

**Appendix A**  
**Integrated Client Service Strategy Update**  
**Phase II (2013/2014 Initiatives) as of March 14, 2014**

Phase II Initiative	Status	Update
<b>1. Leadership</b>		
1.a) Championing client service excellence (4DX)	Ongoing	Management continued to encourage client service excellence by championing various initiatives such as 4DX and client service excellence training.
1.b) Continue quarterly meetings of cross-departmental client service working group	Ongoing	The group, comprised of staff from forward facing client service areas with regional representation, continued to meet quarterly on client service issues.
<b>2. HR Staffing and Training</b>		
2.a) Revise 2014 Staff Performance and Development Forms to include a client service focus.	Completed	The 2014 staff Performance and Development Form has been revised to include a client service focus.
2.b) Client Service Excellence training	Ongoing	<p>The in-house three day <b>Insights into Client Service Excellence Training Program</b> (a partnership between Insights Discovery and the Commission) continued with a total of 4 sessions held in 2013. At year end, 257 staff were trained in service excellence. Four more sessions are planned for 2014.</p> <p>A one day Insights Discovery Leadership session took place for 20 Managers in November 2013. An additional Leadership session is planned for 2014.</p>
<b>3. Information Technology/Web Services</b>		
3.a) Analyze results of Client Segmentation Study and develop recommendations on e-services, if required.	Completed	The Client Service Working Group has reviewed the Client Segmentation Study and has developed recommendations concerning e-services.
3.b) Review results of Website Accessibility Review by the Independent Living Resource Centre (ILRC) and determine recommendations.	Ongoing	The Commission continues to work on website accessibility with the ILRC. Recent work includes developing a website map and a direct link to worker services information for clients who are using sight readers.
<b>4. Continuous Planning for Improvement</b>		
4.a) Continue 4DX and consider expansion (track	Ongoing	4DX continued into 2014 (year 2) for existing forward facing client service teams. Expansion of 4DX to other areas within the Commission was

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two).		approved for 2014 and managers of the new 4DX teams were certified in 4DX in January. All new teams were launched in 4DX by February 21.
4.b) Analyze results of Client Segmentation Studies and develop recommendations for improved service delivery.	Completed	The Client Service Working Group has reviewed the Client Segmentation Study and has developed recommendations for improved service delivery.
4.c) Review services to persons facing barriers: hard of hearing; deaf; blind and physical disabilities and develop recommendations for service without barriers.	Ongoing	Accessibility reviews of public areas and our website are progressing. Information from CNIB "Clearing our Path" to help make the environment accessible and safe for people that are blind or partially sighted is under review. Exploration of sign language interpretation services for clients who are deaf and hard of hearing is underway.
4.d) Further community partnerships for clients with special needs.	Ongoing	Ongoing communication continued with community partners, such as the Independent Living Resource Centre and CNIB. Additional community partnerships identified for 2014.
4.e) Implement new translation services program.	Ongoing	Language Line's Interpreter's Code of Ethics has been reviewed and meets the Commission's confidentiality standards. User instructions have been developed and tested. Staff requiring this service for their clients have been involved in testing. Implementation ongoing.
4.f) Develop and begin implementation of recommendations to improve internal service (2014).	Ongoing	Several WIGs in the 2014 phase of 4DX involves support departments and improving internal service; for example, improving the turnaround time on ITS service desk requests.
<b>5. Complaints Resolution Systems</b>		
5.a) Document and implement complaints escalation and resolution system for complaints on the client service line.	Completed	Complaints escalation and resolution information was documented and posted on both the internet and intranet. Visuals "Who Cares? We Do!" were posted in public areas in all three offices. The Office of the Citizens' Representative and Worker/Employer Advisers were notified of this information, as their offices are referenced as additional resources for clients.
5.b) Determine if a different Service Standard is required for turnaround time on responding to complaints.	Not started	Targeted for 2014.

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<b>6. Communication</b>		
6.a) Review ways to increase client accessibility, e.g. review/minimize use of voice mail.	Ongoing	Several 4DX teams continue to focus on increasing client accessibility.
<b>7. Service Standards and Consistency</b>		
7.a) Review and update client service standards with a view to publicizing standards.	Ongoing	Client Service Standards were reviewed with the Client Service Working Group. Suggested changes are being assessed.
7.b) Implement standard for walk-in service (clients served in order and told expected wait time) (2014).	Not started	Targeted for 2014.
<b>8. Physical Facilities and Security</b>		
8.a) Implement two-card security identification for staff.	Completed	The two-card security access identification system was implemented in December 2013.
8.b) Replace glass on front desk in lobby to improve ergonomics for clients and staff.	Completed	The glass on the front desk was replaced in September 2013.
8.c) Review accessibility reviews of public areas (conducted by CNIB, ILRC, Association for Hard of Hearing) and develop recommendations.	Ongoing	Changes to improve accessibility were completed, based on suggestions provided during accessibility reviews. Formal written report from Independent Living Resource Centre (ILRC) is pending, awaiting review of Grand Falls-Windsor Office (planned for Q2 2014).