



# Lean 6-Sigma Program



## *Department of Motor Vehicles*

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# *DMV Candidate Hiring Process*

- ❖ **Problem Statement:** *It takes an average of 91 days (and ranges up to 170 days) to fill a vacant position. The lengthy process adversely affects DMV's service goals and is a strain on resources.*
  
- ❖ **Objective:** *Reduce the amount of time it takes to hire a candidate so that 95% of conditional offers are made within 45 days.*



# Baseline Capability

Overall Capability	
Pp	*
PPL	*
PPU	-0.23
Ppk	-0.23

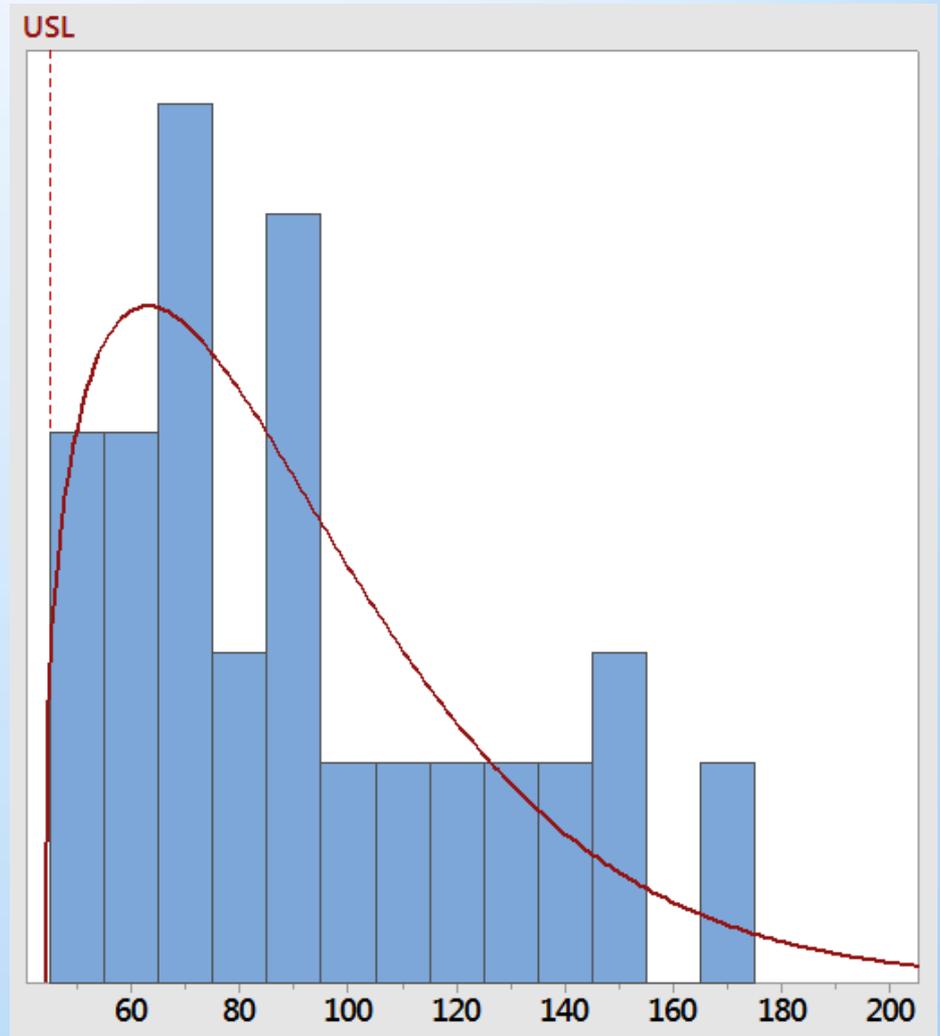
Exp. Overall Performance	
% < LSL	*
% > USL	99.40
% Total	99.40

Process Data	
LSL	*
Target	*
USL	45
Sample Mean	91
Sample N	43
Shape	1.3556
Scale	51.2856
Threshold	43.8237

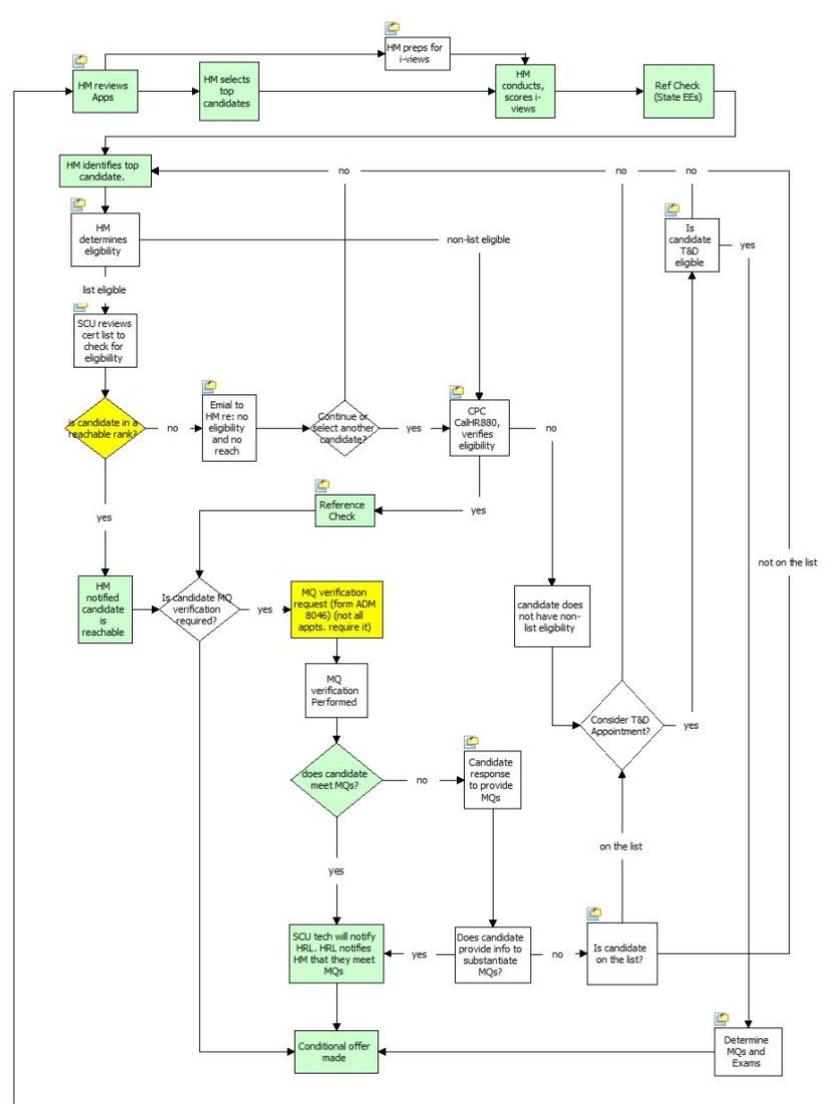
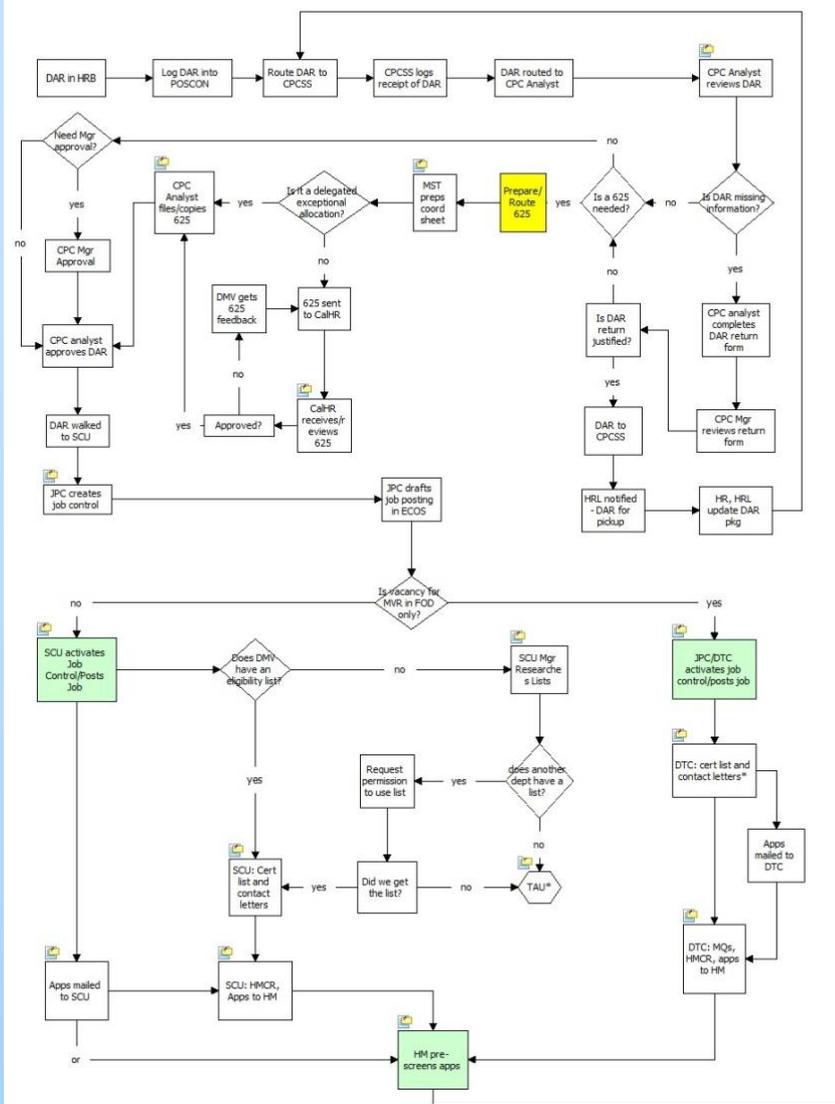
  

Observed Performance	
% < LSL	*
% > USL	97.67
% Total	97.67

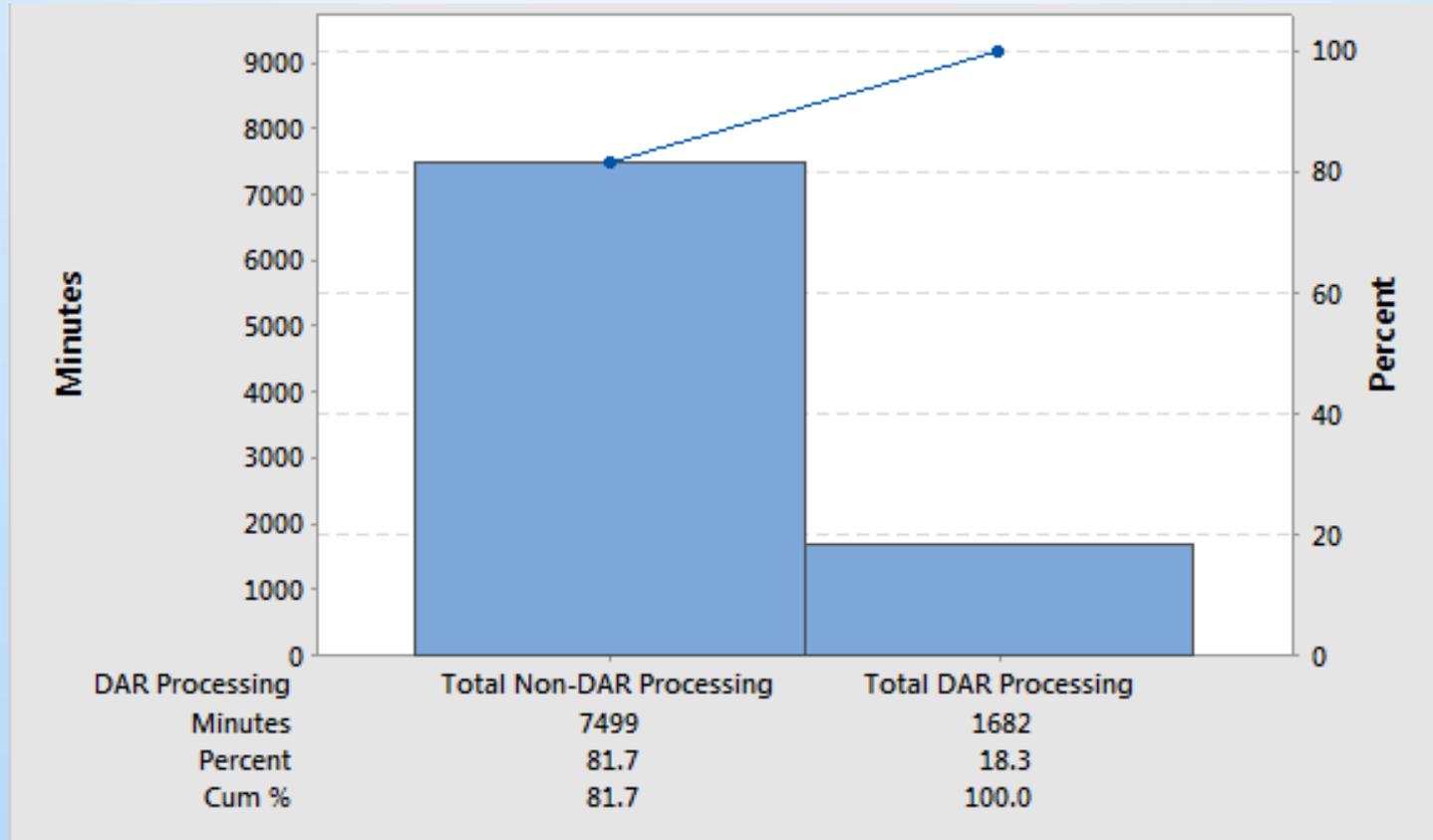


❖ 99.4% chance no application process will take shorter than 45 days.

# Initial Process Map

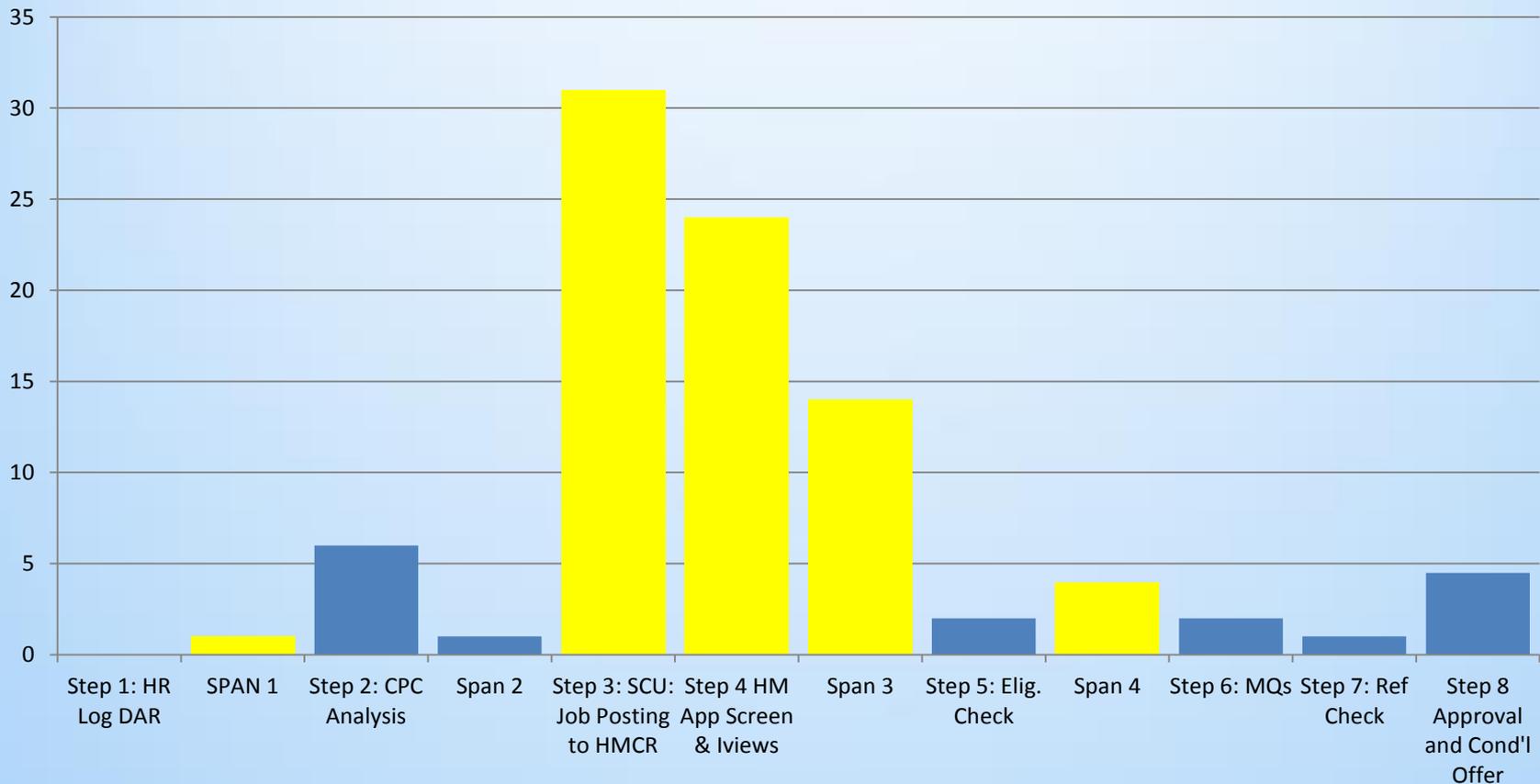


# Key Analytical Finding 1



- ❖ Teams responsible for processing DARs had competing priorities which reduced the amount of time available for DAR processing.

# Key Analytical Finding 2



- ❖ Unique areas that required investigation: SCU Job Posting to HMCR, hiring manager time, areas of time between steps.



# Analysis Tools

FMEA													Risk matrix					
Process Step - Activity	What Process Step	Potential Failure Mode	Potential Failure Effect	SEV	Potential Cause	SEV	Control	SEV	SEV	SEV	SEV	SEV	SEV	SEV	SEV	SEV	SEV	SEV
Process Step - 020101 - Review of...	Verification	Failure to review...	...	1	...	1	...	1	...	1	...	1	...	1	...	1	...	1
Process Step - 040101 - Review of...	Verification	Failure to review...	...	1	...	1	...	1	...	1	...	1	...	1	...	1	...	1
Process Step - 040102 - Review of...	Verification	Failure to review...	...	1	...	1	...	1	...	1	...	1	...	1	...	1	...	1
Process Step - 040103 - Review of...	Verification	Failure to review...	...	1	...	1	...	1	...	1	...	1	...	1	...	1	...	1
Process Step - 040104 - Review of...	Verification	Failure to review...	...	1	...	1	...	1	...	1	...	1	...	1	...	1	...	1
Process Step - 040105 - Review of...	Verification	Failure to review...	...	1	...	1	...	1	...	1	...	1	...	1	...	1	...	1
Process Step - 040106 - Review of...	Verification	Failure to review...	...	1	...	1	...	1	...	1	...	1	...	1	...	1	...	1
Process Step - 040107 - Review of...	Verification	Failure to review...	...	1	...	1	...	1	...	1	...	1	...	1	...	1	...	1
Process Step - 040108 - Review of...	Verification	Failure to review...	...	1	...	1	...	1	...	1	...	1	...	1	...	1	...	1
Process Step - 040109 - Review of...	Verification	Failure to review...	...	1	...	1	...	1	...	1	...	1	...	1	...	1	...	1
Process Step - 040110 - Review of...	Verification	Failure to review...	...	1	...	1	...	1	...	1	...	1	...	1	...	1	...	1
Process Step - 040111 - Review of...	Verification	Failure to review...	...	1	...	1	...	1	...	1	...	1	...	1	...	1	...	1
Process Step - 040112 - Review of...	Verification	Failure to review...	...	1	...	1	...	1	...	1	...	1	...	1	...	1	...	1
Process Step - 040113 - Review of...	Verification	Failure to review...	...	1	...	1	...	1	...	1	...	1	...	1	...	1	...	1
Process Step - 040114 - Review of...	Verification	Failure to review...	...	1	...	1	...	1	...	1	...	1	...	1	...	1	...	1
Process Step - 040115 - Review of...	Verification	Failure to review...	...	1	...	1	...	1	...	1	...	1	...	1	...	1	...	1
Process Step - 040116 - Review of...	Verification	Failure to review...	...	1	...	1	...	1	...	1	...	1	...	1	...	1	...	1
Process Step - 040117 - Review of...	Verification	Failure to review...	...	1	...	1	...	1	...	1	...	1	...	1	...	1	...	1
Process Step - 040118 - Review of...	Verification	Failure to review...	...	1	...	1	...	1	...	1	...	1	...	1	...	1	...	1
Process Step - 040119 - Review of...	Verification	Failure to review...	...	1	...	1	...	1	...	1	...	1	...	1	...	1	...	1
Process Step - 040120 - Review of...	Verification	Failure to review...	...	1	...	1	...	1	...	1	...	1	...	1	...	1	...	1

- ❖ Failure Modes and Effects Analysis
  - ❖ 17 areas of that were most likely to cause delays in the process.
  - ❖ Common traits:
    - ❖ The Potential Failure is a delay in the process
    - ❖ The Potential Cause is insufficient information.
    - ❖ Any detection of failure occurs too late in the process.

# *Critical X's (root causes of problems)*

- ❖ Missing/insufficient information
  - ❖ Duty Statement, Justification Memo
  - ❖ Information provided by applicants
- ❖ Bottlenecks at Steps (CPC Review, Hiring Manager)
- ❖ Motion: Movement of paperwork causes delays
- ❖ Ability for earlier detection of potential failures
- ❖ Steps may be performed out of order
- ❖ Large spans of time between steps.

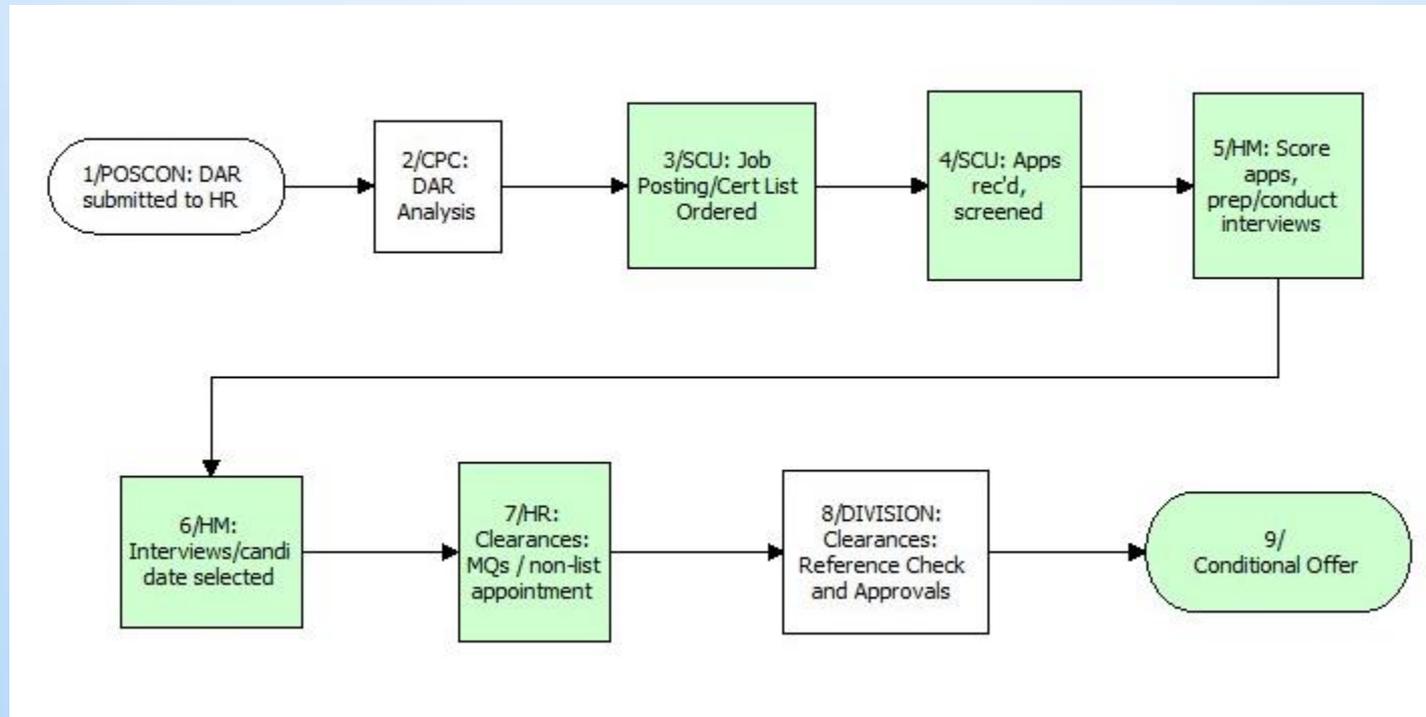


# *Improvement Techniques*

- ❖ Value Stream mapping
- ❖ Mistake proofing – removal of potential for mistakes that cause delays
  - ❖ Review and revision of forms used or needed
  - ❖ New/more/better training where needed
- ❖ 5 S (Sift, sort, shine, standardize, sustain)
  - ❖ Removal of unnecessary touch points



# New Process Map



Total Process Time: 45 Days

# Revised Process Timeline

Step	Old	New
1. DAR to HR	1	1
2. CPC Analysis	7	6
3/4. SCU Job Posting/App Screening	30	15
5. HM App screening/Interviews	24	14
6. MQs/Eligibility	22	2
7. Divisional Clearances	6	6
8. Conditional Offer	1	1
<b>TOTALS</b>	<b>91</b>	<b>45</b>



# Control Plan

## ❖ Pilot

- ❖ Training for Hiring Liaisons, Hiring Managers, and HRB Staff
  - ❖ Will also set groundwork for training on rollout
- ❖ Communication
  - ❖ Revised flow charts and process instructions
- ❖ Time Tracking
  - ❖ Detailed time tracking of every step to establish Statistical Process Control

## ❖ Control Plan

- ❖ Cross-functional quarterly meetings to review SPC data and make adjustments for continuous improvement.
- ❖ HR Liaisons' regular monitoring of Hiring Manager/vacancy activity
- ❖ Continued education on revised process

## ❖ Audit Plan

- ❖ Regular monitoring of vacancy activity/timing.
- ❖ Feedback to/from Hiring Managers



# *Additional Benefits*

- ❖ Faster hiring times
  - ❖ Acquiring candidates before they go elsewhere
- ❖ Better communication among teams responsible/fewer “silos”
- ❖ Better education for several teams to expedite the process
- ❖ Reduced vacancies = more work being done



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  - ❖ *Ashley Killen – Special Projects*
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  - ❖ *Karen Aguilar – Hiring Liaison, Administrative Services Division*
  - ❖ *Mike Miller – Chief of Staff, Registration Operations Division*

