



## **One Parkland: Service Excellence Strategy**

APRIL 18, 2017

# INTRODUCTION

- Commenced in January 2017 and identified as a key priority by Council
- Cross-departmental steering committee established
- This is not a single project: this strategy will occur in multiple phases and be implemented over several years
- By using best practices, leveraging technology, and maximizing existing resources – the future state is an effective and efficient centralized customer service model
- Significant amount of work at all levels of the organization

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# STRATEGY DEVELOPMENT

- This strategy, while presented at a high-level, is the result of extensive consultation (internally and externally); a review of best practices; and, a holistic look at how we can better meet the needs of all our stakeholders.

# BEST PRACTICES REVIEW

- Review of industry best practices (internal and external)
- Engagement with municipalities in Alberta and in Ontario
- Clear and consistent best practices in municipal service delivery and customer service, scalable to organizational size and maturity

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# EXTERNAL REVIEW

- Surveys conducted in early 2017
  - Approximately 500 residents
  - Approximately 170 businesses
- 80% of residents and 84% of businesses who had contact with County Staff in the past year rated the service they received as “excellent”, “very good” or “good”
- Staff were recognized for being polite, knowledgeable, and quick to respond
- Areas for improvement include taking action/following through quickly; referring customers to the correct individual; and, first contact resolution
- Follow-up focus groups to occur

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# INTERNAL REVIEW

- Steering committee
- Interviews with managers and front-line staff to identify pressure points, organizational best practices, and opportunities
- The level of service we provide to one another is one of the most significant factors determining how service is provided to external stakeholders

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## VISION: One Parkland, Serving One Parkland

CUSTOMER SERVICE PILLARS

### CULTURE

Current State  
↓  
Future State

### PROCESS

Current State  
↓  
Future State

### PHYSICAL

Current State  
↓  
Future State

### TECHNOLOGICAL

Current State  
↓  
Future State

### CRITICAL SUCCESS FACTORS

Leadership  
Support

Adequate  
Resources

Stakeholder Buy-In  
and Communication

Enabling  
Technology

### STAR PROGRAM

SERVICE

TEAMWORK

ATTITUDE

RESPECT

METRICS, PERFORMANCE INDICATORS,  
AND CONTINUOUS IMPROVEMENT

# KEY FOCUS AREA: CULTURE

## Future State

- Organization-wide support for customer service strategy and vision
- Training and workshops for all staff
- Dedicated employees that are empowered to making excellent customer service a priority
- Rewards and recognition program
- Customer service standards established throughout the entire organization

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## Future State

- Development and implementation of a knowledge base to provide consistent messaging
- Establish a centralized customer service area with customer service representatives (CSR's)
- All inquiries are funneled through CSR's for first contact resolution and only fanned out to subject matter experts when necessary (goal: 80/20)
- All processes are continuously mapped, streamlined and customer-centric
- Explore feasibility of providing service during the lunch hour

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# KEY FOCUS AREA: PHYSICAL DESIGN OF OFFICES

## Future State

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- Creation of meeting spaces for sensitive matters
- Showcase the County's municipal art collection to maintain a welcoming environment

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- Implementation of a knowledge base (as per process needs)
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# CRITICAL SUCCESS FACTORS

## Leadership Support

### Risks

- Changes in leadership or political will
- Differences in priorities or lack of buy-in from the leadership team

## Adequate Resources

### Risks

- Changes in priorities that affect resource allocation
- Inability to obtain human resources
- Limited financial resources

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### Risks

- Lack of buy-in from staff
- Inadequate focus on change management

## Enabling Technology

### Risks

- Technology is implemented without proper examination of integration with other systems
- Inadequate financial resources to support technology
- Technology not used by staff

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# LOOKING AHEAD

## Implementation

- Implemented will be done in multiple phases over several years, as resources allow

## Performance Measurement

- Key performance indicators will be developed and continuously monitored as part of the implementation plan

## Communication

- A communication plan will be developed and implemented to build awareness of the initiatives and stress the importance of the quality of customer service that we provide

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## NEXT STEPS

- The committee will follow up with focus groups, internal and external stakeholders to refine the strategy, if necessary
- Finalize strategy, with Council approval
- Develop a high-level implementation plan with short, medium and long term milestones and key components
- Commence implementation of any short-term priority action items.

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