

Wisconsin Department of Transportation

Skills Test Availability Lean Project Report



Project Summary

The Division of Motor Vehicles (DMV) is responsible for licensing motor vehicle drivers. A requirement of the licensing process is passing a skills test to demonstrate one's ability to safely operate a motor vehicle.

All Class D skills tests must be conducted by the DMV. Without alternative providers, it is essential customer demand is met in a timely manner. The goal of this project is to increase skills test availability statewide.

Using Lean Six Sigma tools, the team identified the means to predict weekly future demand at each office using data available six months in advance.

This project was completed on December 31, 2012.

Improvements

- Implemented weekly demand forecasting methodology
- 13.6 percent increase in the percent of customers issued a permit and license at the same location
- Statewide projections within 6.8 percent of actual demand
- Maintained number of examiners statewide
- Improved resource management to plan staff levels

MAPSS Core Goal Area

- Service

Statewide Goal Area

- Customer Satisfaction

Issue

Customers who are eligible to schedule a Class D skills test should be able to find adequate appointments available at the same location their instruction permit was issued. A lack of local availability upon eligibility creates an inconvenience for customers who must travel great distances to take a skills test or delay scheduling. The high value our customers put on the availability of skills tests was confirmed by the responses to the Department's recent customer satisfaction survey.

Lean Six Sigma Process

The team began by examining the different customers seeking skills tests and then studying the process that each customer must go through to receive a license. The team determined that the number of customers under the age of 18 (youth permit holders) is the most predictive indicator of future demand. The team reached this conclusion because youth permit holders must possess their permit for 24 weeks before they are eligible to take a skills test and typically want to take the skills test immediately upon eligibility. However, youth permit holders are not the only group of customers that need skills test appointments. Adult permit holders and permit holders who have previously failed a test also need skills tests; however there is significant variation in customer preference for the timing of these tests. To establish a weekly demand-based goal for each location, the team totals the number of youth permits issued and included a multiplier to account for adult permit holders and a statewide fail rate. The demand forecasts are available for reference and planning six months in advance.

Results

Increased Customer Service: From 2011 to 2012, the percent of customers who received their license at the same location they were issued a permit increased by 13.6 percent. This objective data is tied to a subjective observation of a reduction in legislative contacts and complaint letters regarding skills test availability.

Created Baseline: At the end of 2012 the projected demand was within 6.8 percent of the actual number of tests conducted. As a result, the DMV now has year of performance data that will serve as a baseline for improvements in future availability of skills tests.

Improved Resource Management: This tool allows the DMV to better allocate resources to meet varying customer demand. The DMV uses the projections to make data-based decisions about the availability of time off for employees six months in advance.

Next Steps

The DMV has fully implemented the new demand forecasting tool and actively uses the information as part of regular operations. The demand goals have been incorporated into a new MAPSS Performance Dashboard metric which tracks the DMV's progress in meeting demand for skills tests four weeks in advance.