

Contact Centre **Evolution**

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The Region of Peel

- Peel Region is the second-largest municipality in Ontario, serving close to 1.5 million residents and more than 175,000 businesses in Brampton, Caledon and Mississauga.
- 20-year strategic plan and vision of Community for Life
- Three areas of focus:
 - Living
 - Thriving
 - Leading

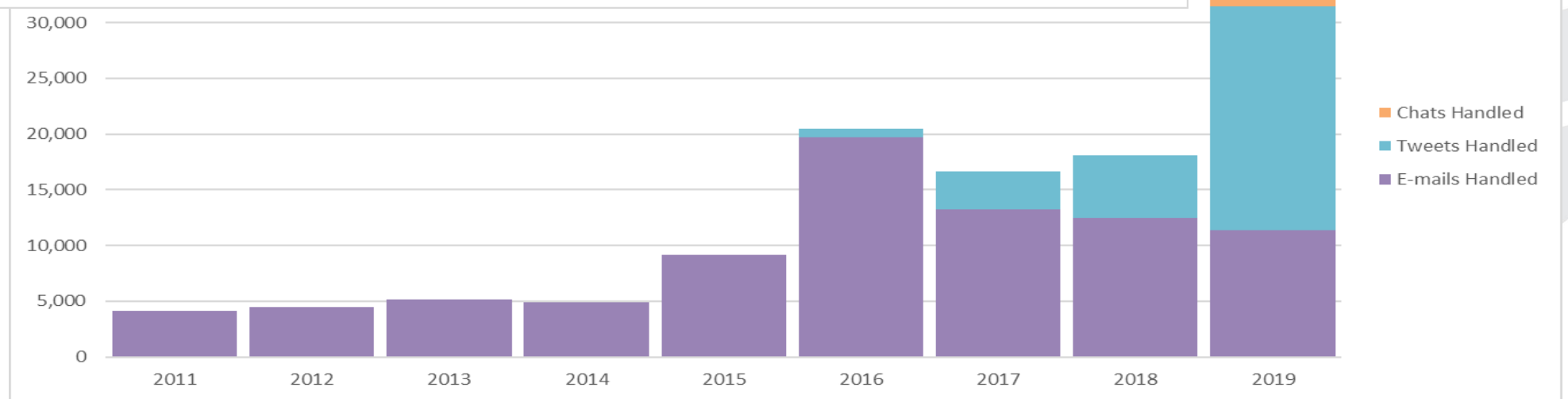
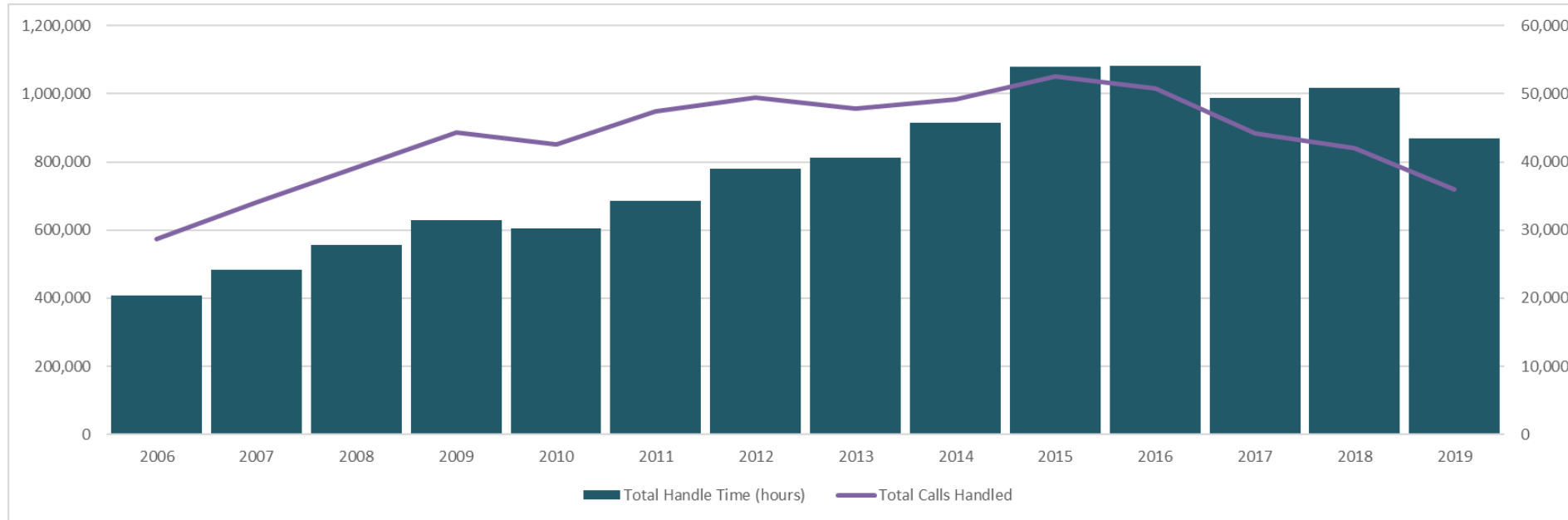


Our Contact Centre

- Created in 2005
- First point of contact for phone, email, chat and Twitter for 16 program areas
- Located in Mississauga
- 35 on premise agent desks, 25 remote agents



Our Contact Centre



Why did we need to evolve?

- Demand continued to rise every year, while staffing levels remained fixed
- Maintaining good service levels was a challenge
- Internal programs wanted better data about who was contacting us and why
- External clients had channel and service expectations set by private business



Evolution #1

Cloud Contact Centre



Cloud Contact Centre



Why did we evolve?

- Using an on-premise system over a decade old
- Limited functionality
- Reliant on IT to make any changes to call routing
- Could only handle phone calls; no multi-channel routing or reporting



Cloud Contact Centre



How did we do it?

- Implemented cloud contact centre software in December, 2018
- Moved all Tier 1 phone calls and emails to new platform
- Integrated cloud with on premise system for Tier 2 transfers



Cloud Contact Centre

What was the impact?

- Control over routing, IVRs and announcements
- Phone and text channels routed together
- Improved agent efficiency
- Integration with our CRM platform
- Queue callback
- Intelligent call routing



Evolution #2

Enhanced Call Routing



Enhanced Call Routing

Why did we evolve?

- Previous system allowed for basic routing only
- Live agent answer for most calls
- Changes were handled by IT
- No way to measure effectiveness of routing
- Low call volume and agent occupancy during overnight hours



Enhanced Call Routing

How did we do it?

- Analyzed call volumes, call types, transfer rates and call patterns
- Created new IVRs with self-serve content and routing/triage
- Built reporting in to measure effectiveness
- Added variable routing and messaging based on time of day, agents staffed, and calls waiting
- Tested, launched, analyzed, optimized



Enhanced Call Routing

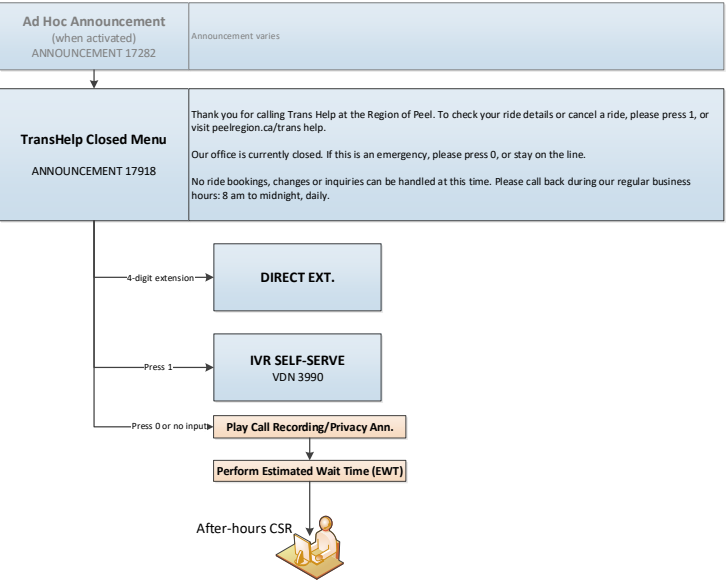
What was the outcome?

- Increased call deflection: 94,000 calls resolved in IVR instead of agent last year
- Positive feedback from callers and agents
- Consolidated after-hours overnight calls to a single contact centre, saving 758 staffed hours in just six months
- Gained detailed reporting on what callers do in IVR



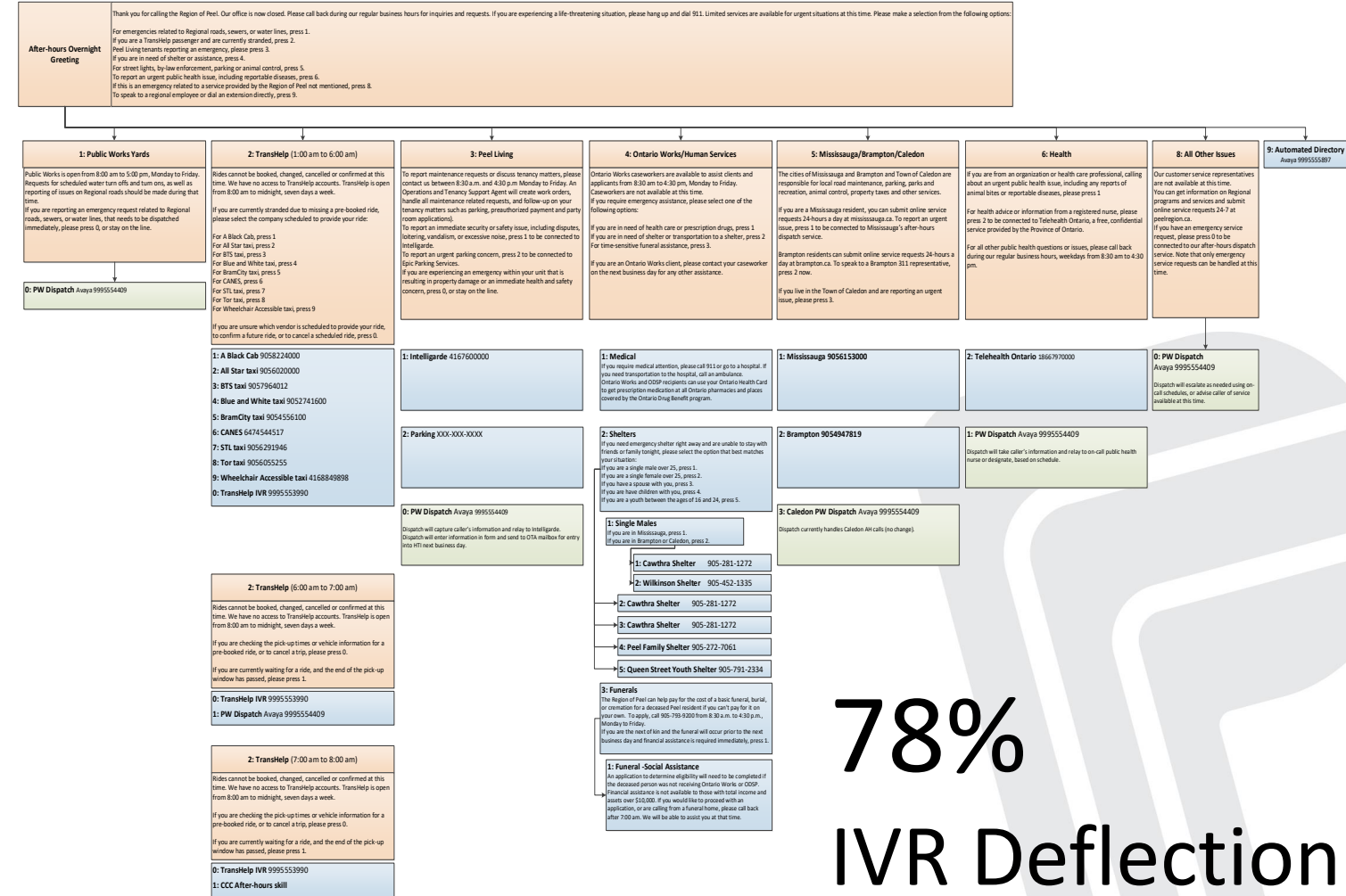
Enhanced Call Routing

before...



33%
IVR Deflection

after...



78%
IVR Deflection

Evolution #3

Web Chat



Web Chat

Why did we evolve?

- Demand from citizens – they expect chat as an option
- To gain more data about what website users are looking for
- Potential to shift contacts from email to chat
- Low-cost and easy to launch and manage

How did we do it?

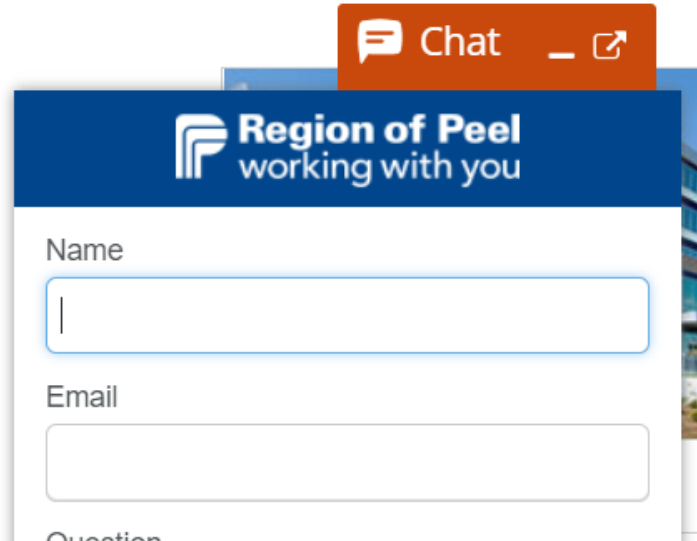
- Determined hours, standards and guidelines
- Recruited and trained from existing CSRs
- Configured console and added to website in March 2019



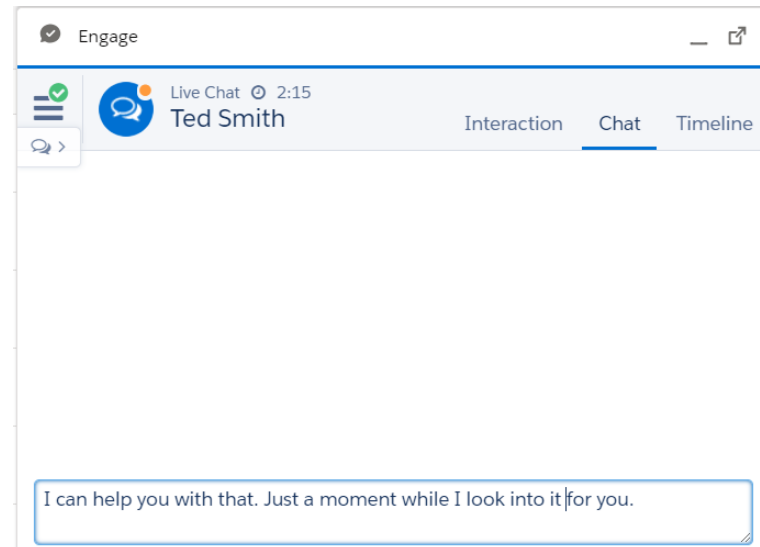
Web Chat

What was the impact?

- Positive reception by customers and agents
- Volumes are manageable
- Gained valuable insights and data



A screenshot of the web chat interface for the Region of Peel. At the top, there is a blue header with the Region of Peel logo and the tagline "working with you". Below the header, there is a form with three input fields: "Name", "Email", and "Question". The "Name" field is currently active, with a cursor inside. Above the form, there is an orange "Chat" button with a speech bubble icon and a close icon.

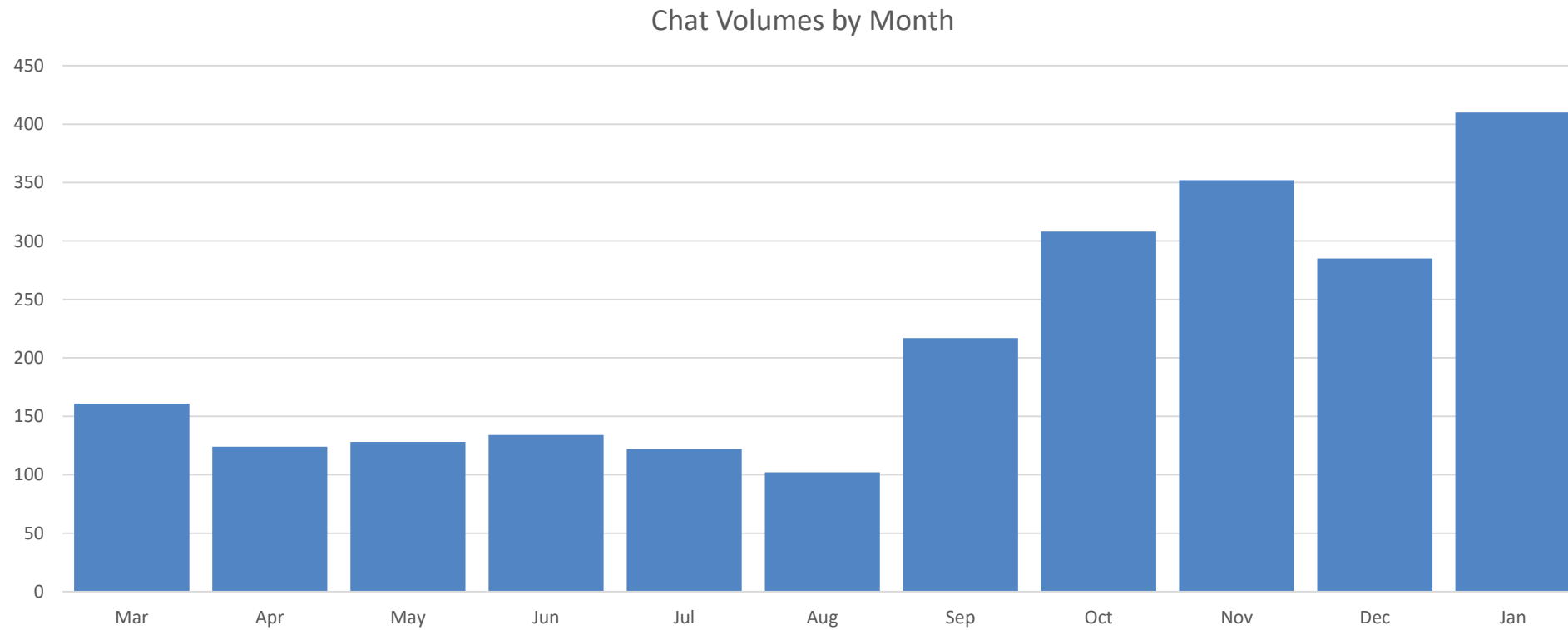


A screenshot of the Engage live chat interface. The top bar shows "Engage" and a close icon. Below the bar, there is a header for the chat session with a green checkmark icon, a speech bubble icon, and the text "Live Chat 2:15 Ted Smith". There are three tabs: "Interaction", "Chat", and "Timeline", with "Chat" being the active tab. The main area of the chat is empty. At the bottom, there is a text input field with the placeholder text "I can help you with that. Just a moment while I look into it for you."



Web Chat

Positive Volume Trends



Evolution #4

Customer Satisfaction Measurement



Customer Satisfaction

Why did we evolve?

- Only one measure of satisfaction: manual review of phone calls
- Customer Service Standards were outdated



Customer Satisfaction

How did we do it?

- Implemented cloud-based QM system
- Added email and chat to QM program
- Introduced post-call and chat surveys
- Led the creation of an organization-wide Service Experience Strategy

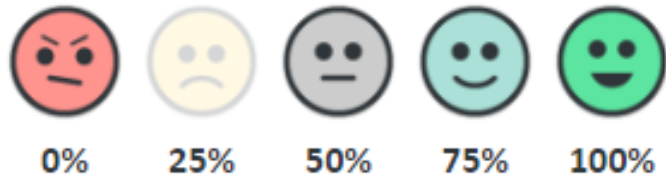
First, thinking of your satisfaction with this call, on a scale of one to five, where one means very unsatisfied and five means very satisfied, how would you rate your experience today?

Thanks! Thinking of the agent you spoke to, on a scale of one to five, where one means strongly disagree and five means strongly agree, do you feel the agent made an effort to make sure you got what you needed?

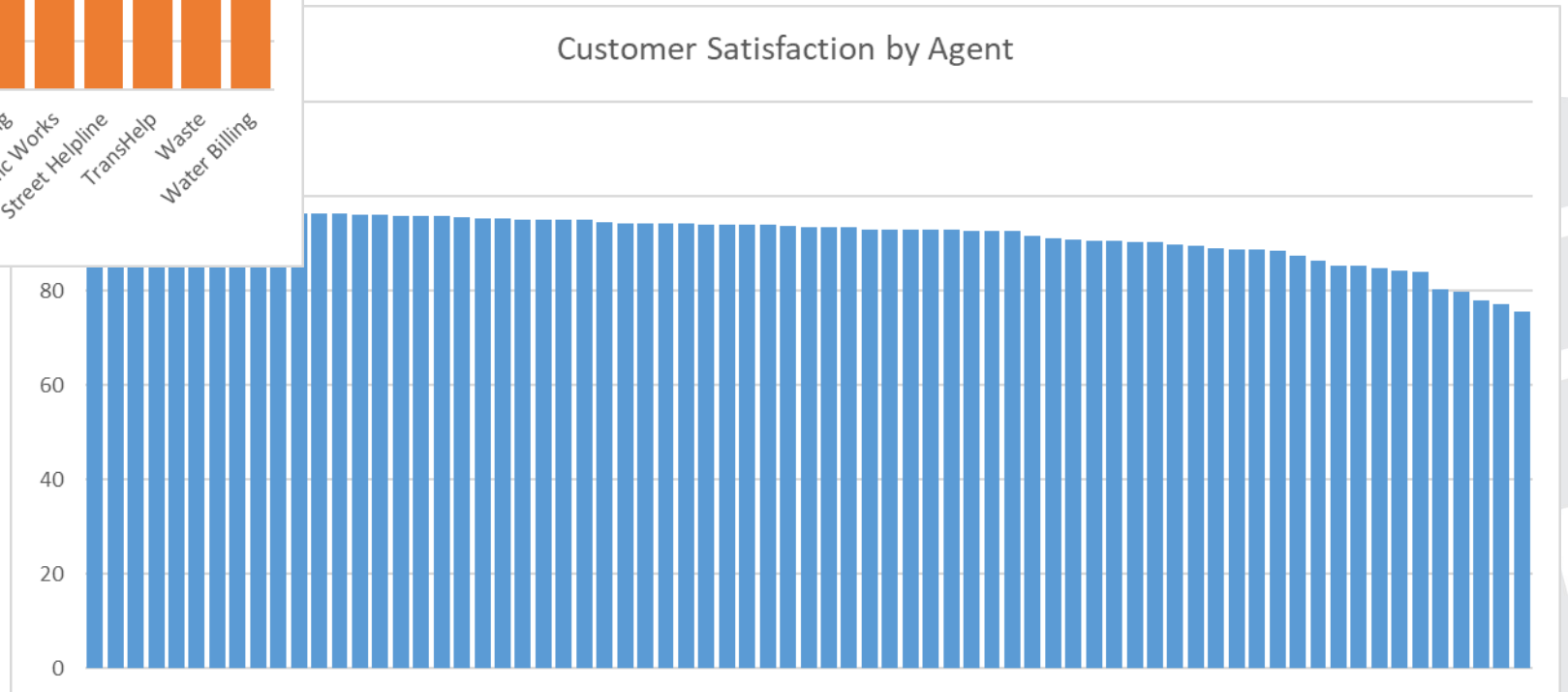
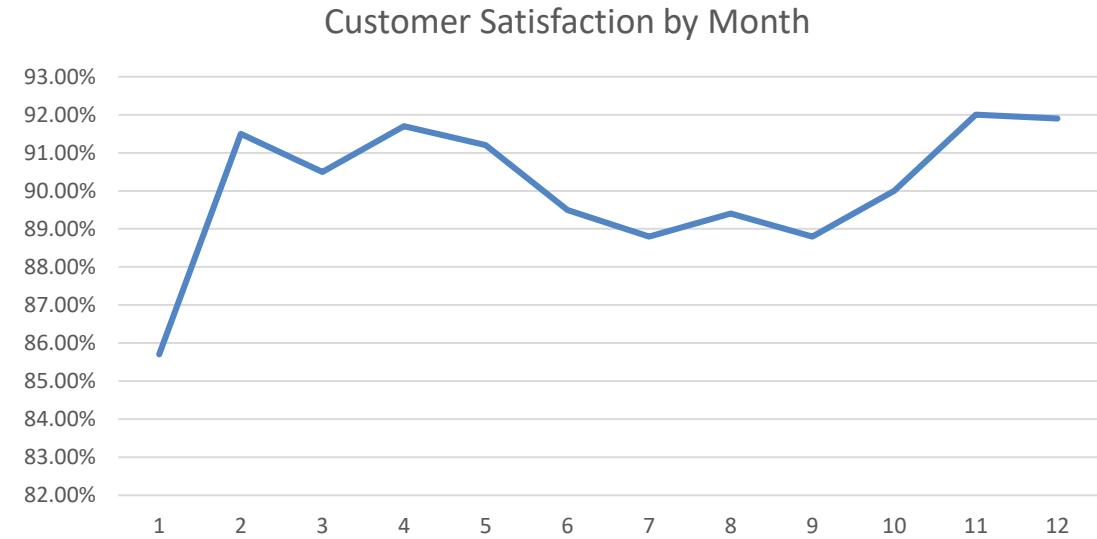
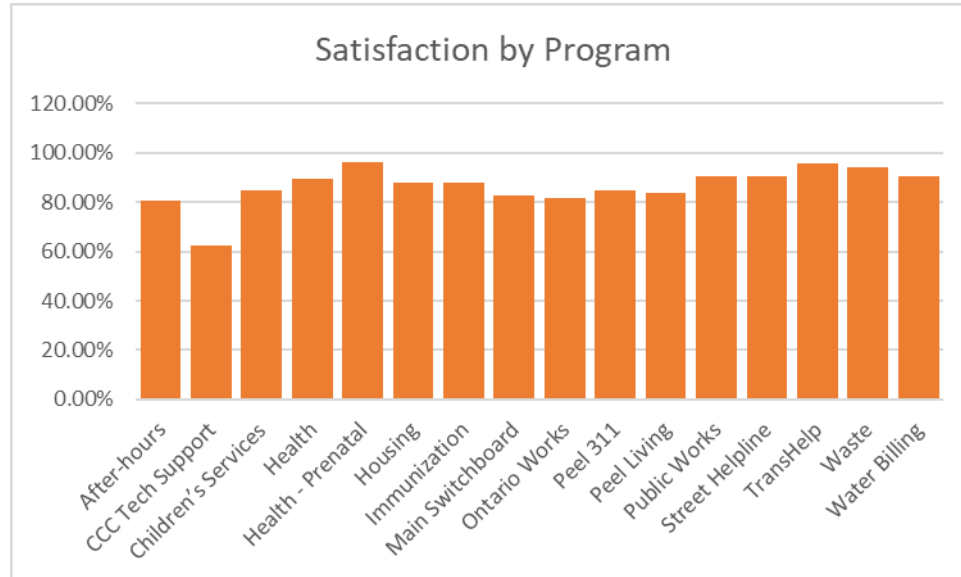
Customer Satisfaction

What was the outcome?

- Agent portal for viewing own calls and evaluations
- Surveys show customer satisfaction by agent, program, wait time
- 1000s of surveys/month vs. 100 QM reviews
- Corporate Service Experience Strategy created to provide consistent, defined, measured service across all service channels



Customer Satisfaction



Evolution #5

Workplace Modernization



Workplace Modernization

Why did we evolve?

- Desire to reduce physical space and move to a mobile, flexible work style
- Physically separate areas for agents and management prevented collaboration

How did we do it?

- Solicited feedback and suggestions from staff
- Designed space to bring agents, supervisors and support into one room
- Rolled out Windows 10 laptops
- Move to cloud contact centre



Workplace Modernization

What was the outcome?

- A modern and collaborative open workspace
- Reduced real estate footprint
- More flexibility, better collaboration and improved efficiency
- Agents and supervisors can access contact centre, QM and workforce management tools from anywhere



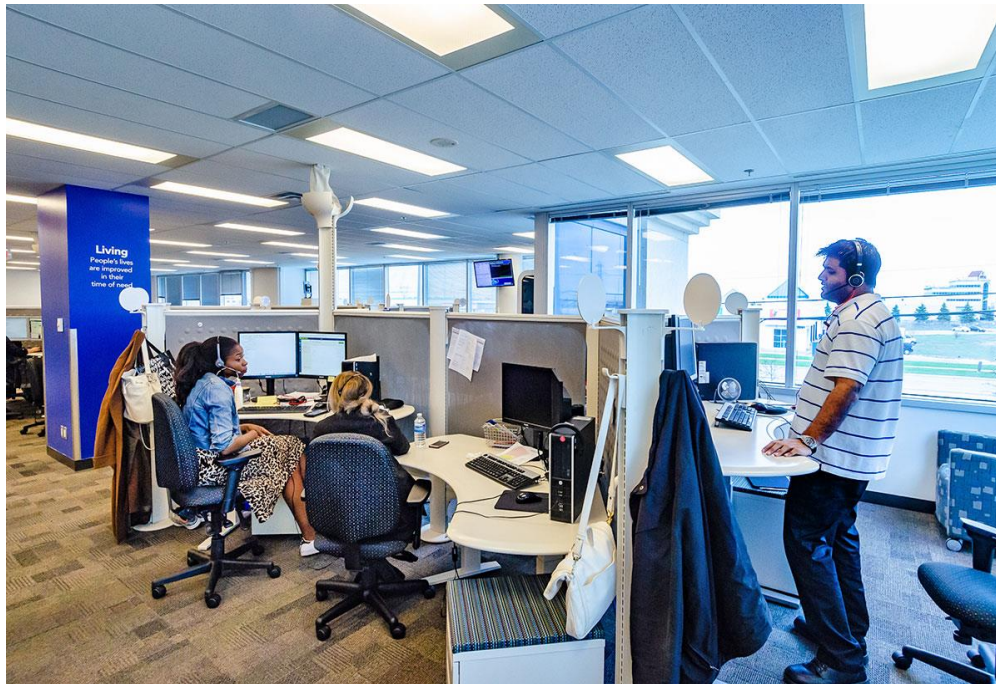
Workplace Modernization

Before...



Workplace Modernization

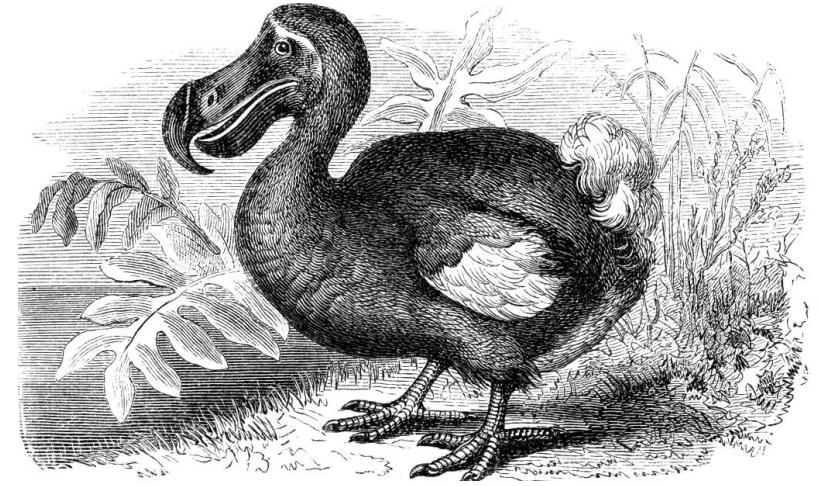
After...



Lessons Learned

Evolution isn't a guaranteed success

- Change management processes needed to ensure positive staff engagement
- Training on new tools is key
- Need resources to support new technologies, ideally from within the contact centre
- Provide staff with lots of opportunities to voice recommendations and concerns



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