



Customer Service and Operations Committee

Board Information V-A

September 10, 2015

Customer Service Update

Washington Metropolitan Area Transit Authority
Board Action/Information Summary

Action Information

MEAD Number:
201650

Resolution:
 Yes No

TITLE:

Customer Care Initiative Update

PRESENTATION SUMMARY:

Presentation updates the Board on the 2015 second quarter progress of the Customer Care Program. This quarter, the project has been focused on working with Human Resources to advance customer service in job descriptions, employee training, and performance evaluations, as well as to develop a tool for station managers to improve customer communications.

PURPOSE:

The program was established to help the Authority meet and sustain its target of 84% customer satisfaction, and its early efforts have focused on building basic organizational understanding and accountability for excellent customer service.

DESCRIPTION:

The Customer Care Working Group has been focused on communicating expectations of customer service through policy, improved job descriptions, new training, and enhanced accountability. The 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 pilot program launched at 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 on a timetable to be determined based on pilot learnings.

Key Highlights:

During the second quarter of 2015, the Customer Care Working Group has worked at the division level to:

- Develop customized training for supervisors of Local 689/922 employees to teach them to execute annual performance conversations for employees system wide.
- Establish Local Customer Care Committee meetings to strengthen internal cross functional communication regarding customer service related solutions.
- Create new information technology for station managers to inform them of work order repair status of vital station equipment i.e. fare gates, vending machines, elevators, escalators, HVAC, etc.

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 Executive 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 seeks to overhaul organizational building blocks to communicate that Metro is a customer service business – improving the way we orient new hires, train frontline employees, hold personnel accountable for service delivery, and organize information to make sure customer concerns are forefront. The working group identified the Largo Rail Division and Four Mile Bus Division as “laboratories” where new Customer Care Programs will first be implemented before moving to scale.

Discussion:

Second quarter results include:

- Development of a one-day training course aimed at supervisors of union employees, designed to help them deliver and document annual employee performance conversations. Results from the 2014 Employee Opinion Survey suggested that employee's desired regular feedback from management that was not exclusively punitive. The course entitled “Performance Conversations” was piloted July 28th, August 3rd and August 4th. The final one-day training course will roll out in September through the end of the year. Over 500 employees are scheduled to attend by year's end. This course work was specifically designed to formally introduce supervisors of union employee's to the benefit and process of conducting and documenting annual performance conversations. This training is a precursor to supervisors using a previously developed coaching tool for all operational employees and to promote proactive dialogue about customer service success as well as counseling as necessary.
- Creation of Metro's first Local Customer Care Committee meeting (LCCC) at pilot locations. Both divisions kicked off meetings designed to align all responsible cross functional operational support departments to strategically focus on customer service related issues and solutions. As of September 2015, one meeting has been held at each of the pilot locations. Early reception and feedback to these meetings are positive. Almost immediately these meetings improved interdepartmental communications and understanding of support department's impact on frontline customer service. The LCCC Meeting schedule, content and success will be reviewed in six months.

- Deployment of a “Smart List” for station managers at Largo Rail Division and its five associated stations. Station manager focus groups revealed a need for updated status of corrective maintenance of station equipment such as fare gates, vendors and elevators to provide better customer service and information. Management also desires to see the information integrated by station to better understand the customer experience. A basic version of this tool, which will have data added about various systems over the next several months was deployed September 1st at the six Largo Division stations and will be rolled out at all Metro stations by January 2016. The beta testing of the tool was well received by station managers and will be assessed monthly to optimize its use.

- Further evidence of culture change within Metro affecting the customer experience, can be seen by the following three examples:
 - Changing the work flow processes within Customer Information’s Lost & Found Unit resulted in improving both service availability and call wait time. The average call wait time has gone from 12 minutes to 24 seconds, and service availability (through expanded hours) improved by 66% for customers needing lost and found information.
 - Weekly meetings are being held within rail to review customer feedback and to address trending issues. These enhanced communications provide keen insights to operations and mitigate problems.
 - The newly developed low-tech “Hot Sheet” (one page news) provides bus operators timely customer information at field locations where computer access is limited and reaching them effectively had been a challenge.

FUNDING IMPACT:

Funding for this initiative is contained within current FY16 budget	
Project Manager:	Barbara Moulton
Project Department/Office:	CSCM

TIMELINE:

Previous Actions	Presented update to the Customer Service and Operations Committee March 2015
Anticipated actions after presentation	Update the Customer Service and Operations Committee in January 2016

RECOMMENDATION:

Follow up report on progress to the Customer Service and Operations Committee.



Washington Metropolitan Area Transit Authority

Customer Care Initiative Update

Customer Service and Operations Committee
September 10, 2015



2015 Customer Care Program Review

- Largo Rail and Four Mile Bus Divisions
- Internal customer priorities
 1. Employee safety/assaults
 2. Restroom cleanliness
 3. Communications





2015 Customer Care Program

Q2 Progress: Communications

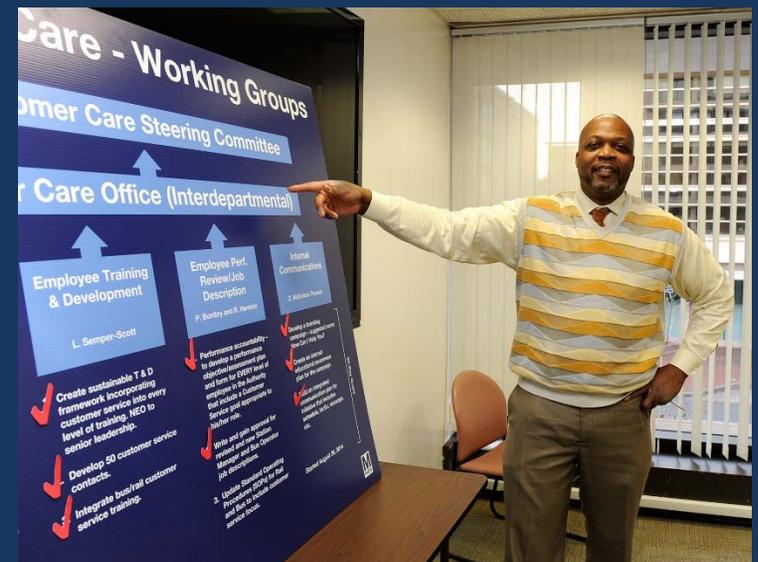
- Responding to employee feedback while improving employee accountability = **Performance training, Customer Service recognition**
- Empowering cross functional groups to improve customer service delivery = **Local Customer Care Committees**
- Developing technology solutions to capture system wide repair status of station equipment = **"Smart Lists"**



2015 Customer Care Program

Q2 Progress: Training & Development

- Feedback that is not only punitive
- Created supervisor how-to for performance conversations
- Sept 1st launch with over 500 employees scheduled to complete it by the end of the year





2015 Customer Care Program

Q2 Progress: Local Customer Care Committee

- “All solutions are local ” - employees have the answers to customer service delivery issues
- Largo and Four Mile Divisions held first Local Customer Care Committees

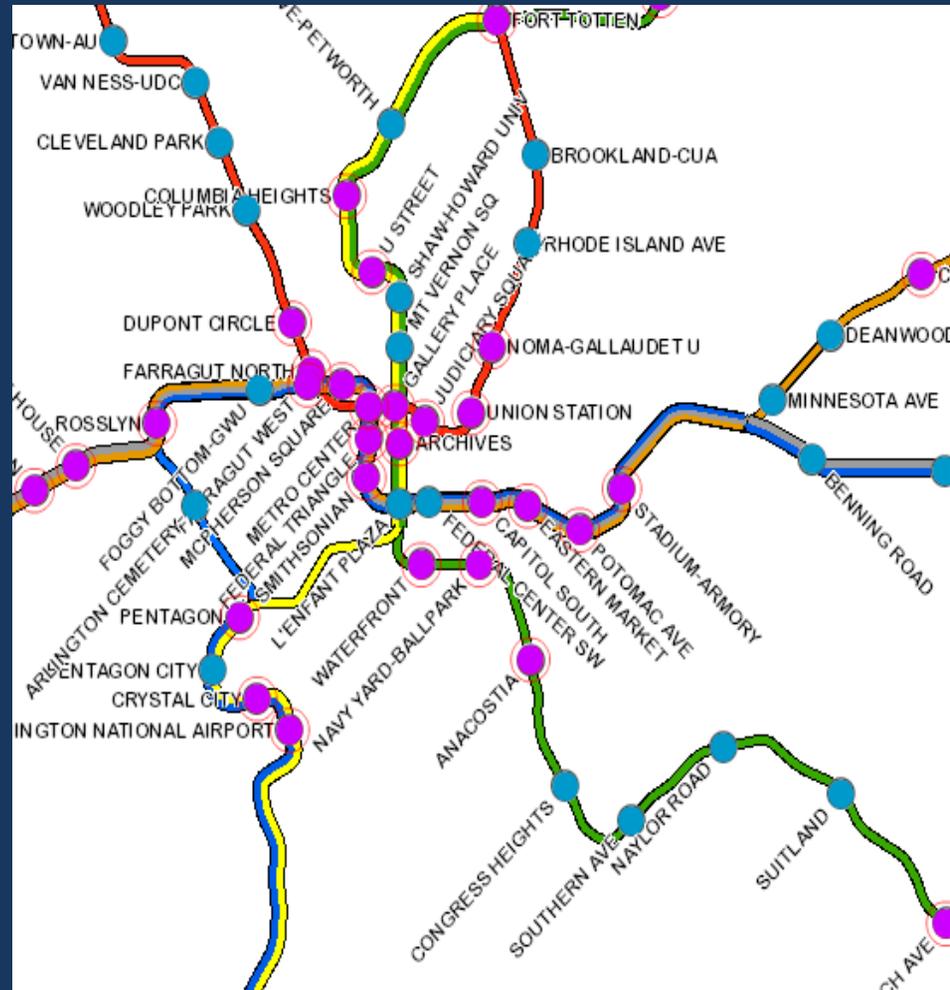




2015 Customer Care Program

Q2 Progress: "Smart List" Deployment

- Smart List provides a graphical view of station equipment operability
- Real-time information about work order repairs of fare gates and vending machines





2015 Customer Care Program

Q2 Progress: "Smart List" Deployment

Station Manager's Repair Ticket (SMART) List

Back To Service Area

Clear List

Station : FRIENDSHIP HEIGHTS

Search Date/Time : Tuesday, 08/04/2015 09:37:40 AM

AFC

Automated Fare Collection out of service work order(s) :

Out of Service Date/Time	Mezzanine ID	Station Name	Description	Equipment Type	Asset Tag	Maximo WO#	Estimated Return Date/Time
7/14/2015 5:16:57 PM	011	FRIENDSHIP HEIGHTS	BARRIER PROBLEMS	AFC EXGATE	A08011.18	11930337	8/19/2015 12:00:00 PM



2015 Customer Care Program

Q2 Progress: Culture Change Evidence

- Lost & Found improvements
 - Avg. call wait time down from 11 minute to 24 seconds
 - Access and availability increased by 66%
- New mode/methods of communications
 - Weekly Rail Meetings
 - Bus and Rail Hot Sheets

Metrobus Hot Sheet

News You Can Use, July 2, 2015



Customer Service Awards
You asked for it, you got it! New Customer Service Awards will recognize employees who deliver exceptional service to internal and external customers. To nominate a coworker, go online to Metroweb and click the link above Interim GM Jack Requa's photo, or visit: <http://metroweb/departments/cscm/csa/default.aspx>. Information and nomination forms are also available in the Superintendent's Office at each division. Help Metro recognize the good work you and your coworkers do every day.



Countdown to Elimination of Paper Farecards
The countdown is on to the end of paper farecards in the Metro system. Riders have until early 2016 to trade in their paper farecards and start using a SmarTrip® card. SmarTrip® card users save \$1 per trip by avoiding the paper farecard surcharge, and SmarTrip® card users enjoy free transfers to Metrobus and discounted transfers from Metrobus to Metrorail.



Takoma Langley Crossroads Transit Center Preparations
Metro is preparing to open the new Takoma Langley Crossroads Transit Center, located on the corner of New Hampshire Ave. and University Blvd. in Langley Park. The new state-of-the-art facility includes eight bus bays, an outdoor covered customer waiting area, public restrooms and employee rest area, and will accommodate 11 bus routes and serve 12,000 passengers daily. Metrobus, Ride On, TheBus, and UMD shuttles are planning to serve the facility. Since several bus stops in the surrounding area will be relocated to the new facility, Metro is seeking input from riders on the proposed changes through a public hearing on Tues., July 14, 6:30 p.m., at the Langley Park Community Center (1500 Merrimac Drive, Hyattsville, MD).



 Provided by Metro's Employee Communications Office, 202-952-5828.



2015 Customer Care Program Next Steps

- Share year end results and recommendations for expanding pilot activities
- Present 2016 Work Plan