



Green Belt Six Sigma Project Report Out

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Ohio Department of Health

April 14th, 2016



BMV REMITTANCE PROCESSING SECTION'S PROACTIVE LEAN PROJECT

BACKGROUND- SCOPE

Problem/Opportunity Statement:

- ❑ Attrition (caused by retirements)
- ❑ Overtime
- ❑ Streamline the process
- ❑ Eliminate "Rework" on defects

Scope:

First Step: Sorting of Mail, Opening Mail, Scanning Images

Last Step: Issuance of Registrations & Dealer Licenses,
Update Suspension letters

BMV REMITTANCE PROCESSING SECTION'S PROACTIVE LEAN PROJECT

A Different View



Ohio Dept. of Public Safety

- Wanda Freeman-Dixon/Process Owner
- Kathy Corrigan/Process Owner

Lean Team

- (ODH) Kevin Palicki/Facilitator
- (DPS) Christine Vincenty (special notice)
- (DPS) Patrick Wilson/Facilitator
- (LeanOhio) Scot Burbacher/Facilitator
- (LeanOhio) Michael Buerger/Facilitator
- (DPS) Geoff Dutton/Fresh Perspective

BACKGROUND- SCOPE

Metrics Reviewed:

- ❑ Average rework hours per month for defects
- ❑ Average transaction processing time

Scope:

First Step: Sorting of Mail, Opening Mail, Scanning Images

Last Step: Issuance of Registrations & Dealer Licenses,
Update Suspension letters

BACKGROUND - SCOPE

Defect Definitions:

- × Missing signatures
- × Missing documents
- × Address changes
- × Payee/signature mismatch
- × Ink/color rejects
- × Incomplete data
- × Mismatched data
- × Damaged mail

Scope:

First Step: Sorting of Mail, Opening Mail, Scanning Images

Last Step: Issuance of Registrations & Dealer Licenses,
Update Suspension letters

PROJECT GOALS

Project Benefits:

- ❑ More transactions processed
- ❑ Shorter amount of time
- ❑ Greater accuracy
- ❑ Less materials
- ❑ Overtime reduction
- ❑ Improved efficiency

PROJECT GOALS

Goal Statement:

- ❑ Reduce the processing turnaround time for the citizens from 3.25 to 2.25 business days;
- ❑ Reduce the processing turnaround time for the dealers license processing from 2.5 to 1.5 business days;
- ❑ Reduce the number of “rework” hours by 50%.

PROJECT GOALS

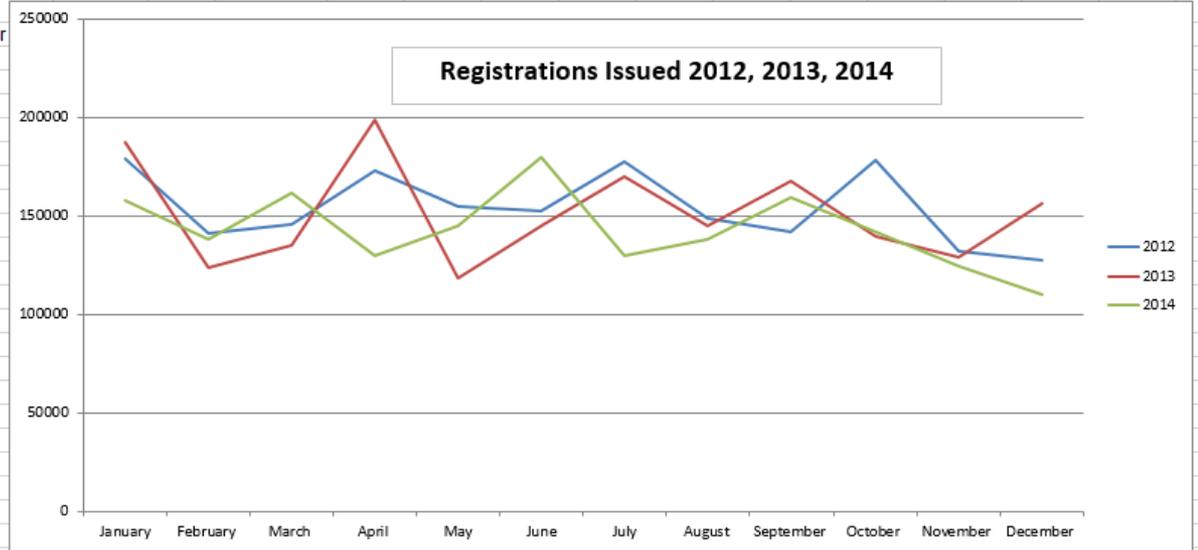
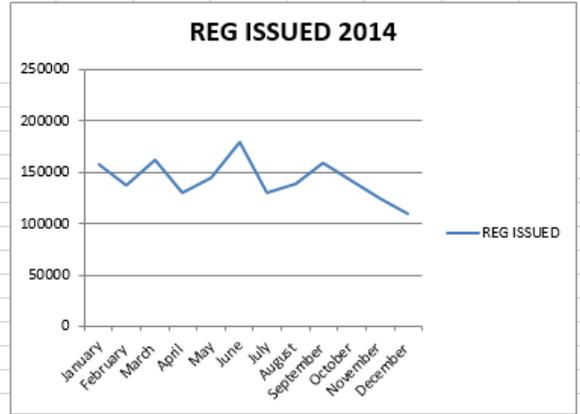
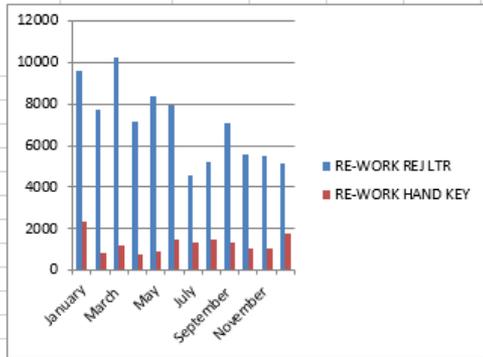
Leveraging Opportunities:

- 1) New IT system coming in (BASS);
- 2) Monitors;
- 3) Prospective retirements.

DATA COLLECTION PLAN

Reject Comparison by Year
RE-WORK REDO

YEAR	JAN	FEB	MAR	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	TOTALS
YEAR 2014	REG ISSUED	RE-WORK REJ LTR	RE-WORK HAND KEY	Mo Total	% Reworked								
January	157689	9630	2311	11941	7.6%								
February	137743	7705	841	8546	6.2%								
March	161852	10214	1186	11400	7.0%								
April	129984	7155	725	7880	6.1%								
May	144712	8405	914	9319	6.4%								
June	179714	7923	1510	9433	5.2%								
July	129811	4571	1299	5870	4.5%								
August	138025	5231	1512	6743	4.9%								
September	159617	7096	1367	8463	5.3%								
October	142039	5550	1060	6610	4.7%								
November	124287	5506	1015	6521	5.2%								
December	109752	5145	1752	6897	6.3%								
Subtotal	376078	16201	3827	20028									

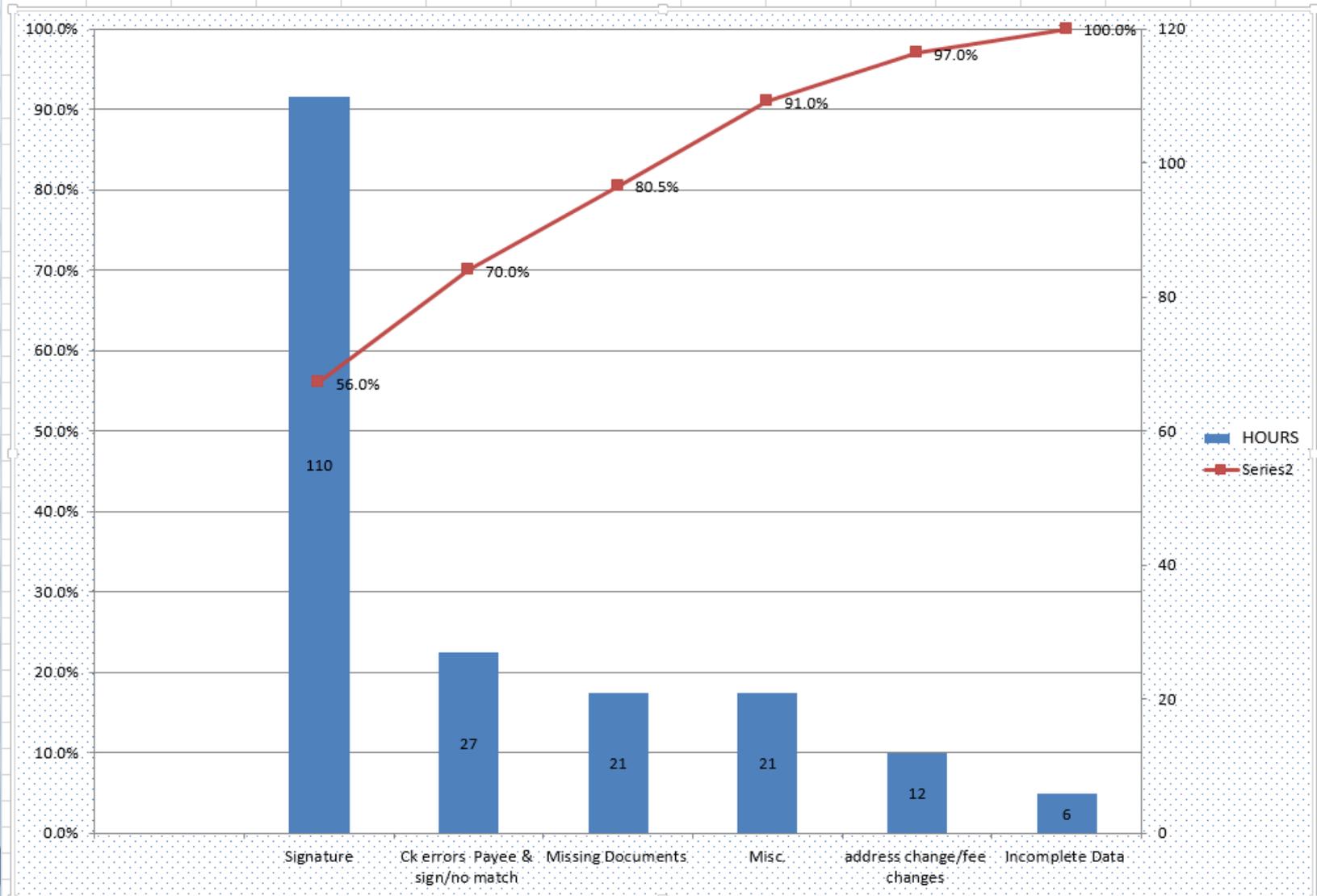


Patterns appear in January, March, April, July, December Leasing Companies:
 Cab
 Ford
 Honda

	2012	2013	2014
January	178878	187170	157689
February	141433	123321	137743
March	145634	134807	161852
April	173116	198689	129984
May	154842	118096	144712
June	152697	144623	179714
July	177468	169945	129811
August	148832	145216	138025
September	141967	167684	159617
October	178091	139625	142039
November	131751	129342	124287
December	127501	156279	109752

BASELINE DATA

AVERAGE DEFECT HOURS PER MONTH FROM SEPT. '14 TO PRESENT



BASELINE DATA

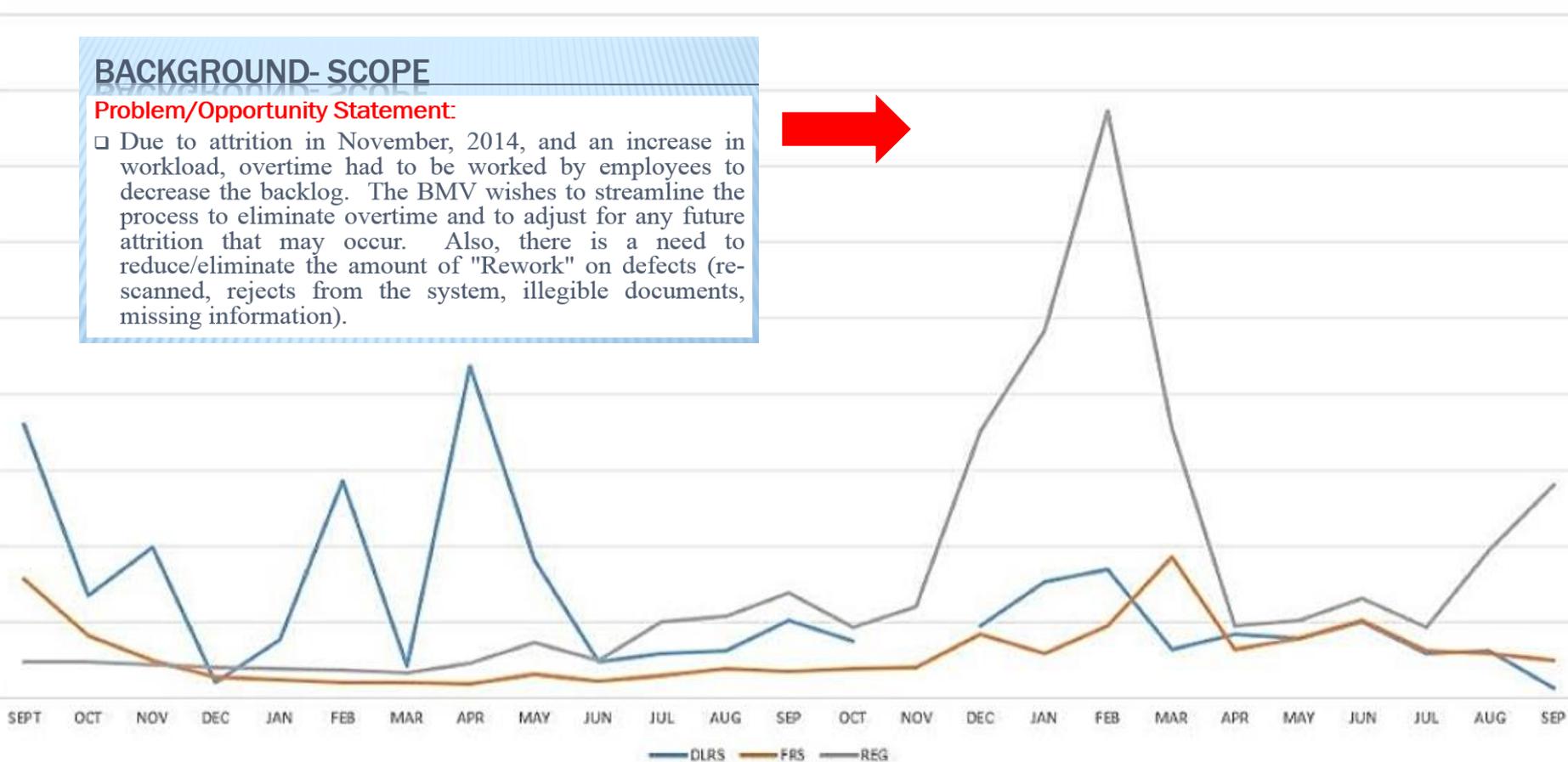
Days to Process: Sept. 2013 - Sept. 2015

Chart Title

BACKGROUND- SCOPE

Problem/Opportunity Statement:

- Due to attrition in November, 2014, and an increase in workload, overtime had to be worked by employees to decrease the backlog. The BMV wishes to streamline the process to eliminate overtime and to adjust for any future attrition that may occur. Also, there is a need to reduce/eliminate the amount of "Rework" on defects (re-scanned, rejects from the system, illegible documents, missing information).



HIGH LEVEL PROCESS - SIPOC

ODPS Remittance Processing SIPOC

SUPPLIERS

- Citizens
- Mail Room
- ODPS Divisions

INPUTS

- Documents
- Registration
- Payment for suspended DLs
- Dealer registration
- Fulfillment (add'l doc's)
- Money
- Applications

PROCESS

OUTPUTS

- Registration stickers
- Dealer licenses
- Notification letters
- Validation receipt
- Deposit of cash
- Retention of documents

CUSTOMERS

- Citizens
- Mail Room
- ODPS Divisions
- Treasury
- Dealers
- Record Center

START

Open, scan & sort mail

Verify images and information

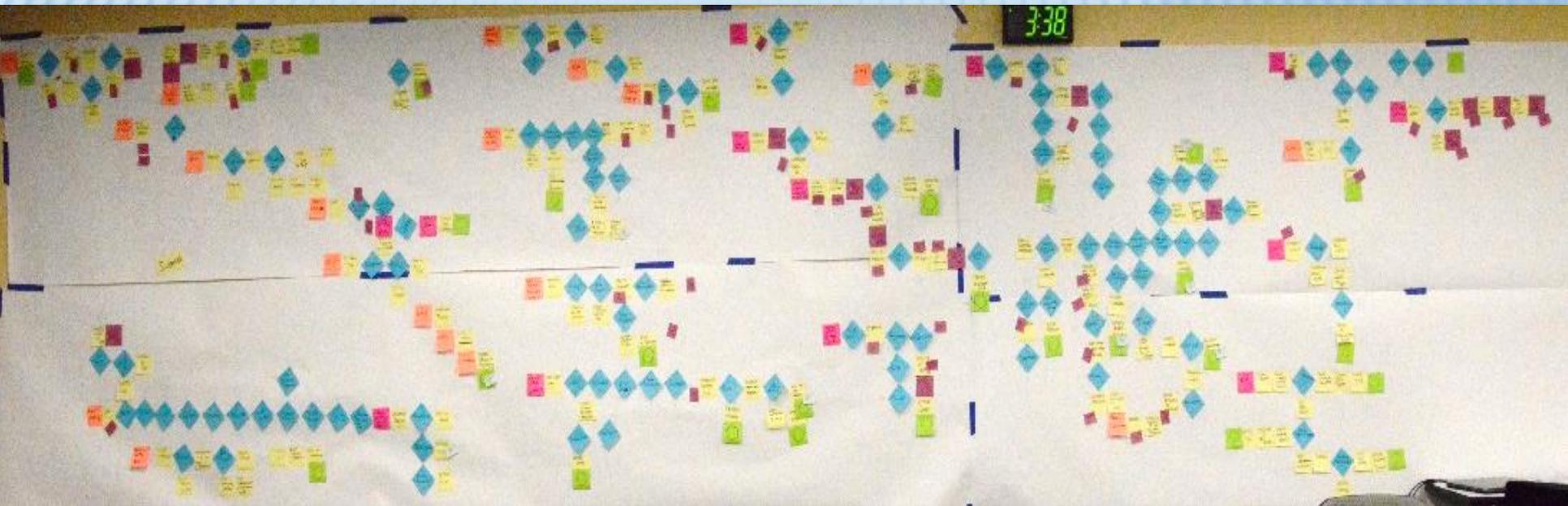
Verifications of items not automated (manual)

Process money

Registration sticker, update suspended link, DL issued

END

PROCESS MAP - CURRENT STATE



EFFECTIVE LEAN TOOLS USED:

- Gemba Walk



EFFECTIVE LEAN TOOLS USED:

Transportation

Inventory

Motion

Underutilization

Waiting

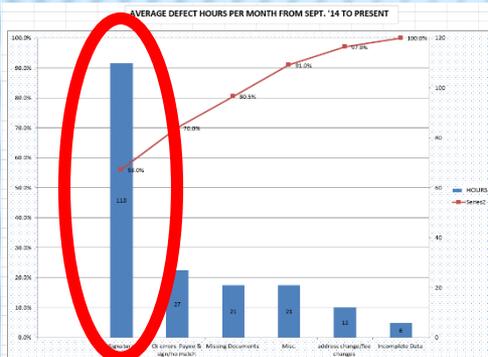
Overproduction

Overprocessing

Defects

EFFECTIVE LEAN TOOLS USED:

- Poka Yoke



New Form

For BMV Use Only

Optional Verbage

Form #

Mailing Stamp

Plate Make model year Ver.#

Financial Resp. verbage

Signature _____ Date _____

Please mark appropriate box

*
 *
 *

Donation *
Please make checks payable

Customer Name Add _____

Plate: Make Model Year Ver.#

save our sight (optional)

Financial Resp Verbage

Signature _____ Date _____

"Back" "Front"

Please choose one:

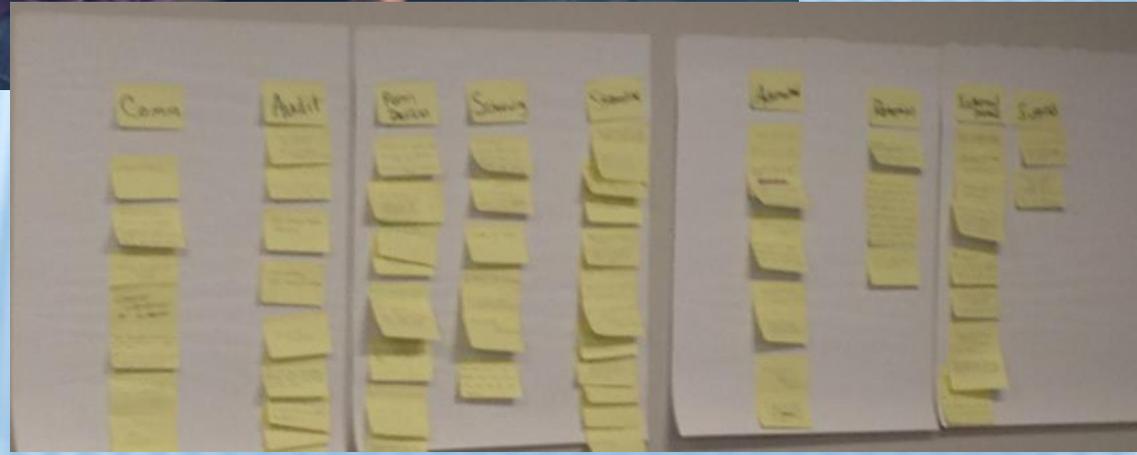
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 *
 *

Payable to: Ohio Treasurer of State

Customer Name Add _____

EFFECTIVE LEAN TOOLS USED:

- Brainstorming into Affinity Diagrams



IMPLEMENTATION PLAN

What	Who	When	Status
Communication	Wanda Freeman-Dixon	Feb. 26 th , 2016	100%
Training	Team Leads and Supervisors	March 7 th , 2016	75%
Forms Revisions	Wanda Freeman-Dixon	Feb. 29 th , 2016	65%
Mail Center	Dawn Skinner	Feb. 29 th , 2016	Pending
IT Integration	Dawn Skinner Kia Cox Jayson Hummel	March 1 st , 2016	Pending
Metrics/Dashboard	Kathy Corrigan	April 1, 2017	Pending

PROJECT METRICS

Measure/ Result			
Redirected Hours: 4,435			
Cost Savings: \$8,774.29			
<u>Measure</u>	<u>Before</u>	<u>After</u>	<u>Difference</u>
<i>Process Steps</i>	173	47	73% better
<i>Handoffs</i>	45	18	60% better
<i>Decisions</i>	115	17	85% better
<i>Loopbacks</i>	37	1	97% better
<i>Auditing Steps</i>	7	1	85% better

COST SAVINGS SCORECARD

Measure	Projected Savings Annually
1,648 less letters (<i>no signature</i>)	\$7,034.60
1,755 less letters (<i>reorg check 21</i>)	\$1,061.09
45,500 less doc's printed (<i>reorg research process</i>)	\$263.90
71,500 less doc's (<i>pending letter revision</i>)	\$414.70
Total	\$8,774.29

PROJECT BENEFITS - INTANGIBLE

- ❑ Employee pride
- ❑ Defeat attrition
- ❑ More efficient for the taxpayers

AS A RESULT...

SIMPLER

- ❑ Fewer forms used in process
- ❑ Customer-friendly forms
- ❑ Fewer loopbacks
- ❑ Improved correspondence tracking
- ❑ Right people doing right part of the process

AS A RESULT...

FASTER

- ❑ Less motion
- ❑ Fewer touches in process
- ❑ Less handoffs
- ❑ Customer processed faster
- ❑ Fewer delays

AS A RESULT...

BETTER

- ❑ Fewer rejects
- ❑ More time doing value-added work
- ❑ Less redundant auditing
- ❑ Quality assurance moved to beginning of process
- ❑ More accountability
- ❑ Improved overall communication

AS A RESULT...

LESS COSTLY

- 4,435 projected redirected hours/year
- \$8,774.29 projected annual cost savings
 - Postage, paper, envelopes

Annual Cost Savings

- Redirected Hours (Value added)

* Remove QA 866.6 hours

* Reorganize work location 416 hours

* Removing retention audit 416 hours

* Pending letter efficiencies 953.3 hours

* Reorganizing retention process 260 hours

* Form redesign 725 hours

* Removal of initial audit 364 hours

* Review of check 21 acceptance 109.2 hours

* Revise deposit process: 260 hours

* Revise check 21 deposit procedure: 65 hours

★ 4,435.1 HOURS ★

SPECIAL THANKS TO...

Senior Leadership:

- ❖ Director John Born
- ❖ Assistant Director Joe Montgomery
- ❖ Policy Chief Mark Gibson
- ❖ Registrar Don Petit
- ❖ Chief of Staff Curtis Mayhew

Project Mentor:

- ❖ Scot Burbacher – LeanOhio

Facilitator/Lean Liaison:

- ❖ Patrick Wilson - ODPS

Sponsor:

- ❖ Kathy Corrigan

Team Leader:

- ❖ Wanda Freeman-Dixon

Fresh Perspective:

- ❖ Geoff Dutton - ODPS

Subject Matter Experts (ODPS):

- ❖ Denise Vesner – IT
- ❖ Winston Ford – Legal
- ❖ Molly Bush – Printing Svcs.

Special Notice:

- ❖ Christine Vincenty – ODPS