

October 15, 2010

To: The Board of Governors of Exhibition Place

From: Dianne Young
Chief Executive Officer

Subject: **Customer Service Program**

Summary:

In 2010, Exhibition Place embarked on a major initiative to improve Customer Service delivery on the grounds as one strategy within the 2009 – 2012 Strategic Plan. This direction was based on the success of the CNE program that had been introduced three years ago. Starting with a survey / scan of the employees at the end of 2009, a very intensive Program was developed which saw the development of a Core Values for the organization; a customer service mandate / philosophy, service principles and standards.

Employee engagement at all levels is key to the success of the Customer Service Program and the development and roll out of the Employee Action Team has been a extremely positive initiative. The volunteer employee members of the Employee Action Team and the subcommittees once again demonstrate the commitment and dedication of our employees to the success not only of this Customer Service Program but to Exhibition Place.

For the Customer Service Program to be successful and embedded within the culture of Exhibition Place, the intent would be to continue the program on an ongoing basis although the tasks we will be undertaking in 2011 are the second stage of the Program.

Financial Implications:

The cost of the Customer Service program in 2011 has been included within the 2011 Operating Budget approved by the Board.

Decision History:

At its meeting in September 3, 2010, the Board approved of the 2011 Operating Budget which included within the Human Resources envelop funding for the Exhibition Place Customer Service Program.

Issue Background:

The Exhibition Place 2009 – 2012 Strategic Plan had an Organizational and Staffing Goal *To encourage a high-performing organization through alignment of people, processes and systems and the recognition of our dedicated and excellent staff* and as a Strategy to support this Goal we undertook to *“deliver customer-focused services in an effective, timely and courteous manner.”*

Comments:

To activate the strategic goal, Exhibition Place staff in 2010 embarked on a comprehensive Customer Service program for all staff, from the senior management team to our unionized

workers. The CNEA Program over the last few years has developed customer service programs that not only involve the hundreds of youth employed for the Fair but also include the permanent and casual Exhibition Place staff who supervise or work with the students. The comprehensive Customer Service program initiated by Exhibition Place looked at the measures initiated by the successful CNE Program. Over 2010, the Exhibition Place program involved several workshops with senior and mid-management teams followed by all staff sessions. The focus for all workshops was customer service and what that means to each of us.

Starting with the Vision, Mission and Goals of the Board's Strategic Plan, Exhibition Place staff developed a set of Core Values to clarify expected attitudes and behaviors in our daily work life with customers and each other and crafted our customer service Mandate of "Delivering Great Experiences Everyday". The commitment made by Exhibition Place staff was to "continuous improvement to consistently offer customer service that exceeds expectations and to treat other as we would like to be treated". Our primary measure of success is customer satisfaction and loyalty and each employee has committed to taking personal responsibility and bringing energy and pride to everything they do; providing personal service that is convenient, prompt and efficient; striving to understand, anticipate and exceed expectations with partners, suppliers and each other; tailor service to meet individual needs; implement effective solutions in a thoughtful and proactive manner; and thank every customer for the opportunity to serve them."

One of the major outcomes of 2010 has been the formation of an Employee Action Team. This Team is made up of nine Board employees from all areas on the grounds. Since the team's formation in March, this enthusiastic group of employees have met monthly and set for themselves a very aggressive timetable and program. They have decided to focus on four major areas: Service Improvement, Recognition, Communications and Culture and have formed subcommittees in each of these areas and have invited other staff to join any of the subcommittees that interest them. The work of the Team and the Subcommittees are featured in the bi-monthly newsletter and also on the Exhibition Place Intranet site.

Accomplishments of the Team to date have been very impressive and include the following:

- Developed a mandate and charter for the Employee Action Team
- Developed 4 subcommittees with specific purposes
- Outreach and information sessions throughout the grounds so that employees understand the Team direction and encourage participation on the subcommittees
- Developed and released an employee survey requesting input on the four working areas
- Developed a Employee Recognition program (see Appendix "A" for details)
- Developed grounds-wide activities ie Blood Donors Clinic; Fall Team Building event (see Appendix "A" for details)

We all realize that the program undertaken in 2010 is just a start and must be continued and we are already in the planning for the 2011 program with will include the following initiatives:

- Incorporate Customer Service focus in all 2011 staff objectives at all levels and have clear performance measurements for these objectives
- Update the Performance Appraisal tool to include an emphasis on customer service
- Implement the Recognition Program
- Design and implement an Orientation Program which includes our Strategic Plan, Core Values and Customer Service focus.
- Continue to promote a customer-service focus at all-staff sessions held at least semi-annually

- Design an abbreviated “customer service information session” that can be provided on a monthly basis to staff and also can become the basis for “tool box talks”

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Employee Action Team Members: Linda Cobon, Chi Duong, Jason Furtado, Larry Kinmont, Don Leddy (Chair), Tasleem Lokhat, Michelle Mason, Wayne McEldon, Kristen Blakely, Lindsay Powell, Mike Rampino, Brad Smart

Recognition Subcommittee

Objective: To develop a formal program to recognize and celebrate when employees are performing with excellence.

Purpose: To create a positive culture where staff is encouraged to strive for excellence and builds employee self esteem.

Employee Recognition Program:

- Exhibition Place work areas divided into 5 Sections – Direct Energy Centre, Cleaning, General Services, Press Building, Queen Elizabeth Building
- Team Awards are given out to one staff member, per Section, per month.
- Section Awards are given out quarterly to one of the 15 Team Section winners (plus one Wild Card per Section)
- Annual Award is given out annually to one of the 20 Section winners (plus one Wild Card per section)
- Employees can be nominated by anyone in any department
- Eligibility is for everyone below the Leadership (middle management) Team
- Winners of Team Awards, Section Awards & Annual Award will receive gift cards of different value depending on level
- All Winners will be announced on the Intranet and via email, and ExPress Newsletter
- In addition, special Thank You cards will be available and everyone is encouraged to thank anyone who deserves a thanks – within your department or outside of it, your supervisor, your team member or your co-worker
- Total annual cost of the program is approximately \$6,000

Culture Subcommittee

Objective: To be instrumental in establishing an amicable and positive work environment that reflects the principles and values of the organization.

Purpose: To build and maintain a positive cohesive work environment through team work.

2010 Cultural Program

- Canadian Blood Services Donor Clinic on site on September 30th – collected 21 pints of blood. For an organization of our size this is considered very successful.
- Team Building Event (The Great ExPlace Race) to be held morning of November 25, 2010
- The intent is to organize teams of people from different departments and buildings so they can work with and bond with each other in a fun and interactive manner
- Provide staff with an opportunity to learn a little history of Exhibition Place, the different departments, services and people
- 15-20 stations within Better Living Centre with 20 teams, competing in skill testing questions and challenge activities with awards for the teams finishing 1st, 2nd and 3rd
- Followed by lunch
- In an effort to include staff unable to attend due to their commitments during the "One of A Kind Show", a satellite program will be organized to include them. This will likely be a team oriented questionnaire or trivial pursuit type game where they can compete and win prizes as well.