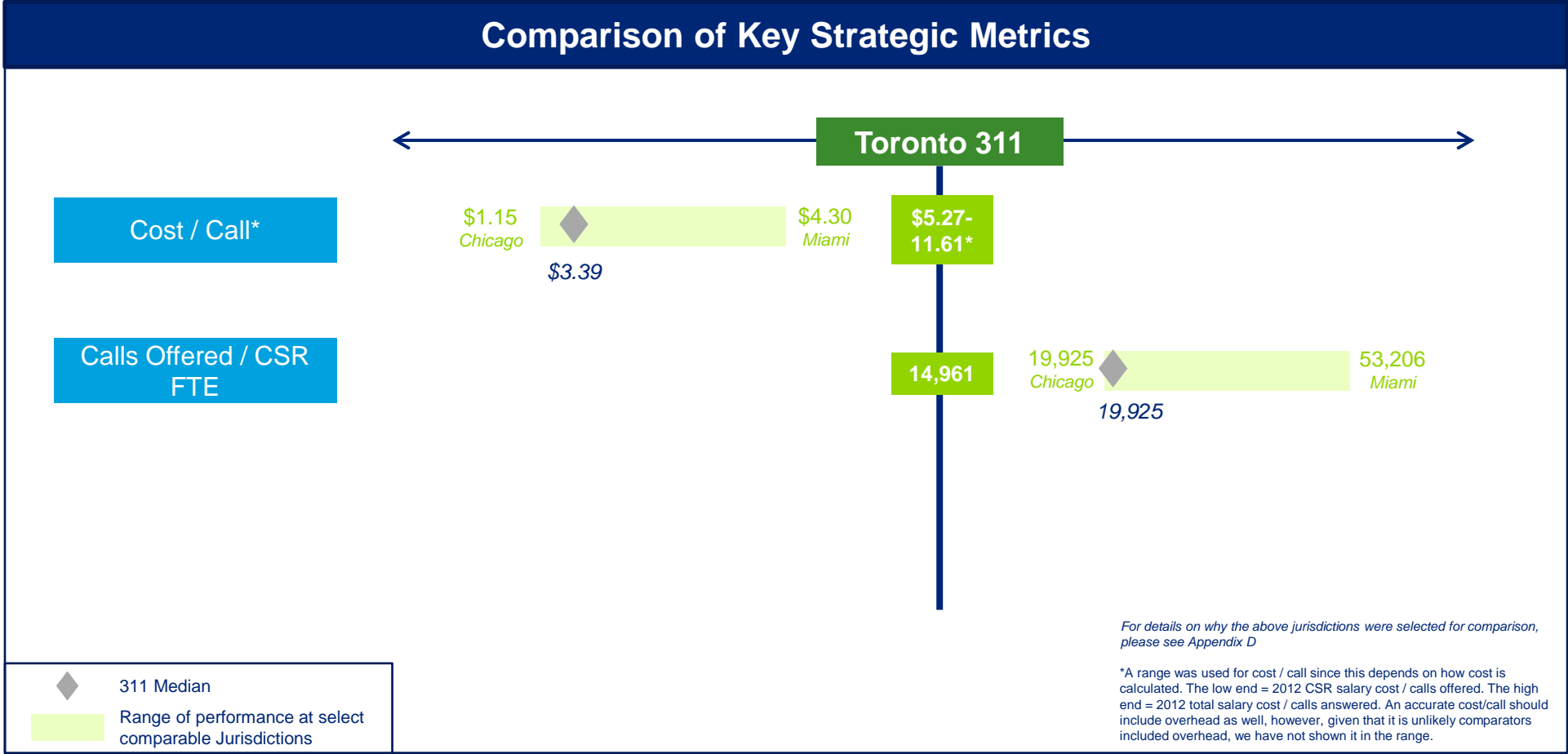


- This cost structure analysis highlights changes in 311's salary costs over time and does not include rent, utilities, or other costs.
- Over the course of the past three years, total salary costs have decreased by 2%. The majority of this decrease is the result of decreasing PMO and operational costs – salary growth occurred in administrative and business/info categories.
- Business and information costs have seen the highest percentage growth, while PMO costs have seen the highest percentage decrease
- Decrease in PMO may be due to fewer integration projects, while growth in Business and Information costs could be due to a number of ongoing initiatives to improve reporting and analytics.



- The cost per call offered provides a basis for comparison with other jurisdictions.
 - However, cost per call answered provides insights into CSR effort.
 - It is unclear whether other jurisdictions include only operational FTEs (CSRs & supervisors) or all FTEs, consequently we show both figures. However, the most accurate cost per call figure should include overhead and other expenses.
 - Cost per call has been decreasing steadily. Sharp decreases in cost per call answered are partly due to improved service level performance in 2012, and partly due to lower salary costs.
- *Operational FTEs include: CSRs, their direct Supervisors and Manager of Operations.
**Based on 2012 Actual Costs

Jurisdictional comparison suggests opportunities to further optimize 311's performance on cost per call, and calls offered per FTE



- Toronto's 311 CSRs appear to field fewer average calls per agent. However it is important to acknowledge that not all call types are equivalent; service requests are associated with different times compared to inquiries.
- While labour market differences may affect the comparisons, there may be room for improvement in cost per call, and calls per FTE. However, the steady improvement in cost / call and service levels may suggest that 311 Toronto appears to be on the road to achieving similar benchmarks over time.

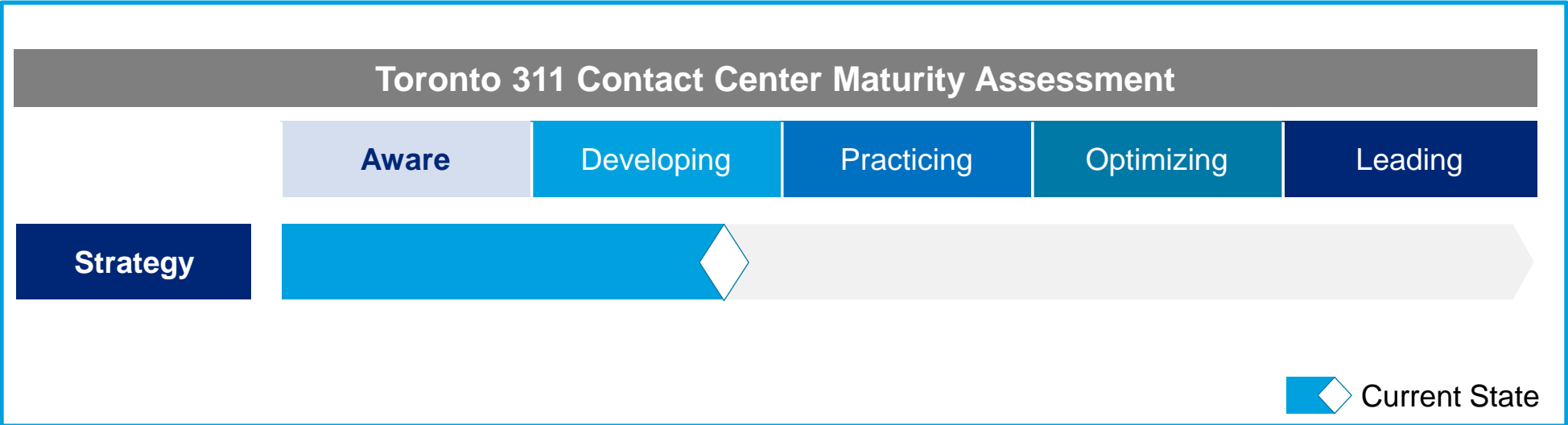
Overall, 311 division continues to mature and can leverage leading practices and lessons from elsewhere

Leading Practices

- Many jurisdictions including New York, Chicago and Baltimore actively use the data collected by their centres to support improved City-wide decision making.
- Many other 311 contact centres are being used to help raise civic engagement around specific city issues including possible health or safety threats, or public issues (e.g., Bed Bugs, Graffiti, etc.).
- This has been accomplished by setting up and promoting 311 as a centralized hub for information, and also an enabler for citizen empowerment.

Implications for Toronto 311

- Consistent measurement and analysis of 311 service request and inquiry data will continue help improve accountability, accessibility and service delivery.
- Demands on 311 are likely to grow through a network effect as more and more Divisions and services are integrated and care will be needed to ensure that there is no negative impact on quality.
- As the service integrator, 311 could become the one-stop shop for Divisions seeking insights about customers.



People

Managing absenteeism, improving morale and re-structuring the organization are all potential ways to improve staff productivity

Overview

- At inception, 311 was largely staffed by transfers from other divisions (e.g., Access Toronto, Finance & Administration, etc.). Recruitment has since expanded to include both internal and external candidates, with a focus on those with previous contact centre experience.
- Performance management, attendance, and adherence processes have continued to evolve in an effort to increase staff engagement and to support service delivery effectiveness.
- Currently a blend of full and part-time staff are used to manage inquiries and requests across the various channels supported by 311.

Strengths

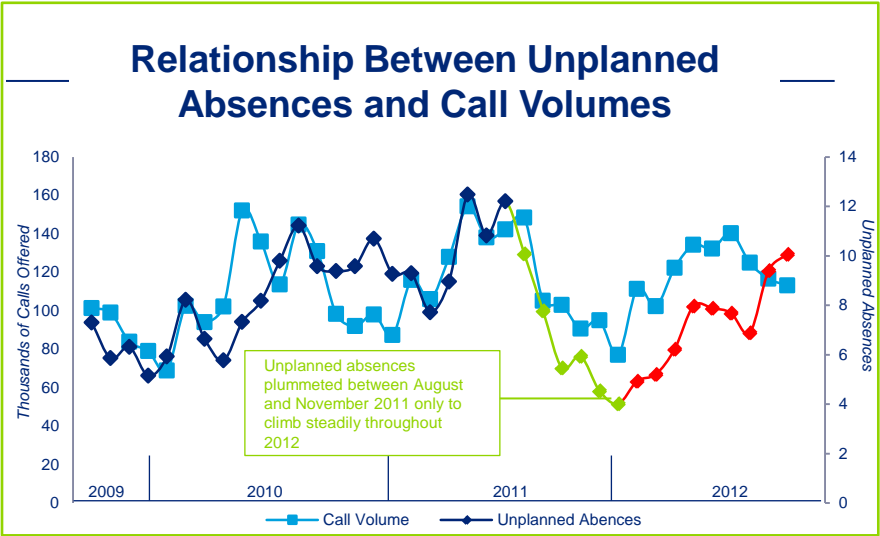
- 311 has a well-defined performance management process where calls are randomly and transparently selected for assessment.
- Quality assurance assessments appear to be conducted in a way that encourages open dialogue between management and staff – and enables coaching. This has improved trust and understanding of expectations.
- With the recruitment of staff from other Divisions, 311 has been able to take advantage of considerable institutional knowledge.
- The use of part-time staff provides scheduling flexibility to meet varying demand and for nights and weekends.
- 311 management has good relations with its union, highlighted by collaboration and open communication.

Challenges

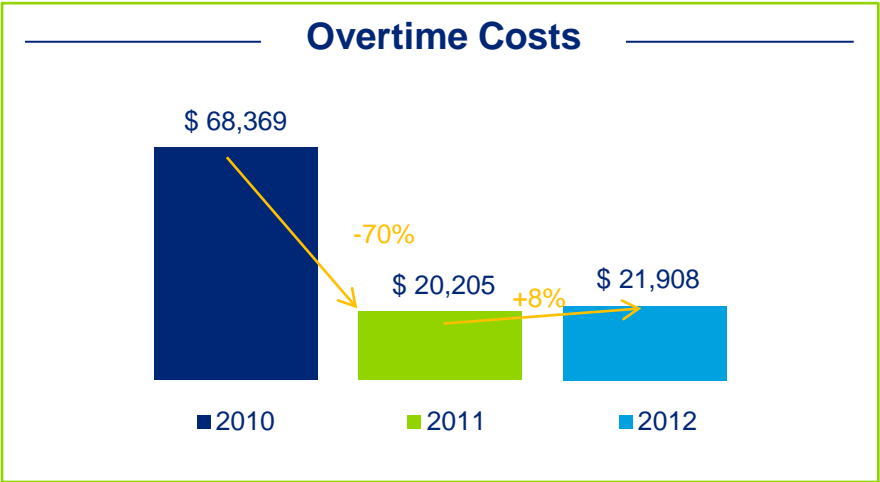
- Despite increased rigour, absenteeism continues to be a challenge. This results in scheduling / coverage difficulties, in addition to having a cost impact.
- The organization's structure has evolved to include a more robust information management section, however, the centre's overall organizational design has not been formally re-evaluated to determine the optimal structure for the present environment
- The current training program is classroom-based and is seen by some as less valuable than “hands on” training with increased focus on building comfort and confidence.
- The collective bargaining agreement constrains the types of incentives that can be offered to CSRs.

Management efforts to contain absenteeism in 2011 appear to have had some success, and 311's overtime costs have significantly decreased

As of December 31 2012 	Part Time CSRs		Full Time CSRs	Supervisors	Span of Control 1:20 employees <small>*May be supported by other scheduled supervisors as required</small>
	37 FTEs		56 FTEs	7 FTEs	
	\$30.00 – 31.88/hour		\$31.88 – 32.87	\$43.79 – \$51.56	



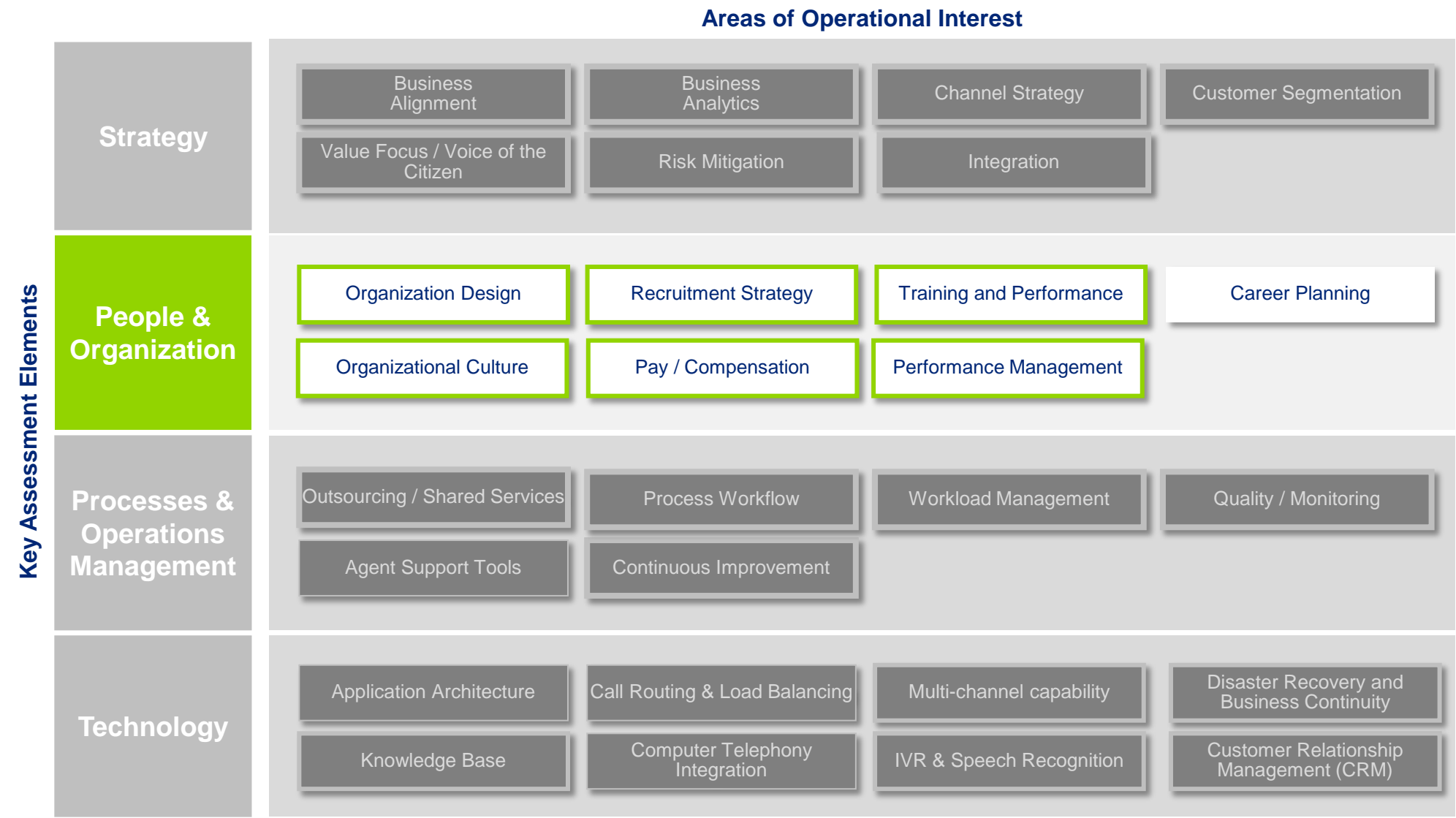
- Unplanned absences dropped notably starting in September of 2011. In 2011 21,694 hours of sick time were paid, compared to 14,977 hours in 2012; a 31% decrease which also translated to a 30% decrease in associated costs.
- Absences have been on the rise throughout 2012 from an all-time low at the end of 2011 which is partly due several critical illnesses and several serious injuries that saw eight people on long term absences in 2012.



- These overtime figures are adjusted for statutory holidays and IT standby which have been included in the past.
- Although there was a slight increase in overtime costs in 2012, overall costs have decreased dramatically since 2010 which, in addition to being the first full year of operations, was also host to G20 and the election.

The People and Organization assessment focused on six specific areas, including organizational design, culture and performance management

We focused on the areas highlighted below:



The organization's structure and recruitment strategy may need to be revisited to address changes to operations and lessons learned



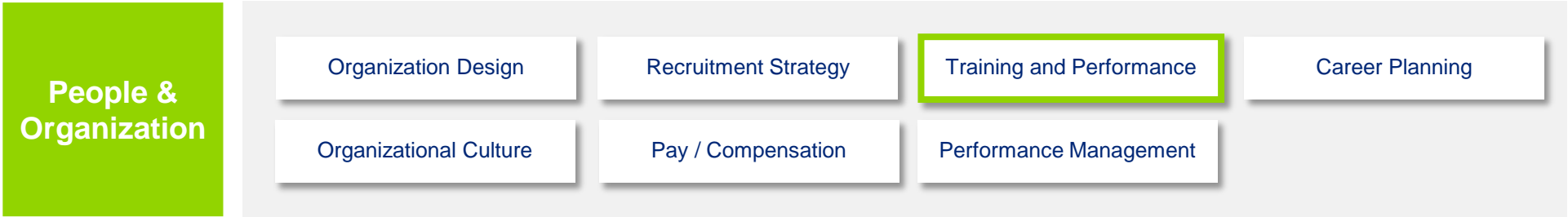
Organizational Design

- **Current organizational structure was designed prior to 311 launch.** The initial organization structure was designed using a variety of assumptions. The experience of the last three years has provided enough data to be able to revisit and validate those assumptions and to address issues related to staffing, scheduling and other areas. However, the overall structure has not recently been reviewed .
- **Remote or virtual access models have been explored but not implemented.** The organization currently includes a mix of both full and part time CSRs, with supervisors and management for oversight and support. All staff are onsite in a single facility.
 - Currently, no remote or virtual access model(s) are used to supplement the in-house resources. The technology to support remote access is available and has been tested by members of the Management team.
 - The concept of “virtual” agents has been identified as a key opportunity for cost saving and efficiency – particularly to support coverage, seasonality and response to unexpected events (e.g., storms, City events, etc.). To date, perceived collective agreement constraints have prevented further exploration of this model.

Recruitment Strategy

- **Institutional knowledge has been effectively retained.** 311’s staff was initially drawn from other City Divisions. Therefore, many of the CSRs had existing knowledge and skills which allowed them to become productive quickly as they were able to leverage their knowledge to help them along the learning curve associated with the new position.
- **Recruitment strategies are now focusing on experience and talent.** As 311 continues to evolve, internal and external candidates– and particularly those with previous contact centre experience– are being considered for full and part time positions. Flexibility and availability are key selection criteria for potential hires.

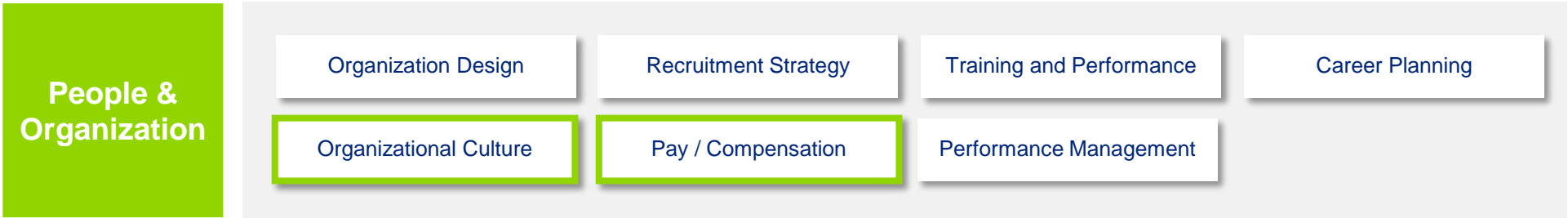
Alignment of training and performance expectations could increase staff engagement and productivity



Training and Performance

- **5 week training mainly focused on City operations.** 311 has developed a comprehensive 3 week orientation program for its new CSRs that incorporates both a 3 week in-class component as well as 2 weeks of “hands-on” shadowing that includes soft skills and on-the-job training.
- CSRs reported that City operations are often changing and this training is not directly linked to their performance evaluations in the way that soft skills are. As such, a preference for soft skills training was expressed over training focused on City operations.
- **Staff have suggested a preference for increased soft-skill training.** Staff feel that the “on the job” aspect of training (e.g., using the Knowledge Base, answering calls, etc.) is much more valuable and effective in achieving confidence, comfort and success in responding to customer contact. There may also be a need to focus on CSR performance expectations, soft skills and hands-on practice.
- **On-going training supplements the initial orientation.** On-going training is also provided to CSRs. 311 specific e-learning is offered, as required, to support any changes to processes and to support knowledge development. Staff members are allocated time within their individual shifts to complete training modules.
- As the complexity of service delivery increases (e.g., from the integration of additional Divisions), more robust training is being provided along with support from subject matter experts (i.e., assigned resource from the Division that is available on-site).
- **Cross training is limited to evening and overnight staff.** Evening and over-night staff is currently cross-trained to answer both the phone, and to complete correspondence related tasks (e.g., responding to email). Not all full time staff are selected to be cross-trained, which was noted by management as a strategy to improve efficiency and quality of response as it allows for increased flexibility in scheduling and improved ability to handle fluctuations in volumes across all channels.

While collective agreements may limit pay and reward flexibility, efforts to improve culture are key to increased productivity and efficiency



Organizational Culture

- **There is room to further engage CSRs to improve productivity.** To some extent the collective agreement constrains flexible scheduling of full and part time staff members. This can also limit the type of reward and recognition activities that can be offered to staff.
- **Morale remains a challenge.** Staff morale and engagement can be a challenge to sustain, despite efforts to build an inclusive and collaborative environment. However, as based on interviews with centre management, morale appears to have improved marginally since the centre’s opening in 2009.
- **Centre’s culture focuses on citizen service.** 311’s culture is thought to be different, in some cases, to that of other City Divisions which have more of an operational focus. This can impede collaboration due to perceived differences that exist between 311 and divisions in terms of their goals and purpose (for example, citizen service versus operational priorities).
 - For example, 311 sees itself as having a culture of “citizen service” when responding to quality inquiries, whereas, some Divisions may have a focus on operational demands creating tension between the need for accountability and operational constraints that can challenge working relationships and morale.

Pay and Compensation

- **Wages are above average.** 311 staff wages are higher than the industry average for a contact centre.
- The overall compensation package for 311’s CSRs is also competitive and includes overtime, shift premiums and sick days.

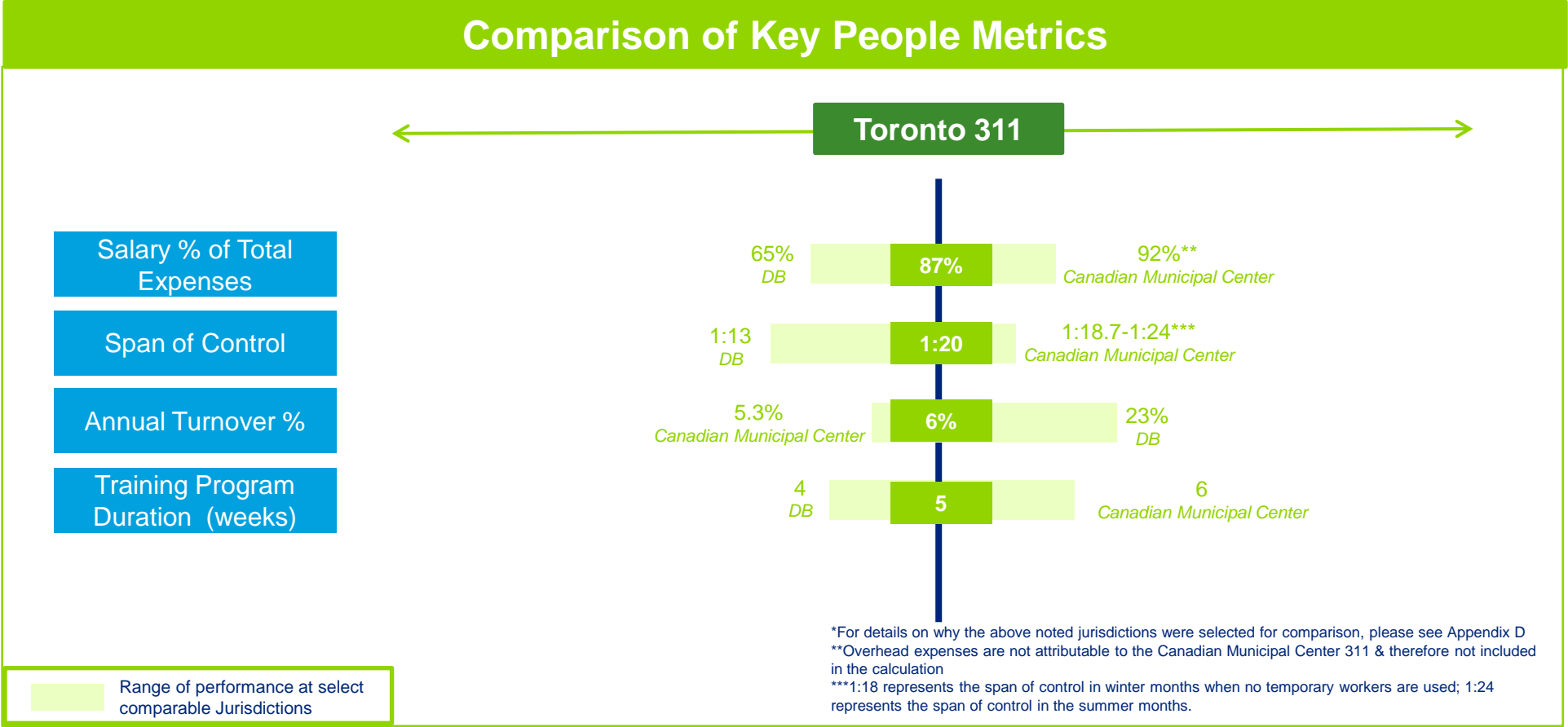
Performance management processes continue to evolve, however absenteeism will need to be monitored continually



Performance Management

- **Key metrics are tracked and communicated to all staff.** In terms of broader performance management, the centre measures and communicates a number of different metrics and staff members can readily see how the centre is doing against established performance targets (e.g., adherence, talk time, resolution rate, etc.).
- **Performance is partly managed through coaching.** Expectations for performance appear to be clear and supervisors address any discrepancies on their teams through a well-defined process that includes coaching and support.
 - Routine and scheduled quality management meetings with CSRs are used to help identify performance issues, and to encourage performance improvement.
- **There is a formal program to manage absenteeism, which has had mixed success.** Absenteeism is a significant challenge. Although there is an ongoing effort to document, communicate and record instances of absenteeism, it continues to be an issue. An absenteeism management program (which monitors and measures trends in employee leave, etc.) has been implemented and although it seemed to address the problem for a while, the trend is once again a challenge.
 - Despite communicating that attendance is a factor in CSR performance evaluations, career progression and / or special assignments, unplanned absenteeism continues to be a challenge.
 - In order to support staff that have noted attendance issues, 311 has rehabilitation and / or assistance programs to re-integrating staff as required.
 - In addition to concerns regarding unplanned, short term absenteeism, there is also a cost associated with long-term or planned absences (e.g., long term disability leave, etc.) which appears to reflect the aging nature of the workforce.

Span of Control and Annual turnover appear to be similar to that of a Canadian Municipal Center’s operation



- For Toronto, salary as a percentage of total expenses is within the range observed by jurisdictions chosen for comparison. 311 call centers often do not account for all overhead costs such as rent, thereby resulting in a higher percentage than comparable private sector call centers.
- Turnover for Toronto 311 is at the low end of the observed range. The Canadian Municipal Center and Deloitte Benchmarking information show 4-6 weeks of CSR training upon hire.
- Training time appears to be at the low end when considering CSR training upon hire. Up to two weeks of shadowing is also available for CSRs, however this varies by CSR depending on their uptake of skills. Toronto offers follow up training after hire as required as well as ongoing training and formal coaching through the quality management process.

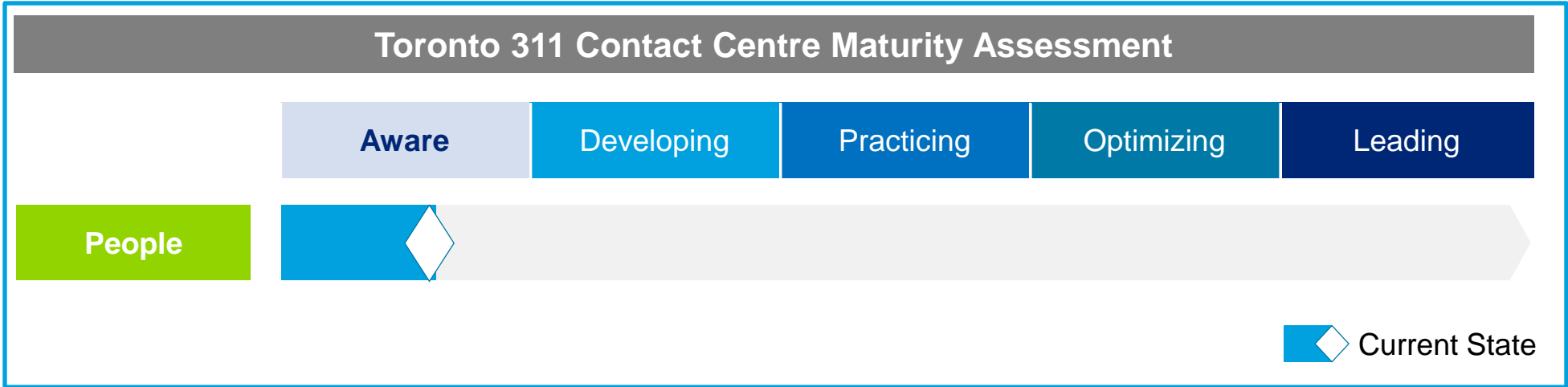
Overall, the People dimension of 311’s operation appears to be at a lower level of maturity

Leading Practices

- Contact centres often use temporary staff, rather than part-time employees, to support seasonal-demand. Virtual agent models are also being increasingly used for coverage and overflow.
 - These approaches have a variety of benefits, including cost savings or increased flexibility. Challenges may include lack of cultural integration or institutional knowledge.
- Some centres require mandatory shift rotations so that no staff are consistently on night or weekend shifts. This ensures knowledge sharing across shifts to broaden staff knowledge / experience and more consistent citizen experience.
- To support the coaching process, some centres equip CSRs with support tools like “journal or notebooks” to reinforce expectations / from coaching as notes can be used to hold CSRs accountable for improvements.

Implications for Toronto 311

- The collective bargaining agreement may limit Toronto’s ability to implement some leading practices.
- Practices used to boost morale and / or manage absenteeism must also consider collective agreement implications.
- Virtual models or remote access to information would require technology investments and union support.
- Coaching and support must be specifically aligned to known role expectations.



Processes & operations management

Overall, 311 has well-defined process and further integration with City operations could enhance efficiency and customer experience

Overview

- 311 has a variety of well-defined processes in place to support workflows, ongoing improvement, workload management and quality monitoring. The project management and operational teams support continuous improvement, and have worked closely with Divisions to further integrate services and improve the focus on citizens.
- As 311 continues to mature its processes are also evolving and need to be continually re-examined.
- Historical data has been beneficial in helping to improve certain processes such as workload management, and to forecast / schedule more accurately.
- Integrated reporting capabilities, which are under development, will facilitate the timely identification of process inefficiencies within 311 and other divisions and subsequent service improvements.

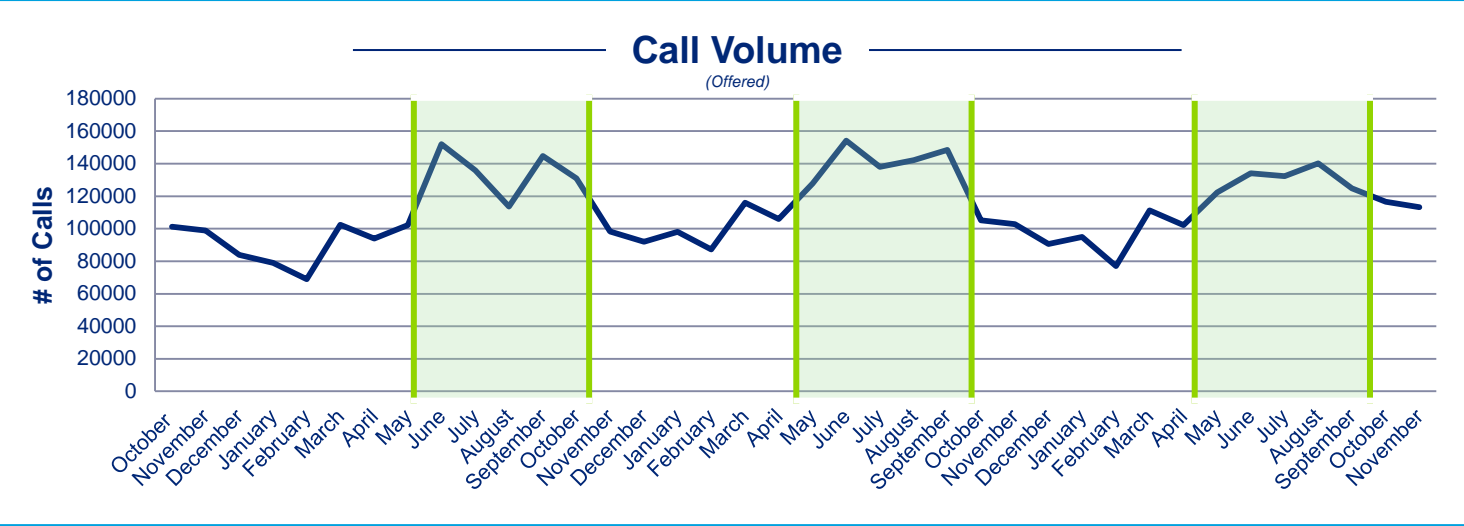
Strengths

- Generally, good data collection and performance tracking processes.
- 311 makes an active effort to define, document and communicate workflows and processes to ensure that stakeholders are well-informed, and part of the definition process (e.g., Divisions are involved in the integration and future state design process).
- Dedicated project management team available to facilitate effective integration and service improvements.

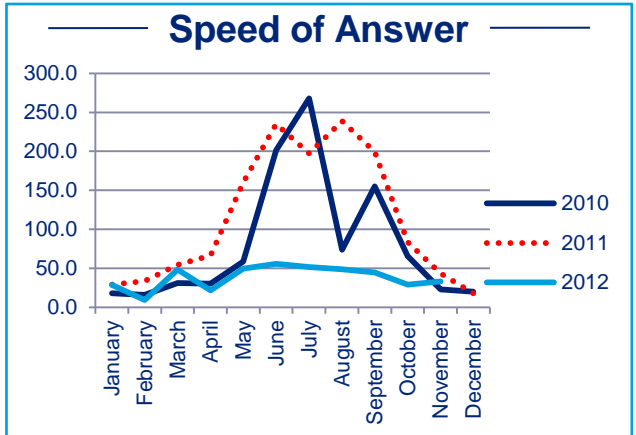
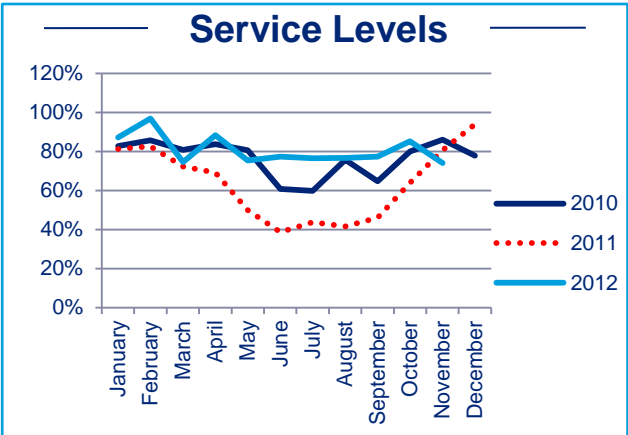
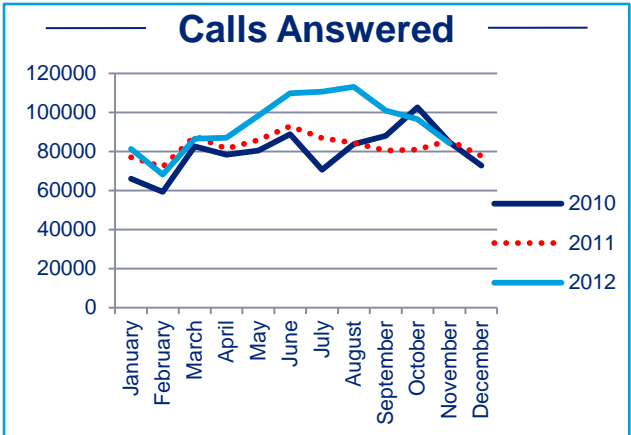
Challenges

- Integration with Divisions is still not entirely streamlined as CSRs do not have access to detailed division notes which clarify service request status. This can prevent effectively closing the loop on customer requests.
- Alternative delivery models and process flexibility are challenging within the constraints of the existing collective bargaining agreement.
- Although quality management is noted as a priority, there is limited capacity to support this need as no formal quality management team exists and supervisors have limited capacity due to their numerous roles.

There is a seasonal pattern to call volumes, which are now being better managed as a result of better planning and “lessons learned”



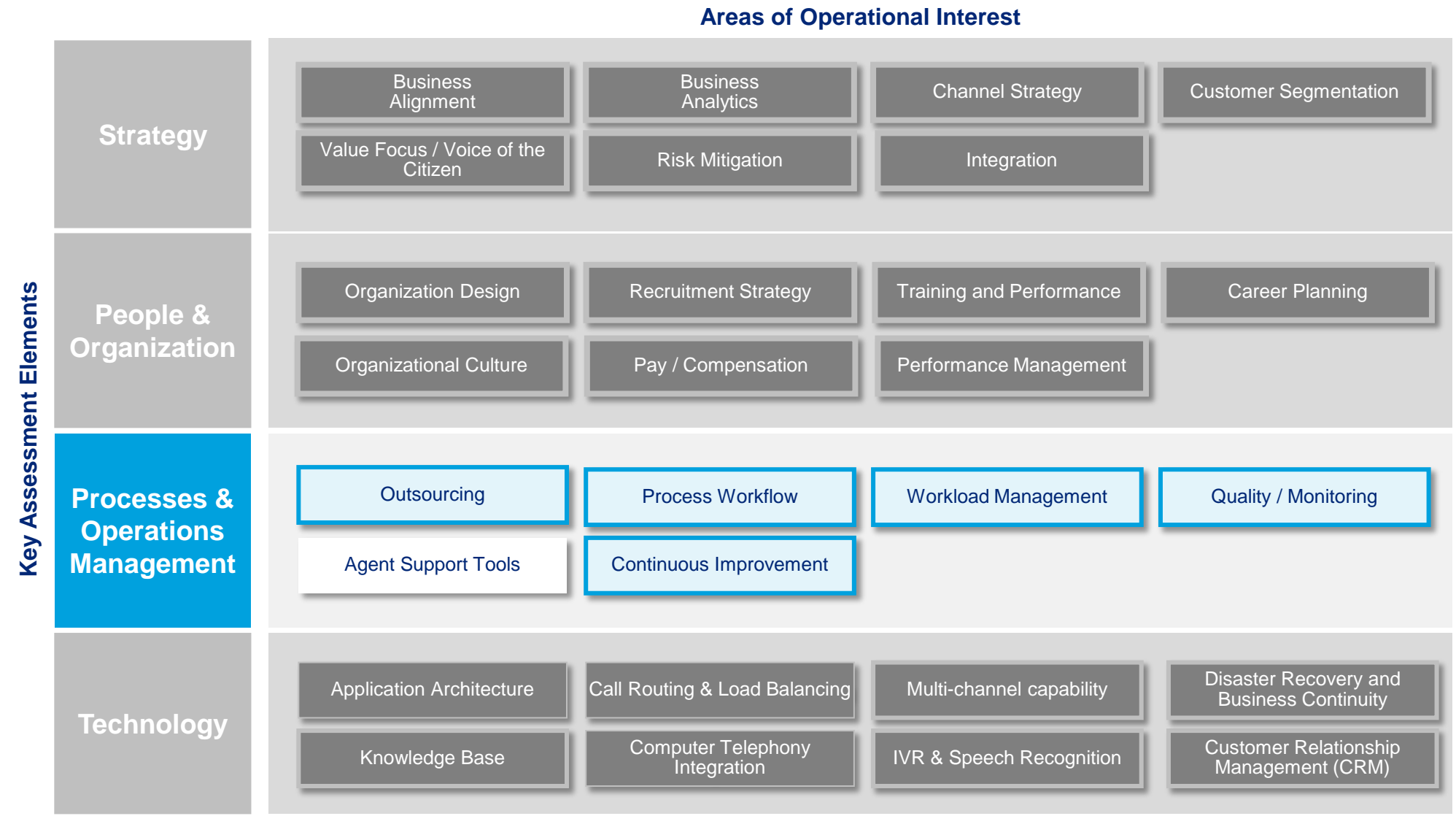
- There is a great degree of seasonality in call volumes (shaded) with higher volumes occurring during summer months
- Call volumes were better managed better in 2012, possibly as a result of better forecasting and scheduling – increased calls answered resulted in a higher service levels



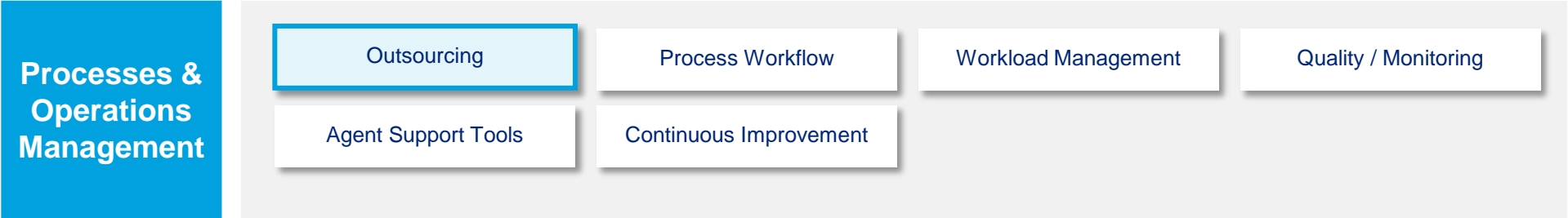
- 2012 saw the most calls answered, along with the most consistently high service levels. This improved performance and consistency holds true for a variety of metrics including handle time, and hold time.
- Similarly, across most of these metrics, 2011 appears to be the year with the weakest performance and weakest consistency in service.

The process and operations management assessment focused on five key areas, including outsourcing, quality and continuous improvement

The following pages provide details on each of the dimensions and focus areas of the current state assessment of Process and Operations, and incorporate information such as strengths, challenges and review of performance metrics.



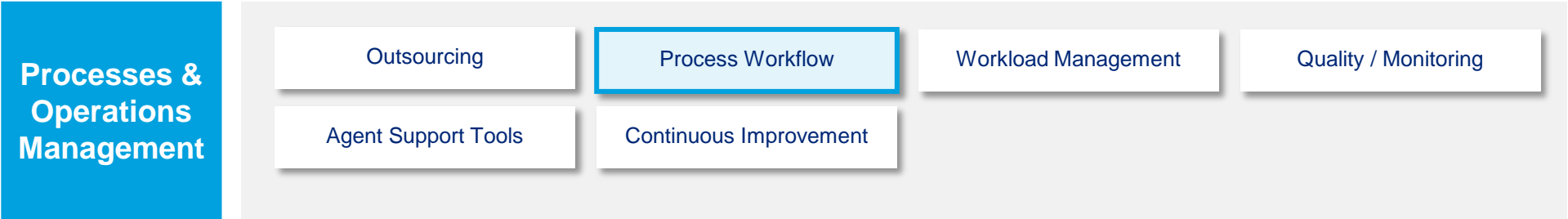
There is a limited outsourcing of operations at present, and there are concerns about expanding it to other aspects of the business



Outsourcing

- **Limited outsourcing currently in place.** At present, there is limited significant outsourcing of operations except for interpretation services. There are hybrid delivery models in the marketplace, such as using external providers for overflow calls, overnight shifts, which has not yet been explored.
- **The strategic importance of 311 needs to be determined.** There is some consideration of the strategic value of 311, as the “voice of the city” and whether or not that constrains any type of alternative delivery model.
- **Technology support is not provided by a shared services / outsourced organization.** Of 311’s technology staff, 4 team members are part of the broader enterprise shared service organization. All other technology staff are dedicated to the contact center organization and are not part of the enterprise IT organization.

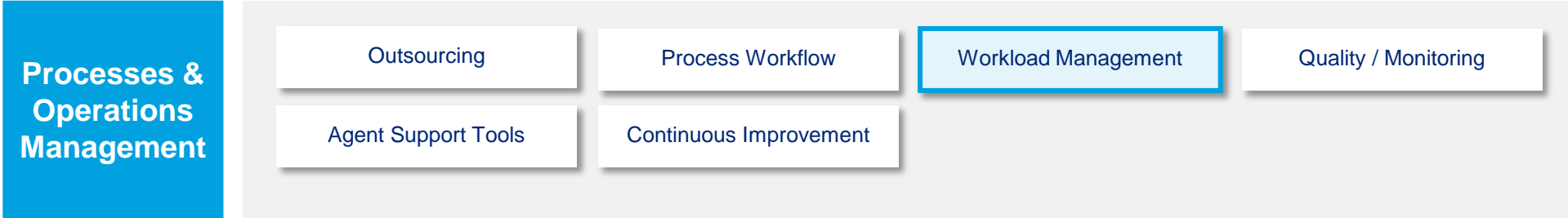
Case management can help to increase the effectiveness of integrations



Process Workflows

- **Project Management and Operations team supports integration.** A team of project management and operations staff is in place to support Divisions (and the City) in better understanding future opportunities for integration. This team is also involved in process workflow development and enhancement.
 - This team has an important role in leading process workflow integration, including the identification of technology and operational implications (e.g. need for additional training, etc.).
- **Case management capabilities continue to improve.** Despite the integration of service requests across several divisions, it can be challenging for CSRs to access service request status information requested by citizens. This can inhibit a seamless customer experience and increase time and effort required by CSR.
 - 311 CSRs do not have access to the actual back-end systems to see case notes or other service related information.

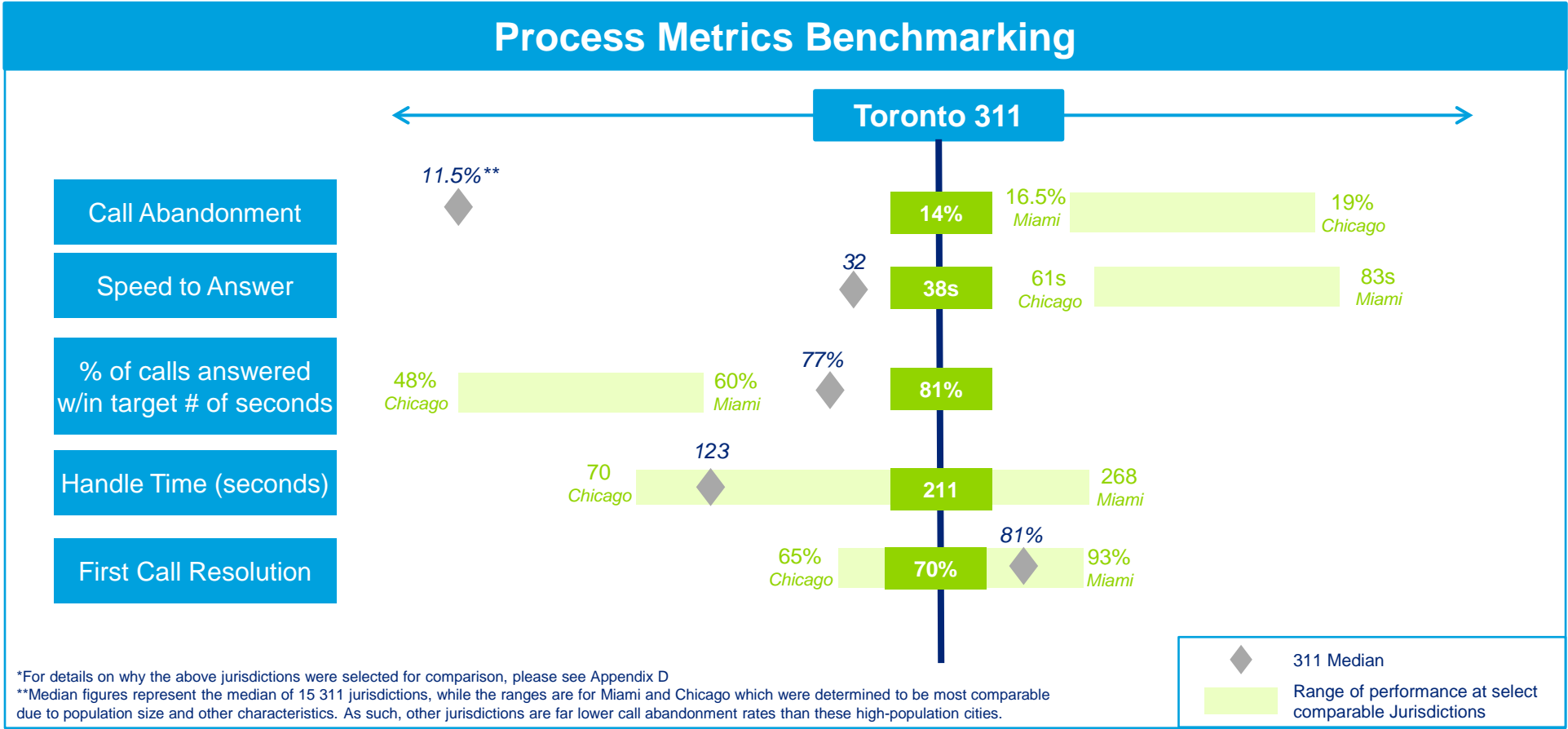
311 Management has been making greater use of existing tools to improve workforce management



Workload Management

- **Increased use of existing technology for workload management.** Existing telephony and workforce management systems enable management to closely monitor productivity, coverage and service levels in real-time, and to adjust operational tactics (scheduling, coverage, etc.) in response. Management noted that staffing and workload management has improved since the center has opened.
 - Historical challenges have included a lack of data to understand trends, call volumes and seasonality, which are critical to predict workload and staffing requirements accurately.
- **City events unknown to 311 can create unpredicted increases in volume.** Regardless of data or processes, volume is not always predictable and certain events can lead to increased calls (i.e., storms or other weather-related events, public meeting with Councilors, registrations, etc.). However, advanced scanning of the environment, improved communication across City divisions and further integration with City operations, as well as contingency planning, can help to mitigate the impacts.

Relative to other jurisdictions, 311 is performing well across most process-related metrics



- Call abandonment rates for 311 Toronto are low, this coincides with a high speed to answer compared to other jurisdictions.
- 311 Toronto is also leading in terms of meeting its target service level. Toronto’s target is 75 seconds compared to 30 seconds for Chicago, and 90 seconds for Miami.
- Handle time appears to be within the same range as comparable jurisdictions. Upcoming system improvements are expected to further improve this.
- When looking at first call resolution, 311 Toronto falls in the middle range of the comparison benchmarks selected.

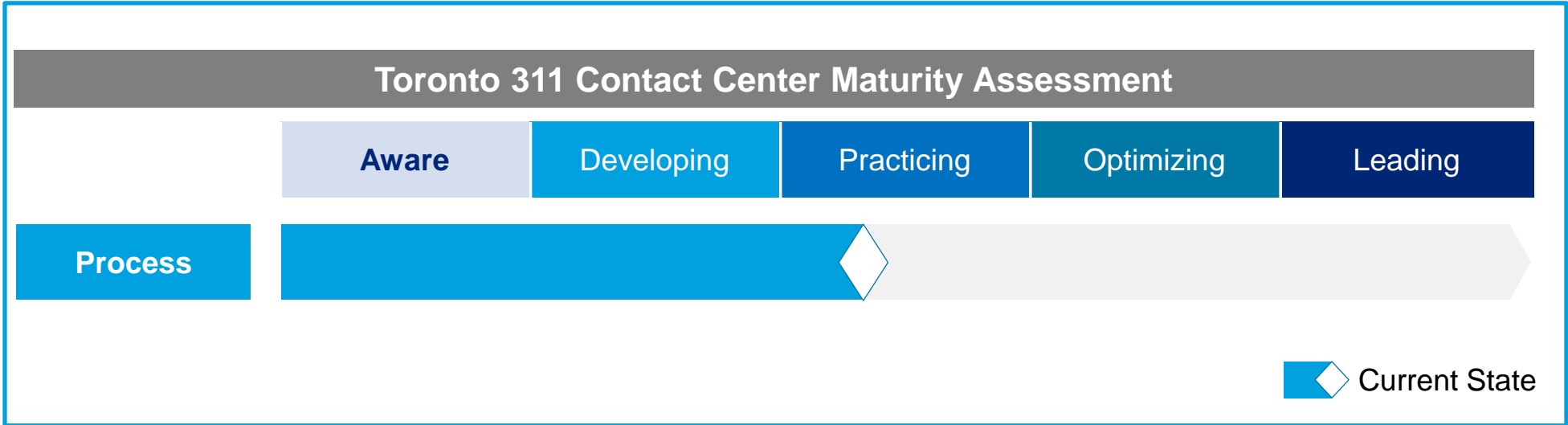
Toronto could adopt data sharing and reporting practices from other jurisdictions in order to influence performance and improve accountability

Leading Practices

- Some 311 contact centers have fully matured in their ability to provide a set of robust performance and transaction data to other city departments (e.g. service request and general inquiry data).
- This information can be used by other divisions to understand progress against established service standards and to identify emerging (or important) trends, as well as supporting strategic decision-making.
- In some jurisdictions process and performance information is shared as far as the Mayor’s office, and members of Council (for example) can conduct routine reviews of the performance of not only the contact center, but department-specific data as well. This encourages transparency, accountability and continuous improvement of City service delivery.

Implications for Toronto 311

- In order to share information and intelligence across City Divisions 311 Toronto must further develop its data analytics capabilities for general inquiries.
- The ability to build and share meaningful tools and information across both service requests and general inquiries can enable 311 to become the primary source for insights into citizen preferences and behaviour.
 - Quality information can support the drive for increased accountability, transparency and service levels.
 - Strong data can also identify opportunities for 311 and the City to proactively develop ways to support citizens (e.g., awareness campaigns, policy-making, program development, etc.).
 - New Business Intelligence tools at 311 are beginning to create these benefits for the city at large



Technology

311 has made significant investments in sophisticated technology tools and must seek to make the best use of the resulting capabilities

Overview

- In order to best service citizens, 311 Toronto uses a number of technologies. These include:
 - A Customer Relationship Management (CRM) System: Lagan
 - A Database: Cisco Unified ICM
 - A Workforce Management System: Verint
 - Email Management: GroupWise
 - Open 311 Mobile Application Software
- Where possible, technologies have been integrated with other Divisions to ensure that they can “talk” to one another. Additionally, issues of compatibility and adaptability have also been considered.
- Core applications, product integration, infrastructure and telephony support, and product management activities are supported by an “in house” technology team. The in-house support team was established when the original vendor declared bankruptcy.

Strengths

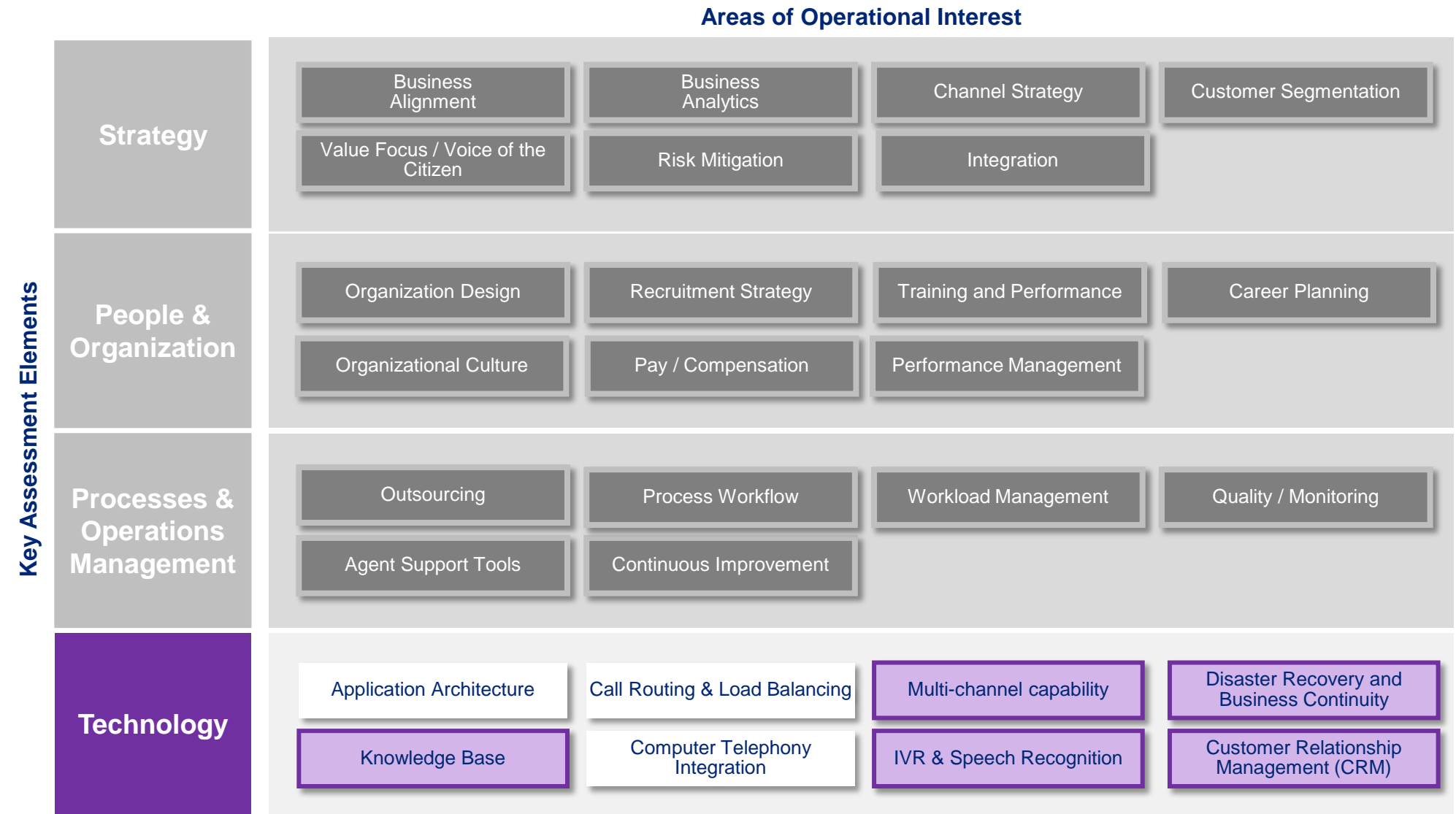
- 311 Toronto has invested in a sophisticated suite of technologies to support contact center operations.
- The Knowledge Base is considered an invaluable asset for service delivery.
- The public availability of the Knowledge Base allows for citizens to look up answer to their questions online (rather than calling or emailing).
- The existing technology helps to track important data on each channel and service requests submitted to divisions. This helps to improve accountability, transparency and decision-making.

Challenges

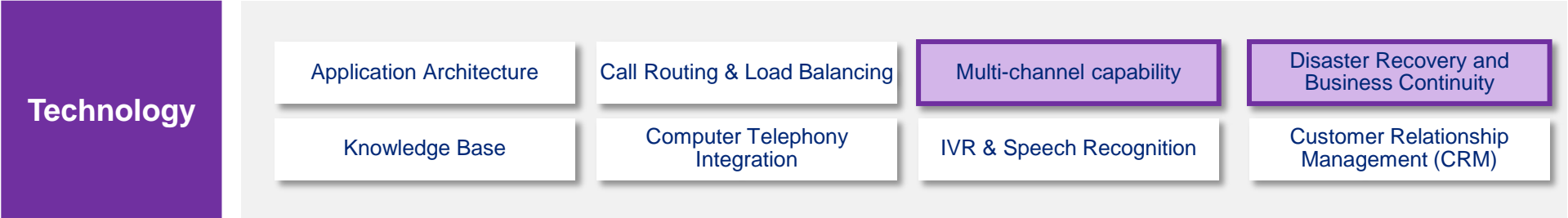
- Some functions have been noted as slow and “cumbersome”, often requiring workarounds for staff, or delays in processing requests / inquiries.
- Technologies, such as Lagan, require upgrades in order to continue managing operations effectively and efficiently. These upgrades are planned for the near future.
- The existing technology capabilities have not been fully exploited, potentially because of the Division’s growing maturity (e.g. there are opportunities to further improve the use of Speech Analytics and the Knowledge Base).
- While multi-channel capabilities exist, consolidated reporting will be useful for data analysis purposes.

The technology assessment focused on five key areas including, multi-channel capability, knowledge base and CRM

The following pages provide details on each of the dimensions and focus areas of the current state assessment of technology, and incorporate information such as strengths, challenges and review of performance metrics.



Channel optimization, including channel shifting and multi-channel integration are opportunities that should be further explored



Multi-channel capability

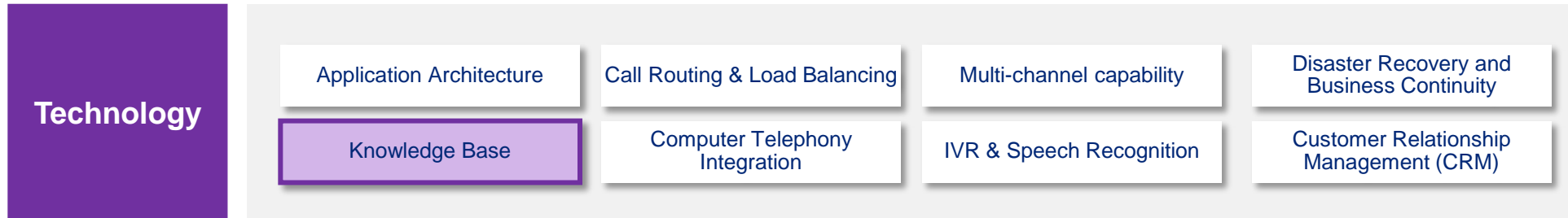
- **Improving uptake of self-service channels has benefits for citizens and 311.** 311 supports telephone, e-mail, online self-service, mobile application, fax and twitter channels. However, data collection for each of these channels is carried out through different systems which makes it time consuming to create integrated reports that can explain 311 trends across all channels.
- **Adoption of existing self-service options remains low.** 311 Toronto noted an interest in the cost saving opportunities available through innovative new channels (i.e., mobile applications, self service, etc.). Thus far, customer adoption of existing self-service channels has been very low, as compared to contact centers other centers where uptake ranges between 20%-50%*.
 - Exploration of additional / innovative channels / tools, including forms for self-service and instant messaging may need to be considered in order to support service evolution.

Disaster Recovery and Business Continuity

- **As the primary source of information on unexpected city events, disaster recovery is core to 311.** 311 sees itself as a key stakeholder in broader City-wide disaster recovery and business continuity efforts, especially since it may be the primary source of information for citizens in times of expected and unexpected City events.
 - Disaster recovery was originally designed to help manage City related emergencies, and 311 was identified as a key stakeholder for the provisioning of strategic communications (if and when required).
 - The ability for remote access to information is believed to be a key requirement for supporting disaster recovery needs and continues to be explored by 311.

*Range based on a diversity of past clients from both public and private sectors, as well as current consultations with a diversity of international contact centers

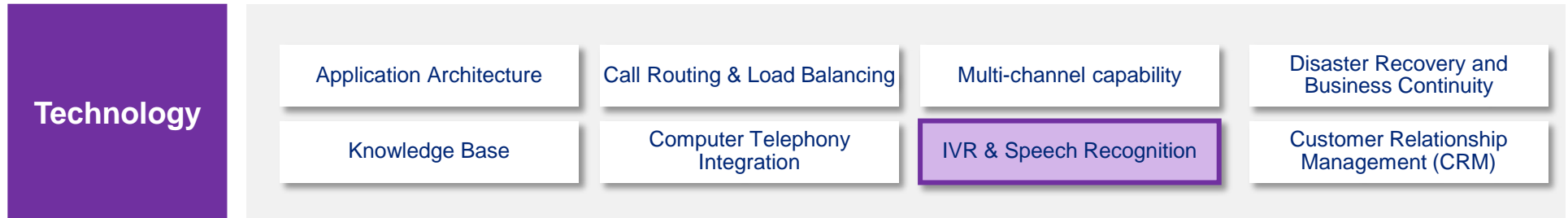
The knowledge base is a critical element of 311's success and continues to be improved



Knowledge Base

- **The Knowledge Base is a critical tool enabling 311.** 311's Knowledge Base has been noted as a critical resource for Contact Centre staff. Over time, the Knowledge Base has grown significantly and stores more than 15,000 answers to over 13,800 questions.
- **Information clustering is a key initiative improving Knowledge Base effectiveness.** As CSRs identify a gap in information, the knowledge management team is notified in order to continually improve the database. In order to make information more easily accessible to CSRs, Knowledge Base content has been clustered into logical topics, as citizens will often have multiple questions around the same topic.
 - This saves time as CSRs don't need to look up each answer separately, however this also hinders 311's ability gather important reporting information (i.e., number of times an article is accessed, etc.).
 - This also provides CSRs with an opportunity to volunteer additional information to customers, as appropriate, based on the nature of the inquiry.
- **The Knowledge Base is publicly available.** The Knowledge Base is publicly available via the City's website and provides citizens with a wide-range of information, allowing them to "self-serve" information, rather than having to call 311.
- **Knowledge Base articles are not linked to calls which would support data collection on inquiries.** Although the number of "hits" to a knowledge base article is tracked, currently, knowledge base articles are not linked to specific calls, nor is the Knowledge Base used to support each and every inquiry. This limits the ability to track the types of inquiries citizens are making of 311. The installation of softphone technology is expected to address this gap.
- **Article expiry process improvement may be an opportunity.** Knowledge Base articles have expiry or "bring forward" dates – this means that content must be flagged as incorrect before it is reviewed for accuracy. However, CSRs report encountering outdated articles indicating a need to review this process to ensure CSRs are able to provide accurate information to citizens.

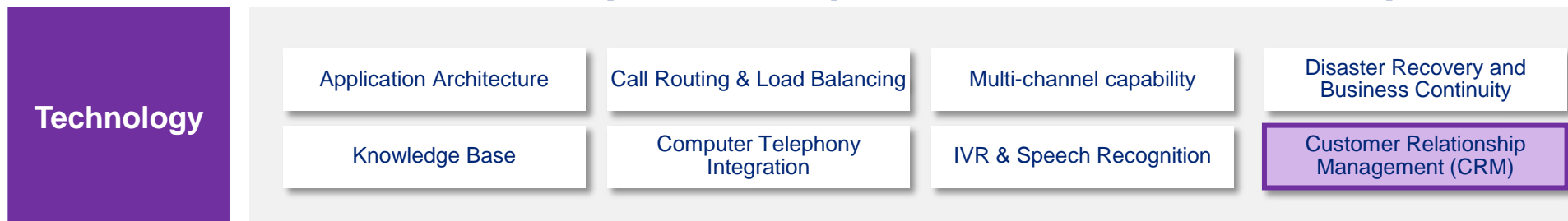
IVR and speech recognition are promising tools that 311 has invested in, and should further exploit to generate value



IVR & Speech Recognition

- **IVR is used selectively.** IVR is currently used on a selective basis. It has been helpful in managing call volume when it has been used.
 - Parks and Recreation registration provides a prime example of when key information is provided to citizens via the IVR, so that calls can be redirected when appropriate rather than being handled by a live person.
 - However, not all staff appear to be aware of when and how the IVR is being used— addressing this has been suggested as a way to make staff feel engaged and aware of citizen expectations.
 - In the past Council has emphasized the need to provide access to a “voice” and thus IVR can be seen as going against this guidance though the issue does not appear to have been revisited with Councilors.
- **311 is beginning to use speech analytics.** As 311's speech analytics capability becomes fully operationalized, there is an opportunity to develop a better understanding of performance issues, citizen sentiment and call topics.
 - Already, there have been examples where this has lead to performance improvements (e.g., call back queues).
 - 311 is working closely with a vendor to build its internal capabilities in speech analytics, and the feedback so far has been positive (from both a functionality and a value perspective).

The existing CRM system appears to have been instrumental in the centre's success to-date despite minor performance issues in the past



Customer Relationship Management (CRM)

- **Recent refresh of Lagan has improved speed of access.** Although Lagan, the CRM tool used by 311, has proved useful for logging service requests, though it has experienced performance challenges which have been resolved through a recent refresh that may have address recent issues such as:
 - Inefficiencies loading the map required to record addresses for service requests – which is particularly important for doing duplicate checks or to escalate requests of priority nature where multiple service requests are created for the same area.
 - Inefficiencies re-assigning a service request from one Division to another as the system lagged in pulling up each request.
 - The lack of an automatic duplicate checking capability – which means there is manual effort to ensure that a request has not already been submitted.
- **Upgrade could add more functionality and improve efficiency.** An upgrade to the Lagan system is scheduled for 2013 and is expected to further improve performance.
- **Additional integration may be required to fully enable an end-to-end view of service delivery.** Currently, it can be difficult to understand a service request's status as updates / notes from Divisions often do not provide sufficient detail.
 - As CSRs aren't able to access required detail for customers, they spend a significant amount of time following up with the appropriate contacts within the Division (even if the request has already been processed/completed).
 - Although this challenge is not directly relevant to Lagan (CRM), it impacts how customer relationships within 311 are managed.

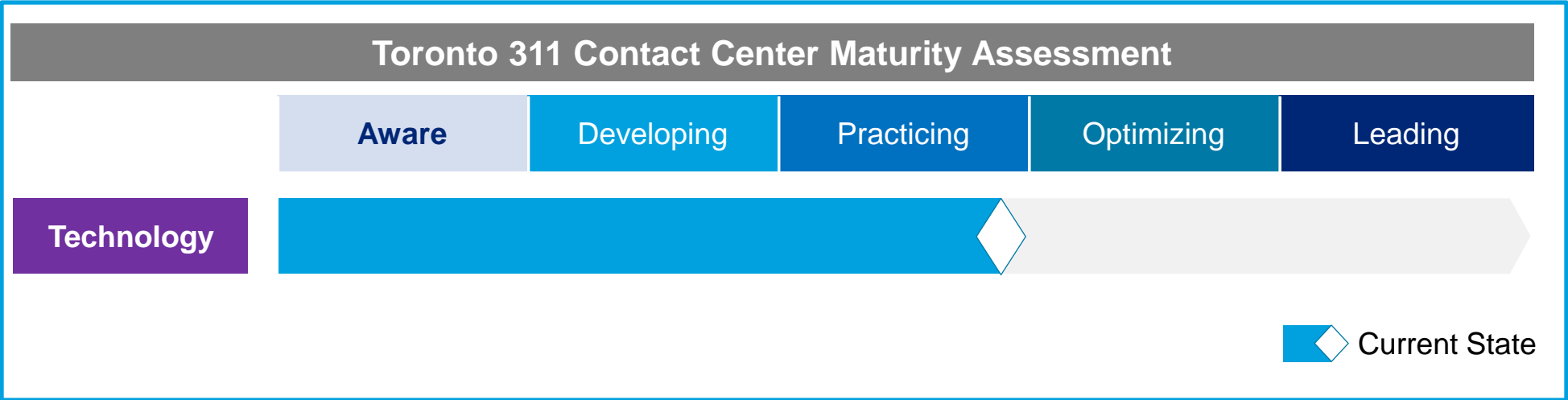
Overall, 311 has an impressive suite of technologies and is gradually taking more and more advantage of these tools

Leading Practices

- Contact centers have realized considerable cost savings from leveraging their IVR system more effectively. In one example, approximately 50% of callers are reported to have “dropped off” after the IVR messaging was introduced, presumably having received the information they required.
- Enterprise CRM solutions that are accessible to and used by all service delivery partners (i.e., contact center, and Divisions) have allowed for open communication and less follow up on requests or inquiries.
- Leading practice Knowledge Base management demonstrates the value of having an up-to-date and accurate information repository. This can reduce negative feedback on content, and can allow CSRs to always be prepared with the latest, “need to know” information.

Implications for Toronto 311

- While a heavily layered IVR may impact customer experience, 311 Toronto has already experienced the benefits of simple upfront messaging (i.e. as used around registration times) in diverting calls or simple informational requests.
- As 311 continues to mature, this IVR approach could be further leveraged in combination with channels such as twitter or push SMS messaging to remind citizens of notable upcoming events or relevant information – helping to divert even more calls. It is understood that political direction against the use of an IVR has guided the current strategy.
- With the complexity and breadth of 311’s Knowledge Base, the ability to keep content refreshed, and up to date may require an investment in additional resources.



In conclusion, 311 Toronto is still in an early stage of development and continues to evolve towards higher levels of performance

Key Conclusions

- 311 is relatively young in Toronto. Established in 2009 with no existing “end state” vision for 311’s development, there are no goals against which to measure 311’s progress.
- There has already been a rapid evolution of capabilities, especially with respect to technology; 311 is in line with its 311 peer organizations in terms of technological sophistication, although opportunities for further refinement of Lagan and multi-channel integration across the City exist.
- The organization, processes and strategy need to catch-up with the technological sophistication present by creating capacity to better report on and analyze historical data to refine processes, further integrate with other divisions and leverage 311 data to improve City decisions making and accountability. Such efforts are already underway and should be of benefit to the City.
- Although it is difficult to compare metrics with other jurisdictions on a like-for-like basis, there are still some useful insights from doing so.
- There appears to be room for improvement in cost and call-specific metrics though further validation is required.
- Better metrics and use of existing tools present the greatest opportunities to facilitate improvements.
- The Division has already set itself on a path to make many important changes.







Risks

- Without a clear end state vision for 311 there is a risk that opportunities for improved efficiency will be lost and assessments of the organization will be premature.
- Without consolidated reporting of 311 data with a regular process to share information with divisions, the value of 311 may be overlooked.
- Further integration will require careful knowledge management and assessment of opportunities such as skill based routing.

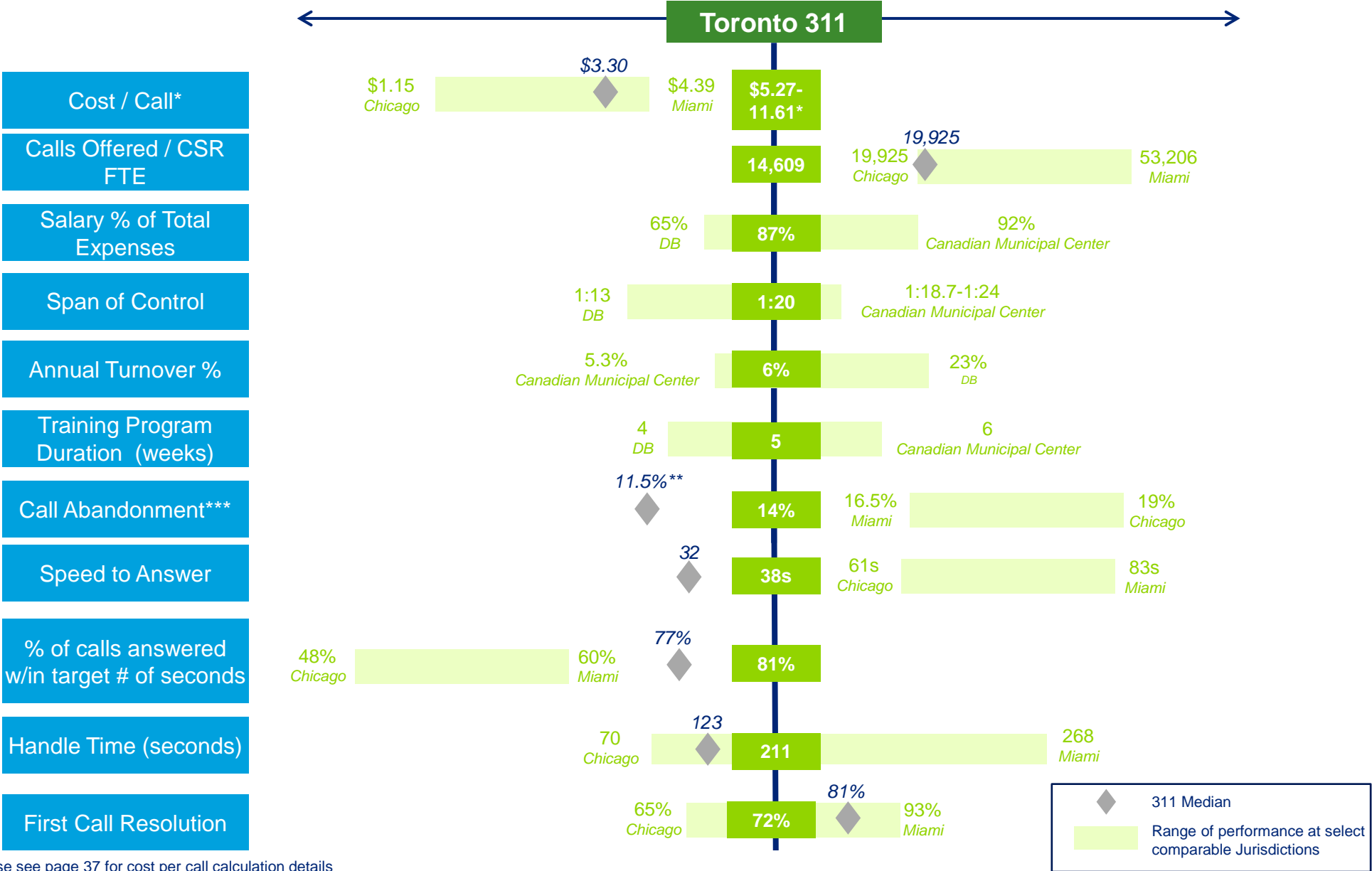
Jurisdiction Research

Jurisdiction Research

- Seven citizen / customer service operations to identify best practices with the aim of:
 - Providing a clear picture of the current state of a variety service operations and their relative strengths and challenges;
 - Identifying potential leading practices from mature service operations
 - Providing a point of comparison with centers that have certain similarities to Toronto in terms of population, maturity, channels, integration, or other variables.

Jurisdiction	Rationale	Jurisdiction	Rationale
	<ul style="list-style-type: none"> • Use of channels • Integration level • High maturity • Metrics available 		<ul style="list-style-type: none"> • Similar size and maturity • Similar channels • Cross-government
	<ul style="list-style-type: none"> • Use of data • Similar size • High maturity • Metrics available 		<ul style="list-style-type: none"> • Canadian jurisdiction with 311 call center
	<ul style="list-style-type: none"> • Use of data and leadership strategy • High maturity • Metrics available 		<ul style="list-style-type: none"> • Use of online channels • Level of integration • High maturity

311 calls in Toronto are delivered at a higher cost than other jurisdictions studied. However, service levels are higher



*Please see page 37 for cost per call calculation details

**Median figures represent the median of 15 311 jurisdictions, while the ranges are for Miami and Chicago which were determined to be most comparable due to population size and other characteristics. As such, other jurisdictions are far lower call abandonment rates than these high-population cities

*** Abandonment rates may be captured earlier at 311 than other jurisdictions

DB = Deloitte Benchmark as based on client data from private, public and non-profit sectors.

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Specific practices could be adopted from these jurisdictions to help accelerate the 311 Toronto’s maturity

Strategy	<div>1</div> <p>Many 311s actively use the data collected by their centres to support improved City-wide decision making. Information collected is being used to help raise civic engagement around specific city issues including health and safety threats, or other public issues.</p> <div>2</div> <p>Customer and channel strategies are developed and used by centres to ensure that citizens receive services through preferred channels and formats.</p>
People & Processes	<div>3</div> <p>Contact centres can use temporary staff, rather than part-time employees, to meet seasonal demand. Agents working remotely from home (i.e., virtual agent model) and/or outsourcing are also increasingly being used for coverage and overflow as based on North America contact centre trends.</p>
Process & Operational Management	<div>4</div> <p>Many centres have mandatory requirements for performance and transaction reporting. This information is used by specific departments, and across City operations in order to understand progress against established service standards and to help identify emerging citizen, inquiry and service request trends.</p>
Technology	<div>5</div> <p>Contact centres are moving to optimize IVR and build well-functioning back-end integration with Divisional partners. This allows for efficient process workflows, seamless service delivery to citizens, and transparency across transactions.</p>

Future State Recommendations

Future state recommendations for 311 are divided into two key areas, including tactical opportunities and strategic outsourcing

Current State Analysis

Qualitative Findings

Quantitative Findings

**Maturity Model
Assessment**

Future State Recommendations

Efficiency Improvement

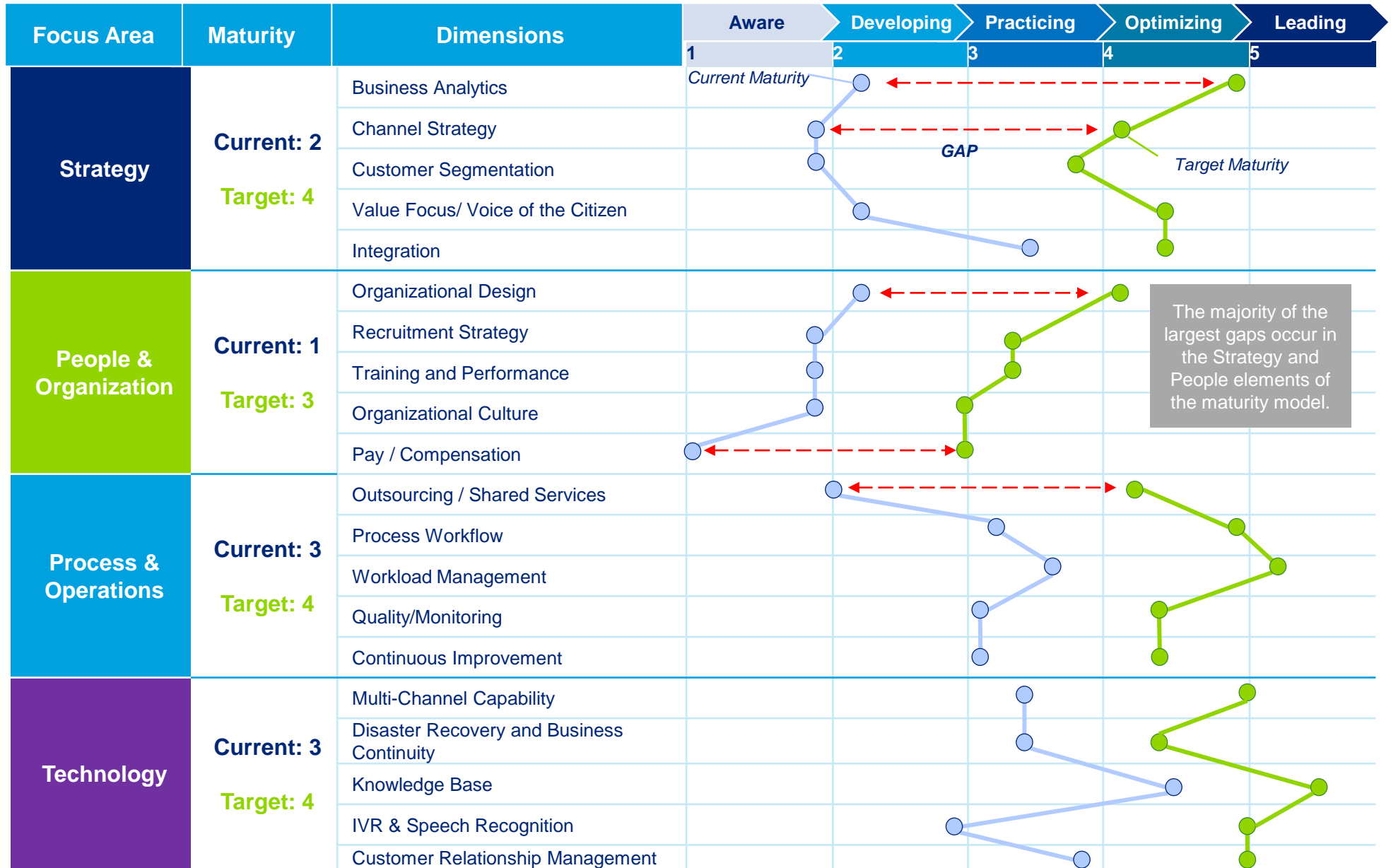
Outsourcing Assessment

Outlines opportunities to improve efficiency and reduce costs based on current state findings / maturity model gap assessment

Provides analysis on the potential for outsourcing some or all 311 functions, as well as delivery models and implementation options

Efficiency Improvements

While it continues to mature, the Division has a number of gaps that need to be addressed in order to optimize service delivery



Note: Appendix F (page 122) contains Maturity Model definitions; analysis of 311 maturity can be found throughout pages 23-67

Recommendations span each dimension of the contact centre maturity model, in order to support a comprehensive improvement approach

Dimension	Improvement Themes
Strategy	1 Develop a clear end-state vision for 311 <ul style="list-style-type: none"> Define vision for full integration and maturity in terms of channels, reporting, processes and human resources
	2 Promote migration to lower-cost channels <ul style="list-style-type: none"> Develop strategies to advertise lower cost channels to citizens and ensure these are intuitive and simple to use
	3 Establish 311 as the City “data hub” <ul style="list-style-type: none"> Create processes for regular reporting of 311 data to city divisions and management and follow up on resulting decisions
People & Processes	4 Revisit Organization Structure <ul style="list-style-type: none"> Assess need for Quality Management team and continued use of PMO and internal IT team
	5 Provide enhanced CSR training aligned with evaluation criteria <ul style="list-style-type: none"> Ensure that training is aligned with CSR evaluations and incorporate more on-the-phone training time
Process & Operational Management	6 Improve proactive communications with citizens <ul style="list-style-type: none"> Increase efforts to proactively communicate upcoming dates or changes through channels such as Twitter to avert calls
	7 Better leverage existing service channels <ul style="list-style-type: none"> Consider standardization through the use of tools like forms and consistent processes that define the specific purpose and process used to communicate with citizens through each channel
Technology	8 Enhance knowledge base processes <ul style="list-style-type: none"> Explore potential for setting article expiry dates and holding divisions accountable for articles pertinent to them to ensure accuracy
	9 Use case management to improve service delivery integration <ul style="list-style-type: none"> Create increased transparency between the information logged by divisions for a request and the information viewable by CSRs to improve customer service and communication with citizens on the status of their request online.

Each recommendation will be explored in more detail including key considerations in terms of impact to 311

Recommendations include opportunities for efficiency, with key considerations explored

Recommendations attempt to address opportunities to close the gap between current state maturity and desired future state. Current state maturity as assessed by comparison of maturity model elements (Appendix F) and current 311 operations as described by staff and figures. The target state was based on discussions with 311 leadership.

Maturity Model Element

Opportunity

Description

Benefit

Effort Required

Risk

Strategy – Recommendations for improvement

Confidential Advice & Draft Recommendations to the City Manager

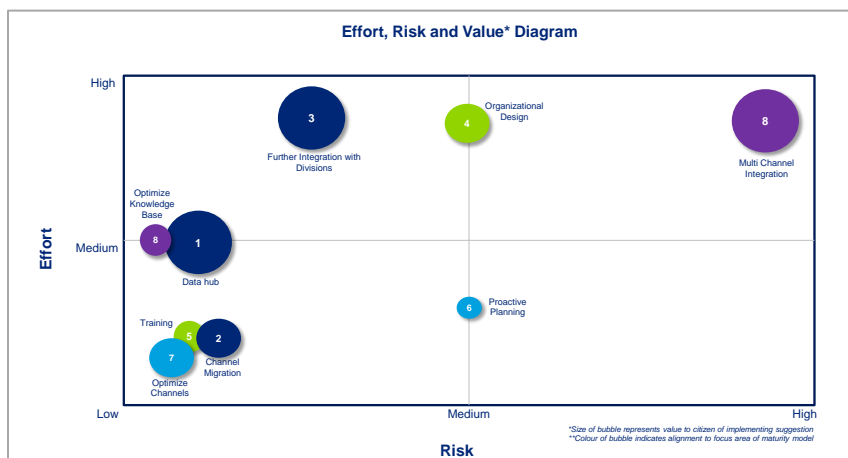
3

Recommendation 2: Encourage channel migration and ensure self-service channels are user-friendly

	Details
Supporting Opportunities	<ul style="list-style-type: none"> Consistently record the level of effort (and therefore cost) associated with channels such as email / Twitter Seek opportunity to decrease the cost associated with traditionally lower cost channels (e.g., email / Twitter) Create a formal channel strategy to move citizens to lower cost channels Use automated IVR messaging / marketing efforts to notify citizens that 311 is available 24-7 and self-service options exist to manage peak hours and encourage use of self-service Evaluation current self-service options, seeking opportunities to make channel easier, more intuitive to use
Benefit/Value	<p>High</p> <ul style="list-style-type: none"> Cost savings and potential to improve citizen satisfaction by reducing need to wait, and clarifying that services are available across other lower cost channels Easy to access, intuitive self-service options allow for clients access services via lower cost channels
Time to Implement/ Effort Required	<p>Low</p> <ul style="list-style-type: none"> 311 has already invested, and is using IVR technology Little effort required to develop business rules and processes for using IVR Self-service options already exist for citizens (i.e., service requests, etc.) More time may be required to revisit self-service and ensure that it is intuitive and informative
Risks	<p>Low</p> <ul style="list-style-type: none"> Too much layering of IVR may create frustration with citizens looking to "speak to a live operator" without listening to a message, thus hindering citizen experience Self-service options, when difficult to navigate can result in citizen frustration and follow-up calls increasing costs overall

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A summary diagram prioritizes recommendation against important parameters



A summary diagram helps to prioritize opportunities for implementation based on 311's desire to manage the considerations of risk, capacity for additional workload, and cost.

#1 Develop a clear end-state vision for 311

Description	<ul style="list-style-type: none">Develop an ‘end state’ vision for 311 before proceeding with further integration efforts
Benefit / Value	<p>High</p> <ul style="list-style-type: none">A more focused approach with clear goals and milestones that can be communicated and fundedCity cost savings from diverting calls from divisions to 311Improved citizen service through integrated service delivery and “single window” access to city information
Time to Implement / Effort Required	<p>High</p> <ul style="list-style-type: none">Years required to effectively phase-in integration partners (e.g., develop and implement workflows, train CSRs, etc.)
Risks	<p>Low-Medium</p> <ul style="list-style-type: none">When creating the ‘end state’ vision, lack of a clarity can lead to suboptimal investments and creation of new inefficiencies, which lead to increased costs and customer dissatisfactionIt may be difficult to get alignment and buy-in for a common vision, which may lead to continued fragmentation of service deliveryThe necessary funding may be unavailable making it difficult for 311 to achieve its end state goals, including better customer experience and operational efficiencies

#2 Promote migration to lower cost channels

Description	<ul style="list-style-type: none"> Consistently record the level of effort (and therefore cost) associated with channels such as email / Twitter Seek opportunity to decrease the cost associated with traditionally lower cost channels (e.g., form-based email / Twitter) Create a formal channel strategy to move citizens to lower cost channels Use automated IVR messaging / marketing efforts to notify citizens of self-service options, especially during peak hours Pursue greater integration across channels, including in-person, contact centre and web
Benefit / Value	<p>High</p> <ul style="list-style-type: none"> Cost savings and potential to improve citizen satisfaction by reducing need to wait, and clarifying that services are available across other lower cost channels Easy to access, intuitive self-service options allow for citizens access services via lower cost channels
Time to Implement / Effort Required	<p>Low</p> <ul style="list-style-type: none"> 311 has already invested, and is using IVR technology Little effort required to develop business rules and processes for using IVR Self-service options already exist for citizens (i.e., service requests, etc.) More time may be required to revisit self service and ensure that it is intuitive and informative
Risks	<p>Low</p> <ul style="list-style-type: none"> Too much layering of IVR may create frustration with citizens looking to “speak to a live operator” without listening to a message; thus hindering citizen experience Self-service options, when difficult to navigate can result in citizen frustration and follow-up calls increasing costs overall It may be difficult to get buy and acceptance City-wide

#3 Establish 311 as the City “data hub”

Description	<ul style="list-style-type: none"> • Further improve data collection, analysis and reporting by integrating data from a variety of 311 sources • Provide regular reports to divisions to communicate the value of 311 to the city, and to improve decision making and accountability • Apply data analytics to better understand and report on the trends and characteristics associated with general inquiries (see Appendix A for recommendations on specific metrics)
Benefit / Value	<p>High</p> <ul style="list-style-type: none"> • Divisions and the city benefit from better access to important citizen transaction information • Increased support for integration opportunities across Divisions, and more cost savings from channel migration • Better city-wide understanding of the value 311 delivers
Time to Implement / Effort Required	<p>Medium</p> <ul style="list-style-type: none"> • 311 has already invested in reporting technologies (e.g., Speech Analytics and Business Intelligence) • Efforts are already underway to implement parts of this recommendation • Ongoing effort will be required to build, deliver and continuously improve reporting based on the city's needs
Risks	<p>Low</p> <ul style="list-style-type: none"> • Inconsistent or inaccurate reporting may impact 311's reputation as a reliable business partner • Even if data is available, it may not be used appropriately to support decision-making which may hinder appropriate recognition of 311's value

#4 Revisit Organization Structure

Description	<ul style="list-style-type: none">• Revisit 311’s organizational structure to determine if it is appropriate to meet operational and service demands• Assess the feasibility of increasing quality monitoring and management to support improved performance management• Evaluate the design, structure and size of the Project Management Office and the Information and Business Development Unit to determine if they are appropriately sized to meet future integration and technology maintenance needs• Assess the need for tiered CSRs to improve citizen service efficiency; particularly as additional integration opportunities are pursued. Skill based routing should also be assessed as an option to improve service.
Benefit / Value	<p>Medium</p> <ul style="list-style-type: none">• Original structure was designed without the benefit of historical data or knowledge and restructuring can help to achieve data-driven efficiencies• Dedicated capacity for quality monitoring can ease pressure on supervisors and lead to improvements in both citizen experience and productivity
Time to Implement / Effort Required	<p>High</p> <ul style="list-style-type: none">• Time and due diligence will be required to identify options and to assess feasibility of organizational design opportunities and changes• Organizational design considerations may require input and support from broader city stakeholder groups
Risks	<p>Medium</p> <ul style="list-style-type: none">• Collective bargaining agreement could constrain changes to roles and responsibilities or optimizing resource allocation, which could impact potential efficiencies

#5 Provide enhanced CSR training aligned with evaluation criteria

Description	<ul style="list-style-type: none"> • Emphasize more practical “on-the-phone” and soft skills training for new CSRs • Better align training with expectations outlined in CSR evaluations • Continually improve programs by soliciting, evaluating and incorporating feedback from CSRs • Continue to explore opportunities to use lower cost training tools (e.g., eLearning vs. classroom) to support ongoing learning • Continue to explore opportunities to cross-train CSRs across a variety of channels (potentially including in-person channel)
Benefit / Value	<p>Low-Medium</p> <ul style="list-style-type: none"> • Cost savings from less classroom learning • Improved performance & productivity and better understanding of expectations if training is better aligned with assessment criteria • Improved morale associated with expanded, enriched roles
Time to Implement / Effort Required	<p>Low</p> <ul style="list-style-type: none"> • Time and resources required to redesign training and create e-learning material • Ongoing effort associated with updating materials and tools based on staff/participant feedback
Risks	<p>Low</p> <ul style="list-style-type: none"> • Need for additional supervisor and staff time to provide in-person soft-skill training could lead to lower productivity • Training requirements will be more difficult to enforce if left to staff discretion, which may impact quality of service • Not all staff may benefit from e-learning, reducing their actual learning and impacting service quality

#6 Improve proactive communications with citizens

Description	<ul style="list-style-type: none"> • Develop communication strategy to provide consistent and proactive communications to citizens (e.g., reminder Tweets about upcoming registration dates) to divert unnecessary calls • Consider form-based email, text message and IVR as well to divert calls and encourage self-service. Create processes to handle unexpected peak periods and enable support for remote agents (i.e., for agents working from home or other locations)
Benefit / Value	<p>Low</p> <ul style="list-style-type: none"> • Cost savings from proactive information delivery and improved citizen experience through “push” information sharing • Increased service efficiency and coverage through remote and flexible access to needed systems
Time to Implement / Effort Required	<p>Low-Medium</p> <ul style="list-style-type: none"> • Minimal effort and resources required to develop processes for proactive communications • Need to invest in equipment to support remote access
Risks	<p>Medium</p> <ul style="list-style-type: none"> • Collective bargaining agreement, performance and workplace safety implications of working from home could mean additional costs

#7 Better leverage existing service channels

Description	<ul style="list-style-type: none"> Improve untraditionally costly channels, such as email and social media, through standardization, clear business rules and defined processes – for example: <ul style="list-style-type: none"> Email: standardized forms/templates to reduce need for clarification Twitter: standardized processes for consistent use (i.e. information only)
Benefit / Value	<p>Low</p> <ul style="list-style-type: none"> Most other organizations have lower costs associated with email and social media interactions Decreased need for clarification from citizens, and improved consistency of experience
Time to Implement / Effort Required	<p>Low-Medium</p> <ul style="list-style-type: none"> Relatively little effort required to implement processes and communicate to CSRs Process and workflow changes are required to achieve benefits
Risks	<p>Low</p> <ul style="list-style-type: none"> May impact customer experience if proposed forms / solutions are not tested with citizens, leading to a loss of credibility for 311 If business rules and processes are not clear, cost savings and efficiency will not be achieved which would negatively impact 311's performance

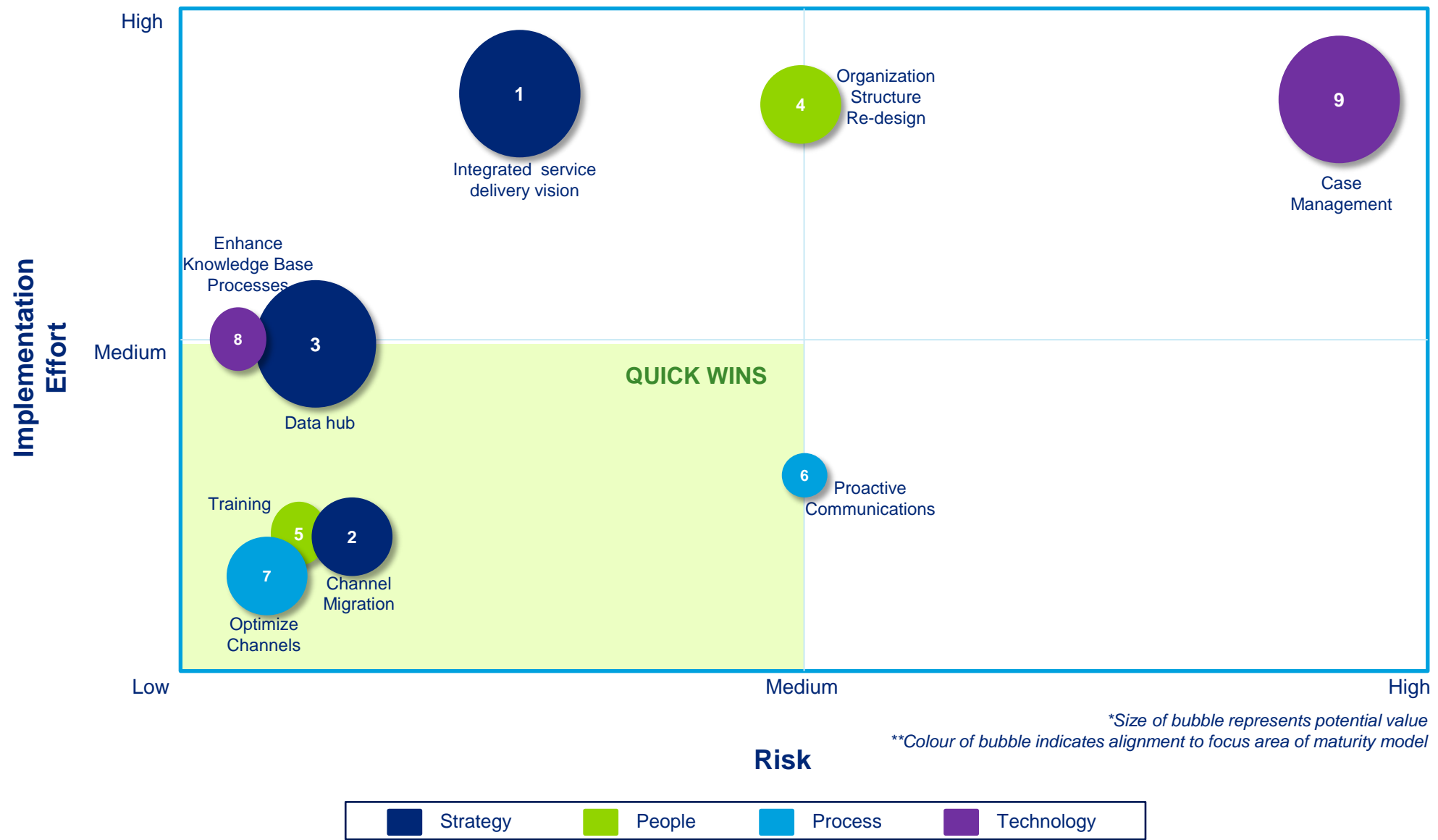
#8 Enhance knowledge base processes

Description	<ul style="list-style-type: none"> • Inform other divisions about the need to proactively submit content to 311– including information about all events / information where 311 is cited by a division (integrated or otherwise) • Make individual divisions responsible for updating content relevant to their respective mandates • Use expiry dates to proactively trigger updates to articles
Benefit / Value	<p>Low-Medium</p> <ul style="list-style-type: none"> • Improved efficiency due to decreased need for knowledge management team to follow up on information requests by citizens. • Citizens benefit from access to up to date information • Less effort and risk associated with incorrect information found in the knowledge base
Time to Implement / Effort Required	<p>Medium</p> <ul style="list-style-type: none"> • Will require continuous communication and engagement with city divisions, as well as processes to identify the specific person responsible for providing information for each division
Risks	<p>Low</p> <ul style="list-style-type: none"> • Without effective communication to city divisions and clearly defined responsibilities, information could quickly become outdated, leading to more customer complaints and dissatisfaction

#9 Use case management to improve service delivery integration

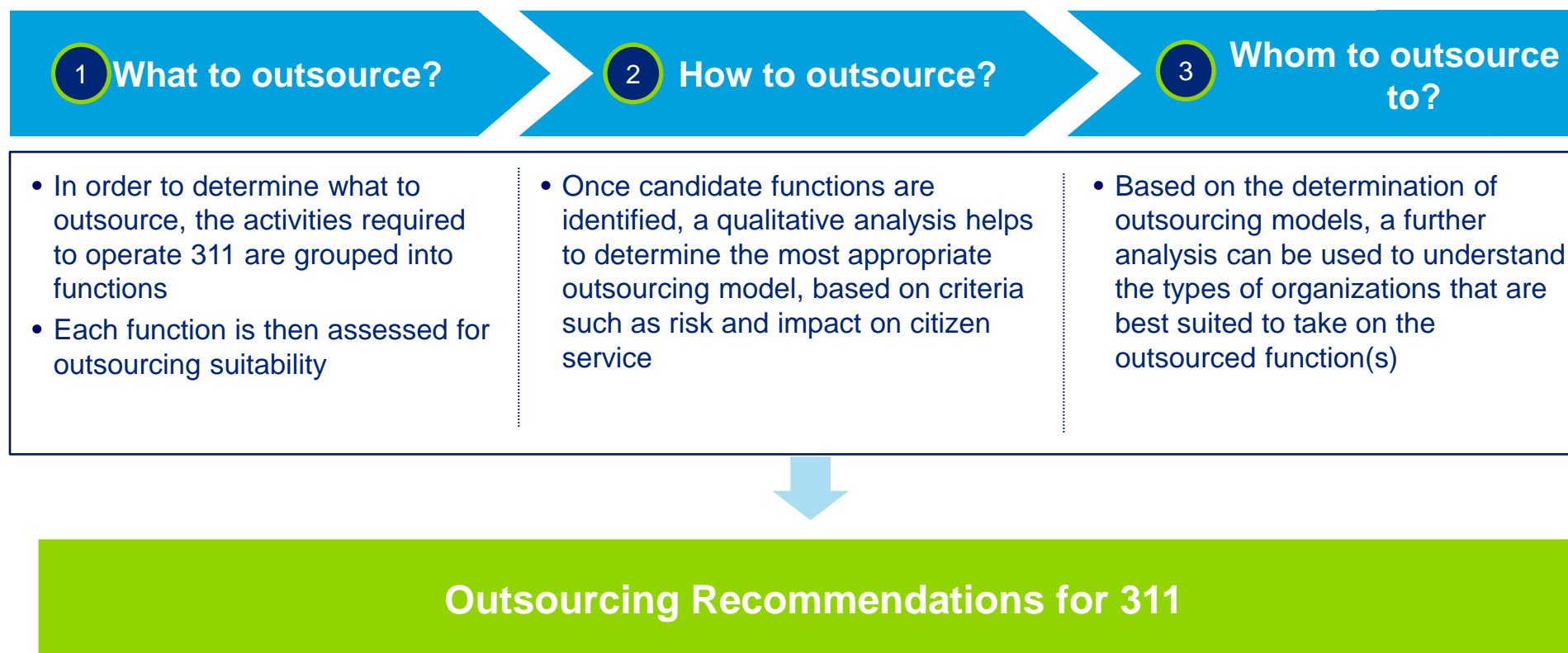
Description	<ul style="list-style-type: none"> Assess the feasibility of improving the visibility of and access to knowledge base, service request and transaction related information (e.g., articles, case notes, service request updates, etc.) across 311, division and citizens
Benefit / Value	<p>High</p> <ul style="list-style-type: none"> Improved end-to-end citizen service and responsiveness (regardless of transaction origin) due to improved access to information across divisions Improved citizen access to services , (regardless of transaction origin) –and consistency of serviced, regardless of contact point Decrease in the effort or duplication associated with follow-up when notes/information cannot be seen or accessed by service delivery partners (e.g., 311, division, etc.)
Time to Implement / Effort Required	<p>High</p> <ul style="list-style-type: none"> Significant time and effort required to assess feasibility of opportunities Significant investment may be required to implement access across city citizen-service channels Significant changes to workflows and operational processes within divisions
Risks	<p>High</p> <ul style="list-style-type: none"> Divisions may resist changes to workflows, technology, or roles delaying the realization of expected efficiencies / cost savings Without clear, consistently applied business rules, integration would yield limited value and lower returns on investment

Opportunities can be prioritized for implementation based on a consideration of risk, effort and potential value

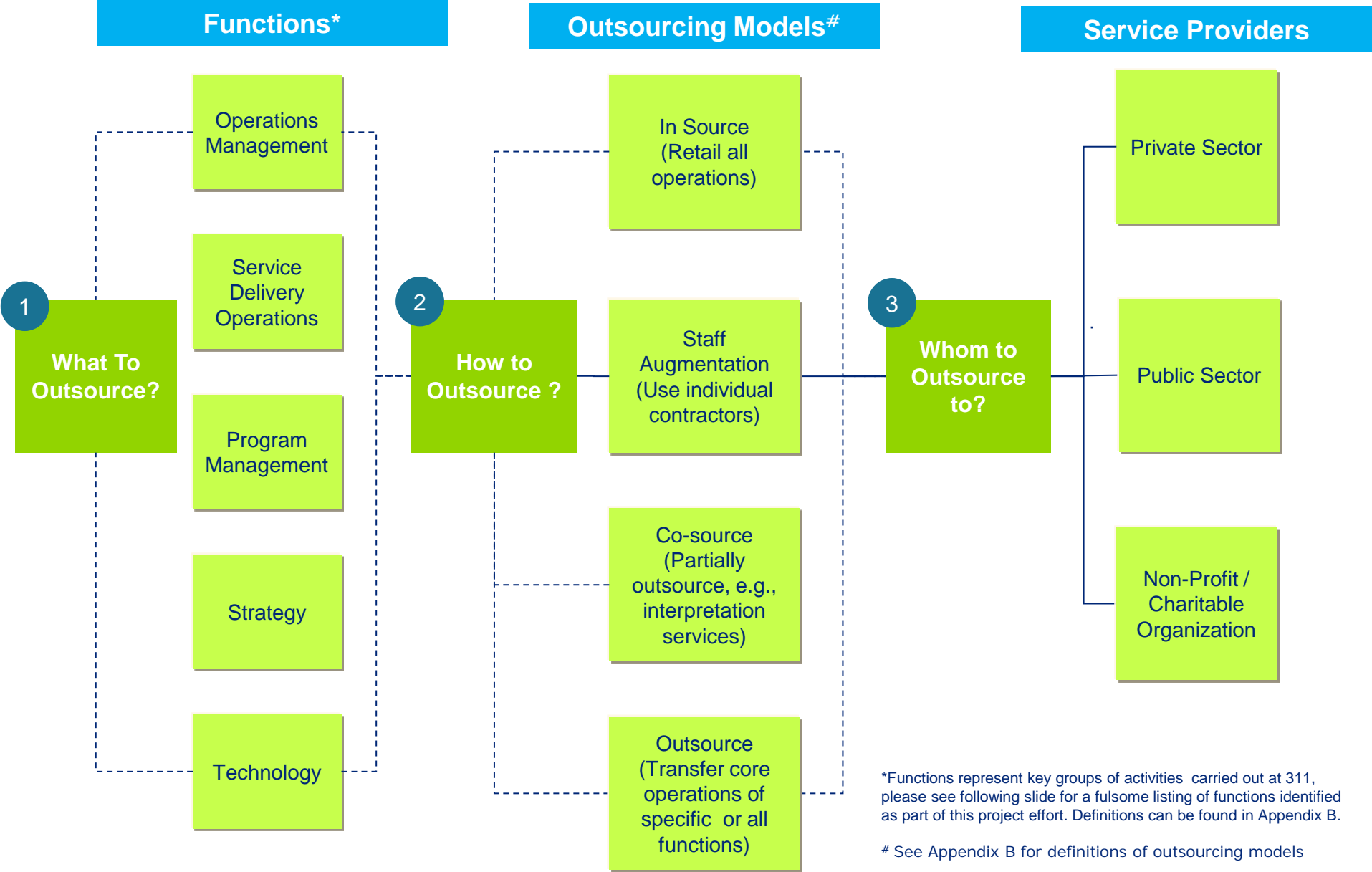


Outsourcing Assessment

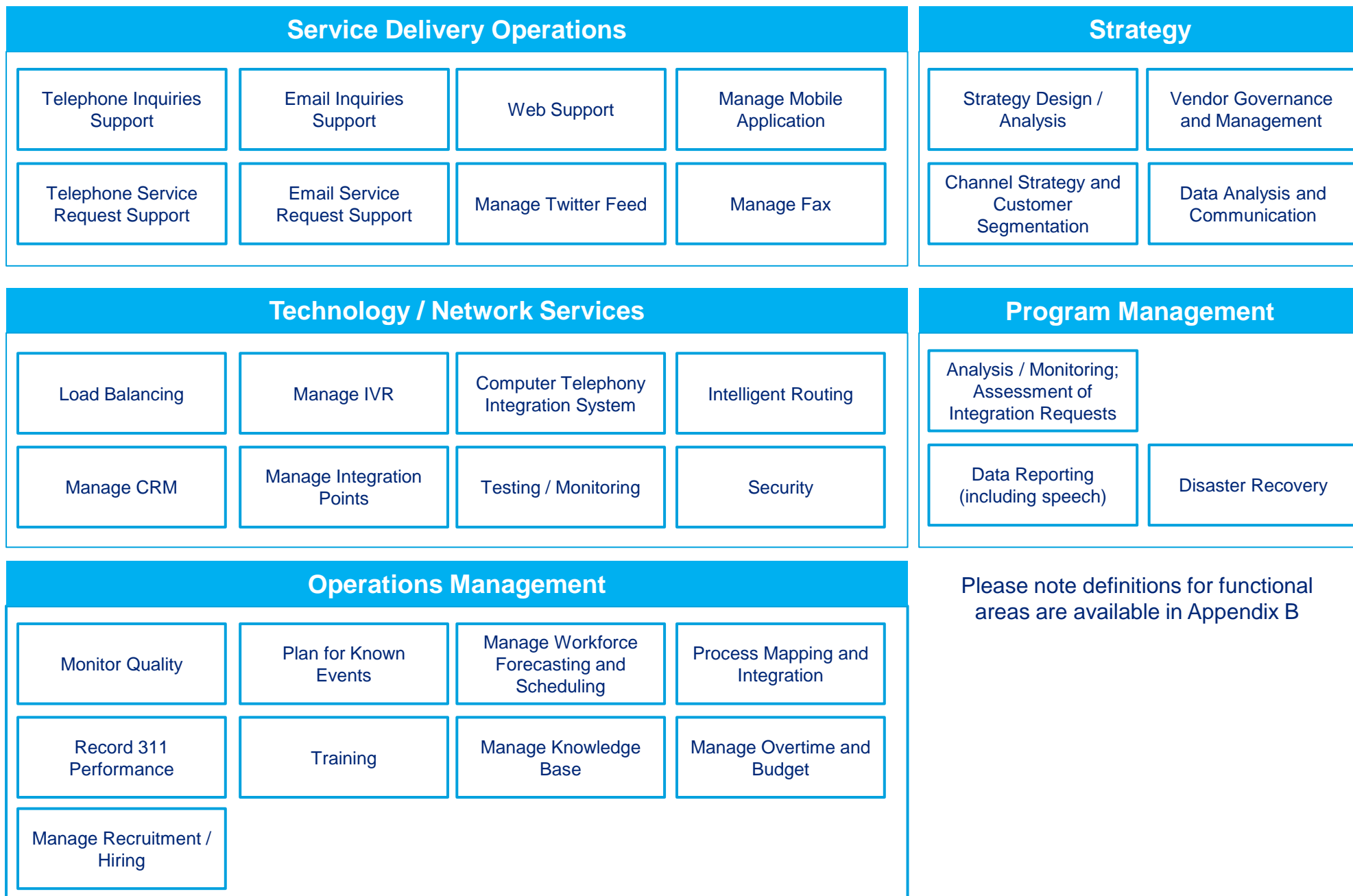
Outsourcing analysis is split into three key components, supplemented by a final recommendation and performance metric considerations



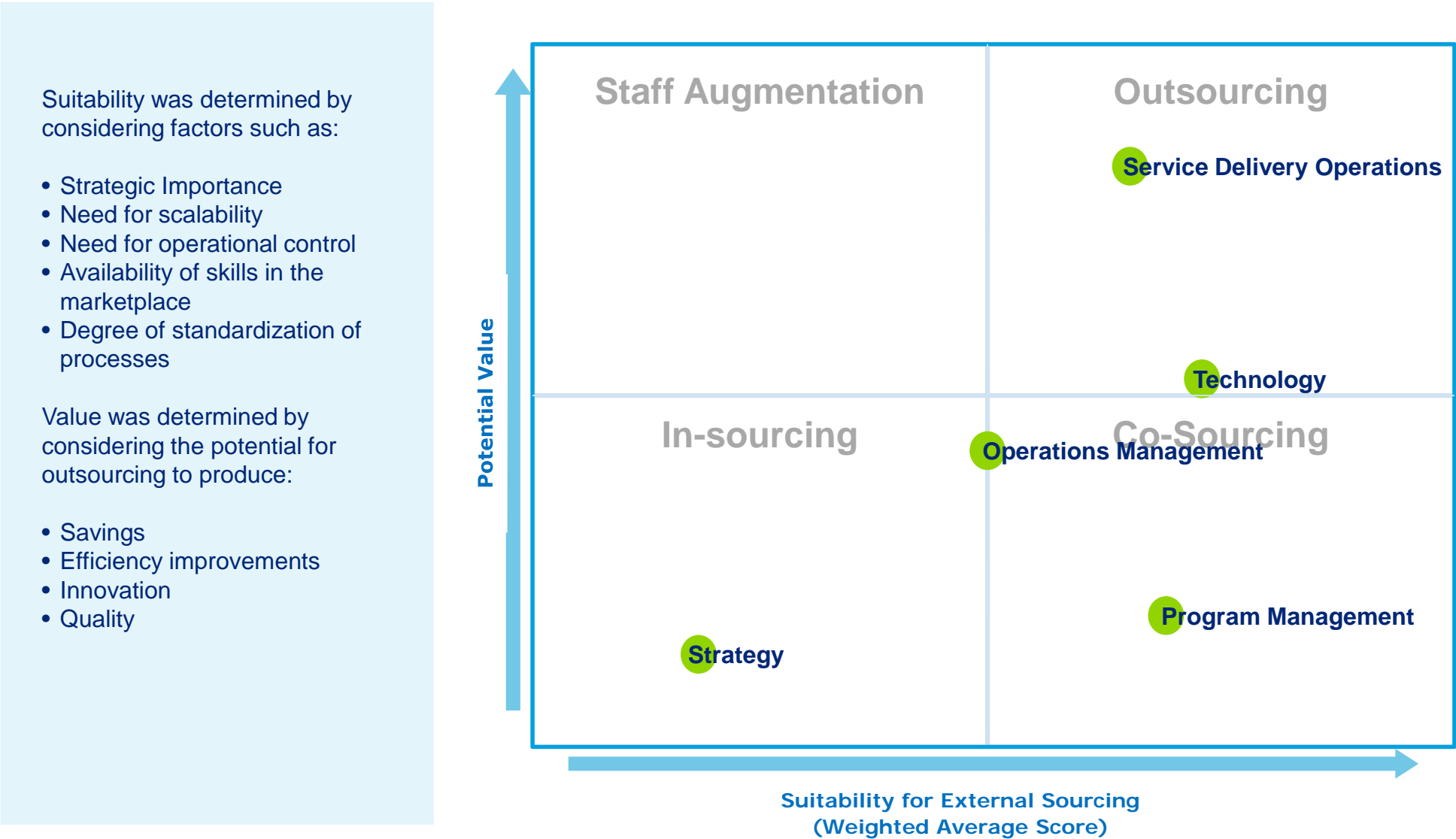
Beyond identification of specific improvement opportunities, the potential for outsourcing 311 was also assessed through a structured analysis



A functional model was created to define the potential scope of outsourcing



Based on suitability and value, each functional group can be plotted on a matrix that helps to determine the appropriate sourcing model



Note: Please refer to Appendix B for additional details on outsourcing candidate assessment; estimated value does not account for potential investments required

Although most 311 functions are suitable candidates for outsourcing, the City has a number of implementation options and related considerations

	Option 1: Maintain Status Quo	Option 2: Outsource Some Operations	Option 3: Outsource majority of operations
Description	All functions in house	Overflow, overnight and weekend shifts (part time) outsourced	All CSRs, technology and program management outsourced (; operations management co-sourced; strategy functions retained in-house
Functional Scope	Strategy	Strategy	Strategy
	Program Management	Program Management	Program Management
	Operations Management	Operations Management	Operations Management
	Service Delivery Operations (SDO)	Service Delivery Operations (SDO)	Service Delivery Operations (SDO)
	Technology / Network Services	Technology / Network Services	Technology / Network Services
Pros	<ul style="list-style-type: none"> Least disruptive to current operations Leverages institutional knowledge Potential for greater collaboration between 311 and other City divisions Unlikely to negatively impact staff morale and benefits 	<ul style="list-style-type: none"> Some savings from lower cost of service delivery, especially for premium shifts Greater scalability for peak periods Potential to leverage some external expertise and skillsets Lower average technology salaries exist in some other sectors 	<ul style="list-style-type: none"> Greatest potential for savings Ability to scale operations at a lower cost based on established service provider infrastructure Opportunity to significantly leverage external expertise and skillsets
Cons	<ul style="list-style-type: none"> Higher cost of service delivery More difficult to leverage external expertise, experience and skills 	<ul style="list-style-type: none"> Loss of some operational and technological control Incremental overhead cost of managing external provider Lower savings than full outsourcing Volumes may not be large enough to attract enough service provider bids Some impact on staff 	<ul style="list-style-type: none"> Potential for reduced collaboration with other City divisions Political risk if outsourcing is perceived to impact service to citizens Additional layer of governance / administrative overhead could create some inefficiencies May have a significant impact on staff, especially if not transferred
Est. Annual Savings	None	\$0.8 to \$1.2 million	\$2.9 to \$4 million
Assumptions	<ul style="list-style-type: none"> FTE costs based on 311 salary data. Average salaries were multiplied by the percentage of FTE time in each position spent on a function 		

Legend: Fully outsourced Partially outsourced / co-sourced

*supporting analysis in appendix B

Although most 311 functions are suitable candidates for outsourcing, the City has a number of implementation options and related considerations

Function	FTEs	Options*		
		Status Quo	Option 1	Option 2
		All functions in house	Overflow, overnight and weekend shifts (part time) outsourced	All CSRs, technology and program management outsourced; strategy retained
Governance & Oversight			\$0.2	\$0.3
Strategy	2.65	\$0.3	\$0.3	\$0.3
Program Management	7.51	\$0.8	\$0.8	\$0.9
Operations Management	13.82	\$1.4	\$1.4	\$0.8
Service Delivery(part time CSR)	37.18	\$2.7	\$1.5	\$1.5
Service Delivery(full time CSR)	58.06	\$4.7	\$4.7	\$2.5
Technology	28.57	\$3.0	\$3.0	\$3.1
	147.78	\$12.8	\$11.8	\$9.3
Savings over status quo			\$1.0	\$3.4
Savings (Low)			\$0.8	\$2.9
Savings (High)			\$1.2	\$4.0













Assumptions / Notes

- Status Quo based on 311 salary data; average salaries were multiplied by the percentage of FTE time in each position spent on a function.
- Outsourcing option FTE costs are based on private sector salaries grossed up for benefits, management overhead and profit (factor of 1.3). Does not include other corporate overhead costs since this is not factored into status quo costs, as per City convention
- Additional City / 311 Division costs for governance / oversight have been included, additional 0.5 FTE for option 1 and 1.0 FTE for option 2
- Details of calculations are provided on page 95

	Salary Comparison			
	311	Low-End	High End	Average
Strategy	\$ 116,355			
Program Management	\$ 107,738	\$76,670	\$98,370.00	\$ 854,266
Operations Management	\$ 98,002	\$39,000	\$46,500.00	\$ 767,945
Service Delivery(part time CSR)	\$ 71,613	\$28,000	\$36,107.00	\$1,546,758
Service Delivery(full time CSR)	\$ 80,473	\$28,000	\$38,562.00	\$2,511,788
Technology	\$ 104,384	\$73,340	\$90,987.00	\$3,051,333

- Estimated savings from moving to outsourcing are based on salary differentials for the relevant functions in each outsourcing option.
- This does not include any costs associated with implementation nor does it include additional savings from increased efficiency which may allow a potential vendor to operate with fewer FTEs.

Functions that are candidates for external sourcing could be delivered by different types of partners

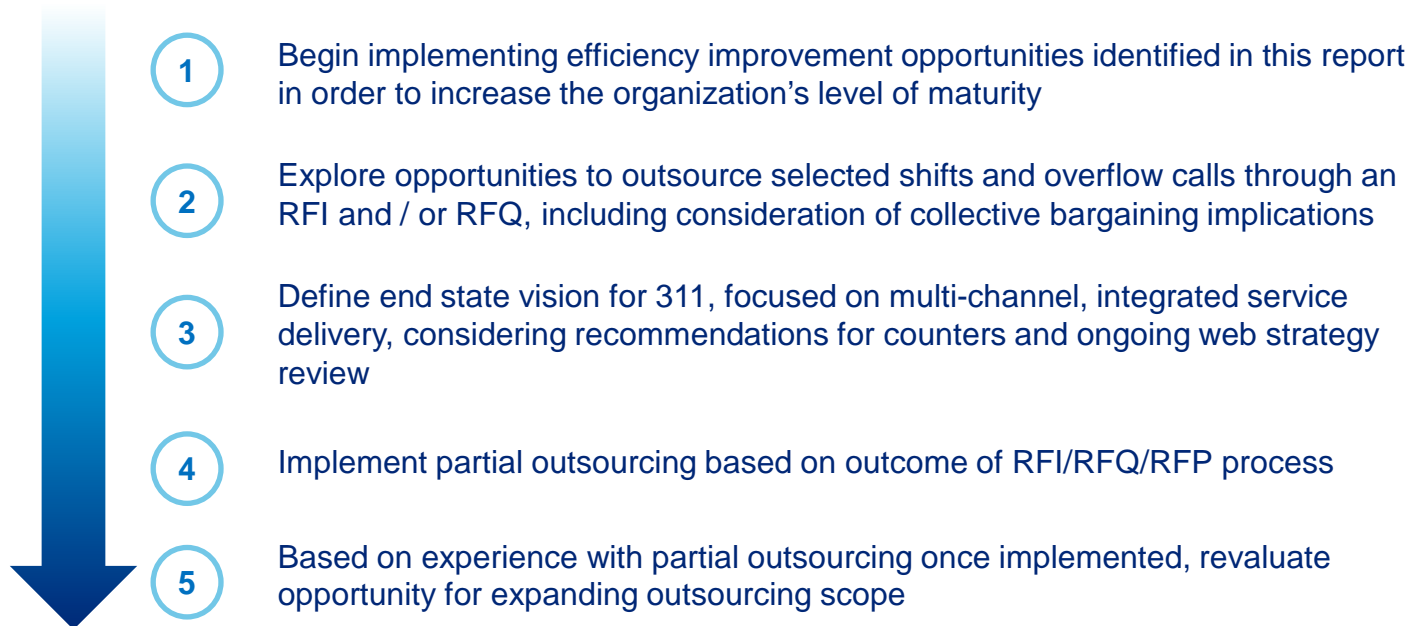
Evaluation Criteria	Non-profit Sector (NPS)	Other Public Sector	Private Sector
Impact on client experience	 <ul style="list-style-type: none"> Potential for integration with other services provided by NPS Service levels may be the same or lower based on sophistication / access to technology and qualified staff 	 <ul style="list-style-type: none"> Much greater potential for integration, especially with provincial and / or federal services to create better access to services regardless of level of government 	 <ul style="list-style-type: none"> Relatively, the lowest potential for integration with other public services Can be contractually held to higher service levels Potentially better customer service based on contract and better staff training, skillsets
Impact on 311 staff	 <ul style="list-style-type: none"> Will lose benefits of integration with other City employees Access to opportunities with other types of calls (e.g., social services) but will not be suitable for all employees 	 <ul style="list-style-type: none"> Loss of benefits associated with City employment Better career opportunities in a larger but still public sector organization if staff transferred 	 <ul style="list-style-type: none"> Loss of benefits associated with public sector environment Access to relatively larger pool of opportunities and well-defined career path if staff transferred
Potential Value	 <ul style="list-style-type: none"> Smaller size could limit opportunities to leverage economies of scale Similar or slightly lower cost per call than City (\$5.38 - \$7.04/call) 	 <ul style="list-style-type: none"> Better economies of scale but still constrained by collective bargaining agreement Lower cost per call than City (\$2.22- \$6.50/call) 	 <ul style="list-style-type: none"> Best economies of scale and value both in terms of cost savings and innovation Lowest cost per call (\$1.50-3.15/ call)
Potential Risks	 <ul style="list-style-type: none"> Inability to scale Loss of institutional knowledge unless employees are transferred Successor rights and unionized environment may present challenges with absenteeism and performance management, similar to current state 	 <ul style="list-style-type: none"> Loss of institutional knowledge unless employees are transferred Successor rights and unionized environment may present challenges with absenteeism and performance management Established customer service staff category could help to optimize resource allocation and costs 	 <ul style="list-style-type: none"> Loss of institutional knowledge unless employees are transferred Successor rights could prevent realization of cost savings Customer service may be impacted if service provider is not sensitive to public sector environment Political risk of outsourcing City's "voice"



While there are significant benefits from outsourcing 311 operations, we recommend a progressive, pilot-based approach to implementation

- 311 needs to continue streamlining its operations, especially interactions with divisions and knowledgebase maintenance processes– this will enhance the value of any outsourcing scenario.
 - 311 may reach a level of maturity where savings from outsourcing do not outweigh the risks associated (i.e. impact on brand, collective agreements, strategic control etc.)
- A more comprehensive service delivery vision is also required before full outsourcing is considered, especially in order to structure contracts and optimize the service provider relationship to yield the greatest value
- We recommend a series of steps– defined below– in order to pursue outsourcing related opportunities

Next Steps



Appendices

Appendix A:

RFx Evaluation Criteria and Performance Metrics

Potential Evaluation Criteria for selecting a Service Provider

Evaluation Criteria	Considerations
Size / Reputation	<ul style="list-style-type: none"> • Can the vendor handle 311 call volumes? • What is the vendor's reputation with respect to meeting service level agreements? • How much experience does the vendor have? Do they understand the sensitivities involved in delivering municipal, citizen-facing services?
Financial Stability	<ul style="list-style-type: none"> • What is the Vendor's current financial situation and access to additional resources? • Is the vendor likely to encounter financial difficulties or discontinue serving the Canadian market?
Technical Capability	<ul style="list-style-type: none"> • Does the vendor have the technology required to handle 311's expectations? (CRM, workforce management system, IVR etc.)? • Does the vendor have the ability to integrate with 311's existing systems? • How will the vendor's technologies affect citizen experience, integrated divisions and the City overall?
Cost	<ul style="list-style-type: none"> • What are the costs of service delivery (cost per call, and other services desired)? • What are the collective bargaining implications for the City and the vendor?
Control / Risks	<ul style="list-style-type: none"> • What are the political risks/implications involved with selecting this vendor? • What are the intellectual property implications of using this vendor (i.e. does 311 own new KB articles created? Data collected? Reporting format and frequency etc.) • What level of influence does 311 have over citizen service and what are the implications of changing service levels?
Other Services / Innovation	<ul style="list-style-type: none"> • What other services does the vendor offer and at what cost? • Are there potential savings associated with procuring multiple services? • What is the vendor's track record of innovation?

Potential improvements to existing 311 performance metrics

- Based on the metrics typically reported by other contact centers, 311 is collecting and reporting similar performance information.
- However, there are a number of opportunities to improve performance reporting, as described below

1.

Broaden the metrics that are reported

- 311 has the technical capabilities to report on a wide range of metrics, however consistency in reporting is important to track trends and support decision-making
- Add metrics to round out 311's performance report for improved comparability with both public and private sector contact centres based on list of metrics showcased on the following pages

2.

Revisit current targets and make adjustments where necessary based on historical data

- With three years of historical data, 311 is in a good position to set targets based on a better understanding of its capabilities and external benchmarks
- These targets should be reviewed regularly and continue to reflect any future political / budgetary changes

3.

Leverage strategic community partners to inform targets and compare progress

- There are opportunities to work more collaboratively with community partners such as 211 and Service Ontario in terms of sharing performance information and best practices

Potential performance framework for internally or externally delivered services

The table below provides a comprehensive list of common contact center metrics based on leading practices

Metrics	Public	Internal	Strategic Partners
General			
Call volume	✓	✓	✓
Service request topics / volumes	✓	✓	
Inquiries topics / volumes / location	✓	✓	
Calls handled in language other than En (%)	✓	✓	✓
Quality / Service Standard			
Average handle time	✓	✓	✓
Service level / target	✓	✓	✓
Average wait time	✓	✓	✓
Call Abandonment Rate	✓	✓	✓
First call resolution	✓	✓	✓
Customer Satisfaction and demographic data	✓	✓	✓
Agent Metrics			
Annual Agent Turnover		✓	✓
Absenteeism		✓	✓
Agent Occupancy		✓	✓
Agent Schedule Adherence		✓	✓
Agent Utilization		✓	✓
Span of Control		✓	✓
Cost			
Cost / contact		✓	✓
Agents as a % of total headcount		✓	✓
Overtime		✓	✓

This table highlights which performance metrics should be shared across specified audiences.

While it is important for 311 to publicly report some metrics to uphold transparency, other key measures are more useful for internal management.

Additionally, some measures can be shared with strategic partners (e.g., Service Ontario, 211, etc.) for broader of collaboration and information sharing purposes .

Potential performance framework for internally or externally delivered services

- The table below provides Leading Practice targets for consideration as compiled by a variety of sources*. However, like benchmarks, targets are not one-size-fits all and should be made with the center's specific outcomes in mind.

Description	Average Metric	Leading Practice
After Call Work Time	114 seconds	60 seconds
Average Speed of Answer	44 seconds	21. 2 seconds
Average Talk Time	5 minutes	3:12 minutes
Call Abandonment Rate	7.7%	< 5%
Cost Per Call	\$5	\$2.35
Inquiry first call resolution	70%	86.8%
Occupancy Rates	71 %	80 %
Reps per Supervisor	13	16
Turnover Rate (annual)*	21.6 %	17.1 %
Service Level	80% within 36.7 seconds	80% within 18.3 seconds

Average metrics*, provide a sense as to the difference between average contact center performance, (across a variety of sectors) and that of leading practice organizations.

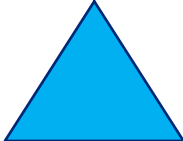
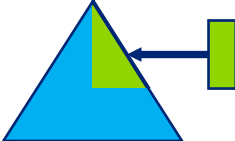


These metrics along with the 311 benchmarks throughout this document can be used to help set reasonable targets for 311 given current capabilities and desired direction for the center.

**Source: Deloitte & Touche Consulting Group Call Center Best Practice, Trends and Benchmarking Database, ProSci Call Center Benchmarking Study 2004, BenchmarkPortal.com Study 2004, ICSA 2000*

Appendix B: Outsourcing Assessment– Details

Outsourcing Models

Sourcing Model Options

	In-source	Staff Augmentation	Co-source	Outsource
				
Objective	Maintain control internally (usually for reasons of intellectual property, privacy, or strategic responsiveness) i.e. no outsourcing	Retain operational control while gaining access to specialized skills i.e. outsource specific role(s)	Leverage outsourcing benefits and expertise while maintaining an appropriate level of control i.e. outsource specific project(s) / tasks	Offload selected functions to an external organization for which it is a core competency. Delivery can be provided locally or via a remote site controlled by the vendor or by local vendors i.e. outsource specific functions / outcomes
Vendor Role	Not applicable	Provide labor on-shore, near-shore or offshore – become an extension of function	Infuse resources for projects or to manage discrete systems (e.g. legacy applications)	Manage and run entire function capability. Company and partner jointly define key roles and targeted benefits. Partner may manage strategic programs
Benefits	Retain knowledge in-house and enhance strategic responsiveness	Retain knowledge in-house, increase scalability, address skill shortage and enhance strategic responsiveness	Retain control, increase scalability transfer skill risk, provide cost efficiency gains through process improvements, tools, and methodologies	Increase scalability, transfer skill risk and provide efficiency gains through process improvements, tools, and methodologies Can provide significant cost savings



Client organization



Client staff



Vendor staff

Functional model definitions

Service Delivery Operations

- This function is mainly composed of the activities carried out by the CSRs, but may also include some supervisor time as required to respond to citizens.

Strategy

- Refers to activities involved in setting / managing the overall direction and performance of the center. (e.g. analyzing data and communicating progress to other divisions / City management, managing expectations with vendors etc.).
- Providing leadership around adding new channels, how to use current channels and which channels to focus on

Technology / Network Services

- This refers to the IT costs required to maintain / manage the various technologies in place including the IVR, CRM, Technological integration with other divisions, IT security, testing applications etc.

Program Management

- These activities are required to support strategic direction rather than day-to-day operations.
- For example, analysis to determine whether a new integration should occur would be considered as part of program management as opposed to operations management.

Operations Management

- Refers to all the activities required to manage CSRs and the effective ongoing operations / workings of the center. For example, recruitment, training, managing pay and overtime, updating the articles in the knowledge base, scheduling.
- This is separate from **program management** in that these activities are required to support day-to-day operations on a regular basis whereas program management activities are required less frequently to support strategy.
- For example, the analysis required to determine if you should integrate with a new division or if you need to make adjustments to operations due to some insight gained from speech analytics is required to effectively manage the program overall from a more strategic perspective than operations management.

Suitability for outsourcing can be determined on a function group-by-function group basis using a set of weighted criteria

	Strategic Importance	Need for Scalability	Need for Operational Control	Availability of Skills	Maturity of Operations
Description	<i>How important is this function to give competitive advantage to the business?</i>	<i>How much elasticity in demand is required?</i>	<i>How much control over day-to-day operations is required to manage quality and evolution of services?</i>	<i>What is the general availability of necessary skills in the marketplace?</i>	<i>How mature is the function in terms of processes and technology?</i>
Rating Guide	1: Vital 2: Critical 3: Significant 4: Important 5: Not as important	1: No scalability 2: Little scalability 3: Some scalability 4: Significant scalability 5: Extensive scalability	1: Maximum control required 2: Significant control required 3: Some control required 4: Little control required 5: Minimal/No control required	1: Unique skill set, only available in-house 2: Extensive special training required 3: Standard skill set, some special training required 4: Standard skill set 5: Skill set readily available in the market	1: Very immature 2: Somewhat immature 3: Somewhat mature 4: Mature 5: Very mature
Weighting	25%	20%	20%	10%	25%

Note: Weighting determined based on Deloitte Outsourcing Assessment Framework

Outsourcing Assessment – Suitability for Outsourcing

Function	Rating					Weighted Average
	Strategic Importance	Scalability	Operational Control	Skill Availability	Maturity	
	How important is this function to give competitive advantage to the business?	How much elasticity in demand is required?	How much control over day-to-day operations is required to manage quality and evolution of services?	What is the general availability of necessary skills in the marketplace?	How much work will be required before considering outsourcing?	
	25%	20%	20%	10%	25%	
	(1= Vital→ 5 = Not important)	(1= No scalability→5= Extensive scalability)	(1= Max control→5= Min. control)	(1= Unique skillset→5=Not unique)	(1=Extensive→5 =Minimal)	
Strategy	1	1	1	3	2	1.45
Service Delivery Operations	2	4	3	5	2	2.9
Technology / Network Services	3	3	3	4	4	3.35
Program Management	3	3	3	4	3	3.1
Operations Management	3	2	3	4	2	2.65

Appendix C:

Contact Centers / 311

Overview

The Public Sector Contact Center

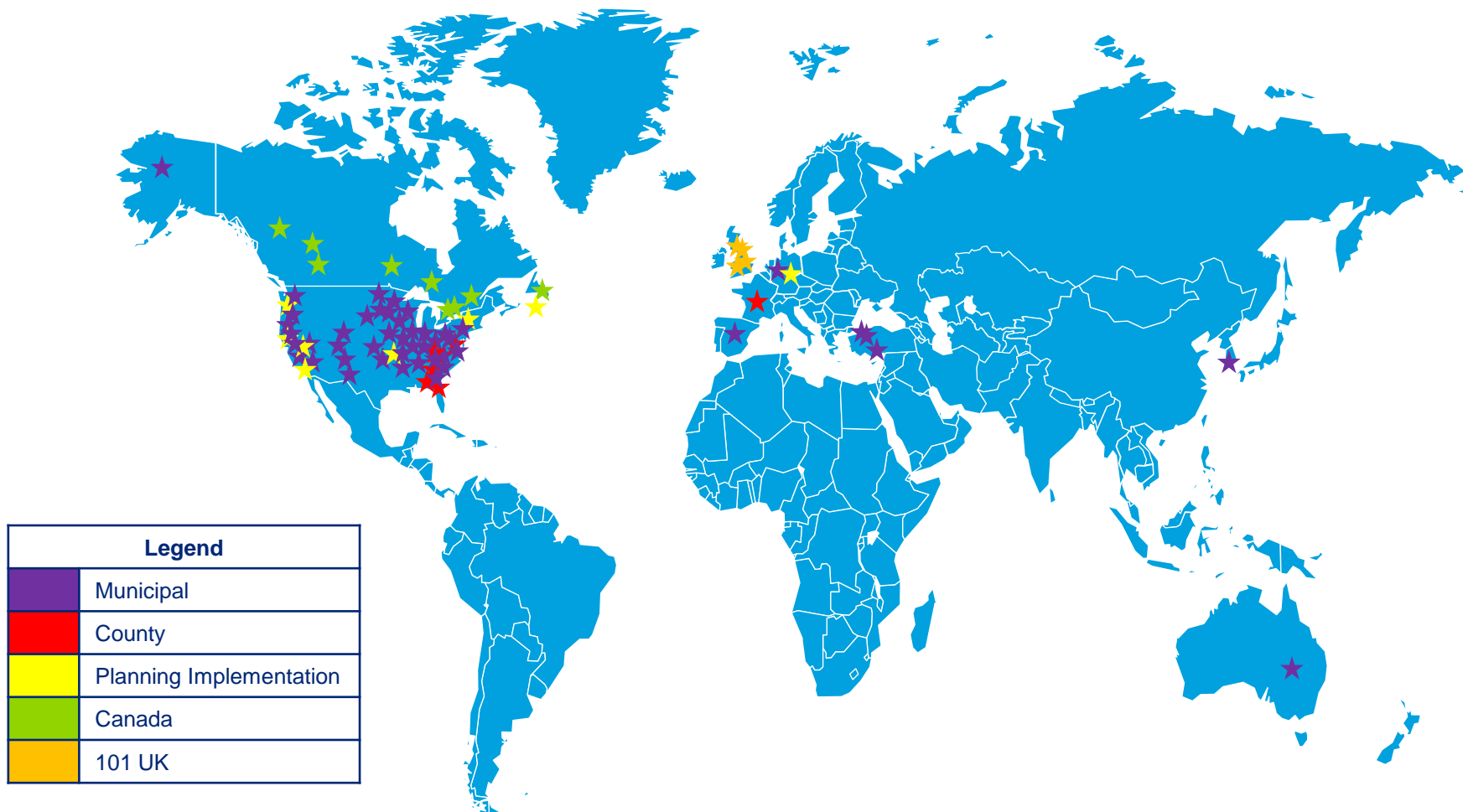
- Public Sector contact centers, much like their private sector counterparts, are widely used as a means for citizens to access services without having to go to a specific location
- Citizens use public sector contact centers for one of three reasons:
 - General inquiries or request for information (45%)
 - Complete a transaction or service request (43%)
 - Finding support or accessing emergency services (12%)
- Public sector contact centers are required to work along side other forms of government contact (such as websites and front counters)
 - Where governments have invested in awareness campaigns and enabled accessibility and integration with service delivery partners, demand and use of these centres skyrocket (i.e., 300% increase in contact volume)
- When fully mature, public sector contact centers have an ability to provide significant enhancements to the client experience - creating a more “streamlined and efficient” overall organization, especially if back office and system activities are well coordinated.
- With the large number of government supports and services provided to citizens often noted as “complex or confusing to navigate”, public sector organizations have started to move towards a model that leverages a common number
 - The intent of a common number is that it is easy to recall, and can improve access to government services more simply and quickly

Sources:

Holman, D., Batt, R., & Holtgrewe, U. (2007). The Global Contact Centre Report: International Perspectives on Management and Employment.
Herrell E., Daley E., Atwood C. E. Off shoring Contact Centers: Identifying Locations. How To Compare And Select A Site That Best Suits Your Customer Base. Forrester Research.
Contact Centre Canada.(2009). Current Human Resources Trends in the Contact Centre Sector.
Contact Centre Canada.(2010). National Benchmarking Project – Gap Analysis and Research Findings.

The 311 Contact Center

- 311 is a telephone number used mainly in Canadian and American communities to provide quick, easy to remember access to a non-emergency municipal/citizen service center.
- Originally intended to divert questions from 911 in the states, 311 is often used to provide integrated information and government services to citizens through a diversity of channels including phone, web, mobile, and more.
- 311 is available in over 45 American and 16 Canadian communities with several similar numbers in Europe.



Appendix D:

Comparative Metrics

Strategy – Contact Center Metrics

- Chicago and Miami are both of similar population sizes and therefore make sound comparators for strategy benchmarks. Additionally, launched in 1999 and 2004 respectively, the maturity of these centers may be indicative of leading practices.

Metric	Chicago	Miami-Dade	311 Median	Toronto 311	Considerations / Limitations
Population	2.9M	2.4M	N/A	2.5M	Population size drives call volumes and is a key consideration; however populations are not for the same year.
Budget	\$4.97M	\$10.97M	\$3.7M	\$13.0M	The value of the American dollar, inflation and the items included in the cost calculation all affect this figure.
Cost per call	\$1.15 (call)	\$4.39 (call)	\$3.39 (median)	\$9.95	Economic job market conditions and inflation (2009 data) impact wages and thus cost per call. The calculation of “costs” can vary greatly from including some to no overhead, thus also skewing costs.
Operators	81 FTE	133 FTE	81 FTE	117 FTEs	While not often reported in order to protect proprietary information, certain 311 centers outsource parts of their contact centers skewing the number of FTEs (as well as costs, calls / FTE).
Call Volume (annual calls offered)	4.31M	2.65M	1.29M	1.3M	Marketing / promotion may have an impact on these figures as well as demographic factors.
Calls / FTE	53,206	19,925	19,925	11,262	Any outsourcing can skew figures as well as varying definitions of FTE

People & Organization – Contact Center Metrics

- While the Canadian Municipal Center referred to below is smaller in terms of population and thus call volumes, this comparator provides a Canadian perspective, which is important particularly around the people-side of operations. This center is relatively mature in operations and is also located in a major Canadian city.
- Miami is of similar size and also unionized and therefore serves as our second benchmark
- To provide a benchmark for diversity of private sector comparators we turned to Deloitte benchmarking, mainly driven by Perdue University; since a range of factors influence people metrics an average of multiple contact centers from a variety of sectors can provide an insightful metric for reference

Metric	Canadian Municipal Center	Deloitte Metrics	Toronto 311	Considerations / Limitations
Salary % of Total Expense	84%	65%	58%	Different economic and job market conditions will impact this figure as well as the priority of 311 for City officials
Span of Control	1:13	1:13	1:20	Toronto 311 is based on a supervisor to agent ratio, however, other centers may look to incorporate broader levels of management into their measure
Turnover %	6%	23%	6%	Deloitte metrics incorporate private sector perspective and may not be reflective of the unionized environment or the wage scale of Toronto 311 (or a public sector environment)
Length of Training	6 weeks	3 weeks	5 weeks	Depend on how individualized an approach is taken for training, these allocated number of days may be slightly skewed. In person training vs. eLearning options may also need to be taken into account. Job shadowing or coaching may also required additional time not included in these measures.
Full : Part Time Staff	1:0	4:1	1:1	Temporary or outsourced staff may not be included in these measures.

Processes & Operations – Contact Center Metrics

Miami and Chicago were used again since the populations are of similar size; while a Canadian Municipal Center's operation provides the Canadian perspective, it is significantly smaller.

Metric	Miami - Dade	Chicago	311 Median	Toronto 311	Considerations / Limitations
Call abandonment	16.5%	19%	11.5%	22%	Use of IVR with upfront message can skew results if not adjusted
Speed to answer (sec)	83	61	32	38s	Use of IVR or tiers can affect calculation
Service level %	60%	48%	77%	81%	Differing service level targets can skew results, as well as definitions around when calls are answered
Handle time (sec)	268	70	123	211	Inclusion of after call work can skew results
1 st call resolution	93.3%	65%	81%	72%	Differing standards and procedures around when to transfer calls can skew results

Appendix E:

Jurisdiction Research / Leading Practices - Details

New York

Overview

- Since 2003, New York's 311 has been receiving an average of 40,000+ calls per day which have resulted in an average of 179,468 service requests per month between September 2011-2012. Calls are answered by some 200 full time representatives, 50 part time representatives (through a partnership with a University), and an over-flow call center on long island.
- Services are available through phone (in over 170 languages), Skype, mobile app, twitter, text, and online (in over 50 languages).
- Prior to the recession, 311 NY had exemplary service levels of 26 seconds, a very thin IVR, and a five day in person training program for customer service representatives. However, 2007 brought talks of budget cuts at a time when 311 saw a 200 % increase in "health and human service" calls which require a far longer than average handle time; generally over 20 minutes compared to 7 minutes previously.
- Critical decisions around people and technology allowed 311 to navigate this trying time as highlighted below.

Strategy	People	Process	Technology
<ul style="list-style-type: none"> • 311's mission is to provide the public with quick, easy access to all New York City government services and information while maintaining the highest possible level of customer service. • 311 helps agencies improve service delivery by facilitating focus on their core mission and manage their workload efficiently. • It also provides insight into ways to improve City government through consistent measurement/analysis of service delivery. • This has included identifying agencies performing the same services and neighborhoods with the highest levels of complaints to help concentrate resources. • 311's mission is linked closely with administration's principles of open government: accessibility, accountability, and transparency. 	<ul style="list-style-type: none"> • Pre-recession, 311 had 5 day courses and extra breaks to reward CSRs for compliments. • Instead of canceling off-phone/ "fun" time in light of budget cuts, the aim was to keep constant communication and morale high as 311: • Used Impact 360, to find the best time for team meetings, based on least impact to service. • Used Sharepoint for teams to have their own space to post questions, stories or information. • Gave CSRs journals to document coaching with supervisors; helping them feel active in the process and providing reference for expectations/next steps. • Substituted 5 day training with a combination of in person, online, and job shadowing which focused on soft skills and cross training. 	<ul style="list-style-type: none"> • About 17 call centers previously operated by City agencies have been consolidated at the 311 center. 	<ul style="list-style-type: none"> • Post-recession, a more aggressively layered IVR was put in place supported by Nortel. • Oracle Siebel is the CRM used. It contains over 3,600 distinct pieces of information including answers to questions, and support for CSR such as next best action. • Verint's 360 is used for workforce management and forecasting call volumes/demand. • All calls are monitored through NICE systems call monitoring solutions. • 311 also uses a variety of open-source "Open 311" solutions including: • City Integrated 311, 311 Pix iPhone App, Peoples311 and more.

Relevance to Toronto 311

- Use of innovative approaches to maintain a positive 311 culture and reinforce messaging around performance goals / next steps could increase employee morale and thus better both absenteeism and performance at large.
- Toronto might consider the use of notebooks for CSRs, extra breaks to reward compliments, Sharepoint collaboration, and Verint's 360 as potential options to generate improved consistency in performance and absenteeism.



Chicago

Overview

- While Baltimore was the first to use 311 as police non-emergent number in 1996, Chicago was the first to implement a comprehensive 311 system in 1999 to provide information and track city services from intake to resolution in addition to non-emergent police calls.
- Catering to over 2.7M residents/visitors, Chicago offers services in over 100 languages 24/7 and has 100+ CSRs for 3.9M+ calls/year.
- Recognizing that the success of 311 is contingent on public education Chicago undertook a clever outdoor marketing campaign highlighting the difference between 311 and 911. Lack of education, as in San Diego and San Jose, leaves 311's value inconclusive.
- Successes have included effectively engaging the public through 311 in efforts against crime, graffiti, West Nile, and bankruptcy.
- Through Chicago Alternative Policing Strategy (CAPS) the City has enlisted 100,000+ Chicagoans determined to take back their streets, schools and parks through the use of 311. This is a key example of 311 use for targeted issues through citizen engagement.

Strategy	People	Process	Technology
<ul style="list-style-type: none"> • <i>Chicago 311's mission is to</i> • Serve as the entry point for residents, business owners and visitors needing access to City information, programs, services and events. • Record/document all requests for non-emergency City services within the system and forward them to the proper agencies. • Assist City departments, and agencies to deliver improved customer service and manage resources more efficiently. • Monitor and provide performance management reports and analysis of City services delivery. • Direct requests for non-emergent police reports to the Alternate Response Section (ARS). • Serve as the back-up for 911. 	<ul style="list-style-type: none"> • Customer Service Representatives are trained in key phrases in over 25 languages – enough to access a language bank and request the services of a qualified translators. 	<ul style="list-style-type: none"> • Average wait time target is 45 seconds. Agent efficiency and abandonment rates are also measured against the 45 second target. • The system is connected to 300+ locations across the city, allowing all departments to identify issues and enter service requests to alert colleagues of problems. • The system allows Chicago to track the effectiveness of responding to nonemergency requests. To get the project started, each city department needed to map the process for every service it delivers. • The City collects and uses data on these incidents to produce performance reports for each department and manager. 	<ul style="list-style-type: none"> • Chicago 311 runs on Motorola's system which stores data and has a double check feature to prevent multiple crews from responding to an issue. • SunTRACK is used to enable requests over the internet. • AT&T Vesta Phone System helps manage increased volume and provide additional channels for information-only calls with an expanded auto-attendant. • The method to enter service requests was also expanded in 2010 to include mobile for City agencies so workers can input service requests while in the field. • 2011 saw the launch of ChiTEXT allowing Chicagoans to receive frequently requested information to their mobile phones. • Open311 is used for apps such as Chicago Works.

Relevance to Toronto 311

- With increased awareness and public education around 311, the City might reap additional benefits from 311 by engaging the public in targeted city improvement efforts such as crime, graffiti, West Nile etc. This use of 311 can have positive social – and cost – implications as citizens provide information that employees might otherwise be required to gather.
- City departments could benefit from the use of performance management data to produce reports – increasing management effectiveness (with a clear view to problem areas) and accountability.



Baltimore

Overview

- Baltimore is famed for its first use of the 311 number, for non-emergent police services. This initial service has since expanded to offer Baltimore's 600,000 residents a plethora of other city services.
- As Baltimore's 311 evolved, it became known for its use of Citistat technology to collect data and apply it to broader management of City operations. This approach is a widely recognized leadership strategy described in further detail under "Process".
- In recent efforts to cut costs, Baltimore was able to save in the range of \$500,000 by cutting down 311 calls to urgent requests only, between 10 p.m. and 6 a.m. This decision was taken after analysis revealed that while there are about 1.1M calls, only around 52,000 – less than 5 % – came overnight (and of those, nearly 2,000 were urgent requests). As a result, each call costs about \$10 – far higher than industry average.

Strategy	People	Process	Technology
<ul style="list-style-type: none"> • The original purpose for 311 in Baltimore was to reduce burden on 911 and improve the quality of policing through a non-emergent police services number. • This objective had success, reducing calls to 911 by approximately 5,000/week (34%) – an outcome that is reported by several other 311 jurisdictions as well, depending on marketing. • As 311 was adopted for broader city services it became an integral part of City performance management with the Citistat system acting as a catalyst for a valuable management process. • Recently, attempts have been made to leverage 311 to mobilize residents in targeting specific city issues such as bed bugs. 	<ul style="list-style-type: none"> • Baltimore's Citistat is a leadership strategy to mobilize city agencies to produce specific results. • In addition to accountability for fiscal decisions, Citistat's influence on leadership interaction should not be overlooked. • It creates and maintains continual interaction between agency leadership and cabinet officials with cross-city responsibilities for personnel, budget and financial operations, labor-management issues, legal matters, and technology. • This interaction is boasted to result in better coordination and cost effectiveness in municipal government, not to mention sustained and increased progress toward the city's and mayor's goals. 	<ul style="list-style-type: none"> • The Citistat process works by: • Every two weeks, city agencies covered by the system must submit reports on an extensive range of performance/HR data. • Reports include progress toward agency goals and decisions such as overtime and employee leave. • Twice monthly, the mayor, his deputy, and cabinet question agency heads and management teams on what they have reported. • Meetings take place in a specially designed room, and agencies account for performance. • Problems are identified, and when necessary, agencies get help to tackle them. • Each two weeks' worth of data frames short- and long-term adjustments of resources throughout the organization. 	<ul style="list-style-type: none"> • Baltimore uses the Motorola SunTrack Enterprise Solution. • Cititrack (CRM) provides both centralized and distributed call-intake and work order management throughout the City. • A variety of channels exist to take requests including online, and mobile apps like Spot Reports, which is integrated with Baltimore's CRM. • Baltimore runs OpenBaltimore on the Socrata platform and has seen wide interest in civic hacking since its introduction. • A particular successful event – Education Hack day – focused on the needs of teachers/schools. • Inspired by New York, Baltimore used Compstat to map and track requests. This eventually led to Citistat which now embraces nearly 2 dozen city agencies.

Relevance to Toronto 311

- Use of a metric-based leadership strategy to mobilize city agencies could help the city to achieve goals and maintain accountability for decisions through leadership collaboration, effective resourcing, and data-driven decision making.

Miami-Dade

Overview

- Launched in late 2004, Miami-Dade's 311 Answer Center became the first in the nation to implement a software that would handle calls for the Miami-Dade County (county) and the City of Miami (city government) by combining their services for citizens.
- CSRs can initiate requests for services provided by the city of Miami or the county of Dade in English, Spanish or Creole. Services are also available through service centers, mobile apps, or online. Users can personalize their experience with user preferences upon login.
- The Community Information and Outreach (CIAO) integrates telephone and internet access to government. It manages eNet, the employee web portal on behalf of County departments, which enables employee communications and productivity applications to be used across the organization for all 30,000+ County employees. These can be accessed outside of the County's network as well.
- Similar to other 311's, recessionary budget-cuts occurred in Miami. Staffing cuts and use of the cloud allowed for the savings required.

Strategy	People	Process	Technology
<ul style="list-style-type: none"> • The goals of the 311 service center include offering citizens/visitors with: • Timely and accurate answers via a single call to the 3-1-1 center, 24/7; • Live operator or internet based services; • E-mail, fax and web channels in various languages for a multicultural city; • Follow-ups and tracking of service requests; and • Assistance for 911 in reducing non-emergency calls and handling high call volume during natural disasters/emergencies. • 311 is successfully used during emergency situations, particularly during hurricane season. Numerous case studies exist on this use during hurricane Wilma in 2005. 	<ul style="list-style-type: none"> • In 2009, an audit revealed an average wait time of 4.3 minutes, compared to the target of 90 seconds, and that callers were being misinformed due to personnel who weren't adhering to policies and procedures. • To improve, a team of trainers and supervisors met with CSRs to discuss existing problems, clarify procedures and review how to handle calls. Additional personnel were also added. • CIAO establishes departmental and workgroup tabs/pages which serve as a work community's central announcement, document sharing, and networking point. • Field officers are equipped with mobile devices allowing tracking and real-time response to services requests. 	<ul style="list-style-type: none"> • Servicestat is Miami's web-enabled reporting system which combines performance data, GIS mapping and 311 call information into a tool for decision-makers. • The system creates historical records in order to establish accountability, while performance metrics can be tracked over time to help managers determine where to deploy resources and improve low performing areas. • Call audits are also conducted. Some of these calls are made in-house and others by the Florida International University's secret shopper program, which the county hires to conduct calls for quality assurance and training. • The university places about 100 county-related calls and 25 city calls monthly to 311 in English, Spanish and Creole. 	<ul style="list-style-type: none"> • Miami uses Microsoft Azure, which was built by 2 people in 8 days with no up-front costs creating a 75% reduction in development cost. • Using the cloud, they sped up development and eliminated the need for costly infrastructure. • This system integrates with the larger Miami-Dade Motorola CSR system and will take service request input from citizens. • Additionally, the Web Content Management system is available for use by departments/other governments. Users can create web pages using templates and publish their content on demand or on a predetermined schedule. • Based on personal preferences, Miami e-notification services send e-mail, SMS, or IM alerts with links to relevant information.

Relevance to Toronto 311

- Use of one team to provide telephone and internet access to government employees could enable collaboration, efficiency and consistency as well as minimize costs through the use of one team as opposed to multiple.
- Integration of services from different levels of government could be considered to improve satisfaction, agency collaboration and costs.
- Use of the cloud to cut development and infrastructure costs associated with 311 might be a consideration for any future development.



Singapore

Overview

- Launched in 1999, eCitizen provides cross-agency, information/services, helping citizens complete transactions with ONE government.
- eCitizen is driven by the Ministry of Finance and managed by the Infocomm Development Authority of Singapore (IDA). It has 3 areas: **Topics** are guides to help perform tasks, they show where to find more details about areas of interest such as, "Recreation", "Transport" and "Health"; **eServices** is a directory of all eServices offered by the Government and; **Highlights** provides the latest news and events.
- In addition, the OneInbox feature allows access to government statements, advisory notes, reminders and pay notices in one place.
- The eCitizen Portal aims to create a platform on which integrated information and services from different government agencies can be delivered to citizens – eliminating the need to interact with multiple agencies to complete one transaction with the Government.
- There are also 86 eCitizen Helper outlet locations around Singapore to help bridge the "digital divide" and provide assistance if required.

Strategy	People	Process	Technology
<ul style="list-style-type: none"> • In line with the e-Government Action Plan, the short-term objective was make as many public services available online as possible. The end goal is a leading e-government delivering convenience/benefits to all. • The portal brings agencies together to achieve common goals and the vision: 'Many Agencies, One Government'. • The 2003 e-Government Action Plan II had three distinct outcomes: Delighted Customers, Connected Citizens and a Networked Government. • The focus is accessible, integrated & value-add services that bring citizens closer together. • Guidelines for development are Rapidity, Reliability, Efficiency, Cost-effectiveness, Customer-orientation and Accessibility. 	<ul style="list-style-type: none"> • Citizen-service in Singapore is focused on the use of online channels. While eCitizen helper locations exist to aid with the use of online channels, Singapore does not use a contact center. • Two main governance structures are in place for eCitizen/eTown: <ol style="list-style-type: none"> 1) iGov Committees, which drive the direction of overall efforts. 2) eCitizen/eTown Committees, which drive agency integration. • The iGov Committees, are formed by Permanent Secretaries and Deputy Secretaries of ministries – highlighting the importance placed on the vision of an "Integrated Government". • The eCitizen/eTown Committees are led by permanent secretaries of key ministries – fostering collaboration across jurisdictions. 	<ul style="list-style-type: none"> • The portal receives about 350,000 page views a month. • 1,600 eServices are available via eCitizen Portal. Representing 98% of feasible eServices. • Some 66 integrated eServices have also been identified and many of them are implemented. • One example of an integrated service is the intelligent FAQ which integrates the FAQ systems of 86 government agencies allowing the public to ask their question to any FAQ system. • A similar initiative is the business licensing service, which is a one-stop website for new businesses to register and apply for licenses. It requires applicants to fill out only one integrated form and make one payment for more than 80 licenses across 17 agencies. 	<ul style="list-style-type: none"> • The initial e-Citizen portal had information organized by major life milestones, including "Birth", or "Getting Married". • As part of phase II, the Citizen eService Centre was revamped addressing feedback that accessing content intuitively and quickly was a key concern. • The current structure includes 8 eTowns which cluster information and e-services across organizational boundaries into logical groupings for clients e.g. "Business", "Education" "Culture /Recreation". • Mobile applications exist to access information and allow for the creation of a personalized page on eCitizen which can save favourite topics and eServices for easy access.

Relevance to Toronto 311

- While Singapore's citizen services are not set up as a 311 contact center, the use of online channels to provide information and services to citizens could have significant implications in terms of cost savings, efficiency and convenience.
- Integration of government services to achieve citizen-centric service provision could also result in decreased overlap and cost savings for government, and increased convenience for citizens.

Overview

- The first of its kind in Canada, Calgary implemented 311 in 2005 and now tracks citizen requests across 30+ work order business units.
- Serving 1M+ people, an average of 46,669 requests/month were received between September 2011-2012 online and by phone.
- Calgary recently invested in an upgrade of their Calgary.ca website, which is now search-based in an effort to divert many informational calls from 311. Since this investment, 311 continues to receive more complex calls which have caused the average length of call to increase by 4%. Similarly, cost per call has increased 12.6% from \$3.97 to \$4.47.
- Due to a motion passed July 2012, 311 Calgary will also undergo a review of its processes with particular attention to improving the communication difficulties caused by the fact that city departments operate on a different system than 311.

Strategy	People	Process	Technology
<ul style="list-style-type: none"> • Support for 311 stemmed from customer satisfaction surveys which revealed that citizens were pleased with quality of city services, however accessibility and accountability were issues. • To help resolve these issues, the city made a decision to centralize their call centers in order to better serve citizens. • As such, Calgary's 311 is build on four principles: accessibility, consistency, accountability, and improved decisions making through data. • While Calgary's 311 handles calls for a diversity of divisions, one exception is Calgary Transit, due to the high volume of calls which cost the city around \$4 dollars in comparison to a \$2 bus ticket. 	<ul style="list-style-type: none"> • Similar to Toronto's 311, Calgary's 311 inherited many staff from other divisions. • Staffing levels go from about 72 FTEs in the summer to around 56 FTEs in the winter months. • While all staff are full time (with one exception) Calgary uses temporary staff who are on the phone during busy summer months. • All full time staff rotate through shifts to ensure that citizens receive consistent service regardless of time of day and there is fairness amongst staff . • However, new staff only do day shifts at first until their competencies are developed. 	<ul style="list-style-type: none"> • Calgary's calls are about 50% inquiries and 50% service requests - typical of many 311 centers • No IVR or speech analytics are used. However, voice messages are used occasionally, for snow bans and crisis updates. • 311 data is actively used to improve city decision making and the accountability of divisions to citizens and customer service. • Twitter is not pursued as it cannot be fully integrated with the CRM and is seen to create extra costs as information provided is often unclear or incomplete and requires additional follow up. 	<ul style="list-style-type: none"> • Self-service became available in March 2012 due to a 311 system upgrade, including the use of online mapping and mobile tools to easily submit requests. • Once submitted, Calgarians can see the status of their request without having to call. The system sends an e-mail notification to confirm a request has been received as well as a link to check status updates as the request is being addressed by staff. • Calgary uses the Motorola Enterprise Solution. • Calgary's 311 will soon be launching a mobile application by Connected Bits that can create service requests and send the right to the appropriate divisions.

Relevance to Toronto 311

- Examination of transportation call volumes and complexity might be worthwhile.
- Opportunities to leverage temporary staffing model might exist to even-out seasonality; similarly mandatory rotation of staff through shifts might be effective if quality issues arise in evening hours.
- Use of Twitter for service requests might be costly, however Toronto's 311 might benefit from using Twitter to push information and reminders to citizens, likely averting simple inquiries.

Appendix F:

Maturity Model Definitions

Strategy – Maturity Assessment Definitions

	Aware	Developing	Practicing	Optimizing	Leading Edge
Channel Strategy	<ul style="list-style-type: none"> Customers are offered minimal channels (mainly phone and mail) by which to interact with the city, or multiple channels are offered with little understanding of channel strategy or customer need. 	<ul style="list-style-type: none"> Multiple channels are offered, yet alternate channels are not dealt with as effectively as the phone. Misplaced communications are common. Large backlog due to undefined contact handling process. 	<ul style="list-style-type: none"> All customer communication channels are efficiently dealt with in a timely manner. Some channels continue to be dealt with in isolation. There is some duplication of work and missed requests. 	<ul style="list-style-type: none"> All communications are linked to one customer tracking number. There is little or no duplication of work. All communication threads are accessible to all staff. Defined responsibilities exist to manage each channel. 	<ul style="list-style-type: none"> Channel strategy is highly-tailored to customer segmentation and individual factors within the segments to deliver a robust, cost-effective suite of customer communication capabilities. Channel strategy is continually re-assessed to ensure that the appropriate channel mix is being provided to customers and that the value propositions of new alternative channels are understood before implementation.
Customer Segmentation	<ul style="list-style-type: none"> No formal customer segmentation model is applied to the customer base. There are no formal differences in customer services, channel offerings or communications. 	<ul style="list-style-type: none"> Basic customer segmentation is performed on the customer base using a small set of criteria (usually demographic) and is used to understand customer expectations, channel preferences and typical uses of call center 	<ul style="list-style-type: none"> Customer segmentation classes are expanded to address a greater array of potential market segments. Segmentation information is used to understand where potential opportunities for channel migration, targeted promotion, or tailored communications exist. 	<ul style="list-style-type: none"> Customer segmentation is beginning to quantify other aspects such as preferences, loyalty, frequency of use etc. Information is being leveraged to offer premium customer service including service request follow up, tailored communications and/or push messaging relevant for segments. 	<ul style="list-style-type: none"> Customer segmentation is further leveraged to cross-promote other relevant city services that are offer revenue generating potential. The call center uses segmentation to help understand city customers as a whole and cater to their needs in way that supports both the customer and services offered by the city.
Business Analytics	<ul style="list-style-type: none"> Limited accuracy of reports (e.g., error prone data collection methods). Limited availability and frequency of data (e.g., relevant data is not collected). No defined key performance indicators. 	<ul style="list-style-type: none"> Manual and automated data capture that is less prone to errors. Custom data stores with defined reports. Reporting available at increased frequency intervals. Defined performance indicators but not benchmarked against objectives. 	<ul style="list-style-type: none"> Comprehensive, automated and accurate data capture. Access to data stores and customization facility. Increased frequency (e.g., daily). Defined key performance indicators benchmarked against objectives. 	<ul style="list-style-type: none"> Real-time updates with a dashboard view to data (BAM – Business Activity Monitoring). Real-time accessibility to data for reporting. Incorporated monitoring and tracking of all work. 	<ul style="list-style-type: none"> Data consolidated from various sources to provide meaningful decision support capabilities and trend analyses for the whole organization.
Integration	<ul style="list-style-type: none"> Contact center processes are not aligned with the rest of the organization. 	<ul style="list-style-type: none"> Contact center to organization hand-offs are understood and documented in key areas. 	<ul style="list-style-type: none"> Certain key processes are beginning to integrate with organization's process standardization and documentation efforts. 	<ul style="list-style-type: none"> All contact center processes, both routine and abnormal, are integrated with clear definitions of roles, responsibilities, process hand-offs and escalation paths with partner organizations, both internal and external. Some attention is places on content management. 	<ul style="list-style-type: none"> Content management is a priority for the contact center as well as other divisions. Seasonal content is updated regularly and divisions proactively submit content and notify the call center if 3-1-1 is used on public materials. Similarly, customer service standards apply across the entire organization, and integration extends to customer service expectations.

Strategy – Maturity Assessment Definitions

	Aware	Developing	Practicing	Optimizing	Leading Edge
Value Focus	<ul style="list-style-type: none"> The contact center's operations are generally viewed by the organization as a cost center that provides little to no insight or value to the organization. 	<ul style="list-style-type: none"> Contact centers are struggling to find their niche in the organization and sometimes try to engage in programs that they are not structured to handle in an attempt to show their value to the organization. 	<ul style="list-style-type: none"> Contact centers understand their business focus (cost control, revenue growth, or customer satisfaction) and align their operations and strategies around that focus. 	<ul style="list-style-type: none"> Contact centers "major" in their business focus area and "minor" in adding value to the organization by providing some value-added insight and reporting, although they generally do not market themselves as a vital corporate information source. Management team understands contact center's ability to contribute to bottom-line enterprise value. 	<ul style="list-style-type: none"> The contact centers are recognized as the organization's critical link to the customer, providing a rich base of information and insight into customer wants, needs, and behaviors. Contact center management is looped into overall City management, customer service, and improvement efforts. Contact centers provide a balanced, value-based scorecard to the organization that documents their contribution in driving citizen-service and confidence in government while operating in a cost-effective manner.

People and Organization – Maturity Assessment Definitions

	Aware	Developing	Practicing	Optimizing	Leading Edge
Training and Mentoring	<ul style="list-style-type: none"> Limited or no availability of training. Existing training is inefficient and requires significant on-floor support. Mentoring environment does not exist. Feedback is often delivered as criticism, and is prompted by errors or complaints. Agents are unclear as to their performance. 	<ul style="list-style-type: none"> Training only available to new hires or to all agents upon implementation of a new tool. New agents require floor support. No continued training is available. Mentoring sessions are scheduled intermittently or missed. Agents view mentoring as a negative interaction. Focus of mentoring is on phone channel statistics only. 	<ul style="list-style-type: none"> Training is available to new agents and existing agents under a defined continuous learning program. No e-learning capability is provided. Mentoring sessions scheduled regularly (daily, weekly, monthly – center specific). Agents view mentoring as a positive interaction. Mentoring focuses on productivity and quality. Agents incorporate feedback and performance improves. 	<ul style="list-style-type: none"> Training is part of agent performance objectives in the continuous learning program. Gaps in training from floor experience creates training requirements that are efficiently conducted. E-learning training provides a cost-effective training option for continued training. Mentoring focuses on positive behavior reinforcement. Agents receive balanced feedback through multiple channels. Agents feel empowered to put forth their best efforts. 	<ul style="list-style-type: none"> Frequent performance feedback drives training requirements. Just-in-time e-learning delivery tied to closed-loop performance management. Agents can provide feedback to management via 360-degree feedback mechanism. Organization provides multi-function training to agents to help develop career paths. Training provides a good understanding of the organization as well as alignment with performance assessment criteria.
Culture	<ul style="list-style-type: none"> No clear department mission, goals, and value statement. No team building events. 	<ul style="list-style-type: none"> Definition of department mission, goals and values are documented and communicated. Team building activities mainly occur at events and meetings. 	<ul style="list-style-type: none"> Shared values and goals are communicated and re-enforced during meetings and are posted. Organizational commitment to team building. 	<ul style="list-style-type: none"> Department is conscious of culture and works to maintain it through strong team leadership and shared values. 	<ul style="list-style-type: none"> During hiring process candidate screened for fit with culture.
Pay and Compensation	<ul style="list-style-type: none"> No or limited compensation policy documentation. Agents not aware or knowledgeable with compensation structure. 	<ul style="list-style-type: none"> Compensation policy is defined but not communicated or enforced. 	<ul style="list-style-type: none"> Defined compensation policy is communicated, transparent and understood. Compensation is not aligned with skills and market. 	<ul style="list-style-type: none"> Compensation is aligned with skills and market, some level of variable pay included to pay based on performance. 	<ul style="list-style-type: none"> Compensation policy updated on regular basis by researching trends and benchmarking. Compensation is competitive and based on performance; balance of fixed and variable compensation rigorously defined and continuously re-evaluated.
Organizational Design	<ul style="list-style-type: none"> There are no thoughts given to proactively designing the organization structure. 	<ul style="list-style-type: none"> Boundaries between departments are identified to set guidelines and controls. Rigid use of resources and little flexibility inherent in structure. Focus on activities and improving the efficiency of operations, rather than the customer. Spans of control are not understood or taken into consideration. 	<ul style="list-style-type: none"> Boundaries between jobs and careers are identified. Productivity is internally monitored before new employees are recruited. Spans of control are understood but not always used. 	<ul style="list-style-type: none"> Core business processes are used to design the most suitable structure. The organization design reflects jobs that ensure the smoothest flow of products and services to customers. Management layers are periodically evaluated to measure the value add to the organization. 	<ul style="list-style-type: none"> The organization structure design reflects jobs that ensure the smoothest flow of services to customers. Core business processes are used to design the most suitable structure. The structures are redesigned when strategies are changed. The organizational structure, processes, systems, culture and competencies are aligned to drive new behaviour in support of the vision.

People and Organization – Maturity Assessment Definitions

	Aware	Developing	Practicing	Optimizing	Leading Edge
Recruiting	<ul style="list-style-type: none"> Organization has no defined recruitment strategy, candidates are identified on an as-needed basis. There are no formal recruitment processes or tools No job descriptions or technical/behavioral skill models exist for open positions. Unable to attract the best candidates. 	<ul style="list-style-type: none"> Potential candidates are found through reactive recruiting means such as advertising. Limited recruiting guidelines or tools exist, or there is a lack of consistency Technical skills model defined for open positions. 	<ul style="list-style-type: none"> Organization is developing relationships with educational institutions, job fairs, appropriate peer organizations, and/or external recruiters to source candidates Standardized recruiting tools are available Technical and behavioral models are defined for all positions. Job descriptions are available for many positions. Able to attract good candidates. 	<ul style="list-style-type: none"> Organization has long-term relationships with sources of candidates Recruitment is a multi-stage interview process assessing knowledge, skills, abilities, success traits, performance and potential for development Standardized job descriptions are available for all positions. 	<ul style="list-style-type: none"> Organization applies a strategic sourcing strategy to target, network, and communicate with potential candidates Recruitment includes tools such as competency assessment, multi-stage interviews, case interviews, culture fit, and/or predictive modeling Technical ability and 'fit' are weighted equally. Able to attract the best candidates.

Processes & Operations Management – Maturity Assessment Definitions

	Aware	Developing	Practicing	Optimizing	Leading Edge
Process Workflow	<ul style="list-style-type: none"> Non-standard, unstructured, and/or undocumented processes. Agents aware of processes through tenure in contact center. Official onboarding is short and ineffective while actual learning curve is lengthy and difficult. 	<ul style="list-style-type: none"> High-level processes documented. Agent procedures are inconsistently documented and process knowledge is mainly learned "in the trenches" without an understanding of the overall business process. Responsibility/ownership is not identified. 	<ul style="list-style-type: none"> Processes are documented and are available to agents via binders in the contact center. Processes are inconsistently reviewed and updated. Some process controls are enabled via automated tools, such as CRM and workflow applications. Agent onboarding is streamlined by integrating training with operating processes. 	<ul style="list-style-type: none"> Documented processes are available on-line by agents, including desk procedures/operating procedures. Processes are reviewed and updated on a regular basis by management and corporate governing body to ensure consistency across organization. Process performance is tied to rewards and performance evaluations. Processes are followed sufficiently to pass certification audits. 	<ul style="list-style-type: none"> Process rigor is ingrained in the organizational culture. Processes are defined and maintained by employee-management teams and guided by a corporate "Center of Excellence" that assists in identifying opportunities for improvements in effectiveness and automation. Interfaces between processes are clearly documented, including change of ownership and transition requirements (e.g., internal SLAs).
Workforce Management	<ul style="list-style-type: none"> Limited Planning and forecasting that is mainly tactical in nature. No scheduling process. No dedicated resource for workload management. Limited measurement of phone channel and limited measurement of other work channels (mail, fax, Email, chat, etc.). 	<ul style="list-style-type: none"> Basic manual forecasting methods in place using collected channel data. Understanding of customer call patterns and required staff, but unsophisticated models in place to build supporting schedules. Time required to work on other channels is estimated. 	<ul style="list-style-type: none"> Manual proactive scheduling, forecasting and workload management process (e.g., annual outlook). Dedicated resource to fulfill function. Contact center plans channel workload allocation based on demand of other channels (i.e. scheduling Email channel follow-up during periods of low phone channel volumes). Accurate time estimates based on tracked results for all work channels. 	<ul style="list-style-type: none"> Long term planning with known loading factors (e.g., annual or longer). Strategic forecasting implemented to meet upcoming business demands where no previous data is available. Automated tool for multi-channel workload management. Contact centers utilize part-time and/or flex-time labor to cover anticipated spikes in demand. Adherence trends are measured and feed scheduling process; data used to determine training schedules and other off-call activity. 	<ul style="list-style-type: none"> Workforce management tool integrates information from various providers for aggregation into scheduling process. Forecasting for future skills needs are incorporated into agent development, recruiting and hiring plans. Forecasts are made 12-18 months in advance and include marketing trends and business strategy direction. Adherence is tracked real-time to enable faster responses to demand changes; additional flexibility for staffing in place based on virtual workforce, outsourced resource capacity, etc. Scheduling and call routing are managed on a near real-time basis in order to optimize parameters beyond service levels and average speed of answer, such as cost, quality, etc.

Processes & Operations Management – Maturity Assessment Definitions

	Aware	Developing	Practicing	Optimizing	Leading Edge
Quality/ Monitoring	<ul style="list-style-type: none"> Limited or no facilities for monitoring quality of output. No dedicated resources accountable for quality monitoring. No defined process to evaluate quality. Lack of a defined scorecard to evaluate agent performance. Agents cannot access their own performance data (e.g., adherence, productivity, and quality). Inaccuracies cause frequent conflicts. 	<ul style="list-style-type: none"> Some quality assurance through whisper monitoring and side by side shadowing. No defined evaluation process. No case/ transaction or multi-channel monitoring processes are defined. Agent performance scorecard defined. Agents can access the results through paper printouts or board postings. Manual data collection still causes some inaccuracies. 	<ul style="list-style-type: none"> Random call recording capability. Defined resources to monitor quality. Defined evaluation process with links to training and agent performance objectives. Case/ transaction monitoring performed to assess quality of data entered into call tracking system. Scorecard defined and performance is tracked automatically. Results are online but not real-time. Accurate reporting which is validated by the agents. 	<ul style="list-style-type: none"> Automated tool to record all calls. Quality monitoring conducted on all communication channels and is integrated with agent screen capture. Automated evaluation tool with automated training recommendation. Correspondence monitoring in place to check outbound customer correspondence. Scorecard aligned with business objectives. Relevant and accurate information is available to the agent real time. Agent goals for performance are set by management and performance against goals is assessed via the actual information collected. 	<ul style="list-style-type: none"> Recorded calls linked to interaction records in the CRM application. Evaluation reporting trends analyzed to provide training curriculum adjustment and define requirements for adding or changing customer interaction scripts. Monitoring of multi-channel interactions are enabled. Managers have the ability to monitor e-mail transactions and monitor on-line chats. Results for monitoring of all channels feed agent development. Agent performance information is analyzed by management and linked to quality and training processes. Analytics feed scheduling process to give best performing agents preference choices for preferred shifts.
Continuous Process Improvement	<ul style="list-style-type: none"> Process improvements within the contact center are not solicited and there is no clear process by which suggestions are assessed and implemented. 	<ul style="list-style-type: none"> Process improvements are solicited within the contact centers via a "suggestion box". 	<ul style="list-style-type: none"> Process improvements are encouraged by the organization. The evaluation process for suggestions is documented and followed through. 	<ul style="list-style-type: none"> Suggestions are evaluated by steering teams made up of agents and management to assess the suggestions and give appropriate perspective on the relative merits of the suggestion. 	<ul style="list-style-type: none"> Organization's culture values and rewards employee input with performance improvement incentive programs that reward employees based on actual results and 360-degree feedback framework.
Agent Support Tools	<ul style="list-style-type: none"> No strategies have been defined around tool deployment, maintenance, and enhancement. As a result, multiple, disparate tools track customer information in the contact center. Many tools do not share information across the contact center, let alone the enterprise. Proliferation of spreadsheets and databases are key tracking and reporting vehicles. 	<ul style="list-style-type: none"> Contact centers utilize a shared client server or terminal application within a contact center for tracking customer interactions. However, the proliferation of other tools, such as spreadsheets or proprietary applications, usually exist for issue resolution, reporting, and specialized activities. Basic maintenance strategies are deployed to maintain applications. Enhancement and release deployments are done in an ad-hoc manner. 	<ul style="list-style-type: none"> Contact centers moving towards a shared, common set of applications across enterprise that integrate key data between them. Manual, ad-hoc tools still exist but are becoming rarer as business/ technology teams identify additional functionality to roll into common applications on scheduled roll-outs. 	<ul style="list-style-type: none"> Organization implementing best of breed agent tools using a common agent desktop, such as a portal that help to drive agent efficiency. 	<ul style="list-style-type: none"> Agent applications are integrated with the enterprise, enabling the automation of closed-loop enterprise processes. Application strategy is comprehensive yet flexible to properly address business needs. Agents and managers alike have access to real-time information that empowers decision-making.

Processes & Operations Management – Maturity Assessment Definitions

	Aware	Developing	Practicing	Optimizing	Leading Edge
Outsourcing Strategy	<ul style="list-style-type: none"> Limited strategy; outsourcing occurs based on reactions to business environment. Little or no strategy in outsourcer selection process, planning, or managing the outsource relationship. 	<ul style="list-style-type: none"> Strategic decisions target areas where significant cost reductions can be achieved. 	<ul style="list-style-type: none"> Common corporate outsourcing strategy and direction guides the types of outsourcing relationships and contract terms. 	<ul style="list-style-type: none"> Outsourcing strategy integrated with overall business objectives. Clear vision, goals and direction are set and continually assessed. Outsourcing decisions are made after strategic assessments are performed. Relationships of outsourcers are strategically analyzed and maintained on a continuing basis to maximize the value to the organization. 	<ul style="list-style-type: none"> Outsourcing strategy focuses on leveraging expertise of outsource providers in creative ways to create a competitive advantage for the business.

Technology – Maturity Assessment Definitions

	Aware	Developing	Practicing	Optimizing	Leading Edge
Disaster Recovery	<ul style="list-style-type: none"> No contingency plans are in place. Customer calls are not answered during an unplanned outage and no data recovery planning exists. 	<ul style="list-style-type: none"> Critical key business areas identified and covered under one contingency plan. Calls and emails are routed to another area for support, which is not fully functional with customer data. Data backup are done, but stored onsite. 	<ul style="list-style-type: none"> Each critical area has a defined plan which is well communicated. Customer contact strategy in event of emergency is defined with critical services activation plan only. Data backups are stored off site. 	<ul style="list-style-type: none"> All areas of the business are covered by a plan. Fully functional alternative site is available with plans on emergency transportation of staff. Data is frequently synchronized on a mirror database that is operational offsite and is frequently tested. 	<ul style="list-style-type: none"> Single business continuity plan in-place for the entire enterprise coordinated by a centralized group of individuals with localized backups. Disaster drills are conducted on a regular basis and learnings from the drills are fed back into the plan. Leverage existing infrastructure (VOIP, Virtual agents, etc.) to accommodate call volumes until affected sites can be brought back on-line or alternative sites can be brought on-line. Plans also accommodate for situations where staff cannot reach a contact center site.
Knowledge Management	<ul style="list-style-type: none"> Limited / manual knowledge management process (e.g., manual binders for product information). Tools consist of disparate, unmanageable spreadsheets and desktop databases. 	<ul style="list-style-type: none"> Key-word searchable intranet. Extensive list of returned word 'hits' with low resolution rate. Overwhelming amount of "knowledge" is created by marketing / product management and managed by web master. 	<ul style="list-style-type: none"> Contextual search engine capable of advanced search criteria that returns fairly relevant solution set. Ability for employees to submit comments and requests regarding returned results to semi-dedicated knowledge manager. 	<ul style="list-style-type: none"> Comprehensive, context-sensitive, knowledge management system integrated within standard CRM application. Parameter based searches (most returned, most accessed, most successful, etc.). Tiered solution access based on users level / position / skill set. Targeted solution sets proactively sent to users. Ability for users at all levels to create searchable problem statements that can be accessed and solved by experts across the enterprise. Dedicated Knowledge Engineers to facilitate solutions. 	<ul style="list-style-type: none"> Natural Language Based Knowledge Management System capable of complex linguistic analytics across voice, email and web channels. Ability to support a closed loop knowledge cycle throughout the organization. Integration with CRM system includes ad-hoc script generation based on real-time interaction data. KM system has ability to track and score user knowledge contributions based on enterprise parameters (most used, highest revenue generator, greatest customer satisfaction, etc.) to help reward knowledge contributors. Problem Statement / Resolution creation is extended to customer community to allow the business to immediately address customer problems / needs. Knowledge is proactively sent to employees and customers using advanced situational scripting to educate and reduce the duration or number of calls to the contact center and to ensure that proper messages are communicated in a timely manner. Moreover, the organization creates a "knowledge management" culture that creates processes and best practices around getting the most out of the technology.

Technology – Maturity Assessment Definitions

	Aware	Developing	Practicing	Optimizing	Leading Edge
CRM Applications	<ul style="list-style-type: none"> CRM application functionality is spread across multiple, overlapping systems. Customer data is stored in disparate, non-integrated systems. 	<ul style="list-style-type: none"> CRM applications are the master applications for tracking customer interactions. Customer master system of record is identified and basic, shared information is integrated across systems. 	<ul style="list-style-type: none"> Single CRM application that delivers sales, marketing, and service process enablement features. CRM application is integrated with basic web channel capabilities. CRM application is used to enable and enforce contact center operating parameters and SLAs. Customer master system becomes enterprise repository for all customer information, single customer number deployed, and is integrated at agent desktop with CRM application. 	<ul style="list-style-type: none"> CRM application is integrated with advanced web channel capabilities. CRM application integrated with computer telephony integration application to provide basic screen pops. CRM application integrated with chat, email and fax channel routing, along with organization's business intelligence applications suite. Customer master system tightly integrated with organizations business intelligence applications suite. 	<ul style="list-style-type: none"> CRM provides universal queuing capabilities to route inbound contacts to appropriate queues regardless of channel. CRM application integrated with workflow and workforce management tools. Attributes in the customer master are fed automatically from business intelligence analysis applications. Customer master system updated with customer feedback information. Application-business logic available to feed related processes, such as a service interaction triggering inclusion on a marketing campaign list.
IVR	<ul style="list-style-type: none"> Either do not have the technology or only use it for call routing. 	<ul style="list-style-type: none"> Offer limited, low-value self-service options (such as fax back); completion rates are very low and customer experience is negatively impacted. 	<ul style="list-style-type: none"> Use industry standard self service applications to product industry standard closure rates. 	<ul style="list-style-type: none"> Utilize robust self service applications to accomplish above industry average closure rates. CRM system logs self-service transactions and leverages same host transactions a CSR would use to ensure consistency across channels. Voice self-service features are analogous to web self-service features. IVR messages recommend more robust or appropriate web self-service features (i.e. changing an address). 	<ul style="list-style-type: none"> Customer authentication is seamless and unified across contact channels and business units. Applications and hardware are constructed using open standards (VXML), are highly scalable, and invisible to the customer. Customer contact information is used to increase the degree of relevant customer interactions based on past interactions and/or preferences. Data is shared seamlessly between applications. Have low total cost of ownership relative to industry based on robust centralization or application service provider strategy.
Speech Analytics	<ul style="list-style-type: none"> No technology for speech recognition deployed or exploring the potential for speech recognition. 	<ul style="list-style-type: none"> Assessed feasibility of speech recognition for their business. 	<ul style="list-style-type: none"> Have deployed limited speech recognition capabilities to recognize basic selections from a menu (prompted response). 	<ul style="list-style-type: none"> More extensive prompted response deployment. Beginning to deploy natural language capabilities to reduce menu levels and perform multi-step processes. 	<ul style="list-style-type: none"> Extensive use of natural language patterns to enable new, innovative types of interactions, such as on-phone account applications and payments. Authentication can be enabled through biometric voice pattern recognition. Speech applications can also be blended with Intelligent call routing and data integration to agents who provide the results to the customer's inquiry without speaking to the customer. This "blended" approach can greatly reduce implementation cost and increase accuracy and customer experience.

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