September 11, 2023

## Status Report – Division of Motor Vehicles Driver License Services Performance Audit

Members of the Legislative Audit Committee:

Attached is the status report from the Department of Revenue (Department) on the implementation of recommendations in the Office of the State Auditor's (OSA) *Division of Motor Vehicles, Driver License Services Performance Audit.*

### OSA Review of Documentation

As a part of the status report process, we requested and received supporting documentation for each recommendation that the Department reported as having been implemented. For example, we reviewed:

- The Division of Motor Vehicles' (Division) new system report measuring customer experience time in state driver license offices, and an example of the testing performed on this report to ensure accuracy.

- The Division's data visualization tool and description of its new internal process designed to improve the measurement and monitoring of customer experience time.

- The Division's updated system report on customers' use of the MyColorado app and online self-service renewals of driver licenses and State identification cards, and a description of the new internal process to improve the accuracy of the Division's reporting on performance outcomes related to online transactions.

Based on our review, the supporting documentation substantiates the Department's reported implementation status.

**COLORADO**
Department of Revenue

August 23, 2023

Kerri L. Hunter, CPA
State Auditor
Colorado Office of the State Auditor
1525 Sherman St., 7th Floor
Denver, CO 80203

Dear Auditor Hunter:

In response to your request, we have prepared the attached status report on the implementation status of audit recommendations contained in the Division of Motor Vehicles Driver License Services Performance Audit. This status report provides a brief explanation of the actions taken by the Driver License Section of the Division of Motor Vehicle of the Department of Revenue to implement each recommendation.

If you have any questions about this status report and the Driver License Section's efforts to implement the audit recommendations, please contact Lori Daigle at lori.daigle@state.co.us

Sincerely,

*L. Daigle*

Lori Daigle
Director, Driver License Section

# Audit Recommendation Status Report

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| **Audit Name:** | Division of Motor Vehicles Driver License Services, Performance Audit |
| **Audit Number:** | 2172P |
| **Agency:** | Department of Revenue |
| **Date of Status Report:** | 08/23/2023 |

## Section I: Summary

| Rec. Number | Response from Audit Report | Original Implementation Date | Current Implementation Status | Current Implementation Date |
|---|---|---|---|---|
| 1A | Agree | December 2022 | Implemented | April 2023 |
| 1B | Agree | June 2023 | Implemented | June 2023 |
| 2 | Agree | June 2023 | Implemented | March 2023 |

## Section II: Narrative Detail

### Recommendation 1A

The Division of Motor Vehicles should improve processes for measuring and monitoring the timeliness of state driver license office services by:
A. Working with its queue management system vendor to identify and correct the causes for the errors in its standard report on customer experience time.

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| **Current Implementation Status** | Implemented |
| **Current Implementation Date (month and year)** | April 2023 |
| **Status Update Narrative** | The Division of Motor Vehicles (DMV) has extensively worked with the queue management system vendor to identify and correct the causes of the errors which were generated from the vendor system used for reporting on customer experience times for DMV offices. The vendor revealed that there are some configuration limitations that are not fully handled by the front-end programming of the system that will result in incomplete times being recorded in the legacy report. The vendor had no plans to update their front-end programming and thus recommended we switch to the newer reporting option available post-upgrade that had all the details needed for complete and accurate reporting. Prototyping of internal displays of the reporting results were completed in January 2023, and complete transition to the new reporting occurred in April 2023 after the Department of Revenue (DOR) Office of Internal Audit reviewed the new report displays. Extensive testing was |

| | conducted to compare individual tickets for single customer experience times and aggregate results for all customers during a given date range to ensure the new reporting configuration was accurately representing both the individual customer experience times for a ticket and office and for an office as a whole. The DOR Office of Internal Audit reviewed reports and database queries to verify the counts and times were correctly assembled. Internal Audit's quality assurance checks of the methodology and tracking to confirm the accuracy of the new reporting was completed between January 2023 and April 2023. We then embarked on implementing 1B. |
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| **Recommendation 1B** |
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| The Division of Motor Vehicles should improve processes for measuring and monitoring the timeliness of state driver license office services by:<br>B. Improving processes to ensure the queue management system reports that are provided by the vendor and used to measure customer experience time are reliable before using the reports to measure and monitor office performance. |

| **Current Implementation Status** | Implemented |
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| **Current Implementation Date (month and year)** | June 2023 |
| **Status Update Narrative** | The Driver License team transitioned from a legacy report format used during the State Audit to a new report format provided by the vendor that improved accuracy in reporting of customer experience times for DMV offices. New queries were developed to summarize this data and transition the team to new reporting. Extensive testing and parallel processing were completed between January and April 2023 to verify results are equivalent to prior reporting. Exception reporting has been developed to find cases where times might not match up compared to the legacy reporting so Regional Managers and Office Managers can identify configuration issues or coaching opportunities with staff. The managers will monitor this data monthly and provide updates on actions taken. The DMV created a business process to help reduce these exceptions not visible in the legacy data which are visible in the new reporting to reduce and mitigate errors that may occur. In addition, new visualization of the results has been made available to managers for the increased detail in the new reports. DOR's Office of Internal Audit reviewed in detail the methodology and setup of the new reporting to independently verify the data. DOR's Department of Performance and Data will participate in quarterly reviews of the exceptions to ensure follow-up actions result in improvements. These exceptions to customer experience times are specifically related to timely service in offices, and management will have conversations with the |

| | technicians to ensure the exceptions in customer experience time are mitigated or eliminated whenever possible. |
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| Recommendation 2 | |
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| The Department of Revenue should ensure that it accurately reports the Division of Motor Vehicle's performance outcomes related to self-service online use by revising its methodology to use the most accurate data reports available for Driver License services. | |
| **Current Implementation Status** | Implemented |
| **Current Implementation Date (month and year)** | March 2023 |
| **Status Update Narrative** | The Division of Motor Vehicles input a system change request to accurately classify document issuance transactions that are processed through the MyColorado application, which is a self-service option for customers to renew their credentials. "Issuance" refers to the creation of a new credential for a customer (e.g., renewal of a driver license, renewing a State ID) which the DMV tracks through a system report of these transactions. These issuances were previously incorrectly classified in the report and unable to be accurately aggregated for a total count when the customer completed the transaction for online versus the myColorado application. A system change request was initiated to the main report that counts issuance activity to correct the classification (basically, we requested that the system put the transactions in the correct categories for counting). The change request was implemented in March 2023. Report data was restated to reflect this improvement in accuracy of counting self-service options. We can now see in the reports where a customer completed an online renewal of their credential. These changes improve the accuracy of the Division's reports by correctly counting issuances. |