

Detailed Lean Improvement Project Report

For the June 1, 2014, through December 31, 2014, reporting period

Agency name: Department of Licensing

Improvement project title: License Service Office (LSO) End of Day Check-out

Date improvement project initiated: 08/06/14

Summary: The Department of Licensing improved the LSO end of day check-out process resulting in a savings of 16,650 minutes of cycle time per week (from 33,300 minutes to 16,650 minutes) and staff time (touch time) savings of 3,330 minutes per week (from 16,650 minutes to 13,320 minutes).

Details:

Description of the problem:

Licensing Service Offices statewide conduct a “checkout” of cash drawers at the end of each day with 333 Licensing Service Representatives (LSR) who operate from a cash drawer. LSR’s followed a well-documented and established statewide procedure. This process had been the same for a very long time. With the increase of customer volumes, higher fees, and the ability to accept credit cards, the checkout process became cumbersome.

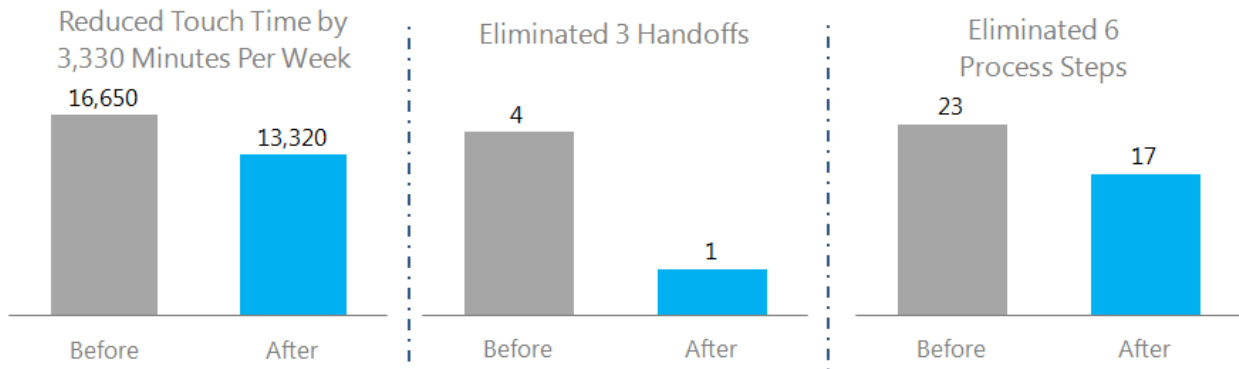
Description of the improvement:

- Identified and cut out redundant steps.
- Removed steps that added no value to internal customers.
- Provided automated alternatives to manual calculation.
- Removed the requirement that all staff funnel through one person to count their cash drawer because current procedures did not allow for anyone to count their own drawer, unless they were in an office where staffing levels required that they count their own drawer. This resulted in a huge amount of down time for staff who were in the process of checking out but could not move forward because of the bottleneck.
- Eliminated the requirement that all transactions (cash/check/credit) be corrected before one could be deemed to have balanced. Although this could still progress to a performance issue, it doesn’t halt the checkout process if the grand total balances.
- Removed the task of reviewing miscellaneous receipts accumulated during the day. These are still reviewed and corrected as needed, but this is done the following day by the supervisor or designee, as are periodic unannounced audits of staff cash drawers during the work day.
- In all of these process changes we looked at risk versus reward to ensure that the Department maintains a high level of integrity in the accountability of public funds collected.

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Specific results achieved:



- Because the new procedure was introduced as a pilot and slowly expanded until going effective statewide January 1, 2015, it is hard to calculate the actual time savings in 2014. However, it is easy to project that what normally took 1,731,600 minutes of cycle time per year will be reduced by 50 percent to 865,860 minutes of cycle time in 2015. Staff time spent on this process per year will be reduced by 173,160 minutes. This time gained back will allow us to have more staff on the counters serving customers up to and beyond closing time to serve all of our day's customers as expediently and efficiently as possible.
- More employees are at the counter serving customers, reducing customer wait time late in the day.
- Employees feel trusted, which has improved morale.
- Employees are more careful during the day because they have to balance their own cash drawer and are accountable for their own errors.

How we involved customers or stakeholders in this effort: Internal business partners participated in the workshop and stakeholders attended the report out.

Contact person:

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