



Results Washington

# Goal 5: 1.1 Customer Satisfaction

Washington State Department of  
Agriculture

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# Why are satisfied customers a priority for the Fruit & Vegetable Program?

## Background:

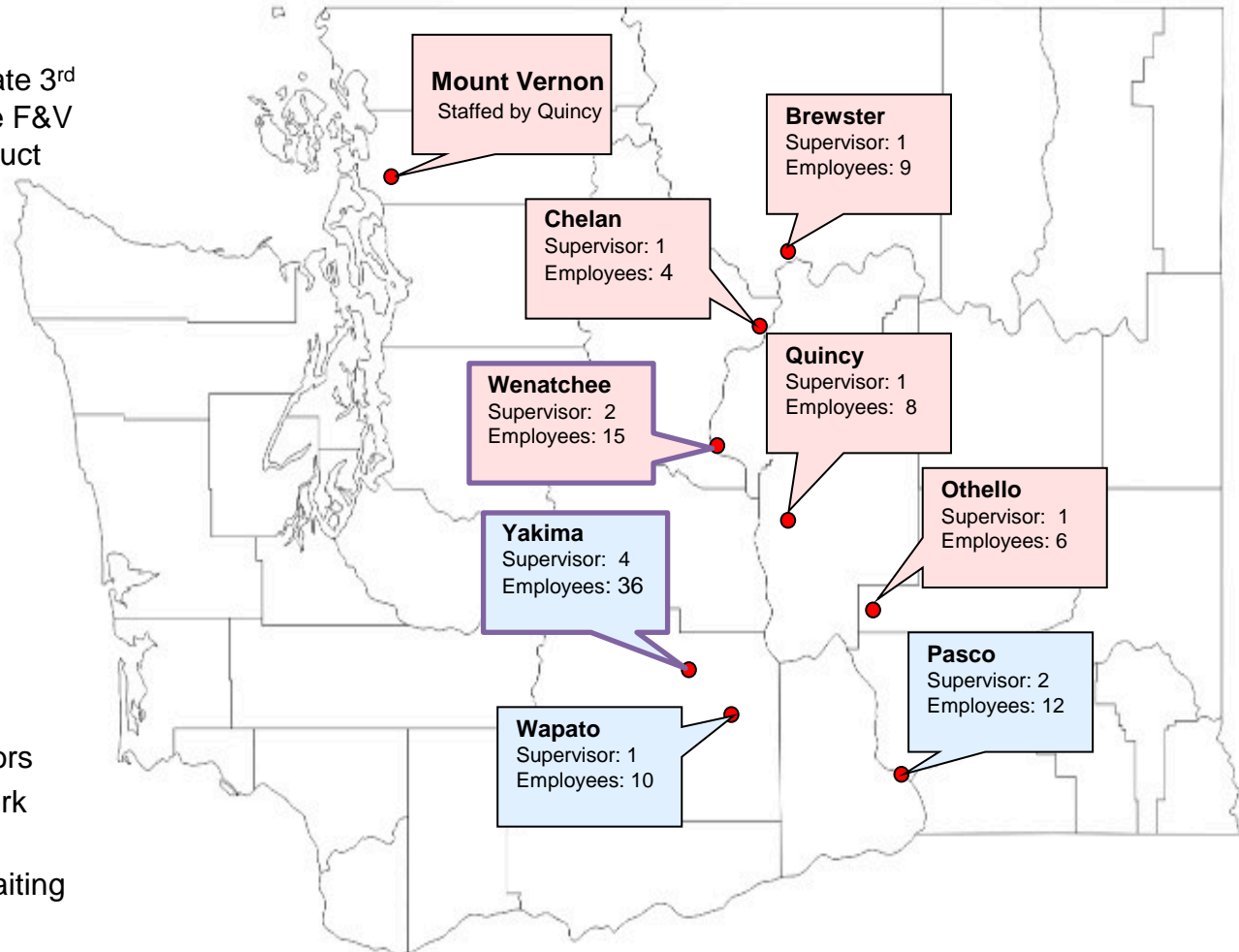
Fruit and Vegetable (F&V) Inspection Program's mission is to provide accurate 3<sup>rd</sup> party inspections for Washington State F&V Packers/ Shippers to certify their product quality, condition, and Phytosanitary standards.

The organization is comprised of:

- Self Supporting Fee-for-Service Program
- Annual budget of \$14 million
- 240 FTE, mostly inspectors
- 2 major Districts (Yakima and Wenatchee)
- 9 Area offices

## F&V Customer Situation:

- Lower profits – waiting on inspectors
- Stress – continually needing to work with F&V to meet capacity
- Losing their customers – trucks waiting in line too long



# Why are satisfied customers a priority for the Fruit & Vegetable Program?

<b>OBJECTIVE</b>	<b>Transform organizational focus from building the reserve account to empowering employees to create satisfied customers.</b>
<b>CUSTOMERS</b>	<b>Goal:</b> 90% Customer Satisfaction
	<b>Strategy:</b> Clarify customer satisfaction expectations and create / improve processes to consistently fulfill them within budget including an ample Program Reserve Account
	<b>Action Steps:</b> <ol style="list-style-type: none"><li>1. Interview customers to learn to their expectations for being fully satisfied customers</li><li>2. Engage team in improving processes to meet/exceed customer expectations</li><li>3. Implement customer feedback system to drive process improvements and recognize successes</li></ol>

## Why are satisfied customers a priority for the Fruit & Vegetable Program?

F&V Program Customers are being interviewed three times a year to determine how well the Program meets their expectations

F&V Program goal is for 90% of the F&V Program customers to report the F&V Program **meets** or **exceeds** their **expectations** for the 8 criteria

The following scale is being used by F&V Program customers to score Program expectations:

### Legend:

### Scoring Ranges

Exceeding Expectations	4.0
Meeting Expectations	3.0 to 3.9
Sometimes Meeting Expectations	2.0 to 2.9
Not Meeting Expectations	1.0 to 1.9

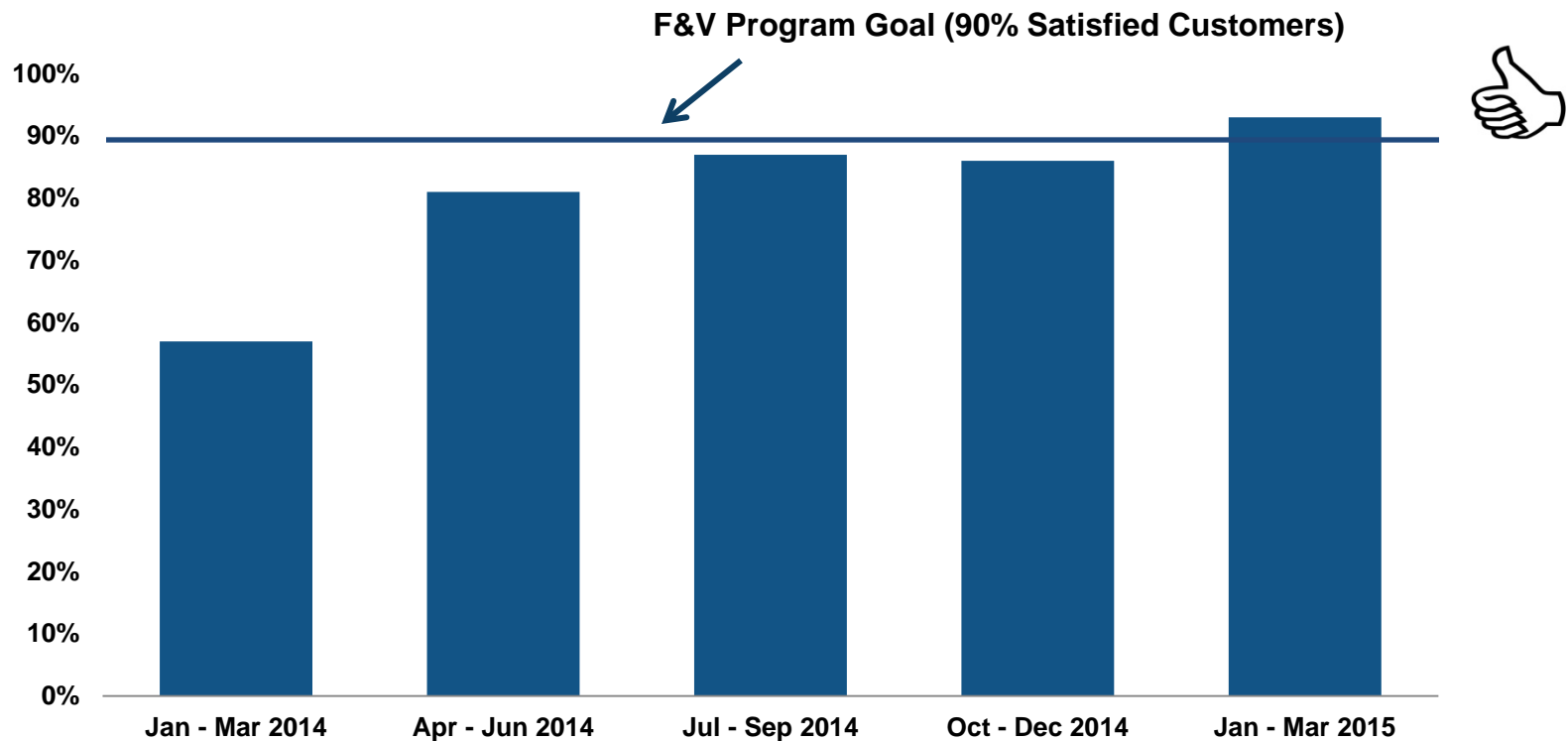
# Current State: Where the F&V Program is today and how do we know?

## Mutually Agreed Upon **CUSTOMER** Satisfaction Expectations 2014 Plan / Actual by Quarter

All Program Customer Feedback		2014 Q1	2014 Q2	2014 Q3	2014 Q4	2015 T1
Customer Criteria	Actual Baseline	January 1 – March 31	April 1 – June 30	July 1 – September 30	October 1 - December 31	January 1 – April 30
Timely and Responsive Service	2.6	2.9	3.3	3.2	3.3	3.4
Proactive Communication	2.8	3.1	3.3	3.3	3.4	3.4
Professional Attitude and Conduct	3.0	3.2	3.5	3.5	3.5	3.4
Collaborative and Flexible Spirit	2.8	3.2	3.4	3.3	3.4	3.4
Effective and Efficient Operations	3.0	3.2	3.4	3.4	3.4	3.5
Reliable and User-Friendly Technology	2.8	2.8	2.8	2.9	2.9	3.0
Competent and Knowledgeable People	3.0	3.2	3.3	3.3	3.4	3.5
Consistent and Accurate Inspections	2.8	3.0	3.2	3.3	3.4	3.4

## Current State: Where are we at today and how do we know?

An average of 3.0 for or greater is counted as a satisfied customer. Progress from 2014 and first part of 2015 surveys show the percent of F&V Program customers reporting the Program is meeting or exceeding their expectations is shown below:



# customers interviewed	70	65	73	72	73
# customers satisfied	45	53	64	62	68

## Customer Feedback: January – April 2015

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“When I call they get out here as fast as they can. Sometimes they even have to wait on me”

“From supervisors down to temporary help, everyone has a positive attitude and they are very professional”

“We would like to know when an inspector can get here when we have night shift work, we just get told we will get someone here when they can. A timeline would be helpful”

“We would like WSDA to continue to educate your staff on grades, and for the inspectors to communicate with the packing supervisor”

# F&V Program is Using this Process to Identify and Resolve Program Gaps Between Expectations and Reality

## Important Expectation Gaps (IEG) Process

1

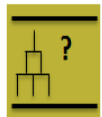


Important Problem Clarification



Expectation Decision: Is the responsible person(s) committed to closing this Important Expectation Gap (IEG)?

2



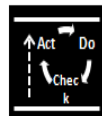
Clarify Root Cause(s)

3



Plan

4



Do-Check-Act

- Hired additional inspectors
- Purchased new tablets
- Implemented new and improved inspector training modules
- Yakima district office changed policy removing requirement to report to office first thing each morning
- Safety – each worksite is having a safety and work area profile sheet
- Implemented training regarding Certificates of Compliance for industry staff



## WSDA F&V Program Action Plan

Task	Task Lead	Partners	Expected Outcome	Status	Due Date
Obtain additional field office in the Cowiche area	Tracie Lindeblom, Agency Facilities Manager, WSDA	OFM, DES	Increase customer satisfaction for the following expectations:  1. Effective and Efficient Operations 2. Timely and Responsive Service	On track	July 1, 2015
Hiring Cherry Inspectors	F&V Regional Managers: Jim Nelson, Bill Walker and Maria Valle, WSDA		Increase in customer satisfaction for the following expectations:  1. Effective and Efficient Operations 2. Timely and Responsive Service 3. Competent and Knowledgeable People 4. Consistent and Accurate Inspections	On track	August 2015

## F&V Program Team Satisfaction Expectations

Mutually Agreed Upon <b>TEAM</b> Satisfaction Expectations 2014 Plan / Actual by Quarter						
All Program Team Feedback		2014 Q1	2014 Q2	2014 Q3	2014 Q4	2015 T1
Team Criteria	Goal	January 1 – March 31	April 1 – June 30	July 1 – September 30	October 1 - December 31	January 1 – April 30
Sufficient Staffing Levels	TBD	2.3	2.5	2.4	2.9	3.2
Sufficient Tools, Resources and Training to do the job	TBD	2.4	2.2	2.6	2.6	3.1
Accountability	TBD	2.4	2.4	2.5	2.7	2.9
Team Culture	TBD	2.6	2.6	2.6	3.0	3.1
Fair and Appropriate Compensation	TBD	1.9	2.1	2.1	2.4	2.5
Equal Opportunity	TBD	2.2	2.5	2.8	2.8	3.1
Treated with Trust and Respect	TBD	2.2	2.6	2.7	2.8	3.0
Safe Work Environment	TBD	2.2	2.5	2.7	2.6	2.9
Communication	TBD	2.2	2.6	2.4	2.6	2.8
Realistic Expectations	TBD	2.2	2.4	2.7	2.8	2.9