

# TORONTO TRANSIT COMMISSION REPORT NO.

**MEETING DATE:** APRIL 6, 2011

**SUBJECT:** PROGRESS REPORT 3 - TTC MANAGEMENT  
RESPONSE TO CUSTOMER SERVICE ADVISORY  
PANEL

## **INFORMATION ITEM**

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### **RECOMMENDATION**

It is recommended that the Commission:

1. Receive for information the attached matrix updating the status of the recommendations contained in the Customer Service Advisory Panel report, dated August 23, 2010; and
2. Note the newly created position of Chief Customer Service Officer has been filled by Mr. Christopher Upfold, with an expected start of May 30.

### **FUNDING**

Funds have been included in the 2011 Operating and Capital budgets to enable execution of several recommendations in whole or in part as more specifically outlined in the attached matrix. In total, 31 new positions have been approved in the 2011 Operating Budget: Chief Customer Service Officer (1); Customer Service Representative (1); Station Managers (1<sup>st</sup> Phase – 22); and various training positions (7). At this point, there is minimal impact on the Capital Budget as most items were already included in previous budgets.

### **BACKGROUND**

In February 2010, an independent panel was established to make recommendations on improving customer service at the TTC. The panel was struck after a series of events and incidents that demonstrated that the TTC needed to refocus and give greater attention to customer service. The panel began its work in March 2010, led by Steve O'Brien, General Manager of One King West Hotel and Residence. In total, the panel made 78 recommendations in their final report issued August 23, 2010.

At the September 30, 2010 Commission Meeting, staff provided the Commission with a matrix outlining their initial response to all 78 recommendations. Staff also committed to provide the Commission with an updated matrix and progress report every six months. The first update was provided to the Commission at the February 2, 2011 Commission Meeting along with a presentation of the draft Customer Service Business Plan.

**DISCUSSION**

The Panel's 78 recommendations have been organized into broad categories and generally aligned with organizational responsibilities to ensure focus and accountability. Over the past nine months, staff has worked diligently to formulate plans and/or positions for each recommendation. Much work has already been done to begin executing plans and in some cases recommendations have been fully implemented. With 2011 budgets in place, many of the recommendations that required funding can now commence. The recently hired Chief Customer Service Officer will lead this process forward and ensure the organization remains focused on the customer.

**JUSTIFICATION**

The public rightly demands a reliable and efficient transit system. They also rightly expect excellence in customer service. Implementation of the CSAP's recommendations is an excellent way to begin renewed efforts on the customer service front at the Toronto Transit Commission.

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February 2, 2011  
1-5-20

Attachment: Matrix – Management Response

**TTC Response to Customer Service Advisory Panel Report Recommendations**  
**March 18, 2011**

**GROUPINGS**

Business Plan

Governance

Operations Management

Communications

Image/Brand Improvement

Way Finding

Ticketing

**Responsibility**

Chief General Manager

Chief General Manager

General Manager - Operations

General Manager - Executive

General Manager - Executive

General Manager - Executive

Chief General Manager

A - Agree

S - Support with Further Review Required

F - Further Review Required

#	Recommendation	A/S/F	Responsibility	Comments/Status
<b>BUSINESS PLAN</b>				
1B	Customer Service Business Plan	A	CGM/CCSO	A draft Business Plan has been developed; to be finalized when the CCSO is in place.
1E	Creation of a Culture of Customer Service	S	CCSO	This needs to be considered in conjunction with the Business Plan to be developed under Recommendation 1B.
8A	TTC Responsibilities	S	CCSO	CSAP DRAFT to be reviewed and finalized when CCSO is in place.
8B	Customers' Responsibilities	S	CCSO	CSAP DRAFT to be reviewed and finalized when CCSO is in place.
<b>GOVERNANCE</b>				
1A	Chief Customer Service Officer	A	CGM	A position description job duties and responsibilities has been developed, and recruitment has been completed.
1D	Organizational Review: Customer Service	S	CGM	Needs to be considered together with other organizational changes that may be appropriate.
1C	Customer Service Advisory Group	A	CGM	Staff will make recommendations to the Commission on the structure of this group, its roles and responsibilities.

#	Recommendation	A/S/F	Responsibility	Comments/Status
<b>OPERATIONS MANAGEMENT</b>				
<b>Subway</b>				
1K	Station Managers	A	GM - Ops	Station Managers are in place in six zones during the AM/mid-day period. The 22 Station Managers approved in the 2011 budget will be in place at strategic locations by the end of the year. The remaining phases are expected to be rolled out by 2013, subject to funding.
7C	Community Liaison	A	GM - Ops	This will be the responsibility of the Station Managers, Recommendation 1B and 1K .
5G	Greater Support for Collectors	A	GM-Ops	This will be the responsibility of the Station Managers, Recommendation 1K.
2K	Replace Collector Booth Microphones	A	GM-Ops	Testing is complete and a new product (Minelec) has been selected. Retrofit will begin in April 2011 and be complete by August 2011.
1L	Customer Service Response Teams	A	GM - Ops	This will be integral with the role of Station Managers; in the interim, response teams will be introduced by mid 2011; no additional budget is required.
2C	Platform Screens	A	GM-Ops/CGM	The over-ride function on platform video screens will be implemented by mid 2011. This will occur through the e-alert process currently managed by Corporate Communications.
2D	Screens at Station Entrances	A	ITS	Dundas West Station pilot implemented October 2010. Currently under design review and expect completion mid 2012.
2E	Screens at Collector Booths	A	ITS	As per Recommendation 2D.
2T	Improve Public Address System	A	GM-Ops	Enhancements have been accelerated in the Capital Budget to be completed in 4 years; originally spread over 8 years.
2W	Operator-Customer Communications Short-Turning and Train-Emptying	A	GM-Ops	During training, initial and recertification, we will reemphasize the need to announce immediate upon notification of short turn; with reinforcement through periodic notices and supervisor reminders; no additional budget required.
2X	Consolidate Communications with Major Announcements Coming from the Transit Control Centre	F	GM-Ops	Transit Control will continue to broadcast messages to Subway, but does not have the capability of broadcast communication directly to all customers on surface vehicles. We will, however, have the ability to broadcast communication to operators on surface vehicles (recommendation 2F).
2BB	Providing Real-Time Updates on the Website	A	CGM	This occurs today through the e-alert process currently managed by Corporate Communications.
<b>Surface</b>				

#	Recommendation	A/S/F	Responsibility	Comments/Status
5N	Additional Supervisors	A	GM-Ops	17 additional supervisors recommended as part of the 2011 budget proposal to improve on street presence/customer service delayed. Further increases identified as part of 5 year plan for Bus Transportation.
2F	Communication of Delays, Buses/Streetcars	A	GM-Ops	Pilot of paging system currently being conducted on 16 buses. If successful, installation to begin in 2011 with expected completion by end of 2012. Further, a process where significant delays are reported immediately by CIS Supervisors to Customer Service in order to provide current/up to date information to the public is being expanded to all bus divisions - anticipated to be complete by July 1, 2011.
2H	"Sorry, Bus Full" Sign	S	GM-Ops	Software has been updated to include "Sorry, Bus Full" message on destination signs. Message to be manually activated as necessary. Initiative continues to be tested by Arrow Rd. Division. Implementation anticipated to be complete by May 1, 2011.
5O	Adding Time to Routes	A	GM-Ops	Divisional teams have identified approximately 20 routes where assessments will be conducted in 2011 in order to identify opportunities for improvement, leading to improved headway adherence and increased service reliability. Route assessments have been conducted or are ongoing on the following routes: Kipling (45), Airport Rocket (192), East Mall (111), Danforth Rd. (113), Bellamy (9), Markham (102), Faywood (104), Bathurst (7), Finch Rocket (199), York Mills (95). Anticipate all 20 assessments to be complete and recommended changes implemented by 2011 year end.
1J	Create Customer Service Support Teams	A	GM - Ops	Each bus division has established a customer service team whose mandate is to interact with and provide information/support to all Operators and the public. Initiatives include information pamphlets, site visits, information days in stations and high traffic locations. Ongoing program at each division focused on various initiatives to improve customer service and information sharing. Customer information pamphlets "Why We Do What We Do" created addressing commonly asked questions. Operator survey conducted addressing top 10 Operator concerns/tools re: customer service.
<b><i>Employee Selection/Recognition</i></b>				
5H	Improved Selection Procedures	A	GM-Ops/Exec Dir - HR	Review to be completed by July 2011.
5I	Review Recognition Programs	A	Exec Dir - HR	Review to be completed by Dec 2011.

#	Recommendation	A/S/F	Responsibility	Comments/Status
5J	Visibility of Recognition Programs	A	Exec Dir - HR	To be considered in conjunction with Recommendation 5I.
5K	Clarify Selection Processes for Recognition	A	Exec Dir - HR	To be considered in conjunction with Recommendation 5I.
<b>Training</b>				
5A	Review of Customer Service Training Courses	A	GM-Ops	Curriculum Development Specialist approved in 2011 Operating Budget to review/update all customer service curriculum.
5B	Additional Customer Service Training Courses	A	GM-Ops	One day customer service follow-up module for Bus and Streetcar Operators to be increased to two days and extended to include Subway Operators starting in 2011. All Collectors to receive an 8 hour customer service refresher in 2011. Starting 2012 a two day customer service follow-up module will be introduced for newly qualified Collectors; 3 positions were approved in the 2011 Operating Budget to accomplish this. Program development on target.
5C	Level of Retention of Training	A	GM-Ops	Metrics to be developed; measurement through customer service surveys or secret shoppers.
5D	Increase Frequency of Refresher Training	A	GM-Ops	Streetcar, Subway and Collectors have a 3 year recertification training cycle; Bus has a 5 year cycle - 17 positions are required to bring Bus recertification training in line (ie. 3 year cycle); these positions were not approved in the 2011 budget.
5E	Service Recovery Training	A	GM-Ops	Part of Curriculum Development Specialist (see 5A) role.
5F	Create an Additional Customer Service Course	S	GM-Ops	Further review - no resources budgetted for 2011.
5L	Develop an Employee Handbook	S	GM-Ops	To be considered after review of the customer service curriculum (5A).
5M	Advise Operators on the Need for the Smooth Operation of all Vehicles	A	GM-Ops	While this is part of standard training, it will be reviewed as part of Recommendations 5A and 5L.

#	Recommendation	A/S/F	Responsibility	Comments/Status
<b>COMMUNICATIONS</b>				
<b>Intelligence Gathering</b>				
1N	Creation of a Student Advisory Committee	S	CGM/CCSO	This will be considered as part of Recommendation 1C.
3A	Frequent Public Town Hall Meetings	A	CGM	This will be a discussion point with the Commission. Staff will make recommendations regarding meeting frequency and format.
1H	Staying Up-to-Date on Customer Service	A	CCSO/CMO	This will be ongoing. Where appropriate, quick fixes will be implemented in 2011 or budgeted for 2012 if extensive.
1I	Peer Review	A	CCSO/CMO	A review of best practices will be initiated through APTA and Nova. Anticipate review completed by 2QTR11.
1G	Customer Service Survey	A	CMO	Satisfaction surveys are currently carried out, based on factors customers had previously identified as important to them. A review of the questionnaire is planned for April 2011 to ensure that the content of the Importance Rating survey is both relevant to customers and actionable by the TTC, with the survey to be done in May 2011. This customer input will assist in developing priorities moving forward. Making survey results public at Commission meetings and on the TTC website will be further reviewed as part of Recommendation 1B. Included in the 2011 Operating budget.
<b>Customer Service Communications</b>				
2G	Customer Service Contact Cards	A	CMO	A Contact Card has been developed and distributed to front line staff. The Card will be updated in 2QTR11 in conjunction with Operations. Included in the 2011 budget.
3B	Review the "Customer Service Communications" (CSC) System	A	CCSO/CMO	The Complaint web form has been simplified and made more user-friendly and a reference number has been added to each communication for easier tracking by the customer. Further review will be done in conjunction with the CCSO in 2QTR11.
3C	Review CSC Response System	A	CCSO/CMO	The response system has been reviewed to ensure that every CSC received is responded to. Further review will be done in conjunction with the CCSO in 2QTR11.
3D	Categorize all CSCs	A	CCSO/CMO	The system has been reviewed to ensure that more serious complaints are given higher priority within the CSC system. Further review will be done in conjunction with the CCSO in 2QTR11.
3E	Closing the CSC Loop	A	CCSO/CMO	Divisions/departments have been notified that all CSC's must be responded to for purposes of closure. Further review will be done in conjunction with the CCSO in 2QTR11.



#	Recommendation	A/S/F	Responsibility	Comments/Status
3F	Customer Service Centre: Hours of Operation	S	CCSO/CMO	A preliminary review of various staffing scenarios to extend hours of operation have been done. Further review will be done in conjunction with the CCSO in 2QTR11. Additional staff requirements are unbudgeted in the 2011 Operating budget. If appropriate, additional staff requirements to be included for consideration in the 2012 budget cycle.

#	Recommendation	A/S/F	Responsibility	Comments/Status
<b>IMAGE/BRAND IMPROVEMENT</b>				
1F	Image/Brand Improvement Plan	S	CMO/CCSO	This needs to be considered in conjunction with the Business Plan to be developed under Recommendation 1B. Unbudgeted in the 2011 Operating budget.
2AA	“Why We Do What We Do” Marketing Campaign	A	CMO	A pamphlet developed by Operators is in circulation today to determine passenger response. A system-wide campaign to be developed for launch 2QTR11. The campaign is included in the 2011 Operating budget.
2CC	Add an In-Depth FAQ Section to the Website	A	CMO	To be considered in conjunction with Recommendation 2AA. The current FAQ's on ttc.ca was expanded to include the Ops pamphlet mid Jan. 2011. THE FAQ Section will be further expanded on an ongoing basis throughout 2011.
2DD	Marketing Campaign: “Connect with Us”	A	CMO/CIO/CC	A system-wide campaign to promote technology based customer information sources such as Trip Planner, e-Alerts, Next Vehicle Arrival and e-Newsletter to be developed for launch in early 2QTR11. Included in the 2011 budget.
2EE	Improved Information for Tourists	A	CMO	A new brochure was developed in 2010 to supplement existing materials available for tourists and is in wide circulation. Marketing will continue to work with Tourism Toronto in 2011 to further improve information for tourists. Included in the 2011 budget.
8C	TTC Bylaw #1	S	GM-Ops/CCSO	As part of the Business Plan, the newly appointed CCSO will consider strategies/tactics for achieving a better/wider customer understanding of By-law #1. In the interim Special Constables have developed a fare enforcement plan that is currently being executed in the subway.
2P	Distribution of TTC Bulletins to Customers	A	CMO	An e-Newsletter is in development and will be implemented by April 2011.
2Y	Adoption of New Communications Technologies	A	CCSO/CIO/CMO	Business plan development will include collaboration and consultation with the Information Technology and Marketing and Customer Service Departments in Spring 2011. The Business Plan will highlight completed initiatives and future plans for new technology initiatives. If appropriate, additional requirements to be included for consideration in the 2012 budget cycle.
4A	Improve Internal Communications	S	DCC	A comprehensive internal communications strategy will be developed in the Spring of 2011 to ensure all TTC employees receive timely information, but also have mechanisms to feedback information to the Commission.
4B	Improve Internal Communication Channels	A	CGM/ITS/CCSO	Specific tactics and recommendations will be developed in conjunction with 4A.

#	Recommendation	A/S/F	Responsibility	Comments/Status
<b>Business Development</b>				
1M	Acknowledge Children	F	CMO	To be considered under the Business Plan. Unbudgeted in the 2011 Operating budget.
2Q	Family Functions and Events	S	CCSO/CMO	Currently promoted in ongoing See It Your Way campaigns, highlighting events, how to get there by transit and the Family Day Pass. To be further considered in the Business Plan under Recommendation 1B. Included in the 2011 Operating budget.
7A	Firmly Place TTC Spaces within Local Communities	F	GM-E&C/GM-Ops	To be considered in conjunction with Recommendation 1K Station Managers. The public is asked to provide input into the design of public spaces for new and renovated stations and facilities, as part of the public consultation process.
7B	Amenities	A	GM-Ops/GM-Exec	The "Subway Station Public Washroom Improvements" Capital program with a \$5.7 million EFC and scheduled completion of 2015 for all public washrooms in the subway has been budgetted below the line - the Eglinton "prototype" will be completed by the end of May 2011. Currently, subway station washrooms are cleaned twice daily; it is estimated an additional 37 cleaning attendants would be required to maintain public washrooms on a continual basis - this has not been budgetted.
7D	Promote Community Engagement and Collaboration and "Friends of the TTC"	A	CCSO/CMO	To be considered under the Business Plan under recommendation 1B. Unbudgeted in the 2011 Operating budget.

#	Recommendation	A/S/F	Responsibility	Comments/Status
<b>WAY FINDING</b>				
2A	Portable Information Kiosk or Area	A	GM-Ops / CMO	Potential kiosk locations have been identified and draft proposal is under review. Consideration will be given to Students currently budgetted in 2011 to be reallocated to establish "Information Kiosks" at selected critical stations during the summer period 2011. To be included in the business Plan to be developed and in conjunction with Station Managers and the Advertising contract.
2Z	Touch-Screen Information Kiosks in Stations	S	CCSO / GM - Exec	To be considered as part of the RFP for the advertising contract, commencing in 2012.
2B	Improved Direction Signs (Wayfinding)	S	CMO/Mgr - E&C	(a) Best practices information is being requested from selected transit agencies and the Federal Transit Administration. Anticipate complete review 05/2011. (b) Yonge-Bloor and Queen stations being audited and cost estimates to be prepared to update signage to current standards by 06/2011. Numbering of stations will be considered. (c) Signage issues raised by customers, and front line workers being reviewed, to be cataloged by mid 2011. Where appropriate they will be scheduled for implementation in 2011 if quick fixes or budgeted for 2012 if extensive.
2J	Standardized Signage	S	CMO/Mgr - E&C	Being considered in conjunction with Recommendation 2B.
2L	Explanatory Posters for New Customers	S	CMO	Communications for new TTC customers on "How to Use the TTC" will be developed and implemented 3QTR 2011. Included in the 2011 Operating budget.
2M	Review all Vicinity Maps	Completed	CMO	New maps were produced and installed in 2010 further to a review done by a cartographic company and input from all Councillors.
2S	Improve "Major Attraction" Signage	A	CMO/Mgr - E&C	The existing policy will be reviewed in conjunction with Recommendations 2B and 2J. Unbudgeted in the 2011 Operating budget. If appropriate, to be included for consideration in the 2012 budget.
2U	Pocket-Size Maps	F	CMO	The system maps is available on the website and in Ride Guides. Individual route maps are also currently available on line. To be reviewed in conjunction with 1K Station Manager. Unbudgeted in the 2011 Operating budget.
2I	Improve Signage Quality at Collectors' Booths	A	CMO/GM - Ops	To be reviewed with consideration given to Recommendation 2E Screens at Collector Booths. Unbudgeted in the 2011 Operating budget. If appropriate, to be included for consideration in the 2012 budget.
2N	Update Subway Maps	F	CMO	A review of individual subway maps for the individuals lines, in conjunction with customers and Operations will be completed by June 2011. Unbudgeted in the 2011 Operating budget. If appropriate, to be included for consideration in the 2012 budget.

#	Recommendation	A/S/F	Responsibility	Comments/Status
2R	Review Subway Door Signage	S	GM-Ops/CMO	New subway door-picto strip developed for the new TR vehicles in 2010. Review of system-wide subway door implementation will take place in consultation with Safety and Operations. Unbudgeted in the 2011 Operating budget.
2O	Develop New Streetcar Maps	F	CMO	A review of separate streetcars maps, in conjunction with customers and Operations will be completed by June 2011. Consideration will also be given to including this information in automated Stop Announcements. Unbudgeted in the 2011 Operating budget. If appropriate, to be included for consideration in the 2012 budget.
2V	Revised Signage for "Priority Seating"	S	GM-Ops/ CCSO/CMO	To be reviewed and implemented in conjunction with TTC By-law #1 and the AODA - Integrated Accessibility Regulation scheduled for release in 2011. Unbudgeted in the 2011 Operating budget.

#	Recommendation	A/S/F	Responsibility	Comments/Status
<b>TICKETING</b>				
6A	Convenient Fare System	A	CGM	Fare policy and fare media, including open standards/smart cards, is currently under development. A study of best practices for electronic fare media will be undertaken.
6B	Revised Day Pass	S	CGM	To be considered under Recommendation 6A.
6C	Simplified Transfer System	S	CGM	To be considered under Recommendation 6A.