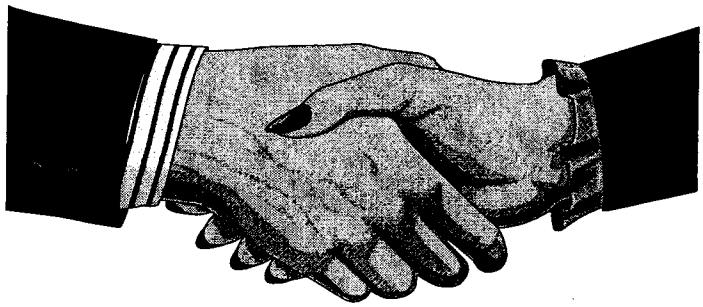
MARITIME ADMINISTRATION CUSTOMER SERVICE REPORT



AUGUST 2000

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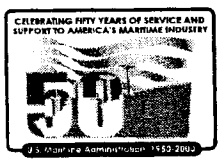
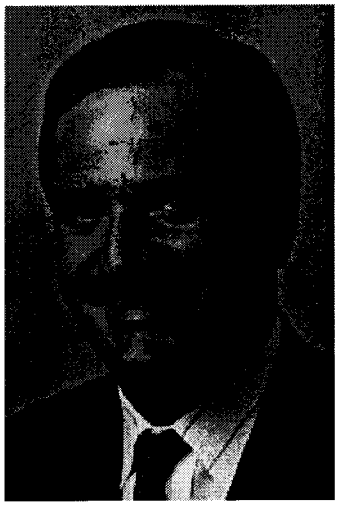


U.S. Department of Transportation
Maritime Administration

MESSAGE FROM THE ACTING MARITIME ADMINISTRATOR



This is the second Maritime Administration (MARAD) Customer Service Report. Information contained in this report was derived from our Program Performance Survey, which was sent to customers of six major MARAD programs, and our Customer Service Questionnaire, mailed periodically. This report also describes follow-up actions taken for programs evaluated in the first report. The next program evaluation will cover an update on programs evaluated in this report and an evaluation of the remaining MARAD programs under our 3-year review cycle.

For further information or to obtain additional copies of this report, please contact James J. Zok, MARAD's Customer Service Representative, Maritime Administration, Room 8114, 400 7th Street, SW, Washington, D.C. 20590 or telephone (202) 366-0364/Fax (202) 366-7901, or e-mail jim.zok@marad.dot.gov. The report also is available on MARAD's web site (http://www.marad.dot.gov); follow the publications on link.

We welcome your feedback and look forward to your continued support as we continue to improve our customer service efforts.

John E. Graykowski
Acting Maritime Administrator

CUSTOMER SERVICE REPORT

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CUSTOMER SERVICE REPORT

I. INTRODUCTION

The Maritime Administration (MARAD) is proactively seeking to improve the effectiveness and efficiency of our programs and customer service. Our objective is to develop a quality maritime transportation system that serves America's transportation needs with American ships and American labor. To achieve this, we must integrate our activities with those of our customers and stakeholders and focus on measurable results.

As part of our efforts, we have developed two survey forms:

A. The Customer Service Questionnaire (CSQ), Appendix B, serves as an ongoing mechanism to evaluate the perception of how we conduct our business and to modify MARAD staff activities and internal processes, as necessary, to achieve a more customer service oriented and efficient organization.

B. The Program Performance Survey (PPS), Appendix C, was developed for use by senior management and program managers to identify areas for improvement in program service or product delivery and to monitor the overall level of customer satisfaction.

Both forms are available on the Agency's web site (www.marad.dot.gov); from the home page follow the Customer Service Surveys link.

The intention of this report is to provide, in a concise and objective manner, the valuable critiques we derived from comments our customers provided concerning the operation of our programs. An action plan based on the customer responses for accomplishing improvements is included, along with a Customer Service Improvement Plan developed from responses from our first report.

II. EXECUTIVE SUMMARY

A total of 243 PPS forms were mailed to 196 customers and 68 responses (28 percent) were received. The majority of respondents (63 percent) rated MARAD as above average or excellent in meeting their needs. When compared to other entities with which they do business, the respondents stated MARAD was more willing to work with customers (61 percent), friendly (58 percent), and professional (54 percent). However, they felt timeliness of our actions and availability of services could be improved. Approximately 10 percent of respondents wanted to be contacted by a MARAD staff member.

Individual comments made clear that the respondents come to MARAD because either (a) they are required by law, (b) we are a source to educate highly qualified shipboard officers, or (c) we have the data, technical expertise, and programs they require.

In response to numerous CSQ forms mailed since last January we have received 24 responses. It is evident that we need to improve the recordkeeping process of outgoing forms. We also intend to address ways to generate more specific responses for targeted program

answers and to generate additional responses to the CSQ.

The results of the CSQ showed that the material provided to customers was in the preferred format (paper versus electronic) 83 percent of the time. We also received an 83 percent rating of excellent for our response time/completeness/courteous service. However, no respondent indicated that they used a MARAD toll free number. Forty-six percent visited MARAD's web page. Of these 63 percent found materials they needed.

Comments received from customers indicate (a) the web site needs to be more "user friendly" and to link to other sites (b) staff was professional and very knowledgeable, and (c) Press Clips (prepared for internal Government use only) are excellent, however, one respondent stated delivery time could be improved.

MARAD has developed action plans (see Section VI) to correct deficiencies noted by respondents for the six programs reviewed this year. Action items include:

- Hold teleconferences with headquarters and regional port and intermodal staff to develop strategies to address customer feedback, review roles and functions of their federal and non-federal partners, evaluate capacity to improve performance and services, and promote mission and functions.

- Enhance efficiency and continue to revise ocean freight differential procedures for payment.

- The U.S. Merchant Marine Academy and State Schools will continue to educate cadets to improve responsiveness to the U.S. marine industry requirements.

- Improve database for PPS mailings.

- MARAD will continue to collect and evaluate responses to meet the needs expressed by clients.

MARAD also has developed a Customer Service Improvement Plan to correct deficiencies noted by our customers from our 1999 survey, such as increasing customer contact and electronic customer interfaces (see Section VII).

III. CUSTOMER SERVICE SURVEYS

A. Methodology

For ease of reporting and analysis, MARAD has organized the review of its major programs into a 3-year cycle. This year the programs evaluated were the Intermodal Development, National Defense Reserve Fleet/Ready Reserve Force, Ocean Freight Differential, State Maritime Schools/Schoolship, U.S. Merchant Marine Academy, and War Risk Insurance Programs.

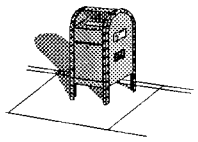
The PPS was mailed to 196 customers selected from customer databases provided by the targeted MARAD program offices. The overall response rate was 28 percent, which is almost twice the response expected for such a survey. Public surveys to large audiences typically have a 2 percent response rate while surveys of a targeted group, such as in this case, can be expected to generate returns in the 15 percent range.

The CSQ was included in outgoing mailings on a randomly selected day

each month. Questionnaires were distributed in response to requests for material, information, services, and with mass mailings. All MARAD offices participated in these mailings.

B. Respondents

Respondents, shown in Appendix D, represent a wide range of maritime organizations, including academic, government representatives (federal-state-local), port/terminal, vessel owners, and vessel operators/charterers.



C. Changes Made to Methodology

As a result of the first survey, MARAD has recognized some deficiencies with the survey forms and manner of distribution. The following items were addressed in the second survey:

➟ Response to the first PPS suggested the need to clarify which program was to be reviewed. In some cases, customers responded for programs not in the survey or provided comments on MARAD as a whole. Comments on the specific programs were not clearly defined. Apparently, the forwarding letter in some instances was separated from the PPS. As a result, for the second mailing the first paragraph of the PPS was revised to leave space to insert which program/activity was being surveyed.

➟ Assured the PPS mailing list for targeted offices includes a broad base of customers who conclude transactions with MARAD.

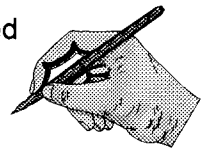
➟ The first paragraph on the CSQ was revised to leave space to insert which program/activity was being surveyed.

➟ The first paragraph of the CSQ was also revised to advise recipients they only need to answer questions that apply. For example, answer items Telephone Contact, Response, Service, and Comments or answer items Electronic Contact, Response, Service, and Comments, as applicable.

➟ On the CSQ in the "For Office Use Only" box, added item to indicate if customer was internal or external.

➟ Without the identification of the respondent, it is difficult to clarify important comments and provide follow-up to ensure that identified problems are addressed. Identity of the respondents, however, must be optional to ensure a representative survey response. In the Optional Section for Name on both forms was added, "Would you like a MARAD employee to call about comments."

IV. CUSTOMER INPUT BY PROGRAM



Sixty-three percent rated MARAD above average or excellent in meeting their needs. The majority of respondents (61 percent) deal with MARAD less than five times a month. Eleven percent have been MARAD customers 5 years or less while 50 percent have dealt with us more than 30 years. Only 25 percent cited MARAD as their primary supplier for maritime information and support.

On specific comparison factors to other entities with which they deal, 47 percent rated MARAD better, while only 2 percent rated us worse. They responded positively about our willingness to work with them (61 percent), friendliness (58 percent), and professionalism (54 percent). Two areas needing improvement were the timeliness of our actions and availability of services. Both were rated worse by 7 percent. However, 92 percent stated they would recommend MARAD.

Appendix D contains tables and graphs that reflect the responses to each question in the PPS.

Comments and ratings related to specific programs are summarized below.

A. Intermodal Development Program:

This program evaluation survey had a 21 percent response rate. The feedback was positive for both program success and outreach initiatives. Port/terminal, local government, and university entities made up 65 percent of the respondents.

Surprisingly, the most recent MARAD customers are often the ones that contact the Agency more regularly, on the average 3 to 5 times monthly.

B. National Defense Reserve Fleet/Ready Reserve Force Program:

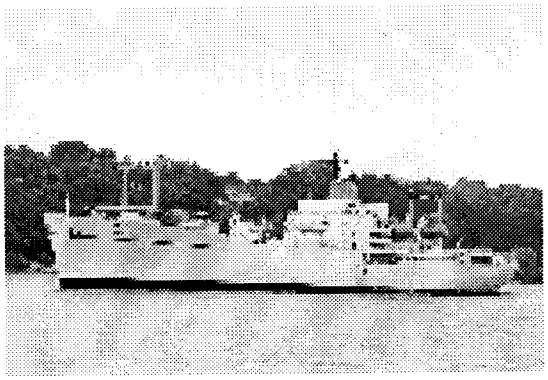
The program evaluation survey had a 30 percent response rate. All respondents were government representatives. All contact MARAD more than eight times a month, one on a daily basis. This program was rated excellent for its outreach initiatives.

C. Ocean Freight Differential Program:

This program evaluation survey had a 33 percent response rate. The program was rated from above average to excellent. All respondents were government representatives. We received one response stating, "Interagency communication has improved markedly in the past 2-3 years."

D. State Maritime Schools/Schoolship Program:

The program evaluation survey had a 39 percent response rate. Sixty percent rated the program above average or excellent for success in meeting their needs. Sixty-eight percent have been customers for more than 30 years. For the Schoolship Maintenance and Repair Program, respondents indicated they wanted additional services from MARAD, such as more commercial type procurement and contracting, technology updates and training, and engineering upgrades and knowledge sharing, as well as support funding.



E. U.S. Merchant Marine Academy:

The program evaluation survey had a 27 percent response rate. Over half of the respondents were vessel owners and over half have been customers for more than 30 years. Sixty-seven

percent rated the program above average or higher in meeting their needs. The program scored equally well on outreach initiatives for initial contact, contact during transaction, and follow-up contact.

F. War Risk Insurance Program:

This program evaluation survey had a 17 percent response rate. The program was rated above average in meeting customer needs with a monthly contact of two times or less.

V. CONCLUSIONS

The great majority of our customers utilize MARAD because they are (a) required by law, such the National Defense Reserve Fleet/Ready Reserve Force; (b) we educate highly qualified shipboard officers at the U.S. Merchant Marine Academy and state academies, or (c) we have the data, technical expertise, and programs they require.

This survey indicated a majority (63 percent) found MARAD above average or excellent in meeting their needs. They believe we are professionals who demonstrate a friendly willingness to work with them. However, one respondent stated the Merchant Marine Academy and state academies need to improve availability of services in that MARAD seems to be doing nothing for the U.S. mariner and we need to educate cadets to serve in the tug-barge industry.

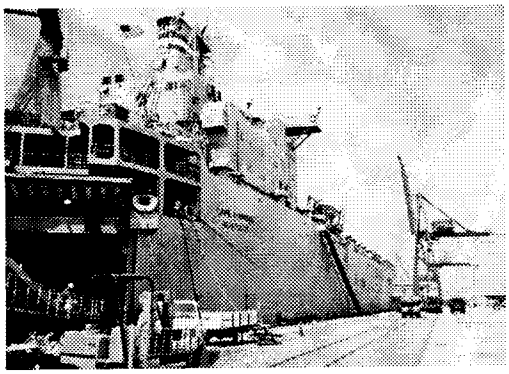
This survey did point out some flaws in our methodology. Our survey forms were not always clear about needed information. Some programs did not generate sufficient responses to be meaningful.

Below are conclusions about specific programs.

A: Intermodal Development Program:

Overall, comments received in response to the survey reflect satisfaction with the direction in which the program is headed. Despite the fact that the Office of Intermodal Development (OID) was established only 6 years ago, the survey respondents indicated they selected the office for its technical expertise, proactive leadership, and multimodal mandate. The program received notable performance and service ratings, and some respondents indicated it was an essential part of MARAD.

B. National Defense Reserve Fleet/Ready Reserve Force Program:



Respondents stated they contact MARAD because the law requires them to do so. One customer commented, "No one else truly provides services like you. So, survey is not a comparison but how well you do." Respondents requested no additional services.

C. Ocean Freight Differential Program:

MARAD is contacted because most respondents are required by law or by a Memorandum of Understanding. Customers feel we need to continue to streamline our ocean freight differential payment procedures. One

respondent stated the current process is lengthy and delays reimbursement to the U.S. Agency for International Development.

D. State Maritime Schools/Schoolship Program:

Respondents stated they use the program as a source to recruit qualified personnel to operate vessels. They also cited the positive work ethic of the cadets. A comment received from one respondent was that State schools need to improve the quality and leadership capability of their graduates and to focus more on the "growing need" in the domestic towing, work boat, and small ship industries. Another respondent stated an increased level of MARAD support might be needed to maintain current levels of enrollment or to increase enrollment for some programs at the State academies.

For the Schoolship Maintenance and Repair Program, respondents stated they contact MARAD because they are required to do so by law. All respondents were associated with one of the State academies. Two gave positive comments on the program, particularly with respect to the quality of staff support at all levels. However, one respondent rated the program worse compared to entities that provide the same or similar services for relationship and service. Another indicated that approval for cadet visits to, and machinery parts for, the former schoolship TEXAS CLIPPER at the Beaumont Reserve Fleet is often hampered by slow response in "Washington."

E. U.S. Merchant Marine Academy:

Some respondents said the survey was too generic to answer. Respondents stated industry needs more graduates to select seagoing careers and should be reminded of their post graduate obligations, and have the training to fulfill them. One stated "the Academy needs to better align its programs to the 'growing' needs of the towing, work boat, and small ship industry. It continues to be 'Big Ship/Deep Sea' oriented." Another stated the Academy should make a greater effort to internationalize our maritime educational system.

F. War Risk Insurance Program:

The one respondent contacted MARAD because this is the only program of its type. As a result, when comparing our service/working relationship with other governmental or non-governmental entities that provide the same or similar service, this program was rated the "same" in all categories. The respondent deals primarily with the American War Risk Agency, which is under contract to MARAD to manage this program. The customer felt hull values should be those insured under owner's war hull and marine commercial insurance.

VI. ACTION PLAN

Based on data received in response to MARAD's second PPS, the following action items were developed.

A. All Programs:

During the remainder of Fiscal Year 2000, additional team planning sessions with program managers and key staff will identify ways to improve program operations and develop action plans. For example, we will discuss ways to make information on our web sites more timely, accurate, and user friendly, and to provide more information on MARAD programs and

services. Team members will also explore ways to increase response rates for future customer surveys.

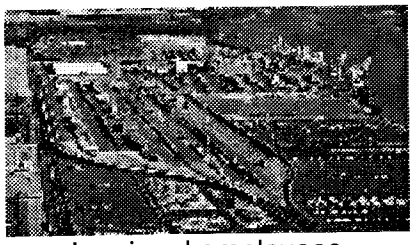
By September 30, 2000, we will schedule the final program activities to be surveyed during the 3-year survey cycle. In addition, each operating program will continue to monitor and evaluate survey responses on an ongoing basis, and make feasible program modifications to meet customers' needs.

Staff will review the roles and functions of our federal and non-federal partners to avoid duplication of services by others. We will evaluate our resources to improve our performance and services as well as partnerships both public and private.

MARAD will consider ways to increase its visibility with customers (an issue raised by a number of customer comments). MARAD headquarters will coordinate travel plans between headquarters and regional offices to ascertain who should attend and present at industry events to assure quality performance and provide the highest level of service based on funding. In addition, alternative ways to provide information to customers will be explored.

B. Intermodal Development Program:

The Director, OID, will share the results of the survey with and solicit feedback from headquarters and regional employees involved in intermodal development issues.



By September 30, 2000:

➟ OID will plan and lead a teleconference with headquarters and regional port and intermodal staff to develop strategies to: (a) address customer feedback through accurate, timely, and complete dissemination of information received in the survey, (b) review the roles and functions of our federal and non-federal partners, such as the Department of Transportation's Federal Highway Administration (FHWA) and Office of Intermodalism, and the Intermodal Association of North America, American Association of Port Authorities (AAPA), and others and refine our unique role in the freight intermodal development sector, (c) evaluate our capacity to improve our performance and services as well as partnerships both public and private, and (d) develop strategies that will promote the mission and functions of the OID within the Department and to its customers.

➟ OID will work within MARAD to develop an action plan to increase MARAD's visibility with its programs and to its customers . OID will work with MARAD officials to enhance the office's research program. Travel funding to attend and participate in our customers' events and share OID's programs will be considered as will the best use of regional employees. Furthermore, we will seek alternative practices to promote MARAD and provide information to our customers.

C. National Defense Reserve Fleet/Ready Reserve Force Program:

The Office of Ship Operations will: (a) routinely update the customer list to reflect the changing customer base (b) develop internal service evaluation criteria, which accurately reflect the types of services the Program is delivering, and (c) actively solicit comments and suggestions for program improvement.

D. Ocean Freight Differential Program:

The Office of Cargo Preference will continue to revise ocean freight differential procedures for payment to improve efficiency, timeliness of reports, and reduce operating costs.

The Office of Cargo Preference will review the Memorandum of Understanding between the U.S. Department of Agriculture/U.S. Agency for International Development and MARAD with respect to ocean freight differential and amend it to reflect revised procedures and streamlining of the process.

We have drafted a Notice of Proposed Rulemaking to refine our agricultural cargo preference regulations. Public comments will determine how we proceed to a final rulemaking.

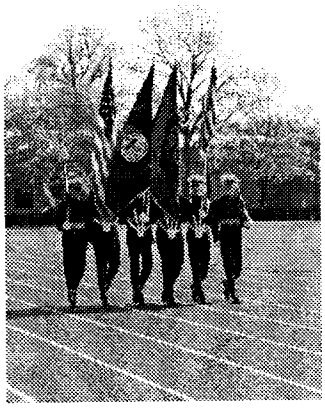
E. State Maritime Schools/Schoolship Program:

The program will continue to train and educate cadets and emphasize responsiveness to U.S. maritime industry requirements. We are evaluating MARAD support for its mariner training and education programs to determine appropriate levels. The results will be reflected in future budget requests. We will also encourage increased enrollments at all State maritime schools and work to improve communications between the schools and MARAD headquarters and regions. We will work with respondent regarding the view of some that MARAD is not proactive. For the Schoolship Maintenance and Repair Program regarding service and relationship issues, the Program Manager will work with respondents to determine why the program was evaluated as "worse," and how these conditions can be improved.

Regarding timeliness for approval for cadet visits to and machinery parts for the TEXAS CLIPPER at the Beaumont Reserve Fleet -- by September 2000, the Program manager will develop specific procedures for processing requests in an expeditious manner.

F. U.S. Merchant Marine Academy:

The staff at Kings Point is drafting a Program Performance Survey (PPS) form to reflect the U.S. Merchant Marine Academy program. Staff will continue to train and educate Kings Point midshipmen and place emphasis on continued improvement and responsiveness to the U.S. maritime industry requirements and future growth. To draw midshipmen from a broader range of interest, the Academy has begun to recruit midshipmen from additional countries. The Class of 2004 has one midshipman from Canada and one from Panama. We will work with



respondents regarding view that MARAD is not proactive.

G. War Risk Insurance Program:

Due to the small mailing list for this program, feedback was limited. Staff will work with the American War Risk Agency to establish a better mailing database. One respondent felt hull values should be those insured under owner's war hull and marine commercial insurance. In the past MARAD published values in the ***Federal Register***, however, when MARAD decided to use a new valuation methodology we discontinued publishing values and asked for comments about a new procedure. A new procedure was never established and the MARAD valuation procedure was put in abeyance. At this time no proposed new regulation to change the process is anticipated.

VII. Customer Service Improvement Plan

Upon review of data provided in response to MARAD's first ***Customer Service Report***, the following activities comprise the initial activities of our Customer Service Improvement Plan effort.

A. All Programs:

➟ To improve our electronic customer interface:

MARAD headquarters staff will improve web page by adding section to notify customers of upcoming speeches, conferences, and meetings.

The Division of Information Resource Management will coordinate the designation of a staff member from each program office to update their section of the MARAD web site.

➟ To improve our partnerships with federal and non-federal entities:

Currently MARAD is working in partnership with the Environmental Protection Agency (EPA) on issues related to the Emergency Planning Community Right-to-Know-Act and the Pollution Prevention Act. MARAD will assist in the creation of industry specific guidance and reference materials on issues related to vessels and fleet environmental compliance. These materials will be issued by EPA and will be available on the Internet by December 2000.

In 1998 the Marine Transportation System (MTS) team was formed consisting of members from the U.S. Coast Guard (USCG), MARAD, U.S. Army Corps of Engineers, the National Oceanic and Atmospheric Administration, EPA, and nine other federal agencies. The report to Congress on their findings regarding the current condition and future state of the MTS was released in September 1999. One recommendation called for the creation of a non-federal National Advisory Council to advise the Secretary of Transportation on MTS matters. The Council was formally established in January 2000 and held its first meeting in May 2000. The second meeting is scheduled for September 2000. MARAD is the Council sponsor.

➟ To increase MARAD's visibility with customers:

In June 2000 MARAD cosponsored, along with the FHWA, USCG, and the Federal Transit Administration, the Conference on U.S. Ferry Transportation in the 21st Century. Noted speakers included Secretary of Transportation Rodney Slater and Maritime Administrator Clyde J. Hart, Jr. Attendees included ports, shipyards, and government officials.

B. Specific Program Activities:

1. Cargo Preference Program:

In November 1999 the Office of Cargo Preference added waiver procedures for P.R. 17 (Export-Import Bank [EXIM Bank] cargoes) to MARAD's web page along with information on additional U.S.-flag carriers, which expands the information available to our customers.

In response to requests to be better informed on legislative matters and notifying carriers on a real-time basis of shipments, in September 1999 the Office of Cargo Preference established a system to E-mail transmission of market leads. The Office also maintains a web page that provides an updated list of U.S.-flag carriers and U.S.-flag vessels.

As a result of a major review of cargo preference regulations to update and make them more reflective of the way ocean transportation is conducted, the Office prepared a Notice of Proposed Rulemaking (NPRM). The NPRM is currently in review.

On October 28, 1999, the Office of Cargo Preference conducted a second joint MARAD/EXIM Bank educational seminar for finance, project, procurement, and traffic managers to enhance their utilization of EXIM Bank guarantees and explain the benefits of integrating U.S.-flag carriers into their transportation. American Auto Carriers hosted the seminar at their Baltimore pier facility. This coincided with the loading and discharging of their U.S.-flag vessel FAUST. It allowed EXIM Bank officials to observe firsthand the operation of a roll on/roll off vessel. American Auto Carriers gave a presentation on how a U.S.-flag carrier conducts business. Next, a freight forwarder, along with a non-vessel operating common carrier, discussed their roles in the movement of oceanborne cargoes. Here the emphasis was on documentation and cargo responsibility.

2. Environmental Activities:

The Office of Environmental Activities (OEA) will enhance the MARAD web page to reflect MARAD's environmental goals and missions and to provide timely information on MARAD environmental activities.

The OEA will partner with the AAPA on areas identified by both our survey and by AAPA (e.g. port management practices, or multi-

modal environmental compliance programs).

To improve partnerships with federal and non-federal entities, MARAD will partner with AAPA on areas such as port management practices and multi-modal environmental compliance programs. They also will work with EPA on workshops, including regional forums.

The OEA will work with the National Dredging Team to focus on practical solutions to dredging and dredge material management problems that balance economic and environmental issues.

3. Maritime Loan Guarantee Program:

In January 1999 the Office of Ship Financing (OSF) linked the web site containing the standard documentation utilized in implementing transactions to the Title XI information web site.

Title XI staff contacts their customers semiannually for a general status update on the company and the industry segment within which it operates.

General comments received indicated that the processing time for Title XI applications is too long, requests too much information, and does not compare favorably to similar transactions in the commercial sector. MARAD has revised the Title XI application forms and they were approved by OMB. These forms are now in use. New, simpler documentation is also in use for closing on Title XI financing, with an average 40 percent reduction in the size of the documents. Staff will continue to meet with prospective Title XI applicants to help them file applications that are more complete and can be acted upon more quickly.

In addition, MARAD has completed its review of comments received on its proposed rulemaking regarding improvements in the administration of the Title XI program. A Final Rule was published in the ***Federal Register*** on July 20, 2000.

MARAD is currently working with industry to streamline the Title XI technical review process to define better technical requirements response time to industry. In addition, we have been consulting with industry trade organizations to provide MARAD publications to the public in an electronic format in place of the current hard copy printed versions. Moreover we are undertaking a complete review and revision of all such publications to improve the types of information and data we provide.

In October 1999 the Director, OSF, traveled to Portland, Maine, and Boston, Massachusetts, to coordinate with state and local agencies regarding a pilot program on port access authorized under the Transportation Equity Act for the 21st Century. A subsequent meeting was held in Boston to coordinate initial findings. In February 2000 a report documenting the activities of the Access to Ports Committee was issued.

In October 1999 the Director, OSF, was a panelist at the Port Access

Listening Session in Portland, Maine. The session allowed members of the Port of Portland community to express their views on ways the federal government, working with state and local governments, can assist in improving port access. Representatives from the FHWA, Federal Railroad Administration, USCG, Research and Special Projects Administration, Maine Department of Transportation and the City of Portland were part of the panel.

To maintain industry awareness of the Title XI program, OSF staff participated in five seminars and conferences.

➟ In October 1999 the Director, OSF, was a panelist at the First Annual Ferry Finance Forum held in New York City. Several bankers and operators gave presentations.

➟ In November 1999 the Director, OSF, presented a paper on the Title XI program at the Ferries '99 conference.

➟ In December 1999 the Deputy Director, OSF, gave a presentation at the 1999 International WorkBoat Show Conference on the program.

➟ In April 2000 the Director, OSF, participated in the 11th Annual Ship Financing Forum.

➟ In June 2000 the Deputy Director, OSF, served as a panelist on the Federal Grants, Tax Deferrals and Shipbuilding Loan Guarantee Panel at the Conference on U.S. Ferry Transportation in the 21st Century.

All conferences were very well attended with a lot of interest expressed in the Title XI program.

In October 1999 the OSF updated its Customer Service Plan brochure.

4. National Maritime Resource and Education Center/MARITECH:

Both programs are producing positive customer feedback, but did not receive a sufficient number of returned forms to develop trends or a list of frequent comments. However, staff will continue to conduct conferences and seminars on topics of interest as expressed by our clients, as well as develop new programs to meet the needs expressed by the industry.

5. Vessel Transfer Program:

Two areas of improvement were identified in the first report – improve outreach/communication and timeliness of responses to correspondence. As a result of these comments, the staff performance goals now require returning telephone calls within 24 hours of receipt.

Program staff now contacts applicants to acknowledge receipt of vessel transfer applications (within 2 days of receipt) and provides weekly verbal or written interim updates on status, until a decision is made (usually within 30 working days). If a decision is not made on the application within 30 working days, a written status report will be provided to the applicant.

The Program Manager devised a system to provide a weekly review of the correspondence log to ensure appropriate monitoring and timely response to correspondence. Log contains annotated status of responses to all correspondence except vessel transfer applications or supporting documents. The system went into effect June 1, 1999. If correspondence, other than vessel transfer applications, cannot be answered within 10 working days as set forth in MARAD's procedures, an interim response or acknowledgment will be issued.

APPENDIX A

POINTS OF CONTACT

Points of Contact:

Cargo Preference Program
Mr. Thomas W. Harrelson
Director, Office of Cargo Preference
(202) 366-4610
e-mail: tom.harrelson@marad.dot.gov

Environmental Activities
Mr. Michael C. Carter
Director, Office of Environmental Activities
(202) 366-8887
e-mail: michael.carter@marad.dot.gov

Intermodal Development Program
Mr. Richard L. Walker
Director, Office of Intermodal Development
(202) 366-8888
e-mail: richard.walker@marad.dot.gov

Maritime Loan Guarantee Program
Mr. Mitchell D. Lax
Director, Office of Ship Financing
(202) 366-5744
e-mail: mitchell.lax@marad.dot.gov

National Defense Reserve Fleet/
Ready Reserve Force
Mr. William F. Trost
Director, Office of Ship Operations
(202) 366-1875
e-mail: william.trost@marad.dot.gov

National Maritime Resource and Education Center (NMREC)/
MARITECH Programs
Mr. Joseph A. Byrne
Director, Office of Shipbuilding and Marine Technology
(202) 366-1931
e-mail: joseph.byrne@marad.dot.gov

Ocean Freight Differential
Mr. Thomas W. Harrelson
Director, Office of Cargo Preference
(202) 366-4610
e-mail: tom.harrelson@marad.dot.gov

State Maritime Schools/Schoolship Program
Mr. Taylor E. Jones, II
Director, Office of Maritime Labor, Training, and Safety
(202) 366-5755
e-mail: taylor.jones@marad.dot.gov

State Maritime Schoolship Program (M&R)
Mr. William F. Trost
Director, Office of Ship Operations
(202) 366-1875
e-mail: william.trost@marad.dot.gov

U.S. Merchant Marine Academy
RADM Joseph D. Stewart
Superintendent
(516) 773-5000
e-mail: joseph.stewart@marad.dot.gov

Vessel Transfer Program
Mr. Steven J. Jackson
Chief, Division of Vessel Transfer and Disposal
(202) 366-5821
e-mail: steve.jackson@marad.dot.gov

War Risk Insurance Program
Mr. Edmond J. Fitzgerald
Director, Office of Shipping Analysis and Insurance
(202) 366-2400
e-mail: edmond.fitzgerald@marad.dot.gov

Statistical Information:
e-mail: data@marad.dot.gov
Web Address:
www.marad.dot.gov/statistics

APPENDIX B

CUSTOMER SERVICE QUESTIONNAIRE

CUSTOMER SERVICE QUESTIONNAIRE

U.S. Department of Transportation
Maritime Administration

A Maritime System that Serves America
With American Ships and American Labor

OMB No. 2133-0528
Expiration Date: 03/31/02

Dear Customer:

We value your feedback and would like to know how well we are meeting your needs with respect to the _____ program activity. Please take a few moments to complete the following questions that apply and return this postage paid mailer to us or fax it to (202) 366-9206. For your convenience, you may respond electronically through MARAD's Home Page (http://www.marad.dot.gov). This survey takes approximately 2 minutes to complete.

	Yes	No	Not Applicable
1. TELEPHONE CONTACT			
a. Did you call a specific MARAD staff member?	❑	❑	❑
b. Were you assisted or correctly redirected by (respond to all that apply):			
Staff Member	❑	❑	❑
Answerer	❑	❑	❑
Voice Mail	❑	❑	❑
c. Was call returned	❑	❑	❑
Length of time to reply _____			
d. Did you use a toll free number?	❑	❑	❑
If so, did you receive assistance or direction?	❑	❑	❑
2. ELECTRONIC CONTACT			
a. Did you use E-mail or facsimile rather than telephone?	❑	❑	❑
b. Did you receive a response?	❑	❑	❑
c. Have you visited MARAD's web site at http://www.marad.dot.gov	❑	❑	❑
d. Was the web site helpful in:			
Finding the material you needed?	❑	❑	❑
Finding an appropriate contact?	❑	❑	❑
(For suggestions or changes, see our comment section.)			
3. MATERIAL PROVIDED			
a. Did you receive the information/items you requested?	❑	❑	❑
b. Was the information current?	❑	❑	❑
c. Which format did you receive? ❑ Paper ❑ Electronic			
d. Which format is preferred? ❑ Paper ❑ Electronic			

	Unsatisfactory	Satisfactory	Excellent
4. RESPONSE			
a. Response Time			
Telephone	❑	❑	❑
Electronic Contact	❑	❑	❑
Material	❑	❑	❑
b. Completeness	❑	❑	❑
If not complete, did we explain why?	❑	❑	❑
c. Courteous Service	❑	❑	❑

5. SERVICE

a. Did someone at this agency provide you exceptional service? ❑ (yes) ❑ (no)

b. If yes, who? (Name and Phone Number)

_____

_____

6. PLAIN LANGUAGE

Is MARAD's information organized, clear, and easy to understand?

7. COMMENTS

Please suggest specific improvements or benchmarks for comparable service: _____

_____

_____

_____

Name/Phone No. (Optional) _____

_____

Would you like a MARAD employee to call to discuss comments Yes No

On behalf of the Maritime Administration, thank you for evaluating our customer service. We look forward to serving you again.

(For Office Use Only)

Organizational Code
Program Activity Code
Date of Response
Item(s) were Mailed/Faxed/E-mailed
External or Internal

An agency may not conduct or sponsor, and a person is not required to respond to, a collection of information unless it displays a currently valid OMB control number.

APPENDIX C

PROGRAM PERFORMANCE SURVEY

CUSTOMER SERVICE REPORT

Executive Order 12862 requires MARAD to survey customers to determine the kind and quality of services they want and the level of their satisfaction with existing services. The Program Performance Survey is intended to obtain customers' view on MARAD's major programs and activities with which the customers were involved during the preceding year. Senior management and program managers would use information provided to monitor the overall level of customer satisfaction and to identify areas for improvement in program service or product delivery.

Programs are evaluated on a continuous 3-year cycle. The following list shows the breakdown for MARAD programs.

First Year (1999)

Cargo Preference Program
Environmental Activities
MARITECH Program
Maritime Loan Guarantee (Title XI) Program
National Maritime Resource and Education Center
Vessel Transfer Program

Second Year (2000)

Intermodal Development Program
National Defense Reserve Fleet/Ready Reserve Force
Ocean Freight Differential Program
State Maritime Schools/Schoolship Program
U.S. Merchant Marine Academy
War Risk Insurance Program

Third Year (2001)

Domestic Trade
Foreign Trade and Transportation Data Program
Maritime Security Program/Voluntary Intermodal Sealift Agreement
Operating Differential Subsidy Program
Port Development Program
Property Conveyance Program
Ship Operations Cooperative Program

PROGRAM PERFORMANCE SURVEY

U.S. Department of Transportation
Maritime Administration

A Maritime System that Serves America
With American Ships and American Labor

OMB No. 2133-0528
Expiration Date: 03/31/02

Dear Customer:

We value your feedback and would like to know how well we are meeting your needs. Please take a few moments to complete the following questions regarding the _____ program and return this postage paid mailer to us or fax it to (202) 366-9206. For your convenience, you may respond electronically through MARAD's Home Page (http://www.marad.dot.gov). This survey takes approximately 6 minutes to complete.

Program Evaluation

1. Please indicate the type of organization you represent: (Circle one)

Environmental	International	Shipbuilder/Repairs
Financial Institution	Legal	Vessel Manager
Government/Federal	Offshore	Vessel Operator/Charterer
Government/State-Local	Port/Terminal	Vessel Owner
Intermodal	Other (Please Specify) _____	

Circle number indicating performance level (1 equals unsatisfactory - 5 equals excellent)

2. How successful was our program in meeting your needs? 1 2 3 4 5

3. How would you rate MARAD on our outreach initiatives?

Initial contact	1	2	3	4	5
Contact during transaction	1	2	3	4	5
Follow-up contact	1	2	3	4	5

Service Evaluation

4. How long has your organization been a MARAD customer? _____

5. What is your average level of interaction with MARAD on a monthly basis?

(Circle one) 2 times or less 3-5 times 6-8 times more than 8 times

6. Using the following categories, please rate how MARAD's service/your working relationship compares to other governmental or non-governmental entities who provide the same or similar services.

	Worse	Same	Better
a. Was service reliable?	_____	_____	_____
b. Was response timely?	_____	_____	_____
c. Was request complete?	_____	_____	_____
d. Was service friendly?	_____	_____	_____
e. Were services available?	_____	_____	_____
f. Was assistance provided?	_____	_____	_____
g. Was conduct ethical?	_____	_____	_____
h. Was data/information shared?	_____	_____	_____
i. Was communication effective?	_____	_____	_____
j. Were we responsive to your concerns?	_____	_____	_____
k. Were employees professional?	_____	_____	_____
l. Were we willing to work with you?	_____	_____	_____

An agency may not conduct or sponsor, and a person is not required to respond to, a collection of information unless it displays a currently valid OMB control number.

7. Why did you select MARAD? _____

8. Are there any additional services we can provide you? Yes __ No __

Please List: _____

9. Is MARAD your main supplier for information and support relating to maritime activities? Yes __ No __

a. If no, whom else do you use? _____

b. Why? _____

10. Would you recommend MARAD to another member of the maritime industry or Government agency for information and assistance relating to this program? Yes __ No __

If no, why? _____

11. If you had a choice, would you use MARAD again? Yes __ No __

If no, why? _____

12. Please provide comments, suggestions for improvement, or suggested benchmarks or standards for comparable or analogous service from other sources:

_____

OPTIONAL: Name: _____
Organization: _____
City, State, Zip: _____

Would you like a MARAD employee to call to discuss comments Yes No

FOR OFFICE USE ONLY

Organizational Code _____
Program Activity Code _____
Date Mailed _____

An agency may not conduct or sponsor, and a person is not required to respond to, a collection of information unless it displays a currently valid OMB control number.

APPENDIX D

SUMMARY OF PROGRAM PERFORMANCE

SURVEY DATA

APPENDIX D

SUMMARY OF PROGRAM PERFORMANCE SURVEY DATA
(Note: Not all respondents answered every question)

1. TYPE OF RESPONDENTS

	Number	Percentage
Government/Federal	8	12
Government/State-Local	4	6
International	2	3
Port/Terminal	8	12
Vessel Manager	2	3
Vessel Operator/Charterer	5	7
Vessel Owner	16	24
Academic	11	16
Other	12	17

(Association – 1, Equipment – 1, Consultant – 2,
Insurance Broker – 1, MPO – 1, Maritime Labor – 2,
NGO – 1, Real Estate – 1, Unknown – 2)

2. HOW SUCCESSFUL WAS OUR PROGRAM IN MEETING YOUR NEEDS?

	Number	Percentage
Excellent	14	21
Above Average	29	43
Average	15	22
Below Average	5	7
Unsatisfactory	0	0
No Response	5	7

3. HOW WOULD YOU RATE MARAD ON OUR OUTREACH INITIATIVES?

	Excellent	Above Average	Average	Below Average	Unsatisfactory	No Response
Initial	11 (16.1)	25 (36.8)	16 (23.6)	3 (4.4)	3 (4.4)	10 (14.7)
During transaction	11 (16.1)	27 (39.8)	15 (22.1)	1 (1.4)	1 (1.4)	13 (19.2)
Follow-up	10 (14.7)	28 (41.2)	15 (22.1)	1 (1.4)	1 (1.4)	13 (19.2)

(Percentages in parentheses)

CUSTOMER SERVICE REPORT

4. HOW LONG HAS YOUR ORGANIZATION BEEN A MARAD CUSTOMER?

	Number	Percentage
1-5 years	8	12
6-10 years	3	4
11-15 years	0	0
16-20 years	6	9
21-25 years	6	9
26-29 years	1	1
30 plus	34	50
No Response	10	15

5. WHAT IS YOUR AVERAGE LEVEL OF INTERACTION WITH MARAD ON A MONTHLY BASIS?

	Number	Percentage
2 times or less	24	35
3-5 times	18	27
6-8 times	8	12
more than 8	15	22
No Response	3	4

6. COMPARISON TO OTHER GOVERNMENT AND NON-GOVERNMENTAL ENTITIES

	Worse	Same	Better	No Answer
Reliability	2 (2.9)	32 (47.1)	33 (48.6)	1 (1.4)
Timeliness	5 (7.4)	35 (51.4)	25 (36.8)	3 (4.4)
Completeness	1 (1.4)	36 (53)	28 (41.2)	3 (4.4)
Friendliness	0 (0)	25 (36.8)	40 (58.8)	3 (4.4)
Availability of Service	5 (7.4)	34 (50)	26 (38.2)	3 (4.4)
Assistance	1 (1.4)	32 (47.1)	31 (45.6)	4 (5.9)
Ethical Conduct	0 (0)	31 (45.6)	36 (53)	1 (1.4)
Information Sharing	1 (1.4)	35 (51.5)	28 (41.2)	4 (5.9)
Communication	2 (2.9)	34 (50)	29 (42.7)	3 (4.4)
Responsiveness	2 (2.9)	34 (50)	31 (45.7)	1 (1.4)
Professionalism	0 (0)	28 (41.2)	37 (54.4)	3 (4.4)
Willingness to Work with Customer	0 (0)	25 (36.8)	42 (61.8)	1 (1.4)

(Percentages in parentheses)

CUSTOMER SERVICE REPORT

7. IS MARAD YOUR MAIN SUPPLIER FOR INFORMATION AND SUPPORT RELATING TO MARITIME ACTIVITIES?

	Number	Percentage
Yes	17	25
No	50	74
No Response	1	1

8. WOULD YOU RECOMMEND MARAD?

	Number	Percentage
Yes	63	91
No	2	3
No Response	3	4

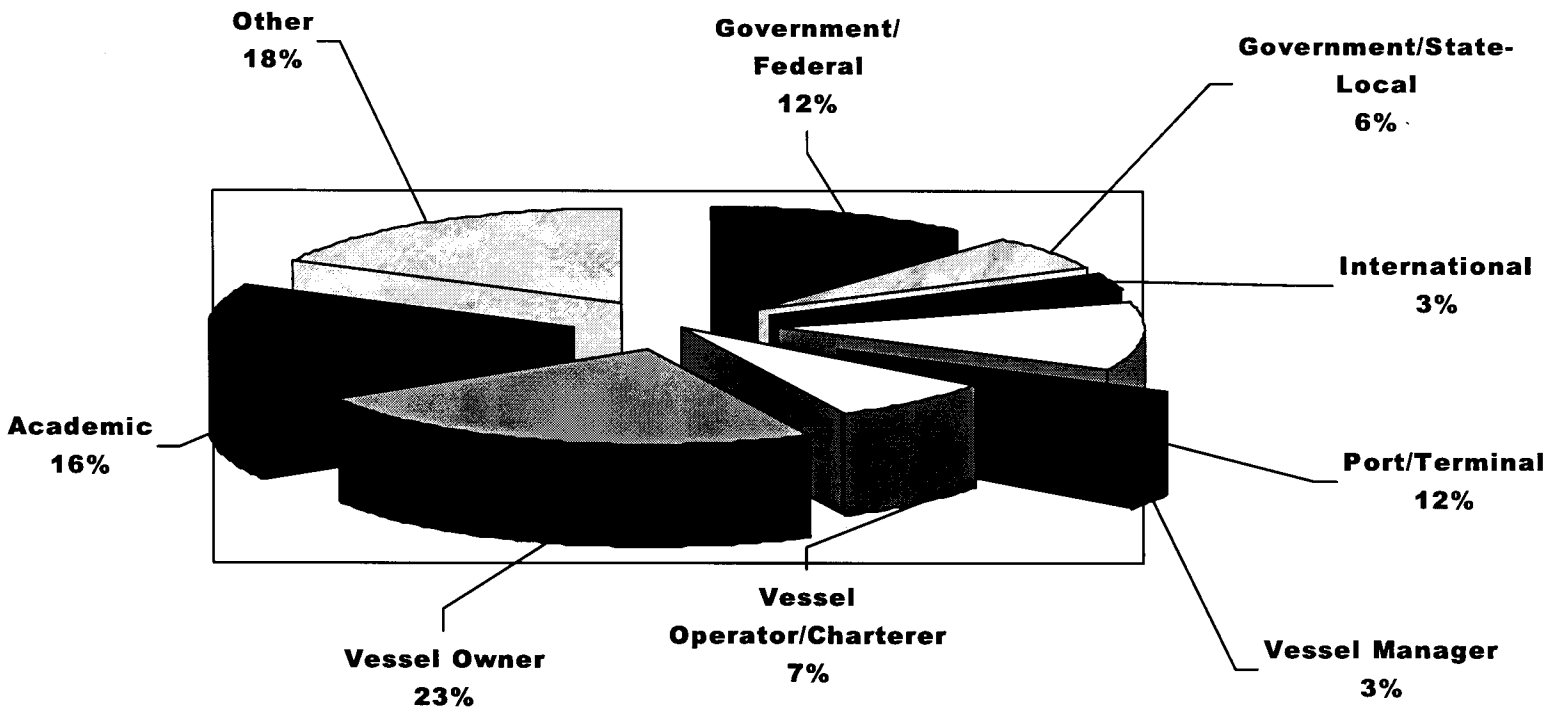
9. WOULD YOU USE MARAD AGAIN?

	Number	Percentage
Yes	62	91
No	2	3
No Response	4	6

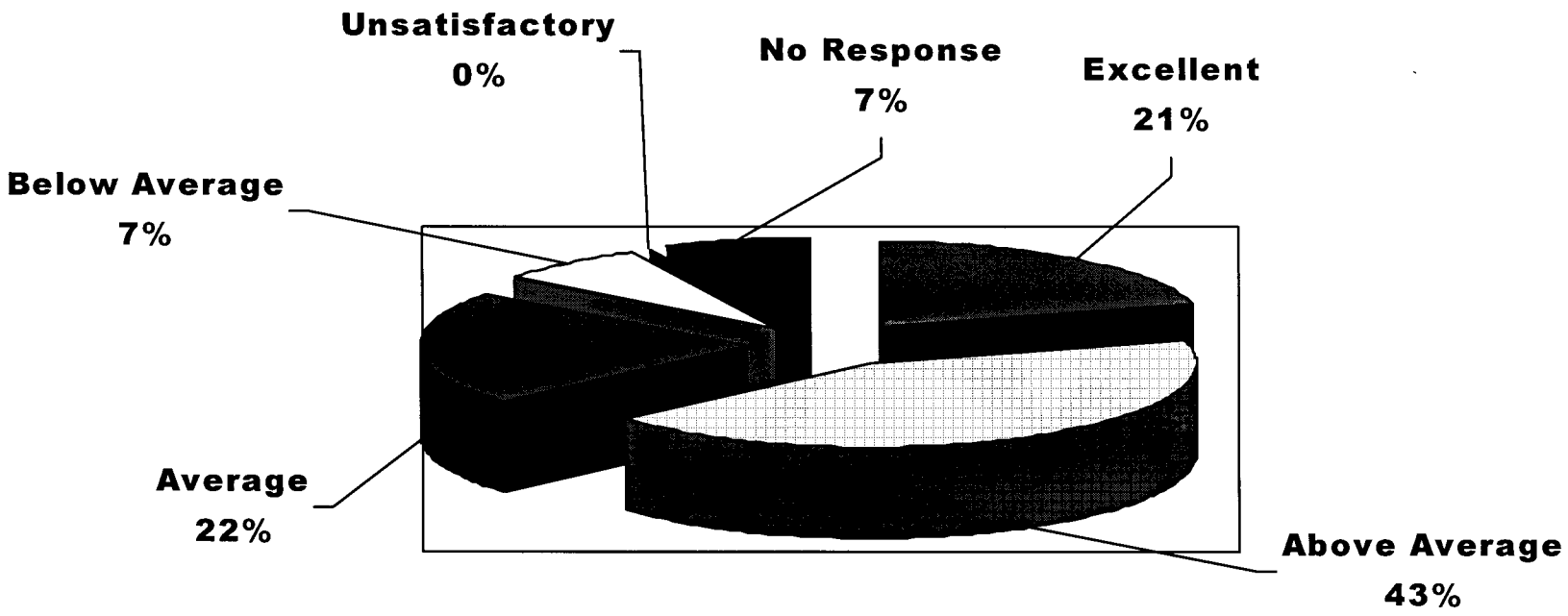
10. RESPONSES BY PROGRAMS

Program	Mailed	Received	Percentage
Intermodal Development Program	99	21	21
National Defense Reserve Fleet/ Ready Reserve Force	10	3	30
Ocean Freight Differential Program	9	3	33
State Maritime School-Schoolship Program	64	25	39
U.S. Merchant Marine Academy	55	15	27
War Risk Insurance Program	6	1	17

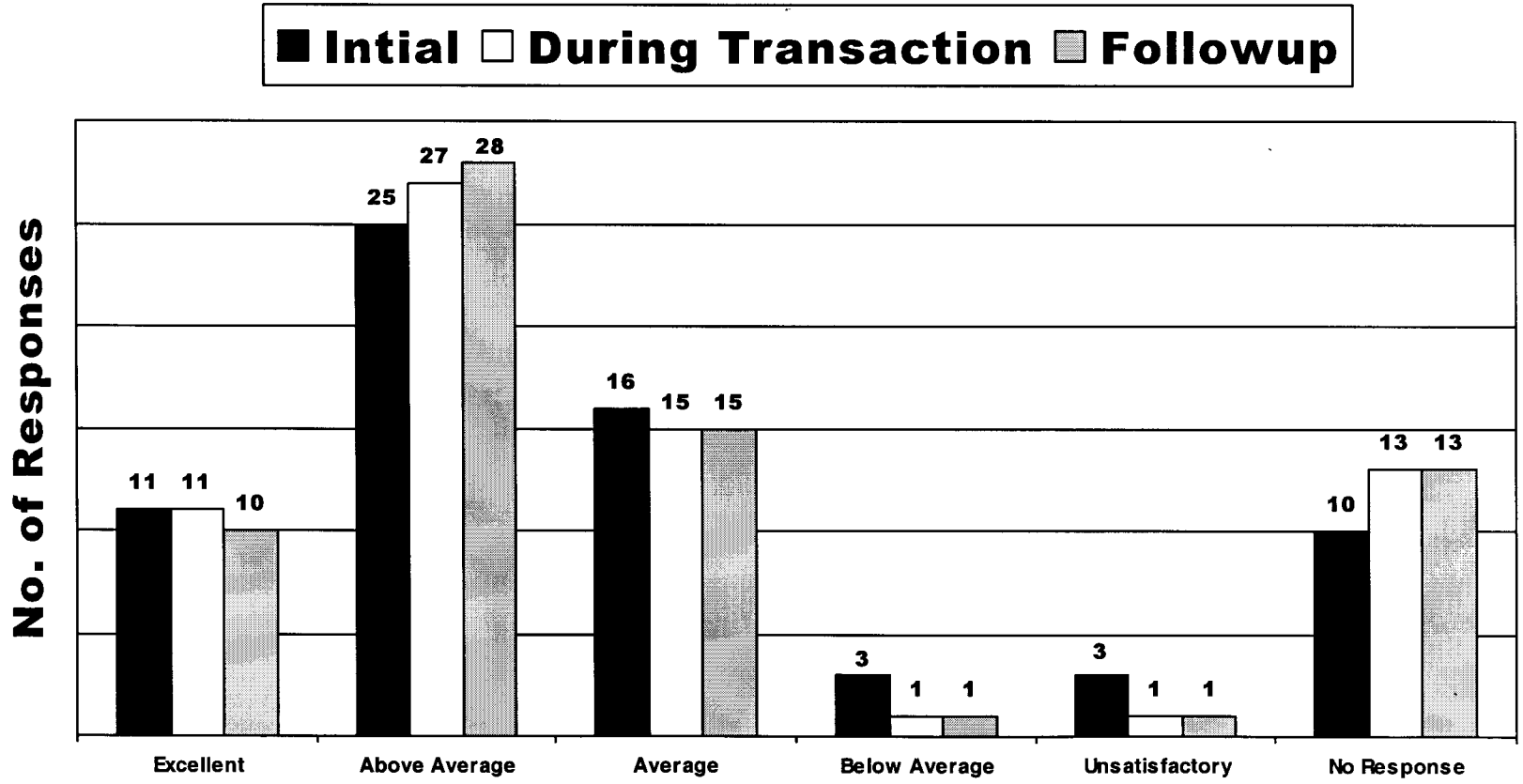
TYPE OF RESPONDENT



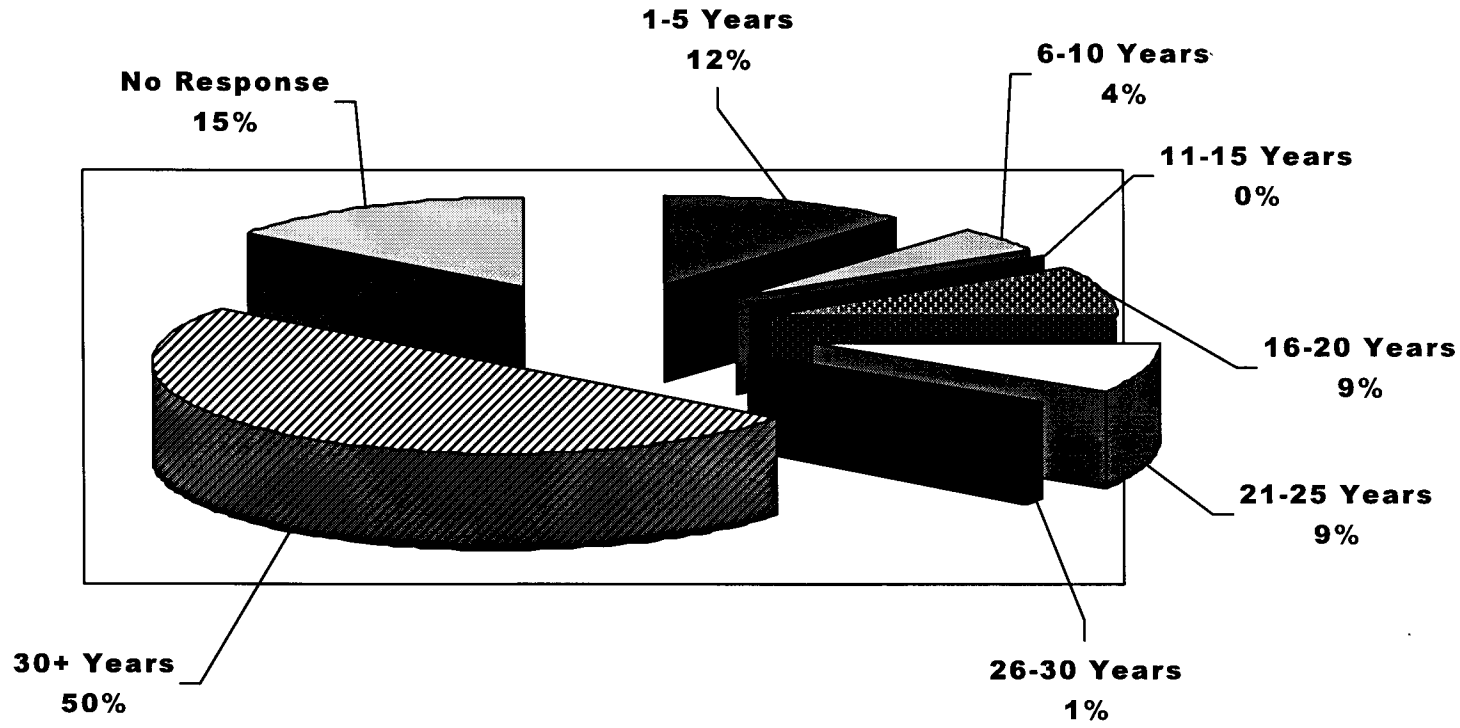
HOW SUCCESSFUL WAS OUR PROGRAM IN MEETING YOUR NEEDS?



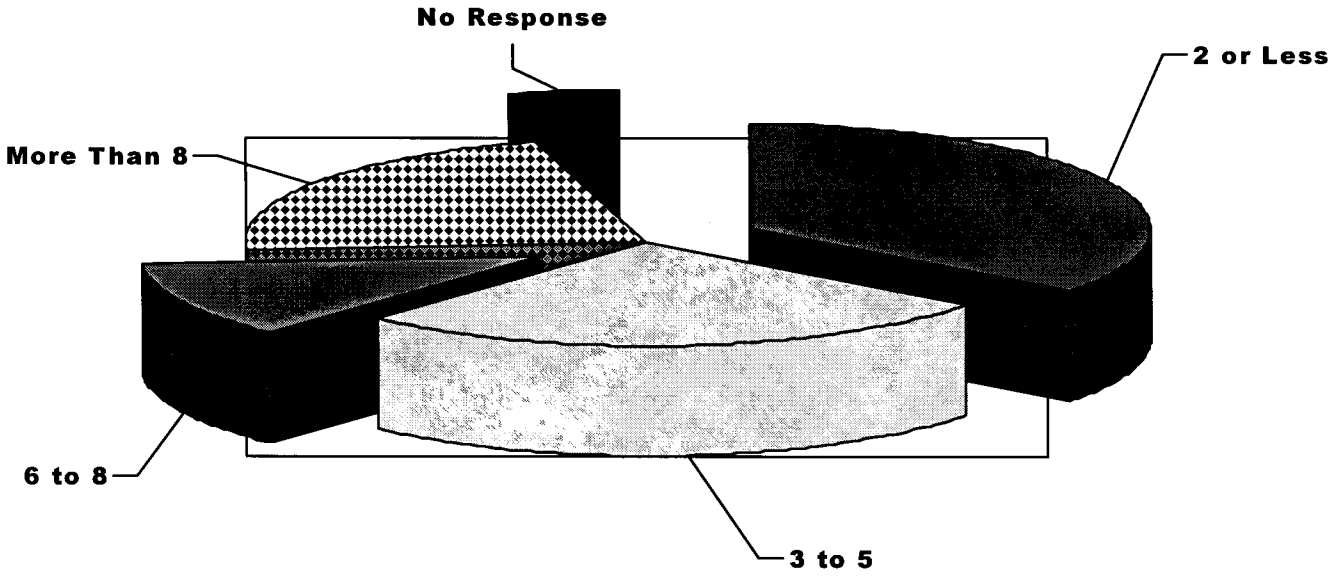
HOW WOULD YOU RATE MARAD ON OUR OUTREACH INITIATIVES?



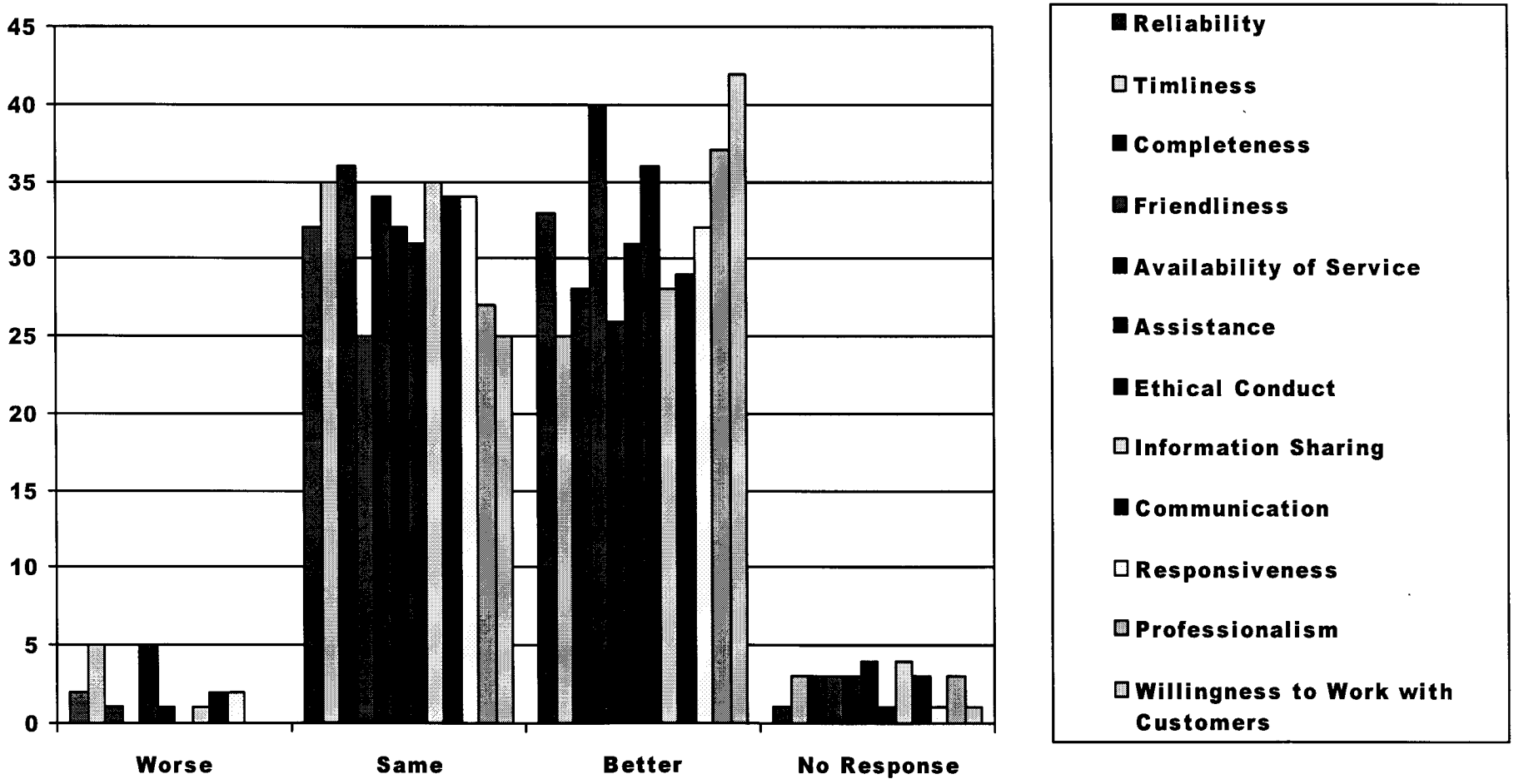
HOW LONG HAS YOUR ORGANIZATION BEEN A MARAD CUSTOMER?



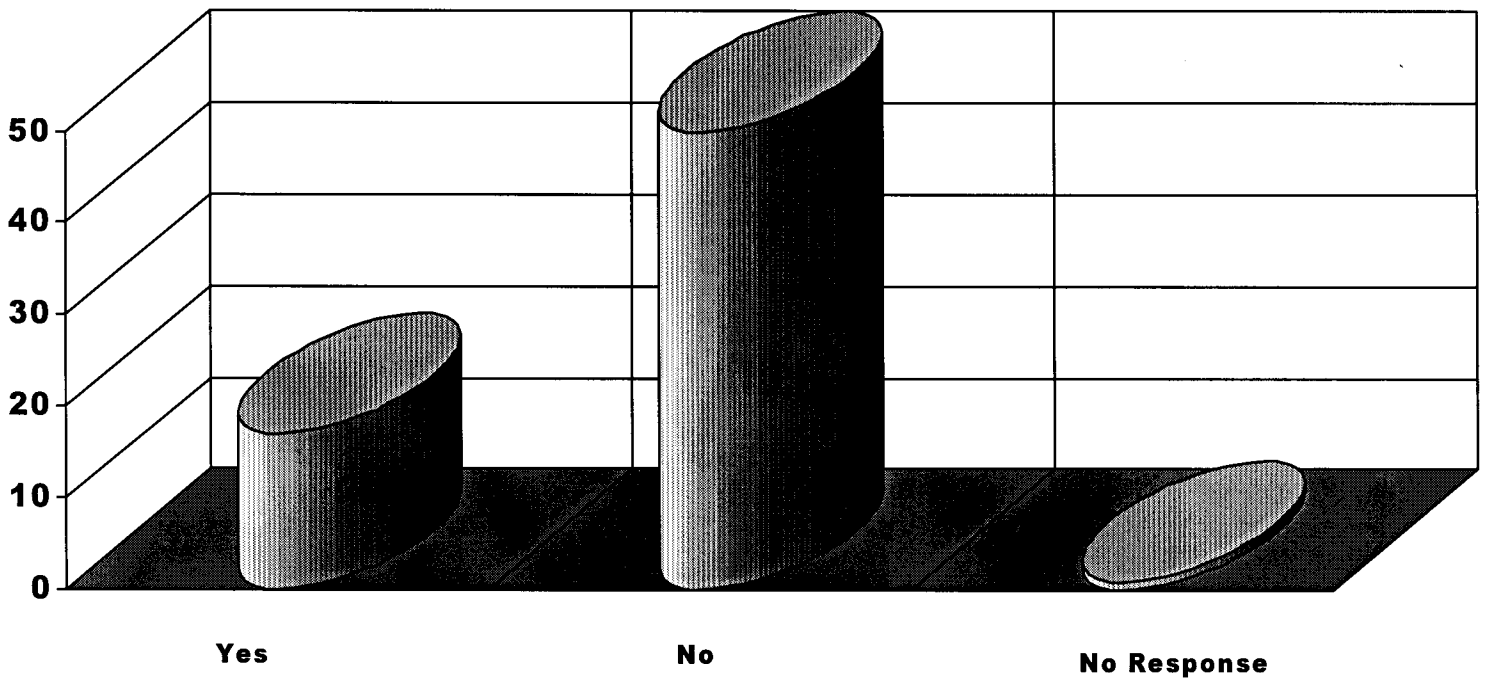
WHAT IS YOUR AVERAGE LEVEL OF INTERACTION WITH MARAD ON A MONTHLY BASIS?



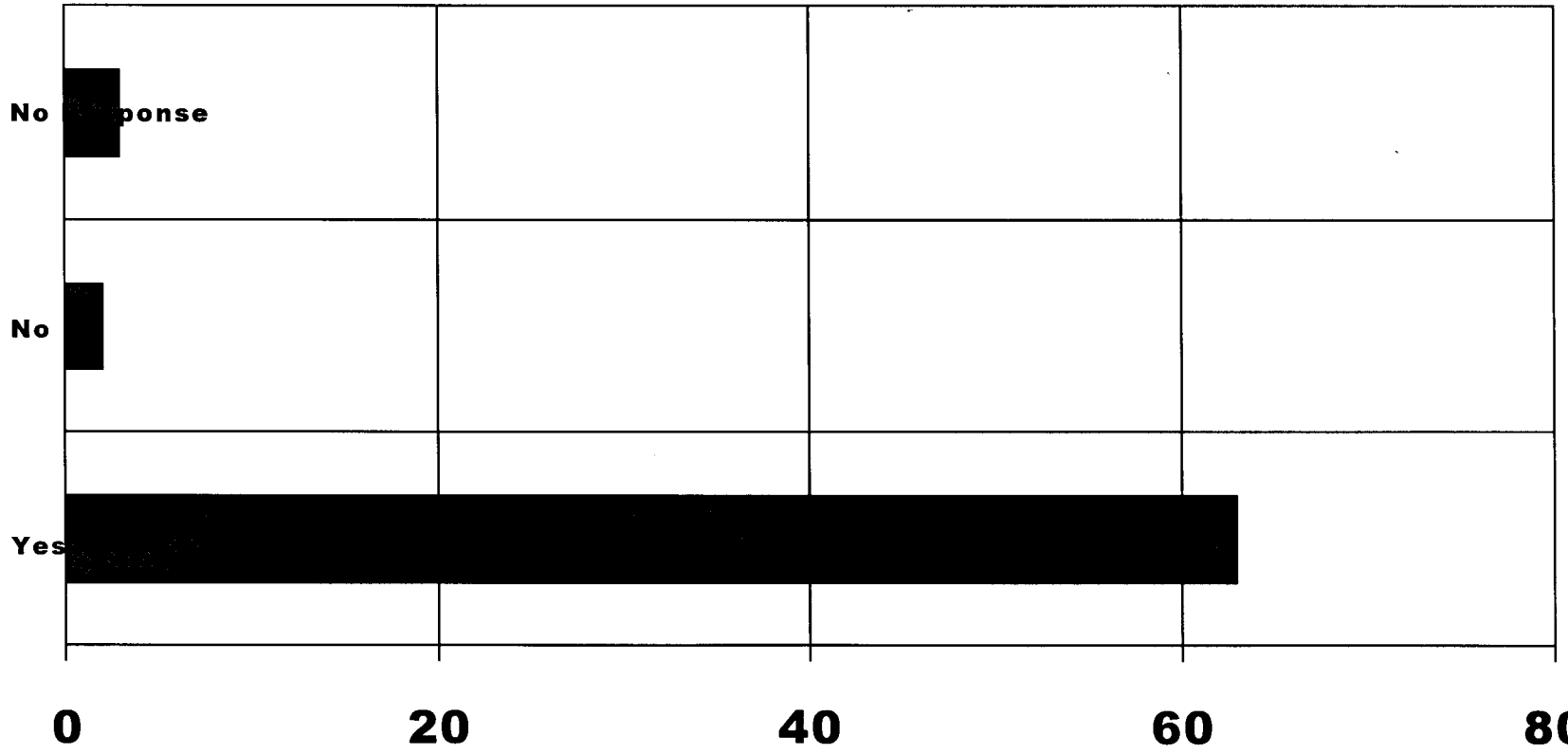
COMPARISON TO OTHER GOVERNMENT AND NON-GOVERNMENT ENTITIES



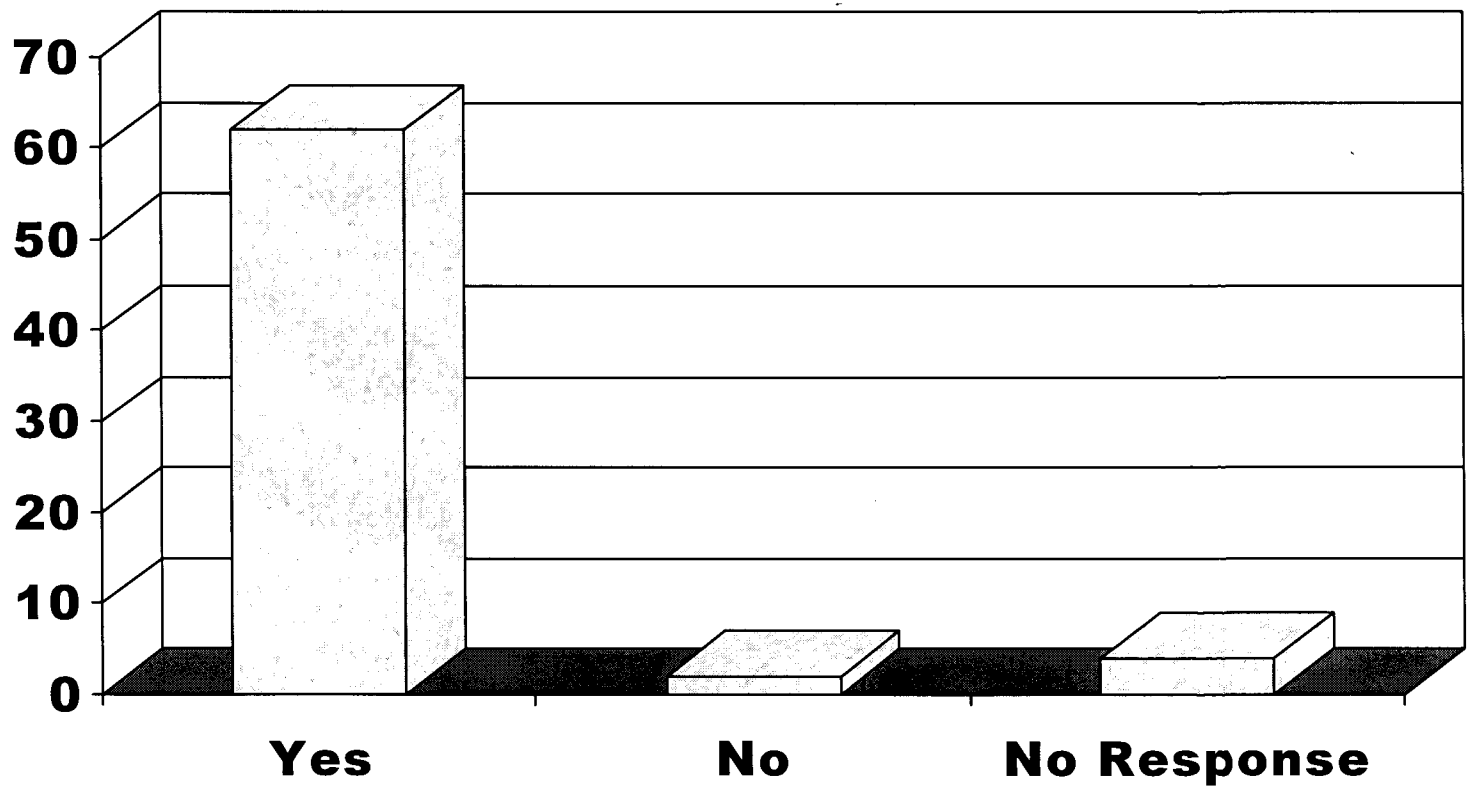
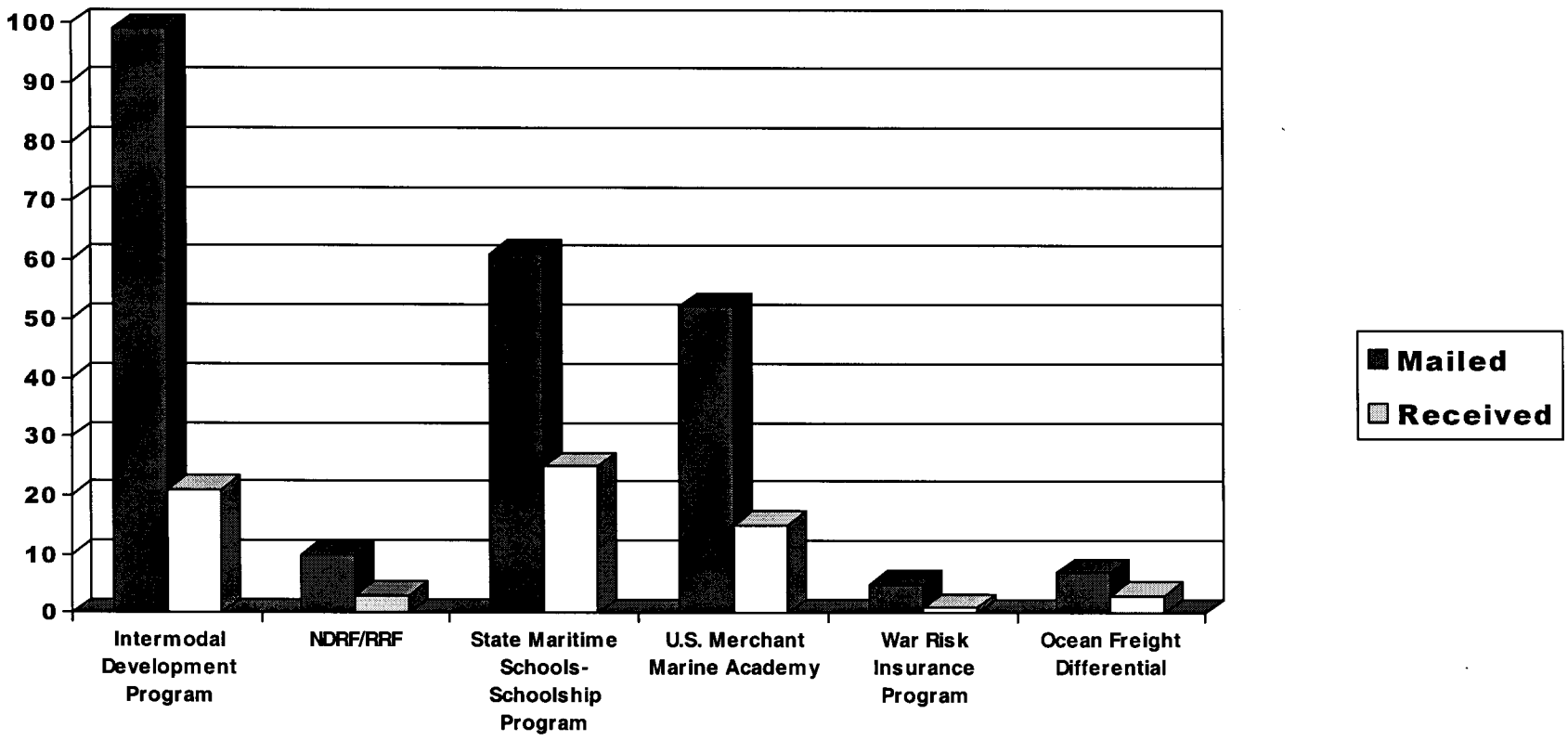
IS MARAD YOUR MAIN SUPPLIER FOR INFORMATION AND SUPPORT RELATING TO MARITIME ACTIVITIES?



WOULD YOU RECOMMEND MARAD?



WOULD YOU USE MARAD AGAIN?



RESPONSES BY PROGRAMS