

REVIEWING THE CUSTOMER SERVICE MODEL

Listed below are key tasks and actions that councils may want to consider when reviewing the current customer service model. Building internal capacity and delivering a consistently high level of customer service can be achieved by integrating and aligning all elements of service provision to the customer experience.

The best way to ensure that the customer experience (both internal and external) is a great one is to adopt the customer's view. If we use this approach, we can sequence and coordinate customer-contact interactions in a way that creates a better and more fulfilling customer experience. Other ways of securing a great experience are:

- ✓ Embed consideration of the customer experience as an integral part of what you do.
- ✓ Identify and accelerate actions to improve the customer experience or increase the value of your offering to them.
- ✓ Communicate and listen.
- ✓ Make sure you have the tools and information you need to respond to customers caught up in the change. If not, make it happen.
- ✓ Deliver on the basics → minimise complexity for the customer → communicate in a simple, respectful and compelling way → optimise the customer experience.

The framework below (courtesy of City of Joondalup, Western Australia) outlines how this can be achieved successfully.

Customer Service		
Key Task	Objectives	Actions
Review Customer Service provision between amalgamating LG's and develop a new Customer Service model	Align customer service provision and develop a Customer Service model	<ul style="list-style-type: none"> • Desktop review of existing policy, systems, Customer Service Charters, plans and practices. • Workshop: <ul style="list-style-type: none"> ○ Review how the provision of Customer Service is conducted at the LG's (including after-hours service provision – see below). ○ Review any existing contracts/agreements currently in place which support the provision of Customer Service i.e. secure cash collection service, IT systems ○ Determine where synergies and consistencies exist e.g.: IT and phone systems, standards, protocols, procedures, Service Level Agreements

		<ul style="list-style-type: none"> ○ Determine where facilities, services, equipment, resources can be consolidated ○ Determine where differences exist, seek agreements and consolidate a common approach ○ Design the Customer Service model ○ Process map
Locations	Determine suitable locations for conducting Customer Service Functions	<ul style="list-style-type: none"> ● Conduct assessment of existing locations i.e. Customer Service Centres, Contact Centres, and work areas for suitability and cost effectiveness of final locations ● Design/re-design Customer Service Centres, Contact Centres and work areas based on requirement ● Determine CAPEX budget to conduct any works required e.g. Fit out, de-fit, removal costs, IT & telephony costs ● Consider how Customer Service will be provided during the transition period of changes to locations or works conducted ● Communicate changes in locations (if any) to the community (provide adequate notice) and employees
After-hours Service	Develop and implement an after-hours call handling model	<ul style="list-style-type: none"> ● Determine the level of service offering to be provided for handling and action of after-hours calls ● Design after-hours service model (process map) ● Design call handling matrix based on LG processes and requirements ● Review existing contracts e.g. Insight Call Centre Service contract (via WALGA) to determine if these provide the level of service required ● Ensure services, process and systems are designed to manage afterhours calls and callouts
Human Resources	Induction, Training and Retraining of employees	<ul style="list-style-type: none"> ● Review, develop and implement a customer service organisational structure in accordance with the Human Resource Reform Toolkit. ● Develop and implement an education and training program for employees of new LG on all policies, plans, charters, systems that result from Customer Service function being amalgamated ● Include Customer Service Philosophy and approach into Employee

		Recruitment and Induction processes
Systems	Review systems to support Customer Service and other functions	<ul style="list-style-type: none"> • Review existing LG systems for each amalgamating LG and determine which, if any of the existing systems, are suitable to maintain for the newly formed LG, or whether a review may be required to seek suitable systems beyond those currently used • Determine suitable systems for: <ul style="list-style-type: none"> ○ Telephony, to consider: <ul style="list-style-type: none"> ▪ phone numbers to be used ▪ Locations ▪ Switchboard and direct in-calls to Business Units or call centre? ▪ Voice Over IP (VOIP) or Digital systems (multi site will benefit from VOIP) ▪ Voicemail systems ▪ On-hold messages ○ Customer Requests ○ Receipting ○ Finance ○ Work Orders (Operations/IMS) ○ Record Management ○ Website ○ Reporting • Develop a user-friendly intranet system as a 'one-stop-shop' point of reference for employees to obtain useful, up-to-date information. <ul style="list-style-type: none"> ○ consider how information will be kept up-to-date ○ consider how information may be shared across multiple sites • Data cleansing of all systems prior to any integration of systems and data • Data migration and amalgamation • TEST, TEST, TEST!
Protocols, Procedures and Work Instructions	Develop internal support documents	<ul style="list-style-type: none"> • Develop (and document) and implement: <ul style="list-style-type: none"> ○ Customer Service Charter ○ Protocols ○ Procedures (align to Protocols where applicable) ○ Work instructions

Training	Training of officers in systems	<ul style="list-style-type: none"> • Develop and create a Training Needs Analysis (TNA) to identify training needs for frontline employees • Identify product specialists / champions to assist in training, implementation and coaching • Develop training program including training manuals • Implement training • Ongoing coaching • Review
Communication Plan	Develop Communication Plan	<ul style="list-style-type: none"> • Develop a Communication Plan which informs the community and stakeholders of important changes and progress of amalgamations
Vision and Values	Set Commitment to Strategic Vision and Aspirations	<ul style="list-style-type: none"> • Develop Key Vision and Values (if only interim) • Create Strategic Plan • Communicate Plan
Planning Framework	Develop Planning Framework	<ul style="list-style-type: none"> • Develop internal strategies and plans (align to Strategic Plan)
Customer Service Standards	Set Standards, Commitments and Expectations	<ul style="list-style-type: none"> • Develop Customer Service Standards (align to Strategic Plan and internal plans) • Create and implement a Customer Service Charter • Communicate Standards (externally and internally) • Develop standard turnaround times in the Action Request / Customer Relationship Management (CRM) system for the various customer request types
Measurement and Review	Develop measurements of service delivery	<ul style="list-style-type: none"> • Develop methodology, systems and processes to gauge and manage service levels <ul style="list-style-type: none"> ○ Create feedback mechanisms: <ul style="list-style-type: none"> ▪ Online e.g. Web surveys / forms, social media ▪ In person e.g. Hard copy surveys / forms at all LG facilities ▪ Over the phone e.g. Internal systems / forms ▪ In writing e.g. Via Record Management Systems ○ Reporting

		<ul style="list-style-type: none"> ▪ Develop reporting mechanisms, tools and systems to measure customer service KPI's and objectives ○ Develop processes to support and take action on the receipt of customer feedback
Complaint Management	Develop systems, processes and review mechanisms for complaints	<ul style="list-style-type: none"> • Develop a Complaints Management Process and supporting documents for the receipt, review, response, action and reporting of complaints received
Reward and Recognition	Create an internal reward and recognition program	<ul style="list-style-type: none"> • Create an internal reward and recognition program to acknowledge and reward employee contribution to customer service and exceptional work
Review and Improve	Review feedback, compliments and complaints	<ul style="list-style-type: none"> • Ongoing review of reports, customer feedback, compliments and complaints to inform Management where continual improvement opportunities exist