

Strategic Lean Project Report



For Reporting Period: July 1, 2016 through December 31, 2016

I. General Information:

Lead agency name: Department of Licensing (DOL)

Partner agencies: N/A

Improvement project title: Vehicle Wrecker Reports

Date improvement project was initiated: 3/7/2016

Project type: New Project

Project is directly connected to:

Results Washington performance measure

Agency Strategic Plan

Other: DOL Fundamentals Map

Other: DOL Agency Mission

If applicable, specify the alignment:

Goal 5: Efficient, Effective and Accountable Government

Engaged Employees
Efficient, Effective Services
Improved Public Safety

OM1 Employee Engagement
OM4 Process Improvements
OM5 Records and Data Integrity
OM8 Consumer Protection

With a strong commitment to great service, we advance public safety and *consumer protection* through licensing, regulation and education, and we collect revenue that supports our state's transportation system.

Report reviewed and approved by: Pat Kohler, Director

II. Project Summary:

The Department of Licensing improved the wrecker report process, resulting in reduction of cycle time (turnaround time) from 101 days to 13 days. Vehicle records are updated 88 days faster with information showing the vehicle was wrecked or scrapped. As a result, vehicle records contain more accurate and up to date information for law enforcement and other stakeholders. Accurate and up to date vehicle records connects to our mission of advancing consumer protection.

III. Project Details:

Identify the problem:

Vehicle wreckers and scrappers send monthly reports to notify DOL which vehicles were wrecked or scrapped. The corresponding vehicle records are then updated. DOL receives approximately 9396 reports per year. Each report contains a list of vehicles, totaling 188,000 vehicle records per year that need to be updated as

Strategic Lean Project Report



wrecked/scrapped. Processing wrecker reports and updating vehicle records is a manual process. DOL had a backlog of 1,800 reports when the project began.

Problem statement: Previously, it took 101 days of cycle time (turnaround time) to process wrecker reports compared to our target of 92 days, which we wanted to reach by 6/1/2016.

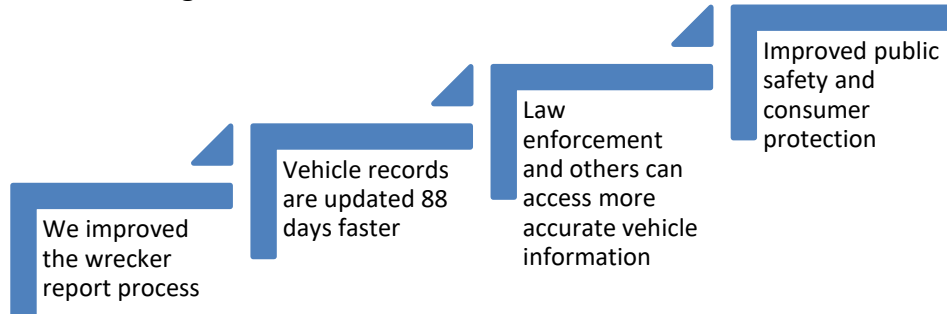
Improvement description: A team of employees and process partners (including a member of WSP):

- Implemented sending daily batches to imaging, resulting in smaller batches and decreased cycle time.
- Improved communication with customers and stakeholders regarding what information needs to be included in the reports.
- Established a research process, resulting in a standard and consistent approach.

Note: Temporary help was hired to help eliminate the backlog; the team has since maintained the wrecker report workload without developing a new backlog.

Customer involvement: The Department of Licensing team included a WSP employee (customer of the process) to provide feedback and help develop new, improved process.

IV. Impact to Washingtonians:



V. Project Results:

Improved process as measured by: <i>(Click those that apply)</i>	Specific results achieved: <i>(Complete the narrative boxes below)</i>	Total Impact: <i>(Actuals; Current Reporting Period)</i>	Results status:
<input checked="" type="checkbox"/> Quality	Decreased errors from 25% to 15% .	10% reduction in errors	Final

Strategic Lean Project Report



<input checked="" type="checkbox"/> Time	<p>Decreased touch time (staff time) from 44 minutes to 43 minutes per report.</p> <p>Decreased cycle time (turnaround time) from 101 business days to 13 business days.</p>	<p>Based on the annual demand, staff saved 156 hours per year.</p> <p>Wrecker reports are processed 88 days faster.</p>	<p>Final</p>
---	---	---	--------------

VI. Contact information:

Name: Sara Crosby

e-mail: scrosby@dol.wa.gov

Phone number: (360) 902-0135

VII. Optional Visuals:

