DEPARTMENT OF SAFETY

DMV License Return

Summary

18% of Drivers Licenses being returned to DMV.

Using Lean principles, the Department of Safety/DMV used Current and Future state mapping and implemented standardized training for staff for new procedure.

Results: less than 2% of licenses are returned representing a savings of $250K annually.

Accomplishments

- Track Lic from print to shipment; quantify and code reason for return.
- Standardized procedure at point of contact.
- Customer satisfaction up, $ savings of 250K annually
- Team Synergy

Team

Facilitators:
C Wagner & R Bourque

Project Manager:
J Oberdank

DMV front line service
DMV Training Support
DMV Statistical Support
Warehouse Support
Information Technology

The Service

In 2009, DMV changed the process by which a recipient received their license. DMV went from an "over the counter" model to a central print system. As part of the new system the verification of residency rules became critical.

The Problem

On the onset we knew this process needed attention. In upwards of 18% of the licenses mailed were being returned for a myriad of reasons. In addition the amount of time being dedicated to tracking a missing license was predominately manual and time consuming. Our customers were telling us loudly improvement was necessary.

The Goal

An integral data component was missing. We needed to document the number of licenses returned and for what reason. This database continues to keep us current on where the fall out is. Fall out meaning a customer either didn't receive their license or their information was incorrect. We were determined to drill down the reasons for this fall out and not only amend the fault but put a process in place to prevent it from happening again.

The Lean Process

Our objective was to develop a process that would yield little to no fall out/return and be standardized statewide. After deriving our future state map, it became apparent the work had just begun. We erected signage to better educate our customers. We held on site training sessions to make sure the message was standardized and duplicative. By obtaining and meeting with US postal representatives we better understood how to address outgoing mail. Lastly we continued to gather, interpret and make decisions that were data driven. We realized that by making some adjustments to our process, adding some software and be heightening the clerks sensitivity to what our customers were saying we could reduce the return rate.

The Results

Post Lean event we've reduced returned license mail from 18% to under 2% resulting in over a $250,000 dollar savings in postage. Our comment cards would attest that our applicants are happier and satisfied with our service.

% License Returns post Lean Event

times license was returned