

## TANGIBLE RESULT #1

# Provide Exceptional Customer Service



Every MDOT employee is responsible for delivering exceptional customer service by providing our 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 April)

## DATA COLLECTION METHODOLOGY:

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

## NATIONAL BENCHMARK:

American Customer Service Index

## PERFORMANCE MEASURE 1.1

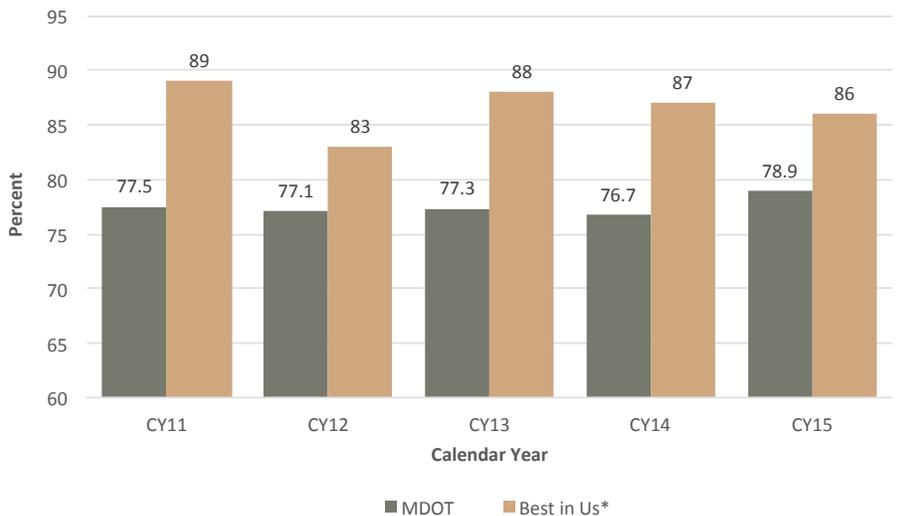
### Percent of Overall Customer Satisfaction

Overall customer satisfaction plays an important role at the Maryland Department of Transportation (MDOT). The information gained from conducting the customer satisfaction research provides insight we need to make informed decisions in order to meet or exceed customer expectations.

Over the past few years we have been conducting customer satisfaction surveys at the business units (SHA, MVA, MTA, etc.). Specifically, data from the various surveys was normalized and then averaged to determine overall MDOT customer satisfaction. Overall MDOT's customer satisfaction has remained relatively consistent at approximately 77%. Increasing customer satisfaction is a top priority as MDOT continually strives to tailor delivery of products and services to its customers.

MDOT is creating a new survey to capture consistent and complete data across all Transportation Business Units (TBUs) to measure overall satisfaction.

### Percent of Overall MDOT Customer Satisfaction



# Provide Exceptional Customer Service

## TANGIBLE RESULT DRIVER:

Leslie Dews

*Motor Vehicle Administration (MVA)*

## PERFORMANCE MEASURE DRIVER:

Patrick Corcoran

*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:

10 days (MDOT established benchmark)

## PERFORMANCE MEASURE 1.2A

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

The MDOT is committed to providing customers a timely response to all correspondence. Accordingly, MDOT policy requires responses to incoming customer correspondence be completed and signed by the Secretary within 30 days of receipt.

Currently, MDOT uses Internet Quorum (IQ) software to process customer and other internal and external correspondence submitted to the Secretary's Office. Letters tracked in IQ may originate in MDOT, respond to correspondence sent directly to MDOT or are assigned by the Governor's office for an MDOT response.

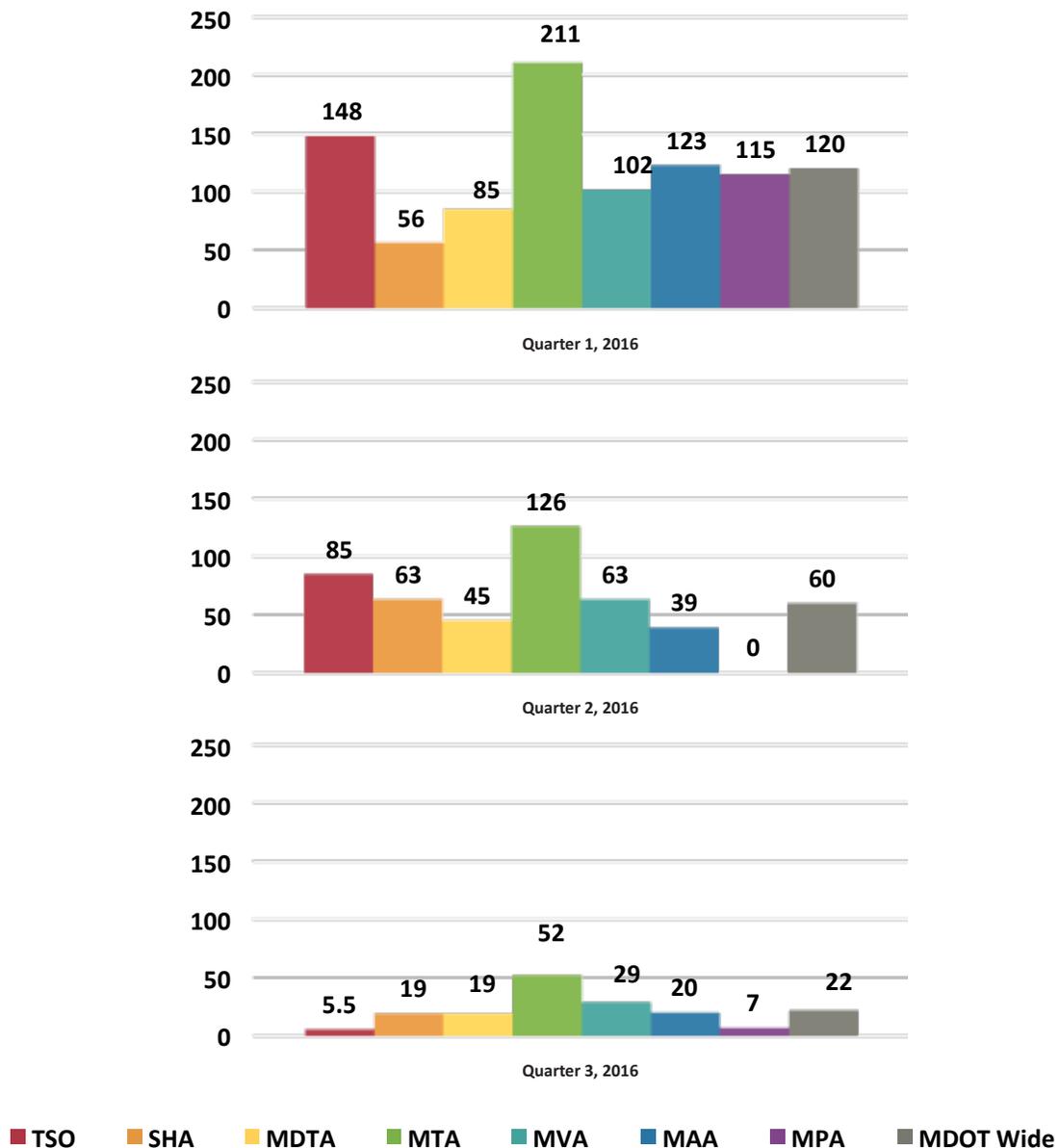
IQ software has a component which MDOT can use for this measure which is reflected in the chart below. As reported previously, MDOT provided training to Correspondence Managers at the TBUs to ensure that correspondence is properly managed in the system and improvement in customer responsiveness. As shown in the chart below, TBUs have made significant gains in performance in this area in the first two months of the third quarter (Q3) of 2016 compared to previous periods. MDOT continues to work diligently to identify ways to expand this measure to capture customer correspondence across all TBUs to further ensure that all customer correspondence, regardless of how it is received, is addressed in a timely manner.

# Provide Exceptional Customer Service

## PERFORMANCE MEASURE 1.2A

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

**Average Number of Days for Correspondence in the MDOT IQ System**  
 (Currently, data reflects only MDOT correspondence assigned by the Governor's office.)



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## 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 first contact resolution to MDOT customer correspondence to ensure responsiveness to our customer needs.

## FREQUENCY:

Quarterly (Data is Monthly)

## DATA COLLECTION METHODOLOGY:

MDOT IQ system

## NATIONAL BENCHMARK:

N/A

## PERFORMANCE MEASURE 1.2B

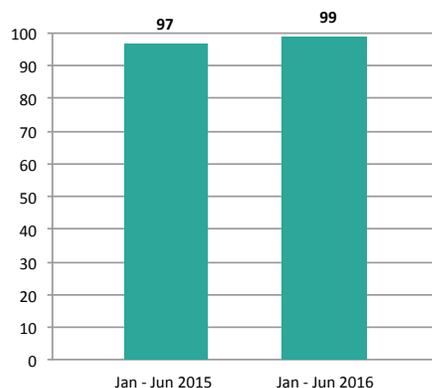
### Responsiveness to MDOT Customer Correspondence: Percent of First Contact Resolution

MDOT is responsible for providing knowledgeable and timely responses to all customer correspondence. Exceptional customer service ensures that all customer requests are resolved upon initial engagement.

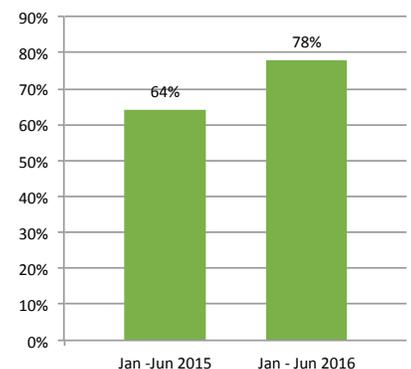
As reported previously, the IQ system is not configured to capture data to first contact resolution. Currently, the MVA and MTA are the only TBUs with reportable data for this measure. The data illustrated in the charts below shows that the MVA has few repeat contacts and MTA has a high percentage of contacts closed out on the first day of receipt.

MDOT continues to work on the development of a systematic approach for measuring first contact resolution across TBUs to improve overall customer service. A review of existing external systems used by TBUs to track customer correspondence is underway. The ultimate solution must be comprehensive enough to capture the varying ways in which the organization interacts with customers to ensure consistent customer first contact resolution.

#### MVA Percent of First Contact Resolution



#### MTA First Contact Resolution



# Provide Exceptional Customer Service



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## 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:

Eight 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

MDOT offers customers various ways to interact with the organization based on their preferences. Call centers across MDOT's TBUs represent one contact point for customers to interact with MDOT to obtain information, resolve issues and complaints, and conduct other business. The longer the time customers have to 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.

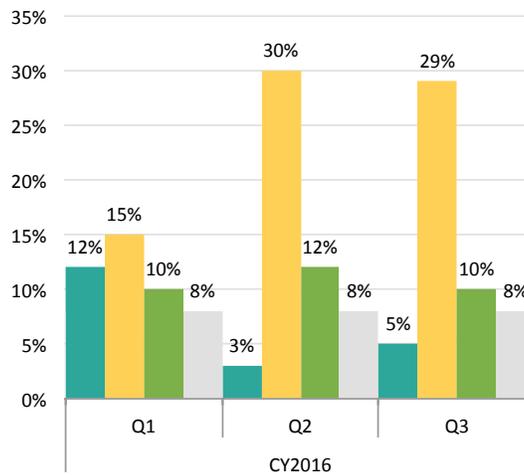
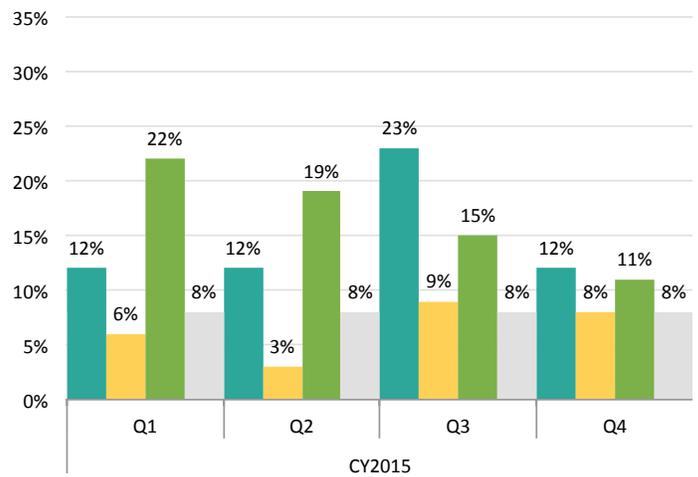
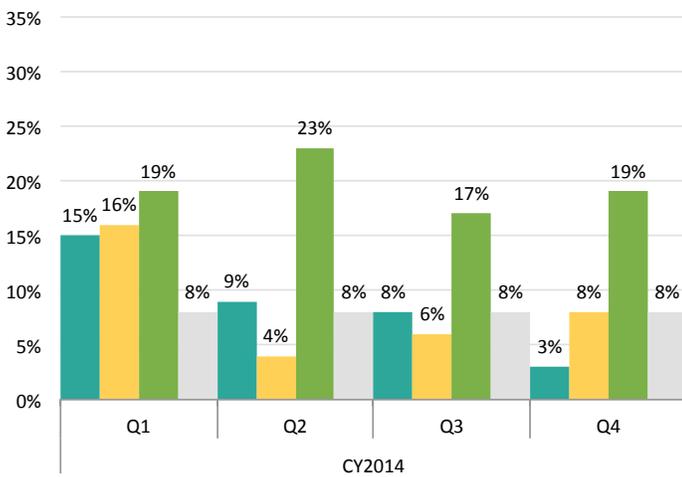
The combined MDOT CY 2016 second quarter (Q2) result of 15% and two months of Q3 result of 22% remains higher than the desired benchmark of 8%. The performance of the two previous quarters continues to be higher than the benchmark, trends remains unfavorable with little improvement, particularly with two TBUs that have largely influenced the overall results. Targeted process improvements and other changes are underway at individual TBUs to improve performance in call center operations.

# Provide Exceptional Customer Service

## PERFORMANCE MEASURE 1.3A

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

Percent of Abandoned Calls at Call Centers



■ MVA ■ MDTA ■ MTA ■ Standard

# 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 customers contacting MDOT call centers is a top priority for the organization. Customers expect to reach representatives within a reasonable amount of time when contacting call centers. The length of time they wait to speak to a representative often shapes their perception of MDOT's customer service and their level of satisfaction. The longer customers wait to speak to a call center representative, the more dissatisfied they become with the goods and services obtained.

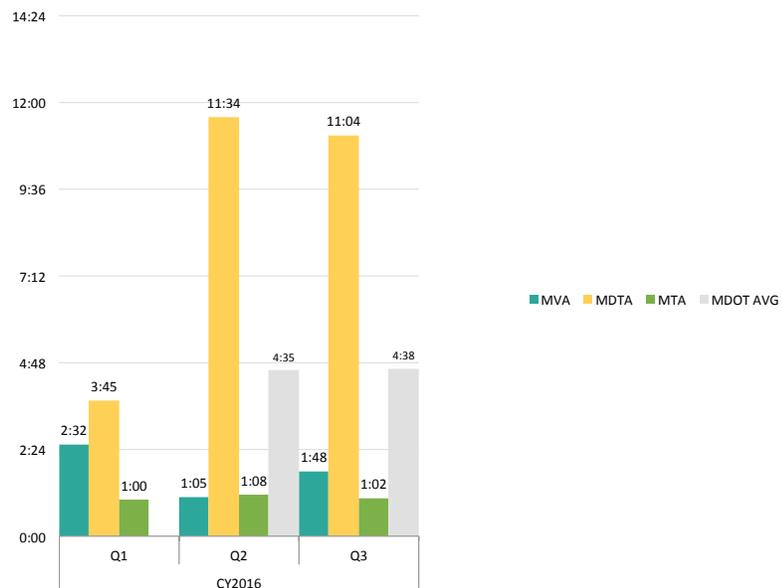
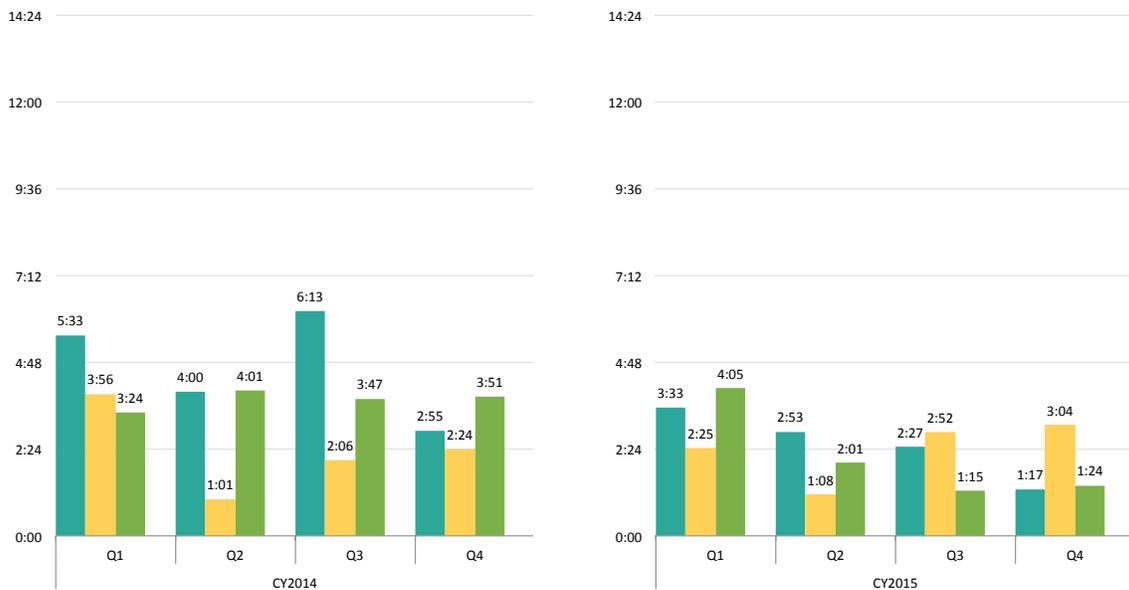
The average wait time for customers contacting the call center during the CY 2016 second quarter (Q2) was 4:35 minutes and 4:38 minutes for the first two months of the third quarter (Q3). The results are significantly higher than the benchmark of 60 seconds. All TBUs have engaged in strategic development and process improvement. As a result, two of the three TBUs are experiencing a positive trend. Efforts are underway to ensure continuous improvement in call center operations and ultimately the achievement of the 60 second benchmark for customer wait time.

# Provide Exceptional Customer Service

## PERFORMANCE MEASURE 1.3B

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

Average Call Wait Times at Call Centers



# 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)

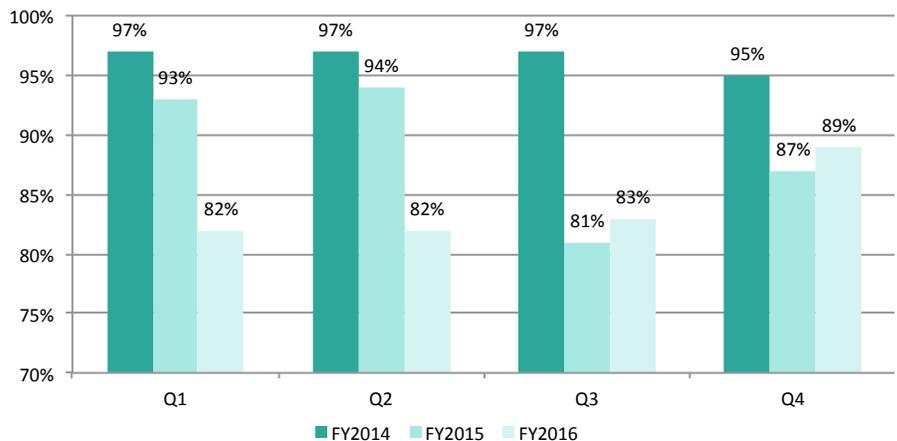
## PERFORMANCE MEASURE 1.3C

### 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.

Results from FY 2016 fourth quarter (Q4) for MVA is favorable at 89% against a benchmark of 82%. FY 2016 Q3 and Q4 data shows a trend back to prior TBU achievement levels that are better than the benchmark in place today. Current attainment results that are above the benchmark indicate the need to reevaluate industry benchmark standards that will emphasize striving for exceptional customer service once all TBUs have the mechanism in place to collect data for this performance measure.

**MVA Level of Satisfaction with Resolving Call Inquires**



# 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 April)

## DATA COLLECTION METHODOLOGY:

Data is collected through a survey design utilizing an on-site, in-person intercept method, complemented by online surveys.

## NATIONAL BENCHMARK:

Highest American Customer Satisfaction Index (ACSI) rate -86 percent.

## PERFORMANCE MEASURE 1.4

### Customer Satisfaction with Interactions with MDOT Representatives

As a multifaceted transportation organization, MDOT plays a significant role in the lives of its customers. MDOT employees interact with a diverse customer base on a daily basis and are expected to provide a level of customer service that is responsive, timely and delivered in a courteous and professional manner. Those interactions shape customer satisfaction and overall perception of MDOT.

Given the vast nature of the MDOT organization, our representatives interact with their customers using a variety of methods (e.g., in person, phone, email, etc.). Regardless of the method, consistent delivery of service by competent and courteous MDOT representatives is essential for a positive customer experience.

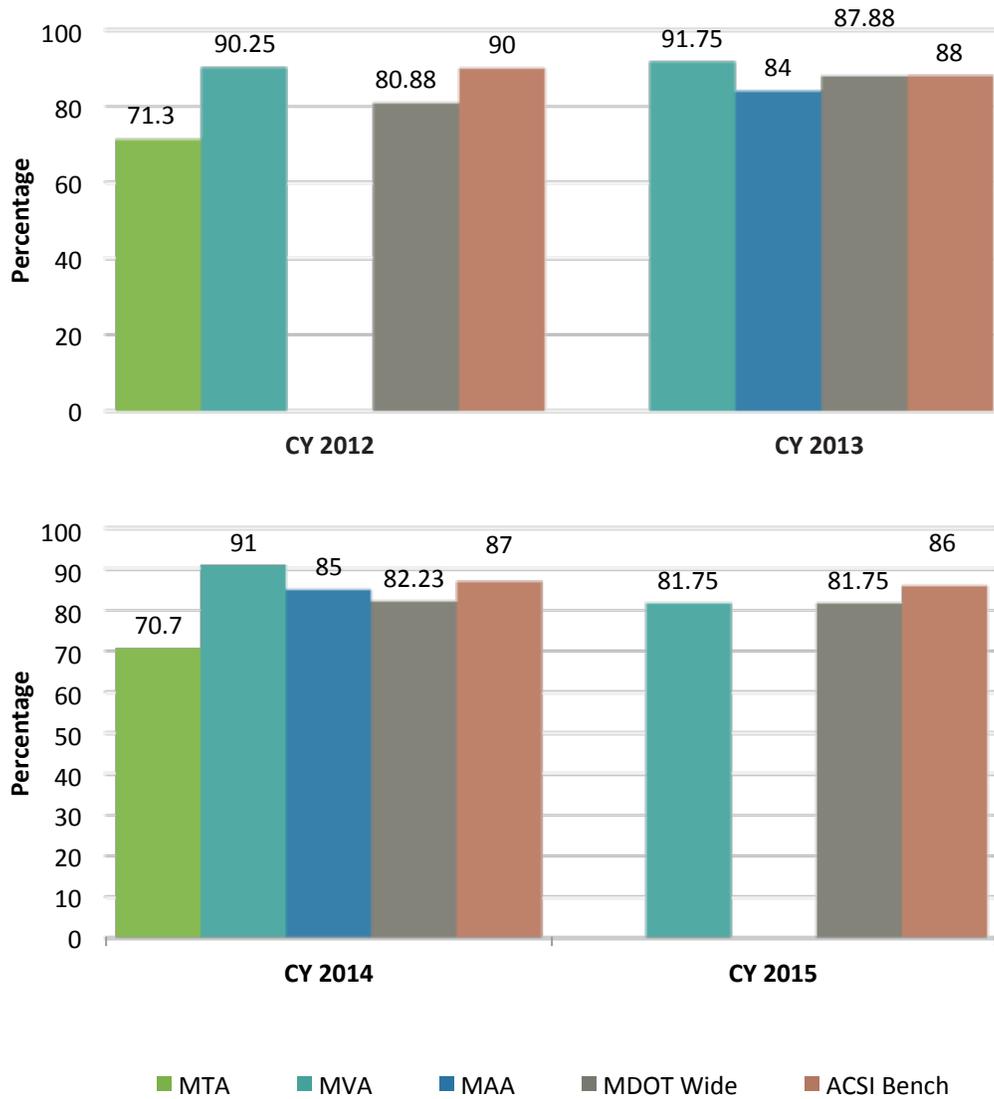
Current survey data from four business units indicate that on average, 75% of MDOT customers report that they were satisfied with their interactions. Data from five TBUs indicate on average, 80% of our customers report that they were treated professionally and respectfully by MDOT employees. These achievements fall short of the highest corporate national ACSI average of 86% and demonstrates the need to improve the level and consistency of customer services provided by MDOT employees across all TBUs.

# Provide Exceptional Customer Service

## PERFORMANCE MEASURE 1.4

### Customer Satisfaction with Interactions with MDOT Representatives

Level of Satisfaction with Interactions with MDOT Representatives

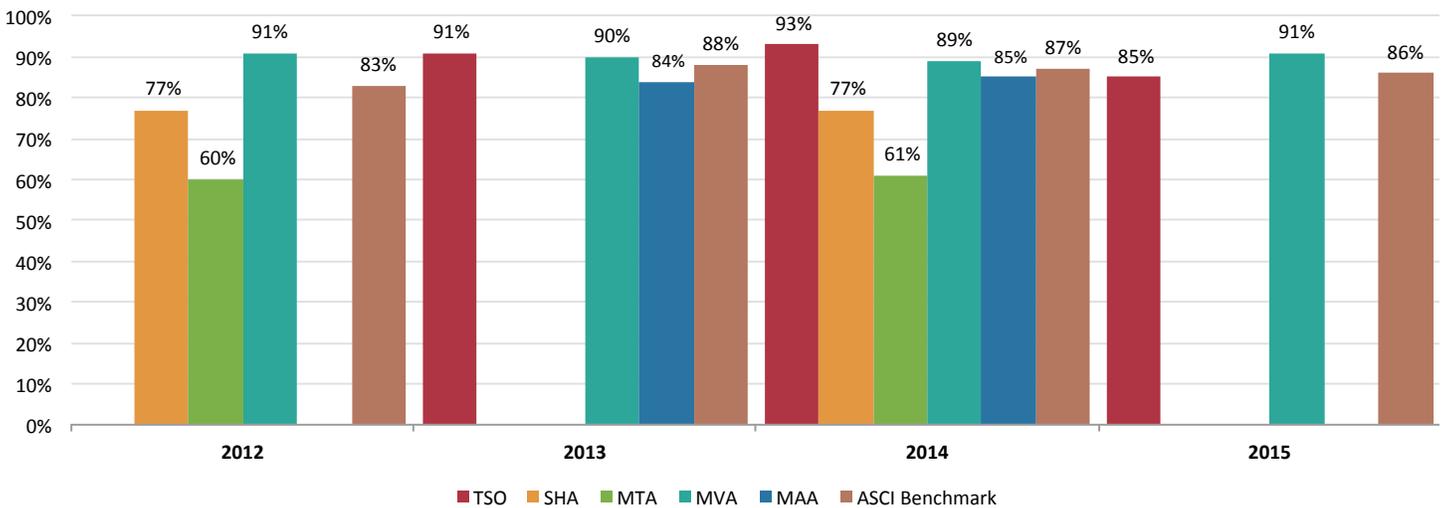


# Provide Exceptional Customer Service

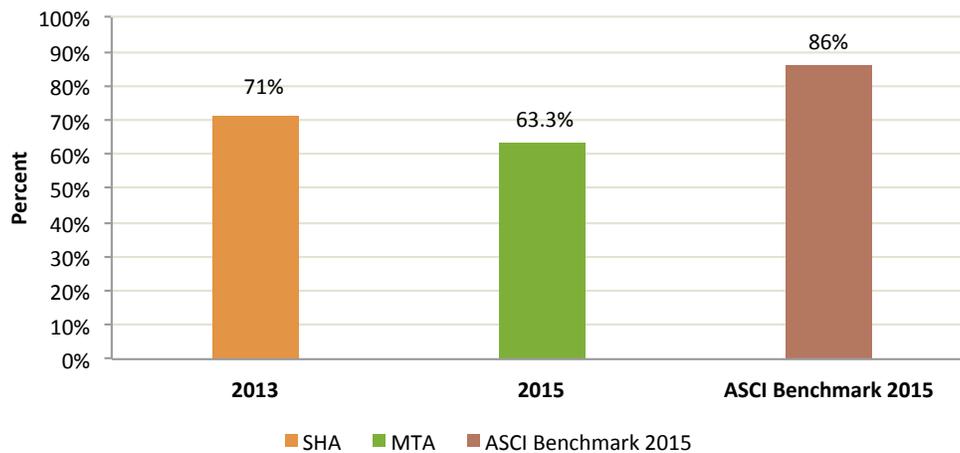
## PERFORMANCE MEASURE 1.4

### Customer Satisfaction with Interactions with MDOT Representatives

#### Customer Expectations Met or Exceeded based on Employee Professionalism and Respectfulness



#### Percent of Complaint Resolutions that Met or Exceeded Customer Expectations for Professional and Respectful Communication



# Provide Exceptional Customer Service

## TANGIBLE RESULT DRIVER:

Leslie Dews

Motor Vehicle Administration (MVA)

## PERFORMANCE MEASURE DRIVER:

Mark Crampton

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

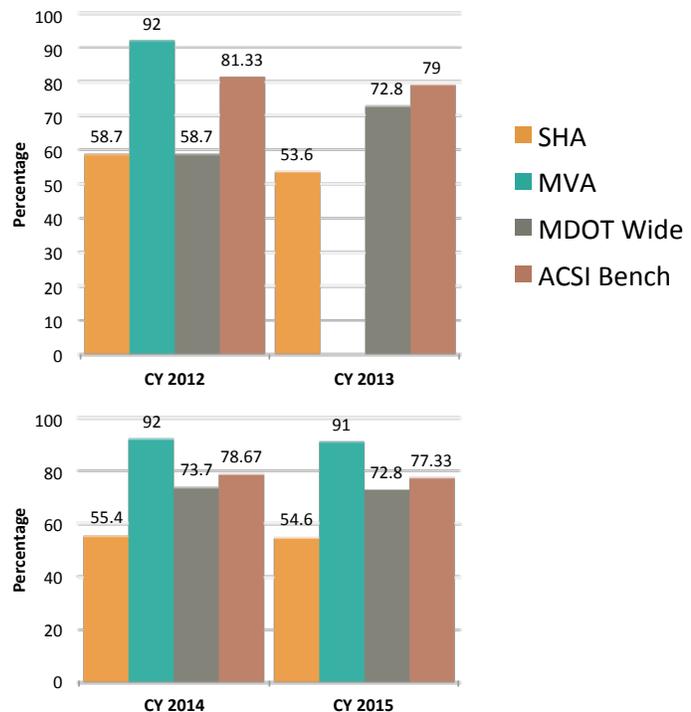
### Percent of Customers Who Felt MDOT Websites Met Their Needs

Customers expect 21st century interactions with MDOT and its TBUs. MDOT's websites provide customers with an alternative interaction point to make inquiries, access information and process transactions. Customers expect the information contained on the website to be accessible, useful, timely and easily understood.

Information derived from a State Highway Administration (SHA) survey of customer website usage indicates that 48.5 percent of customers believe the website is helpful. MVA offers customers the eMVA service to complete online transactions. The eMVA customer survey data suggests 92 percent of users would recommend the service to a friend. In 2015, the ACSI average for this area was 77.33 percent.

This preliminary data demonstrates the need for improvement and development of a comprehensive approach to evaluating the efficacy of websites across the organization in meeting the needs of our customers.

Percent of Customers Who Felt MDOT Websites Met Their Needs



# Provide Exceptional Customer Service

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Leslie Dews  
Motor Vehicle Administration (MVA)

**PERFORMANCE MEASURE DRIVER:**

Mark Crampton  
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. The information architecture and ease of navigation of TBU websites must be as such that information is structured and presented in a way that customers can readily access the wide range of data contained therein and quickly find desired content.

While the data presented below suggests the need for improvement in MDOT website performance, currently TBUs are not capturing data to determine if customers felt that their attempts to find desired information on MDOT websites was effortless.

MDOT must incorporate in its comprehensive efforts to improve the overall quality of TBU websites a component to measure, from the perspective of our customers, if preferred information can be easily obtained.

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

