Contactless service and operations: Department of Motor Vehicles

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

Organizations should engage their own legal counsel and safety experts to ensure any adopted measures are compliant with applicable laws and standards in their jurisdictions.
The first step of the IDEA framework is to identify interactions and areas of concern across key journeys and interactions.

<table>
<thead>
<tr>
<th>ILLUSTRATIVE EXAMPLE</th>
<th>NONEXHAUSTIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Detailed areas per type of interaction and operation</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Material transfer</strong></td>
<td><strong>Services</strong></td>
</tr>
<tr>
<td>Handling documents and paperwork</td>
<td>Interactions while working on the same customer application or request</td>
</tr>
<tr>
<td>Handling paperwork materials</td>
<td>In-person meetings, trainings, services</td>
</tr>
<tr>
<td>Sharing devices, equipment, and office supplies (incl. break room and back office)</td>
<td></td>
</tr>
<tr>
<td><strong>Interaction types</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Employee to employee</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Employee to customer</strong></td>
<td></td>
</tr>
<tr>
<td>Exchanging ID cards, credit cards, and other required documents</td>
<td>Greetings and issue triaging on arrival</td>
</tr>
<tr>
<td>Exchanging application forms</td>
<td>In-person communication about customer’s application</td>
</tr>
<tr>
<td>Exchanging monetary materials (cash, credit cards, checks, etc)</td>
<td>Responding to general needs and requests</td>
</tr>
<tr>
<td>Snacks and refreshments, whether free or from a vending machine</td>
<td>Photos for IDs, eye exams</td>
</tr>
<tr>
<td><strong>Customer to customer</strong></td>
<td></td>
</tr>
<tr>
<td>Using same pens, clipboards, and other supplies at the DMV</td>
<td>Chatting with other customers while waiting seated or in line, potential crowding</td>
</tr>
<tr>
<td>Retrieving cash for transactions from ATMs in or around the DMV office</td>
<td>Changing seats in waiting area</td>
</tr>
<tr>
<td>Taking printed materials available in waiting area (instructions, brochures)</td>
<td>Using same kiosks and machines</td>
</tr>
</tbody>
</table>
Once identified, organizations are advised to diagnose and prioritize areas of concern.

ILLUSTRATIVE EXAMPLE

Research & scheduling
At DMV office
Leaving DMV office

Research  Preparation  Commute  Arrival  Waiting  Triaging  Waiting  Submitting application  Exiting  Commute

REAL ID journey

Customer provides arrival sheet for application
Employee prints application and gives it to the customer for review
Authenticates the application, verifies documents, and gets a secondary verification from another employee
Customer gets a vision test and gets profile photo taken
Customer scans a thumbprint, pays for the service, then receives an interim ID

Potential interactions
C2C: Waiting in line with other customers
E2E: Sharing the same office space with other employees
E2C: Speaking with customer across counter
E2C: Exchanging application materials with customers
E2E: Using shared office equipment and supplies
E2C: Handling client’s ID, documents, and other items
C2C: Touching counters, brochures, and other items
E2C: Using office’s terminal for testing and photo
C2C: Walking to or waiting in a different section in the office
C2C: Touching same items and office supplies
E2C: Exchanging application materials (receipt, ID, etc)
E2C: Taking phone or wallet out to make payment
C3C: Sharing the thumbpad or card reader with other customers

Organizations should engage their own legal counsel and safety experts to ensure any adopted measures are compliant with applicable laws and standards in their jurisdictions.
Companies can seek to develop and execute solutions to help improve safety and experience across key business elements.

**ILLUSTRATIVE EXAMPLE**  **NONEXHAUSTIVE**

<table>
<thead>
<tr>
<th>Potential levers that could be utilized in solutions</th>
<th>Innovations and improvements could address guest and associate safety and comfort in and around the DMV</th>
<th>Potential additional examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>New offers &amp; services</td>
<td>Innovations and improvements could address guest and associate safety and comfort in and around the DMV</td>
<td></td>
</tr>
<tr>
<td>Policies</td>
<td>Innovations and improvements could address guest and associate safety and comfort in and around the DMV</td>
<td></td>
</tr>
<tr>
<td>Processes</td>
<td>Innovations and improvements could address guest and associate safety and comfort in and around the DMV</td>
<td></td>
</tr>
<tr>
<td>Digitization</td>
<td>Innovations and improvements could address guest and associate safety and comfort in and around the DMV</td>
<td></td>
</tr>
</tbody>
</table>

**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

Organizations should engage their own legal counsel and safety experts to ensure any adopted measures are compliant with applicable laws and standards in their jurisdictions.
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 and preparing
- Needing to go to the DMV in person
- Researching closest office
- Preparing paperwork
- Deciding to go

Commute, arrival
- Parking in lot
- Collecting materials to bring in
- Entering office (doors, security, speaking with front desk)

At DMV office
- Taking number on the kiosk
- Waiting in line or in the resting area
- Accessing accommodations

Application
- Walking toward the counter
- Exchanging identification and paperwork
- Taking eye exam
- Taking picture

Waiting
- Courtesy gloves, wipes, and hand sanitizer available
- Limited number of people in office
- Checking customer temperatures
- Provide dedicated hours or appointment system for high-risk population

Enforce physical distancing in waiting areas

Touch-free DMV processes
- More touch-free interactions and controlled movement
- Fully contactless application process with no paperwork exchange or touching of equipment (ie, payment, autorefractor, keypads)
- Dual-factor authentication to verify identity for increased digital services
- Automatic sanitization of counter and surfaces after each use

Potential actions to consider

Research & scheduling

Reopen
- Reopen & immediate needs

Researching closest office
- Preparing paperwork
- Deciding to go

COVID-19 clean certification
- Communication with customers on safety efforts
- Provide online options for certain processes

DMV Example

Organizations should engage their own legal counsel and safety experts to ensure any adopted measures are compliant with applicable laws and standards in their jurisdictions.