

Wisconsin Department of Transportation

DMV Weekly Work Reports

Lean Summary Report



Project Summary

The Wisconsin Department of Transportation (WisDOT) is responsible for maintaining up to date driver records by processing large volumes of work.

To allow management to allocate resources, prioritize work and ensure accountability, it is important to have timely and accurate information on the quantity of work completed and the amount remaining in the queue.

The amount of time needed for collecting, aggregating and reporting this information resulted in work reports containing redundant and sometimes inaccurate data.

Analyzing the process flow identified where value was added, allowing the team to remove non-value-added steps from the process and reduce processing time through automation.

Improvements

- Processing time used for compiling data each week was reduced by 92 percent
- Data is available on a daily level, opposed to a weekly aggregate
- Performance data is available three (3) hours earlier

MAPSS Core Goal Area

- Accountability
- Service

Statewide Goal Area

- Cost of government
- Employee work environment
- Government work culture

Issue

Within the Wisconsin Department of Transportation's Division of Motor Vehicles (DMV), the Bureau of Driver Services (BDS) is responsible for maintaining up-to-date driver records. Work examples include processing citations, removing suspensions and reviewing medical documents, all of which requires processing a large volume of work each week. To properly allocate resources, prioritize tasks and ensure accountability, it is important to have timely and accurate weekly work reports.

Bureau management had concerns related to weekly reporting of how much work was completed, how long it took to complete the work, and how much work was on hand. Weekly reports were complicated and contained useless information while not always including necessary information. Compiling the information for the weekly report required manual entry of self-reported data and manual manipulation of formulas/algorithms, potentially causing the reports to be incorrect.

Lean Six Sigma Process

To address the issues, the team's first step was to create a value stream map detailing process tasks, lead time, processing time and the value each task added to the final reports. Information on the process tasks provided baseline data and allowed the team to identify potential gains. A detailed swim lane map outlining each step within the tasks was developed to identify redundancies, manual entries, and sources of the non-value-added steps. This allowed the team to use databases to eliminate reports, reduce manual entries, and ultimately reduce the amount of time spent collecting, aggregating and reporting this information to the BDS management.

Results

The team was able to quantify the improvements by implementing the process change in one section of BDS.

Cost of government and Government work culture: Processing time used for compiling data each week was reduced by 92 percent (377 minutes to 20 minutes). These timesavings allow staff to focus on the various ad-hoc data requests received by the Bureau. Data is available on a daily level as opposed to a weekly aggregate with performance data available three (3) hours earlier and backlog data available when entered by staff.

Employee work environment: Staff has reported the new process as much more user friendly.

Next Steps

This project is being replicated in other sections within the Bureau of Driver Services. Additionally, during the initial scoping of this project, several objectives were postponed until later implementation phases in order to address issues with the core framework. The Division of Motor Vehicles is planning to address these objectives after the first round of replication.