Queensland Government Channel management strategy 2014–18

Final

March 2016

Queensland Government Channel management strategy 2014-18

March 2016

Contents

[Introduction - the future of service delivery 3](#_Toc446417091)

[Purpose 3](#_Toc446417092)

[How customers want to interact with government 4](#_Toc446417093)

[Aim 6](#_Toc446417094)

[Outcomes 6](#_Toc446417095)

[Channel management principles 7](#_Toc446417096)

[Moving from department centric to customer centric channels 7](#_Toc446417097)

[Roles and responsibilities 9](#_Toc446417098)

[Review schedule 10](#_Toc446417099)

[Current position 10](#_Toc446417100)

[Strategic One-Stop Shop channel landscape 11](#_Toc446417101)

[Attachment 1 - Channel choice guidelines 13](#_Toc446417102)

[Attachment 2 - Channel improvement principles 14](#_Toc446417103)

[Attachment 3 – Guidelines to improve the current customer channel experience 17](#_Toc446417104)

[Attachment 4 - Performance management 23](#_Toc446417105)

# Introduction - the future of service delivery

The *One-Stop Shop Plan 2013-18* and this channel management strategy acknowledge the key challenges for Queensland Government service delivery are the pace of technological change, changing customer expectations and emerging opportunities to deliver services more efficiently. The biggest trend in the Australian telecommunications landscape in the last two years has been the take-up of smart phones and devices. According to the Australian Communications and Media Authority (ACMA) Communications Report 2012-13, mobile internet use jumped 33 per cent in the year ending June 2013 with 7.5 million Australians using mobile devices to access the web. At May 2014, 76 per cent of Australian adults used a mobile phone to access the internet and the number accessing the internet via a tablet grew by 25 per cent in the six months to June 2014[[1]](#footnote-1). Online access and transactions, data downloads using smart devices, use of cloud-based services and social media use have all increased dramatically.

There are also emerging opportunities for co-design of services and innovative service delivery options through publishing government data, and providing secure access via application programming interfaces (APIs) to allow customers to transact with government through third parties. This enables the community to use government data to develop innovative uses and service delivery options. For example, an industry body website may use an API to allow members to easily complete some transactions with government through their own website or mobile application, with no need for the customer to contact government directly. This transforms service delivery towards a ‘no-stop shop’[[2]](#footnote-2).

Other opportunities to improve service delivery and respond to customer expectations include omni-channel, or seamless, cross channel service delivery to provide a unified experience across channels and devices, and collecting and analysing big data sets to gather and respond to customer insights. Customers will also expect channel convergence as digital channels overlap with traditional phone and face-to-face channels, with interactions started in one channel and completed in others. This convergence also offers opportunities for the Queensland Government to facilitate the transition to mobile and digital channels by integrating digital channels with the more expensive traditional channels.

Service delivery in all sectors will continue to be impacted by digital technology and changing customer expectations. This channel management strategy starts to pave the way for the Queensland Government to manage channels using these trends to ensure service delivery is modern, responsive and efficient. The first step for Queensland Government departments is to deliver simple services on mobile and digital channels, and to simplify complex services by using multiple channels effectively. A multichannel approach is still currently needed to effectively support all customers, resolve complex enquiries and to help transition customers to digital channels. Digital integration across channels will be key to facilitating this transition.

# Purpose

The *One-Stop Shop Plan 2013-18* aims to make services simpler, easier and faster for customers. To achieve this, the Queensland Government needs to:

* ensure services are designed from a customer perspective enabled by digital technology, redesigning where necessary
* establish key customer centric capabilities that reduce duplication across all services, such as a single customer account
* improve the efficiency and effectiveness of delivery through adopting a digital and mobile first approach
* improve or replace the current delivery channels with efficient customer centric channels that meet customer needs and provide the best value.

This whole-of-government channel management strategy focuses on the delivery of efficient and effective customer centric channels that provide customers with simple, easy and fast access to Queensland Government services. Key considerations are shown in the following diagram:

Customer insight

Co-design of channel experience

Customer first support culture

Feedback and satisfaction

Data and analytics

Outcomes driven

Mobile first/digital by default

Personalised

Channel agnostic platform

Delivery partners

Omni channel

Value

Security and Privacy

Re-usable functions

Incremental improvement

# How customers want to interact with government

At a whole-of-government level, our customers are the full spectrum of people who live in, work in or visit all areas of Queensland. In-depth customer interviews, insights and research have shown that customer expectations are changing, but that Queensland Government channels and service delivery are not meeting customer norms. For example, customers now expect to be able to complete simple enquiries or transactions online. Customers do not differentiate between government departments (or even tiers of government), and the current experience is often very different across different services, departments or channels. Generally, customers do not want to be passed from one service provider to another, repeating key information and filling in multiple forms.

These customer expectations have shaped the One-Stop Shop (OSS) Customer Experience (CX) strategy which identifies four customer experience principles:

|  |  |  |  |
| --- | --- | --- | --- |
| Be clearer | Be helpful | Make it easier | Do what you say |
| Customers indicated they wanted greater clarity in terms of information, communication, choices available and access to the right path. | Nice is good, helpful is better. Customers may feel they are not effectively supported to complete their transactions and need more effective ways to resolve their problems, or respond to their requests. | Customers are ‘multichannel by necessity’ and may have to go through seemingly unnecessary steps to get what they need, due to ‘inside-out’ service design. | Customers want service providers to commit and deliver against these commitments. |

At a service level, customers can be more specifically defined and their needs understood. This understanding is critical to defining the channel management strategy for each service. Each service should prioritise and optimise the channel experience focussing on the channels most relevant to the target customers for that service. This does not mean that traditional channels have to remain dominant, but changes should be supported with promotion and education. For further information, see Channel Choice Guidelines at Attachment 1.

# Aim

This whole-of-government channel management strategy is a principles-based strategic document intended to provide guidance to ensure the Queensland Government meets customer expectations efficiently. It aims to:

* prioritise digital and mobile channels for general information (Tier 1) and simple transaction (Tier 2) services
* cut duplication and increase innovation by assisting agencies to deliver flexible, open digital services without major investment in back end systems
* drive new concepts like ’no-stop shop’ where customers can access government services without contacting the Queensland Government
* deliver a seamless, cross channel (omni-channel) capability for more complex (Tier 3 and 4) transactions
* collect and share customer insights more systematically within and across Queensland Government agencies
* enhance individual channels to meet customer expectations
* enable government to respond flexibly to new service delivery and innovative opportunities.

# Outcomes

Channels will be provided as mobile and digital first, and offer a seamless cross channel experience for more complex enquiries. Customers will be supported to transition to digital channels.

For customers this means…

* Customers can easily access information and complete simple transactions online if they choose to.
* Simplified access points are provided where all services are available.
* The need for customers to change channels to complete a service will be minimised.
* The need for customers to visit a counter will be reduced through improved online service options.
* Increased interoperability will ensure consistent information and minimise customers repeating their story.

For the Queensland Government this means…

* Cost effective service delivery that delivers value for the community.
* Reduced cost of infrastructure through shared whole-of-government tools and capabilities.
* Reduced call volumes through improved first contact resolution and reduced repeat calls.
* Piloting local service outlet delivery models where customers can access all government services, whether in person or by using self-service facilities.
* Ability to generate and disseminate customer insights to improve customer experience.

Success looks like…

* The majority of customers prefer to use self-service digital and mobile channels.
* All channels meet industry norms and provide a consistent, accurate and quality experience.
* Staff are supported to resolve customer issues and are recognised for providing enhanced customer service.
* Customers know which channels are available for each service, and which best suits their needs.
* Customer satisfaction with channel options is higher as channels clearer, more helpful, easier and delivered with greater integrity.
* Reduced cost per transaction and a minimised number of touch points.
* Customer insights and performance data are collected and used to improve service delivery.
* Investment is made in improving channels that are important to customers state-wide.

# Channel management principles

To deliver the channel management strategy requires active planning and change in the way services are currently delivered. Specific changes required include:

* improving customer experience – ensuring all services are accurately listed, easy to find, easy to use and delivered with consistent quality
* setting clear migration targets - backed by a plan that drives availability, take-up and retention of customers online
* simplifying distribution points – reducing the duplication and fragmentation to provide a simplified and integrated approach
* reducing cost to serve – achieving more for the taxpayer’s dollar by improving service delivery efficiencies and effectiveness.

It also requires a more active and planned approach to channel management, including consideration of:

* the purpose of the channel – including fit in an omni-channel environment
* the suitability of the channel for the services to be delivered (refer Attachment 1)
* the customer experience and expectations
* channel performance, costs and analytics
* matching services with optimum channels
* relationship with the online franchise model
* continuous improvement informed by customer feedback and customer behavioural insights and research
* managing channels delivered by third party suppliers and partners through service level agreements
* international trends in channel development
* minimisation of barriers such as legacy systems and legislative restrictions
* applying appropriate levels of security, privacy and data sharing
* effective technology and channel lifecycle management.

# Moving from department centric to customer centric channels

To meet changing customer expectations, the Queensland Government has moved from a historical position of each department delivering services via department or service specific channels, to a customer centric one-stop shop approach that makes it easier for customers to interact with the Queensland Government.

The OSS CX Strategy and the four customer experience principles have the following implications for channels:

|  |  |  |  |
| --- | --- | --- | --- |
| Channels will be clear: | Channels will be helpful: | Channels will make it easier: | Channels will do what you say: |
| - Use language and navigation that is customer focused and easily understood  - Guide customers to the best channels for their needs  - Manage customers’ expectations of service across the channels | - Guide customers across channels using responsive technology  - Consider and appreciate customers context and background situations  - Provide clear channel pathways with options and decisions on which channels are most appropriate | - Build channels to reduce customer effort  - Share customer information across channels to minimise repetition and duplication of effort | - Provide customers with noticeable improvements to services, based on their feedback  - Be transparent in channel performance  - Provide proactive support, encouraging channel changes if appropriate |

High level channel choice guidelines are shown at Attachment 1. Principles on improvements per channel are shown at Attachment 2, and guidelines to improve the current customer channel experience are shown at Attachment 3.

Through the implementation of the *One-Stop Shop Plan 2013-18* it is expected that all services will use whole-of-government approaches to enable joined up access, or touchpoints, for customers.

Within the One-Stop Shop Framework:

* partners may deliver services to meet efficiency objectives
* services are easily and consistently accessible through whole-of-government channels, and also partner channels
* duplicated expenditure, solutions and processes are avoided as departments pilot or establish new delivery options for their services.

The channel management strategy focuses on moving towards a digital first approach for all services. This does not mean online only. The One-Stop Shop Plan target state for each of the channel types is set out below.

| Criteria | Online | Remote Assisted | In person |
| --- | --- | --- | --- |
| Migration Targets | * Increase online availability of services – 100% Tier 1 (general information) and 60% Tier 2 (simple transactions) * Establish online as channel of choice by improved content, ease of use and increased take-up | * Shift simple calls to online * Reduce contact volumes through improved first contact resolution and reduced repeat calls * Support increased migration to online. | * Shift simple enquiries to online and/or phone * Reduce visits through improved online options and reduced need for repeat visits |
| Distribution Points | * integrated online presence for all services – accessible on mobile devices * Same service API’s easily accessible to delivery partners * Government websites reduced to 1 corporate site per agency * One advertised website address | * Integrated contact centre network * One advertised telephone number (except 10 agreed national numbers) | * Integrated hub and spoke regional network retaining distribution points in all communities * To be informed and articulated by 2015 Service Outlet pilot evaluation |
| Cost to serve | * Reduced cost of online service development – shared tools and capabilities * Efficiencies of scale * Process streamlining | * Reduced cost of infrastructure * Efficiencies of scale * Process streamlining * Redirected to service improvement | * Reduced cost of infrastructure * Efficiencies of scale * Process streamlining |

# Roles and responsibilities

The Digital Productivity and Services division (DPS), within the Department of Science, Information Technology and Innovation (DSITI), is responsible for the whole-of-government channel management strategy and will work with Queensland Government departments to develop individual channel management strategies that align with this central strategy. This is in line with the recommendations of the Queensland Auditor-General’s (AG’s) *Online service delivery report to Parliament 8: 2012-13*. The report recommends that departments review or create channel management strategies to align with this central strategy. This includes identifying gaps and actions to achieve alignment and improve customer experience.

DPS will lead and support agencies to optimise channels, and to develop and implement departmental channel strategies by:

* providing advice, guidelines and support in the development of channel strategies
* disseminating learnings from other industries and jurisdictions on trends, customer behaviour and channel migration strategies
* providing guidelines for departments to apply best practice channel management and to continually improve channels through customer insights
* building whole-of-government capabilities and where necessary, leading multi-department channels
* reviewing and assessing the maturity of [www.qld.gov.au](http://www.qld.gov.au)[[3]](#footnote-3) and the online franchise model
* assisting to migrate customers to more cost effective services and channels that will provide them with a better resolution
* gathering, collating and distributing customer feedback to improve channels and to understand the whole-of-government perspective to ensure the service offering is right.

Queensland Government departments will contribute by:

* ensuring their services are optimised and coordinated in line with the One-Stop Shop Framework
* ensuring progress is delivered against the service and channel migration roadmaps
* using the service and channel migration roadmaps to develop DRAFT department specific channel management strategies consistent with this central strategy by 31 May 2015, to be final by 30 June 2015
* ongoing monitoring and updating of service delivery and channel management based on learnings and customer feedback
* collecting and sharing customer insights within and across agencies
* collecting and reporting benefits and performance data in line with the One-Stop Shop benefits management framework for reporting via the One-Stop Shop dashboard (refer Attachment 4).

# Review schedule

This central channel management strategy will be reviewed, and updated as required, on an annual basis following One-Stop Shop Plan gateway reviews. The first review is expected to occur in late 2015. The One-Stop Shop Strategy and Implementation Office will share the review outcomes with all departments to enable revision of their channel management strategies to ensure alignment with the central strategy.

# Current position

We’ve already started…

In 2013, the Queensland Government service baseline was established identifying a full list of services, delivery channels and service volumes. Planning for increasing online service delivery began and in 2014 we focussed on increasing availability of information and simple transactions at [www.qld.gov.au](http://www.qld.gov.au) and planning to pilot alternative local service delivery models, including supported digital.

The roadmaps are based on a comprehensive service inventory which provides a catalogue of services and current service delivery channels. The One-Stop Shop business case also included a cost to serve model, which showed the productivity savings through online delivery, and a listing of the current whole-of-government and department specific channels.

This data provides the foundation for developing and implementing departmental channel management strategies. It is subject to refinement as regular department review and system maturity provides better, more accurate information.

In 2014, Queensland Government departments have already delivered an additional 194 online service transactions and increased the availability of general service information through [www.qld.gov.au](http://www.qld.gov.au), guided by departmentally endorsed online migration roadmaps.

Next steps…

In 2015, we will focus on improving digital channels including increased availability, optimisation and encouraging take-up of high volume services online, as well as piloting new local service delivery models.

The focus in 2016 will be on customer centric service redesign, reducing avoidable contact by increasing first point resolution, developing the omni-channel and future contact centre strategies.

Supported by…

A key feature of the *One-Stop Shop Plan 2013-18* is the centre-led One-Stop Shop Framework which is being developed to guide whole-of-government customer-centric service delivery. The CX Strategy and this central channel management strategy are critical framework components which aim to align current service delivery options with customer needs, service characteristics and government priorities. The implementation of the channel management strategy will be an iterative process, informed by the wider roll out of the One-Stop Shop Framework across all departments and services.

During Phase 1 of the *One-Stop Shop Plan 2013-18*, the Enterprise Architecture roadmap and standards needed to deliver the One-Stop Shop experience were defined. In Phase 2, key capabilities such as customer identity management and authentication, new channels such as social media and streamlined complaints and feedback processes will be available for departments to progress channel strategies. New capabilities, such as enquiry tracking and customer account, personalised information and joined up services will also be piloted. Preparation for omni-channel capability will also commence.

The aim is to deliver improved system interoperability and a consistent customer layer rather than requiring new single-agency departmental back-end systems.

# Strategic One-Stop Shop channel landscape

The central channel management strategy is one component within the One-Stop Shop Framework. It has a key role in delivering the CX Strategy, the *One-Stop Shop Plan 2013-18* and the Queensland Government’s renewal agenda. *The One-Stop Shop Plan 2013-18*:

* is a key initiative to revitalise frontline services for all Queenslanders and exemplifies the public sector value of ‘Customers first’
* contributes to the Queensland Plan vision that all Queenslanders will have access to the services they need
* delivers on the Queensland Digital Economy Strategy (GoDigitalQld) goals that:
  + Queensland Government adopts a digital-first approach to service delivery, and
  + Queenslanders can access Queensland Government information and services 24/7 through their preferred digital channels
* supports efficiency by ensuring service delivery is customer informed, and cost effective
* responds to key recommendations from the Queensland Auditor-General’s *Online service delivery report to Parliament 8: 2012-13* and actions in the *ICT Strategy Action Plan 2013-17*.

An overview of the One-Stop Shop Framework components is shown in the following diagram:

One-Stop Shop Framework comprises:

Customer Experience Strategy

Customer Insight

Customer Experience Blueprint

Customer Experience Maturity Review

Channel Management Strategy

Supporting toolkits

Mobile apps principles

Digital principles

Social media principles

Phone principles

Service outlets principles

Customer first skills

Supporting guidelines

Customer experience measurement framework

Service co-design toolkit

Enterprise architecture

Capability roadmap

New whole-of-government capability

Standards

Omni-channel capability

Customer experience frontline training

Online franchise skills (digital maturity)

Customer experience for leadership

# Attachment 1 - Channel choice guidelines

A core consideration is the suitability of the channel for the services to be delivered.

An overview of the factors to consider in choosing channels is provided in the table below. Detailed considerations for each channel will be provided in the supporting principles/guidelines per channel, due to be finalised in early 2015.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Online | Mobile | Social media | Face-to-face | Phone | Mail and email |
| General attributes | * 24x7 access * Convenience * Reach * Speed | * 24x7 access * Convenience * Reach * Speed | * 24x7 access * Convenience * Reach * Speed | * High touch * Sight original identification * Assurance of outcome | * Two-way communication * Speed * Reliable * Seamlessly connect to the appropriate person | * Record keeping * Convenience |
| Inhibitors | * High set up costs * Perceived security risks * Reviewing legacy processes | * High set-up cost * Costly if low demand * Low usage if not customer centric design | * Requires ongoing monitoring * Constantly evolving environment * Low value if not engagement/ services focused | * High ongoing costs * Location * Time constraint | * High ongoing costs * Long wait times * IVR backlash * High ongoing costs | * Slow * Low engagement |
| Best fit services\* | * Service Directory * Media releases * Information * Authentication * Payments * Publications * Bookings | * Notifications * Promotions * Media releases * Information * Authentication * Payments * Publications * Bookings * Services using photo and geo-location capabilities | * Communicate information/ events * Customer service/answer simple enquiries * Concierge service for simple transactions and complex service enquiries * Increase awareness of online services | * Service Directory * Authentication * Special needs * Referrals * Complex services * Inspection of physical property | * Service Directory * Payments * Feedback * Complex services * Referrals | * Correspondence * Notifications * Feedback |

\* While this indicates ‘best fit’ for these types of services, customer preference must also be considered.

# Attachment 2 - Channel improvement principles

|  | Be clear | Be helpful | Make it easier | Do what you say |
| --- | --- | --- | --- | --- |
| Online | * Develop an appropriate navigation and language system, by co-designing with customers * Use plain English * Explain options to customers and if necessary link customers to alternative channels * Delivering online content through [www.qld.gov.au](http://www.qld.gov.au) and in line with the Consistent User Experience (CUE) | * Provide ‘next steps’ to customers that are clear and intuitive * Provide on the spot assistance, e.g. click-to-chat * Provide customers with the ability to complete initial research across government coordinated social media channels * Decommission agency legacy sites * Provide FAQs | * Optimise the website for mobiles allowing customers to access services at a time, location and on a device suitable to them * Adopting IDM, government accounts (My Account and ABA) enabling customers to complete and monitor services online * Implement self-service options to allow customers to transact 24/7 | * Create a system and process to keep content regularly updated and consistent across channels * Provide secure and trustworthy payment options * Provide online service delivery feedback options * Incorporate customer feedback into service design |
| Face-to-face | * Use customer-focused language across signs, forms and service descriptions * Ensure customers can understand the end-to-end process | * Make customer transactions efficient, e.g. concierges to provide direction and required forms * Personalise service delivery, based on customer needs and situation * Support customers service mode preferences, e.g. through kiosks * Provide proactive, opposed to reactive, service delivery * Provide next steps that are clear and intuitive | * Provide information on all services, across all outlets * Allow multiple transactions to be completed in one location * Ensure counters are located and open at times logical and convenient to customers * Simplify transactions with the use of self-service kiosks and new technologies * Provide in-store digital options * Review/reengineer customer facing processes | * Deliver on KPIs, ensuring the customer receives timely and helpful service delivery * Publish current estimated wait times to help manage customer expectations * Provide the right person with the rights skills and expertise to resolve customer issues * Empower staff to resolve queries at the counter or connect to correct person |
| Phone | * Publicise operating days and hours of services available * Provide alternative channel solutions, if operating hours are not suitable | * Empower staff with the knowledge and tools to complete services over the phone, e.g. knowledge management tools * Enable staff to react to customer’s circumstances and respond to customer request, with the required urgency * Provide next steps that are clear and intuitive | * Provide customers with a call-back option, reducing wait times * Enable online payments, e.g. IVR * For complex enquires that are referred and requiring multiple contacts, provide direct contact details so customer is not concierged at next call | * Inform customers of expected wait times and virtual queue * Be transparent with customers regarding service processes, e.g. if customers are being transferred, why and how will the Government assist? * Ensure service contacts are current |
| Mail and email  (and SMS) | * Provide clear context and clarification on next steps * Link customers to other channels, as appropriate * Use plain English | * Articulate the purpose of Government contact * Be proactive about informing customers of process and progress * Provide next steps that are clear and intuitive | * Provide customers with the choice to receive communications in their preferred medium, e.g. electronic or paper | * Validate the reliability of information to prevent fraud and deceit * Deliver response within service delivery standards |
| Mobile apps and devices | * Make the purpose and function of the mobile app clear * Provide extra information based on the customer’s location through the use of beacon technology | * Allow customers to save and have a point of reference for all services within their mobile app * Provide mobile apps which help customers complete transactions or find information quickly * Reassure customers of security level of the interaction * Provide next steps that are clear and intuitive | * Make mobile-enabled web-based applications available * Allow customers to use their mobile to enhance the in store experience (i.e. beacon technology) * Allow customers to use their mobile device to take pictures and upload required documents in a secure way | * Provide push notifications as the status of an application changes * Provide renewal notifications * Provide relevant updates e.g. legislation changes, changes in requirements |
| Social media | * When interacting with customers reinforce the scope of the social media channel to manage customer expectations (for example “we’re unable to discuss policy or political decisions but can answer your questions about…”) * Provide clear aims and manage expectations via channels through ‘about us’ sections or a dedicated page on website. * Use natural voice when replying to customers. Maintain professionalism. | * Empower social media staff to acknowledge and respond to user enquiries via social media in a timely manner. * Direct customers via social media to the most appropriate online service options. * Where social media is being used to deliver services, limit the use as a marketing channel and focus on customer service interactions. * Provide next steps that are clear and intuitive | * Allow customers to post questions directly to the Facebook wall, where appropriate, and answer them. * Reciprocate followers on Twitter to allow for direct messages. Provide option for customer to request unfollow. * Proactively address ‘hot topics’ or important questions by featuring content that provides information and answers on these topics. | * Provide timely acknowledgement of customer service question - aim to follow up with appropriate response or referral within 1 business day. * For inappropriate or out of scope questions provide alternative avenue to express the question or feedback. * Provide first name or initials to indicate the identity of the social media officer the customer is interacting with. |

# Attachment 3 – Guidelines to improve the current customer channel experience

CX Strategy research[[4]](#footnote-4) on Queensland Government service delivery identified the following key channel problems:

* **Channel options not fully provided or optimised:** Some services are not provided on certain channels, with limited opportunities to access services via mobile devices.
* **Inconsistent service delivery and information, not delivered in a customer-centric way:** Service delivery and information is not consistent across channels and not provided in a customer-centric way. Customers often have a multi-channel experience by necessity.
* **Limited interoperability and valuing of customer time:** It is currently difficult to share customer data between departments due to a lack of interoperability and the time taken by customers to provide information to the Queensland Government is not fully valued.
* **Individual channel offerings are not providing optimal CX:** Individual channels have not been improved in line with customer expectations, such as integrating face-to-face channels with mobile technology to enhance the experience.
* **No single source of truth of measures and performance or dedicated whole-of-government feedback loop:** Channel performance and measures are not available in a single and accurate format, which can be shared between departments or used within departments.
* **Limited customer awareness or migration of channels:** Differing levels of migration approaches have been used, with some migrations not being effective and customers not being aware of full channel offerings.

Channel management improvement guidelines

To address these problems, the following actions are required:

* Deliver all general information and most simple transaction services online to better meet customer needs.
* Reduce the need for customers to have to change channels by improving channels.
* Improve interoperability across channels and departments to minimise customers repeating information.
* Enhance customer experience of individual channels.
* Increase customer awareness of channel options.
* Promote mobile and digital channels, and encourage migration from other channels.
* Generate and disseminate customer insights.

Deliver general information and simple transactions online

In 2013, over 90 per cent of enquiries to Queensland Government were basic information enquiries or simple transactions that customers want to deal with online or at the first point of contact. However, only 40 per cent of Queensland Government general service information and 28 per cent of simple transactions were available through www.qld.gov.au. This channel management strategy aims to increase that to meet the *One-Stop Shop Plan 2013-18* targets of 100 per cent of general government information online by the end of 2014, and 60 per cent of simple transactions online by 2018. This will not only meet customer expectations, it also provides the opportunity to significantly reduce service delivery costs and redirect funds to service delivery improvements.

Digital and mobile first is becoming more common for private businesses in Australia (e.g. Telstra) and other international governments (e.g. UK Government Digital by Default) as the best way to deliver transactional services. Digital channels are more cost efficient which aligns with the aim of the One-Stop Shop program to ensure service delivery is cost effective. However, while online development and migration to digital channels are occurring, multiple channels will still be needed to resolve customer enquiries because:

* many customers still prefer to resolve highly personal and complex issues over the counter or phone
* customers tend to stick to the default option or the perceived normal way of channel selection[[5]](#footnote-5)
* segments of the Australian population do not have the ability to access online channels due to technology or personal ability constraints.[[6]](#footnote-6)

Therefore, while many customers already prefer to transact with government using mobile and digital channels, there is still a need for multiple channels, along with supported digital options to help coach those customers who are not yet comfortable with digital channels. Seamlessly integrating self-service technology with prior experiences and existing technologies will increase likelihood of future adoption.[[7]](#footnote-7)

Improving channels - interoperability and reducing need for customers to change channels

Customer research[[8]](#footnote-8) conducted in developing the CX strategy found that customers are having a multi-channel by necessity experience as they often need to change channels or restart their experience in another channel. This is occurring when:

* services are not provided end to end within a single channel
* customers will change channel when greater clarity is needed
* when the customer service actually needs to be delivered by multiple departments.

Why is this happening?

* **Inconsistent service delivery:** Not all channels provide the ability for transactions to be completed end to end, especially due to limited payment or form submission options.
* **Information is not clear and concise:** Information is not provided to customers in a clear and concise manner, with people using another channel to gain clarity.
* **Services are designed based on departments not customer problems:** Service delivery is often designed around the departments rather than the needs of the customers.

Customers are currently forced to repeat information across channels and services, due to information and transaction history not being shared across whole-of-government.

* When customers get transferred to another department or another channel they need to repeat their information or questions.
* Information is repeated across forms within a single department as well as across departments.
* Previous transactions and information provided to the department often are not referred to as background or context when resolving the customer’s problem.

Why is this happening?

* **Limited interoperability of customer data:** The government is unable to link a customer with previous interactions they have had with the government beyond their own department to understand the full context of their problem or to resolve their issue with the customer providing less information.
* **Not valuing the time it takes for customers to provide information:** When customers are transferred it is often left to the customer to explain their situation again to the new person servicing their call.

Departments can start to improve channels and minimise customers repeating information by:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Be clear | Be helpful | Make it easier | Do what you say |
| Across channels | * Guide customers to the best channels for their needs * Ensure consistent information across channels | * Guide customers across channels using responsive technology | * Share customer information across channels to minimise repetition and duplication of effort | * Make support proactive, encouraging channel changes if appropriate |

The *One-Stop Shop Plan 2013-18*, phase 2 program aims to address these issues by:

* helping departments design joined-up services across departmental boundaries
* connecting with other major government initiatives such the Queensland whole-of-government banking arrangements and federal initiatives such as MyGov and the Australian Business Account (ABA)
* developing key whole-of-government capabilities such as identity management (IDM) and authentication
* piloting whole-of-government enquiry tracking and customer relationship (CRM) systems
* progressing initial activities to support omni-channel capability
* optimising [www.qld.gov.au](http://www.qld.gov.au) for mobile access
* piloting supported digital through click-to-chat, social media and in-store concierge and self-service kiosks.

Enhance individual channel CX

The experience of individual channels is below the current customer expectations for the channels because:

* finding information online is difficult for many customers
* service outlet service delivery is providing inconsistent CX
* the phone channel can have long wait times and result in multiple transfers before a call is resolved
* there is a lack of clarity on next steps and resolution through mail and e-mail, and slow response times.

Why is this happening?

* **Unresponsive website:** Website information is difficult to find and is unclear, and websites are not mobile optimised.
* **Inconsistent policies and procedures between counters:** Service outlets provide differing services due to inconsistencies in their procedures and operating hours.
* **Unclear information for customers and staff:** Inconsistent information is made available for staff and customers.
* **Unclear communication:** Written correspondence does not articulate next steps or required actions clearly.

Departments can address this by:

* ensuring information is consistent across channels
* ensuring communications are clearly written and specify any actions required
* delivering online service content through [www.qld.gov.au](http://www.qld.gov.au)
* leveraging service outlet pilot capabilities and learnings when available
* designing service delivery to maximise first point resolution
* ensuring phone services are appropriately resourced to meet customer expectations on wait times.

The *One-Stop Shop Plan 2013-18*, phase 2 program aims to address these issues through:

* mobile first redesign of [www.qld.gov.au](http://www.qld.gov.au)
* leveraging learning’s from the One-Stop Shop service outlet pilots
* improving consistency of information across channels – including through a persons and services directory.

Increase customer awareness of channel options

Alternative channel availability is a key issue for customers. The first step for Queensland Government departments is to deliver simple services on mobile and digital channels, and to simplify complex services by using multiple channels effectively. The next step is to ensure that customers are aware of the channel options, and guide them to the appropriate channel for their needs. A recent customer satisfaction survey of customers of 13QGOV (13 74 68) revealed that 66 per cent of those surveyed did not consider looking online before calling 13QGOV. A further 23 per cent did look online before calling to clarify what they had read online.*[[9]](#footnote-9)*

Customer research[[10]](#footnote-10) also highlighted that customers have limited awareness of 13QGOV and [www.qld.gov.au](http://www.qld.gov.au). As customers are sticking to their previously used channels or their channel behaviours (e.g. calling 13QGOV only during business hours), it means their CX is being limited. This is also a challenge for the Queensland Government as customers are sticking to the more expensive channels rather than moving to the lower cost channels.

Why is this happening?

* **Customers not aware of channel offerings:** Customers have low expectations of government services and have been conditioned to expect limited channel offerings.
* **Migration processes have had mixed successes:** Adoption of new channel offerings differ between services, with some services having a greater uptake than others.

Departments can address this by:

* informing customers about channel options
* offering ‘supported digital’ such as click-to-chat, customer coaching, push technology, and integrating digital with other channels
* implementing cross-channel promotion.

Promote mobile and digital channels and encourage channel migration

Departmental channel strategies should also include actions to migrate customers to digital channels. This includes identifying and prioritising high volume, high impact services for online delivery, and promoting these services to customers. This may include:

* cross-channel promotion
* ‘supported digital’ options such as click-to-chat, digital in-store customer coaching, push technology, and integrating digital with other channels
* leveraging One-Stop Shop online service promotions and supported digital pilots.

Once services are made available online, departments should monitor demand across channels to assess the effectiveness of online service delivery and migration strategies. Changing demand should also be monitored for other channels to enable optimal resource reallocation if customer demand for those channels decreases.

Customer insights – collect and use data

Significant opportunities to capture and understand customer insights and develop continuous improvement are currently being missed, due to accessibility and lack of whole-of-government data. The challenge across whole-of-government is the limited ability to:

* collect accurate customer information and data, making it difficult to align service delivery to customer needs
* capture meaningful customer insights, making it difficult to meet customer expectations
* use customer insights to drive continuous improvement, making it difficult to provide value-added services and service delivery to customers.

Current challenges:

* **Limited data gathering through channels:** Data is not being collected sufficiently from the channels or shared across whole-of-government to be able to draw meaningful customer insights about how they interact across whole-of-government.
* **Limited customer feedback loop** making it difficult to capture customer insights and drive continuous improvement across channels.

Departments can address this by:

* using the whole-of-government complaints form, and when available, the common complaints platform - many departments are already using the common form
* ensuring channel data is collected and shared through the One-Stop Shop public dashboard - currently, a small number of departments are providing interaction volume data per channel for some new online services, but a specific focus is needed to mature in this area
* analysing and using customer insights to improve service delivery.

# Attachment 4 - Performance management

Benefits management and realisation

In developing channel strategies consistent with this central strategy, departments need to ensure that data on cost and demand is collected and used to optimise the mix of channels used for services. While a number of departments have started to mature cost and demand data collection, many departments have not yet commenced this activity in earnest. Cost and demand data is critical to understanding and optimising service delivery channels and offerings.

Performance indicators are required to measure the success of online and digital channels, along with other channels, for satisfying customer needs. Further, the Queensland Audit Office[[11]](#footnote-11) (2013) recommended that a benefits realisation plan and migration plan is developed for each department to ensure that the expected benefits of implementing the central channel strategy are realised. In developing benefit realisation plans, departments should refer to the One-Stop Shop program benefits realisation plan which identifies key performance indicators and the following program benefits:

* Improved customer experience
* Improved customer service staff satisfaction
* Reduced cost to serve
* Increased productivity

The OSS Program Benefits Realisation Plan draws on existing data sources where possible and will be reviewed and matured over time.

Customer experience measurement

Based on the research[[12]](#footnote-12) and findings of the CX Strategy, the One-Stop Shop Strategy and Implementation Office is working with departments to develop common customer experience measures (CEM) across the four CX principles. The key CEM and suggested channel performance indicators are shown in the following table. These indicators are suggested at this stage and will be piloted and refined over time.

|  | Be clear | Be helpful | Make it easier | Do what you say |
| --- | --- | --- | --- | --- |
| Cross channels | * Customer experience measure (CEM)–channel clarity based on survey responses (e.g. how clear was the communication?) | * CEM – helpfulness of staff on channel based on survey responses (e.g. how well did we help you with your reason for calling?) | * CEM – ease of use of channel based on survey responses * Channel availability * Customer effort- no. of interactions to resolution * First contact resolution | * CEM – ease of use of channel based on survey responses * Response time |
| Online | * Number of customer visits * Click–through rate | * Percentage of real time guidance * Visit frequency | * Number of steps in the process * Percentage of self-service services | * Average wait times |
| Face-to-Face | * Number of customer visits * Clarity in communication | * Number of multiple transactions completed in a single visit | * Percentage of service outlets able to resolve multiple and/or all enquiries * Percentage of self-service kiosk services available | * Opening hours of service outlets against customer expectations (from surveys) |
| Phone | * Clarity in communication e.g. quality monitoring | * Transfer rate * Contact quality, e.g. monitoring and recording agent interactions | * Call Abandonment rate * Average handle time | * Percentage of follow-up calls made to customers * Wait time against targets |
| Mail and Email | * Percentage of information booklets dispatched, e.g. online processes, next steps | * Percentage of follow up emails | * Open rates * Click through rate, e.g. Engagement with provided web links | * Hard bounces, e.g. permanently undeliverable email * Soft bounces, e.g. temporarily undeliverable email |
| Mobile Apps | * Availability of mobile-enabled web-based application | * Percentage of real time guidance * Visit frequency | * Availability of mobile-enabled web-based application * Ability to use GPS, take pictures, book and pay, report issues and upload documents in a secure way | * No. of downloads and uses (demonstrates meeting customer demand) |
| Social Media | * Staff performance review * Percentage of resolved enquiries | * Staff performance review * Percentage of resolved enquiries | * Total number of like/ follows * Sentiment | * % of enquiries resolved in the stated standard time |

1. ACMA Communications report 2013–14, tabled in parliament on 3 December 2014 [↑](#footnote-ref-1)
2. A ‘no-stop shop’ – where customers transact with government through third parties [↑](#footnote-ref-2)
3. [www.qld.gov.au](http://www.qld.gov.au) refers to core Queensland Government home page and navigation to Business and Industry portal [↑](#footnote-ref-3)
4. Research conducted by Deloitte in 2014 in developing the Customer Experience Strategy [↑](#footnote-ref-4)
5. CSIRO 2012, *DHS Channel Optimisation Literature Review* [↑](#footnote-ref-5)
6. As above [↑](#footnote-ref-6)
7. As above [↑](#footnote-ref-7)
8. Research conducted by Deloitte in 2014 in developing the Customer Experience Strategy [↑](#footnote-ref-8)
9. Colmar Brunton, October 2013, Smart Service Queensland Customer Satisfaction [↑](#footnote-ref-9)
10. Research conducted by Deloitte in 2014 in developing the Customer Experience Strategy [↑](#footnote-ref-10)
11. Queensland Audit Office 2013, *Online service delivery report to Parliament 8:* 2012-13. [↑](#footnote-ref-11)
12. Research conducted by Deloitte in 2014 in developing the Customer Experience Strategy [↑](#footnote-ref-12)