

## **Recommendations**

### **Assessing the Performance of Virginia's DMV**

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#### **RECOMMENDATION 1**

The Department of Motor Vehicles should identify opportunities to improve training for new staff, to improve guidance for identifying fraud and issuing credentials, and to improve the usability of its policy guidance. The Department of Motor Vehicles should make improvements as identified (Chapter 3, page 21).

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#### **RECOMMENDATION 2**

The Department of Motor Vehicles should identify opportunities to improve the quality and accessibility of training for new Select staff and to improve the quality of training for existing Select staff on changes to policies. The Department of Motor Vehicles should make improvements as identified (Chapter 3, page 22).

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#### **RECOMMENDATION 3**

The Department of Motor Vehicles should develop a plan to ensure that information security audits required by the Commonwealth Information Security Policy are performed regularly even in the event of staff turnover in information technology security audit positions (Chapter 3, page 24).

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#### **RECOMMENDATION 4**

The General Assembly may wish to consider including language in the Appropriation Act to require the Department of Motor Vehicles to develop a proposal to reduce wait times at high volume customer service centers. In developing this proposal, the Department of Motor Vehicles should estimate the costs and benefits associated with options such as (i) closing or regionalizing customer service centers with low customer volume and short wait times that are located near other customer service centers and reallocating resources; (ii) building additional capacity by expanding existing customer service centers, building new ones, or adding DMV Select locations; (iii) using self-service kiosks; and (iv) expanding the types of transactions for which customers can receive discounts for using alternative services. The Department of Motor Vehicles should submit its proposal to the House and Senate Transportation Committees, the House Appropriations Committee, and the Senate Finance Committee by November 1, 2016 (Chapter 6, page 48).

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**RECOMMENDATION 5**

The Department of Motor Vehicles should develop and implement a plan to further reduce call center wait times. The plan should consider strategies including (i) converting part-time phone positions to full-time to reduce its call center staff vacancy rate; and (ii) outsourcing some or all of its call center functions to a third party to reduce the call center workload. The Department of Motor Vehicles should submit the plan to the House and Senate Transportation Committees, the House Appropriations Committee, and the Senate Finance Committee by November 1, 2016 (Chapter 7, page 55).

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