

Strategic Lean Project Report



For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Department of Licensing

Partner agencies: n/a

Improvement project title: Employee Generated Lean Project Recommendations

Date improvement project was initiated: 3/25/2015

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

OM1: Engaged Employees

OM4: Efficient Effective Services

Report reviewed and approved by: Pat Kohler, Director

II. Project Summary:

The Lean Project Recommendation process allows employees statewide to electronically submit an idea for a Lean Process Improvement Project (1-5 Day Workshop). There are approximately 38 submissions per year.

The Department of Licensing improved the Employee Generated Lean Project Recommendations Process, resulting in touch time (staff time) savings from 173 minutes to 154 minutes per recommendation and cycle time (turnaround time) savings from 8-13 days to 2-6 days per recommendation. Time saved as a result of this project allows the Lean Program to increase coaching, consultation, and training to other DOL Programs. The project also resulted in improved quality, reducing ideas submitted that didn't need to go through the process from 68% to 46%. We plan to further evaluate and adjust the process so that we can continue improving quality.

III. Project Details:

Identify the problem: The expectations related to processing and reviewing Lean Project Recommendations were unclear. Many ideas submitted (68%) were errors and didn't need to go through the process: they either didn't meet the criteria of a Process Improvement Project or could have been implemented without going through the process. This caused extra work for Lean Consultants, customers, and reviewers.

Problem statement: 68% of submissions were made in error compared to our target of 50% or less, which we wanted to reach by 10/13/2015.

Improvement description: We implemented the following improvements:

- Clarified roles and responsibilities, and streamlined the process.
- Added transparency by increasing communication with customer.

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- Created a template to help reviewers make decisions.
- Simplified the submission form.

Customer involvement: We used a Customer Survey to involve customers, and we included internal customers in the workshop to help improve the process.

IV. Project Details:

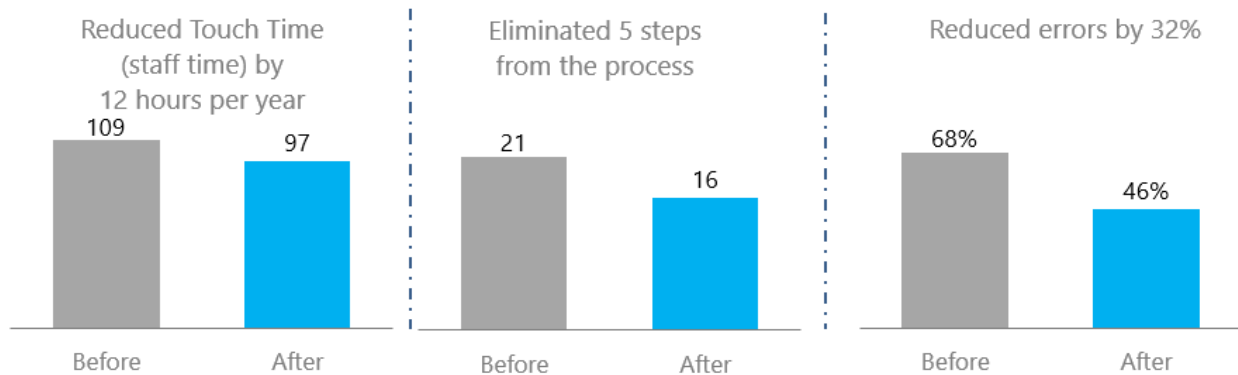
Improved process as measured by: <i>(Click those that apply)</i>	Specific results achieved: <i>(Complete the narrative boxes below)</i>	Total Impact: <i>(Actuals; Current Reporting Period)</i>	Results status:
<input checked="" type="checkbox"/> Quality	Decreased submissions with errors (suggestions that didn't need to go through the Lean Project Recommendation process) from 68% to 46% .	32% reduction of errors	Final
<input checked="" type="checkbox"/> Time	Decreased Touch time (staff time) from 173 minutes per recommendation to 154 minutes per recommendation.	Annual touch time (staff time) savings of 12 hours	Final

V. Contact information:

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VI. Optional Visuals:



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For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Department of Licensing

Partner agencies: n/a

Improvement project title: Ignition Interlock Device Billing and Reimbursement Processes

Date improvement project was initiated: 5/5/2015

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

OM1: Engaged Employees

OM2: Customer Satisfaction

OM4: Efficient Effective Services

Report reviewed and approved by: Pat Kohler, Director

II. Project Summary:

In Washington, 14,000 drivers must pay an extra \$20 fee (indigence fee) per month for the ignition interlock devices (IID) installed on their vehicles. The IIDs are installed on their cars to detect whether they have been drinking. The indigence fees help pay for devices of drives who qualify for financial assistance. DOL sends a monthly bill to each of the 6 manufacturers to collect the fees, and reimburses the manufacturers monthly for their qualifying customers. The monthly manufacturer bills are complex, and calculated based on thousands of drivers.

The Department of Licensing improved the Billing and Reimbursement Processes, resulting in reduction of touch time (staff time for both DOL staff and manufacturers' staff) from 741 minutes to 637 minutes for each reimbursement, and a reduction of touch time from 1029 minutes to 609 minutes for each billing. Time saved by DOL staff was reallocated to conducting data analysis of current trends and managing contracts with IID Manufacturers. The project resulted in a reduction of cycle time (turnaround time) from 6 business days to 1.5 business days for the billing process, which means less wait time for customers. The percentage of bills containing errors was reduced by two thirds, and the number of errors within each bill was reduced by half. The Department of Licensing continues to work on evaluating the process and improving the quality of these complex bills and reimbursements.

III. Project Details:

Identify the problem: IID manufacturers weren't clear which drivers must pay the \$20 fee each month and which drivers qualify for financial assistance. The cycle time for the monthly billing process was 6 business days long, 100% of bills contained some errors.

Problem statement: The billing process cycle time was 6 business days compared to our target of 4 business days, which we wanted to reach by 11/7/2015.

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Improvement description: We implemented the following improvements:

- Old records in the system that caused repeated errors were corrected.
- Set up electronic payments between DOL and manufacturers using the Automated Clearing House (ACH) process.
- Procedures, applications, and letters were updated with clear instructions.
- Updated a web application to provide real-time information to manufacturers regarding their customers' IID requirements.

Customer involvement: Five representatives from two IID manufacturers (our direct customers in this process) participated in the workshop to improve the process.

IV. Project Details:

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	<p>Decreased the percentage of bills containing errors from 100% to 33%.</p> <p>Decreased the number of errors within those bills by 50%, from 20 errors to 10 or fewer errors.</p>	<p>67% improvement in bills sent without errors</p>	<p>Final</p>
<input checked="" type="checkbox"/> Time	<p>Decreased IID billing cycle time (turnaround time, which includes customer wait time) from 6 days to 1.5 days per billing cycle for each IID Manufacturer.</p> <p>Decreased touch time from 1029 minutes to 609 minutes for each billing.</p> <p>Decreased touch time from 741 minutes to 637 minutes for each reimbursement.</p> <p>Time saved was repurposed to managing contracts with IID manufacturers and doing data analysis.</p>	<p>Saved 4.5 days of cycle time for each monthly billing.</p> <p>Saved 420 hours total touch time per year.</p>	<p>Final</p>

V. Contact information:

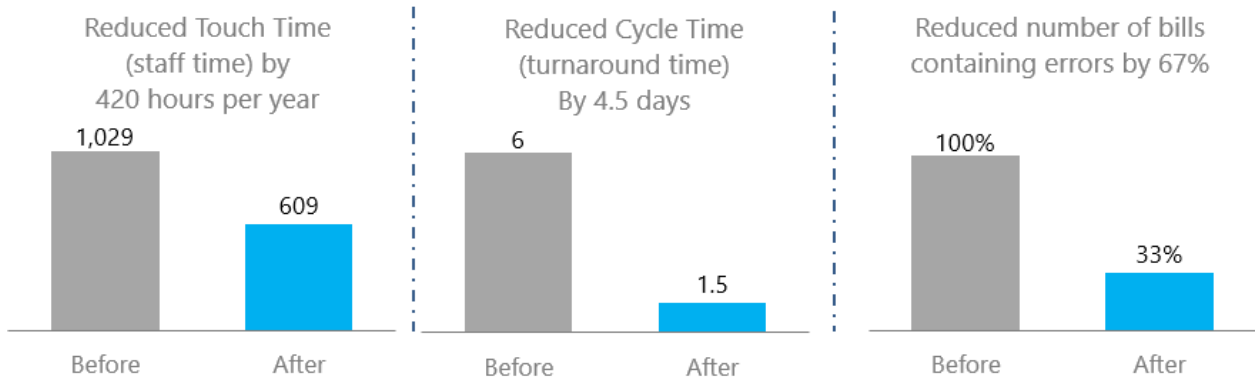
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VI. Optional Visuals:



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For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Department of Licensing

Partner agencies: n/a

Improvement project title: Standardized Contract Approval Process

Date improvement project was initiated: 2/23/2015

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

OM1: Engaged Employees

OM4: Efficient Effective Services

SP2: Manage Goods and Services

Report reviewed and approved by: Pat Kohler, Director

II. Project Summary:

DOL enters into contracts for various goods and services, including data sharing agreements, and outside vendors for software maintenance. There are approximately 120 contracts that go through the Contract Approval Process per year. Contracts are approved by those with signature authority in the business areas, subject matter experts are partners in the process, and the Contracts Office coordinates and manages the process.

The Department of Licensing improved the Contract Approval Process, resulting in reduced touch time (staff time) from 280 minutes per contract to 95 minutes per contract. Time saved by Contracts Office staff was reallocated towards fulfilling needs of program areas, such as increasing the time spent selecting vendors to contract with.

III. Project Details:

Identify the problem: Contracts Specialists within the Department used their own independent systems and processes for contract approvals. The inconsistency created confusion and frustration with stakeholders and internal customers, caused rework, and caused additional touch time.

Problem statement: There were inconsistent processes which could take at least 280 minutes per contract compared to our target of using a consistent process that takes 210 minutes per contract, which we wanted to reach by 8/25/2015.

Improvement description: We implemented the following improvements:

- Created a cross-division standard process.
- Clarified roles of Contracts Office staff and subject matter experts.

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- Increased communication with internal customers and process partners.
 - Updated the 4-page Contract Approval document to a simple 1-page form.
- Customer involvement:** Internal customers were included in the Lean Workshop, provided feedback regarding the current process, and gave input and suggestions regarding the new and improved process.

IV. Project Details:

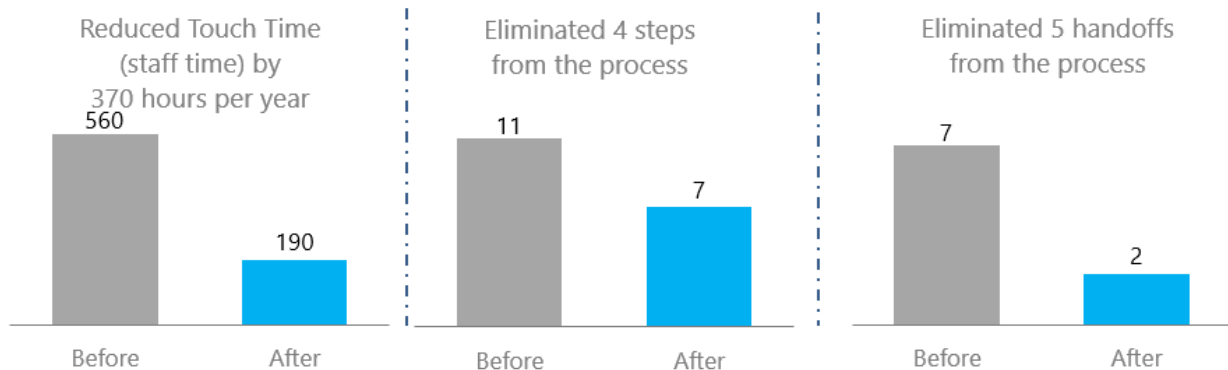
Improved process as measured by: <i>(Click those that apply)</i>	Specific results achieved: <i>(Complete the narrative boxes below)</i>	Total Impact: <i>(Actuals; Current Reporting Period)</i>	Results status:
<input checked="" type="checkbox"/> Time	Decreased Touch Time from 280 minutes per contract to 95 minutes per contract.	Annual touch time savings of 370 hours	Final

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VI. Optional Visuals:



Strategic Lean Project Report



For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Department of Licensing

Partner agencies: n/a

Improvement project title: Subpoena Process

Date improvement project was initiated: 7/29/2015

Project type: Type of 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

OM1: Engaged Employees

OM4: Efficient Effective Services

Report reviewed and approved by: Pat Kohler, Director

II. Project Summary:

The Driver and Vehicle Records Section of DOL receives approximately 3,600 subpoenas per year; 5% result in an appearance to testify in court as a witness on behalf of the Department, and the remaining 95% end up with no trial. The Department of Licensing improved the Subpoena Process, resulting in reduced touch time (staff time); it took 62 to 287 minutes per no trial subpoena and now takes 52 to 227 minutes per no trial subpoena. The touch time (staff time) for subpoenas resulting in appearances was reduced from 146-1049 minutes to 133-989 minutes. Staff time saved was reallocated to help with the backlog of another process (Certified Copy of Drive Record Requests) within the unit.

III. Project Details:

Identify the problem: The process took too long.

Problem statement: It took 287 minutes to process a no trial subpoena compared to our target of 52 minutes, which we wanted to reach by 2/6/2016.

Improvement description: We implemented the following improvements:

- Eliminated unnecessary steps and streamlined the process.
- Started processing subpoenas electronically
- Provided cross-training to others on the team so more than one employee was processing the entire workload.

Customer n/a

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involvement:

IV. Project Details:

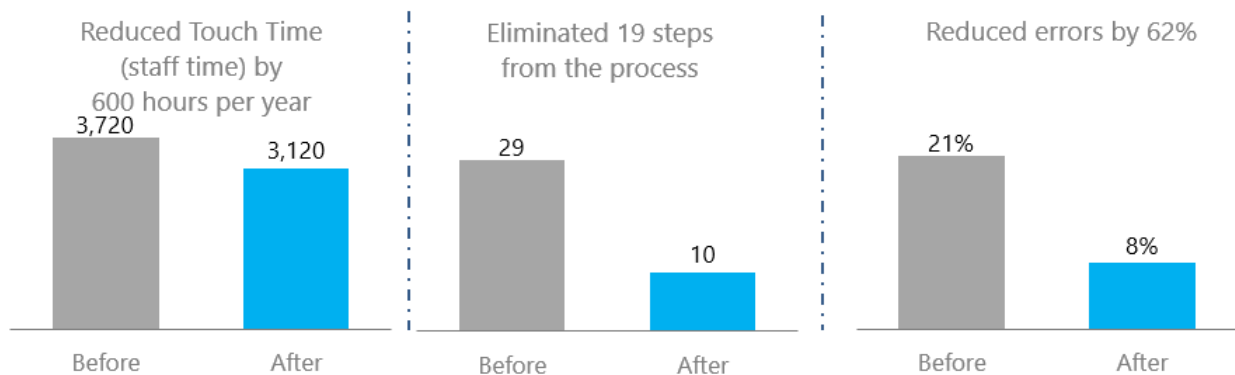
Improved process as measured by: <i>(Click those that apply)</i>	Specific results achieved: <i>(Complete the narrative boxes below)</i>	Total Impact: <i>(Actuals; Current Reporting Period)</i>	Results status:
<input checked="" type="checkbox"/> Quality	Decreased errors from 21% to 8% .	62% less errors	Final
<input checked="" type="checkbox"/> Time	Decreased touch time (staff time) for no trial subpoenas from 62-287 minutes each to 52-227 minutes each . Decreased touch time (staff time) for personal appearance (trial) subpoenas from 146-1049 minutes to 133-989 minutes Staff time saved was reallocated to help with the backlog of another process.	Saved 600 touch time (staff time) hours per year.	Final

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VI. Optional Visuals:



Strategic Lean Project Report



For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Washington State Department of Licensing

Partner agencies: Oregon Department of Motor Vehicles

Improvement project title: Driver's License Suspension and Adjudication

Date improvement project was initiated: 9/2/2014

Project type: New Project

Project is directly connected to:

Results Washington performance measure

Agency Strategic Plan

Other

If applicable, specify the alignment:

Efficient and Effective Government

Efficient and Effective Services

Trusted Credible Partner

Report reviewed and approved by: Pat Kohler, Director

II. Project Summary:

Washington and Oregon have an agreement (Non-Resident Violators Agreement) to hold their own drivers accountable for failure to respond to traffic citations or fail to pay license suspensions received in the other state.

Approximately 24,000 suspension or adjudication (17,500 suspensions and 6,670 adjudications) transactions occur between Oregon and Washington per year.

The Washington State Department of Licensing and the Oregon Department of Motor Vehicles improved the license suspension and adjudication processes, resulting in 100% reduction in errors from as many as 170 per month down to 0.

III. Project Details:

Identify the problem: Oregon and Washington spend too much time processing suspensions and adjudications.

Problem statement: Previously, there were up to 170 errors per month in suspensions and adjudications compared to our target of 0 which we wanted to reach by April 2015.

- Approximately 50% of suspension transactions Oregon processed for Washington were rescinded.
- About 25% of suspension letters Oregon received were in error (non-suspendable violations).

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Improvement description:

- Both Oregon and Washington improved their own processes before coming together to look at cross state opportunities.
- Implemented several technology solutions to reduce the errors with processing adjudications.
- Provided accesses to DOL employees so they can easily check status of Washington drivers in other states.
- Imaging suspensions and adjudications, which requires less steps.
- Trained staff to combine records when needed, reducing handoffs.
- Shared and use direct contact information, eliminating calls to the customer service center
- Developed and delivered customized training to our courts and Law Enforcement Agencies so they include correct information.
- Stopped sending non-suspendable posts to Oregon.
- Created customized letters (incorporating format that is consistent with Oregon’s data entry), eliminating processing time and reducing errors.
- Added language to the Notice of Suspension letter – your state of record will be notified of the suspension – so that drivers pay and avoid suspension.
- Oregon eliminated proofreading of all adjudications/clearances and staff time was saved
- Oregon stopped stamping all of the documents and staff time was saved.

Customer involvement:

While process partners participated in the improvement, direct customers did not participate.

IV. Project Details:

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"/> Cost	\$56.76 savings in paper, \$3,251.52 per year in postage, and \$38,080 in vacancy savings	\$41,387 per year	Final
<input checked="" type="checkbox"/> Quality	Decreased Adjudication and suspension errors from as many as 170 per month to 0.	100% reduction of errors	Final
<input checked="" type="checkbox"/> Time	Decreased touch time (staff time) by approximately 1,664 hours per year. The plan is to redirect the work of this currently vacant position to process collision reports.	Approximately 1,664 hours per year	Final

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In addition to the results above, Oregon:

- Saved between 1,738.5 and 1,886.5 hours each year.
- Applied some of the changes to other processes, which have resulted in additional benefits.
- Saved as much as .91 of full time equivalent and redirected staff time to other critical tasks.
- Shared that there were also efficiencies that are more difficult to quantify, but are equally important. The changes are resulting in fewer customer complaints, thereby improving customer service and public perception.
- Overall, Oregon experienced a 17% to 24% reduction in costs associated with the process.

This report provides improvement data for suspension and adjudications between Oregon and Washington. The process with other states has also improved due to this project.

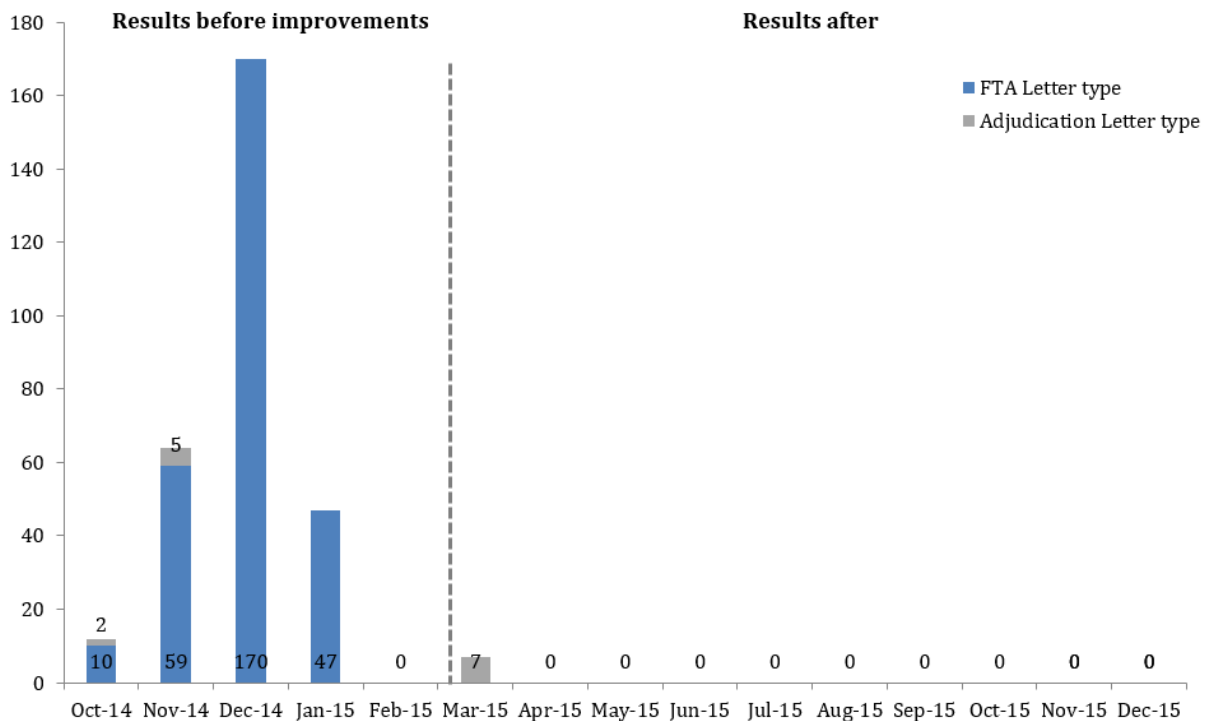
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VI. Optional Visuals:



Strategic Lean Project Report



For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Washington State Department of Transportation (WSDOT)

Partner agencies: Washington State Department of Licensing (DOL)

Improvement project title: Resolving vehicle registration holds due to unpaid toll bills

Date improvement project was initiated: 12/31/2014

Project type: New Project

Project is directly connected to:

- Results Washington performance measure
- Agency Strategic Plan

If applicable, specify the alignment:

Goal 5: Efficient, effective and accountable government
WSDOT Goal 4: Organizational strength
DOL Goal: Efficient, effective services
DOL Goal: A trusted, credible partner

Report reviewed and approved by: Roger Millar, Deputy Secretary of Transportation and Pat Kohler, Director of the Department of Licensing

II. Project Summary:

WSDOT's Toll Division and DOL improved the process for customers to resolve holds placed on their vehicle registrations (tabs) due to unpaid toll bills, resulting in 33% faster resolution for registration holds from 177 days on average between July 2013 and December 2014 to 118 days in 2015. In addition, the number of registration holds resolved per month nearly tripled, from 720 to 2,140 holds resolved per month.

III. Project Details:

Identify the problem:

In July 2013, WSDOT and DOL began to place vehicle registration holds on vehicles with unpaid toll bills (tolling started on the SR 520 floating bridge 18 months earlier) and immediately began to receive a high volume of negative customer comments regarding the hold resolution process. WSDOT and DOL were receiving complaints from customers who were surprised to discover they had unpaid toll bills when they went to renew their vehicle registration (tabs). Other customers complained that it took too long to resolve registration holds due to unpaid toll bills, and that neither WSDOT nor DOL customer service representatives seemed to have complete information regarding how to resolve the holds.

The state relies on tolling revenue to fund critical infrastructure and public safety efforts. Customers who drive on one or more of the tolled facilities operated by WSDOT have 80 days to pay a toll bill using electronic tolling or toll bills mailed to the vehicle's registered owner (based on a photo of the license plate). If toll bills are not paid within 80 days of the tolled trip, a civil penalty is incurred (similar to a parking ticket) and WSDOT pursues the adjudication process. When unpaid toll bills

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are not resolved through adjudication, WSDOT's toll vendor submits data to DOL to place a hold on the vehicle's registration (tabs). DOL issues notices before a vehicle registration is due (tabs expiring) – if there are two or more civil penalties 120 days before the registration expires, the notification includes notice that the registered owner cannot renew the vehicle registration until they pay their tolls. DOL sends these notices about 30 days earlier than typical registration notices.

Problem statement:

As of January 2015, WSDOT and DOL were only resolving 29% of the registration holds assigned to vehicle owners due to unpaid toll bills, and it was taking 177 days on average to resolve and release a hold (July 2013 through Dec 2014). In order to reduce the negative impacts to customers, WSDOT and DOL set a goal of a 10% improvement to these metrics (790 holds resolved per month, each within 160 days of the hold being placed).

Improvement description:

- Implemented an online “registration hold” clearance form which WSDOT can send to DOL for same-day registration hold resolution (for scenarios such as when a customer comes in to pay their toll bills in order to renew their tabs which are expiring the next day).
- WSDOT improved language on its *Good to Go!* toll bill notices with the goal of gaining payment compliance prior to the need for a vehicle registration hold.
- Added links to WSDOT and DOL websites which provide customers with better information regarding vehicle registration holds and prompt customers to update mailing addresses with both organizations.
- Changed policy to allow DOL call center staff to provide customers with information about how much is owed for tolls.
- WSDOT's toll collection vendor can now send information to DOL daily regarding which vehicles qualify for registration holds, rather than weekly.
- DOL now prompts customers to renew their vehicle registration address when they renew their driver's license.
- Developed a glossary of terms so that WSDOT and DOL avoid rework loops and misunderstandings, which delay customer registration hold resolution.
- Provided additional training related to vehicle registration hold resolution policies and processes for WSDOT and DOL customer service staff, as well as staff working at independent vehicle licensing offices.
- Developed a contact list for staff at WSDOT and DOL who were in a position to help expedite responses to customers with registration holds, as needed.
- DOL added an email inbox for tolling related concerns so that staff members can expedite response to customers.
- While implementing these improvements with DOL, WSDOT also introduced a new customer service policy offering first-time forgiveness of penalties. Customers receiving a civil penalty for unpaid tolls can request a one-time waiver of all unpaid late fees and penalties as long as they pay the original tolls.

Customer involvement:

Customer service staff from WSDOT, DOL and independent licensing offices participated in the inter-agency Lean process improvement workshop and shared examples of how this process was impacting customers.

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Additionally, WSDOT conducted a customer focus group in December 2014 related to the language and appearance of its toll bills with the goal of improving customer understanding and compliance.

IV. Project Details:

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	<p>Increased the number of vehicle registration holds resolved from 720 holds resolved per month in 2013-2014 to 2,100 holds resolved per month in 2015. However, because the number of holds that were placed on vehicle registrations increased 178% in this same timeframe, the percent of vehicle registration holds resolved increased only two percentage points from 29% to 31%.</p>	<p>Approximately 16,600 additional registration holds resolved annually.</p> <p>Percent of holds resolved increased two percentage points.</p>	Final
<input checked="" type="checkbox"/> Time	<p>Decreased the amount of time it took WSDOT and DOL to notify customers of a registration hold, resolve the underlying issue for the unpaid toll trip, and release the hold by 33% from 177 days on average (July 2013 – Dec 2014) to 118 days on average in 2015 (Jan-Dec).</p> <p>Decreased customer service center staff time spent answering phone calls regarding tolling issues from 8 hours per day in December 2014 (2,090 hours annually) to approximately 30 minutes per day on average in 2015 (130 hours annually).</p>	<p>Customers received resolution of their vehicle registration holds on average 59 days sooner.</p> <p>Redeployed approximately 1,960 labor hours annually to meeting the needs of other customers.</p>	Final
<input checked="" type="checkbox"/> Customer Satisfaction	<p>Decreased the number of customers that called the customer service center regarding tolling issues from approximately 140 calls per day (equal to one person devoted to these calls full time) to no more than 10 calls every day.</p>	<p>Approximately 33,900 fewer customers need to contact DOL to resolve tolling issues annually.</p>	Final

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