

OPERATIONAL AND STRATEGIC PLANNING COMMITTEE - FEBRUARY 22, 2005

STRATEGY AND WORK PLAN FOR ACCESS VAUGHAN

Recommendation

The Commissioner of Economic/Technology Development and Communications, in consultation with the Access Vaughan Team, and the Manager of Access Vaughan recommends:

1. That the Operational and Strategic Planning Committee receive this report and presentation by Graycom Analysis outlining the implementation strategy and work plan for Access Vaughan;
2. That the Operational and Strategic Planning Committee approve the Access Vaughan Strategy and work plan recommendations and forward it to Council for final ratification.

Purpose

The Access Vaughan strategy and work plan is the culmination of meetings, surveys, extensive calculations processed by Graycom Analysis, the Senior Management Team, the Access Vaughan Team, as well as many City employees to identify what steps are necessary to implement a contact centre which will provide service excellence to residents and businesses in the City of Vaughan.

Background - Analysis and Options

To achieve one of Vaughan Vision's primary objectives to provide service excellence to our residents and business community, Council mandated staff to re-think how we provide information and services. As our community becomes more sophisticated and expectations change, so should our municipal service delivery.

A detailed contact centre strategy was commissioned to help the Corporation of the City of Vaughan better meet the needs of our citizens. The strategy has identified opportunities to consolidate information by establishing a service standards/knowledge database and several specialized Citizen Service Representatives (CSRs) that will foster a citizen service culture and strengthen our existing good citizen service so that it becomes exceptional.

The strategy process included several teams which have played a key role in its development. The Access Vaughan Team is comprised of members from the City Manager's Office, Corporate Communications, ITS, Commissioner Miele and external consultants. The staff research team comprised of several Councillors, Commissioner, staff members from every department helped the consultant with the necessary data and analysis. Finally, before the Operational and Strategic Planning Committee received updates on the progress of the study, the City Manager and the Senior Management Team provided overall direction and insight into the implementation of the project. Every team's advice and comments on the project have been noted in the strategy.

Based on assumptions/guiding principles of a customer service model, the strategy identifies several key drivers of citizen (customer) satisfaction as:

- 1) Access to accurate and timely information;
- 2) Access to the right person with the right information; and,
- 3) Follow-ups to ensure satisfaction, through random surveys and callbacks by Access Vaughan.

As these drivers have the greatest impact on our citizens (customer), a customer service model has been suggested for implementation. The overall customer service model comprises of three major components, they are as follows:

1) Customer Interaction Management

The creation of processes to manage the interactions with the City's citizens (Voice, Web, Email, Fax, Counter);

2) Business Process Change

The revision of the way the departments are organized and the methods used to deliver services and support; and,

3) Technology Infrastructure

The implementation of the enabling technology infrastructure, including strategies for the operations, monitoring and management of services.

This strategy recommendations have focused on the voice communications portal, and on the "Customer Interaction Management" and the "Business Process Change" portions of the overall model, leveraging "Technology Infrastructure" enablers already in place in the City.

Access Vaughan Strategy Recommendations

The strategy's key recommendations regarding the implementation of Access Vaughan include:

- 1) Establish one number (905-832-8600) to be advertised for Access Vaughan to be implemented strategically for services to be delivered via Access Vaughan, and over time for inbound calling to the City; Advertised means the tag line "The number to call when you don't know who to call";
- 2) Locate Access Vaughan in the former "Urban Design" area;
- 3) Staff Access Vaughan (in addition to the manager) with one supervisor, four full-time CSR's, and four part-time CSR's all of whom will be trained to handle citizen inquiries consistent with the objectives for Access Vaughan;
- 4) Transfer responsibility for the Information Desk, and an FTE to Access Vaughan and enhance the level of information being provided. The CSR's will staff the desk on a rotating basis in order to provide time away from the telephones;
- 5) Implement the Customer Service Management System (CSMS) software in every department as applicable which will track service requests and complaints for departments utilizing or interacting with Access Vaughan;
- 6) Implement the Symposium Call Centre Server to call queuing and an IVR with speech recognition self-help service (24x7) system. These systems will provide for greater staff efficiency and citizen interaction management, and the workload of the switchboard positions will be merged into Access Vaughan's work volume to be serviced;
- 7) Access Vaughan will not police the departments service, but will provide information to the departments allowing them to improve their operations;

- 8) A service delivery standards manual be provided to Access Vaughan for full integration in the Knowledge Database/Content Management System; and,
- 9) The Director of Corporate Communications report to the Operational and Strategic Planning Committee on a regular basis on the progress and improvements to Access Vaughan.

Timing:

The following dates have been received and reviewed by the City Manager and the Senior Management Team. It is anticipated that Access Vaughan will be fully operational by June 2005.

February 22, 2005:	Operation and Strategic Planning Committee's review and approval of strategy, work plan recommendations forwarded to Council
February 28, 2005:	Council ratification of strategy
March/April 2005:	Posting of positions and hiring completed CSMS rollout continues
June 2005:	Space available. Furniture/Technology installation CSR's training
May - June 2005:	Service Delivery Standards and Knowledge Database implemented
July 2005:	Operational launch
September 2005:	Public unveiling of Access Vaughan, announce new number
September– mid 2006:	Phasing of expanded services as resources permit
On-going:	Continuous improvements and enhancements; expansion of services in step with resources

Relationship to Vaughan Vision 2007

This report is consistent with the priorities previously set by Council and the necessary resources have been allocated and approved.

- 1.0 Service Delivery Excellence
- 6.4 Communications and Public Relations – Strengthen Corporate Image and Identity
- 7.0 Technology and Innovation

Conclusion

Access Vaughan has been an extensive project which has included every City department and numerous meetings to review/analyze and recommend a service model to change the way the City of Vaughan delivers information/services to the community.

The consultations with various staff groups, including the City Manager, and the Senior Management Team, have revealed that there is a need to better service our community. Vaughan's "Citizens First Through Service Excellence" commitment is a clear direction to strengthen our service delivery to our citizens. Council's vision to initiate and implement Access

Vaughan is fully in step with Vaughan's Vision 2007. The state-of-the-art project will help to improve greater staff efficiency and effectiveness throughout the Corporation.

Access Vaughan will function as a multimedia contact centre offering our citizens access to information and referral through telephone, email, fax, mail and Information Desk. It will provide easier access to information on City services. The seamless service approach is key to Access Vaughan as the citizen will receive service excellence through our well-trained and informed staff and state-of-the-art technology infrastructure.

Access Vaughan will recruit and hire CSR's with a "passion for serving people". First impression is important in many organizations. The CSR's are essentially "directors of first impression" for the City. To achieve this form of service, Access Vaughan will need the most up-to-date information about City services and programs available in real time, not after the fact. It is the role of the Director of Corporate Communications and the Manager of Access Vaughan to ensure regular team briefing to share departmental updates and changes with the CSR's. Information posted on the City's web site and the intranet VIBE must also be accurate and current to keep our citizens and staff fully informed on all corporate communications and service issues.

With any new program, ongoing dialogue among Access Vaughan staff, departmental staff and Council is vital to the full effectiveness of Access Vaughan. This will involve education about the importance of Access Vaughan to the City's customer service. The impact of the contact centre on Vaughan citizens, and the power of tools like Symposium and CSMS to assist both Access Vaughan and the departments in providing over-all effective service to Vaughan citizens will be tracked and reported to Council on a regular basis.

Attachments

*Graycom Analysis "A Strategy and Work Plan for Access Vaughan"

*PowerPoint Presentation by Graycom Analysis

*To be available prior to the Meeting

Respectfully submitted,

Frank Miele

Commissioner, Economic/Technology Development and Communication Department