

Compliance Plus Report  
Customer Service Excellence (CSE)

## **Driver & Vehicle Agency**

20 January 2011

CSE Element	1.1.2 - We have developed customer insight about our customer groups to better understand their needs and preferences.
CSE Guidance	<ul style="list-style-type: none"> <li>• Methods and approaches used for developing understanding, such as focus groups, one-to-one interviews, surveys, observation, customer journey mapping and other ways of collecting information about customers.</li> <li>• Details of how you improved your services as a result of the understanding you gained into your customers' needs.</li> </ul>
Assessor Feedback	<p><b>1.1.2.1: We have developed customer insight about our customer groups</b>  DVA has established an extensive network of customers and stakeholders through which it regularly conducts consultation exercises on a wide range of issues. In addition to regular pre-planned consultation with organisations such as the PSNI, Taxi Associations and the ADIs, you select appropriate customers from the Consultation List for specific discussions on new projects.  Evidence Value: Fully Met</p> <p><b>1.1.2.2: to better understand their needs and preferences.</b>  These customers provide the information needed to make improvements in your service. The transfer of your web based information to N.I. Direct is an example of a significant improvement in service that has been possible because of this very close involvement with customer groups. The Consumer Council was involved in this work, thus ensuring a very thorough and professional approach to such a major project. The way that you conducted your Customer Journey Mapping (CJM) exercise was very impressive and provided you with extensive information that was responsible for many planned improvements in processes and forms. The Assessor believes that this work is worthy of a compliance plus (best practice).  Evidence Value: Fully Met</p>

CSE Element	1.3.5 - We have made positive changes to services as a result of analysing customer experience, including improved customer journeys.
CSE Guidance	<ul style="list-style-type: none"> <li>• Examples of how you analyse customers' experience.</li> <li>• Specific information on how you map customers' journeys and the steps you have taken to improve these (for example, through limiting the amount of unnecessary contact they have with people in your organisation).</li> <li>• Any evidence of savings or reinvestment (or both) as a result of making your systems and processes more efficient.</li> </ul>
Assessor Feedback	<p><b>1.3.5.1: We have made positive changes to services as a result of analysing customer experience,</b>  There have been numerous changes effected as a result of analysing customers' experiences and views. A major benefit to those applying for a vehicle test is the change to the previous requirement to provide to the agency the full chassis number. Only the last four digits are now required, and these are provided on the reminder letter.  Evidence Value: Fully Met</p> <p><b>1.3.5.2: including improved customer journeys.</b>  There have also been many changes to forms, some as a result of the CJM exercises that you conducted. The V317 has been reprinted to remove some previous confusing information that became apparent from the experience of those involved in the exercise. Another area of customer dissatisfaction was the difficulty in finding forms on N.I. Direct. This has now been resolved by the provision of hyperlinks to forms, from their reference.  Evidence Value: Fully Met</p>

CSE Element	2.2.2 - Our staff are polite and friendly to customers and have an understanding of customer needs.
CSE Guidance	<ul style="list-style-type: none"> <li>• Customer service policies and staff guidance.</li> <li>• Evidence from mystery shoppers (where relevant) and internal monitoring.</li> <li>• Customers' views and other feedback, including comments on the service provided by individual members of staff.</li> </ul>
Assessor Feedback	<p><b>2.2.2.1: Our staff are polite and friendly to customers</b>  Your official survey results show that around 97% of respondents stated that your staff were polite and friendly to them. The Assessor confirmed this in conversations with many customers. Survey results also confirm that staff are helpful, with around 95% of respondents confirming this. The Assessor spoke to a large number of customers during the course of the assessment. Some were regular customers such as mechanics and ADIs, whilst others being the bulk of your users, were once a year customers. Each was asked about their experiences of the service, and every one stated that they had been treated in a polite, friendly and thoughtful way, even when the result was not what they wanted, such as a vehicle test fail.</p> <p style="text-align: right;">Evidence Value: Fully Met</p> <p><b>2.2.2.2: and have an understanding of customer needs.</b>  Females to whom the Assessor spoke, who have traditionally been less enthusiastic about attending for a vehicle test than their male counterparts, stated that they had no problem with the service received, were made to feel welcome, and given every consideration and courtesy. Customers who were late for a test were accommodated whenever possible, and those whose vehicle or driving tests were cancelled due to the recent snow, were quickly facilitated with a new date at no cost to them. The overall impression was that if staff could provide the service, even if the customer had not fulfilled their obligations, through being late or not bringing the correct paperwork, then they would happily do this. The Assessor was impressed by the excellent attitude of staff across all the sites visited, and believes that this element is fully deserving of a best practice.</p> <p style="text-align: right;">Evidence Value: Fully Met</p>

CSE Element	3.2.1 - We provide our customers with the information they need in ways that meet their needs and preferences, using a variety of appropriate channels.
CSE Guidance	<ul style="list-style-type: none"> <li>• Guidance to staff about clear communication, including testing information with customers.</li> <li>• Customers' views on the communication methods you use.</li> </ul>
Assessor Feedback	<p><b>3.2.1.1: We provide our customers with the information they need in ways which meet their needs and preferences,</b>  Most of your customer information has been transferred to N.I. Direct, and this provides a very useful and easily understood source for customers and potential customers. N.I. Direct also encourages people to interact with it through the medium of social networking sites such as Twitter and Facebook. These have been used recently to update people in relation to the affects of the winter weather on services such as driving and vehicle tests. Information videos are also used to publish your messages, and live web casts on driver testing have recently been piloted. Information videos are also used to publish your messages, and live web casts on driver testing have recently been piloted. The home page of the web sites is also used to update readers in relation to new events, policies and emergencies.  Evidence Value: Fully Met</p> <p><b>3.2.1.2: using a variety of appropriate channels.</b>  The Assessor was particularly impressed by the way the Agency handled the problems caused by the recent bad weather. Information was passed generally through the press, and to individual customers when possible, updating them on the consequences for their test. The Assessor has had sight of an email sent to all centres by the Planning and Resource Manager, regarding the action to be taken in the event of disruption arising from the cold weather. The tone of this email was very customer focused, including advising that if lost appointments have to be rescheduled to a premium slot, no charge will be made. Managers were advised to free up dual role staff to clear the backlogs, and move staff to busier centres to assist their workload. The Assessor was very impressed by the whole approach to dealing with the bad weather, and the work behind the subsequent contacts with customers to rebook appointments, and believes this is worthy of best practice.  Evidence Value: Fully Met</p>

CSE Element	3.2.3 - We have improved the range, content and quality of verbal, published and web-based information we provide to ensure it is relevant and meets the needs of customers.
CSE Guidance	<ul style="list-style-type: none"> <li>• Examples of changes to the way you provide information after receiving feedback.</li> <li>• Schedule for when you review the information you provide.</li> </ul>
Assessor Feedback	<p><b>3.2.3.1: We have improved the range, content and quality of verbal,</b>  The applicant asked for the inclusion of evidence 11 in this element. The Enquiries Call Reduction Strategy (evidence 11) has been used to reduce the huge volume of calls, and allow staff to provide a more dedicated service to the remaining callers. This has greatly reduced call waiting times, and the satisfaction rates for calls made to this unit have greatly improved. Procedures in the booking service have also been updated, based on an analysis of customer feedback.  Evidence Value: Fully Met</p> <p><b>3.2.3.2: published</b>  DVA has a Forms Review in which each form has an owner who is responsible for ensuring that the form meets the needs of customers. There have been a number of changes to forms arising from the CJ Mapping exercise. These included V317 and V15.  Evidence Value: Fully Met</p> <p><b>3.2.3.3: and web based information we provide to ensure it is relevant and meets the needs of customers.</b>  N.I. Direct has taken over the main web based information for DVA. It is an excellent source of information, easy to navigate, and set out in a way that flows naturally. Extra links have been added recently to information, to ensure that any forms referred to were easily accessed by the hyper-link. The list of ADIs on the web site was altered to allow the list to rotate on a daily basis, thus ensuring that the names at the top of the list, that automatically received more hits, would change every day, thus giving all ADIs the same business opportunities. This merits Best Practice.  Evidence Value: Fully Met</p>

CSE Element	3.3.2 - We evaluate how customers interact with the organisation through access channels and we use this information to identify possible service improvements and offer better choices.
CSE Guidance	<ul style="list-style-type: none"> <li>• Data and analysis relating to channel usage and action taken to improve services as a result.</li> <li>• Details of how you use information to improve the choice of services.</li> </ul>
Assessor Feedback	<p><b>3.3.2.1: We evaluate how customers interact with the organisation through access channels</b>  Evidence 17 provides information on the evaluation of channel usage, and using best practice, how this might be improved.  Evidence Value: Fully Met</p> <p><b>3.3.2.2: and we use this information to identify possible service improvements,</b>  Changes have been implemented to assist the natural busy periods at the end and beginning of each month for vehicle licences. Customers can now apply for a licence from the 5th of the last month of their licence. This has been widely publicised, including on the application form itself. The Assessor saw in one centre office, staff had taken the initiative to print small slips of paper that informed customers of this change, and these are handed to the customer as a reminder of the opportunity to avoid the queues at the office. This merits a 'local' Best practice that may merit wider use.  Evidence Value: Fully Met</p> <p><b>3.3.2.3: and offer better choices</b>  Following on from research conducted by PWC, it has been identified that there is an increasing trend in vehicle testing, and a reduction in driving tests. Also customers tend to apply for driving licences and licence renewals before going on holiday, thus causing a peak in work. It has been planned to conduct a web chat before next summer, in order to avoid delays at this peak time. Previous work has seen vehicle relicensing being undertaken by the Post Office, as well as on-line applications for some of your services including vehicle testing. Everyone the Assessor spoke to, stated that the booking of their service was very simple and effective, no matter which channel they used.  Evidence Value: Fully Met</p>

CSE Element	3.4.1 - We have made arrangements with other providers and partners to offer and supply co-ordinated services, and these arrangements have demonstrable benefits for our customers.
CSE Guidance	<ul style="list-style-type: none"> <li>• Formal and informal partnerships and plans for improving access and services.</li> <li>• Information on the success of joint working arrangements, including improvements you have made to services as a result.</li> <li>• Customer feedback on the services provided through partnerships, including the quality and range of services and how these are tailored to the individual customer's needs.</li> </ul>
Assessor Feedback	<p><b>3.4.1.1: We have made arrangements with other providers and partners to offer and supply co-ordinated services,</b>  DVA has excellent partnership arrangements that are essential for the smooth delivery of your services. The Post Office now provides over 50% of the vehicle licences to customers, saving them journey times and helping to keep down the queues at the licensing offices. Northgate provides the booking service for customers, in what is a seamless service. The salutation to the caller states that they are through to the DVA booking service, and regular customer surveys show that they service provided in of a very high standard.  Evidence Value: Fully Met</p> <p><b>3.4.1.2: and these arrangements have demonstrable benefits for our customers</b>  There is also a very close working arrangement with the Police Service of Northern Ireland (PSNI), which is mutually beneficial to the customers of both organisations. A recent advancement has been the upgrading of training for those few vehicle examiners who examine vehicles that have been involved in road traffic collisions, including fatal accidents. This has strengthened the forensic ability of the DVA staff to provide more detailed reports, not only initially to the police, but ultimately to the courts and the coroner. All your partners are regularly involved in extensive consultations with you in relation to service improvements. As a result of the huge contribution made to customer service by all your partners, this element has been designated as best practice.  Evidence Value: Fully Met</p>