Indiana Bureau of Motor Vehicles
November 4, 2015

Katrina Graves
Director, Organizational Development
Topics

1. Training & Development
2. Leadership Development
3. Challenges & Opportunities
4. Exploring Future Innovative Solutions
1. History & Challenges
2. Current Training, Resources & Opportunities
History

1. Training Delivery & Resources
   - Classroom, Instructor Led Distance Education
   - Year One Learning Plan (Y1LP) Map on Paper
   - Mentor Program
   - Moodle

2. Communications – Knowledge Management – Updating Content
   - Moodle Books
   - Policy & Standard Operating Procedures
   - Communication Messages
Year One Learning Plan - Full Time Training Map

Summary

Level One
Week 1
- Become acclimated to branch
- Time Entry training
- Work with training coach
- ELM Training: Business of the BMV, Effective Customer Interactions, Appropriate/Inappropriate Behavior, Information Security, Branch Contingency

Week 2
- ELM Training Courses: STARS Navigation training; STARS Searches 1: Customer Types, BMV Computer System
- AAMVA training modules: Introduction to Fraud; BMV Specific Fraud
- Credential Manual: License Types and Validity Periods
- Work with training coach
- Learn about various branch equipment: Testing Kiosk, Welcome Station, etc.
- New Capabilities: VIN Inspection, issue/grade tests and capture customer photos

Additional Resources

- Training Resources
  - Manager's Guide to Training
  - Training Coach's Guide to Training
  - Basic Elements of Training
  - ELM Training: A Guided Tour
Year One Learning Plan - Full Time Training Map

Level One

Week 1
Start Date ______ Name ______________________

Associates work closely with the training coach as well as completing independent activities throughout the week.

Complete the following tasks with training coach:

- Introduction to other team members ______
- Tour of branch ______
- Tour of MainStreet - search function in manuals ______
- Observe the processing of transactions ______

Successfully complete the following tasks independently:

- PeopleSoft Time Entry training ______ *
- Organizational Readiness Courses in ELM Training: *
  - Business of the BMV Part 1 & Part 2 ______
  - Effective Customer Interactions ______
  - Appropriate/Inappropriate Behavior ______
  - Information Security ______
  - Branch Contingency ______
  - Lean Six Sigma ______

Begin to complete the following training required by the State of Indiana:

- Sexual Harassment Prevention training ______ *
- OIS Ethis training ______ *
## Online Manuals

### Content/Knowledge Management

**Main Street**

#### Manuals

- **Agency Human Resource Manuals**
  - BMV Employee Handbook
  - BMVC Employee Handbook

- **Agency Operational Manuals**
  - Branch Operations License Branch Manual
  - Credential Manual
  - Finance Manual
  - Motor Vehicle Registration Manual
  - Motor Vehicle Title Manual
  - Sport and Leisure Title and Registration Manual

- **Agency Policy and Procedure Manuals**
  - Policy Manual
  - Standard Operating Procedures Manual

- **Agency Response Plans**
  - Branch Emergency Response Plan
  - Central Office Emergency Response Plan
  - Continuity of Operations Plan (COOP)
Example
Example

Credential Manual

Chapter 1: License Types and Validity Periods

1.1 Introduction to License Types and Validity Periods
1.2 Identification (ID) Card
1.3 Learner's Permit (LP)
1.4 Operator's License (OP)
1.5 Chauffeur's License (CH)
1.6 Public Passenger Chauffeur's (PPC) License
1.7 Motorcycle (MC) Learner's Permit/Motor Driven Cycles
1.8 Motorcycle (MC) Endorsement
1.9 Commercial Driver's License (CDL) and Learner's Permits (CLP)
1.10 Interim/Extension Credentials

Credential Manual

1. LICENSE TYPES AND VALIDITY PERIODS

1.8 Motorcycle Endorsement

A motorcycle endorsement (L) is added to a valid driver's license when an individual wishes to ride a motorcycle on public streets and highways without having to observe the restrictions of riding with a motorcycle learner's permit after meeting applicable requirements.

Validity Periods

A motorcycle endorsement expires with the credential on the holder's birthday.

Obtaining Motorcycle Endorsement from Motorcycle Permit
Training Delivery

Branches: Classroom – 5 Days

2 – 6 Trainees
## Training Delivery

### Contact Center: Classroom – 3 Weeks

<table>
<thead>
<tr>
<th>Week 1</th>
<th>Monday – 9/14</th>
<th>Tuesday – 9/15</th>
<th>Wednesday – 9/16</th>
<th>Thursday – 9/17</th>
<th>Friday – 9/18</th>
</tr>
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<tbody>
<tr>
<td>Time</td>
<td>8:15 AM</td>
<td>8:30 AM</td>
<td>8:00 AM</td>
<td>9:00 AM</td>
<td>9:30 AM</td>
</tr>
<tr>
<td>· Discuss Expectations</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
</tr>
<tr>
<td>· Emergency Contact Information</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
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<tr>
<td>· Records Access and Use Agreement</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
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<tr>
<td>· Road and Sign Employee Handbook</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
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<tr>
<td>· Review SOP – Central Office Emergency Response Plan</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
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<tr>
<td>· Citizen ID Badge from Annex Central Office</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
</tr>
<tr>
<td>· Short Tour of 4th Floor</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
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<tr>
<td>Meet the Commissioner</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
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<tr>
<td>(Admin Conf Room)</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
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<tr>
<td>Lunch Break</td>
<td>Lunch Break</td>
<td>Lunch Break</td>
<td>Lunch Break</td>
<td>Lunch Break</td>
<td>Lunch Break</td>
</tr>
<tr>
<td>· Introduction</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
</tr>
<tr>
<td>· Housekeeping Items</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
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<tr>
<td>· STARS Navigation</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
</tr>
<tr>
<td>· Practice STARS Navigation</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
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<tr>
<td>· SecureID &amp; Max SecureID</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
</tr>
<tr>
<td>· Verification of Information/Documents</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
</tr>
<tr>
<td>· Phone Skills</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
</tr>
<tr>
<td>· Service Oriented Attitude</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
</tr>
<tr>
<td>· Effective Customer Interactions</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
</tr>
<tr>
<td>· End of Class Group Ethics &amp; RoadSoft Training</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
<td>· Classroom Training – JJ</td>
</tr>
<tr>
<td>Read Material</td>
<td>Read Material</td>
<td>Read Material</td>
<td>Read Material</td>
<td>Read Material</td>
<td>Read Material</td>
</tr>
<tr>
<td>· BMIAT Training/INUAT</td>
<td>· BMIAT Training/INUAT</td>
<td>· BMIAT Training/INUAT</td>
<td>· BMIAT Training/INUAT</td>
<td>· BMIAT Training/INUAT</td>
<td>· BMIAT Training/INUAT</td>
</tr>
<tr>
<td>· RoadSoft</td>
<td>· RoadSoft</td>
<td>· RoadSoft</td>
<td>· RoadSoft</td>
<td>· RoadSoft</td>
<td>· RoadSoft</td>
</tr>
</tbody>
</table>

**5 – 20 Trainees**
Self-Paced – Reading

Credential Manual

1. LICENSE TYPES AND VALIDITY PERIODS

1.8 Motorcycle Endorsement

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Validity Periods

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Obtaining Motorcycle Endorsement from Motorcycle Permit
PeopleSoft Enterprise Learning Management (150+ Courses):

- Organization Readiness/Onboarding
- Information Security
- Security Awareness
- Compliance
  - Ethics, Information Resource User Agreement, Sexual Harassment
- Lean Six Sigma
- Year One Learning Plan
- AAMVA
- Technical/System Navigation
  - State Tracking and Records System (STARS)
- Customer Service & Other Soft Skill Topics
- Management/Leadership
Training Delivery

eLearning – In House

10 – 30 minutes MAXIMUM
Training Delivery

**eLearning – In House**

10 – 30 minutes **MAXIMUM**
Training Delivery

Certification/Recertification – In House

10 – 20 Questions - MAXIMUM
Training Delivery

eLearning – Vendor

45 seconds to 5 minutes - MAXIMUM

30 – 45 Minutes - MAXIMUM
Training Delivery

Webinar (Demonstrations) – Live and Recorded
Keeping Staff Updated

Communications & Alerts

Alerts

Title

Title and Registration Transactions for Garcia’s Autos LLC - Hammond, IN ID rev

! In addition to R&D Imports published in the 09/30/2015 Branch Communications, ALL title and

Communications

Title

Wednesday, October 21, 2015

There are no memos to post to this Communication.

Friday, October 16, 2015

The following memos are included:

- Revocation of Crossroads Driving School License
- Revised CDL Manual and Knowledge Exam Updates
- Hazardous Materials Endorsement Threat Assessment (TSA) Maintenance
- myBMV.com Night with the Indy Eleven

Add new announcement

Branch Operations Buzz

Kudos to Team Walkerton & Team Inclps Lawrence! They received the following compliments!

[Walkerton]
I just wanted to extend a sincere thank you for how you all do your job – being helpful with great, cheerful attitudes! My son and I were in a rush or so ago for him to take his test to get his motorcycle permit. As I sat and waited, I could listen to each of you greeted a new client to try & sort out their needs. I appreciated so much how you honestly were trying to be helpful and solve their issues with patience, kindness, and understanding. You were THE type of DMV people need!
Leadership Development

1. Management/Leadership Courses
2. High Potential Leadership Development
# Leadership Development Partnership with Regional Manager’s

<table>
<thead>
<tr>
<th>Training Course Topics</th>
<th>Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management Leadership</td>
<td>Organizational Development &amp; Regional Manager's to Co-train</td>
</tr>
<tr>
<td>EMERGE Transition from Frontline to Leadership Roles</td>
<td>Organizational Development</td>
</tr>
<tr>
<td>Communication Styles</td>
<td>Organizational Development</td>
</tr>
<tr>
<td>Performance Management</td>
<td>Regional Manager’s</td>
</tr>
<tr>
<td>Interview and Selection</td>
<td>Regional Manager's</td>
</tr>
<tr>
<td>Manager in Training – Technical and Leadership Focus</td>
<td>Organizational Development</td>
</tr>
<tr>
<td>Discipline/UPN's; WIPs; Fact Files – Manual</td>
<td>Regional Managers</td>
</tr>
</tbody>
</table>
L.E.A.D. Program

Learn to Lead
Engage with Leadership
Advocate for Improvement
Develop and Grow

Agency Improvement Project
Leadership Development
L.E.A.D. Program

Program Details

• Management/Leadership Development (High Potentials)
  – Online/Classroom Training
  – Project-Based Training
  – Hands-on Training
  – Leadership Roundtables
  – Individual Development Plans

• Resources & Collaboration
  – Time, hardware, software
  – Conference Calls, Project Team Calls, In-Person Meetings

• Evaluation
  – Self (online/written surveys and reports)
  – Peer
  – Project Facilitator
  – On-the-job enhancements
  – Feedback from Hiring Managers

• 5 of 13 members Promoted (half-way through program)
Current Challenges

Opportunities

• Reaching More Geographically Dispersed Employees

• **NEW** Technology - Engaging/Innovative Training Mediums
  – Skill Development of Training & Design Team

• Intermediate/Advanced Training

• Life-Like Training Environments
  – Hands on Practice for New & Experienced Staff
  – System Limitations

• Learning Management System

• Training a Multi-Generational Workforce
  – **Currently:** 5 Generations at IN BMV
  – In 2020 Nearly 50% of Workforce will be Gen. Y

• Speed & Resource Accessibility
Exploratory Solutions

**Exploratory – Future Innovations**

- OD Innovation Summits
- Virtual Training & Video Conferencing
- Cloning Technology (SMART)
- Simulations
  - War Rooms / Hunger Games – (Leadership Development)
  - Virtual Simulations (Knowledge & Skill Building)
  - Live Simulations – (Actors)
- Gamification
- Social Collaboration (Single Sign-on)
  - Content Management
  - Learning Management System
  - Collaboration
- Short Videos
- Learning Bursts!
- BMV Masters Program
- Agile Training Development
- Vendor Solutions
Thank You for Your Time!