

**From:** HARRY HUNTLEY <harryhuntley@richlandonline.com>  
**To:** 'Adams, Marcia S'[Marcia.Adams@SCDMV.net](mailto:Marcia.Adams@SCDMV.net)  
**CC:** SUSAN EASLER[susaneasler@richlandonline.com](mailto:susaneasler@richlandonline.com)  
**Date:** 3/26/2004 9:53:00 AM  
**Subject:** RE: DMV Letters

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Marcia

Thanks for the reply. I am forwarding this on to Susan Easler and will have her list the most common problems and where they occur. It is hard to attack the problem if you don't know where it is.

Thanks again

Harry

-----Original Message-----

**From:** Adams, Marcia S [<mailto:Marcia.Adams@SCDMV.net>]  
**Sent:** Thursday, March 25, 2004 3:21 PM  
**To:** 'HARRY HUNTLEY'  
**Subject:** RE: DMV Letters

Harry,

Like you, I don't like for customers to go several places when their issues can be handled at one place. You are right; there are inconsistencies in all of our field offices, and we are taking steps to try to solve these problems. We have 68 locations statewide, and we need to address the professionalism, accuracy, and consistency of our staff in the field, on the phone, in the mail, and over the web. I can assure you that we are trying, and yes, it is going to take time and in some cases, a forced change in personnel to overcome those issues.

With that said, I know that we do have a problem with penalty fees. Most of that comes from the previous management who did not feel that they had the authority to override penalties and thus developed this letter of approval from the counties. I think that this is a bad idea. I have instructed field administration to override penalties when it is clear that the DMV caused the error. I agree with your employees that this should have been obvious in this situation. It would be helpful to know the office that sent the customer so that we can specifically address this issue with that office.

I am sorry to hear that things have gotten worse and not better. I find that hard to comprehend because we have talked about customer service issues and have placed customer service performance measures with each employee's evaluation. It would be helpful to us if your employees could make a quick list of the most troublesome problems such as overriding the penalty fee.

We will continue to work with the counties, and I will instruct Field Administration to handle this problem. I think that we have a good partnership, and cooperation between DMV and the counties is the only way to provide good customer service to the citizens.

Marcia Adams

-----Original Message-----

**From:** HARRY HUNTLEY [<mailto:harryhuntley@richlandonline.com>]  
**Sent:** Thursday, March 25, 2004 2:15 PM  
**To:** Marcia Adams (E-mail)  
**Cc:** SUSAN EASLER  
**Subject:** FW: DMV Letters

Marcia

Since Beverly Hamilton is gone, you are the best person I know to respond to. Below is an email from one of my supervisors, Susan Easler. Susan works with all the ladies in my office who answer the phones and help at the counter. The bulk of their work deals with motor vehicles. Her email describes in a nutshell of how my employees feel about problems that get shifted from DMV to us. The bigger problem is that by the time the customer comes to see us (after waiting in line at DMV), they quite often are impatient and belligerent. My employees then catch the devil for something they have no control over. Not good.

The problem about knowing which branch to send customers to depending on the situation is very true. Based on the nature of a transaction, we have to know which branch to send customers to so that they don't get sent back to us. Not good, again.

The lack of consistency in the DMV branches is probably our biggest problem. I have a policy with my employees that if they are able to help someone, either in person or on the phone, they do it. Even when it might not be a problem specific to our area, they are to help them if they are able. I take a very dim view of transferring phone calls or sending customers to other offices, unless they have exhausted all options to help the person. Unfortunately, this policy causes us a great deal of extra work, frustration and nasty comments from the public when others don't put forth that effort.

I know that you have your hands full with the multitude of problems that were laid in your lap. The biggest problem, however, continues to be the same one of front-line personnel. It took years for me to convey my customer service attitude to my employees. It will be hard to break long time employees of their habits. The problem is that the public does not see or care about the difference (function wise) between a DMV employee and a county employee. They simply want their problem solved with the least amount of inconvenience to them.

Please have someone look into why customers are sent back to our office before completing their transaction. Is it something that we need to do differently? Is it something that could be handled at DMV without inconveniencing the customer? We need to solve this problem because it is not going to disappear on its own. And I don't need my best employees being harassed by customers sent to us by a DMV clerk who could have handled the problem to start with.

I have been a supporter of the changes made at DMV. The lines are shorter and DMV is much more customer friendly. But things like Susan talks about in her email are hurting us.

THanks

Harry A. Huntley, CPA  
Richland County Auditor  
(phone) 803-576-2613  
(fax) 803-576-2606

> -----Original Message-----

> From: SUSAN EASLER  
> Sent: Thursday, March 25, 2004 11:40 AM  
> To: HARRY HUNTLEY  
> Subject: DMV Letters

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> Connie just brought a very good point to my attention. She is very upset  
> today. Says she is sick and tired of the way we have to handle all of the  
> DMV problems.  
> Taxpayer was at the DMV, tag expired 6/03. His address was wrong. They  
> sent him here to get a letter in order to avoid a late penalty at their

> office. Now, the solution to this would be; if the DMV has the customer  
> there and can see by working with them that they have the wrong address,  
> why can they not handle the situation, wave the fees and update their tags  
> once they pay the taxes. The taxpayer was belligerent about having to  
> come here and they are just exhausted in dealing with the people and their  
> attitudes over what the DMV could very well have handled. What are we  
> going to do about any of this? It is so frustrating. This is just like I  
> was telling you the other day about never knowing from day to day and  
> branch to branch how they are going to handle each situation. We never  
> had as many problems as we do these days. Please help! Thanks Susan