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# **ONE PARKLAND SERVICE EXCELLENCE PROJECT**

STRATEGY & IMPLEMENTATION PLAN

DECEMBER 5 , 2017

# SERVICE EXCELLENCE



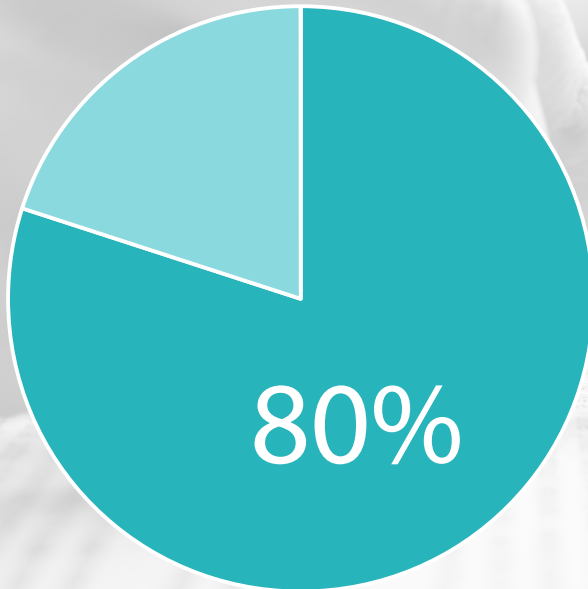
## One Parkland Service Excellence Strategy and Implementation

- One Parkland: Powerfully Connected

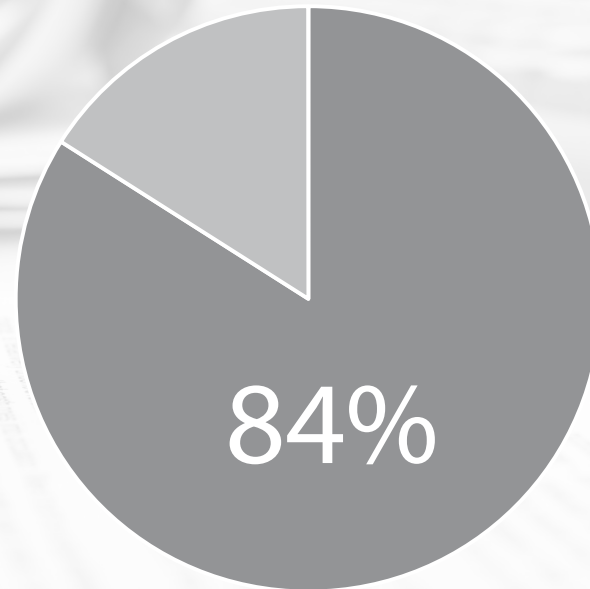
# PRIORITIES SURVEY RESULTS

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:

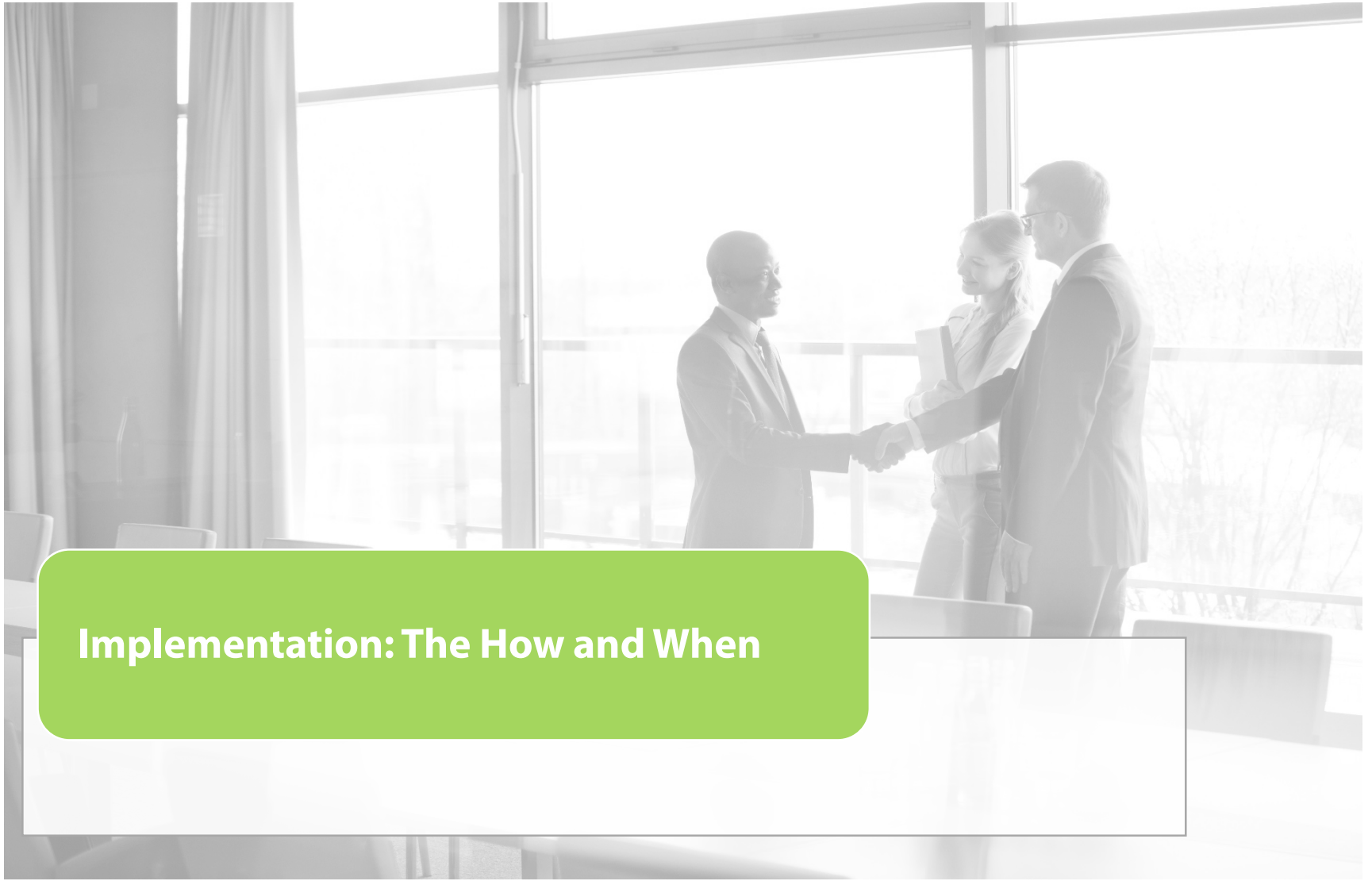
- Culture
- Physical design
- Process
- **Technology**

# 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 =  $\leq 0$  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"> <li>All staff</li> <li>Customer Service Representatives</li> </ul> | 500<br>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           |
| <b>Initial Project Total (without CRM)</b>  | <b>10,295</b> |

# 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?**