

## Performance and Management System Review

May 18, 2016

Consulting Engagement 201516-16

### Executive Summary

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The Department's Performance and Management System (PAMS) is an excel document used by the Division of Motorist Services (MS) as a central repository of operational data. PAMS is maintained by the MS Strategic Management Office within the MS Program Planning and Administration Office.

While some data is automatically populated in PAMS by pulling directly from the data warehouse, the majority of data is manually entered by the respective bureaus on a monthly basis. Data entered manually is obtained from various sources, including internal bureau reports, manual counts, spreadsheets, and access databases maintained exclusively by the bureau. Other data is obtained using reports generated from Department systems such as the Florida Real-time Vehicle Information System (FRVIS), the Florida Driver License Information System (FDLIS), Expert, the data warehouse, and then manually entered into PAMS.

The purpose of this engagement was to determine the accuracy of the data reported in PAMS. Our review included re-calculating data reported for the month of November 2015 for a sample of 85 measures, judgmentally selected across five bureaus. We also interviewed bureau chiefs, program managers, and section supervisors to determine how manually entered data was reported in PAMS, who was responsible for reporting the data monthly, and where the data originated from. Out of the 85 measures reviewed, we found issues with data accuracy for 14 measures.

Upon review of the Department's current processes relating to PAMS, we recommend the following considerations to the Division of Motorist Services:

- Initiate a review process to ensure reported numbers are accurate;
- Maintain records to support reported numbers;
- Limit access to tabs in the PAMS spreadsheet to respective Bureau members;
- Automate calculations within PAMS; and
- Formally evaluate and document which measures can be automatically populated from applicable systems.

## Background and Introduction

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PAMS is an excel document used by MS as a central repository of operational data. It was established on July 1, 2008 to merge the Division of Motor Vehicles and Division of Driver License operational data into one document, as both divisions were combined to form MS. PAMS spreadsheets are stored in a central location on the Department's Sharepoint site by fiscal year. PAMS is maintained by the MS Strategic Management Office within the MS Program Planning and Administration Office.

PAMS is broken down by "tabs" or "sheets" for each of the eight MS Bureaus, and the Strategic Management Office and Office of Performance Management. Each tab contains measures and data captured and retained to use for internal, external, historical, and operational purposes. The eight MS Bureaus include the Bureau of Issuance Oversight, Bureau of Motorist Compliance (BMC), Bureau of Records, Bureau of Commercial Vehicle and Driver Services, Bureau of Dealer Services, Bureau of Motorist Services Support (MSS), Bureau of Customer Services (CSC), and the Bureau of Credentialing Services.

While some data is automatically populated in PAMS directly from the data warehouse, the majority of data is manually entered by the respective bureaus on a monthly basis.

Data entered manually is obtained from various sources, including internal bureau reports, manual counts, spreadsheets, and access databases maintained exclusively by the bureau. Other data is obtained using reports generated from Department systems such as FRVIS, FDLIS, Expert, the data warehouse, and then manually entered into PAMS.

PAMS data is used by many Department members in a variety of ways, including:

- Monthly, quarterly, and annual reporting of Department performance measures;
- Legislative bill analysis to quantify fiscal and operational impacts;
- Forecasting and trend analysis;
- Preparing reports;
- Historical program information;
- Media and public information requests; and
- Strategic planning, white papers, and other internal documents.

The purpose of this engagement was to determine the accuracy of the data reported in PAMS. This engagement focused on 85 measures from five bureaus which enter data into PAMS manually.

## Results of Review

Our review included re-calculating data reported for the month of November 2015 for a sample of 85 measures, judgmentally selected across five bureaus and reviewing all the calculations within the PAMS document. We also interviewed bureau chiefs, program managers, and section supervisors to determine how manually entered data was reported in PAMS, who was responsible for reporting the data monthly, and where the data originated from. Out of the 85 measures reviewed, we found issues with data accuracy for 14 measures.

Overall, multiple layers of management are involved in the manual reporting process with no visible quality assurance process to verify the data in PAMS is accurate. In many instances, a single member is responsible for entering measure data into PAMS. In other instances, members obtain a data report and provide it to another member who enters it in PAMS. No secondary reviews are conducted to ensure the accuracy of the data reported.

While reviewing the calculations within PAMS we noted numerous calculation errors as well as numerous instances where automated calculations were not utilized. While re-calculating some measures, we noted instances where typos were made, data was incorrectly entered, or the reported number could not be re-calculated because historic data was not kept. Initiating a review process could help identify accidental errors in data entry and calculations. Automating calculations would reduce the possibility of manual calculation errors.

Our review and recalculation noted significant differences in six measures and we were unable to recalculate eight measures as historical data was not maintained.

Bureau	Measure Title	PAMS Reported Nov 2015	OIG Re-calculation	% Difference	Justification
CSC	Total number of emails CSC	4,120	4,970	17%	Data entry error. Reported November 2014 data instead of November 2015
CSC	Total number of faxes FSC	568	621	9%	Reported in incorrect month
BMC	MV Stops Received	2,758	3,044	10%	Manually tracked in spreadsheets and had errors in calculation
BMC	MV Stop Correspondence	261	297	7%	Manually tracked in spreadsheets and had errors in calculation
BMC	MV Stop Sanctions	1,413	1,315	7%	Manually tracked in spreadsheets and had errors in calculation



BMC	Number of Customer Inquires	3,265	3,699	20%	Manually tracked in spreadsheets and had errors in calculation
MSS	Suspensions	32	CND	N/A	Historic data was not maintained
MSS	Cancellations	103	CND	N/A	Historic data was not maintained
MSS	Invalidations	16	CND	N/A	Historic data was not maintained
MSS	Number of DL fraud cases	497	CND	N/A	Historic data was not maintained
MSS	Number of FHP DL fraud cases	12	CND	N/A	Historic data was not maintained
MSS	Number of DL fraud cases processed within 30 days	455	CND	N/A	Historic data was not maintained
MSS	Percent of DL Fraud cases processed within 30 days	93%	CND	N/A	Historic data was not maintained
MSS	Percent of FHP DL fraud cases completed within 2 days	100%	CND	N/A	Historic data was not maintained

CND= could not determine

One of the main purposes of PAMS is to have a central location equally available by all bureaus in order to efficiently report data; however, the tabs within PAMS are accessible by all members who have access to the spreadsheet. While shared access allows for efficient reporting, it also allows for data to be entered into cells in error and increases the chances that data could be inadvertently deleted. Password protecting update ability in each individual tab within PAMS would assist in maintaining data integrity for each bureau and would ensure members with access to the PAMS spreadsheet are not accidentally rewriting or deleting data.

The expectation is to convert existing manually entered data to an automated population process in PAMS. However, current Department systems do not allow for the entirety of PAMS to be auto populated because many processes are tracked manually. As Department technology continues to evolve, measures should be automated when feasible.

## Conclusions

Upon review of the Department's current processes relating to PAMS, we recommend the following considerations to the Division of Motorist Services:

- Initiate a review process to ensure reported numbers are accurate;
- Maintain records to support reported numbers;
- Limit access to tabs in the PAMS spreadsheet to respective Bureau members;
- Automate calculations within PAMS; and
- Formally evaluate and document which measures can be automatically populated from applicable systems.

## Explanation of Work Performed

Our review focused on 85 measures from five bureaus. Included in the chart below is the data reported for each measure for the month of November 2015, and our recalculation of the measure. Differences which were deemed immaterial are marked with a footnote on each page:

Bureau of Credentialing Services				
Customer Service Surveys				
Measure Title	Responsible Supervisor	Data Location	PAMS Reported	OIG Reported
Total number of customers surveyed: Region 1	Deputy Director	Sharepoint	291	242 <sup>1</sup>
Total number of customers surveyed: Region 2	Deputy Director	Sharepoint	795	893 <sup>1</sup>
Total number of customers surveyed: Region 3	Deputy Director	Sharepoint	336	328 <sup>1</sup>
Total number of customers surveyed: Region 4	Deputy Director	Sharepoint	346	314 <sup>1</sup>
Total number of customers surveyed: Region 5	Deputy Director	Sharepoint	483	415 <sup>1</sup>

<sup>1</sup> Although differences were noted for each region, overall, the difference for the total number of surveys and the overall satisfaction percentage was immaterial.



Number of customer surveys rated satisfactory or above: Region 1	Deputy Director	Sharepoint	287	241 <sup>1</sup>
Number of customer surveys rated satisfactory or above: Region 2	Deputy Director	Sharepoint	792	893 <sup>1</sup>
Number of customer surveys rated satisfactory or above: Region 3	Deputy Director	Sharepoint	330	327 <sup>1</sup>
Number of customer surveys rated satisfactory or above: Region 4	Deputy Director	Sharepoint	345	313 <sup>1</sup>
Number of customer surveys rated satisfactory or above: Region 5	Deputy Director	Sharepoint	483	415 <sup>1</sup>

**Bureau of Dealer Services**

**Total Dealer Licenses Issued**

Measure Title	Responsible Supervisor	Data Location	PAMS Reported	OIG Reported
Motor Vehicle Dealer Licenses: Salvage Dealers	BDS Program Manager	FRVIS	11	11
Motor Vehicle Dealer Licenses: Service Facility	BDS Program Manager	FRVIS	0	0
Motor Vehicle Dealer Licenses: Auction Dealers	BDS Program Manager	FRVIS	0	0
Motor Vehicle Dealer Licenses: Franchise Dealers	BDS Program Manager	FRVIS	283	283
Motor Vehicle Dealer Licenses: Independent Dealers	BDS Program Manager	FRVIS	122	122
Motor Vehicle Dealer Licenses: Wholesale Dealers	BDS Program Manager	FRVIS	5	5
Motor Vehicle Dealer Licenses: Manufacturers/Distributor/Importer	BDS Program Manager	FRVIS	12	12
Motor Vehicle Dealer Licenses: Mobile Home Dealers	BDS Program Manager	FRVIS	4	4



Motor Vehicle Dealer Licenses: Mobile Home Brokers	BDS Program Manager	FRVIS	4	4
Motor Vehicle Dealer Licenses: Recreational Vehicle Dealers- Used	BDS Program Manager	FRVIS	4	4
Motor Vehicle Dealer Licenses: Recreational Vehicles- New	BDS Program Manager	FRVIS	1	1
Motor Vehicle Dealer Licenses: Total Number of Biennial Renewals	BDS Program Manager	FRVIS	0	0
<b>Percent of Dealer Licenses Issued Within 5 Workdays of Receipt of Completed Application</b>				
<b>Measure Title</b>	<b>Responsible Supervisor</b>	<b>Data Location</b>	<b>PAMS Reported</b>	<b>OIG Reported</b>
Motor Vehicle Dealer Licenses: Salvage Dealers	BDS Program Manager	Data Warehouse	11	11
Motor Vehicle Dealer Licenses: Service Facility	BDS Program Manager	Data Warehouse	0	0
Motor Vehicle Dealer Licenses: Auction Dealers	BDS Program Manager	Data Warehouse	0	0
Motor Vehicle Dealer Licenses: Franchise Dealers	BDS Program Manager	Data Warehouse	283	283
Motor Vehicle Dealer Licenses: Independent Dealers	BDS Program Manager	Data Warehouse	122	122
Motor Vehicle Dealer Licenses: Wholesale Dealers	BDS Program Manager	Data Warehouse	5	5
Motor Vehicle Dealer Licenses: Manufacturers/Distributor/Importer	BDS Program Manager	Data Warehouse	12	12
Motor Vehicle Dealer Licenses: Mobile Home Dealers	BDS Program Manager	Data Warehouse	4	4
Motor Vehicle Dealer Licenses: Mobile Home Brokers	BDS Program Manager	Data Warehouse	4	4
Motor Vehicle Dealer Licenses: Recreational Vehicle Dealers- Used	BDS Program Manager	Data Warehouse	4	4



Motor Vehicle Dealer Licenses: Recreational Vehicles- New	BDS Program Manager	Data Warehouse	1	1
Motor Vehicle Dealer Licenses: Total Number of Out of State Manufacturers/Importers	BDS Program Manager	Data Warehouse	4	3 <sup>2</sup>
Motor Vehicle Dealer Licenses: Total Number New Line Makes by Existing Dealers	BDS Program Manager	Data Warehouse	12	12
<b>Mobile/Manufactured Home Construction Regulation</b>				
<b>Measure Title</b>	<b>Responsible Supervisor</b>	<b>Data Location</b>	<b>PAMS Reported</b>	<b>OIG Reported</b>
Total Homes Inspected	BDS Program Manager	Florida Manufacturer's Inspection Reports	570	570
Total Mobile Home Non-Compliance In-Plant Issues Written	BDS Program Manager	Florida Manufacturer's Inspection Reports	45	45
Total Manufactured Home Complaints: Florida Built	BDS Program Manager	Department Files	4	4
Total Manufactured Home Complaints: Out of State Built	BDS Program Manager	Department Files	0	0
Total New Manufactured Home Sections Titled	BDS Program Manager	FRVIS	524	524
Total New Manufactured Home Warranty Complaints	BDS Program Manager	Department Files	3	3
<b>Mobile/Manufactured Home Installer Regulation</b>				
<b>Measure Title</b>	<b>Responsible Supervisor</b>	<b>Data Location</b>	<b>PAMS Reported</b>	<b>OIG Reported</b>
Total Manufactured Home Installers' Licensed: New	BDS Program Manager	FRVIS	3	3
Total Manufactured Home Installers' Licensed: Renewal	BDS Program Manager	FRVIS	3	3

<sup>2</sup> Difference was immaterial



Total Installer Complaints	BDS Program Manager	Access Database	25	25
<b>Vehicle Inspections</b>				
<b>Measure Title</b>	<b>Responsible Supervisor</b>	<b>Data Location</b>	<b>PAMS Reported</b>	<b>OIG Reported</b>
Total Rebuilt Motor Vehicles Inspected	MS Business Consultant	Department Files	2,628	2,628
Total Rebuilt Motor Vehicles that Passed Inspection	MS Business Consultant	Department Files	2,470	2,470
<b>Private Rebuilt Vehicle Inspection Program (PRVIP)</b>				
<b>Measure Title</b>	<b>Responsible Supervisor</b>	<b>Data Location</b>	<b>PAMS Reported</b>	<b>OIG Reported</b>
Total PRVIP Inspections	MS Business Consultant	Department Files	1,906	1,906
Total PRVIP Inspections Passed	MS Business Consultant	Department Files	1,895	1,895

<b>Bureau of Motorist Compliance</b>				
<b>Financial Responsibility</b>				
<b>Measure Title</b>	<b>Responsible Supervisor</b>	<b>Data Location</b>	<b>PAMS Reported</b>	<b>OIG Reported</b>
Total Insurance Cancellation Enforcement Cases	Operations & Management Consultant II	Data Warehouse	41,399	41,399
Total Cases Cleared via the Internet	Operations & Management Consultant II	Data Warehouse	14,316	14,316
Total Insured Vehicles on Database	Operations & Management Consultant II	Data Warehouse	12,438,501	12,438,501
Total Uninsured Vehicles on Database	Operations & Management Consultant II	Data Warehouse	935,567	935,567
Average Notices Cleared with Insurance	Operations & Management Consultant II	Data Warehouse	243,125	243,125



Motor Vehicle Stops Received	Operations & Management Consultant II	Data Warehouse	2,758	3,044
Motor Vehicle Stops Correspondence	Operations & Management Consultant II	Data Warehouse	261	279
Motor Vehicle Stop Sanctions	Operations & Management Consultant II	Data Warehouse	1,413	1,315
Total Customer Inquiries	Operations & Management Consultant II	Data Warehouse	3,265	2,699
Total Financial Responsibility Cases Processed	Operations & Management Consultant II	Data Warehouse	65,560	65,560
Total Sanctions Issued Due to Infractions	Operations & Management Consultant II	Data Warehouse	37,264	37,264
<b>Medical Section</b>				
<b>Measure Title</b>	<b>Responsible Supervisor</b>	<b>Data Location</b>	<b>PAMS Reported</b>	<b>OIG Reported</b>
Total Driver License Revocations Issued	Senior Highway Safety Specialist and Operations and Management Consultant	Expert Database	890	890
Total Driver License Suspensions Issued	Senior Highway Safety Specialist and Operations and Management Consultant	Expert Database	204	204
Total Driver License Cancellations Issued	Senior Highway Safety Specialist and Operations and Management Consultant	Expert Database	7	7
Total Medical Cases Reviewed	Senior Highway Safety Specialist and Operations and Management Consultant	Expert Database	844	844
Medical Correspondence	Senior Highway Safety Specialist and Operations and Management Consultant	Expert Database	4,126	4,126

<b>Vision Section</b>				
<b>Measure Title</b>	<b>Responsible Supervisor</b>	<b>Data Location</b>	<b>PAMS Reported</b>	<b>OIG Reported</b>
Total Driver License Revocations Issued	Senior Highway Safety Specialist and Operations and Management Consultant	Department Files	519	519
Total Driver License Cancellations Issued	Senior Highway Safety Specialist and Operations and Management Consultant	Department Files	16	16
Total Vision Cases Reviewed	Senior Highway Safety Specialist and Operations and Management Consultant	Department Files	2,767	2,767
Total Correspondence	Senior Highway Safety Specialist and Operations and Management Consultant	Department Files	400	400

<b>Bureau of Customer Service</b>				
<b>Emails</b>				
<b>Measure Title</b>	<b>Responsible Supervisor</b>	<b>Data Location</b>	<b>PAMS Reported</b>	<b>OIG Reported</b>
Total Emails Received in CSC	Chief of Customer Service	Expert and Outlook	4,120	4,968
Total Emails Received in FSC	Chief of Customer Service	Outlook	856	860 <sup>3</sup>

<sup>3</sup>Differences noted were immaterial

<b>Faxes</b>				
<b>Measure Title</b>	<b>Responsible Supervisor</b>	<b>Data Location</b>	<b>PAMS Reported</b>	<b>OIG Reported</b>
Total Faxes Received in CSC	Chief of Customer Service	Expert and GOV QA	8,196	8,195 <sup>3</sup>
Total Faxes Received in FSC	Chief of Customer Service	FSC G-Drive	568	621

<b>Bureau of Motorist Services Support</b>				
<b>Fraud Activity</b>				
<b>Measure Title</b>	<b>Responsible Supervisor</b>	<b>Data Location</b>	<b>PAMS Reported</b>	<b>OIG Reported</b>
Total Suspensions	BMS Operations Analyst	Department Files	32	*
Total Cancellations	BMS Operations Analyst	Department Files	103	*
Total Invalidations	BMS Operations Analyst	Department Files	16	*
Total DL Fraud Cases	BMS Operations Analyst	Department Files	497	*
Total IFTA/IRP Cases	Operations Management Consultant II	Department Files	8	8
Total MV Fraud Cases	Operations Management Consultant II	Department Files	67	67
Total Business Fraud Cases	Operations Management Consultant II	Department Files	17	17
Total Individual Fraud Cases	Operations Management Consultant II	Department Files	45	45

Total Other Cases	Operations Management Consultant II	Department Files	5	5
<b>Fraud Processing Time</b>				
<b>Measure Title</b>	<b>Responsible Supervisor</b>	<b>Data Location</b>	<b>PAMS Reported</b>	<b>OIG Reported</b>
Total DL Fraud Cases Processed within 30 Days	BMS Operations Analyst	Department Files	455	*
Percent of DL Fraud Cases Processed within 30 Days	BMS Operations Analyst	Department Files	93%	*
Total FHP DL Fraud Cases completed within 2 Days	BMS Operations Analyst	Department Files	12	*
Percent of FHP Fraud Cases Completed within 2 Days	BMS Operations Analyst	Department Files	100%	*

\*Historic data was not maintained in order to perform the recalculation

## Purpose, Scope, and Methodology

The purpose of this engagement was to determine the accuracy of the data reported in PAMS.

The scope of this engagement included all data reported in PAMS for the month of November 2015.

The methodology included:

- Reviewing applicable Department policies and procedures;
- Interviewing appropriate Motorist Services staff; and
- Reviewing data collection and reporting processes, and recalculating measure data.



## Distribution, Statement of Accordance, and Project Team

### **Distribution**

Terry L. Rhodes, Executive Director  
Diana Vaughn, Deputy Executive Director  
Robert Kynoch, Director of Motorist Services  
Rick White, Deputy Director of Motorist Services  
Kevin Bailey, Chief Administrative Officer of Motorist Services  
Larry Gowen, Chief Performance Officer

Melinda M. Miguel, Chief Inspector General  
Sherrill F. Norman, Auditor General

### **Statement of Accordance**

Section 20.055, Florida Statutes, requires the Florida Department of Highway Safety and Motor Vehicles' Inspector General to review, evaluate, and report on policies, plans, procedures, accounting, financial, and other operations of the Department and to recommend improvements.

### **Project Team**

Engagement conducted by:  
Keaton Wilson, Auditor  
Kyle Tolbert, Auditor

Under the supervision of:  
David Ulewicz, Audit Director

Approved by:

  
Julie M. Leftheris, Inspector General