

Strategic Lean Project Report



For Reporting Period: January 1, 2016 through June 30, 2016

I. General Information:

Lead agency name: Department of Licensing

Partner agencies: n/a

Improvement project title: Business & Professions Complaint Intake Process

Date improvement project was initiated: 11/10/2015

Project type: New Project

Project is directly connected to:

☒ Results Washington performance measure

☒ Agency Strategic Plan

☒ Other

If applicable, specify the alignment:

Goal 5: Efficient, Effective and Accountable Government

Engaged Employees, and Efficient, Effective Services

DOL Fundamentals Map connections:

OM1 Employee Engagement

OM4 Process Improvements

OP4 Regulation & Compliance

SP7 Improve Performance & Achieve Results

Report reviewed and approved by: Pat Kohler, Director

II. Project Summary:

The Business and Professions Division (BPD) has 14 regulatory programs that review 4,890 complaints per year for regulatory authority. Complaints are often made by the public (consumers) regarding licensed professionals in various industries including transportation, cosmetology, public protection, and real estate.

The Department of Licensing improved the Complaint Intake Process, resulting in a reduction of touch time (staff time); it took 26-212 minutes per complaint and now takes 24-160 minutes. Staff time saved was reallocated towards other business needs within the 14 regulatory programs, including increased customer service.

The project also resulted in a reduction of the maximum cycle time (turnaround time) from 37 days to 11 days.

III. Project Details:

Identify the problem: The complaint intake process took too long, and there were inconsistencies in the process across different programs; 10 different processes were identified.

Problem statement: It took 26-212 minutes touch time (staff time) to complete the complaint intake process compared to our target of 24-160 minutes, which we wanted to reach by 5/10/2016.

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Improvement description: We implemented the following improvements:

- Created consistency in the process and eliminated unnecessary steps
- Started entering all complaints into the tracking system
- Started acknowledging and closing complaints while waiting for more information from the customer (complainant)
- Established quarterly meetings for complaint intake groups across BPD

Customer involvement: External customers were not involved in this project. Internal process partners participated in the Lean Workshop, provided feedback regarding the current process, and helped develop the new and improved process.

IV. Project Details:

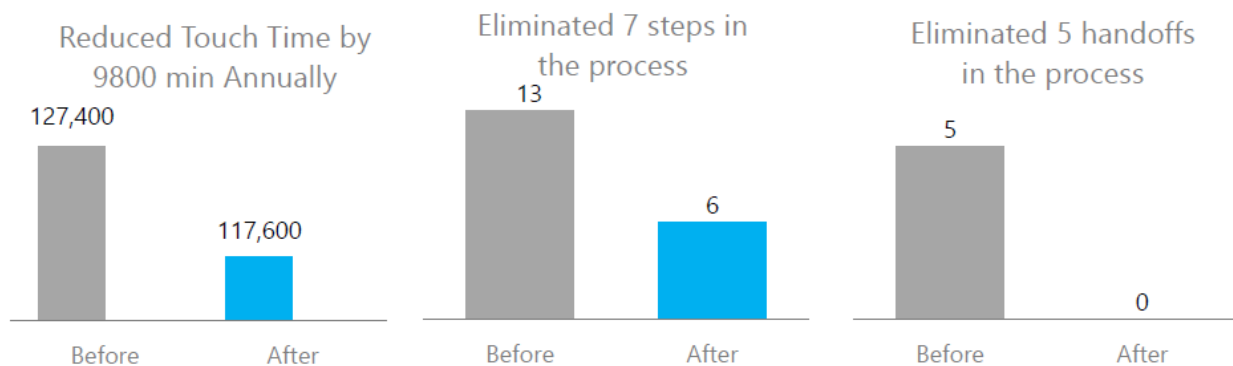
Improved process as measured by: (Click those that apply)	Specific results achieved: (Complete the narrative boxes below)	Total Impact: (Actuals; Current Reporting Period)	Results status:
☒ Time	Decreased touch time (staff time) for the complaint intake process from 26-212 minutes each to 24-160 minutes each. Decreased cycle time (turnaround time) from a maximum of 37 business days to a maximum of 11 business days.	Annual savings of at least 163 hours touch time Customer complaints are processed up to 26 days faster.	Final

V. Contact information:

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VI. Optional Visuals:



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For Reporting Period: January 1, 2016 through June 30, 2016

I. General Information:

Lead agency name: Department of Licensing

Partner agencies: n/a

Improvement project title: Information Technology (IT) Recruitment and Selection

Date improvement project was initiated: 4/20/2015

Project type: New Project

Project is directly connected to:

☒ Results Washington performance measure

☒ Agency Strategic Plan

☒ Other

If applicable, specify the alignment:

Goal 5: Efficient, Effective and Accountable Government

Engaged Employees
Efficient, Effective Services

DOL Fundamentals Map connections:

OM1 Employee Engagement
SP1 Develop Our Workforce
SP4 Leverage Technology
SP7 Improve Performance & Achieve Results

Report reviewed and approved by: Pat Kohler, Director

II. Project Summary:

IT has a high vacancy rate, which can impact their ability to deliver services in a timely manner. There are about 44 IT recruitments per year, and the demand is expected to increase in 2016.

The Department of Licensing improved the IT recruitment process, resulting in the reduction of cycle time (turnaround time) from 100 days to 76 days, and the reduction of touch time (staff time) from 49.5 hours to 37.8. Staff time saved was reallocated towards managing the increased demand. Because of decreased cycle time, candidates are offered jobs and start working about five weeks sooner.

III. Project Details:

Identify the problem:

The cycle time (turnaround time) was too long, which lead to loss of candidates, a long wait time from when a candidate applied for a position until they were able to start working, lost productivity, and project delays.

Problem statement:

The IT recruitment cycle time was 100 days, compared to our target of 36 days, which we wanted to reach by 10/1/2015.

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Improvement description:

We implemented the following improvements:

- Created a visual management board for active recruitments; the board displays where each recruitment is in the process for the Human Resources team, and for internal process partners and customers
- Updated the Position Description Form with electronic signatures
- Created dedicated space and equipment to use for testing candidates
- Created template documents (position descriptions, recruitment logs, announcements, worksheets, active directory lists, equipment lists, and position action request forms) for specific types of jobs

Customer involvement:

Customers and internal process partners participated, provided feedback regarding the current process, and helped develop and improve the process.

IV. Project Details:

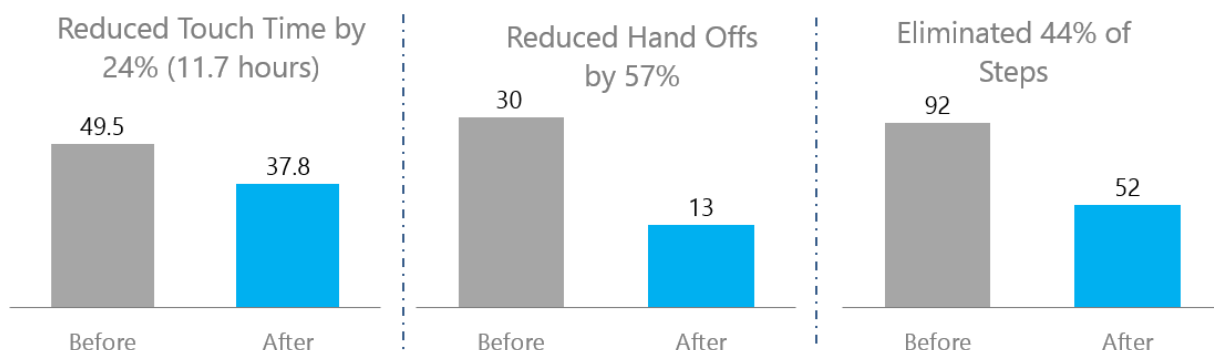
Improved process as measured by: (Click those that apply)	Specific results achieved: (Complete the narrative boxes below)	Total Impact: (Actuals; Current Reporting Period)	Results status:
☒ Quality	Decreased re-postings* per year from 20 to 8 . *When no candidates are hired after a job posting, the job is re-posted in an effort to find new candidates.	Annual savings of 12 re-postings	Final
☒ Time	Decreased touch time (staff time) from 49.5 hours per recruitment to 37.8 hours . Decreased IT recruitment cycle time (turnaround time) from 100 days to 76 days .	Annual savings of 514 hours Positions are filled 24 business days faster.	Final

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VI. Optional Visuals:



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For Reporting Period: January 1, 2016 through June 30, 2016

I. General Information:

Lead agency name: Department of Licensing

Partner agencies: n/a

Improvement project title: Open Competitive Process for Subagent Selection

Date improvement project was initiated: 6/17/2014

Project type: New Project

Project is directly connected to:

☒ Results Washington performance measure

☒ Agency Strategic Plan

☒ Other

If applicable, specify the alignment:

Goal 5: Efficient, Effective and Accountable Government

Engaged Employees
Efficient, Effective Services

DOL Fundamentals Map connections:

OM1 Employee Engagement
OM4 Process Improvements
SP7 Improve Performance & Achieve Results

Report reviewed and approved by: Pat Kohler, Director

II. Project Summary:

The Department of Licensing (DOL) contracts with subagents to manage vehicle licensing offices in Washington State. There are 39 County Auditors who recommend to DOL the appointment of subagents through an open competitive process, which includes recruiting and interviewing candidates, and submitting a packet to DOL for approval. As of 2014, DOL processed 3-4 applications per year; in 2016 the demand increased to about 12 per year.

The Department of Licensing improved the open competitive process for subagent selection, resulting in a reduction of cycle time from 108 business days to 59 business days. As a result, subagents are appointed and can start doing business 49 business days sooner.

III. Project Details:

Identify the problem: The subagent selection cycle time (turnaround time) took too long. Subagent selection packets submitted to DOL varied from county to county, making it difficult to make a final decision based on the contents of the packets.

Problem statement: The subagent selection process cycle time took 108 business days compared to our target of 72 business days, which we wanted to reach by 12/17/2014.

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Improvement description: We implemented the following improvements:

- Developed standardized checklists and best practices guides to create standardization. We also provided examples of documents.
- Communicated the preferred process to all County Auditors and Sub Agents.

Customer involvement: Customers and process partners were included, provided feedback regarding the current process, and helped develop and improve the process.

IV. Project Details:

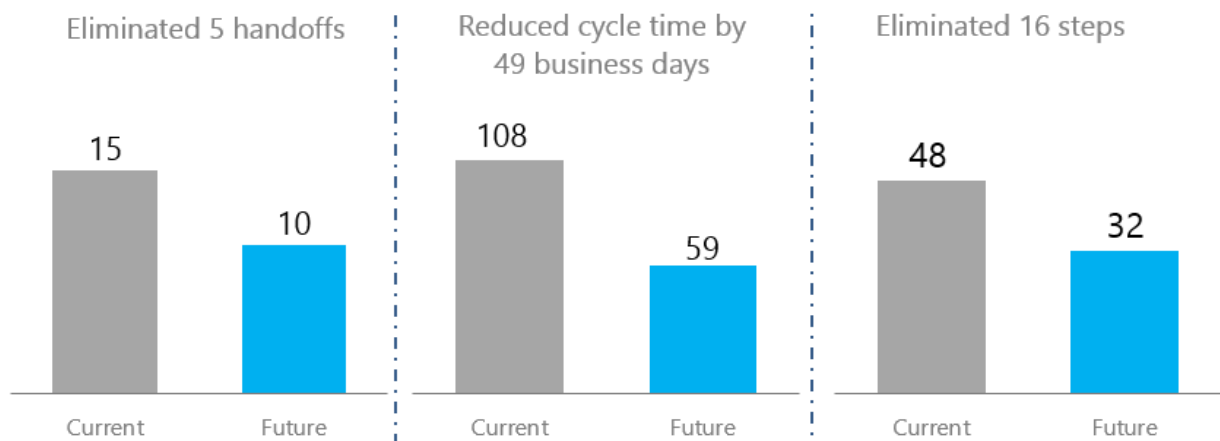
Improved process as measured by: (Click those that apply)	Specific results achieved: (Complete the narrative boxes below)	Total Impact: (Actuals; Current Reporting Period)	Results status:
☒ Time	Decreased cycle time (turnaround time) from 108 business days to 59 business days.	Subagents are appointed 49 business days faster	Final

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VI. Optional Visuals:



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For Reporting Period: January 1, 2016 through June 30, 2016

I. General Information:

Lead agency name: Department of Licensing

Partner agencies: n/a

Improvement project title: Overtime Reporting

Date improvement project was initiated: 11/9/2015

Project type: New Project

Project is directly connected to:

☒ Results Washington performance measure

☒ Agency Strategic Plan

☒ Other

If applicable, specify the alignment:

Goal 5: Efficient, Effective and Accountable Government

Engaged Employees
Efficient, Effective Services

DOL Fundamentals Map connections:

OM1 Employee Engagement
OM4 Process Improvements
OM6 Audit Outcomes
SP6 Manage Finances
SP7 Improve Performance & Achieve Results

Report reviewed and approved by: Pat Kohler, Director

II. Project Summary:

As of November 2015, there were about 2,150 overtime reports processed per year by the Payroll Office. Due to significant technology changes and projects, the number of overtime reports processed is expected to double.

The Department of Licensing improved the Overtime Reports Process, resulting in decreased overtime reports received with errors from 30% to 3.4%, and decreased touch time (staff time) from 107 minutes to 62 minutes per overtime report.

Time saved by DOL Payroll Office staff was reallocated towards the new requirements to track retirement pension, report employee hours to the IRS for the Affordable Care Act, and towards helping process the increased demand.

III. Project Details:

Identify the problem:

The State Auditor's Office audit (March 2015) included an exit item stating employees and their supervisors were not documenting preapproval for overtime. Too many overtime reports received by the Payroll Office were incomplete or contained errors, and the overtime process felt difficult and confusing for employees.

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Problem statement: 30% of overtime reports received by the Payroll Office contained errors compared to our target of less than 1%, which we wanted to reach by 5/16/2016.

Improvement description: We implemented the following improvements:

- Standardized and streamlined the process
- Created a new overtime report form with electronic signatures
- Trained employees to use the new process and form

Customer involvement: Internal customers participated in the Lean Workshop, provided feedback regarding the current process, and helped develop the new and improved process.

IV. Project Details:

Improved process as measured by: (Click those that apply)	Specific results achieved: (Complete the narrative boxes below)	Total Impact: (Actuals; Current Reporting Period)	Results status:
☒ Cost	Decreased cost of paper associated with the overtime process from \$32.25 per year to \$11.70 per year.	Annual savings of \$20.55 in paper costs	Final
☒ Quality	Decreased overtime reports received with errors from 30% to 3.4%.	88% reduction in errors	Final
☒ Time	Decreased touch time (staff time) from 107 minutes per overtime report to 62 minutes. Decreased cycle time (turnaround time) of overtime reports from 14 business days to 6.2 business days.	Annual savings of 1612 hours Overtime reports are processed more than a week sooner.	Final

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VI. Optional Visuals:

