

TANGIBLE RESULT #1

Provide Exceptional Customer Service



Every MDOT employee is responsible for providing 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

DATA COLLECTION METHODOLOGY:

Data is collected through a standardized survey of randomly selected Marylanders

NATIONAL BENCHMARK:

Benchmarking is provided by the American Customer Service Index

PERFORMANCE MEASURE 1.1

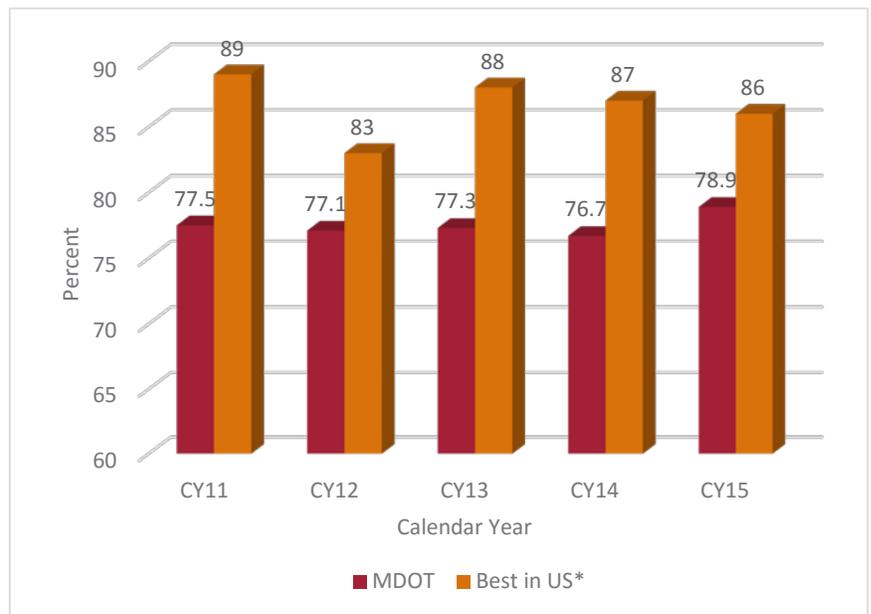
Percent of Overall Customer Satisfaction

Overall customer satisfaction plays an important role at the Maryland Department of Transportation (MDOT). Not only is it a leading indicator to identify unhappy customers, it is also a key point of differentiation that helps to attract new customers and grow revenue. The information gained from conducting customer satisfaction research provides the insight needed to make informed decisions in order to not only retain MDOT's customer base, but also improve customer relationships.

Over the past few years MDOT has been conducting customer satisfaction surveys at each business unit (Highway, Aviation, 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.

Reliability of products and services offered and the time it takes to get those products and services are key components in overall customer satisfaction. This will be a key focus going forward in order to improve MDOT's overall result.

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 correspondence resolution

FREQUENCY:

Monthly

DATA COLLECTION METHODOLOGY:

Statewide IQ system

NATIONAL BENCHMARK:

N/A

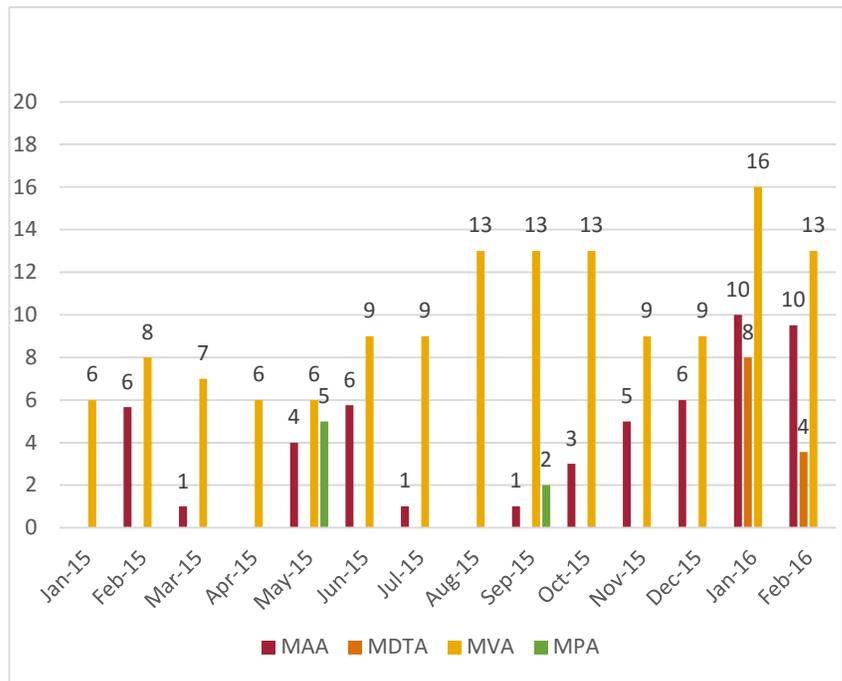
PERFORMANCE MEASURE 1.2A

Responsiveness to MDOT Customer Correspondence: Average Number of Days for Correspondence Resolution

MDOT is committed to providing customers a timely response to all correspondence and has established a ten-day turnaround for customer response and resolution. The IQ system is MDOT’s system of record for all gubernatorial and direct customer correspondence. Each transportation business unit (TBU) receives customer correspondence from through system and is required to document all responses to customers.

Analysis of the data from several business units indicates that MDOT has room for improvement in responding to customers in a timely fashion. MDOT is also expanding the use of the IQ system throughout the organization to see and report a more complete picture of overall timely responses to customers.

Average Number of Days for Correspondence Resolution (Working Days)



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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

FREQUENCY:

Monthly

DATA COLLECTION METHODOLOGY:

Statewide IQ system

NATIONAL BENCHMARK:

N/A

PERFORMANCE MEASURE 1.2B

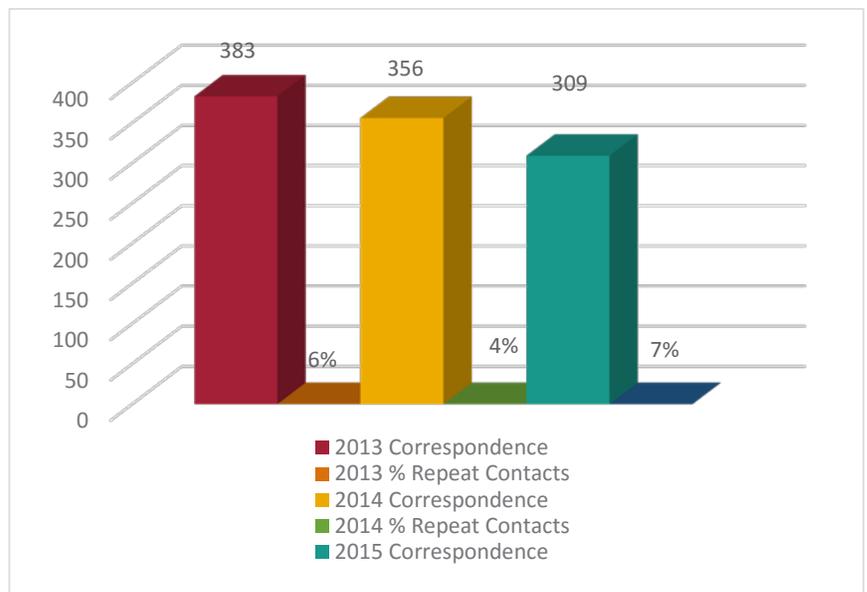
Responsiveness to MDOT Customer Correspondence: Percent of First Contact Resolution

MDOT is responsible for streamlining the customer experience so that they can receive the products and services they expect. At times, customers look to MDOT for resolutions to issues that prevent them from participating in those products and services. A good measure of customer satisfaction is the frequency in which customer issues and inquiries are resolved upon initial engagement.

The Maryland Motor Vehicle Administration (MVA) shows that customers needed repeat interactions with MDOT in order to obtain a resolution.

MDOT is expanding the capabilities of the current IQ system to capture customer resolutions across the entire department to more accurately track and report progress towards exceptional customer service in regards to customer resolutions.

MVA Total Correspondence and Repeat Contacts



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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:

Talkdesk Global rate 5 – 8 %, MetricNet rate 8.7%

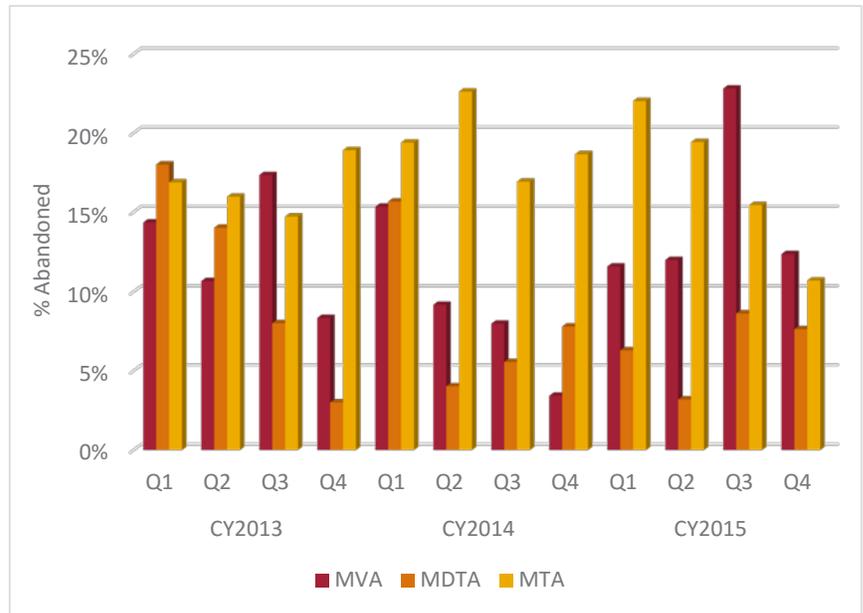
PERFORMANCE MEASURE 1.3A

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

MDOT call centers represent another contact point for customers to interact with the organization to obtain information, resolve issues and complaints, and conduct business. Customers contacting MDOT through its call centers expect to be able to do so with ease. The longer the time that customers have to wait before being connected to an agent, the higher the abandon rate is likely to be.

Abandoned call center data from calendar year (CY) 2013 to CY2015 shows a disparity across MDOT. Historical data shows MDOT over a three year period above the national standards.

Percent of Abandoned Calls at Call Centers



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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 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:

Reported by Talkdesk Global Metric - 60 seconds

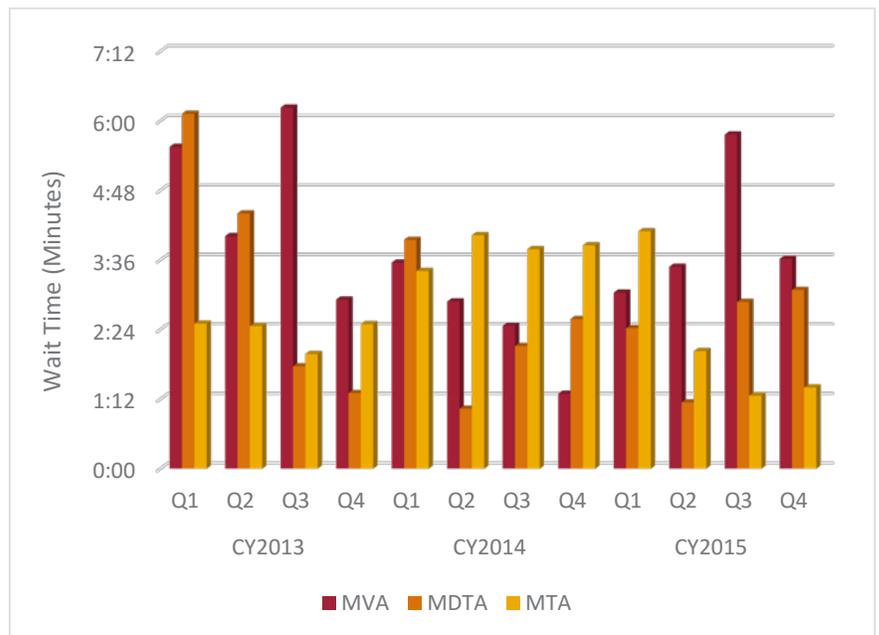
PERFORMANCE MEASURE 1.3B

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

MDOT provides call center services in three business units including MVA, the Maryland Transit Administration (MTA) and the Maryland Transportation Authority (MDTA). Customers expect to reach MDOT within reasonable timeframes when contacting call centers. The amount of time they wait to speak to a representative often shapes their level of satisfaction with MDOT.

MDOT currently has call center wait time data for CY2013 – CY2015. The average wait time for a customer caller to receive a first contact is 2.9 minutes. This measurement has both controllable and uncontrollable influences that affect the results. MDOT is working to improve customer service at these call centers by reducing wait times.

Average Call Wait Times at Call Centers



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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 assess customer satisfaction with call centers in resolving call inquiries

FREQUENCY:

Quarterly

DATA COLLECTION METHODOLOGY:

Phone survey of call center customers

NATIONAL BENCHMARK:

74% Industry Standards as reported by MetricNet

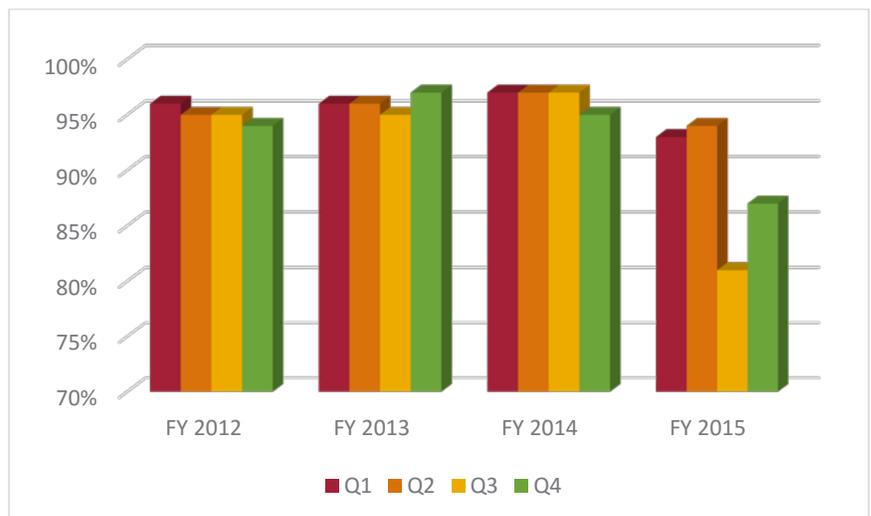
PERFORMANCE MEASURE 1.3C

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 the MDOT is meeting customers' expectations.

The data presented is from MVA and indicates an average of 92% customer satisfaction with call center resolutions between fiscal year (FY) 2012-FY2015. MDOT is taking steps towards increasing customer satisfaction with call-center resolutions across the organization.

Level of Satisfaction with Resolving Call Inquiries



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TANGIBLE RESULT DRIVER:

Leslie Dews

Motor Vehicle Administration (MVA)

PERFORMANCE MEASURE DRIVER:

Dave Peake

State Highway Administration (SHA)

PURPOSE OF MEASURE:

To better determine how satisfied MDOT customers are when interacting with frontline employees

FREQUENCY:

Annually

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%

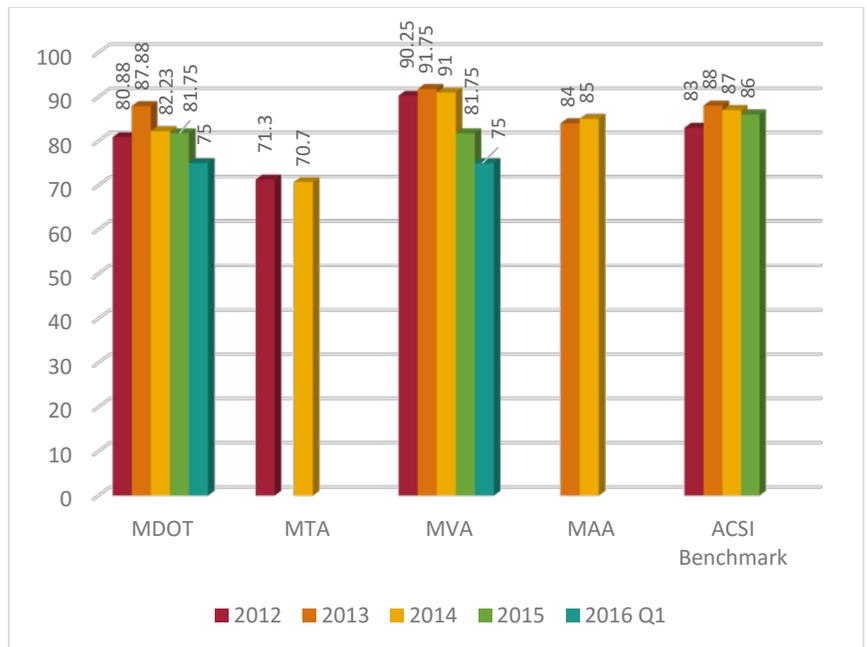
PERFORMANCE MEASURE 1.3D

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. Frontline employees interact with customers on a daily basis and are expected to provide a level of customer service that is responsive and timely. 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 frontline employee interaction compared to a 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:

Dave Peake

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

DATA COLLECTION METHODOLOGY:

On-line Survey

NATIONAL BENCHMARK:

N/A

PERFORMANCE MEASURE 1.3E

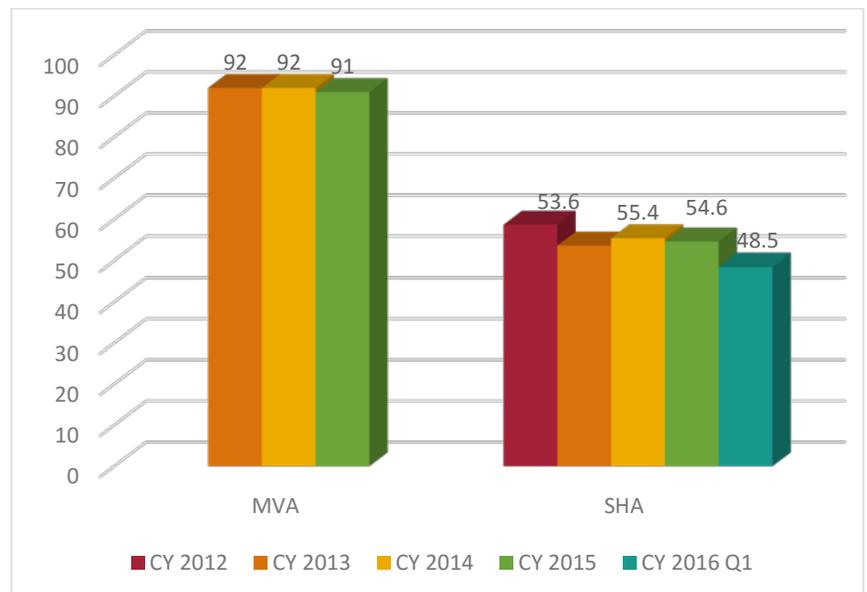
Customer Satisfaction with Receiving Goods and Services: Level of Satisfaction with Website Information and Navigation of the Site

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.

This preliminary data demonstrates the need for improvement and MDOT is developing a more comprehensive approach to evaluating the efficacy of websites throughout the organization.

Level of Satisfaction with Website Information and Navigation



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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

DATA COLLECTION METHODOLOGY:

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

NATIONAL BENCHMARK:

N/A

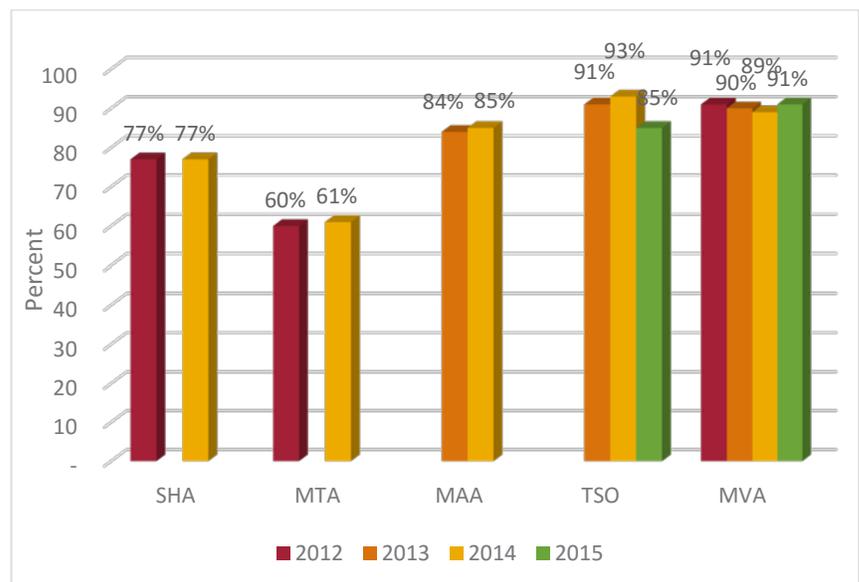
PERFORMANCE MEASURE 1.4A

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 provision of exceptional customer service requires every MDOT employee to engage customers in a professional and respectful manner during all interactions. Survey data from various TBUs report varying methodologies, such as in-person and electronic surveys, were used to analyze customer satisfaction with professionalism and respectfulness of MDOT interactions.

The results of the analysis demonstrates that customer satisfaction has remained consistent throughout MDOT, with an overall average of 80% of customers reporting that they were treated in a professional and respectful manner.

Customer Expectations Met or Exceeded Based on Employee Professionalism and Respectfulness



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TANGIBLE RESULT DRIVER:

Leslie Dews

Motor Vehicle Administration (MVA)

PERFORMANCE MEASURE DRIVER:

Sabrina Bass

The Secretary's Office (TSO)

PURPOSE OF MEASURE:

To evaluate the level of exceptional complaint resolution delivered by employees at TBUs

FREQUENCY:

Annually

DATA COLLECTION METHODOLOGY:

Customer Survey from TBUs

NATIONAL BENCHMARK:

N/A

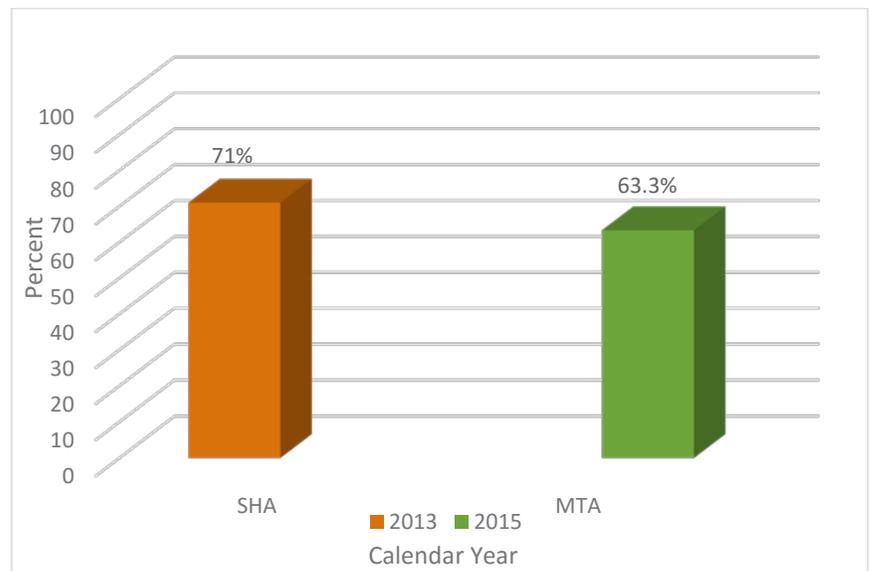
PERFORMANCE MEASURE 1.4 B

Percent of Customers that feel that 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

Overall customer experience is enhanced by how MDOT employees communicate resolutions of issues and complaints. Customer survey data administered in person for MTA and electronically for SHA show that 67% of customers feel that they received professional and respectful communication of resolutions to complaints and reported issues.

However, the data does show the need for improvement and MDOT is working to implement a way to measure customer expectations related to communication of complaint resolutions across the organization.

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



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