

Customer Service

Effective Date	October 6, 2026
Approving Authority	Executive Leadership Team
Policy Owner	Director, Strategic Communications & Customer Service

PURPOSE & SCOPE

Purpose

- 1 The City of Regina is committed to governance, transparency and accountability, with a strong emphasis on delivering a positive and consistent customer experience. Guided by our corporate values of accountability, respect and integrity, the City strives to provide friendly, courteous, timely, accurate, culturally appropriate and professional service in all interactions with customers, including residents, businesses, visitors and internal stakeholders. This commitment reflects the City's dedication to responsiveness, respect and service excellence across all points of contact.
- 2 The purpose of this policy is to establish clear, consistent standards for the delivery of customer service across the organization. It defines expectations for employee conduct, service quality and responsiveness across multiple communication channels, including in person, telephone, email, mail, social media and online submissions. The policy also supports the effective use of training, resources, service level agreements and reporting to monitor performance, promote continuous improvement and ensure accountability in meeting customer service expectations.

Scope

- 3 This policy applies to all City of Regina employees, including full-time, part-time, permanent, temporary, casual, contracted and student positions.

POLICY PROVISIONS

Definitions

- 4 The following definitions apply to this policy:
 - 4.1 Channels mean the different ways in which customers interact with the City including phone, email, social media, mail, in person, surveys and verbal feedback.
 - 4.2 Correspondence means written communication expressed through letters, email, social media, text messages, service requests and fax.

- 4.3 Customer means residents, businesses, visitors and internal staff that interact with or utilize City of Regina services.
- 4.4 Customer Relationship Management (CRM) refers to the critical platform for managing interactions with customers and stakeholders. This system enables the City to organize and analyze information, streamline service delivery and provide timely, effective responses to service requests and concerns.
- 4.5 Service Level Agreement (SLA) means the defined standard that sets expectations for the timeframes within when specific services or requests should be acknowledged, responded to and/or resolved. SLAs ensure consistency, accountability and transparency in handling customer interactions, providing clear timelines that help staff meet service delivery goals.
- 4.6 Service Regina means the centralized customer service team that falls within Communications, Service Regina & Tourism.

Principles

- 5 The standards outlined in this policy are the City's commitment to:
 - (a) demonstrate high standards of professional, culturally aware and respectful conduct in all interactions with customers, businesses and visitors,
 - (b) enhance communications with customers and staff,
 - (c) ensure all communications are aligned with the overarching [Treaty Principles](#) that guide our daily operations,
 - (d) provide service excellence and consistency at all levels within the City,
 - (e) make efforts to accommodate customers with disabilities or language barriers to ensure equitable access to services, and
 - (f) focus on key drivers of customer satisfaction by:
 - (i) ensuring customers feel heard, respected and informed throughout their interactions,
 - (ii) providing accurate information or guiding customers to the appropriate source,
 - (iii) ensuring consistent treatment regardless of the communication channel used,
 - (iv) demonstrating accountability and follow through in addressing inquiries and requests,
 - (v) providing effective channels for customers to voice concerns, offer feedback and seek resolution, and

- (vi) centralizing customer service resources to enhance consistency, continuity and service excellence.

Corporate Customer Service Standards

- 6 These corporate customer service standards represent a minimum acceptable level of service for both internal and external customers. All customer inquiries, regardless of channel, will be handled in accordance with the response requirements outlined in section 12.

In Person Services

- 6.1 A staff member will be available during business hours at all public counters and facilities. If no staff member is available, a clearly visible service disruption sign will be posted, indicating the expected return time or directing customers to an alternative location for inquiries. The City acknowledges that some inquiries may require specialized expertise beyond that of general counter staff. When appropriate, staff may call a subject matter expert to the counter or City Hall designated touchdown stations.

Telephone, Voicemail and Text Message Services

- 6.2 The City of Regina aims to provide prompt and courteous telephone service. Our standards are as follows:
 - 6.2.1 To ensure efficient service, and unless explicitly permitted by established departmental procedures, customers will be directed to contact Service Regina at 306-777-7000 for further assistance.
 - 6.2.2 All calls requesting information or service will be handled in accordance with the response requirements set out in section 12.
 - 6.2.3 Voicemail greetings for publicized numbers will be courteous and informative. They will clearly state the reason for any unavailability and provide instructions on how to leave a detailed message.
 - 6.2.4 When returning calls, staff will identify themselves by first name and department.
 - 6.2.5 Transfers to another department must follow an agreed-upon process in advance. Do not transfer calls without prior arrangements or documented procedures.
 - 6.2.6 Text messages may be acknowledged but are not recorded as formal service requests in the CRM unless follow-up action is required. Customers needing prompt action are encouraged to contact Service Regina.

Email and Written Correspondence Services

- 6.3 The City of Regina aims to provide responses to all email and written correspondence. Our standards are as follows:

- 6.3.1 All email and written correspondence will be acknowledged, updated and resolved in accordance with the response requirements outlined in section 12.
- 6.3.2 The response will acknowledge receipt of the communication and provide either:
 - (a) complete resolution to the inquiry, or
 - (b) explain what is happening next and when the customer can expect a full response.
- 6.3.3 Responses will be professional, clear, concise and directly address the customer's inquiry. The sender will identify themselves with their name and department. All emails will follow the City's established email formatting guidelines of the [Corporate Style Guide](#) and a City of Regina accessible communications policy, if any.
- 6.3.4 All inquiries and requests received will be logged in the City's CRM system whenever feasible to ensure thorough documentation, information sharing and efficient resolution.

Web-Based and Social Media Services

- 6.4 The City of Regina utilizes its websites and social media platforms to provide information and engage with the public. Our standards are as follows:
 - 6.4.1 City websites provide comprehensive information on City services, including fees and bylaws, as well as access to news, events and online self-service options. Website information will be kept up to date to reflect any changes within each department.
 - 6.4.2 City social media platforms are to be monitored, at minimum, during regular business hours as follows:
 - (a) questions or requests will receive a response or an indication of the expected timeframe for follow-up or resolution, and customers requiring immediate assistance may be directed to Service Regina, and
 - (b) comments and general posts will be monitored and addressed as appropriate, but responses are not guaranteed due to the volume and variety of content.
 - 6.4.3 Only staff explicitly authorized by the City of Regina are permitted to comment, post or respond on City social media platforms on behalf of the City. All other staff are prohibited from engaging in an official capacity on social media to ensure consistency, accountability and adherence to communication standards.

- 6.4.4 User comments are monitored during business hours and handled according to the Social Media Procedure.

Extended Absences

- 7 When staff members plan to be absent for more than two consecutive business days, they are required to:
- (a) set an email autoreply specifying the dates of their absence and provide an alternative contact person or resource for immediate assistance, and
 - (b) employees with regular work assigned to them, such as inspectors in the CRM, must ensure their tasks are reassigned or appropriately managed to maintain continuity during their absence.

Surveys and Feedback

- 8 Program areas must work with Strategic Communications and Customer Service to utilize approved surveys and online tools in order to gather customer feedback for service improvement and performance monitoring. When surveys or feedback tools are implemented, sufficient resources must be available to support the review and analysis of results. Open-ended questions should only be used when the program area can:
- (a) review and analyze qualitative feedback, and
 - (b) communicate intended use of the feedback (e.g., informing a council report, program design or service improvements).

If that capacity is not available, surveys should use closed-ended questions only.

Council Correspondence

- 9 All correspondence to Council must be routed through the liaison officer. Council members will not be copied on correspondence between service areas and customers, unless explicitly directed otherwise by the City Manager.

Escalations

- 10 All escalated inquiries on service requests will be tracked as such in the CRM. Any customer issues or complaints submitted through Council that require escalation beyond the initial response level will follow the established process outlined by the City Manager's Office.
- 11 Once a request is formally escalated, a response must be provided within two business days of escalation to the City Manager's Office having already been through the initial process. The City Manager's Office has an escalation process in place.

Response Timelines and Requirements

- 12 All initial customer inquiries will receive a response within five business days from the relevant department. These responses can be based on prioritization and the order in

which requests are received, regardless of the channel. Responses will consist of the following components:

Acknowledgement

- 12.1 Confirmation that the City of Regina has received the inquiry. This acknowledgment may be delivered via an automated email or other appropriate method.

Information

- 12.2 Relevant information pertaining to the customer's inquiry, clarifying next steps and providing details related to their request. Where appropriate, this might include a brief explanation of the process, anticipated timeframes or relevant policies.

Resolution or Projected Timeline

- 12.3 Either a complete resolution to the inquiry or, if a full resolution is not feasible, a clear update outlining the next steps or general service expectations.

Updates

- 12.4 When requests are handled through systems outside the CRM, they are tracked and updated following departmental guidelines, supporting consistent and transparent communication with customers.
 - 12.5 When customer requests are managed within the City's CRM system, updates will be provided to customers at key stages of the request lifecycle, including acknowledgment, status changes and resolution. Where system functionality allows, updates may be delivered automatically through customer notifications. For requests that require extended timeframes to resolve or remain open due to prioritization, the responsible program area will ensure periodic updates are provided to confirm the status, even when no material change has occurred.
- 13 For urgent or priority requests (e.g., public safety concerns, legal obligations or other high priority situations), response times will be accelerated. Urgency will be determined by Service Regina at intake and/or by the receiving department based on established criteria. Once identified, these requests move to the top of the department's priority list.
 - 14 If the automated response (e.g., email acknowledgment) clearly addresses all necessary points, the response will be considered to have sufficiently met the requirements, though this occurrence is rare.
 - 15 Requests for service or information initiated through the City Manager's Office and/or Council that are not considered an escalation will follow the same prioritization process outlined in section 12.

After-Hours Inquiries

- 16 All after-hours high-priority or public safety issues will be directed to the City's after-hours emergency call handling service, which will notify the designated on-call personnel for the appropriate program area.

- 17 Non-urgent requests received by the after-hours call handling service will be redirected to call Service Regina during business hours or to fill out an online request.

Customer Feedback

- 18 Employees are expected to receive, manage and respond to customer feedback in a respectful, professional and consistent manner, regardless of the feedback channel or nature of the feedback received.
- 19 Customer feedback may include compliments, general feedback or complaints related to City services, programs, facilities or staff.
- 20 All customer feedback must be addressed appropriately to acknowledge the customer's input, support continuous service improvement and maintain public trust.
- 21 Compliments and complaints are handled in accordance with approved corporate requirements to ensure feedback is addressed fairly, consistently and in alignment with organizational standards.

Reporting and Performance Monitoring

- 22 An internal quarterly report summarizing performance against customer service standards will be provided by Service Regina to City directors and the Executive Leadership Team (ELT). The report will be informed by multiple inputs, including customer requests and feedback. Implementation of quarterly reporting will be phased and aligned with the availability of supporting CRM system capabilities.
- 23 This multi-faceted approach uses both quantitative and qualitative data to ensure a holistic assessment of customer service performance. This will assist in developing proactive measures to promote ongoing service excellence. The data can be used to inform training, process improvements, efficiencies, resource allocation and communication strategies to enhance the overall customer experience.
- 24 The following key performance indicators may be used to evaluate customer service performance using data from service requests, customer feedback, surveys, website analytics and social media platforms.

Quantitative Metrics

- 24.1 Average response times will be tracked for all customer inquiries logged in the CRM (e.g., phone, email, written correspondence, online forms and supported social media channels). Response time targets will be established for CRM inquiry types based on the nature and urgency of the request. Reporting will show the percentage of CRM logged inquiries that meet these targets. Reporting will also track redirected service requests to highlight where better information could help route inquiries correctly.
- 24.2 The percentage of customer inquiries resolved within established timeframes for each channel will be calculated and tracked. This metric tracks efficiency and effectiveness.

24.3 Regular customer satisfaction surveys (via phone, email, online and potentially in person) may be conducted. The results, reported as average scores, will gauge overall customer sentiment. These scores can be benchmarked against industry standards for comparison and tracking improvement.

24.4 The number of compliments, complaints and general feedback received will be tracked, along with the reasons (categorizing them by type). Trends will identify problem areas and successes.

24.5 For social media, metrics will include engagement rates (likes, comments, shares), response times to inquiries and sentiment analysis (positive, negative, neutral) of comments and posts.

Qualitative Metrics

24.6 A sample of calls processed with the City's Interactive Voice Response system (IVR) will be monitored to assess staff communication skills, professionalism and/or adherence to knowledge of articles and procedures. This will provide feedback for coaching and training.

24.7 A sample of CRM emails and written correspondence on service requests will be reviewed to assess the quality of communication, clarity of responses and overall professionalism.

24.8 Secret shoppers may pose as customers to assess the quality of service received for in person service. Their feedback will be used to identify areas for improvement and accessibility issues.

24.9 Corporate staff surveys may gather input regarding resource availability, training needs and any challenges impacting service delivery.

25 All departments may actively monitor and assess the information available to them, taking appropriate actions based on their insights. Service Regina will provide consultation and support to help them navigate these efforts, ensuring continuous improvement in our customer service performance.

26 A repository of documentation will include customer service standards outlined in this policy, best practices, real-life scenarios and related CRM usage which will be available on [CityConnect](#).

Accessibility

27 Accessibility focuses on how City services, communications and service environments are designed and delivered to ensure equitable access for all customers. The City is committed to continuous improvements ensuring that services are accessible to all customers, including individuals with disabilities, diverse language needs and other accessibility requirements. This includes considerations for age related accessibility, cognitive impairments and temporary disabilities.

- 28 The City is continually improving access to services and formats. More information can be obtained by contacting the Community Wellbeing branch.
- 29 The City will regularly review and update accessibility standards based on community feedback and best practices as well as through guidance from a City of Regina accessible communications policy, if any. Customers requiring additional accommodation or support are encouraged to contact Service Regina to provide feedback.

Inclusion

- 30 The City's customer service standards reflect our commitment to delivering services in a way that is respectful, accessible and culturally informed. Staff are expected to provide inclusive service experiences by recognizing diverse customer needs, applying culturally aware practices and removing barriers where possible. These expectations align with broader corporate inclusion, diversity, equity and accessibility commitments, while focusing specifically on their application within customer service interactions.
- 31 The City of Regina integrates reconciliation principles and an Indigenous lens into customer service practices. Staff are expected to apply culturally informed approaches that support respectful, barrier free interactions. Training such as cultural competency development and access to Indigenous language resources helps strengthen our ability to serve all customers in a way that is welcoming and inclusive.

Roles and Responsibilities

- 32 Employees are responsible to:
 - (a) follow and role-model the standards set out in this policy,
 - (b) proactively identify, participate and engage in training opportunities that support this policy and address any gaps in cultural competency,
 - (c) discuss any difficulties or barriers encountered in meeting the objectives of this policy with their immediate supervisor,
 - (d) provide accurate information and assistance promptly or, if unable to assist directly, refer customers to the appropriate department or resource,
 - (e) promptly acknowledge complaints and handle them with sensitivity and professionalism,
 - (f) follow established corporate procedures for addressing complaints, including additional procedures specific to each department, ensuring transparency and fairness in resolution,
 - (g) actively seek out and welcome feedback from customers to improve services and address areas of concern,
 - (h) if an inquiry is outside an employee's area of expertise, guide the customer to Service Regina for further assistance or provide them with Service Regina's contact information for follow-up,

- (i) ensure all interactions with customers or staff that provide information, or that may require follow-up for future reference, are documented for tracking purposes where possible,
- (j) when engaging with customers, employees are required to provide their first name along with their position or branch (please note that while the employee's last name is generally not necessary to disclose to residents, it must be provided during official business activities, such as entering a resident's home or conducting formal business transactions), and
- (k) ensure all online information and printed materials are accurate and updated as required.

33 Department heads and managers are responsible to:

- (a) follow and role-model the standards set out in this policy,
- (b) ensure staff are aware of this policy and related procedures,
- (c) encourage and provide support for employees to attend training and development opportunities that support this policy and address gaps in cultural competency,
- (d) continue to monitor the standards through the performance evaluation process, and offer coaching to help staff understand and meet the standards,
- (e) provide Service Regina with the information, scripting and service expectations (including SLAs) required to accurately respond to customer questions and requests, and ensure this information is documented, kept up to date and aligned with this policy, and
- (f) provide ongoing management of customer service operations within the corresponding department.

34 Service Regina employees are responsible to:

- (a) act as City representatives and provide guidance to customers and staff in support of meeting the policy standards,
- (b) provide training content, an information repository and refreshers related to this policy to ensure staff are equipped to meet service expectations,
- (c) work with staff to escalate open requests to meet service levels and ensure resolution is communicated clearly to customers,
- (d) create a comprehensive knowledge base to aid in single contact resolutions,
- (e) document and provide corporate metrics and quarterly reporting,
- (f) maintain secret shopper contracts to evaluate service quality and customer experience in various in person locations, subject to budget availability,

- (g) provide customer journey mapping services, subject to resource availability,
- (h) audit Council initiated requests for escalation or general administration requests to ensure efficient resource usage, and
- (i) review and recommend updates to this policy as required.

Related Materials

35 The following materials relate to this policy:

- Accessible Communications Policy (In progress)
- Anti-Bullying Resource Manual
- Ban Procedure (In Progress)
- Corporate Style Guide
- Corrective Discipline Policy
- Frivolous & Vexatious Guidelines
- Harassment Policy
- kâ-nâsihcikêwin
- Parks, Recreation & Cultural Services Respectful Customer Conduct Policy
- Privacy Policy
- Respectful Workplace Policy
- Sponsorship, Naming Rights & Advertising Policy
- *The Code of Ethics Bylaw, 2017*
- Transit Ban Procedure
- Violence Policy

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