

Customer Experience Strategy - DRAFT

Vision and Values

Vision

We build trust and confidence with our customers by ensuring municipal services are accessible and convenient across all service channels. Service interactions provide a positive customer experience because we are empowered to go the extra mile.

Values:

- Customer centric approach: We respect our customers and we have a “customer first” mindset
- Innovation and data driven decision making: We are constantly looking for new ways to improve the customer experience and we measure our performance
- Integrity: We say what we mean and we do what we say
- Work smarter, not harder: We use technology to our advantage to efficiently meet the needs of our customers
- One team approach: We work together and strive to establish strong relationships with our internal and external partners

Connection to Strategic Plan

The values of the Customer Experience Strategy have been derived from the strategic priorities of the Kawartha Lakes Strategic Plan.



A Healthy Environment



An Exceptional Quality of Life



A Vibrant and Growing Economy



Good Government

Customer Service falls under Good Government.

Our Customers



Customer Centric Approach

We are Committed to...	We will Succeed by...
Building a service oriented culture so that everyone who works for the City knows that you are important	<ul style="list-style-type: none">• Embracing Customer Experience vision and values• Redesigning corporate customer service training• Updating corporate customer service standards• Introduce Customer Experience Journey Mapping (CXJM) corporately
Offering a wide range of service channels that respect the needs of everyone	<ul style="list-style-type: none">• Redesign community hubs to create a modern and customer friendly environment• Investigating opportunities to expand service offerings beyond in person, telephone, and online
Understand who our customers are and who we partner with to deliver our services	<ul style="list-style-type: none">• Engaging customers through feedback surveys• Creating customer focus groups to get direct feedback from customers
Expand our online service offerings	<ul style="list-style-type: none">• City website upgrade – support the Communications & Marketing project implementation team

Innovative & Data Driven

We are committed to...	We will succeed by...
Measuring our performance in a transparent manner so that it's easy for you know how we are performing	<ul style="list-style-type: none">• Introducing performance measurement methodologies and tools to ensure performance measures are meaningful to customers
Implementing municipal best practices to ensure the services we offer you are easy to use, efficient and cost effective	<ul style="list-style-type: none">• Remaining connected to cross-municipal organizations that offer advice on benchmarking and best practices
Building a culture that embraces innovation	<ul style="list-style-type: none">• Rewarding "failing forward" in the spirit of continuous improvement• Empowering City employees to make creative decisions designed to exceed customer expectations

Integrity

We are committed to...	We will succeed by...
Taking accountability for our actions and owning our mistakes to build a trusting relationship with you	<ul style="list-style-type: none">• Empowering customer service staff to make decisions in the best interest of the customer and the corporation• Administering a customer experience satisfaction program
Following through and keeping our promises so that you always know what to expect	<ul style="list-style-type: none">• Updating and managing our customer service standards• Publishing a service portfolio and establishing service standards for each unique service to improve performance reporting
Make decisions that are consistent and fair so that you know you are treated fairly	<ul style="list-style-type: none">• Updating and publishing the City's refund policy so that eligibility is clearly defined

Work Smarter, Not Harder

We are committed to...	We will succeed by...
Prioritize automation and digital service across all service channels to make it more convenient to get the services you want	<ul style="list-style-type: none">• Investigating the use of portable kiosks in community hub locations• Investing in an online customer self-service portal• Investing in software that is designed to perform in hybrid work environments• Investing in a Customer Relationship Management system• Enhance internal knowledge base and expand information corporately
Empower employees	<ul style="list-style-type: none">• Developing work instructions to support the onboarding process• Redesigning job descriptions to provide job clarity, set expectations, and better utilize resources• Establish customer expectations statement to address hostile/aggressive behavior• Establish a coaching culture that focuses on incremental improvement• Monitor resources associated with service levels

One Team Approach

We are committed to...	We will succeed by...
Maintaining strong relationships with our internal service delivery partners so that we can work together to help you	<ul style="list-style-type: none">• Building a cross-functional Corporate Customer Experience Team to collaboratively identify and implement opportunities for improvement• Streamline service intake process to create “one stop shops”
Maintaining strong relationships with our external service delivery partners so that we can work together to help you	<ul style="list-style-type: none">• Expanding use of community partners to make services more accessible and convenient• Provide support to external partners that are responsible for delivering City services

Five Drivers of Customer Service

Timeliness

- I was satisfied with the amount of time it took to get the service

Knowledge/Competence

- I was served by knowledgeable and competent employees.

Courteous

- I was served by courteous employees

Fairness

- I was treated fairly

Outcome

- I received what I needed the first time

Measuring our Service Commitment

Customer Satisfaction

- Customer Satisfaction Score: Target 80% of customer's rate as good or excellent
- Customer Effort Score: Target 75% of customer's rate as very easy or easy

Call Centre Metrics

- Call Quality Score: Target 80%
- Service Level: Target 80/30 (80% of calls answered with 30 seconds)
- First Contact Resolution Rate: Target 75%
- Average Speed of Answer: Target 20 seconds
- Answer Rate: Target 95%

Good Business

- Service Channel Distribution Rate: Target - In person 10%, Telephone 50%, Online 40%
- Budget management target: stay within budget forecast