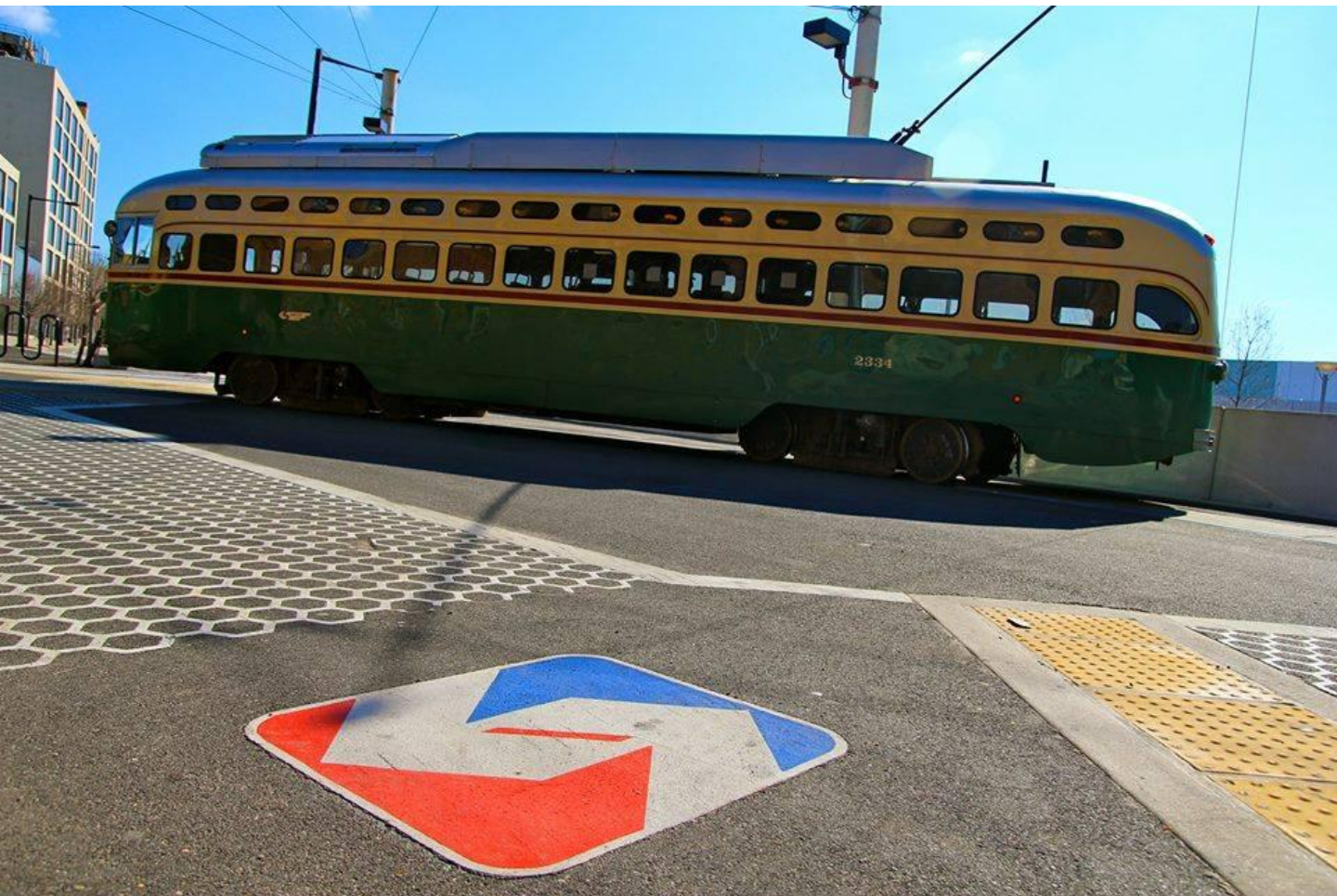


# SEPTA Customer Service Program Report



*SEPTA is committed to consistently deliver a positive customer experience!  
We are driven by our customers and fueled by their expectations.*



**July 2014**



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# Introduction

## Kim Scott Heinle, AGM

In 2008, SEPTA began the process of Building a Customer Service Culture, by the General Manager asking each of the Assistant GM's to take a fresh look at their business practices in order to insure there was an emphasis on the "4Cs of SEPTA Service"; courtesy, communications, cleanliness and convenience.

In order to encourage this process and to promote the initiatives that help to bring this vision alive, the Customer Service Program (CSP) was created.

Over the years, the format of the CSP has evolved. This year represents another phase in that evolution. As the organization has matured and the idea that we are here "to serve our customers" has taken root, the CSP now mostly highlights actions around the 4Cs taken by the Customer Service & Advocacy Division. Instead of attempting to manage reporting on the status of customer service initiatives that are advancing across the Authority, the new CSP will focus on the 4C related efforts we are taking in CSA.

Looking ahead, we see a world where technology is changing how we communicate and the way relationships are defined. Effective and relevant customer service today and in the future is quickly moving away from the models in use a mere decade ago. As we move forward, it is with the expectation that any organization that wishes to successfully compete in the early 21st Century must come to grips with new realities. And one of those realities is that customer needs and expectations are defined in "real time", by personalized relationships and the quality of services they received in all other aspects of their lives. Being relevant means always striving to hear, understand and respond to the continually changing needs and expectations of a diverse community that SEPTA services.

This is our BASCSC mission.

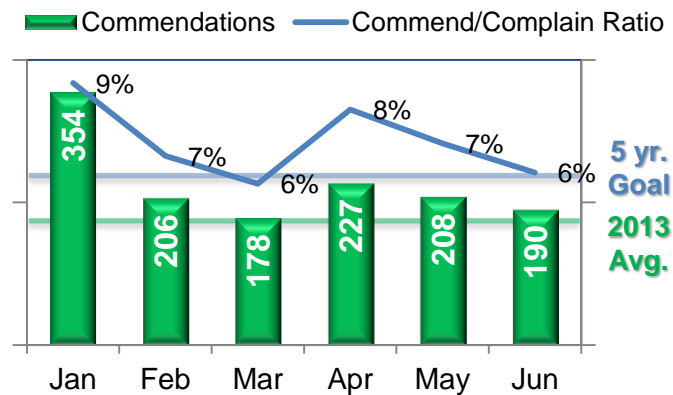
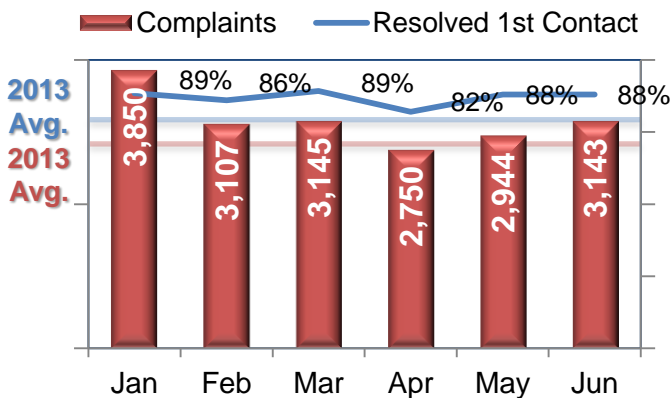
Kim Scott Heinle  
Assistant General Manager  
Customer Service & Advocacy



# Complaints, Commendations & Call Center Metrics

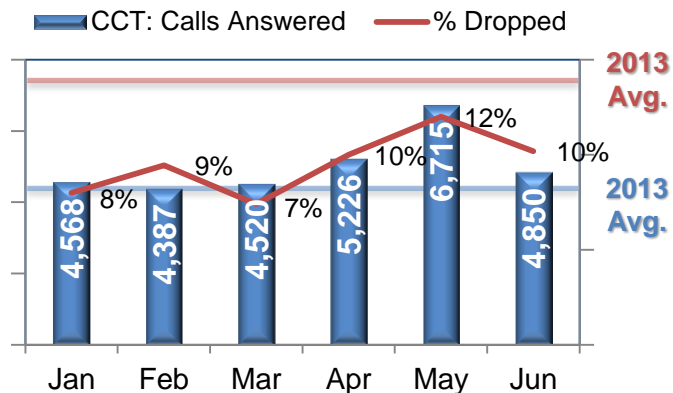
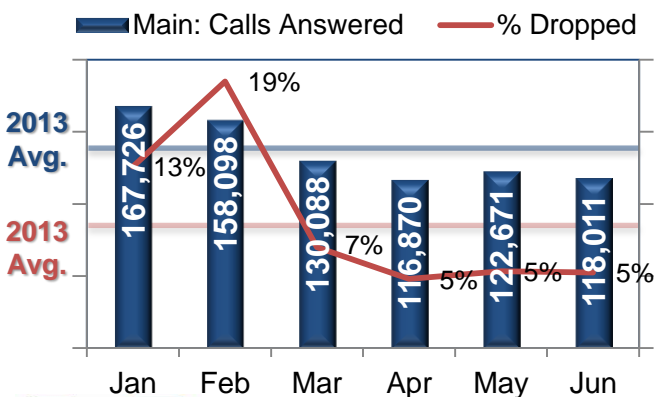
## Complaints & Commendations

Complaint volumes increased in the first two months of year, largely driven by inclement weather. First contact resolution significantly improved, remaining above 2013's average of 80% during each month of 2014. Commendations were above 2013 average each month in 2014, as well. The Commendation to Complaints Ratio goal of 6% expressed in the 2015-2019 Strategic Business Plan was reached every month to date in 2014, except March.



## Main Call Center & CCT Call Volume

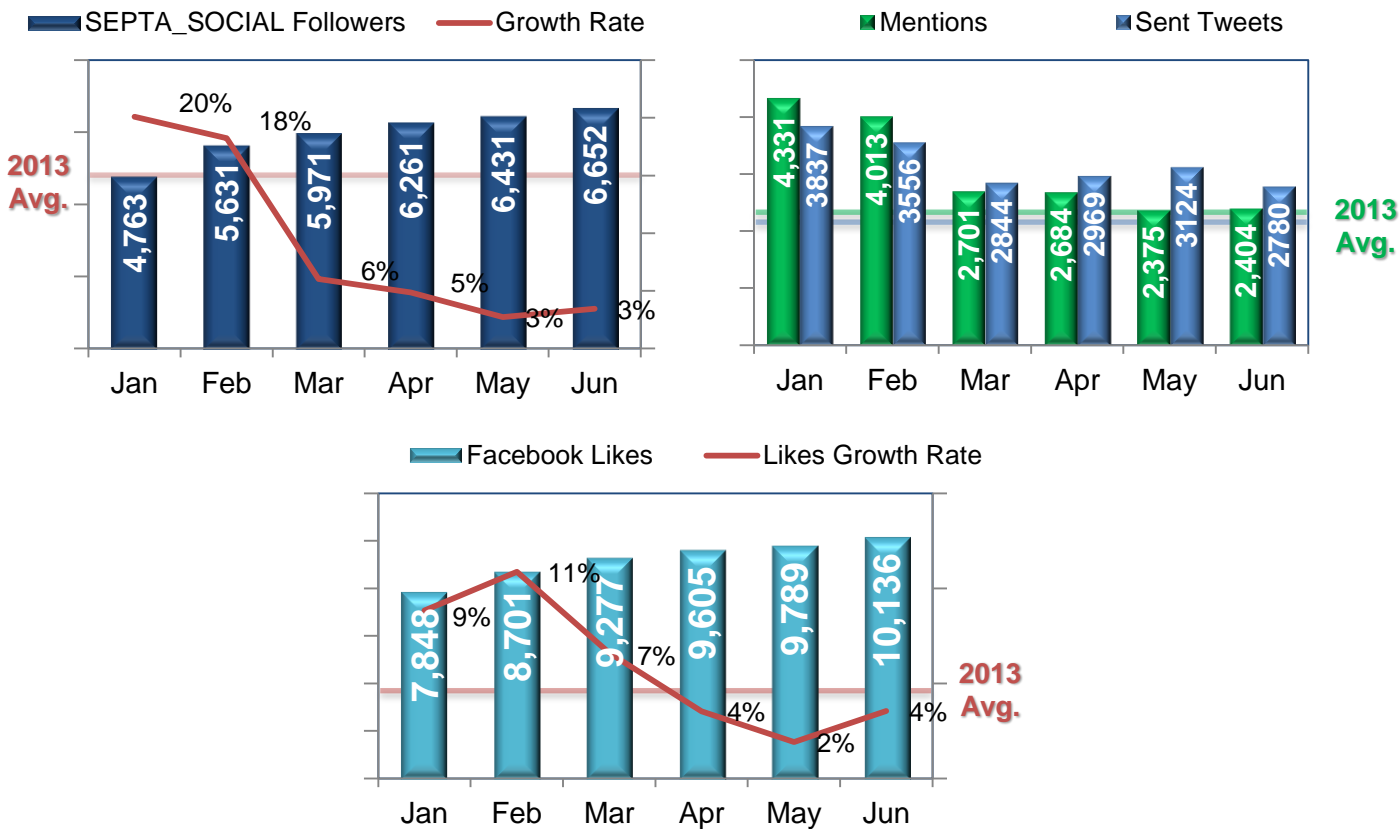
Due to unprecedented number of inclement weather events in January and February, call volumes and dropped call rates for the main CS&A Call Center skyrocketed. Call volume and drop rates normalized in March. CCT call volumes showed less variance thus far in 2014 and dropped calls have been consistently below 2013's average.



# Social Media Metrics & Performance

## @SEPTA\_SOCIAL Followers, Likes & Activity

@SEPTA\_SOCIAL experienced substantial growth in January and February, driven by ridership demanding timely Twitter updates during weather events. 2014's Follower growth rate though is somewhat lower than 2013's spectacular 15% monthly average rate. @SEPTA\_SOCIAL's Twitter feed began in 2013 and the early month's progress and growth were quite high. Moving forward as our CS&A Twitter handle matures, it is likely that the growth rate will remain under 10% until the next weather event.



@SEPTA\_SOCIAL staff have been busy in 2014 thus far exceeding 2013's average monthly Mentions and Sent Tweets. These trends in social media will continue to grow, having implications for staffing needs.

In addition, Facebook Likes continue to grow, albeit more slowly in May 2014. The rate rebounded in June, but was still below 2013's monthly average.

# @SEPTA\_SOCIAL in the Media

## Positive Public Relations Through @SEPTA\_SOCIAL

@SEPTA\_SOCIAL has also been featured in the media with some frequency of late with generally positive notices highlighting the value of communications with riders, especially during service disruptions and weather events early in the year. During these weather related disruptions, @SEPTA\_SOCIAL provided much needed information for customers, as well as offering comfort to our ridership as a concerned voice from the organization. The social media team was also nominated for a prestigious Pen and Pencil Club Award as best "Non-Traditional News Provider of the Year... for exemplary and innovative work in informing communities outside of traditional news media roles".

## The Philadelphia Inquirer

philly.com

### In a nasty winter, social media comfort SEPTA commuters



#### Pen and Pencil Club Philadelphia News Awards

**Non-Traditional News Provider of the Year** for exemplary and innovative work in informing communities outside of traditional news media roles.

## Philadelphia MAGAZINE

All we know is this: SEPTA's social media manager is performing admirably today.

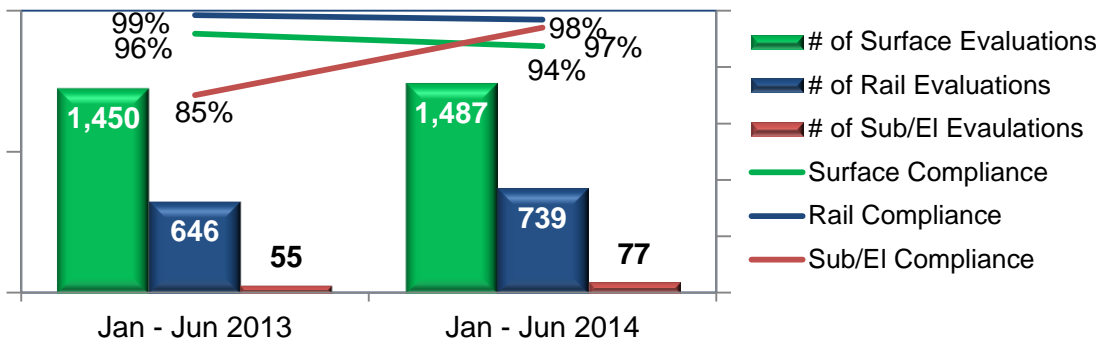
# Service Quality Overview

## (1 of 2)

In 2011, CS&A took over responsibility for Service Quality from the Audit and Investigative Services Division. Service Quality staff review and inspect services, vehicles and stations across all modes to ensure the quality that SEPTA provides its riders, in terms of the 4 C's- Cleanliness, Convenience, Courtesy and Communication- and many other areas, including the evaluation of stop announcements, which is critical to compliance with the Americans with Disabilities Act (ADA).

Stop announcements are graded across modes on a pass-fail basis.

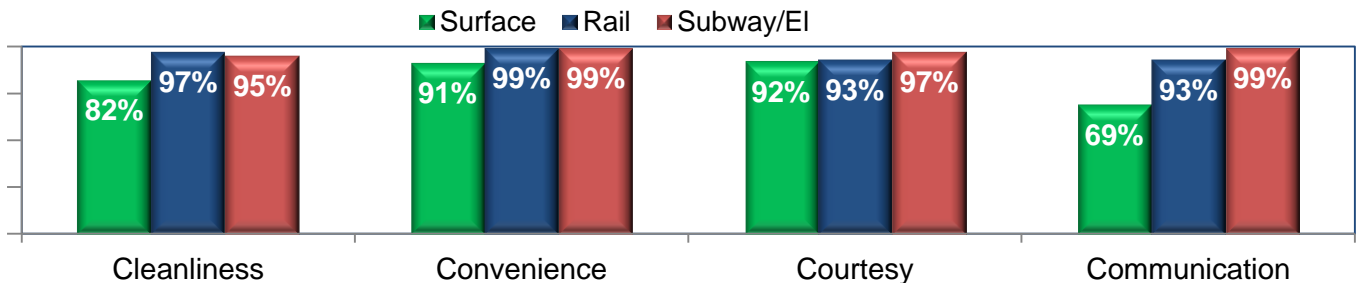
### Stop Announcement Evaluations



As you can see above, the number of evaluations performed by Service Quality staff are up slightly in 2014, while stop announcement compliance rates are well above the 90% threshold. Subway/EI Compliance improved dramatically year over year.

Elements comprising the 4 C's are also graded on a pass-fail basis for vehicles and services.

### Vehicle and Service 4 C Compliance Rates 2014

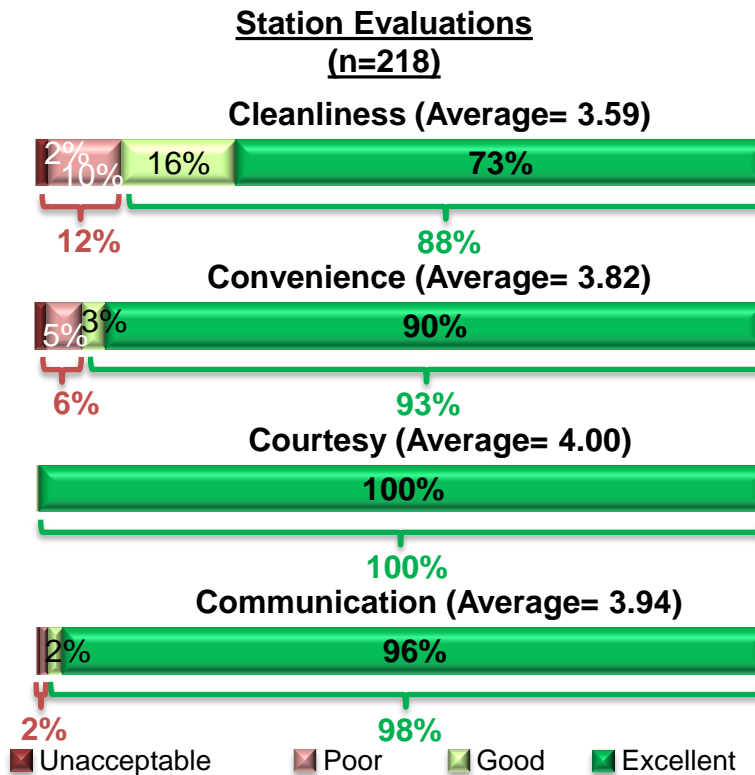


Surface scores for Communication were impacted by a lack of schedule available on vehicles observed and Surface Cleanliness scores also lagged behind other modes.

# Service Quality Overview

## (2 of 2)

In 2014, Service Quality staff began to evaluate stations with a little more depth. While elements comprising the 4 C's are graded on a pass-fail basis for vehicles and services, station quality scores are now rated across a 4 point scale- 1. Unacceptable, 2. Poor, 3. Good and 4. Excellent.



Scores across all modes for vehicles, service and stations are well above industry standards and are considered excellent in most areas. That said, some key areas (schedules and cleanliness on Surface) can be improved.

Service Quality has shared their observations and findings with appropriate Operations staff with data available at the Divisional level to benefit relevant resource allocation decisions.

As we move forward to fiscal year 2015, Service Quality will continue their evaluations and monitor the impact of their recommendations in the future.

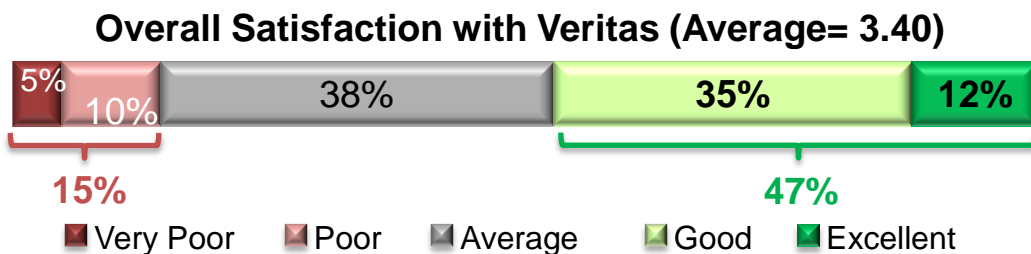


# Veritas Progress Report

In July of 2013, SEPTA Customer Service & Advocacy launched the Veritas Customer Relationship (CRM) Database. Veritas is the first comprehensive enterprise wide CRM program that SEPTA has utilized. As you may know, the technology developed by SEPTA's Information Technology Department offers key advantages over the previous CS&A CARES database:

- Accessibility as a web-based tool
- Comprehensive incident reporting across the entire agency
- Increased accountability
- Data integrity and security
- Customizable reporting

CS&A launched the Veritas User Experience Survey to understand how staff utilize the tool, what their satisfaction levels are and how to improve the process to better meet their needs.



As with any new technology, there has been a learning curve and this is reflected in satisfaction levels. While 3.40 is an above average score (on a scale of 1 - 5), we can do better. The survey identified some critical areas in which we can improve and changes have been implemented in 2014, such as enhanced dashboards, on-site instructor driven training availability, online training tools and revisions to ticket classification protocols to make the system more efficient. 2014 has seen great progress and more widespread adoption throughout the agency. This process of improving Veritas to better align with user needs is by no means complete and will continue to be a CS&A priority in the next fiscal year.

# BASCSC Progress Report

The driving force behind the *Building a SEPTA Customer Service Culture Program* (BASCSC) is an organizational commitment to customer-focused action to improve service that every SEPTA employee shares, regardless of position or work location. It is a symbolic reminder of General Manager Joe Casey's "4Cs". BASCSC represents our dedication to Courtesy, Cleanliness, Communications and Convenience that binds all of us together.

Currently, there are 6 BASCSC Action Teams consisting of over 55 employees from various divisions. These employees meet on specific topics that senior leadership identified as critical to SEPTA's ability to advance its' mission and vision. BASCSC Action Teams are committed to improving the internal and external customer experience. The following teams comprise creative, innovative, passionate and dedicated employees who seek to make SEPTA better everyday:

<b>Action Team 1: Employee Recognition and Recommendations</b>	<p>"Above and Beyond" is a program whose purpose is to recognize employees whose "selfless acts" make a significant contribution to a fellow employee and/or to the Authority.</p>
<b>Action Team 2: Facilities Improvement Teams (FIT)</b>	<p>Completed FIT projects include: Southern District's main entrance, Maintenance shop and lunch room, Fern Rock's break area, signal office &amp; women's locker room, Germantown's dispatcher's office, operator's kitchen, among many others. Many more improvements are on the way!</p>
<b>Action Team 3: Employee Camaraderie and Morale</b>	<p>Focused on building employee camaraderie and boosting employee morale. Some of their achievements include: The first ever Holiday Vehicle Decorating contest, 3 Annual GM Shadow Days and the Annual SEPTA Employee Zoo Fest, where over 600 SEPTA employees, family and friends were in attendance!</p>
<b>Action Team 4: Internal (Employee) Communications</b>	<p>Developing a template for Intranet content to be submitted by SEPTA employees. Currently, Action Team 4 is working with the Communications and IT departments to develop the template and associated protocols.</p>
<b>Action Team 5: Airport Line Visitor Experience</b>	<p>Focusing on improving awareness and service on the Airport RRD Line. A customer focused survey is currently in development as well as training enhancements beginning on this line.</p>
<b>Action Team 6: Business Services is Internal Service</b>	<p>This action team is newly formed and still under development. It's focus will revolve around SEPTA's "internal customers" and their interactions / workflow processes.</p>

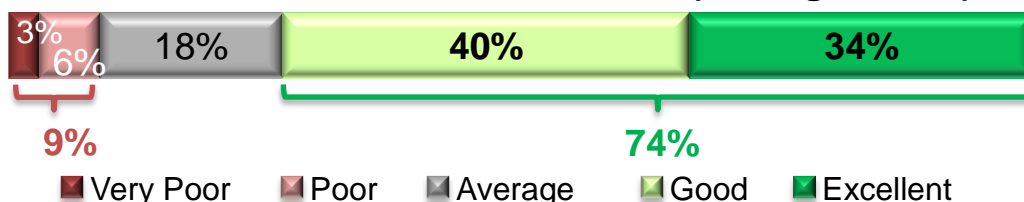


# QuietRide®

## QuietRide in 2014

Since its establishment in 2009, the QuietRide Program has proved to be a service that SEPTA Regional Rail riders are particularly passionate about. QuietRide is an initiative lead by Operations with support from the Communications team. Given its popularity among riders, CS&A has developed an annual state of the QuietRide Program survey in order to understand how our riders feel about the program, whether it is meeting their needs and if there potential improvements may help increase their satisfaction.

### Overall Satisfaction with QuietRide (Average = 3.96)



The response to the survey was overwhelmingly positive for QuietRide. This is a true testament to the great work that train crews and other Operations staff do to ensure quality as they monitor and enforce QuietRide policies in addition to their many other tasks in providing service.

Overall satisfaction with QuietRide ratings average a 3.96 on a scale of 1 to 5, with 74% of QR riders stating they are satisfied with the program. 87% of QR riders stated that they would be disappointed if QuietRide service was discontinued. 13% of QR riders believe that they would stop using SEPTA if this were to occur.

Over one third of riders (38%) disagreed with the statement that “A *“zero tolerance” policy for QuietRide rules is not always practical, given the lack of familiarity of new riders and tourists*”. This suggests that an educational messaging campaign could be made to clarify policy highlighting the practical constraints QuietRide faces, namely the ability to accommodate new riders and those uninitiated in the program, as well as in general allowing short, whispered conversations between riders.

# Other Divisional Customer Service Initiatives

The central goal of SEPTA's "Customer Service Program", since its inception in 2008, has been to excel at meeting and exceeding our customer' expectations. While internal CS&A initiatives and programs are focused on achieving this, every other division within SEPTA has taken this objective to heart and are making customer service a priority. The following are just a sampling of the efforts outside of CS&A that are contributing to making customer service a core competency of SEPTA:

<b>Audit, Safety &amp; Inv.</b>	"Make the Safe Choice" customer safety awareness initiative "Never Too Busy For Safety" employee safety awareness initiative Operation Lifesaver Station Safety Blitzes
<b>Business Services</b>	Station Wi-Fi Real Time Information SEPTA mobile APPs
<b>EM&amp;C</b>	NPT Rebuilding for the Future Program Stations & Vehicle cleanliness processes/standards (shared with Ops)
<b>Finance &amp; Planning</b>	Sustainability Program 'Transit First' Initiatives Expand Recycling Program at all SEPTA Facilities and Stations
<b>Human Resources</b>	Improvement of ADA Training for front line employees Customer Service Training for field and management employees.
<b>Operations</b>	CCT Policy Enforcement Emergency Response Coordination to Operational Incidents On Time Improvement Committees Vehicle Reliability and Availability Improvements
<b>Legal</b>	Under development for first half of FY 2015
<b>Public/Govt. Affairs</b>	Enhance outreach to elected officials to address constituent transportation issues Facilitate inter-agency cooperation

As stated above, this list is by no means a comprehensive representation of all of the programs and efforts that are going on within the agency, just a sampling of key programs that will provide benefits for our customers and better serve them. All of these programs combined with our commitment to providing the highest level of customer service on a day to day basis for our ridership will help SEPTA continue to set the standard of excellence for the transit industry.

# CS&A Looking Ahead to Fiscal Year 2015

(1 of 2)

## **Customer Satisfaction Survey Revamp**

One of the key CS&A initiatives highlighted in SEPTA's 2015-2019 Strategic Business Plan is an update of the biennial Customer Satisfaction Survey (CSS). CS&A staff are taking a holistic approach to this refresh, looking at the content of the questionnaire, as well as the methodology, survey distribution, data collection and analyses performed to determine the optimal design and Key Performance Indicators (KPI) for the organization to focus on going forward.

As such, in order to be more responsive to the voice of our ridership, SEPTA will be performing the CSS annually. Capturing data yearly, as opposed to every 2 years, will allow us to more quickly identify and react to issues uncovered and more frequently update our understanding of customer perceptions of service.

By making these improvements, SEPTA will be better informed of customer needs about the services we provide and in a better position to meet and exceed their expectations. A more detailed plan will be unveiled within the next few weeks as CS&A finalizes the research design program.

## **City Concourse Lease**

SEPTA's recent leasing of the Center City Concourse area will enable the authority to conduct a number of customer service improvements. SEPTA has already begun to improve cleanliness conditions throughout the area in addition to updating and modernizing signage. Further enhancements include completely renovating the concourse areas to feature modern amenities, ADA accessibility, more natural light, and enhanced security features — all of which translate to a better concourse experience for SEPTA Customers and Philadelphians alike.

While customers will likely begin to notice a better concourse experience in the coming months, even more is planned for the future of these spaces. SEPTA seeks to not only make the concourse areas more visually appealing, pleasant, and attractive to customers, but to make the concourse area a destination in and of itself. Currently, the authority is evaluating a number of proposals to offer retail space, music venues, and potentially even recreation facilities, all of which would be secured within the weatherproof concourses. While such large-scale projects are still a ways away, one can expect to rapidly begin seeing numerous enhancements that will lead to a better customer experience for all.

# CS&A Looking Ahead to Fiscal Year 2015

(2 of 2)

## New Payment Technology

As New Payment Technology is advanced within SEPTA, it will require CS&A to position our team in a proactive posture to align our resources with the dramatic change to our fare payment system. As with all divisions within SEPTA, we anticipate significant change to our current responsibilities while also anticipating challenges to the resources within our group, including; staffing, training and a variety of technical improvements.

CS&A continues to be engaged with the NPT management team and is preparing to highlight internal concerns within our division that will require new initiatives and internal actions to assure we are positioned to support this effort with minimal impact on our valued customers.

Although there are many major and minor changes that will occur, below is a summary of the concerns that have a high priority within CS&A requiring significant modifications to our internal operations.

SEPTA's Contact Center – SEPTA's Contact Center is a multiple communication resource for our valued customers, including: Social media, emails, phone calls and Chat. As with any technical improvement as dramatic as NPT, we anticipate a significant increase in contact volume across all lines of communication as NPT is launched. The challenges associated with this increase in volume will be at the highest levels after the initial launch and will diminish as NPT evolves into a streamlined fare system. We are currently assessing a variety of options that will allow CS&A to respond to the projected demands of NPT, such as realigning existing Contact Center staff to expand operating hours and continuously reassess as NPT launch advances, utilizing additional IBT staff as potential demand increases and assessing efficiencies within the Contact Center to minimize financial impact on the authority.

Customer Service Field Offices – Customer Service currently has (7) field office locations situated at 1234 Market Street, 30<sup>th</sup> Street and the following Transportation Centers: Frankford, Norristown, Olney, Chester and 69<sup>th</sup> Street. In addition to providing travel information and handling commendations and complaints, the field offices process approximately 30,000 Senior and Reduced Fare Cards (RFC) a year, maintaining a data base of over 150,000 existing cards that will need to be replaced. CS&A is planning to expand operating hours at all field office locations, addressing facilities issues to assure locations are equipped to support NPT issuance of new and existing cards, while assessing efficiencies that will minimize staffing issues that impact day to day operations.