

Residential Tenancy Branch Alliance Management Office Report September 28, 2011

1. Initiative Overview

The Residential Tenancy Branch (RTB) answers inquiries and resolves disputes between landlords and tenants pursuant to the B.C. Residential Tenancy Act and the B.C. Manufactured Home Park Tenancy Act. The RTB administers and supports a formal dispute resolution process.

The RTB electronic integrated systems project was initiated to meet public demand and increase service levels within budgetary constraints. RTB's original business processes involved significant manual paper handling by customers and staff, and required that a landlord or tenant apply for a hearing in person at an RTB office or a Service BC Centre. A contract was entered into with TELUS Communications Inc. and TELUS Services (collectively TELUS) in order to take advantage of technological solutions. The contract with TELUS will provide greater public convenience, more efficient use of staff time and improved response to public demand for service.

Scope of services

The key components of the business and technical solution delivered by TELUS are:

- An improved RTB **public website** which provides:
 - Information about landlords' and tenants' rights;
 - A web-based Application for Dispute Resolution form for landlords or tenants to request a dispute resolution hearing. The system allows credit card payment over the Internet.
- A **Case Management System** that automates and streamlines the filing, scheduling and tracking of cases and reduces paper processing by staff.
- A **Call Centre** system which:
 - Provides standardized information through a series of touch-tone menus;
 - Queues and prioritizes incoming phone calls requiring a dialogue with an information officer.
- A **Teleconferencing System** which:
 - Allows hearings to be conducted by conference calls;
 - Identifies parties attending a conference call hearing;
 - Is integrated with the RTB Case Management System.
- An **Internet Fax Service** which manages Applications for Dispute Resolution and additional information for dispute resolution hearings arriving via fax;

- **Training and knowledge management;** and,
- **Ongoing maintenance and support** of the tools.
- For a more detailed description of the project please refer to Project Summary found at http://www.lcs.gov.bc.ca/asd/docs/RTO_project_summary_asd_final.pdf

The RTB staff will continue to be employed by the Province. Under the agreement, TELUS will operate and enhance the solution over a 10-year period ending in 2015.

2. Status Update

What's New?

- **Case Management System Enhancements**
In 2010/11, RTB's Case Management System was enhanced with new features for filing, scheduling and dispute resolution processes. This will increase RTB's efficiency and provide better services for the citizens of B.C.
- **Contact Centre Suite of Applications Enhancements**
In 2010/11, RTB's contact centre applications were enhanced with new features for the information line and incoming call workflow. This will increase RTB's efficiency and provide better services for the citizens of B.C.

Challenges:

- **Contract Expiry**
The contract term ends on March 31, 2015, and RTB must explore options for the future electronic solution. Capital and operational funding will be required to explore options and support the process of designing, building and implementing a new arrangement.
- **Budgetary limitations**
The challenging fiscal environment has limited the Province's ability to support system upgrades. Additionally, the Consumer Price Index provisions of the contract have significantly eroded the capacity to upgrade. This will impact the RTB's ability to make the system respond to business needs.

3. Contract Objectives

The Master Service Agreement signed on January 1, 2005, includes the following objectives:

- To ensure minimal impact on personnel and business operations during the initial transition period;
- To make RTB services more flexible, sophisticated and efficient than before;
- To reduce costs in delivering RTB services and realize further cost reductions in

the future;

- To establish service levels and to set measurements of performance;
- To protect the privacy and personal information of clients, stakeholders and RTB employees;
- To foster a co-management relationship which is flexible enough to allow for changes to the services provided by TELUS and to make adjustments as a result of unforeseen circumstances;
- To introduce enhancements to the services that allow clients and stakeholders to be more self-reliant;
- To allow the Province to exceed clients' expectations for the delivery of RTB services, and to continually seek improvements;
- To develop new or enhanced business processes to accommodate fluctuations in RTB service volumes;
- To have TELUS offer information regarding "best practices" by monitoring and evaluating new and available technologies and services.

Collectively, the Province and TELUS have delivered results that demonstrate progress toward the identified objectives (Appendix A). Activities that support these objectives are ongoing over the duration of the contract.

4. Service Commitments

RTB is committed to providing timely dispute resolution services.

In 2007/08, RTB identified and prioritized disputes that were most critical to landlords and tenants. The result is:

- Early end to tenancy being heard within 1.5 to 2 weeks;
- Orders of possession being heard within 3 weeks; and,
- Emergency repairs, access and return of property being heard within 3.5 weeks;

RTB also designed and delivered a special Direct Request process for Orders of Possession for Non-payment of Rent or Utilities which streamlines the caseload. In addition, RTB designed and delivered an online database of decisions enabling clients to view decisions of interest.

RTB is also working to decrease wait times for clients using the call centre to obtain information. The target is to answer all incoming calls within 10 minutes. However due to reduced staffing levels the current average wait time is 22 minutes.

RTB and TELUS continue to work together to provide clients with more efficient dispute resolution services by improving business processes and technological infrastructure.

Appendix A – Contract Objectives: Reporting on Results

Objective 1

To ensure minimal impact on personnel and business operations during the transition period

Activities (undertaken to achieve objective)	Results (Year-To-Date)
Train staff	Completed in May – August 2005. Successful and orderly transition accomplished without service interruptions.
Develop Transition Plan	
Fully test new system	

Objective 2

To improve the RTB services by making them more flexible, sophisticated and efficient than before

Activities (undertaken to achieve objective)	Results (Year-To-Date)
Identify areas to improve and streamline the workflow of application for dispute resolution	<ul style="list-style-type: none"> • Implemented two application forms – one for landlords and one for tenants – both in paper and electronic format. • Payment procedures modified to align paper and electronic applications. • Designed and delivered an online database of decisions, so clients may view decisions of interest. • In 2010/2011, designed and delivered a new work flow for the public phone line queue, which allows clients to enter a file number.

Objective 3

To reduce costs in delivering RTB services and realize further cost reductions in the future

Activities (undertaken to achieve objective)	Results (Year-To-Date)
Implement system	<p>Savings over funding levels before the system was introduced were:</p> <ul style="list-style-type: none">• \$1,500,000 (20.6%) in 2005/06;• \$1,000,000 (13.7%) in 2006/07;• \$100,000 (1.4%) in 2007/08;• \$150,000 in 2008/09. <p>It was expected that the greatest savings would be derived from the consolidation of operations in the first two years after implementation (2005/06 through 2006/07).</p> <p>As most RTB costs are based on demand for service, and demand continues to grow, overall savings are expected to be lower beyond 2008/09. No additional savings have been realized since.</p>

Objective 4

To establish service levels and to set measurements of performance

Activities (undertaken to achieve objective)	Results (Year-To-Date)
<p>Service objectives were established in the contract for:</p> <ul style="list-style-type: none">• Hosting Services (Availability, Performance, Repair Time)• Application Trouble Resolution• Network Services (Availability)• Help Desk Services	<p>All service levels and system availability targets have been met to date.</p> <p>CICA Section 5100 Audit shared with RTB.</p>

Objective 5

To protect the privacy and personal information of clients, stakeholders and RTB employees

Activities (undertaken to achieve objective)	Results (Year-To-Date)
A Privacy Impact Assessment was completed prior to implementation of the system in 2005. Another Privacy Impact Assessment was completed prior to implementation of RTB's new contact centre application in 2009.	Privacy has been protected: <ul style="list-style-type: none">• No issues have been raised;• No complaints have been received.

Objective 6

To foster a co-management relationship which is flexible enough to allow for changes to the services provided by TELUS and to make adjustments as a result of unforeseen circumstances

Activities (undertaken to achieve objective)	Results (Year-To-Date)
Governance structure established, with regular bi-weekly "working group" and quarterly "steering committee" meetings and updates.	Regular biweekly working group and quarterly steering committee meetings have been held. Ad hoc steering committee meetings were held as required.
Relationship maintained through workshops and similar initiatives to improve joint understanding.	Joint workshops held, resulting in improvements to procedures and technological solutions.

Objective 7

To introduce enhancements to the services that allows clients and stakeholders to be more self-reliant

Activities (undertaken to achieve objective)	Results (Year-To-Date)
Improvements to website <ul style="list-style-type: none">• Navigation• Information	<ul style="list-style-type: none">• Improved web-based materials updated periodically;• Redesign of website architecture underway;

<p>Improvements to phone services</p> <ul style="list-style-type: none"> • Automated messages updated • Touch-tone menu material updated • New contact centre application in 2009/10 implemented in 2009/10 • Enhanced contact centre application in 2010/2011 	<ul style="list-style-type: none"> • Improvements to phone-based information services completed.
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Objective 8

To allow the Province to exceed clients' expectations for the delivery of the RTB services, and to continually seek improvements

Activities (undertaken to achieve objective)	Results (Year-To-Date)
<p>Improved flexibility in dispute resolution hearings held by conference call.</p> <p>Continuous Improvement Project (CI) has been launched.</p>	<ul style="list-style-type: none"> • Migration to call-in process, via Conference Bridge, from procedure where a dispute resolution officer connected the parties to a hearing. • RTB staff has identified changes to procedures that will result in processing improvements. Several involve TELUS solutions, but require funding. • The Implementation of the Direct Request process resulted in increased efficiency of RTB's resources and faster dispute resolution for clients. • In 2010/2011, designed and delivered a new work flow for public phone line queue to allow clients enter related file number.

Objective 9

To develop new or enhanced business processes to accommodate fluctuations in the RTB service business volumes

Activities (undertaken to achieve objective)	Results (Year-To-Date)
The system has the ability to allow RTB to allocate resources where they are most needed.	<ul style="list-style-type: none">• RTB manage phone queue and call-back systems. Wait time significantly reduced.

Objective 10

To have TELUS offer information regarding “best practices” by monitoring and evaluating new and available technologies and services.

Activities (undertaken to achieve objective)	Results (Year-To-Date)
Enhance call centre operations	<ul style="list-style-type: none">• First stage of detailed review of call centre operations by TELUS consultants completed in March 2007.• RTB has implemented appropriate suggestions.