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American Association of Motor Vehicle Administrators

Annual International Conference
Lean Strategy

2013 - 2014: Executive Commitment
- Strategic Plan
- Green Belts
- Training

2015: Learn about Lean
- Nearly 100%

2016: Use Lean
- Management Practices 83%
- Use Lean Tools 74%

2017
- Problem-solving training 29%
- Facilitator Training 10%
- Participation in Workshop 36%
- Lean in the Field
- Yellow Belt Training
- Voice of the Customer
- Emphasis on OCM
Leadership Drives the Lean Culture

**Conventional**

Leaders boss, tell and direct

Employees take directions and don’t question or offer ideas

**Lean**

Customer focused

Employees are problem solvers, trusted and respected as capable experts.

Leaders coach, mentor, teach
Commercial Driver License

Background
• 8,636 per year
• Customer visits office 4 to 8 times

Problem
• Customer frustrated with the number of visits they have to make to the office.
• Increases workload for LSR’s.
• Underutilized DOL Testers.
• Outdated scheduling software.

Improvements
• Centralized scheduling and payment.
• Increased customer satisfaction
• Reduced workload in offices
• Eliminated 3 part skills test forms.
• Eliminated old scheduling system.

Results
• Improved customer satisfaction by reducing visit to office by 1 to 2 visits per CDL holder.
• Redirect 1.1 FTE (LSR) per year.
• DOL Testers capacity improve by 40%.
Technology Changes and Lean

To Be – Change Management
- Continuous Improvement
- Training
- Reference Materials / Help Articles
- Opportunity to address pain points
- Redistribute work

To Be - Based on Change

Pain Points (from Customers & employees)
Current Process (As-is)
COTS Opt. & Limitations

Technological Changes and Lean to Be Based on Change

COTS Opt. & Limitations

Pain Points (from Customers & employees)

Current Process (As-is)
Employee Engagement

We are making improvements to make things better for our customers.

We use customer feedback to improve our work processes.
Temporary Permit Issuance - E-Permitting

Background
• 654,053 per year
• Valid for 45 days

Problem
• Complex process
• System navigation not working
• Incorrect instructions
• Printing difficulties related to technical incompatibility
• Each printing failure cost dealer $30

Improvements
• Resolved technical issues in new system
• Eliminate double entries

Results
• Improved customer satisfaction
• Reduce large volume of troubleshooting calls for technical assistance (From 80% to nearly 0%)
• Reduced touch time for Dealers by 16 minutes per transaction (174,414 hours per year)