

Appendix A
Integrated Client Service Strategy Update
Phase II (2013/2014 Initiatives) as of May 23, 2014

Phase II Initiative	Status	Update
1. Leadership		
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. Management are also exploring how the 4DX model can help leaders enhance employee engagement which in turn will help achieve client service excellence.
1.b) Continue quarterly meetings of cross-departmental client service working group	Ongoing	This dedicated group, comprised of staff from forward facing client service areas with regional representation, has met multiple times in 2014 in their efforts to improve client service.
2. HR Staffing and Training		
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	Employees continued to participate in the in-house, three day Insights into Client Service Excellence Training program, a partnership between Insights Discovery and the Commission. Sessions were held in March and April bringing the total of employees trained in service excellence to 302. More sessions are planned for the Fall.
3. Information Technology/Web Services		
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	A recent ILRC Accessibility Report indicates that the Commission has made positive changes to improve our website's accessibility. The Commission continues to work with the ILRC to further enhance website accessibility.
4. Continuous Planning for Improvement		
4.a) Continue the Four Disciplines of Execution (4DX)	Ongoing	4DX has been expanded to all departments. Our FranklinCovey Consultant conducted a launch review on April 9 th of the eleven teams who launched in 2014 and was

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and consider expansion (track two).		pleased with their progress. The focus continues to be on improving client service. A new goal has been added to explore how the 4DX model can be used to enhance employee engagement. The 4DX champions and coaches meet weekly to review progress and address any issues. A Champions Summit is scheduled for early June which will provide teams an opportunity to meet with the champions and discuss their 4DX successes and challenges.
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" has been circulated to our front lobby and facilities management areas for consideration in future building changes to help make the environment accessible and safe for people that are blind or partially sighted. The Hard of Hearing Association provided the Commission with their recommendations on improving accessibility for clients with hearing disabilities. A follow up meeting is planned for June to further discuss their recommendations.
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 the Hard of Hearing Association.
4.e) Implement new translation services program.	Ongoing	Language Line's Interpretation service continues to be tested by staff requiring this service for their clients. LanguageLine will be fully implemented once information is received confirming all LanguageLine interpreters sign their Code of Ethics.
4.f) Develop and begin implementation of recommendations to improve internal service.	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.
5. Complaints Resolution Systems		
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.

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5.b) Determine if a different Service Standard is required for turnaround time on responding to complaints.	Not started	Targeted for 2014.
6. Communication		
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.
7. Service Standards and Consistency		
7.a) Review and update client service standards with a view to publicizing standards.	Ongoing	Will be made public Q2/Q3 2014.
7.b) Implement standard for walk-in service (clients served in order and told expected wait time).	Completed	Clients are served in order of arrival at the front desk and are advised of expected wait time if there will be any delays.
8. Physical Facilities and Security		
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	The Independent Living Resource Centre's (ILRC) final Accessibility Review Report for all three office locations was reviewed. The Commission is compliant with accessibility requirements in all three offices. Hard of Hearing Association's recommendations are under review. See comments under 4.c above.