Implementing Service Simplified
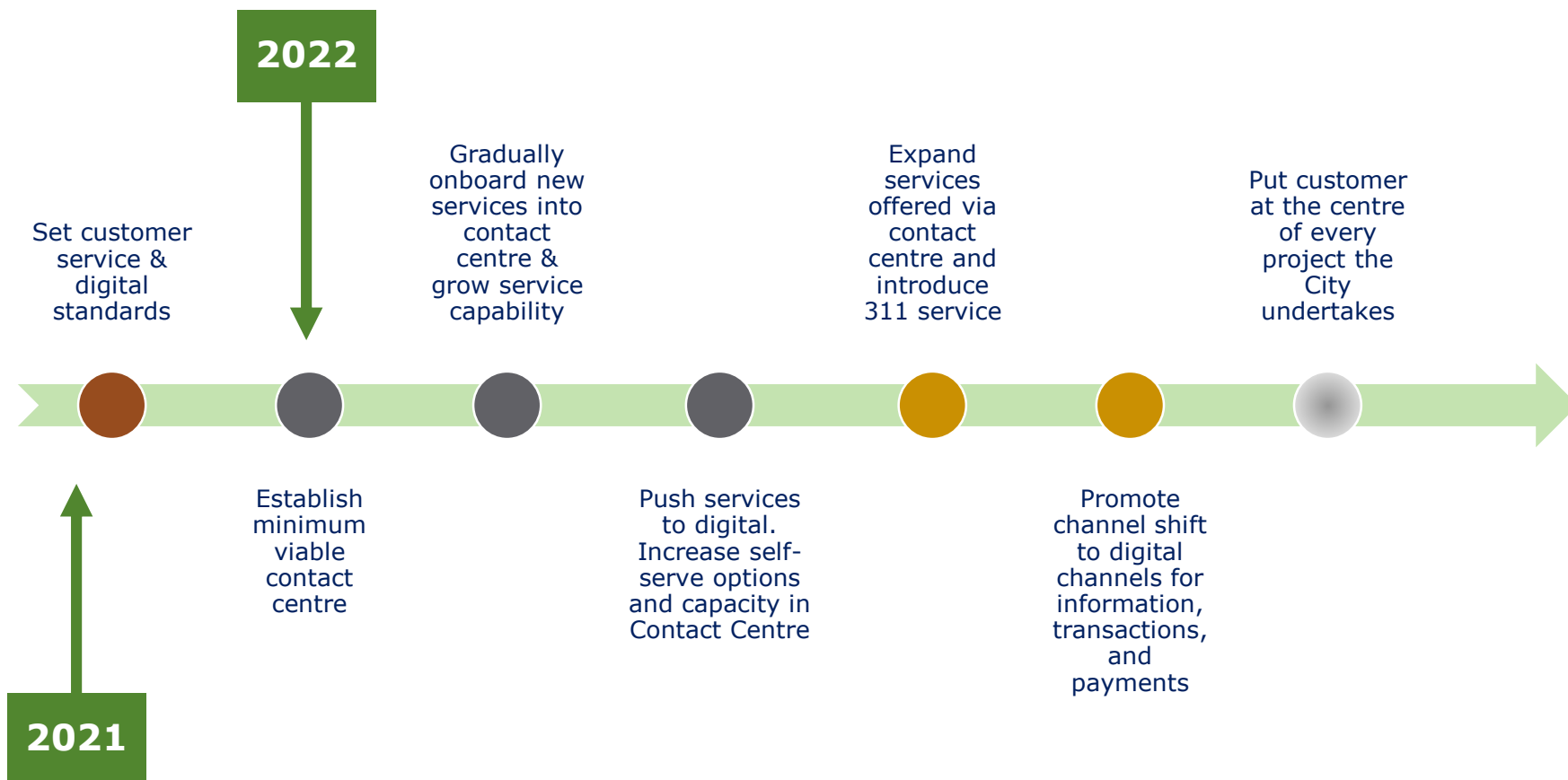
Guelph's Customer Service Strategy

December 13, 2022 Guelph City Council

Recommendation

That the report titled "Implementing Service Simplified", dated December 13, 2022, be received.

Path to citizen-centred service

2022

2021

Set customer service & digital standards

Establish minimum viable contact centre

Gradually onboard new services into contact centre & grow service capability

Push services to digital. Increase self-serve options and capacity in Contact Centre

Expand services offered via contact centre and introduce 311 service

Promote channel shift to digital channels for information, transactions, and payments

Put customer at the centre of every project the City undertakes

Year 1 accomplishments

Guelph's Good Service Standards and employee training

Standardized customer satisfaction measures

New and improved digital services (Report a Problem Map)

Began centralizing customer service functions

Guelph's Good Service Standards

Vision: to increase people's trust in City government through good customer service and experiences.

Commitments to customers

Everyone we serve should be able to:

Ask questions and express opinions about City policies, programs, and services

Ask any City employee for help finding City information or services

Easily find and use City information and services online, by email, by phone or in-person

Commitments to coworkers

We are respectful, considerate, cooperative, and helpful to City employees and volunteers.

We interact with each other politely and professionally.

We inform internal customers of typical response times and processes, and we apologize for delays or errors.

Guelph's Good Service Standards

Defined drivers and standards for service

- in person
- by phone
- email
- online

Employee training underway

Timely

Accessible and easy

Friendly and personal

Good Service

Fair and equitable

Accurate and reliable

Measuring customer satisfaction

Customer satisfaction measures aligned with Guelph's Good Service Standards
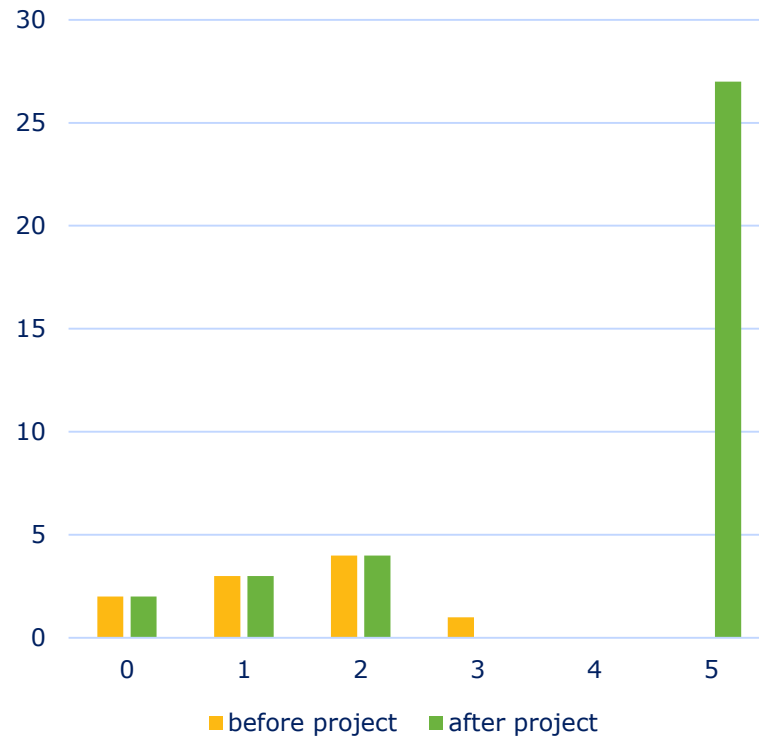
Measuring customer satisfaction

Number of departments measuring customer satisfaction
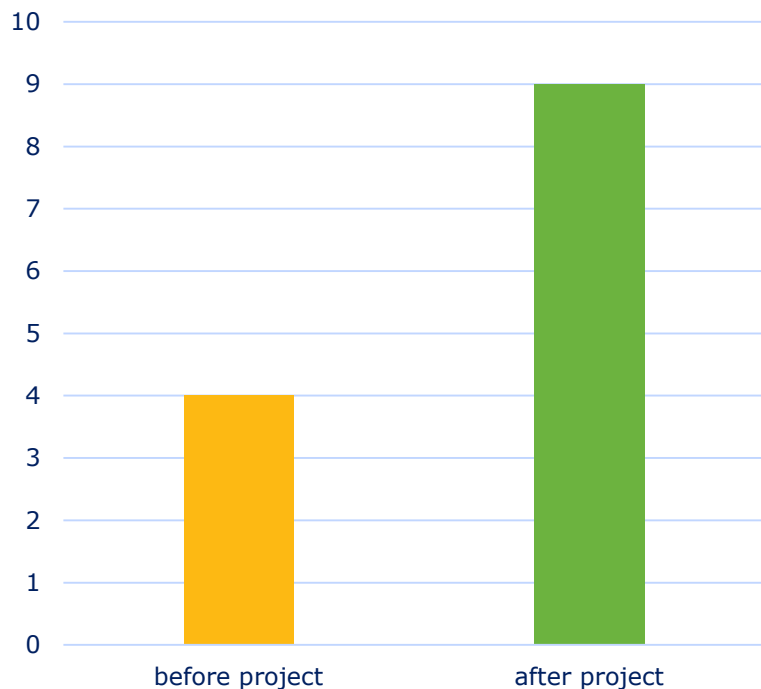
Number of services evaluated using 5 drivers of satisfaction

Measuring customer satisfaction

2022

Standardized customer satisfaction measures for public-facing services.

2024

Include customer satisfaction measures in departmental business plan and strategic plan reports.

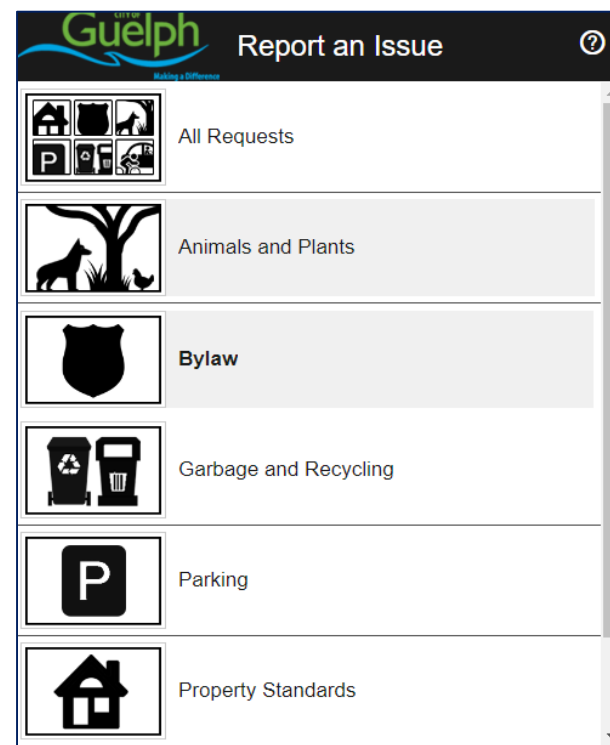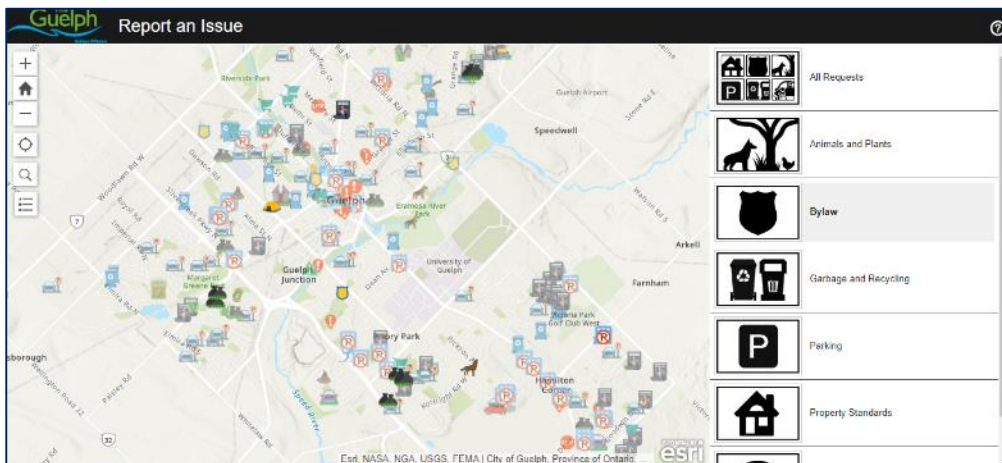Train service owners to measure and report customer satisfaction.

2023

Report a problem map

Use guelph.ca/maps

22 new services added
67 popular services available
e.g. parking, potholes, graffiti, garbage pickup, broken traffic light etc.

Report a problem map

Does

Self-serve option for popular services

Reduces duplicate requests and unnecessary calls

Provides updates to customer

Provides data about problem types, volume

Collects and reports customer satisfaction

Doesn't

Integrate with work order systems – manual process

Provide customer profile or history – limited insight and engagement, no outreach

Include knowledge base to support consistency - departments respond separately

Build digital services, not websites
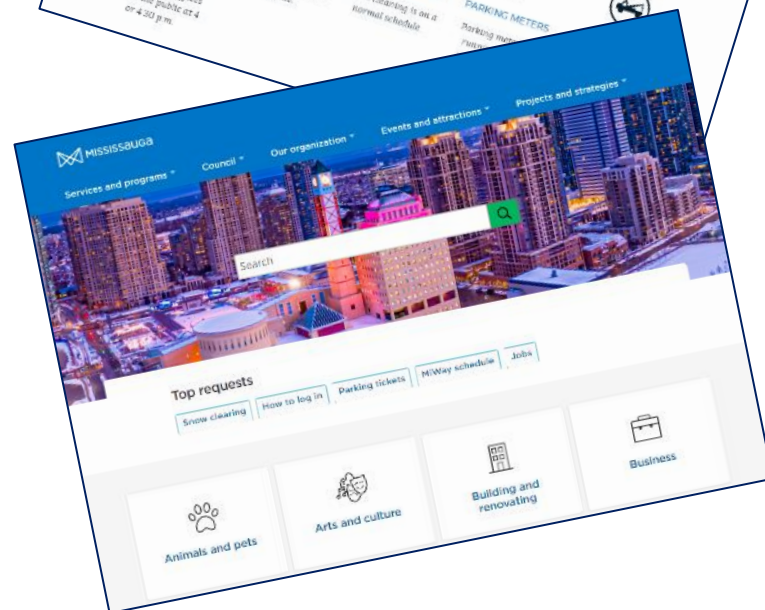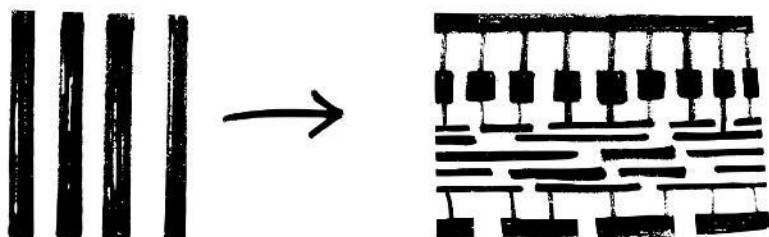
Who runs the "one-stop-shop"

One team of agents supporting all departments by phone, email, social media, live chat, or in-person.

Resolve 50-60% of customer inquiries during the first interaction.

A service-focused website and digital customer service platform; self-serve options available 24-hours a day.

How do we get there?

Treat this like other large-scale, multi-year infrastructure projects

Document all service processes, improve and centralize services in waves

Establish a central customer contact centre before buying more customer service tools or technology

IMPROVEMENT AHEAD

Starting in ServiceGuelph

ServiceGuelph answers the City's main phone line and email

The City publishes

- 45 departmental phone numbers

- 35 departmental email addresses

Before we change the phone number...

Using data to improve

Actions	Results
• Measured call volumes, wait times and resolution times • Measured staff capacity in ServiceGuelph • Trained employees on new process • Updated technology and tools (telephony, auto attendant)	• 100% increase in call volume in ServiceGuelph • 35-45% resolved during the first interaction • Reduced customer wait time by about 1 minute/call • Solid waste has 2.5 hours a week for more complex tasks and projects

Centralize services in waves

Choose service

Document processes

Define Tier 1 and 2 service, escalation

Update roles responsibilities, SOPs

Operate and understand

Identify more improvement self-serve options
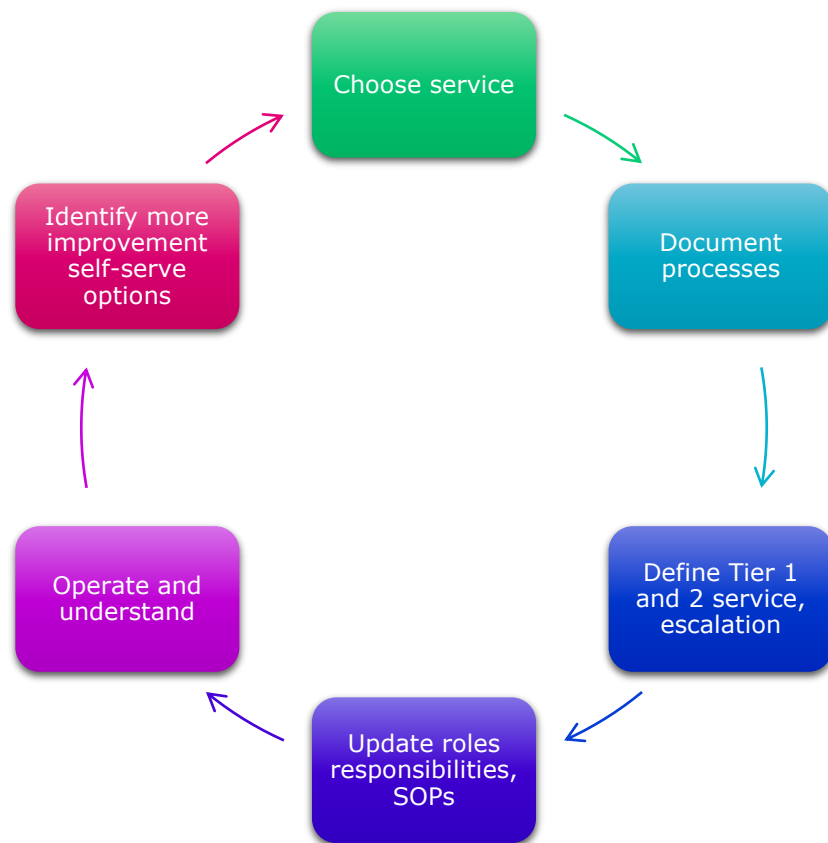
Start with departments most prepared to change

Update employee roles responsibilities

Update existing web content to reduce calls/emails

Each wave 5-6 months

Most popular services in contact centre within 5 years

Outputs and Outcomes

Fewer phone lines

As each service joins the central customer contact centre, the city will:

- redirect and reduce the number of direct dial phone lines and email addresses

- remove direct dial numbers and emails from web pages, advertising etc.

Outputs and Outcomes

Improve web content

As each service joins the central customer contact centre, the City will:

- Review and improve existing web content to make it easier to find, understand and use.

- Establish interim roles and responsibilities to maintain web content.

- Offer online options for customers to submit requests for service where possible

First things first

Customer data management system and integration platform be in place before choosing and implementing a digital customer service platform (CRM)

Attachment 1: Proposed implementation schedule 2023-2025

Activity	Q1 2023	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025
Environmental scan (readiness assessment for all departments)	■											
Wave 1 services into contact centre (reduce phone lines, update web content)	■	■										
Update employee roles, training		■ (orange)										
Guelph Good Service Standards and employee training (ongoing)		■		■		■		■		■		■
Include customer satisfaction in performance reports (ongoing)	■	■	■	■		■				■		
Customer data management planning (customer identity, use cases, interactions)	■	■	■									
Integration and strategy platform implementation	■ (green)	■ (green)	■ (green)									
Data warehousing need assessment and implementation	■ (green)	■ (green)	■ (green)	■ (green)								
Document technology requirements for procurement (consult legal, finance)					■ (green)	■ (green)						
Wave 2 services into contact centre (reduce phone lines, update web content)						■	■					
Update employee roles, training							■ (orange)					
Document technology requirements for procurement (consult legal, finance)								■ (green)				
purchase and deploy (CRM) in customer contact centre, begin integration with back-office systems and website									■ (green)	■ (green)	■ (green)	■ (green)
Wave 3 services into contact centre (reduce phone lines, update web content and CRM)									■	■		
Update employee roles, training										■ (orange)		
Wave 4 services into contact centre (reduce phone lines, update web content and CRM)											■	■
Update employee roles, structure training												■ (orange)

Legend

ServiceGuelph, Customer Service and Experience and Service owner lead team (blue)	Human Resources lead team (orange)	Information Technology lead team (green)

Other IT infrastructure priorities

Improving the City's Development Application process/platform

Replacing the City's property tax management platform

Replacing the City's asset management and purchasing platform

Implementing the City's water wastewater stormwater utility billing platform

Future budget consideration

customer contact centre

customer research

continuous improvement

data management integration

digital service platform, website

employee training

Each project requires a team with specialized skills and technical expertise.

A detailed multi-year capital and operating budget proposal will be presented to Council for consideration.

Do the
hard work
to make it
simple