

# LEANOhio

## Ohio Department of Public Safety Bureau of Motor Vehicles BMV Remittance Processing

February 22 – 26, 2016

# How Did We Get Here?

- September 2014, manpower was reduced due to mass retirement
- Mistakes were made that touched customers
- 642 overtime hours were spent by the agency
- 38% manpower loss

# A Different View

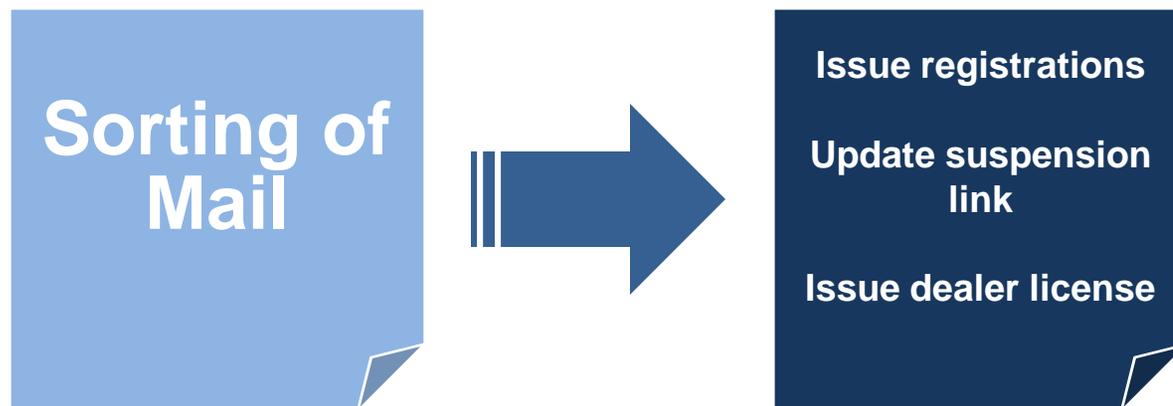


SIMPLER. FASTER. BETTER. LESS COSTLY.

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# Event Scope

- What is the first step in the process?
  - Our process begins with sorting of mail
- What is the final step in the process?
  - Our process ends with 3 separate, concurrent process steps:
    - Issue registrations
    - Update suspension link
    - Issue dealer license



# Process Improvement Goals

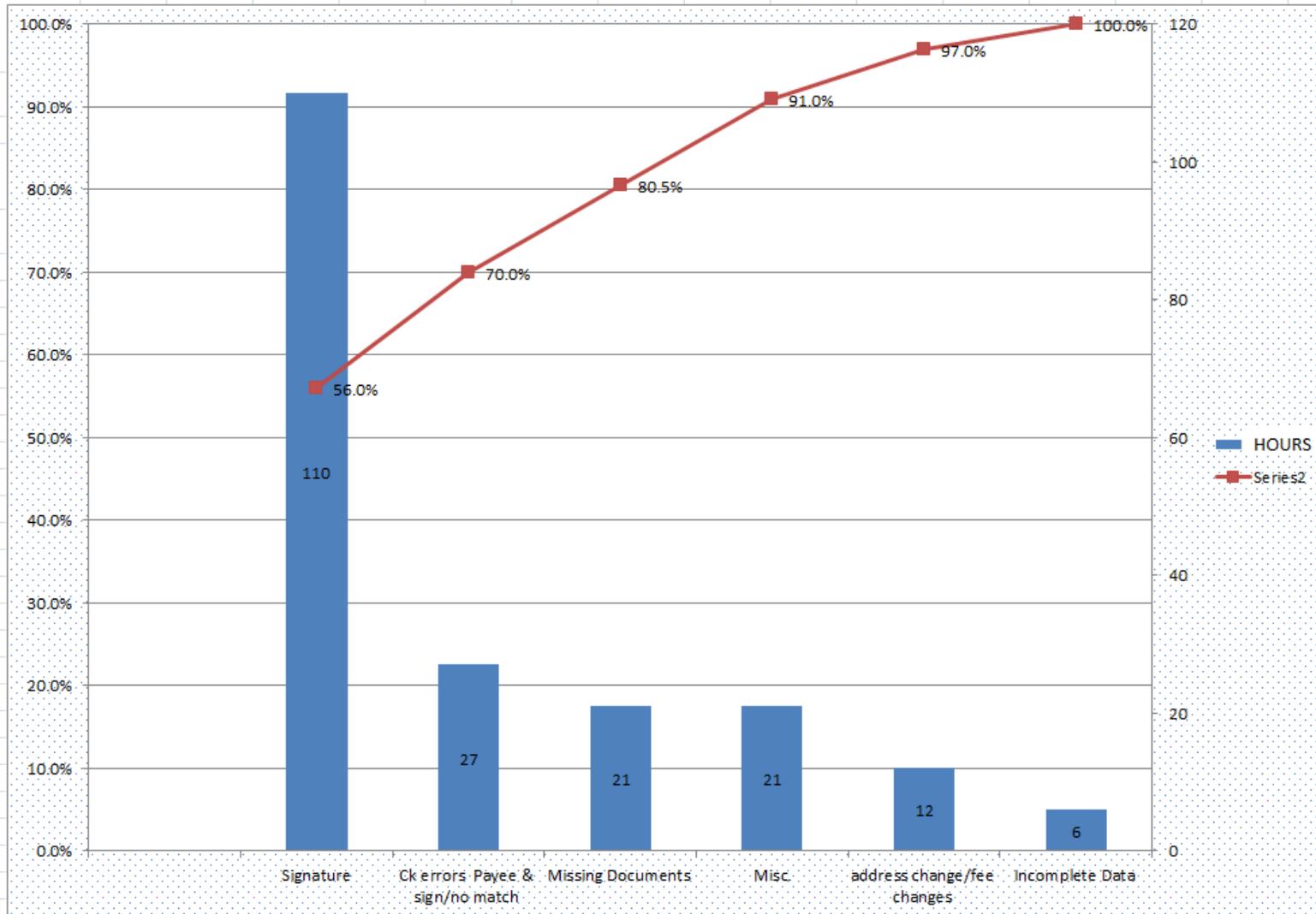
Reduce the number of  
“rework” hours by 50%

Reduce dealer  
licensing processing  
time from 2.5 to 1.5  
days

Reduce citizen  
turnaround time from  
3.25 to 2.25 days

# Event Baseline Data

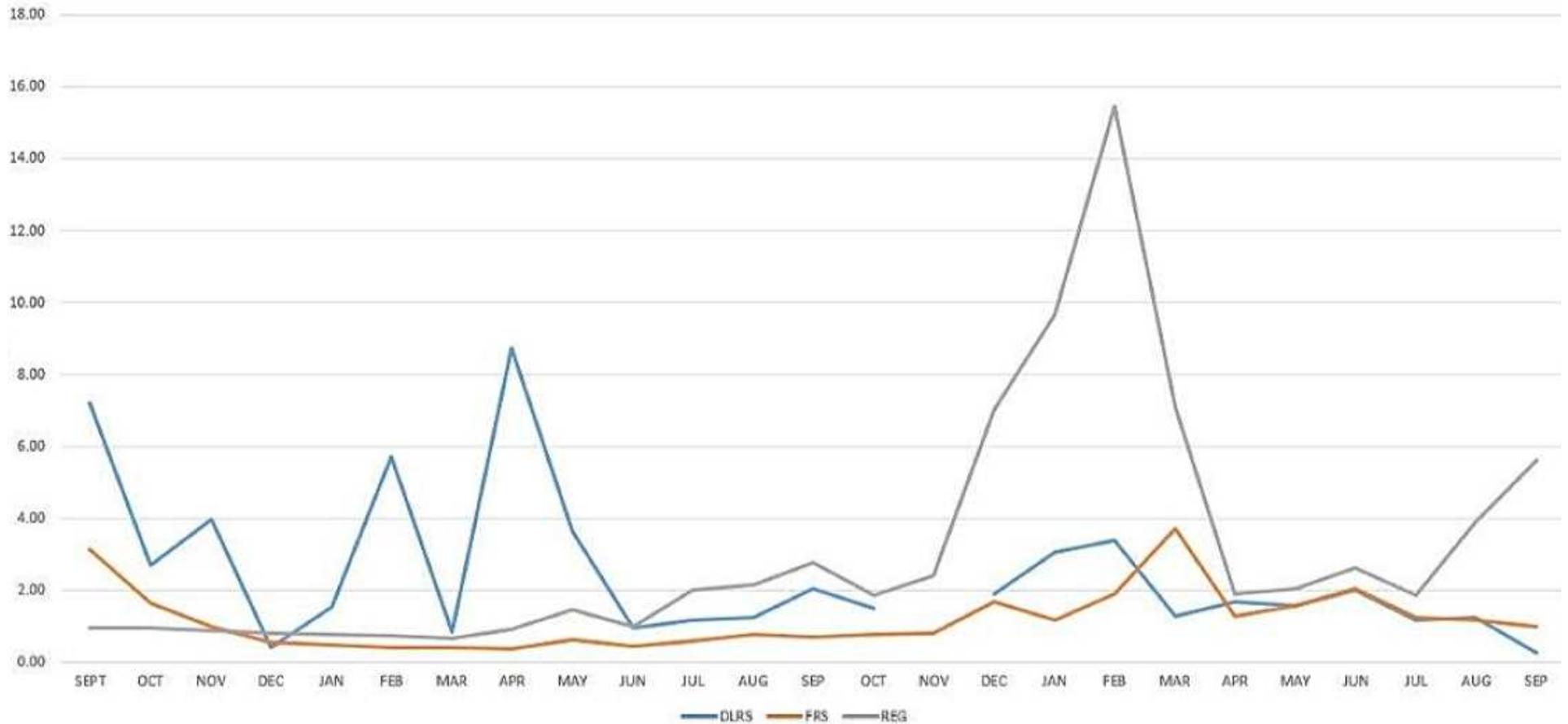
AVERAGE DEFECT HOURS PER MONTH FROM SEPT. '14 TO PRESENT



# Event Baseline Data

Days to Process: Sept. 2013 - Sept. 2015

Chart Title



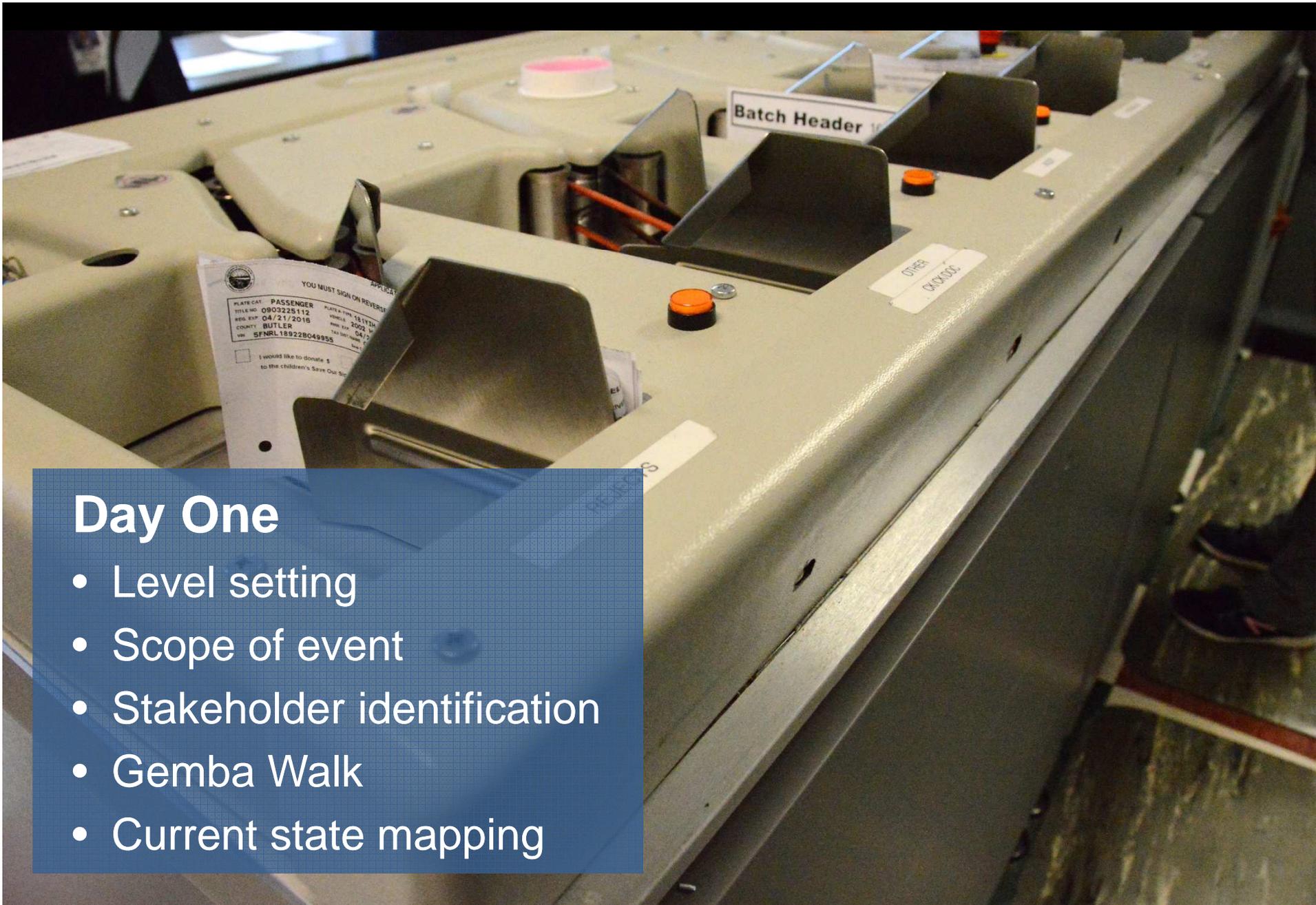
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# Change for the Better

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





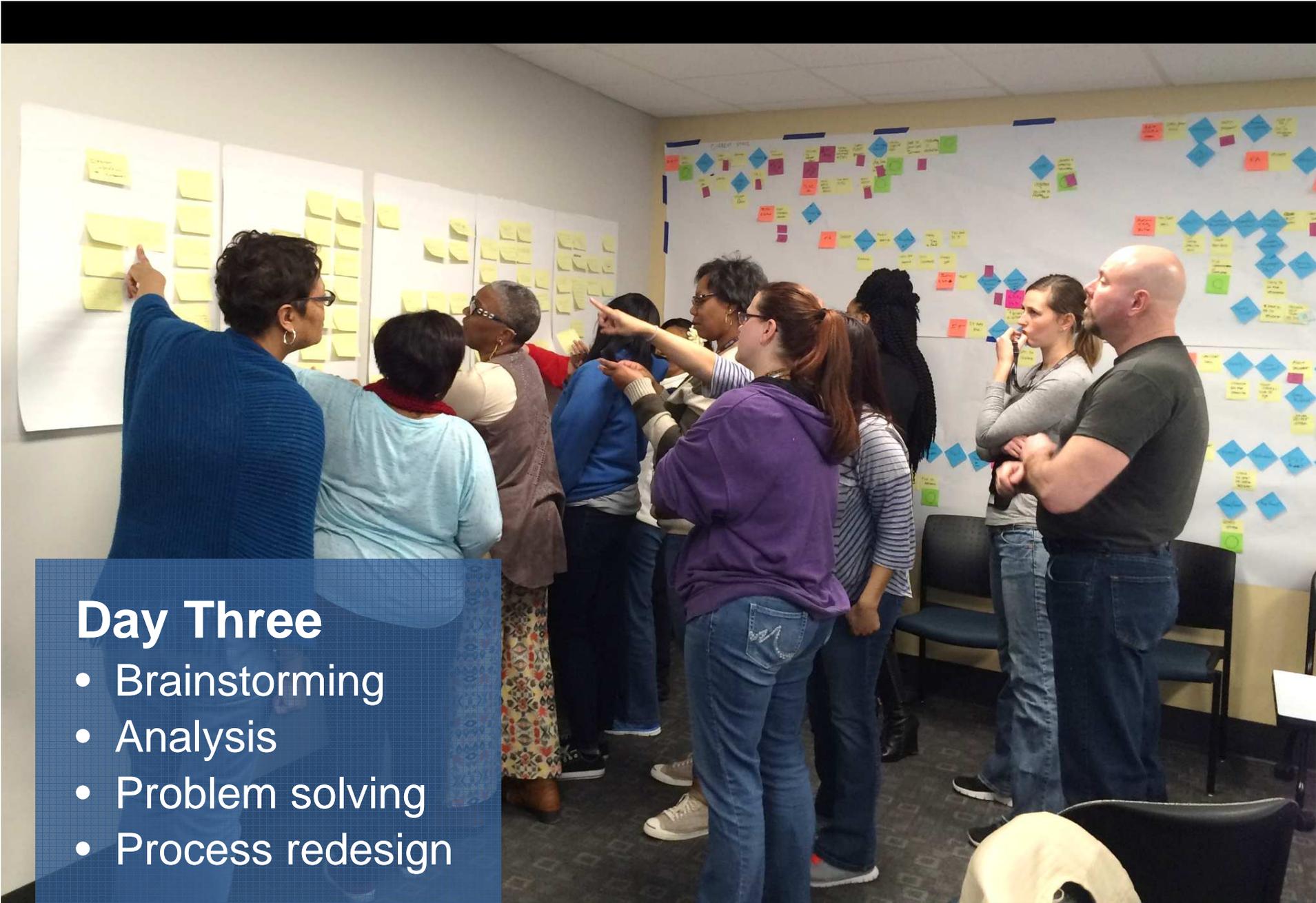
## Day One

- Level setting
- Scope of event
- Stakeholder identification
- Gemba Walk
- Current state mapping



## Day Two

- Finish current state mapping
- Waste identification
- Value added discussion
- Lean Six Sigma training



## Day Three

- Brainstorming
- Analysis
- Problem solving
- Process redesign



## Day Four

- Future State Process
- Discussion and consensus
- Implementation planning
- Details



## Today - Day Five

- More implementation planning
- Celebration
- Sharing results

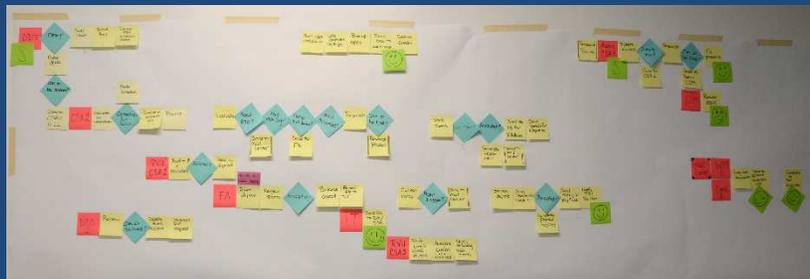
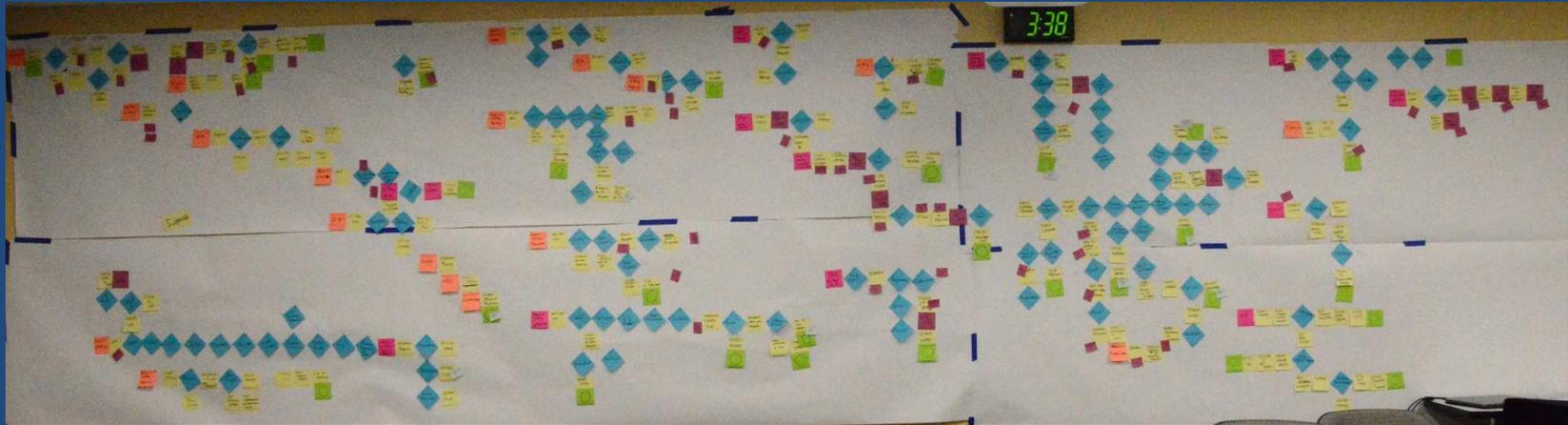
# Current State



## 69 Points of Waste

Process Steps	173
Decision Points	115
Handoffs	45
Loopbacks	37

# Current vs Future



SIMPLER. FASTER. BETTER. LESS COSTLY.

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# Summary Scorecard

Measure	Current Level	NEW	Change
Process Steps	173	47	73%
Decision Points	115	17	85%
Handoffs & Loopbacks	45 37	18 1	60% 97%
Process Lead Time	3.9 days – 339 days	7.4 hrs – 8.05 hrs	

# Simpler



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

# Faster



- Less travel
- Fewer touches in process
- Less handoffs
- Customer processed faster
- Fewer delays

# Better

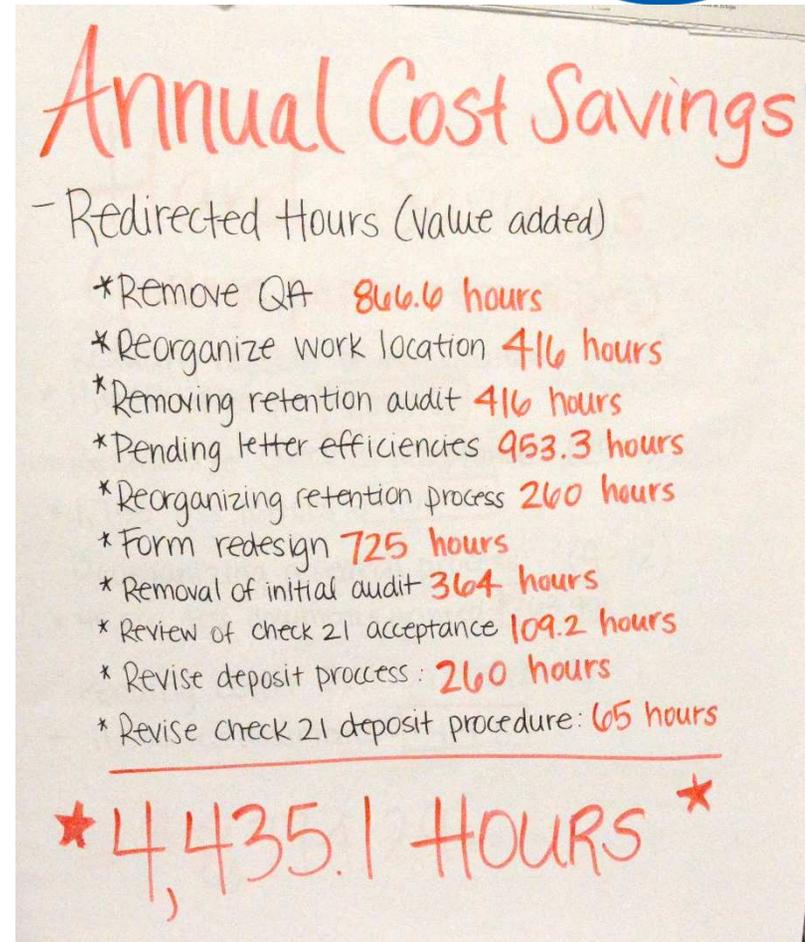


- Fewer rejects
- More time doing value-added work
- Less redundant auditing
- Quality Assurance moved to beginning of process
- More accountability
- Improved overall communication

# Less Costly



- 4,435 redirected hours per year
- \$8,774.29 annual cost savings
  - postage, paper and envelopes



# Action Registers

- Communication
- Training
- Form/Envelope Revisions
- Implementation Plans – Mail Center & Research
- IT Integration
- Metrics/Dashboard

# Communication Plan



**Communication**

**Broadcast:** News @ 90 - Revision of Form  
@ Church Manual

**Who:** Chief, AP3, DSC2, Supervisors, heads, employees

**Time line:** Friday 2/26 - New process revealed  
Following Week - Section meeting to discuss  
- Tuesday - implementation of changes  
Sups & heads - Developing game plan.  
- Wed -  
Individual Unit - Agenda meeting to implement  
- Wed - game plan  
Questions & Concerns - e-mails to LEAD workers  
1 wk after  
heads & Sups. - Discuss concerns of employees  
2 days  
Mgmt. meeting - Over all progression of  
@ Supervisor implementation  
mtg.

# Training Plan

TRAINING		
What?	Who?	When?
Placards	RVU (leads)	Monday 3/7
Necessary Job Duties	ADMIN	Monday 3/7
Check 21 Acceptance	DDT'S Admin + RVU	Monday 3/7
New Dealers	DDT'S ADMIN	Monday 3/7
Accountability Process	Supv.	Monday 3/7
MAIL Center	CSA 2 (TRAINING BY ADMIN)	Monday 3/7
RETENTION	DDT'S	3/7
MISC TRAINING	CSA 2	3/7

# Form/Envelope Revisions

Form/Envelope Revision

What?	Who?	When?
Signature Recognition	Fairfax	A.S.A.P.
Revisions to Forms	Denise (Internal)	A.S.A.P.
Verify P.O.B.'s	Mail Center	A.S.A.P.
Departments to have own P.O.B.'s	Mail Center	A.S.A.P.
Revision of envelope	DAS	A.S.A.P.

For BMV use Only

VIS Portion

Optional Verbage

Form #

Mailing Stamp

ON FRONT OF APP

Did you sign your application

Check appropriate box

Correct print sign check

Paper clips, etc.

Emergency contact

Plate: Make Model Year

Vin #

save our sight (optional)

Financial Paper Verbage

signature

Date

Back

Front

Please choose one:

#

#

#

Payable to: Ohio Treasurer of State

Customer Name \_\_\_\_\_

4 dtd. \_\_\_\_\_

total chg \_\_\_\_\_



# Implementation Plans – Mail Center and Research

Implementation

Mail Center:

- What? Communicate new job duties to Clerk & WP.
- Who? Dawn Skinner
- When? Monday ~ next week (2/29-3/4)
- What? \*Logging & Delivery (right away)  
\*Reject letter (when BASS implemented)
- What? Implement training & new Checklists
- Who? \*Kurt & Darlene (reciv training)  
\*Jayson & Dawn (trainers)
- When? ASAP! (after development of training)

The photograph shows a man in blue scrubs standing in a meeting room, pointing to a large whiteboard covered in sticky notes and diagrams. He is addressing a group of people seated at a table in the foreground. To the left, a whiteboard has handwritten notes under the heading 'Implementation'.

# IT Integration



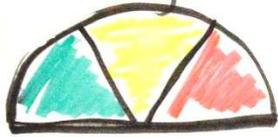
IT Implementation

WHAT?	WHO?	WHEN?
Revise <del>Project</del> letter project	Dawn/Kia	Tuesday 3/1
Create new error code	Kia	Tuesday 3/1
Pending Hr. follow up	IT/Kia(?)	Tuesday 3/1
Meet w/Business Analyst Renittance to BASS	Dawn/Jayson	Wed. 3/2
2 <sup>nd</sup> Notice Print (time line)	Dawn	Tuesday 3/1

# Metrics/Dashboard

Current date working Avg. Process. Time

Volume of incoming mail Staffing Level



Deposit Status  
Ready  
●  
●

Proj. Key  
Fin. Key  
Dealers

Actual #

Keying Per Hr.  
Avg. Processing Time

# of Customer Calls  
Bank Advices

Items w/ issues

Date/# of Issues

- 0-5
- 6-10
- 11-↑

Special Handling Volume

~~~~~ # Projects ~~~~~

~~~~~ Batch Assignments ~~~~~

# Special Thanks to...

## Senior Leadership:

Director John Born

Assistant Director Joe Montgomery

Mark Gibson, Policy Chief

Registrar Don Petit

Curtis Mayhew, Chief of Staff

## Sponsor:

Kathleen Corrigan

## Team Leader:

Wanda Freeman-Dixon

## Facilitators:

Kevin Palicki

Patrick Wilson

Scot Burbacher

Christine Vincenty (Special Notice)