Government Performance Solutions, Inc.

*Reducing Wait Times in Driver's License Offices*
Colorado Department of Revenue, Driver Licenses Offices
2013

Situation

Customers were experiencing long wait times in Colorado driver's license offices, averaging 65 minutes before receiving service. Responding to a charge by the Governor to reduce wait times to 15 minutes, the Department of Revenue's Division of Motor Vehicles (DMV) mobilized to meet that challenge. The DMV's senior leaders asked GPS consultants to engage managers and front-line staff to chart the course.

Approach

GPS worked with DMV leaders to select a cross-functional team of 15 driver's license office employees from 10 locations performing six (6) different roles. GPS visited the offices and gathered transaction data, measuring different transaction types to the second. GPS then convened a four-day workshop where the team mapped the current processes for different transaction types, revealing how complicated the process had become (see below).
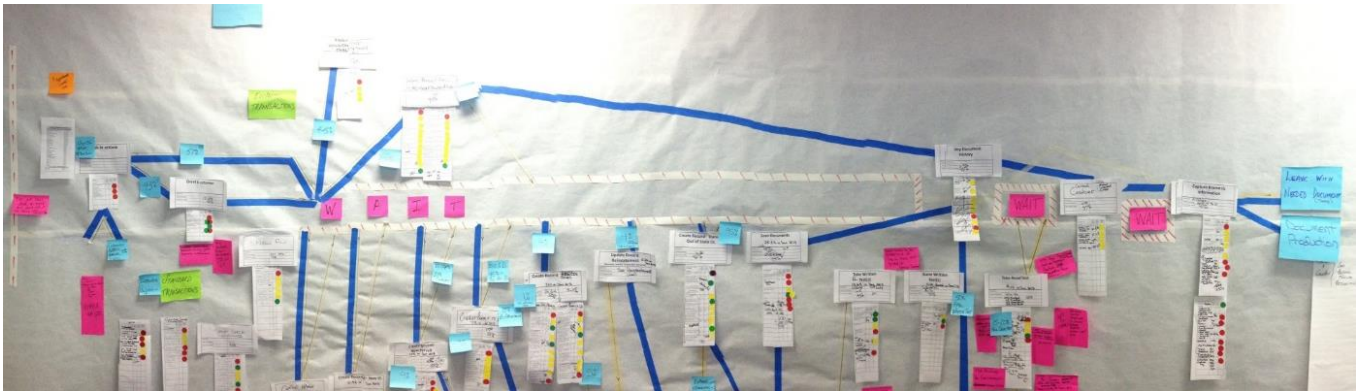
The team analyzed the map from the customer's point of view to define where value was added and from the point of view of the Examiners, showing where they experienced barriers to delivering excellent customer service. The team identified 41 improvement opportunities and sized each in terms of the wait time reduced for an average customer.

The team mapped a future state that streamlined process flow, reduced waste, and improved office layout to accommodate different types of products (e.g., new driver's license, address change, etc.). The last step was developing the sequence of 27 prioritized improvements to be implemented within the following year.

A sequence diagram showing near-term, mid-term, and longer-term improvements identified by the team.

Results

The team's 27 improvements were projected to reduce customer wait time from 65 minutes to less than 35 minutes, a reduction of nearly 50%. The successful implementation of these improvements set the stage for implementing a new information system in 2017 that enabled still higher levels of performance and additional options for self-service.