

EXECUTIVE SUMMARY

The Nevada Department of Motor Vehicles (DMV) faced demands from the state's rapid growth. The "new DMV" concept was customer-focused, easier, faster, more straightforward. Obstacles included Nevada's previous large-scale multi-year project failures, a history of aborted DMV projects in western states, and major changes in management (2 governors, 3 heads of DMV). Despite the challenges, the project was successful, winning national recognition by the American Association of Motor Vehicle Administrators (AAMVA).



CHALLENGES

Aside from the leadership changes, DMV staff turnover was low and new PC technology created a steep learning curve for older employees. Organization structure, processes, and technology were all undergoing fundamental change. The vendor who won the bid for software development specified a "big bang" statewide rollout that placed significant pressure on resources.

RESULTS

The rollout of the "new DMV" allowed customers to be placed in the appropriate queue based on their needs, then sit comfortably to wait for their turn where they could conduct all business (driver or car) at one time. Online options existed for renewals, and transactions could also be completed at smog stations or car dealerships. Many of the DMV team members were promoted into management roles because of the strong skills they developed while working with us. Having our management team as the common thread from project inception to implementation was a critical success factor, since our in depth understanding of the project allowed us to quickly align new decision makers to project goals and keep the project moving forward on time and on budget.

SOLUTIONS

Success lay in managing the scope of the 5-year project closely and being diligent about adhering to entrance and exit criteria. We proactively addressed cultural change and selected and trained a team of DMV employees to be project leaders. Their commitment to the project overcame the obstacles of upper management turnover and resistance to the project by other staff.