

## 3-1-1 Citizen Service Representatives (CSRs)

Citizen Service Representatives play a key role as ambassadors of the City of Vancouver. Consider a career as the City's customer service 'voice' by becoming a 3-1-1 CSR.

Read on to learn more about what you can expect as a CSR, how to be prepared and how to apply for these positions.

The management team at 3-1-1 have created this "3-1-1 Applicants Handbook" for your success. You need to show us your great qualities and how they correlate to the position requirements.

Everything in the document will help along the way and if you take the time and effort to read all the information and search the links, this will put yourself in the best place possible to show us that you are a great "fit" for the City of Vancouver's 3-1-1 Team.



***When you see this symbol we have highlighted something that is very important to us and you need to make sure that you take appropriate action.***

## Being a Customer Service and Digital CSR

The 3-1-1 Contact Centre requires the digitally focused Citizen Service Representatives to provide exceptional customer service in an online environment. The Digital CSR is internet savvy and comfortable using social media platforms such as Twitter, Facebook, YouTube, and Instagram.

The City of Vancouver also has several apps and websites (<http://vancouver.ca/online-services.aspx>) and CSRs may be required to provide assistance to citizens who wish to use them on various devices. This could include walking someone through an online self-service process or explaining how to perform a function on one of our apps and/or troubleshooting basic technical issues.

The technology is one of the most dynamic parts of this role, as it is constantly evolving and changing. The CSR uses various technology throughout each interaction and must be able to troubleshoot, problem solve, and adapt quickly to meet the needs of the caller and the call centre.

### What qualities does a successful 3-1-1 CSR candidate possess?

- Exceptional customer service skills
- Unwavering professionalism
- Willingness to learn
- Takes accountability for his/her actions
- Able to deal with demanding callers
- Enjoys a challenge
- High level of confidence in working with technology and social media
- Team player attributes
- A “can do” attitude
- Problem solving skills
- Embraces change

*These key attributes are essential to your success as a CSR in the 3-1-1 environment.*



*You will need to be able to demonstrate these qualities in your cover letter & resume, during the evaluation process, and throughout your career at 3-1-1.*

## Applying to be a CSR

When employment opportunities are posted, applications are accepted online through the City's SuccessFactors program:

- <https://hcm17.sapsf.com/login?company=cityofvancP&loginMethod=SSO>

*In order to be considered, your application, cover letter and resume need to reflect the required qualifications.*



- *Ensure the information provided on your application is specific to the CSR 1 job requirements*
- *Provide examples of the skills you have acquired and relate them to the required skills outlined in the job posting*

### How can I prepare my application for the CSR positions?

You can research information about 3-1-1 and working in a Contact Centre and how your background relates to these environments. You can also have a good understanding of our hiring process.

Here are some helpful web sites to help you gain 3-1-1 specific knowledge for your application:

- ◆ [Implementation of 311 Service in Vancouver](#)
- ◆ [Update on Progress of 311 Implementation](#)
- ◆ [Update on progress of 3-1-1 implementation - June 2009](#)
- ◆ [What is 3-1-1](#)

### How do I know my typing speed?

#### **You must be able to type at corrected 40 wpm:**

- Your typing speed is key to securing a CSR position so [test yourself](#) to evaluate your current speed
- The three minute test will best prepare you for the type of assessment you will be given. (Note: the actual typing test is 5 minutes)



*We suggest that you aim for 50 wpm when practicing your typing speed and accuracy. In a live testing situation it is not unusual that your wpm may decrease.*

## Do I need to have a cover letter?

Absolutely! We need your cover letter to directly relate your education, training, work experience and qualifications to our job description and for you to link your skills with our requirements.

### Example cover letter:

3-1-1 Contact Centre Manager  
453 West 12th Avenue  
Vancouver, BC V5Y 1V4  
Canada

Re: Regular Full Time Citizen Service Representative Position XX - XX

To Whom It May Concern:

*When I read your ad for a Regular Full Time Citizen Service Representative Position on the City of Vancouver web site, I couldn't help noticing how well your requirements align with my experience, education, skills, and background.*

*While my enclosed resume provides a good overview of my strengths and achievements, I have also listed some of your specific requirements for the position and my applicable skills:*

*You require:*

*Completion of Grade 12*

*Minimum of 3 years work experience in a customer service oriented environment OR an equivalent combination of training and experience*

*Recent completion of courses related to communications, customer service, computers, business and call centre operations,*

*I offer:*

*Tell us how you meet this qualification*

*Tell us how you meet this qualification*

*Tell us how you meet this qualification*

*Since my experience and expertise fit your requirements so closely, I am clearly one of the people you'll want to see and I look forward to hearing from you. Please contact me at your earliest convenience. Thank you for your time and consideration.*

*Sincerely,  
John Smith*

## What important information should be included on my resume?

*When compiling your resume please specify all start and end dates when listing previous job experience and education.*

*For example:*



*January 2015 to March 2018*       *2015 to 2018*

*If you worked part-time, please document the number of hours that you worked per month.*

- A detailed resume is mandatory for your application to be considered. Please DO NOT limit your resume - if you have lots of related information to offer, make sure to include it. We want to have all of your information in order to make a well informed decision, but ensure the information you provide is relative and well written.
- Your resume must be accurate and up to date. We will be reviewing your resume throughout the process and you must be able to verify all the information you have included
- Quantify the information in your resume, give us the numbers so that we can easily verify your qualifications to what we are looking for
- Carefully document all of your related work experience including volunteer work. You must clearly document the dates and details so we can see how they relate to the CSR position
- Carefully document all of your related education & training, including “on the job” training courses such as in-house training programs with current/previous employers. You must clearly document the dates and details so we can see how they relate to the CSR position
- Carefully document all of the software and technical platforms that you have worked on and how proficient you are with these tools including the MS Office applications. You must clearly document the details so we can see how they relate to the CSR position.

## What is the interview like and how should I prepare?



- ◆ Do lots of research about 3-1-1
- ◆ Study how to do behavioural interviews
- ◆ Role play with a partner
- ◆ Practice, practice, practice

Behavioural Interviews are designed to find out how you handle specific situations since past behaviour is a good predictor of future behaviour. You need to be prepared as your answers should provide specific and detailed examples of what you have done (or would do) to handle similar situations.

**Links:** Familiarize yourself with how a behavioural interview is conducted:

- ◆ [How to prepare for a behavioural interview](#)
- ◆ [STAR Interviewing Response Technique](#)

## What are the hard and soft skills that I may be tested on?

In order to ensure suitability for the positions, here are examples of potential evaluation tools you may be asked to participate in prior to being interviewed?

**Customer Service Interaction** - Measures the ability to communicate effectively while attempting to resolve callers' issues and concerns.

**Basic Order Entry** - Measures the ability to hear audible data and accurately enter that data in the proper fields using a keyboard.

**Keyboarding** - 5 minute test - Measures the ability to read full written paragraphs and accurately enter those paragraphs word-for-word using a keyboard.

**Record Locating** - Measures the ability to locate information on a written list and to correctly/accurately respond using a keyboard.

**Data Entry/Call Summary** - Measures the ability to hear and comprehend audible information while accurately entering that information into the proper fields using a keyboard. They must then choose the statement that best summarizes the primary focus of the call.

**Applying Policies** - Measures the ability to understand information heard during a telephone call and then to appropriately apply the contents of written policies.

**Outlook** - Measures the ability to perform some of the important functions in the Microsoft® Outlook program.

## What kind of training can I expect as a CSR?

The comprehensive training program includes:

- orientation to the City and 3-1-1 Contact Centre
- ability to handle a broad range of citizen requests
- serving as a 3-1-1 ambassador
- developing CSR technology skills
- learning business essentials to deliver City services
- understanding 3-1-1 Contact Centre policies and procedures
- mentoring with an experienced CSR
- self-study & working independently, while gaining work experience

Note: It is essential that newly hired CSRs attend the 3-1-1 Contact Centre training program. This will require CSRs to be available up to full-time hours (35 hours per week), during any specified training periods for the duration of employment (this occurs with pre-scheduled notice). There will also be a requirement to attend all on-going training, meetings and in-services as they occur.

## What do CSR scheduled hours of work look like?

- CSR's are required to be available for work shifts as scheduled
- Schedules are generated by the contact centre
- Shift Trades are allowed



*3-1-1 Contact Centre Hours of Operation are 7:00 am to 10:00 pm*

## What do the Regular Full Time (RFT) CSR hours of work look like?

- 35 hours per week
- If required a RFT CSR must be able to work during our 24/7/365 hours of operation
- Shifts will be reviewed and adjusted based on forecasting and operational demands on an on-going basis

## What do the Regular Part Time CSR hours of work look like?

- Minimum 50% of regular full time hours (equals 17.5 hours per week) with the possibility of increased hours.
- If required a RPT CSR must be able to work during our 24/7/365 hours of operation
- Shifts will be reviewed and adjusted based on forecasting and operational demands on an on-going basis

## What do the Auxiliary CSR hours of work look like?

- There is no guarantee of hours, but the CSR must be available for a minimum of 3 days and 24 hours per week, with the possibility of increased hours.
- When required an Auxiliary CSR must be able to work during our 24/7/365 hours of operation
- Shifts will be reviewed and adjusted based on forecasting and operational demands on an on-going basis



## Core Competencies for 3-1-1 Call Handling

### Objectives:

Within every interaction, Citizen Service Intern's demonstrate the Core Competencies to provide exceptional customer service, effectively resolve issues, proficiently navigate technology and promote COV digital applications.

### KEY STRATEGIES

- Exceptional Customer Service
- Issue Resolution
- Navigate Technology & Records Management

### Exceptional Customer Service

#### Maintain a Positive Tone throughout the Interaction

- Greetings include a welcoming phrase which offer an acknowledgement the City has been reached, the Citizen Service Intern's name and an offer to help
- Use a tone that conveys a desire and willingness to help
- Build rapport to connect with the Citizen
- Use empathy and apologize when appropriate
- Conclude interaction in a positive suitable manner and ensure issue has been addressed

#### Provide High Quality Service that Demonstrates Professionalism, Accuracy and Efficiency

- Be prepared for interaction by having all computer programs open and ready for use
- Complete service request while citizen is on the phone, as necessary: staying connected means key information will not be missed
- Use simple terms and language to convey information and avoid City jargon
- Always warm transfer unless the script indicates otherwise
- Offer translation services if requested by Citizen or required by the Citizen Service Intern
- Use phonetic alphabet to capture accurate information and minimize repetition by the Citizen
- Focus on what you CAN do (rather than CAN'T do) through using your available resources
- Ensure service requests are completed with all information required, correct spelling and proper sentence formats
- Adhere to standard conventions related to medium (social media/email/service request)
- Collect and/or verify Citizen information for accuracy
- Portray a positive image and protect the reputation of the City and City staff

#### Promote Digital Self-Serve Tools and City of Vancouver Website

- Advise Citizen about web or mobile applications and availability of information options on website
- Offer assistance to help the Citizen navigate through the self-serve process
- Provide technical support for digital tools under the responsibility of the Contact Centre

#### Utilize Problem Solving Skills and Manage Citizen Expectations

- Take ownership of the issue by working on a resolution or connecting to the appropriate person/department
- Use probing techniques to effectively identify the issue
- Summarize resolution and confirm understanding
- Inform Citizen of the service level statement (SLS)
- Offer follow-up options and provide the various methods (case number, phone number or other info)
- When all resources are exhausted, escalate to appropriate person/department

#### Exercise Call Control

- Keep call on track by using effective questioning techniques, directive statements and focusing on the issue
- Handle interactions in an efficient manner while providing excellent customer service
- Be firm, stay professional and maintain composure; avoid "biting the hook"

## Navigate Technology & Records Management

### Utilize Effective Questioning Techniques

- Ask open-ended questions and use visualization to paint a picture of the incident (what, when, where, why, how)
- Use probing questions to gather more detail
- Paraphrase for clear understanding (repeat what citizen said)
- Use close-ended questions to verify information (answered by a simple yes or no)

### Obtain Sufficient Information for Back-End Service Provider

- Determine if issue is the City's responsibility (City vs private )
- Select the correct service request form and complete in full
- Describe the direction, closest hundred-block, adjacent intersection, a nearby landmark and any other information to get within 5 metres of the exact location

### Assess Risk and Take Action

- Consider public safety as well as financial and reputational risk to the city
- Determine whether incident could result in personal injury, public/private property damage or lead to litigation/legal action
- Promptly address urgent matters and take appropriate action

### Seek Assistance or Escalate

- Use designated support resources when citizen requests to speak to a supervisor or departmental contact and/or when unable to:
  - find the answer
  - determine which action to take
  - resolve issue
  - assess risk
  - navigate technology
- Research complicated or unusual questions

## Issue Resolution (What, When, Why and How)

### Utilize City Software and Applications to Provide Information and Resolve Issues

- Use Kana Agent Desktop software and related software programs to research and respond to inquiries
- Ensure interactions are classified to the correct business unit
- Use Cisco Agent Desktop (CAD) to:
  - manage calls (warm transfer, place on hold)
  - indicate status codes (daily prep, personal break)
- Access SharePoint for current information and daily updates

### Maintain Data Security to Protect the City and Citizen's Information

- Adhere to all Payment Card Industry (PCI) regulations
- Verify personal/private information by asking citizen to provide their details
- Report security breaches to a Supervisor (accidental video recording of credit card transaction)
- Use neutral and fact-based language in data records. Avoid personal comments, judgement and opinions. (transactions are recorded and may be obtained through a Freedom of Information (FOI) inquiry)

## What are the 3-1-1's Contact Centre's Core Purpose and Core Values?

*Our Core Purpose is to connect people with the City of Vancouver. Our core purpose is why we do what we do. It is a reminder of why the department was created and why we come to work every day!*

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Our Core Values represents the soul of 3-1-1 and reflect our business code of conduct:

- C - Continuous Improvement
- O - Open Minds
- R - Respectful Foundation
- E - Exceptional Customer Service

### **Continuous Improvement**

**NO Boundaries!** We will seek creative ways to deliver the best service and continually adapt to improve our services. We will strive to always change things for the better.

This means that we will:

- ❖ Never fear failure or settle for mediocrity
- ❖ Create an empowering and transparent work environment
- ❖ Provide ongoing training and development
- ❖ Be involved with making decisions and presenting ideas for improvement
- ❖ Track trends and service levels to identify improvements for City services

### **Open Minds**

**Be Brave!** We will open our minds, hearts and doors to grow and build something much bigger than any one of us could create alone.

This means that we will:

- ❖ Contribute anyway possible (big or small) to a charity, community group, etc, to make a positive difference in someone else's life
- ❖ Support and encourage others to be involved in community events
- ❖ Be open to different cultures and their traditions.

### **Respectful Foundation**

**Dignity For All!** We will only accept a supporting and motivating environment where people can flourish. We are one, together and our imaginations, determination and dedication are essential to our growth.

This means that we will:

- ❖ Hire people with the passion and desire to help people
- ❖ Create a supportive environment that promotes learning opportunities and self-confidence
- ❖ Build morale through recognition, engagement and commitment
- ❖ Be accountable and responsible for our actions

### **Exceptional Customer Service**

**We Care!** Wowing individuals with our compassion and service is our specialty - It's not what we do; it's how we do it. We go to extraordinary lengths to create positive experiences whenever we can.

This means that we will:

- ❖ Strive for excellence and professionalism in all interactions
  - ❖ Live up to 3-1-1's Core Competencies
  - ❖ Provide consistent exceptional customer service interactions
  - ❖ Share information and communicate openly
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# 3-1-1 Citizen Service Representatives 1 (CSR 1) Job Description

## Main Purpose & Function

A Citizen Service Representatives 1 (CSR 1) plays a key role as an ambassador of the City of Vancouver.

CSR 1's provide professional customer service to the public, primarily over the telephone or through other means of contact.

CSR 1's determine the needs of the caller, research answers to their inquiries and collect required data to complete departmental service requests.

## Key Contacts and Reporting Relationships

Key contacts are with the diverse citizens, businesses and visitors of the City of Vancouver, internal City managers, and departmental Subject Matter Experts.

This position will report to the Manager, 311 Contact Centre through a 311 Contact Centre Team Lead.

## Specific Duties or Responsibilities

- To use specific core competencies to maintain quality standards throughout each customer service interaction
- To solve a problems by giving accurate information, sending the service request to the correct business unit, or transferring to an appropriate resource
- To correctly identify the citizen's inquiry and provide the back-end service provider with enough information to properly assess the event and respond with the appropriate resources in a timely manner
- To get the back-end service provider within 5 meters of the correct location
- To gather any information that would help the back-end service provider understand any current or pending risks to life and/or property or reputation to the City of Vancouver
- To record the correct contact information within 3-1-1's data collection system
- To refer to a more appropriate resource when unable to ascertain the root problem or provide the correct response in a timely manner
- Provide general information and contact information for various Government/non-Government organizations and assist in referrals

- To use multiple telephone and computer systems to handle inquiries, research answers, enter requests for service, comments or complaints for investigations and for other purposes
- To use the systems and tools provided, as trained, to find the correct information and document service requests
- To update program information, as required
- To identify gaps in the knowledge base system and escalate unresolved matters to the appropriate staff or City Department
- To perform other duties as assigned

## Qualifications

### Education and Training

- Completion of Grade 12 or equivalent
- Recent completion of courses related to communications, customer service, computers, business and contact centre operations

### Work Experience

- Minimum of 3 years work experience in a customer service oriented environment OR an equivalent combination of relevant training and experience (1 year equals 12 months of FULL TIME hours)

### Knowledge

- Fluency in the English language, both verbal and written
- Basic understanding of a contact centre operation is considered an asset
- Basic knowledge of city operations is considered an asset

### Skills and Abilities

- Minimum keyboarding skills of corrected 40 wpm
- Excellent interpersonal and communication skills to deal tactfully and effectively with the public and staff
- Able to type information directly into a computer as it is being heard
- Able to condense large amounts of information into readable, understandable, written(typed) remarks
- Strong multi-tasking capability - includes monitoring and hearing information from the callers, while reviewing and interpreting information from multiple computers screens, and entering complex data, and responding to the caller
- Able to provide accurate and thorough information to the public

- Able to respond to difficult or demanding customers with tact and diplomacy
- Proven ability in problem solving and creative thinking techniques
- Able to work under pressure in a busy environment and adhere to strict timelines for completion of tasks
- Strong computer and data processing skills with proficiency in MS Office
- Proficient in software applications related to call centre technology
- Able to understand basic mathematical equations and basic accounting principles
- Good internet/intranet searching skills
- Excellent listening skills
- Able to apply effective customer service over the telephone
- Able to remember numerous details and quickly recall essential information
- Able to enforce rules and policies with calmness, firmness, and fairness
- Able to work independently while interacting in a team environment
- Able to read maps, find locations and describe directions
- Able to learn and retain a working knowledge of the general location of the streets, parks, community centres, etc of the City of Vancouver
- Able to decipher and remember numerous acronyms, codes and abbreviations used at the City of Vancouver
- Able to make decisions and act quickly in an emergency situation, if required
- Able to identify trends from incoming calls, and notify the supervisor or appropriate Department
- Able to determine priorities of service delivery when informing a citizen
- Able to determine adherence by different Departments to predetermined Service Level Agreements
- Working knowledge of Lagan (ECM & VO), PRISM, Posse, VanMap, Tempest, Amanda, Business License Renewal Web Application, FARP, RPP, Dog License Renewals/Payments, Parking Ticket Payments (PCI), Verrus, Ticket Manager, ActiveNet, Google Maps, Sharepoint, Cisco Finesse, Quickfind, Internet and Intranet is considered an asset

### Position Requirements

- To be considered for these positions, candidates must have the ability to arrive to work on time and have regular and consistent attendance
- Candidates must be able to handle a large volume of incoming calls
- Candidates must be able to wear a lightweight headset at all times while on duty
- Candidates must be able to operate a computer and other office equipment, which requires repetitive arm, hand and eye movement and requires extended periods of time sitting/standing at a workstation
- Candidates must be available to work in a 24/7, 365 day operation. (Note: The 311 Contact Centre is currently operating 7 days a week, 365 days a year from 07:00 AM to 10:00 PM. The 3-1-1 Contact Centre may be expanding hours of operations to 24/7 in the future).

## Other Factors

The physical demands and work environment characteristics are described here and are representative of those that must be met by an employee to successfully perform the essential functions of this job:

- Must be able to multi-task while using a variety of computer systems
- Must be able to adhere to scheduled start/end times and break/lunch times
- Works in an open office contact centre environment
- Uses visual and manual dexterity skills
- May have to sit for long periods of time
- May be required to work overtime
- May be involved in sensitive, confidential or controversial problems and issues related to city services or business
- May be assigned special duties and responsibilities in City Emergency Plan and Emergency Operations Centre