



Ohio Department Public Safety



Bureau of Motor Vehicles
License Suspension/Reinstatement Mail Process
Kaizen Event Report Out
February 27-March 2 , 2012

Team “Make it Happen”



The Team

Dianna McConnaughey, Chief

Vicky Eaton, Supervisor

Nancy Dixon, CSA 3

Carla Ponder, CSA 2

James Bell, Clerk 3

Jackie Janowicz, Clerk 3

Karen Rodgers, Chief

Jan Yates, CSA 2

Collette Napper, CSA 2

Jay Wright, CSA 2

Kimberly Ross, Assistant Chief

Gary Hively, Supervisor

Beverly Caldwell, Supervisor

Timothy Mathews, CSA 3

Marcia Fisher, Supervisor

Lori Kette, Franklin County Mun. Court

Lisa Hosterman, CSA 3



Stakeholders

- Taxpayers
- All Suspension and Licensing units
- Mailroom
- Remittance
- Revenue Management
- Courts
- Insurance Companies
- Law Enforcement agencies
- Attorneys
- Deputy Registrars
- Prosecutors



Background

License suspension correspondence is **delivered to the mailroom** via the post office. The mailroom staff **sort the documents** according to the different departments within the BMV. Clerk 3 staff from the 2nd floor Document Management Unit (DMU) go down to the lower level mailroom (since it is a more secure area) to **open and sort** the daily incoming mail according to the different units within the Suspensions and Licensing Section. Reinstatement documents for license suspensions include but are not limited to court orders, citations, limited driving privileges, reinstatement fees & proof of insurance. The documents received affect driving records of thousands of drivers. The DMU staff bring the correspondence back up to their unit on the 2nd floor to **sort the** correspondence by specific processes within the units. The sorted correspondence is **then distributed** to other Clerks within the unit to be **prepped and batched**. Once the documents are batched they are **scanned** into workbaskets within the imaging system (CPIC). The workbaskets are identified by the type of work to be completed. Staff from each of the units **process the work** from the workbaskets. The original correspondence is retained within Document Management until it has been worked by the unit and indexed.

SIPOC

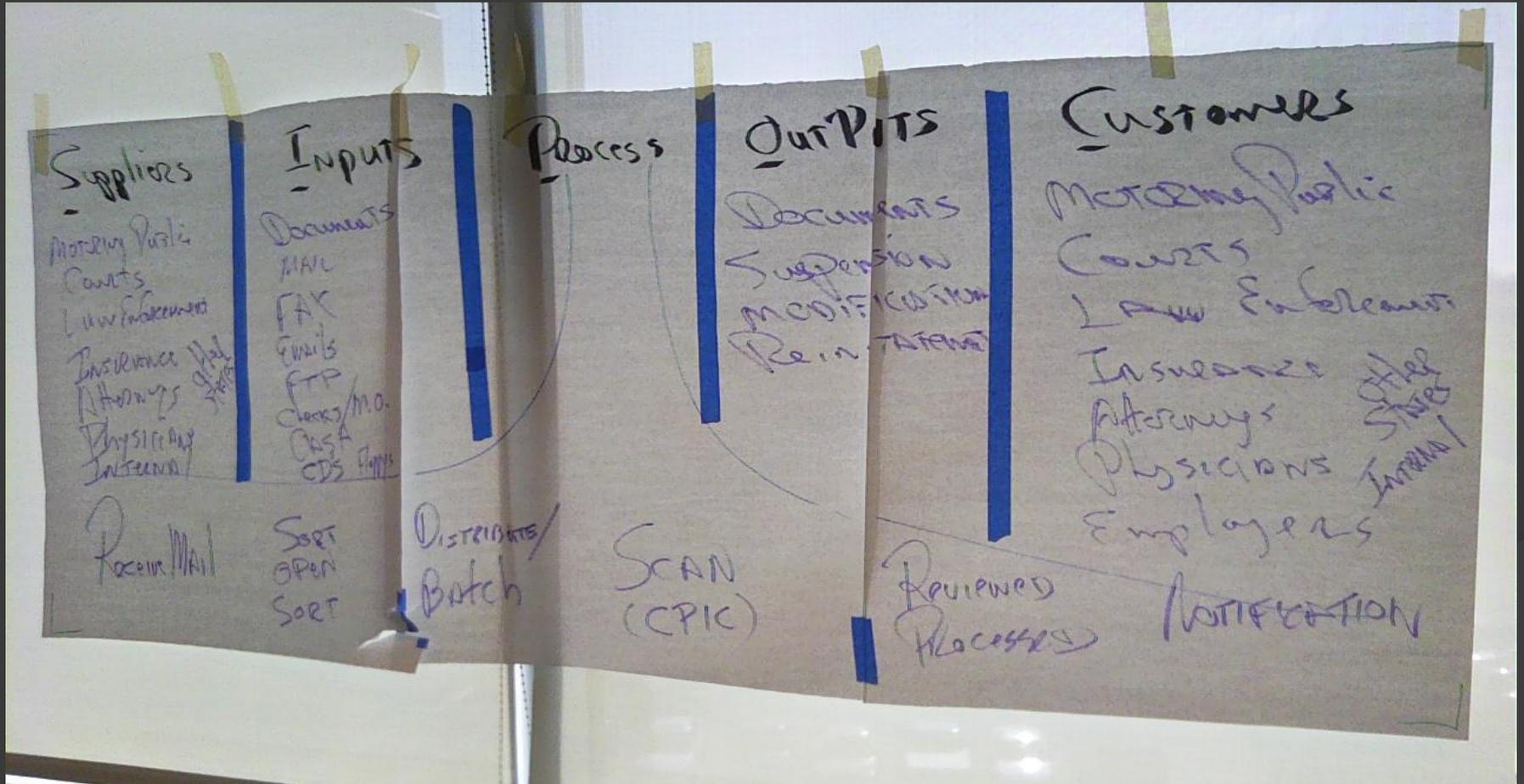
Suppliers

Inputs

Process

Outputs

Customers



Scope of Event

What is the process?

The process begins when the correspondence related to driver license suspensions comes into the mailroom via the post office from courts, law enforcement, insurance companies and the motoring public, to the reinstatement of the driver license.

Overarching Theme:

To efficiently process all documents received that impact the public and their ability to drive within the guidelines of Ohio's laws.

Out of Scope

Areas that will not change as a result of the Kaizen event are:

- ⦿ No one loses their job because of the Kaizen event, but duties may be modified.
- ⦿ Need for additional staff is not dependent on improvement process
- ⦿ Need for additional monies is not dependent on improvement of process
- ⦿ No legislative changes or changes related to collective bargaining.
- ⦿ No IT solutions until it is determined that an IT solution is needed.

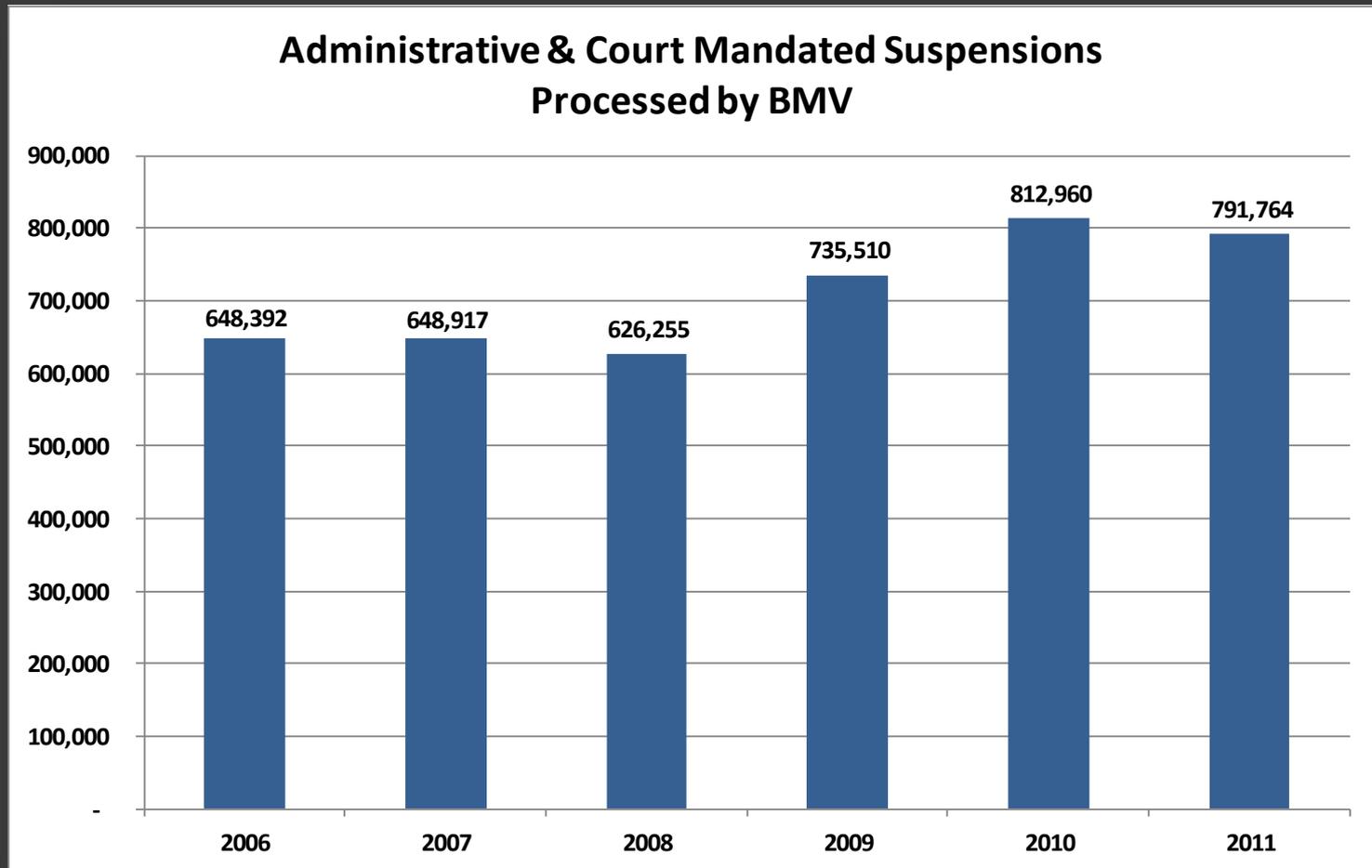
Goals & Objectives

Improve Customer Service – streamline the process to more efficiently reinstate the customer and get them back on the road and to work as soon as the law allows.

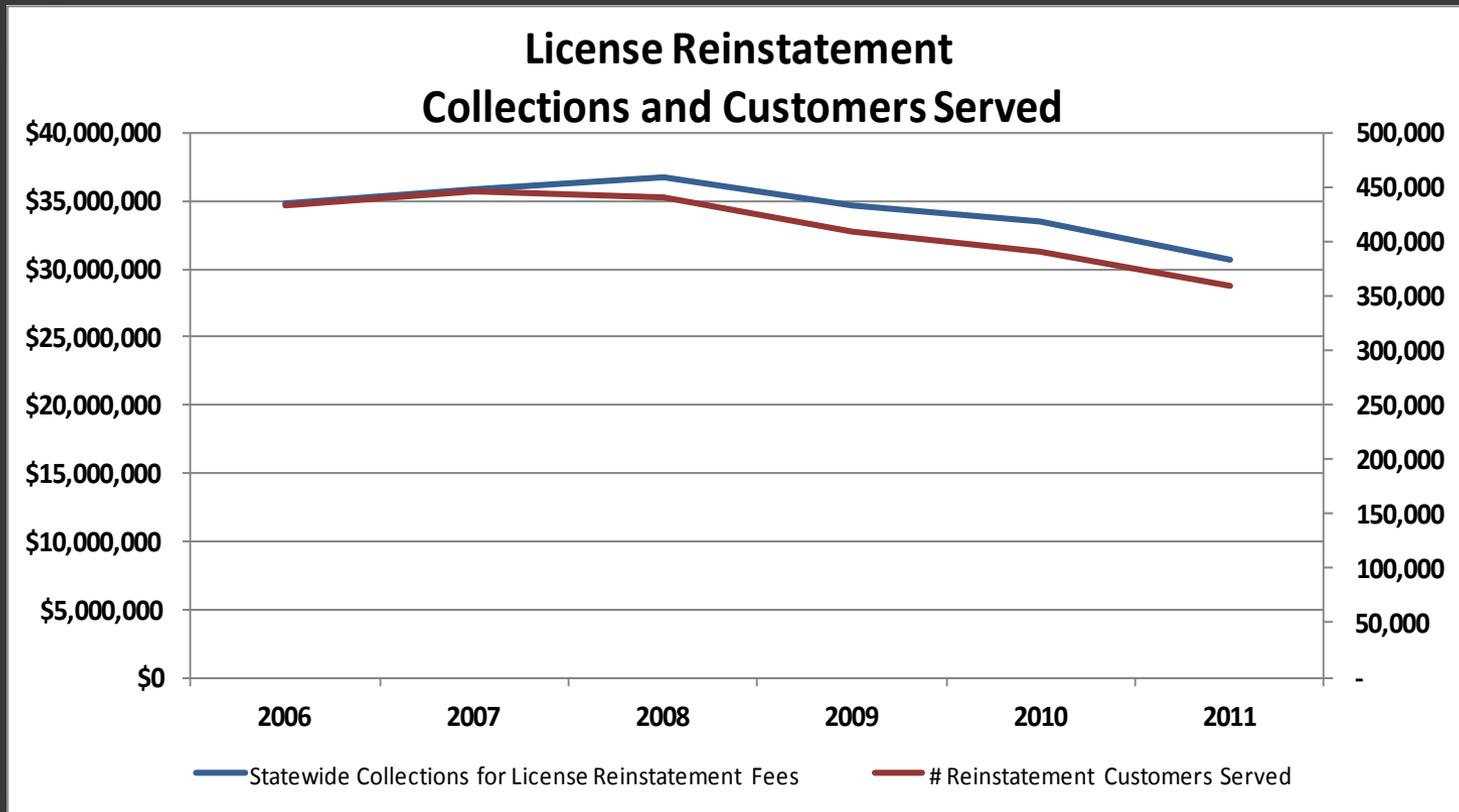
Eliminate unnecessary routing of documents

Develop a metrics to measure production

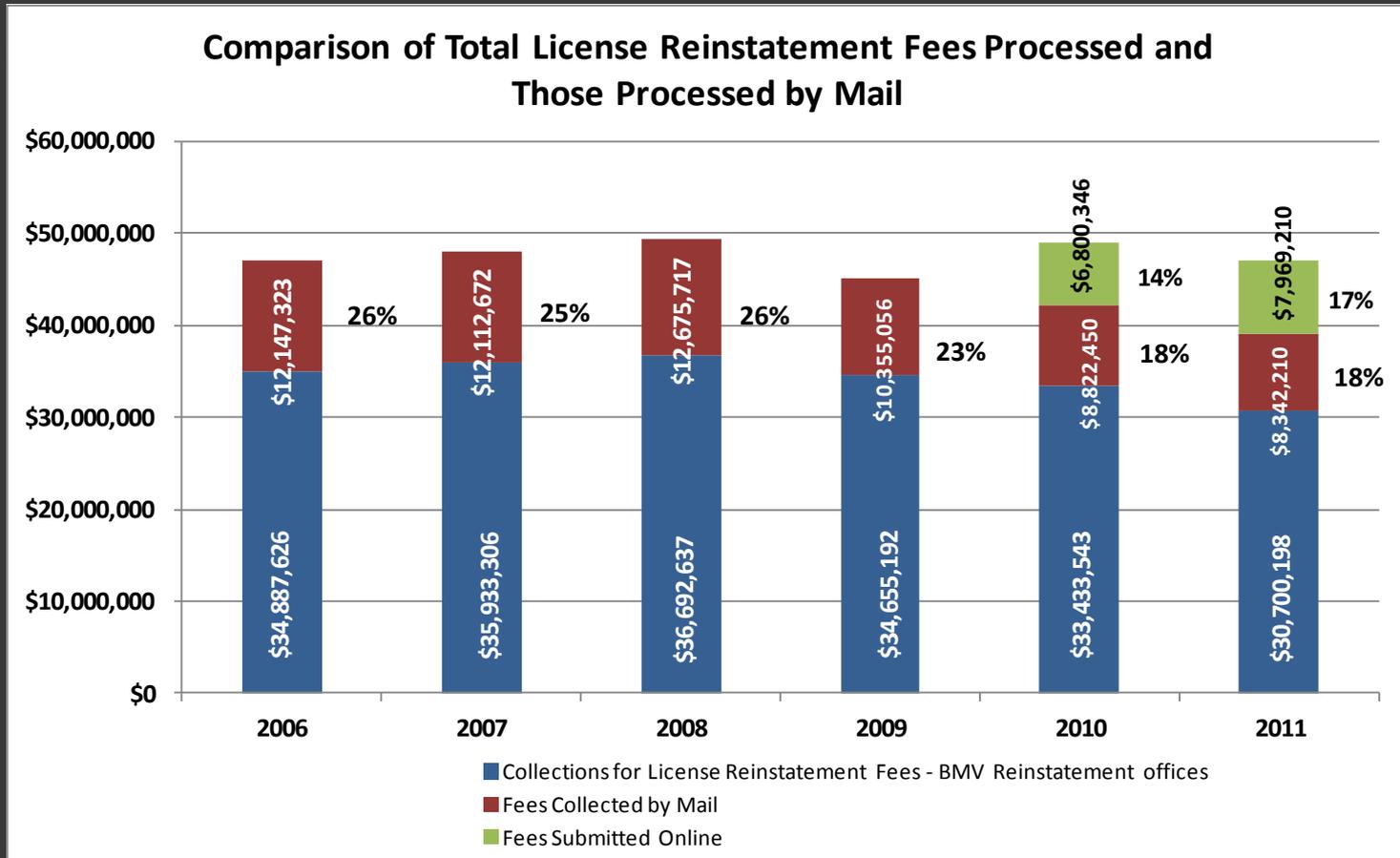
Baseline Data



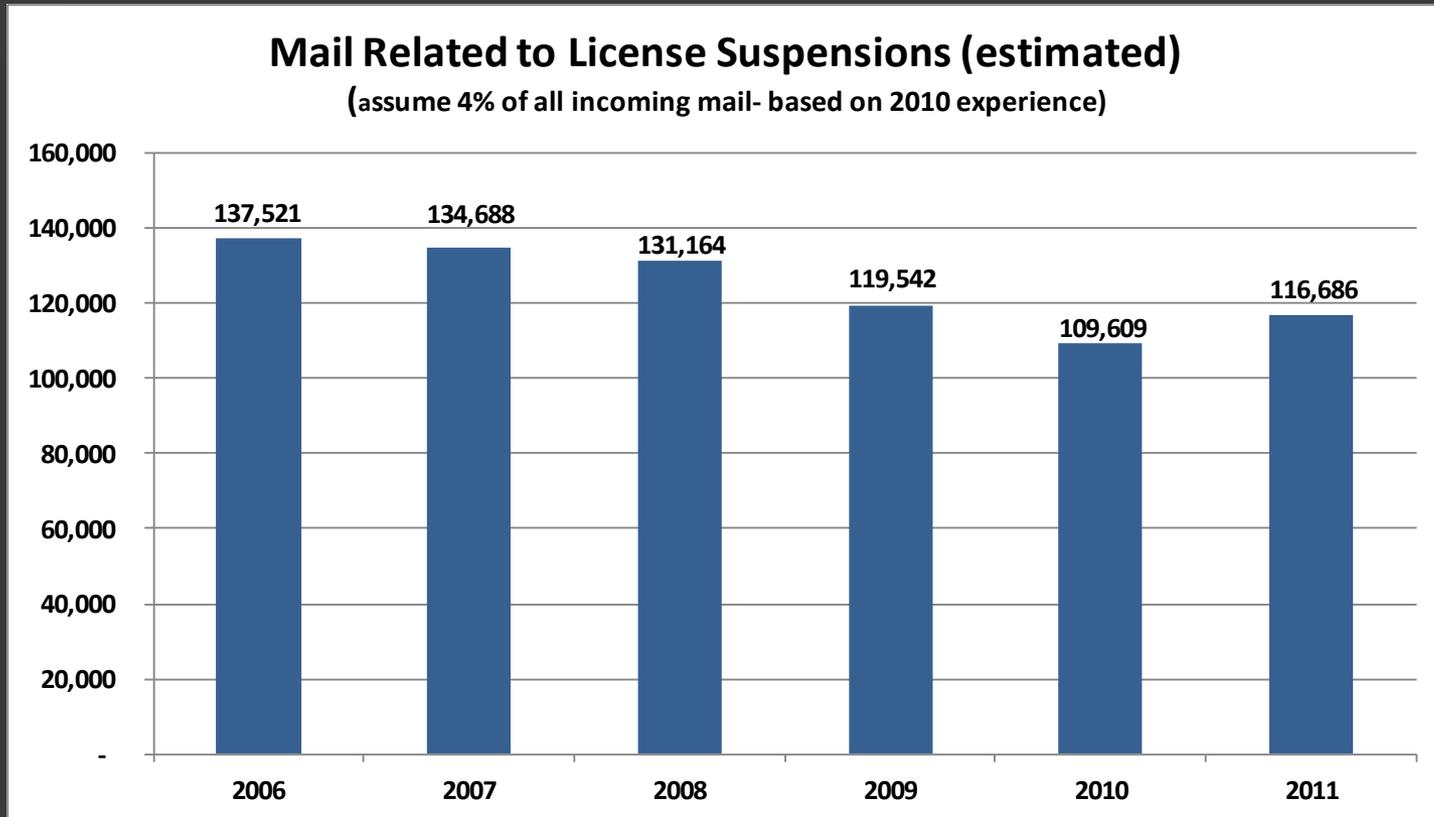
Baseline Data



Baseline Data



Baseline Data



Baseline Data

CY 2011 License Suspension Caseload

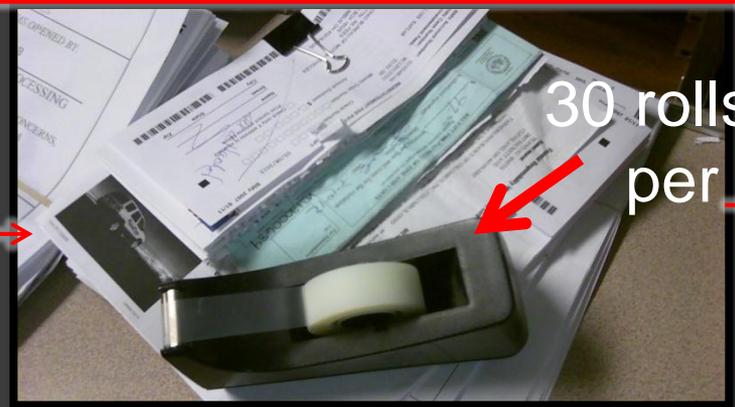
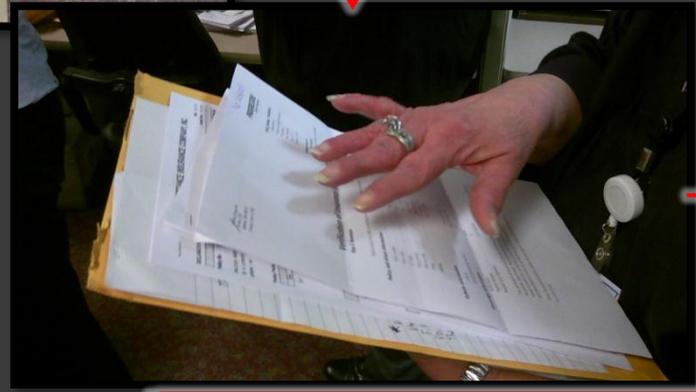
January 1, 2011 through November 10, 2011

(Includes both electronic and paper)

Status	# Cases	Notes
Cases Open	1,925,199	Current cases being processed
Cases Closed	6,929,437	Since 1-1-2011
Cases Pending	28,152	Before the actual suspension starts
Cases Stayed	9,693	These cases are "closed"
Cases Modified	47,316	Judicial changes/modifications
Disqualifications	3,494	Involves CDL license
Fee Required	820,228	Driver still owes a fee
Deleted	1,029,567	Court-ordered because of error, etc.
Hold	8,459	

Walk-Through

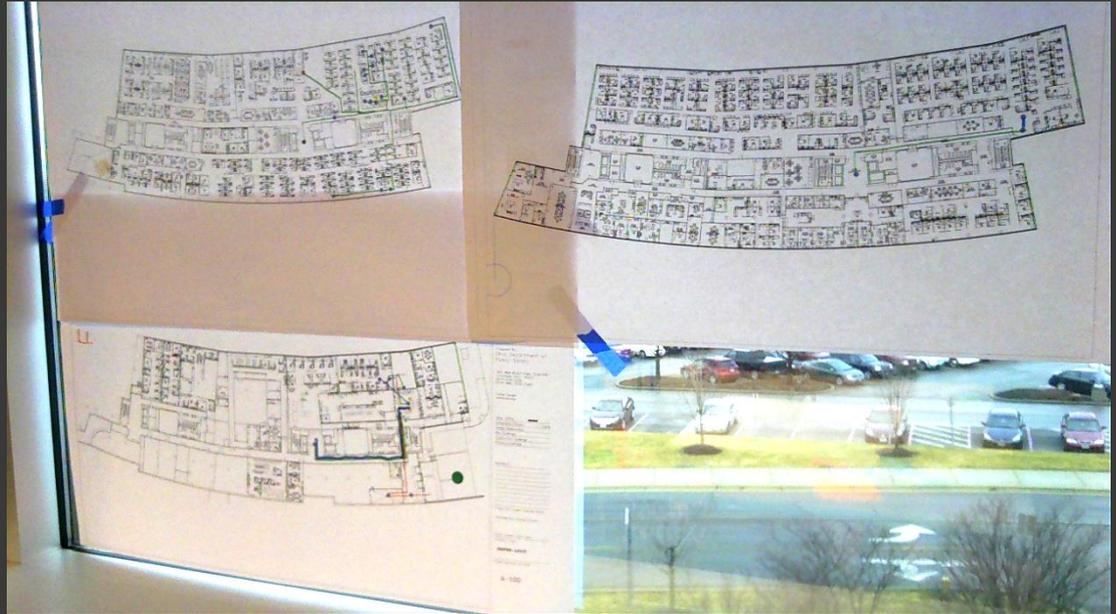




30 rolls of tape per week

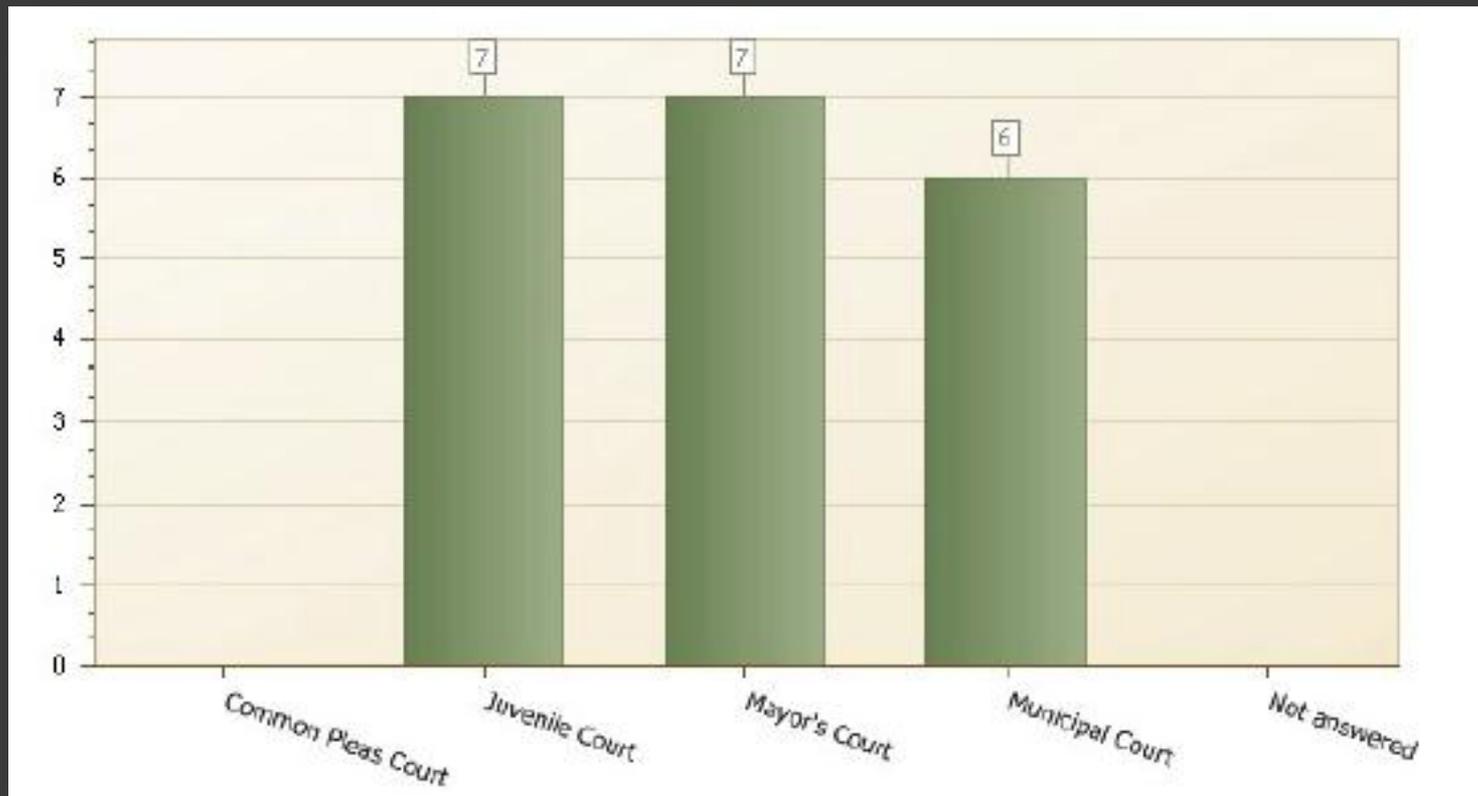


Spaghetti Maps

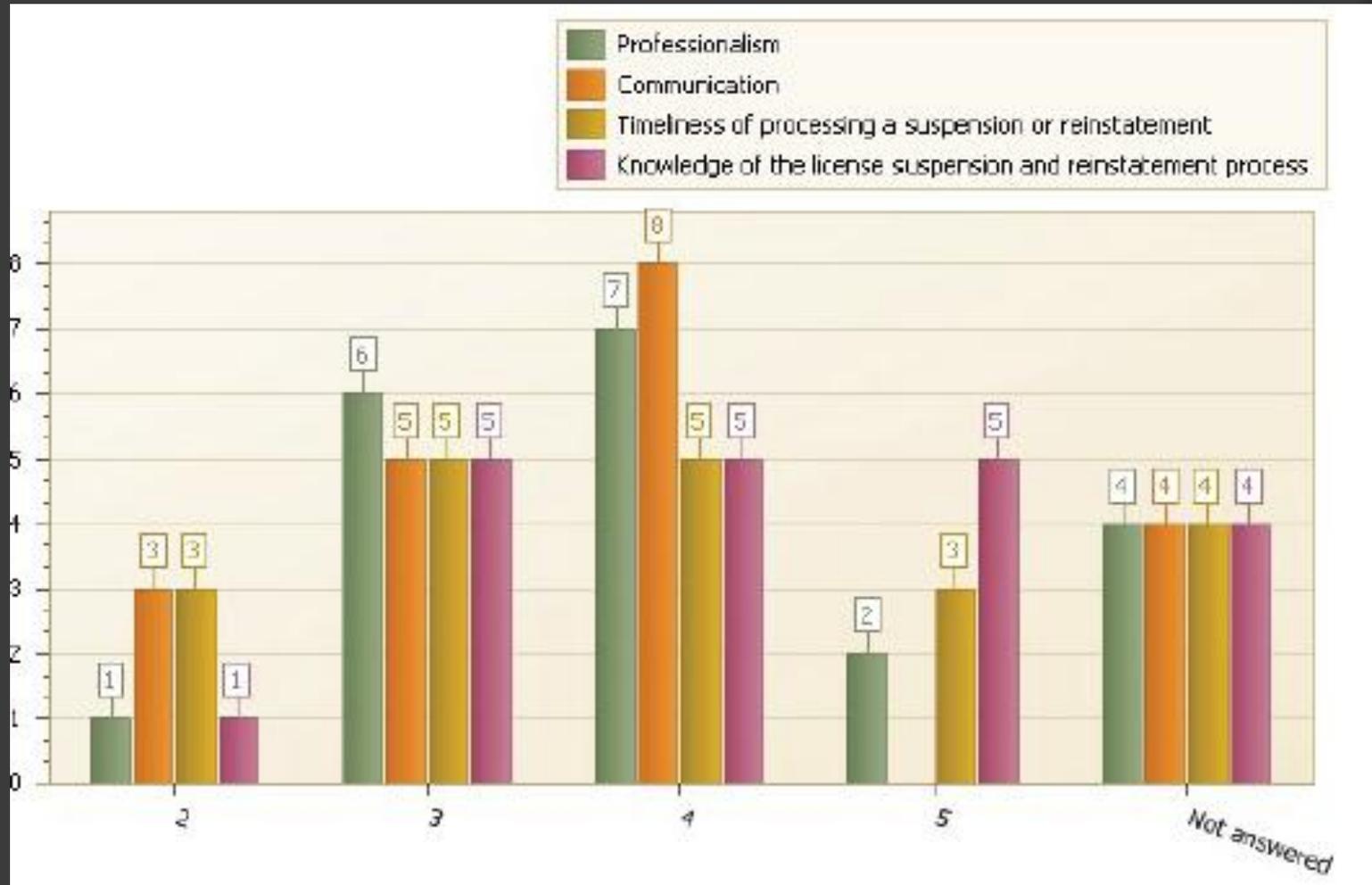


**Many Documents
Travel up to 1/2 mile
within the building!**

Our Customers Told Us



Our Customers Told Us





To Break for the Better

- ◎ Clear objectives
- ◎ Team process
- ◎ Tight focus on time (one week)
- ◎ Quick and simple, action first
- ◎ Necessary resources available right away
- ◎ Immediate results (new process functioning by end of week)



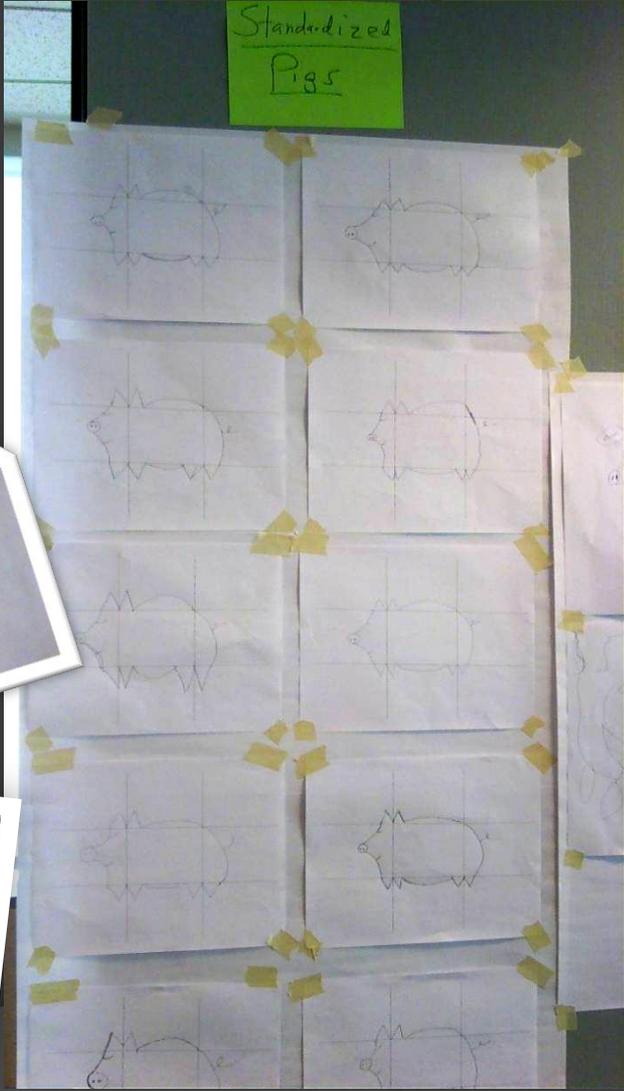
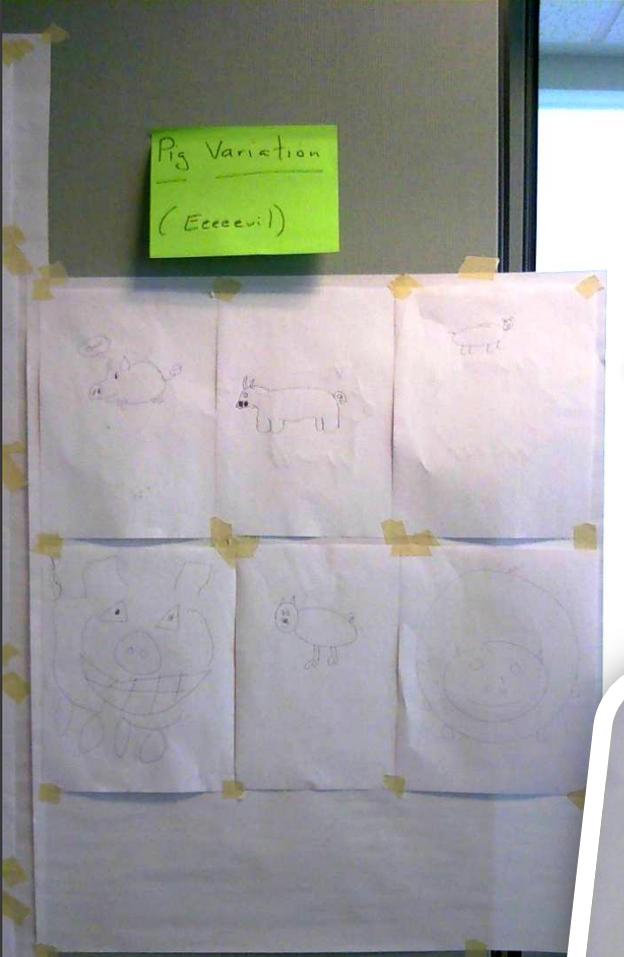
The Kaizen Approach

Team-based energy and creativity drives immediate process improvement

DAY 1	DAY 2	DAY 3	DAY 4	DAY 5
Day of Learning	Day of Discovery & Developing Improvement Ideas	Day of Improvement & Creating the New process	Day of Design Implementation & Documentation	Day of Celebration & Results Schedule 30-60-90-day follow-ups

At the end of the week, each Kaizen team has designed dramatic operational improvements

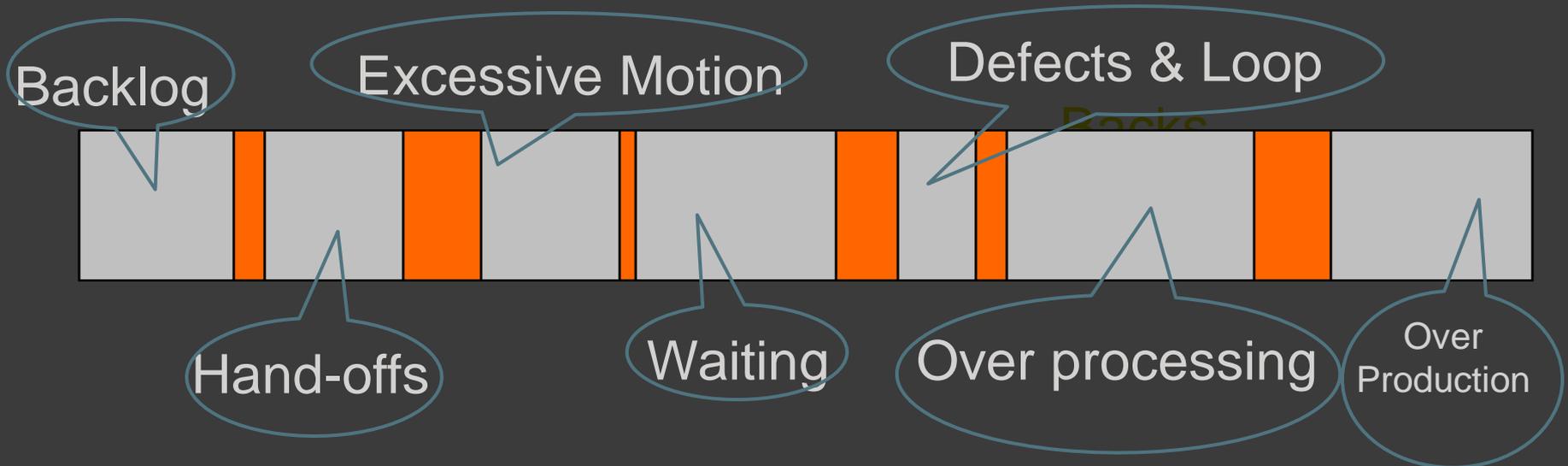
Quest for Standardization



Lead-Time Reduction

■ Wasted Time and Activity

■ Core Process Value Added



Current-State Process Map



The original processes had:

- ⦿ Too many steps
- ⦿ Too many handoffs
- ⦿ Too much paper
- ⦿ Too much transportation



TIM WOOD

Intense work identifying Value and Waste



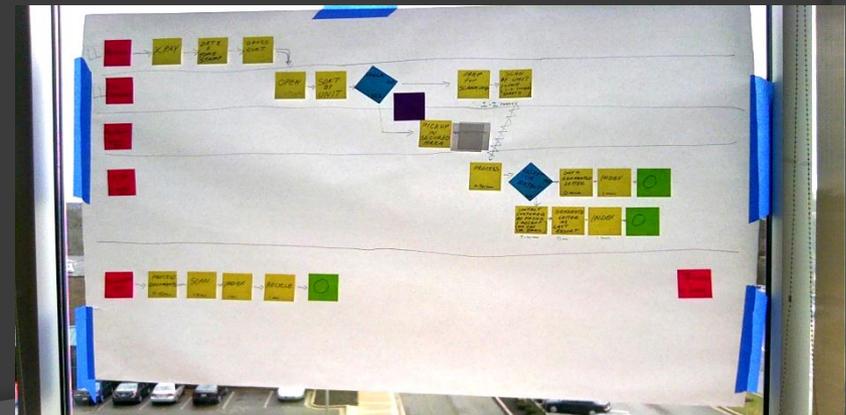
The team brainstormed and more than 60 improvement ideas



Old Process 56 Steps 9 Handoffs



New Process 20 steps 4 handoffs



Legacy Scorecard

Measure	Current Level	NEW	Change
Mail Processing Time	56 steps	20 steps	64%
Decision Points	10	1	90%
Handoffs	9	4	56%
Sorts	5	2	60%
Batches	3	1	60%
Delay Points	13	2	85%
Cover Sheets	50	1	98%
Work Baskets	49	24	50%
Customer Satisfaction Level	3.5	TBD	TBD

Legacy Scorecard

Measure	Current Level	NEW	NEW
Mail Processing Time	10-22 days	6-11 days	50%
Backlog	11,000 pieces	0	100%
Costs Savings/Cost Avoidance	<p>\$7,057.42 Savings – Printing Costs \$6,880 Savings – Mailing Costs \$195 Savings – Sheet Printing Costs \$177,556.00 – Annual Cost Avoidance TOTAL ANNUAL SAVINGS \$14,132.42 TOTAL ANNUAL COST AVOIDANCE \$177,556.00</p>		

More Results

- ⦿ Reduction of batching, taping, & counting of documents
- ⦿ Improved customer satisfaction
- ⦿ CSA2's do all varieties of unit work
- ⦿ Standardization of forms
- ⦿ Faster processing & access to records
- ⦿ Better use of technology
- ⦿ Fewer work baskets
- ⦿ Fewer cover sheets
- ⦿ Better utilization of staff

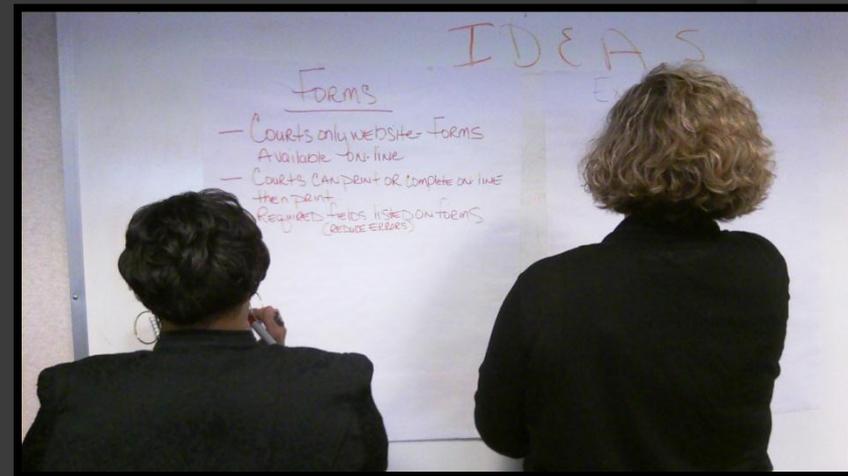


Improvement Summary

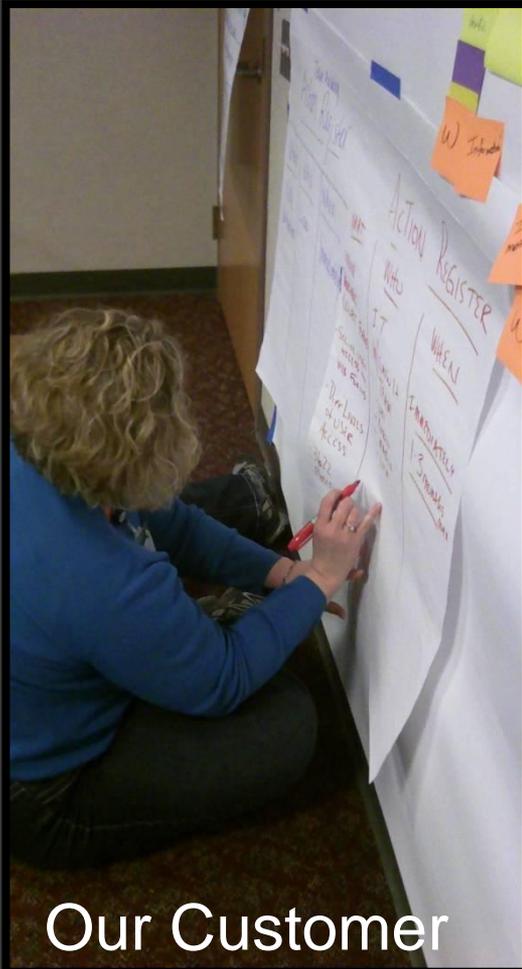
Current Key Issues	Kaizen Improvements
Multiple Batching	Significantly Reduced Batching
Excessive Paper Handling	Significantly Reduced Handling
Excessive Transportation Up to ½ mile in building	Reduced to 46 ft.
Undefined Metrics	Dashboard of Metrics Visual Management
Average Customer Survey	Expected Improvements “Target is Above Average”
56 “Waste” points	Reduced to 1

Implementation Plans

- Forms Plan
- Equipment and Technology Plan
- Backlog plan
- Communication Plan
- Training Plan
- Human Resources Plan
- Facilities Plan



Forms Plan



Our Customer

FORMS ACTION REGISTER		
<u>WHAT</u>	<u>WHO</u>	<u>WHEN</u>
ONLINE "WORKABLE" COURT FORMS	I.T. W/CONSULT TEAM	<u>IMMEDIATELY</u> 1-3 months MAX
- SECURE USER ACCESS TO WEB FORMS	- LOPI - KAREN - MARCIA - LISA	
- DIFF LEVELS OF USER ACCESS	↓	
- 3622 MODIFICATIONS	- PRINT SERVICES	- ASAP

Equipment and Technology Plan

Action Register (Equipment & Technology)		
What	Who	When
Scanners for Reinstatement (And Support-Installation etc) On line Forms (WEB)	MARCIA	TBD (Target Date - June)
	Form Group	1-3 months

Backlog Plan

Team Backlog
Action Register

<u>What</u>	<u>Who</u>	<u>When</u>
NOK Verification	Lisa	Immediately
11,000 -	○	

Communications Plan

Action Register
(Communications)

What	Who	When
<ul style="list-style-type: none"> Notify Courts (VIA MAIL, Court Visits, E-File) 	Dianna	3 weeks - 1 month TBD
<ul style="list-style-type: none"> Update Court website w/Info (Online Services) CREATE FAQ'S For web 	Collette	3 weeks - 1 month TBD Immediate

Communication Internally

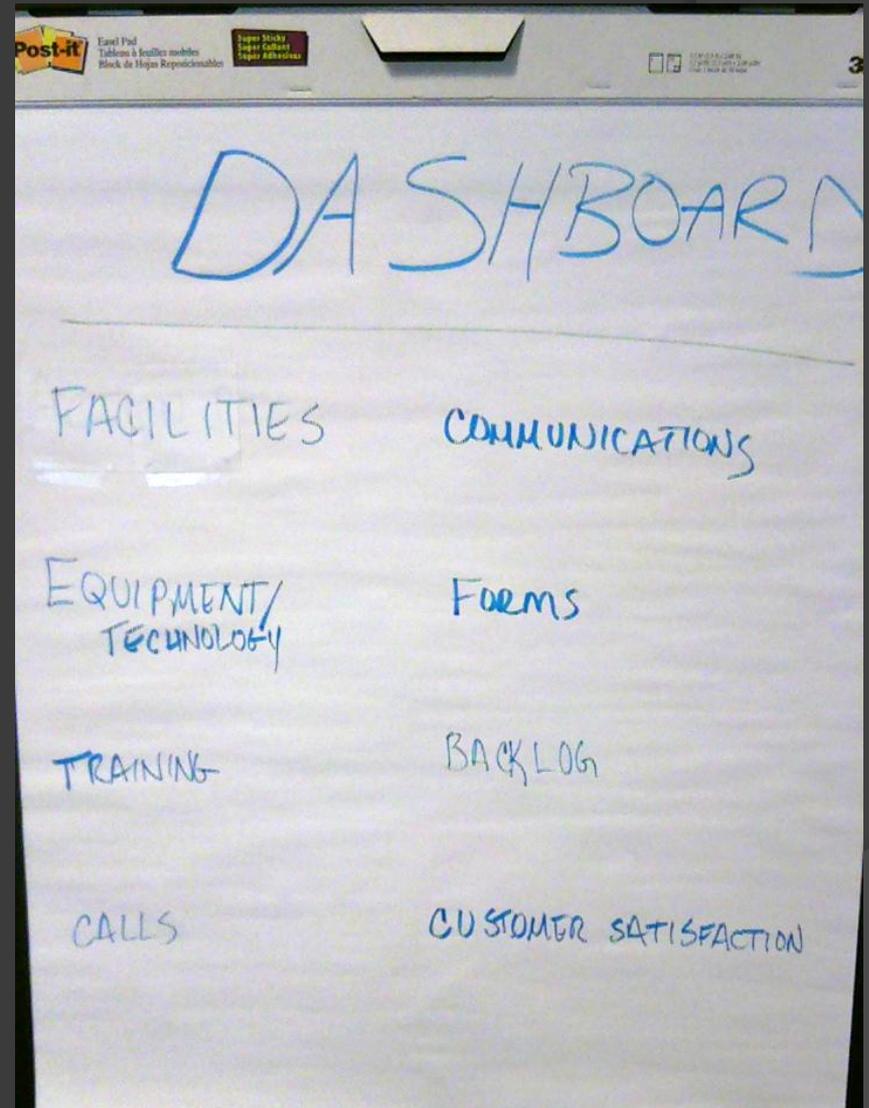
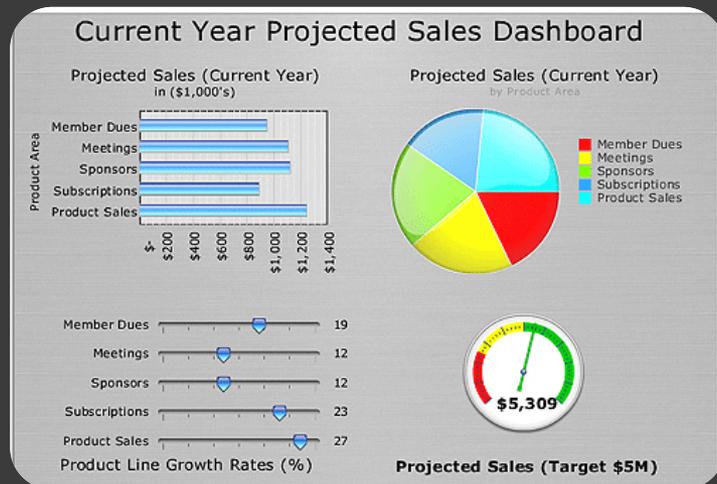
What	Who	When
<ul style="list-style-type: none"> SLS process Change (COB, moving pickup, prep/hold) 	Dianna	2-2 weeks April 2, 2012
Handling Rejections	Nancy	
Unit Relocations	Lisee	
Reinstatement Process Changes	Marcia	June 1, 2012 APPROX JUNE 2012
FAQ's internet	Kim	TBD

Training Plan

Action Register Training

What	Who	When
Implementation of Process (2 hrs.)	Supervisors/ Leads	3 wks prior
Implementation of Process - Re-education standards, shared files (2 hrs.)	Employees	2 weeks prior
Process Revisions	Facilitators w/ Courts	BUV Exchange via Web Mail E-mail Phone

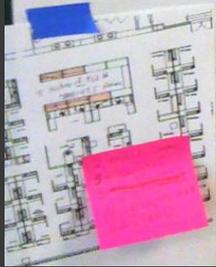
Dashboard



Facilities Plan

5 S

- Reduce 5 Work Stations
- Reduce 5 File Cabinets
- Reduce 3-5 Batch Sorters



Action Register **FACIL**

What	who	when
① is move of Doc Mgmt to LL possible?	Tim Fisher, Kyle Dupler, Dan Davies Samie Bryson	march 30
② ID the Space Available	Same As Above Complete Mac + Des Mac by Karen Rodgers or Vicky Eaton	April 30, 20
③ Can space be secured?	Facilities	[Redacted]
④ Notify Facilities Desired Date we want to move	[Redacted] Facilities & I.T.	May 15 th , 20
⑤ actual move	Facilities & Doc Mgmt Employees	June 1, 2012
		July 1, 20

Overall Kaizen Benefits

- Knowledge of BMV Departments
- Better Communication
- Establishing Goals
- Learning From One Another
- Improving Internal/External Customer Service
- Simplifying Processes
- Cost Savings/Avoidance



What changes Monday?



- ⦿ Introduce New Process
- ⦿ Motivate Staff / Communication
- ⦿ Execution of Action Registers
- ⦿ Setup Timelines/Mtgs
- ⦿ Stay Focused on the Task
- ⦿ Prepare for Implementation

Personal Lessons Learned

- Willing to Disagree
- Willing to Compromise
- Efficiency Through Teamwork
- Embracing Change/ Other's Ideas
- Improving Organizational Skills – 5S
- Visualization Brings Clarity
- Government Can Be Flexible



Life as a member of a Kaizen event Team...



What Questions/Comments do you have?



Lean.Ohio.gov

Special *THANKS* to...

Senior Leadership: Director of the Department of Public Safety, Tom Charles

Sponsor(s): Registrar of the BMV, Mike Rankin
Jamie Bryan, Assistant Registrar; Tim Fisher, Administrator
Suspensions & Licensing Services; Don Petit, Assistant
Registrar

Subject Matter Experts: Winston Ford, Legal; Karen Rodgers,
Verification Services; Dan Davies, Facilities; Keith Albert,
Project Mgmt.; Molly Bush, Print Services; Kyle Dupler,
Administration

Customer: Lori Kette, Franklin County Municipal Court