

DCTC

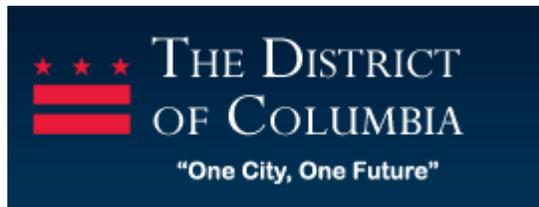
# Government of the District of Columbia Taxicab Commission

**New Driver Application Training:  
“Business Practices for DC Taxicab  
Commission”**

Version 52913



2013



## DC Taxicab Commission

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2041 Martin Luther King Jr. Ave. S.E. Washington DC 20020 (855) 484-4966

**Course Title:** New Driver Applicant Training

**Lesson Plan Title:** "Business Practices for DC Cab Commission"

**Lesson Plan Number:** 4

**Prepared By:** DC Taxicab Commission

**Date Prepared:** TBD

**Time Frame (Hours, Minutes)** The duration of this course will tentatively consist of three hour block courses, over a four week time period, totaling twelve learning hours.

**Parameters:**

**Audience:** New Driver Applicants

**Number:** It is suggested that no more than 20 participants enroll in each class. An excess of 20 participants would require an additional onsite instructor to ensure the learning process and the flow of the course.

**Space:**

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**PERFORMANCE OBJECTIVES:** "Business Practices for DC Cab Commission"

- Defining Best Business Practices Regarding DC Cab Commission
- Conducting Best Business Practices Self-Assessment
- Reviewing Title 31 Standards for Best Business Practices
- Operation of Taxicabs
- Passenger Rates and Charges
- Carrying/Making Change
- Snow Emergency Fares
- Civil Fines for Taxicab Infractions
- Identifying Common Business Mistakes by Taxicab Operators
- Recommendation of Improvements for Common Mistakes
- Developing Individual Best Business Practice Plan

**ASSESSMENT TECHNIQUE:**

1. Concluding each module there will be a 20 - 25 question evaluation assessing the student's comprehension and retention of the curriculum. This assessment will be graded on a percentage basis.

2. Passing this course will require a student to score between 100% - 70%. Scoring 69% and below will be considered failing, of which the student will have to re-take the specified course.

3. Assessments for courses will be tracked accordingly and tallied as a precursor to the student's ability to proceed in taking the taxi driver licensing exam.

(**Note:** Penalties and/or actions for course failure is to be further discussed and identified with client.)

**Certificates**

Certificates, as printed by the DCTC, will be presented to students upon completion of each course.

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**INSTRUCTOR MATERIALS:**

Power Point Slides       Videotapes

References                       Posters

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**EQUIPMENT/SUPPLIES NEEDED**

PowerPoint Projector

Easel Pads

Video camera

Masking Tape

Dry Erase Board

Computer

Projector Screen

Videotape Player

Overhead Projector

Televisions

Dry Erase Markers

## **TRAINING PARTICIPANT HANDOUTS**

Number required: TBD Title:

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### **METHODS/TECHNIQUES:**

This lesson will be instructed by lecture with quizzes and tests.

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### **REFERENCES:**

DCTC Title 31 @ [dctaxi.dc.gov](http://dctaxi.dc.gov)

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**GENERAL COMMENTS:** This lesson plan is intended for use for all new driver applicants for the DC Taxicab Commission. Instructors must be knowledgeable about computers, and have a working knowledge of DCTC Title 31.

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### **LESSON PLAN PRESENTATION GUIDE/TRAINER NOTES:**

# **Defining Best Business Practices Regarding DC Taxicab Commission**

## **Defining Best Business Practices Regarding DC Cab Commission**

A “Best Practice” is the process of finding and using ideas and strategies from outside and within your company and industry to improve performance in a given area.

To define Best business practices as it relates to a public vehicle for hire operator, one would have to know the mission of the DC Taxicab Commission.

### DCTC Mission Statement:

The mission of the DC Taxicab Commission is to provide the citizens of the District of Columbia and its visitors a safe, comfortable, efficient and affordable taxicab experience in well-equipped vehicles operated by highly qualified individuals who have knowledge of the District's streets, boundaries, history and tourist destinations, as well as the basic tenets of high quality customer service. At the same time, the Commission strives to provide taxicab owners and operators with a system of rules and regulations that are fair and transparent and that allow for technological advancements to be introduced to the industry and for properly qualified individuals to participate in the industry.

To accomplish the DCTC’s mission, one would have to know and display sound business practices.

“Best practices” is a term commonly used to describe techniques that are widely used and accepted as successful. It can be applied to almost anything one does. When it is used in conjunction with business, then you are using ideas and techniques that have already been proven by others to make your business more productive and efficient.

# **Conducting Best Business Practices Self-Assessment**

## **Conducting Best Business Practices Self-Assessment**

When operating a business you have to periodically assess your business practices to ensure you are performing in an optimum manner. Staying abreast of your operating practices can pay off in the following ways:

### **Benefits of Best Practices:**

**Reduce Costs:** By learning what other companies and drivers have successfully done, a small business, such as yours, can save money without testing out new ideas.

**Avoid Mistakes:** Solving business problems on your own can result in costly errors. Learning what other have done can keep your business in business.

**Find New Ideas:** Adopting the “Not-Invented Here” attitude can spell disaster for a small business. Learn to borrow the best from beyond your company.

**Improve Performance:** When you look for best practices outside OF your business, a wonderful thing can happen. You raise the bar of performance and set new standards of excellence to propel you forward.

# **Reviewing Title 31 Standards for Best Business Practices**

## **Reviewing Title 31 Standards for Best Business Practices:**

- Operation of Taxicabs
- Passenger Rates and Charges
- Carrying/Making Change
- Snow Emergency Fares
- Civil Fines for Taxicab Infractions

# **Identifying Common Business Practice Mistakes by Taxicab Operators**

## **Identifying Common Business Mistakes by Taxicab Operators**

- Looking at too broad of a picture. Concentrating on too many problems at once.
- Not knowing how to measure metrics (problems) to keep them in perspective.
- Sticking to one brand, contractor, or service provider, even when they are not effective or productive.
- Not being aware of industry best practices.
- Not knowing how to apply best practices to your own situation.
- Failure to implement.

**Recommendation for Improvements for  
Common Mistakes**

## **Recommendation of Improvements for Common Mistakes**

- Identify ONE business process or service to improve. Focus your attention on this, then when resolved move on to another issue.
- Look for one metric or problem to measure. Use it to gauge your progress.
- Find brands, contractors, or service providers that meet your needs and perform efficiently.
- Collect information on the successful best practices of other companies or drivers. Study what makes them successful and determine how it may apply to you.
- Modify the best practices of others and use it to your advantage and your own business situation.
- Implement the process, and then measure the results. Collecting data and then failing to use it is not helpful and can hinder your success.

# **Developing Individual Best Business Practices Plan**

## **Developing an Individual Best Business Practice Plan**

There are many ways to increase your visibility in the market and attractiveness to potential customers. All that is required to access these tactics is research, planning, preparation, and execution. Identify ways to differentiate yourself from others. Listed below are four steps you can follow to help bring results.

### **Step One: Identify Your Ideal Customer**

Aim your efforts to the location of your primary market. Where do you like to work? Where do you need to work to make it most economically feasible for you?

### **Step Two: Create Your Brand Identity**

A branding strategy includes your company's name, log, symbol, website, and social media tools. Your brand can position you in the market. Your brand can also differentiate your company from other providing the same service in your target market.

### **Step Three: Develop Your Pricing Strategy**

This step is normal for most business plans. However, in the public vehicle for hire industry, specifically taxicabs, the pricing is predetermined, so you don't have any leeway in this regard.

### **Step Four: Relate to Your Customers**

While relating to customers has always been important, it is becoming absolutely critical. We are in the midst of one of the most remarkable evolutions in business. Traditional marketing vehicles, i.e., radio, television, and direct mail, have expanded into email marketing, and smart phone dispatching.

Consumers are on social media sites having conversation with each other. They are discussing and sharing information about services received and recommending efficient ways to get around. The most powerful marketing strategy you can employ is to relate to your customers. This gives you an opportunity to obtain valuable information you need to make sure you are offering the right services. You will also have an opportunity to obtain information about how customers perceive your brand and what changes you may need to make.

These four steps won't guarantee success, but if you follow them and think about them closely you will certainly be on the right path.

# **Driver Conduct, Compliance and Safety**

## **The Hack Inspector's Perspective**

Operating a public vehicle for hire can be a rewarding career choice. But it is just that, a career and a choice. You must take this job seriously. That doesn't mean you can't have fun or enjoy it, but you are transporting people and their property from place to place. Everyone wants to have a pleasant experience and arrive safely. In this section you will learn more about how the hack inspectors operate and what they look for as it relates to operator conduct, compliance and safety as they patrol and inspect public vehicles for hire.

## **Conduct:**

### **816 Standards of Conduct; Unlawful Activities Prohibited**

816.1 No operator, while performing duties and responsibilities as a licensed operator, shall commit or attempt to commit an act of fraud, misrepresentation, or larceny.

816.2 Examples of fraud, misrepresentation, or larceny include:

- (a) Charging a fare other than the fare set by the Commission;
- (b) Requesting, or participating in, adjustment of the tire size, or other equipment, for the purpose of generating an inaccurate signal of time or distance into the taximeter;
- (c) Receiving, purchasing, or using a device manufactured, sold, or installed, which is either designed to or does generate a false or inaccurate signal into the taximeter or which is not authorized by Title 31;
- (d) Entering fake or false entries into the manifest or any document or related record.

816.7 A public vehicle for hire operator or a person acting on the operator's behalf shall notify the Commission in writing of his or her arrest for a crime within five (5) days of such arrest and shall deliver or cause to be delivered to the Commission a certified copy of the disposition of any arrest issued by the clerk of the court within five (5) days after the disposition.

816.8 A public vehicle for hire operator, or a person acting on the operator's behalf, shall notify the Commission in writing of any material change in the information contained in the owner's latest license application or renewal within five (5) days after he material change occurs or becomes known to the operator.

816.10 No public vehicle for hire operator, or a person acting on the operator's behalf, shall actively or passively offer or give a gift, gratuity, or thing of value to an employee, representative, or member of the Commission, the District of Columbia or federal governments. This shall include any overt or covert act, including the leaving of money or other tangible items of value within the vehicle that remain in plain view of the aforementioned persons, which shall create a rebuttable presumption that the act was intentional.

No operator shall perform a willful act which endangers or is against the best interest, health, or safety of the passenger or public, i.e., aggressive driving, profane language or gestures, demanding prepayment,

impeding passenger exit from the vehicle, spitting on a passenger or pedestrian, demanding a passenger lead the vehicle in an unsafe manner or location.

Know the regulations, read them often. Ignorance of the regulations is no excuse. They are readily available on the DCTC website.

## **817            THREATENING, HARASSING, OR ABUSIVE CONDUCT PROHIBITED**

817.1            No public vehicle for hire operator, or a person acting on the operator's behalf, shall:

- (a)            Threaten, harass, or abuse a passenger, a Commission representative, civil or law enforcement personnel, government employee, another operator, or other person; or
- (b)            Use, threaten, or attempt to use physical force against a passenger, a Commission representative, civil or law enforcement personnel, government employee, or another operator or other person.

817.2            A public vehicle for hire operator, or a person acting on the operator's behalf, shall at all times cooperate with civil or law enforcement officers, including Hack Inspectors and other representatives of the Commission.

817.3            A public vehicle for hire operator, or a person acting on the operator's behalf, shall answer and comply as directed with all questions, communications, notices, directives, and summonses from the Commission or its representatives (including Hack Inspectors) and all other law enforcement personnel.

817.4            No public vehicle for hire operator shall fail or refuse to obey an order or directive of Commission personnel (including Hack Inspectors) and local or federal law enforcement personnel.

817.5            A taxicab or public vehicle for hire operator shall produce his or her original Commission license and other documents whenever directed by the Commission or civil or law enforcement personnel. A violation of this section shall represent a failure to obey as set forth in § 817.3.

817.6            For each violation of this section, a public vehicle for hire operator or a person acting on the operator's behalf shall be subject to:

- (a)            The fines set forth in § 825 of this chapter, or if a specific fine or penalty is not listed in this chapter, a fine of one hundred dollars (\$100);

- (b) Impoundment of the vehicle associated with the violation pursuant to the Taxicab and Passenger Vehicle for Hire Impoundment Act of 1992, effective March 16, 1993 (D.C. Law 9-199; D.C. Official Code § 50-331 (2009 Repl.; 2011 Supp.));
- (c) License suspension, revocation, or non-renewal;
- (d) Remedial action to assure the safety of the public as a condition of reinstatement of a license after suspension or revocation, including but not limited to:
  - (1) Attending an anger management course;
  - (2) Cultural sensitivity training; or
  - (3) Re-taking the operator training course; or
- (e) Any combination of the sanctions listed in this subsection.

817.7 In the sole discretion of the Commission, a public vehicle for hire operator subject to suspension or revocation for a violation of this section may be offered the opportunity to successfully complete a course of remedial action approved by the Commission in lieu of license revocation or suspension.

817.8 The cost of any course of remedial action required pursuant to § 817.6 or 817.7 shall be borne by the licensee.

817.9 A decision of the Commission to refuse an offer of remedial action in lieu of license revocation or suspension, or a determination by the Commission that an offered course of remedial action was not successfully completed, is not subject to appeal or review.

SOURCE: Final Rulemaking published at 59 DCR 9970, 9979 (August 17, 2012).

## **Compliance:**

### **822 OPERATION OF PUBLIC VEHICLES FOR HIRE**

822.1 No person shall be issued or allowed to renew a license for a public vehicle for hire vehicle identification (DCTC) card or operator identification (Face) card under D.C. Official Code §§ 47-2829(d) and (e) (2005 Repl.; 2011 Supp.)) unless that person has paid, together with the cost of the license; any outstanding assessment ordered by the Commission pursuant to D.C. Official Code § 50-320

(2009 Repl.; 2011 Supp.); all fines imposed for notices of infractions issued for violations of Commission rules or District traffic or parking regulations involving the operation of a public vehicle for hire; and all other outstanding taxes, fines, fees, penalties, or interest owed to the District in excess of one hundred dollars (\$100) pursuant to D.C. Official Code § 47-2862 (2005 Repl.; 2011 Supp.). If the applicant has properly and timely filed an appeal of the assessment, taxes, fine, fees, penalties or interest and the appeal is still pending, the applicant shall be given temporary operating authority (a temporary license) pending disposition of the appeal.

- 822.2 No person shall counterfeit, make, duplicate, obtain, purchase, possess, display, or present a counterfeit, false, or altered official government issued operator identification (Face) card; a counterfeit, false, or altered official government issued public vehicle for hire identification (DCTC) card; or a temporary license issued pursuant to § 822.1. Penalties for a violation of this provision may include license suspension, revocation, or non-renewal, a fine as provided in § 825, or both. However, an operator may make, and keep secured, a personal copy of his or her official government issued operator identification (Face) card or official government issued public vehicle for hire identification (DCTC) card in his or her personal files. This personal copy may not be carried in the vehicle or presented or displayed as proof of licensure.
- 822.3 No person shall drive or be in physical control of a taxicab unless they have in their possession a valid identification card issued to them under D.C. Official Code §47-2829(e) (2001) and a valid District of Columbia motor vehicle operator's permit or, for non-District residents or persons exempt from obtaining a District motor vehicle operator's permit, a valid motor vehicle operator's permit issued by a state that is a party to the Driver License Compact Act, D.C. Official Code § 50-1001 et seq. (2001).
- 822.4 It shall be the duty of the owner of a taxicab and their agent or lessee to prevent any person from driving a taxicab unless the person has in their possession a valid identification card issued to him or her and a valid District of Columbia motor vehicle operator's permit or, for non-District residents or persons exempt from obtaining a District motor vehicle operator's permit, a valid motor vehicle operator's permit issued by a state that is a party to the Driver License Compact Act.
- 822.5 The fact that any unlicensed person is driving a taxicab shall be prima facie evidence that they are doing so with the permission of the owner, agent or lessee.
- 822.6 In the event an operator's identification card is suspended or revoked subsequent to receiving authority from the owner, agent or lessee to operate a taxicab, the owner, agent or lessee shall be held to have knowledge of the fact if notice of the revocation or suspension shall have been published or given to him or her, by the Commission or another agency of government.

- 822.7 The Office of Taxicabs shall, by registered mail and within five (5) business days of a final decision of suspension, revocation, or non-renewal of a taxicab operator identification card, notify the association, corporation, organization, or person that maintains a taxicab lease or taxicab association or company membership agreement with the operator that the operator's privilege to operate a taxicab in the District of Columbia has been suspended, revoked, or not renewed.
- 822.8 The association, corporation, organization or person that maintains a lease with the operator shall, upon receipt of the notice required by § 822.6, terminate any lease agreement, written or otherwise, with the operator, and shall take reasonable steps to assure the return to the owner of any vehicle leased to the operator.
- 822.9 Every person holding an identification card shall maintain at the Office of Taxicabs their correct name, residence address and telephone number, and if affiliated with a company or association, the association, company, organization or owner for which they drive. In the event of any change in this information, the licensee shall inform the Office of the change within five (5) business days. The licensee may elect to provide this information by certified mail with return receipt requested or by hand delivery to the Office. If the licensee delivers the information by hand delivery, the Office will provide proof of filing to the licensee. Failure to do so will result in a fine of one hundred dollars (\$100.00) per offense. Any fine imposed pursuant to this section shall be collected at the time of the licensee's renewal period.
- 822.10 The operation of taxicabs shall be conducted in accordance with the laws of the District and with due regard for the safety, comfort and convenience of passengers, for the safe and careful transportation of property, and for the safety of the general public. All reasonable efforts shall be made to promote safety at all times and under all conditions.
- 822.11 No person shall drive a taxicab for hire when the operator does any of the following:
- (a) Is not clean in dress or in person;
  - (b) Is not fully attired or is attired in such a manner as to give offense to the public; or
  - (c) Wears shorts, "T" shirts as an outer garment, sweat pants, sweat shirts, sweatsuits, or sandals.
- 822.12 No person shall drive or be in physical control of any taxicab for the purpose of carrying passengers or parcels for a period in excess of twelve (12) hours in any twenty-four (24) hour period, unless the driving time is broken by a period of

eight (8) continuous hours of rest. No taxicab shall be operated during a twenty-four (24) hour period for more than sixteen (16) hours.

- 822.13 No person shall drive a taxicab for any period of time which, when added to the period of time they have driven any vehicle other than a taxicab, totals more than twelve (12) hours in any twenty-four (24) hour period, unless the driving time is broken by a period of eight (8) continuous hours of rest.
- 822.14 No owner of a taxicab or their agent shall knowingly permit any taxicab owned by him or her to be driven in violation of §§ 822.11 or 822.12.
- 822.15 No taxicab shall be driven when it is so loaded or when there is in the front seat such number of persons as to obstruct the view of the driver to the front or sides or to interfere with his or her control over the taxicab. No taxicab shall carry more adult passengers than the designed capacity of the vehicle, and no more children than can be seated comfortably on the seats.
- 822.16 Taxicab operators shall travel the most direct and reasonable route between the origin and destination of each trip, as reasonably determined by the operator. To the extent feasible, taxicab operators shall utilize a global positioning system (“GPS”) device or a smart phone containing a GPS function to determine the most direct and reasonable route. The operator, if at all possible or in instances where the operator is unsure of the route, shall accept direction from the passenger to travel a certain route to the destination.
- 822.17 No taxicab operator shall stop to load or unload passengers on the traffic side of the street, while occupying any intersection or crosswalk, or in such a manner as to unduly interfere with the orderly flow of traffic. All taxicab drivers shall pull as close to the curb or edge of the roadway as possible to take on or discharge passengers.
- 822.18 No taxicab operator shall stop or park a taxicab adjacent to any curb except as follows:
- (a) While actually taking on or discharging passengers;
  - (b) When occupying a designated public vehicle stand for taxicabs;
  - (c) When answering a call or delivering a parcel; or
  - (d) When not holding his or her vehicle for hire, in which event the identification card shall be removed from the taxicab and the driver shall be away from the taxicab on business of his or her own.

- 822.19 Each taxicab in service shall be kept clean both inside and out, including the trunk. The inside shall be kept in a sanitary condition and shall be swept and dusted thoroughly. The exterior shall be thoroughly cleaned.
- 822.20 Each operator of a taxicab shall, upon concluding taxicab operations for the day, make a diligent search of all parts of the taxicab for property left therein. The operator shall promptly turn in all property of any value to any police precinct station.
- 822.21 At the request of the passenger, a taxicab operator shall turn off or turn down the sound on a radio, other than the radio used for communications with a dispatcher.
- 822.22 Nothing shall be transported in any taxicab that will cause the interior of the vehicle to become soiled or offensive to passengers because of odor or appearance.

SOURCE: Final Rulemaking published at 37 DCR 3595, 3623 (June 1, 1990); as amended by Final Rulemaking published at 41 DCR 5958 (August 19, 1994); and Final Rulemaking published at 44 DCR 7686 (December 19, 1997); as amended by Final Rulemaking published at 52 DCR 11290 (December 30, 2005); as amended by Final Rulemaking published at 59 DCR 9970, 9982 (August 17, 2012).

## **Safety:**

At all times while operating your public vehicle for hire, every driver should keep in mind his personal safety and that of his passengers. Safety encompasses concerns related to driving and interaction with passengers and citizens.

### **Driving:**

Always obey traffic laws while driving. Remember to properly pull to the curb to pick up and discharge passengers (822.10 & 17)

Get the appropriate rest. Do not drive when you are tired or under the influence of medications or alcohol that may affect your judgment. (822.13)

Except in an emergency, do not use a cellular phone when driving while carrying a passenger. (807.4)

Do not engage drivers in other vehicles in verbal or physical confrontations. The best course of action is to say nothing and drive away. Call the police if you feel your safety is threatened.

### **Passengers:**

Part of your responsibility as a public vehicle for hire operator is to address the perceptions of the public because their perceptions can affect your bottom line. In a recent survey, most women stated that they did not feel safe riding alone in a taxicab. Whether this fear stems from an actual incident or just their imaginations, the feeling is there; to the women this is real. You must be mindful of how you

look at, touch, speak to and treat women. Your passengers, male or female are not your friends. They are there for a service and you are there to provide it. Respect is the order of the day. Focus on passenger safety and fostering a safe environment through trust and integrity.

Enforcement alone cannot offset the need for drivers to remind themselves that they must watch out for each other and those drivers whose behavior would negatively impact your business. You have a responsibility to yourself. Here are some conditions which have come up in the past that helped create this feeling of unsafe and unreliable taxicab service:

Women have been verbally assaulted

Women and men have been physically assaulted

Women have been sexually assaulted, there have been arrests and convictions

Women have been forcibly removed from taxicabs

These are just some examples of driver behavior that is inappropriate at best and criminal at worst. All of these types of behavior impact driver and passenger safety.

It is illegal to fail to haul a potential passenger based solely on a protected class, e.g., race, sex, age, sexual orientation, personal appearance, or gender identity. However, if someone attempts to flag you down and it is obvious to you that his person somehow may present a danger to you, as long as you can specifically articulate the reasons, you may pass that person up. You might want to make a note of this on your manifest in the event that person makes a complaint against you for refusing to haul.

**Citizens:**

For some reason, drivers have found themselves engaged in confrontations with citizens who are not intent to become passengers. These type of incidents should be avoided whenever possible. Don't reply back if you are being verbally accosted, just drive away.

# **Best Business Practices Quiz**

## Best Business Practices Quiz:

1. A “Best Practice” is the process of finding and using ideas and strategies from outside and within your company and industry to improve performance in a given area
  - a. True
  - b. False
  
2. What are the benefits of a self-assessment of best business practice?
  - a. Reduce Costs
  - b. Avoid Mistakes
  - c. Find New Ideas
  - d. All of the above
  
3. Not knowing how to apply best practices to your own situation is a benefit “Best Practice”
  - a. True
  - b. False
  
4. Name three (3) common business mistakes
  - a. \_\_\_\_\_
  - b. \_\_\_\_\_
  - c. \_\_\_\_\_
  
5. A good “Best Practice” is to modify the best practices of others and use it to your advantage and your own business situation
  - a. True
  - b. False
  
6. What is *not* considered a “Best Practice”
  - a. Create Your Brand Identity
  - b. Failure to implement
  - c. Relate to Your Customers
  - d. Avoid Mistakes

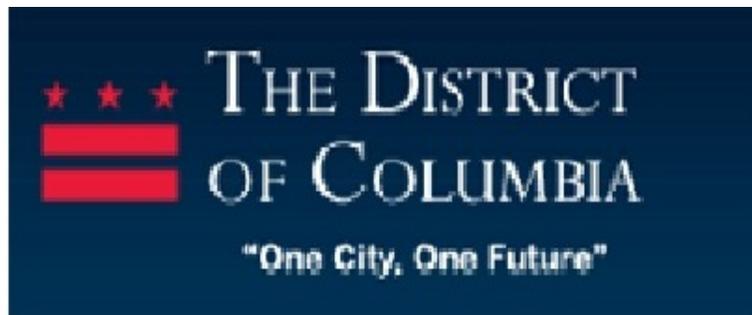
7. Which is considered a “Best Practice”?
  - a. Not being aware of industry best practices
  - b. Sticking to one brand, contractor, or service provider
  - c. Looking at too broad of a picture.
  - d. Identify Your Ideal Customer
  
8. While relating to customers has always been important, it is becoming absolutely critical
  - a. True
  - b. False
  
9. It is not necessary to know your customer or respond to his/her needs
  - a. True
  - b. False
  
10. The most powerful marketing strategy you can employ is to relate to your customers
  - a. True
  - b. False
  
11. Developing your own pricing strategy in a Taxicab is always considered a “Best Practice”
  - a. True
  - b. False

DCTC

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Participants Guide

Version 52913



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To define Best business practices as it relates to a public vehicle for hire operator, one would have to know the mission of the DC Taxicab Commission.

### ***DCTC Mission Statement:***

The mission of the DC Taxicab Commission is to provide the citizens of the District of Columbia and its visitors a safe, comfortable, efficient and affordable taxicab experience in well-equipped vehicles operated by highly qualified individuals who have knowledge of the District's streets, boundaries, history and tourist destinations, as well as the basic tenets of high quality customer service. At the same time, the Commission strives to provide taxicab owners and operators with a system of rules and regulations that are fair and transparent and that allow for technological advancements to be introduced to the industry and for properly qualified individuals to participate in the industry.

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# **Conducting Best Business Practices Self-Assessment**

## Conducting Best Business Practices Self-Assessment

When operating a business you have to periodically assess your business practices to ensure you are performing in an optimum manner. Staying abreast of your operating practices can pay off in the following ways:

### Benefits of Best Practices:

**Reduce Costs:** By learning what other companies and drivers have successfully done, a small business, such as yours, can save money without testing out new ideas.

**Avoid Mistakes:** Solving business problems on your own can result in costly errors. Learning what other has done can keep your business in business.

**Find New Ideas:** Adopting the “Not-Invented Here” attitude can spell disaster for a small business. Learn to borrow the best from beyond your company.

**Improve Performance:** When you look for best practices outside OF your business, a wonderful thing can happen. You raise the bar of performance and set new standards of excellence to propel you forward.

NOTES:

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# **Reviewing Title 31 Standards for Best Business Practices**

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- Passenger Rates and Charges
- Carrying/Making Change
- Snow Emergency Fares
- Civil Fines for Taxicab Infractions

# **Identifying Common Business Practice Mistakes by Taxicab Operators**

## **Identifying Common Business Mistakes by Taxicab Operators**

- Looking at too broad of a picture. Concentrating on too many problems at once.
- Not knowing how to measure metrics (problems) to keep them in perspective.
- Sticking to one brand, contractor, or service provider, even when they are not effective or productive.
- Not being aware of industry best practices.
- Not knowing how to apply best practices to your own situation.
- Failure to implement.

NOTES:

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# **Recommendation for Improvements for Common Mistakes**



# **Developing Individual Best Business Practices Plan**

## **Developing an Individual Best Business Practice Plan**

There are many ways to increase your visibility in the market and attractiveness to potential customers. All that is required to access these tactics is research, planning, preparation, and execution. Identify ways to differentiate yourself from others. Listed below are four steps you can follow to help bring results.

### ***Step One: Identify Your Ideal Customer***

Aim your efforts to the location of your primary market. Where do you like to work? Where do you need to work to make it most economically feasible for you?

### ***Step Two: Create Your Brand Identity***

A branding strategy includes your company's name, log, symbol, website, and social media tools. Your brand can position you in the market. Your brand can also differentiate your company from other providing the same service in your target market.

### ***Step Three: Develop Your Pricing Strategy***

This step is normal for most business plans. However, in the public vehicle for hire industry, specifically taxicabs, the pricing is predetermined, so you don't have any leeway in this regard.

### ***Step Four: Relate to Your Customers***

While relating to customers has always been important, it is becoming absolutely critical. We are in the midst of one of the most remarkable evolutions in business. Traditional marketing vehicles, i.e., radio, television, and direct mail, have expanded into email marketing, and smart phone dispatching.

Consumers are on social media sites having conversation with each other. They are discussing and sharing information about services received and recommending efficient ways to get around. The most powerful marketing strategy you can employ is to relate to your customers. This gives you an opportunity to obtain valuable information you need to make sure you are offering the right services. You will also have an opportunity to obtain information about how customers perceive your brand and what changes you may need to make.

These four steps won't guarantee success, but if you follow them and think about them closely you will certainly be on the right path.



# **Best Business Practices Quiz**

## **Best Business Practices Quiz:**

1. A “Best Practice” is the process of finding and using ideas and strategies from outside and within your company and industry to improve performance in a given area
  - a. True
  - b. False
  
2. What are the benefits of a self-assessment of best business practice?
  - a. Reduce Costs
  - b. Avoid Mistakes
  - c. Find New Ideas
  - d. All of the above
  
3. Not knowing how to apply best practices to your own situation is a benefit “Best Practice”
  - a. True
  - b. False
  
4. Name three (3) common business mistakes
  - a. \_\_\_\_\_
  - b. \_\_\_\_\_
  - c. \_\_\_\_\_
  
5. A good “Best Practice” is to modify the best practices of others and use it to your advantage and your own business situation
  - a. True
  - b. False
  
6. What is *not* considered a “Best Practice”
  - a. Create Your Brand Identity
  - b. Failure to implement
  - c. Relate to Your Customers
  - d. Avoid Mistakes

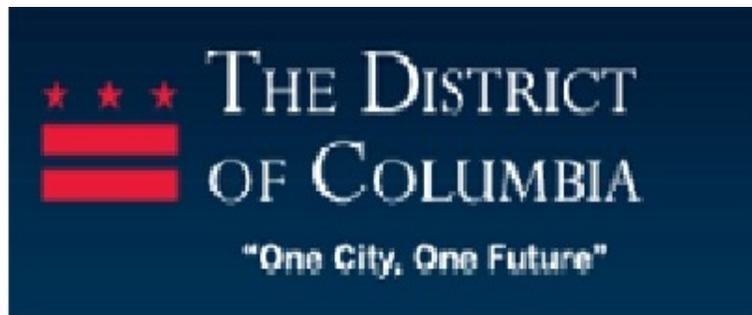
7. Which is considered a “Best Practice”?
  - a. Not being aware of industry best practices
  - b. Sticking to one brand, contractor, or service provider
  - c. Looking at too broad of a picture.
  - d. Identify Your Ideal Customer
  
8. While relating to customers has always been important, it is becoming absolutely critical
  - a. True
  - b. False
  
9. It is not necessary to know your customer or respond to his/her needs
  - a. True
  - b. False
  
10. The most powerful marketing strategy you can employ is to relate to your customers
  - a. True
  - b. False
  
11. Developing your own pricing strategy in a Taxicab is always considered a “Best Practice”
  - a. True
  - b. False

DCTC

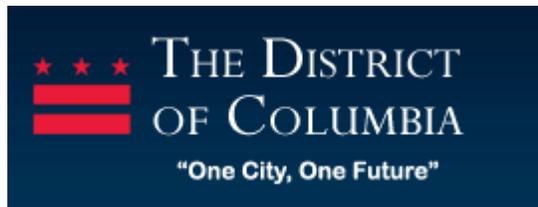
# Government of the District of Columbia Taxicab Commission

**New Driver Application Training:  
“Customer Service Excellence”**

Version 52913



2013



## DC Taxicab Commission

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2041 Martin Luther King Jr. Ave. S.E. Washington DC 20020 (855) 484-4966

**Course Title:** New Driver Applicant Training

**Lesson Plan Title:** Customer Service Excellence

**Lesson Plan Number:** 1

**Prepared By:** DC Taxicab Commission

**Date Prepared:** TBD

**Time Frame (Hours, Minutes):** The duration of this course will tentatively consist of three hour block courses over a four week time period totaling twelve learning hours.

**Parameters:**

**Audience:** New Driver Applicants

**Number:** It is suggested that no more than 20 participants enroll in each class. An excess of 20 participants would require an additional onsite instructor to ensure the learning process and the flow of the course.

**Space:**

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**PERFORMANCE OBJECTIVES: “Customer Service Excellence”**

- Defining Customer Service
- Conducting Customer Service Excellence Self-Assessment
- Defining Customer Service Excellence In Accordance to Title 31
- Addressing Proper Greetings to Customers
- Reviewing Title 31 Standards for Customer Service
  - Customer Receipts for Service
  - Group Riding/Shared Riding
  - Directional Signs
  - Dress Code of Operator
  - Cleanliness of Cab

- Identifying Common Customer Service Mistakes
  - Reviewing Effective Ways of Dealing with Disgruntled Customers (separate document to follow)
  - Defining Internal versus External Customer or Clients
  - Discussing Effective Communication Styles Related to Customer Service
  - Developing Customer Service Excellence Plan
- 

### **ASSESSMENT TECHNIQUE:**

1. Concluding each module there will be a 20 - 25 question evaluation assessing the student's comprehension and retention of the curriculum. This assessment will be graded on a percentage basis.

2. Passing this course will require a student to score between 100% - 70%. Scoring 69% and below will be considered failing, and the student will have to re-take the specified course.

3. Assessments for courses will be tracked accordingly, and tallied as a precursor to student's ability to proceed in taking the taxi driver licensing exam.

(*Note:* Penalties and/or actions for course failure will be further discussed and identified with client.)

#### **Certificates**

Certificates, as printed by the DCTC, will be presented to students upon completion of each course.

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### **INSTRUCTOR MATERIALS:**

- |  |                                     |
|--|-------------------------------------|
| <input checked="" type="checkbox"/> Power Point Slides | <input type="checkbox"/> Videotapes |
| <input checked="" type="checkbox"/> References         | <input type="checkbox"/> Posters    |
- 

### **EQUIPMENT/SUPPLIES NEEDED**

- |  |  |
|--|--|
| <input checked="" type="checkbox"/> PowerPoint Projector | <input checked="" type="checkbox"/> Projector Screen   |
| <input type="checkbox"/> Easel Pads                      | <input type="checkbox"/> Videotape Player              |
| <input type="checkbox"/> Video camera                    | <input checked="" type="checkbox"/> Overhead Projector |
| <input type="checkbox"/> Masking Tape                    | <input type="checkbox"/> Televisions                   |
| <input type="checkbox"/> Dry Erase Board                 | <input type="checkbox"/> Dry Erase Markers             |
| <input type="checkbox"/> Computer                        |  |
- 

### **TRAINING PARTICIPANT HANDOUTS**

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Number required:

Title:

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**METHODS/TECHNIQUES:**

This lesson will be instructed by lecture with quizzes and tests.

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**REFERENCES:**

DCTC Title 31 @ [dctaxi.dc.gov](http://dctaxi.dc.gov)

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**GENERAL COMMENTS:** This lesson plan is intended for use for all new driver applicants for the DC Taxicab Commission. Instructors must be knowledgeable about computers, and have a working knowledge of DCTC Title 31.

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**LESSON PLAN PRESENTATION GUIDE/TRAINER NOTES:**

# **Defining Customer Service Excellence**

## Defining Customer Service Excellence

How do you define Customer Service Excellence? The answer to this question can mean different things to different people, to both the provider and the receiver of that service. Is there a common denominator? What defines customer service excellence for you?

Good customer service is all about bringing customers back. In the public vehicle for hire industry, it is not always possible to have repeat customers, but you certainly want happy customers, as this affects your bottom line, and your ability to make a living in your chosen field.

Those of you in the sedan or limousine industry certainly want repeat customer. You want people to pass positive feedback about your business along to others, who may then try your service for themselves, and in turn become repeat customers!

The ESSENCE of good customer service is forming a relationship with customers – a relationship that individual customers feel they would like to pursue.

How do you go about forming such a relationship? By remembering one true secret of good customer service and acting accordingly; “You will be judged by what you do, more than what you say.” Providing customer service excellence is a simple thing. To ensure consistent good customer service, all you have to do is use the following principles as your guiding basis of operation:

- Be Available – be where the customers are
- Provide the expected service – go beyond expectations when possible
- Listen to your customer’s needs - and actually provide support as you are able to
- Deal with complaints – don’t argue with customers. Seemingly small matters can balloon into larger problems for you, the service provider.
- Be helpful – even if there is no profit in it.
- Train yourself or your staff to always be helpful, courteous, and knowledgeable
- Take the extra step – whatever it may encompass. Often people may not say anything to you, but they notice and will pass it on to others
- Throw in something extra – it can be as simple as a breath mint or a tip on a great place to eat or a popular entertainment venue

To sum it up, Basic Customer Service is an individual or organization’s ability to supply their customer’s wants and needs. Customer Service Excellence is the ability of a person or organization to constantly and consistently exceed the customer’s expectations

If you apply these guiding principles and remember the definitions of basic and excellent customer service, you will probably achieve your business goals. Remember, every customer is different and has different needs and wants; you must be able to recognize this and work with each client as an individual.

# **Customer Service Self-Assessment**

# Customer Service Self-Assessment

- How many compliments are you getting on a daily basis from customers and co-workers?
- How many complaints are you getting on a daily basis from customers and co-workers?
- Are you getting the proper tips?
- Do you frequently argue with the customers or co-workers?
- Are you or your boss, if applicable, happy with your work?
- Are you on time regularly?
- Are you offended if the customer is rude?
- Are you offended if the boss tells you to do something?
- Do you listen to the customer and try to resolve their issue?
- Do you simply just listen to the customer with no reaction?
- Do you point out landmarks and points of interest to tourists?
- Do you offer to help customers with packages or luggage?
- Do you help customers with directions?
- Can you recommend nice, fine dining restaurants?
- Can you read the customer and make recommendations for a restaurant?
- Can you recommend a nice entertainment venue?
- Do you carry a tourist map?
- Is your cab clean?
- Are you clean?
- Do you wear a lot of cologne, aftershaves, or perfumes?
- Do you carry breath mints?
- Do you eat in the cab?

How you answer these questions tells a lot about how successful your business is. Are there areas you need to improve or are you completely satisfied with your business style and profit margin?

**Defining Customer Service  
Excellence in Accordance to Title 31**

# Defining Customer Service Excellence in Accordance with Title 31

Title 31 breaks down Customer Service Excellence in a few ways. The most important factors can be put into the two categories listed below:

- **Public Relations Skills (social customs and courtesies)**  
“Public Relations” is the practice of managing the flow of information between an individual or an organization and the public. It is a way for companies, organizations or people to enhance their reputations by cooperative efforts with other people and organizations to create good will within the community.

Social customs or standards of behavior vary across nations and cultures. A good citizen is one who follows social customs, is loyal to national ideals, and has a sense of social responsibility. The cumulative effect of our life experiences creates in each of us a lens through which we observe what goes on around us.

You might be wondering what all this has to do with you as a public vehicle for hire service provider. As such, you play an integral role in the perceptions of the city, not only by its residents but its visitors alike. Regardless of whether you are a native Washingtonian, naturalized citizen or immigrant, your perceptions of local customs and your own native behaviors will impact how you view those you come into contact with, and ultimately, how you treat them. As a public vehicle for hire service provider, you must be careful not to judge others. You cannot expect them to share your own social customs and views.

- **Customer Relations and Professionalism**

Customer Relations is the process by which a business promotes customer satisfaction and, moreover, loyalty. At its most basic level it involves managing communications with customers, particularly customer questions and complaints and resolving disputes amicably.

The emphasis on loyalty is mostly driven by your bottom line. After all, you are in this business to make a living. Keeping existing customers is cheaper than finding new ones. Repeat customers are more likely to recommend the company to others. For most taxi drivers repeat customers may not be possible, but the mindset is still important.

# **Addressing Customers with Proper Greetings**

# Addressing Customers with Proper Greetings

What is the proper way to greet someone in a business relationship? The answer to this question can vary. As a public vehicle for hire service provider you want to remain professional, yet friendly. A greeting is an act of communication and can be expressed both audibly and physically. People basically just want to be acknowledged and treated with respect. A few key things to keep in mind:

- Make eye contact with the customer
- Smile
- Avoid rudeness
- Don't be too familiar, either endearing or derogatory
- Don't be too talkative
- Civility is contagious

*First impressions can be everlasting. Make a good one!*

# **Reviewing Title 31 Standards for Customer Service**

## Customer Receipts for Service

At the end of each taxicab ride, the taxicab driver will give a printed, meter-generated receipt that provides the following information:

- Operator's name
- Identification card number
- Vehicle tag number
- Time and date
- Amount of the fare
- Commission's complaint phone number

The driver will provide a written invoice describing the article(s) to be transported.

The driver should keep a duplicate receipt for up to one year.

The driver should not give a customer a non-meter generated receipt; however, if the meter malfunctions during the process of printing the receipt, then the operator may give that customer a non-meter generated receipt at the customer's request.

The non-meter generated receipt must include:

- Operator's name
- Identification card number
- Vehicle tag number
- Time and date
- Amount of the fare
- Commission's complaint phone number
- Signed, legibly, by the driver

Non-meter generated receipts will not relieve the operator of complying with the requirement that meters must be operational and have paper and ink at all times. The operator must immediately proceed to an authorized meter repair shop and have the meter repaired.

## **Group Riding / Shared Riding**

Group riding for pre-formed groups is permitted at all times. No driver shall refuse to engage in group riding at any time.

Shared riding is only permitted at Union Station, Verizon Center, and Nationals Park at such times as are determined to be necessary to achieve adequate service by a Starter employed or authorized by Union Station, Verizon Center, or Nationals Park. The following requirements shall apply to Shared Riding:

- The Starter shall have the sole authority to determine when a taxicab shall depart after taking on passengers. When an initial passenger has been taken on, the Starter shall not unreasonably delay the departure of the taxicab for the purpose of securing additional passengers.
- The general direction of the destination of the first passenger shall determine the general direction of that particular trip. Other passengers whose destinations lie generally in that direction may be transported to the extent of the design capacity of the taxicab.
- Passengers shall be discharged in the order of the arrival at their respective destinations. In the event any questions arise as to the order of arrival at any destination, the question shall be resolved in favor of the passenger who entered the taxicab first.
- Passengers have the right to refuse Shared Riding.

Where Shared Riding is authorized in this chapter for Nationals Park, an operator shall not pick up a passenger except at the designated taxi stand, nor discharge a passenger except at the designated discharge stand. Nationals Park shall conspicuously post the designated taxi stand and discharge stands. Violations of this subsection are subject to a fine of one hundred dollars (\$100).

## **On-Call and Off-Duty Signs**

Whenever a taxicab is proceeding to take on a passenger in answer to a telephone call or previous appointment, or is engaged by the hour for the carriage of passengers or making an emergency delivery of a parcel or package, the operator shall display a sign reading "On Call."

The "On Call" sign shall not be displayed unless the operator is engaged in the manner outlined in § 820.1. Whenever the "On Call" sign is displayed, the operator shall immediately enter on the manifest the time at which he or she went on call and the destination.

Whenever a taxicab operator ceases to be for hire and is proceeding to a place without intending to take on passengers, the operator shall display a sign reading "Off Duty" or "Out of Service," whichever is appropriate under these regulations, and turn off the cruising light. The operator

shall enter on the manifest “Out of Service” or “Off Duty,” and the time and location; provided, that the “Off Duty” sign shall not be displayed during rush hours between 7:00am and 9:30am, and 4:00pm and 6:30pm.

All “On Call,” “Off Duty,” and “Out of Service” signs shall be displayed at the bottom of the right half of the windshield so as not to obstruct the operator’s vision. These signs shall be uniform in size and lettering, three inches by fifteen inches (3in. x 15 in.) with letters two inches (2 in.) in height; provided that the signs may be of a manufactured type and lighted from within, and may be smaller in dimension than three inches by fifteen inches (3 in. 15 in.) when they have been approved by the commission.

“On Call,” “Out of Service” signs, when in use, shall be placed and secured in the taxicab vehicle so they are not readily accessible to the operator while the taxicab vehicle is available for hire.

## **Dress Code of Operator**

No person shall drive a taxicab for hire when the operator does any of the following:

- Is not clean in dress or in person,
- When answering a call or delivering a parcel,
- When not holding his or her vehicle for hire, in which event the identification card shall be removed from the taxicab, and the driver shall be away from the taxicab on business of his or her own.

## **Cleanliness of Cab**

Each taxicab in service shall be kept clean both inside and out, including the trunk. The inside shall be kept in a sanitary condition and shall be swept and dusted thoroughly. The exterior shall be thoroughly cleaned.

# **Identifying Common Customer Service Mistakes**

# Identifying Common Customer Service Mistakes

- **Trying to win an argument with a customer** – Arguing with a customer is bad business. You may win the argument, but you’ll probably lose the customer. Instead, show empathy. Tell the customer that you understand how he feels and that together you are going to find a solution to his problem.
- **Spending too much time with chronic complainers** – Some people will never be happy with your service. Do not take it personal and try to do your best. Focus on doing the right thing and provide the best service possible. Make note of the situation and if the customer complains you can easily pull up your notes and recall exactly what happened.
- **Taking criticism personally** – Most customers do not want to attack you personally. Although they may be lashing out at you, they are really more frustrated by the problem they face. Take their attention off you and place it squarely back on the problem.
- **Not acting like you care** –68 percent of customer defections take place because customer feels he has been treated poorly. Most customers do not expect an immediate resolution to their problem, but they do expect your concern. Routinely use terms like “sorry to keep you waiting” and “thanks for contacting us today.”
- **Not delivering what you promise** – Because some customers are continually misled by companies, they are understandably distrustful. For world-class service, deliver exactly what you promise. If it is “I’ll be there by 5:00pm” then try to be there by 4:50pm

# **Reviewing Effective Ways of Dealing with Disgruntled Customers**

## Effective Ways of Dealing with Disgruntled Customers

- Show respect and courtesy, no matter what your customer's attitude.
- Your customer is upset with a situation, not with you.
- Listen with patience, do not interrupt.
- Apologize for the problem and empathize with your customer's feelings.
- Remain calm and avoid arguing.
- Ask for details in order to steer the conversation away from emotions.
- Use positive language that promotes cooperation. "Let's see what we can do."
- Involve your customer in finding a solution. Ask "What do you think would be fair?"
- If you get frustrated or angry, take a deep breath and stay committed to resolving the situation
- Establish trust by keeping your word. Do what you say you are going to do.

### **Extremely disgruntled and even violent customers:**

- Do not put yourself at risk or in harm's way.
- Protect yourself at all times
- If you cannot resolve the issues peacefully please call the proper authorities
- You should also note the event on your manifest. This can be used to support your side in the event the customer files a complaint against you.

### **Fare dodgers:**

- Do not chase people down in the streets
- Note as much as you can about the customer
  - Height and weight
  - Race, color, or accents
  - Clothing, tattoos, and anything identifiable
- **Remember, when there is a problem that is escalating, call for law enforcement! Do not try to resolve the situation with foul language or violence. You will be placed at fault!**

**Defining Internal  
Versus  
External Customer or Clients**

# Defining Internal Versus External Customers or Clients

WE ARE ALL CUSTOMERS AND WE ALL HAVE CLIENTS AND CUSTOMERS

## **Internal Customers:**

An “Internal Customer” is anyone living in the Washington DC metropolitan area, a customer who knows the area and how to get around. They may even request a specific route to his/her destination

## **External Customers:**

An “External Customer” is any individual that lives outside of the Washington DC metropolitan area. They may be in town on business or vacation but not familiar with the area. May ask about landmarks and restaurants and does not know the city like an “Internal Customer”.

# **Effective Communication Styles Related to Customer Service**

# Effective Communication Styles Related to Customer Service

*Non-verbal communication is said to account for as much as 93 % of a speaker's message. The numbers usually cited are 38% for vocal qualities, and 55% for facial expressions, gestures, and movements. Only 7% of the message is attributed to the words that are actually spoken.*

Research shows that we start to make up our minds about other people within seven seconds of our first meeting! Much of this is unspoken because we are communicating with our eyes, faces, bodies and attitudes. Consciously or unconsciously, we are signaling to other people what our true feelings are and what we really want to happen in an encounter.

To be an effective communicator in the workplace, you must supplement your verbal message with non-verbal cues so that you clearly communicate what is truly important. Consider the following:

## **Facial Expression:**

Your face displays an instant picture of the attitudes and emotions you wish to convey. Vary your facial expression to match the tone of the conversation. If you are excited, show it. Make an effort to smile when answering or addressing a customer in person. They will feel your energy.

## **Eye Contact:**

Eye contact conveys your confidence and interest in the person you are communicating with. Make every effort to have eye contact each and every time you are dealing with a customer. When speaking to a group of customers, make every effort to show your eye contact to each and every member of the group at some point.

## **Gestures:**

Use gestures to emphasize and reinforce statements. Allow gestures to flow naturally from your message.

## **Body Language:**

In general, a relaxed stance and physical movements that complement and support your message are most effective. A rigid posture usually conveys nervousness and random walking or other movements tend to be distracting.

# **Developing Customer Service Excellence Plan**

# Developing Customer Service Excellence Plan

The following list of items are sample customer service standards used by ER & Associates. Develop a list of standards for your office and post them for each staff member to review daily.

1. Be the first to say hello and smile when greeting co-workers and customers.
2. Be prompt, courteous and on time.
3. Recognize that your attire makes you feel better and speaks volumes to your co-workers and customers.
4. Develop methods for addressing problems with both our internal customers and our external clients.
5. Listen to your internal customers and accept critical criticism. Do not take it personally.
6. Watch for verbal and non-verbal signs that indicate that our internal customers or our external clients are not satisfied, or are concerned about something.
7. Be proactive in identifying and responding to problems.
8. Do what you say you will do, when you say you will do it.
9. Respect your customers' and clients' confidentiality at all times. Do not divulge information, gossip, or purposefully add chaos and confusion in the office.
10. Be knowledgeable about the city. Take time to know historical landmarks, events, and restaurants.

# **Customer Service Excellence Quiz**

1. Who are your customers?
  - a. Think about your most obvious customers or clients – the three people for whom you routinely do the most. Identify them either by name or type (customer or client) Example: Susan (a co-worker) or Comcast (client).
  - b. Think about what you do for these clients and customers. List three customers and be prepared to share some of your experiences.
2. Name three positive customer service techniques
  - a. \_\_\_\_\_
  - b. \_\_\_\_\_
  - c. \_\_\_\_\_
3. Name three negative customer service techniques
  - a. \_\_\_\_\_
  - b. \_\_\_\_\_
  - c. \_\_\_\_\_
4. Who are considered your internal customers?
5. Who are considered your external customers?
6. Wearing colognes, perfumes, and aftershave is fine. The customer will appreciate it.
  - a. True
  - b. False
7. You know the city much better than the customer, so ignore their request.
  - a. True
  - b. False
8. Why should you always ask the customer before you help with their luggage?

9. Which one of the following is *not* good customer service?
- a. Smile and be courteous at all times.
  - b. Listen to your customer.
  - c. Do not make direct eye contact with the customer.
  - d. Be on time.
10. Which two *are* considered good customer service?
- a. Wearing your favorite cologne.
  - b. The customer knows best.
  - c. Refusing suggestions from friends and co-workers.
  - d. Keep your cab clean at all times.
11. Never listen to critics. You know what you are doing.
- a. True
  - b. False
12. Know your city and be prepared to offer suggestions on restaurants and historical places.
- a. True
  - b. False
13. Shared riding is only permitted at Union Station, Verizon Center, and \_\_\_\_\_.
14. Each taxicab in service should be kept clean both inside and out. Does this include the trunk?
- a. Yes
  - b. No
15. A driver can refuse group riding at any time.
- a. True
  - b. False
16. A duplicate copy of a receipt should be kept for 6 months
- a. True
  - b. False

17. If the meter malfunctions while printing a receipt for a passenger, you may provide a non-meter generated receipt at the customer's request.

- a. True
- b. False

18. If a customer fails to pay their fare you should do whatever you need to do to follow or chase the passenger down to ensure that they pay their fare.

- a. True
- b. False

19. What is the difference between "Basic Customer Service" and "Excellent Customer Service".

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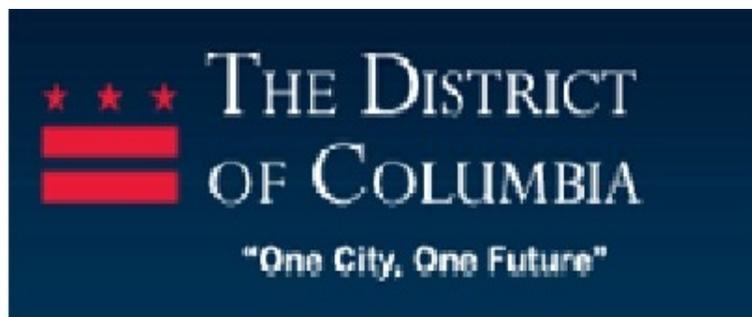
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20. The following are ways to deal with a disgruntled customer:

- a. Listen with patience
- b. Empathize with the customer
- c. Remain calm
- d. Apologize for the problem
- e. Suggest ways to resolve the problem
- f. All of the above

# Government of the District of Columbia Taxicab Commission

**New Driver Application Training:  
“Customer Service Excellence”  
Participants Guide**



2013

# Customer Service Participants Guide Workbook

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# Customer Service Participants Guide Workbook

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## **Introduction:**

As part of the DC Taxicab Commission's New Driver Training program this Customer Service Guide is designed to provide a guide to basic customer service techniques as stated by Title 31. In this guide you will learn the basic definition and expectation of the DC Taxicab Commission as it pertains to customer service.

The Customer Service training is a 3 hour course where you will learn;

- Defining Customer Service
- Conducting Customer Service Excellence Self-Assessment
- Defining Customer Service Excellence In Accordance to Title 31
- Addressing Proper Greetings to Customers
- Reviewing Title 31 Standards for Customer Service
  - Customer Receipts for Service
  - Group Riding/Shared Riding
  - Directional Signs
  - Dress Code of Operator
  - Cleanliness of Cab
  
- Identifying Common Customer Service Mistakes
- Reviewing Effective Ways of Dealing with Disgruntled Customers (separate document to follow)
- Defining Internal versus External Customer or Clients
- Discussing Effective Communication Styles Related to Customer Service
- Developing Customer Service Excellence Plan

## **Assessment Technique:**

1. Concluding each module there will be a 20 - 25 question evaluation assessing the student's comprehension and retention of the curriculum. This assessment will be graded on a percentage basis.

2. Passing this course will require a student to score between 100% - 70%. Scoring 69% and below will be considered failing, and the student will have to re-take the specified course.

3. Assessments for courses will be tracked accordingly, and tallied as a precursor to student's ability to proceed in taking the taxi driver licensing exam.

(*Note:* Penalties and/or actions for course failure will be further discussed and identified with client.)

## **Certificates:**

Certificates, as printed by the DCTC, will be presented to students upon completion of each course.

**Defining Customer  
Service Excellence**

## Defining Customer Service Excellence

How do you define Customer Service Excellence? The answer to this question can mean different things to different people, to both the provider and the receiver of that service. Is there a common denominator? What defines customer service excellence for you?

Good customer service is all about bringing customers back. In the public vehicle for hire industry, it is not always possible to have repeat customers, but you certainly want happy customers, as this affects your bottom line, and your ability to make a living in your chosen field.

Those of you in the sedan or limousine industry certainly want repeat customer. You want people to pass positive feedback about your business along to others, who may then try your service for themselves, and in turn become repeat customers!

The ESSENCE of good customer service is forming a relationship with customers – a relationship that individual customers feel they would like to pursue.

How do you go about forming such a relationship? By remembering one true secret of good customer service and acting accordingly; “You will be judged by what you do, more than what you say.” Providing customer service excellence is a simple thing. To ensure consistent good customer service, all you have to do is use the following principles as your guiding basis of operation:

- Be Available – be where the customers are
- Provide the expected service – go beyond expectations when possible
- Listen to your customer’s needs - and actually provide support as you are able to
- Deal with complaints – don’t argue with customers. Seemingly small matters can balloon into larger problems for you, the service provider.
- Be helpful – even if there is no profit in it.
- Train yourself or your staff to always be helpful, courteous, and knowledgeable
- Take the extra step – whatever it may encompass. Often people may not say anything to you, but they notice and will pass it on to others
- Throw in something extra – it can be as simple as a breath mint or a tip on a great place to eat or a popular entertainment venue



**Customer Service Self-Assessment**

## **Customer Service Self-Assessment**

- How many compliments are you getting on a daily basis from customers and co-workers?
- How many complaints are you getting on a daily basis from customers and co-workers?
- Are you getting the proper tips?
- Do you frequently argue with the customers or co-workers?
- Are you or your boss, if applicable, happy with your work?
- Are you on time regularly?
- Are you offended if the customer is rude?
- Are you offended if the boss tells you to do something?
- Do you listen to the customer and try to resolve their issue?
- Do you simply just listen to the customer with no reaction?
- Do you point out landmarks and points of interest to tourists?
- Do you offer to help customer's packages or luggage?
- Do you help customers with directions?
- Can you recommend nice, fine dining restaurants?
- Can you read the customer and make recommendations for a restaurant?
- Can you recommend a nice entertainment venue?
- Do you carry a tourist map?
- Is your cab clean?
- Are you clean?
- Do you wear a lot of cologne, aftershaves, or perfumes?
- Do you carry breath mints?
- Do you eat in the cab?

**Defining Customer Service Excellence in  
Accordance with Title 31**

## **Defining Customer Service Excellence in Accordance with Title 31**

Title 31 breaks down Customer Service Excellence in a few ways. The most important factors can be put into the two categories listed below:

### **Public Relations Skills (social customs and courtesies)**

Public Relations is the practice of managing the flow of information between an individual or an organization and the public. It is a way for companies, organizations or people to enhance their reputations by cooperative efforts with other people and organizations to create good will within the community.

Social customs or standards of behavior vary across nations and cultures. A good citizen is one who follows social customs, is loyal to national ideals, and has a sense of social responsibility. The cumulative effect of our life experiences creates in each of us a lens through which we observe what goes on around us.

You might be wondering what all this has to do with you as a public vehicle for hire service provider. As such, you play an integral role in the perceptions of the city, not only by its residents but its visitors alike. Regardless of whether you are a native Washingtonian, naturalized citizen or immigrant, your perceptions of local customs and your own native behaviors will impact how you view those you come into contact with, and ultimately, how you treat them. As a public vehicle for hire service provider, you must be careful not to judge others. You cannot expect them to share your own social customs and views.

### **Customer Relations and Professionalism**

Customer Relations is the process by which a business promotes customer satisfaction and, moreover, loyalty. At its most basic level it involves managing communications with customers, particularly customer questions and complaints and resolving disputes amicably.

The emphasis on loyalty is mostly driven by your bottom line. After all, you are in this business to make a living. Keeping existing customers is cheaper than finding new ones. Repeat customers are more likely to recommend the company to others. For most taxi drivers repeat customers may not be possible, but the mindset is still important.



**Addressing Customers with  
Proper Greetings**

## **Addressing Customers with Proper Greetings**

What is the proper way to greet someone in a business relationship? The answer to this question can vary. As a public vehicle for hire service provider you want to remain professional, yet friendly. A greeting is an act of communication and can be expressed both audibly and physically. People basically just want to be acknowledged and treated with respect. A few key things to keep in mind:

- Make eye contact with the customer
- Smile
- Avoid rudeness
- Don't be too familiar, either endearing or derogatory
- Don't be too talkative
- Civility is contagious

*First impressions can be everlasting. Make a good one!*

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**Customer Receipts for Service**

## **Customer Receipts for Service**

At the end of each taxicab ride, the taxicab driver will give a printed, meter-generated receipt that provides the following information:

- Operator's name
- Identification card number
- Vehicle tag number
- Time and date
- Amount of the fare
- Commission's complaint phone number

The driver will provide a written invoice describing the article(s) to be transported.

The driver should keep a duplicate receipt for up to one year.

The driver should not give a customer a non-meter generated receipt; however, if the meter malfunctions during the process of printing the receipt, then the operator may give that customer a non-meter generated receipt at the customer's request.

The non-meter generated receipt must include:

- Operator's name
- Identification card number
- Vehicle tag number
- Time and date
- Amount of the fare
- Commission's complaint phone number
- Signed, legibly, by the driver

Non-meter generated receipts will not relieve the operator of complying with the requirement that meters must be operational and have paper and ink at all times. The operator must immediately proceed to an authorized meter repair shop and have the meter repaired.



**Reviewing Title 31 Standards  
For  
Customer Service**

# Customer Service Participants Guide Workbook

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## **Group Riding / Shared Riding**

Group riding for pre-formed groups is permitted at all times. No driver shall refuse to engage in group riding at any time.

Shared riding is only permitted at Union Station, Verizon Center, and Nationals Park at such times as are determined to be necessary to achieve adequate service by a Starter employed or authorized by Union Station, Verizon Center, or Nationals Park. The following requirements shall apply to Shared Riding:

- The Starter shall have the sole authority to determine when a taxicab shall depart after taking on passengers. When an initial passenger has been taken on, the Starter shall not unreasonably delay the departure of the taxicab for the purpose of securing additional passengers.
- The general direction of the destination of the first passenger shall determine the general direction of that particular trip. Other passengers whose destinations lie generally in that direction may be transported to the extent of the design capacity of the taxicab.
- Passengers shall be discharged in the order of the arrival at their respective destinations. In the event any questions arise as to the order of arrival at any destination, the question shall be resolved in favor of the passenger who entered the taxicab first.
- Passengers have the right to refuse Shared Riding.

Where Shared Riding is authorized in this chapter for Nationals Park, an operator shall not pick up a passenger except at the designated taxi stand, nor discharge a passenger except at the designated discharge stand. Nationals Park shall conspicuously post the designated taxi stand and discharge stands. Violations of this subsection are subject to a fine of one hundred dollars (\$100).

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## **Directional Signs**

Once the destination of the first passenger or first group of passengers to enter a taxicab has been determined, the driver may display a sign on the windshield which indicates the direction or location to be traveled.

No driver shall display any sign indicating the direction or location to be traveled until such time as a passenger has occupied the taxicab and the passenger's destination has been determined.

Directional signs displayed pursuant to this section shall be displayed at the bottom of the right half of the windshield so as to not obstruct the driver's vision. The signs shall be uniform in size and letters, and the letters shall be a minimum of two inches (2 in.) in height.

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## **Dress Code of Operator**

No person shall drive a taxicab for hire when the operator does any of the following:

- Is not clean in dress or in person,
- When answering a call or delivering a parcel,
- When not holding his or her vehicle for hire, in which event the identification card shall be removed from the taxicab, and the driver shall be away from the taxicab on business of his or her own.

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## **Cleanliness of Cab**

Each taxicab in service shall be kept clean both inside and out, including the trunk. The inside shall be kept in a sanitary condition and shall be swept and dusted thoroughly. The exterior shall be thoroughly cleaned.

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**Identifying Common Customer Service  
Mistakes**

## Identifying Common Customer Service Mistakes

- **Trying to win an argument with a customer** – Arguing with a customer is bad business. You may win the argument, but you’ll probably lose the customer. Instead, show empathy. Tell the customer that you understand how he feels and that together you are going to find a solution to his problem.
- **Spending too much time with chronic complainers** – Some people will never be happy with your service. Do not take it personal and try to do your best. Focus on doing the right thing and provide the best service possible. Make note of the situation and if the customer complains you can easily pull up your notes and recall exactly what happened.
- **Taking criticism personally** – Most customers do not want to attack you personally. Although they may be lashing out at you, they are really more frustrated by the problem they face. Take their attention off you and place it squarely back on the problem.
- **Not acting like you care** –68 percent of customer defections take place because customer feels he has been treated poorly. Most customers do not expect an immediate resolution to their problem, but they do expect your concern. Routinely use terms like “sorry to keep you waiting” and “thanks for contacting us today.”
- **Not delivering what you promise** – Because some customers are continually misled by companies, they are understandably distrustful. For world-class service, deliver exactly what you promise. If it is “I’ll be there by 5:00pm” then try to be there by 4:50pm

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**Effective Ways of Dealing with Disgruntled Customers**

## **Effective Ways of Dealing with Disgruntled Customers**

- Show respect and courtesy, no matter what your customer's attitude.
- Your customer is upset with a situation, not with you.
- Listen with patience, do not interrupt.
- Apologize for the problem and empathize with your customer's feelings.
- Remain calm and avoid arguing.
- Ask for details in order to steer the conversation away from emotions.
- Use positive language that promotes cooperation. "Let's see what we can do."
- Involve your customer in finding a solution. Ask "What do you think would be fair?"
- If you get frustrated or angry, take a deep breath and stay committed to resolving the situation
- Establish trust by keeping your word. Do what you say you are going to do.

### **Extremely disgruntled and even violent customers:**

- Do not put yourself at risk or in harm's way.
- Protect yourself at all times
- If you cannot resolve the issues peacefully please call the proper authorities

### **Fare dodgers:**

- Do not chase people down in the streets
- Note as much as you can about the customer
  - Height and weight
  - Race, color, or accents
  - Clothing, tattoos, and anything identifiable

**Note:** Remember to do not to become part of the problem. Call the police immediately and allow the justice system to take its course.

**Defining Internal vs. External Customers or Clients**

**Defining Internal Versus External Customers or Clients**

WE ARE ALL CUSTOMERS AND WE ALL HAVE CLIENTS AND CUSTOMERS

**Internal Customers:**

An “Internal Customer” is anyone living the Washington DC metropolitan area, a customer who know the area and how to get around. May even request a specific route to his/her destination

**External Customers:**

An “External Customer” is any individual that lives outside of the Washington DC metropolitan area. They may be in town on business or vacation but not familiar with the area. May ask about landmarks and restaurants and does not know the city like an “Internal Customer”.

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**Effective Communication Styles Related to  
Customer Service**

### **Effective Communication Styles Related to Customer Service**

*Non-verbal communication is said to account for as much as 93 % of a speaker's message. The numbers usually cited are 38% for vocal qualities, and 55% for facial expressions, gestures, and movements. Only 7% of the message is attributed to the words that are actually spoken.*

Research shows that we start to make up our minds about other people within seven seconds of our first meeting! Much of this is unspoken because we are communicating with our eyes, faces, bodies and attitudes. Consciously or unconsciously, we are signaling to other people what our true feelings are and what we really want to happen in an encounter.

To be an effective communicator in the workplace, you must supplement your verbal message with non-verbal cues so that you clearly communicate what is truly important. Consider the following:

#### **Facial Expression:**

Your face displays an instant picture of the attitudes and emotions you wish to convey. Vary your facial expression to match the tone of the conversation. If you are excited, show it. Make an effort to smile when answering or addressing a customer in person. They will feel your energy.

#### **Eye Contact:**

Eye contact conveys your confidence and interest in the person you are communicating with. Make every effort to have eye contact each and every time you are dealing with a customer. When speaking to a group of customers, make every effort to show your eye contact to each and every member of the group at some point.

#### **Gestures:**

Use gestures to emphasize and reinforce statements. Allow gestures to flow naturally from your message.

#### **Body Language:**

In general, a relaxed stance and physical movements that complement and support your message are most effective. A rigid posture usually conveys nervousness and random walking or other movements tend to be distracting.



**Developing Customer Service Excellence  
Plan**

### **Developing Customer Service Excellence Plan**

The following list of items are sample customer service standards used by ER & Associates. Develop a list of standards for your office and post them for each staff member to review daily.

1. Be the first to say hello and smile when greeting co-workers and customers.
2. Be prompt, courteous and on time.
3. Recognize that your attire makes you feel better and speaks volumes to your co-workers and customers.
4. Develop methods for addressing problems with both our internal customers and our external clients.
5. Listen to your internal customers and accept critical criticism. Do not take it personally.
6. Watch for verbal and non-verbal signs that indicate that our internal customers or our external clients are not satisfied, or are concerned about something.
7. Be proactive in identifying and responding to problems.
8. Do what you say you will do, when you say you will do it.
9. Respect your customers' and clients' confidentiality at all times. Do not divulge information, gossip, or purposefully add chaos and confusion in the office.
10. Be knowledgeable about the city. Take time to know historical landmarks, events, and restaurants.

**Customer Service Quiz**

## **Customer Service Excellence Quiz**

1. Who are your customers?
  - a. Think about your most obvious customers or clients – the three people for whom you routinely do the most. Identify them either by name or type (customer or client) Example: Susan (a co-worker) or Comcast (client).
  - b. Think about what you do for these clients and customers. List three customers and be prepared to share some of your experiences.
2. Name three positive customer service techniques
  - a. \_\_\_\_\_
  - b. \_\_\_\_\_
  - c. \_\_\_\_\_
3. Name three negative customer service techniques
  - a. \_\_\_\_\_
  - b. \_\_\_\_\_
  - c. \_\_\_\_\_
4. Who are considered your internal customers?
5. Who are considered your external customers?
6. Wearing colognes, perfumes, and aftershave is fine. The customer will appreciate it.
  - a. True
  - b. False
7. You know the city much better than the customer, so ignore their request.
  - a. True
  - b. False
8. Why should you always ask the customer before you help with their luggage?

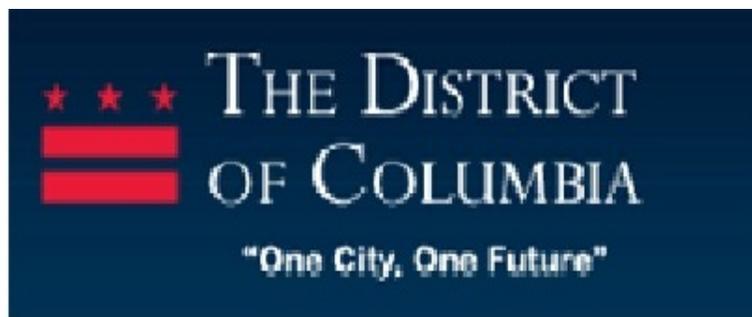
## Customer Service Participants Guide Workbook

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9. Which one of the following is *not* good customer service?
- Smile and be courteous at all times.
  - Listen to your customer.
  - Do not make direct eye contact with the customer.
  - Be on time.
10. Which two *are* considered good customer service?
- Wearing your favorite cologne.
  - The customer knows best.
  - Refusing suggestions from friends and co-workers.
  - Keep your cab clean at all times.
11. Never listen to critics. You know what you are doing.
- True
  - False
12. Know your city and be prepared to offer suggestions on restaurants and historical places.
- True
  - False
13. Shared riding is only permitted at Union Station, Verizon Center, and \_\_\_\_\_.
14. Each taxicab in service should be kept clean both inside and out. Does this include the trunk?
- Yes
  - No
15. A driver can refuse group riding at any time.
- True
  - False

# Government of the District of Columbia Taxicab Commission

**New Driver Application Training:  
“Diversity Awareness and Inclusion for DC  
Cab” Participants Guide**



2013

# Diversity Awareness and Inclusion Participant's Guide Workbook

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## **Introduction:**

As part of the DC Taxicab Commission's New Driver Training program this Diversity Awareness and Inclusion Guide is designed to provide a guide to basic diversity Awareness techniques as stated by Title 31. In this guide you will learn the basic definition and expectation of the DC Taxicab Commission as it pertains to diversity and inclusion.

The Diversity Awareness and Inclusion training is a 3 hour course where you will learn;

- Defining Diversity Awareness & Inclusion
- Conducting Diversity Awareness & Inclusion Self-Assessment
- Why Do We Need To Be Concerned About Diversity
- Addressing Dimensions of Diversity
- Defining Diversity Awareness In Accordance to Title 31
- Reviewing Title 31 Standards for Cultural Awareness
- Addressing Discrimination
- Addressing Common Fines and Compliance Issues with Discrimination
- Developing Diversity Awareness and Inclusion Plan

## **Assessments Techniques:**

1. Concluding each module there will be a 20 - 25 question evaluation assessing the student's comprehension and retention of the curriculum. This assessment will be graded on a percentage basis.

2. Passing this course will require a student to score between 100% - 70%. Scoring 69% and below will be considered failing, of which the student will have to re-take the specified course.

3. Assessments for courses will be tracked accordingly and tallied as a precursor to the student's ability to proceed in taking the taxi driver licensing exam.

# Diversity Awareness and Inclusion Participant's Guide Workbook

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(*Note:* Penalties and/or actions for course failure is to be further discussed and identified with client.)

## **Certificates:**

Certificates, as printed by the DCTC, will be presented to students upon completion of each course.

**Defining Diversity  
Awareness & Inclusion**

# Diversity Awareness and Inclusion Participant's Guide Workbook

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## **Diversity Defined**

Diversity is often interpreted to include dimensions which influence the identities and perspectives that people bring to every aspect of their lives. Diversity is considered to be inclusive of everyone. Diversity initiatives complement non-discrimination compliance programs by creating a workplace environment and organizational culture for making differences work. Diversity is about learning from others who are not the same, about dignity and respect for all, and about creating workplace environments and practices that encourage learning from others and capture the advantage of diverse perspectives.

Growth in diversity around the world finds us interacting with people from various cultures, beliefs, and backgrounds more than ever. Diversity awareness has become an important issue today. It's important to value multicultural differences in customers so that everyone is treated with dignity.

In general, diversity is defined as recognizing, understanding, accepting, valuing, and celebrating differences among people with respect to age, class, ethnicity, gender, physical and mental ability, race, sexual orientation, spiritual practice, and public assistance status.

## **Inclusion:**

Inclusion is a state of being valued, respected, supported, and most importantly, accepted. The workplace is an environment where inclusion is critical to ensure that each individual is able to work and achieve his or her full potential. Inclusion is reflected in an organization's culture, practices, and relationships that are in place to support a diverse workforce in order for employees to work well together.

Nothing drives home the message of inclusion more powerfully than simply exposing diverse groups to one another. Remember, you are your business. As a normal course of operation, you are exposed to all types of people on a daily basis. You must demonstrate that diversity and inclusion are important factors in the operation of your business and are embraced.

You may wonder what workplace environment and organizational culture have to do with you as a public vehicle for hire operator. You should think of your vehicle as your workplace environment. If you are affiliated with a company, then that is your organizational structure. If you are an independent operator then you are the organizational structure. You are a professional driver. Apply these principles to your business. Your financial well being depends upon it, along with your professional integrity.

**Conducting Diversity Awareness  
& Inclusion Self-Assessment**

## **Conducting Diversity Awareness Self-Assessment:**

The first step in addressing diversity is an analysis of the self. Individuals need to be aware of personal attitudes and opinions and how that is reflected in how they treat and/or react to others. An understanding of interpersonal and cultural patterns is key also. It is this self-understanding that clears the pathway to be non-judgmental and open to interpretations other than our own

- Physical characteristics: the more visible the differences between people (e.g., physical features such as skin color, hair texture and gender) the more likely responses directly linked to biases and prejudices may be evoked
- Personal appearance: includes hygiene, grooming, eating habits and dress. While there are business reasons for mandating appearance, appearance-based judgments are discriminatory and may have legal implications
- Language: a persons ability to communicate in a culture that is not native to them will influence their comfort level and thus the way they think and act
- Background: the more similar people are in background, the more attracted they are to each other

Two psychological theories can be used to assess the impact of differences in the workforce:

- The reinforcement-affect model of attraction: people tend to like people who are similar to themselves and dislike those who are dissimilar.
- The social comparison theory: people compare their abilities and opinions with the abilities and opinions of those who are similar to them.

Based on these theories it has been found that similarity is the basis of social interaction. People trust and interact more with those who are similar to themselves. The more individuals share a sense of belonging and identification in terms of common interests, values, goals and difficulties, the more comfortable and accepted they feel; and the greater their levels of self-confidence, motivation and productivity.



**Why Do We Need To Be  
Concerned About Diversity?**

## **Why Do We Need To Be Concerned About Diversity?**

Understanding and practicing Diversity is beneficial to everyone. Although associates are interdependent in the workplace, respecting individual differences can increase productivity. As a public vehicle for hire operators, you are either operating under your own business license or you are renting a vehicle through an established company. Diversity in the workplace can reduce or prevent legal entanglements and increase marketing opportunities, recruitment, creativity, and business image. In an era when flexibility and creativity are keys to competitiveness, diversity is critical for an organization's or independent operator's success. Also, the consequences (loss of time and money) should not be overlooked.

People want to be recognized and celebrated, not made to feel tolerated. Diversity awareness can provide a certain sense of enlightenment that gives notice to what makes a person unique. When communicating with people who seem different than we are culturally, remembering the importance of diversity awareness is imperative. It gives us the opportunity to respect those differences and interact in ways that facilitate understanding and cooperation. Honoring beliefs and sensibilities that are not necessarily our own, helps us remember why diversity awareness is important. So, as we interact with people from other cultures, be mindful that no unintentional violation of good manners or conversational blunders occur.

# Addressing Dimensions Of Diversity



**ADA**  
**American Disabilities Act**

**American Disabilities Act:**

**Defining Diversity Awareness  
In Accordance to Title 31**

**Defining Diversity Awareness According to Title 31**

**818 DISCRIMINATION PROHIBITED**

818.1 No public vehicle for hire operator, company, association, or fleet shall discriminate on the basis of any protected characteristic or trait, including race, color, religion, national origin, sex, age, marital status, personal appearance, sexual orientation, gender identity or expression, family status, family responsibility, genetic information, political affiliation, disability, matriculation, or source of income, or place of residence or business.

818.2 Discriminatory conduct prohibited by this section includes, but is not limited to, the following:

- (a) Not picking up a passenger on the basis of any protected characteristic or trait, including not picking up a passenger with a service animal;
- (b) Requesting that a passenger get out of a taxicab on the basis of a protected characteristic or trait;
- (c) Using derogatory or harassing language on the basis of a protected characteristic or trait; and
- (d) Refusing a call in a specific geographic area of the District.

SOURCE: Final Rulemaking published at 46 DCR 5941, 5942 (July 16, 1999); as amended by Final Rulemaking published at 59 DCR 9970, 9980 (August 17, 2012).

Notes:

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## **Addressing Discrimination**

## **Addressing Discrimination:**

As a public vehicle for hire operator, you bear a responsibility not to discriminate as described in Title 31, Chapter 818. As a taxicab operator you must display a passenger rights card in your vehicle visible to the riding public. This document briefly outlines some of the most important rights for the passenger and the driver. The passenger rights notice also advises the address, phone number, fax number, and email address to be used should a passenger desire to make a complaint or commendation regarding their ride and/or treatment associated with the ride. This information can also be used by the driver if he or she has a need to contact the Commission for any reason.

## **Federal Law:**

In accordance with Federal law and DCTC, it is prohibited for an employee to discriminate based on race, color, national origin, sex, age, disability or religions. Any employee who is found to act in a discriminatory fashion will be taken seriously and in accordance with the organization's policy up to and including termination.

## **EEOC:**

Equal Employment Office Commission is the Federal Government's office that deals with all discrimination laws and will provide literature and counseling for anyone who feels they have been discriminated against.

If you have questions or are unsure if you have been discriminated against, immediately contact your local EEOC office for assistance. You may also contact DCTC for guidance.

**Addressing Common Fines  
And Compliance Issues  
With Discrimination**

## **DC Taxicab Commission Fines and Compliance:**

### **824 Sanctions and Penalties**

- 824.1 A person who violates a Commission rule may, upon determination of liability, be subject to civil fines or other sanctions pursuant to the District of Columbia Taxicab Commission Establishment Act of 1985, this title, and other District of Columbia laws and regulations.
- 824.2 Penalties for violations of § 819 (Consumer Service and Passenger Relations) and § 821 (Taxicab Stands) shall be as provided in D.C. Official Code § 50-371 (2009 Repl.).
- 824.3 Penalties for violation(s) of D.C. Official Code § 47-2829(e)(1) (2001) may, in lieu of imposing a civil fine or other sanctions, be prosecuted pursuant to D.C. Official Code § 47-2846 (2001).
- 824.4 Any Metropolitan Police Officer, Hack Inspector or law enforcement official may remove the license plates (tags) and DCTC vehicle registration from any District licensed taxicab that is operated by an unlicensed operator. The tags and DCTC vehicle registration shall be deposited at the Commission and released only to the registered owner of record.
- 824.5 For each violation of this section, a public vehicle for hire operator or a person acting on the operator's behalf shall be subject to:
- (a) The fines set forth in § 825 of this chapter, or if a specific fine or penalty is not listed in this chapter, a fine of one hundred dollars (\$ 100);
  - (b) Impoundment of the vehicle associated with the violation pursuant to the Taxicab and Passenger Vehicle for Hire Impoundment Act of 1992, effective March 16, 1993 (D.C. Law 9-199; D.C. Official Code § 50-331 (2009 Repl.; 2011 Supp.));
  - (c) License suspension, revocation, or non-renewal;
  - (d) Remedial action, to assure the safety of the public, as a condition of re-instatement of a license after suspension or revocation, including but not limited to:
    - (1) Attending an anger management course;
    - (2) Cultural sensitivity training; or

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(3) Re-taking the operator training course; or

(e) Any combination of the sanctions listed in this subsection.

824.6 Where a licensee is the subject of three (3) or more complaints resulting in findings of liability for civil infractions during any one year period, the Chairperson of the Commission, in the Chairperson's sole discretion, may offer the licensee the option to successfully complete a course of remedial action in lieu of revocation or suspension of the license.

824.7 The cost of any course of remedial action pursuant to § 824.5 or 824.6 shall be borne by the licensee.

824.8 A decision of the Chairperson to refuse to make an offer of remedial action in lieu of license revocation or suspension of the license, or a determination that an offered course of remedial action was not successfully completed by the licensee, is not subject to appeal or review.

SOURCE: Final Rulemaking published at 37 DCR 3595, 3627 (June 1, 1990); as amended by Final Rulemaking published at 43 DCR 6298 (November 22, 1996); as amended by Final Rulemaking published at 59 DCR 9970, 9984 (August 17, 2012).

## **825 Table of Civil Fines and Penalties**

825.1 The civil infractions and their respective fine amounts set forth in this section are applicable to the operation of all public vehicles for hire. These civil infractions and their respective fines do not include moving violations for which jurisdiction remains within other District, federal or municipal agencies and/or the Superior Court of the District of Columbia or other courts of original jurisdiction.

825.2 Civil infractions and their respective fine amounts are listed in the table below:

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<b><u>Infractions:</u></b>	<b>FINE (\$)/PENALTY</b>
<b><u>Accident</u></b>	
Failure to report to insurance carrier within specified time	\$100
<b><u>Air Conditioning</u></b>	
Improperly operating system	\$125
<b><u>Animals</u></b>	
Failure to comply with § 801.6(g)	\$50
<b><u>Service Animals</u></b>	
Failure to comply with § 801.6(h)	\$100
<b><u>Cell Phone Use</u></b>	
Cell phone use prohibited while operating vehicle in compliance with § 807.2	\$100
<b><u>Change in Information</u></b>	
Failure to notify the Office of Taxicabs of a change in information	\$100
<b><u>Conduct</u></b>	
Unlawful activities as outlined in § 816, threatening, harassing, or abusive conduct or attempted threatening, harassing, or abusive conduct as outlined in § 817 or violation of any affirmative obligation or prohibition outlined in chapter 5 of this Title	\$500, Impoundment of the vehicle, license suspension, revocation, or non-renewal, or a combination of the sanctions listed in § 817

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<b><u>Cruising Lights</u></b>	
Broken	\$50
Failure to have	\$100
Failure to use properly	\$50
<b><u>Curb</u></b>	
Failure to pull to curb to pick up and discharge passenger(s)	\$50
<b><u>Dirty Taxicab</u></b>	
	\$100
<b><u>Dress of Operator</u></b>	
Unkempt or improperly dressed	\$50
<b><u>Fares</u></b>	
Failure to charge proper fare/overcharge	\$150
Failure to give a receipt	\$150
<b><u>Hack Stand</u></b>	
Exclusion of DCTC licensed taxicab by proprietor, owner, or agent	\$300
Taxi at stand/driver more than five feet (5 ft.) from cab	\$25
Non-taxi on hack stand	\$25
Taxi parked off hack stand	\$25
Limousine parked on hack stand	\$50
<b><u>Heating</u></b>	
Improperly operating system	\$125
<b><u>Hubcaps and Wheel Covers</u></b>	
Failure to have	\$25

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<b><u>Identification Cards/Licenses</u></b>	
Displaying, possessing, or presenting a counterfeit, copy, or altered official government issued operator identification (Face) card	\$1,000, license suspension, revocation, or non-renewal or a combination of the sanctions listed
Displaying, possessing, or presenting a counterfeit, copy, or altered official government issued taxicab vehicle identification (DCTC) card	\$1,000, license suspension, revocation, or non-renewal or a combination of the sanctions listed
Failure to display for passenger(s) view	\$100
Operating without possession of a valid identification (Face) card	\$500
Failure to have Face card with vehicle	\$500
Permitting the operation without possession of a valid identification (Face) card	\$500
Operating without a Special Event Vehicle-for-Hire Permit	\$500
Failure to remove identification (Face) card when away from taxicab	\$50
<b><u>Insignia</u></b>	
Failure to have proper colors, number, or insignia on vehicle	\$50
<b><u>Inspection</u></b>	
Failure to display current sticker	\$100
Failure to replace lost/mutilated sticker	\$75
Failure to report for inspection	\$75
Operating with an expired sticker	\$150

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<b><u>Insurance</u></b> Failure to have	\$500 and impoundment of vehicle
Failure to have proof of insurance	\$100
<b><u>Loitering (Taxi or Limo)</u></b>	\$50
<b><u>Lost &amp; Found</u></b> Failure to deposit items with Commission in accord with § 1012	\$100
<b><u>Manifest (Taxi and Limo)</u></b>	
Failure to have approved form in possession	\$50
Failure to properly complete and maintain	\$25
Failure to provide manifest to Hack Inspector, law enforcement personnel, or Commission personnel	\$100
<b><u>Smoking Prohibited</u></b>	
Smoking while transporting passengers in violation of § 807.1	\$250
<b><u>Orders of Enforcement Personnel</u></b>	
Failure to obey an order of a Hack Inspector or other law enforcement personnel engaged in the enforcement of taxicab and public vehicle for hire laws and regulations. See § 817.4	\$100
<b><u>Operating Unsafe Public Vehicle for Hire (taxi and limo)</u></b> Violation of §608	\$100, impoundment of the vehicle, license suspension, revocation or non-renewal or any combination
<b><u>Passenger Safety and Service</u></b>	
Loading or unloading in crosswalk	\$50
Overloading	\$50
Asking destination/violation of § 819.9	\$50
Refusal to haul/discrimination/violation of § 818/819.4	\$500
Illegal shared ride	\$250

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<b><u>Property (Found in vehicle)</u></b>	
Failure to report and deliver property left in vehicle to Office of Taxicabs	\$25
<b><u>Rate Sticker Sign</u></b>	
Failure to display rate and fees schedule	\$150
<b><u>Seat Belts</u></b>	
Failure to have mandatory use of seat belts signage	\$100
<b><u>Signs</u></b>	
Improper use of "Off Duty" sign	\$100
Improper use of "On Call" sign	\$100
Failure to display the international "No Smoking" symbol	\$25
<b><u>Soliciting</u></b>	
	\$50
<b><u>Speedometer or Odometer</u></b>	
Defective	\$250
<b><u>Taximeter</u></b>	
Tampering with meter or meter seals	\$1,000 or license
	suspension, revocation, or non-renewal or any combination of the sanctions listed
Operating without meter	\$1,000 or license
	suspension, revocation, or non-renewal or any combination of the sanctions listed
Operating with non-functional meter	\$1,000 or license
	suspension, revocation, or non-renewal or any combination of the sanctions listed

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Failure to provide meter statistics to government agency	\$1,000 or license suspension, revocation, or non-renewal or any combination of the sanctions listed
Operating a taxicab with "off-size" wheels or tires	\$1,000 or license suspension, revocation, or non-renewal or any combination
<b><u>Unlicensed Operator</u></b>	
District resident	\$1,000 and impoundment of vehicle
Non-resident (§828)	\$1,000 and impoundment of vehicle
<b><u>Unlicensed Vehicle</u></b>	
District resident	\$1,000 and impoundment of vehicle
Non-resident (§828)	\$1,000 and impoundment of vehicle

825.3

The civil fines set forth in this section shall be doubled for the second violation of the same infraction within a twelve (12) month period. Further the civil fine shall be doubled once more for a subsequent violation or violations of the same infraction within a twenty-four (24) month period.

825.4           Where a specific civil fine or penalty is not provided in the table of fines, the fine shall be one hundred dollars (\$100).

SOURCE: Final Rulemaking published at 37 DCR 3595, 3627 (June 1, 1990); as amended by Final Rulemaking published at 41 DCR 5958 (August 19, 1994); by section 3 of the District of Columbia Taxicab Commission Establishment Act of 1985 Amendment Act of 1994, D.C. Law 10-171 (D.C. Act 10-191) published at 41 DCR 5149, 5150 (August 5, 1994); Final Rulemaking published at 43 DCR 6959 (December 27, 1996); section 3 of the Mandatory Use of Seat Belts Amendment Act of 1996, D.C. Law 11-244 (D.C. Act 11-504) published at 44 DCR 1156 (February 28, 1997); and Final Rulemaking published at 45 DCR 8868 (December 11, 1998); as amended by Final Rulemaking published at 52 DCR 11291 (December 30, 2005); as amended by Final Rulemaking published at 55 DCR 3831 (April 11, 2008); as amended by Final Rulemaking published at 55 DCR 9738 (September 12, 2008); repealed and replaced by Final Rulemaking published at 59 DCR 9970, 9985 (August 17, 2012).



**Developing Diversity  
Awareness and Inclusion Plan**

## **Developing Diversity Awareness and Inclusion Plan:**

If you operate a taxicab or sedan company you should develop a diversity awareness plan for the well being of your employees and their interaction with customers and clients. If you are an independent operator you should be aware of diversity planning for the same reasons. These plans, properly implemented can help protect you against claims of bias and discrimination.

Steps you should implement to ensure diversity awareness in your business practices.

- Gather diversity information, such as that presented in this training
- Develop written strategies for implementation on a daily basis
- If you have a taxicab or sedan business, post notices that remind your employees of the ramifications of failing to be culturally aware and diverse in thinking and practice
- If you are an independent operator, keep these plans in your thoughts as you operate your business daily
- Stay abreast of DCTC rule changes and request assistance if needed

**Quiz**

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## **Quiz:**

1. Diversity finds us interacting with people from various...
  - a. Cultures
  - b. Beliefs
  - c. Backgrounds
  - d. All of the above
  
2. It is important to value multicultural differences in customers so...
  - a. Everyone is unfairly targeted
  - b. Everyone is treated with dignity
  - c. No one is treated with dignity
  - d. None of the above
  
3. Diversity includes...
  - a. Physical differences
  - b. Gender differences
  - c. Age differences
  - d. All of the above
  
4. Which answer best describes an inclusive workplace...
  - a. A woman is paid slightly less per hour than a male working in the same position.
  - b. Employees value respect and support each other's differences while working together.
  - c. Employees sometimes crack jokes at the expense of another worker's beliefs.
  
5. Inclusion is reflected in an organization's...
  - a. Culture
  - b. Practices
  - c. Relationships
  - d. all of the above
  
6. The reinforcement-affect model of attraction states...
  - a. People tend to like people who are different from them and dislike those who are similar.
  - b. People tend to like people who have a similar affect.
  - c. People tend to like people who are similar to them and dislike those who are dissimilar.
  - d. None of the above

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7. The social comparison theory states...
  - a. People compare their abilities and opinions with the abilities and opinions of those who are similar to them.
  - b. People compare their abilities and opinions with the abilities and opinions of those who are different from them.
  - c. People compare the number of friends they have to see who has more.
  - d. People compare how expensive their wedding is to others'.
  
8. Diversity is beneficial to...
  - a. Associates
  - b. Nobody
  - c. Employers
  - d. a and c only
  
9. Diversity in the workplace...
  - a. Increases lawsuits
  - b. Irritates people
  - c. Increases creativity
  - d. Decreases productivity
  
10. When communicating with people who seem different culturally to yourself...
  - a. It is important to stress that they learn your language properly
  - b. It is important they eat the same food as yourself
  - c. It is important to use diversity awareness
  - d. None of the above
  
11. The EEOC stands for...
  - a. Equal Employment Office Commission
  - b. Equal Education Office Commission
  - c. Empathy Education Office Contract
  - d. Equal Entertainment Office Commission
  
12. In accordance with Federal law and (DCTC), it is prohibited for an employee to discriminate based on...
  - a. Race
  - b. Religion
  - c. Sex
  - d. All of the above
  
13. Employees who are found to act in a discriminatory fashion may experience...
  - a. Extra vacation leave
  - b. Hours reduced
  - c. Raise
  - d. Disciplinary action up to and including termination of employment

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14. If you feel you've experienced discrimination you should immediately contact...
- Scotland yard
  - Ghostbusters
  - EEOC or DCTC
  - Your supervisor
15. What several steps should take place in order to develop a diversity awareness and inclusion plan?
- Gather diversity information
  - Develop written strategies for implementation o a daily basis
  - Post notices in the workplace for daily reminders
  - All of the above