Wisconsin Department of Transportation
Late Title Reporting Lean Summary Report

Project Summary

The Division of Motor Vehicles (DMV) works with car dealerships and their agents to enhance customer service. To ensure that these dealerships and agents are meeting the statutory expectation, the department collects and reports data on title processing from dealerships across the state to guide state investigators. The process of creating this "Late Title Report" required between seven and nine hours of staff time each month.

Using Lean Six Sigma tools, the team was able to identify manual data entry, find opportunities for automation, consolidate process steps and reduce input variation.

As a result these efforts, the process time for creating the Late Title Report was significantly reduced from hours to minutes. Additionally, the ability to train additional employees on this task improved business continuity.

Improvements

- Reduced processing time from nine hours to 10 minutes each month
- Reduced the number of errors
- Added training benefits

MAPSS Core Goal Area

- Accountability
- Service

Statewide Goal Area

- Cost of Government

Issue

The Division of Motor Vehicles (DMV) works with car dealerships and their agents to enhance customer service. To achieve this, car dealerships and their agents process title and registration documents for the vehicles they sell. This allows the customer to receive their product that day without visiting a DMV Customer Service Center or mailing paperwork to the central office. To ensure accountability of these car dealerships and their agents, the department collects and reports data on title processing. The report determines the number of titles that were processed late and highlights dealerships that surpassed statutory thresholds each month. The department uses this information to provide documentation for follow-up to its investigators. To create the monthly "Late Title Report," the department collects data from three sources, two third-party software companies and the department's eMV app. The data from each of these sources is provided in a different format with inconsistent data, requiring manual manipulation and data verification. The process to create this report would take between seven and nine hours.

Lean Six Sigma Process

The team began by collecting data on the processing time to calculate a baseline. Once the baseline was set, the team developed a process step inventory and created Suppliers, Inputs, Process, Outputs and Customers (SIPOC) documentation. With this information, the team was able to identify manual data entry steps and opportunities for automation to consolidate process steps and reduce input variation.

Results

As a result of process changes and cooperation from external stakeholders, the department was able to reduce the number of process steps it takes to create the Late Title Report, offering several benefits.

Reduced lead time: By reducing process steps and eliminating most manual manipulation, the monthly process time for formatting, preparing and sending the Late Title Report has been reduced from between seven and nine hours to roughly 10 minutes.

Improved simplicity: By reducing the number of process steps and removing the manual manipulation, the department has realized some training benefits. This will help any future employee assigned this task and allows cross training to ensure business continuity.

Reduction in errors: The reduction in manual data entry and manipulation reduced the number of errors found in the report.

Next Steps

After the Lean project was complete, the team continued to work on improvements that were considered outside the scope of a Lean project. As a result, the amount of time dedicated to the Late Title Report has continued to decrease each month.