



Customer Service and Operations Committee

Board Information Item IV-A

April 9, 2015

Customer Care Program

Washington Metropolitan Area Transit Authority
Board Action/Information Summary

Action Information

MEAD Number:
201403

Resolution:
 Yes No

TITLE:

Customer Care Initiative Update

PRESENTATION SUMMARY:

This presentation updates the Board on the first quarter progress of the 2015 Customer Care program, which supports both the Board's strategic goal to meet and exceed customer expectations, and the Board's customer value statement, as well as Metro's business plan.

PURPOSE:

The goal of the Customer Care initiative is to achieve and sustain Metro's customer satisfaction performance target of 84%. This informational presentation is to update the board on activity to date.

DESCRIPTION:

Since the last update the Customer Care working group has worked with Human Resources to implement an Authority-wide initiative – the inclusion of a mandatory customer service goal in the performance evaluation of every non-represented employee. The working group also developed a 2015 work plan that focuses on Four Mile bus and Largo rail divisions as laboratories for culture change. The focus on these two divisions enables Metro to concentrate strategies and resources at the local level, implement specific actions, determine what works, and then build a plan to expand to other divisions based on success.

Key Highlights:

In the first quarter of the 2015 action plan, the Customer Care working group has worked at the division level to:

- Complete a 90-day needs assessment of both Four Mile and Largo divisions
- Assessment to identify the top three employee issues as the following:
 - Employee Safety
 - Restroom Cleanliness
 - Communications
- Create responsive programs to address each concern

Background and History:

Last year, an interdepartmental working group was created 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 General Manager/Chief Operating Officer (GM/CEO) Office. The working group conducted research with employees, reviewed customer satisfaction data, conducted a Strengths, Weakness', Opportunities and Threats (S.W.O.T.) Analysis, reviewed best practices and identified barriers to quality service that are unique to Metro.

This preliminary work 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 moves the organizational culture to one that more closely resembles a collaborative, customer-focused business model. To that end, in 2015, Largo rail division and Four Mile bus division were identified as “laboratories” where new Customer Care programs will first be implemented before moving to scale.

Discussion:

First quarter results include:

- Confirmed that fare collection is root cause of employee assaults and helped spearhead the development of a responsive program. The assessment emphasized that employee and passenger safety is also top of mind at the divisions, as employees are concerned about the upward trend in employee assaults. Statistically, 2014 saw a 37% increase in employee reported assaults over 2013. They point to fare evasion as the primary driver of customer conflicts, and express a concern about the well being of the operators and their passengers. In 2014 alone, 78 WMATA employees reported assaults that ranged from being spit upon, to being struck, punched or stabbed while on duty. In conjunction with the MTPD and Operations the working group developed a pilot program to improve safety and make fare payment equitable among riders. MTPD will provide 8-10 additional officers, at and on, key rail stations and bus routes during afternoon/evening peak hours to conduct fare enforcement. Beginning April 27th the MTPD will deploy uniformed patrols on three bus routes and rail stations to issue friendly fare evasion “warnings” to adult customers. The program will include: community outreach, notice to the jurisdictions, announcements to the news and social media. The success of this pilot will be reevaluated in 90 days and be measured based on safety metrics, including a decline in employee injuries and assaults, and a reduction in customer complaints, as well as avoiding fare evasion. These results will be shared with the Board's Safety and Security Committee as well as the Customer Service and Operations Committee before we advance the program.
- As a result of our assessment, improving cleanliness of employee restrooms was identified as an internal customer service issue. We helped coordinate a program that addresses the issues. Specifically 16 facilities renovated with four facilities planned in 2016.
- Assessment also found that prompt, candid feedback from the employee opinion survey is mission critical to Customer Care success. Employees view the feedback loop as a proof point that leadership is listening and committed to culture

change. As a result a communication plan was developed to bolster the feedback to employees of the survey results. A letter to every employee's home went out in March followed by a posting of survey results on our intranet as well as divisional on site presentation of the findings and actions plans to ensure top down communications are scheduled through summer.

FUNDING IMPACT:

Project Manager:	Lynn Bowersox
Project Department/Office:	CSCM

TIMELINE:

Previous Actions	Jan 2015 - Presented update to Customer Service and Operations Committee Feb 2015 - Presented Customer Care Program to AAC
Anticipated actions after presentation	April 2015 - Launch an Employee Safety and Customer Service Pilot Program August 2015 - Update the Customer Service and Operations Committee

RECOMMENDATION:

Information item/ no action necessary.



Washington Metropolitan Area Transit Authority

Customer Care Initiative Update

Customer Service and Operations Committee

April 9, 2015



Customer Care Purpose

To improve customer satisfaction through strategic actions. These actions are needed to achieve and sustain Metro's customer satisfaction performance target of 84%.

Actions include:

- New human capital strategies
- Delivering consistent customer service training authority wide
- Developing clear expectations and accountability for customer service for every employee
- Creating new business tools to empower front line employees and promote ownership of service delivery solutions that match the rider experience.



2015 Customer Care Program

- Focus on Four Mile and Largo
- Needs assessment from employees perspective
- Top three issues:
 - Employee safety and assaults
 - Restroom cleanliness
 - Communications





2015 Customer Care Program Q1 Progress: Safety

- Fare collection is root of bus safety
- Pilot program supports front line employees and customers
- Customer fare equity





2015 Customer Care Program Q1 Progress: Cleanliness

- Employee restrooms are internal customer service issue
- 16 facilities renovated
- 4 facilities planned in 2016
- Monitor the pilot progress and employee feedback for future build out



Light fixtures before

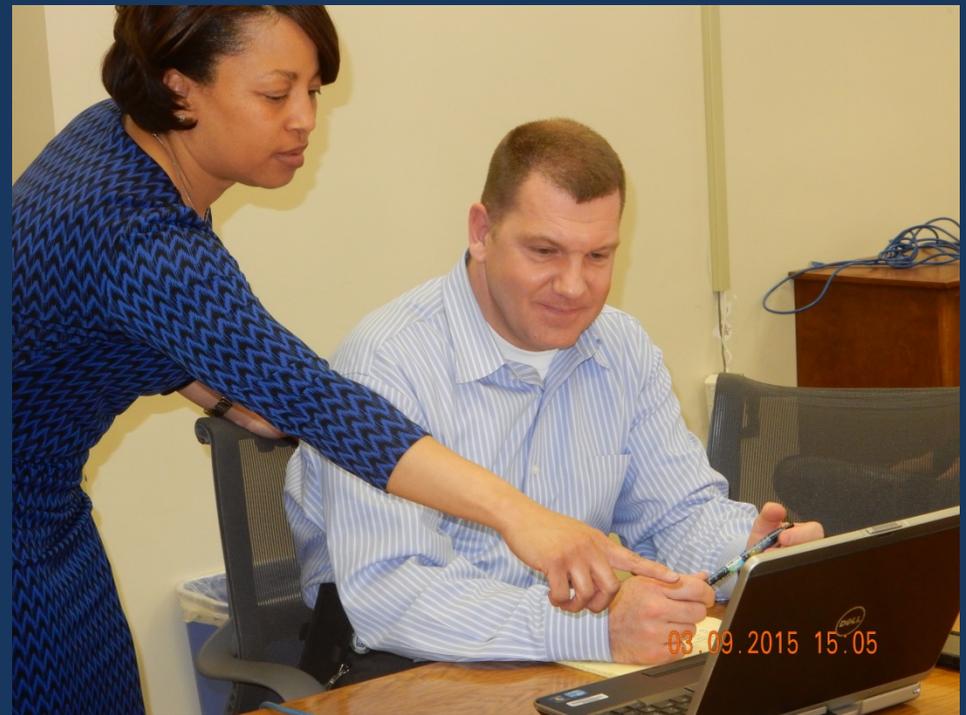


Light fixture after



2015 Customer Care Program Q1 Progress: Communications

- Survey results expected
- Home mailings
- Metroweb
- Division presentations





2015 Customer Care Program Next Steps

- Share results of bus operator focus groups
- Present report for station managers on station repairs
- Results of fare enforcement pilot