

## TANGIBLE RESULT #1

# Provide Exceptional Customer Service



Every MDOT employee is responsible for delivering exceptional customer service by providing customers with respectful, timely and knowledgeable responses to all inquiries and interactions.

### RESULT DRIVER:

Leslie Dews

*Motor Vehicle Administration (MVA)*

# Provide Exceptional Customer Service

## TANGIBLE RESULT DRIVER:

Leslie Dews

Motor Vehicle Administration (MVA)

## PERFORMANCE MEASURE DRIVER:

Sean Adgerson

Maryland Transit Administration (MTA)

## PURPOSE OF MEASURE:

To track MDOT's progress towards its mission of providing exceptional customer service.

## FREQUENCY:

Annually (in October)

## DATA COLLECTION METHODOLOGY:

Data is collected through a standardized survey of randomly selected Marylanders.

## NATIONAL BENCHMARK:

American Customer Service Index.

## PERFORMANCE MEASURE 1.1

### Percent of Overall Customer Satisfaction

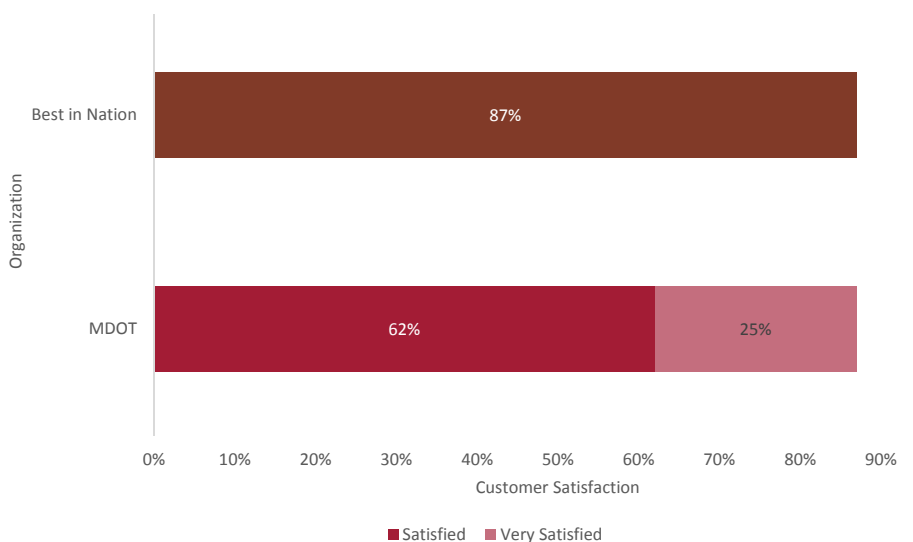
Marylanders expect that MDOT delivers exceptional services and products. Measuring our percent of overall customer satisfaction is the best way to determine how we are doing in our effort to deliver exceptional customer service. It also identifies areas of strength and areas of opportunities or weaknesses that we need to address.

From June 10-July 31, 2017, a survey was conducted by the Schaefer Center for Public Policy at the University of Baltimore for the purpose of gauging the satisfaction with and opinions of MDOT services across the State. Almost 900 Marylanders over the age of 18 participated in the telephone survey.

The results of the survey revealed that 87 percent of Marylanders are satisfied with the services received from MDOT. As compared to the American Customer Service Index (ACSI), MDOT's rating is equal to the highest ranked company of Chick-fil-a. This reflects MDOT's commitment to improving the products and services it offers.

In addition to the overall customer satisfaction results, we were able obtain more information on the MDOT services that matter the most to Marylanders. Services such as providing a safe highway system and clearing of roadways during snow storms are key to MDOT's customer satisfaction rating.

Chart 1.1.1: Overall MDOT Customer Satisfaction Rating CY2017



# Provide Exceptional Customer Service

## TANGIBLE RESULT DRIVER:

Leslie Dews  
*Motor Vehicle Administration (MVA)*

## PERFORMANCE MEASURE DRIVER:

Trey Hanna  
*Maryland Aviation Administration (MAA)*

## PURPOSE OF MEASURE:

To track responsiveness to customer inquiries.

## FREQUENCY:

Quarterly (Data is Monthly)

## DATA COLLECTION METHODOLOGY:

MDOT IQ system.

## NATIONAL BENCHMARK:

30 days (MDOT established benchmark).

## PERFORMANCE MEASURE 1.2A

### Responsiveness to MDOT Customer Correspondence: Average Number of Days for Correspondence in the MDOT IQ System

Timely response to customer correspondence communicates the importance MDOT places on addressing customer needs and demonstrates the organization's commitment to exceptional customer service. Inquiries, service requests, ideas, and concerns conveyed in customer correspondence often identify opportunities to improve the overall customer experience and satisfaction with MDOT.

For the period of July 1, 2017 through September 30, 2017, MDOT crafted 740 responses to customer correspondence assigned by the Governor's Office. The average number of days for MDOT response was 28 days. The total volume of responses increased from the previous quarter by 173 letters and the average number of days for MDOT response increased by 14 days.

Several variables have a role in determining MDOT response time to customer correspondence. Factors such as legislative initiatives and other complexities can affect MDOT's ability to respond in a timely manner. These variables tend to lengthen response times.

MDOT continues to explore ways to improve responsiveness to customer correspondence. In June 2017, MDOT held its second mandatory training workshop with the Secretary and Governor's representative where updated guidelines and processes were presented. Additionally, MDOT continues to enhance management standards as well as improve coordination with the Governor's Office.

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## PERFORMANCE MEASURE 1.2A

Responsiveness to MDOT Customer Correspondence: Average Number of Days for Correspondence in the MDOT IQ System

Chart 1.2A.1: Average Number of Days to Respond to Correspondence in MDOT IQ System by TBU FY2017 - Q1 FY2018

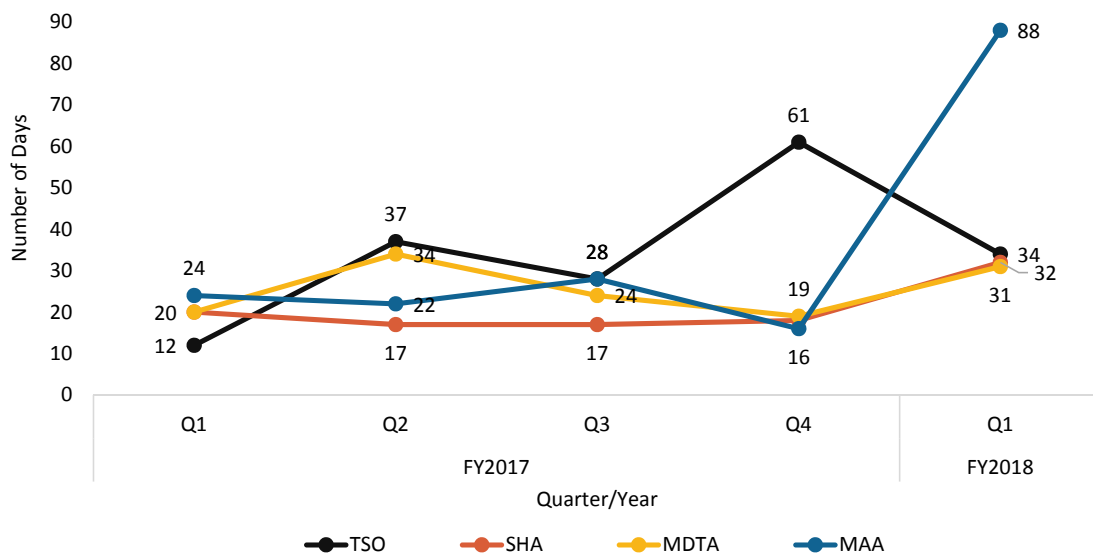
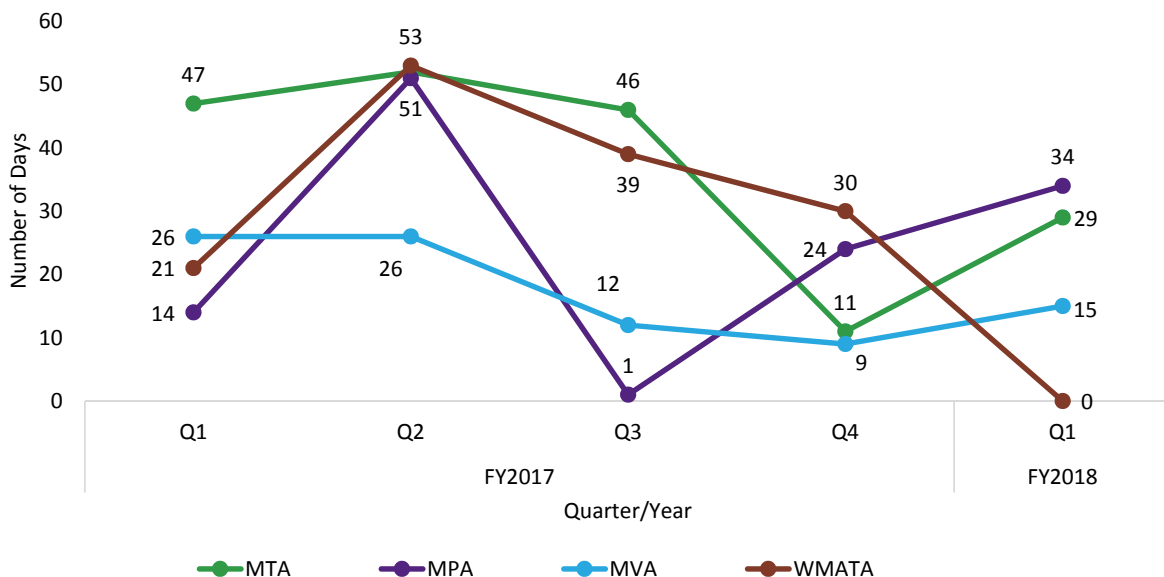


Chart 1.2A.2: Average Number of Days to Respond to Correspondence in MDOT IQ System by TBU FY2017 - Q1 FY2018

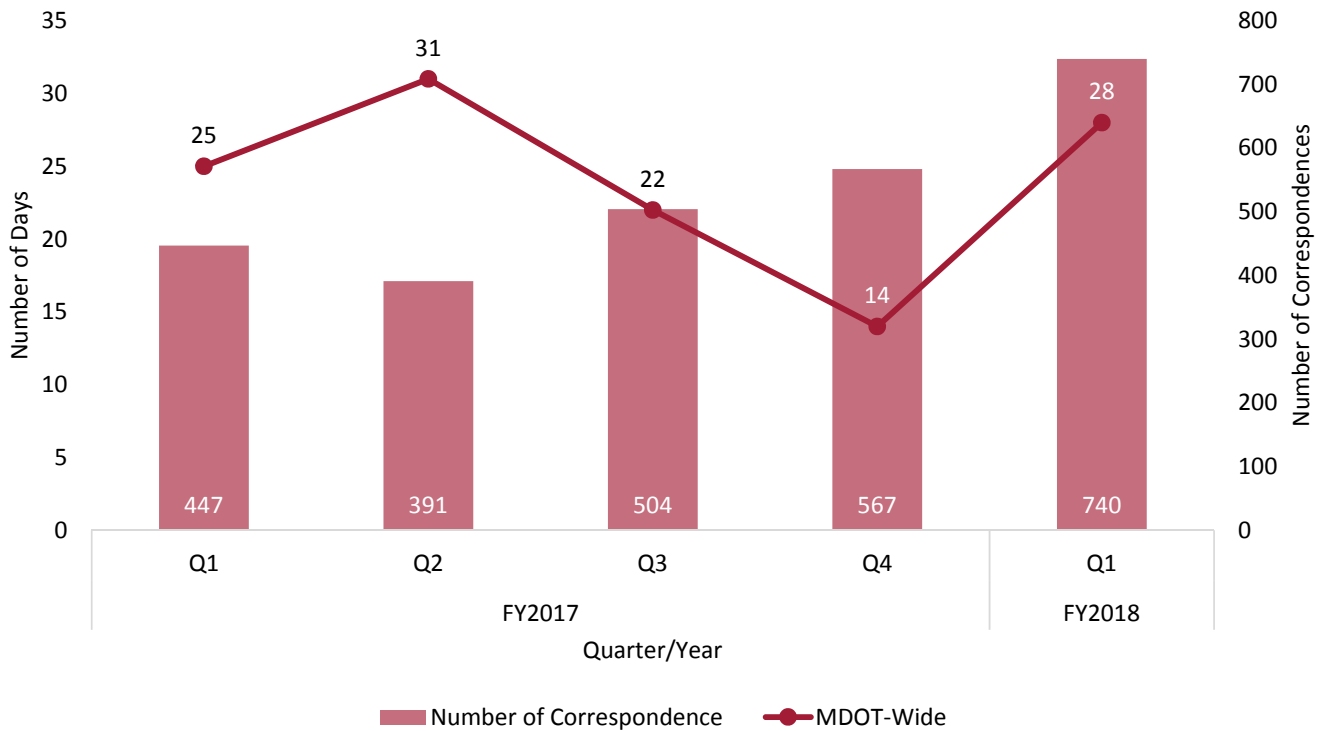


# Provide Exceptional Customer Service

## PERFORMANCE MEASURE 1.2A

Responsiveness to MDOT Customer Correspondence: Average Number of Days for Correspondence in the MDOT IQ System

Chart 1.2A.3: Average Number of Days to Respond to Correspondence in MDOT IQ System MDOTWide FY2017 - Q1 FY2018





# Provide Exceptional Customer Service

## TANGIBLE RESULT DRIVER:

Leslie Dews

*Motor Vehicle Administration (MVA)*

## PERFORMANCE MEASURE DRIVER:

Richard Powers

*Maryland Port Administration (MPA)*

## PURPOSE OF MEASURE:

To track the rate of the responsiveness to direct customer contact.

## FREQUENCY:

Quarterly (Data is Monthly)

## DATA COLLECTION METHODOLOGY:

Database Metrics Provided by TBUs.

## NATIONAL BENCHMARK:

N/A

## PERFORMANCE MEASURE 1.2B

### Responsiveness to MDOT Customer Correspondence: Percent of Customer Contact Responded to within 24 hours (One Business Day)

MDOT customers interact directly with TBUs in many ways (e.g., phone, email, letters, social media, etc.) each with an accompanying set of expectations for response time. Regardless of the contact method, MDOT is committed to ensuring a rapid and accurate response to customer inquiries, requests and issues. As such, MDOT intends to respond to customers within one business day regardless of their method of communication.

The establishment of a standard of 24 hours/one business day for response to all customer contact and achieving that goal demonstrates to customers the organization's commitment to exceptional customer service and ultimately ensure a workforce that is highly proficient in and knowledgeable about our business and truly focused on the needs of our customers.

The realization of this standard, while challenging given that TBUs currently use different systems for collection and reporting and have varying standards for response to customer contact, will truly set the organization on a sustainable path of exceptional customer service.

MDOT continues to work on both short term and long-term solutions to develop a comprehensive approach for managing customer contact across all TBUs. Ultimately this solution will ensure that the organization provides consistent, exceptional service to our customers in a manner that is responsive and timely. This work entails analysis of existing systems, policies and procedures and other barriers to the achievement of this measure. Based on the outcome of this analysis, MDOT will have reportable data regarding our performance in responding to customer contact.

# Provide Exceptional Customer Service

## TANGIBLE RESULT DRIVER:

Leslie Dews

*Motor Vehicle Administration (MVA)*

## PERFORMANCE MEASURE DRIVER:

Darol Smith

*Maryland Transportation Authority (MDTA)*

## PURPOSE OF MEASURE:

To identify the percentage of customers not connecting or speaking with call centers resulting from not receiving goods or services from MDOT.

## FREQUENCY:

Quarterly

## DATA COLLECTION METHODOLOGY:

Database metrics provided by TBUs. Calculated formula abandoned calls divided by total inbound calls in percent.

## NATIONAL BENCHMARK:

Seven percent average sampled industry leader (no national industry standard available).

## PERFORMANCE MEASURE 1.3A

### Customer Satisfaction with Receiving Goods and Services: Percent of Abandoned Calls at Call Centers

Reducing the rate of abandoned calls to MDOT call centers will ensure that more customers reach MDOT to address their needs. The longer the time customers must wait before being connected to a call center agent, the higher the abandon rate. The inability of customers to connect with MDOT representatives negatively impacts their level of satisfaction with the goods and services received from the organization.

As shown in Chart 1.3A.1, the abandonment rate for the period Jul 1–Sept 30, 2017 was 5 percent. MDOT continues to maintain a positive trend in the call abandonment rate. Current performance rate at 5 percent is lower than the benchmark of 7 percent. Moreover, in comparison to previous years, MDOT maintains a trend in Q3 of CY 2017 with a 5 percent abandonment rate compared to 13 percent during the same period in CY2016, 16 percent in CY2015 and 10 percent in CY2014.

Targeted process improvements and other changes are influencing the positive results at individual TBU call center operations. Changes implemented to enhance the performance of MDOT call center operations include:

- Conducting biweekly meetings with call center representatives across MDOT TBUs to share operational and customer service best practices and call center needs;
- Augmenting staffing resources to address customer demand;
- Implementing call triage process to reduce call wait times;
- Revamping IVRs so that customers can reach agents or conduct phone transactions more rapidly; and
- Expanded hours.

# Provide Exceptional Customer Service

## PERFORMANCE MEASURE 1.3A

Customer Satisfaction with Receiving Goods and Services: Percent of Abandoned Calls at Call Centers

Chart 1.3A.1: Percent Abandoned Calls at MDOT Call Centers CY2014-CY2017

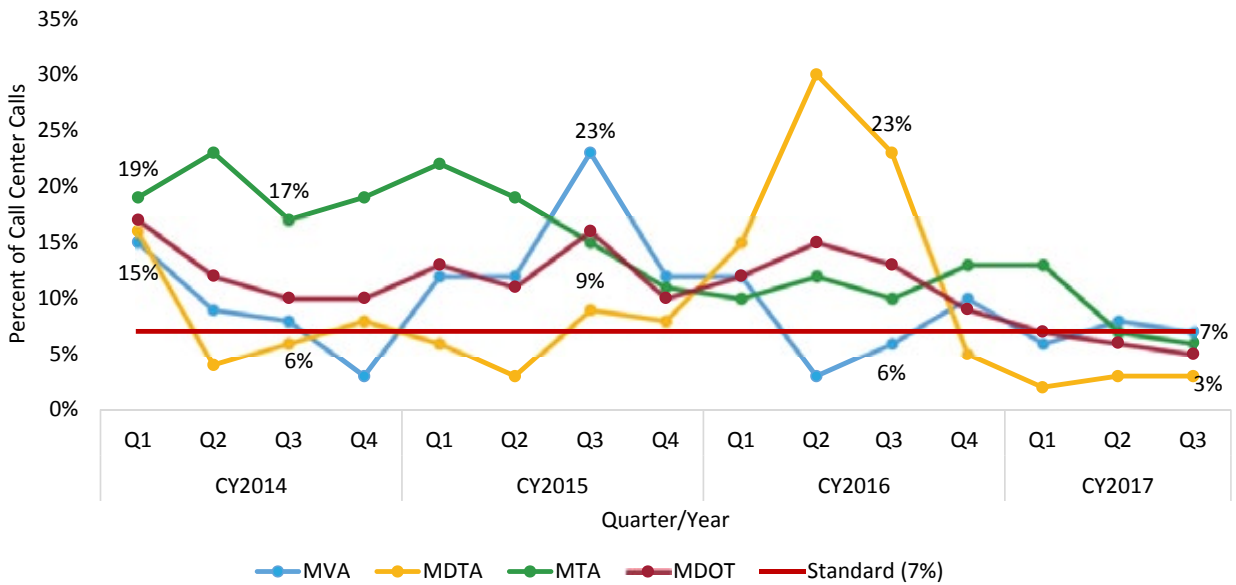
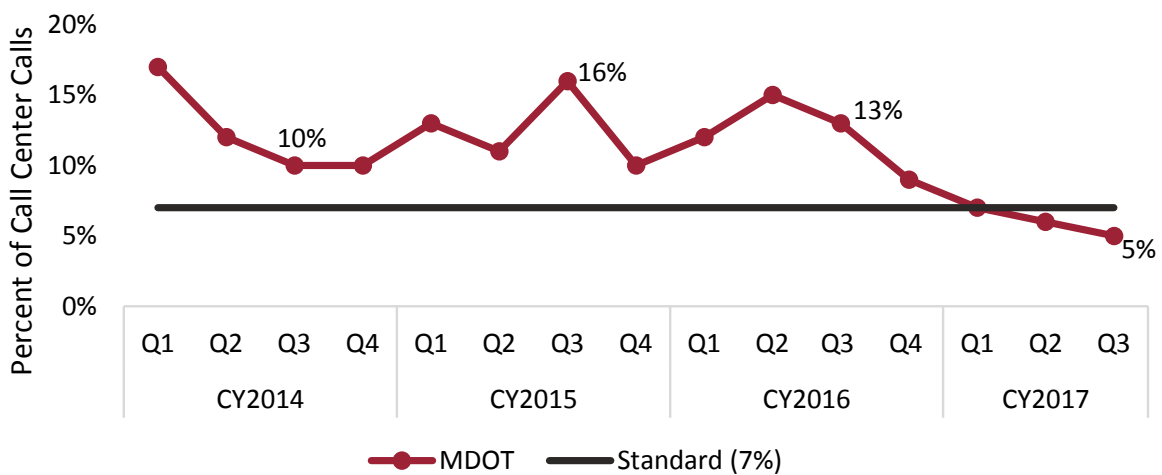


Chart 1.3A.2: MDOT Percent of Abandoned Calls at Call Centers vs. Call Center Volume CY2014-2017





# Provide Exceptional Customer Service

## TANGIBLE RESULT DRIVER:

Leslie Dews

*Motor Vehicle Administration (MVA)*

## PERFORMANCE MEASURE DRIVER:

Darol Smith

*Maryland Transportation Authority (MDTA)*

## PURPOSE OF MEASURE:

To collect and evaluate the time it takes the average customer to wait before speaking with the call center to answer phone inquiries.

## FREQUENCY:

Quarterly

## DATA COLLECTION METHODOLOGY:

Database metrics provided by TBUs. Average amount of time caller waits.

## NATIONAL BENCHMARK:

60 seconds average sampled industry leaders (no national industry standards available).

## PERFORMANCE MEASURE 1.3B

### Customer Satisfaction with Receiving Goods and Services: Average Call Wait Times at Call Centers

Providing consistent and responsive service to our customers is a top priority for the organization. Reducing the time it takes for customers to reach MDOT call center representatives ensures customer needs are addressed more rapidly and increases their satisfaction with the support and overall customer service provided by MDOT. It can also identify areas of opportunity for improvement in call center operations.

For the period Jul 1 – Sep 30 2017, Chart 1.3B.1 shows that the average call wait time was 1:18, compared to 1:34 in the previous quarter. The current performance level remains higher than the benchmark of 60 seconds, however, MDOT collectively continues a positive performance trend in this critical measure of customer service. In comparing the 1:18 call wait time for Q3 of CY2017 to 4:02 during the same period in CY2014, 2:11 in CY2015 and 4:12 in CY2016, MDOT has clearly demonstrated progress.

As previously mentioned, targeted process improvements such as collaboration across TBU call centers, staff augmentation, adoption of best practices and other operational and technology changes are influencing the positive direction for MDOT call center operations.

# Provide Exceptional Customer Service

## PERFORMANCE MEASURE 1.3B

Customer Satisfaction with Receiving Goods and Services: Percent of Abandoned Calls at Call Centers

Chart 1.3B.1: Average Call Wait Times at MDOT Call Centers CY2014-CY2017

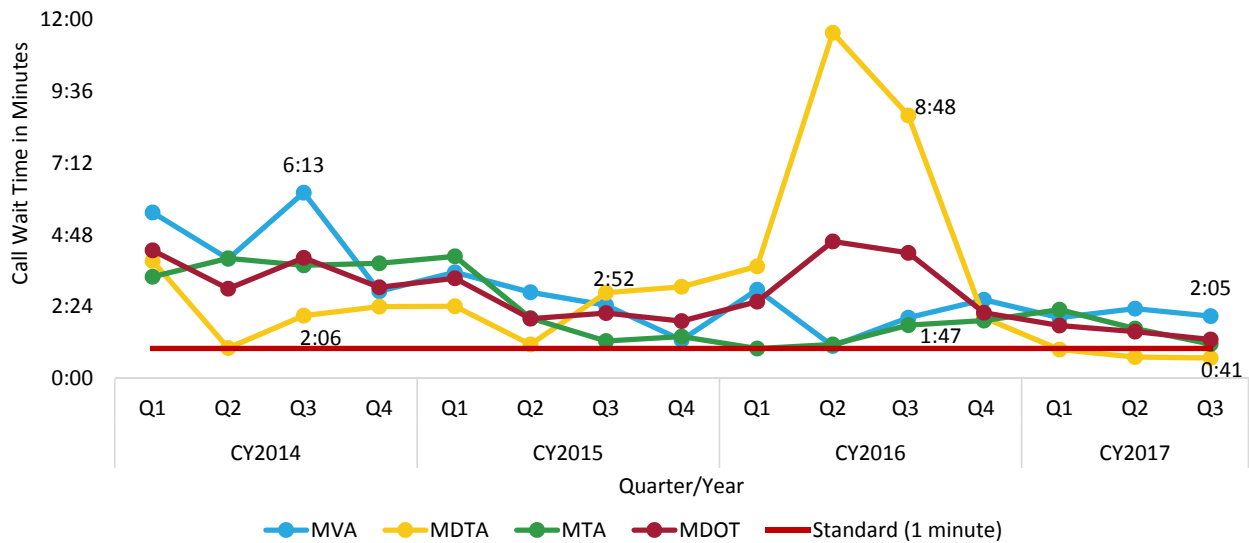
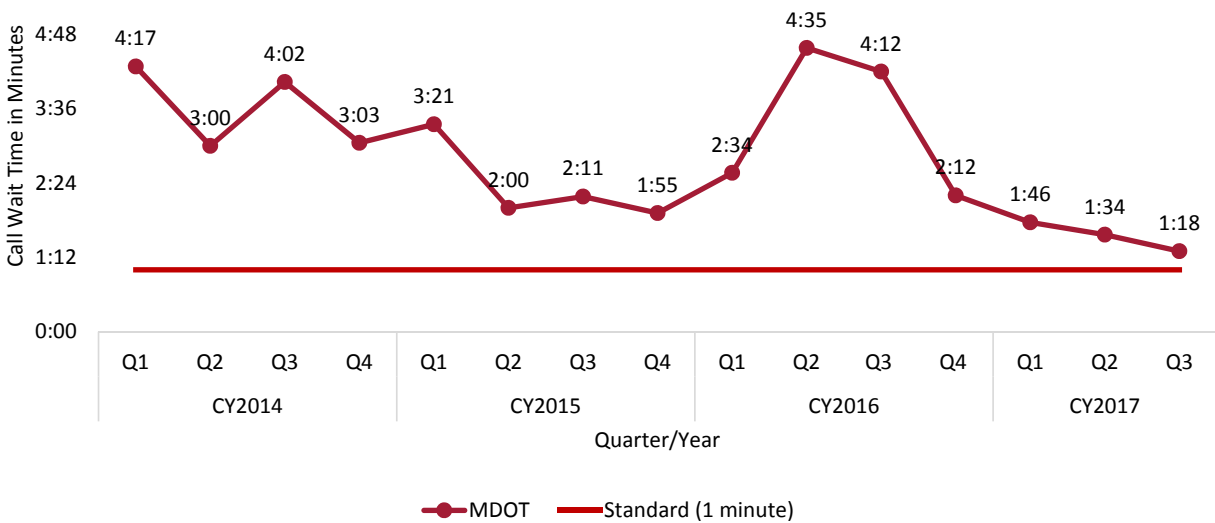


Chart 1.3B.2: Average Call Wait Times at MDOT Call Centers MDOT-Wide CY2014-CY2017



# Provide Exceptional Customer Service

## TANGIBLE RESULT DRIVER:

Leslie Dews

*Motor Vehicle Administration (MVA)*

## PERFORMANCE MEASURE DRIVER:

Darol Smith

*Maryland Transportation Authority (MDTA)*

## PURPOSE OF MEASURE:

To assess customer satisfaction with call centers in resolving call inquiries.

## FREQUENCY:

Quarterly

## DATA COLLECTION METHODOLOGY:

Phone survey of call center customers.

## NATIONAL BENCHMARK:

82 percent average sampled industry leaders (no national industry standard available).

## PERFORMANCE MEASURE 1.3C

### Customer Satisfaction with Receiving Goods and Services: Level of Satisfaction with Resolving Call Inquiries at Call Centers

The level of satisfaction with resolving call inquiries is an indicator of whether MDOT is meeting customers' expectations. MVA is currently the only call center that has a data collection mechanism in place for this performance measure.

As shown in Chart 1.3C.1, for the period Jul 1 – Sep 30, 2017, MVA achieved 90 percent average level of satisfaction with resolving call inquiries which is favorable to the benchmark of 82 percent. This data continues to illustrate a trend back to prior TBU achievement levels that are better than the benchmark in place today.

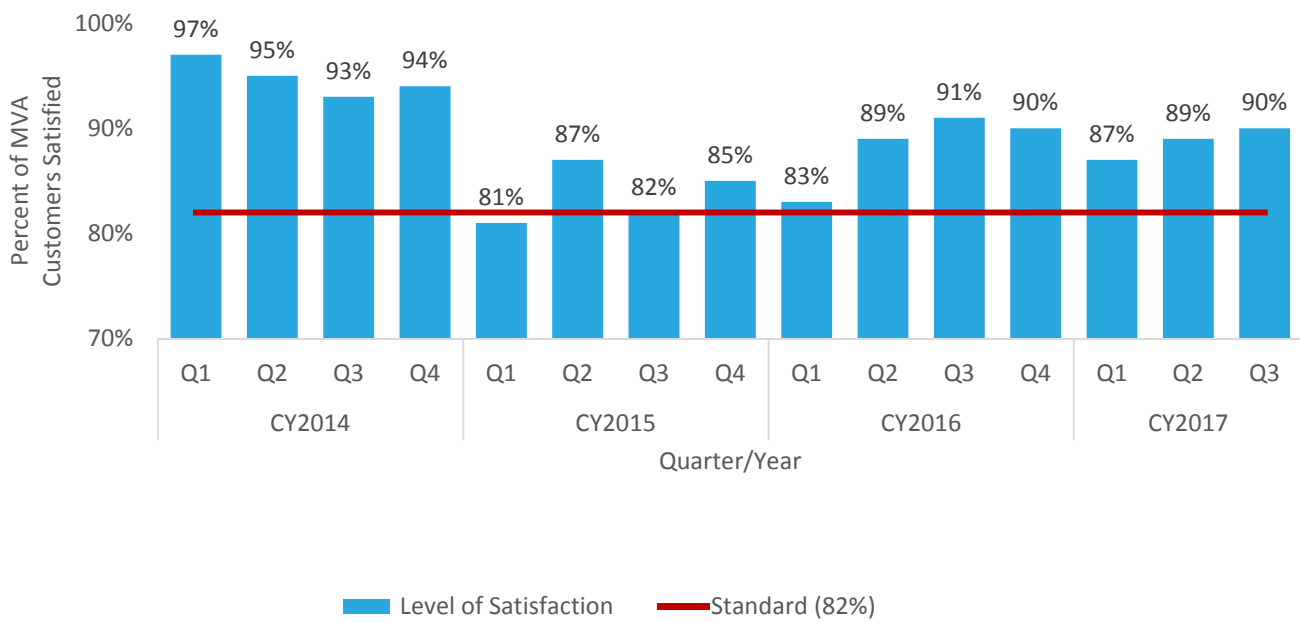
As mentioned previously, focus on process improvement and other changes are influencing the positive results at MDOT call centers. We continue to work on a mechanism to capture customer satisfaction for all TBU call centers. Changes to the MVA call center to enhance customer service and performance include consolidating call center operations, expanding hours and implementing a call triage process to reduce call wait times.

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## PERFORMANCE MEASURE 1.3C

Customer Satisfaction with Receiving Goods and Services: Level of Satisfaction with Resolving Call Inquiries at Call Centers

Chart 1.3C.1: Level of Satisfaction with Resolving MVA Call Inquires CY2014-CY2017



# Provide Exceptional Customer Service

## TANGIBLE RESULT DRIVER:

Leslie Dews

*Motor Vehicle Administration (MVA)*

## PERFORMANCE MEASURE DRIVER:

Sabrina Bass

*The Secretary's Office (TSO)*

## PURPOSE OF MEASURE:

To better determine how satisfied MDOT customers are when interacting with MDOT representatives.

## FREQUENCY:

Annually (in October)

## DATA COLLECTION METHODOLOGY:

Data was collected through a survey conducted by the University of Baltimore utilizing a telephone survey.

## NATIONAL BENCHMARK:

Best in Nation -87 percent.

## PERFORMANCE MEASURE 1.4

### Customer Satisfaction with Interactions with MDOT Representatives

Ensuring that every customer contacting MDOT has access to knowledgeable, professional and courteous MDOT representatives improves overall customer experience and builds trust in the organization and its products and services.

As reported, the Schaefer Center for Public Policy at the University of Baltimore conducted a survey to gauge the satisfaction with and opinions of MDOT services across the State. Chart 1.4.1 shows that 80 percent of respondents believed MDOT personnel provided friendly and courteous service, 85 percent rated the thoroughness and accuracy of information provided by MDOT representatives as good or excellent and 74 percent of respondents who contacted MDOT by phone were satisfied or very satisfied with their experience. The survey, however, revealed the need for improvement in the timeliness in our services with 67 percent of respondents rating the speed of service provided as good or excellent. Best in Nation benchmark is 87 percent.

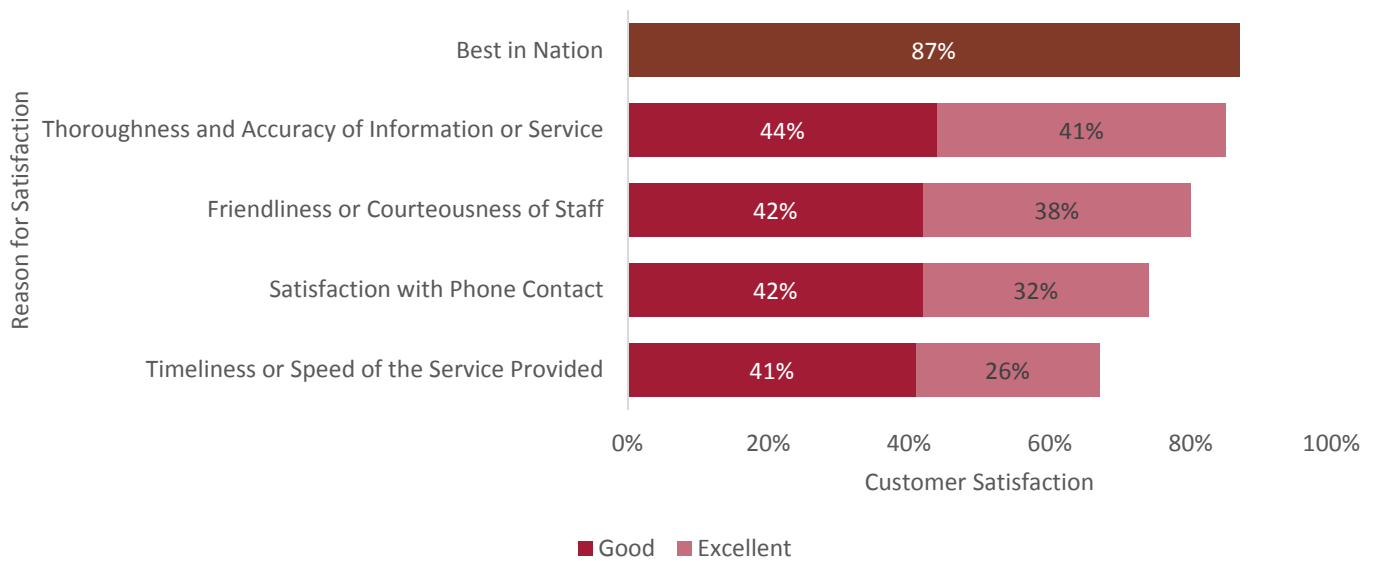
MDOT continues to implement strategies to improve customer service. Each TBU has a customer service plan that includes mandatory customer service training for all employees, which aligns with the Governor's statewide customer service initiative. The results will be used to enhance training and improve customer service provided by MDOT representatives.

# Provide Exceptional Customer Service

## PERFORMANCE MEASURE 1.4

### Customer Satisfaction with Interactions with MDOT Representatives

Chart 1.4.1: Customer Satisfaction with MDOT Representatives CY2017





# Provide Exceptional Customer Service

## TANGIBLE RESULT DRIVER:

Leslie Dews

*Motor Vehicle Administration (MVA)*

## PERFORMANCE MEASURE DRIVER:

Lindsey Franey

*State Highway Administration (SHA)*

## PURPOSE OF MEASURE:

To show how satisfied MDOT customers are when interacting with the website and usefulness of the information.

## FREQUENCY:

Annually (in April)

## DATA COLLECTION METHODOLOGY:

On-line Survey

## NATIONAL BENCHMARK:

ACSI e business report average of highest annual scores for social media, portal/ search engine and news/ opinion websites.

## PERFORMANCE MEASURE 1.5A

### Percent of Customers Who Felt MDOT Websites Met Their Needs

Customers expect 21st century interactions with MDOT. Improving the quality of MDOT websites ensures customers have access to information, can request services and process transactions at their convenience. This further enhances the level of customer service provided by the organization.

For 2016, Chart 1.5A.1 shows that 56.5 percent of SHA customers found SHA's website to be helpful while 88 percent of eMVA customers would recommend MVA's website. The ACSI benchmark for 2016 was 74.67 percent favorability.

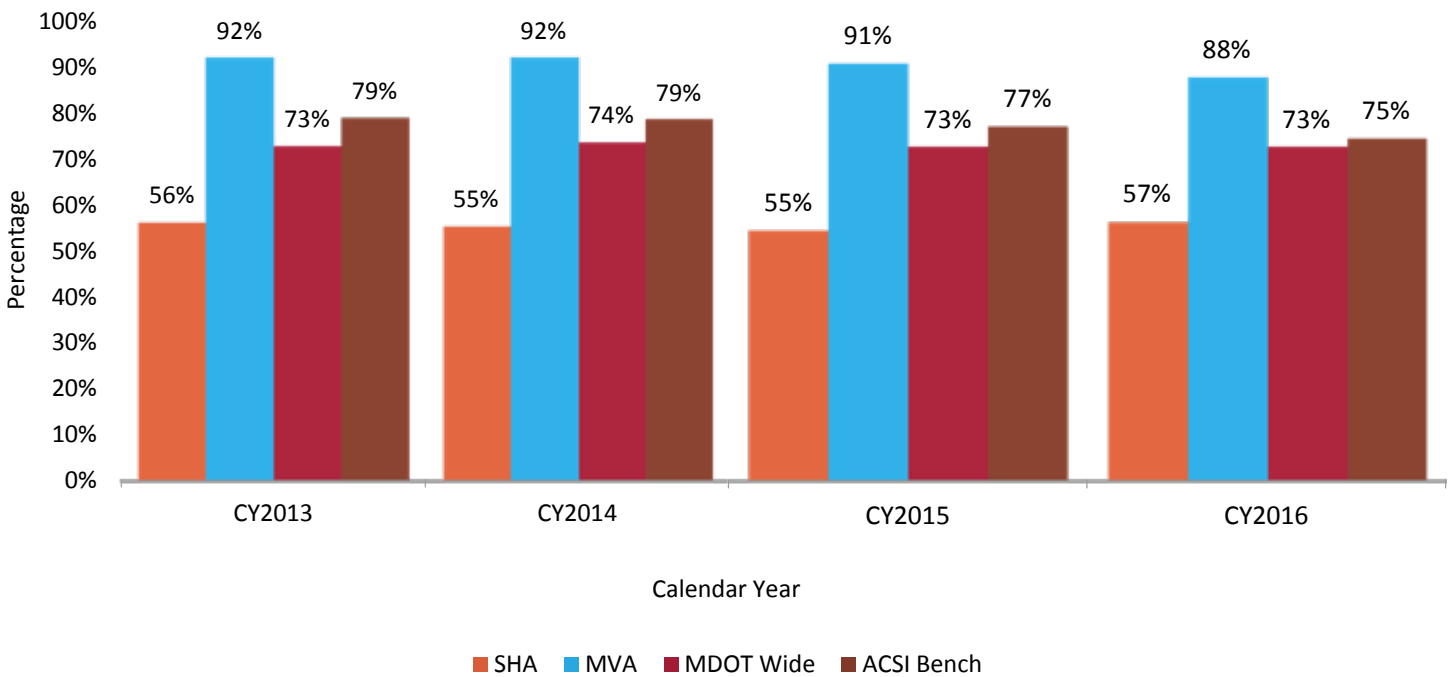
To ensure continuous improvement with customer satisfaction with MDOT websites, an online survey which better mirrors the ACSI benchmarks has been developed and is now live on all TBU homepages. Information derived from the surveys will allow the identification of opportunities for improvement for all MDOT websites to better meet the needs of customers.

# Provide Exceptional Customer Service

## PERFORMANCE MEASURE 1.5A

### Percent of Customers Who Felt MDOT Websites Met Their Needs

Chart 1.5A.1: Percent of Customers Who Felt MDOT Websites Met Their Needs CY2013-CY2016



# Provide Exceptional Customer Service

## TANGIBLE RESULT DRIVER:

Leslie Dews

*Motor Vehicle Administration (MVA)*

## PERFORMANCE MEASURE DRIVER:

Lindsey Franey

*State Highway Administration (SHA)*

## PURPOSE OF MEASURE:

To show how satisfied MDOT customers are when interacting with the website and usefulness of the information.

## FREQUENCY:

Annually (in April)

## DATA COLLECTION METHODOLOGY:

On-line Survey

## NATIONAL BENCHMARK:

ACSI e business report average of highest annual scores for social media, portal/search engine and news/opinion websites with specifics on ease of use, ease of navigation and site performance.

## PERFORMANCE MEASURE 1.5B

### Percent of Customers Who Felt that it was Easy to Find Desired Information on MDOT Websites

MDOT's considerable online presence enables customers to report and obtain information on our goods and services as well as process transactions. The quality of our websites is a key component in providing exceptional customer service. To improve customer satisfaction, websites must be structured, and information presented, in a way to ensure the ease of navigation for customers to find what they want quickly.

Existing survey results for 2016 indicated that 56.5 percent of SHA customers found SHA's website to be helpful while 88 percent of eMVA customers would recommend MVA's website. The ACSI benchmark for 2016 was 77 percent favorability.

In 2016 not all TBUs were capturing data to determine if customers felt that their attempts to find desired information on MDOT websites was effortless. All TBUs now have links to take a survey which went live in mid-February 2017 that better tracks the ACSI benchmarks. Data derived from the surveys will be used to identify improvements in MDOT websites to enhance ability of customers to find information on the website.

# Provide Exceptional Customer Service

## PERFORMANCE MEASURE 1.5B

Percent of Customers Who Felt that it was Easy to Find Desired Information on MDOT Websites

Chart 1.5B.1: Percent of Customers Who Felt that it was Easy to Find Desired Information on MDOT Websites CY2013-CY2016

