



State of Missouri

2010 Governor's Award for Quality and Productivity

Executive Summary

Team Name: MoDOT Motor Carrier Services Customer Satisfaction Team

Nominator: Kevin Keith, Interim Director

Nominating Department: Missouri Department of Transportation

Category: Customer Service

Executive Summary:

MoDOT Motor Carrier Services merged from four State agencies, creating a one-stop shop for Missouri's motor carrier industry. At first, it was little more than a collection of disparate groups clinging to the way they had always worked. Needless to say, teamwork was not optimal. Motor carrier companies endured long waits for service that was acceptable, but not outstanding.

MCS was faced with a skeptical industry and three outdated, unconnected mainframe computers to process work. MCS administration decided to completely transform the division. Customers would view the agency as a partner and employees would act as one team. The group modeled organizations outside of government and began to think like a business.

An Internet-based computer system replaced the mainframes and opened 24-hour access to motor carriers. Phone queues were managed to encourage customers to use the MoDOT Carrier Express system, and MCS no longer automatically mailed paper forms to carriers. MoDOT supported legislation to create four interstate registration periods, replacing a year-end deadline and leveling employee workload.

Employees answered the call to provide excellent service and "find a way to say 'yes'". Safety and Compliance investigators continually enforced safety regulations and even volunteered Missouri to be a test state for a new federal safety approach due to take effect nationwide in winter 2010. Upset customers complained, but partners in the Governor's office and motor carrier associations urged patience. Slowly at first, carriers began to understand that MCS was attempting to operate efficiently and with customers' needs in mind – just the way they operated their own businesses.

Using a quarterly survey to collect customer opinions on overall satisfaction, timeliness, friendliness and completeness of service, performance was driven using customer satisfaction as the measuring stick. Managerial staff meets quarterly to review it and other performance measures published in the MCS Division Tracker. The team leaves the meeting knowing where the division stands and the actions needed to continue performance improvement.

During the transition, MCS took calculated risks, knowing that short term service scores could dip, but banking on long term satisfaction. In 2005, 85 percent of customers reported satisfaction with MCS. As expected, the rate dipped to 81 percent in 2006 while customers adjusted to changes in infrastructure. Today, MCS is a national leader with a 95.1 percent customer satisfaction rating. In fact, the measure for the fourth quarter of 2009 indicated that 61.5 percent of respondents reported themselves "very satisfied" with MCS customer service. Another important measure, Missouri's commercial motor vehicle fatal crash rate, fell 44 percent since 2005.

MCS now enjoys true partnership with trucking associations, working through issues and promoting industry safety. Employees act as a team. Many office staff are cross-trained, giving the division flexibility in assignments and scheduling. Investigators in the field educate and assist carriers to become safe operators. All can earn the opportunity to telecommute. By listening, taking risks and demonstrating respect for the industry, MCS is able to conduct the business of the state, promote safety, and earn the cooperation of those it regulates.



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NOMINATION FORM

1. GENERAL INFORMATION

Department: Missouri Department of Transportation

1. Project or team name.

MoDOT Motor Carrier Services Customer Satisfaction Team

2. List the name of all team members, job titles, state agency department, and/or community organization.

Charles Gohring, Motor Carrier Investigations Administrator
Barb Hague, Special Projects Coordinator
Kelly Ray, Motor Carrier Project Manager
DeAnne Rickabaugh, Outreach Coordinator
Jan Skouby, Motor Carrier Services Director
Ken Sowers, Motor Carrier Project Manager
Michelle Teel, Assistant Motor Carrier Services Director

3. Describe the project (200 words or less)

MoDOT's Motor Carrier Services offers Missouri motor carriers a one-stop shop for vehicle licensing, operating authority, fuel tax, permits, safety inspection and other required credentials. MCS was formed from four State agencies, merging into MoDOT in 2003. Along with people and programs, the division inherited outdated, unconnected and inefficient computer systems.

As carriers adjusted to the upheaval, MCS took a series of calculated risks. It built an Internet-based computer system to process requests, check for legal compliance and to collect and distribute revenue. MoDOT supported legislation to create four interstate registration periods, leveling employee workload throughout the year. Telephone queues were managed to encourage reluctant carriers to go online. MCS developed strong relationships with Missouri carrier associations. The team coached employees, urging excellent service and "finding a way to say 'yes'". Safety and Compliance investigators continually enforced safety regulations. Upset customers complained, but partners in the Governor's office and motor carrier associations urged patience. In 2005, 85 percent of customers reported satisfaction with MCS.

Today, MCS is a national leader with a 95.1 percent customer satisfaction rating, Missouri's commercial motor vehicle fatal crash rates are down 44 percent since 2005 and MCS enjoys true partnership with trucking associations.

4. Nomination category.

(Check only one)

☐ INNOVATION

☒ CUSTOMER SERVICE

☐ EFFICIENCY/PROCESS IMPROVEMENT

☐ TECHNOLOGY IN GOVERNMENT

5. Describe why you selected this nomination category.

The winning team will identify and develop measures to improve customer service in Missouri state government. The winning project will establish how development and implementation provided the agency a means to effectively and efficiently satisfy customer expectations which include, but are not limited to, communication, information, responsiveness, problem resolution, and on-time, reliable, consistent service delivery.

Most Missouri motor carrier companies are small businesses. In the trucking industry, time literally is money. By providing the convenience of a nearly all required state programs under one roof and serving carriers in a fair, consistent, timely manner, MoDOT Motor Carrier Services has earned exceptional customer satisfaction scores.

MoDOT Motor Carrier Services is a national leader in service to the motor carrier industry – an industry it regulates. MCS leadership emphasizes respect for motor carriers and commercial drivers. It works to

maintain hard-earned partnerships with carriers and the associations that represent them by learning about the industry and the challenges it faces. This requires constant, honest communication. MCS employees are encouraged to “find a way to say ‘yes’” to carrier requests, but they must also work within the law, maintaining safety and economic fairness. In return, they have earned the respect of the motor carrier industry and the admiration of peers in other states.

II. BACKGROUND

1. When did the team begin?

The team began in 2004, when Jan Skouby was named director of MoDOT Motor Carrier Services.

2. When did the team implement this project?

The project was implemented in 2004.

3. How long has the project been implemented?

☐ 0 - 3 Months

☐ 4 - 6 Months

☐ 7 - 9 Months

☐ 10 - 12 Months

☐ 12 or more

☒ On-going Project

III. RESULTS/ACCOMPLISHMENT

1. What did the team accomplish? (150 words or less)

In early 2005, MoDOT Motor Carrier Services' work satisfied 85.4 percent of motor carriers surveyed. During the next five years, the measure rose and fell as carriers adjusted to technological and other efficiency changes introduced by the division.

The latest results, those for the fourth quarter of 2009, reveal 95.1 percent of motor carriers reported satisfaction with MCS' service. A record 61.5 percent described themselves as “very satisfied.” This level of satisfaction exceeds the highest score of 89 reported by the American Customer Satisfaction Index of businesses and government organizations.

As a result of the team's work, motor carriers and associations are satisfied, revenues are up as all required fees are collected, unsafe carriers change their ways or go out of business and the economic playing field of the industry is level. MCS also shares responsibility for a vast reduction in the number of fatalities involving a commercial vehicle.

2. Which of the following describes the benefits of the accomplishment? (Check all that apply and provide an explanation)

☐ cost reduction

☐ time savings

☐ improved process

☒ other: describe

Other: Improved Customer Satisfaction/Service – As customer service increases, and efficiency is realized, the willingness to work with the agency increases as well. As such, we can directly correlate an increase in revenues, increased compliance with regulations, and a reduction in fatal crashes for commercial motor vehicles.

3. Explain how the accomplishments of the team are beyond regular duties and responsibilities. (150 words or less)

According to statute, MoDOT Motor Carrier Services has 14 days to complete an oversize, overweight permit request. Instead, half are issued online within one second because that is what the industry needs.

MCS chooses to go above and beyond through actively supporting Missouri motor carriers. Because trucking companies operate around the clock, its Internet-based system processes orders anytime. Employees' schedules are flexible – the administrative offices are open 11 hours a day. Employees volunteer to lead international and regional organizations, bringing Missouri to the forefront. Trusted, telecommuting employees regularly exceed expected output.

MCS addresses day-to-day concerns, sending notification when weather or crashes close interstates – including Christmas. Missouri volunteered to be a test state for a federal trucking safety approach taking affect this winter, resulting in better preparation for our carriers.

Customers often comment that MCS delivers more than they expect and they are surprised to enjoy interacting with a government agency.

IV. MEASUREMENT/EVALUATION

Describe how the success of the project was measured and what outcomes were achieved. (description should not exceed 300-500 words)

Under the premise that what is measured gets results, MCS personnel, working with Heartland Market Research LLC, developed a survey to collect customer satisfaction data. The survey, administered by Heartland, is sent to 800 MCS clients each month. It addresses all five MCS program divisions, International Registration Plan, International Fuel Tax Agreement, Oversize/Overweight Permitting, Safety and Compliance and Operating Authority. Respondents identify the services they use when doing business with MCS and indicate their level of satisfaction overall and with four customer service factors; resolution of service issues, friendly service, returned calls and e-mails and timely response. Customers use a four-point scale: 4 = Very Satisfied, 3 = Satisfied, 2 = Dissatisfied and 1 = Very Dissatisfied. Survey results are reported to MCS quarterly.

MCS' administrative team reviews the survey results as part of a quarterly performance measurement process. Managers meet to discuss 26 other diverse measures in addition to survey results. Measurements include the average telephone wait time customers experience, the number of customer training sessions held, the number of safety inspections conducted, the amount of time computer systems are unavailable and the like. All measures are discussed by the entire team. Suggestions and congratulations are exchanged. All leave the meetings knowing where the division stands and what they and their subordinates are expected to achieve.

Excellent results follow. MCS customers' overall satisfaction results in the period between 2005 and 2009 ranged from a low of 81 percent in early 2006 to a 2009 fourth quarter score of 95.1 percent. The latest survey also revealed that 61.5 percent of customers report themselves "very satisfied." That's a far cry from the days in 2006 when only 38 percent described themselves very satisfied.

MoDOT MCS enjoys the support and partnership of Missouri motor carrier associations. These include the Missouri Trucking Association, Missouri Dump Truckers Association and Missouri Movers Association. By demonstrating mutual respect, sharing industry knowledge and working together to resolve issues, MCS and its association partners are able to serve Missouri motor carriers more completely – in a way that the adversarial relationships observed in other states do not.

Missouri draws more revenue than before because MCS built a comprehensive, Internet-based computer system to unite required programs and provide 24-hour service. When the MoDOT Carrier Express system was created, the extra revenue it collected was expected to pay for the project in five years. It took just more than one year.

Carriers expect MCS' Safety and Compliance investigators to enforce state and federal safety regulations. Tour bus operators send their best equipment here because MCS holds regular surprise inspections. Customers have also learned that MCS provides training sessions statewide to help customers understand the sometimes confusing regulations.

A very important outcome is MCS staff flexibility. The lessons learned through the project have taught employees that they are capable of much more than they might have thought. They readily accept cross-training and additional assignments. This bodes well for continued customer satisfaction as MoDOT moves toward a leaner structure.

2. Are the benefits derived from this project: (Check only one.)

☒ Recurring ☐ One-time

V. RECOGNITION/AWARDS

1. **Has this project ever been nominated for the Governor's Award for Quality and Productivity? If yes, when?**
No
2. **If yes, for which category was it nominated?**
N/A

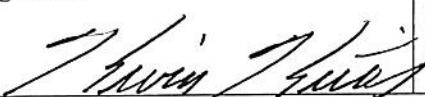
3. Has this project received any other awards or recognition in the past? If yes, describe.

No

I. NOMINATOR'S INFORMATION

NOMINATING DEPARTMENT


Department of Transportation

Name	Signature	Telephone Number	E-Mail Address
Kevin Keith		(573)751-3692	Kevin.keith@modot.mo.gov

VII. DEPARTMENT COORDINATOR INFORMATION

DEPARTMENT

Department of Transportation

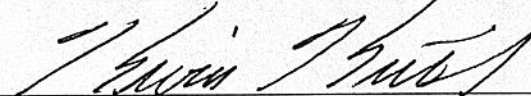
Name	Signature	Telephone Number	E-Mail Address
Justin C. Smith		(573) 526-4313	Justin.smith@modot.mo.gov

VIII. DEPARTMENT DIRECTOR APPROVAL

DEPARTMENT DIRECTOR'S NAME

DEPARTMENT DIRECTOR'S SIGNATURE*

Kevin Keith



Nomination must be signed ONLY by the Department Director to be eligible for consideration.

Nominations not signed by the Department Director will be returned.