

Implementing Service Simplified

Guelph's Customer Service Strategy

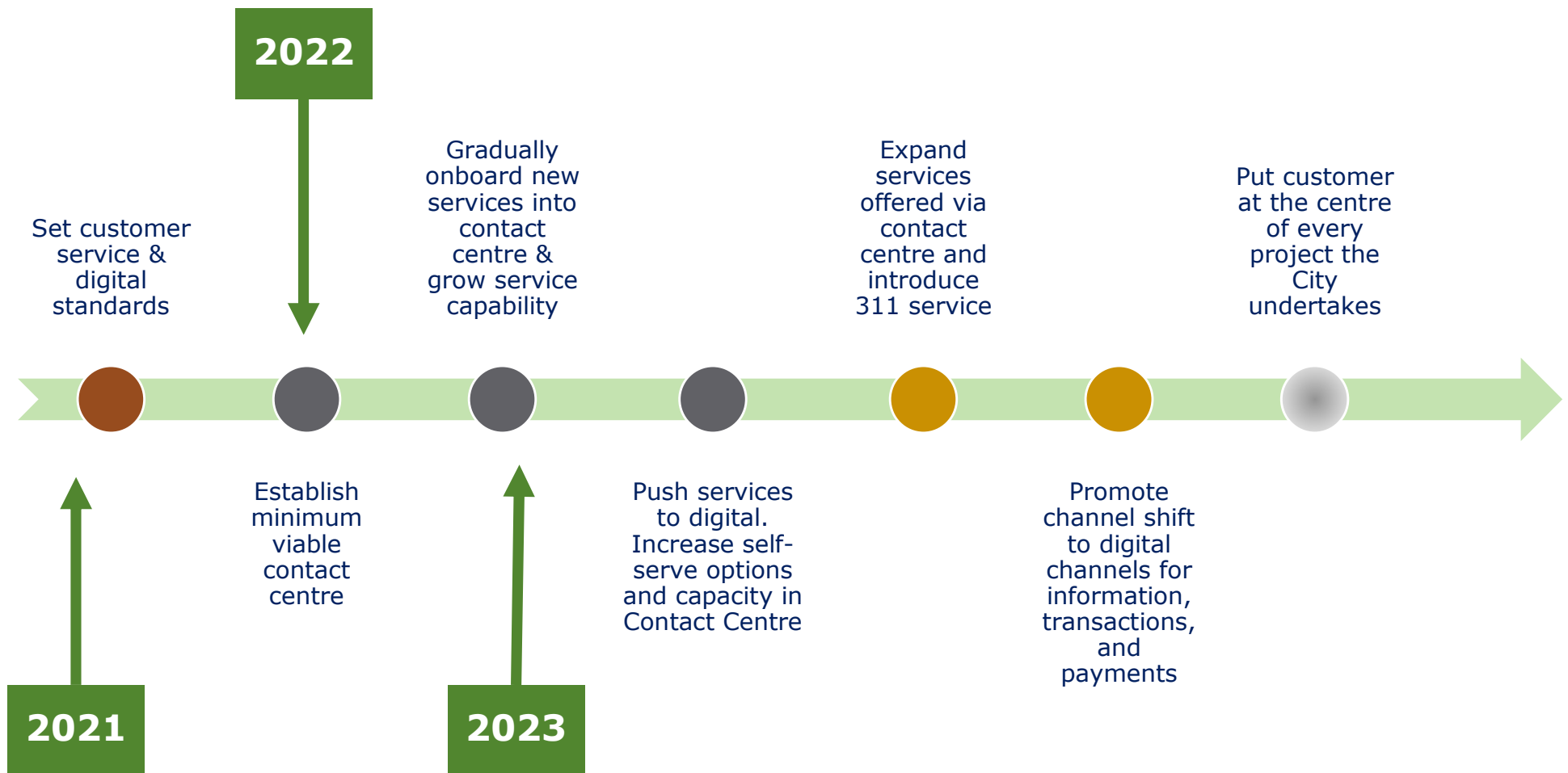
December 12, 2023 Guelph City Council

Recommendation

That the report titled “Implementing Service Simplified”, dated December 12, 2023, be received.



Path to citizen-centred service



2022 accomplishments



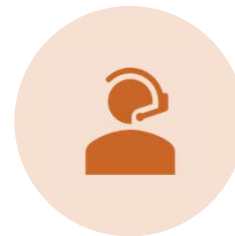
Guelph's Good Service Standards and employee training



Standardized customer satisfaction measures



New and improved digital services (Report a Problem Map)



Began centralizing customer service functions

2023 accomplishments



Good Service Standards
part of employee
performance evaluation



Using standard
customer satisfaction
measures



New digital services
(property tax portal)

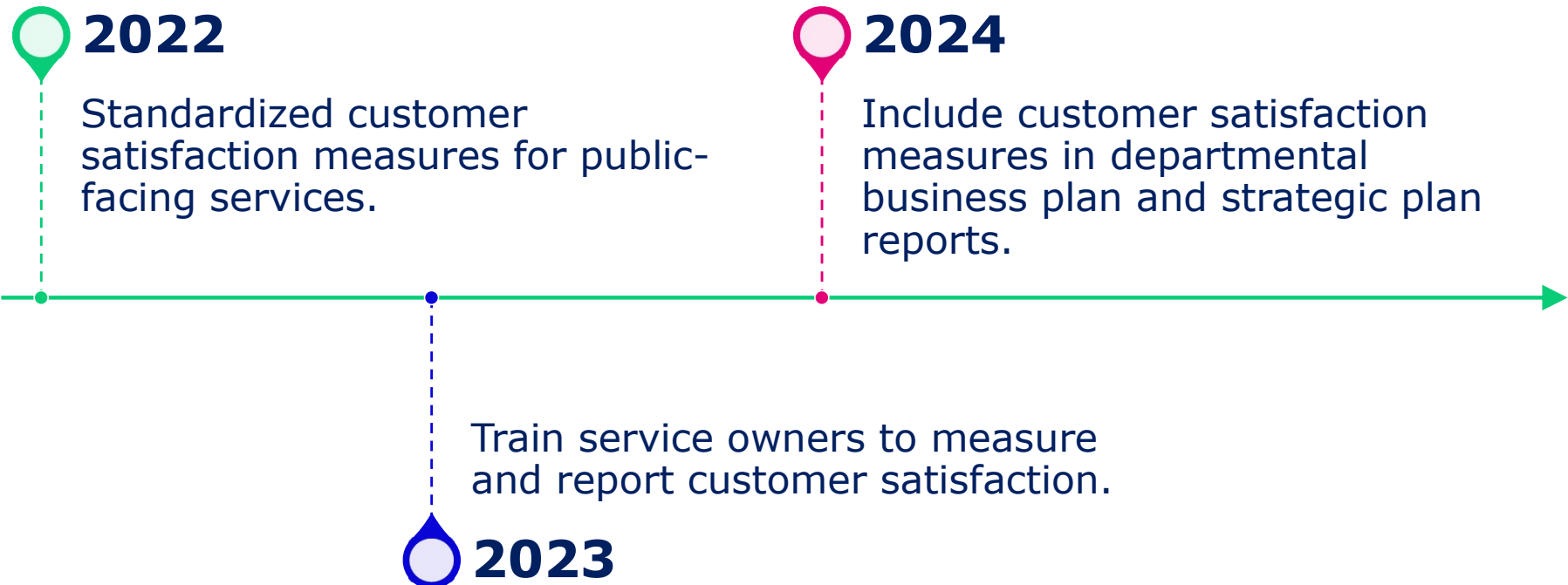


Centralized **more**
service activities

Encouraging service-focused culture



Measuring customer satisfaction



Central customer contact centre

Goals

- People access the City's most popular services using one phone number, one email address, and self-serve options online.
- Working from several locations, the customer service team is the main point of contact, delivering services customers feel are timely, easy, accessible, accurate, reliable, fair, equitable, friendly, and personal.

Objectives

- Maintain or increase customer satisfaction ratings for public-facing services each year.
- Resolve 50-60% of customer inquiries during the first interaction
- Reduce process waste (misdirected calls/emails, wait times, duplication among departments etc.)

Strategies

- Apply LEAN continuous improvement and change management best practices
- Build on existing knowledge and skills in Service teams
- Work in waves – one department at a time

Working groups in each wave



Analyze current state

- Make a list of services
- Document how each service is delivered
- Review existing SOPs training documents etc.
- Measure call volumes, load analysis, resolution times, processes etc.



Design future state

- Set targets
- Brainstorm ideas, solutions
- Design new resolution and escalation processes
- Standardize, SOPs, scripts, knowledge articles



Test and implement

- Update existing web pages
- Put SOPs knowledge articles scripts etc. in shared knowledge base
- Train employees
- Test and go live



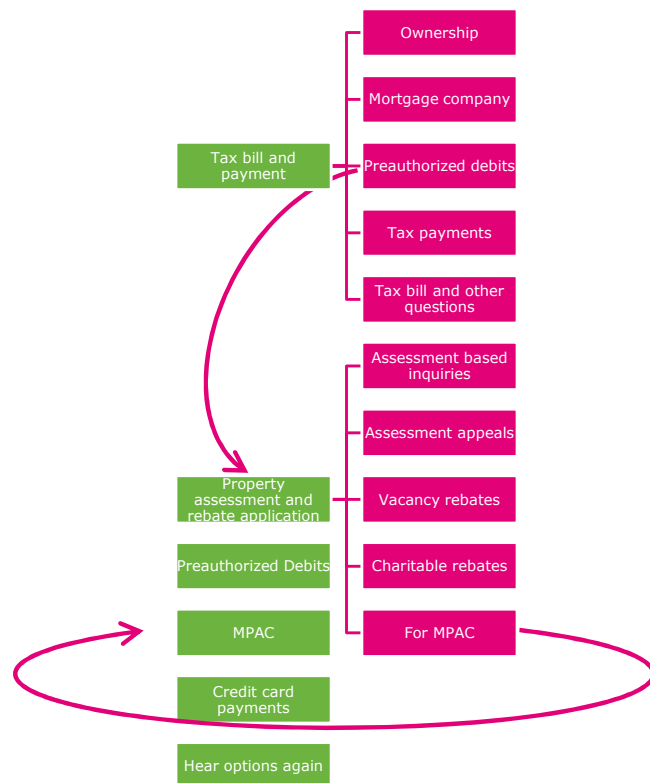
Measure and report

- Report improvements for customers (wait times, resolution times etc.)
- Report outcomes for Service Owner (operational benefits of reducing customer interactions)

Wave 1 property tax

Phone tree before

Phone tree after



Tax payments, billing, balance

Preauthorized payments, mortgage or ownership change

Assessments, appeals, rebates

All other inquiries

Outcomes

Wave 1 Property Tax services

Moved 9/13 service activities from Tax team to ServiceGuelph

100% increase in call volume at ServiceGuelph

2 more agents were hired to maintain service levels

ServiceGuelph **resolves 64% of calls during the first interaction**

Tax expertise is applied to more complex inquiries and projects as the City continues to grow

Outputs and Outcomes

Property Tax Portal (January 2024)

Get your property tax information and account balance

Sign up, change, or cancel pre-authorized payment plans

Sign up for e-billing

Change your mailing address or contact information

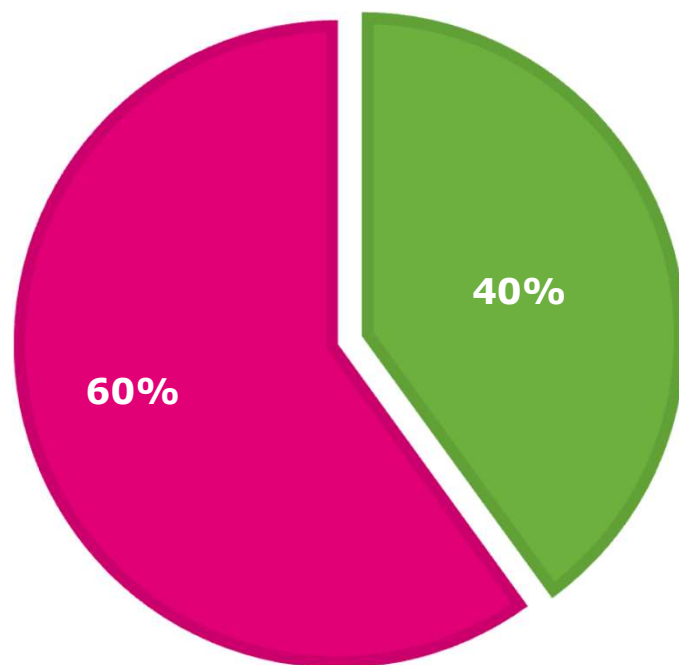
Print tax statements and bills



Wave 2 parking

Customer Inquiries

■ Parking ■ Bylaw Traffic Courts



Most calls (60%) to parking were being transferred:

- Traffic (neighbourhood)
- Bylaw (enforcement)
- Court (ticket payments)

Outputs and Outcomes

Wave 2 Parking services

Eliminated overlapping service functions

Replaced phone number and email with main City contact

Reduced customer transfers

Improve consistency in responses

Reassigned staff resources to crossing guard and event parking



Service-related IT projects

Underway

- New Property Tax portal
- Upgrade asset and work order management platform

Planned start 2024

- Upgrade and consolidate corporate payment systems
- Redesign guelph.ca

Planned start 2025

- New water wastewater stormwater utility billing platform
- CRM purchase deferred to 2025

Good Service Standards

-2022-
Establish Good Service Standards
(complete)

Develop and implement ongoing training
(complete)

-2023-
Integrate with employee performance evaluation
(complete)

Integrate with employee hiring, recognition
(underway)

Request additional funding for ongoing employee training, engagement and recognition campaign
(deferred)

-2024-
Consider developing in-house training, engagement and recognition program to support service focused culture
Consider refining standards if needed

Customer Satisfaction Measurement and Reporting

-2022-
Design and test Customer Satisfaction Measurement Framework
(complete)

Develop and implement Customer Satisfaction Measurement Policy and training
(complete)

-2023-
Start customer satisfaction measurement for all public-facing services
(underway)

Request additional funding for representative sampling/research
(deferred)

-2024-
Include customer satisfaction data among KPIs in Strategic Plan Progress report
Use customer feedback when prioritizing service improvements

Customer Digital Service Steering Committee

-2022-
Convene committee
(complete)

-2023-
Define policies and governance regarding customer and digital service program
(underway)
Request funding for customer service planning and support function
(deferred)

-2024-
Develop a corporate policy, process, procedure, training, tools and plan to encourage a collaborative and consistent approach to making decisions about public-facing services
Build a corporate customer service planning and support function to continue guiding/governing decisions about service improvements
(deferred to 2027)

Contact Centre and Digital Services

-2022-
Convene project team
(complete)

-2023-
Develop service consolidation roadmap
(complete)
Request funds to support related staffing and technology investments
(complete)

Document current state of service desks: staff, processes, tools, technology, etc.
(underway)
Begin centralizing customer services function in waves
(underway)
Develop change management, communication and engagement plans, tools and training
(underway)

-2024-
Communicate results so far
Consolidate corporate payment systems
Continue transitioning services in phases based on available capacity and supporting technology

Do the hard work to make it simple

