



Total Transformation:

City of Casey's journey to achieve
a true customer centric experience

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Why is change so important to us?



A 'customer centric' approach – what does that really mean?



Aligning our mindsets to our customer principles

Value my time

Protect my identity

Guide and reassure me

Keep me informed

Make it accessible

Make it easy

Clear messages from our VoC program

Positive Experiences

- Easy and met expectations
- Low effort
- Interest in resolving issues
- Good customer service

High online preference 60%

Negative Experiences

- Waiting times
- Follow up communications
- Unresolved enquiry
- False promises and misinformation
- Processes

Commonly complex requests (e.g., investigations)

Why do we need change? A new way forward.



The way we deliver customer service was no longer fit for purpose and will not meet the needs of a growing community.

- **Inconsistent Experiences:** Our customer service is decentralised and provides an inconsistent customer experience because of different channels, systems and processes.
- **Scaling:** We need to enhance our self-service and digital offering to make it easier for customers and, help us scale customer service now and into the future.
- **Duplication:** By transferring customer enquiries we duplicate the effort and activity that is needed to service our customers.

The change we are working towards

Our new Customer Service Delivery Model

TIER 0

SELF SERVICE

TIER 1

SEGMENT 1

Waste, Infrastructure,
Green Space

SEGMENT 2

Rates, Animals, Parking
& Infringements

SEGMENT 3

Facilities, Child/Youth/Family/Aged
Services, Health & Community
Safety

SEGMENT 4

Building & Planning

TIER 2

CASE MANAGEMENT

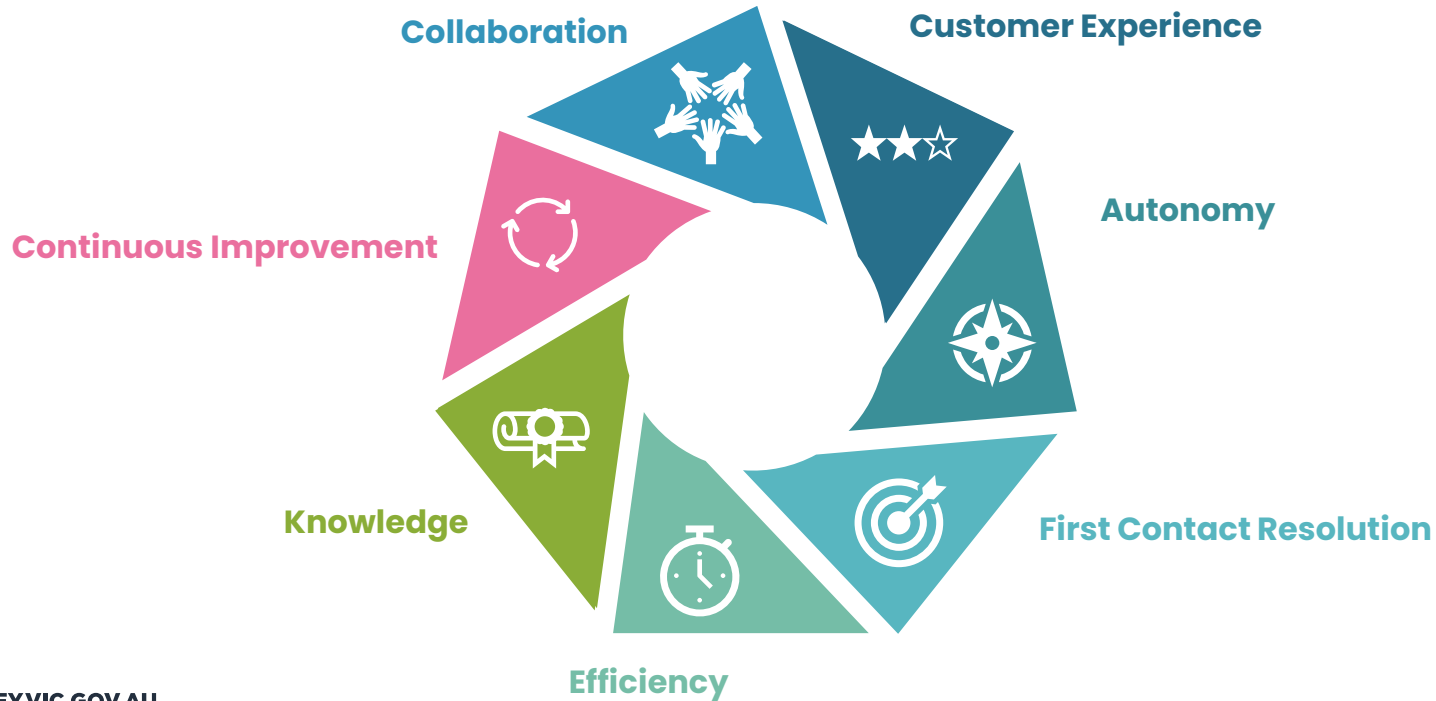
Complaints (L2), Mail, Councillor Interactions, Complex interactions

TIER 3

SERVICE AREAS

Complex/Technical Enquiries & Contractor/Service Provider/Business Account Management

Benefits of the CSDM



How are we going to get there?

Our change management approach

Start thinking 'audience-in' not 'project-out'.

Stakeholder-centric change management is about flipping the change effort from being project-out change to audience-in change, and in doing so joining the dots for our audience.

There are four key phases to set up and drive a stakeholder-centric approach to change:



For people to buy-in to change, they need to understand the goal

Our Customer Service Delivery Model (CSDM) transformation goals



RESOLVE QUERIES
FASTER



LOWER COST TO
SERVE



DATA-DRIVEN
DECISIONS



EASY & ACCESSIBLE
SERVICE



CONSISTENT
EXPERIENCES

Stakeholder personas as a guide



WHAT DO WE KNOW ABOUT THEM?

Which departments/teams do they work in, and what is their day-to-day

Will we be asking them to lead the change, or will it be operational for them?



WHAT'S IMPORTANT TO THEM?

What do they care about most, and what are they worried about?



HOW MUCH WILL THE CHANGE IMPACT THEM?

To what extent will their day-to-day work transform once this change takes place?



HOW DOES THIS CHANGE APPLY TO THEM?

How might we translate the overarching case for change and future state vision to meaningful messages they care about?



HOW DO THEY LIKE TO BE ENGAGED?

How might they prefer to be engaged, and via what channels?



WHERE MIGHT WE FOCUS OUR CHANGE EFFORTS?

What are the principles we will apply to engage them effectively?

Customer Service Officers: Change blueprint example



I understand the importance of this change to my team and know that I'll play a key role in the success of these changes.

Engagement preferences



EMAIL



MOBILE & DIGITAL



DESKTOP & WEB



WORKPLACE MATERIAL



PRINTED STUFF



FACE TO FACE



CHANGE NETWORK



GROUPS & TOWN HALLS



CLASSROOM LEARNING/ EVENT

ENGAGEMENT PRINCIPLES

- Detail...

ROLES / ORGANISATION

- Customer Service Officers.

Key messages and what's in it for me?

Overview

Customer Services Officers are the primary point of contact for Casey customers and represent the 'voice' of Casey. CSOs are tasked with fielding customer enquiries and resolving them in an effective and timely manner.

Case for change

- Detail...

Future state vision

- Detail...

Change overview

Overall degree of change



People / Behavioural



Process & data flow



Technology



High level change impacts

People / Behavioural

- Detail...

Process & data flow

- Detail...

Technology

- Detail...

Persona profile overview

Stakeholder persona group name

Description of what's important

Guidelines for engagement

Preferred engagement channels

Overview of stakeholder persona

A visual summary of overall change impacts
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SENIOR LEADERS

Desired sentiment

I know how important setting the scene for this change is, understand I need to set the strategic direction, and advocate the change effort.

Engagement preferences

- EMAIL
- MOBILE & DIGITAL
- DESKTOP & WEB
- WORKSPACE MATERIAL
- PRINTED STUFF
- FACE TO FACE
- CHANGE NETWORK
- GROUPS & TOWN HALLS
- CLASSROOM LEARNING EVENT

WHAT MATTERS MOST TO ME?

- Ensuring the organisation delivers on strategic intent and that groups achieve their required outcomes.
- Ensuring my group/function is set-up for success and able to deliver its strategic goals and required outcomes.
- Having the opportunity to provide information and input into decisions that affect my group/function – and co-design the solution.
- Creating an environment that supports my people to raise concerns (i.e. how a change will impact their goals or work-load).

ENGAGEMENT PRINCIPLES

- Be clear on how the change links to Casey's purpose and helps the to deliver for the community.
- Ensure the information you have about my group/function is accurate and be clear about what impact the changes will have on my people.
- Be respectful of my broader work context, challenges, and overall capacity, beyond these changes.
- Avoid jumping straight into the detail, without explaining the context and required outcome first.

ROLES / ORGANISATION

- Director- Customer and Corporate Services (Jen Bednar)
- Manager- Customer and Digital (Donna Russ)
- Head of Customer Operations (Deb Divers)
- Other Service Area managers.

Key messages and what's in it for me?

Overview

Senior leaders include roles that play a vital role in defining, shaping, and leading the change.

They are responsible for delivering their group's/function's required outcomes and are both impacted by changes and required to play an active role in leading the change.

Case for change

- Our current operating model is no longer fit for purpose and will not meet the increasing demands of our customers.
- We must address inconsistencies in the customer experience across services and channels.
- We must improve our overall effectiveness and efficiency in managing/resolving customer enquiries
- We need to take this opportunity to better enable our people to do their work, prioritise what we do and focus on what's most important.

Future state vision

- A simple, fast, easy, and consistent experience for our customers.
- Improved data quality and accessibility
- Improved inquiry and resolution time, enabled by customer digital self service capability, and more efficient/effective case management.
- Lower cost to serve.
- Improved self service functionality and automation will reduce manual effort and strengthen capability currently under utilised by our people.

| Change overview | High level change impacts |
|---|--|
| <p>Overall degree of change</p> <div style="display: flex; justify-content: space-between;"> <div style="width: 10px; height: 10px; background-color: #ccc;"></div> <div style="width: 10px; height: 10px; background-color: #ccc;"></div> <div style="width: 10px; height: 10px; background-color: #ccc;"></div> <div style="width: 10px; height: 10px; background-color: #ccc;"></div> <div style="width: 10px; height: 10px; background-color: #ccc;"></div> </div> | <p>People / Behavioural</p> <ul style="list-style-type: none"> • Sponsor new KPIs linked to Customer Service measures • Plan and manage potential Manage service impacts and the organisations transitions to the future state • Implementing these changes may cause temporary operational disruptions as SLT members and their teams adjust to new responsibilities. |
| <p>People / Behavioural</p> <div style="display: flex; justify-content: space-between;"> <div style="width: 10px; height: 10px; background-color: #ccc;"></div> <div style="width: 10px; height: 10px; background-color: #ccc;"></div> <div style="width: 10px; height: 10px; background-color: #ccc;"></div> <div style="width: 10px; height: 10px; background-color: #ccc;"></div> <div style="width: 10px; height: 10px; background-color: #ccc;"></div> </div> | |
| <p>Process & data flow</p> <div style="display: flex; justify-content: space-between;"> <div style="width: 10px; height: 10px; background-color: #ccc;"></div> <div style="width: 10px; height: 10px; background-color: #ccc;"></div> <div style="width: 10px; height: 10px; background-color: #ccc;"></div> <div style="width: 10px; height: 10px; background-color: #ccc;"></div> <div style="width: 10px; height: 10px; background-color: #ccc;"></div> </div> | |
| <p>Technology</p> <div style="display: flex; justify-content: space-between;"> <div style="width: 10px; height: 10px; background-color: #ccc;"></div> <div style="width: 10px; height: 10px; background-color: #ccc;"></div> <div style="width: 10px; height: 10px; background-color: #ccc;"></div> <div style="width: 10px; height: 10px; background-color: #ccc;"></div> <div style="width: 10px; height: 10px; background-color: #ccc;"></div> </div> | |
| | <p>Process & data flow</p> <ul style="list-style-type: none"> • Awareness and understanding of the key process changes to support the new centralised & tiered service model, and how to support their team to drive adoption of the required changes. • Clarity on how to access and review SLA and reporting metrics. |
| | <p>Technology</p> <ul style="list-style-type: none"> • Awareness and understanding of what the key technology changes are, and how to support their team to drive adoption of the required changes. |

13 Draft for discussion

A high level view of change impacts

What we have learned in the CSDM process so far

01

Detail where it matters

CSOs naturally want the detail; know when and how to bring in key players; resist the need to rush ahead when elements are not ready – but know when to click Go



02

Strong, united leadership

Get everyone involved and contributing to the future state from the start; create governance structures that demand buy in; celebrate the team



03

Everyone's equal

Provide opportunities for voices to be heard; summarise what you hear; 'link and label' actions to words; success is in the network of trust



What we have learned about a customer centric change management approach?

01

Join the dots for your stakeholders

02

Think audience, not project

03

Identify the behavioural change

04

Team work is the greatest satisfaction

Final takeaways on customer centric change



Bold ambition

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Operational appreciation



Go with the energy



Bring your partners along



The customer is why



Thank you

*Jennifer Bednar – Director Customer & Corporate Services
City of Casey, Victoria*