

	ADMINISTRATIVE POLICY	Policy No: AP-1077-23
		Approved By: City Manager
		Effective Date: February 1, 2025 Last Reviewed Date: January 7, 2025
		Division: Corporate Services – Business Advisory Services

CUSTOMER EXPERIENCE

POLICY STATEMENT

The City of Spruce Grove and the Employees who work here take pride in the uniqueness of the responsibilities of a Public Service entity, for the well-being of both individual citizens and the greater community. All City Employees are committed to providing a high level of service to citizens, visitors, community partners, and to one another.

1. PURPOSE

- 1.1 The purpose of this policy is to:
- (a) demonstrate the vision of a Customer-Centric Approach to Customer Service.
 - (b) demonstrate support for all Employees to take a service leadership role and provide a high level of Customer Service to citizens, visitors, community partners, and to one another.

2. DEFINITIONS

- 2.1 “City” means the municipal corporation of the City of Spruce Grove in the Province of Alberta.
- 2.2 “City Manager” means the administrative head of the City of Spruce Grove.
- 2.3 “Customer” means any business, citizen, visitor, community partner, that seeks services from the City. This also includes departments and/or Employees receiving Internal Service Delivery within the City.
- 2.4 “Customer-Centric Approach” means putting the act of listening to the Customer at the centre of everything Employees do. Balancing the needs, expectations, and opinions of Customers and the Greater Public Good are crucial to ensuring that services are designed, delivered, and improved in ways that create satisfying experiences.

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- 2.5 “Customer Experience” means the impression Customers have when interacting with Employees throughout their entire service journey; how they feel about the experience.
- 2.6 “Customer Service” means the work that Employees do in serving the community.
- 2.7 “Customer Service Standards” means established standards for the provision of Customer Service at the City.
- 2.8 “Employee” means persons who are employed to do work under the control of the City and receive or are entitled to wages. For the purposes of this policy, Employee also includes Volunteers and individuals working with the City as part of a practicum or internship.
- 2.9 “Greater Public Good” means balancing the needs and interests of individual Customers with potential competing needs and interests of the greater community; considering fairness, transparency, and accountability for tax dollars.
- 2.10 “Internal Service Delivery” means services delivered by Employees to other Employees, as they are the primary users of the service. These services can have a direct benefit to the effectiveness of services provided to citizens, visitors, and community partners.
- 2.11 “Leadership Competency Model” means an established set of behavioural competencies that describe behaviors that contribute to successful performance across a range of roles at the City.
- 2.12 “Public Service” means working for a noble purpose and being dedicated to your daily work of serving citizens and giving back to the community.
- 2.13 “Response Time” means the time it takes for a Customer to receive a reply as set out in this policy.
- 2.14 “Supervisor” means any supervisory position who directs and oversees the work of other Employees.
- 2.15 “Volunteer” means anyone who offers their time, energy, and skills to the City without expectation of financial compensation. A Volunteer can include an

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individual or a community or non-profit group providing Volunteers to or in partnership with City programs.

3. RESPONSIBILITIES

- 3.1 Every Employee is entrusted with integrating a Customer-Centric Approach into their work; focusing on Public Service and balancing the needs of the Customer with the Greater Public Good.
- 3.2 Every Employee has the opportunity and responsibility to be a leader in service delivery, ensuring that Customers have a positive experience when interacting with the City. Examples of actions that demonstrate this include:
 - (a) listening to Customers and providing service in a manner that values their individual needs, experiences, culture and diversity;
 - (b) clarifying Customer expectations; ask questions to understand;
 - (c) ensuring words used, voice, tone, body language and facial expressions are aligned;
 - (d) demonstrating empathy and diplomacy;
 - (e) treating all Customers fairly and equitably;
 - (f) working collaboratively and innovatively to solve problems when they arise;
 - (g) being accountable for individual actions and decisions;
 - (h) taking ownership for achieving conclusion to an issue;
 - (i) finding alternatives for the Customer when the City cannot provide the service requested or when appropriate; and
 - (j) remembering that Customers are contacting the City for assistance and all Employees are service providers.

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3.3 Supervisors must:

- (a) support their staff in the provision of Customer Service in accordance with this policy and related procedures;
- (b) champion Customer Experience and recognize staff for their work in providing a positive experience, and share all Compliments received; and
- (c) ensure an innovative and Customer-Centric Approach is integrated into policy development, recruitment, and regulatory processes.

3.4 Human Resources must:

- (a) reflect Customer Experience expectations in the City’s Leadership Competency Model;
- (b) work with departments to ensure Customer Service skills and the Customer-Centric Approach are at the forefront in making hiring decisions for all positions in the City; and
- (c) integrate Customer Experience into corporate City-wide on-boarding, training and development programming.

3.5 Business Advisory Services must:

- (a) lead the Organization-wide Customer Experience team and champion Customer Service in the organization;
- (b) provide Customer Service training and support for innovation that is consistent with the City’s values and supports the expectations set in this policy; and
- (c) maintain and communicate this policy.

3.6 Corporate Communications must work with departments to ensure the Customer-Centric Approach is integrated into City communication initiatives.

3.7 The City Manager must provide administrative oversight and ensure implementation of this policy.

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4. CUSTOMER SERVICE COMMITMENT

4.1 The City reflects its commitment to Public Service through the following Customer commitment statement:

(a) We are an organization that cares, an organization that is committed to our city and committed to you. As City of Spruce Grove Employees, we are committed to Public Service, where everyone feels empowered to contribute their best work. We believe that by working together in a spirit of collaboration and respect, we can achieve great things.

4.2 In providing a positive Customer Experience through the provision of Customer Service, the City commits to reflect the values we live by, including:

(a) **Accountability:** We take responsibility for Customer issues; we conduct ourselves as professionals and follow through to ensure resolution and a positive experience for our internal and external Customers;

(b) **Communication:** We listen to understand our Customer's needs. We share information and use different methods of communication to ensure all Customers can engage with our message;

(c) **Integrity:** We are honest and ethical in our work and interactions. We work hard to do the right thing for our Customers;

(d) **Leadership:** All Employees can be role models of positive Customer Service. We support each other and encourage collaborative problem solving when needed for our Customers;

(e) **Respect:** We honour diversity, the spirit of cooperation, and show care for those we serve; and

(f) **Work/Play/Balance:** We create an environment that allows for inspiration, creativity, and wellness for all. We promote a positive atmosphere which can be felt by our Customers.

4.3 Employees make pro-active decisions when providing Customer Service, using their technical and professional knowledge to make timely and effective decisions. This approach ensures that the Customer Experience is responsive to unique needs while addressing core services, policies and safety standards.

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5. CUSTOMER SERVICE STANDARDS

5.1 The Customer Service Standards reflect the City’s promise to its Customers and the greater community.

(a) The City commits to the following Response Times:

CHANNEL OF COMMUNICATION	RESPONSE TIME
Voice mail	One (1) business day
E-mail	Two (2) business days
Letter	Five (5) business days
Our City responses	Five (5) business days
Online Portal	Two (2) business days

5.2 During periods of high volume and increased departmental demands, Customers may experience a longer Response Times.

6. RECISSION OF PROCEDURES

- 6.1 Procedure 6,004, Voice Mail Greetings Updates, is hereby rescinded.
- 6.2 Procedure 6,011, Information on Hold, is hereby rescinded.
- 6.3 Procedure 6,105, Customer Service Standards, is hereby rescinded.

RELATED DOCUMENTS

- Employee Code of Conduct Policy
- Respectful Workplace Policy
- Respectful Interactions with the Public and Outside Parties Policy
- Harassing and Violent Interactions Policy
- Volunteer Management Policy
- Customer Experience Employee Handbook

APPROVAL	
City Manager: _____	Date _____