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## CUSTOMER SERVICE DEPARTMENT OVERVIEW

JANUARY 11, 2022

# THE HISTORY OF CUSTOMER SERVICE DELIVERY



## Prior to Centralization (2018)

- “Siloed” service, multiple service areas
- Frequent transfers and misdirected inquiries
- Low first contact resolution metrics
- Low customer satisfaction rates

# THE HISTORY OF CUSTOMER SERVICE DELIVERY

## One Parkland Service Excellence Strategy (2017)

### Key Focus Areas:

- Culture
- Process
- Technology
- Physical Design

# STRATEGY IMPLEMENTATION

Activity	Details	Year Completed
Customer Service Standards	<ul style="list-style-type: none"> <li>Established expectations for behaviors and response times</li> </ul>	2018
Knowledge base	<ul style="list-style-type: none"> <li>400+ pages of information and procedures</li> </ul>	2019 (ongoing)
Phone System upgrade	<ul style="list-style-type: none"> <li>Simplified phone menu</li> <li>Queuing system</li> <li>Matches customers with appropriately trained staff</li> </ul>	2018
County Centre renovation	<ul style="list-style-type: none"> <li>New Customer Service workspace, call centre, service counters, mailroom and breakout rooms</li> </ul>	2019
Customer Relationship Management (CRM)	<ul style="list-style-type: none"> <li>Piloted use</li> <li>Supported development</li> </ul>	2020 (ongoing)
Training	<ul style="list-style-type: none"> <li>Comprehensive training plan</li> <li>6-12 months to fully train Customer Service Representatives (CSRs)</li> </ul>	2019 (ongoing)

# STRATEGY IMPLEMENTATION

PHASE 1 March 2019	PHASE 2 February 2021 (delayed due to COVID-19)
<p>Key Stakeholders:</p> <ul style="list-style-type: none"><li>• Taxes &amp; Assessment</li><li>• Planning &amp; Development</li><li>• Enforcement</li><li>• Parks, Recreation &amp; Culture</li></ul>	<p>Key Stakeholders:</p> <ul style="list-style-type: none"><li>• Road Maintenance</li><li>• Solid Waste</li><li>• Engineering</li><li>• Fire</li></ul>

# CUSTOMER SERVICE BY THE NUMBERS

Activity	Average Statistics (approx.)
Call Centre	2,900 calls per month
Counter Service	500 visitors per month
External Emails	800 per month
CRM/Enforcement concerns	700 per month
Outgoing Mail	80,000 pieces per year
Knowledge Base	400+ pages
Cashiering Services/Online Payment Processing	400 revenue batches per month
Staff	6.6 (FTE + casual support)

# DEPARTMENT STRENGTHS

## Benefits of Centralizing Service Delivery

- Improved first contact resolution & customer satisfaction
- Improved efficiency
- Scalability: ability to grow with demand and allocate resources as required
- More online, self-serve options

# DEPARTMENT CHALLENGES

## Current Challenges

- Training investment
- Resource retention
- Increase in customer escalations
- COVID-19 Impacts



# CALL CENTRE METRICS

## Total First Contact Resolution (all queues)

Q4 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021	2021 Weighted Average
63%	54%	78%	73%	64%	71%

Goal: 80%

# CALL CENTRE METRICS

Queue	First Contact Resolution	Total Call Volume
Planning & Development	41%	18.5%
Taxes & Assessment	85%	15%
Enforcement	88%	7.5%
Public Works	85%	18%
Everything Else	76%	41%

# FUTURE STATE

## Future Projects & Focus

- Additional online service and payment options
- New cashiering/revenue software
- Monitoring and evaluating performance

**QUESTIONS?**