



CUSTOMER ONE



CUSTOMER SERVICE STRATEGY | 2013 IMPLEMENTATION PLAN



Customer Service Strategy 2013 Implementation Plan

The Customer Service Strategy aligns our customer service commitment with our customer service vision, guiding principles, guidelines, resource allocation, and this approved implementation plan. These will establish the **Customer One Program** as the customer service standard for the City of Brantford.

This Implementation Plan elaborates on the strategies presented in the Customer Service Strategy and identifies the timeframe for actions. We have already made progress on some of the strategies and are moving forward with the remaining actions as we work toward customer service excellence.

The status of the actions in this implementation plan are current as at March 2013.

Contact Information

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What Will We Do?

FOCUS

Actions	2012	2013	2014
Create a Customer-Centred Culture			
<ul style="list-style-type: none"> ▶ Communicate the vision, guiding principles, corporate customer service guidelines and policies as core values and expectations of the organization ▶ Implement customer service excellence training program for staff members ▶ Integrate accountability for standards into performance management measures ▶ Integrate customer service into departmental meetings ▶ Ensure that an integrated and coordinated approach to service delivery and management is used to provide a one-stop source for citizens and employees regardless of how service is accessed 		○	
		○	
		○	
		○	
		○	○
Corporate Customer Service Guidelines & Policies			
▶ Develop Customer Service Strategy	●		
▶ Develop Draft Implementation Plan	●		
▶ Develop Corporate Guiding Principles	●		
▶ Develop Corporate Customer Service Guidelines			
<ul style="list-style-type: none"> ▶ Review and establish customer service guidelines and policies that define the level of service customers can expect ▶ Establish corporate-wide reporting requirements 	●	○	○
Streamlining			
▶ Develop Customer Feedback System			
<ul style="list-style-type: none"> ▶ Continue to respond to internal and external customer needs through proactive engagement, solicitation of feedback and modifying processes where required ▶ Continually assess the services being offered and the available access points to ensure customer needs are being met 		○	○
		○	○
▶ Respond to Needs of Internal and External Customers			
<ul style="list-style-type: none"> ▶ Benchmark service availability/standards and compare with leading practices of other municipalities; modify where warranted ▶ Ensure effective customer feedback system that enables both internal and external customers to comment on services and provide suggestions for improvement ▶ Conduct satisfaction surveys with the community and staff to gauge awareness and approval of service quality levels (internally/externally) 		○	○
		○	○
		○	○

As at March 2013 | ● = completed actions | ○ = planned actions

How Will We Do It?



Actions	2012	2013	2014
Business Processes & Streamlining			
► Review Business Processes <ul style="list-style-type: none"> ► Review current business process and ensure they are designed to add value to the customer, serve a purpose and are efficient, effective and accessible ► Work to resolve as many issues as possible at the first point of contact ► Review opportunities for self-service options 	●	○	
Information Technology			
► Improve the Use of Information Technology <ul style="list-style-type: none"> ► Continue to develop and increase the availability and potential for online information, transactions, e-solutions and mobile applications ► Utilize management systems to analyze and improve service delivery 		○	○
► Service Directory Knowledge Base <ul style="list-style-type: none"> ► Update current service directory structure to reflect organizational structure, current information, contacts and positions responsible ► Review and revise Service Directory to reflect current list of services for both internal and external customers ► Develop training schedule and provide refresher training for those reviewing and maintaining information ► Launch update of service directory internally and develop mobile application and website access that is available and accessible to both internal and external customers ► Launch online citizen service directory and mobile application 		○	○
► Customer Relationship Management & Tracking System			
PHASE I - CRM Selection <ul style="list-style-type: none"> ► Develop terms of reference and request for proposal, and secure CRM software solution that will integrate with existing systems and technologies. Resolve implementation strategy 		○	
PHASE II - Implement CRM Solution for initial target area(s)/ services identified		○	
PHASE III - Roll out CRM based on implementation schedule			○

As at March 2013 | ● = completed actions | ○ = planned actions



Actions	2012	2013	2014
Improved Telephone System			
► Explore and Integrate <ul style="list-style-type: none"> ► Continue to investigate and explore options for improving or replacing the current telephone system ► Integrate where possible with other City systems and technologies 	●	○	○
People			
► Training and Development <ul style="list-style-type: none"> ► Invest in training and development to ensure staff at all levels have the appropriate and relevant skills and training to deliver excellent customer service internally and externally ► Implement customer service excellence training program for staff members and integrate into new staff orientation program ► Update new employee orientation practices to include customer service elements Phase I - Customize Training Program Development <ul style="list-style-type: none"> ► Develop terms of reference for request for proposal to secure expertise in the design, development and delivery of a customized customer service excellence training program Phase II - Test Training Program with Sample Group Phase III - Corporate Wide Training <ul style="list-style-type: none"> ► Develop training implementation schedule for all existing employees and integrate new hires into training implementation schedule where possible ► Hiring Integration <ul style="list-style-type: none"> ► Review and update all job descriptions to include customer service elements ► Update recruiting practices to include customer service elements ► Performance Measures <ul style="list-style-type: none"> ► Ensure departments have a customer feedback system in place ► Establish benchmarks for service availability and standards of delivery ► Continue to evaluate the performance and satisfaction levels of customer service excellence both internally and externally ► Establish corporate-wide reporting ► Ensure that customer service excellence is a central component of performance development and the performance management system 	●	○	○

As at March 2013 | ● = completed actions | ○ = planned actions



Actions	2012	2013	2014
► Employee Recognition Program <ul style="list-style-type: none"> ► Develop criteria for identifying customer service excellence ► Develop employee recognition program to reward customer service excellence 		○	
Accessibility			
<ul style="list-style-type: none"> ► Continue to ensure barrier-free accessibility of City-owned facilities ► Continue to ensure barrier-free accessibility to information, regardless of how accessed 	●	○	○
Ongoing Communications			
► Communication Plan <ul style="list-style-type: none"> ► Develop a plan to effectively communicate the Customer Service Strategy and its elements to the citizens, staff, Council and stakeholders ► Build public awareness of City services ► Provide for ongoing updates utilizing multiple communication channels ► Ensure information is clear, simple and accessible regardless of how accessed ► Ensure adequate opportunity for input from all stakeholders ► Continue to be responsive to input through proactive engagement 		○	

As at March 2013 | ● = completed actions | ○ = planned actions