



MUNICIPALITY OF CENTRAL ELGIN HUMAN RESOURCES POLICY MANUAL

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SECTION 17 – STAKEHOLDER SERVICE STANDARDS

- 17.1 The Municipality is committed to a fair, consistent, and transparent process to respond to stakeholder service complaints. The Municipality recognizes the importance of feedback in improving stakeholder experience and the quality of services provided.
- 17.2 The purpose of this policy is to establish uniform standards and procedures for all employees in all departments responding to stakeholder's requests for service, questions, and feedback.
- 17.2.1 Municipal stakeholders may include residents, visitors, community partners, suppliers, other government agencies and employees.
- 17.2.2 This policy covers service standards in general for all stakeholders. The Municipality has additional policies on the municipal website which outline specific accessibility standards for persons with disabilities.
- 17.3 In order to meet the needs and expectations of stakeholders, within the context of approved municipal policies and procedures, all employees are expected to:
- 17.3.1 Anticipate the needs of stakeholders and plan accordingly in order to successfully meet these needs;
- 17.3.2 Greet stakeholders in a prompt, professional, and respectful manner;
- 17.3.3 Identify themselves, their department and their title;
- 17.3.4 Listen actively to all requests and concerns;
- 17.3.5 Be pleasant, courteous, respectful and helpful during the entire interaction;
- 17.3.6 Try to improve communication and engagement with all stakeholders;
- 17.3.7 Communicate honestly, courteously and knowledgeably with all customers; and
- 17.3.8 Maintain their voicemail and email to ensure stakeholders are aware of planned absences.
- a. Identify alternate contacts and a return date in the voice message or out-of-office attendant email.
- 17.4 Front office staff generally have the most interaction with stakeholders and have additional standards to meet as follows:



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- 17.4.1 Coordinate schedules with all front staff to ensure there is coverage for the front office and incoming phones during all business hours;
- 17.4.2 Set up the automated attendant on the phone system when the phone is not attended;
- 17.4.3 Refer stakeholder inquiries to the appropriate person in the appropriate department;
- 17.4.4 Avoid bouncing an inquiry around. If the appropriate employee is unavailable or absent, the stakeholder should be made aware of this.
- 17.4.5 If a note is required, take the message with sufficient detail to ensure the person responding to the request can answer the inquiry.
- 17.5 If a stakeholder becomes abusive stop the interaction and get a supervisor involved. Staff are not expected to tolerate abusive behaviour.
 - 17.5.1 It is the responsibility of employees to document and report abusive behaviour from stakeholders.
- 17.6 The Municipality will generally work to respond to all stakeholder requests within three (3) business days.
 - 17.6.1 If the issue is complex the initial response may simply acknowledge receipt and commit to a response within a designated reasonable period.
- 17.7 Where a stakeholder has a complaint, being an expression of dissatisfaction about the action or lack of action by an employee relating to a program, facility or service, the stakeholder may submit an informal complaint:
 - 17.7.1 Advise the staff member that they are dissatisfied;
 - 17.7.2 Encourage the staff member to remedy the situation;
 - 17.7.3 Keep a written record of the complaint, including dates, times, locations, other people present, and any other relevant information;
 - 17.7.4 Communicate the complaint to a supervisor; and
 - 17.7.5 Consider the need to pursue the complaint in accordance with the formal complaint procedure.
- 17.8 Stakeholders are encouraged to initially pursue the informal complaint procedure; however, it is not a precondition or a prerequisite to follow the informal complaint procedure prior to pursuing the formal complaint procedure.
- 17.9 Where a stakeholder has a complaint the stakeholder may submit a formal complaint:



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- 17.9.1 Complete the Stakeholder Complaint Form
- a. All formal complaints should be filed as soon as possible after the incident.
- 17.9.2 Formal complaints will receive acknowledgment of receipt within three (3) business days as well as the contact information of the person investigating the complaint.
- a. The CAO|Clerk, as investigator, will oversee the complaint investigation process.
 - b. If the CAO|Clerk is involved in the complaint, the Mayor will oversee the complaint investigation process.
- 17.9.3 The investigator may review relevant municipal and provincial legislation, review the municipality's policies and procedures, interview employees, and identify action that may be taken to address the complaint or improve municipal operations.
- a. All actions, in writing or by telephone/voicemail shall be tracked and maintained in a confidential electronic file.
- 17.9.4 A final response from the investigator will be sent to the complainant within twenty (20) business days, barring exceptional circumstances.
- a. Where additional time is required, the complainant will be notified in writing.
- 17.9.5 The decision of the investigator will include information such as:
- a. an overview of the complaint
 - b. details of how the investigation was conducted
 - c. a summary of the facts
 - d. an outline of the findings
 - e. identification of next steps
 - f. suggestions of an appropriate resolution and the rationale of the proposed resolution
- 17.9.6 Complainants who are not satisfied with the outcome of the investigation have the right to contact the Municipal Ombudsman.
- 17.10 All complainants will be treated with respect and the complainant will not receive adverse treatment or any form of reprisal.
- 17.11 The identity of the complainant will be made known only to those who need to know in order to consider the complaint in order to be able to respond to allegations against them or as against another employee. The identity of the complainant may also need to be revealed if required by law, such as through litigation.
- 17.12 The informal and formal complaint procedure is not applicable to:
- 17.12.1 Anonymous complaints.



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17.12.2 Decisions of Council or a Committee.

17.12.3 Issues addressed by legislation, or an existing municipal by-law, policy, or procedure.

17.12.4 Matters that are handled by tribunals, courts of law, quasi-judicial boards, etc.

17.12.5 Internal employee complaints.