

Case Study

Missouri Fine Collection improves efficiency of its violations bureau with a little help from Conduent.

Process improvements and automation lead to higher productivity



The Challenge

The Missouri Office of State Courts Administrator (OSCA) is responsible for providing administrative, business and technology support services to the entire judicial system – and that’s a big job. Among OSCA’s myriad responsibilities is processing violations issued for traffic, conservation and watercraft misdemeanors and infractions and the associated fee collection for those violations that don’t require a court appearance.

Up until 1999, this massive job was the responsibility of the individual courts, with local court clerks being responsible for handling all aspects of the violations processing, in addition to their other duties. To support the court clerks in focusing on their core competencies, OSCA leadership came up with a plan to consolidate all violation processing to a central location. Once consolidated twenty-four full-time employees processed paper tickets,

entered data, posted payments and sent out 30-day reminder letters to late responders for the courts that were participating in this new program.

Although this move was a step in the right direction, OSCA’s full-time staff couldn’t handle an increasing volume of annual violations and additional courts began participating in the program without adding headcount nor being able to readily scale up for peak periods – like boating season – then scale back down in the winter months. Due to fiscal constraints it was difficult for OSCA to add more people or incur additional overhead costs.

This led to a decision by OSCA’s leadership to outsource the Fine Collection Center, with the goal of both increasing efficiencies and reducing costs. In 2004, after a competitive bid process and careful consideration, they chose Conduent to take on the challenge.

The Solution

In this engagement, OSCA transitioned the centralized processing of traffic, conservation and watercraft violations over to the Missouri Fine Collection Center managed by Conduent. These functions include initial data entry and case creation through case disposition and providing monthly fund disbursements to the courts.

The State employees that had previously completed this work had the option of transitioning over to the Conduent team, which many did.

The goal was not to stop at “lift and shift” the existing operation to reduce overhead, we conducted business process analysis to identify the areas where we could add efficiencies and streamline the operation – and we’ve continually enhanced operations through process improvements ever since.

- For example, some counties in Missouri charge fees, which are added to violations. Previously these fees were printed on a piece of paper, and pinned to a bulletin board next to each data entry person for manual inclusion. We took this manual process and automated it in the system, which significantly reduced errors and reduced the amount of time it took to process these violations
- Provided new, self-service payment options, resulting in reduced call volumes.
- Expanded existing self-service payment options to include not only an interactive voice response (IVR) but also a pay-by-web (IWR) option. The new IWR offering improved service levels and reduced the volume of incoming calls requiring agent intervention by 20%.
- Achieved productivity gains with existing staff through offering a compensation model that rewarded speed and accuracy, improving overall system performance and job satisfaction for the staff.

The Results

Since Conduent began handling OCSA's violations processing, we've delivered some significant results:

- Improved productivity by 131%, while absorbing a 35% increase in transactions and reducing headcount from 24 to 14.
- Managed seasonal fluctuations without any increase in backlog.

While Conduent can't prevent violations from happening, our Missouri Fine Collection Center can make processing them less of a burden. The efficiency, cost reduction and speed of processing has made a positive impact – enabling the “Show-me State” to show everyone else a smarter approach to violations processing.

The Bottom Line

After centralizing its violations processing operation, the Missouri Office of State Courts Administrator still wasn't seeing the efficiency it needed. So, in 2004, it outsourced the function to Conduent. By adding process efficiencies, Conduent was able to reduce FTEs from 24 to 14, while handling a 35 percent increase in transactions.

www.conduent.com

