

TORONTO TRANSIT COMMISSION REPORT NO.

MEETING DATE: September 30, 2010

SUBJECT: TTC MANAGEMENT RESPONSE TO CUSTOMER SERVICE
ADVISORY PANEL REPORT, "IMPROVING THE TTC
EXPERIENCE: LAYING THE TRACKS FOR A NEW ERA OF
CUSTOMER SERVICE"

INFORMATION ITEM

RECOMMENDATION

It is recommended that the Commission receive this report and attached chart outlining management's initial response to the recommendations contained in the Customer Service Advisory Panel report, dated August 23, 2010. TTC management proposes reporting back to the Commission every six months with an updated chart and progress report.

FUNDING

There are no funding implications at this time. However, as a more detailed review of the report's recommendations begins, there will be funding requirements to address those recommendations with which the TTC is proceeding.

BACKGROUND

In February this year, staff sought approval from the Commission to establish an independent panel to review and make recommendations on improving customer service at the TTC. The panel began its work in March, led by Steve O'Brien, General Manager of One King West Hotel and Residence.

The panel was struck after a series of events and incidents that began last fall that demonstrated that the TTC needed to refocus, and give greater attention to customer service. The panel focused on communications, complaints/commendations, human resources, training, and customer engagement. The panel also made recommendations on a set of roles and responsibilities for both the TTC and its customers. In total, the panel made 78 recommendations.

DISCUSSION

The attached chart outlines management's initial response to the panel's report. Management agrees with many of the panel's recommendations. Others will require further study and review. A departmental responsibility has been assigned to either begin immediate implementation of a particular recommendation, for example, the hiring of a Chief Customer Service Officer, or to lead a review to determine feasibility and cost of a particular recommendation.

Some of the panel's recommendations include initiatives that are underway now, such as deployment of station managers, and customer information screens in unpaid areas of subway stations. The attached response notes the status of those projects and associated timelines where applicable.

Future iterations of management's response will include budget implications, scheduled implementation, as well as a detailed explanation should TTC management not agree with a particular recommendation.

JUSTIFICATION

The public rightly demands a reliable and efficient transit system. They also rightly expect excellence in customer service. TTC management thanks the Customer Service Advisory Panel for their hard work and thoughtful report. It is an excellent blueprint to begin renewed efforts on the customer service front at the Toronto Transit Commission.

September 15, 2010

Matrix – Management Response

Initial Response to Customer Service Advisory Panel Report and Recommendations

September 2010

#	Recommendation	A/S/F	Responsibility	Comments/Status
1A	Chief Customer Service Officer	A	CGM	Management supports this and the Commission directed to proceed immediately. Job duties and responsibilities are being developed, and recruitment to begin immediately thereafter.
1B	Customer Service Business Plan	A	CGM/CCSO	While the plan will be finalized when the CCSO is in place, work will begin to draft a plan.
1C	Customer Service Advisory Group	A	CGM	Once the new Commission has been appointed, staff will make recommendations on the structure of this group.
1D	Organizational Review: Customer Service	S	CGM	Needs to be considered together with other organizational changes that may be appropriate.
1E	Creation of a Culture of Customer Service	S	CCSO	This needs to be considered in conjunction with the Business Plan to be developed under Recommendation 1B.
1F	Image/Brand Improvement Plan	S	CMO	This needs to be considered in conjunction with the Business Plan to be developed under Recommendation 1B.
1G	Customer Service Survey	A	CMO	Surveys are currently carried out, but they need to be reviewed and updated to ensure outcomes are actionable.
1H	Staying Up-to-Date on Customer Service	A	CCSO/CMO	This will be ongoing
1I	Peer Review	A	CCSO/CMO	This will be initiated through APTA. Nova is also studying Customer Service.
1J	Create Customer Service Support Teams	S	GM - Ops	These teams are piloted across bus divisions. A long-term approach and structure will be finalized in 2011.
1K	Station Managers	A	GM - Ops	Station Managers are in place in three zones. Full implementation will be rolled out in 2011.
1L	Customer Service Response Teams	F	GM - Ops	This will need to be considered in conjunction with the role of Station Managers, as well as be part of the scope of Peer Reviews under Recommendation 1I.
1M	Acknowledge Children	F	CMO	To be considered under the Business Plan.
1N	Creation of a Student Advisory Committee	S	CGM/CCSO	This will be considered as part of Recommendation 1C.

A - Agree

S - Support with Further Review Required

F - Further Review Required

#	Recommendation	A/S/F	Responsibility	Comments/Status
2A	Portable Information Kiosk or Area	A	GM-Ops	To be included in the Business Plan to be developed, and in conjunction with Station Managers.
2B	Improved Direction Signs (Wayfinding)	S	CMO/Mgr - E&C	To be considered in conjunction with Recommendation 2J. Numbering of stations will be considered.
2C	Platform Screens	A	GM-Ops/CGM	The over-ride function on platform video screens will be implemented by the end of 2010. This will occur through the e-alert process currently managed by Corporate Communications.
2D	Screens at Station Entrances	A	ITS	Installation and information design plans are being finalized.
2E	Screens at Collector Booths	A	ITS	As per Recommendation 2D.
2F	Communication of Delays, Buses/Streetcars	A	GM-Ops	Surface (CIS) broadcasting is being implemented/
2G	Customer Service Contact Cards	A	CMO	
2H	"Sorry, Bus Full" Sign	S	GM-Ops	A pilot location is being considered.
2I	Improve Signage Quality at Collectors' Booths	A	CMO/GM - Ops	To be reviewed with consideration given to Recommendation 2E.
2J	Standardized Signage	S	CMO/Mgr - E&C	To be considered in conjunction with Recommendation 2B.
2K	Replace Collector Booth Microphones	A	GM-Ops	Testing of an appropriate microphone is underway.
2L	Explanatory Posters for New Customers	S	CMO	
2M	Review all Vicinity Maps	F	CMO	
2N	Update Subway Maps	S	CMO	
2O	Develop New Streetcar Maps	S	CMO	
2P	Distribution of TTC Bulletins to Customers	A	CMO	An e-newsletter is underway and will be implemented by the end of 2010.

A - Agree

S - Support with Further Review Required

F - Further Review Required

#	Recommendation	A/S/F	Responsibility	Comments/Status
2Q	Family Functions and Events	S	CCSO/CMO	
2R	Review Subway Door Signage	S	GM-Ops/CMO	
2S	Improve "Major Attraction" Signage	A	CMO/Mgr - E&C	To be considered in conjunction with Recommendations 2B and 2J.
2T	Improve Public Address System	A	GM-Ops	
2U	Pocket-Size Maps	S	CMO	
2V	Revised Signage for "Priority Seating"	S	GM-Ops/ CCSO/CMO	
2W	Operator-Customer Communications Short-Turning and Train-Emptying	S	GM-Ops	
2X	Consolidate Communications with Major Announcements Coming from the Transit Control Centre	S	GM-Ops	
2Y	Adoption of New Communications Technologies	A	CCSO	Business plan development will include collaboration and consultation with the Information Technology and Marketing and Customer Service Departments.
2Z	Touch-Screen Information Kiosks in Stations	S	CCSO	To be considered as part of Recommendation 2A.
2AA	"Why We Do What We Do" Marketing Campaign	A	CMO	Brochure has been developed by Operators and is in circulation today to determine passenger response. System-wide campaign to be developed in 2011.
2BB	Providing Real-Time Updates on the Website	A	CGM	This occurs today through the e-alert process currently managed by Corporate Communications.
2CC	Add an In-Depth FAQ Section to the Website	A	CMO	To be considered in conjunction with Recommendation 2AA.
2DD	Marketing Campaign: "Connect with Us"	A	CMO	

A - Agree

S - Support with Further Review Required

F - Further Review Required

#	Recommendation	A/S/F	Responsibility	Comments/Status
2EE	Improved Information for Tourists	A	CMO	Material was developed in mid-2010 and is in wide circulation.
3A	Frequent Public Town Hall Meetings	A	CGM	
3B	Review the "Customer Service Communications" (CSC) System	A	CCSO/CMO	
3C	Review CSC Response System	A	CCSO/CMO	
3D	Categorize all CSCs	A	CCSO/CMO	
3E	Closing the CSC Loop	A	CCSO/CMO	
3F	Customer Service Centre: Hours of Operation	S	CCSO/CMO	
4A	Improve Internal Communications	S	GM-Ops	
4B	Improve Internal Communication Channels	A	CGM	Corporate Communications and Information Technology are reviewing various options, including a narrowcasting network for all work locations.
5A	Review of Customer Service Training Courses	A	GM-Ops/CCSO	
5B	Additional Customer Service Training Courses	A	GM-Ops/CCSO	
5C	Level of Retention of Training	A	GM-Ops/CCSO	
5D	Increase Frequency of Refresher Training	A	GM-Ops/CCSO	
5E	Service Recovery Training	A	GM-Ops	
5F	Create an Additional Customer Service Course	S	GM-Ops/CCSO	

A - Agree

S - Support with Further Review Required

F - Further Review Required

#	Recommendation	A/S/FRR	Responsibility	Comments/Status
5G	Greater Support for Collectors	A	GM-Ops	
5H	Improved Selection Procedures	A	GM-Ops/ Exec Dir - HR	
5I	Review Recognition Programs	A	Exec Dir - HR	
5J	Visibility of Recognition Programs	A	Exec Dir - HR	
5K	Clarify Selection Processes for Recognition	A	Exec Dir - HR	
5L	Develop an Employee Handbook	S	GM - Ops	
5M	Advise Operators on the Need for the Smooth Operation of all Vehicles	A	GM-Ops	While this is part of standard training, it will be reviewed as part of Recommendations 5A and 5L.
5N	Additional Supervisors	A	GM-Ops	Multi-year plan developed and to be brought forward in 2011 budget.
5O	Adding Time to Routes	F	GM-Ops	
6A	Convenient Fare System	A	CGM	Fare policy and fare media, including open standards/smart cards, is currently under development. A study of best practices for electronic fare media will be undertaken.
6B	Revised Day Pass	S	CGM	To be considered under Recommendation 6A.
6C	Simplified Transfer System	S	CGM	To be considered under Recommendation 6A.
7A	Firmly Place TTC Spaces within Local Communities	F	GM-E&C/GM-Ops	To be considered in conjunction with Recommendation 1K.
7B	Amenities	A	GM-Ops/GM-Exec	
7C	Community Liaison	A	CMO/GM - Ops	To be considered in conjunction with Recommendation 1K.

A - Agree

S - Support with Further Review Required

F - Further Review Required

#	Recommendation	A/S/F	Responsibility	Comments/Status
7D	Promote Community Engagement and Collaboration and "Friends of the TTC"	A	CCSO/CMO	
8A	TTC Responsibilities	S	CCSO	
8B	Customers' Responsibilities	S	CCSO	
8C	TTC Bylaw #1	S	GM-Ops/CCSO	

A - Agree

S - Support with Further Review Required

F - Further Review Required