



IRIS Project

**Promoting civic attitudes in Barcelona
through a customer service request platform**

City Council of Barcelona

October-05

Summary

IRIS Project

- 1) INITIAL SITUATION AND DIAGNOSIS
- 2) IMPLEMENTING THE SOLUTION
- 3) KEY SUCCESS FACTORS
- 4) SYSTEM DETAILS
- 5) OBTAINED RESULTS



Present situation

2003

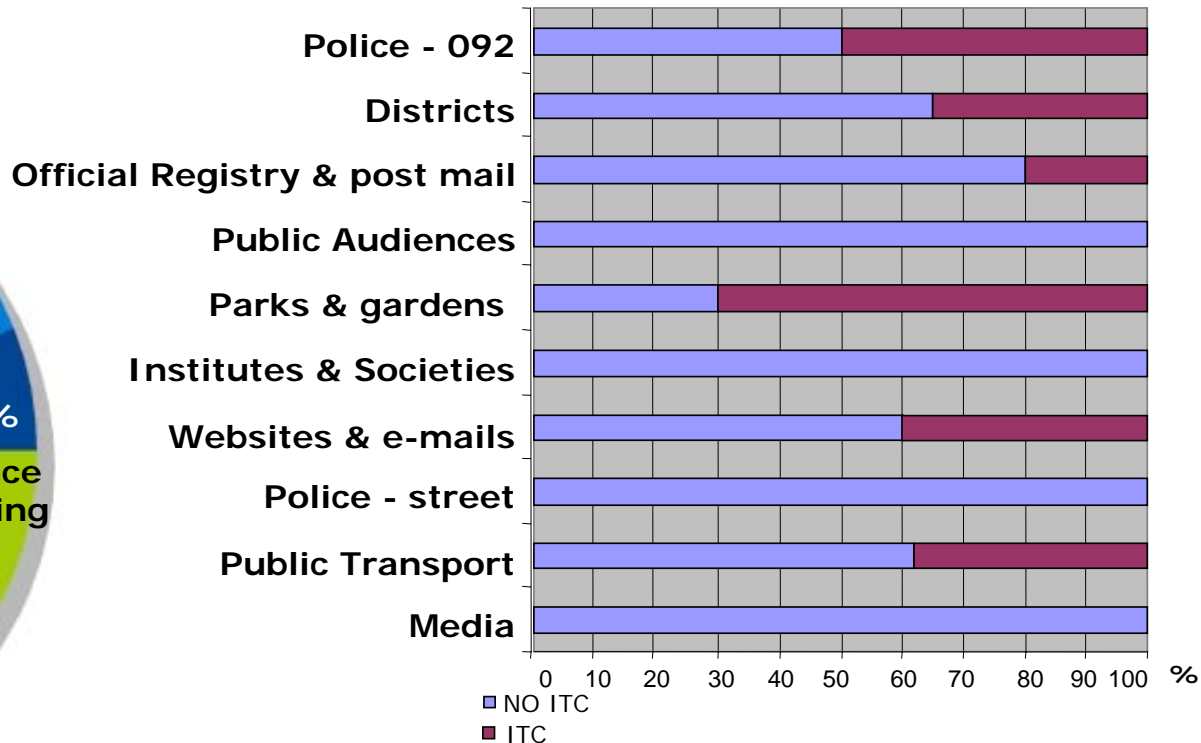
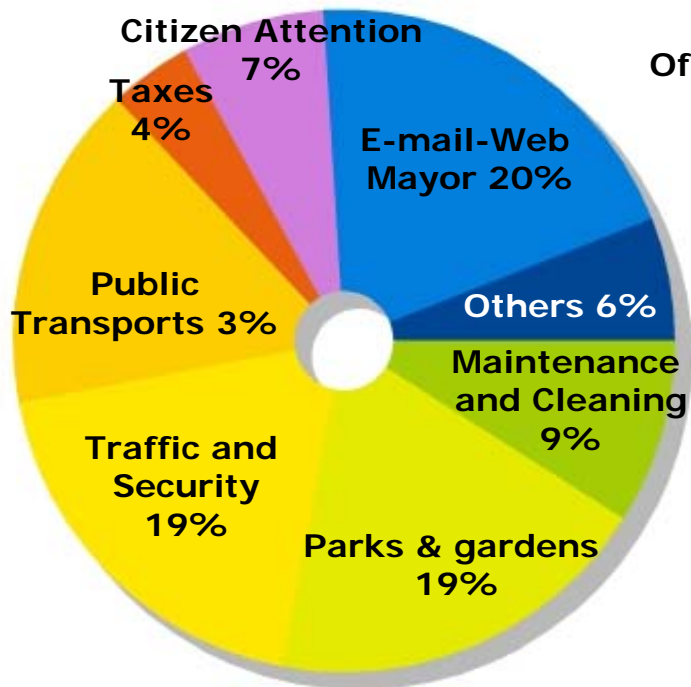
ITC Registered Claims & notified incidences: 227.000

Answers: 16.600

Esteemed claims & notified incidences not registered on ITC:

117.000

Answer distribution



Total entries esteemed: 344.000

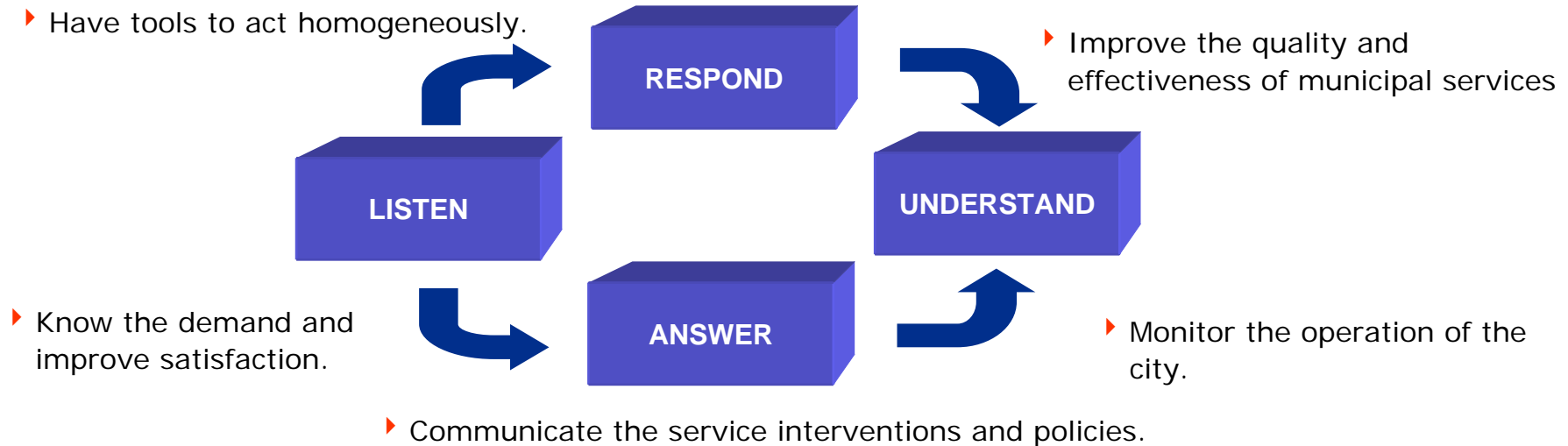
Diagnosis and Solution

- Lack of global registry
- Not single point of control
- Not unified process
- Long response time
- Low notification
- Lack of indicators

"ERRE" model

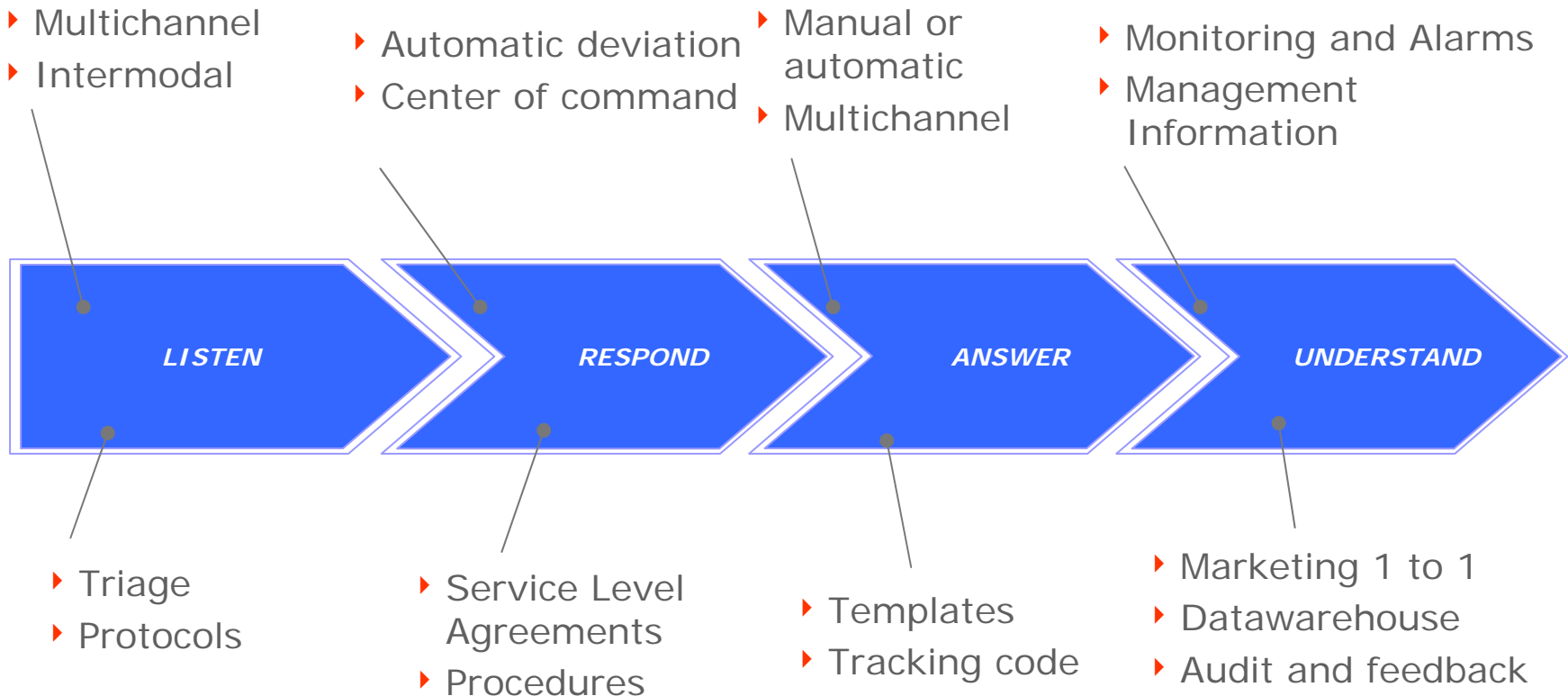
- *Escoltar* -Listen
- *Resoldre* -Respond
- *Respondre* -Answer
- *Entendre* -Understand

ERRE is the conceptual model to develop the **four basic elements of the incidences and claims management**



Implementing the model: the IRIS Project

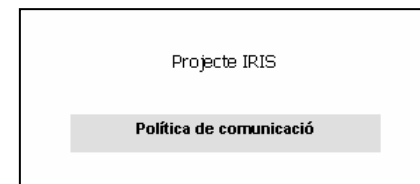
- ▶ IRIS Project aims to **promote civic attitudes** among citizenship and at the same time improve the municipal services efficiency



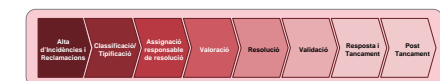
Project's impact

IRIS impact on:

- ▶ **Administrative processes:** "business" process re-engineering
- ▶ **Protocols:** "how-to" guides
- ▶ **Management:** new set of indicators,
- ▶ **Communication policies:** commitment, transparency, accountability
- ▶ **Information systems and IT Tools:** Design of IRIS application



POLICIES



PROCESSES



PROTOCOLS



ORGANIZATION

The communication policies, the processes and protocols and the promotion of channels are the basis of the IRIS system

Where the innovation is

Is this new?

IT Service Management model:

- ▶ Help desk
- ▶ Ticketing
- ▶ Procedures
- ▶ How-to guides
- ▶ Management

Think about ITIL incident management...

The innovation is:

- ▶ From IT Services Management to Public Services Management
- ▶ The citizen is seen as user & customer of the city and public services
- ▶ Transparency is the driver
- ▶ Quick reaction, answer and quality encourage participation
- ▶ Participation promotes civic attitudes

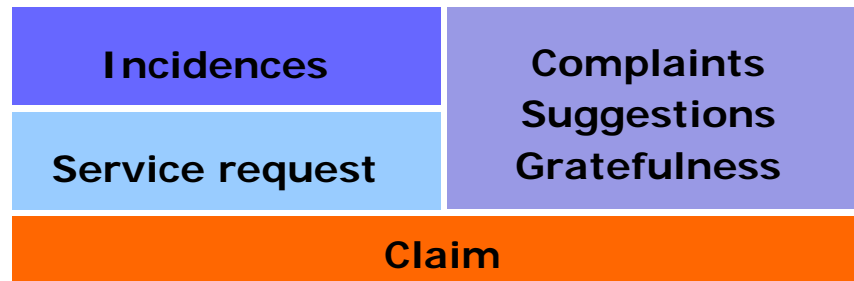
Key success factor: Scope & Classification

PROTOCOLS

DEFINITIONS AND CLASSIFICATIONS CRITERIA

To properly manage the high volume of incidences and claims it is necessary to classify them according to a previously defined kind of entries and a four level deep thematic tree.

The different kind of entries are:



Taxonomy with **9** different **thematic groups** and **four levels deep**:

GATHERING AND CLEANING OF THE URBAN SPACE
MAINTENANCE OF THE URBAN SPACE
SECURITY AND MOBILITY
TREASURY
CULTURE, SPORTS AND EDUCATION
SOCIAL SERVICES, FUNERARY SERVICES AND HEALTH SYSTEM
TOWN PLANNING AND HOUSING
INFORMATION, PROCEDURES AND CITIZEN ATTENTION
PUBLIC TRANSPORT

1.600 Themes

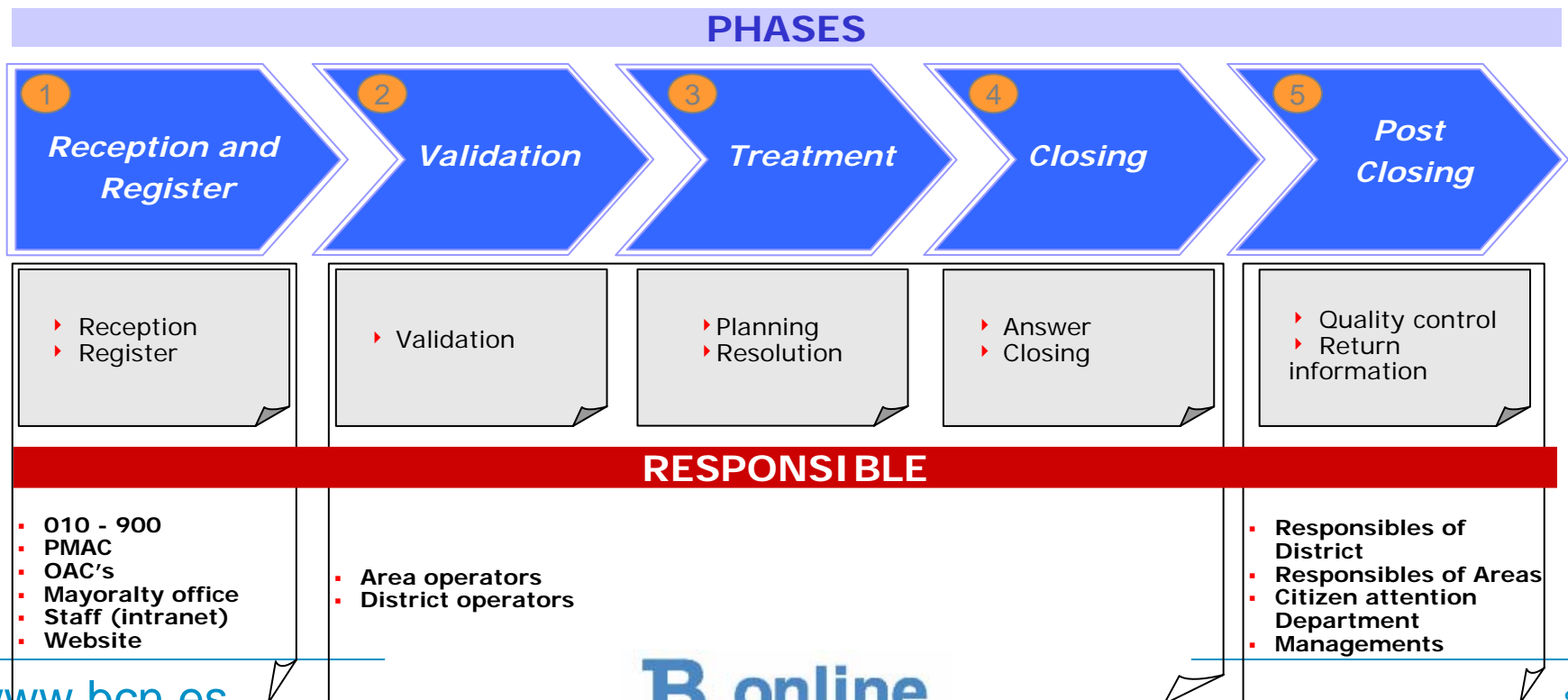
Key success factor: General process

PROCESSES

GENERAL PROCESS OF MANAGEMENT

The **flow of general work of the incidents and claims process** will be formed by 5 main phases. Each one of these phases, will present a series of subphases which will be carried out or not depending on the kind of process which will be executed depending on the kind of incident or claim.

The main phases of the incidents and claims process are these ones detailed below:



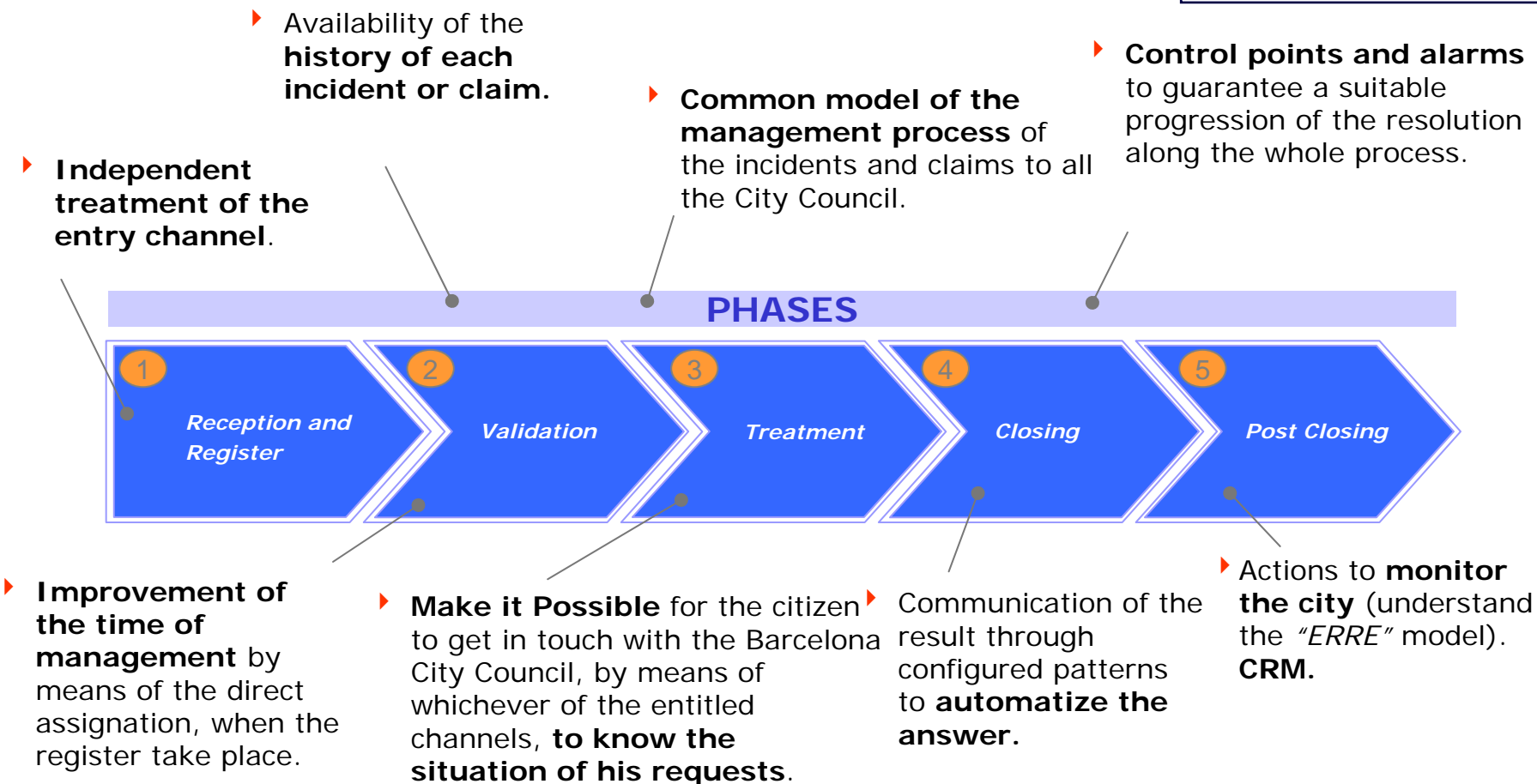
Key success factor: Benefits along the value chain

PROCESSES AND PROTOCOLS

The **main benefits** of the incidences and claims process will be the following ones:

PROCESSES

PROTOCOLS



Key success factor: Information quality

POLICIES

INFORMATION QUALITY AND MASS SCALE

- ▶ Garbage in => garbage out. So, avoid garbage in!!
- ▶ To face huge amount of request we promote the use of structured channels vs non structured channels

Structures channels



- ▶ Telephone 900226226
- ▶ Telephone 010
- ▶ Internet
- ▶ Intranet
- ▶ PDA

Not structured channels



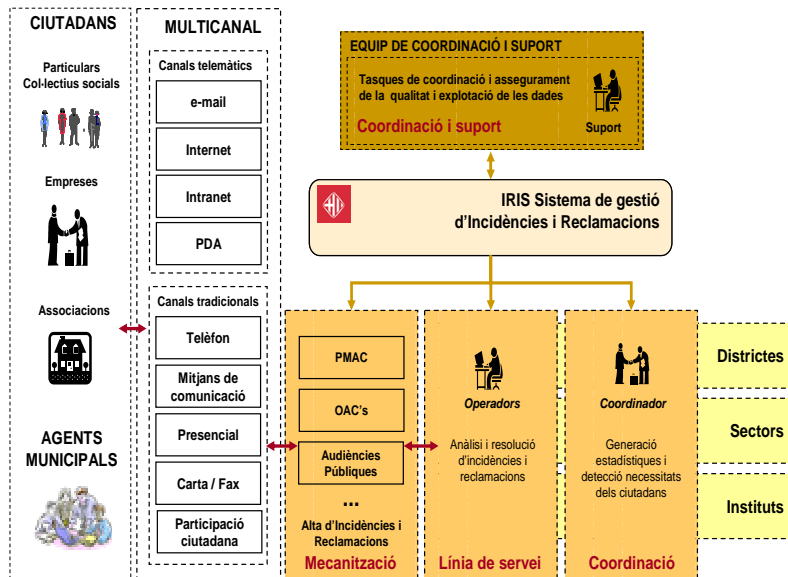
- ▶ Letters
- ▶ emails
- ▶ Newspapers

Key success factor: Organization involvement

ORGANIZATION

ORGANIZATIVE INVOLVEMENTS

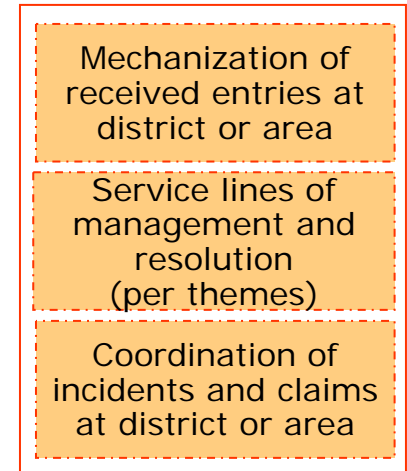
- ▶ Organization has been adapted to the **functions required** by the IRIS system
- ▶ Cross departmental (districts and central areas)
- ▶ External companies (up to 35 subcontractors)



Organization to the Direction of Citizen Attention



Arrangement of roles and profiles at districts and areas



Key success factor: Publicity

POLICIES

CITIZENS AWARENESS

- ▶ Campaigning among citizenship the use of the new service: posters, TV advertisements...



The IRIS System

900 226 226
el telèfon del civisme

- ▶ Communication system for citizens to easily notify incidences & complaints
- ▶ Multichannel approach: free access by web & telephone
- ▶ Automatic and immediate communication with contractors
- ▶ Request ticket & protocol of response
- ▶ Service Level Agreements
- ▶ Status tracking
- ▶ Information system of the city
- ▶ Reporting for the direction

Registering and classifying the incidence

The screenshot shows the 'Alta de Noves Fitxes' (New Ticket Registration) page in the IRIS system. The browser title is 'Gestió d'Incidències i Reclamacions - Alta de Noves Fitxes - Microsoft Internet Explorer'. The URL is 'http://192.168.254.191:9080/irsirisWeb/alta.fitxa.do'. The page header includes 'Ajuntament de Barcelona' and 'IRIS: Gestió d'Incidències, Reclamacions i Suggestiments'. The main navigation bar has tabs for 'Tasques Pendants', 'Fitxes', 'Processos', 'Altes', 'Informes', 'Administració', and 'Documentació'. The current page is for 'RECOLLIDA I NETEJA DE L'ESPAI URBÀ > CONTENIDORS ESCOMBRARIES > CONTENIDORS ESCOMBRARIES > PLE' with 'Temàtica ID = 0101010'. The form is divided into several sections: 'Característiques' (Data: 03/05/2005, 22:10, Domiciliari), 'Ubicació' (Carrer: Av Diagonal, Número: 0240), 'Informació del ciutadà' (NIF/NIE/PASS: 99999999X, CIF: [empty]), 'Informació de Resposta' (Canal de Resposta: EMAIL, Correu electrònic: OSCAR@MAIL.BCN.ES), and 'Canals d'entrada' (Sol·licitant: CIUTADÀ, Suport: TELÈFON). A 'Cerca avançada' button is visible. A small map window titled 'barcelonagüia' is open in the top right corner. A 'Protocol de la Temàtica' window is open in the bottom right corner, showing a protocol for handling complaints. A blue arrow labeled 'Alta Fitxa' points from the 'Altes' tab to the 'Alta de Noves Fitxes' page.

ToDo list

Solving the incidence. To-Do list

Ajuntament de Barcelona

IRIS: Gestió d'Incidències, Reclamacions i Suggestiments

Tasques Pendants Fítxes Processos Altes Informes Administració Documentació

Les Meves Tasques Pdt. Validar

Anar a pàgina 1 Pàgina 1/2 Número total de processos 9

Codi Procés	Tasca	Districte	Ubicació	Data Alta	Tema	Detall	Perfil encarregat
19944	Planificació	02.Eixample	Carrer d'Alí Bei	04/05/05	ZONES VERDES	HORARI DELS PARCS	IMPJ (R) SERVEIS GENERALS
21868	Resposta	03.Sants-Montjuïc	Passeig Pg de la Zona Franca	07/05/05	ZONES VERDES	HORARI DELS PARCS	IMPJ (R) SERVEIS GENERALS
21873	Planificació	02.Eixample	Carrer Aragó	18/05/05	ZONES VERDES	HORARI DELS PARCS	IMPJ (R) SERVEIS GENERALS
21874	Resposta	10.Sant Martí	Avinguda Diagonal	18/05/05	ZONES VERDES	HORARI DELS PARCS	IMPJ (R) SERVEIS GENERALS
28085	Resposta	07.Guinardó	Carrer Natzaret 0017	25/05/05	ARBRAT VIARI I JARDINERES	FORAT ARBRE PLE D'HERBES	IMPJ (O) SERVEIS GENERALS OP3
35136	Resposta	07.Guinardó	Carrer Pi i Margall 0089	03/06/05	ZONES VERDES	TRACTAMENT PLAGA O MALURA	IMPJ (O) SERVEIS GENERALS OP3
45950	Planificació	10.Sant Martí	Carrer Llacuna 0148	11/06/05	ZONES VERDES	HORARI DELS PARCS	IMPJ (R) SERVEIS GENERALS

Gabinet d'Alcaldia
 Alarmes
 Processos reassignats

Filtre ràpid

Identificador del Procés

Districte

Només reassignats

Perfil encarregat

Tema

Gabinet d'Alcaldia Alarmes

Filtrar

Files and processings

Notifying citizen

Dades de la Resolució

Data de Resolució	13/06/05	Persona encarregada de la tasca	
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13/06/05
15:12:37

[Resolució](#) Usuari : ANY1210 >

En data 6/06/05 es passa a fer el desbroç i la retirada dels arbres morts de l'espai comprès entre el Pssg. de la Vall d'Hebrón i el C/ Sinaí. Al C/ Natzaret les zones fora dels espais enjardinats no són competència de Parcs i Jardins.

Resposta a l'usuari SMS

Tipus Resposta	SMS
Codi Fitxa	I00370310J-01
Ciudadà / Agrupació	MARI ANGELS
Dades Resposta	650358703

Us fem saber que s'ha resolt la petició I00370310J-01 rebuda el 25/05/05. Us agraïm la vostra contribució per millorar la ciutat.
Ajuntament de Barcelona



Històric de Tasques

Tasca	Persona encarregada de la tasca	Data d'Inici	Data Fi
Inici	any1210	31/05/05 10:23:41	31/05/05 10:23:41
Planificació	any1210	31/05/05 10:23:41	13/06/05 15:05:15
Resolució	ANY1210	13/06/05 15:05:15	13/06/05 15:12:37
Resposta	ANY1210	13/06/05 15:12:36	

13/06/05 [Reassignació](#) Usuari : ANY1210 >

Reassignació de IMPJ (O) ZONA VERDA VI-VII a IMPJ (O) SERVEIS GENERALS OP3 -> Traspàs intern :
Confeccionar resposta amb les dades del comentari.

Anul·lar

Respondre

Guardar Esborrany

Reassignar

Indicators: inputs

Input channel

	Total	%
Telephone	87.023	73,7
Internet	5.622	4,8
Intranet	1.601	1,4
Sectors	22.565	19,1
Districts	1.223	1,0
Total	118.034	100,0

Distribution by thematic areas

Incidents

(10 incident areas cover the 42,5%)

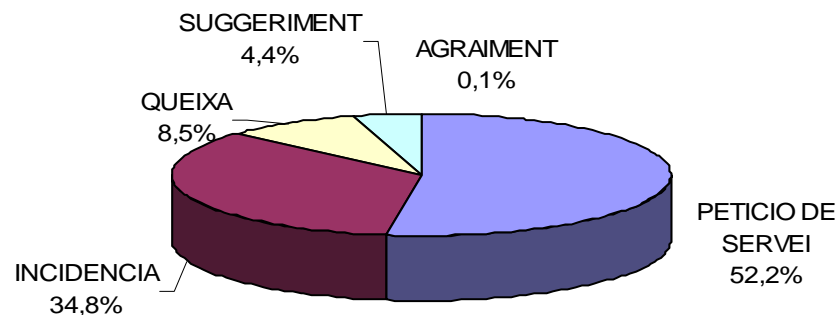
Petition of Service

(10 petition areas cover the 98%)

Complaints/Suggestions/Gratitudes

(10 QSiA areas cover the 26%)

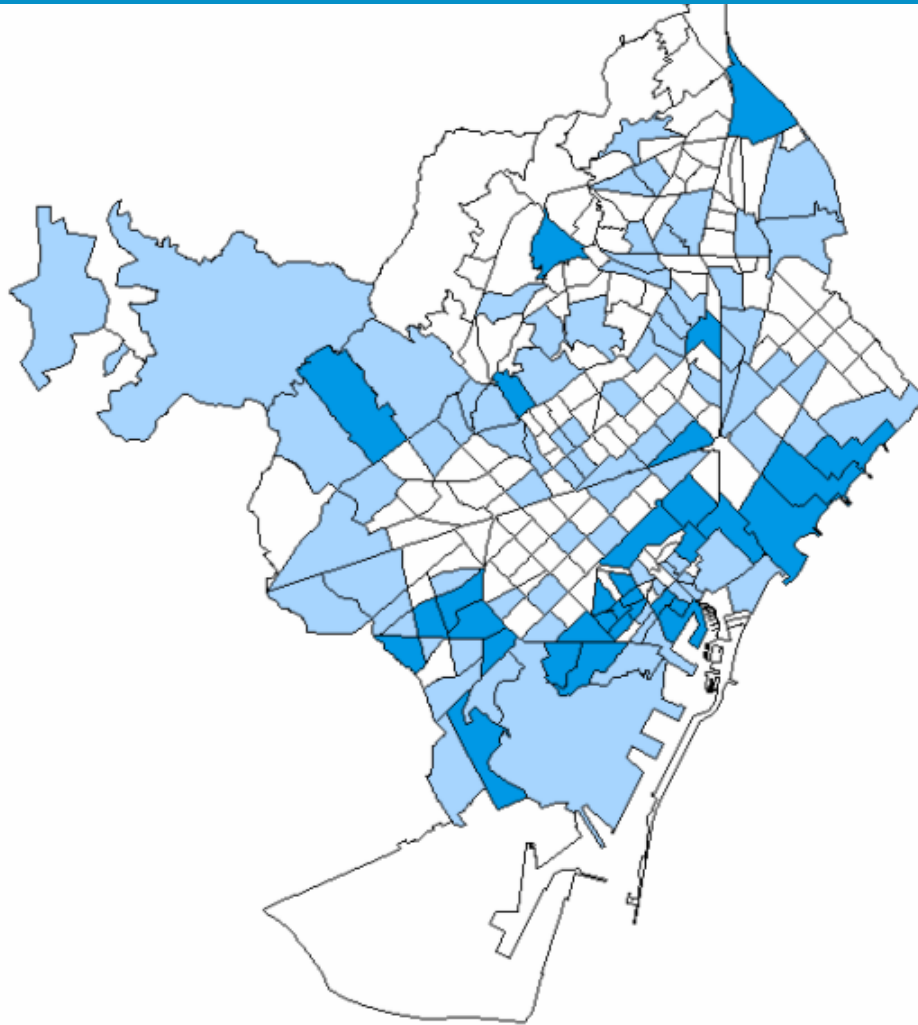
Qualification of the communication



Classification of the communications

ÀREA	Total	%
Cleaning	71.733	60,8
Traffic and Security	25.863	21,9
Maintenance	14.838	12,6
Other areas	5.600	4,7
Total	118.034	100,0




Indicators: territorial distribution analysis



- ▶ 71.000 citizens identified
- ▶ 90% data geo-referred to a coordinate (XY) of the territory
- ▶ Linked with a GIS
- ▶ Tailored territorial analysis

Allowing

- ▶ Problem analysis
- ▶ Resources reallocation
- ▶ Localized actions

	28% Del total de la temàtica
	38% Del total de la temàtica
	34% Del total de la temàtica

More indicators

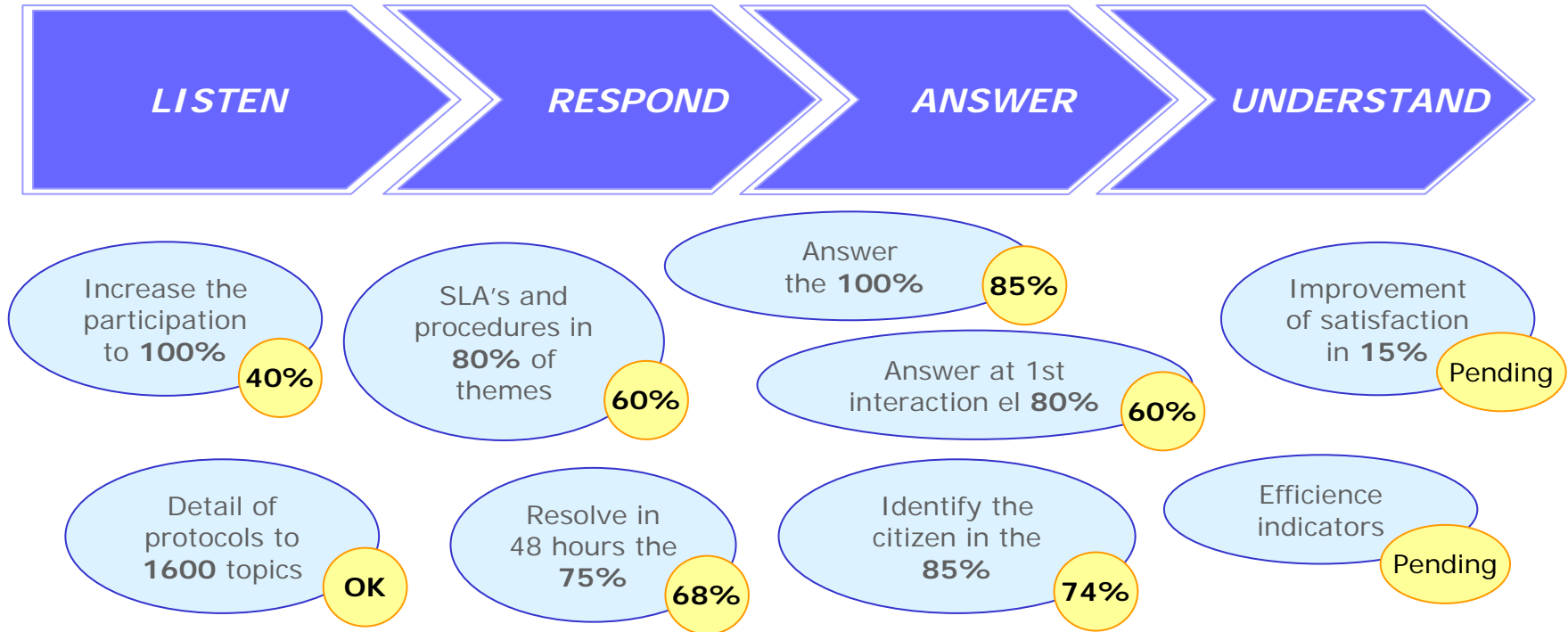
Output channel

Answer channel	%
E-mail	51,8
Letter	33,2
SMS	10,6
Telephone	4,4

- ▶ 56% of the total incidences are solved in only one interaction
- ▶ The citizen has claimed a 3% of the solved incidences

1,6 Mio. People (Barcelona)
15 Mio. Visits to the Web
4 Mio. Phone calls
180.000 e-mails
130 agents contact centre
2 Mio. Contacts at office
265.000 claims and complaints
1.600 themes
800 operation's staff
7 Council Departments
10 District Authorities
35 Subcontractors

Obtained results



Relevance & Transferability

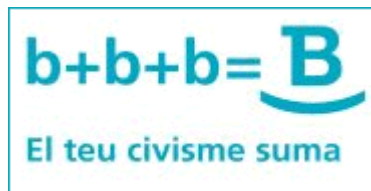


"... an incredible tool to promote citizen participation and improve the management of the city"

Joan Clos, Mayor of Barcelona

What makes the difference?

- ▶ "It's democracy, stupid!"



(Your civic attitude is important)

- ▶ *Complaint as a gift* culture
- ▶ Process + Systems + People
- ▶ Taxonomy, Protocols, Templates
- ▶ Change Management Approach

What can BCN share?

- ▶ The Policy approach
 - ▶ Change Management aspects
 - ▶ Taxonomy, Protocols, Procedures
 - ▶ Conceptual Design
 - ▶ Code: Java, Open Source
 - ▶ Proud, accustomed to share
-
- ▶ The Chicago 311 replication effect



The end

Thankyou for your attention!

