



Exhibition Place

Item No. 26

April 28, 2011

To: The Board of Governors of Exhibition Place

ACTION REQUIRED

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 its 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.

Recommendations:

It is recommended that:

- 1. The Board enter into an agreement with Bill Hogg & Associates (BHA) for a term expiring on December 31, 2011, to provide consulting services to Exhibition Place related to the Customer Service Program on the terms and conditions set out in this report or such other terms and conditions required by the CEO or City Solicitor; and,**
- 2. Staff report to the Board at the end of 2011 on the accomplishments of the 2011 Customer Service program and the plans for 2012.**

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 November 25, 2010, the Board approved of the Customer Service Program in 2010 and its continuation into the next phase for 2011.

At its meeting in September 3, 2010, the Board approved of the 2011 Operating Budget which included within the Human Resources envelope funding for the Exhibition Place Customer Service Program which includes the cost of a consultant to assist staff with the development and implementation of the 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 that supervise or work with the students. Since the Customer Service program looked to the measures initiated by the successful CNE Program, we engaged the same consultant that had helped the CNE, BHA. BHA specializes in working with senior leadership teams to navigate change and transform organizations into high performance, customer-focused cultures that deliver exceptional customer service. BHA has worked with many other government agencies within the provincial and municipal sectors.

Over 2010, Exhibition Place along with BHA developed 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 2009 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 others 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 to 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 2010, 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, Employee 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.

The 2011 objectives for the Customer Service Program is to continue developing the fundamental framework for Exhibition Place. For this reason staff are proposing to continue with the services of BHA rather than to issue a public Request for Proposals given the 2011 work tasks make up Phase II of the development of a base Customer Service Program. Given the specialized and customized program work carried out to-date, it would be not in the best interest

of the Board at this stage of the Program to engage another consultant. The extensive cultural knowledge that BHA has gained of Exhibition Place along with the excellent working relationship to date is invaluable in moving forward with the 2011 initiative. In addition, the BHA fees are reasonable for this area of expertise.

The proposed terms and conditions of the 2011 agreement with BHA are as follows:

- A. Fee: An amount not to exceed \$51,000;
- B. Assignment: The agreement shall not be assigned by BHA without written consent of the Board which can be unreasonably withheld.
- C. Indemnity/Insurance: BHA shall indemnify the Board and the City of Toronto with respect to any and all expenses, costs or claims as a result of BHA exercise of its rights under the agreement. BHA shall provide sufficient insurance in such for and amount as required by the CEO, in consultation with the City's Insurance & Risk Management Group.
- D. Services to be provided by BHA are as follows:
 - a. Leadership Summit for all staff
 - b. Consulting support to Employee Action Team
 - c. Consulting/Workshop with Senior Management Team
 - d. Consulting on development of Orientation Program
 - e. Consulting on development of "Customer Training Annual Refresher Course" and training key staff to provide this workshop to all employees
 - f. Consulting on the development of Standard Professional Development programs across all levels
 - g. Update of Employee Engagement Tracking/Survey which is proprietary to BHA at the end of 2011 and provide comparative analysis to the 2009 survey results

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Submitted by:

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