Project Summary

The Wisconsin Department of Transportation (WisDOT) is responsible for maintaining up to date driver records, including any conviction that occurred outside of Wisconsin.

The Citations Unit in the Division of Motor Vehicles (DMV) is responsible for sorting state documents prior to processing. In some instances, information is time sensitive and federal guidelines require entry of this information into the driver's record within 10 days.

To identify, verify and sort the wide variety of documents the unit would sort one document at a time, resulting in variation of sorting time, employee training difficulties, and the inability to prioritize work.

By structuring the process to more closely resemble an assembly line, the team standardized the steps that required less time and allowed employees to train on smaller steps without having to learn the whole process.

Improvements

- Clear queue within five days (FMCSA requirement is within ten days)
- Reduced processing backlog by 67.5 percent
- Increased staff trained from one to four

MAPSS Core Goal Area

- Accountability
- Safety

Statewide Goal Area

- Cost of government
- Customer satisfaction

Issue

The Wisconsin Department of Transportation is responsible for maintaining an accurate and up to date driver record for each license holder. This includes any convictions that a driver may receive from another state. The Division of Motor Vehicles' Citations Unit is responsible for receiving out of state documents and sorting them for processing. In some instances, this information is time sensitive and federal guidelines require updating the driver recorded within ten days.

There is a range of documents received from other states and foreign countries. To accommodate the wide variation in these documents, the process was structured as a "signal product batch" process where an employee completed one document at a time by determining the infraction, verifying information, identifying missing information, and sorting it for processing before moving on to the next document.

This informal process caused significant variation in the time each document took to sort because each employee determined the necessary steps. Additionally, the process did not allow prioritization of time sensitive work, and required that an employee have extensive training on the different kinds of documents and how to handle potential challenges.

Lean Six Sigma Process

The team began by identifying the processes for sorting the different documents and mapping the current state. These process maps identified steps that were similar between documents and could be combined into a single step. The team was also able to use the maps to put the steps in an order that would limit redundant sorting. As a result, the rearranged process resembled an assembly line where a single step was done on all documents at once. This allowed the Citations Unit to standardize each step, prioritize time sensitive work, and make staff training easier, since employees could gradually learn steps as opposed to the entire process at one time.

Results

Once the process changes were implemented and staff became accustomed to the new way of doing business, the work area was able to realize several benefits:

- The queue for out of state documents is cleared within five days
- Time saved in the sorting process was reallocated to processing resulting in a backlog reduction of 67.5 percent
- The number of trained staff has increased from one to four

Next Steps

With the project complete, the Citations Unit plans to continue with training additional employees on more steps in the process. To help maintain consistency and facilitate training future employees, the unit is going to create a processing manual that will outline the expectation for each step. This document will be updated periodically to incorporate best practices.