

Traditional consulting methods may have worked in the past, but we understand the needs of decision makers in municipal government and customize our methods to address your needs

We can help you to:

- Develop, document and align your strategy, business objectives and business plans
- Enhance quality and effectiveness while reducing the cost of current programs and services
- Create innovative models for new program and service delivery
- Improve your contact centre service delivery
- Manage organizational culture change

atfocus is a dynamic and versatile consulting firm, based in Ontario, with extensive municipal experience. We are dedicated to client service and quality outcomes. Our approach focuses on being extremely efficient through the use of several facilitation tools, strong project and client relationship management.

Working with multiple municipalities/Regions across Canada we have assisted in:

- Anticipating and responding to environmental, economic and customer changes, including new legislative requirements
- Developing strategies and business plans for enterprise wide change
- Compressing the time from program and service inception to delivery
- Assessing performance with results-based management

atfocus is dedicated to assisting municipalities achieve quality through enterprise performance improvement. Employing proven methods and tools, our consultants will tailor their approach to meet the objectives of your project.

We specialize in customized services for:

- Organizational Goal Setting
- Strategic and Business Planning
- Process Management and Efficiency Improvement
- Effective Business Process Design
- Business Case Development
- Change Management
- Contact Centre Service Delivery Optimization
- RFP Development and Evaluation Framework

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If you need to document your strategy and business objectives, align your organization and provide staff with the line of sight,

atfocus can help

Our proven approach to organizational goal setting, visioning, and strategic and business planning may be the right solution for you

atfocus helps organizations realize their full potential through organizational goal setting, new direction and plan development. We will help you develop future objectives and a planning process that works for your organization. A successful plan provides staff with a line of sight as to what is expected of them to achieve organizational key areas of focus, goals, and objectives. Together we will accomplish this through a balance of leadership input, staff participation and objective advice on what is required for your planning process. The right process will result in the right plan for you and your organization.

Organizational Goal Setting



atfocus works with your organization to define an overall strategic direction, articulate a meaningful vision and/or mission statement, develop guiding principles and align corresponding organizational goals, objectives and performance metrics.

Strategic Plan and Business Plan



Strategic Plans and Business Plans are an important tool in effective organizations. The atfocus approach to planning includes:

- Development of clear, concise and effective planning processes, a “planning framework”
- Creation of the Plan template that fits your organization’s planning and information needs and is customized to the look and feel you want
- Facilitation services to ensure staff participation and buy in
- Assessment, review and alignment of existing plans, offering strategic objective advice for successful deployment

Performance Management Program



The purpose of the Performance Management Program (PMP) is to provide an all inclusive framework for what will be measured and how progress will be reported. Input and outcome measures, targets, standards and weightings are developed. Baselines are gathered or established and approaches to data gathering techniques are introduced. We supply best practice information and a customized set of templates and tools to jump start your PMP.

Line of Sight



The atfocus approach to plan development ensures that your staff will understand your plan and how they will contribute to its fulfillment.

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If you need to enhance quality and efficiency while reducing the cost of your current program and service, **atfocus** can help

Our customized approach to business improvement may be the right solution for you

Business process improvement can make your business operation more efficient, improve the quality of program and service delivery and reduce costs. Business process improvement can also make your organization more resilient, enabling it to adapt to changes in the legislative, policy or operating environment that alter your program or service delivery requirements.

atfocus uses a structured business process improvement methodology and modelling tools to document and communicate how work gets done and the processes and steps employees use to achieve results. One of the core advantages of our approach is that it does not require you to conquer all problems at once in order to deliver results. Projects can start small and still make a large impact.

Business Process Efficiency



atfocus will work with you to improve your current program or service. We will diagram your current processes using process mapping tools and research leading practices for comparison and assessment of successful alternative models. **atfocus** facilitators will conduct workshops and personal interviews with key staff and senior management and incorporate their insights and ideas into the analysis. Our experienced consultants will synthesize their findings and report on challenges, deficiencies and pathways to leveraging opportunities.

Benefit Assessment and Evaluation



atfocus will assist you in assessing which business process efficiency improvements will deliver the best value for money to your organization. We will evaluate proposed improvement recommendations to measure their alignment to your strategic goals and calculate the costs and benefits (both tangible and intangible) of implementing the business process improvement.

Implementing and Measuring Performance Improvement



atfocus will create a practical step by step roadmap for implementing your process improvement. The result will be an action plan that describes resources, costs, timeline and risk mitigation required to enable you to successfully deliver your improved program or service.

We will create a measuring and monitoring framework to record the results of your process improvement. Measuring and reporting on the results of performance improvement will help ensure your operational efficiencies will be sustained into the future.

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If you need to envision innovative models for new programs or service delivery, **atfocus** can help

Our tailored approach to new process design may be the right solution for you

Innovative business models for new programs and services may be required to accommodate changes in legislation, policy and your operating environment. Traditional business process improvement is a proven, effective method to redesign for small and even large scale incremental adjustments. However, new process design may be a better route to superior results where changes are substantial, processes span multiple business areas or new programs and services are beyond the scope of the existing organization's adaptability. **atfocus** uses a systematic approach to process design for new programs, services or major changes to existing programs that examines organizational strategy, structure, processes, technology and culture.

Business Modelling



With you, we will document new program or service requirements and review background information. **atfocus** facilitation services will enable your key decision makers to envision a future state for the new program or service and align this with your overall strategic direction. Workshops and personal interviews will engage staff and senior management in the consultation and change process. Our **Value Driver Analysis** tool and methodology can be used to facilitate discussions and enable priority setting. Our leading practice research will ensure that your future direction will lead to your desired outcome, a new effective and innovative business model.

Business Case Development



Your new business model will be mapped to demonstrate how work processes will flow and to identify the business area that will be responsible for the change. Our business case includes:

- The new program or service delivery business model
- Process maps of the new program or service
- Cost impacts on staff and technology
- Calculated return on investment
- The action plan for implementation, culture change and new technology

Organizational Change



Our proprietary methodology, **Countdown2Change**, measures the impact of business change on affected staff and the risks to your organization in implementing the new business model. **Countdown2Change** establishes employee readiness baseline data for tracking the change process. **Countdown2Change** monitors change and program components are adjusted to ensure that successful and sustainable change is realized.

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If you require assistance with organizational culture change,

atfocus can help

Our customized program for managing and monitoring organizational change may be the right solution for you

If you are involved in a major change or simply need to do things differently, *Countdown2Change* is a methodology that will assist with effective deployment of a program or service, new process, or an organizational change.

Change management is a planned series of events over the lifetime of an initiative, that proactively provide support to individuals to assist them in maximizing the adoption of behaviours that are required in order to achieve lasting benefits from the change. By exploring organizational readiness, the personal change journey, and the relationship between timelines and anticipated resistance to the change, we develop an easy to follow change program. We supply and coach the methodology and the change program. Either you or we can apply it.

Change Program



Achieving organizational cultural change is a significant challenge. *Countdown2Change* begins with establishing an understanding of how much change management is required for success. An organizational readiness assessment is performed, the personal change journey is explored with staff and anticipated resistance is documented. A customized change program is developed with your unique organizational characteristics in mind.

Innovative Workshops and Training



atfocus ensures all change interaction is fun, focused and effective. We use a number of innovative techniques that ensures staff participation. Knowledge building through interactive, entertaining and easy to learn techniques ensures that the staff change experience is complete and effective. Automated tools, hands on experience scenarios, and competitive team building programs all contribute to successful, sustainable change.

Effective Communication Tools



Nothing can replace effective communication tools during change. Staff issues quickly escalate when inaccurate or little information is available. Momentum can quickly evaporate when the initiative becomes too difficult or early wins cannot be seen. *Countdown2Change* includes a specialized communication plan and tools that focus on getting the right message, to the right audience, at the right time, delivered in the right way.

If you need to improve your Contact Centre service delivery, *atfocus* can help

Our customer care expertise and methodology may be the right solution for you

atfocus understands how to build and maintain relationships and enhance service delivery through customer care and contact management. We offer services to organizations wanting to review and improve customer contact strategies, practices and experiences. Our analysis focuses on how contact centres can improve the quality of services they deliver and how they can deliver services more efficiently.

atfocus works with your organization to validate your contact management vision and strategic direction, leading to the development of required performance metrics. We start with your existing strategy, capabilities and performance metrics. We conduct Voice-of-the-Customer research, and then, working with your organization, define the required performance metrics and a business model to achieve your desired strategy.

We will develop a business case for your contact management strategy that includes the business model, cost/benefit analysis, resource model, business and technology requirements and an action plan to implement your contact centre strategy.

The *atfocus* Contact Centre Diagnostic will assess your current service level, relative to industry and leading practice standards and help define a desired future state. The outcome of the diagnostic is a detailed report based on 17 critical dimensions, resulting in a gap analysis chart or “spider diagram”, illustrating where you are currently and where you need to be to deliver effective and efficient customer service.

The goal of our quality monitoring and coaching process is to encourage and guide performance improvement. Using our proprietary scorecarding tool, our team will work with you to establish and calibrate an objective quality measurement process, including, if required, a Quality Monitoring tool that fits your unique needs.

We will develop and deliver customized contact centre training programs to your front line and supervisory staff to help them improve their service delivery skills. Our staff are expert trainers and our courses are fun, focused and effective.

**Customer and
Contact
Strategic
Visioning and
Business Case**



**Contact Centre
Diagnostic**



**Quality
Monitoring and
Coaching**



**Customized
Training**



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