



Customer Service and Operations Committee

Board Information Item IV-A

January 8, 2015

Customer Care Initiative

Washington Metropolitan Area Transit Authority
Board Action/Information Summary

Action Information

MEAD Number:
201197

Resolution:
 Yes No

TITLE:

Customer Care Initiative

PRESENTATION SUMMARY:

This presentation updates the Board on the progress of the Customer Care initiative, which supports both the Board's strategic goal to meet and exceed customer expectations, and the Board's customer value statement, as well as, the General Manager's (GM), business plan.

PURPOSE:

To inform the Customer Service and Operations Committee of the progress Metro is making in its Customer Care initiative to achieve and sustain Metro's customer satisfaction performance target of 84%. This progress includes: new human capital strategies; delivering consistent customer service training authority wide; developing clear expectations and accountability for customer service for every employee; and creating new business tools and local working groups to empower front line employees and promote ownership of service delivery solutions that match the rider experience.

DESCRIPTION:

The Customer Care working group developed an early-action agenda with 90-day deliverables to improve and sustain customer satisfaction that includes the following highlights:

Key Highlights:

In its 90-day action plan, the Customer Care working group has:

- Completed an Authority-wide Customer Care policy that governs all employees
- Improved frontline job descriptions, training programs for customer-facing staff, and developed performance accountability measures
- Started to develop a performance recognition program
- Undertaken the development of a business intelligence tool that gives station managers better information about station conditions, repairs, and improvements
- Formed cross functional working groups to develop work plan for 2015

Background and History:

After completing a Customer Service Action Plan with more than 100 discrete project elements, in early 2014 the General Manager directed the establishment of an interdepartmental working group to transform Metro's culture into one that values customer satisfaction and puts a premium on service delivery that meets or exceeds customer expectations. The working group consists of members of Rail, Bus, MetroAccess, Metro Transit Police, Labor Relations, Human Resources, and Customer Service Departments as well as the GM's Office. Building on the success of the customer service action plan, the working group spent six months conducting research with employees, reviewing customer satisfaction data for challenges and opportunities, conducting a Strengths, Weaknesses, Opportunities and Threats (S.W.O.T.) Analysis, reviewing best practices and identifying barriers to quality service that are unique to Metro.

The twice monthly meetings resulted in an initiative that reflects a passion for customer service and enthusiasm across the organization to make improvements – from the way we orient new hires, to the way we organize information, to how we prioritize station repairs. The working group also recognizes the need to build a new external and internal customer focus that continues the General Manager's push to move the organizational culture to one that more closely resembles a collaborative, customer-focused business model.

Discussion:

While the four distinct cross-functional committees continue working on the previously stated 90-day goals, they have achieved the following:

- Created a new Customer Care P/I supported by ELT members, which was distributed to all employees to clearly communicate Metro's commitment to Customer Service and expectations of behavior with both internal and external customers.
- Recorded (and presented at meeting) a new Customer Care video that will be used to introduce the subject in new employee orientation (NEO), and in customer service training classes.
- Completed the Bus Operator and Station Manager Job description revisions that now include an increased focus on customer service.
- Upgraded Station Managers' uniforms to be introduced this spring in response to employee and customer feedback, which suggested managers were unidentifiable to customers.
- Developed a new coaching tool for all operational employees, which will be introduced following appropriate supervisory training this year. This will promote proactive dialogue about customer service success as well as counseling as necessary.
- Integrated three modally unique customer service training approaches into a single Metro customer service training framework to ensure consistency for all riders and employees -- from ELT members to front line employees -- beginning this spring.
- Developed a priority list of issues that form the 2015 Customer Care work plan and agenda for the new Local Customer Care Committees starting this spring.
- Identified Largo Rail Division and Four Mile Bus division as "laboratories" where

- new customer care programs will first be implemented before going to scale.
- Created Annual Customer Service Awards to be combined with the Safety Awards Ceremony.

Previous Actions

- Presented update to Customer Service and Operations Committee October 2014.
- Launched monthly ELT Customer Care Steering Committee Meetings in Nov.'14

FUNDING IMPACT:

No impact to FY15 budget	
Project Manager:	Lynn Bowersox
Project Department/Office:	Customer Service, Communication and Marketing (CSCM)

TIMELINE:

Previous Actions	Oct. 2014 - Presented update to the Customer Service and Operations Committee. Nov. 2014 - Launched monthly ELT Customer Crae Steering Committee Meetings.
Anticipated actions after presentation	April 2015 - Update Customer Service and Operations Committee on 2015 work plan progress. A full-year 2015 customer care program is in development consistent with the General Manger's business plan and FY16 budget process.

RECOMMENDATION:

None. This update is for information purposes.



Washington Metropolitan Area Transit Authority

Customer Care Update

Customer Service and Operations Committee

January 8, 2015



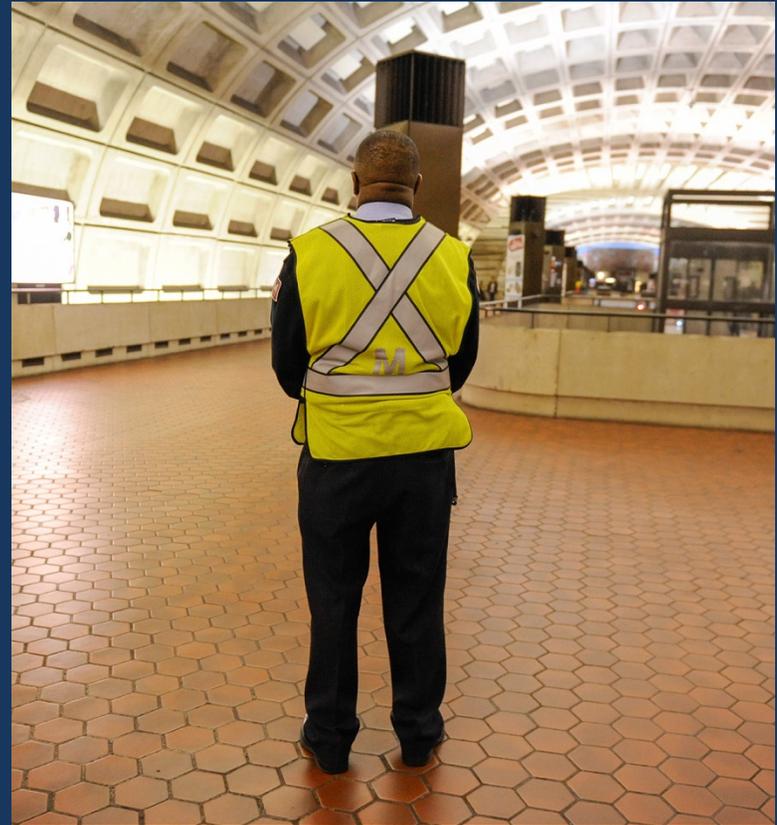
2014 Customer Care Highlights

HelpStartsHere

- Created an Authority-wide policy guiding customer care



2014 Customer Care Highlights



Before



2014 Customer Care Highlights



After



2014 Customer Care Highlights

- Created a coaching tool that highlights the importance of customer care and feedback





2014 Customer Care Highlights

- Established multi-modal customer care training and development for all Metro employees





2014 Customer Care Highlights

- Identified internal customer care issues and established cross-functional working groups to respond as part of 2015 work plan

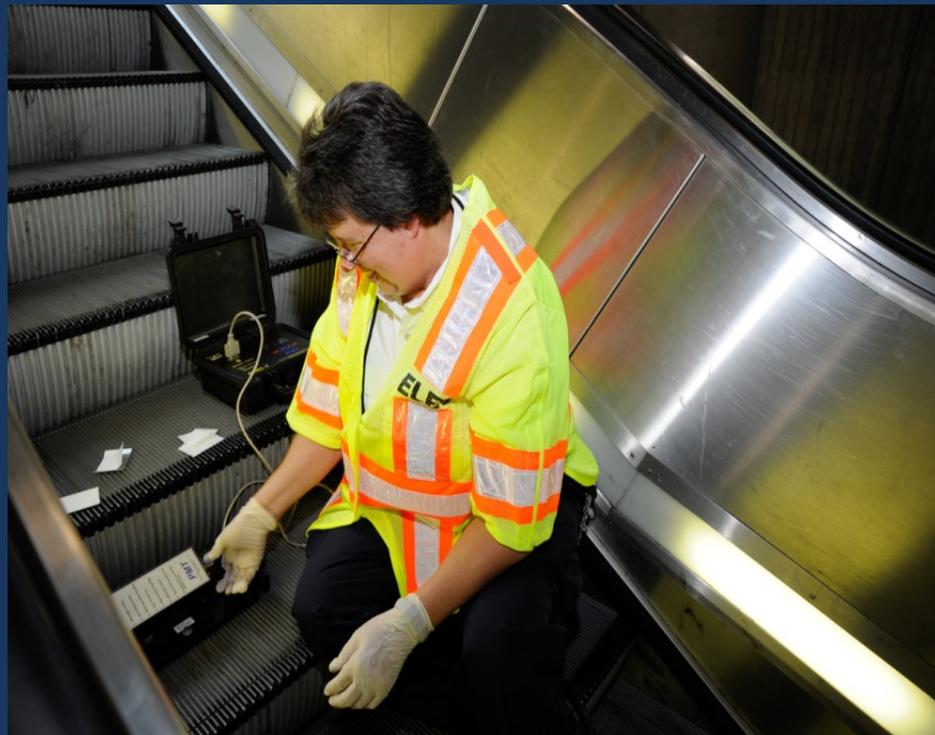
Top 3 Internal Issues

1. Fare collection - “points of pain”
2. Employee Assaults
3. Employee communications



2014 Customer Care Highlights

- Built a template for business intelligence tool that empowers front line employees with better information about station equipment repairs





2014 Customer Care Highlights

- Established a new Customer Care Recognition Award Ceremony to be held in conjunction with annual Safety Awards





2014 Accomplishments in Review

ELT Customer Care Steering Committee

Customer Care Office (Interdepartmental)

Rider Experience Performance Metric & B.I. Tools

J.Minser and B.Durham

Employee Training & Development

L.Semper-Scott

Employee Perf. Review/Job Description

P.Bumbry and R. Harmon

Internal Communications

Zina McGowan-Thomas

90 day Goals

- ✓ Hold station manager focus groups.
- ✓ Develop meaningful rider performance metrics
- 3. Integrate business tool to inform station managers about work order status, and to give senior rail managers an at a glance view of the customer experience by station in order to deploy resources accordingly.

- 1 ✓ Create sustainable T & D framework incorporating customer service into every level of training. NEO to senior leadership.
- ✓ Develop 50 customer service contacts.
- 2 ✓ Integrate bus/rail customer service training

- 1 ✓ Performance accountability – to develop a performance objective/assessment plan and form for EVERY level of employee in the Authority that includes a Customer Service goal appropriate to his/her role.
- ✓ Write and gain approval for revised and new Station Manager and Bus Operator job descriptions.
- 3. Update Standard Operating Procedures (SOPs) for Rail and Bus to include customer service focus.

- 1 ✓ Develop a branding campaign – suggested name How can I help You?.
- 2 ✓ Create an internal educational awareness plan for the campaign.
- ✓ Build an integrated communication plan for initiative that includes schedule, tactic, message etc....

90 day Goals



2015 Customer Care Work Plan

- Identify rail and bus divisions to launch all aspects of the customer care initiative during Phase One implementation
- Track results via employee surveys
- Adjust future rollouts accordingly

Targeted Implementation





2015 BTRA Plan Highlights Customer Care

- Implement Customer Care initiatives at Four Mile Bus division
- Recognize Good Behavior to retain Best and Brightest
- Conduct 300 bus annual performance reviews
- 2% reduction on rude, discourteous and unsafe operation complaints
- 2% reduction on failure to stop, delays and no shows



2015 Customer Care Work Plan

- Identify and develop a group of 10-15 master facilitators to support upcoming Customer Care Training
- Establish frame work and roll out plan for Local Customer Care Committees
- Create a training and implementation plan for represented employees to use the new coaching tool



Training and Development Subcommittee



2015 Customer Care Work Plan

- Create a interdepartmental response team to prioritize and resolve employee infrastructure concerns
- Address specific internal policies and procedures to improve customer service
- Introduce customer service component to the annual APTA Rail and Local Roadeo



Internal Improvements
Subcommittee



2015 Customer Care Work Plan

- Expand employee engagement by holding bus operations focus groups and conducting baseline surveys at Phase One divisions
- Launch AFC focused BI tool to better inform employees and customers



B.I. Tool and Performance Metric Subcommittee



2015 Customer Care Work Plan

- Launch the internal print campaign in the Spring
- Coordinate at least one town hall meeting per quarter
- Create a distribution plan for promotional items

 **HelpStartsHere**



Employee Engagement
Subcommittee



Next Steps

- Update Customer Service and Operation Committee in April 2015