Five-Star Customer Service: Servicing Customers in the 21st Century
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Five-Star Customer Service: Servicing Customers in the 21st Century
“First Class Service from the First State”

AAMVA AIC
Tuesday, August 26th 2014
Delaware DMV Director Jennifer Cohan
Delaware DMV’s #1 Focus
The Customer

• Customer centric approach
• It starts with the employees...
  – Hiring strategy
  – Focus on morale and employee development
• Higher utilization of technology
• Focus on getting our message to the public
• Focus on sensitive populations
• Expanding service venues
Value Stream Mapping
Results of Mapping Process

- Facility layout changes
- Triage counters added
- Queuing system changes
- Performance Management
- Added seasonal help
- New facility
- New service venues
Results of Mapping Process
Focus - Customer Service!

• If you want to know what your customers want – just ask them:
  – Minimal wait times and courteous service
  – Accurate information
  – Comfortable wait...
  – More service venues

• Focus groups and customer surveys
  – Narrow down issues
  – Highlight good news
Add Service Venues

- Opened up the nation's first combined EZ Pass Customer Service Center and DMV Call Center
- DMV Services available at toll plazas
Focus - Customer Service!

• What about sensitive populations?
  – How do you determine your target customers?
    • Increase in population
    • New to the DMV process
    • Consistently do not bring proper documentation

• Make extra efforts to reach those customers
Focus - Customer Service!

- **Hispanic / Latino Population**
  - Population nearly doubled in 10 years

- **Teen Population**
  - First-time drivers

- **Senior Population**
  - Currently seniors are 17% of our population with a projection to increase to 25% by 2030
Hispanic / Latino Population

– Offer driver manuals, brochures and other information in Spanish.
– Advertise in Spanish newspapers, radio stations and websites.
– Reoccurring articles in Hispanic publications
– Attend Hispanic / Latino festivals and fairs
– Monthly live radio interview with a Spanish radio station
– Spanish language Tweets and Videos
Teen Population

- Graduated Driver License (GDL) Program
- Teen Driver Website
- Corresponding with driver education teachers
- Partner with other agencies to promote safe teen driving
- Attend school functions and fairs
  - Novice Driving Magnets
  - “TXTNG KILLS” Thumb Bands
  - “No Phone Zone Pledges”
- Driving tutorial
- Parents Supervised Driving Program
Senior Population

- Senior Driver Website
- Senior Driver Manual
- Senior Day at DMV
- Attend Health & Information Fairs at Senior Centers
- Partner with other agencies on the Senior Driver Task Force
Triage Customers

- Reviews documents prior to going to the counter for processing
- Every driver license customer is given a checklist
- Vehicle services documents checked
- Ensures no one waits if they do not have all documents needed
Additional Customer Outreach Events

- Delaware State Fair
- Delaware Auto Show
- 55+ Expo at Dover Downs
- Partnering with Boys and Girls Club
Advertising to keep your customers informed and appeal to your demographic

- Newspapers, social media, magazines, billboards, theaters...
Self Service Kiosks

- Driver license renewals
- Duplicates
- Address changes
- Voter Registration
- Organ Donorship
- Additional Services...
  - Vehicle Registrations
  - Fishing/Hunting Licenses
  - State Park Passes
Partnered with Delaware’s Military and Veterans

HEROES ON THE HIGHWAYS
The "Heroes" program has been established under the guidelines of the federal CDL Military Waiver Program.

Read More  Application Form

United States Veteran
Delaware Resident

Rafael Fernandez
123 Main Street
Dover, DE 19901

Military Branch:
United States Army National Guard

Issue Date: 06-27-2011
DE Driver License No: 0000000
Dealing with Peak Customer Demand Times

- Part time/Seasonal Employees
- Revised Break and Lunch Schedules
- Earlier opening hours
Website Portal

DMV Online Services

- Driver Licenses / ID
  - Graduated Drivers License
  - License Renewal
  - New Resident
  - CDL
  - Veterans ID Card

- Title / Registration
  - Titles
  - Registration
  - Change of Address
  - Inspections
  - Dealership Info

- Online Services
  - Vehicle Registration Address
  - Branch Wait Times
  - Driving Record
  - Vanity Plates
  - Next of Kin

Have a question for the DMV?
Get your answer in real time, by using our Live Chat feature. Representatives are waiting to assist you. Read More...
Automatic Customer Survey

At the end of every transaction a one question survey is automatically prompted to the customer:

Results:

As of July 2014
84% participation
98% rating excellent/good
Jennifer Cohan
Delaware DMV Director
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NEVADA

A focus on customer service
Troy Dillard, Director
Why NV DMV?

• NV DMV was voted the worst government agency in local polling year after year
• In 2011, Bruce Breslow and I took over the reigns at NV DMV
• Our primary goal – get off the bottom of the list
In July, 2013, Vegas Seven magazine named DMV the “Best government agency that used to be the worst.”

The magazine cited expansion of online services, additional kiosks, and customer service training.

“There’s been a transformation in recent years, with shocking results: an orderly system, reasonable waits and (this is still hard to type) pleasant services.” – Vegas Seven Magazine
Customer service focus

- Agency made a commitment to customer service
- Survey results confirmed the focus is paying off:
  - 93% said their experience at DMV met or exceeded their expectations
  - 74% of MyDMV users report the service is beneficial for them.
  - The rest don’t like the password restrictions!
MyDMV portal

- Launched in July 2013
- Allows customers to create a personalized account where all license and registration records are housed
MyDMV portal

- Through July of 2014, nearly 290K had registered
- Conducted 476K transactions
- FY 14 we conducted more than 1M online transactions, a 32% increase from FY13
MyDMV Portal

MyDMV Accounts

- Accounts Per Month
- Cumulative Total

- Monthly Total of Accounts Created
- Cumulative Total

- Apr-13: 18,996
- May-13: 18,268
- Jun-13: 22,324
- Jul-13: 11,483
- Aug-13: 10,670
- Sep-13: 9,429
- Oct-13: 255,345
- Nov-13: 265,851
- Dec-13: 196,394
- Jan-14: 217,056
- Feb-14: 236,809
- Mar-14: 269,916
- Apr-14: 253,068
- May-14: 288,152
- Jun-14: 19,153
- Jul-14: 16,428
- Aug-14: 16,679
- Sep-14: 18,236

- Cumulative Total:
MyDMV Portal

MyDMV Transactions

- ALL ADDRESS CHANGES 215,225, 45%
- REGISTRATION RENEWAL (DWP) 171,026, 36%
- DL RENEWAL
- INSURANCE UPDATE
- DRIVER HISTORY PRINT OUT
- DUPLICATE REG.
- IVP RESPONSE
- DUPLICATE DL
- EDRS ONLINE
- ID RENEWAL
- REG REINSTATEMENT
- DUPLICATE ID
Dash Pass

- **New Queuing System**
- **Conducted a 90-day pilot in our Reno office**
- **Customers can text in, call in or go online to get into a virtual queue**
Dash Pass

- System communicates with customers advising them when it is their turn to be served
- Will revolutionize the way customers wait for service
- On back end, gives us more tools to manage our queues
Dash Pass

• Changes the dynamic of customer service at DMV
• August roll-out includes our four offices in Las Vegas
• Radio and online ads were used to educate the public on the new service
Next Generation Service

Pam Goheen
Virginia DMV
August 26, 2014
Our Customers

- Generations Y and Z
- Constantly connected
- Fewer obtaining driving permits
  - 58% too busy
  - 30% can’t afford car
  - 6% use online tools for business and pleasure
Alternate Transportation

- Autonomous vehicles
  - Researched and tested at Virginia Tech
  - Licenses needed to operate?
- Ridesharing - Transportation Network Companies (TNC)
  - Smart-phone based
  - Convenient and accessible
  - Reducing dependency on personal vehicles
Future of DMV

- Fewer licenses and vehicle titles/registrations
- New revenue sources needed
- New lines of business needed to remain relevant
New Product Offerings

- Hunting and fishing licenses
- Boat titling
- Tolling transponders
- Vital records – birth certificates, death, marriage, and divorce decrees
- In development: marriage licenses and court fines and fees
DMV 2 Go

- Mobile offices provide all DMV services with secure wireless technology
- Visit government centers, military bases, universities, corporations, assisted living and correctional centers, and special events
- Support deploying National Guard units
- Support citizens after disasters
- Serve as business development tool
Mobile Apps and Responsive Website

• Service in your hands 24/7
• Android and iPhone
• GPS locator feature
• Scalable web design for consumption via phone, tablet, laptop or PC
• In 2013:
  – over 13 million customers accessed site, 30% with mobile device
  – conducted 4.6 million transactions
eNotifications

- Renewal reminders and product delivery notifications via email, text, and telephone message
- Two million enrolled
  - 1.6 million email
  - 181,000 text
  - 101,000 telephone
- Can boost 30% increase in e-renewals with credit card storage capability
Social Media

- Facebook, Twitter, and Instagram
- Personalized customer service and proactive messaging
- Serving customers deployed, working or studying abroad, on vacation, and at home
Remote Testing in Schools

- Web-based automated driver’s knowledge tests
- Partnership with Department of Education and local school divisions
- School employee proctors
- Students use personal laptops
- Saves students and parents a trip to DMV
Addressing Diversity

• Cultural shift in customer base
• Testing available in 15 languages and American Sign Language
• Broader driver’s license reciprocity
• Training for all front-counter staff
New Service Model

• Reinventing service flow
• Initiating and capitalizing on pre-visit customer contacts
  – Electronic forms for remote data entry
  – Advance queuing tickets
  – Remote updates via text or email
• Enhancing overall customer experience
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California DMV: Tomorrow’s DMV Today

Jean Shiomoto, Director
August 2014
Overview of California DMV

- 170 field offices
- 3 call centers
- Almost 9,000 employees
- Almost 25 million licensed drivers
- About 33 million registered vehicles
- Over 80 million DMV transactions annually
  - About 25 million completed in field offices
  - Almost 13 million completed online
  - Almost 18 million completed via phone
Technology is transforming society, and new generations grow up using digital devices before they can walk or talk.

- 78% of teens have cell phones.
- 81% of teens use social networking sites.
- 25% of smartphone users cannot recall the last time their device was not next to them.
- YouTube reaches more U.S. adults than any cable network.
Service Strategy

DMV will redefine the customer experience by offering convenient, innovative, and virtual service options.

- **Online and phone service** allows customers to complete transactions and receive support “anytime, anywhere”
- **Business Partners** provide an alternate option for in-person service
- **Field Offices** provide a blend of virtual and in-person service
Convenience and Innovation

- Self-Service Terminals
- Appointment Notify
- Virtual Hold
- e-mail Reminders for Vehicle Registration Renewals
- Driver License Handbook ebook for iPad
“DMV Now” Mobile App

iPhone Version
• Launched January 20, 2010
• Total Downloads – 269,743

Android Version
• Launched March 1, 2011
• Total Downloads – 311,950
Social Media Program

Twitter (@CA_DMV)
• Member since February 2008
• 13,696 Total Followers

Facebook
• Member since July 2009
• 15,930 Total Followers

DMV YouTube Channel
• Member since March 2007
• 196 DMV Videos Available

DMV Answerman
• Launched November 2012
What Makes this Possible?

Our Team of Creative Employees!
Questions?
Five-Star Customer Service: Servicing Customers in the 21st Century
Up Next:

TOMORROW
7:30 am
Traditional Past Presidents’/Chairs’ Salty Dog Breakfast
Ballroom B/C
Courtesy of U-Haul International