

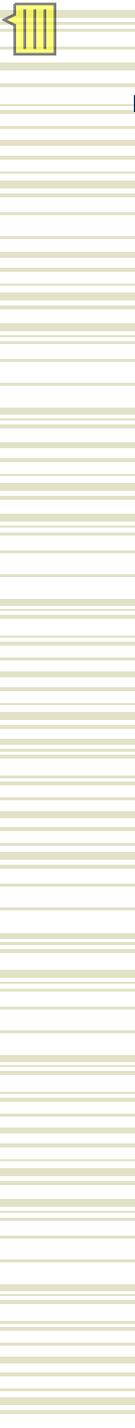


Quality Service in the Court Services Division

**Ontario Ministry of the Attorney
General**

February 20, 2003

*Presentation to the Canadian Public
Sector Quality Association (CPSQA)*



Purpose of Presentation

- ◆ Provide an overview of the Court Services Division (CSD) and of the Ontario Public Service (OPS) Common Service Standards (CSS)
- ◆ How the standards apply to the CSD
- ◆ How CSD implemented the standards
- ◆ How CSD monitors the standards



Court Services Division

The CSD's mission is to provide criminal, civil and family court services that are fair, accessible, timely and effective.

CSD – cont'd

CSD is responsible for:

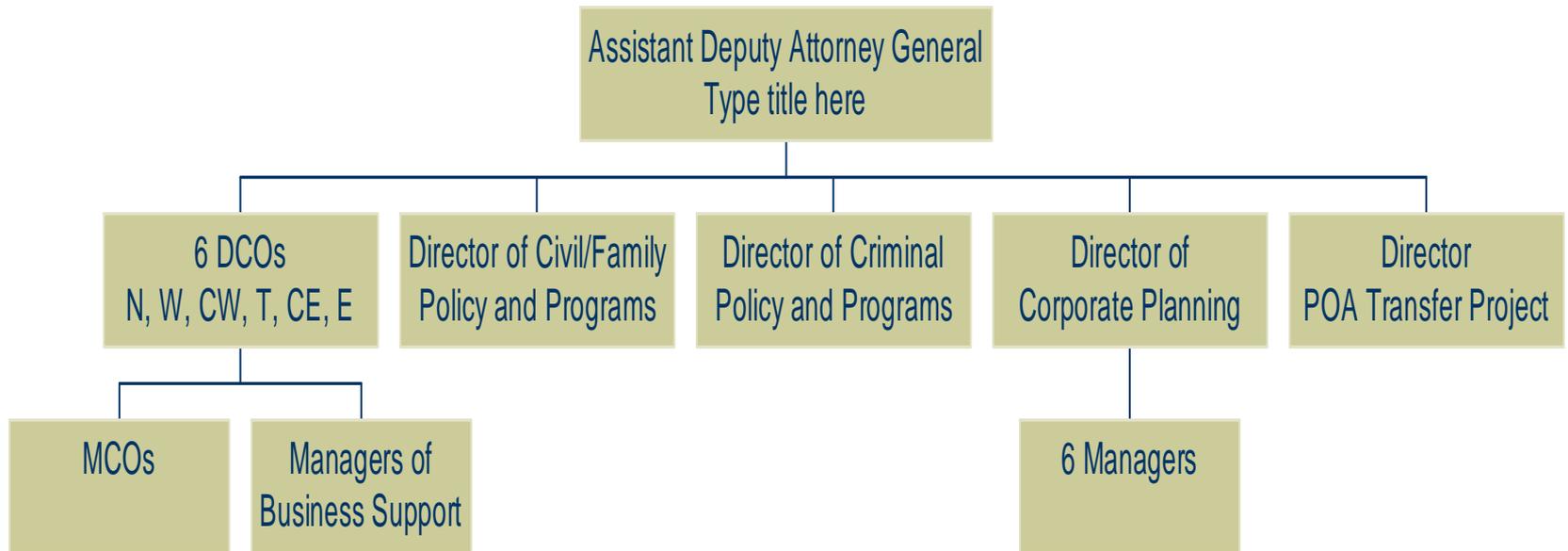
- ◆ Managing all Ontario court offices
- ◆ Providing administrative services in the courts
- ◆ Providing counter service
- ◆ Maintaining court records and files
- ◆ Providing administrative and courtroom support for the judiciary
- ◆ Managing judiciary and legal appointments

CSD – cont'd

- ◆ Providing courtroom staff
- ◆ Coordinating trials
- ◆ Managing juries
- ◆ Delivering court-based programs (e.g. mediation services)
- ◆ Processing fine payments
- ◆ Administrating civil enforcement processes including garnishment, seizure, and sale of goods

CSD Organizational Chart

Court Services Division





Why do we need Common Service Standards?

- ◆ The common service standards are a key part of the OPS wide Quality Service Framework
- ◆ Increase public satisfaction with OPS service by striving for consistent and effective customer service delivery

What Are the Common Service Standards?

- ◆ The common service standards were set as the minimum levels of service that the public can expect when accessing government and are categorized into four key areas:
 - Telephones
 - Correspondence
 - Walk-in Services; and
 - Customer Feedback and Complaint Resolution

What Are the Common Service Standards?

- ◆ The Common Service Standards define minimum and measurable service levels for four key areas:



- **Telephone, including voice mail (eight times out of ten)**
 - answer calls by the third ring
 - redirect calls once only
 - provide the option of speaking to a live operator
 - return voicemail messages within one day
 - use a common Ministry protocol (telephone brochure)

What Are the Common Service Standards? Cont'd



Correspondence

- conclusive response within 15 working days
- interim acknowledgement within 5 working days, if not able to meet standard



Walk-in service

- core business hours are 8:30 a.m. to 5:00 p.m.
- customers served in order
- customers advised of expected waiting time
- "best times" for service signage

What Are the Common Service Standards? Cont'd



Customer Feedback/Complaint Resolution:

- implement a complaint resolution process
- document and acknowledge complaints within 2 working days
- complete follow up action within a specific timeframe
- provide an opportunity for feedback on customer service

How Were Common Service Standards Implemented?

Phased Implementation

PHASE I

(Implementation by December, 1998)

Telephones

- ◆ High impact telephone services:
 - call centres,
 - general inquiry numbers,
 - 1-800 numbers,
 - other.

Mail

- ◆ Mail addressed to Ministers & Deputies.

PHASE II

(Implementation by March, 2000)

Balance of phones

Balance of mail

Walk-in service standards

Feedback/Complaint resolution standards

How Were Common Service Standards Implemented?

- ◆ Discussions Forum organized during Phase I (50 meetings- 650 participants) to raise awareness and give an overview of the OPS Quality service Framework.

How Were Common Service Standards Implemented?

- ◆ Each program area was responsible for developing an implementation plan which included:
 - Orientation sessions for managers and employees on service quality issues
 - Evaluation tool to assess current strengths and determine areas of improvement.
 - Improvement plans developed and implemented
 - Monitoring, evaluating and reporting on progress of service quality efforts undertaken

How Were Common Service Standards Implemented?

- ◆ Corporately, the following material was prepared for staff:
 - Fact sheets for employees attached to pay stubs
 - Qs & As about quality service
 - Ministry Communication Plan
 - Slides presentation prepared to assist managers
 - Creation of quality service category - Employee Recognition Awards
 - MAG correspondence manual - reference for style and formatting

How Were Common Service Standards Implemented?

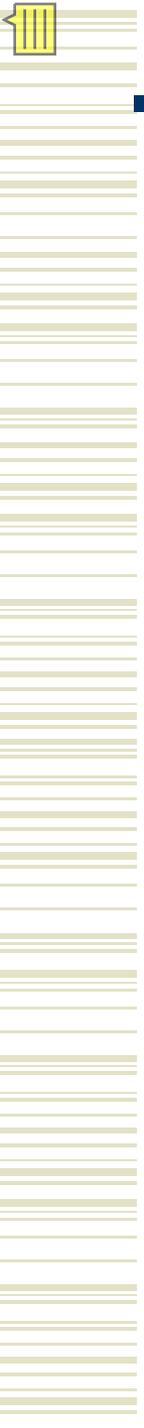
- ◆ Some program areas also developed the following:
 - Customer satisfaction workshop
 - Staff orientation tools: Speaking notes for Directors/managers
 - Agenda item for staff meetings



Implementation Tools/Practices

An example...

- ◆ CSD implemented the standards by:
 - Creating of a Divisional Quality Service Network chaired by a Director:
 - Meeting 3-4 times a year
 - Representation from all regions and at all levels
 - Self-monitoring Common Service Standards across all courts province-wide on a quarterly basis
 - Fostering the creation of Regional Quality Service Networks
 - Forum for best practices



CSD - East Region

- ◆ In 1998, the East Region began its implementation of the CSS:
 - Met with front line staff
 - Front Counter “Tools To Do The Job”
 - FAQs for each counter
 - Self-Help Guides for the public
 - “Easy to use tools” to improve telephone service

Achieving Common Service Standards

- ◆ Communication
 - Ensured effective messaging that was evenly distributed, consistent, eye catching, appealing and accessible so that all staff were aware of the standards, the importance of quality service, and the impact of their work as an individual.
- ◆ Training
 - Training and orientation materials were developed to meet specified training needs.
- ◆ Processes
 - Processes were developed to ensure consistent, accurate reporting of the CSS and facilitate improvements in workflow.



Monitoring the Standards

- ◆ Monitoring has been done both internally by ministries and externally by Cabinet Office.
- ◆ Ministries are responsible for internal monitoring of compliance with the standards.
- ◆ Deputy Minister's are accountable for ensuring that their ministries meet the standards.
- ◆ On a monthly basis, average turnaround time to reply to letters addressed to Ministers and Deputy Ministers is reported to Cabinet office.



Monitoring the Standards Cont'd

- ◆ On a quarterly basis, phones are monitored to assess compliance with the standards. This is done for the entire ministry.
- ◆ Annually, an external audit of phone lines is conducted to verify compliance with the standards.
- ◆ Walk-ins - management responsibility to post best times for customers to receive faster counter service, where volume warrants. Divisions report on this standard on a quarterly basis.



Challenges

- ◆ Better communication of standards to staff
- ◆ Importance of Senior Management support/buy-in
- ◆ Culture/resistance to change
- ◆ Staff scheduling changes to implement CSS i.e business hours 8:30 to 5:00; competing priorities
- ◆ Outdated technology (e.g. phones)
- ◆ Need to incorporate CSS into performance management process



Common Service Standards the Road Forward...



- ◆ **“Action may not always bring success, but there is no success without action.”**