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Contactless service and operations: Department of Motor Vehicles

Improving and enabling human-oriented service
and operations in response to COVID-19

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The IDEA Framework in action: sector examples

Contactless Service and Operations was developed to provide a framework for reevaluating an organization's key customer and employee journeys and interactions in light of COVID-19. It focuses on making those journeys and interactions better not just safer.

The goal of the **IDEA Framework** is to help organizations reimagine mission-critical priorities, investments, and operations while providing the "human" elements related to service.

This document provides a sector specific example on how the process of the **IDEA Framework** could be applied.

If you would like to view additional details of this approach please click here ([link](#) to CxO)

Organizations should follow local regulations and country-specific circumstances before implementation of specific interventions.

This content consists of insights from McKinsey's operations and design practice and is provided "as is" solely for informational purposes. It does not constitute or is intended to be legal or safety advice. Organizations should consider all applicable laws, standards, and country-specific circumstances before adopting any measures. Organizations should engage their own legal counsel and safety experts to ensure compliance.

The IDEA framework provides a process that can help identify human-centered solutions for evolving business scenarios

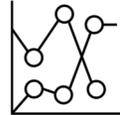


Identify interactions & areas of concern

Identify the types of work environment relevant to the business

Identify types of in-person interactions for priority journeys within three main buckets:

- Employee to employee
- Employee to customer
- Customer to customer



Diagnose & prioritize areas of concern

Prioritize areas of concern using multiple lenses:

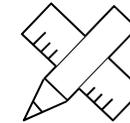
- Type of interactions
- Evolution of customer and employee experience
- Implications on operations and cost



Develop & Execute solutions

Develop and roadmap solutions across three horizons:

- Immediate needs to continue or re-start critical operations
- Re-prioritizing and accelerating key initiatives
- Investment in distinctive long-term solutions



Adapt & sustain

Operationalize solutions across the organization, iterating and adjusting to meet the needs of the evolving situation

Empower teams to stay ahead of emerging situations and bring learning back to the organization

The first step of the IDEA framework is to identify interactions and areas of concern across key journeys and interactions

ILLUSTRATIVE EXAMPLE

NONEXHAUSTIVE



Detailed areas per type of interaction and operation

		 Material transfer	 Services	 Internal tasks/processes
Interaction types	 Employee to employee	<ul style="list-style-type: none"> Handling documents and paperwork Handling paperwork materials Sharing devices, equipment, and office supplies (incl. break room and back office) 	<ul style="list-style-type: none"> Interactions while working on the same customer application or request In-person meetings, trainings, services 	<ul style="list-style-type: none"> Shared office and counter space Cleaning, maintenance, general operations at offices Interactions during lunch or other breaks
	 Employee to customer	<ul style="list-style-type: none"> Exchanging ID cards, credit cards, and other required documents Exchanging application forms Exchanging monetary materials (cash, credit cards, checks, etc) Snacks and refreshments, whether free or from a vending machine 	<ul style="list-style-type: none"> Greetings and issue triaging on arrival In-person communication about customer's application Responding to general needs and requests Restrooms and other facilities Photos for IDs, eye exams Obtaining signature from customers 	<ul style="list-style-type: none"> Printing, copying, faxing, and other information services Processing applications Escalation to managers Mailing follow-up communications or documents to customers
	 Customer to customer	<ul style="list-style-type: none"> Using same pens, clipboards, and other supplies at the DMV Retrieving cash for transactions from ATMs in or around the DMV office Taking printed materials available in waiting area (instructions, brochures) 	<ul style="list-style-type: none"> Chatting with other customers while waiting seated or in line, potential crowding Changing seats in waiting area Using same kiosks and machines Using same keypads, thumbprint scanners, and signature capture devices 	<ul style="list-style-type: none"> Shared air circulation between waiting area, counters, and offices Touching the same surfaces including door handles, chairs, and counters

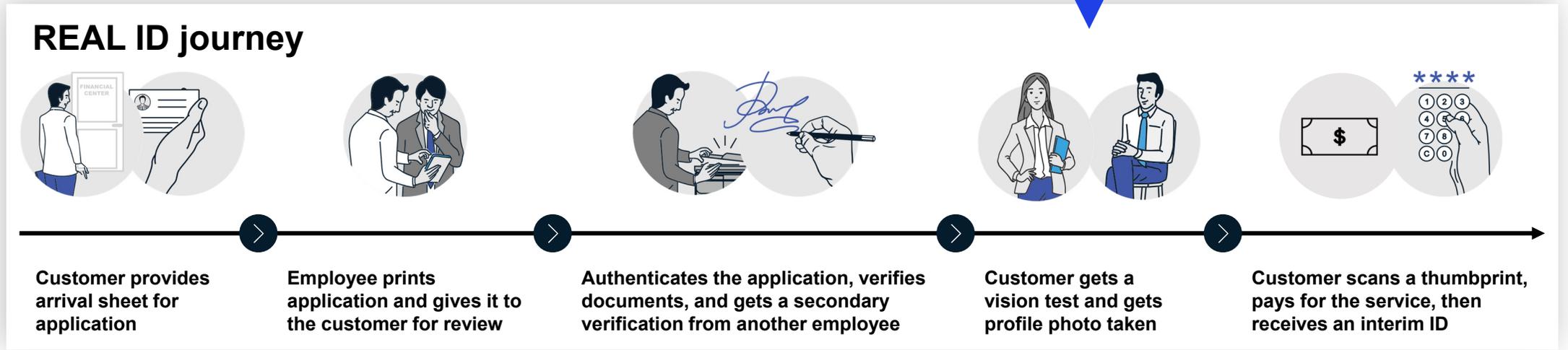
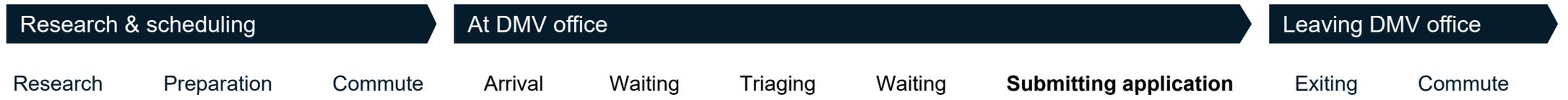
Once identified, organizations are advised to diagnose and prioritize areas of concern

ILLUSTRATIVE EXAMPLE

E2E: Employee to employee

E2C: Employee to customer

C2C: Customer to customer



Potential interactions

<p>C2C Waiting in line with other customers</p> <p>E2C Entering application information on a kiosk</p> <p>E2C Exchanging application materials at the counter</p>	<p>E2E Sharing the same office space with other employees</p> <p>E2C Speaking with customer across counter</p> <p>E2C Exchanging application materials with customers</p>	<p>E2E Using shared office equipment and supplies</p> <p>E2C Handling client's ID, documents, and other items</p> <p>C2C Touching counters, brochures, and other surfaces</p>	<p>E2C Using office's terminal for testing and photo</p> <p>C2C Walking to or waiting in a different section in the office</p> <p>C2C Touching same items and office supplies</p>	<p>E2C Exchanging application materials (receipt, ID, etc)</p> <p>E2C Taking phone or wallet out to make payment</p> <p>C3C Sharing the thumbpad or card reader with other customers</p>
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Companies can seek to develop and execute solutions to help improve safety and experience across key business elements

ILLUSTRATIVE EXAMPLE

NONEXHAUSTIVE



Potential levers that could be utilized in solutions



New offers & services



Policies



Processes



Digitization

Innovations and improvements could address guest and associate safety and comfort in and around the DMV

A



Hot spot surfaces marked with color

B



Contactless authentication methods like facial recognition

C



Re-designed low-touch spaces and interfaces

D



Physically distancing office arrangements and flows

E



Completely digital application (ie, scanning personal documents, online application)

Start station

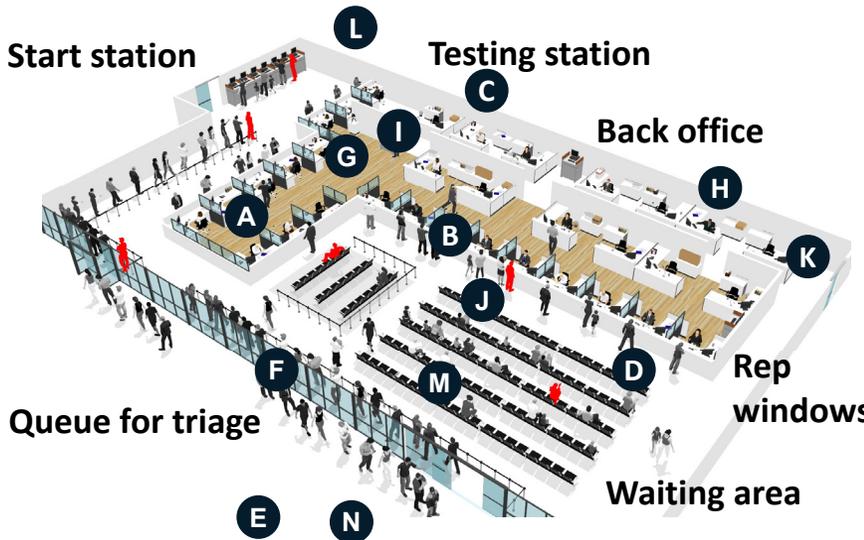
Testing station

Back office

Rep windows

Queue for triage

Waiting area



Potential additional examples

- F Remodeled movement flows
- G Upgraded PPE for employees and customers
- H Improved air filtration and ventilation systems
- I Hygiene zones for employees
- J Worker proximity sensors in office and counter area
- K Scheduled regular disinfection
- L Limitation on the number of customers in the office
- M Sanitation of keypads, autorefractor after each use
- N Greater use of clear barriers (ie, plexiglass) between employees/customers

The last step to consider is to pilot, adapt, and scale solutions as appropriate, keeping employee and customer experience in mind

ILLUSTRATIVE FUTURE STATE JOURNEY EXAMPLE

POTENTIAL ACTIONS TO CONSIDER



	Research & scheduling	At DMV office	Post visit		
Potential actions to consider	<p>Research and preparing</p> <ul style="list-style-type: none"> Needing to go to the DMV in person Researching closest office Preparing paperwork Deciding to go 	<p>Commute, arrival</p> <ul style="list-style-type: none"> Parking in lot Collecting materials to bring in Entering office (doors, security, speaking with front desk) 	<p>Waiting</p> <ul style="list-style-type: none"> Taking number on the kiosk Waiting in line or in the resting area Accessing accommodations 	<p>Application</p> <ul style="list-style-type: none"> Walking toward the counter Exchanging identification and paperwork Taking eye exam Taking picture 	<p>Follow up</p> <ul style="list-style-type: none"> Gather paperwork Exiting office Leaving parking lot
Reopen	<p>COVID-19 clean certification</p>	<p>Distancing measures at the office</p>	<p>Courtesy gloves, wipes, and hand sanitizer available</p>	<p>Provide sufficient space and distance in counter lanes</p>	<p>Disinfecting customer materials</p>
Reopen & immediate needs	<p>Communication with customers on safety efforts</p> <p>Provide online options for certain processes</p>	<p>Limited number of people in office</p> <p>Checking customer temperatures</p> <p>Provide dedicated hours or appointment system for high-risk population</p>	<p>Ensure customer safety and keep customers informed (updated signalling, cleaning stations, etc)</p> <p>Enforce physical distancing in waiting areas</p>	<p>Remove high-touch objects (clocks, pen, pads)</p> <p>Greater use of clear barriers (ie, plexiglass) between employee/customers</p>	<p>Enforcing physical distancing when exiting office, one-way exits</p> <p>Spacing out of parking spots</p>
Reimagination	<p>Safety and assurance measures verifiable by customers</p> <p>Increased online/digital or mail-in capabilities including document submittal, renewal of license</p> <p>App showing number of people currently in office</p> <p>Waiving late fees and pushing payment due dates</p>	<p>Increased sanitation and streamlined entry process</p> <p>Increased or automated disinfection of door handles</p> <p>Sanitation stations in parking lot and at the entrance</p> <p>Placing kiosks to take numbers</p>	<p>More touch-free interactions and controlled movement</p> <p>Touch-free bathrooms</p> <p>Sensors to limit number of guests in a given area</p> <p>Virtual customer service using chat function (in-app, text)</p> <p>Contactless digital authentication methods (facial recognition)</p>	<p>Touch-free DMV processes</p> <p>Fully contactless application process with no paperwork exchange or touching of equipment (ie, payment, autorefractor, keypads)</p> <p>Dual-factor authentication to verify identity for increased digital services</p> <p>Automatic sanitization of counter and surfaces after each use</p>	<p>Controlled exit and sanitation exiting route</p> <p>Sending brochures that provide information on processes that can be completed online</p> <p>Digital tool that allows status tracking and additional material submission</p>