



# Vehicle Refund Warrants

Programs & Services Division

Currently Implementing

By thinking Lean we  
reduced steps by **28%**

## Problem

Customers who are entitled to a vehicle/vessel refund warrant must submit an application on a DOL form and provide supporting documentation to request a refund. There are two types of refunds issued, and the workload of the unit is unbalanced. We receive approximately 600 refunds per month and the cycle time is 3 weeks.

## Causes

- The form is unclear and too busy
- The form is hard for customers to find
- Information about the process is hard for customers to find
- The process isn't consistent or standardized

## Improvements

- Update and plain talk the application form
- Create web page on public website regarding refunds
- Set up Kanban board and assign batch types to each person
- Create desk manual
- Update template letters

## Results

