

Citizen Centric Community Of Practice

31 July 2012

We would like to acknowledge this land that we meet on today is the traditional land of the Kurna people and that we respect their spiritual relationship with their country. We also acknowledge the Kurna people as the custodians of the Adelaide region and that their cultural and heritage beliefs are still as important to the living Kurna people today.

Citizen Centric Community Of Practice

Welcome & Overview

Peter Welling
Director,
Service SA

Opening Statement

Hon Michael O'Brien MP
Minister for the Public Sector,
Minister for Finance

Presenters Overview

Peter Welling
Director,
Service SA

Adam Reilly
Manager - Crisis Response Unit,
Department for Education and Child
Development

Hon Michael O'Brien MP

Minister for the Public Sector, Minister for Finance

Peter Welling

Director,
Service SA



service **sa**



Citizen Centric Community of Practice



Peter Welling, Director Service SA
July 31, 2012

online

phone

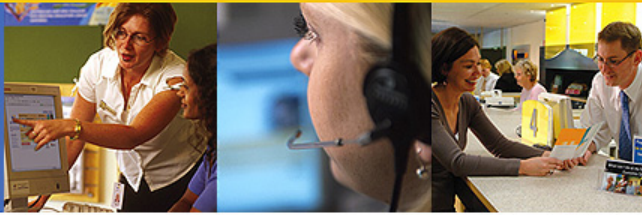
in person

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www.service.sa.gov.au



Government of
South Australia



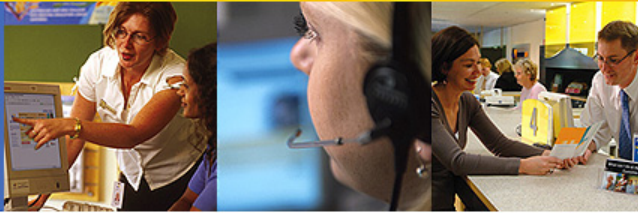
Citizen Centric Community of Practice

PROGRAM

- 8:30am Registration, doors open
Networking including *Tea, Coffee & Biscuits*
- 9:00am Welcome by Peter Welling, overview of event
(5 – 10 minutes)
- 9:05am Introduction of Hon Michael O'Brien MP
Minister for the Public Sector and Minister for Finance
Presentation: Opening Statement (5 minutes)
- 9:10am Introduction of Peter Welling to
Presentation: Introduce the CCCoP background and the objectives (30 minutes)
- 9:40am Introduction of Adam Reilly
Presentation: DECD case study: Child Abuse Report Line (20 minutes)
- 10:00am Q&A including discussion on next steps
- 10:30am Guests depart



Strategic Context



Putting the plan to work

Government's strategic priorities



South Australia's Strategic Plan (SASP) provides the long term overarching vision for the state looking forward to 2050. Its targets establish the outcomes we want to achieve.

The government has identified seven areas to spur new and increased action and support success in achieving the Plan's visions.

The illustration shows how the Plan and the seven action areas intersect and provides examples of key SASP targets for each priority.



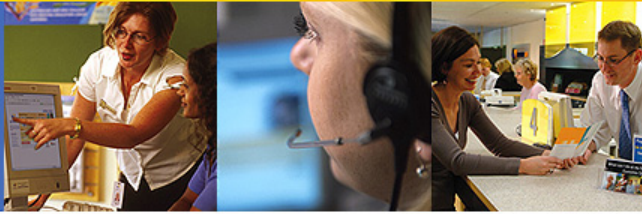
Our approach will balance social, economic and environmental issues. It will rely on innovative solutions to bring a modern perspective to

planning and implementation, and it will put the community firmly at the centre of the service delivery.



Government of South Australia

CCCoP Elements



Expand the implementation of the **Common Measurement Tool** including a Baseline Survey to facilitate comparative benchmarking



Focus on obtaining **citizen feedback** that can be translated by managers into **service improvements** citizen's value

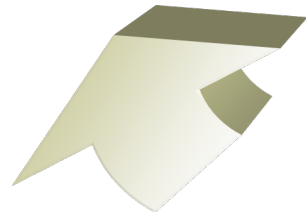
Implement **Best Practice Service Improvement Methods** that focus on drivers of **citizen satisfaction** with government service delivery



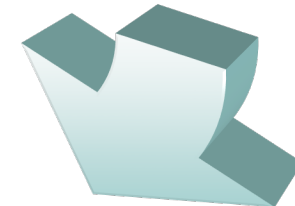
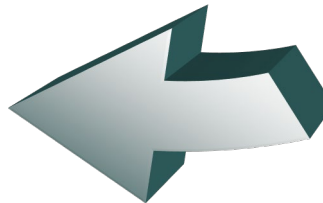
Create a **vibrant online presence** as an **organisational platform** for collaborative work

Building a citizen centric service delivery culture in the Public Service

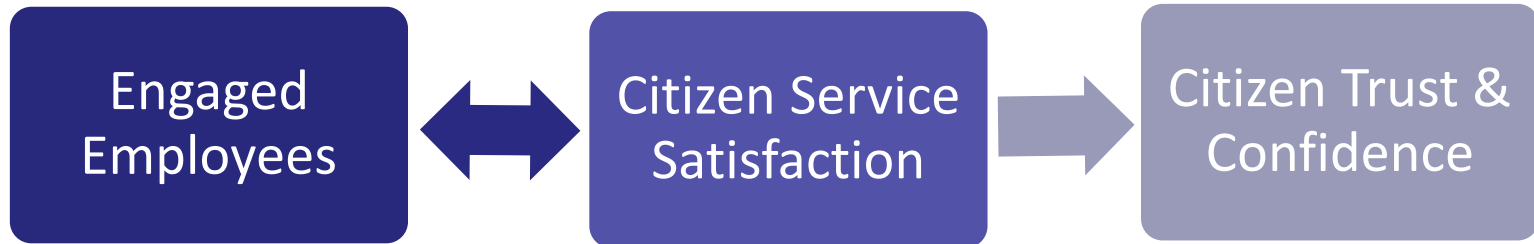
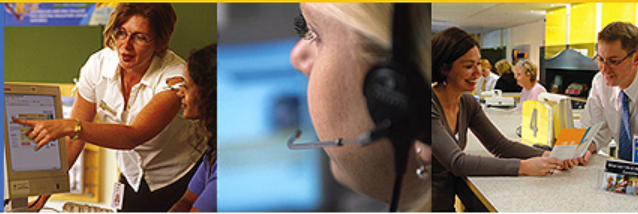
Sponsor learning events around emerging service issues and to **profile PS exemplars**



Implement **awards** to recognise citizen centric best practice across the Public Sector

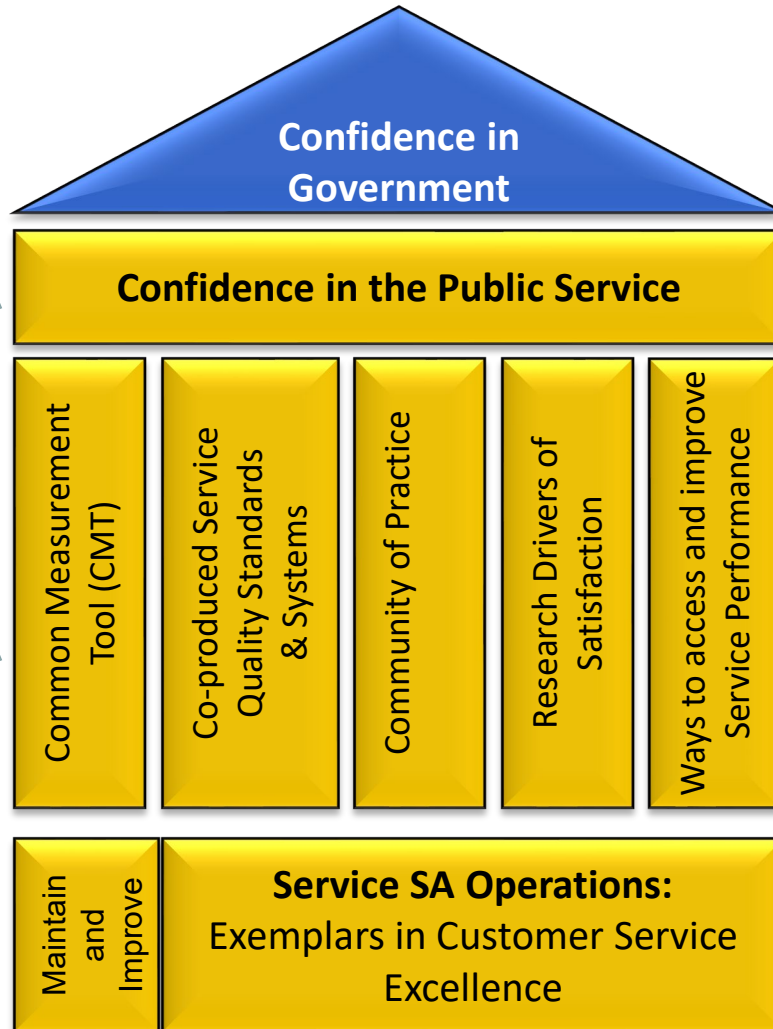
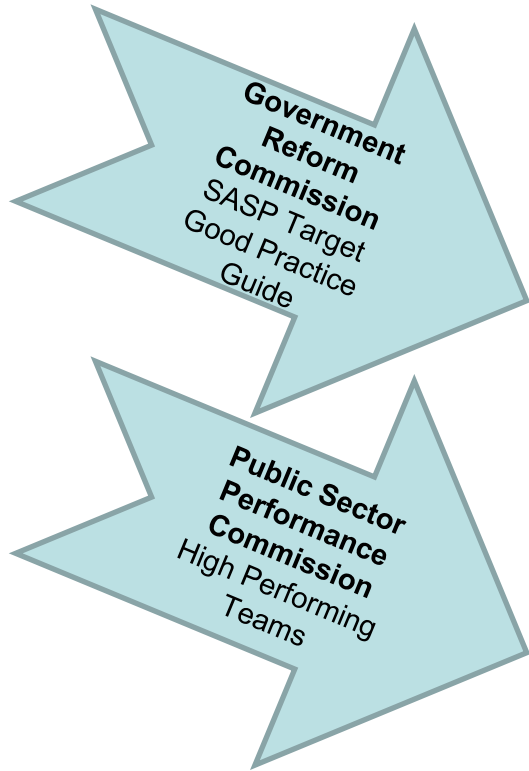
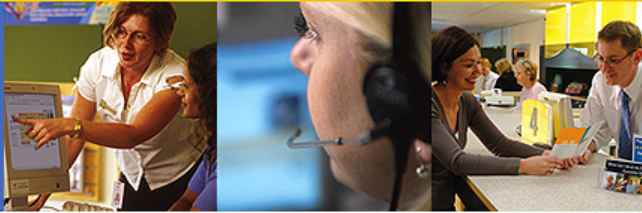


Public Sector Service Quality Chain

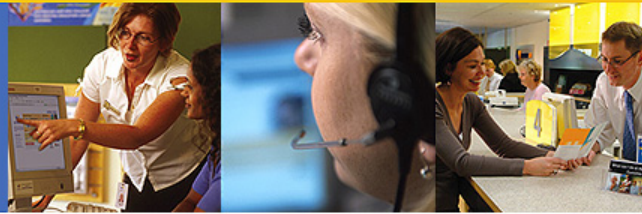


Heintzmann & Marson
2005

Service SA's Role in the Citizen Centric Arena



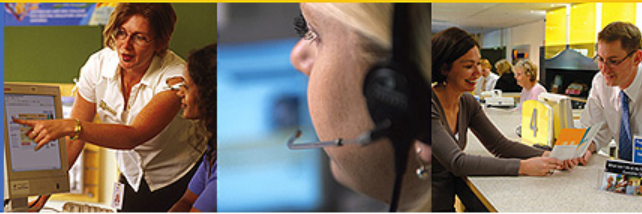
Common Measurement Tool (CMT)



- Easy-to-use survey framework
 - A Consistent Set of Questions
 - A Tool that can be Customized – across channels
 - Focused on Improving Service Delivery
 - A Basis for Benchmarking Service Quality
- Series of “core” questions that directly related to the drivers of client satisfaction

Table 1. Core Questions						
Drivers and outcome measures	Question	Service delivery channel				
		Tele-phone	In-person	Web	Mail	Email
SATISFACTION						
Timeliness	Overall, how satisfied were you with the amount of time it took to get the service?	√	√	√	√	√
Accessibility	Overall, how satisfied were you with the accessibility of the service/product?	√	√	√	√	√
Overall satisfaction	How satisfied were you with the overall quality of service delivery?	√	√	√	√	√
PERFORMANCE						
Fairness	I was treated fairly	√	√	√	√	√
Information	I was informed of everything I had to do to get the service/product	√	√	√	√	√
Extra mile	Staff went the extra mile to make sure I got what I needed	√	√	*		√
Competence	Staff were knowledgeable and competent	√	√	*		√
Access	I was able to get through to an agent without difficulty	√		*		√
Waiting time	I waited a reasonable amount of time at the service location		√			
Navigation	It was easy to find what I was looking for			√		√
Appeal	The site is visually appealing			√		
Information	The site had the information I needed			√		
Privacy	I feel confident that my privacy is fully protected on this site (OR: when I communicate by email with [agency].)			√		√
OUTCOME						
Outcome	In the end, did you get what you needed?	√	√	√	√	√

Original 2006 CF Drivers of Satisfaction



Satisfaction

Overall Satisfaction

How satisfied were you with the overall quality of service delivery?

Accessibility

Overall, how satisfied were you with the accessibility of the service/product?

Timeliness

Overall, how satisfied were you with the amount of time it took to get the service?

Performance

Fairness

I was treated fairly

Information

I was informed of everything I had to do to get the service/product

**Extra mile /
Courtesy Staff** went the extra mile to make sure I got what I needed

Knowledge / Competence

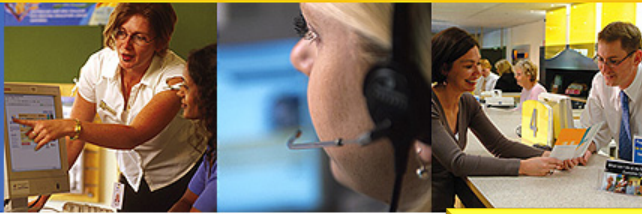
Staff were knowledgeable and competent

Outcome

Outcome

In the end, did you get what you needed?

CF5: Drivers of Satisfaction



Overall satisfaction with service experiences involving staff

Direct

Staff

- Knowledgeable, competent
- Treat me fairly
- Go the Extra Mile

Timeliness

- I was satisfied with the time it took

Indirect

Satisfaction with recent services

- Across all levels of government

Outcome

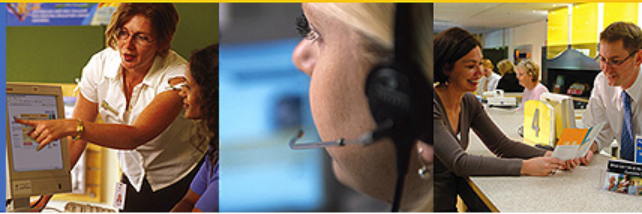
- I got what I needed

Access

- Ratings of problems accessing the service



Canadian Learnings



Work on Drivers of Satisfaction:

- Improve Timeliness
- Achieving Outcome
- Going Extra Mile
- Fairness
- Knowledgeable Staff

Have in Place Top Quality Service Agents

Deliver Better Services than the Private Sector

Keep Processes Simple

Improve Access

Offer More Online...But Don't Eliminate Choice

What Canadians Want

Clearly identify roles & responsibilities

Protect the Privacy & Security of their personal information

Increase Education and Awareness

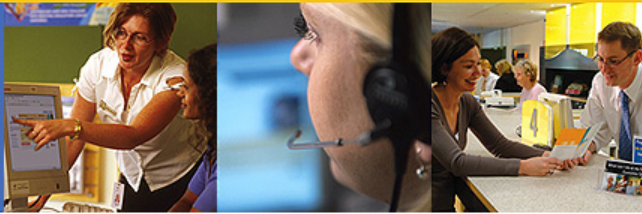
Integrate – Across Channels & Departments

Be Accountable

Emerging Trends

- Transparency
- Engagement
- Recognize diversity

Canadian Service Standards



5 to 9 minutes

The maximum time to wait in any lineup at a government office.

2 people

The maximum number of people you should have to deal with in order to get service at a government office.

15 minutes

A reasonable amount of time to spend travelling to a government office, one way.

30 seconds

An acceptable amount of time to wait on hold on the phone before you speak to a person.

2 people

The maximum number of people you should have to deal with in order to get the service on the telephone.

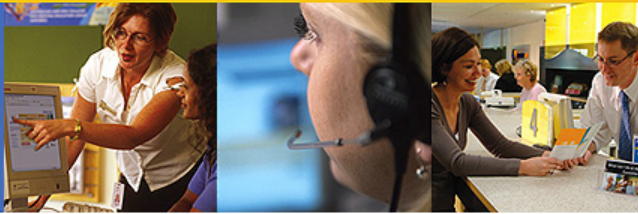
Same day

When you should receive a reply to a voice mail or email, if you leave your voice mail or email at 10:00 AM.

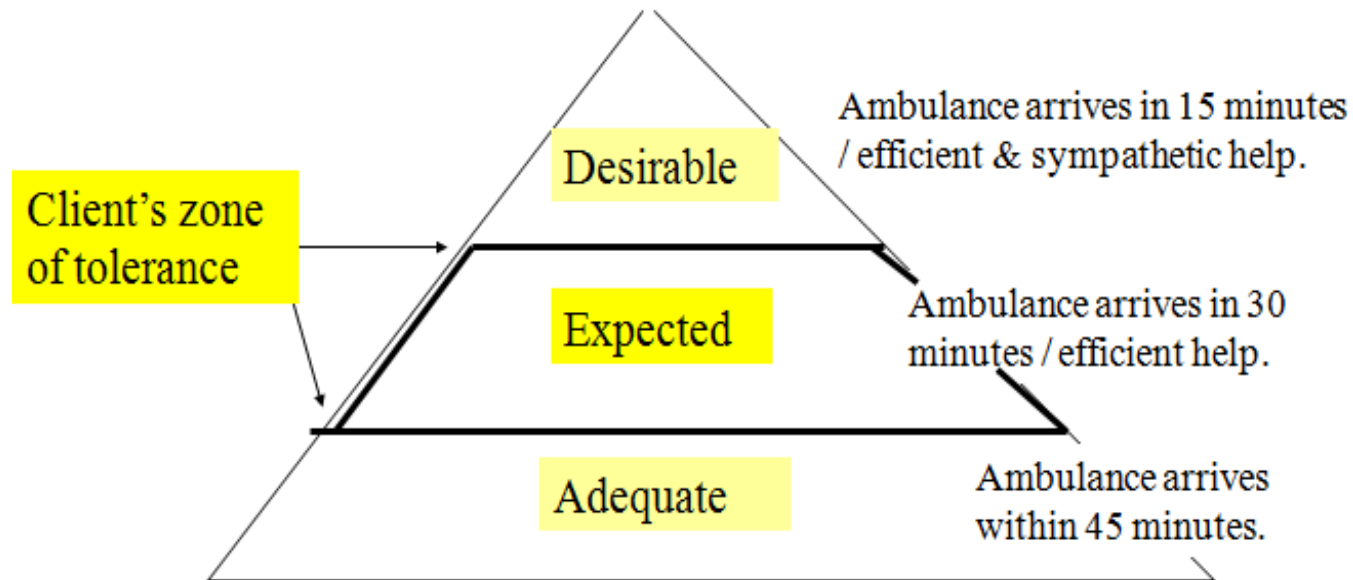
1 to 2 weeks

The acceptable length of time to wait from the day you send the letter until the day you receive a reply by mail.

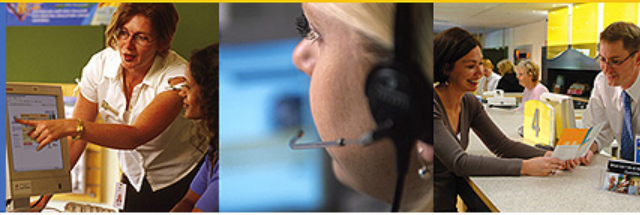
Managing Customer Expectations



Client expectations
... shaped by outcome and experience



Comparing CMT with Corporate Measures



Company Growth

HIGH

LOW

CSAT

NPS

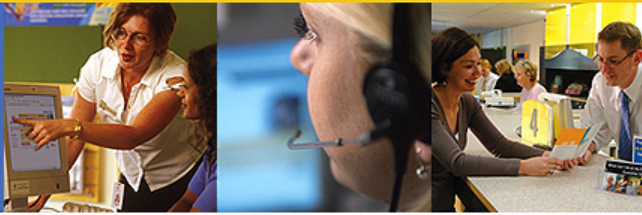
EODB

The Ease of Doing Business Score outperforms the Net Promoter Score and customer satisfaction measures in predicting behaviour.

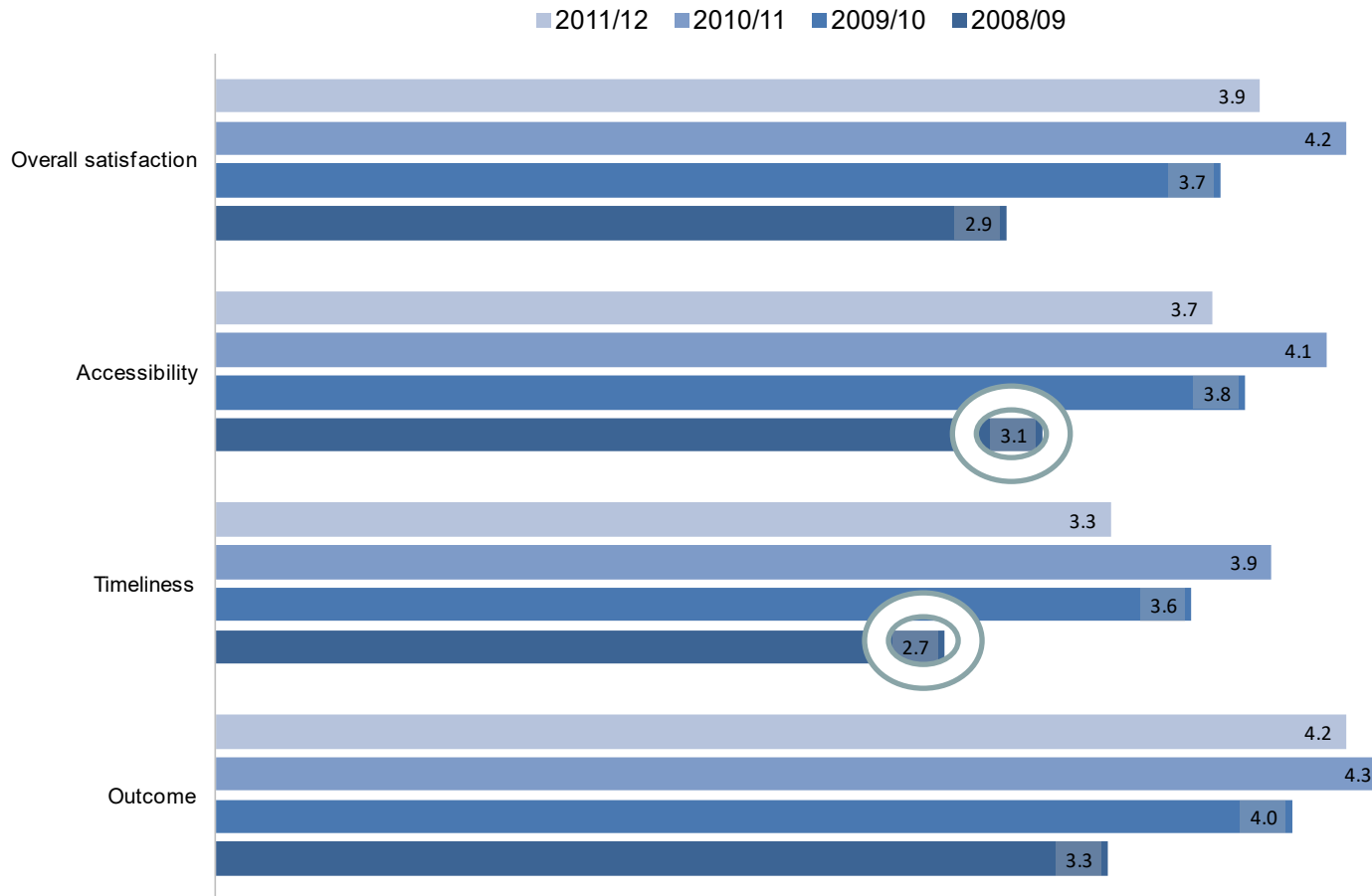
HIGH Score

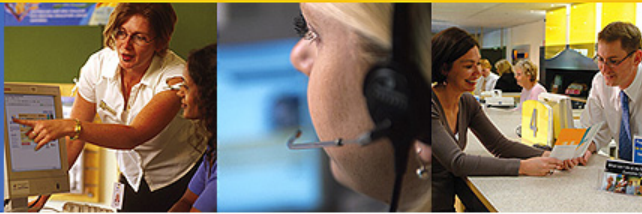


How the CMT and Voice of the Customer Shaped Satisfaction with Service SA



Customer Satisfaction Drivers
Average score (out of 5)





Translating CMT Outcomes into Performance Improvements

Organisational KRA	Team Leader	Staff
Calls answered in under 5 mins	Maintaining a sense of urgency - Occupancy rate of 75%	Team average 8 – 10 calls per hour (75-90 calls pp per day)



Business Intelligence & Improvement : Service Standards

service sa Dashboard

January 2012

FINANCES

	MTD	YTD	EoY
OPERATING			
Revenue	●	●	●
Expenditure	●	●	●
NET RESULT	●	●	●
INVESTING			
Bank Recon System	●	●	●
Tranmere CSC Relocation	●	●	●
Annual Program	●	●	●
CLG KPIs			
Financial transactions made online %		2009/10 38%	2010/11 43%
Cost per Financial Transaction		\$8.87	\$8.88

HR / PERSONNEL

	PS Act	Contractors	TOTAL *
FTEs			
CCC (+ GLO)	●	●	●
E-Government	●	●	●
Director, Service SA	●	●	●
Shop Operations	●	●	●
SSA Corporate	●	●	●
New Initiatives (quarantined)	●	●	●
Capital Projects	●	●	●
Total	●	●	●
Leave	MTD		YTD
Sick and Other Leave	●		●

* Incorporates FTE variances for Recharges, Leave, etc.

SERVICES

Online	MTD	YTD
% growth in vehicle registration renewals completed online	●	●
% growth in vehicle licence renewals completed online	●	●
<i>Period-over-Period Growth</i>		
131084 Contact Centre		
Calls Answered under 5mins (TARGET KPI of 90%)	●	●
Answer Rate (TARGET KPI of 85%)	●	●

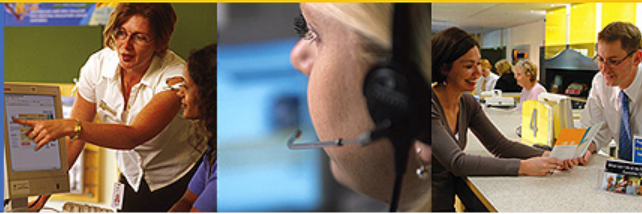
CSC & CCC Network	2009/10	2010/11	Change (ppt)
Customer satisfaction measure:			
- Overall Satisfaction	65%	79%	13.3% ↑
- Accessibility	67%	76%	9.0% ↑
- Timeliness	61%	72%	10.6% ↑
- Outcome	72%	82%	10.0% ↑

INITIATIVES

Initiatives	Impacts			Comments	Implementation Status
	Operating Revenue	Operating Expense	Investing Expense		
Bank Reconciliation System			✓	System upgrade expected to exceed budget allocation	●
Customer Service Centre Upgrade - Tranmere			✓	Opening date of 27 February 2012	●
Annual Program - Service SA (25% share)			✓	Expected Bank Rec. System overspend may impact allocation	●

Updated as at 28/02/2012

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Business Intelligence & Improvement: View per CSC

	Ticket A	Ticket B	Ticket C	Ticket D	Ticket E
Branch 1	04:59	08:02	05:19	08:45	21:41
Branch 2	03:35	06:22	05:31	04:13	15:28
Branch 3	03:12	05:54	05:17	03:51	11:25
Branch 4	03:53	07:14	06:30	05:46	12:27
Branch 5	03:50	07:39	06:40	07:36	28:18
Branch 6	04:28	07:13	06:03	05:22	11:52
Branch 7	03:28	06:03	05:33	03:50	12:12
Branch 8	04:02	06:09	06:58	06:25	21:53
Branch 9	03:19	05:40	05:07	03:01	08:00
Branch 10	04:30	07:13	06:35	05:39	14:13

Elephant in the Room #1: Timeliness

Branch 1: Pre Intervention



Branch 1: Post Intervention

CSC Skill Matrix		03:50	06:40	06:00	05:30	10:15
		2	3	4	5	6
PS ACT/Temp	Idle Time	A	B	C	D	F
PS ACT	2%	05:18	07:33	05:51	11:14	
PS ACT	30%	07:24	10:27	02:50	13:13	
PS ACT	7%	04:22	08:25	07:35	12:55	
PS ACT	4%	04:11	06:44	03:46	06:43	
PS ACT	5%	06:46	09:19	04:44	10:44	
PS ACT	16%	03:23	06:03	04:09	10:50	
PS ACT	5%	05:09	09:24	05:49	09:26	
PS ACT	14%	05:19	08:57	09:16	08:25	
PS ACT	49%	03:07	05:31	05:20	04:30	
PS ACT	2%	04:17	07:39	06:48	05:52	
PS ACT						
PS ACT	7%	04:04	08:03	04:33	07:22	
PS ACT	45%	05:05	09:14	04:11		
Temp	13%	05:05	08:59	05:39	06:20	
Temp	45%	04:37	08:27	05:49		
Temp	6%	05:14	08:38	05:46	08:36	
Temp	3%	04:58	07:38	06:26	11:06	
Temp/SRP	0%	04:45	08:28	06:10	09:03	
PS ACT	6%					
PS ACT						
Temp/SRP	25%	03:30	06:39	04:57	05:02	
Temp/SRP	5%	04:47	08:04	06:18	10:49	

CSC Skill Matrix		03:50	06:40	06:00	05:30	10:15
		2	3	4	5	6
PS ACT/Temp	Idle Time	A	B	C	D	F
PS ACT	36%	02:43	05:14	04:18	03:05	
PS ACT	4%	03:38	06:47	05:59	06:37	
PS ACT	10%	03:59	06:52	04:45	04:11	
PS ACT						
PS ACT						
PS ACT						
PS ACT	8%					
PS ACT	11%	03:37	06:23	03:36	03:55	
PS ACT	10%	04:03	06:56	05:45	04:52	
PS ACT	6%	04:13	06:15	04:40	04:07	
PS ACT	1%	04:09	08:52	07:16	05:53	
PS ACT	6%	03:11	05:41	05:11	04:01	
PS ACT	6%	03:41	09:58	09:32	08:48	
PS ACT	8%	04:43	07:35	05:41	04:18	
Temp/SRP	10%	05:05	14:18	08:40	09:46	
Temp	0%	03:46	07:40	05:54	03:58	
Temp	26%	03:15	07:47	05:11	05:01	
Temp						
PS ACT	8%	02:41	04:57	03:57	03:17	
Temp						
PS ACT	4%	03:30	06:23	08:40	04:24	

How is CMT and the Voice of the Customer integrated into organisational plans?

■ Access & Timeliness

- Extended hours of operation, weekends and early starts weekdays
- One workforce – more than 100,000 additional calls answered with less staff

■ Pre - service delivery

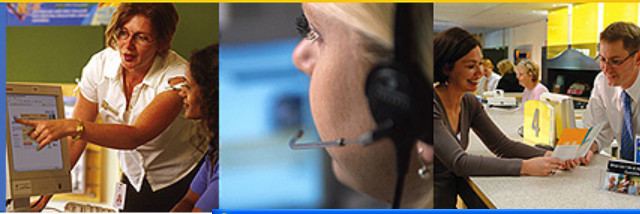
“The online CRO”

- Citizen Centric open data
- Publishing real-time queue wait times
- More web cams
- Best days/ times for services
- Appointments for complex services e.g. licence theory tests
- Geospatial assistance – “ I am here – where is the shortest queue for X service?”

online | phone | in person



Next steps



The screenshot shows a web browser window with the URL <http://www.sage.sa.gov.au/display/CCoP/Citizen+Centric+Community+of+Practice>. The page features the SAGE logo and navigation tabs: Dashboard, Team Spaces, Projects, Communities & Sharing, Consultations, and Policies. The main content area is titled "Citizen Centric Community of Practice" and includes a rating section with 5 stars and 1 rate. Below this is a "Welcome to the Citizen Centric Community of Practice" section, followed by a "Resources" section with a "Common Measurement Tool" subsection. The "Common Measurement Tool" section describes the tool's purpose and provides a list of resources: "CMT Question Bank and the CMT User Manual", "The Premier's Good Service Guide is a useful tool to developing and implementing customer-centric improvements", "An example of CMT in action, Service SA's Have Your Say feedback form", and "Background on the Canadian developers of the CMT". A "Tools and Templates" section is partially visible at the bottom. The browser's taskbar shows several open applications, including Microsoft PowerPoint and the Citizen Centric Community of Practice page.

Adam Reilly

Manager - Crisis Response Unit,
Department for Education
And Child Development



Crisis Response Unit

State-wide Services Directorate

Children and Young People are at the
Centre of Everything we do

What We Do

The Crisis Response Unit (CRU) provides state-wide services and incorporates the Child Abuse Report Line (CARL) and Crisis Care.

CARL and Crisis Care services are only available to the general public via phone. (CRU is not an open office)

CARL services are available 24 hrs a day, 365 days of the year and Crisis Care is open for business every regular working day from 4pm – 9am the following day and provides a 24 hour service on weekends and public holidays until regular day services resume in Families SA Offices.

Child Abuse Report Line

- Receiving, assessing and recording notifications of suspected child abuse and neglect.
- Providing a culturally appropriate service through Yaitya Tirramangkotti (for notifications of suspected child abuse or neglect concerning Aboriginal and Torres Strait Islander children and young people)
- Providing an early intervention approach to preventing child abuse and neglect through the Diversion Assessment Response Team (DART)

High-Level Unit Data

- The current annual average wait time is 9:36 minutes.
- Between July 2011 and May 2012, 80,050 calls were made to the Crisis Response Unit, including Crisis Care and CARL.
- Since 2007, calls taken by Crisis Response Unit have increased by approximately 20%
- The unit consists of 63.5 FTE staff

Full Review Of Service

- During service peak demand, the wait time can exceed one hour
- Notifiers are frustrated with limited options to meet their mandatory requirements to notify suspected cases of child abuse and neglect
- This Minister, along with Executive are committed to supporting opportunities to improve the services to the community. As such, the full review of the service was initiated with a view to ensuring optimal safety of children and young people in South Australia.

The Review Process

- Staff – Often an untapped resource, full of ideas and solutions
- The role of technology in both the problem and the solution
- Good Service. What is it? Who sets the bar?

A Problem Shared...

By working in partnership, Departments can create great efficiencies when identifying solutions or better practice models with views on improving services to South Australians.

Q&A

Including discussion on next steps

Citizen Centric Community Of Practice

31 July 2012