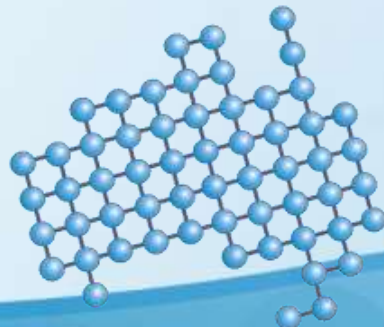


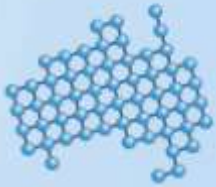
Driving Excellence in Local Govt Customer Service

2010 LGMA Congress & Business Expo

Pauline Webb – Manager Customer Service, City of Canada Bay Council
David Thompson – Manager Customer Service, Bankstown City Council

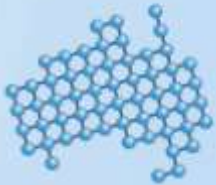


**National
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Network Inc**



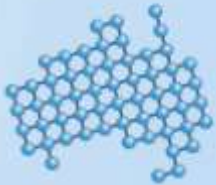
Presentation Overview

- What is the Customer Service Network?
- Goals of the Network
- Network Resources & Programs
- Case Studies - Program Benefits to Bankstown and Canada Bay Councils
- Future Directions
- Q & A



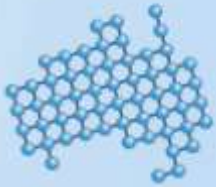
There is a Network?

- Professionals in Local Govt working together to focus on customer service
- There to promote, develop and support quality customer service in the Local Govt industry
- Current Council Membership ~ 90+ Councils
(mainly NSW, also from SA, QLD, WA, Tas)
- Active Executive Committee
- Not-for-profit (Associations Incorporations Act 1984)

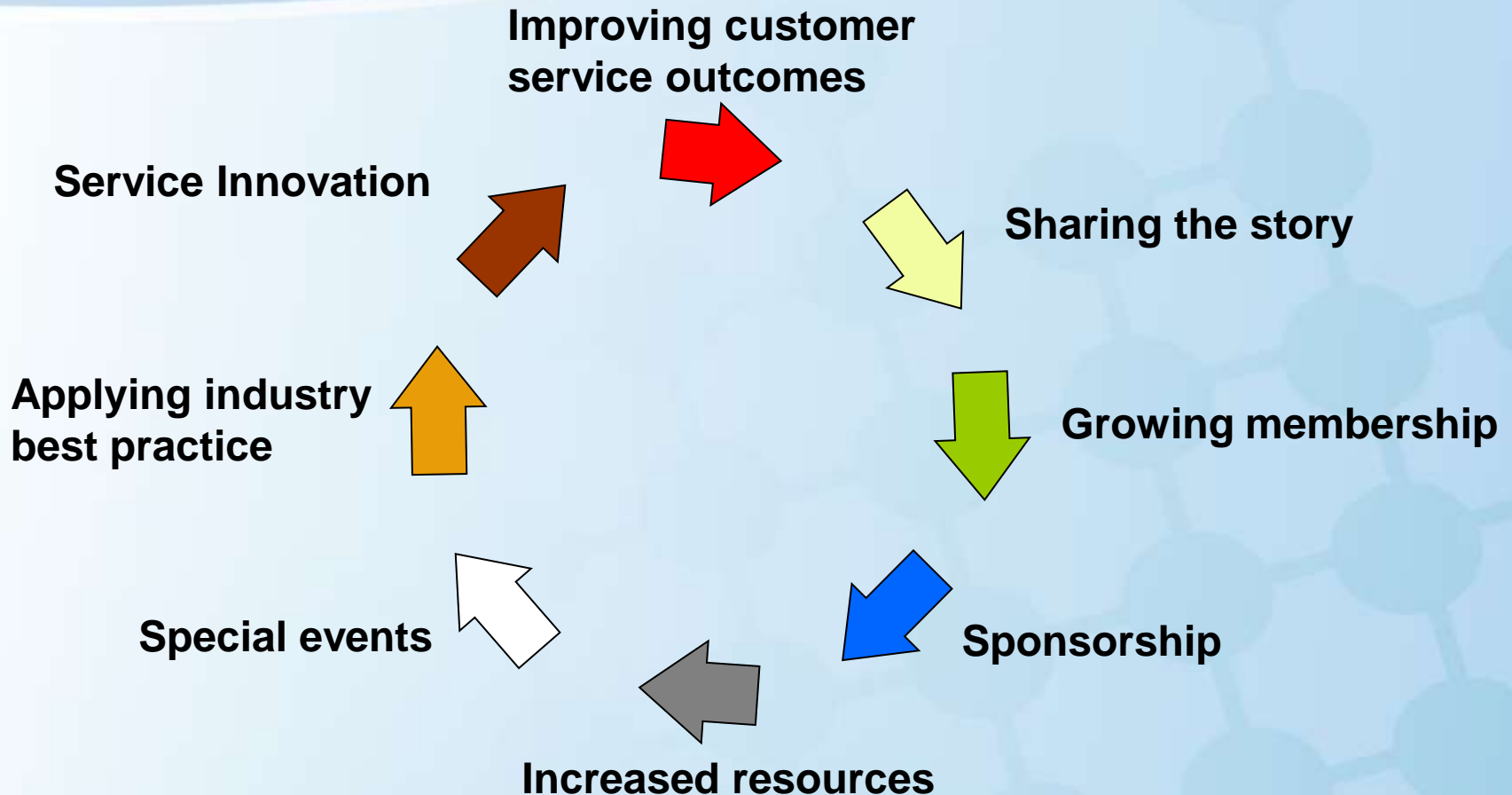


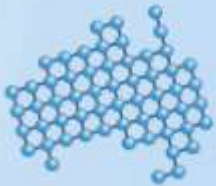
What is the Network?

- Facilitates networking and promote learning between Councils of improving service delivery
- Shares and exchanges information between Councils
- Reviews customer service systems, strategies, technologies and processes
- Conducts seminars, conferences, forums, training and programs on customer service



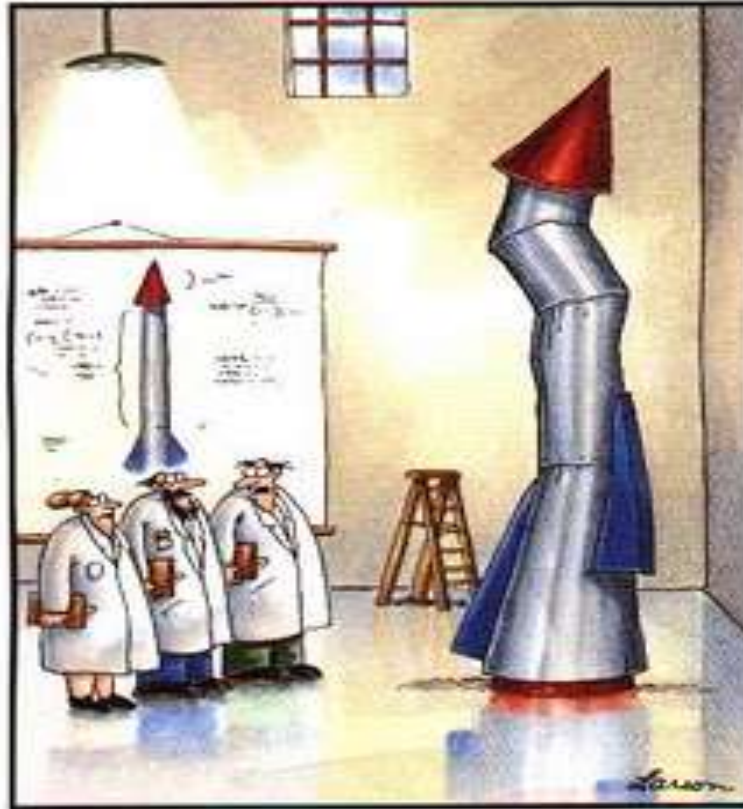
Goals of the Network





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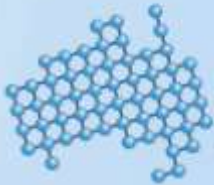
Goals of the Network



"It's time we face reality, my friends. ...
We're not exactly rocket scientists."

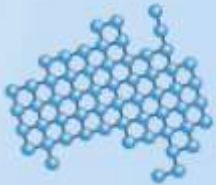
Finding Solutions. TOGETHER

www.csnetwork.com.au



Network Programs

- Network Seminars & Forums
- Annual Conference
- Training
- Website
- Benchmarking of service delivery
- Phone Mystery Shopper



**National
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Network Inc**

Network Programs



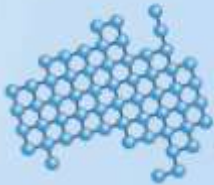
■ Network Seminars, Forums, Conference

- 3 Seminars & 1 annual conference
- Seminars & Forums are topic focused
- Latest in sponsor and supplier developments
- Great Networking and learning opportunity
- Regional Chapter seminars



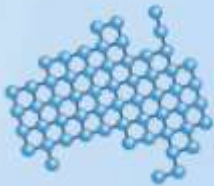
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Network Programs

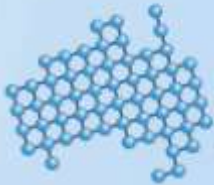
- **Training**
 - Armed Hold Up Awareness
 - Handling Difficult People
 - Effective Communication
 - Update on Planning Guidelines
 - Privacy Framework



Network Programs

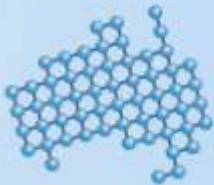
- **Website** www.csnetwork.com.au
- Information and collaboration tool
 - Best Practice information
 - General Customer Service information
 - Procedures/Position Descriptions
 - Supplier and Sponsor info & links
- Minutes of seminars & meetings
- Conference/Seminar info & highlights
- Coming events

The screenshot shows the homepage of the National Local Government Customer Service Network Inc. The header includes the network's logo and name. A navigation bar at the top right contains links for 'HOME' and 'CONTACT'. The main content area is divided into several sections: a blue sidebar on the left with links for 'Who are The Network?', 'Member Directory', 'Application Process', 'Member Login & Profile', 'Local Government Events', 'Customer Service Operations Information', 'Self-Support at the Network', 'Our Sponsors', 'Sponsorship Opportunities', 'Media Contact / Feedback', and 'Contact Us 2008'. The main content area features a 'Welcome to The Network' section with a circular image of members, followed by a 'Benchmarking 2008' section, a 'Member Directory' section, and a 'The Annual 2008 Conference' section. The footer contains logos for sponsors such as 'electrooptics', 'National Fire', 'PROGRESS TRAINING', 'Well Done', and 'your company'.



Network Programs

- **Benchmarking and Mystery Phone Shopper**
 - Establishes current better practice kpi measures
 - Helps to understand trends in performance
 - Provides comparative qualitative and quantitative
 - for own organisation over time
 - against similar Councils
 - Data for business case justification



Benchmarking



Network Benchmarking Program 2009



Company:

General Report

People Perspective

	You	All
Team Size (FTE) ¹		17.4
Forecast Tenure (years) ²		9.9
CSOs & Seniors per Team Leader		8.9
Percentage of new hires in team ³		14.4%
Percentage of Temporary Workforce ⁴		7.3%
CSO Salary ⁵	\$	47,880
Quality Assurance Conducted	FALSE	42%

Customer Perspective

	You	All
Target Service Level	no record	80% in 39s
Service Level Achievement ⁶		102.4%
Abandonment Rate		4.7%
Average Wait Times Counter (seconds)		109.6
Average Wait Times Phone (seconds)		27.0
First Contact Resolution		79.6%
Proportion transactions raising a CSR ⁹		16.6%

Financial Perspective

	You	All
Shrinkage - Planned Leave ⁶		8.5%
Shrinkage - Unplanned Leave ⁶		3.8%
Shrinkage - Training ⁶		2.8%
Overtime Paid (percentage of FTE)		0.9%
Casual Coverage budget (percentage of FTE)		66.3%
Revenue Contribution to Budget per FTE ¹	\$	7,157
Cost per FTE ⁷	\$	81,451
Cost per Customer Contact ⁷	\$	8.06

Process Perspective

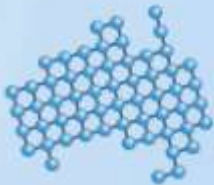
	You	All
Counter transactions per FTE per day ¹⁰		12.3
Inbound calls per FTE per day ¹⁰		32.0
Other transactions per FTE per day ¹⁰		6.6
Phone average handle time (sec) ¹¹		179
Counter average handle time (sec) ¹²		338
Counter & Phone Productive Time		32.4%
Administration productive time		17.2%
Percentage of Productive Time ¹⁴		49.6%

Notes:

1. Team size excludes one large council that was skewing the data.
2. Forecast Tenure is annualised and calculated as 1 divided by attrition.
3. Percentage of staff at the end of the year that are new hires i.e. joined the team during FY09.
4. Percentage of workforce that are not permanent i.e. irrespective of whether they are part time or full time.
5. CSO salary is the average of the median point in the salary bands for each council.
6. Expressed as a percentage of the average FTE working week.
7. Costs includes both annual costs and revenue contribution budget.
8. Actual percentage of calls answered within targeted service level time divided by target percentage of calls. Values greater than 100% mean the targets were exceeded.
9. Total number of Customer Service Requests divided by total number of transactions

recorded across all channels.

10. In these instances, per FTE means per FTE in the team. Other transactions includes email, fax and outbound.
11. The phone average handle time means on call plus post-call wrap up time.
12. The counter average handle time is the time spent talking to the customer.
13. Total time spent taking calls or talking over the counter (based on AHT and number of transactions) divided by the total hours available to perform the work (excluding non-work time such as training and leave).
13. Percentage of total time spent working on administration tasks.
14. By adding the administration and counter & phone productivity together it gives an indication of the amount of productive time spent by staff in FY09.



Benchmarking



National Local Government Customer Service Network

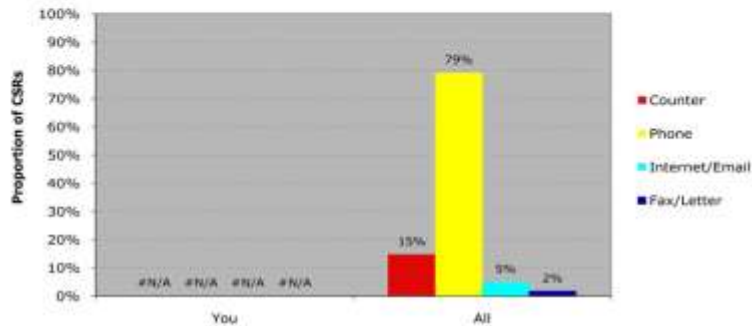
Network Benchmarking Program 2009



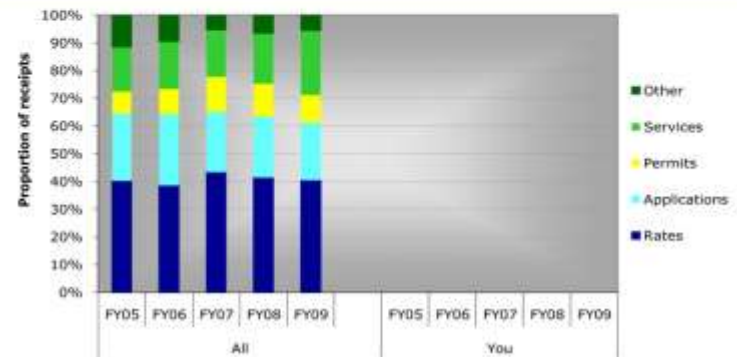
General Report

Customer Perspective

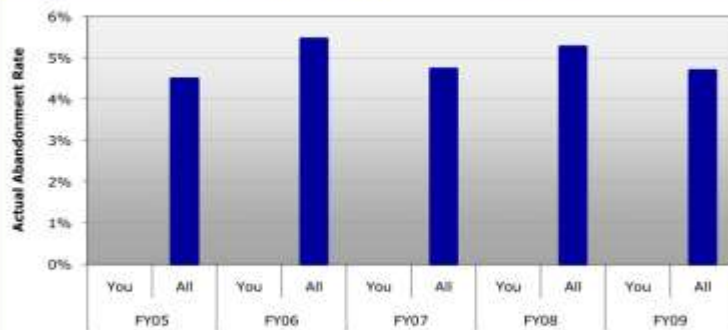
Breakdown of Customer Service Requests by channel



Receipts Taken at the Front Counter

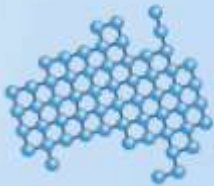


Inbound Call Abandonment Rate



Key Services

Service	You	All
Bookings		
Take bookings	#N/A	79%
Planners and Surveyors		
Assigned Planner	#N/A	63% Yes, 37% No, 0% Sometimes
Assigned Surveyor	#N/A	37% Yes, 63% No, 0% Sometimes
Appointments		
Make appointments to see...	#N/A	0% No answer 5% Planners 0% Surveyors 16% Planners and/or Surveyors 79% Neither



Benchmarking



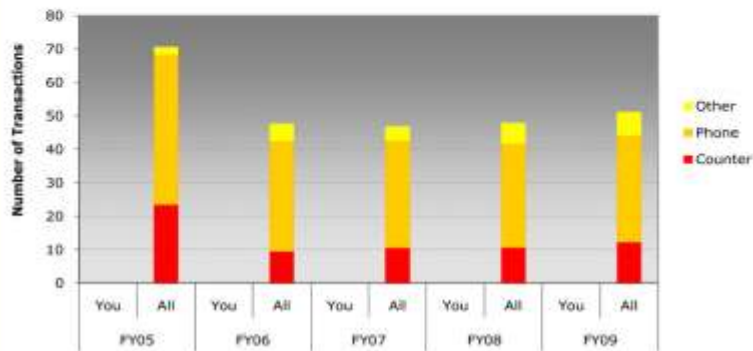
Network Benchmarking Program 2009



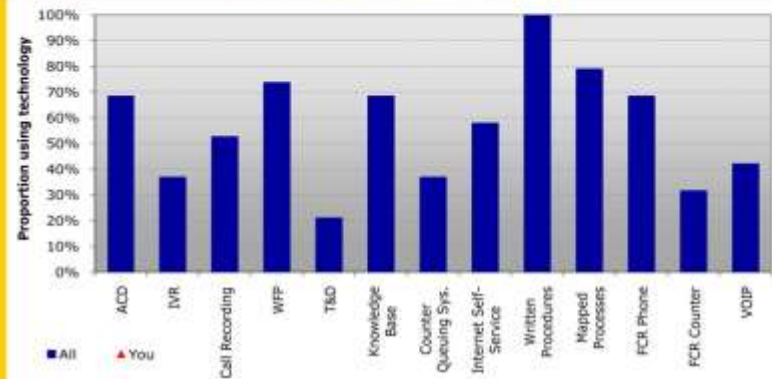
General Report

Process Perspective

Number of Transactions per FTE per Day

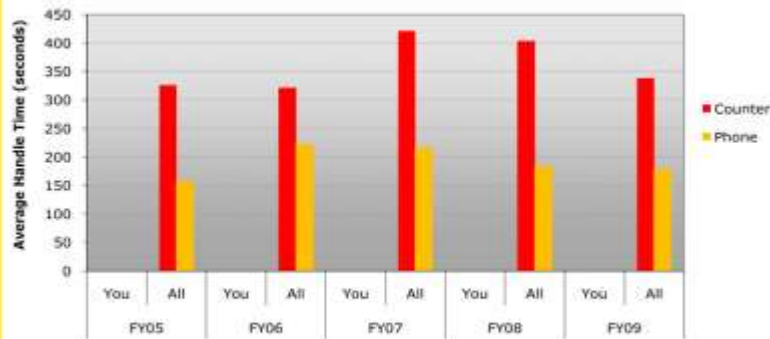


Technologies used in Councils

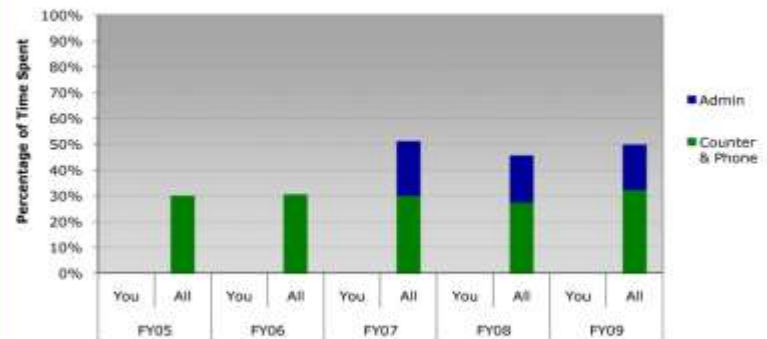


NB: If the red triangle is at the 100% mark this means you recorded having this technology.

Average Handle Time - Counter and Phone



Productivity



NB: Allocation of resources to administration was not asked prior to FY07.

Case Study #1

Benchmarking Benefits to Canada Bay Council

- Case study of how Canada Bay has used the results to
 - drive improvements
 - provide service changes
 - implement training and coaching programs
 - be the basis of business case justifications

Benchmarking “Before”

- Lack of call centre and counter technology
- Poor operations process- no reporting
- Poor productivity
- Inconsistent organisational service standards

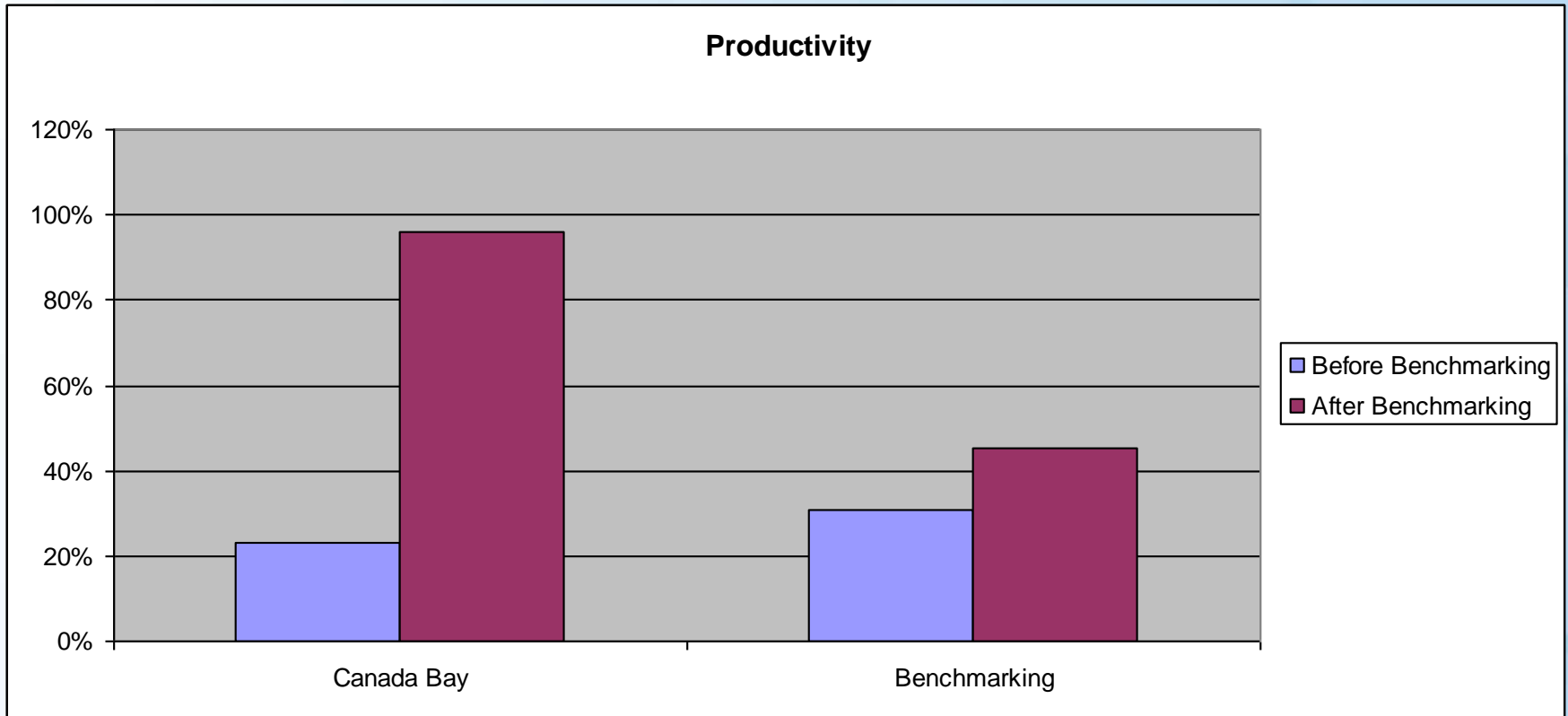
Benchmarking

“Process”

Technology	<ul style="list-style-type: none"> ■ Update PABX call centre ■ Plasma technology ■ Development management reports
Operations/ Productivity	<ul style="list-style-type: none"> ■ Credit card process of all council service via Internet ■ Development of call centre and counter quality management guidelines ■ Development of KPI for customer service staff ■ Development of on-line 24x7 customer service webforms
Customer Service Standards	<ul style="list-style-type: none"> ■ Engaging Customer Service Program ■ Organisational Engaging Customer Service Training ■ Ongoing annual Review

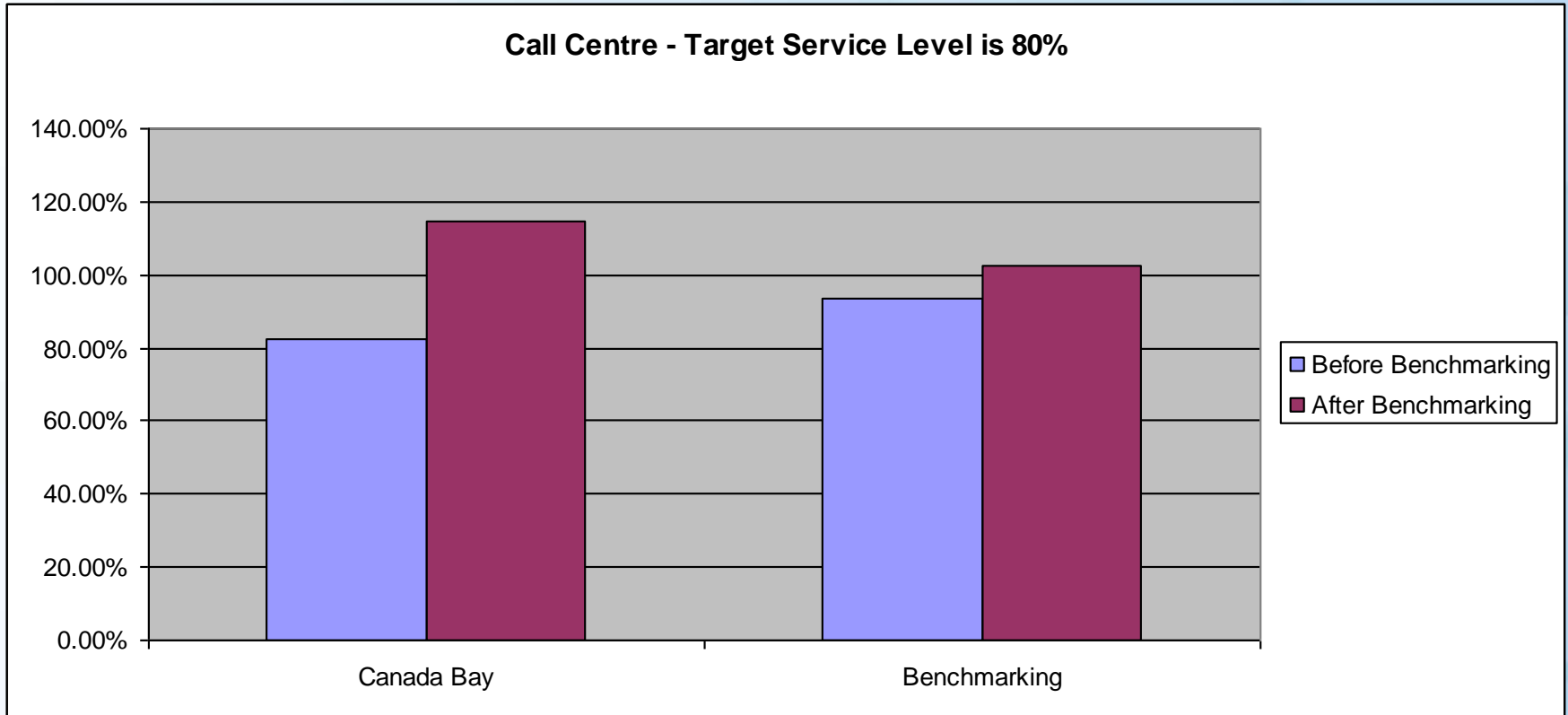
Benchmarking

“ Before & After Results ”



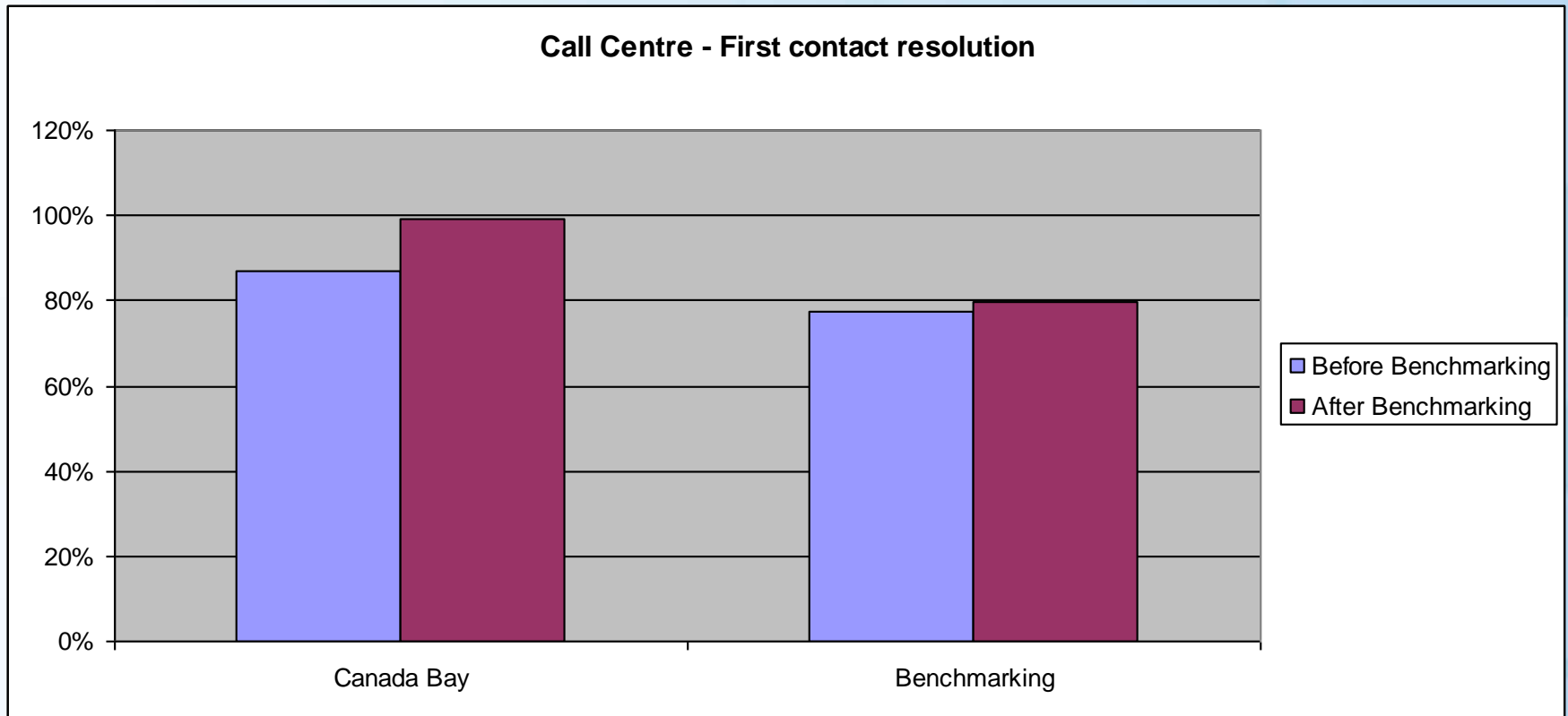
Benchmarking

“ Before & After Results ”



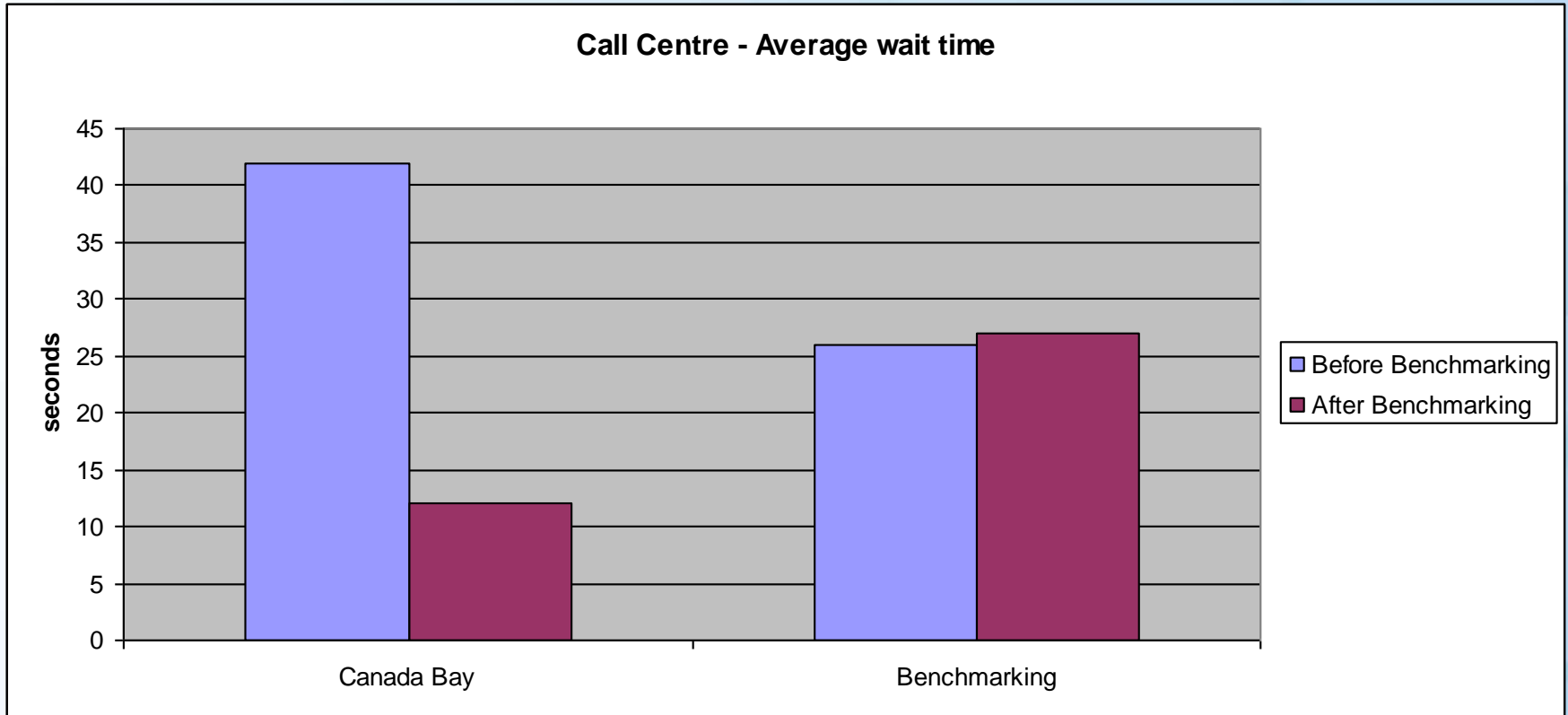
Benchmarking

“ Before & After Results ”



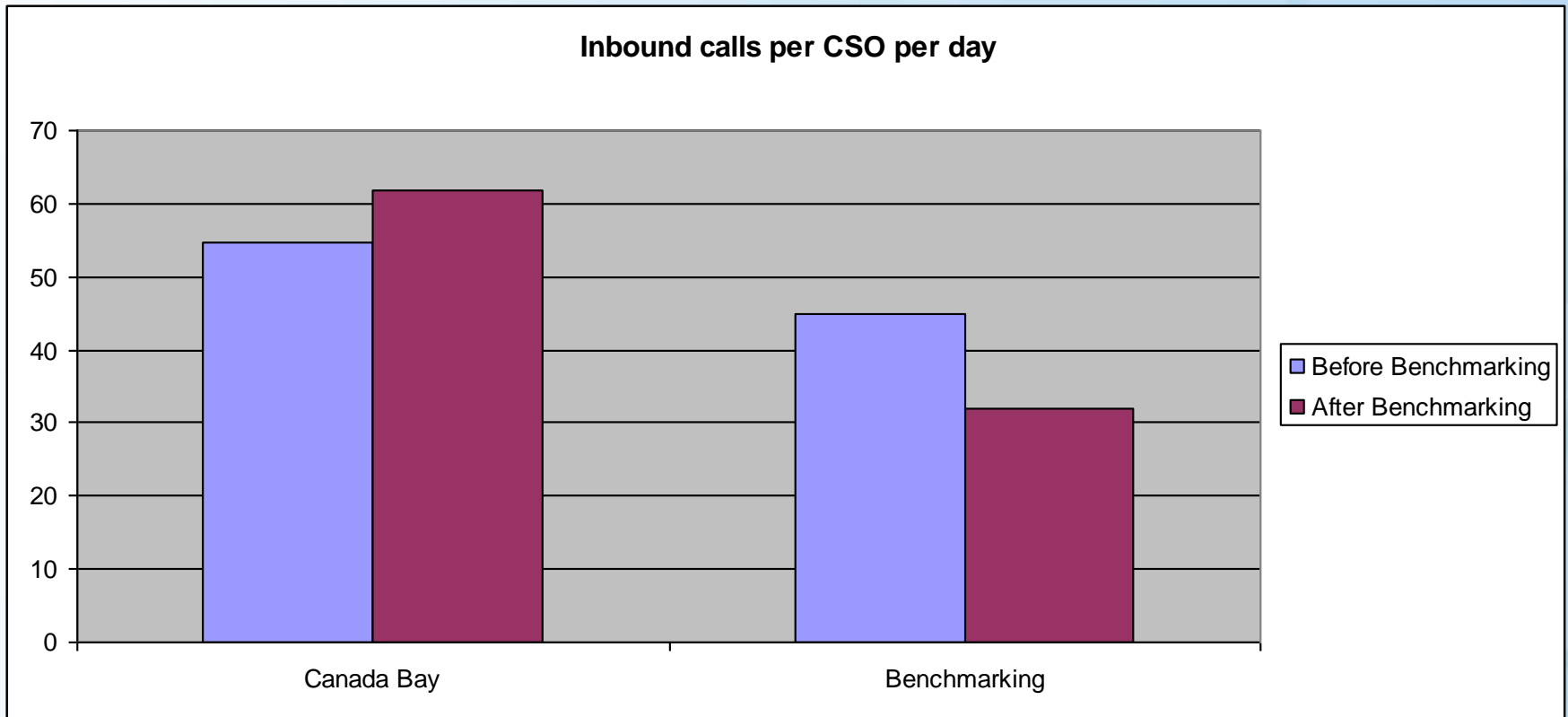
Benchmarking

“ Before & After Results ”



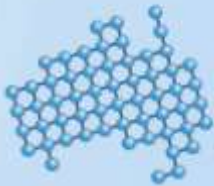
Benchmarking

“ Before & After Results ”



Benchmarking “After”

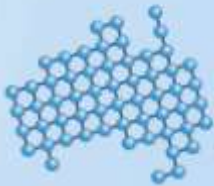
- Benchmarking report
 - Technology-“Canada Bay is the leading council in terms of use of technology to improve customer service operations Centre”
 - Operations -This is the second year that Canada Bay has ranked first. Canada Bay operations were recorded as more efficient and streamlined
 - Productivity – Canada Bay ranked top in productivity. This builds on the 5 year trend in Canada Bay of improved productivity performance
- Organisation Customer Service standards



Mystery Phone Shopper

Key Performance Areas

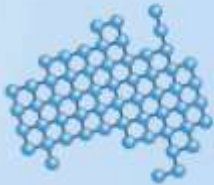
- **Connect Time**
 - **Greeting Quality**
 - **Enquiry Resolution Skills**
 - **Agent Manner**
 - **Communication Skills**
 - **Customer Satisfaction Grid Score**
(Getting Through + Service Delivery)
- Getting Through
- Service Delivery
-
- A diagram showing the relationship between Key Performance Areas (KPIs) and outcomes. On the left, a list of KPIs is shown. On the right, two outcomes are listed: 'Getting Through' and 'Service Delivery'. Two red arrows point from 'Connect Time' and 'Greeting Quality' to 'Getting Through'. Two green arrows point from 'Enquiry Resolution Skills' and 'Agent Manner' to 'Service Delivery'. The 'Customer Satisfaction Grid Score' is noted as being composed of both 'Getting Through' and 'Service Delivery'.



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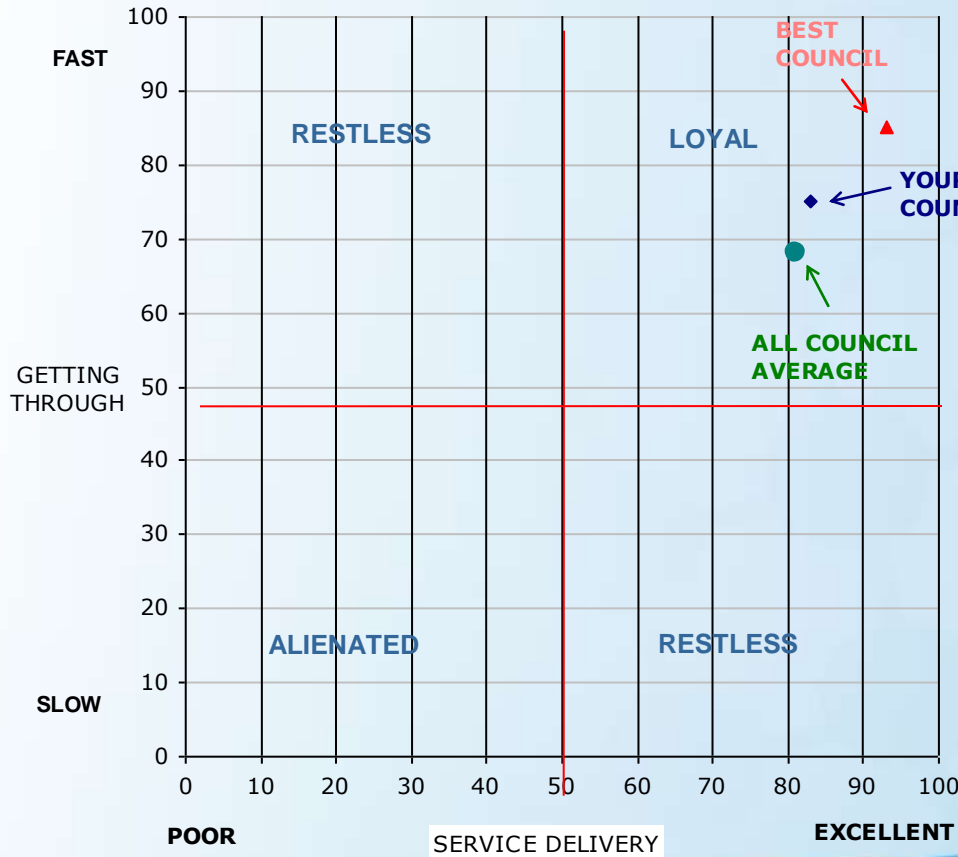
Mystery Phone Shopper

	YOUR COUNCIL	ALL COUNCIL AVERAGE	BEST COUNCIL RESULT
AGENT MANNER (%)			
Warm, interested, helpful	80	78	95
Business-like	8	12	5
Total Acceptable Manner	88	90	100
Laidback	6	5	0
Curt/disinterested	6	5	0
Total Unacceptable Manner	12	10	0
ENQUIRY HANDLING SKILLS			
Probed to clarify caller's needs	80	74	91
Demonstrated good product knowledge	78	81	97
Provided clear outcome to enquiry	90	88	100
Agent was courteous and helpful	95	94	100
AVERAGE ALL ENQUIRY HANDLING SKILLS	86	84	97
SERVICE DELIVERY SCORE (agent manner and enquiry handling)	83	81	93



Network Programs

Mystery Phone Shopper



The Loyalty Grid Quadrants

Loyal – when high Getting Through and Service Delivery scores are achieved, customers are likely to feel Loyal towards the organisation

Restless – when either Getting Through or Service Delivery is inadequate, customers are likely to feel some dissatisfaction and Restlessness

Alienated – when both Getting Through and Service Delivery is inadequate, customers are likely to feel alienated and highly dissatisfied



Case Study #2

Mystery Shopper Benefits to Bankstown Council

- Case study of how Bankstown has used the results to
 - team-based driven improvements
 - provide service changes
 - implement training and coaching programs
 - set new service standards



Mystery Shopper “Before”

- Inconsistent answering
- Previous 'call' impacting next answer response
- Inconsistent training
- No coaching program
- No service standards



Mystery Shopper

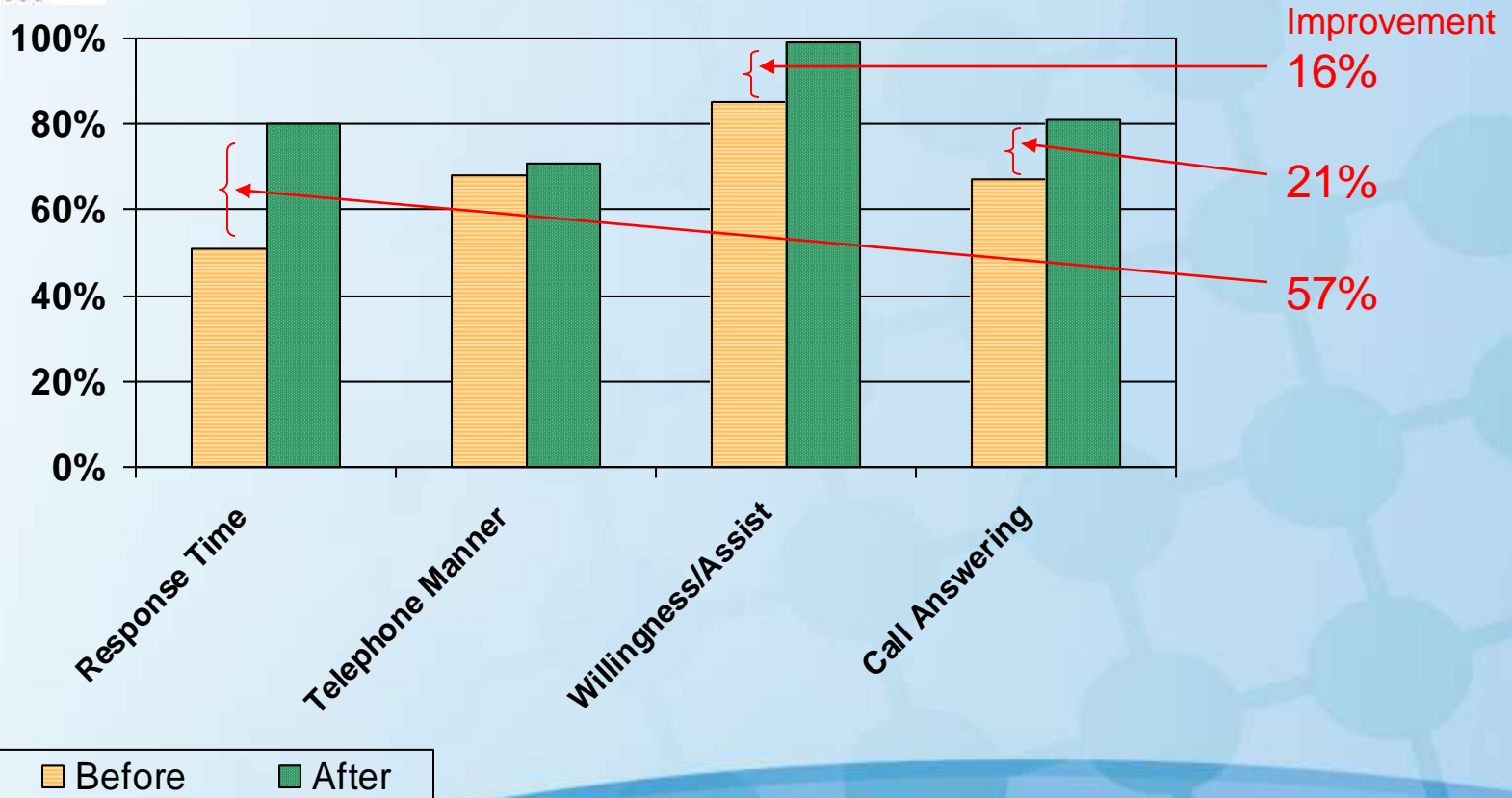
“Process”

- Measures key “soft skills” data
 - Response times
 - Opening message
 - Willingness/knowledge/assistance
 - Closing message
- Set questions
- Feedback Report



Mystery Shopper

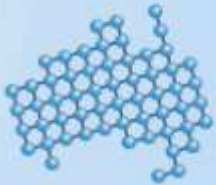
“ Before & After Results”





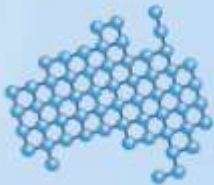
Mystery Shopper “After”

- Set new service standards for the Call Centre
- Each call is a ‘new touch-point’
- Aligned training and coaching program to the standards
- Team-based recognition positive customer feedback
- Call Centre standards basis for organisational standards
- About to commence the program later this month



Future Directions

- **To grow the Network**
- **Increase Regional Council participation**
- **National exposure**
- **Assisting Councils develop service strategies**
- **Forums on managing change in service delivery**



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Q & A

Questions??

Finding Solutions



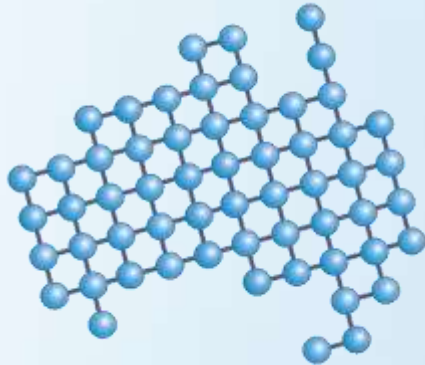
*“Quality in a service or product
is not what you put into it.
It is what the client or customer
gets out of it.”*

PETER DRUCKER

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Thank You



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