

# TORONTO TRANSIT COMMISSION REPORT NO.

**MEETING DATE:** February 2, 2011

**SUBJECT:** PROGRESS REPORT 2 - TTC MANAGEMENT RESPONSE TO  
CUSTOMER SERVICE ADVISORY PANEL

## **ACTION ITEM**

---

### **RECOMMENDATION**

It is recommended that the Commission:

1. Receive the attached matrix updating the status of the recommendations contained in the Customer Service Advisory Panel report, dated August 23, 2010; and
2. Approve the creation of the Customer Service Advisory Group, to include Commissioners, outside Customer Service specialists, the Chief General Manager and appropriate staff; and
3. Endorse in principle the draft Customer Service Business Plan, as detailed in the staff presentation.

### **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 and the staff presentation. In total, 31 new positions have been proposed 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.

**DISCUSSION**

The Panel's 78 recommendations have been organized into broad categories and generally aligned with organizational responsibilities to ensure focus and accountability. Specifically, the Chief General Manager's office is responsible for issues with respect to the business plan, governance, and ticketing; the General Manager of Executive has responsibility for communication, image/brand and way finding issues, and the General Manager of Operations has responsibility for operations management issues.

Over the past four months, staff has worked diligently towards formulating plans for each recommendation. Where possible, plans are already being executed (e.g. Chief Customer Service Officer) and a few have been completed (e.g. customer service contact cards). One of the key panel recommendations is the creation of a Customer Service Advisory Group to ensure that the panel recommendations, as well as future initiatives, are considered and implemented. It is recommended that this Advisory Group of the Commission, consist of a number of Commissioners, outside customer service specialists, the Chief General Manager and appropriate staff. Staff have developed a customer service business plan which includes plans to improve service delivery to our customers. The staff presentation sets out that plan.

Requests have been made through the budget process to enable the completion of many of the recommendations beginning in 2011. In total, 31 positions have been requested in the 2011 budget, as specifically detailed in the attached matrix.

**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.

-----

February 2, 2011

Matrix – Management Response

# TTC Response to Customer Service Advisory Panel Report Recommendations

## January 24, 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 begun.
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. Full implementation will be rolled out in phases by 2013 (22 have been requested in the 2011 Operating Budget).
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 of an appropriate microphone is underway; 2 units have been installed (Dundas & Bloor/Yonge) with an additional 8 units planned by the end of March 2011; part of existing Capital Budget.
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 this March. 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.

#	Recommendation	A/S/F	Responsibility	Comments/Status
<b>OPERATIONS MANAGEMENT (Cont'd)</b>				
<b>Surface</b>				
5N	Additional Supervisors	A	GM-Ops	17 additional supervisors recommended as part of the 2011 budget proposal. 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. Queensway Division currently piloting 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. Program to be expanded in the near future.
2H	"Sorry, Bus Full" Sign	S	GM-Ops	Arrow Road Division identified as the location for the pilot location. Limitations identified with luminator signs currently in use. Solutions currently being investigated.
5O	Adding Time to Routes	A	GM-Ops	Divisional teams have identified approximately 20 routes where assessments will be conducted in 2011 with the assistance of Service Planning in order to identify opportunities for improvement.
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.
<b>Employee Selection/Recognition</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.
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.

#	Recommendation	A/S/F	Responsibility	Comments/Status
<b>OPERATIONS MANAGEMENT (Cont'd)</b>				
<b>Training</b>				
5A	Review of Customer Service Training Courses	A	GM-Ops	Curriculum Development Specialist included 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 have been requested in the 2011 Operating Budget to accomplish this.
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 have been added to the 2011 budget to bring Bus recertification training in line (ie. 3 year cycle).
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 reviewed 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 February 2011 to ensure outcomes are actionable, with the survey to be done in March 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.



#	Recommendation	A/S/F	Responsibility	Comments/Status
<b>COMMUNICATIONS (Cont'd)</b>				
<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	An initial review has been conducted. The Complaint web form will be simplified and made more user-friendly. 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.
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.
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 1QTR11. 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	An enhanced plan for enforcement of Bylaw #1 for Special Constables will be developed by mid 2011.
2P	Distribution of TTC Bulletins to Customers	A	CMO	An e-Newsletter is in development and will be implemented by the end of February 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>IMAGE/BRAND IMPROVEMENT (Cont'd)</b>				
<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 currently asked to provide input into the design of the public spaces of new and renovated stations and facilities.
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	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 APTA, UITP and NOVA. Anticipate complete review 05/2011. (b) Two stations will be audited and cost estimates will 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 will be reviewed, and 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	To be 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.

#	Recommendation	A/S/F	Responsibility	Comments/Status
<b>WAY FINDING (Cont'd)</b>				
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.
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.