

move

CULTURE CLUB

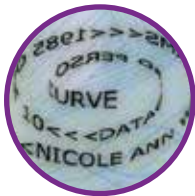
A positive workplace culture is essential for teamwork and the best customer service.

*Clockwise from top left:
Mohamed Sahli, Sadeeq
Simmons, Natalie Butler,
Eudo Figueroa-Ramos and Pat
Kohler of the Washington State
Department of Licensing*

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MYRTLE BEACH, SC
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AUGUST 21-23



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**safe drivers
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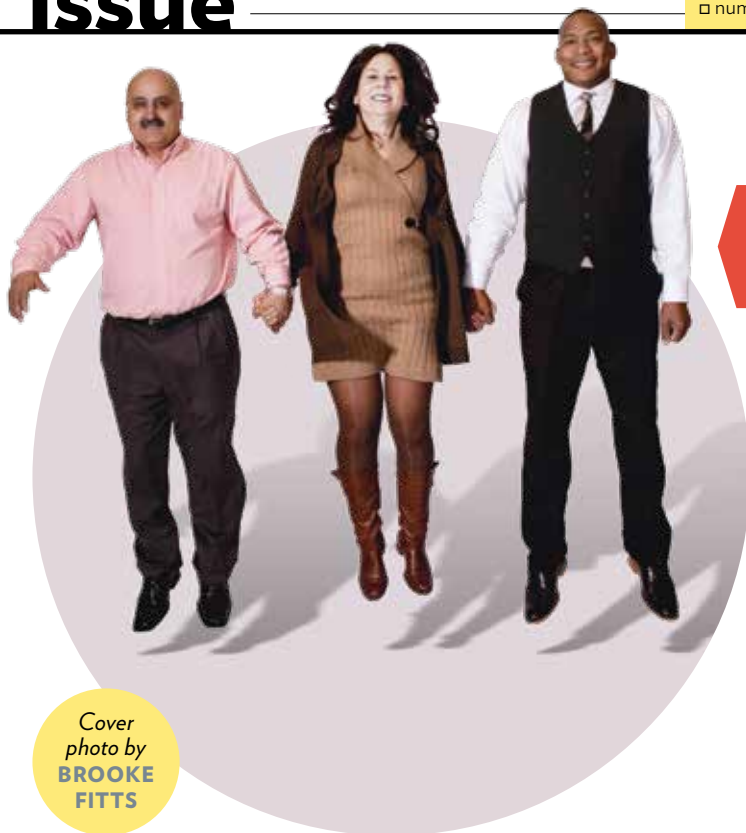


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Unveiling four highly secure and state of the art driver's licences in the Atlantic Provinces

An innovative partner to jurisdictions around the world, Gemalto now offers laser-engraved polycarbonate credentials, central issuance systems, and comprehensive enrollment solutions to secure the identity of residents of Newfoundland and Labrador, New Brunswick, Nova Scotia and Prince Edward Island.



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photo by
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FITTS

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PREPARING FOR LIFTOFF

Team members provide exceptional service to each other and their customers when they work in a supported and respectful environment

BY MICHELLE JACKSON

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EXAMINING THE EXAMINERS

The International Driver Examiner Certification Board and Test Maintenance Subcommittee ensure consistency, accuracy and integrity for driver examiners in all jurisdictions across North America

BY JAMIE FRIEDLANDER



IN THE HEADLIGHTS



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ONLINE EXCLUSIVE

Don't forget to visit **MOVEmag.org** to read the latest web exclusives.



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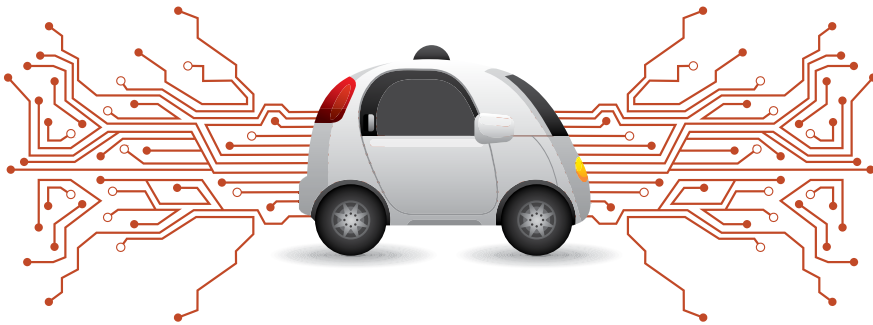




Industry Disruptors

WE NEED ALL HANDS ON DECK TO HELP SHAPE THE DMV OF THE FUTURE

Last fall, the National Governors Association (U.S.) launched “NGA Future,” an initiative to give governors insights into potentially disruptive technologies that are three to five years away. Autonomous vehicles (AVs) are in their sightline.



The governors’ message is clear and one that our chief administrators have adopted: Embrace the opportunity AVs present to our customers, and be proactive in receiving and advancing the technology while preserving safety for road users.

The vision that self-driving vehicles will improve mobility and safety for all is enticing, yet the path to get there is far from clear. Safety norms are tested with the prospect of mixed fleets operating on the same roadways, i.e., human-operated and self-driving vehicles interacting side by side. Traditional relationships and procedures are disrupted along the way, challenging our workforce and

forcing us to think differently.

For example, what is the DMV of the future when the vehicle itself becomes the vehicle operator instead of a driver? Who or what are our driver examiners testing? How does a law enforcement officer stop a vehicle that has no driver? What takes the place of rules of the road that were written for “horseless carriages?” Whose rules prevail—federal, state or local—and under what conditions? How is a vehicle with shared ownership and shared operation insured? What about our workforce? How are we preparing them to understand how to respond to the variable levels of vehicle autonomy, and what training

should auto technicians receive to repair these software-driven operating systems? What happens to insurers, recyclers, auto dealers and so on? The list of disrupted relationships goes on and on.

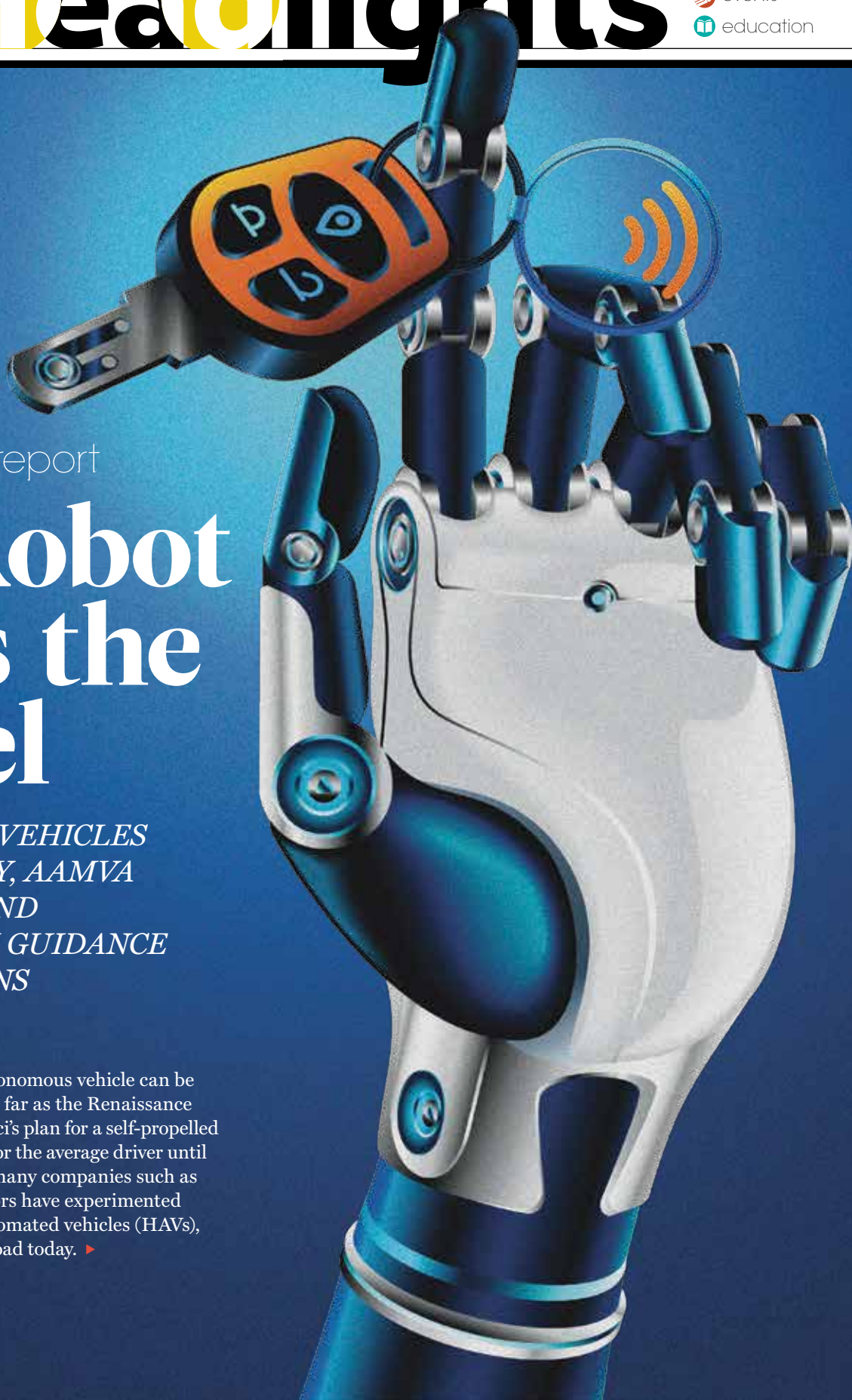
In January, AAMVA’s Autonomous Vehicles Working Group met to finalize a framework to help states answer these questions in a consistent manner. Working Group members dedicated a full week to interpreting these challenging issues. Their meeting took place during the Mobility Talks conference and the Washington Auto Show, where they saw some of the newest technologies firsthand, attended a public hearing on AVs held by the U.S. Congress’ Senate Committee on Commerce, Science and Transportation, and heard from international experts and stakeholders.

So what does any of this have to do with the other featured topic in this issue of *MOVE* magazine, organizational health and culture? Plenty!

We need all hands on deck in order to make the most of this unique opportunity to reshape relationships and requirements disrupted by the uncertainty AV technology brings. An organization with a healthy work culture allows employees to perform at their full potential, and not be fearful of making a mistake or always looking over their shoulders.

AAMVA’s members deliver critical government services to achieve the vision of safe drivers, safe vehicles, secure identities and saving lives. To do so effectively in this rapidly changing world, we will do well to practice the principles of servant leadership described by AAMVA Chair Kurt Myers in his Tail-lights column on page 32. In this way, we cultivate a workplace that enables our employees to bring their best to the challenging tasks ahead. **m**

Anne Ferro
President & CEO, AAMVA



technology report

The Robot Takes the Wheel

AS AUTONOMOUS VEHICLES GAIN POPULARITY, AAMVA OFFERS POLICY AND ADMINISTRATION GUIDANCE FOR JURISDICTIONS

BY ANDREW CONNER

While the idea of an autonomous vehicle can be traced back at least as far as the Renaissance with Leonardo da Vinci's plan for a self-propelled cart, it has never been a reality for the average driver until recently. In the past few years, many companies such as Tesla, Google and General Motors have experimented with various levels of highly automated vehicles (HAVs), including some that are on the road today. ►



Ford is experimenting with an autonomous version of its hybrid Fusion, with the goal of having a self-driving vehicle on the market in 2021.

AAMVA members began discussing the necessity of providing official guidance for jurisdictions on this developing topic as far back as 2013, when some jurisdictions were beginning to see legislation enacted that required departments to establish new regulations. This laid the groundwork for the formation of the Autonomous Vehicles Best Practices Working Group, which was officially chartered in 2014. In 2016, the Working Group contributed to the National Highway Traffic Safety Administration's "Federal Automated Vehicles Policy" document, and in March 2018 it will release its own updated guidance document.

NECESSARY GUIDANCE

"The need for this guidance was twofold," says Bernard C. Soriano, Ph.D., deputy director at the California Department of Motor Vehicles and chair of the Working Group. "One was companies were moving forward with the technology and they needed to do testing and development on public roadways. At the same time companies were coming up with technologies that would assist in the driving

General Motors' Cruise AV is designed to operate with no driver, steering wheel, pedals or other manual controls when it goes on sale in 2019.

function and we realized that motor vehicle administrators need to be aware of these technical capabilities, because they will change our business."

The Working Group broke down these issues into three categories: driver testing, vehicle credentials and law enforcement.

"The issues are things as simple as citing the vehicle for an infraction or how first responders react to the vehicle," says Soriano. "Or for vehicle registration, how do we ensure the vehicle is following all of the traffic laws and that it's maintained to a

proper standard? And on the driver licensing side, how do these new technologies affect licensing drivers?"

A NEW ROAD MAP

The guidance document being released in March answers specific questions like these, but it also offers a big-picture perspective on HAVs.

"Jurisdictions can use the guidance like a road map," says Cathie Curtis, director of Vehicle Programs at AAMVA. "It can help them to see an overview of the issues at a high level, and then it can help them to narrow their focus to specific areas of interest. They can also use the document as a resource guide; it can provide them information and ideas to share with their colleagues in other state agencies, to begin to develop strategic plans and to draft proposed legislation." **m**

find out more

FOR MORE INFORMATION ABOUT THE AUTONOMOUS VEHICLES BEST PRACTICES WORKING GROUP'S GUIDANCE, VISIT AAMVA.ORG/AUTONOMOUS-VEHICLE-BEST-PRACTICES-WORKING-GROUP.

I CAN SEE YOUR MILES

In addition to guidance on autonomous vehicles, AAMVA also recently released an updated guidance document from its e-Odometer Task Force. Titled "Roadmap to Electronic Odometer Disclosure," the document covers topics that jurisdictions should consider as they contemplate transitioning from a paper odometer disclosure process to an e-Odometer disclosure process. This includes administration, signatures, data privacy, and industry and government partnerships.

Casey Garber, manager of Vehicle Programs at AAMVA, explains that e-Odometer disclosure is an important part of the electronic titling process.

"Because vehicles frequently cross state borders, it is important that states will be able to exchange data in the future," says Garber. "As such, standardizing as much of the information collected among the states as possible will be key in future phases of the titling process. Therefore, a major takeaway from the document is to think of the process on a grand scale [as] opposed to the singular processes."



To learn more about the e-Odometer Task Force's guidance, visit aamva.org/e-Odometer-Task-Force.

dashboard

TESTING 1, 2, 3

BY JANICE DLUZYNSKI, AAMVA'S DATA LADY

An important part of being a driver examiner is testing drivers to make sure they are qualified to operate a motor vehicle safely in most traffic situations. Here are the most recent jurisdiction surveys related to driver examiners. All of these surveys have additional questions that provide more information. Full details of these surveys can be found at AAMVA.ORG/SURVEY/USER/SEARCH.ASPX.

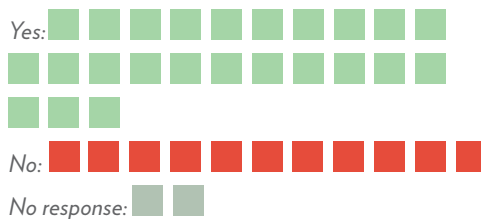
CDL AND NON-CDL SKILLS TESTS

[37 RESPONSES]

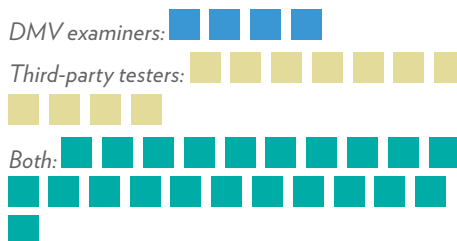
WHO ADMINISTERS THE NON-CDL SKILLS TEST IN YOUR JURISDICTION?



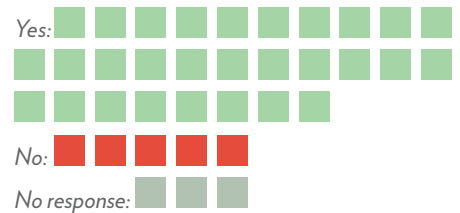
IS THERE A FEE TO TAKE THE NON-CDL SKILLS TEST?



WHO ADMINISTERS THE CDL SKILLS TEST IN YOUR JURISDICTION?

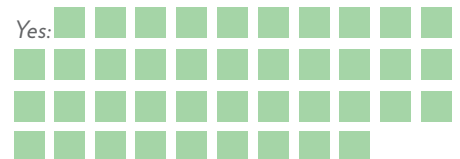


IS THERE A FEE TO TAKE THE CDL SKILLS TEST?



EXAMINER SAFETY [41 RESPONSES]

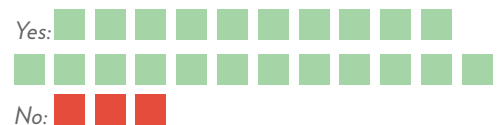
DO DRIVER LICENSE EXAMINERS HAVE THE ABILITY/AUTHORITY TO REJECT ROAD TEST VEHICLES THAT ARE IN POOR CONDITION OR ARE UNSAFE?



INTERNAL EXAMINER LICENSING

[25 RESPONSES]

DOES YOUR STATE HAVE INTERNAL EXAMINERS/AGENTS WHO CONDUCT THE SKILLS AND ROAD TESTING PORTION OF THE EXAMINATION REQUIRED TO OBTAIN A CDL LICENSE?



find out more

PLEASE VISIT AAMVA.ORG/IDEC TO LEARN MORE ABOUT THE INTERNATIONAL DRIVER EXAMINER CERTIFICATION (IDEC) PROGRAM.



The Pride of Indiana

THE INDIANA BMV PRIDE PROGRAM CELEBRATES ITS EMPLOYEES

BY MEGAN KRAMER



As a way to boost employee morale and engagement, the Indiana Bureau of Motor Vehicles implemented the BMV Pride program in 2015. Managed by the Marketing & Communications Department, the program holds employee events and competitions, encourages employees to work together, and highlights employee achievements and successes.

“We want employees to enjoy their work and feel confident that they are serving the citizens of Indiana in a positive

The Indiana BMV holds a food drive every year. The winning team in 2017 was the Titles and Registration Department, pictured here.

musings

{THIS MONTH'S QUESTION}

Q: WHAT ARE SOME GOALS OR RESOLUTIONS YOUR AGENCY HAS FOR 2018?

Rhonda Lahm, Director, Nebraska Department of Motor Vehicles

Well, we are busy here in Nebraska, like the rest of the jurisdictions.

One of our goals this year is to open a new service center for driver licensing services in the Omaha area, which will change our business model and incorporate some new technology to streamline the process and reduce the time for customer transactions. Currently, DMV staff processes



the applicants and do testing, then they transition to the county office for payment and issuance of the temporary document. The new service center will incorporate everything into one transaction. This will be a change from what has been done since the inception of the DMV in Nebraska.

Another goal will be to start the project to modernize our vehicle, title and registration system, which is a legacy system developed in the 1980s and deployed in the early 1990s. The project is to be completed in 2019.

and effective way,” says Sarah Bonick, executive director of Marketing & Communications at the Indiana BMV. “It is important to the agency that our employees not only feel motivated in what they do, but also enjoy coming to work every day.”

FROM IDEA TO INCEPTION

After the BMV Pride program was introduced in February 2015, the Marketing & Communications Department began to brand all employee-related announcements, flyers, events and other internal materials with the BMV Pride logo.

“A major part of the BMV Pride branding is our logo: the BMV Pride lion,” says Bonick. “We selected a lion as the symbol because of the double meaning—taking pride in your work, but also being part of a lion pride, or the BMV family.”

To solidify each employee’s role in the pride, polo shirts with the logo were ordered

for each employee, and they are provided to every new employee who joins the BMV.

Events and activities for employees include baking competitions, food drives, ticket raffles to baseball games and the Indiana State Fair, paddleboat races, and donation campaigns. BMV Pride videos of various license branches and central office staff are also shot to showcase duties, departments and reasons why they’re proud to work for the BMV.

EMBRACING INNOVATION

Since its inception, the BMV Pride program has successfully branded itself as an integral part of working for and being a member of the Indiana BMV. The program is also successful because of its innovation—no other strategic, morale-boosting campaign had ever been implemented internally at the BMV.

“Previously, departments throughout the agency would



The Indiana BMV Pride logo has two meanings: take pride in your work and be part of a lion pride—the BMV family.

recognize employee achievements in their own way, but these successes were never shared at a broad level,” says Bonick.

Now employees and departments are recognized for their success and achievements through various internal communications

methods, such as mass emails and memos, the quarterly employee newsletter, the employee intranet and an internal podcast.

Bonick says the biggest challenge the BMV faces is maintaining steady awareness of the program, especially among new employees. Making sure there are an equal number of events and employee recognition opportunities for branch employees as there are for central office employees is a challenge as well.

FUTURE BENEFITS

Since innovation and customer satisfaction go hand-in-hand—and are therefore important to motor vehicle agencies across North America—Bonick urges other jurisdictions to think about beginning an employee investment program of their own.

“Beginning an employee investment program does take time, organization and support from leadership, but it is an investment in the future of an organization,” says Bonick. “It can result in a decrease in turnover, improvements in job performance and a more enjoyable work environment for everyone.” **m**

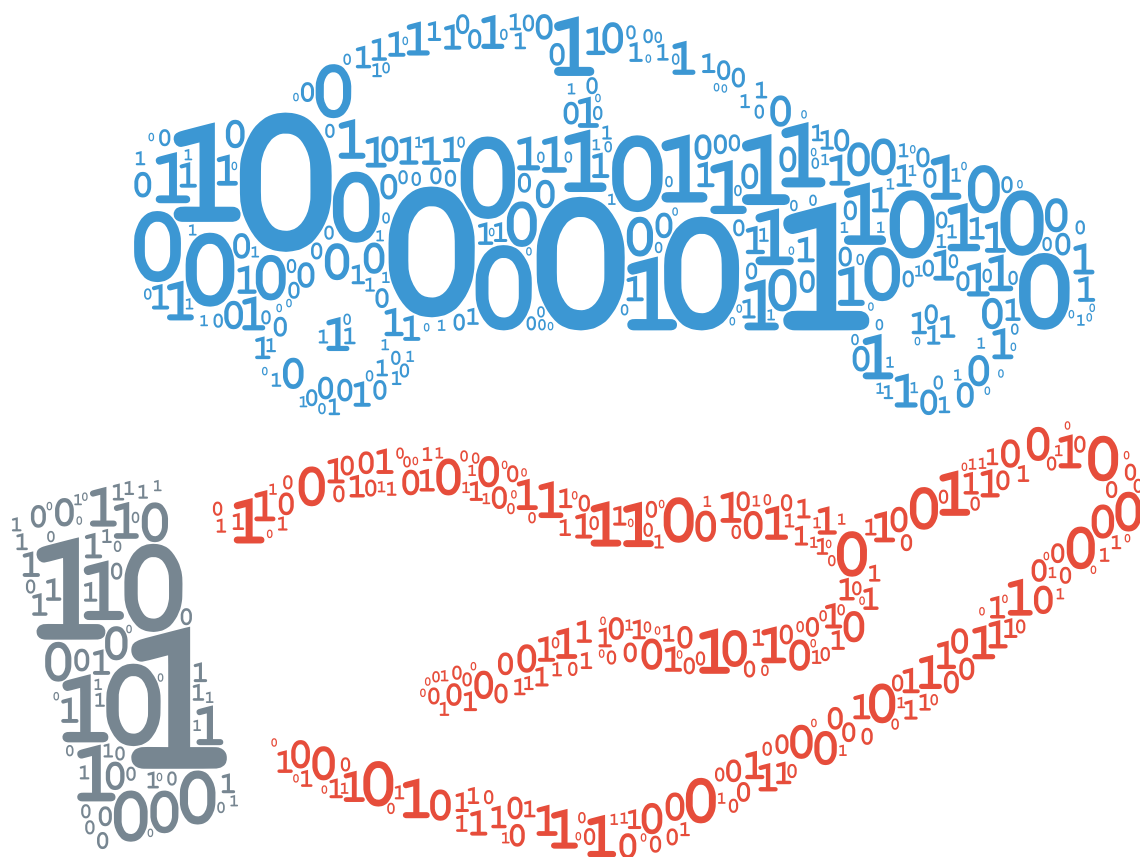
Chrissy Nizer, Administrator, Maryland Department of Transportation – Motor Vehicle Administration

In 2018, the MDOT MVA will continue to deliver on Governor Hogan’s “Customer Service Promise” of providing more convenient access to state services. We rolled out several new customer service enhancements last year that made doing business with our agency more accessible and cost effective, and we plan to continue that progress this year. We are partnering with other state and federal agencies to provide a variety of services conveniently for Maryland residents both at our branch offices and through our website and self-service kiosks. Lastly, we will continue to encourage both our employees and customers to provide feedback and generate suggestions so we

can enhance our processes and provide a premier customer service experience in-person at a branch office, by mail, telephone or via our online portal.

Richard D. Holcomb, Commissioner, Virginia Department of Motor Vehicles

With a new governor for the Commonwealth, the Virginia Department of Motor Vehicles is advancing Governor Ralph Northam’s priorities for a Virginia that works for everyone. To that end, the DMV is planning full implementation of Real ID on Oct. 1, 2018, providing Virginians the option of applying for Real IDs or renewing legacy credentials.



Title Shot

SOUTH CAROLINA PARTNERS WITH DDI TO CREATE eTitleLien

BY MEGAN KRAMER

Implementing an electronic liens and titles (ELT) program—which allows lenders to manage and receive vehicle titles electronically—has a variety of

benefits, including reduction of cost associated with paper filing, improved data accuracy and security, and increased process efficiency.

When legislation was passed in South Carolina in 2005 that allowed the utilization of ELT programs, the South Carolina Department of Motor Vehicles (SC DMV) developed one with help from Decision Dynamics, Inc. (DDI), a software technology company that specializes in providing products and consulting services to the financial and vehicle dealer marketplaces.

“We were aware of the legislation, and the governor really advocated for local businesses aligning with state agencies to develop programs, so we approached the SC DMV and South Carolina Bankers Association about an alliance,” says Glenn Thames, president and CEO of DDI. “Through this alliance, the SC DMV developed its ELT program, and DDI developed its Premier eTitleLien® product line.”

musings

Lisa Weyer, Director, Motor Vehicle Division,
South Dakota Department of Revenue

The South Dakota Department of Revenue Motor Vehicle Division has outlined four key areas for our 2018 goals, with several objectives underneath each area. The four key areas align with the Department of Revenue’s overall strategic plan. To illustrate, I will provide one example under each of the four objective areas.

1. Education and Training—Engaging and Developing our Team
Map South Dakota statutes pertaining to motor fuel, International Fuel Tax Agreement, accounting distributions and dealer licensing.

2. Data Integrity and Cleanup—Leveraging Information Through Data Analytics

Update all forms and correspondence letters.

3. Enhancing Technology—Managing Resources to Maximize Return on Investment

Increase usage of electronic registration renewal methods from 10 percent to 25 percent.

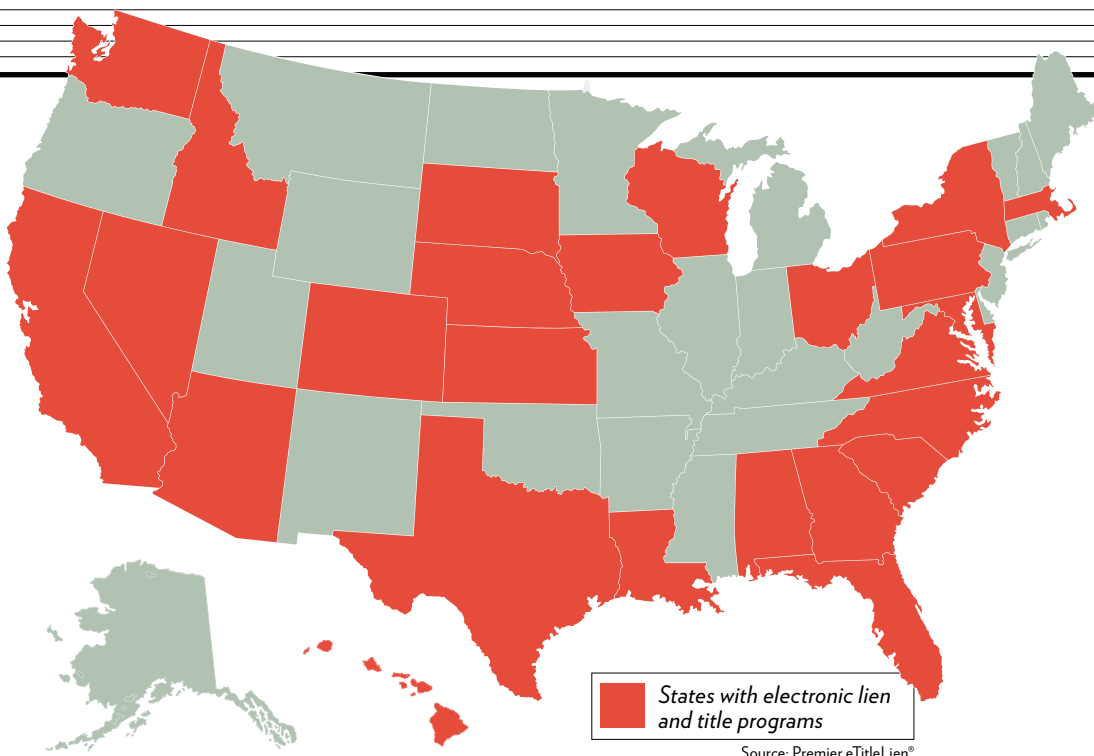
4. Customer Service—Developing and Strengthening Department Relationships

Implement Live Chat.

ELT BENEFITS

Premier eTitleLien is a web-based application that allows banks, credit unions, dealers and other financial institutions to participate in a state's ELT program. Participating lenders can manage and process vehicle titles and lien notifications from all states in a single view. With DDI's support, lenders and their service providers can also communicate more easily with the SC DMV.

Because the ELT program allows the SC DMV to minimize the printing of paper titles or lien notifications, lenders are no longer misplacing titles and requesting duplicates, which saves the DMV in printing and mailing costs. Sharon Madison, deputy director of Customer Service Delivery, Titles & Registration at the SC DMV, considers this one of the program's biggest successes. Having an existing ELT process outline was also a big help internally when ELT became mandatory in the state of South Carolina in 2017.



Since the ELT program was built around AAMVA standards, says Thames, there were no major challenges while developing and implementing the program. Though Madison adds that getting some of the smaller dealerships to participate in the program before it became mandatory took a little extra effort on the DMV's part.

"A lot of them didn't understand the advantage of the title being electronic," she says, and there were concerns about how electronic titling would affect the

repossessing and retitling of vehicles, printing titles on demand, and dealership customer service. "But explaining to them how the process works—that ELT doesn't prevent them from getting a paper title if needed—and just having that one-on-one conversation with them helped them to understand the benefits."

A STRONG PARTNERSHIP

The partnership between the SC DMV and DDI is a supportive one. SC DMV employees attend user conferences that

Fred Woodhams, Communications Office, Michigan Department of State

The top goals of the Michigan Department of State for 2018 are preparing to launch the first phase of our legacy modernization project, called Customer and Automotive Records System. In a year, we will replace our 1960s-era mainframe system with a modern, user-friendly one for vehicle transactions, with driver transactions to follow at a later date. Additionally, we will heavily promote our Real ID-compliant driver's license and ID card so Michigan residents can make an informed choice about whether to get one before the rules for boarding commercial flights go into effect.

Walter Anger, Commissioner/Deputy Director of Revenue, Arkansas Department of Finance & Administration

Our primary goal and focus in 2018 is to improve our customer experience by providing more online services for Arkansas citizens. To that end, Arkansas rolled out 11 new online services on Jan. 1. In March, we will provide online options that will allow citizens to pay their motor vehicle sales tax and to process an application for title and registration of their newly acquired vehicle. Additionally, Arkansans will have the ability to apply for a duplicate driver's license online.

THE VALUE OF ELT

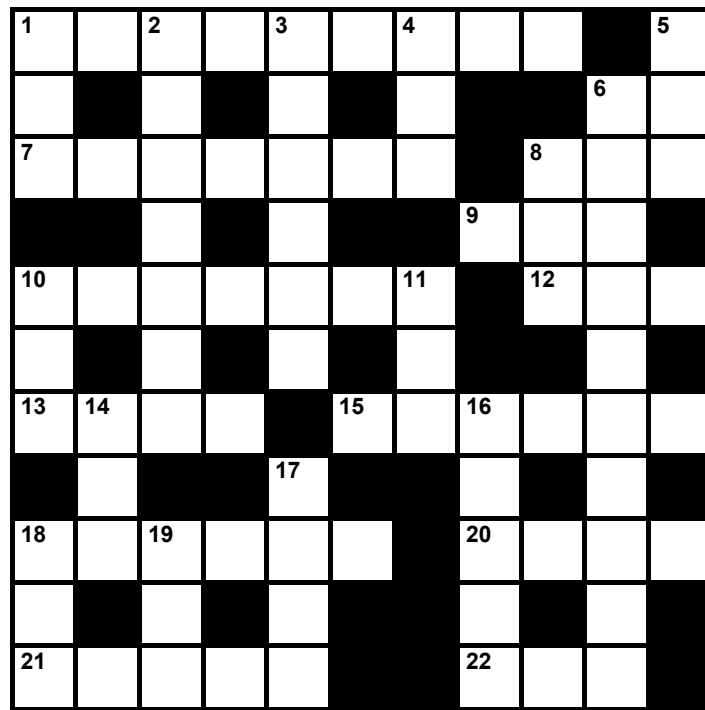
VALUE ADDED TO JURISDICTION	VALUE ADDED TO LIENHOLDER
Eliminates the costs of generating, printing and routing a paper title at lien filing	Reduces the cost associated with receipt/mail of the paper title
Allows for more timely delivery of the lien notification	Reduces title storage and retrieval costs
Supports the expansion of end-to-end electronic processing and e-titling	Facilitates the automation of otherwise manual processes
Improves data accuracy and reduces exception processing	Allows for faster lien perfection

DDI sponsors, where lenders can talk directly to the DMV about problems or concerns they are having with the ELT program or process, which Thames says has been very positive. And, according to Madison, DDI is just as responsive.

“DDI has very good follow-up with companies that do business with them,” she says. “They make sure the companies have all of the information they need to do business and, in the event that there are any problems, DDI is good at following up with the DMV to help with those issues.”

This relationship has led to the development of other services over the past 13 years, including the Electronic Vehicle Registration (EVR) program. With EVR, dealers ensure timely and accurate registrations for their customers by electronically obtaining accurate registration fees, submitting vehicle registration information and paying fees via Automated Clearing House (ACH). Thames says there are plans to expand both the ELT and EVR programs.

“Our mission is to deliver high-quality ELT and EVR products with a lot of value added, and we want to continue to build on our AAMVA relationships,” says Thames. “Our involvement and participation with AAMVA and other industry organizations allows DDI to stay abreast of market trends and changes, and to assist DMVs in improving their services, which in turn allows us to better serve our customers.” **m**



Across

1 Concept of providing equal opportunities to people no matter what color or sex

6 The I-405 runs through this state, abbr.

7 Work-life _____

8 Occupation

9 U.S. “uncle”

10 Prevailing attitude in a work environment

12 Fuel usage, abbr.

13 Air _____, safety features

15 Keep on board, as employees or executives

18 Expansion

20 Certification for driver exam personnel, abbr.

21 Friend

22 Equipment set

Down

1 Letters on a driver’s license

2 Putting a worth on someone’s contributions

3 Path, to success or promotion, for example

4 Slippery road condition

5 Testing area

6 Praise for a job well done, say

8 Traffic _____ (snarl up)

10 Truck driver’s home away from home

11 Period just before an event

14 Tire freebie at gas stations

16 IBM slogan, which has universal applicability

17 Remain

18 Talk a lot

19 Outdated



PREPARING FOR LIFTOFF



*TEAM MEMBERS PROVIDE EXCEPTIONAL SERVICE TO EACH OTHER
AND THEIR CUSTOMERS WHEN THEY WORK IN A SUPPORTED
AND RESPECTFUL ENVIRONMENT* BY MICHELLE JACKSON ►

Photo: Brooke Fitts



Mohamed Sahli, Pat Kohler and Sadeeq Simmons of the Washington Department of Licensing, get a lift from the Department's progressive approach to workplace culture.

Think for a moment about the atmosphere in your organization. Do employees look forward to coming to work each day? Are the lines of communication open from the front lines all the way to senior leadership? Are collaboration and innovation the way of business?

Alberto Gonzalez, DMV administrator at the Idaho Division of Motor Vehicles, confidently answers “yes” to all of those questions today. But that wasn’t the case five years ago.

“Workplace culture was something we struggled with,” he says. “We made the decision at the executive level to actively create a culture that most of our employees would hope that we would have.”

Five years of investing time and money into a culture shift have produced some pretty incredible results. The department has seen drastic decreases in staff turnover, as well as increases in transfer requests from other departments. Additionally, employees are highly engaged and feel empowered to share ideas around process improvements and programs. In fact, in 2016, the Idaho DMV became the first government agency ever to be nominated for the Idaho Technology Council’s Innovative Company of the Year Award.

“Ultimately, I believe nothing is done unless workplace culture is sound,” Gonzalez says. “If you do not invest in culture, you have a stale workforce, poor retention and a lack of innovative ideas. Culture has to be a primary part of what you do.”

THE HEART OF EVERY WORKPLACE CULTURE

Employees should be at the center of any workplace culture change. Without employee involvement, you risk widespread resistance or a resulting culture that is out of touch with employees.

AAMVA, which is in the early stages of a major initiative to transform its internal culture, engaged a group of employees in various levels and roles to initially drive the effort. “We didn’t just rely on the leadership team to define the new culture,” says Anita Simmons, vice president of Human Resources and Organizational Development at AAMVA. “About 30 employees and managers worked together to come up with a culture map for the organization.”

In November 2017, AAMVA shared the culture map at a company-wide, three-hour kickoff. The association even flew in remote employees for the meeting. “We could not proceed with the initiative without getting not just the buy-in but also ideas and feedback from employees. We needed to know the direction they wanted the organization to go in,”

CULTURAL COMPETENCE

What does a strong workplace culture look like? For the Washington Department of Licensing, accountability at all levels and two-way communication are the crux of its culture.

The DOL maintains 10 culture statements, which are posted on its website and reviewed with all new employees:

- | | |
|---|---|
| 1 We are all responsible for DOL’s success. | 2 We build great teams. |
| 3 We plan for tomorrow. | 4 We solve problems. |
| 5 We empower employees to continuously improve processes. | 6 We communicate respectfully and openly. |
| 7 We are accountable. | 8 We minimize risks. |
| 9 We are friendly and helpful—every time. | 10 We welcome input from those we impact. |

“We talk about these culture statements regularly,” says Pat Kohler, director of the Washington DOL. “We link all kinds of things to our culture, including our strategic efforts like our current Engaged Employees effort.”

Simmons says, adding that moving forward, AAMVA will provide culture training to all employees at every level.

When the Motor Vehicle Branch of the New Brunswick Department of Justice and Public Safety first embraced lean continuous improvement and subsequently embarked on a major workplace culture shift, the organization was upfront with employees about the changes in order to gain buy-in and avoid resistance.

“As part of the efforts, we pushed down decision-making to the lowest point possible, so people felt like they had a role

to play,” says Chris O’Connell, registrar of Motor Vehicles. “Staff really climbed on board.”

When the Idaho DMV made the decision to undergo its culture change, the first order of business was to survey employees about their dream workplace culture and compare results with the organization’s current state. “We shared the survey results with our employees,” Gonzalez says. “We wanted to be transparent about the fact that we had a lot of work to do. That started the conversation about the things we needed to do differently to improve culture.” ▶

DOING THINGS DIFFERENTLY

The major component of the Massachusetts Registry of Motor Vehicles' culture is service-mindedness, says Registrar Erin Deveney. "[When we were undergoing a culture shift] we had to stop thinking about ourselves as a product delivery system and stop thinking about ourselves in the context of issuing driver's licenses or registrations or vehicle titles," she says. "We needed to think of ourselves as a service-based organization with the simple guiding philosophy of putting the customer first. Everything we do is meant to be customer-focused."

To support that, the organization expanded service channels—mail, online and a public/private partnership with AAA—to expedite customers. "We could offer our employees a workplace where they were servicing less frustrated, less dissatisfied customers. It created more pleasant service interactions for customers and for staff," Deveney says. "The culture shift to a customer-focus was successful all around, helping to provide a work-life balance without compromising service."

Another component of the culture change at the Massachusetts RMV involved improving communication with staff members. "We consciously had to break the old bad habit of talking to the public first and talking to team members last," Deveney says. "Too often when we introduced initiatives, employees would hear about it in the press release."

According to Gallup, strengths-based cultures are vital to the future of work. Employees who say they use their strengths every day are **8 PERCENT** more productive and **15 PERCENT** less likely to quit.

Source: Gallup Blog

Previously, half of the RMV's team members didn't have an email address, and they had to rely on managers or supervisors to print out emails for them. Today, the organization ensures every team member has an email address—and direct and easy access to stay up-to-date about changes.

The Massachusetts RMV also prioritizes employee recognition. Each month, the service center management team recognizes a winner from each region across the state for exceptional service and teamwork. The winners are announced in the monthly internal newsletter. "As managers, we recognize that we serve the citizens of our jurisdictions first and foremost. But our team members are our internal customers," Deveney says. "We have to be committed to their success and personal and professional well-being."

MEASURING PROGRESS

Workplace culture shifts are by no means a one-and-done effort. Simmons notes that AAMVA plans to use regular pulse assessments and surveys to ensure that its culture initiative continues to resonate with employees. "Culture should be a living, breathing thing," she says. "Three years from now, some things may have changed."

In addition to department-wide culture surveys for all employees, the Idaho DMV incorporates 360-degree feedback from peers and direct reports as part of performance evaluations for managers. "This feedback provides a culture assessment of your management style," Gonzalez says.

The Washington Department of Licensing conducts quarterly pulse surveys for employees and an annual statewide survey to measure progress against its 10 culture

IMPROVING CULTURE IN LAW ENFORCEMENT AGENCIES

At any type of workplace, a strong, positive culture tends to lead to employee satisfaction and productivity. But for law enforcement agencies, workplace culture is especially critical.

"Workplace culture affects morale, and the last thing you want at a law enforcement agency is low morale," says Brian Ursino, director of Law Enforcement Programs at AAMVA. "Low morale can adversely affect decision-making—decisions that can affect someone's civil liberties. In the field that could mean decisions on whether to make a custodial arrest or split-second life-and-death decisions on whether to use deadly force."

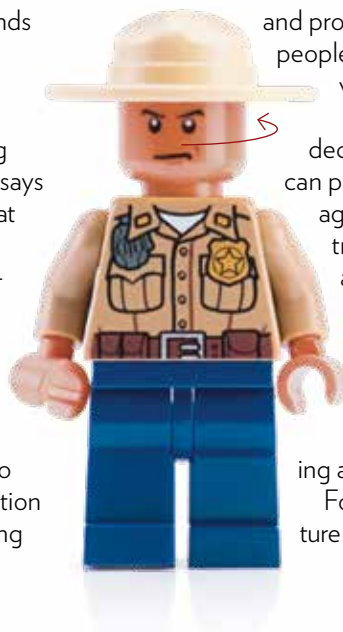
Colonel Tracy Trott of the Tennessee Highway Patrol adds: "Law enforcement personnel deal with tragedy and difficult situations on a regular basis. It's so important to enforce a positive culture in the organization to keep our personnel in the right frame of mind serving

and protecting as we are paid to do. You need to convince people to be proactive instead of reactive so we can prevent tragedy instead of respond and investigate."

In addition to helping officers make better decisions out in the field, positive workforce culture can positively impact retention efforts. Law enforcement agencies often emphasize employee retention because training and equipment for officers is expensive. If agencies are not retaining the vast majority of their employees until they are retirement eligible, it will have a real adverse effect in terms of budget.

At the same time, law enforcement agencies can allow for better succession planning. They can set themselves up for future success by having a strong leadership pipeline.

For law enforcement agencies, a positive workplace culture starts with ensuring that policies and agency systems,



statements. Statements in the most recent survey included:

- “I receive clear information about changes being made in the agency.” (64 percent of responses were positive compared to the statewide average of 50 percent.)
 - “I know how my agency measures success.” (69 percent of responses were positive compared to the statewide average of 57 percent.)
 - “We are making improvements to make things better for customers.” (75 percent of responses were positive compared to the statewide average of 66 percent.)
- “There’s still room to grow, but we are making a difference,” says Pat Kohler, director of the Washington DOL. “I share with all employees that we all have the ability to influence our culture, and as a leader it is important that I model the culture we are striving to achieve.”

BENEFITS FROM TOP TO BOTTOM

When an organization maintains a positive, strong workplace culture, the benefits can be far-reaching. That’s been the case for the Motor Vehicle Branch of the New Brunswick Department of Justice and Public Safety. “Our employees are increasingly volunteering and helping out coworkers,” O’Connell says. “There is a high level of engagement and team cooperation.”

To be sure, the department was one of only four areas invited to participate in a government-wide, three-year project on creating a positive workforce environment.

The Idaho DMV is experiencing similar results. “We’re seeing higher employee engagement in activities,” Gonzalez says. “We have Open Door Fridays where staff brings up ideas and concerns. Today, people are comfortable

talking to anyone regardless of their level.”

At the Massachusetts RMV, employees previously were hesitant to pursue management opportunities for fear of losing union protections. Today, supervisors are willing to take on the challenge of moving into management positions. “We like to think they embrace the change and the direction the organization is taking,” Deveney says.

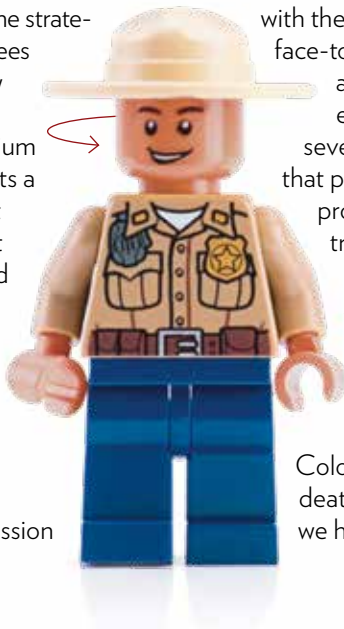
Benefits spill over to the general public, as well. Customers often send emails or letters, or post messages on social media, about the level of service they receive. According to Deveney, elected leaders and citizens are approaching top officials with the Massachusetts Department of Transportation at public events on a regular basis, telling them that the experience at RMV service centers is so much more pleasant than three years ago and that online transactions were easy to navigate and a real time-saver since they could be done from home. In the past, when RMV employees identified where they worked when out in public, they often heard negative anecdotes about a service experience. It’s now clear how the shift to putting the customer first has had a positive impact for customers and staff.

“That’s a reflection of process changes—and that the people serving our customers are making a difference in the popular opinion of the Registry of Motor Vehicles,” Deveney says. “Several years ago, people may have been reluctant to say they worked here. Now they have a sense of pride.” **m**

such as performance appraisals, are in alignment with the strategic plan. And leadership must collaborate with employees to ensure their input, and therefore ownership, into how the organization’s systems are built and maintained.

“Let’s say job performance evaluations put a premium on employee outputs—for example, how many tickets a state trooper has written,” Ursino says. “If that’s what you’re measuring, that’s what troopers will do.” If that behavior isn’t consistent with strategic objectives and the intended workplace culture, the agency won’t achieve its desired results.

Over the past seven years, the Tennessee Highway Patrol has worked to improve its workplace culture. The initiative started with re-emphasizing the agency’s mission to protect drivers and reduce fatalities and injuries. “We had to make individual troopers feel like they can have an impact on that mission



with their daily work,” Trott says. “We met with troopers face-to-face all over the state talking about our goals and the impact they could have on the statewide effort working together. Most important, we devised several programs that recognized top performers, and that performance received consideration when we made promotions, selection for specialized training and work transfers to specialized units.”

Results have been impressive, including increased seat belt enforcement by more than 250 percent and increased distracted driving enforcement by 160 percent. “The most important statistic is that we have reduced the average number of traffic fatalities in Tennessee during my seven years as Colonel compared to the previous seven years by 175 deaths per year,” Trott says. “That’s more than 1,200 lives we have saved by proactive work.”





safety

EXAMINING the EXAMINERS

*THE INTERNATIONAL DRIVER EXAMINER
CERTIFICATION BOARD AND TEST
MAINTENANCE SUBCOMMITTEE ENSURE
CONSISTENCY, ACCURACY AND INTEGRITY FOR
DRIVER EXAMINERS IN ALL JURISDICTIONS
ACROSS NORTH AMERICA*

BY JAMIE FRIEDLANDER

When it comes to public safety on roadways, driver examiners are tasked with a very important mission: ensure all new drivers are safe drivers. Consequently, driver examiner training has a large impact on public safety. Examiners play a crucial role in reducing the frequency and severity of traffic collisions because they are the ones tasked with making sure drivers are qualified to safely operate a motor vehicle in most traffic situations. They have the responsibility of disqualifying those drivers who have not met the basic requirements and might pose a threat to public safety. Additionally, examiners might work with law ►



enforcement, driver education teachers and others to aid in reducing motor vehicle crashes and fatalities. Therefore, it is important that examiners undergo regular training to stay up-to-date on the latest best practices and advancements in vehicle technology.

A CHANGING WORLD

Drivers today are increasingly operating vehicles that are drastically different from those of recent decades. Vehicles equipped with advanced safety technologies are currently being produced and sold in the U.S. and Canada. In turn, driver testing—including information in the driver's manual—needs to keep pace with advances in vehicle technology to ensure qualified drivers receive a driver's license.

To guarantee drivers on our roads are as safe as possible, examiners need to keep pace with the rapid advances in vehicle technology because they may encounter these new technologies when testing drivers. That's where the AAMVA International Driver Examiner Certification (IDEC) program, a valuable tool to assist jurisdictions with examiner training and certification, comes in. AAMVA members, through IDEC, the Test Maintenance Subcommittee (TMS) and the Autonomous Vehicles Working Group, are collaborating to identify enhancements for driver testing and examiner training related to enhanced vehicle technologies.

IDEC: A BRIEF HISTORY

IDEC was formed in 1982 as a joint collaboration among AAMVA, the National Highway Traffic Safety Administration (NHTSA) and the Federal Highway Administration (FHWA) to create training and certification materials used by driver examination personnel across the U.S. and Canada.

Since then, IDEC has developed lesson plans, instructors' guides, student workbooks, quizzes and end-of-course knowledge tests as part of the examiner training portfolio available for use by jurisdictions.

Meeting licensing standards requires all people who operate motor vehicles to



AAMVA's Test Maintenance Subcommittee and the International Driver Examiner Certification Executive Board went on an educational tour of a motor coach facility on Sept. 20, 2017, to learn more about the emerging and advanced technologies that are affecting how examiners and drivers are testing. The groups are looking at new ways to help state driver's licensing agencies tackle existing and upcoming challenges.

pass certain knowledge and skills tests. The examiner plays a key role in ensuring this testing process is carried out correctly and consistently. Jurisdictions should use licensing tests that are valid and reliable for their intended purpose, such as the AAMVA Motorcycle Operator Manual (MOM) and the motorcycle knowledge test item pool, the Non-Commercial Model Driver

Testing System (NMDTS) and the 2005 Commercial Driver License (CDL) Testing System (July 2017 version).

The newest program released by IDEC is the Certified Commercial Examiner (CCE) training program. It includes an online-based CDL Examiner training program that was designed to be used via a learning management system (LMS) or on a laptop

or desktop computer.

“Because it’s a standardized curriculum, it provides examiners, as well as jurisdictions, the same level of knowledge,” says Denise Hanchulak, the IDEC program director at AAMVA. “It offers jurisdictions a way to stay informed and keep their examiners educated without doing all of the work themselves.”

The materials also cater to the fact that many program areas don’t have ample funds for training. “It can be a challenge for a jurisdiction to develop its own curriculum, keep it up-to-date and follow a national standard,” Hanchulak says. “So this is an easy and cost-effective way for them to keep their examiners educated and informed.”

IDEC’s primary goal is creating high-quality training that is consistent across jurisdictions. To become IDEC-certified, examiners in participating jurisdictions must complete a minimum of 40 hours of initial training and undergo refresher training at least once every four years.

IDEC AND TMS: WORKING TOGETHER

The IDEC program would not be what it is today without the TMS. AAMVA established the TMS in 1992 to maintain the CDL model test system. Since that time, TMS has also developed the NMDTS and the MOM.

“AAMVA has committed the time and resources to put the IDEC Board together. Along with the Test Maintenance Subcommittee, we assist jurisdictions in training their examiners with current



A RICH ALPHABET SOUP

The International Driver Examiner Certification (IDEC) program creates materials for the follow areas:

- Certified driver examiner (CDE)
- Certified commercial examiner (CCE)
- Certified commercial knowledge examiner (CCKE)
- Certified air-brake tester (CAT)
- Certified motorcycle examiner (CME)

Jurisdictions that participate and get accredited in the IDEC certification program will see myriad benefits, including:

- National recognition/awards
- Accreditation of jurisdictional training programs
- Standardization with other jurisdictions
- Higher training/continuing education standards
- Professional examiners

For more information on the International Driver Examiner Certification (IDEC) program, visit aamva.org/idec.

standard practices,” says Nancy Prescott, vice chair of the IDEC Board and motor vehicle branch operations manager for the State of Vermont Department of Motor Vehicles.

TMS ensures that the driver manuals, examiner manuals, knowledge tests and skills tests associated with commercial and noncommercial license testing meet federal and statutory requirements, says Larry Boivin, chair of TMS and public service manager and chief driver license examiner for the Maine Bureau of Motor Vehicles. “I think IDEC has done a great job in working together with TMS to make sure that we’re meeting those objectives,” he says.

In addition, TMS tracks industry trends and new vehicle technologies, and communicates with all of the jurisdictions to see which areas they might need to strengthen and which ones might be becoming obsolete, says Jimmy Davison, a member of the TMS Board and program manager for the South Carolina Department of Transportation. “We’re constantly evaluating the tests to make sure they’re up-to-date,” he says. “TMS works very closely with IDEC. They take the standards and exams that we implement and make sure that states are bringing integrity into the training and testing part of the exams.”

A CONSTANTLY EVOLVING PROCESS

IDEC and TMS meet yearly to discuss what updates need to be made to the curricula. But Hanchulak emphasizes that if a pressing change needs to be made, they will make it as soon as possible. Because the training materials are broken into modules, changes can be made to portions of the materials without affecting the entire curriculum.

For example, the IDEC program previously required jurisdictions to become certified and accredited in the noncommercial/passenger vehicle testing area first. Linda Dunstall, chair of the IDEC Board and director at the Ontario, Ministry of Transportation, Road User Safety Division, Modernization Branch, says it ▶



safety

READY FOR IDEC?

IF YOUR JURISDICTION...

...is a member jurisdiction in good standing with AAMVA
AND
...has successfully completed accreditation requirements
AND
...meets all requirements of the **CORE CHECKLIST**
AND
...provides all examiners with refresher training,

YOU MAY OFFER CERTIFICATION.

CORE CURRICULUM CHECKLIST (CDE)

- ☐ Orientation
- ☐ Principles and Standards
- ☐ Compacts, Driver Systems, Privacy Acts and Safety Agencies
- ☐ Professional Conduct
- ☐ Duties of the Examiner
- ☐ Driver License Laws
- ☐ Conducting Examinations
- ☐ Licensing Procedures

CORE CURRICULUM CHECKLIST (CCE)

- ☐ Overview of the Driver Licensing Process
- ☐ Introduction to CDL Licensing System
- ☐ Overview of the CDL Tests
- ☐ CDL Knowledge Tests
- ☐ Vehicle Inspection Test
- ☐ Basic Control Skills Testing
- ☐ Road Test
- ☐ Additional CDL Testing and Issuance Requirements

COMPLETE VERSIONS OF ALL CHECKLISTS CAN BE FOUND AT AAMVA.ORG/IDEC.

IF AN EXAMINER...

...meets jurisdictional education requirements
AND
...holds a valid driver license
AND
...has no loss of driving privileges within one year prior to application
AND
...satisfactorily completes 40 hours of an approved training program
AND
...successfully administers the skills/road test(s)
AND
...passes an end-of-course examination with 80 percent or better
AND
...completes the application,

THE EXAMINER MAY BE CERTIFIED.

Jurisdictions that are interested in becoming accredited should contact Denise Hanachulak, AAMVA's program director of Certification & Standards, at dhanachulak@aamva.org.

was recognized that changes to the standards were needed to allow jurisdictions to be accredited and certify examiners in any line of business preferred, whether that's passenger vehicles, commercial vehicles or motorcycles.

"We started to think about the [IDEC] certification from the perspective of: What are the learning outcomes an examiner needs to know, and what are the performance indicators associated with that?" Dunstall says. "We started to rewrite the curriculum to match a more standardized, structured approach to curriculum development."

IDEC and TMS have also consulted various jurisdictions to see what testing and testing areas were outdated or simply didn't work for them, and then reworked the curriculum so nothing was jurisdiction-specific. "It allows for more participation in the program from the jurisdictions," Dunstall says.

One other big change to occur recently, Dunstall says, has been expanding the third-party tester program and standardizing the training for third-party testers.

KEEPING UP WITH NEW TECHNOLOGY

In 2018, NHTSA will mandate that all states and car companies have backup cameras in their vehicles. IDEC and TMS are committed to providing examiners with the tools they need to be ready for this rule change.

"New technologies are something the two groups are going to be addressing in the coming months," Hanchulak says. "We want to be able to provide jurisdictions with best practices or guidelines on how to test applicants when they come across these automated technologies."

Dunstall agrees. "We should be on the forefront of change," she says. "This group needs to stay abreast of technology. We need to make sure jurisdictions and examiners have the information they need in order for them to test in new vehicles, such as the braking systems in motor coaches."

Boivin feels confident AAMVA can keep up with these changes so long as IDEC and TMS continue working together. "With technology changes happening so rapidly and the autonomous vehicle discussion ramping up greatly, that's going to be a whole other area that both groups are going to need to have synergy on." **m**

find out more

FOR MORE INFORMATION AAMVA'S TEST MAINTENANCE SUBCOMMITTEE (TMS), VISIT AAMVA.ORG/TEST-MAINTENANCE-SUBCOMMITTEE.

Fraud Detection & Remediation (FDR) Training

AVAILABLE TO ASSOCIATE MEMBERS* - NON MEMBERS* - MEMBERS

New for 2018 - Courseware Updates and Enhancements

- NEW** Module - FDR Classroom, Standalone, LMS Implementation Guide
- NEW** Fraud Unit Best Practices
- NEW** U.S. Permanent Resident Card
- NEW** U.S. Employment Authorization Card
- NEW** Driver Privilege Cards Content
- NEW** Consular IDs Material
- NEW** U.S. Service Passport
- NEW** Military IDs Information
- NEW** FDR Level II Downloadable Job Aid

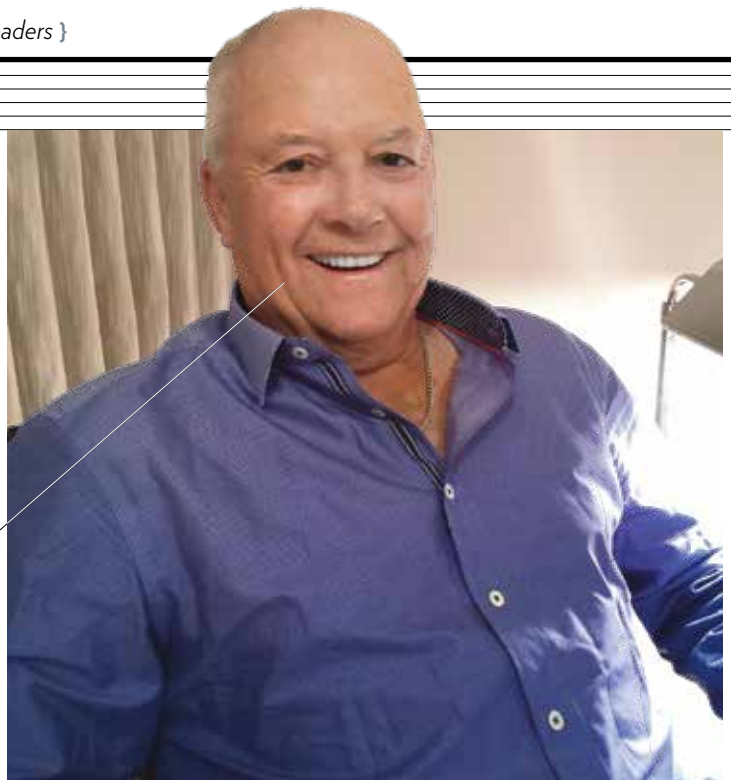
To learn more, visit
aamva.org/fdr-training

safe drivers
safe vehicles
secure identities
saving lives!



* Select FDR Level I content only

WHEN I MET THE DMV OFFICIALS AND UNDERSTOOD WHAT THEY STOOD UP FOR, I DECIDED THIS WAS THE BUSINESS I WANTED TO SUPPORT.



Q & A WITH **Dan Gill**

MOVE CATCHES UP WITH THE LONGTIME INDUSTRY MEMBER

INTERVIEW BY BRITTANY MAGEE

Q WHAT LED TO YOUR CAREER IN TRANSPORTATION AND THE DMV COMMUNITY?

My [former] employer, Polaroid, asked me to transfer from retail sales to government sales because of my ability to establish long-term, productive working relationships with Polaroid's national accounts. When

I met the DMV officials and understood what they stood up for, I decided this was the business I wanted to support. I said 'Because they stand for saving lives, I'll work with these folks for the rest of my life, as long as I'm compensated,' not knowing I'd still be doing it at 79.

Q HOW AND WHEN DID YOU BEGIN WORK- ING WITH AAMVA?

I began training for my assignment as Midwest

Government Sales program manager in June 1971. That September, I attended my first AAMVA conference, the AIC, in New York City. My attendance led to introductions to many interesting DMV officials and a preliminary understanding of the depth of their responsibilities.

Q YOU FOUNDED THE GILL GROUP IN 2000—COULD YOU TELL ME ABOUT THAT WORK?

In June 2000, my employer at the time was sold, so I started my next career move—becoming a sales consultant. To my surprise, six companies requested my services when my availability was made known at the Region II conference in Fort Worth, Texas. That night my career as a sales consultant began, and it proved to be a very beneficial step forward for me.



Left: Dan Gill and his wife, Cathy, in 1980 on the beach in Cape May, New Jersey. Above: Dan Gill (right) attends the 2011 Region IV Conference in Big Sky, Montana.

FAST FACTS

Dan Gill



HOMETOWN
Philadelphia,
Pennsylvania



EDUCATION
La Salle University,
Bachelor of Business
Administration in
Industrial Management



FAVORITE MOVIE
The Thomas
Crown Affair (1968)



ON THE ROAD

*Dan drives a custom-ordered, turbo-charged
400-hp Infiniti Q60 Coupe.*

Q WHAT TRANSPORTATION-RELATED ISSUE(S) ARE YOU MOST PASSIONATE ABOUT?

Secure photo driver's licenses and ID cards, and self-service systems. Secure photo driver's licenses and ID cards improved safety and helped reduce fraud as well.

Why self-service systems? In the late 1980s, several AAMVA board members stated that because all states were now required to provide locations for image capture, the offices were becoming overcrowded. And many residents who do not have bank accounts and pay with cash need to go to an office rather than use the mail or internet.

My business partners and I were asked to provide self-service systems that would limit overcrowding and reduce the wait times to issue documents. Those self-service systems accept cash so residents can easily



Dan Gill (left) interacts with exhibitors at the 2017 Region II Conference in Chattanooga, Tennessee.

use them without a long wait, which improves the customers' overall experience.

Q THROUGHOUT YOUR CAREER, IS THERE ONE PARTICULAR ACCOMPLISHMENT YOU'RE MOST PROUD OF?

Influencing the passage of legislation requiring color

THE BIG QUESTION

WHAT HAS BEEN THE BEST PART ABOUT COLLABORATING WITH THE AAMVA COMMUNITY? WHAT WILL YOU MISS?

The best part and what I will miss most are the DMV folks and the many friends I've made over the past 47 years. Winning the first AAMVA Chair's Award of Excellence in 2003 was the highlight of my AAMVA career! I was so honored to receive such a recognition.

photos for driver's licenses and ID cards, which led to safer highways and reduced fraud. It wasn't an easy task, because at that time most DMV officials believed they were in the business of evaluating a person's fitness to operate a motor vehicle, not in the identification business. Legislators began requesting my testimony on the benefits and costs of a driver's license and ID card system. My ultimate goal in providing photo driver's license solutions was to save lives—establishing a system that saves lives makes me proud to have contributed to the safety of our citizens.

Q IN YOUR CONSULTING BUSINESS, WHAT HAS BEEN THE MOST IMPORTANT ASPECT OF WORKING WITH AAMVA JURISDICTIONS?

Developing strong and trustworthy working relationships with DMV management teams. I only represent the companies that deliver on their promises. That reputation of delivering positive solutions spreads, leading to a welcome reception and an attentive audience on state visits.

Q WHAT DO YOU ENJOY DOING IN YOUR FREE TIME? WHAT DO YOU LOOK FORWARD TO IN RETIREMENT?

I enjoy golfing and traveling, and I read about four books a month. I plan on doing more of the same when I retire. **m**

turn a mild-mannered staff into a SUPER TEAM

THREE PERSPECTIVES ON CULTURAL IMPROVEMENTS IN THE WORKPLACE

THE IMPORTANCE OF AN ETHICAL CULTURE IN LAW ENFORCEMENT

JASON BERRY, ASSISTANT CHIEF,
WASHINGTON STATE PATROL

My unofficial definition of [workplace] culture is an organization's shared purpose, values and behaviors that determine what's appropriate in the workplace. Having a good culture is very important for a law enforcement agency because it is the fabric

that holds us together and directs how the agency and its employees should behave.

An ethical and performance-driven culture is extremely important in law enforcement. We're engaged in a very important mission to save lives.

We are an entity that is given significant authority over citizens' lives at times, and they will only allow you to act on that authority if you're viewed as ethical and appropriate. That starts with an organization's culture in my view.

Early in 2016, we were suffering from low employee morale. We were woefully behind our comparison agencies in pay (20–25 percent lower) and were losing 9.4 employees per month, which was unprecedented for us. So in May 2016, our legislature commissioned an outside organization to come in and assess why people were leaving.

What came out of that assessment was the No. 1 reason employees were unhappy was not because of



pay—that was second. Rather, people were leaving because they did not feel like their opinion was valued, and that the organization didn't appreciate different ways of accomplishing work.

I should note that a number of positive things about our culture were revealed in the outside assessment as well, such as our employees know what's expected of them, they feel encouraged to do the right thing, and they believe that the state patrol makes a meaningful impact on the state.

But we needed to address how frontline employees felt about how leadership viewed them. The first thing we did to address these morale and cultural issues was set up a way for frontline employees to be heard. We set up a SharePoint site to encourage employees to submit ideas, and we put a team in place to respond to these ideas and call employees individually to discuss the submitted idea in more detail. Employees are involved in the process and can track their ideas through the system until a decision is made. There have been more than 150 suggestions submitted as of Jan. 1, 2018.

Not only did we set up this way for employees to share ideas, but we're now responding to and implementing some of these ideas. By being involved in the process, our employees learn that there are different committees involved in making decisions and there are budget implications. They also learn more about the organization itself. Even if the answer to their idea is "no," they are involved in the process and have an understanding as to why the answer is no.

Employees in today's workforce want to be heard, involved and understand the decisions being made. That's not to say leaders hand over the authority to make decisions, but they need to recognize the audience has changed over time. Employees today have employment options and will seek out other organizations if they aren't being satisfied by their work. That is key when navigating generational differences; baby boomers, Generation X and millennials all want to be involved at varying levels. If organizations don't recognize and address that, they're not going to have a team for very long. That's a direct correlation to how people feel about their work, and that's a direct reflection of the culture.

Other changes have been made as well, involving, where appropriate, the employees that are affected.

Updates to the work uniform, listening and addressing some needed safety equipment, such as Naloxone, tourniquets, Kevlar helmets and less lethal shotguns, are examples.

I can't say enough about how an organization's culture is defined by its shared mission, vision, values and goals. Having a good culture starts with the people, followed by good policy, training and direction. Leaders today need to walk the walk and talk the talk. Effective leaders demonstrate the organization's values in how they interact with the public and their employees. They need to be approachable, genuine and take time to interact with frontline employees—they need to listen and show that they care about them. If you just care about the work activity or productivity, you are going to lose folks in your organization. And when you start losing folks, your culture suffers. Incidentally, we have learned work productivity goes up along with morale when you have a healthy culture. This allows an organization to perform at a high level, retain employees and accomplish its mission. So I'd say that organizational culture in law enforcement is extremely important.

"Employees in today's workforce want to be heard, involved and understand the decisions being made."

JASON BERRY

Assistant Chief, Washington State Patrol

CULTURE TRANSITION AFTER ACQUISITION

STEVE PURDY, VICE PRESIDENT OF SALES & MARKETING, GEMALTO

In the unique driver's license and ID market of North America, Gemalto identified an opportunity to leverage the local expertise and customer-centric approach that was fundamental to Marquis ID Systems (MIDS) and acquired the company in 2014. The fact that both companies held a shared belief in putting the customer first and delivering solutions to improve customer satisfaction formed the basis for this mutually beneficial acquisition.

When introducing a significant change of processes and solutions, as is the case with an acquisition, it can impact not only the culture of a company but also the customer experience. It was a primary focus of Gemalto to implement changes without

sacrificing the nimbleness and reactivity that MIDS previously embodied. In the initial acquisition stages, we worked tirelessly to keep our customers satisfied and retain the best parts of each company.

Successfully blending the close-knit culture of the small MIDS organization with a global technology company of 14,000 employees is no easy task. To ensure the expertise and the voices of the MIDS team did not get lost in the transition, Gemalto began by conducting multiple joint workshops, company information training sessions and team-building activities.

Gemalto invests not only in the growth and skillset development of its employees, but also in their personal well-being and enjoyment. Beyond staff meetings and holiday parties, Gemalto has brought the MIDS team into its many employee-focused traditions and activities, including annual health and wellness events, charity and community impact projects, global seminars with upper management, diversity awareness groups and family-friendly festivities. These opportunities to get more involved and connected with coworkers and the company itself make working at Gemalto feel less like a job and more like a lifestyle.

By embracing a combined culture and sharing our strengths, Gemalto and MIDS were able to integrate internal operations and manage external implications successfully.



A COMPETENT, COMMITTED AND COURTEOUS CULTURE

KEVIN SHWEDO, EXECUTIVE DIRECTOR, SOUTH CAROLINA
DEPARTMENT OF MOTOR VEHICLES

The culture that South Carolina DMV employees helped foster and develop is what creates the success and the winning attitude they all have. I like to say that every good DMV employee embodies three significant characteristics or values: They are competent, committed and courteous.

The competent piece is as much the organization's responsibility as it is the employee's responsibility. In order to foster a culture in which our employees are competent, we needed to get everyone doing things in the same way. So we shut down all the DMV offices in the state from 8:30–9:30 a.m. every Wednesday morning to train employees on subjects that will make us a more effective and efficient organization. Our employees are responsible for more than 444 separate transactions set by laws that are changed and modified every year. If you don't have a training program to make sure your employees are doing it right, you're not going to have an effective organization.

We measure competency by the standards we set for each employee, including a minimum of 50 transactions per day with a standard error rate of less than 1 percent. The agency has determined that this is a high, but attainable and ultimately rewarding, standard for each of our employees to reach. When you have an achievable goal, people take great pride in maintaining established standards and try to get better.

The committed piece is what my expectation is for everyone. I expect my employees to put in an honest day's work and make a difference in the community.

I expect them to explore all opportunities to help customers and leave no stone unturned. In an area of the country known for its "southern hospitality," we receive constant praise for the experiences the more than 4.5 million South Carolinians we serve have when visiting one of our branches. We put our employees in scenarios during training where they develop an understanding of why people may be unhappy about certain transactions, such as paying a \$200 reinstatement fee. Our employees need to understand the circumstances and have empathy, and help work through any possible solutions.

We also have a culture in which we reward our employees appropriately. We're not passing out participation certificates, but we look for opportunities to recognize and reward our employees. We bestow medals, achievement awards, service awards and other special recognitions for going above and beyond the call of duty. Beyond recognition for a job well done, we also offer employees opportunities to cultivate their skills with training, certification and a development program to get them ready for the next stage of their career.

The bottom line is people want to be successful. People want to be proud of the organization they work for. When you give them an opportunity to excel, they will rise to the occasion and become the best organization in your state. And when you have good, quality individuals who trust you to get things done, they will tell you the things you need to hear instead of what you want to hear. **m**

AMERICAN ASSOCIATION OF MOTOR VEHICLE ADMINISTRATORS



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To Lead Is to Serve

HOW SERVANT LEADERSHIP ULTIMATELY BENEFITS THE CUSTOMER

We interact with others in myriad ways every day. Just like we were taught as children, the best way to navigate these interactions is by following two simple rules: Treat others as we want to be treated and treat others as they would want to be treated. These are not mutually exclusive concepts, and they offer a clearer perspective for both those who lead through service and those who follow the leader.

These simple rules are the foundation of servant leadership. I cannot effectively lead without serving the needs of those I lead. To be clear, this has nothing to do with titles or rank, but everything to do with respect, integrity and, ultimately, strength of character. All three qualities are earned by your actions, and through those actions you acquire authority. Have you ever walked into a room, not knowing titles of those present, and been wowed by someone who presented these qualities? Have you seen the dynamics of the conversation change as the authority transitions to this individual? If so, you have experienced something fundamental to leadership at all levels: Authority is earned, not demanded.

Our places of employment should be inspiring, rewarding and fulfilling, all of which create a positive culture.

A servant leader is someone who addresses the needs of those they lead, giving them the tools they need to excel in their roles and with their peers. Our places of employment should be inspiring, rewarding and fulfilling, all of which create a positive culture. The ultimate beneficiary of this culture is the customer.

I don't care how hard you try. If you don't have a culture that truly listens to and supports the needs of those you lead, you will never achieve a sustained positive customer experience.

I am sure nothing I have said is anything you haven't thought about before, and I know many of you reading this article already lead this way. As with anything we want to do well, we need to focus and live the philosophy daily—especially when it is not easy. Despite the time it takes to earn the respect of others, it only takes one mistake to lose it all and could take years to reestablish it. **m**

Kurt Myers
2017-2018 AAMVA Chair of the Board



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