Ohio | Public Utilities Commission

LEANOhio

PUCO

Motor Carrier Registration

January 13 – 17, 2014

“Fleet of Excellence”

Team Members

- Brian Barringer, PUCO
- Martin Boratyn, PUCO
- Gina Burke, PUCO
- Christi Edwards, PUCO
- Don Erby, PUCO
- Kathy Gales, PUCO
- Megan Gump, ODOT
- Daneiaka Howard, PUCO
- Gina Mee, ODFJS
- Milan Orbovich, PUCO
- Valerie Poindexter, PUCO
- Kendra Rogiers, PUCO
- Kelly Selzer, PUCO
- Len Shenk, PUCO
- Priscilla Smith, PUCO
- Shawn Smith, PUCO
- Joe Turek, PUCO
- Larry Woolum, Ohio Trucking Association

Stakeholders

- Motor Carrier
- Federal Motor Carrier Safety Administration
- Other Ohio State Agencies
- Other PUCO Departments
- Insurance Companies
- Permit Agents
- Attorneys
- Safety Consultants
- Other States

Scope of the Event

First Step: Mail renewal to motor carrier

Last Step: Permit received by motor carrier

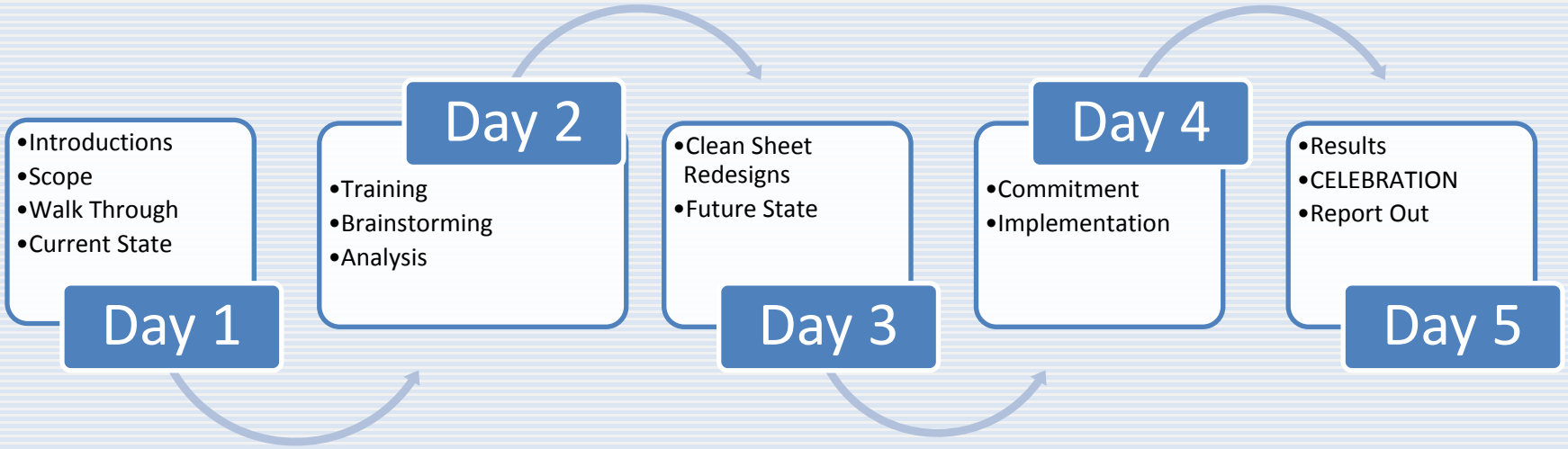
Out of Scope

- No additional staff
- No additional money
- No IT solutions until the process is improved
- No changes to laws or labor contracts
- No one loses their job because of the Kaizen event, although duties may be modified

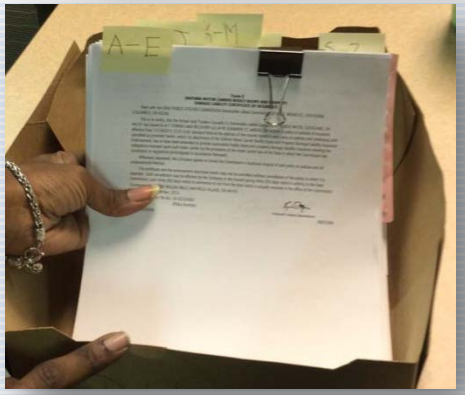
To Break for the Better

- Customer focused
- Right people changing the process
- One week-quick and action oriented
- Necessary resources available immediately
- New process implementation begins next Monday

The Kaizen Approach



Walk-Through



Customer Focus Group

PUCO conducted a customer focus group on Monday with five Motor Carriers. They were asked four questions about this process and they said:

More online resources-FAQ's, videos, YouTube, and mouse over.

Eliminate "paper" credentials sent

Focus toward electronic process

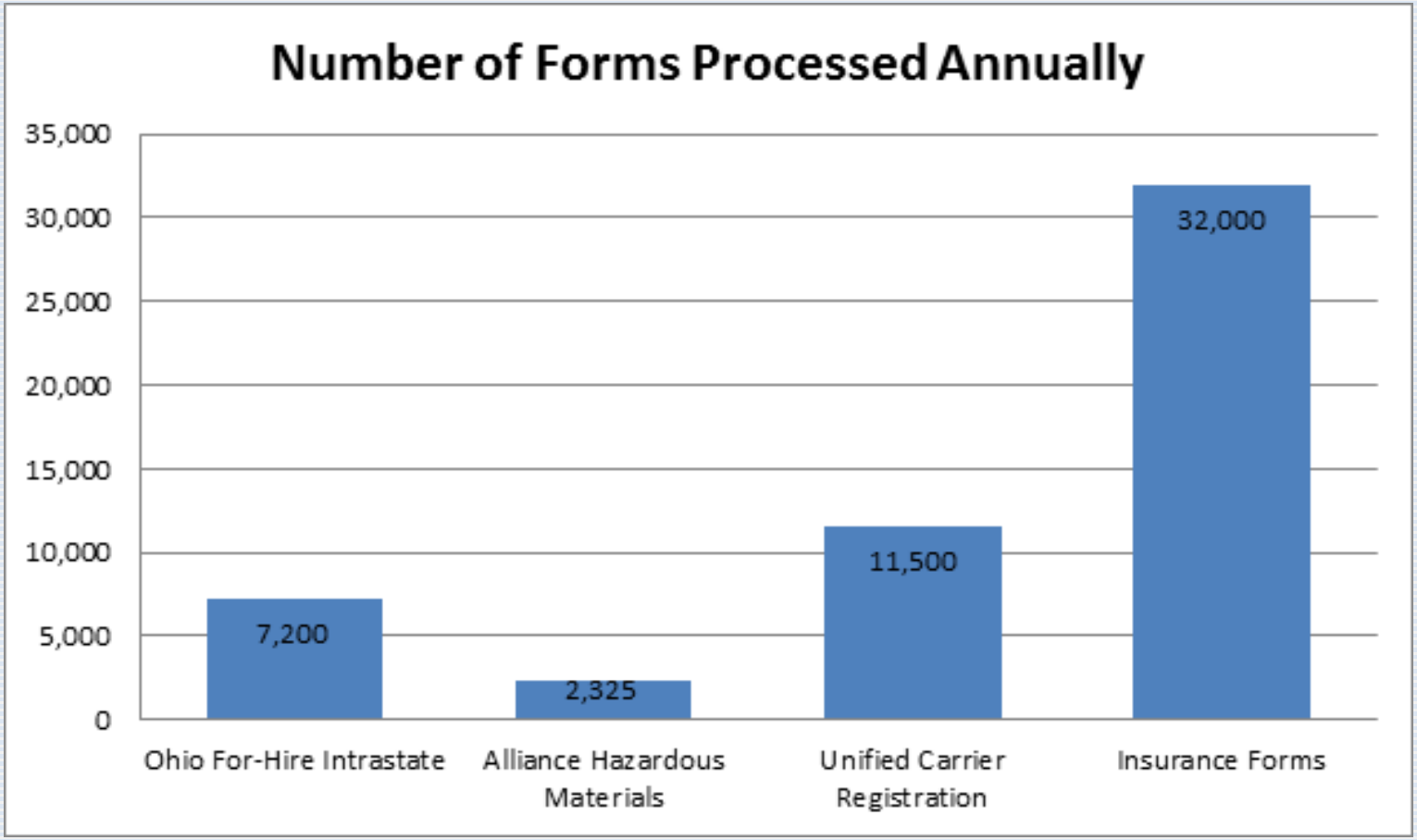
With new onboarding – can cost $$ waiting for credentials

Motion

Initial Processing

Dani travels 19 miles each year

Number of Forms Processed Annually



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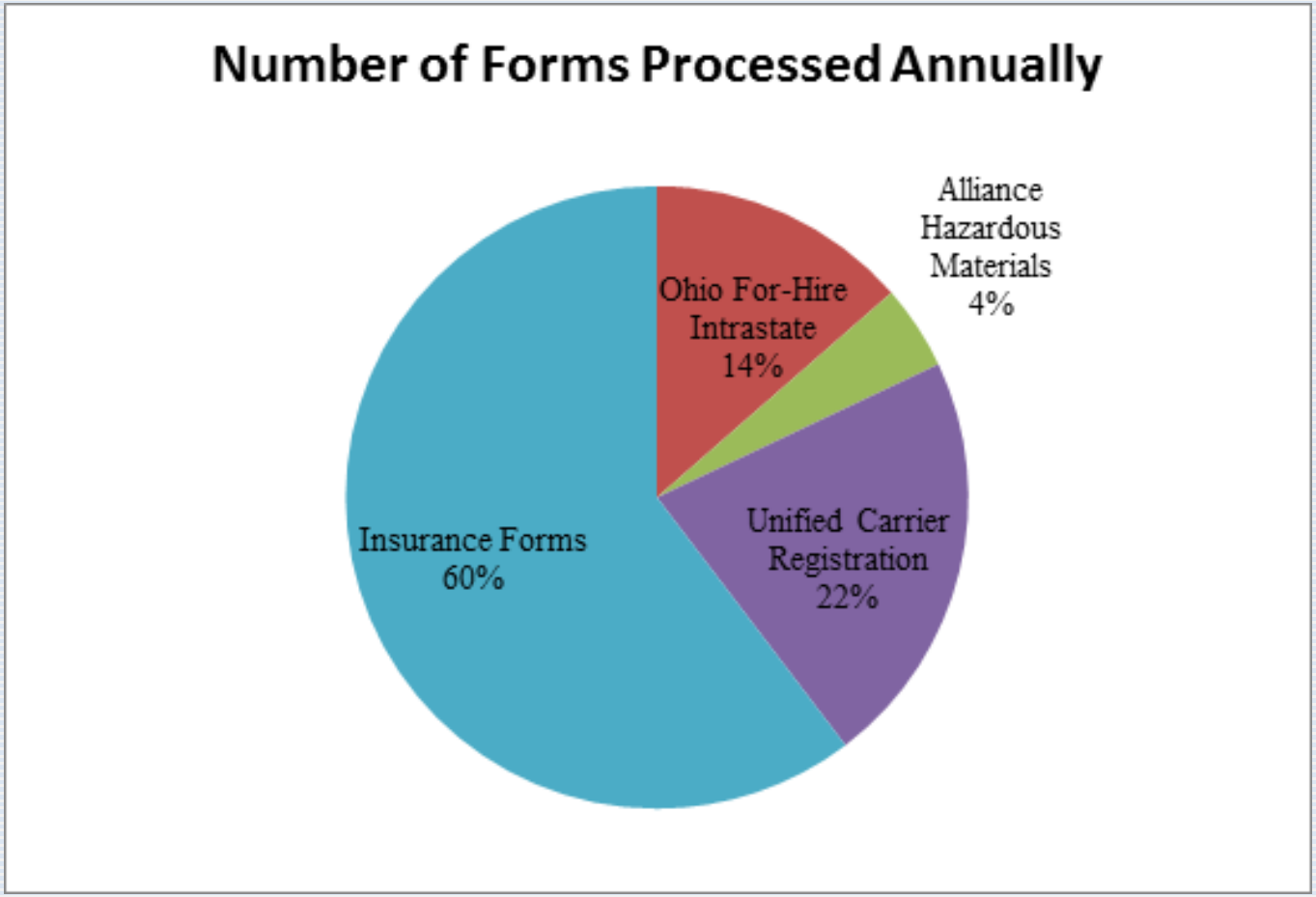
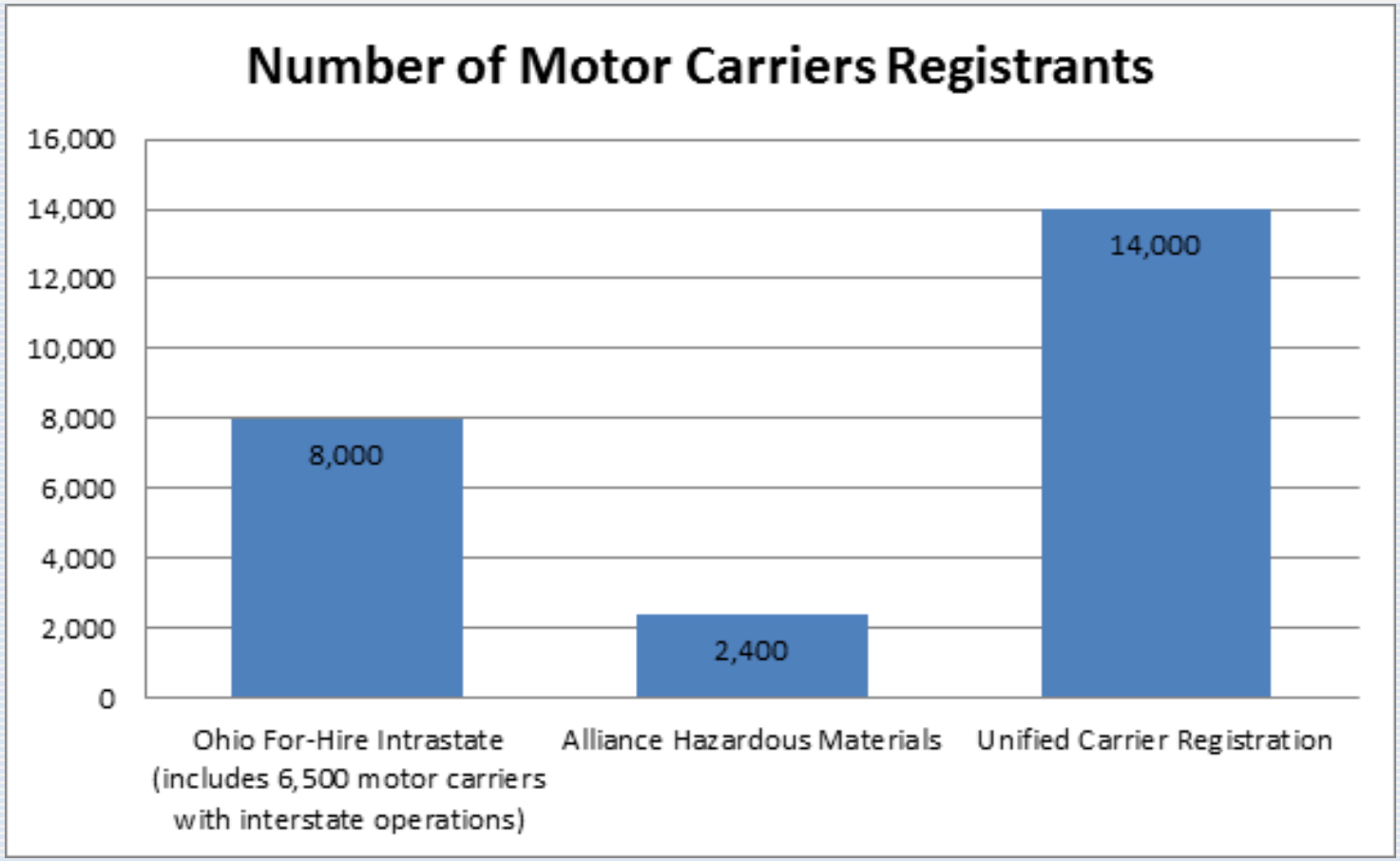


Number of Motor Carriers Registrants



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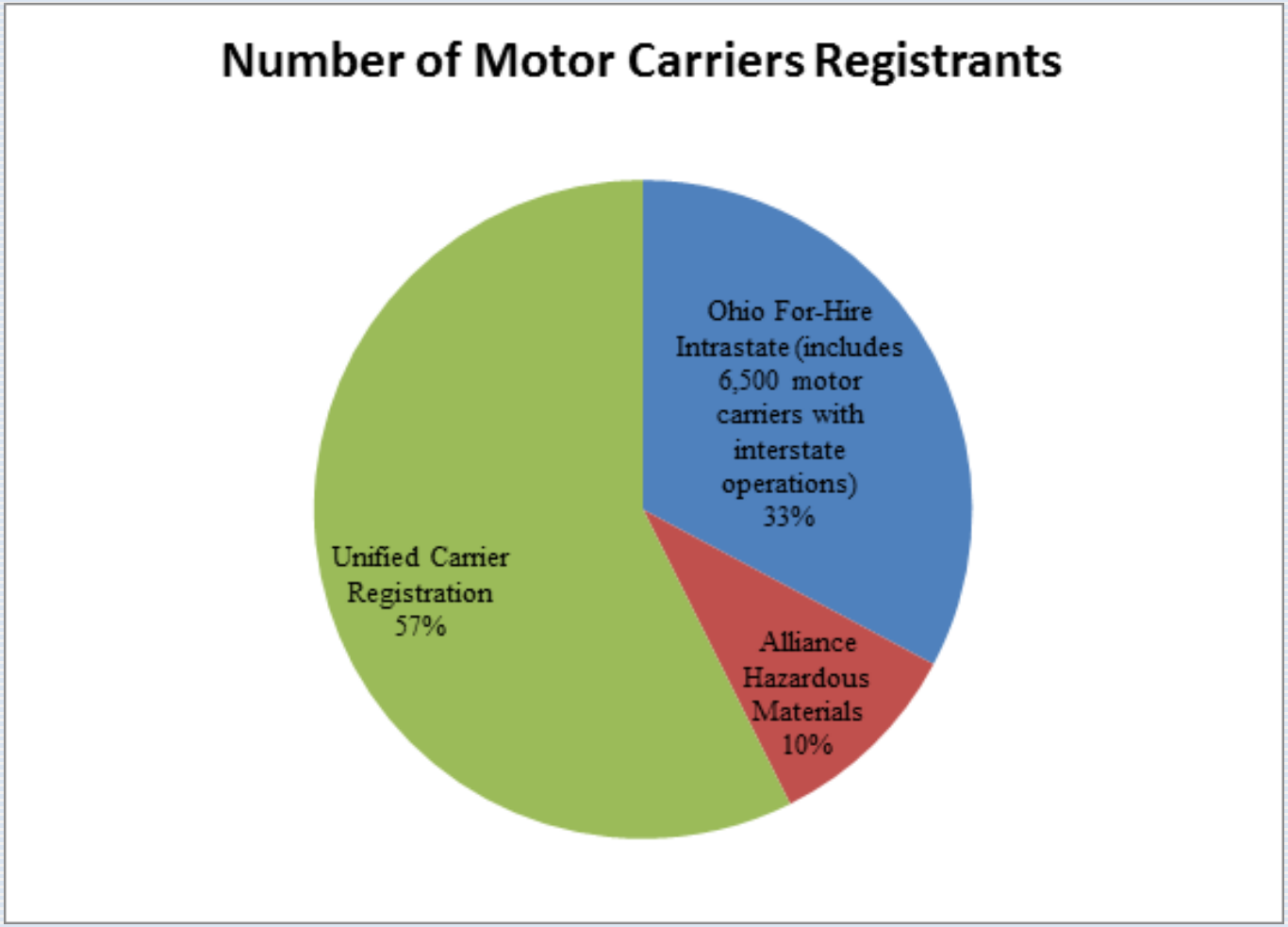
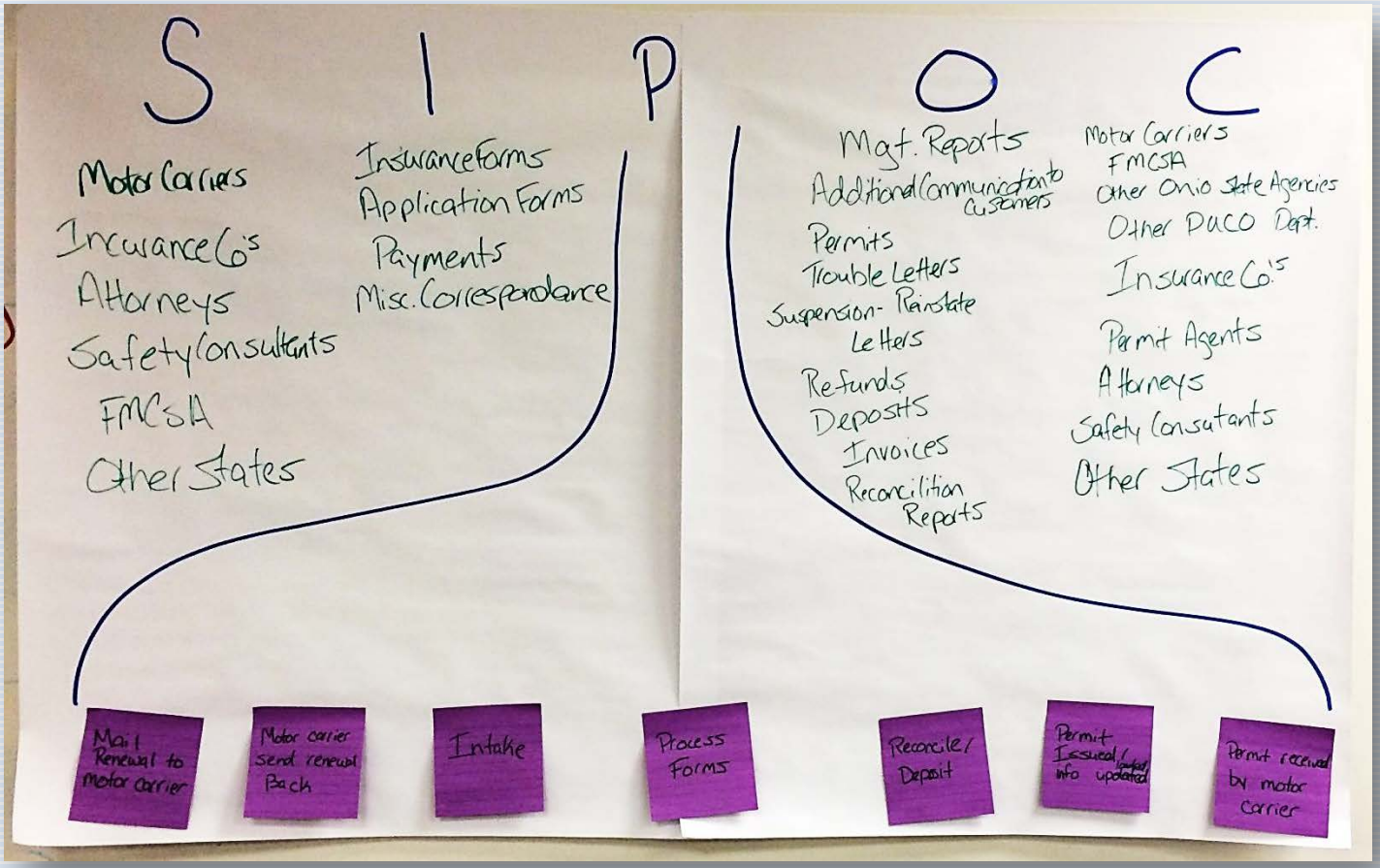


High Level Process Map

Suppliers Inputs Process Outputs Customers



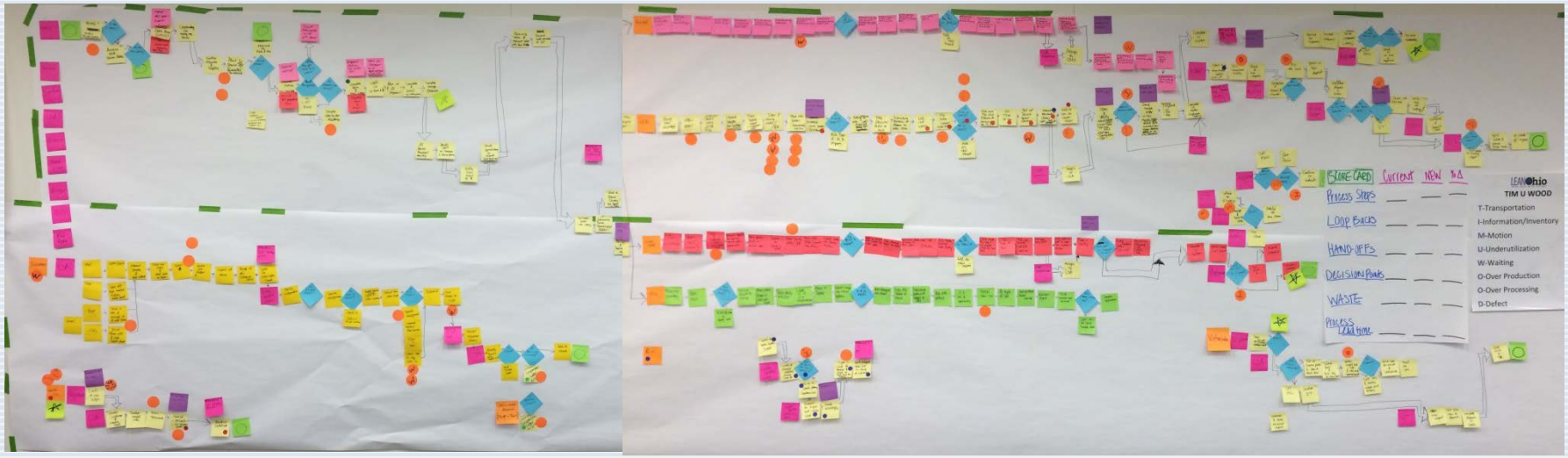
Project Goals

Deposit motor carrier registration and civil forfeiture payments within three (3) business days of receipt.

Reduce the amount of time to ten (10) business days from receipt of applications and payments by the TMCR section to when the carrier or FMCSA receives the deliverable.

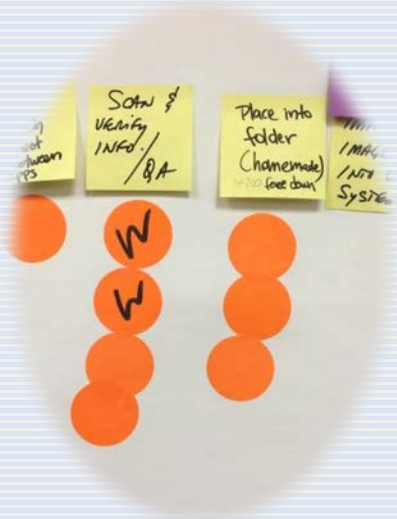
Reduce the amount of time it takes to process a walk-in customer's order to five (5) minutes.

Current State

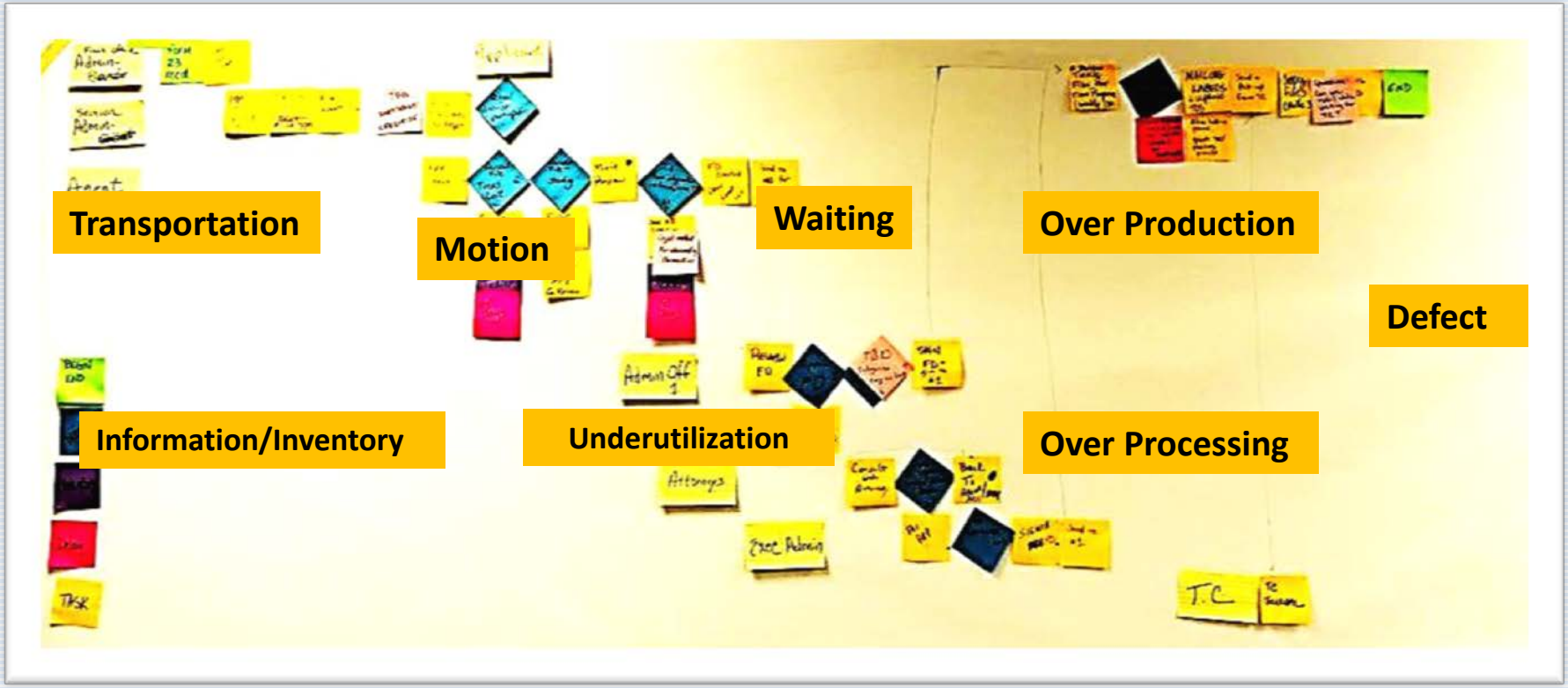


Current State Had Too Many…

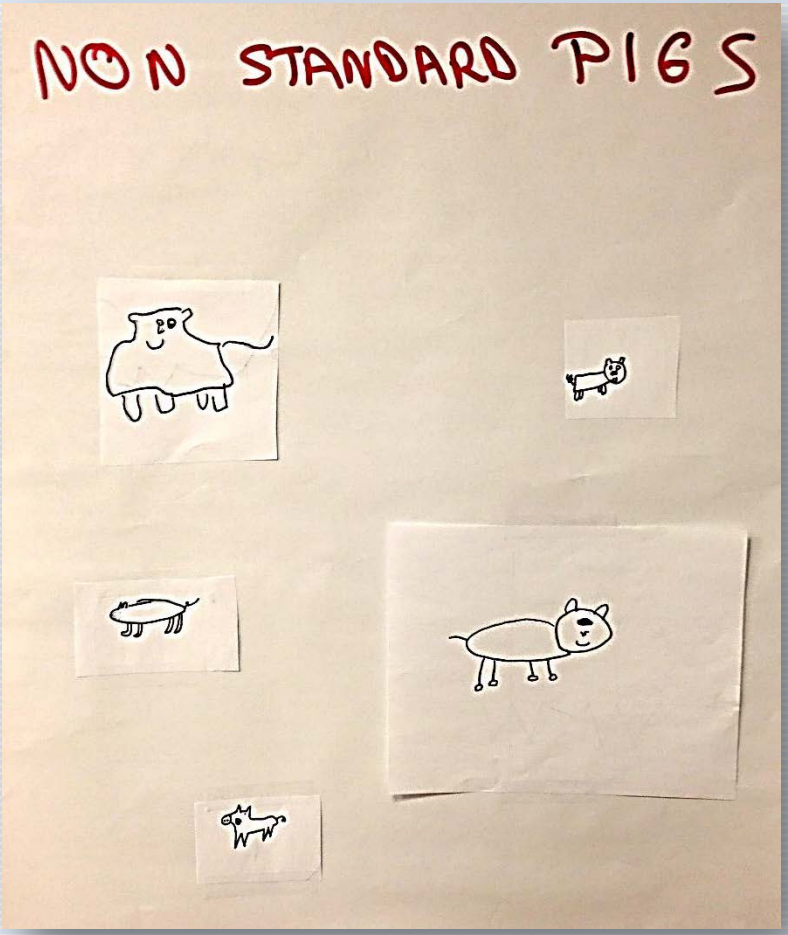
- Decisions
- Handoffs
- Loop Backs
- TIM U WOOD

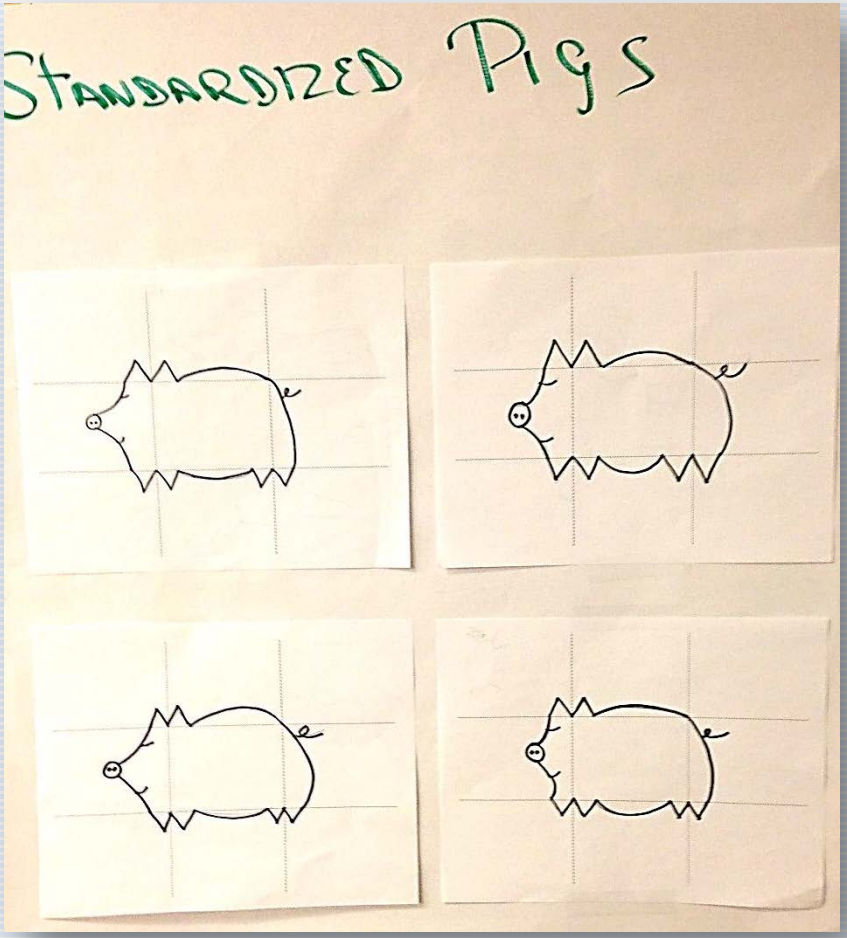


TIM U WOOD


Transportation
Motion
Waiting
Over Production
Defect
Information/Inventory
Underutilization
Over Processing

Standardization

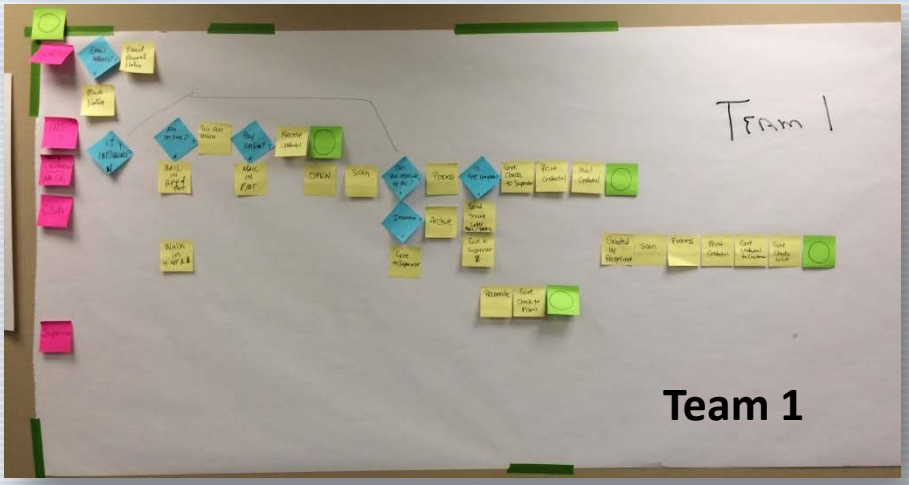




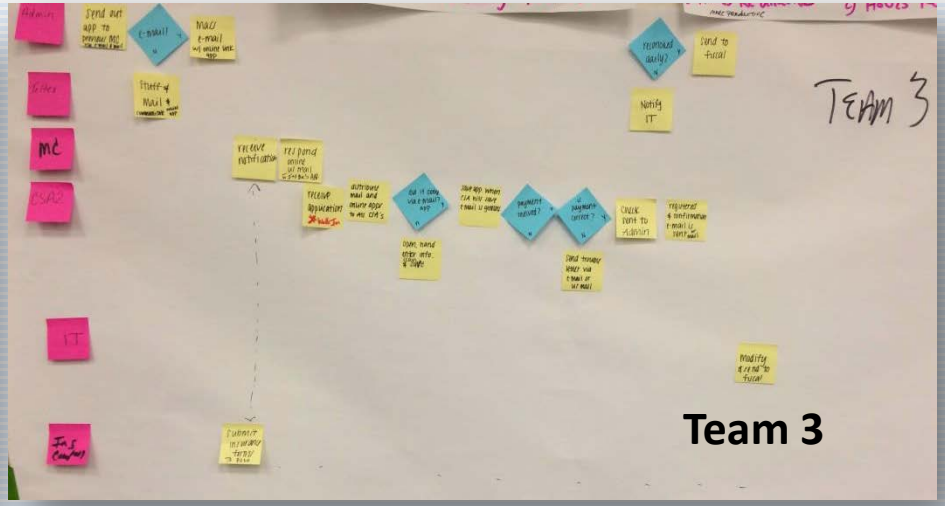
Brainstorm-111 Ideas!

Team Analyzed and Evaluated All Ideas

Clean Sheet Redesigns



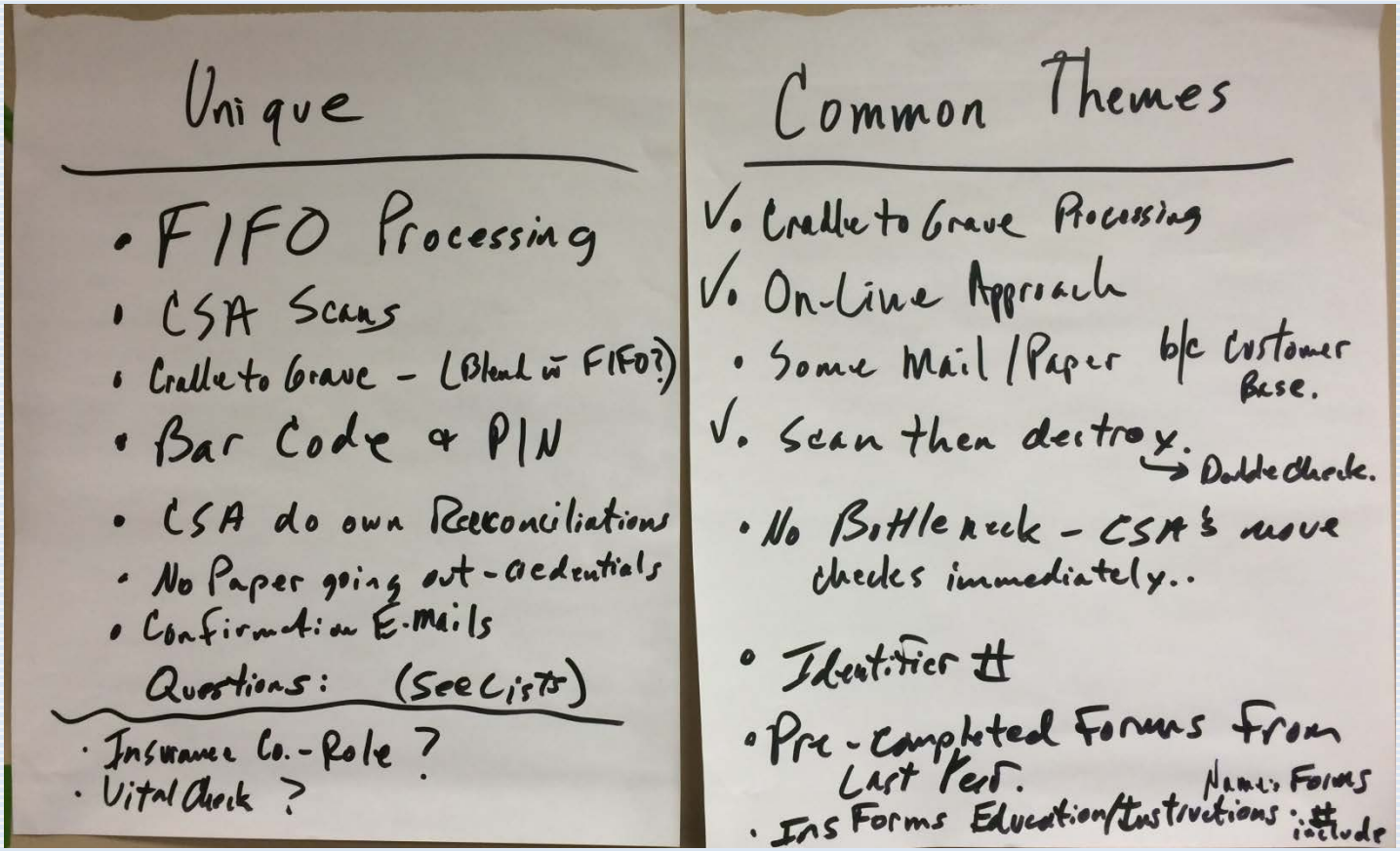
Team 1



Team 3

Team 2

Common and Unique



Unique

- FIFO Processing
- CSA Scans
- Cradle to Grave – (Blend w/ FIFO?)
- Bar Code & PIN
- CSA do own Reconciliations
- No Paper going out – credentials
- Confirmation E-mails

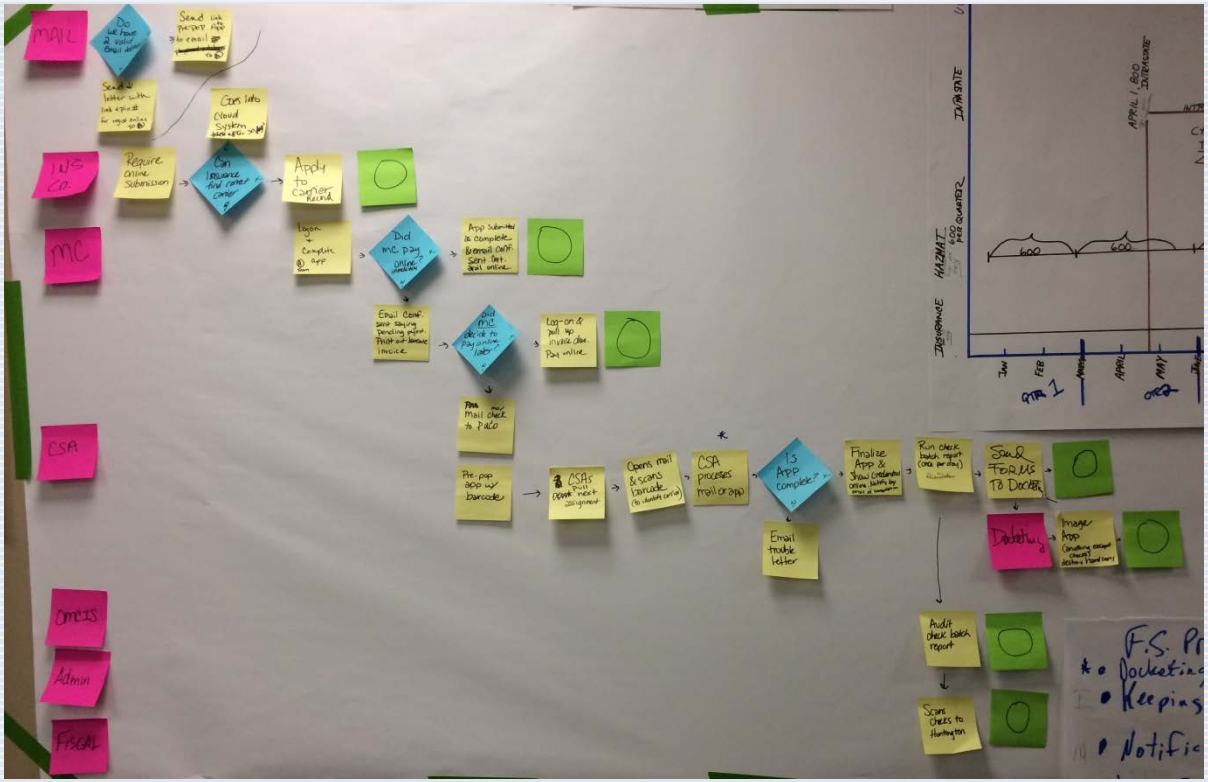
Questions: (See Lists)

- Insurance Co. – Role ?
- Vital Check ?

Common Themes

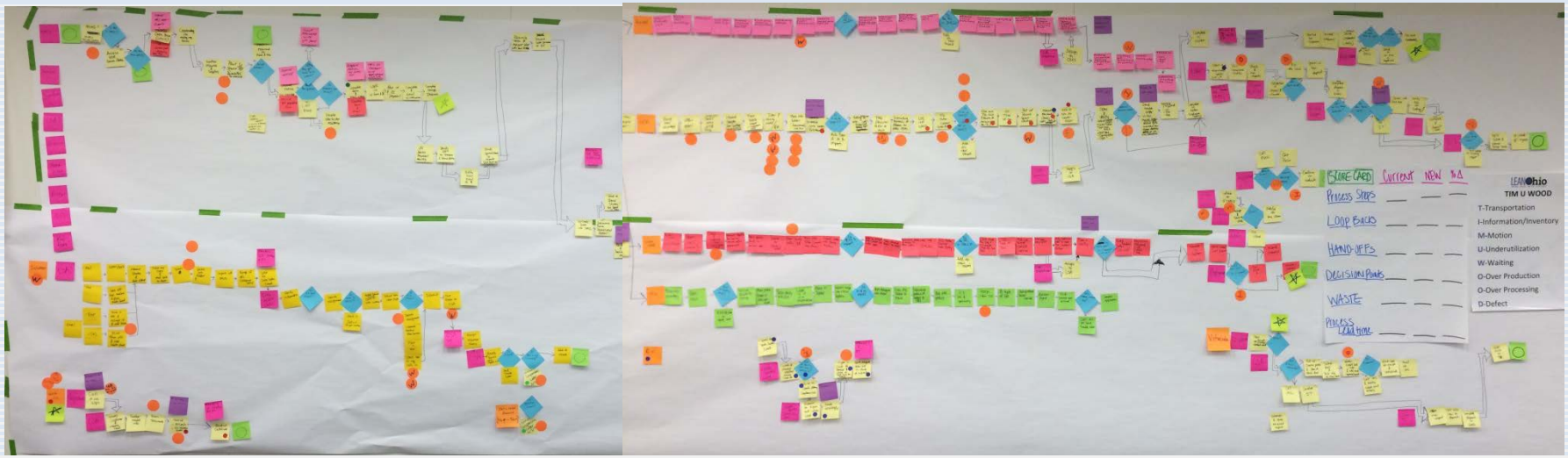
- ✓ Cradle to Grave Processing
- ✓ On-Line Approach
  - Some Mail / Paper b/c customer Base.
- ✓ Scan then destroy. → Double check.
  - No Bottleneck – CSA's move checks immediately..
  - Identifier #
  - Pre-completed Forms from Last Perf.
  - Ins Forms Education/Instructions: Name, Forms, # include

Future State

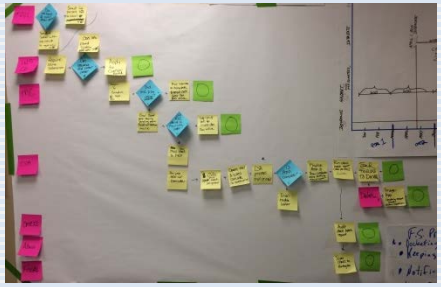


Future State Improvements

Current State



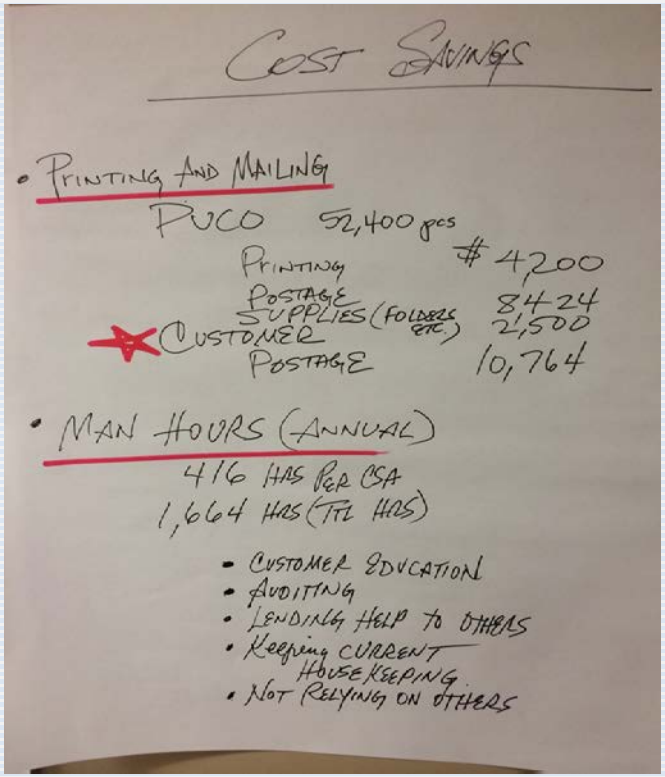
Future State

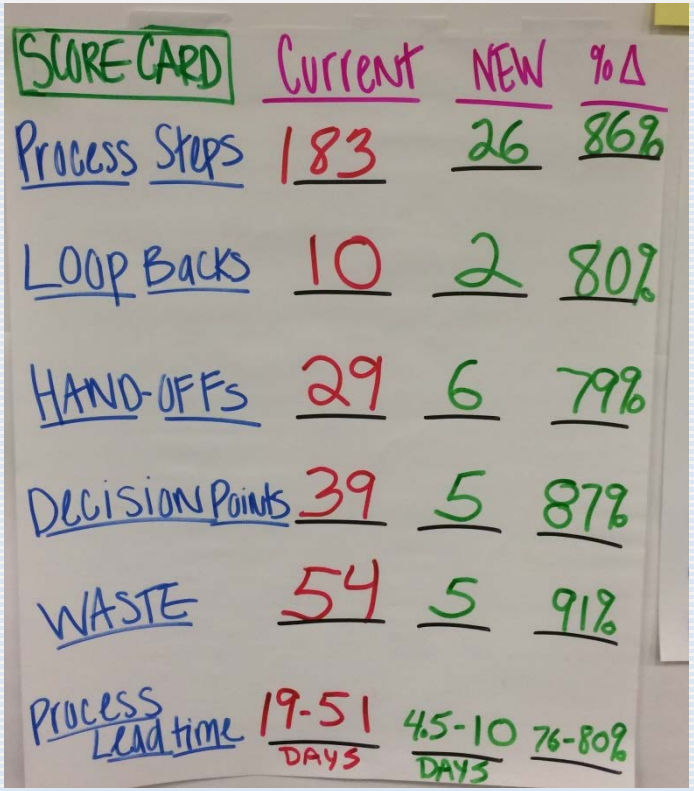


Scorecard

Measure	Current Level	NEW	Change
Work Flows	4	1	**75%**
Process Steps	183	26	**86%**
Decision Points	39	5	**87%**
Handoffs	29	6	**79%**
Loopbacks	10	2	**80%**
Delays	11	2	**82%**
Waste Points	54	5	**91%**
Process Lead Time	19-51 Days	4.5-10 Days	**76% - 80%**

Cost Savings-Scorecard





SCORE CARD	CURRENT	NEW	%Δ
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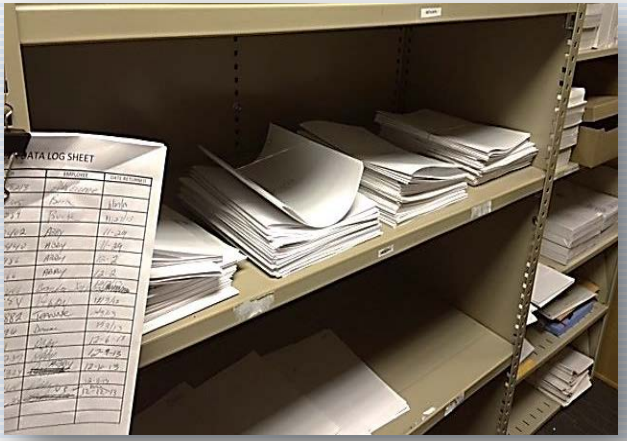
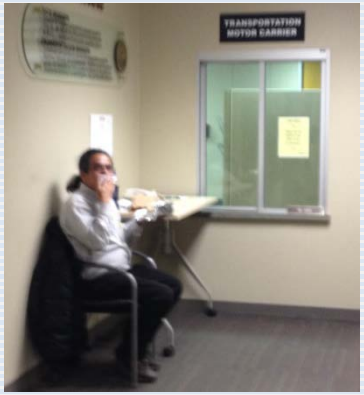
Process Lead time	19-51 DAYS	4.5-10 DAYS	76-80%

- $15,000 in Annual Savings (Mail, Postage, Suppliers)
- Over $10,000 Savings to Customer
- Over 1600 PUCO hours can be redirected to core mission work

More Results



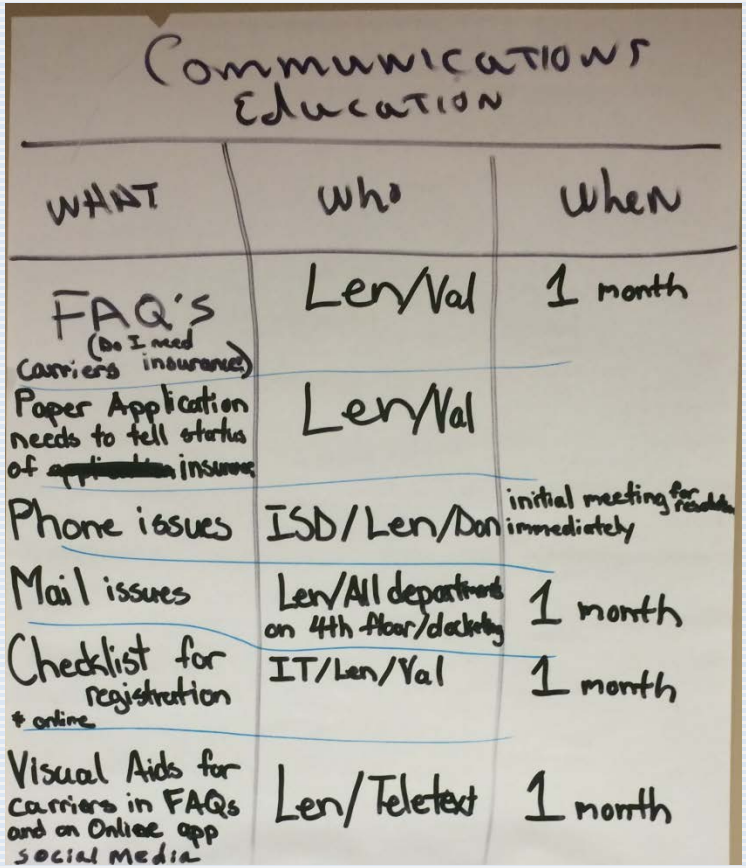
- Less Batching
- Improved service
- Less Paper
- Improved application process
- Faster processing
- Better use of technology
- Better utilization of staff
- Uniform process



Improvement Summary

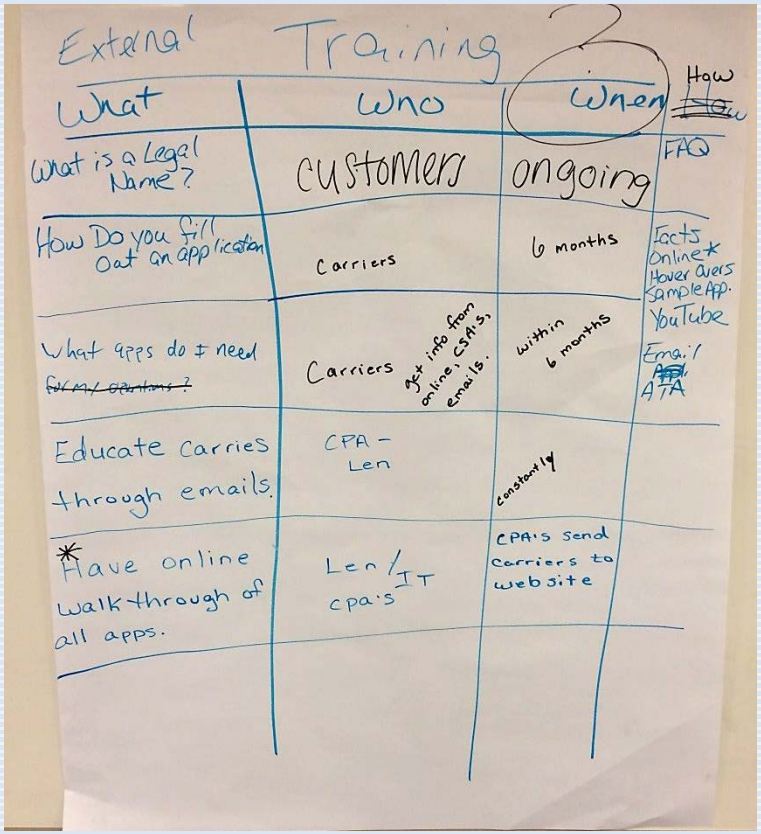
Current Key Issues	How We Improved
No documented process	4 workflows into one Documented Standard Flow
Not processing checks in a timely manner	Redesign process and track checks by barcode
Motor Carriers registration taking too long	Push for on-line application

Communication/Education and Training Implementation Plan



Communications Education

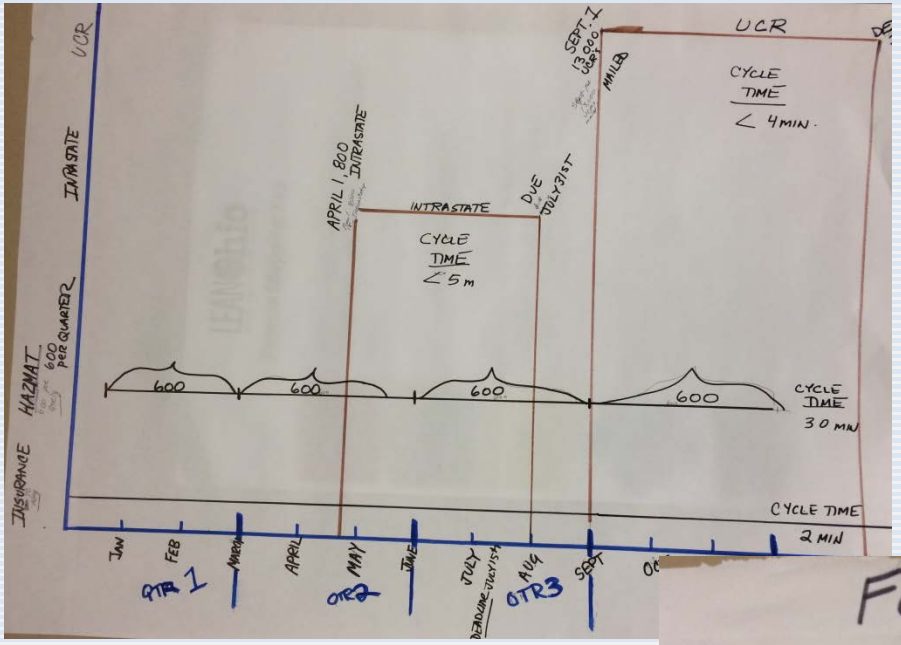
WHAT	Who	When
FAQ's (Do I need Carriers insurance?)	Len/Val	1 month
Paper Application needs to tell status of ~~application~~ insurance	Len/Val	
Phone issues	ISD/Len/Don	initial meeting for resolution immediately
Mail issues	Len/All departments on 4th floor/docketing	1 month
Checklist for registration + online	IT/Len/Val	1 month
Visual Aids for carriers in FAQs and on Online app social media	Len/Teletext	1 month

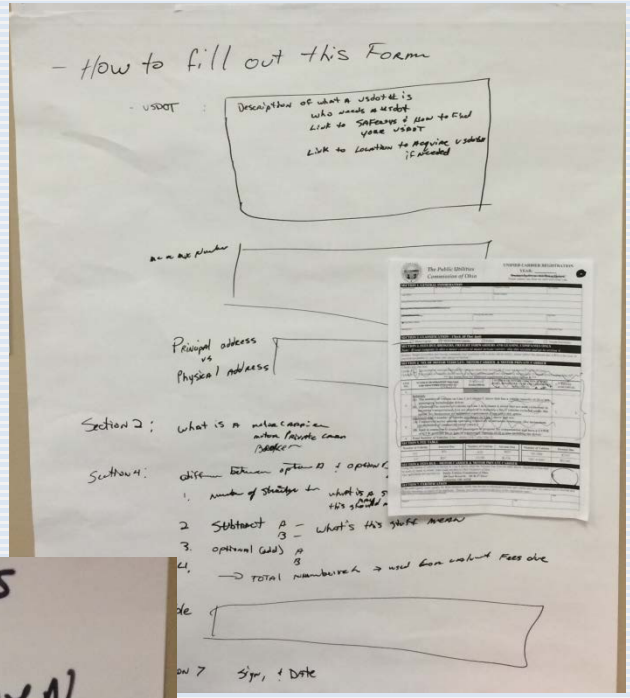


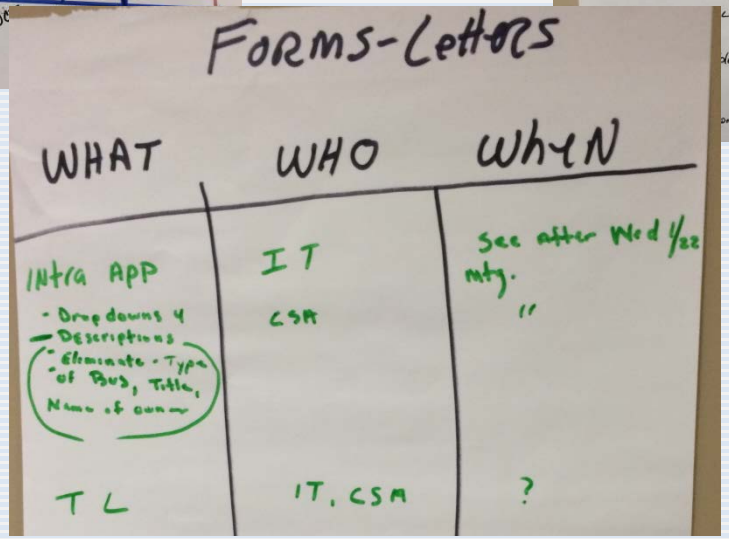
External Training ?

What	Who	When	How
What is a Legal Name?	customers	ongoing	FAQ
How Do you fill Out an application	Carriers	6 months	Facts Online* Hover Overs Sample App. YouTube
What apps do I need ~~for my operations?~~	Carriers get info from online, CSA's, emails.	within 6 months	Email ~~App~~ ATA
Educate carries through emails.	CPA - Len	constantly	
*Have online walk through of all apps.	Len/IT cpa's	CPA's send carriers to website	

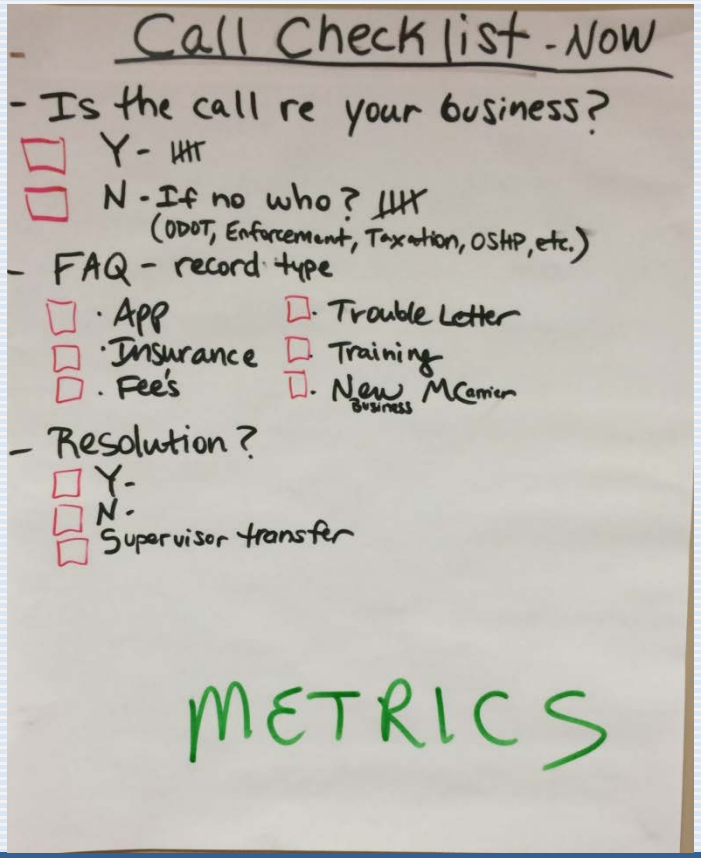
Forms and Timeline

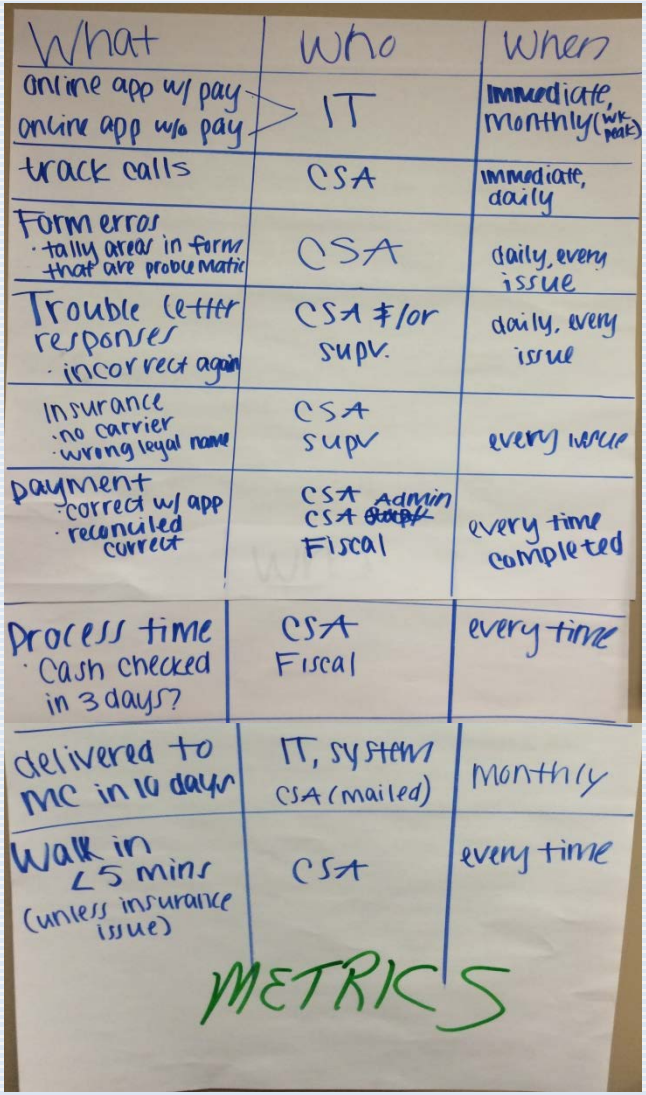






Metrics Implementation Plan

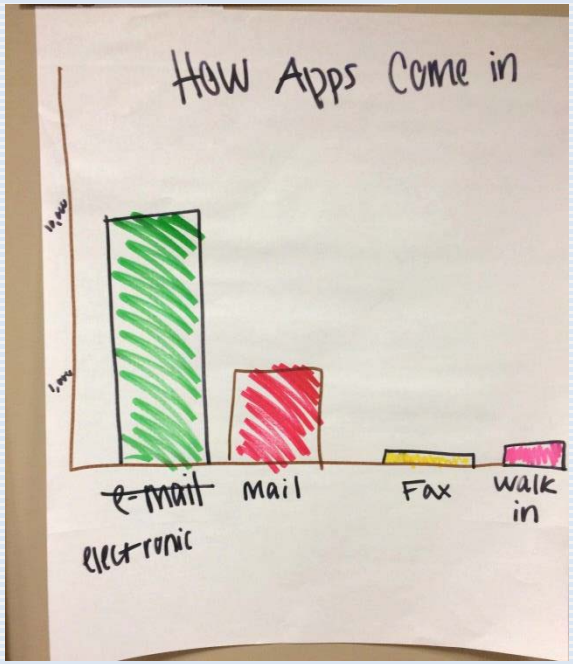


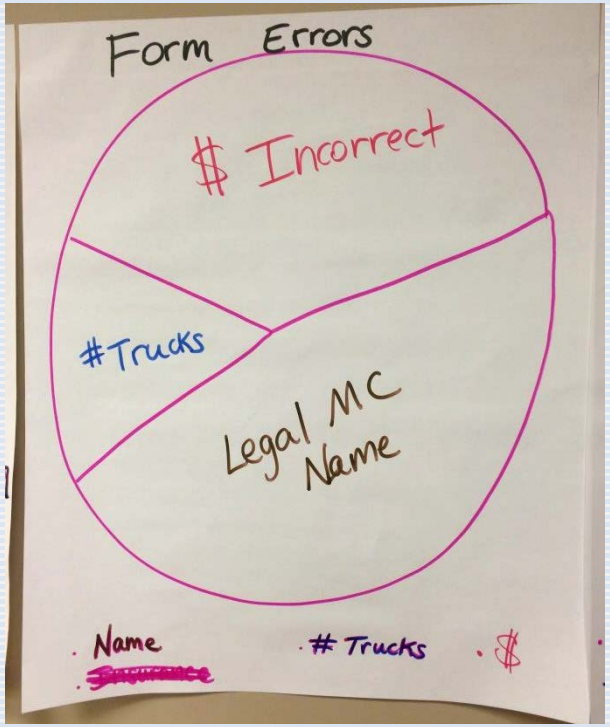


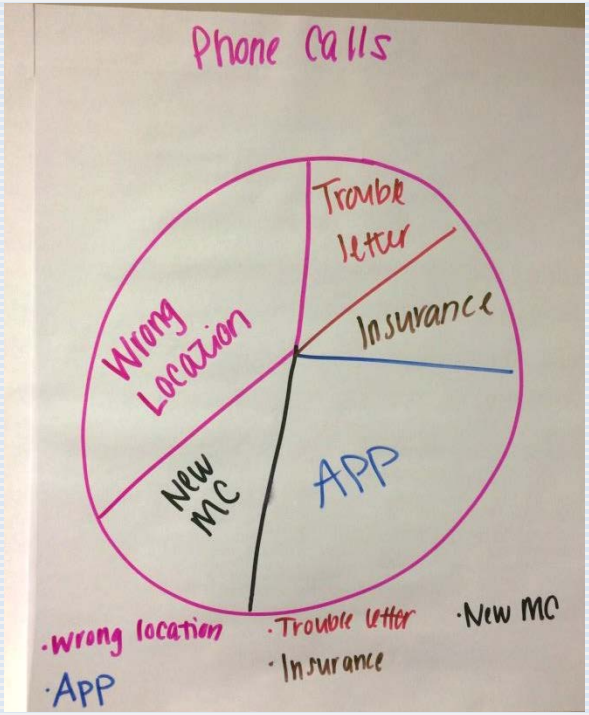
What	Who	When
online app w/ pay online app w/o pay	IT	immediate, monthly (wk peak)
track calls	CSA	immediate, daily
Form errors · tally areas in form that are problematic	CSA	daily, every issue
Trouble letter responses · incorrect again	CSA ≠/or supv.	daily, every issue
Insurance · no carrier · wrong legal name	CSA supv	every issue
payment · correct w/ app · reconciled correct	CSA Admin CSA ~~Supv~~ Fiscal	every time completed
Process time · Cash checked in 3 days?	CSA Fiscal	every time
delivered to MC in 10 days	IT, system CSA (mailed)	monthly
Walk in < 5 mins (unless insurance issue)	CSA	every time

METRICS

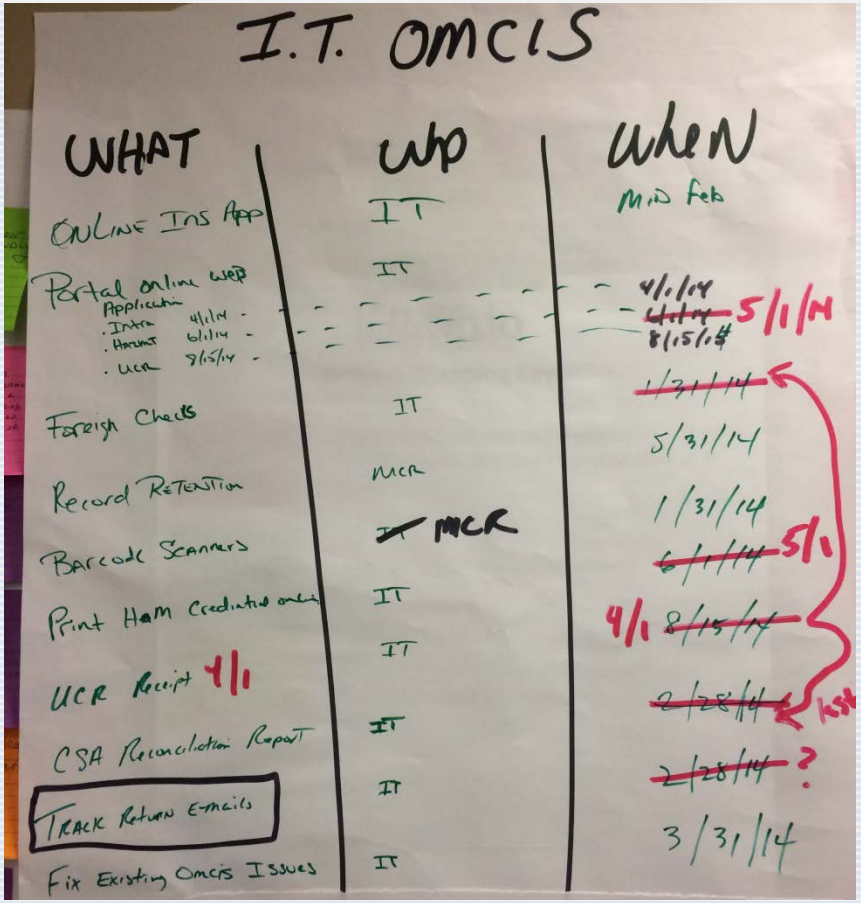
Dashboard

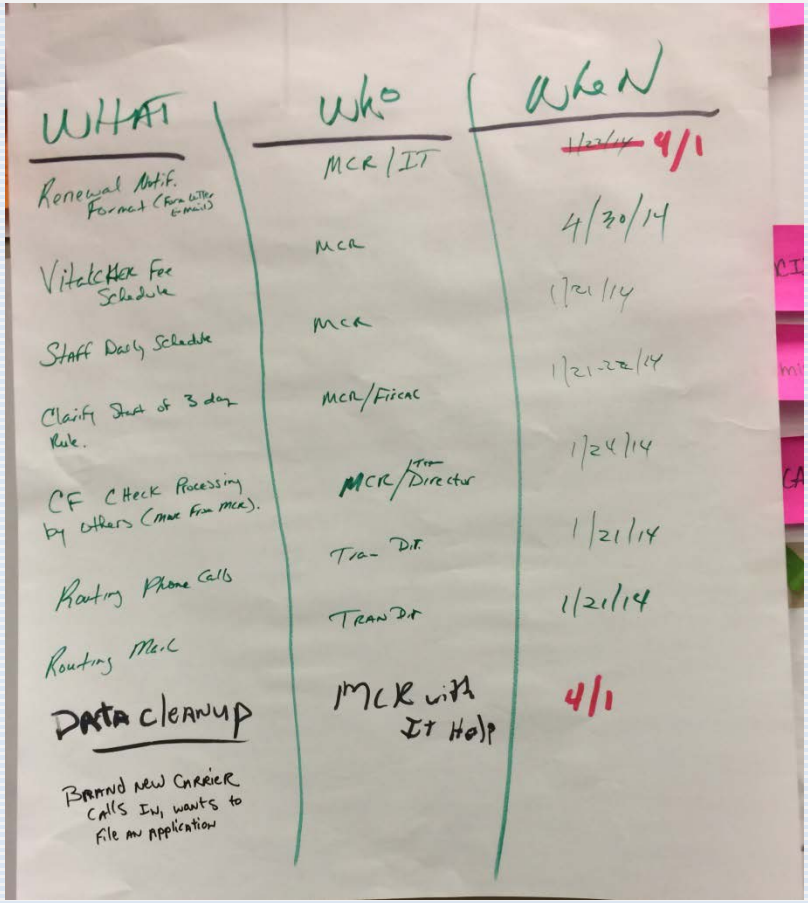

How Apps Come in
~~e-mail~~
electronic
Mail
Fax
walk in


Form Errors
$ Incorrect
#Trucks
Legal MC Name
· Name
· # Trucks
· $

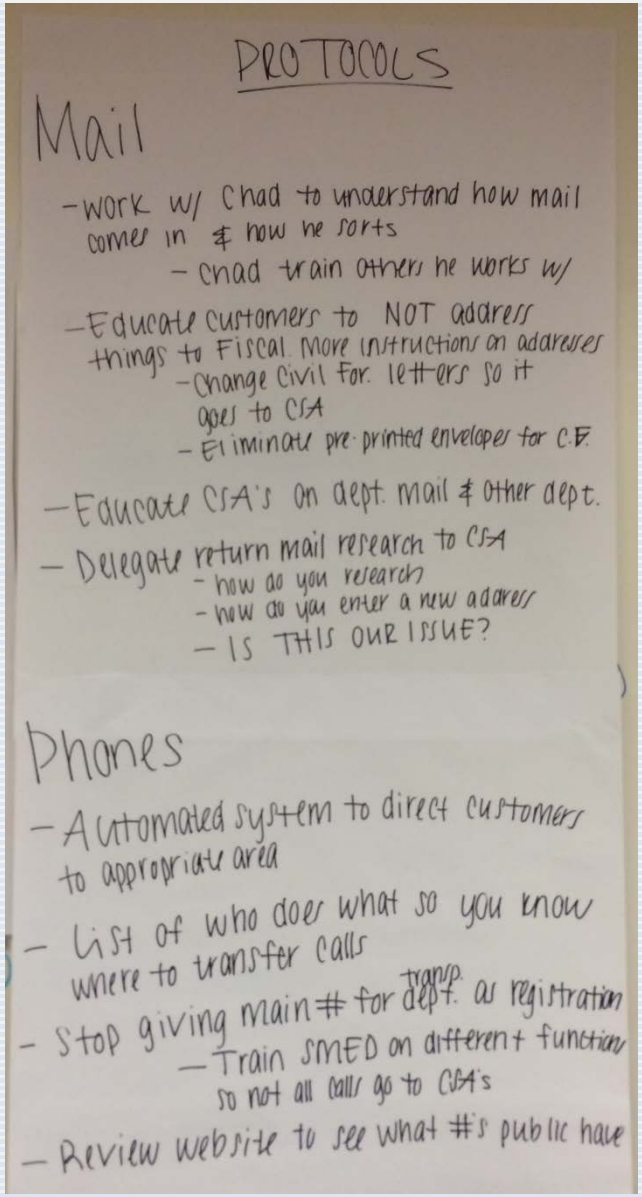

Phone Calls
Trouble letter
Insurance
Wrong Location
New MC
APP
·wrong location
·Trouble letter
·New MC
·Insurance
·APP

IT OMCIS Implementation Plan





Protocols



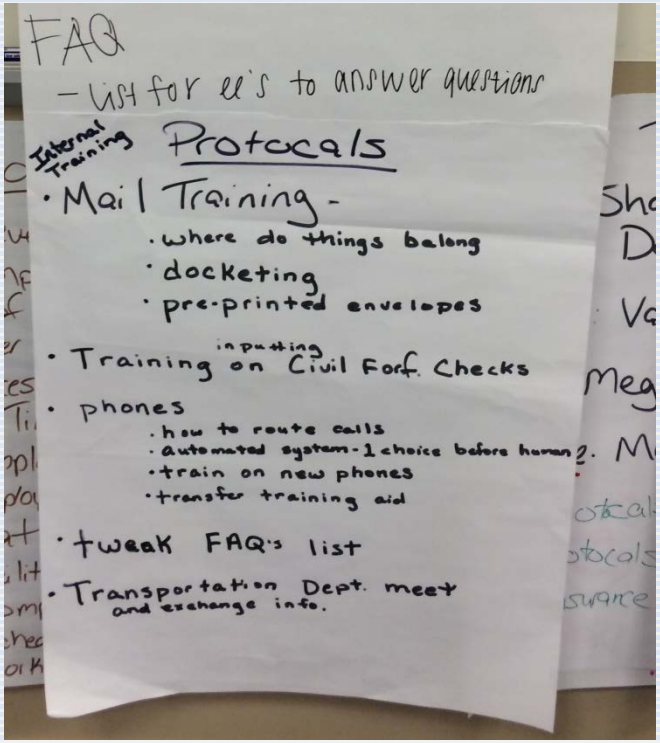
PROTOCOLS

Mail

- work w/ Chad to understand how mail comes in & how he sorts
  - Chad train others he works w/
- Educate customers to NOT address things to Fiscal. More instructions on addresses
  - Change Civil For. letters so it goes to CSA
  - Eliminate pre-printed envelopes for C.F.
- Educate CSA's on dept. mail & other dept.
- Delegate return mail research to CSA
  - how do you research
  - how do you enter a new address
  - IS THIS OUR ISSUE?

Phones

- Automated system to direct customers to appropriate area
- List of who does what so you know where to transfer calls
- Stop giving main # for dept. (transp.) as registration
  - Train SMED on different functions so not all calls go to CSA's
- Review website to see what #'s public have



FAQ

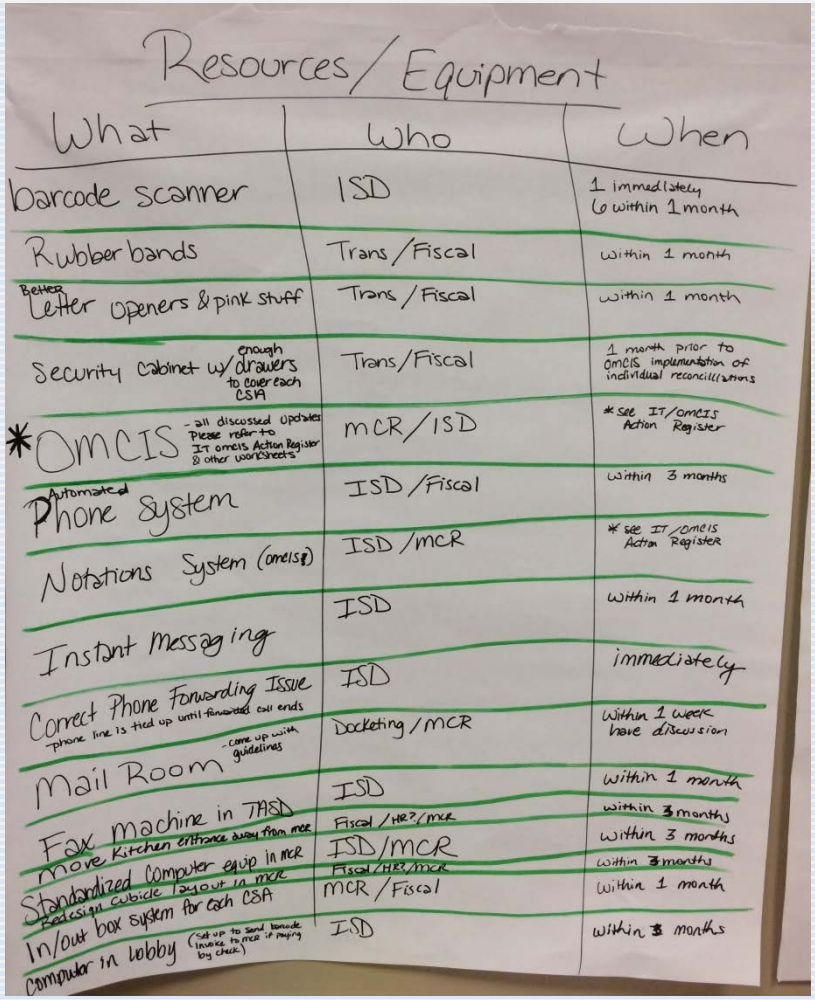
- List for ee's to answer questions

Internal Training

Protocals

- Mail Training -
  - where do things belong
  - docketing
  - pre-printed envelopes
- Training on inputting Civil Forf. Checks
- phones
  - how to route calls
  - automated system - 1 choice before human
  - train on new phones
  - transfer training aid
- tweak FAQ's list
- Transportation Dept. meet and exchange info.

Resources/Equipment

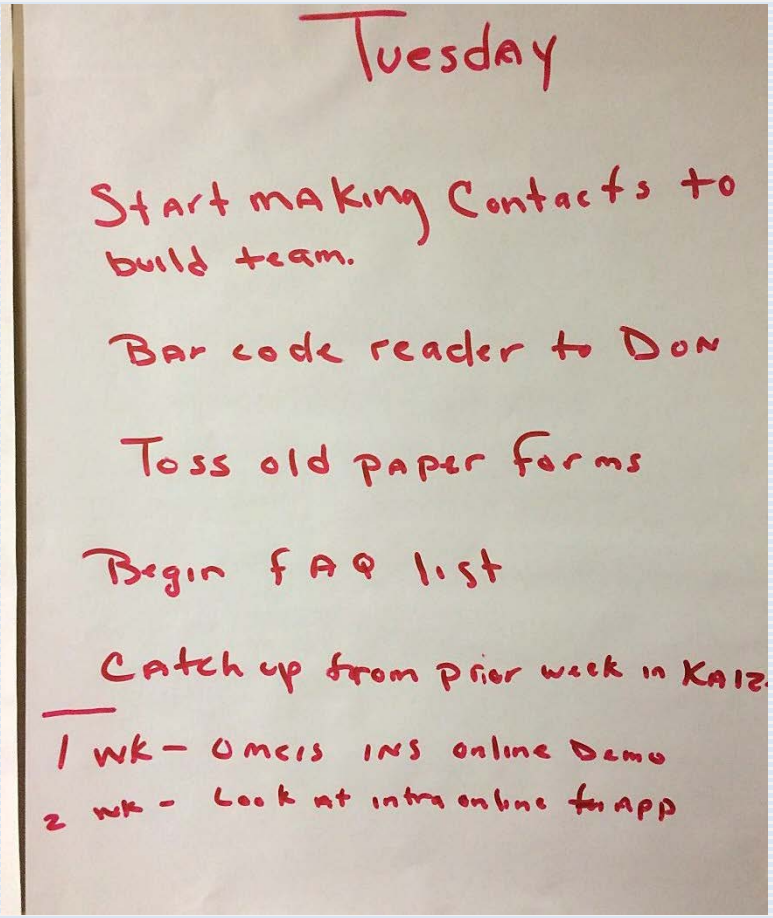


Resources / Equipment

What	Who	When
barcode scanner	ISD	1 immediately 6 within 1 month
Rubber bands	Trans / Fiscal	within 1 month
Better Letter openers & pink stuff	Trans / Fiscal	within 1 month
Security Cabinet w/ enough drawers to cover each CSA	Trans / Fiscal	1 month prior to OMCIS implementation of individual reconciliations
*OMCIS - all discussed updates Please refer to IT omcis Action Register & other worksheets	MCR / ISD	* see IT/OMCIS Action Register
Automated Phone System	ISD / Fiscal	within 3 months
Notations System (omcis?)	ISD / MCR	* see IT/OMCIS Action Register
Instant Messaging	ISD	within 1 month
Correct Phone Forwarding Issue - phone line is tied up until forwarded call ends	ISD	immediately
Mail Room - come up with guidelines	Docketing / MCR	within 1 week have discussion
Fax machine in TASD	ISD	within 1 month
move Kitchen entrance away from mcr	Fiscal / HR? / MCR	within 3 months
Standardized Computer equip in MCR	ISD / MCR	within 3 months
Redesign cubicle layout in mcr	Fiscal / HR? / MCR	within 3 months
In/out box system for each CSA	MCR / Fiscal	within 1 month
Computer in lobby (set up to send barcode invoice to MCR if paying by check)	ISD	within 3 months

Timeline Tree

What Begins Tuesday?



Special *thanks* to…

Senior Leadership:

- Todd Snitchler, Chairman
- Katie Stenman, Chief of Staff
- Asim Haque, Commissioner

Sponsor:

- Martin Boratyn, Director

Team Leader:

- Milan Orbovich, Director

Subject Matter Expert:

- Chris Mauger, Software Developer Specialist 2

Customers:

- Larry Woolum, Ohio Trucking Association
- Gerry Krisa, R & L Transfer
- John Burch, Dawson Transportation
- Rob Williams, Forward Air Freight
- Armando, Motor Carrier Customer

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