



Connaught Hill Park

Reinvigorating Customer Service

Strategic Plan

WHY?

- Great foundation of Customer Service but was not formalized
- Administration emphasis on shifting to a customer service centered focus
- Alignment with council priorities
- Opportunity to standardize customer service approach in different delivery points
- Opportunities to do a service integration
- Opportunities to offer our customers more channels to interact with us

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CUSTOMER SERVICE STRATEGY PHASE I



4 DOMAINS

- Corporate culture
- Change management
- Technology and facilities
- Feedback/Complaint Management Process

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CORPORATE CULTURE

- Creating the strategic plan
- Securing senior leadership support
- Assembling Steering and Working committees
- Understanding customers needs
- Defining the customer service culture
- Providing training and development opportunities
- **Communications plan (Internal- External)**
- Designing of Feedback/Complaint Management Program
- Creating work breakdown structure, budget
- Following Up

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CHANGE MANAGEMENT

- Customer Service Training
- Engaging and involving employees



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TECHNOLOGY AND FACILITIES

- Assessing current state
- Determining needs
- Benchmarking
- Presenting request for capital projects



The Wood Innovation and Design Centre

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FEEDBACK/COMPLAINT MANAGEMENT PROCESS

WHY IS IT IMPORTANT TO HAVE A FEEDBACK/COMPLAINT MANAGEMENT PROCESS?

- Basic and essential component of a customer service focused culture.
- Our perception about the quality of the services we provide could be biased.
- Another effective way of measuring customer satisfaction.
- We should know what happens after we receive customer feedback and complaints in order to have data for business analysis.
- Resolving the customer complaint and addressing their feedback will reinforce the public trust in us and increase customer satisfaction.

WHAT DO WE GAIN FROM HAVING A FEEDBACK/COMPLAINT MANAGEMENT PROCESS?

- Reality check about the public satisfaction with our services.
- Helps us to identify and resolve recurring issues and improve service quality.
- Provides us with valuable customers' input, to help our decision making for processes and services improvement.
- Helps us to determine our level of service on complaints resolution.
- Avoids unnecessary costs associated with time invested by several members of senior leadership and management

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COMMUNICATIONS STRATEGY

1. Identify objectives
2. Choose target audiences
3. Design key messages and select channels
4. Determine phases
5. Establish time frame (Work Breakdown Structure)
6. Draft a budget
7. Implement the plan
8. Monitor the results and follow up

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COMMUNICATIONS STRATEGY

OBJECTIVE

To ensure success in the development, implementation and sustainability of the strategy for customer service reinvigoration, by fostering changes of behaviors and perceptions and increasing public/employees engagement and participation.

GOALS

- Make customers and stakeholders aware of the initiative
- Gather public feedback
- Gauge employees readiness to change & employee morale
- Get employees to share their best practices and ideas for improvement
- Get employee involvement and buy in
- Celebrate success and good employee contributions
- Increase public engagement
- Improve public perception about the City

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AUDIENCE, MESSAGES & CHANNELS

AUDIENCE	MESSAGES	KEY COMMUNICATION CHANNELS
PUBLIC	To be developed in every campaign	Every P2P engagement, Website, IVR, Social Media, Press Releases
EMPLOYEES	To be developed in every campaign	A SharePoint page will be created in our Intranet dedicated to Customer Service Reinvigoration with a banner in CWV home linking to the page Posters, Intranet (headers of intranet pages), E-mails, Meetings; Contests; Launching event; paystub stuffers; Merchandising; Employee morale survey

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PHASES

PHASE I. INTERNAL AWARENESS

A. Introductory campaign

GOALS:

- To present the initiative to employees
- To explain the alignment of the culture reinvigoration with council priorities
- To show support from top levels of organization
- To create expectation for what is going to happen next

BENEFITS:

- Invites participation
- Sets the tone for an organizational focus

HOW:

- 4 weeks of Teaser campaign (to be developed)
- Email from City Manager
- Follow up conversations, ideally 2 ways communication: Management ↔ employees

CHANNELS: posters, intranet pop ups and emails

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TEASER CAMPAIGN



REINVIGORATING CUSTOMER SERVICE



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PHASES

PHASE II. CREATING EXTERNAL INTEREST

A. Customer Satisfaction Survey

GOALS:

- To gain a better understanding of public perception and satisfaction with the services we provide to them
- To gather data on sensitive aspects of customer service satisfaction indicators
- To demonstrate our interest in listening to what the public has to say

BENEFITS:

- Makes the public feel involved and taken into consideration
- It will give us a foundation of data to benchmark against in the next coming years
- It will give us the opportunity to identify opportunities for coaching our employees
- It will give us business information for areas where we can use an improvement, change or a new implementation
- Identify specific unsatisfied customers and address immediately their concerns

HOW:

- Survey developed and conducted In-House
- Reaching 1K customers that have contacted the City within the past year
- Immediate contact to unsatisfied users

CHANNELS: phone survey, online survey, printed survey forms at Service Centre

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MEDIA COVERAGE



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SOCIAL MEDIA



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SURVEY STATISTICS

PHONESURVEY

905 calls successfully dialed out of a 1,000 contact list; that is **90.5%** of accomplishment
523 customers contacted; that is **57.8%** of success
340 Completed surveys; that is **37.5%** of completion
 183 Terminated surveys; that is 20.3%
 382 "No answered" calls; that is 42.2%

ADDITIONAL CHANNELS

ONLINE (SurveyMonkey)
 77 Surveys answered
52 valid surveys; that is **67.5%**
 25 incomplete surveys; that is 32.5%

PRINTED SURVEYS (completed by customers at the Service Centre Front Desk)
15 out of 15 were fully completed; that is 100%

TOTAL VALID SURVEYS ANALYZED: 407

Of those who completed the survey :

56.5% were female

61.9% were over the age of 45

98.8% have lived in PG for over a year

80.1% were satisfied with services received from City representatives

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PHASES

PHASE II. CREATING INTERNAL INTEREST

B. Employee Morale Survey (CONDUCTED BY 2016 Q1)

GOALS:

- To assess employees job satisfaction
- To assess employees readiness to change
- To gather information on relevant aspects for our employees to reiterate to employees that we care about their opinion and that their feedback is used for improvement or positive change

BENEFITS:

- Invites participation
- Sets the tone for an organizational focus on Employees wellbeing
- Gives important data for areas where improvement/change can be made
- Improves 2 way conversation and foster employee engagement

How:

- Employee morale survey conducted by HUMAN RESOURCES
- Developed and delivered by an external consultant

CHANNELS: Online and printed versions

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PHASES

PHASE III. PARTICIPATION & RECOGNITION

A. Best practices sharing contest

GOALS:

- To create an inventory of good practices in place across the organization and identify the foundations
- To promote a culture of cross departmental benchmarking
- To promote friendly competition among divisions

BENEFITS:

- Creates dialogue
- Fosters engagement and encourage participation
- Involvement leads to commitment

HOW:

- Employee submitting their best practices will have the chance to participate in a draw for special prizes
- Employees will have the opportunity to have their pictures and quotes to be featured in posters distributed around internal boards

CHANNELS: posters, intranet pop ups and emails

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BEST PRACTICES SHARING CAMPAIGN

REINOVATING CUSTOMER SERVICE
Best Practices Sharing Contest

You could be the face

RECOGNITION

1. Your ideas will be visible and well-thought through at Customer Service
2. Your ideas could be of assistance to other City of Prince George
3. Your ideas will be shared with other divisions
4. Your ideas will be shared with other divisions

RECOGNITION

When you submit your ideas, you will be eligible to win a prize and your ideas will be shared with other divisions.

This could be your quote

RECOGNITION

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RECOGNITION

When you submit your ideas, you will be eligible to win a prize and your ideas will be shared with other divisions.

Your group could be here

RECOGNITION

1. Your ideas will be visible and well-thought through at Customer Service
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RECOGNITION

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BEST PRACTICES SHARING CAMPAIGN

BEST PRACTICES IN CUSTOMER SERVICE

ASSET Management & Business Administration

"People may forget what you said and what you may have done, but they will never forget how you made them feel."

BEST PRACTICES IN CUSTOMER SERVICE

Melissa Barnard

"Always approach every situation with a positive attitude and engage every individual with the intent of focusing on the customer's needs."

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BEST PRACTICES SHARING CAMPAIGN

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PHASES

PHASE III. PARTICIPATION & RECOGNITION

C. Naming the Customer Service Culture

We need a name or slogan that defines our customer service culture, is relevant to all employees, links our individual contributions, ties us all together, defines our commitment with our jobs and is easily associated with excellence in the service we deliver to the public.

GOALS:

- To involve employees in the naming of the culture
- To foster in employees the feeling that they own the culture
- To have employees making a mental association of the name with customer service

BENEFITS:

- High level of employee involvement and engagement
- The culture will be easily ingrained

HOW:

- There will be a contest for employees to submit a name or slogan. 10 prizes will be given away to contributors (lottery system)
- The Steering committee will select 10 of the submitted names that better represent our customer service culture and the submitters of those 10 names will get a prize
- The 10 finalist names will be up to voting by employees; the name with the most votes will be the culture name/slogan; the sender of the winning name will get a special prize

CHANNELS: posters, intranet and emails

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NAME THE CULTURE CAMPAIGN

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CUSTOMER SERVICE SLOGAN

PROUDLY SERVING OUR COMMUNITY

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PHASES

PHASE IV. IMPLEMENTATION & FOLLOW UP

A. Launching the Culture

GOALS:

- To officially announce the launch of the reinvigorated customer service culture
- To communicate to employees the customer service slogan and the mission and vision statements
- To gain more employee engagement and participation
- The merchandising itself is intended to make the customer service slogan remembered and visible to all employees

BENEFITS:

- Invites participation and promotes communication
- Improves working relationships within the divisions breaking the "silo" model
- Brings a fresh approach to the commitment with excellence in customer service
- Promotes innovation, self discovery and continuous improvement
- Changes public perception and show us as being more interested in their feedback and satisfaction

LAUNCHING EVENT: food + beverages for all employees. Distribution of merchandising branded with the customer service culture slogan (brand)

CHANNELS: posters, intranet and emails

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**OFFICIAL
LAUNCHING**

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LAUNCHING EVENT



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PHASES

PHASE IV. IMPLEMENTATION & FOLLOW UP

B. Keeping relevant the Customer Service Mission, Vision and slogan

After the launching event, the working + Steering Committees need to discuss strategies to make the Mission and Vision statements and the customer service slogan relevant and present in the organization for years to come.

CAMPAIGN TO BE DEVELOPED

CHANNELS: use of Intranet to display Mission & Vision statements as headers of internal pages

C. Sustaining the Culture

GOALS:

- To successfully sustain the effort in time and keep the emphasis about excellence in customer service alive
- To support a recognition and rewarding program about positive behaviors related to customer service
- To constantly use customers feedback for improvement

BENEFITS:

- Keeps people involved and motivated
- Keeps the customer service culture relevant

CHANNELS: Intranet and Customer Service Newsletter; new campaigns and activities to be developed

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CUSTOMER SERVICE STRATEGY PHASE II SUSTAINING + PERFORMING + EVOLVING



PHASES

PHASE III. PARTICIPATION & RECOGNITION

B. Share your proudest customer service story

GOALS:

- To get employee participation and engagement
- To have employees sharing their successful customer service stories to encourage others
- To Lead a self-discovery process, understanding the impact of great customer service
- To provide recognition and encourage the repetition of positive behaviors
- To promote the feeling of pride about employees great job

BENEFITS:

- Enhancement on employee morale and engagement
- Employees will feel more involved because they are part of the solution/improvement/change
- Involvement leads to commitment
- Promotes the expression of feedback and the acknowledgement of coworkers good actions
- Promotes a better sense of camaraderie and introduces fun

HOW:

- Employees are encouraged to share their stories
- Those stories will be shared in a monthly newsletter and on the Intranet
- There will be prizes for submissions and a quarterly draw of a larger prize for contributors

CHANNELS: posters, Customer Service Newsletter, intranet and emails

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SHARE YOUR PROUDEST CUSTOMER SERVICE STORY

DO YOU HAVE A STORY ABOUT A PRAISE MOMENT SERVING A CUSTOMER?

Show it and inspire others!

GAMBLING

- 1. All employees are eligible to participate.
- 2. Employees can win a prize for their story.
- 3. Employees can win a prize for their story.
- 4. Employees can win a prize for their story.
- 5. Employees can win a prize for their story.

How to win (simple as that!)

- 1. All employees are eligible to participate.
- 2. Employees can win a prize for their story.
- 3. Employees can win a prize for their story.
- 4. Employees can win a prize for their story.
- 5. Employees can win a prize for their story.

Prize Drawing on December 1st

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SHARE YOUR PROUDEST CUSTOMER SERVICE STORY CAMPAIGN

AT YOUR SERVICE

How to Win

Employees who share a proudest customer service story will be eligible to win a prize for their story.

Prize Drawing

The drawing will be held on December 1st, 2014. Employees who win a prize for their story will receive a prize for their story.

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CUSTOMER SERVICE MONTHLY NEWSLETTER

IMPLEMENTATION TIMELINE



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