Service Improvement Case Studies:
ZBR Initiatives

SECTION OVERVIEW

These case studies illustrate the wide range of tangible benefits being delivered for Calgarians as a result of the ZBR program.

Each case study highlights the opportunity that was identified, the action taken and the result. The results include cost savings as well as service effectiveness gains, such as better customer service or reduced environmental impact.

The effectiveness gains are diverse in nature and may be harder to quantify than financial gains, making it difficult to present them as a single headline metric. Administration is developing performance measures to better capture the effectiveness gains in future reports.

The ZBR program is mandated to deliver improvements in:

EFFICIENCY

$ Cash savings

Productivity gains

Cost avoidance

CAPACITY BUILDING

Continuous improvement

EFFECTIVENESS

Service outcomes

Customer satisfaction

Employee morale

Safety

Partner relationships

Calgary

ZBR Initiative
Right Devices

① Opportunity

- Since 2012 the number of City personal productivity devices has grown by 30 per cent.
- The use of personal productivity devices could be optimized throughout The Corporation, ensuring that each user has the right device(s) – no more and no less – to do their job.
- Advances in technology, changing workstyles and changes in software licensing requirements are giving The City the opportunity to optimize the use of personal productivity devices and avoid unnecessary duplication.

② Action

- During 2019, IT staff contacted 1800 City staff who logged in on more than one device. From this, over 480 devices were recovered.
- IT also worked with City staff to consolidate the use of telecommunications devices.
- The PC life cycling process provides IT a regular touch point with technology users. Advice from IT guides users in making the best choices for their role and reduces the number of surplus devices.

③ Is anyone better off?

- To date in 2019, over 480 redundant devices were recovered, which has the benefit of reduced software licensing and IT support costs for the City.
- IT also worked with City clients to remove 54 desk phones when they were no longer required, reducing the number of assets that IT supports and life cycles.
- The transition from using traditional desktops to Virtual Desktops was initiated in 2019 with 230 thin PCs deployed, extending life cycles and reducing energy consumption.
- Supports the direction outlined in The City's Leadership Strategic Plan (LSP), ensuring; "Good government and sound management practices, including reducing duplication and eliminating redundancies."

EFFICIENCY

$ **Cash savings**

⚙ Productivity gains

🐷 **Cost avoidance**

CAPACITY BUILDING

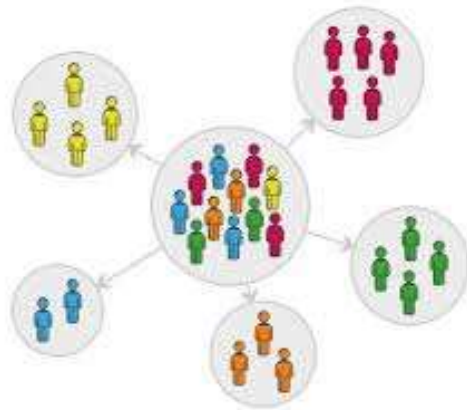🏛 Continuous improvement

EFFECTIVENESS

📈 Service outcomes

👍 Customer satisfaction

👥 Employee morale

⛑ Safety

🤝 Partner relationships

ZBR Initiative

Operationalizing Law's Customer Understanding

① Opportunity

- A shared customer understanding is fundamental to service design and service improvement.

- While Legal Council & Advocacy (LCA) works closely with key customers and customer groups, there is no formal or systematic way to gain and maintain a shared understanding of their customer needs, desired outcomes and changing expectations to most efficiently and effectively deliver service to The Corporation.

② Action

- Insights were gained from 5 employee engagement sessions, 30 employee interviews, 70 customer interviews, and a survey on shared services with 39 senior staff.
- A customer segmentation tool was developed to help LCA managers analyze their customer needs and improve services specific to those needs.
- 5 key service gaps were identified for service redesign.
- 9 actions were recommended that ensure a regular, formal mechanism for reviewing customer needs and that specific service design changes are implemented.

③ Is anyone better off?

- Customers trust LCA lawyers and believe they receive high quality legal advice. The customer segmentation tool supports managers to align finite resources to top customer needs, minimizing the impact of capacity issues on the timeliness of response on priority issues. As LCA addresses challenges with service delivery redesign, customer insights and understanding will ensure The Corporation is better off.

- LCA management team have tools and a greater understanding of how to, in a more formalized way, address the changing needs of customers.

- Customers feel heard. Aligned expectations and clear mechanisms for resolution mean the focus stays on getting work done and serving citizens.

EFFICIENCY

- $ Cash savings
- Productivity gains
- Cost avoidance

CAPACITY BUILDING

- Continuous improvement

EFFECTIVENESS

- **Service outcomes**
- **Customer satisfaction**
- Employee morale
- Safety
- Partner relationships

Service Improvement Case Studies:
Continuous Improvement Initiatives

SECTION OVERVIEW

The ZBR program draws on all elements of the Performance Management System to identify efficiency and effectiveness improvements. It has the greatest intersection with the "Service Review and Improvement" strand, where the ZBR program complements The City's other continuous improvement activities.

These case studies provide examples of service improvements undertaken outside of the ZBR program, which demonstrate Administration's increasing capacity for continuous improvements in line with the second purpose of the ZBR program.

Service Review & Improvement

Service Plans & Budgets

Performance Measurement & Accountability

Integrated Risk Management

Individual Performance Development

The **Performance Management System** is a disciplined approach to continuous improvement designed to better serve our customers, communities and citizens.

Calgary

Continuous Improvement
Connecting with Customers

1 Opportunity

- Citizens who want to make improvements to their home or business need timely and accurate information from Planning & Development.

- Over 120,000 phone inquiries per year come into our call centre, which can mean long wait times.

- Calgarians want to save time and money while still connecting with Planning & Development.

2 Action

- On 2018 February 20, Calgary Building Services implemented an online live chat feature.

- The online live chat is an additional option for customers wanting to connect with The City for development and planning inquiries.

- This feature allows a business or homeowner to get quick and accurate answers to questions about how to make their project a success.

3 Is anyone better off?

- Within the first 30 days of providing live chat service, there were 982 chats, from the original June – September there were over 2,600 live chats per month and this number is trending higher.

- Using live chat, customers spend six seconds on average waiting to connect with The City.

- Higher chat numbers also help to reduce call centre volumes and wait times. Call centre wait times have been reduced from an average of 214 seconds in early 2018 to 103 seconds over the last six months.

- Out of all the chat customers who chose to rate their experience, 94 per cent chose 'good'.

EFFICIENCY

- Cash savings
- **Productivity gains**
- Cost avoidance

EFFECTIVENESS

- **Service outcomes**
- **Customer satisfaction**
- Employee morale
- Safety

CAPACITY BUILDING

- Continuous improvement
- Partner relationships