



REPORT

Council

Meeting Date: September 18, 2023

FROM: Strategy, Policy and Communications Department

DATE: September 5, 2023

SUBJECT: **ServiceOakville Performance Metrics**

LOCATION: 1225 Trafalgar Road

WARD: Town-wide

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RECOMMENDATION:

That the report dated September 5, 2023 from the Strategy, Policy and Communications Department be received.

KEY FACTS:

The following are key points for consideration with respect to this report:

- Citizens access **254** unique request types for **5** departments through ServiceOakville.
- The average number of annual ServiceOakville requests is **143,027** across all customer intake channels.
- The 5 town departments formally consolidated with ServiceOakville met service level targets on cases **83%** of the time for the first 7 months of 2023.
- Since the peak level of demand experienced in 2020 when the impacts of the pandemic began to unfold, the average number of business days to close cases has been steadily decreasing as town departments resumed normal operations.
- The percentage of cases closed within service level has ranged from **83% to 93%** since 2019.
- The 2022 Citizen Survey results showed a 93% satisfaction with the overall quality of the services provided by the town.

BACKGROUND:

ServiceOakville is the multi-channel service centre that provides residents with a single point of contact for various town services and information. This report summarizes the performance of ServiceOakville for the first seven months of 2023 and compares it with previous years.

During the January 24, 2023 Budget Committee Meeting, Budget Chair Councillor Haslet-Theall requested that additional key performance indicators on the performance of ServiceOakville be provided to Council.

The material in this report is intended to provide more meaningful data and information to Council and the public to demonstrate the performance of ServiceOakville in meeting its purpose.

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Volume of Inquiries by Service Channel

As a multi-channel contact centre, ServiceOakville fields customer inquiries from a variety of intake channels. The graphic below shows the number of inquiries received by channel from 2019 to 2022.

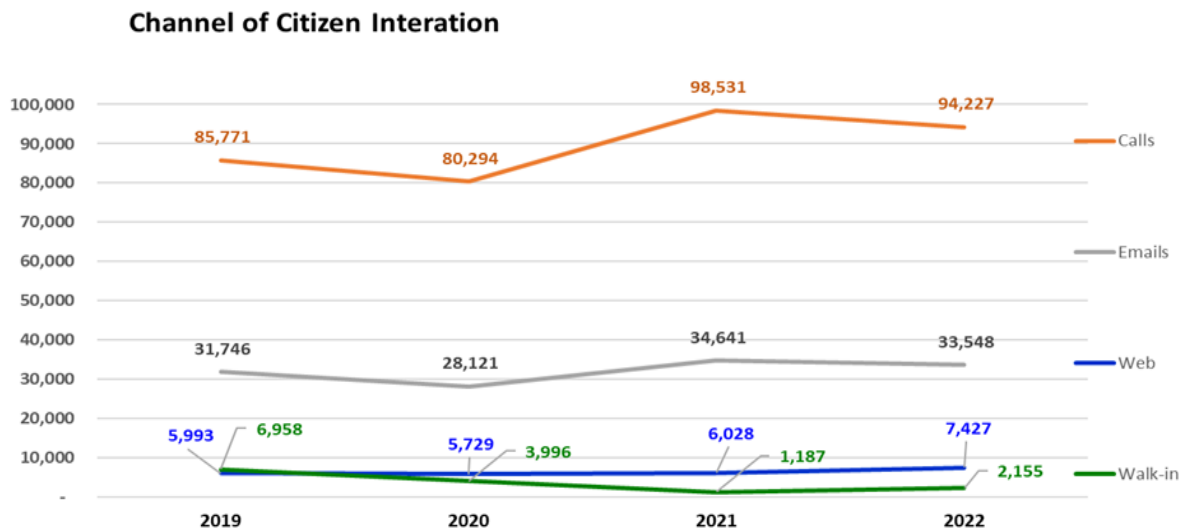


Figure 1 Volume of Inquiries by Channel 2019 - 2022

Key Performance Indicators

The following table shows the key performance indicators (KPIs) for ServiceOakville and their targets:

KPI	Service Standard	Description
Service Level (SL)	80%	The percentage of calls answered within 30 seconds or less
Abandon Rate	5%	The percentage of calls abandoned by the caller before being answered
Case Closure Time	Varies by department and category	The average number of business days to close a service request
Case Closure Rate	Varies by department and category	The percentage of service requests that are closed within the service level agreement

Figure 2 ServiceOakville Key Performance Indicators

Departments Served by ServiceOakville

Consolidated Departments

Finance
Municipal Enforcement Services
Parks & Open Space
Roads & Works Operations
Transportation & Engineering

Departments informally supported

Building
Clerks
Economic Development
Facilities
Human Resources
Planning
Recreation & Culture
Transit

Generally, departments that are not formally consolidated with ServiceOakville provide a specialized service that does not fit easily into the ServiceOakville model. To allow for a single view of the customer across the organization, we are beginning to make the Customer Relationship Management (CRM) software available to all departments. This will provide a complete view of service request performance, identify areas that could benefit from further consolidation, allow customers to interact with staff in a consistent manner and provide a more efficient process for staff to handle multi-departmental inquiries.

Case Categories

The 254 case types handled by ServiceOakville on behalf of departments have different levels of service associated with them based on the nature of the request and effort required to address the concern. For ease of reporting, case types are categorized into one of 5 groups. Examples of requests in the Urgent Category could include such requests as accident clean up, glass on a splash pad, etc. Group One Category examples include complaints, graffiti, on-street parking complaints, etc. Group Two Category examples include by-law inquiries, loose leaf collection, street lighting, etc. Group Three Category examples include winter road and sidewalk damage, site alteration inquiries, pavement markings, etc. Group Four Category examples include traffic calming requests, stump removal, tree pruning, etc.

The following table shows the different groups of cases, their associated business days to close thresholds and the general percentage volume of cases associated with each Group:

Case SLA Category	Business Days to Close	General % of Volume
Urgent Requests	1	2%
Group One	1 to 5	37%
Group Two	>5 to 20	36%
Group Three	>20 to 90	15%
Group Four	>90	10%

Figure 3 Business Days to Close & Percentage Volume by Case Group

Performance Summary

The following table shows the performance summary for the ServiceOakville call centre for the years 2019-2023. Note: The Case Closure Time and Rate is calculated for all Case Categories combined:

KPI	2019	2020	2021	2022	2023 (July)
Calls Answered	85,771	80,294	98,531	94,227	55,787
SL (80% standard)	76%	70%	65%	63%	86%
Abandon Rate (5% standard)	6.9%	9.1%	10.5%	19.2%	5.97%
Case Closure Time (Business Days)	25	31	27	18	9
Case Closure Rate within Service Level (%)	93%	90%	90%	86%	83%

Figure 4 Performance Summary 2019-2023

The following graphic shows the average number of business days to close a service request by service level grouping:

Average Business Days to close a Service Request by Service Level Group 2019 - 2023 (July)

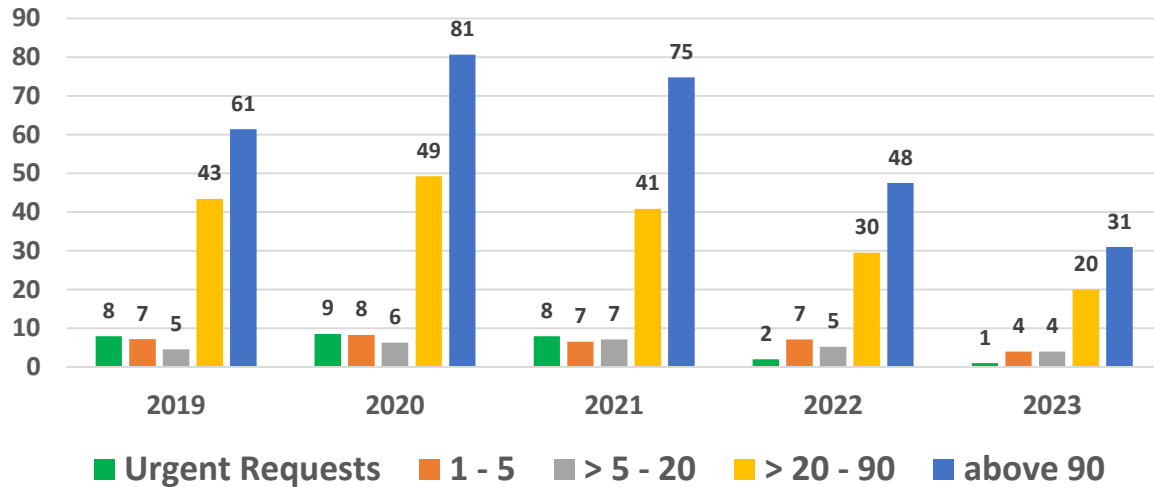


Figure 5 Average number of Business Days to close 2019 to July 2023 by Case Group

The following graphic shows the percentage of service requests that exceed the Service Level Agreement (SLA) by service level grouping:

Percentage of Service Requests that exceed SLA in business days 2019 - 2023 (July)

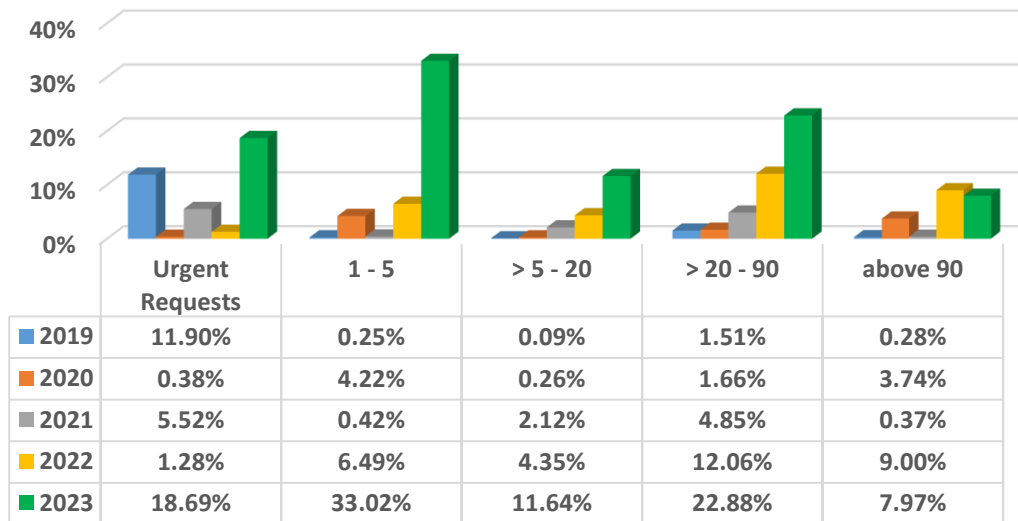


Figure 6 Percentage of Service Requests out of SLA by Case Group 2019 to July 2023

Performance Analysis: 2023 Year to Date

- ServiceOakville achieved a service level of 86%, well above the 80% target, and a 30% improvement from the same period in 2022. This indicates that ServiceOakville was able to answer calls more quickly and efficiently, resulting in higher customer satisfaction and lower wait times.
- The Abandon Rate was 5.9%, which is within the acceptable range of the 5% standard. This indicates that most callers were willing to wait for their calls to be answered and did not hang up before reaching a CSR. However, there is still room for improvement to reduce the Abandon Rate further and increase customer satisfaction.
- ServiceOakville was short staffed throughout 2022 due to both recruitment and retention issues. In 2021, we experienced the largest volume of inquiries in recent history coupled with staffing issues. This directly impacted service standards. The ServiceOakville team has been fully staffed since January 2023.
- The average number of business days to close cases across all service level groups have been steadily decreasing from 31 days in 2020 to 9 days in 2023. This indicates that ServiceOakville and departments have been improving their service delivery to close cases faster and more efficiently. Case Closure time took longer for all our Service Groups in 2022 as shown above, however it is more evident for cases in Groups 3 and 4. This can be partially explained by integration issues between systems (closing a case in one system at times does not close the case in the ServiceOakville CRM as designed) as well as staff doing the work but neglecting to close the case in a timely manner. It should be noted that 2023 is still in progress and cases are still within SLA for cases within Groups 3 and 4
- Town departments served by ServiceOakville met service level targets on cases 83% of the time. This indicates that departments were able to respond to service requests in a timely and effective manner, meeting or exceeding customer expectations.
- The percentage of cases closed within service level has ranged from 83% to 93% since 2019, with an average of 83% in the first seven months of 2023. This indicates that departments have been consistent in meeting or exceeding their service level agreements for case closure. However, case closure compliance (ensuring cases are closed upon completion or are not closed prematurely) is an area of focus with ongoing coaching provided to department staff on proper protocols and expectations.
- The average handle time of phone inquiries has risen from 1 minute 58 seconds in 2019 to 3 minutes 13 seconds in 2023. This points to the increase in complexity of the kinds of calls that ServiceOakville addresses. Providing support to customers for online services related to business licensing, building permits,

parking tickets and disputes, and general login related issues has driven this metric higher.

Conclusion

ServiceOakville has exceeded or met most of its targets in the first seven months of 2023 and is showing improvement from previous years. ServiceOakville has demonstrated its ability to provide high-quality customer service and information to residents through various channels, such as phone, email, web, and social media.

ServiceOakville has also collaborated effectively with town departments to deliver timely and effective service requests and resolutions. However, there are some areas for improvement, such as reducing the Abandon Rate and improved case closure compliance.

ServiceOakville will continue to monitor its performance and seek feedback from customers and stakeholders to identify opportunities for enhancement and innovation.

COMMENT/OPTIONS:

Upcoming Changes

ServiceOakville is upgrading to the latest version of the Customer Relationship Management (CRM) software in October 2023.

Expected Benefits to Customers

- Increasing the number of services available online to customers in part by allowing general submissions for any service the town provides.
- Automatically creating a case in the CRM when a customer sends an email to ServiceOakville.
- More frequent status updates and comments provided to customers via the online system.
- Access to knowledge base articles specific to the case types available online
- A more intuitive case creation experience with online reporting.

Expected Internal Benefits

- Updating the underlying data model to allow for more accuracy in reporting and allowing us to take advantage of emerging technological advances (e.g., setting the stage to introduce artificial intelligence).

- Increasing user adoption of the CRM internally to allow for more comprehensive and accurate reporting that will drive data-based decision making to improve customer outcomes and experience.

CONSIDERATIONS:

(A) PUBLIC

This report provides additional information for the public on the performance of Service Oakville.

(B) FINANCIAL

There are no financial impacts in this report.

(C) IMPACT ON OTHER DEPARTMENTS & USERS

Increased use of the Customer Relationship Management software will provide more transparency to citizens on the progress of their request. In addition, increased user adoption will capture more data to measure against standards and identify opportunities for continuous improvement.

(D) CORPORATE STRATEGIC GOALS

This report addresses the corporate strategic goal(s) to:

- Accountable Government: Service Excellence
- Community Belonging: Inclusion and Belonging

(E) CLIMATE CHANGE/ACTION

There are no climate considerations in this report.

APPENDICES:

None

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