



2. the Commissioner will give unconditional approval when TransLink demonstrates to his satisfaction that it is:
  - identifying patterns and trends in customer complaints;
  - regularly reporting the number and nature of complaints, and the patterns and trends in them, to the TransLink board and subsidiary boards as appropriate, including quarterly reporting to the boards with a summary in the 2009 annual report;
  - identifying proposals for corrective actions to address frequent and/or significantly increasing causes of complaint, consistent with TransLink's goals; and
  - positioned to measure and monitor how well the authority and subsidiaries, as appropriate, are succeeding in addressing the causes of complaint, again consistent with TransLink's goals; and
3. future amendments to the complaints process, once unconditionally approved, will require prior approval only if they are of a major kind, as defined in Section 5 of the appended Review.

**DATED** in Comox, in the Province of British Columbia, this 18th day of December 2008.

BY ORDER

A handwritten signature in black ink, appearing to read 'M Crilly', written in a cursive style.

Martin Crilly  
Regional Transportation Commissioner

# Regional Transportation Commission

## Review of TransLink's Customer Complaints Process

Under Section 225 of the South Coast British Columbia Transportation Authority Act

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December 2008

# 1 Legal Requirement

**SCBCTA Act  
Section 225  
Customer Complaints**

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(1) On or before June 30, 2008<sup>1</sup>, the authority must

(a) propose to the commissioner a process by which the authority will deal with customer complaints, and

(b) obtain the commissioner's approval of that process.

(2) The process referred to in subsection (1) must include a process by which the authority will report on the number, nature and disposition of the customer complaints received in the reporting period.

(3) The authority may propose amendments to the process approved under this section and may amend the process in accordance with any such amendment that is approved by the commissioner.

(4) The authority must receive and process customer complaints in accordance with the process approved by the commissioner under this section.

(5) In this section, "customer complaints" does not include complaints made in relation to the South Coast British Columbia Transportation Authority Police Service.

The South Coast British Columbia Transportation Authority (SCBCTA) Act, passed in the provincial legislature in November 2007, created a new governance structure for TransLink (the authority). It established a new Board of Directors, a Mayors' Council on Regional Transportation, and a Regional Transportation Commissioner.

The Act requires TransLink to obtain the Commissioner's approval of two of its customer feedback processes:

- the customer satisfaction survey process, which is not addressed in this report and is the subject of a separate review, and
- the customer complaints process, which is addressed here.

Specifically, for the customer complaints process, the Act states that TransLink (the authority) must:

- propose to the Commissioner a process by which the authority will deal with customer complaints; and
- obtain the Commissioner's approval of that process.

The Act states that the process referred to above must include a process by which the authority will report on the number, nature and disposition of the customer complaints received in the reporting period.

In its annual report due March 31 of each year, the Act requires TransLink to provide a summary of the number and nature of complaints received in that year, and the actions taken by the authority in response to those complaints.

The Act states that any proposed amendments to the process must receive Commission approval, and, once approved, the authority must process customer complaints in accordance with that process.

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<sup>1</sup> This report occurs after the statutory deadline of June 30 2008. In a letter to the Chair of the Mayors Council dated February 19 2008 the Minister of Transportation recognized the very compressed time frame available to meet certain requirements of the Act. Prior to his appointment June 4 2008 the Commissioner notified the Mayors Council of his intent to report under s. 225 after the June 30 2008 date.

## 2 Commission's Approach

### 2.1 Commission Team

The Commission's approach was a collaborative one. A review team consisted of Commissioner Martin Crilly assisted by:

- Ms. Nancy Cameron, Commission Communications Manager, and
- Mr. Robert Irwin, MEng, President, Irwin Transportation Services Inc.

#### *Research methods*

To learn how TransLink and its subsidiary companies deal with customer complaints, the team held a total of five meetings with senior executives of TransLink, Coast Mountain Bus Company (CMBC), British Columbia Rapid Transit Company (BCRTC), and West Coast Express (WCE), and staff members of their staff.

The team also reviewed extensive documentation provided by TransLink including:

- a Board of Directors report describing the process currently in place;
- Coast Mountain Bus Company's Customer Relations Manual; and
- responses to questions posed by the Commission team.

The team visited TransLink's Customer Relations Centre at Gateway Station in Surrey, BC, to observe the activities and talk to customer relations employees.

It reviewed the complaints process in two other Canadian transit agencies (one bus and one rail and bus operation) for comparison with TransLink's process.

The Commissioner and Mr. Irwin interviewed Mr. Frank Blasetti, Assistant Deputy Minister, Partnerships Department of the Ministry of Transportation and Infrastructure in order to gain an insight into the Act's intent.

### 2.2 Commission's Role

The design and operation of the customer complaints process is clearly the responsibility of TransLink. The Commissioner is tasked to provide an independent approval of that process and amendments to it in the future—but not to re-design the process, or to oversee its ongoing operation.

If the Commissioner feels that TransLink's proposed process will not meet with his approval, he can suggest that TransLink make an amended proposal. The Commissioner is also to monitor annually that TransLink is reporting, in its Statutory Annual Report, on the number of complaints, their nature and actions taken in response.

*TransLink has proposed its existing complaints process for approval. A hi-level description of the existing process appears in Section 3 of this report, with more detail in Appendices A and B.*

On the premise that the legislators, in framing the Act, did not intend to imply that there was anything wrong with the existing process, the Commission team' sought to confirm that TransLink has the machinery in place to "deal with" (a term used in s. 225 of the Act) complaints (and also commendations) from its customers. The legislators clearly expect TransLink not just to receive and log complaints, but also to show "actions taken in response" (s. 13.4c).

*What does it mean to "deal with" complaints?*

Therefore the Commissioner interprets the term "deal with" to mean "receive, track, respond, diagnose, rectify, and report on" where:

- "respond" means giving prompt feedback to the complainant customer, as appropriate, in the form of information as to the outcome of their complaint/commendation, with an explanation, apology and compensation, or a refutation, as may be warranted;
- "diagnose" means determining the underlying cause of the complaint/commendation, whether a pattern of complaints is emerging, and what if anything the organization can learn from the pattern; and
- "rectify" means making appropriate corrections or improvements if complaints reveal systemic deficiencies in services, consistent with TransLink's goals.

### 2.3 Perspective on TransLink's Challenge

Of the two customer feedback processes requiring approval (i.e. satisfaction survey in s. 224 of the Act, and complaints in s. 225), the Commissioner sees that the latter—the complaints process—as offering the larger challenge for TransLink.

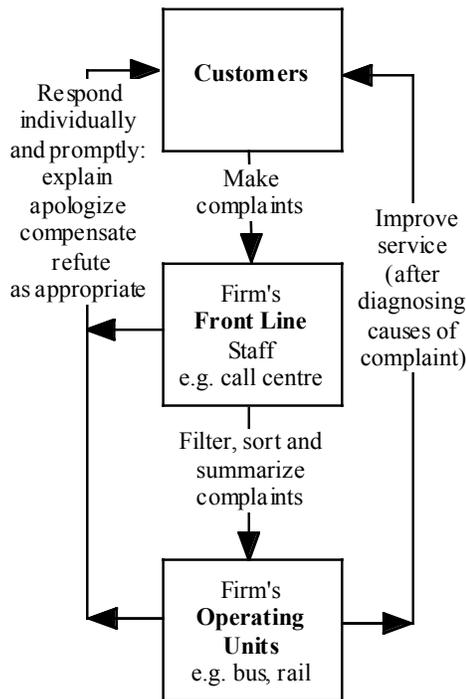
Managing customer feedback via complaints is very different matter from doing so via satisfaction surveys. For its satisfaction surveys, TransLink solicits, schedules, channels and structures the feedback. It is relatively easy to systematize, and also to engage an experienced contractor (a polling firm) to manage much of the work.

For the complaints process, in contrast, the feedback is initiated by customers, not by TransLink: it is unsolicited, spontaneous and open-ended. It can have any nature, and arrive at any time and by several possible routes. It contains intelligence of a different nature. Customer complaints (and commendations) are the tip of an iceberg, representing a fraction of the total negative (and positive) experiences of TransLink's customers.

Complaint-handling does not readily lend itself to contracting out, and seems best done in-house.

Furthermore, TransLink is a complex organization: its four subsidiaries having direct contact with the public (bus/ferry, light rail, heavy rail and emission inspection) have diverse operations at different scales. Their customer bases, and the expectation of their customers, have differences too. Understandably, the four subsidiaries' philosophies towards customer service are not identical.

*What Influences the Number/Nature of Complaints?*



Any firm providing a wide range of services to a large customer base faces similar challenges in dealing with complaints.

The number and nature of complaints recorded depends on several shifting factors, partly influenced by the firm, including:

- the width of the gap between customers' expectations for the service and their actual experience;
- whether customers think "it will do any good" to complain, i.e. their perception of the firm's openness to criticism (so, a growing number of complaints might actually be a good sign—i.e. of a more receptive firm);
- how easily customers can voice their complaints (e.g. face-to-face through front line staff, or via prominent and memorable phone numbers and email addresses, or in easy-to-use web forms)—and how quickly they can do so, before the impulse to complain dies;
- whether the firm's culture encourages employees to see a complaint as an opportunity to improve rather than as something to be dismissed or suppressed; and in particular
- how hard the firm is listening (including how it recognizes a complaint as such, and logs, interprets and analyzes the customers' communications).

If a firm is to both (a) respond to individual complaints in the short term and (b) learn from the pattern of complaints to improve services in the longer term, certain basic flows of information must function (see diagram, left).

TransLink's challenge can be viewed as achieving and maintaining smooth and continuous circulation of information like that in the diagram, within its complex organization.

## 3 Description of the Existing Complaints Process

### 3.1 Objective of TransLink

TransLink states that the primary objective of its customer complaints process derives from its Vision, Mission, and Values statements, in particular the core value which says “We will understand our customers and increase their satisfaction with the services they receive”. Two other objectives that TransLink voiced are:

- to guide TransLink and subsidiary decision-making regarding the efficient allocation of scarce resources; and
- to identify areas of the transportation system that do not meet goals set for service performance so that remedial action can be taken.

### 3.2 Four Service Centres for Complaints

Complaints are handled at four locations in the TransLink organization:

<b>Customer Complaints in 2007</b>		
<b>Service Centre</b>	<b>Number</b>	<b>% of Total</b>
Coast Mountain Bus Company (CMBC)	30339	95.8%
SkyTrain	342	1.1%
West Coast Express	519	1.6%
AirCare	476	1.5%
<b>TOTAL</b>	<b>31676</b>	<b>100.0%</b>

*Source: TransLink Statutory Annual Report 2007*

As shown in the table above, over 95% of complaints are received through TransLink's CMBC Customer Relations Centre. Complaints arrive by phone, email and letter. This facility features a modern call centre which handles all manner of transit customer enquiries, not only complaints e.g. enquiries about bus and train times and individual trip planning. Four specialist staff field complaint calls.

The three subsidiaries of SkyTrain, West Coast Express, and Air Care have their own systems and processes for dealing with complaints but, as seen in the table above, each handled less than 2% of the total complaint volume reported for 2007. In addition to those complaints that they receive directly, these three subsidiaries also receive complaints specific to them routed through the main CMBC Customer Relations Centre.

### 3.3 TransLink / Coast Mountain Bus Company (CMBC)

#### Number and Nature of Complaints to TransLink's Customer Relations Centre in 2007

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The Customer Relations Centre received an average of 2500 complaints per month.

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Of these 1800 were by phone and 700 via email or letter.

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The majority (93%) concerned Coast Mountain Bus Company.

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Some 43% of the complaints concerned bus operator behaviour or driving.

At the CMBC centre, complaints (and commendations) are logged into a computerized management system which provides for recording of complaints, for tracking how they are dealt with, formalizing the responses to the customers and actions taken within the organization. This system, called COM (for Complaints and Commendations) handles complaints about TransLink, Coast Mountain Bus Company, SeaBus, West Vancouver Blue Bus, HandyDart, and community shuttles, and forwards complaints received on the three other TransLink subsidiaries to them for their attention.

If complaints through COM have not been responded to within the designated response time, they are flagged and sent up to the next level of management within the organization responsible for responding to the complaint. If after another week, a response has still not been delivered through the system, the complaint will again be escalated to the next level of management. Ultimately, if no response has been provided, the continued escalation of the complaint could take it to the TransLink CEO or CMBC President's office for action.

COM is able to capture information for individual departments for specific categories of complaints, and how quickly they are closed. Complaints are then reported in monthly financial reports and in quarterly reports to the CMBC Board. Annual complaint statistics are reported in the TransLink Corporate Scorecard.

All complaints are prioritized, being assigned one of two a priority levels (higher priority called P1 and lower called P3). P3 complaints, comprising 99% of all complaints, are to be responded to within 15 working days. P1 complaints, which are much more serious in nature, i.e. racial issues, sexual harassment, incidents involving minors, assaults, threats, and dangerous driving, are to be responded to within two working days.

Appendices A and B depict the complaint tracking and resolution process in place at CMBC, as well as the reporting mechanisms.

### 3.4 SkyTrain

SkyTrain receives the majority of its complaints through the COM system. However they use their own system (Customer Service Log, Fox Pro Version 9) for tracking and managing both these complaints and ones they received directly from customers (which average less than one per day). This in-house customer relationship management system was developed by SkyTrain personnel and has very similar capabilities to the COM system used by TransLink and CMBC.

Two Customer Service Representatives handle customer correspondence. They receive, log, investigate, and respond to customer issues and concerns. One of SkyTrain's customer service goals is to investigate and respond to all customer complaints within 10 working days.

SkyTrain Customer Service measures the number and type of complaints as well as how quickly they are closed. As part of the overall Key Performance Indicators for SkyTrain, customer complaints are reported corporately and reviewed monthly and quarterly with all managers. They are shared with staff through bulletin board postings. SkyTrain annual complaint statistics are reported in the TransLink Corporate Scorecard.

### 3.5 West Coast Express

Among TransLink's operating subsidiaries WCE has set particularly demanding requirements for Customer Service. To support its customer service requirement WCE developed an in-house customer relationship management system. The system is built on Microsoft Access software and allows WCE to call up specific data on an individual in order to review customer interaction records immediately while dealing with a customer face to face or over the telephone. This is an important attribute of their current system because of the daily requirement for WCE customer service staff to deal with customers in person at their Waterfront terminus offices.

The major issues WCE deals with concern the day-to-day operation of the service-train delays, ticket vending machine problems, or incorrect tickets for the intended journey. These are easily resolved and are dealt with as they occur. If a major service breakdown happens, WCE offers service recovery to all affected customers in the form of refunds, ticket validity extension or coffee and muffins, depending on the circumstances.

WCE's focus in servicing customers is on the immediate resolution of concerns as soon as possible. Between front-line staff and office staff, well over 85% of complaints are resolved within 24 hours. Issues requiring assistance from other departments, or areas of transit (less than 15%), may take up to five business days to complete.

WCE Customer Service measures the number and type of complaints as well as details about resolution, if needed. WCE Customer Service statistics are produced monthly and reviewed monthly by staff and management. WCE customer complaint statistics are also reported in the TransLink Corporate Scorecard.

### 3.6 AirCare

Customer complaints are received through a variety of means; telephone, face-to-face, electronic, and written. In all approaches, responses are time-bound and supported through written procedures. Customer complaints are logged into in an in-house system that will flag them for action and then tracks them for action taken.

For the most part, because of the nature of most complaints regarding AirCare, responses are handled by AirCare's contractor, Envirotec Canada, and are monitored by TransLink staff. AirCare staff only becomes directly involved if the required response is not part of Envirotec responsibilities. In such cases, which would typically be repair-related issues, the action taken is to have AirCare's technical staff contact the customer or the repair shop and help them to properly diagnose the trouble or clarify program requirements as appropriate.

All complaints are investigated and responded to within 24 hours. Operational and 'day to day' issues are resolved by the contractor. Complaints regarding test limits, certified repair industry, vehicle licensing, or operating policies are resolved by AirCare. A copy of the complaint and the response is provided to the customer in the format of customer's preference.

All customer complaints directed at AirCare or its contractor, Envirotec, are recorded and tracked internally. Starting in 2008, AirCare complaint management recording will be added to the TransLink Corporate Scorecard.

## 4 Observations and Findings

### *Stated objectives for the complaints process*

In the Commissioner's view it is imperative that TransLink:

- (a) respond individually and courteously to all complaints in timely fashion; and
- (b) learn from the pattern of complaints, to correct and improve service.

A statement of objectives specific to the customer complaint process is not evident in the materials provided to the Commissioner. However, a TransLink task force is drafting a "corporate service policy for TransLink and its subsidiaries and contractors". Features of it bear upon the complaints process. The Commissioner is satisfied from the task force draft report<sup>2</sup> that TransLink recognizes both of the above imperatives.

### *Overall design of complaints process*

TransLink's complaints process has evolved organically with the authority, and not necessarily by overall design. To obtain a clear picture of how the organization deals with complaints, the Commission drew its own process map (in Appendix A) and summary table (Appendix B).

### *Human Resources*

Human resources devoted to dealing with complaints appear to be both substantial (e.g. four full time staff at CMBC Customer Relations Centre) and adequate.

### *Response Mechanisms in Place*

The Commissioner observes that CMBC and SkyTrain do not actively solicit complaints as such. Customers seeking to complain by telephone or mail must first think to try avenues variously<sup>3</sup> posted as "Customer Information", "Customer Relations" or "Customer Service". However, both the CMBC call centre in Surrey and the website are easy routes of lodging a complaint, once the customer finds them.

The Commissioner is satisfied that, once a complaint is received, TransLink and its subsidiaries have machinery that can produce individual, timely responses to complainants, by way of thanks, acknowledgement, explanation, compensation or refutation as appropriate. A notable feature of the CBMC COM mechanism is a built-in performance check, in that if a complaint has not been resolved within a deadline it is automatically escalated for higher-level attention.

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<sup>2</sup> Draft #4 TransLink Customer Service Policy Framework, dated May 15, 2008

<sup>3</sup> Phone numbers are printed on the back of transit tickets and posted near ticket vending machines at stations, where there are free phones. No information is apparent anywhere onboard buses or SkyTrain cars, or in the current Buzzer flyer.

*Learning from Complaints*

The Commission-prepared process map in Appendix A, developed with the advice of TransLink, shows that regular reports about complaints are forwarded to the subsidiaries. However:

- it is not evident from past meeting minutes of their boards that causes behind complaints are regularly reported, understood and analyzed with a view to identifying systemic problems for correction;
- the Commissioner has not seen demonstrated that TransLink is analyzing trends and patterns in complaints to identify system problems;
- nor is it clear that TransLink knows how well it is doing in addressing issues that are revealed by complaints.

*Issue of single-point of contact for customers*

For TransLink, dealing with customer complaints is inherently a complex matter. Bus/SeaBus, SkyTrain and West Coast Express are different modes:

- (a) their services differ operationally. If and when service falters, producing a complaint, it can do so in unique ways. (e.g. complaints about drivers' conduct occur for the bus service, but obviously not for SkyTrain),
- (b) they have different customer bases and different standards in the level of attention they pay to customers' concerns.

It is understandable, therefore, that the subsidiaries will handle and report customer complaints in ways unique to each of them.

TransLink has advised that it wants to move from a collection of individual systems to a coordinated, single point of customer contact – while still providing the ability of the individual parts of the organization to manage and respond to the complaints unique to the service they provide. TransLink believes this single point of contact approach will allow it to simplify its complaint management process for both the customer and itself. It also believes it would help ensure that it achieves the appropriate balance between the delivery of an effective customer complaint management process, the cost for same, and managing customer expectations for complaint resolution.

The Commissioner is not in a position to comment on the advantages or disadvantages of such a move. However, such a change in the recording, processing, and reporting of customer complaints would require Commission approval before implementation.

*Content of Annual Report*

The SCBCTA Act (section 13.4) requires that TransLink's annual report contain "a summary of the number and nature of complaints received in that year and dealt with under section 225, and the actions taken by the authority in response to those complaints".

It is the Commissioner's view that "actions" include not only steps taken to respond promptly to complainants, but also corrective actions towards improving service based on an overall pattern or trend in complaints. The 2007 Statutory Annual Report did not address this type of action.

## 5 Future Amendments

After the condition on the Commissioner's approval is removed, TransLink may wish to amend the process at any time in the future.

The SCBCTA Act requires TransLink to submit any proposed amendments to the already-approved process to the Commissioner for further approval.

The Commissioner does not wish to burden TransLink or itself with an undue bureaucratic process for approval of amendments. Regulation should not be an obstacle to improving the effectiveness of the customer complaints process.

### 5.1 Minor Amendments: Post Notification

TransLink should make minor amendments to the process at its own discretion and report annually to the Commission on those changes after the fact, at the same time that it makes its annual report in the spring of each year, starting in 2010.

Minor amendments not requiring approval by the commission would be those altering only the detailed process description given in Appendices A and B—but not the high level description given in Section 4.

### 5.2 Major Amendments: Prior Approval

Major amendments to the process will however require prior Commission approval as required by the Act.

Major amendments are those which alter the high-level description of the process in section 4 of this report.

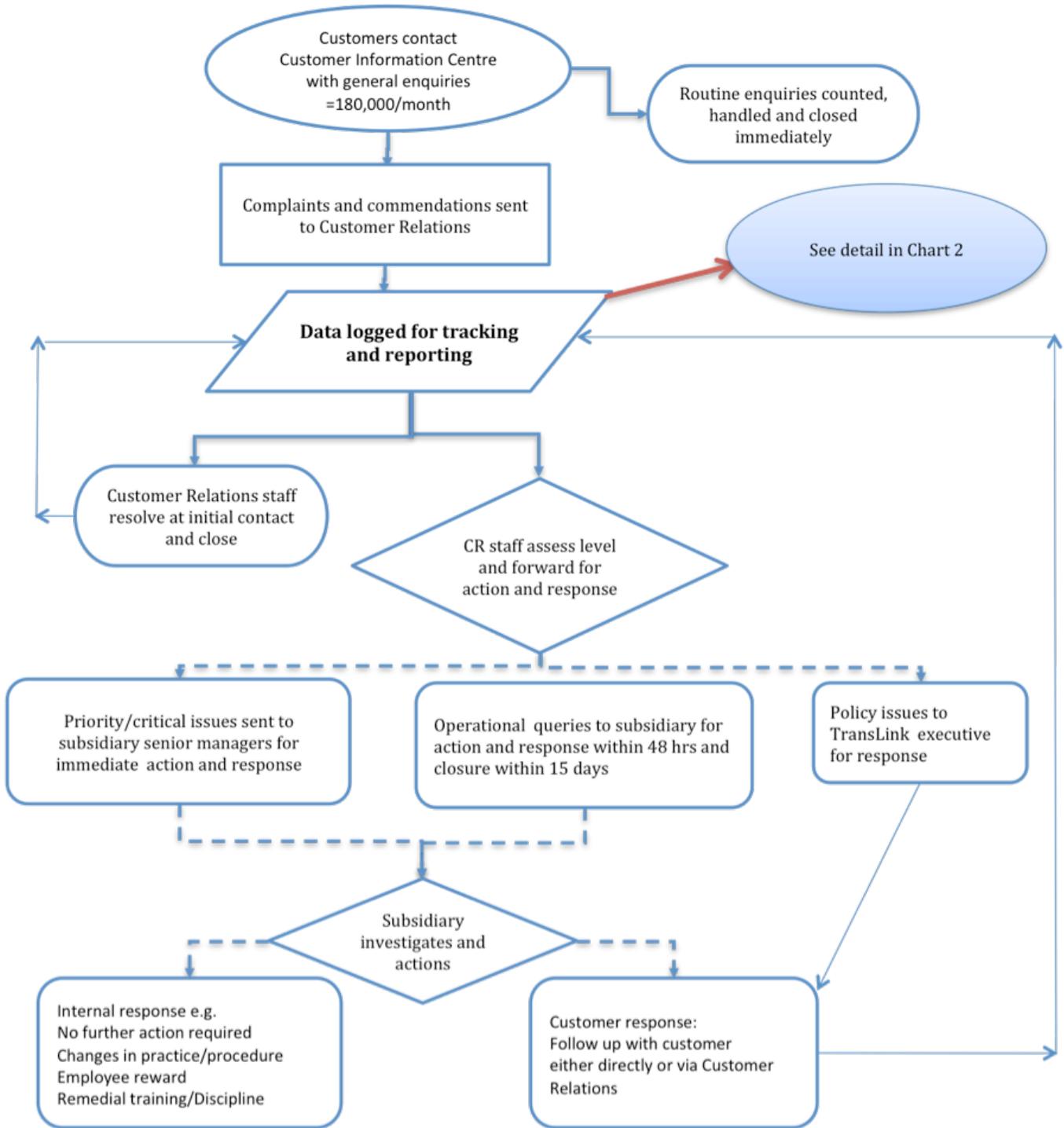
*Application for Amendment of Process*

In order to comply with the Act, before making major changes TransLink should, at any time of year, provide a written application for the proposed change and obtain the Commissioner's approval before implementing it. The Commissioner will aim to respond within 15 days of receiving an application.

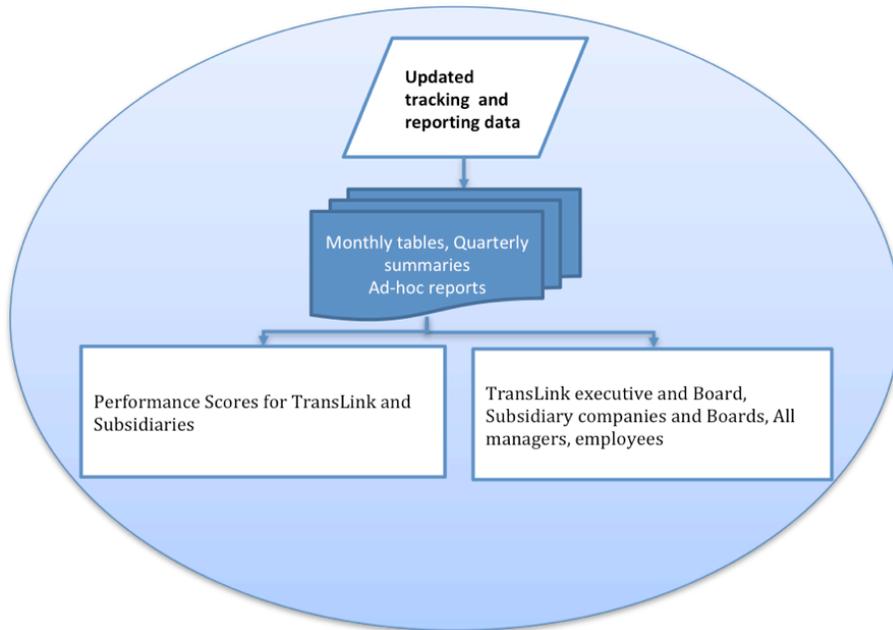
# Appendix A: Process Map

**Chart 1**

## Customer Complaint Handling Process Through the CMBC Customer Relations Centre



**Chart 2**  
Detail of Data Logging and Reporting through the CMBC Customer Relations Centre



## Appendix B: Detailed Process Description

CUSTOMER COMPLAINTS PROCESS				
Data Collected	Process/Handling	Packaged	Destination	Use
<p><b>Starting point:</b> General enquiries to Customer Information Centre</p> <ul style="list-style-type: none"> <li>• 180,000/mo</li> </ul>	Via phone, email, mail, fax, face-to-face, webmail	Counted in operational terms: transit times, routes etc.	<p>Almost all (approx 95%) resolved at Customer Information Centre</p> <p>A small number are policy-related: these go to TransLink head office for a response.</p>	
<p>Complaints/ Commendations</p> <p>31,000/yr.</p> <p>Data collected for TransLink, CMBC, Seabus, Access Transit, Community Blue Bus</p> <p>About 95% CMBC, 5% other subsidiaries</p> <p>Note: Operators also report service issues on ongoing basis: including pass ups, accessibility, onboard issues.</p>	<p>Call centre forwards complaints to Customer Relations staff, who assess level and log in COM system</p> <p>CR responds to customer if possible within 48 hrs, or sends to appropriate department/sub for investigation and response back to customer, which may take up to 15 days due to shift pattern etc.</p> <p>In all cases, the resolution is sent back to CR, and the call is closed, defined as <i>when an action is taken, as determined by a supervisor (or higher)</i>.</p> <p>Use an escalation process: P1,P3</p> <p>P1: Human rights &amp; serious safety infractions, P3: All others.</p> <p>82% of P3s resolved by Customer Relations staff. Rest of P3s, primarily CMBC operational matters, go to the Director, Service Delivery, responsible for CMBC's six transit centres.</p>	<p>Monthly tables (internally known as 'tick sheets')</p> <p>Quarterly summary</p>	<p>All participating subsidiaries are sent relevant:</p> <ul style="list-style-type: none"> <li>• Complaints</li> <li>• Commendations</li> <li>• Suggestions</li> <li>• Open/closed stats</li> </ul> <p>For CMBC, monthly report includes #s on: operator behaviour, operator driving, pass ups and is categorized by behavioural or service-related concerns.</p> <p>CMBC Board TransLink clients TransLink scorecard</p> <p>CMBC also participates in the 12-member <i>International Bus Benchmarking Group</i> which captures their KPIs for comparison internationally.</p>	<p>CMBC measures complaints vs. service hours: plans to measure by customer boardings to provide run/route</p> <p><b>Issue Tracking:</b></p> <p>CMBC: Service Delivery Scorecard is produced monthly to track items;</p> <p>Action re: complaints may include investigation, discipline, extra customer service training.</p> <p>Commendations are rewarded with (at minimum) a personal thank you and letter.</p> <p>Results are published internally through the Trapeze COM system.</p> <p>CS statistics are reported quarterly to the CMBC Board.</p>

## CUSTOMER COMPLAINTS PROCESS

Data Collected	Process/Handling	Packaged	Destination	Use
	<p>P1 complaints go directly to CEO, executive &amp; managers.</p> <p>TransLink doesn't break out P1 and P3s complaints –their issue management process, if required, responds.</p>			They are not broken down into types of complaint such as operator behavior but are more generalized.
<p>Sky Train direct phone/email complaints (1 per 10,000 customers)</p> <p>Definition of 'closed': <i>The best possible action was taken (to achieve resolution).</i></p>	<p>Direct contacts go to department head or supervisor</p> <p>COM data is sent to Sky-Train head office for input into FoxPro s/w</p>	Ongoing	<p>Executive Managers</p> <p>Supervisors</p> <p>Employees Customers</p> <p><b>Issue Tracking:</b> SkyTrain: some issues formally tracked either through job orders or as minuted action items in department meetings.</p>	<p>Complaints go to specific people who are accountable /responsible for resolving</p> <p>Executive team sees report of every transaction and determine actions where needed: e.g. police dispatched in area where suspicious loitering is occurring.</p>
		Quarterly	<p>Board</p> <p>TransLink scorecard</p>	<p>Response/feedback loop with customer: log tracking system is in place and is monitored.</p> <p>CEO responds personally if customer calls his office</p> <p>Board reviews customer service strategies, results and initiatives</p>
WCE storefront customer relations	<p>Face-to-face (and COM) data go to department head or supervisor</p> <p>Uses own Access database</p>	For ad hoc info	<p>Management</p> <p>Staff</p> <p>TransLink scorecard</p>	
<p>AirCare (Enviro-test)</p> <p>Face to face, phone, mail</p> <ul style="list-style-type: none"> <li>• Small # of complaints</li> </ul>	In-house data collection system; 24 hr turn-around		<p>Management</p> <p>Staff</p> <p>TransLink scorecard</p>	

# Appendix C:

## Documents Examined and Meetings Held

<b>Legislation</b>	South Coast British Columbia Transportation Authority Act [SBC 1998, Ch 30]
<b>Reports</b>	<p><b>BC Transit.</b> <i>Victoria Regional Transit System Tracking Survey.</i> Annual Report 2007/2008. Victoria: Synovate.</p> <p><b>Coast Mountain Bus Company.</b> <i>Board of Directors' Report: Q1 Expenditure &amp; Performance Report.</i> June 2, 2008. CMBC.</p> <p><b>Coast Mountain Bus Company.</b> <i>Board of Directors' Report: 2008 Q2 Expenditure &amp; Performance Report.</i> September 16, 2008. CMBC.</p> <p><b>Greater Toronto Transit Authority.</b> <i>Customer Contact Report.</i> Board Submission. August 2008. GO Transit.</p> <p><b>TransLink.</b> <i>First Quarter 2008 Report, Financial and Performance Report,</i> March 31, 2008.</p> <p><b>TransLink.</b> <i>2007 Annual Scorecard and Performance Report.</i> April, 2008.</p> <p><b>TransLink.</b> <i>2007 Annual Statutory Report.</i> April, 2008.</p> <p><b>TransLink.</b> <i>Customer Complaint Handling Process.</i> May 14, 2008. Padon, Robert</p> <p><b>TransLink.</b> <i>Customer Service Performance West Coast Express,</i> September 2008. Synovate.</p> <p><b>TransLink.</b> <i>Second Quarter 2008 Report, Financial and Performance Report,</i> June 30, 2008.</p> <p><b>TransLink.</b> TransLink Customer Service Policy Framework, Draft #4 dated May 15, 2008</p>
<b>Websites</b>	<p>AirCare, November 2008. <a href="http://www.aircare.ca">www.aircare.ca</a></p> <p>British Columbia Rapid Transit Company (SkyTrain), November 2008. <a href="http://www.skytrain.info">www.skytrain.info</a></p> <p>Coast Mountain Bus Company, November 2008. <a href="http://www.coastmountainbus.com">www.coastmountainbus.com</a></p> <p>International Bus Benchmarking Group, November 2008 <a href="http://www.busbenchmarking.org">www.busbenchmarking.org</a></p> <p>Jack Bell Ride Share, November 2008. <a href="http://www.ride-share.com">www.ride-share.com</a></p> <p>TransLink - South Coast British Columbia Transportation Authority, November, 2008. <a href="http://www.TransLink.bc.ca">www.TransLink.bc.ca</a></p> <p>West Coast Express, November 2008. <a href="http://www.westcoastexpress.com">www.westcoastexpress.com</a></p>
<b>Board minutes and meeting documentation</b>	<b>TransLink.</b> <i>Q1 2008 Financial Results and Performance Scorecard</i> (extracted). Board minutes May 29, 2008.

<b>Presentations, charts, and tables</b>	<b>TransLink.</b> <i>2008 Second Quarter Financial Results and Performance Scorecard</i> (extracted). Draft Board minutes, October 3, 2008.
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	<b>Coast Mountain Bus Company.</b> <i>COM Customer Relations Call Flow Diagram</i> , October, 2008.
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	<b>TransLink.</b> <i>TransLink Customer Relationship Strategy Project Charter</i> , September, 2007.
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<b>Meetings Held</b> <i>(in date order)</i>	<ol style="list-style-type: none"> <li data-bbox="678 1283 1487 1346">1. Paddon, Robert. Orientation on TransLink's Customer Satisfaction Survey and Customer Complaint Processes, Vancouver, October 7, 2008.</li> <li data-bbox="678 1369 1442 1432">2. Blasetti, Frank, Ministry of Transportation and Infrastructure. Telephone interview on intent of SCBTA Act, October 28, 2008</li> <li data-bbox="678 1455 1468 1518">3. Stan Sierpina et al. Briefing on Customer Feedback Processes, CMBC, Surrey, October 29, 2008.</li> <li data-bbox="678 1541 1468 1604">4. Clements, Denis and Stan Sierpina, CMBC. Mapping Customer Feedback Processes, Burnaby, November 14, 2008.</li> <li data-bbox="678 1627 1414 1690">5. Kelsey, Doug, BCRTC. Mapping Customer Feedback Processes, Burnaby, November 14, 2008.</li> <li data-bbox="678 1713 1435 1776">6. Paddon, Robert and John Beaudoin, TransLink. Mapping Customer Feedback Processes, Burnaby, November 14, 2008.</li> <li data-bbox="678 1799 1487 1862">7. Paddon, Robert and Lee, Carol, TransLink. Review of final draft of this document. Burnaby, December 11, 2008.</li> </ol>