

**Minutes – Executive Policy Committee – April 28, 2020**

**REPORTS**

**Item No. 2                    311 Operational Improvements**

**EXECUTIVE POLICY COMMITTEE DECISION:**

The Executive Policy Committee concurred in the recommendation of the Winnipeg Public Service and received the report as information.

## Minutes – Executive Policy Committee – April 28, 2020

### DECISION MAKING HISTORY:

Moved by Councillor Orlikow,

That the report of the Winnipeg Public Service be received as information.

Carried

### EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

On March 17, 2020, the Executive Policy Committee granted a further extension of up to 30 days for the Winnipeg Public Service to report back on the matter.

On January 21, 2020, the Executive Policy Committee granted an extension of up to 60 days for the Winnipeg Public Service to:

1. Report back on:
  - A. All operational improvements made to 311 within the past four years.
  - B. All operational improvements made to 311 that are currently in progress.
  - C. All operational improvements to 311 that have been identified for future consideration.
  - D. Current staffing levels, required staffing levels, and the rate of turnover within the past four years.
2. Submit a request for a Council Seminar on the progress of all ongoing projects related to 311 operational improvements.

On November 5, 2019, the Executive Policy Committee concurred in the recommendation of the Assiniboia Community Committee, as amended, and directed the Winnipeg Public Service to:

1. Report back within 60 days on:
  - A. All operational improvements made to 311 within the past four years.
  - B. All operational improvements made to 311 that are currently in progress.
  - C. All operational improvements to 311 that have been identified for future consideration.
  - D. Current staffing levels, required staffing levels, and the rate of turnover within the past four years.
2. Submit a request for a Council Seminar on the progress of all ongoing projects related to 311 operational improvements.

## **Minutes – Executive Policy Committee – April 28, 2020**

DECISION MAKING HISTORY (continued):

COMMUNITY COMMITTEE RECOMMENDATION:

On October 8, 2019, the Assiniboia Community Committee passed the following motion:

WHEREAS the 311 Contact Centre is the first point of contact citizens have with the City of Winnipeg;

AND WHEREAS the 311 Contact Centre reflects the City's ability to deliver services to the citizens of Winnipeg;

AND WHEREAS citizens are demanding better accountability regarding service delivery from 311;

THEREFORE BE IT RESOLVED that the Executive Policy Committee be requested to direct the Winnipeg Public Service to:

1. Report back within 90 days on:
  - A. All operational improvements made to 311 within the past four years;
  - B. All operational improvements made to 311 that are currently in progress;
  - C. All operational improvements to 311 that have been identified for future consideration.
  - D. Current staffing levels, required staffing levels, and the rate of turnover within the past four years.
2. Thereafter, report back to the Executive Policy Committee every six months with an update on the progress of all ongoing projects.
3. Submit a request for a Council Seminar on the progress of all ongoing projects related to 311 operational improvements.

# ADMINISTRATIVE REPORT

**Title:** 311 Operational Improvements

**Critical Path:** Executive Policy Committee – Council

## AUTHORIZATION

Author	Department Head	CFO	CAO
R. Mangahas	F. Wiltshire	N/A	M. Ruta, Interim CAO

## EXECUTIVE SUMMARY

The report aims to provide information on the City of Winnipeg's 311 Contact Centre including updates on operational improvements that have been made over the past four years, as well as improvements that are underway.

The Public Service continually strives to improve customer experience, and looks for opportunities to make improvements to the City's 311 service within the division's existing budget. Over the next year, the department plans include:

- Expansion of self-service online forms aimed at increasing the number of service requests offered online which will allow residents and businesses to submit more of their service requests online, while ensuring all information is provided to 311 so the service request can be adequately triaged;
- Email Automated Triaging which will integrate email with the ININ telephony system to automate distribution of incoming 311 emails to Customer Service Representatives, resulting in more efficient handling of email requests;
- Development of a mobile friendly 311 website so residents and visitors can access the information they need more efficiently from their mobile devices; and
- Upgrades to the 311 Interactive Intelligence software.

The Public Service also looks for long term improvements at 311 and continues to work with the Innovation, Technology and Transformation Department to find ways to provide residents and businesses with more technological improvements, including exploring options for a citizen portal and an interactive chat feature. These options would require additional funding and are being explored for future consideration by Council.

## RECOMMENDATIONS

That this report be received as information.

## REASON FOR THE REPORT

At its November 5, 2019 meeting, the Executive Policy Committee directed the Winnipeg Public Service to:

1. Report back within 60 days on:
  - A. All operational improvements made to 311 within the past four years.
  - B. All operational improvements made to 311 that are currently in progress.
  - C. All operational improvements to 311 that have been identified for future consideration.
  - D. Current staffing levels, required staffing levels, and the rate of turnover within the past four years.
2. Submit a request for a Council Seminar on the progress of all ongoing projects related to 311 operational improvements.

## IMPLICATIONS OF THE RECOMMENDATIONS

There are no implications to the recommendation that the report be received as information.

## HISTORY/DISCUSSION

### **311 Overview, Citizen-facing Functions and Services and Methods of Interaction**

Since its inception in 2009, the 311 Contact Centre has continued to evolve as an easy-to-use single window with an easy-to-remember phone number through which Winnipeg residents and businesses can obtain information and make requests for service 24 hours a day, seven days a week.

The City of Winnipeg's (City's) 311 Contact Centre can be reached by phone, email ([311@winnipeg.ca](mailto:311@winnipeg.ca)), social media (Facebook and Twitter), in-person (510 Main Street), through the 311 Mobile app, and via the City's website.

The 311 Contact Centre supports the delivery of frontline services by acting as an in-take channel through which residents and businesses can receive information and can make requests for service delivery by City departments, who ultimately hold responsibility for fulfilling service requests within their own established service standards as part of a coordinated effort to provide a positive end-to-end customer service experience.

As such, some priorities and work planning for the 311 Contact Centre are driven by other departments' priorities and activities, such as seasonal programs (e.g., Know Your Zone, Leisure Guide Registrations, annual tax payments), major change initiatives (e.g., Transit's peggo launch, transition to recycling and garbage carts) and unplanned events (e.g. extreme weather impacts).

With 311's philosophy of continuous improvement, throughout its operations, from frontline call-handling and scripting, to back-end programming, all aspects of 311 are continuously monitored for routine and periodic enhancements to continuously build on citizens' customer service experience.

When the 311 Contact Centre first opened in 2009, original methods of interaction with citizens included phone, email, fax, and TTY (telephone device for the hearing disabled). Since 2009, additional channels have been added including Council 311, face-to-face counter service at 510 Main Street, 311 mobile app, social media (Twitter and Facebook, including direct messaging to protect privacy), web self-service, as well as a call-back service in English and in French. This evolution has led to significant changes to 311's responsibilities in both scope and scale. The expansion of services has been accomplished within existing annual budgets and without any increase in resources.

### **Operational improvements made to 311 over the past 4 years**

In alignment with a philosophy of continuous improvement to customer service, the 311 Contact Centre continues to improve service for residents and business through a number of innovative initiatives. Using analysis of 311 interactions, the Public Service has developed a series of improvements that aims to increase the quality and efficiency of the service. These improvements include implementation of projects that further enhance the efficiency of the 311 Contact Centre.

#### **1. Implemented Interactive Voice Response (IVR) efficiencies and changes**

- Implemented service efficiencies through expanded use of an Interactive Voice Response (IVR) system/implemented changes in menu options.
- This change aimed to reduce call volumes to 311 as recommended by the Audit Department in 2013.
- Rerouting of certain call types using IVR technology, as follows:
  - Routing of Transit calls related to single-bus trip schedules to TeleBUS.
  - Routing of Assessment & Taxation Department and Animal Services Agency calls to subject-matter expert staff within the 311 Contact Centre, to ensure the accuracy and quality of answers to citizens' inquiries related to those areas, where inquiries are typically more complex and lead to longer talk times and, consequently, longer wait times.

#### **2. Improved 311 monthly performance charts published online**

- Information published online and through the City's Open Data Portal to show 311's top interaction drivers, service requests, and information requests to demonstrate further commitment to transparency.

#### **3. Developed 311 dashboard**

- The real-time internal tool helps to monitor service and information requests coming into 311.
- The dashboard also includes current staffing levels and wait times which enable the 311 Call Centre to make real-time operational plans to address call wait times and meet other business demands.

#### **4. Implemented Post-Call IVR Survey**

- The survey was in response to the 2013 Audit recommendation which recommended the 311 Contact Centre conduct a Customer Satisfaction Survey to assess overall customer experience received from 311 Customer Service Representatives (CSRs).
- The results serve as feedback loop to 311 operations to determine action items that will further improve customer experience.

- The survey is conducted by using recorded software through the IVR system, requesting input from citizens at the end of their call.
- The survey focuses on call handling, competency/knowledge, and overall call experience and satisfaction.
- The survey is random and callers who are selected are offered an automated invitation, providing them with the option to participate or not.
- The CSR is not involved, does not know when the survey is offered to citizens and who has opted to participate.
- The survey results, along with reviews of the call, are used in collaboration with quality assurance call scores, return to sender stats, and other performance management drivers for coaching, training, and 311 process improvements where necessary.

#### **5. Enhanced 311 Webpage**

- A refreshed and improved 311 Self Service website was launched in 2016 within the limits of the existing web platform, to improve the comprehensiveness by expanding the amount of information and services and improving user-friendliness of the display.
- The changes were developed with intuitiveness in mind, so that the user experience would be as seamless as possible.
- The site was enhanced with new content and included more self-service search options that provide alternatives to calling 311.

#### **6. Upgraded Lagan system**

- This is the 311 Contact Centre back-end system which is used to submit and track service requests to departments and SOAs.
- The upgraded version enhanced applications which were not supported by the previous version, provided an ability to create online forms, improved security of personal information in service requests, and improved system security vulnerabilities.
- The upgraded version also improved scripting and form collaboration for CSRs

#### **7. Implemented In-progress status in Lagan system**

- The addition of an in-progress status in online tracking allows residents and businesses to view more information from departments on service requests.
- Department Lagan users can update a case status from “Open” to “In Progress” to “Closed” as they process the service request.
- Department Lagan users can update “In Progress” comment section with notes indicating timelines for action, along with work being performed.
- “In Progress” Status and comments appear online for citizens to view as they track their case.

### **Operational improvements to 311 that are currently in progress**

Over the next year, the focus is on improving hiring processes and improving the online customer experience.

## **1. Improved 311 Training and Hiring processes**

- Enhanced training curriculum which implemented skills based training to get new CSRs training on the phone with easier calls sooner, and continues to train them on more complex issues as they become more comfortable in their new role.
- Automated new hire learning checks (quizzes) via Survey Monkey.
- Implemented refresher trainings (Spring and Winter) to refresh knowledge on seasonal issue (e.g. snow related parking bans).
- Created training videos to supplement departmental information.
- Enhanced bilingual screening/advertising in Francophone communities, administration of French tests and assessment of speaking ability during new hire interviews in collaboration with French Language Services.
- Implemented online annual learning checks (quizzes) via Survey Monkey to assess knowledge of CSRs and ensure accuracy/efficiency in their interactions with the public.

## **2. Upgrades to the 311 Website and expansion of self-service online forms (Verint Online Forms)**

- Continue to increase the number of Service Requests offered online.
- Replace the existing 311 website with a mobile friendly option that will enhance the self service capabilities for residents and businesses by allowing them to submit service requests online, while ensuring that they provide all the information required by 311 to process the request.

## **3. Email Automated Triaging**

- Email automated triaging which will integrate email with the ININ telephony system to automate distribution of incoming 311 emails to Customer Service Representatives, resulting in more efficient handling of email requests.

## **4. 311 Telephony Upgrade - Interactive Intelligence (ININ/PureConnect)**

- Upgrade the ININ/PureConnect Software to the newest version (19r4)
- Migrate the solution to new server architecture to remain supported

## **Business Plan / Operational improvements made to 311 that are identified for future consideration**

The Public Service also looks for long term improvements at 311 and continues to work with the Innovation, Technology and Transformation Department to find ways to provide residents and businesses with more technology options. These options would require additional funding and are being explored for future consideration by Council.

### **1. Citizen Portal**

- Implement a citizen portal which could allow residents with a single login to access City of Winnipeg services from a central location.
- This service would continue to enhance resident self-service capabilities and improve citizen tracking of the status of service requests.
- Improve resident experience by giving them one spot to track all of their interactions with the City of Winnipeg, regardless of the department or service that they are looking for.

## 2. Online Chat Feature

- An additional service channel with the ability to handle multiple interactions at once.
- Allow 311 to take advantage of AI technology in order to provide residents with information without requiring initial interaction with a CSR.
- Residents would have the option of connecting with a CSR if they needed additional assistance or were not able to access the information that they required.

## 3. Speech analytics in 311 Telephony

- Automated technology would be able to identify keywords in the Interactive Voice Response(IVR) on call drivers or complaints

### **Staffing Analysis, Staffing Level and Turn-over Rate**

As a one-stop for residents and visitors, the 311 Contact Centre currently operates with 88 FTEs, including:

- 10 management and administration positions which are responsible for employee training, call centre operations, workforce planning, administrative functions, site/facility management, quality business improvement, and knowledge management which work directly with all City departments and Special Operating Agencies to configure customer service representative scripts, determine service request routing, developing e-Forms, and continual learning.
- 5 Team Leads who are responsible for daily supervision of customer service representatives, coaching, mentoring, and issues that are escalated from senior customer service representatives.
- 8 senior Customer Service Representatives (CSR II) who support real-time escalated inquiries, monitor the front-counter service at 510 Main Street, and support Council 311.
- 65 full time equivalent Customer Service Representatives (CSR) who answer phones, emails, and social media and have knowledge on all City services and programs.

Staffing analysis is consistently done by 311 to address volumes coming from reoccurring seasonal activities such as residential snow plowing, street maintenance, spring street cleaning, Assessment and Tax notices, and Leisure Guide Registration. This is in addition to staffing adjustments made when departments launch a new product, make service delivery changes, or when we have weather related events.

Daily staffing levels are forecast and scheduled based on planned events, seasonal weather events, and historical call volumes. Staffing levels can be adjusted and may vary day to day, month to month.

### **Turnover / Attrition Rate**

<b>Year</b>	<b>Total</b>	<b>Resignation</b>	<b>Internal Transfer</b>	<b>Termination</b>	<b>Average Department Headcount</b>	<b>Turnover/Attrition Annual %</b>
<b>2015</b>	53	31	21	1	110	28.18%
<b>2016</b>	60	32	24	4	132	24.24%
<b>2017</b>	49	29	11	9	140	20.64%

<b>2018</b>	68	38	23	6	130	29.12%
<b>2019</b>	50	27	11	12	130	20.76%
<b>Total</b>	454	247	152	52		

- Terminations are due to non-performance, attendance, or non-meeting of minimum call centre standards based on improved quality scorecards and metrics in place. All terminations are in coordination with Human Resource Services and CUPE.
- 2019 turnover rate 311 Contact Centre vs City-Wide overall vs Contact Centre Industry
  - 311 Contact (20% - based on 311 total employee headcount/calculates all attrition)
  - City-Wide (4.59% - based on total number of city employees/calculates voluntary resignations of permanent and part-time/casual employees only, does not include transfers and terminations)
  - Contact Centre Industry (37%)

### **Additional information driving 311 interactions**

The 311 Contact Centre continues to collaborate with city departments to ensure accuracy of information provided to residents and businesses, and to enable the departments to fulfill and resolve service requests in a timely manner.

1. Information requests
  - Customer Service Representatives (CSR) answer requests for information, using information from the websites of all departments and SOAs, as well as scripts developed with information provided by the departments/SOAs providing the respective services and programs.
2. Service requests
  - When residents and businesses request service or report a problem (e.g., request a bulky item pickup, report a pothole), 311 takes the service request, enters it in the 311 reporting database, and assigns it to the respective department/SOA that delivers the service requested.

### **Top Service Requests**

<b>Top Service Requests</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Garbage & Recycling	74935	88312	105271	58879	50777
Street Maintenance	42312	50344	48705	40208	44735
Water	38106	34549	42884	44557	47569
Recreation & Leisure	47432	42133	34740	31754	31741
Parking Authority	37485	32901	38812	33314	38452
Transit	19538	39314	43835	33342	31366
Animal Services	20502	29336	28238	24882	25995
By Law Enforcement	18361	18236	16936	18192	27669
Parks and Urban Forestry	17288	17407	14787	15775	23319
Assessment & Tax	14774	12092	13057	11569	16345
Zoning, Permits & Inspections	8152	7965	8144	6376	8020

Traffic Control	7486	6175	6703	6649	6517
Sewer & Drainage	7466	7846	6856	6497	7789
City Hall	2132	1743	1451	6427	1532
Claims	1724	1806	1791	1401	1584
Fire Paramedics	1884	1546	1840	1590	1811
Police	1590	1707	1327	2991	2326
Insect Control	1888	1945	1277	596	1485
Careers/HR	1052	1160	1180	1345	1218
City Administration	1014	1146	1218	1069	1281

### Top Information Requests

Top Information Requests	2015	2016	2017	2018	2019
Transit	361316	265021	254636	186415	149624
Garbage & Recycling	62519	46520	53668	43367	45926
Non-City Services	60897	47896	48925	44836	43415
Assessment & Tax	53903	49203	52929	44211	50869
Street Maintenance	31564	31440	20797	20423	24545
Recreation & Leisure	39105	26980	26996	23687	24699
Water	35627	20034	22861	26724	21691
Parking Authority	31357	24113	29964	26236	28858
Face to Face Interaction	21016	33254	***8579	25478	38261
Animal Services	14909	17356	14883	14120	14022
Police	15571	12120	12394	11763	11405
Zoning, Permits & Inspections	14689	12784	7528	6853	8265
Parks & Forestry	8292	7680	7008	6842	10323
Social Media	282	12183	14174	13146	17170
City Hall	5210	5352	3999	3593	1953
By Law Enforcement	4748	4261	4035	4209	4906
Traffic Control	4816	3407	3642	2759	3377
Libraries	4279	2232	2008	1623	1537
Sewer & Drainage	4190	3680	2802	2406	3391
Insect Control	3667	3990	1490	637	1680

**FINANCIAL IMPACT**

**Financial Impact Statement**

**Date:** March 10, 2020

**Project Name:**

311 Operational Improvements and Business Plan

**COMMENTS:**

There is no financial impact associated with receiving this report as information.

*original signed by*  
\_\_\_\_\_  
Tanis Yanchishyn, CPA, CA  
Manager of Finance (Campus)  
Corporate Finance Department

## **CONSULTATION**

This Report has been prepared in consultation with:  
Innovation, Technology and Transformation Department

## **OURWINNIPEG POLICY ALIGNMENT**

The 311 service delivery model aligns with and supports OurWinnipeg Section 3 – Quality of Life.

## **WINNIPEG CLIMATE ACTION PLAN ALIGNMENT**

n/a

## **SUBMITTED BY**

Department: Customer Support and Communications  
Division: 311 Contact Centre  
Prepared by: Rica Mangahas  
Date: March 10, 2020