

DRIVER LICENSE DIVISION RESTRUCTURE PLAN



SUBMITTED BY:
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INTRODUCTION

The Driver License Division (DLD) continues to experience challenges with customer service, such as long wait times for citizens in driver license offices and in its call center. Additionally, the DLD has difficulty recruiting and retaining experienced personnel required to perform at an efficient business level. Over the years, increased administration of non-driver related programs has also contributed to our challenge to effectively meet customer needs.

During the Department's 2008 review by the Sunset Advisory Commission, a recommendation was made for the DLD to transition to a Civilian Business Model wherein commissioned law enforcement personnel could be better utilized in a command structure. Further, in the fall of 2008, Deloitte Consulting, LLP, completed a Management and Organizational Structure Study, which coincided with the recommendation of the Sunset Advisory Commission to operate under a Civilian Management Model, as opposed to the current model which is dependent on commissioned personnel in key management functions.

It is the Division's recommendation to develop an organizational structure that exhibits a service oriented environment and operates in a more business like manner to enhance the overall experience provided to driver license customers. The DLD seeks to develop a system around long-term strategies that anticipate emerging threats, existing weaknesses and developing trends. To ensure success of all recommendations, the Division has completed a comprehensive analysis, with implementation and performance initiatives that can be carefully evaluated, and, if needed, adjusted accordingly. By implementing multiple initiatives, the DLD can remedy previous deficiencies that have negatively impacted our service levels.

DRIVER LICENSE DIVISION RESTRUCTURE PLAN

The DLD Restructure Plan is a comprehensive approach to implementing changes that will better manage DL services. This proposal is critical to serving the needs of the citizens of Texas by developing enhanced customer focused processes that will encourage exceptional employee performance, satisfaction and professionalism. Collectively, this plan will streamline functional requirements, balance the distribution of existing responsibilities, provide administration and staff for designated functions, promote career incentives to retain the Division's greatest resources and relieve pressure on current staff while ensuring a greater efficiency and a higher level of customer service. The DLD Restructure Plan is presented in two distinct recommendations: Civilian Management and Customer Service Initiatives.

Civilian Management

Currently, the Division employs a management structure that does not allow for adequate supervision of DL field offices across the State. As such, a tiered distributive management structure is recommended which would be most suitable for replacing the current commissioned supervisor model. The structure will provide the Division with a more customer-focused approach by establishing a civilian supervisory presence in more locations able to monitor front-line customer service functions to ensure goals and performance levels are accomplished. DLD recommends creating a management structure utilizing Regional and Assistant Managers, Office Supervisors, and lead driver license personnel.

ENHANCING CUSTOMER SERVICE WITH CUSTOMER FOCUSED INITIATIVES

Interactive Voice Recognition (IVR)

Implementing an Interactive Voice Recognition (IVR) System will offer an extensive range of automated services, as well as provide internal functionality to improve the efficiency of customer contacts. An IVR system will enable Division personnel to assist customers with complicated or more technical questions while the IVR handles the routine calls, hence increasing the number of calls that the Customer Service Bureau handles.

Automated Mailing Machine

The current automated mailing machine used to mail Texas driver licenses and identification cards, as well as alternate renewal notices to the citizens of this state, is reaching the end of life. This request will allow DLD to purchase two machines to separate mailings and workloads due to increasing demands created by a growing population, and as a backup measure to continue services in the event one machine is down due to repairs or preventative maintenance related issues.

Online Appointment System

This tool will allow customers to schedule an appointment online prior to going to the local driver license office. Wait time for those who choose to schedule an appointment will be significantly reduced and provide for more efficient management of resources during peak hours. The implementation of this function will provide customers with a date and time to visit the DL office improving customer service.

Digital Media Advertising and Queuing System

The DLD seeks to acquire an interactive, stand alone communication system within the DL offices incorporating a queuing system that will provide customer routing options for all types of DL transactions.

Additional FTE's

After an extensive review of each office location, the DLD has identified that additional personnel are warranted to better serve the needs of customers. With minimal office modification, the Division seeks to acquire an additional ninety-five (95) FTE's to fill existing vacant service lanes to allow more driver license transactions to be processed.

Extended Office Hours

To provide enhanced services to our customers outside of the standard Monday-Friday, 8 to 5 hours, the DLD is recommending extending DL office hours in certain metropolitan offices. Utilizing 180 existing and recommended civilian supervisors would allow for an additional 8,580 hours of operation. Adding 15 additional weekly service hours at each location, in which the office will be open 2 nights until 8:00pm and Saturday from 8:00-1:00pm, we would enhance customer convenience and reduce wait-times during regular office hours.

Building Improvements

Employing a DL office improvement strategy to expand and upgrade current driver license facilities would improve the overall aesthetic condition as well as enhance the functionality and safety of the DL facilities. Many offices have been identified as requiring improvements that will update and expand antiquated facilities to meet current population needs.

Mobile Strike Teams

The DLD recommends establishing mobile strike teams to provide duplicate and renewal transaction services at locations with a large target audience, such as hospitals, universities, and large corporations. Twelve (12) mobile teams, consisting of twenty-four (24) FTE's will have the capability to provide this alternate option, thus reducing customers that visit offices, ultimately reducing wait-times.

Quality Control Program

Establishing a quality control program focused on customer service contacts and the employee's ability to provide the total customer experience is essential. Encouraging employees to work in a team environment, enhancing the focus on service and reinforcing the Division's values of providing exemplary customer service will enhance service levels and employee morale. The DLD seeks to acquire 9 additional FTE's to support and execute the program statewide.

Self-Service Kiosks

The DLD seeks to establish self-service kiosks within DL offices as well as pursue placement in secure non-DPS environments to allow customers to conveniently utilize online licensing services without waiting in line at the DL office. With the aid of wait-time analysis and evaluating current DL office conditions, the DLD has identified 51 DL office locations that would benefit from self-service kiosks.

DL Personnel Uniforms

The DLD seeks to implement a uniform policy for all DL field personnel to utilize, consisting of designated apparel. This initiative will create uniformity between all field employees, as well as maintain a professional appearance for the general public.

CONCLUSION

The DLD has completed research and analysis to identify the most feasible initiatives with maximum impact. To collectively increase the level of customer service as well as enhance the organization's service delivery, the Division seeks to implement the civilian management structure and recommended customer service initiatives. We feel strongly that the Civilian Management structure can be effectively established as commissioned personnel are transitioned to other services, within the Department, to focus on law enforcement duties. Hence, the Division will seek to acquire 264 new FTE's and utilize existing salaries budgeted for current Commissioned personnel. Further, the Department has requested additional funding for the 223 commissioned positions in the Texas Highway Patrol.

COST IMPACT

	FY 2010	FY 2011
Civilian Management- FTE's (264)	\$0	\$0
IVR	\$1,750,000	\$427,444
Mailing Machine	\$2,000,000	\$118,859
Mailing Machine FTEs (3.5)	\$96,800	\$96,800
Online Appointment System	\$1,000,000	\$33,600
Digital Media Advertising and Queuing System	\$595,469	\$82,450
Additional FTEs (95)	\$2,997,060	\$3,561,835
Extended Office Hours	\$3,491,988	\$3,491,988
Building Improvements	\$5,529,884	\$0
Mobile Strike Teams	\$1,555,356	\$1,157,256
Quality Control Program	\$584,554	\$376,272
Self-Service Kiosks	\$541,191	\$55,000
DL Personnel Uniforms	\$156,780	\$39,195
Total Annual Costs	\$20,299,082	\$9,440,699

Initiatives are presented at a high level and include benefit factors, system modifications, organizational reform and fiscal estimates to successful implementation. The successful transition to a civilian management structure will create a more customer-focused approach by establishing civilian supervisors who will have the ability to monitor front-line customer service functions and ensure performance levels are accomplished. As well, DLD will develop more customer-focused initiatives to strengthen the Division's ability to more effectively serve our customer. The DLD is confident that with implementation of these goals, changes in processes and systems will be designed to: reduce wait times in driver license offices, facilitate customer interactions, enhance service levels and improve the tools available to staff to provide better service while preserving the integrity of a secure identification and licensing process.

If approved and funded by the Texas Legislature, the Driver License Division will strive to not only implement and enhance services but to attain the commendation of our customer, the citizens of Texas.