FY 2014 REPORT ON CUSTOMER SERVICE

JUNE 1, 2014

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Introduction

The Texas Department of Motor Vehicles (TxDMV) is the state agency responsible for vehicle registration and titling, issuing motor carrier operating authority, motor carrier enforcement, permitting services to transport oversize/overweight cargos, licensing vehicle dealers, awarding law enforcement agencies grants to reduce auto theft and increase public awareness, and much more. All of these activities require continuous communication and interaction with our customers and stakeholders.

During FY 2013, the agency's Consumer Relation Division (CRD) responded to more than 436,000 customers through multiple service channels – telephone, email and mail correspondence. CRD serves and supports various customers and industries including the motoring public, dealers, dealer associations, toll authorities, manufacturers, distributors, law enforcement, lease facilitators, salvage yards, storage facilities, insurance entities, financial institutions and local, state and federal agencies.

TxDMV strives for excellent customer service through our professional attitude, competence, and efficiency. All customers can expect TxDMV to:

- ✓ Exercise courtesy and respect;
- ✓ Be fair, ethical, and professional;
- ✓ Provide timely and responsive service;
- ✓ Give clear, accurate, and consistent information;
- ✓ Follow through on our commitments;
- ✓ Strive for continuous improvement in all of our services; and,
- ✓ Go the extra mile in our efforts to serve.

TxDMV is able to best service its customers by proving them with the information they need to conduct their business with the agency as quickly and as efficiently as possible. TxDMV is committed to ensuring that the agency's customers are informed of their rights and responsibilities, as well as the agency's statutory duties and responsibilities.

TxDMV Vision for FY 2015-2019

TxDMV sets the standard as the premier provider of customer service in the nation.

TxDMV Philosophy for FY 2015-2019

TxDMV is customer-focused and performance driven. We are dedicated to providing services in an efficient, effective and progressive manner as good stewards of state resources. With feedback from our customers, stakeholders and employees, we work to continuously improve our operations, increase customer satisfaction and provide a consumer friendly atmosphere.

Strategic Initiatives to Enhance Customer Services (FY 2015-2019)

TxDMV will coordinate its customer service efforts through the multiple service delivery options provided by the agency: TxDMV Contact Center, Technology Resources, and Regional Services.

TxDMV Contact Center

Customer feedback received through the Contact Center, located within the TxDMV CRD, enables the agency to develop and support continuous activities for improving the way it does business. The TxDMV Contact Center serves as the consumer doorway to better, faster and more efficient customer service to the public and industries served by the agency. Whether a consumer contacts the agency by phone, correspondence or e-mail, the CRD handles each call and inquiry in a professional manner that is tailored to the unique needs of each consumer.

Technology Resources

Developing and expanding user-friendly, convenient, and efficient website applications allows for a fast and efficient way of doing business online. TxDMV continuously looks to enhance the way it does business internally and externally. TxDMV envisions an agency transformation supported by streamlined processes and enhanced automation. Several projects will have a significant impact on improving and enhancing the stakeholder/customer experience, as follows:

- Texas Automation System Project (TASP) is a major project for the agency that seeks to enhance existing technology, define business process improvements, and implement both technology and process improvements. Essentially, TASP is an agency redesign that is supported by technology with an emphasis on offering customers an efficient and effective way of doing business.

- webDEALER-etitles is a new program that allows dealers to process title applications and new registrations online, greatly reducing both the time required to process transactions and the need for dealers to take paper work for every car sale to their tax assessor-collector office. In addition, the system includes eTitles, which creates, stores and transfers vehicle titles electronically. eTitles is the next step towards the electronic storage of all TxDMV issued titles, though people can still receive a paper title if they choose.

- Cisco Call Center technology is a new solution intended to replace the current Symposium call center technology in the near future. The current Symposium system is outdated, unsupported and offers limited functionality. The new contact center technology will have basic features that are not currently available, such as the ability to record calls, virtual hold and workforce management tools.

- TxDMV.gov is the new, redesigned website. The new website is driven by user groups to find all the information that is needed in one place. The website includes portals for the "motorist" that includes easy access to vehicle registration and titling, license plates, resources for buying or selling a vehicle, disabled parking placards, information for military personnel and consumer protection tips. The "dealers" portal focuses on auto dealer licensing, dealer training and seminars, eTags and more. The "motor carriers" portal highlights motor carrier registration, permitting and training. Additionally, the website includes more visual cues, improved search options, and a revamped Specialty License Plates Catalog.

- National Motor Vehicle title Information System (NMVTIS) is a national database of motor vehicle title information created by the federal government. NMVTIS was created to prevent the selling and use of stolen motor vehicles and protect states, businesses and consumers from fraud and unsafe vehicles. TxDMV is in the process of implementing NMVTIS, and once fully implemented, title issuance will be based on the information in the national database. TxDMV has initiated a public education campaign to help with the roll out of NMVTIS. The initiative entitled "Don't Buy a Wreck. Do a Title Check" will emphasize using the "Title Check" function on the agency's website as the way for consumers to connect to the U.S. Department of Justice's approved list of provider of title history reports prior to purchasing the vehicle and submitting a title application.

- Temporary Permitting is a TxDMV project that is designed to provide a secure web-based application for issuance of temporary permits 24//7 that will eliminate third party permit sales. Currently, a Temporary Permit is purchased (72-Hour, 144-Hour, One-Trip, or 30-Day) in lieu of registration. Customers may request temporary permits in person at one of the 254 Texas County Tax Assessor-Collector (TAC) Offices, 16 Texas Department of Motor Vehicles (TxDMV), Regional Service Centers (RSC) or from third party service providers. Once fully operational, the program will reduce the in-person traffic in county offices, reduce fraud by eliminating the possibility of multiple issuance of the same permit number, eliminate the manual process of issuing permit numbers to the service providers and all for 24/7 availability for inquiry by law enforcement to easily identify vehicles and permit applicant information.

Regional Services

Sixteen TxDMV regional offices help bring vehicle title and motor carrier services to customers across the state, as well as support county tax assessor-collectors. All walk-in customers are given the opportunity to provide feedback on their experience through a customer satisfaction survey that helps the agency improve the way it does business with communities throughout Texas.

Third-Party Review of Customer Satisfaction Surveys

Customer satisfaction has been and continues to be a top priority for TxDMV. Licensing, titling, permitting and enforcing the rules and statutes associated with those functions are the core operations of the agency.   The client base of the TxDMV is widely varied and includes individuals, businesses, and partners such as tax assessor-collectors.

In order to assess the timeliness, efficiency, and effectiveness of the TxDMV services and how TxDMV clients perceive the delivery of its services, the agency has periodically conducted customer satisfaction surveys. To date, these surveys have been developed and analyzed internally. The TxDMV board and executive administration have determined that a third-party, independent assessment is needed to assist the agency in developing a comprehensive customer satisfaction survey for future use.

In December 2013, TxDMV contracted with the Office of Survey Research (OSR), Annette Strauss Institute, University of Texas at Austin to review the agency's customer survey process. Specifically, OSR was charged with:

> ➢ *Interviewing TxDMV Divisions/Subject Matter Experts*

OSR conducted interviews with agency division directors/subject matter experts to determine the goals of each division with regards to customer satisfaction. Additionally, these interviews were designed to assist OSR in identifying stakeholders.

> ➢ *Identifying Specific Audiences/Customers*

OSR identified all agency customers and partners. OSR will make recommendations as to which customer groups can be surveyed together to avoid duplication, whether certain customers require specialized survey tools, and assess how beneficial the survey tools are to the agency.

> ➢ *Developing Survey Questions*

OSR will provide input to the agency in developing survey questions. To the extent possible, survey questions shall be consistent and standardized; however, unique questions may be developed to assess customer satisfaction of specifically identified groups.

> ➢ *Making Recommendations*

OSR will make recommendations as to the most effective way to survey each identified customer service group, the frequency which those customers should be surveyed, and the frequency of reporting survey results. These recommendations will also include, but are not limited to such items as prioritization of population groups to be surveyed, unique aspects of specific groups, and any other information that the vendor identifies as critical to objective, statistically relevant customer satisfaction surveys.

The final report from OSR will be issued in mid to late June 2014. The recommendations will be reviewed by TxDMV executive administration and presented to the TxDMV board.

ANAYLSIS AND RESULTS

Background

In September 2010, the agency restructured its business units and created CRD by centralizing the four customer service areas from multiple divisions into one agency customer service team. The merged customer service areas were the Vehicle Titling and Registration (VTR) Call Center, Motor Vehicle division (MVD) Customer Service Center, Salvage Dealer Call Center and VTR Correspondence Section.

The CRD team serves approximately 436,000 customers annually through multiple service channels - telephone, email and mail correspondence (e.g., general mail and constituent referrals from the Governor's office). CRD serves and supports various customers and industries including the motoring public, dealers, dealer associations, toll authorities, manufacturers, distributors, law enforcement, lease facilitators, salvage yards, storage facilities, insurance entities, financial institutions and local, state and federal agencies.

The first year of operations focused on the organizational structure of the new division within the TxDMV, while the agency dedicated the second year to merging the former business units into a unified contact center. Fiscal year 2013 was the first full year of contact center operations.

The contact center business model is customer-centric and focuses on delivering a quality service experience at the initial point of contact.   CRD believes in the importance of having a culture and value system that supports and nourishes a *customer caring* environment. CRD is committed to building and sustaining a collaborative, high-performing team; succession planning; developing effective leaders; and empowering team members to break the bureaucratic stigma associated with the industry. Equally important is the commitment to delivering quality results and celebrating successes. The following is a representation of CRD accomplishments:

- Aligned four business operations with various entrenched cultures, processes and skillsets into a new division with a focused mission.
  - Worked to build a customer caring culture
  - Aligned operations with the agency's strategic plan
  - Created a division mission and conformed decisions, processes and accountability to the mission
  - Rewrote all Job Descriptions and Performance Plans to ensure each position supported the division and agency goals
  - Created a career path and instituted a professional development program
  - Provided a team approach to hiring all positions
- Converted the division to a Contact Center whereby staff now assists a customer via any communication channel.
- Implemented a Quality Assurance program to ensure quality service in all areas of our operations.
  - Set internal performance measures
  - Built a single location dashboard to access all 12 database resources
  - Reduced customer response time on written communications from seven [to unlimited] business days to less than three business days [95% are now answered within one day]
  - Created a Quality Control Program with reporting and feedback tools to measure service quality and enhance skill development
  - Developed a Knowledge Management System in-house training program
  - Created a certification program that certifies staff when they achieve the level of knowledge and skill required in each field of expertise
  - Implemented a Rewards and Recognition Program to recognize staff for quality performance

Methodology for Evaluating Customer Service

Instrument

The two primary instruments used to evaluate customer service for TxDMV include:

1) The **TxDMV Customer Relationship Management (CRM) Database** - Tracks customer complaints and suggestions for the agency. The database is used to store and catalog all customer initiated complaints, compliments and suggestions received by TxDMV.

2) The **TxDMV Customer Satisfaction Survey** - Gives customers the opportunity to provide information regarding their customer service experience with TxDMV. The survey is available on the website, included with agency correspondence sent to the customer and at the Regional Service Centers throughout the state.

TxDMV Customer Relationship Management (CRM) Database

Population Definition and Response Rate

The population consists of the general public, law enforcement entities, county tax assessor-collectors, motor vehicle industry representatives and motor carrier industry representatives.

For the purposes of this report, the population is defined as any customer that initiated a contact with TxDMV to report a complaint, compliment or suggestion. A total of 188 complaints, 1,353 compliments and 56 suggestions were received in FY 2013.

Data Collection

Data for the *Customer Relations Management Database* is collected when any customer contacts the agency to provide a complaint, compliment or suggestion. The information may be received via the website, email, correspondence, telephone or walk-in.

The database serves strictly as a customer feedback repository designed to capture, track and report the opinions and viewpoints of those we serve. The feedback is recorded in the CRM. A direct link to DMVSuggestions@TxDMV.gov is provided at the end of the Customer Satisfaction Survey, which allows a customer who is taking the agency survey the opportunity to provide any additional feedback.

Data Limitations

The data included in this report was gathered solely through customer initiated complaints, compliments, and suggestions received by the agency.
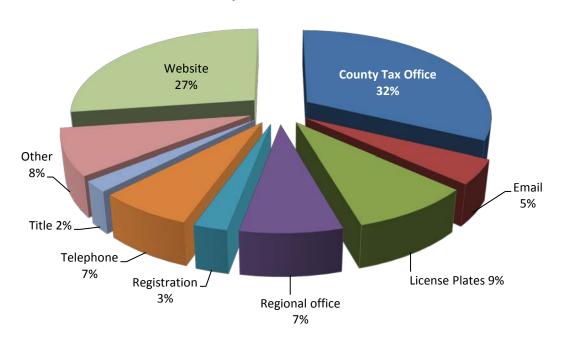
Analysis

Complaints

A total of <u>188 customer report complaints </u>against the agency were collected in FY 2013. This is a 60% decrease in complaints since the 2012 report. These complaints include:

- 65 complaints regarding services provided by the county tax office. All complaints were referred to the respective Regional Service Center for follow up.

- 47 complaints regarding the agency's website: 19 website layout, 14 form access, four unable to print, four service, three inaccurate information, two down time, one dealer complaint.

- 18 complaints regarding license plates. Of the 18 complaints, 14 complaints concerned style and design, three concerned specialty plates and one concern was in reference to inappropriate language on a plate.

- 15 complaints regarding the service at the Regional Service Centers. All of these complaints were referred to the respective Regional Service Center manager.

- 14 complaints regarding the hold time in the Contact Center.

- 13 complaints regarding online vehicle registration, five were regarding the registration sticker.

- Nine complaints regarding insufficient information received in email correspondence with the Contact Center.

- Four complaints regarding vehicle title procedures.

- Three complaints regarding other ancillary service: one-Automobile and Burglary Theft Prevention service; one-Standard Presumptive Value calculation for a vehicle; and one-TexasSure program.

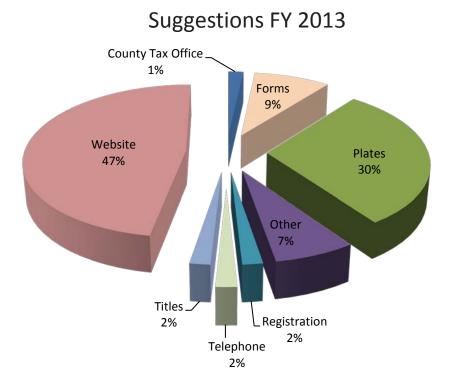## Complaints FY 2013

Compliments

A total of <u>1,353 Compliments</u> about the agency were received in FY 2013. This is a 289% increase in compliments since the 2012 report. The increase in compliments is a reflection of customer satisfaction with the customer centric "contact center" implementation last year. Customers provided compliments concerning the following services:

- 1,323 - Consumer Relations Division
- Six - County Tax Office
- Four - Enforcement
- Seven - License Plates
- Two - MVD Licensing
- Six - Regional Office
- Five - Website

Suggestions for Improvement

A total of <u>56 suggestions</u> regarding agency operations were received in FY 2013:

- 27 suggestions regarding the agency website.
  - o Common suggestions included improving the Frequently Asked Questions, forms and the site layout.

- 17 suggestions regarding specialty plate availability and pricing.

- Four suggestions regarding improving our agency forms.

- The remaining eight suggestions concerned improvements in various processes or rules: one-Enforcement; one-Boat Trailers; one-Fax Number; one-TexasSure; one-Reduced military registration fee; one-Provide telephone hold time; one-Acceptable identification; and one-County tax office service improvement.

Suggestions FY 2013

FY 2013 TxDMV Customer Satisfaction Survey Results

Population Definition and Response Rate

The population consists of the general public, law enforcement entities, county tax assessor-collectors, motor vehicle industry representatives, and motor carrier industry representatives. For the purposes of this report, the population is defined as any customer that took the survey on the TxDMV website at http://www.surveymonkey.com/s/TxDMVsurvey or filled out a survey at a Regional Service Center.

The following lists the number of customers who responded to the Customer Satisfaction Survey by type of customer service received:

- o 1,846 walk-in customers;
- o 1,474 telephone customers;
- o 769 email customers; and,
- o 515 on-line customers.

Data Collection

Data from the Customer Satisfaction Survey is gathered when customers respond to the agency survey during walk-in visits at a Regional Service Center or via the agency's online website in which the survey is administered through Survey Monkey.

The survey is designed in such a way as to ask a particular set of questions concerning the customer's experience with TxDMV based on their type of interaction (email/correspondence, telephone, walk-in, or online).

Data Limitations

Survey respondents were not randomly selected. Instead, customers are given the option to complete a survey after their interaction with a customer service representative. Therefore, responses are limited to only those customers who opted to participate in the survey.

Analysis

- ➢ Among the four methods of interaction, the walk-in face-to-face appointments at Regional Service Centers received the highest percentage for customers who believed information was provided resolved their problem or situation.
- ➢ While survey results describe a positive experience among the majority of customers served, the analysis indicates a need for the agency to improve its online services—as only 28% of respondents felt the online information helped resolve their problem or situation -the lowest percentage among the four methods of customer interaction.
- ➢ Telephone customers responding to the survey actually must make the effort to log on to the TxDMV website and complete the survey. There is no built in telephone survey tool at this time.

The following is a summary of the survey results for FY 2013:

Customer Interaction	Number of Respondents	Survey Results
Walk-in	1,846	• The top three Regional Service Centers in which customers responded to the TxDMV Customer Satisfaction Survey were San Antonio (50%), Austin (38%) and Beaumont (7%). • 97% of customers felt the information provided resolved their problem or situation. • 96% of customers were satisfied with the speed of service they received. • 96% of customers experienced a pleasant office experience. • 94% of customers felt the Regional Service Center was easily or adequately accessible. • 87% of customers were satisfied with payment methods.
Telephone	1,474	• 94% of customers believed the tone of the call was pleasant. • 93% of customers felt their question was answered. • 92% of customers felt their transaction went smoothly. • 89% of customers were satisfied with the speed of service they received.
Email	769	• 93% of customers believed the tone of the email was pleasant. • 92% of customers felt the language of the email was easy to understand.

Email		• 90% of customers believed their transaction went smoothly. • 88% of customers felt the information provided resolved their problem or situation. • 84% of customer's questions were answered with the first email.
Online	515	• The top three services used online by customers included vehicle transfer notification (48%), registration renewal (36%) and specialty plates (13%). • 58% of customers were satisfied with payment methods. • 33% of customers felt the "Forms" section of our website was easily accessible or adequately accessible. • 28% of customers believed the online information helped resolve their problems or situation. • 19% of customers felt the "Frequently Asked Questions" (FAQs) section of our website was helpful and adequately met their needs.

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