

APPROVED BY COUNCIL
SEPTEMBER 28, 2022

CUSTOMER SERVICE STRATEGY



EAST HANTS
We live it!



INTRODUCTION

The Municipality of East Hants offers a variety of programs and services to our customers. Each service is unique, but all of them involve some aspect of customer service. The East Hants Mission is about our people and about how we serve the community:

East Hants cares about people and their quality of life. Through program and service excellence, we are building a strong, thriving community.

At East Hants staff and councillors promote our brand of open, transparent and helpful government, one where people feel welcomed and listened to, respected and valued. This Strategy helps reinforce our customer service values and fosters the culture of service excellence that we strive for.

Success of the municipality depends on public trust; each positive interaction we have helps build that trust. This Strategy is intended to connect the dots between what customers expect from their local government and how East Hants will continue to deliver on those expectations.

Empowering our team with the tools and information necessary will improve their ability to serve our customers, both internal and externally. This Strategy is about improving collaboration between our departments to get results that meet the diverse needs of our customers.

Our Vision for customer service is clear - we will do all we can do within our mandate and the policies set by Council, we will honour our values as we serve and we will support one another as we strive to provide exceptional customer service!



VISION

We provide exceptional customer service in every interaction by doing all we can do, honouring our values and supporting one another.

OUR MUNICIPAL VALUES

INTEGRITY

- Work within the policies and bylaws of our Council and the laws of other levels of government.
- Be personally accountable.
- Always act in such a way as to maintain the employer's and community's trust.

LEARNING

- Take initiative to be informed about municipal operations outside of one's own area of responsibility and educate others about yours.

EXCELLENCE

- Provide fair, timely, efficient and effective service.
- Set and achieve high standards for performance.
- Take initiative to serve fully within established parameters.

RESPECT

- Honour human dignity and the value of each person.
- Be publicly respectful of the Municipal organization, its policies, Council decisions and the actions of co-workers in the fulfillment of their duties.
- Value the diversity of each person and their individual contribution.

FAIRNESS

- Work within the guidelines and policies set by the organization and Council.
- Respond to each interaction with objectivity, ensuring you remain uninfluenced by emotions or personal prejudices.
- Recognize exceptional circumstances and seek organization direction.

KEY DRIVERS OF CUSTOMER SATISFACTION



TIMELINESS

I was satisfied with the amount of time it took to get the service or response.



FAIRNESS

I was treated fairly.



KNOWLEDGE/COMPETENCE

I was served by knowledgeable, competent employees.



COURTEOUS/RESPECT

I was served by courteous employees who did all they could do to help me get what I needed.



OUTCOME

Overall I was satisfied with the service or response I received.

OUR COMMITMENT

In every interaction we commit to:

- Listen and try to resolve with minimal touch points;
- Recognize the humanity of each interaction through empathy and understanding;
- Be accountable to our policies, to the customer and to commitments we make;
- Respect the diversity of each person, their background, ideas and stance;
- Build trust through consistent, fair, timely and positive interactions;
- Deliver effective service through our empowerment to act;
- Doing all we can do for each other and our customers.

OUR CUSTOMERS



User - anyone who chooses to use or pay for a service



Elected Officials



Residents



Internal customer - municipal employees



Partners - outside organizations/ groups we work with

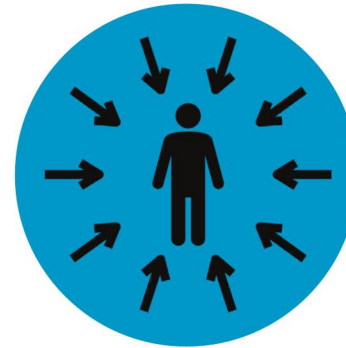


Taxpayers

FOCUS AREAS



**CUSTOMER
SERVICE
CULTURE**



EMPOWERMENT



**IMPROVED
SERVICE
DELIVERY**



COLLABORATION

CUSTOMER SERVICE CULTURE

We commit to understanding the diverse needs of our customers and will do everything we can do to provide high quality service.

OBJECTIVES

- Interactions are completed in a professional, fair, and respectful manner
- Enhance employee awareness of the cultural diversity of our community
- Measure customer satisfaction



EXAMPLES OF CURRENT & FUTURE INITIATIVES

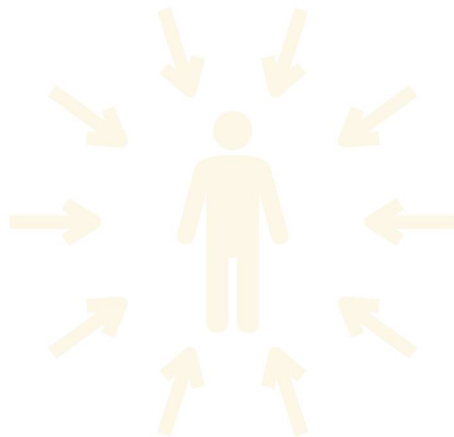
- Diversity, equity and inclusion training
- In-house customer service training
- Capture customer feedback
- Develop an online issue management system
- Establish a customer service resource group
- Explore new options for calendar management
- Explore Workplace as a replacement for the staff website and other features not currently being used
- Strengthen consistent messaging for email signatures with a closing customer service statement and out of office messaging
- HR to expand onboarding topics to include customer service.
- Establish education campaigns on new customer service standards.

EMPOWERMENT

We have the knowledge and confidence to make decisions that allow us to deliver exceptional customer service.

OBJECTIVES

- Employees are confident in using their best judgement in providing customer service
- The municipality actively looks for ways to improve the customer experience
- The municipality will regularly review policies, processes and procedures as a means to reduce barriers that affect service delivery



EXAMPLES OF CURRENT AND FUTURE INITIATIVES

- Establish a culture where employees are encouraged to suggest improvements to service delivery
- Develop a continuous improvement process that allows employees to shape our service delivery based on suggested improvements
- A scheduled review of policies and processes that are customer focused
- Establish a culture where employees recognize exceptional circumstances and seek appropriate direction to provide service
- Repeal outdated customer service policies and create customer service standards
- Establish corporate policy and process for insurance claims coming from our customers
- Annual Municipal Strategic Plan outreach with staff
- Establish regular brand awareness education

IMPROVED SERVICE DELIVERY

Service delivery is a team effort by the organization to provide consistent, high-quality service that is convenient for the customer.

OBJECTIVES

- Leverage technology to ensure consistency and accessibility
- The organization will place a high priority on improved delivery of their services, both internally and externally
- Completing business cases for changes to service delivery or implementing a new service
- Improve communications with our public
- Improved accessibility of our programs and services

EXAMPLES OF CURRENT AND FUTURE INITIATIVES

- Create a tool to do inclusive assessments for programs and services, including one specific to Indigenous Relations
- Change management training
- Highlight existing Business Case tools
- Document services, align processes and policies for succession readiness to ensure uninterrupted service during staff changes
- E-services through a new municipal website
- Implement Bell Total Connect communication solution
- Expand Economic Business Development Customer Relationship Management (CRM) tool to Finance
- Investigate the need for an enterprise CRM/ Business Case
- New municipal website
- Identify and investigate barriers for persons with disabilities
- Current phone system - directional tree map audit



COLLABORATION

We will support each other and work with members of the community to improve the value of our service.

OBJECTIVES

- Employees will think of themselves as an organizational team and not individual departments
- The organization will seek input from, and work with, the community and partners on new services
- Remove communication barriers between departments



EXAMPLES OF CURRENT AND FUTURE INITIATIVES

- Develop service agreements between departments to help manage responsibilities and expectations for shared projects/operations
- Hold more opportunities for staff to interact, be it social or professional, so that they can build relationships and strengthen the organizational team
- Establish an internal training calendar, i.e. SAP, GIS, policy, procurement, etc.
- HR to establish new staff meet and greets