

Executive Summary

California DMV partnered with INRY, a Cprime company, to modernize its workforce management with ServiceNow HRSD. Within six months, the DMV replaced manual spreadsheets with an intelligent position control system that now manages over 9,600 positions across 150+ field offices. The result: real-time visibility, faster staffing decisions, and measurable reductions in citizen wait times, all built on a scalable foundation for AI-driven public service.

Modernizing the backbone of California's workforce

The California DMV's Field Operations Division manages one of the largest public-facing workforces in the state. Yet until recently, HR teams and field office managers relied on spreadsheets and emails to track staff movements, vacancies, and reassignments across 150+ locations. Without real-time data, workloads were often unbalanced, vacancies lingered, and citizen wait times climbed.

As part of the agency's broader modernization initiative—Improving Field Office Address to Public (IFOAP)—DMV leaders set out to transform how the department managed its most valuable resource: its people.



“Before we began this project, it was difficult to know who was available, where gaps existed, or how quickly we could fill them. Every staffing decision required manual coordination that slowed everything down.”

— **Field Operations Division Lead, California DMV**

9,600+
positions
managed

10 divisions
onboarded
statewide

6 months
from kickoff
to technical
go-live

Turning complexity into intelligent flow

DMV selected INRY, a Cprime company, to design and deliver a position control solution on ServiceNow HR Service Delivery (HRSD). The engagement unified HR, IT, and Field Operations around a single platform for managing positions, approvals, and staffing actions in real time.

Key capabilities included:

- Automated Position Control: Digitized creation, update, and movement of staff positions.
- Request for Position Action (RPA): Streamlined approval chains and document handling.
- Employee Center + Knowledge Management: Provided a unified employee self-service portal.
- Integrations: Connected ServiceNow with Oracle, Active Directory, SCO systems, and DMV's in-house Org Chart Tool.
- Dashboards and Analytics: Delivered live visibility into vacancies, workloads, and workforce allocation trends.

Each sprint applied INRY's PASS (Process Area Specific Sprints) methodology, combining agile delivery speed

with the governance structure required in state government programs. The result was a rapid, transparent implementation that kept stakeholders aligned and value visible at every stage.

“We designed the system not just to automate tasks, but to orchestrate a living network of data and decisions. The DMV team embraced that mindset quickly as we moved from pilot to statewide adoption in record time.” — Anuj Raparthi, Engagement Manager at INRY

Guided evolution: from pilot to statewide transformation

The project unfolded as a true partnership between DMV's HR, IT, and Field Operations teams and INRY's delivery experts.

- December 2024 – May 2025: Technical go-live achieved in just six months.
- June – October 2025: All 10 divisions onboarded; adoption scaled statewide.
- December 2025: Phase II enhancements completed, introducing offboarding workflows, reorganization capabilities, and form automation (STD 607/625).

How ServiceNow HRSD Helped California DMV Reimagine Workforce Efficiency

Organizational change management played a defining role. INRY's CloudCover team delivered hands-on training, hosted "Open House" sessions across all eight regions, and supported communication planning to ensure user confidence.

"Public sector transformation demands patience and precision. Our goal was to build trust first, showing results with each sprint so adoption could happen naturally, not forcefully." — **Scott Carney, Sales Director at INRY**

ServiceNow HRSD as a system of record and intelligence

The modernized system replaced fragmented workflows with one connected environment that manages over 9,600 position records and 11,000 HR profiles, encompassing more than 1.2 million data elements.

Every function—from hiring to offboarding—is now informed by the same source of truth. ServiceNow HRSD serves as both the system of record and the operational brain, feeding data to related systems such as Oracle, Dayforce, and the DMV's Org Chart visualization tool.

With the integrations in place, DMV can:

- See workforce status updates instantly rather than through monthly reconciliations
- Automate reporting to the State Controller's Office
- Track performance metrics and staffing trends with precision dashboards

The agency's IT and HR units now operate as a unified system of work, laying the foundation for AI-enabled decision-making and predictive resource planning.

Tangible impact on efficiency and service quality

Although full measurement is ongoing, early results are already reshaping public service delivery.

- Significant reduction in citizen wait times across pilot offices
- Saved time and reduced errors due to tremendous decrease in manual spreadsheet use for HR and position tracking
- Accelerated staff redeployment because managers can now rebalance workloads within minutes
- Speedy adoption as 10 divisions onboarded within twelve months of technical launch

Additionally, the qualitative results are also impressive:

- A unified, transparent culture between HR, Budgets, and Field Operations
- Greater accountability through live dashboards and executive reports
- A foundation for further automation, including onboarding and telework management.

“We finally have one accurate, live view of every position across the organization. Managers can make informed staffing decisions on the spot—something that used to take weeks.” — **Field Operations Division Lead, California DMV**

Sustaining momentum through CloudCover

INRY's CloudCover Managed Services now provides ongoing support, performance tuning, and continuous improvement. Enhancements underway include expanding AI search capabilities, refining org-chart visualization, and introducing proactive alerts for workforce imbalances.

The DMV's modernization success has already gained recognition from the California Department of Technology for innovation and public impact. More importantly, it established a repeatable framework for

future automation efforts, proving that data-driven workforce management can accelerate citizen service at scale.

“This project exemplifies how government can evolve without disruption. ServiceNow HRSD gave DMV the structure to modernize continuously, guided by real insight and measurable value.” — **Scott Carney, Sales Director at INRY**

A platform for the **AI-first era of public service**

The California DMV's Position Control initiative shows what's possible when process modernization meets intelligent orchestration. By unifying data, decisions, and workflows on ServiceNow HRSD, the DMV has turned complexity into clarity, creating a foundation for AI-first operations that can adapt and scale with the needs of 32 million Californians.

If you'd like to see similar results in your organization, explore our [SMART Success program for ServiceNow HRSD](#).



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