

CITY'S RESPONSE TO 311 REQUESTS

RECOMMENDATION

That the November 30, 2023, Office of the City Auditor report OCA02192, be received for information.

Report Purpose

Information only.

Executive Summary

This report presents the results of the City's Response to 311 Requests audit.

REPORT

311 Edmonton is the City's non-emergency contact centre for City information and services. It provides residents, businesses, and visitors with a central point of contact for their city needs.

The Service Innovation and Performance Branch (within the Financial and Corporate Services Department) is responsible for the 311 Call Centre (311). Service delivery is a joint responsibility between 311 and the business areas. 311 agents can fully complete a service request based on scripts provided by the business areas or transfer the request to the business area to complete.

From 2018 to 2022, 311 agents created 6.5 million tickets.

- The 311 call centre created and completed 73 percent of these tickets.
- Business areas within city departments completed the remaining 27 percent of tickets.

The objective of this audit was to determine whether Administration effectively responds to and closes 311 tickets.

Overall, we found that 311 and business areas effectively respond to and close the majority of calls within the service standard. 311 provides and reviews statistical reports with the business areas on a periodic basis. Additionally, roles and responsibilities related to the handling of 311 calls are defined.

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However, we found that 311 and business areas can improve on its processes for handling calls that require the business areas to close the ticket. This includes:

- Defining the closure of tickets. There are multiple definitions of what it means to close a ticket. Some business areas are closing tickets before actually completing them.
- Defining and documenting key performance indicators. Business areas we spoke to believe it is the percentage of service requests closed on time. However, the business areas have not documented their key performance indicator(s) or have targets to assess their performance. Also, they do not have a clear method to calculate the percentage of service requests closed on time.
- Assignment of roles and communication of ticket information. 311 has not maintained a current listing of individuals that are assigned to their 311 role.
- Business areas are not consistently providing status details of open and closed tickets on the City's 311 public website.

We made the following five recommendations, three to the Service Innovation and Performance Branch and two to City Departments that close 311 tickets:

1. The Service Innovation and Performance Branch define tickets as closed when the business area has resolved the service request and communicate this to all business areas that close 311 tickets.
2. City Departments close the 311 service ticket after they have resolved the request.
3. City Departments improve their performance measurements for 311 tickets by identifying key measures and targets and by clarifying how they calculate their results.
4. The Service Innovation and Performance Branch maintain a current list of individuals assigned to 311 roles.
5. The Service Innovation and Performance Branch clarify and communicate its requirements for documenting the current status of an open ticket and reasons for closing a ticket.

POLICY

Bylaw 16097, Audit Committee Bylaw, Section 14(d) states that, "Committee will review all reports from the City Auditor dealing with completed audit projects."

ATTACHMENT

1. City's Response to 311 Requests Audit Report