



ONE PARKLAND SERVICE EXCELLENCE PROJECT

STRATEGY & IMPLEMENTATION PLAN

DECEMBER 5, 2017

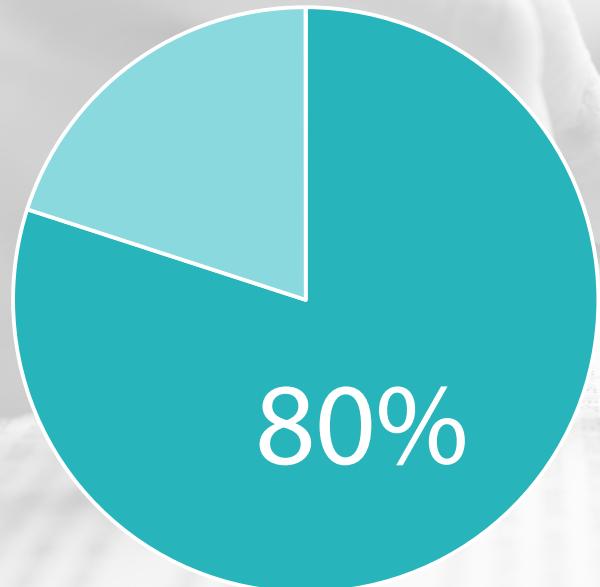
SERVICE EXCELLENCE



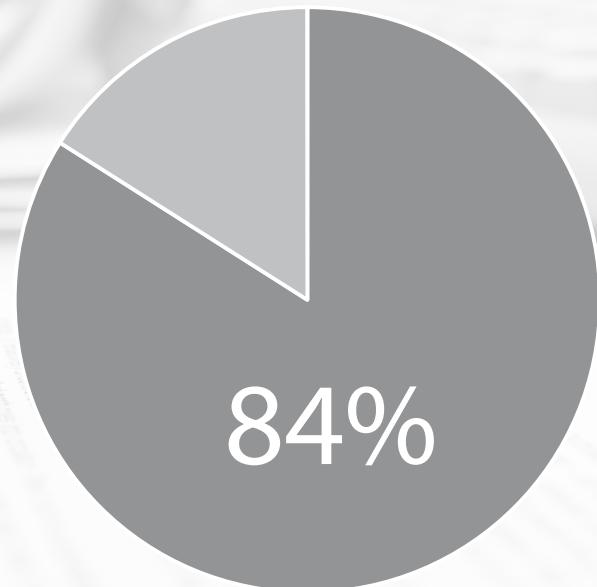
PRIORITIES SURVEY RESULTS

Those who received satisfactory service

Residents



Businesses



CUSTOMER DISSATISFACTION

1 in 5 felt dissatisfied with services



RESEARCH FINDINGS

Common Customer Complaints:

- High transfer rates
- Inconsistent messaging
- Lack of supportive tools for staff
- Lack of acknowledgement or follow-up

RESEARCH FINDINGS

Parkland County's Current State:

- 22 first point of contact administrative staff (at various capacities)
- 8 locations, various inconsistent services
- 1:30 mins phone tree
- 20% of calls are automatically transferred

STRATEGY RESEARCH & DEVELOPMENT

External Review

- Toured 9 municipalities
- Studied dozens of strategies from North America
- Residents and Businesses Priorities Survey

Internal Review

- Conducted over 70 interviews
- 2 all-staff engagement opportunities
- Frequent committee meetings
- Regular updates to EC & Council

SHARED SERVICES MODEL

We're not reinventing the wheel:

- Concept has existed since the early 1980s
- Adopted by many private and government institutions
- 80% of Fortune 500 companies use shared services



SHARED SERVICE MODEL

City of Edmonton

- Implemented 3-1-1 in 2009
- Large-scale shared services model

Customer satisfaction ratings:

2011	2016
84%	91%

SHARED SERVICES MODEL

Roles & Responsibilities

- First point of contact (80/20% resolution)
- Process mail and deliveries
- Maintain knowledge base information
- Continuous process improvements
- Track and report service levels and KPIs
- General support, as required

STRATEGY DIRECTION



Transition to a shared services model with improvements to:

- **Culture**
- Physical design
- Process
- Technology

CULTURE

Project Components

- Create a customer-centric culture
- Training for all staff
- Service Standards Administrative Directive & Procedures

STRATEGY DIRECTION

Transition to a shared services model with improvements to:

- Culture
- **Physical Design**
- Process
- Technology

PHYSICAL DESIGN

Project components

- Wicket style front reception area
- Better wayfinding for visitors
- Self-serve kiosk
- Private meeting rooms
- Enhancement of County art collection
- Expanded services offered in satellite locations

STRATEGY DIRECTION

Transition to a shared services model with improvements to:

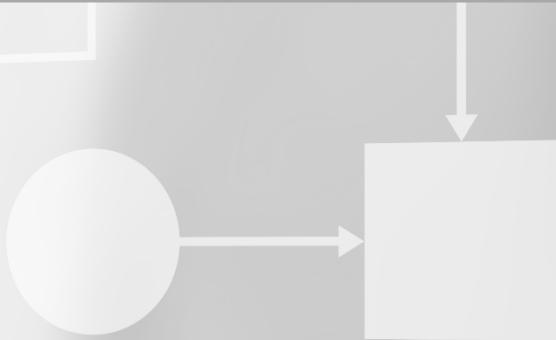
- Culture
- Physical design
- **Process**
- Technology



PROCESS

Project Components

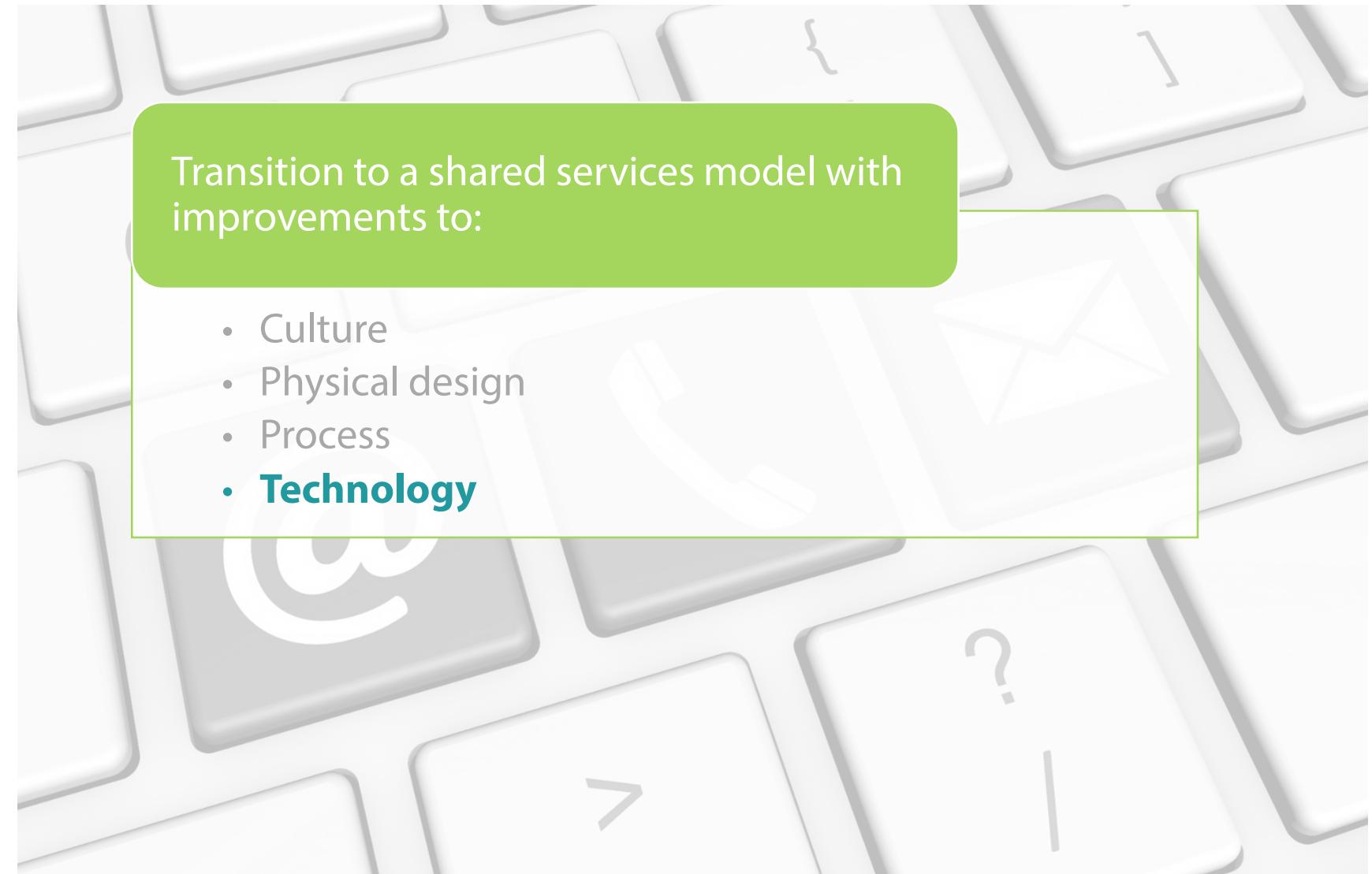
- All customer transactional processes mapped
- Process improvements and streamlining



STRATEGY DIRECTION

Transition to a shared services model with improvements to:

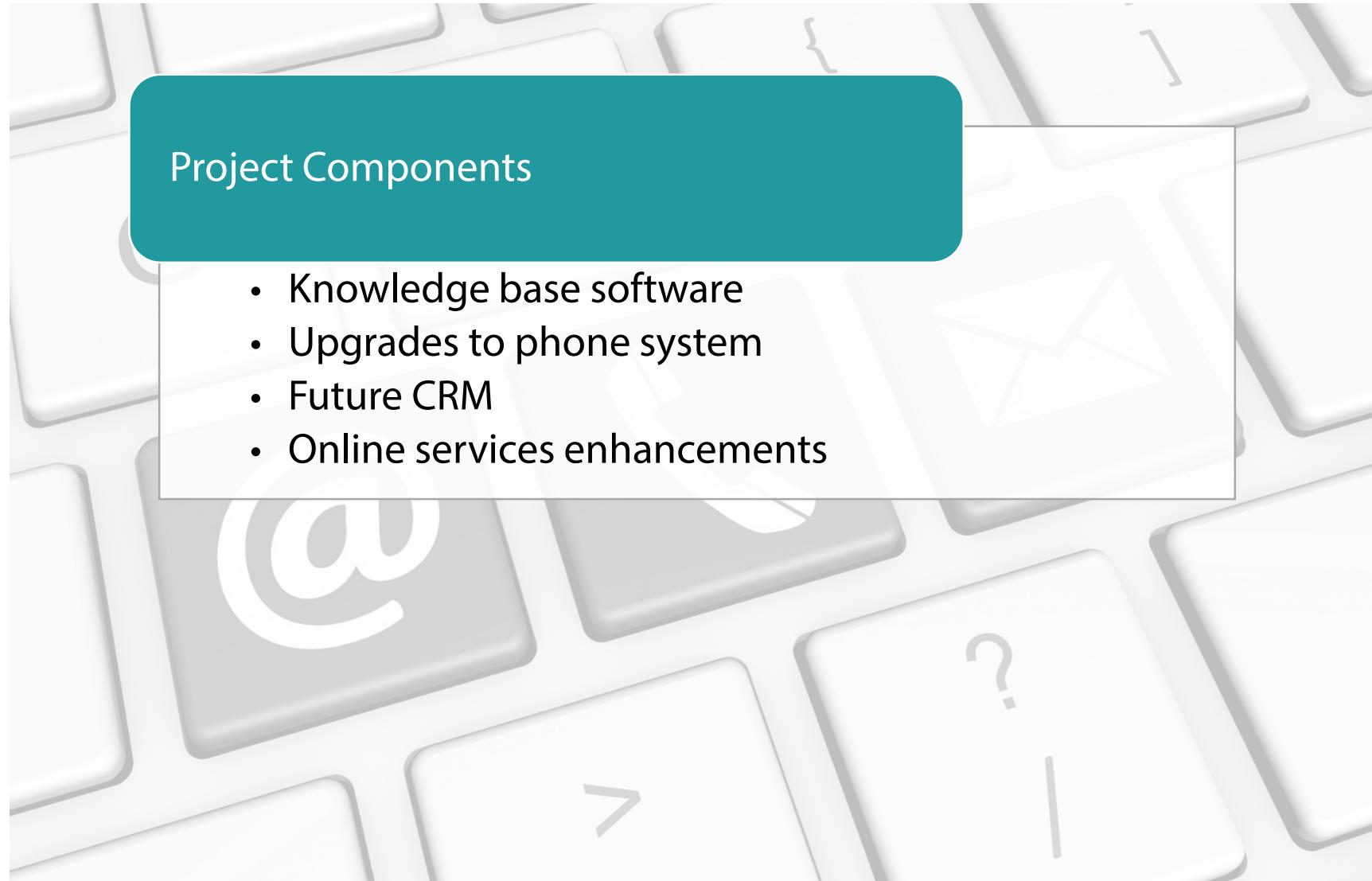
- Culture
- Physical design
- Process
- **Technology**



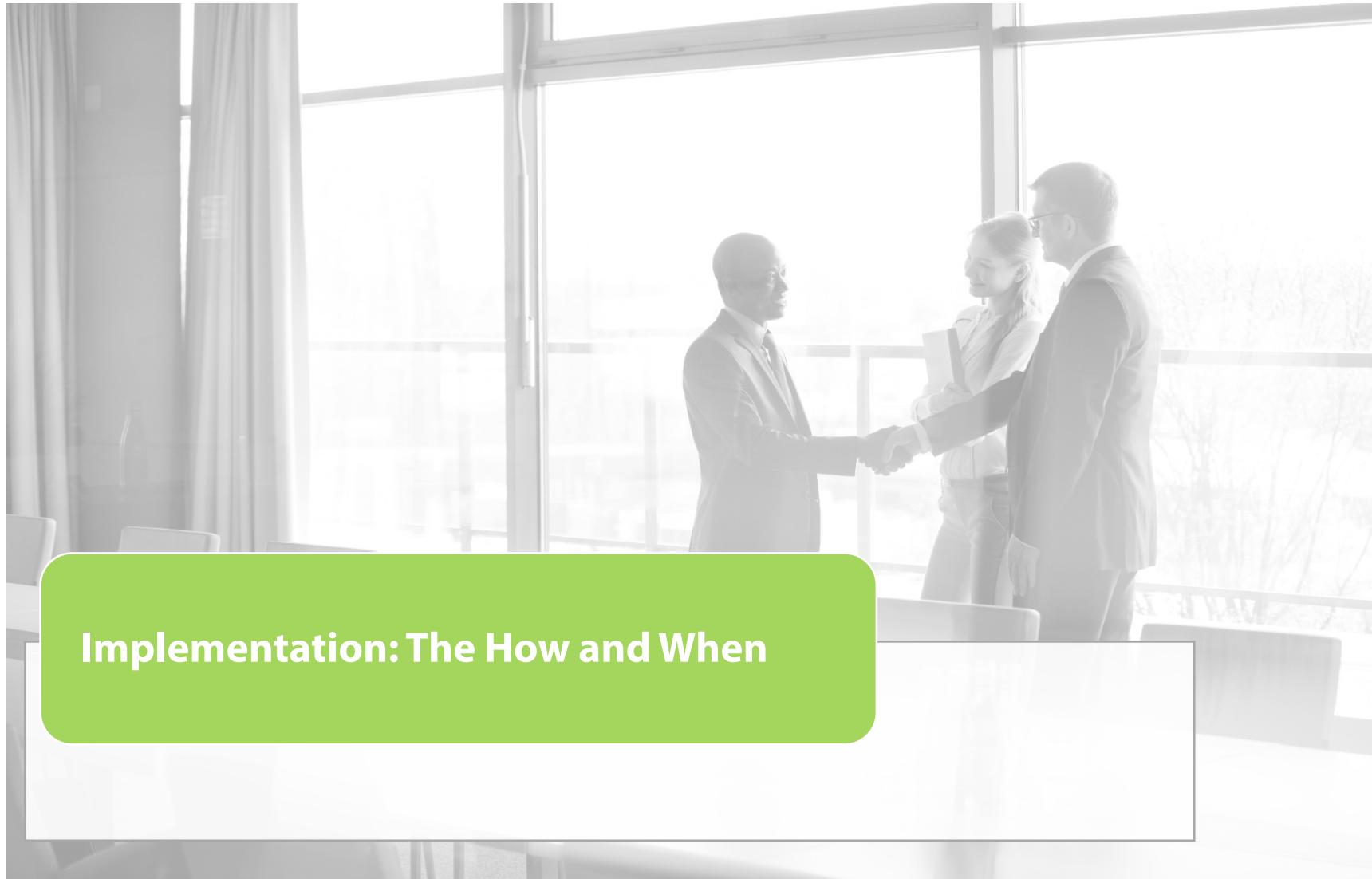
TECHNOLOGY

Project Components

- Knowledge base software
- Upgrades to phone system
- Future CRM
- Online services enhancements



SERVICE EXCELLENCE



Implementation: The How and When

IMPLEMENTATION PLAN

Key Points:

- Phased-in approach
- Preparation and planning: 2018
- Target “go-live”: Q2 2019
- Net = ≤ 0 FTE

IMPLEMENTATION PLAN

Pre-Phase 1



Phase 1



Phase 2



Phase 3

Q1 2018 - Q1 2019

In Preparation:

- Facility renovation
- Phone system upgrade
- Knowledge base development
- Process mapping and improvements
- Online services enhancements
- Customer service training
- CSR training
- Testing phase

IMPLEMENTATION PLAN

Pre-Phase 1



Phase 1



Phase 2



Phase 3

Q2 2019

Departments/Service Areas:

- Assessment & Strategic Financial Services
- Budget & Financial Reporting
- Planning & Development
- Human Resources (Health & Safety, Payroll)
- Parks, Recreation & Culture
- Legal & Legislative (Procurement)
- Executive Administration
- Emergency Communications Centre
- Communications

3.0 FTE CSRs

IMPLEMENTATION PLAN

Pre-Phase 1



Phase 1



Phase 2



Phase 3

Q1 2020

Departments/Service Areas:

- Public Works (Road Maintenance, Solid Waste, Water & Wastewater, Fleet Management, Facility Management)
- Enforcement
- Engineering (Drainage & Aggregate)
- Fire
- Agriculture
- Community Sustainability
- Economic Diversification
- Smart Parkland
- Information Technology
- GIS

2.5 - 3.0 FTE CSRs

IMPLEMENTATION PLAN

Pre-Phase 1



Phase 1



Phase 2



Phase 3

2020 (estimated)

Satellite location enhancements:

- Entwistle Pool
- Tomahawk Shop
- Agriculture Services Shop
- Acheson Fire Station
- Others, as identified

RESOURCE REQUIREMENTS

Project Component	Staff Hours
Strategy and Implementation development, other supporting documentation	875
Customer Service Training <ul style="list-style-type: none"> • All staff • Customer Service Representatives 	500 3780
Customer Service Standards development & implementation	100
County Centre renovation	200
Process mapping	455
Process improvements	1365
Knowledge base software	1260
Phone system upgrades	220
CRM (future ERP)	TBD
Online services improvements	910
Satellite location enhancements	630
Initial Project Total (without CRM)	10,295

CRITICAL SUCCESS FACTORS

Risk Mitigation

- Leadership buy-in and support
- Communication and engagement of stakeholders
- Solution focused
- Adequate resources
- Research and testing
- Flexible implementation timelines
- Development and monitoring of service level agreements, metrics and KPIs



QUESTIONS/COMMENTS?