

## 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

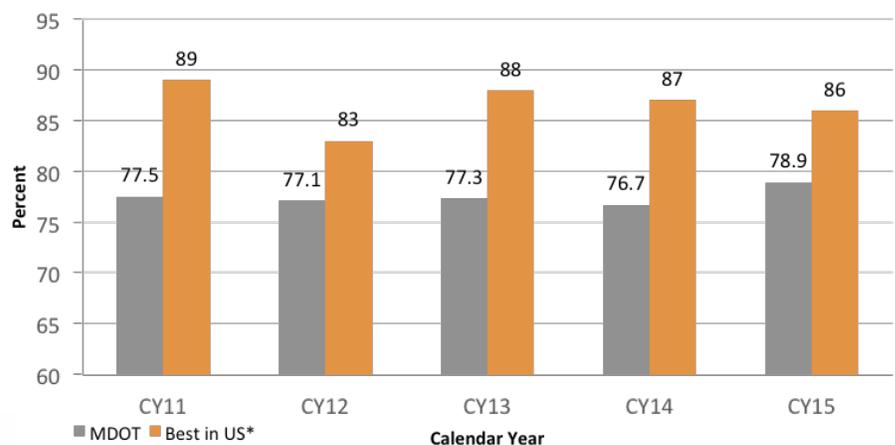
### Percent of Overall Customer Satisfaction

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**

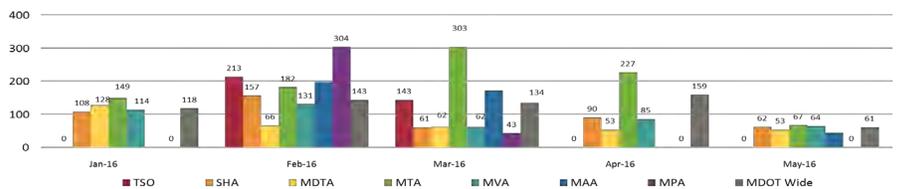
The Maryland Department of Transportation (MDOT) is committed to providing customers a timely response to all correspondence. Accordingly, MDOT policy requires responses to incoming customer correspondence be completed and signed by the Secretary within 30 days of receipt.

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. Since our last reporting period, MDOT is and has been working diligently with the software provider to design customer reports that allow for many enhancements such as improved data quality, tracking performance and identifying areas of continuous improvement. In addition to the improved performance noted below, MDOT recently completed correspondence training to Correspondence Managers throughout the agency to ensure improvements in our responsiveness to customers. MDOT is working 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.

**Average Number of Days for Correspondence in the MDOT IQ System**

(Currently, data reflects only MDOT correspondence assigned by the Governor’s office.)



# 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 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

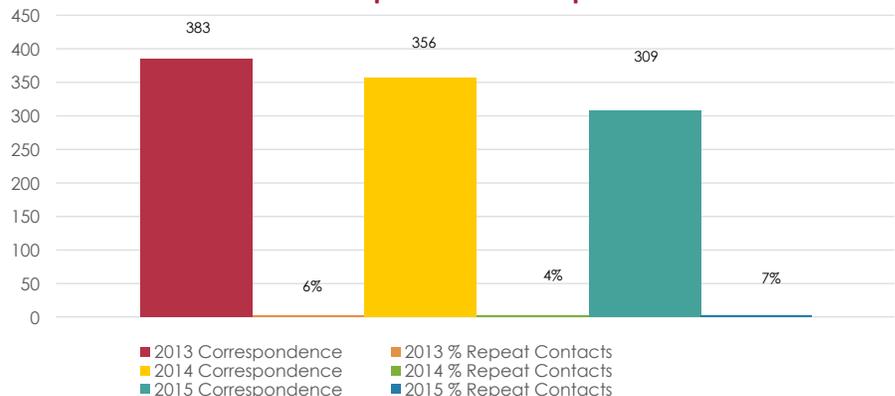
MDOT is responsible for providing knowledgeable and timely responses to all customer correspondence. Exceptional customer service ensures that all customer requests are resolved upon initial engagement.

As reported previously, the IQ system as configured does not capture data to validate first contact resolution. Currently, the MVA is the only TBU reported for first contact resolution of customer correspondence. The data in the chart below illustrates that the MVA reported no repeat correspondence or 100% rate of first contact resolution for the first quarter (Q1) of CY 2016.

MDOT must develop a systematic approach for measuring first contact resolution across TBUs to improve overall customer service. Initiatives are underway to examine the possibility of harnessing existing external systems used by TBUs to capture customer interaction in effort to measure first contact resolution. 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.

The IQ system, in order to report accurately data related to first contact resolution, would need a significant upgrade.

**MVA Total Correspondence and Repeat Contacts**



# 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:**

8% average sampled industry leader (no national industry standard available)

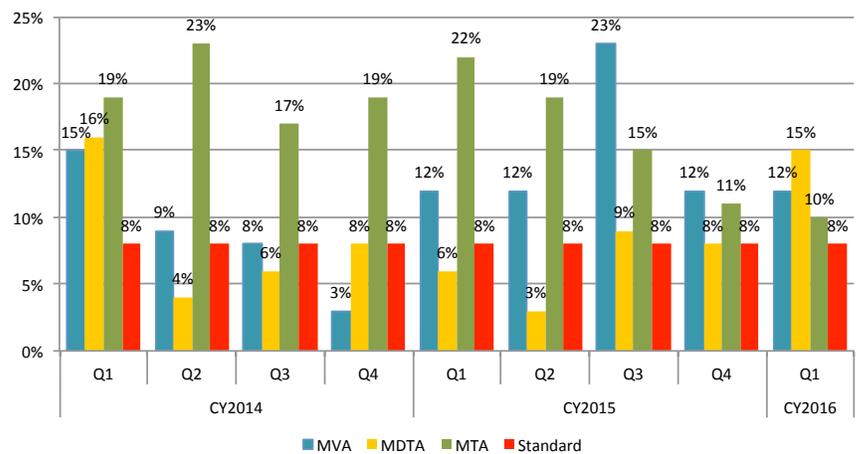
**PERFORMANCE MEASURE 1.3A**

**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 business units 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 is likely to be. 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 first quarter (Q1) results of 12% remains higher than the desired benchmark of 8%. Although the last two quarters results are higher than the benchmark the trend is improving favorably. The disparity between the TBUs that were previously reported has been lessened based on individual TBU process improvements and other changes to improve performance in call center operations.

**Percent of Abandoned Calls 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 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)

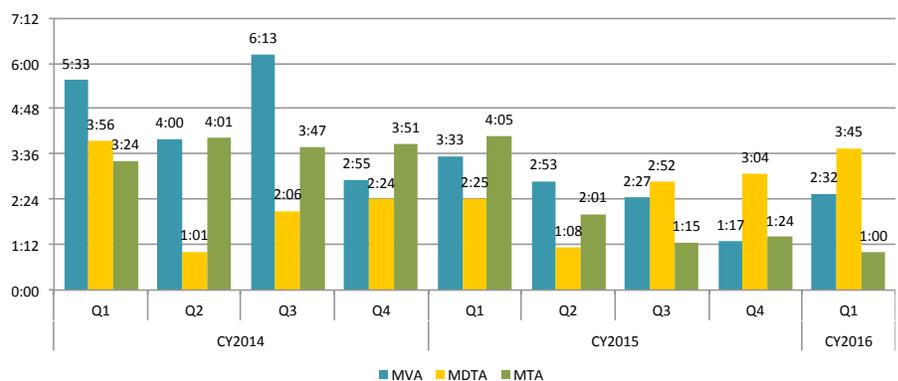
## PERFORMANCE MEASURE 1.3B

### 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 be able to reach representatives within a reasonable amount of time when contacting a call center. 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 first quarter of CY 2016 was 2:41, significantly higher than the benchmark of 60 seconds. Likewise, CY2014-CY2015 average wait time of 3:04 is higher than the benchmark of 60 seconds but all three quarter show improvement. To continue this trend, MDOT has engaged in strategic development and process improvement with all three TBU call centers. These efforts are expected to ensure continuous improvement in call center operations and ultimately the achievement of the 60 second benchmark for customer wait time.

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% average sampled industry Leaders (no national industry standard available)

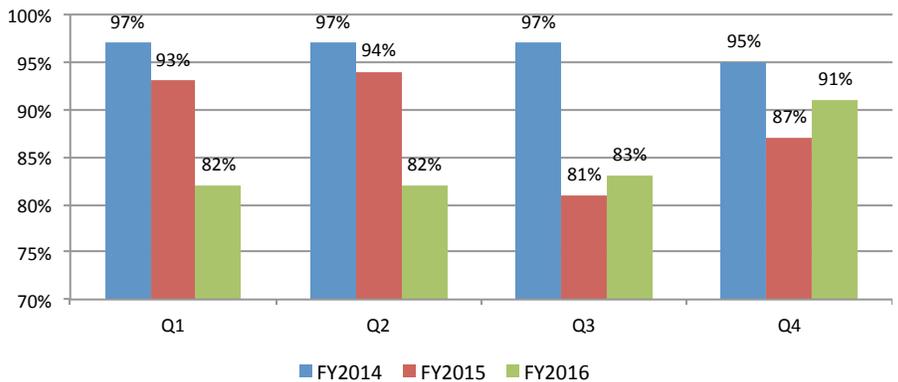
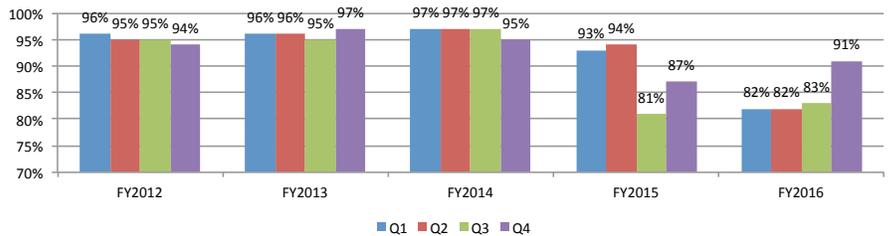
**PERFORMANCE MEASURE 1.3C**

**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 the FY 2016 fourth quarter (Q4) for MVA is favorable at 91% against a benchmark of 82%. FY 2016 Q3 and Q4 data shows a trend back to prior Department achievement levels that are better than the benchmark in place today. Current attainment results that are above the benchmark indicate the TBU needs to reevaluate industry benchmark standards that will emphasize striving for exceptional customer service.

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



# 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 better determine how satisfied MDOT customers are when interacting with front line employees

**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%

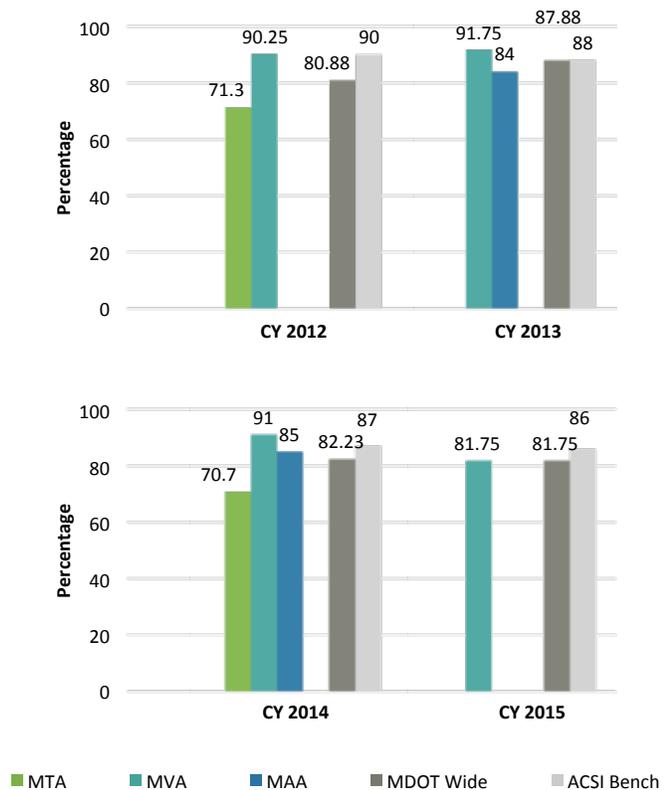
**PERFORMANCE MEASURE 1.3D**

**Customer Satisfaction with Receiving Goods and Services: Level of Satisfaction with Interactions with Front Line Employees**

As a multifaceted transportation organization, MDOT plays a significant role in the lives of its customers. Front line employees interact with customers on a daily basis and are expected to provide a level of customer service that is responsive and timely as well as delivered in a professional and courteous manner. Those interactions have a considerable impact on customer satisfaction and perception of the effectiveness of the organization as a whole.

Current survey data from four business units indicate that, on average, 75% of customers are satisfied with MDOT’s front line employee interaction compared to the highest corporate national ACSI average of 86%.

**Level of Satisfaction with Interactions with Front Line Employees**



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## 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 1.3E

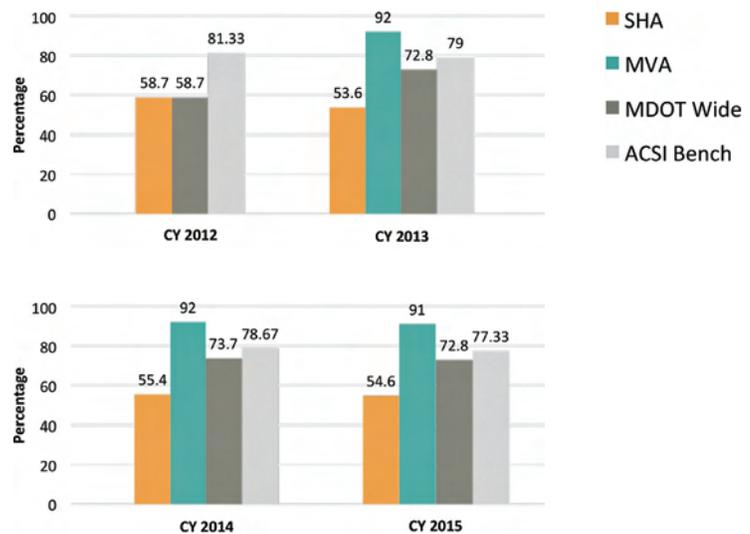
### Customer Satisfaction with Receiving Goods and Services: Level of Satisfaction with Website Information and Navigation of the Site

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% of customers believe the website is helpful. MVA offers customers the eMVA service to complete online transactions. The eMVA customer survey data suggests 92% of users would recommend the service to a friend. In 2015 the ACSI average for this area was 77.33%.

This preliminary data demonstrates the need for improvement and development of a comprehensive approach to evaluating the efficacy of websites across the organization to ensure customer access to clear, useful and easily retrieved information from MDOT.

#### Level of Satisfaction with Website Information and Navigation of the Site



# 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 evaluate how satisfied MDOT's customers are with the professionalism and respect in their interactions with Business Units

## FREQUENCY:

Annually (in April)

## DATA COLLECTION METHODOLOGY:

Data is collected through analysis of TBU customer survey responses those rating the communication as good or excellent

## NATIONAL BENCHMARK:

Highest American Customer Satisfaction Index (ACSI) rate – 86%

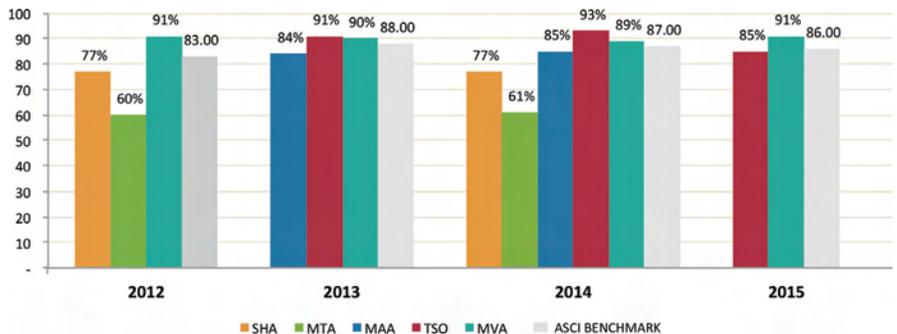
## PERFORMANCE MEASURE 1.4A

Percent of Customers that Feel they were Treated in a Welcoming, Supportive, Respectful and Professional Manner when Contacting MDOT: Percent of Customer Expectations that were Met or Exceeded Based on Employee Professionalism and Respectfulness

The professional etiquette and communication experienced by our customers when interacting with MDOT influences their satisfaction with the goods and services received and ultimately their perception of the organization.

The provision of exceptional customer service requires MDOT employees to provide consistent, professional and respectful engagements with customers. Over the past four years, several TBUs conducted surveys to determine the level of customer satisfaction with employee professionalism and respectfulness. On average, 80% of MDOT customers report that they were treated professionally and respectfully by MDOT employees. This achievement falls short of the national benchmark of 86% and demonstrates need for improvement. While some TBUs have been rated by our customers consistently higher than the national benchmark of 86%, work remains in others. MDOT must improve the level and consistency of customer service provided by our employees across all TBUs.

Customer Expectations Met or Exceeded Based on Employee Professionalism and Respectfulness



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Leslie Dews

Motor Vehicle Administration (MVA)

## PERFORMANCE MEASURE DRIVER:

Sabrina Bass

The Secretary's Office (TSO)

## PURPOSE OF MEASURE:

To evaluate how satisfied MDOT customers are with communication from employees when resolving complaints

## FREQUENCY:

Annually (in April)

## DATA COLLECTION METHODOLOGY:

Customer Survey from TBUs

## NATIONAL BENCHMARK:

Highest American Customer Satisfaction Index (ACSI) rate – 86%

## PERFORMANCE MEASURE 1.4B

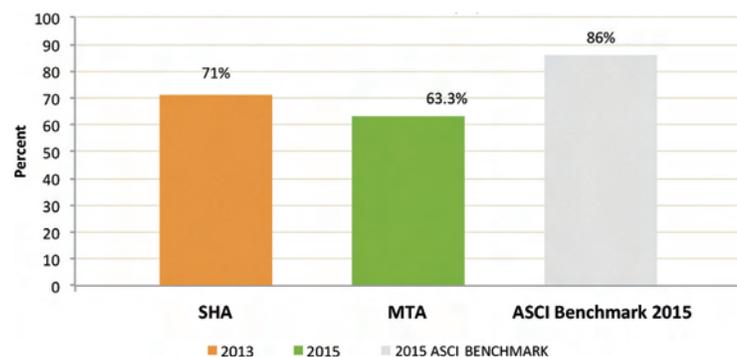
Percent of Customers that Feel they were Treated in a Welcoming, Supportive, Respectful and Professional Manner when Contacting MDOT: Percent of Complaint Resolutions that Met or Exceeded Customer Expectations for Professional and Respectful Communication

Effective complaint resolution is an essential element of the provision of exceptional customer service. How MDOT customers are treated when contacting the department to resolve issues or complaints is critical to successful complaint resolution.

Professional and respectful communication significantly impacts customer satisfaction with complaint resolution. In the past three years, MTA and SHA each administered a survey to evaluate MDOT customer satisfaction with interactions with staff when resolving complaints and issues.

The survey results indicate that on average, 67% of customers feel that they received professional and respectful communication of resolutions to complaints and reported issues. Compared to the national benchmark of 86%, significant work remains. MDOT must develop a more comprehensive measurement of customer satisfaction when interacting with MDOT.

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



*Not all TBUs rated every year*

# Provide Exceptional Customer Service

