



Projects First-Round Winner Innovations Challenge

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Prepared by Transportation Planning
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Motor Carrier Services Innovations Culture

Description

MoDOT Motor Carrier Services thrives on innovation. It is known as an agile, adaptable unit, open to change. This is largely a result of the division's emphasis on the free exchange of information and ideas, and a culture of appreciation. From this base, MCS built a strong team environment in which members support each other. Both customers and the MoDOT organization reap the benefits of a flexible and focused MCS team.



Culture of Thank You

Result: Effectiveness, customer satisfaction and employee trust rarely encountered in government.

Practice: MCS encourages specific, personal recognition of good work and views failure as an opportunity to learn what doesn't work. Employees at all levels express appreciation and assume others' actions originate from a good intent.

Team Environment and Open Communication

Result: An atmosphere of respect and appreciation creates the goodwill and trust required to make quick, bold and imaginative decisions.

Practice: Sharing information demonstrates respect and acknowledges contributions. Employees note their daily accomplishments, ideas and concerns as well as customer concerns in a short weekly report. Supervisors review, and compile for management review. The weeklies highlight issues, plans and work completed. Director Scott Marion reads and highlights accomplishments, inserts questions and comments. In Monday meetings, the administrative team discusses topics raised in the weeklies as well as operational data, project updates and current issues. Every manager is aware of the status of each sub-team. Data, anecdotes and observations contribute to goal-setting and decision-making.

Customer Satisfaction

Result: Consistent, exceptional customer satisfaction scores – 95 percent.

MCS seeks feedback from the people it serves. A short, monthly survey provides a current measure of satisfaction, but it is the customer comments that provide insight and valuable opportunities to improve. If customers volunteer contact information, a manager contacts them to discuss reported issues they report or to thank them for their kind words and to ask how MCS can improve.

From its earliest days, one of the most important aspects of MCS' experience is the concept of gaining motor carrier compliance through respect, education and service. Missouri is different, customers say. Instead of employing an attitude of "gotcha!" and enforcing through fines and fees, MCS Safety & Compliance investigators describe themselves as educators. Agents teach customers how to conduct credentialing work online and help them understand that it can be easier than they imagine. Carriers want to be compliant. MCS makes it worth the work. Because of the high compliance rate in the state, MCS contributions to the road fund grew to \$91 million in FY 2016 and thousands of carriers and drivers understand their role in safe travel for all.

The division's culture can be summarized in these themes:

*We are servant leaders. Be open to new ideas. Ideas are everywhere. Say Thank You.
Be open and honest. No surprises. Be bold.*

Benefit

Developing and maintaining a culture of innovations results in committed employees who think creatively and contribute beyond expectations. Benefits also extend to well-rounded managers who are aware of and involved in decisions that affect more than their own sections. MCS develops innovative employees at all levels. Those employees are highly sought in other divisions and organizations and keeps succession planning at the forefront.

Materials and Labor

No additional staff time and no materials cost.

For More Information Contact:

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Additional photos or videos can be seen by accessing the Innovations Challenge SharePoint page at: <http://sharepoint/systemdelivery/TP/Documents/InnovationsChallenge.aspx>.