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

Day 1
- Introductions
- Scope
- Walk Through
- Current State

Day 2
- Training
- Brainstorming
- Analysis

Day 3
- Clean Sheet Redesigns
- Future State

Day 4
- Commitment
- Implementation

Day 5
- Results
- CELEBRATION
- Report Out
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:

- Focus toward electronic process
- More online resources-FAQ’s, videos, YouTube, and mouse over.
- Eliminate “paper” credentials sent
- With new onboarding – can cost $$ waiting for credentials
Motion

Initial Processing

Dani travels 19 miles each year
Number of Forms Processed Annually

- Ohio For-Hire Intrastate: 7,200
- Alliance Hazardous Materials: 2,325
- Unified Carrier Registration: 11,500
- Insurance Forms: 32,000
Number of Forms Processed Annually

- Insurance Forms: 60%
- Unified Carrier Registration: 22%
- Ohio For-Hire Intrastate: 14%
- Alliance Hazardous Materials: 4%
Number of Motor Carriers Registrants

- Ohio For-Hire Intrastate (includes 6,500 motor carriers with interstate operations): 8,000
- Alliance Hazardous Materials: 2,400
- Unified Carrier Registration: 14,000

Number of Motor Carriers Registrants

- Unified Carrier Registration: 57%
- Ohio For-Hire Intrastate (includes 6,500 motor carriers with interstate operations): 33%
- Alliance Hazardous Materials: 10%
Project Goals

1. Deposit motor carrier registration and civil forfeiture payments within three (3) business days of receipt.
2. 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.
3. 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
Transportation  Motion  Waiting  Over Production
Information/Inventory  Underutilization  Over Processing
Defect

Standardization

NON STANDARD PIGS

STANDARDIZED PIGS

SIMPLER.  FASTER.  BETTER.  LESS COSTLY.
Brainstorm-111 Ideas!
Team Analyzed and Evaluated All Ideas
Clean Sheet Redesigns

Team 1

Team 2

Team 3
Common and Unique

**Unique**
- FIFO Processing
- CSA Scans
- Cradle to Grave – (Baked in FIFO)
- Bar Code & PIN
- CSA do own Reconciliations
- No Paper going out - Credentials
- Confirmation E-mails

**Questions:** (See list)
- Insurance Co. - Role?
- Vital Check?

**Common Themes**
- Cradle to Grave Processing
- On-Line Approach
- Some Mail/Paper - customer base.
- Scan then destroy.
- No Bottleneck - CSA's move checks immediately.
- Identify #
- Pre-Created Forms from Last Year: Name, Forms
  - Ins/Forms Education/Instructions include
Future State
Future State Improvements

Current State

Future State
## Scorecard

<table>
<thead>
<tr>
<th>Measure</th>
<th>Current Level</th>
<th>NEW</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Flows</td>
<td>4</td>
<td>1</td>
<td>75%</td>
</tr>
<tr>
<td>Process Steps</td>
<td>183</td>
<td>26</td>
<td>86%</td>
</tr>
<tr>
<td>Decision Points</td>
<td>39</td>
<td>5</td>
<td>87%</td>
</tr>
<tr>
<td>Handoffs</td>
<td>29</td>
<td>6</td>
<td>79%</td>
</tr>
<tr>
<td>Loopbacks</td>
<td>10</td>
<td>2</td>
<td>80%</td>
</tr>
<tr>
<td>Delays</td>
<td>11</td>
<td>2</td>
<td>82%</td>
</tr>
<tr>
<td>Waste Points</td>
<td>54</td>
<td>5</td>
<td>91%</td>
</tr>
<tr>
<td>Process Lead Time</td>
<td>19-51 Days</td>
<td>4.5-10 Days</td>
<td>76% - 80%</td>
</tr>
</tbody>
</table>
Cost Savings-Scorecard

- $15,000 in Annual Savings (Mail, Postage, Suppliers)
- Over $10,000 Savings to Customer
- Over 1600 PU CO 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

- No documented process
- Not processing checks in a timely manner
- Motor Carriers registration taking too long

How We Improved

- 4 workflows into one
- Documented Standard Flow
- Redesign process and track checks by barcode
- Push for on-line application
Communication/Education and Training Implementation Plan

<table>
<thead>
<tr>
<th>WANT</th>
<th>WHO</th>
<th>WHEN</th>
</tr>
</thead>
<tbody>
<tr>
<td>FAQ’s (as I need insurance)</td>
<td>Len/Val</td>
<td>1 month</td>
</tr>
<tr>
<td>Paper Application needs to tell story of application insurance</td>
<td>Len/Val</td>
<td></td>
</tr>
<tr>
<td>Phone issues</td>
<td>ISD/Len/Den</td>
<td>initial meeting &amp; training immediately</td>
</tr>
<tr>
<td>Mail issues</td>
<td>Len/All departments on 4th floor/daily</td>
<td>1 month</td>
</tr>
<tr>
<td>Checklist for registration</td>
<td>IT/Len/Yal</td>
<td>1 month</td>
</tr>
<tr>
<td>Visual Aids for carriers in FAQs and on online apps</td>
<td>Len/Teledex</td>
<td>1 month</td>
</tr>
</tbody>
</table>

**External Training**

<table>
<thead>
<tr>
<th>What</th>
<th>Who</th>
<th>When</th>
</tr>
</thead>
<tbody>
<tr>
<td>What is a legal name?</td>
<td>Customer</td>
<td>ongoing</td>
</tr>
<tr>
<td>How do you fill out an application</td>
<td>Carriers</td>
<td>6 months</td>
</tr>
<tr>
<td>What apps do I need for amendment</td>
<td>Carriers</td>
<td>6 months</td>
</tr>
<tr>
<td>Educate carriers through emails</td>
<td>CPA - Len</td>
<td>within 6 months</td>
</tr>
<tr>
<td>Have online walk-through of all apps</td>
<td>CPA’s send carriers to website</td>
<td></td>
</tr>
</tbody>
</table>

**For FAQs**

- Textbooks
- Online resources
- YouTube
Forms and Timeline
Metrics Implementation Plan

Call Check List - Now

- Is the call re your business?
  - Y - Hit
  - N - If no who? Hit
    (ODOT, Enforcement, Taxation, OSHP, etc.)
- FAQ - Record type
  - App
  - Insurance
  - Fees
  - Trouble Letter
  - Training
  - New, McCann
- Resolution?
  - Y -
  - N - Supervisor transfer

METRICS

<table>
<thead>
<tr>
<th>What</th>
<th>Who</th>
<th>Where</th>
</tr>
</thead>
<tbody>
<tr>
<td>online app w/ pay</td>
<td>IT</td>
<td>Immediate monthly (req)</td>
</tr>
<tr>
<td>track calls</td>
<td>CSA</td>
<td>immediate, daily</td>
</tr>
<tr>
<td>Form error</td>
<td>CSA</td>
<td>daily, every issue</td>
</tr>
<tr>
<td>Tally errors that are problematic</td>
<td>CSA</td>
<td>daily, every issue</td>
</tr>
<tr>
<td>Trouble Letter responses</td>
<td>CSA @ Supervisor</td>
<td>daily, every issue</td>
</tr>
<tr>
<td>Incorrect again</td>
<td>CSA</td>
<td>daily, every issue</td>
</tr>
<tr>
<td>Insurance</td>
<td>CSA Supervisor</td>
<td>every week</td>
</tr>
<tr>
<td>No carrier</td>
<td>CSA</td>
<td>every week</td>
</tr>
<tr>
<td>Wrong legal name</td>
<td>CSA</td>
<td>every week</td>
</tr>
<tr>
<td>Payment</td>
<td>CSA Administrator</td>
<td>every time completed</td>
</tr>
<tr>
<td>Correct w/ app</td>
<td>CSA</td>
<td>every time completed</td>
</tr>
<tr>
<td>Reconciled correct</td>
<td>CSA</td>
<td>every time completed</td>
</tr>
<tr>
<td>Process time</td>
<td>CSA</td>
<td>every time</td>
</tr>
<tr>
<td>Cash checked in 3 days?</td>
<td>Fiscal</td>
<td>every time</td>
</tr>
<tr>
<td>delivered to MC in 10 days</td>
<td>IT, Systems</td>
<td>monthly</td>
</tr>
<tr>
<td>Walk in 15 mins</td>
<td>CSA</td>
<td>every time</td>
</tr>
<tr>
<td>(unless insurance issue)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

METRICS
Dashboard
# IT OMCIS Implementation Plan

**WHAT**

<table>
<thead>
<tr>
<th>Task</th>
<th>WP</th>
<th>When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Online Ins App</td>
<td>IT</td>
<td></td>
</tr>
<tr>
<td>Portal online web application</td>
<td>IT</td>
<td></td>
</tr>
<tr>
<td>Recertification</td>
<td>MCR</td>
<td></td>
</tr>
<tr>
<td>Barcode Scanners</td>
<td>IT</td>
<td></td>
</tr>
<tr>
<td>Print Ham confidence</td>
<td>IT</td>
<td></td>
</tr>
<tr>
<td>UCR Audit</td>
<td>IT</td>
<td>4/1/14</td>
</tr>
<tr>
<td>CSA Reconciliation Report</td>
<td>IT</td>
<td>4/1/14</td>
</tr>
<tr>
<td>Fix existing errors</td>
<td>IT</td>
<td>3/31/14</td>
</tr>
</tbody>
</table>

**When**

- 1/21/14
- 2/12/14
- 4/1/14
- 8/15/14
- 5/5/14
- 5/31/14
- 1/31/14
- 6/1/14
- 5/1/14
- 1/28/14
- 2/28/14
- 3/31/14

**Who**

- MCR / IT
- MCR
- MCR
- MCR/ PIC
- MCR / Director
- Trans Dir
- Trans Dir
- MCR with IT Help

**Data cleanup**

- New carrier calls by units to file an application
- 4/1/14

**Simpler. Faster. Better. Less costly.**
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 instruction on addresses
- Change Civil for letters so it goes to CSA
- Eliminate pre-printed envelopes for CB
- 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 at registration
- Train SmED on different functions so not all calls go to CB's
- Review website to see what's public have

FAQ
- Way for ee's to answer questions

Internal Training
- Mail Training
  - where do things belong
docketing
  - pre-printed envelopes
  - Training on 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

<table>
<thead>
<tr>
<th>What</th>
<th>Who</th>
<th>When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Barcode scanner</td>
<td>ISD</td>
<td>1 immediately to within 1 month</td>
</tr>
<tr>
<td>Rubber bands</td>
<td>Trans/Fiscal</td>
<td>within 2 months</td>
</tr>
<tr>
<td>Business letter openers &amp; post stuff</td>
<td>Trans/Fiscal</td>
<td>within 2 months</td>
</tr>
<tr>
<td>Security cabinet w/ drawers to store each CSA &amp; OMCIS</td>
<td>Trans/Fiscal</td>
<td>2 months prior to OMCIS implementation of individual requirements</td>
</tr>
<tr>
<td>*OMCIS Phone system</td>
<td>mCR/ISD</td>
<td># Use OMCIS Action register</td>
</tr>
<tr>
<td>Notations System (omnis)</td>
<td>ISD/mCR</td>
<td># Use OMCIS Action register</td>
</tr>
<tr>
<td>Instant Messaging</td>
<td>ISD</td>
<td>within 3 months</td>
</tr>
<tr>
<td>Correct Phone Forwarding Issue</td>
<td>ISD</td>
<td>immediately</td>
</tr>
<tr>
<td>Mail Room</td>
<td>ISD</td>
<td>within 1 month</td>
</tr>
<tr>
<td>Fax machine in 7B3A</td>
<td>ISD/Fiscal</td>
<td>within 2 months</td>
</tr>
<tr>
<td>Standardized computer access in lab</td>
<td>ISD/mCR</td>
<td>within 2 months</td>
</tr>
<tr>
<td>Computer in lobby</td>
<td>ISD</td>
<td>within 3 months</td>
</tr>
</tbody>
</table>

*Note: Please refer to 7B3A for OMCIS Action register.*
Timeline Tree
What Begins Tuesday?

**Tuesday**

- Start making Contacts to build team.
- Barcode reader to Don
- Toss old paper forms
- Begin FAQ list
- Catch up from prior week in KAIZ

1 wk - OMCIS ins online demo
2 wk - Look at intranet online f/w app
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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