

Customer Service Center Operations Manual

Revenue Collection Overage/Shortage Accountability CSCOM-205.3

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[Purpose](#)

[Background](#)

[Definitions](#)

[Accurate Revenue Handling](#)

[CSC Management/Designee Responsibilities](#)

[District Office Responsibilities](#)

[Points to Remember](#)

PURPOSE

Provide statewide policy for managers and district managers to address and implement disciplinary actions for employee revenue discrepancies.

[Return to top of page](#)

BACKGROUND

DMV employees are responsible to safeguard and secure the Commonwealth's resources. Collection of DMV revenues is a vital part of that responsibility requiring careful attention to detail in the day to day performance of job duties.

Revenue discrepancies collectively cause a significant revenue loss for the Virginia Department of Motor Vehicles.

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Managers are responsible for reviewing the "Exception Activity - Fee Exception Over/Short" report on a daily basis using the electronic report stored in the system. Management is responsible for tracking and monitoring all revenue discrepancies for recognizable patterns, trends and/or excessiveness that could suggest fraudulent intent, performance issues, or a need for employee training. **END REVISION>>>>>**

[Return to top of page](#)

DEFINITIONS

MINIMUM OVER/SHORT AMOUNT REQUIRING NOTIFICATION: Any unidentified revenue overage and/or shortage of \$25.00 or more requires the CSC manager to notify the District Office.

UNIDENTIFIED OVERAGE: Total cash, charge, or check revenues that exceed the total revenues due for all transactions processed. Accumulated UNIDENTIFIED overages by a CSR, without sign of improvement can be considered as unacceptable performance and the CSR could be subject to disciplinary action. **ALL CASH OVERAGES MUST BE UNIDENTIFIED.**

UNIDENTIFIED SHORTAGE: Total cash, charge, or check revenues that are less than the total revenues due for all transactions processed. Accumulated UNIDENTIFIED shortages by a CSR, without sign of improvement can be considered as unacceptable performance and the CSR could be subject to disciplinary action. **ALL CASH SHORTAGES MUST BE UNIDENTIFIED.**

IDENTIFIED OVERAGE/SHORTAGE: Revenue overage or shortage resulting from CSR error when collecting a payment, making change, or recording a payment that can be identified with, or connected to, a specific customer and transaction or event where the revenue collection error occurred. Cash overages or shortages cannot be entered as identified, but must be designated as unidentified.

OFFICE CHANGE FUND OVERAGE/SHORTAGE: The office change fund is an established amount of cash and coin that is advanced to a DMV Customer Service Center (CSC) from the petty cash fund in Headquarters (HQ) for use in the daily business when providing change to customers who transact business in cash. An office change fund overage or shortage is discovered when the office change fund is counted and the actual amount is greater than (overage) or less than (shortage) the amount designated for that CSC. The actual amount of the office change fund should always equal the designated amount of the office change fund (refer to [CSCOM-703](#)).

SYSTEM AUTHORIZED OVERAGES and SHORTAGES: Overages or shortages that result from transactions that a CSR cannot void because the system does not allow it. The CSR is forced to key an over/short revenue discrepancy that is not due to revenue collection errors on their part. Examples include, but are not limited to, the following:

- Substitute titles,
- Supplemental titles,
- Replacement title,
- Compliance correction,
- Re-testing fees,
- Salvage fees,
- Vehicle transcripts, etc.

[Return to top of page](#)

ACCURATE REVENUE HANDLING

The CSR will be solely responsible for cash and coin in their petty cash bag and for all revenues collected during the business day, from the time it is assigned until it is returned. Refer to [CSCOM-701](#), [CSCOM-706](#).

[Return to top of page](#)

CSC MANAGEMENT/DESIGNEE RESPONSIBILITIES

1. CSC management is responsible to review, monitor, and follow up on all revenue collection discrepancies in their CSC and take appropriate disciplinary action if warranted. Review the Over/Short policy and performance expectations with each employee.

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2. Review the KIES report monthly in the system (refer to [CSCOM-212](#)). **END REVISION>>>>>**
3. Watch for trends, including:
 - Recurring overages/shortages,
 - Patterns (i.e., times of the month, repeating amounts, etc.), and
 - Any other questionable behaviors or suspicious events.
4. Identify employee performance needing improvement and create a viable plan of action for improvement. Provide additional training when needed.
5. Record and report all over/short events on the Over/Short Report spreadsheet located in the district's shared folder on the G: Drive (on a monthly basis).
6. Daily, submit any unidentified overages or shortages (\$25.00 or more) to the District Office by completing the Overage/Shortage Notification form ([CSMA 45](#)) and attaching it to an email. Immediately report any unusual or suspicious activities.

NOTE: Take into consideration any existing mitigating circumstances.

Be aware that the consideration of mitigating circumstances is not to be used by management to justify revenue collection errors, or to reduce or eliminate necessary disciplinary action without good cause. When using mitigating circumstances to reduce disciplinary actions, record the circumstance being considered, why it justified consideration, and its effect on the action taken. Any mitigating circumstance used to alter actions required by this policy should be discussed with and approved by the district manager before action is taken.

- With approval from District Office, in situations where compelling conditions exist, CSC management may reduce the level of a corrective action taken to promote the interests of fairness and objectivity based on an employee's otherwise dependable, accurate and efficient work performance.

[Return to top of page](#)

DISTRICT OFFICE RESPONSIBILITIES

1. Review the monthly KIES report in relation with the Over/Short Report, looking for reporting discrepancies, trends, and/or compliance with policy.
2. Report any suspicious events to the Special Investigation Unit for further research.
3. For significant unidentified overages or shortages (\$25 or more) respond to CSC management with guidance or an action plan.

NOTE: Based on the amount and seriousness of the discrepancy, the District Manager has the authority to seek further disciplinary actions.

[Return to top of page](#)

POINTS TO REMEMBER

- Over/Short Disciplinary actions that exist on employee records, prior to the implementation of this policy, will remain on employee records.
- Checks submitted with dealer work must be written for the correct amount. Overages/Shortages (resulting from dealer work) are only placed if authorized by CSC management; which are not considered revenue collection errors against the CSR.
- CSRs and CSC Management may NOT call customers if a revenue discrepancy is discovered.
- Overages and/or shortages must be entered under the login ID of the responsible CSR.

[Return to top of page](#)