

# Detailed Lean Improvement Project Report

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

**Agency name:** Department of Licensing

**Improvement project title:** Position Allocation

**Date improvement project initiated:** 02/06/14

**Summary:** The Department of Licensing improved the position allocation process resulting in reduced cycle time by 99.5 work days (from 114.5 days down to 15 days).

**Details:**

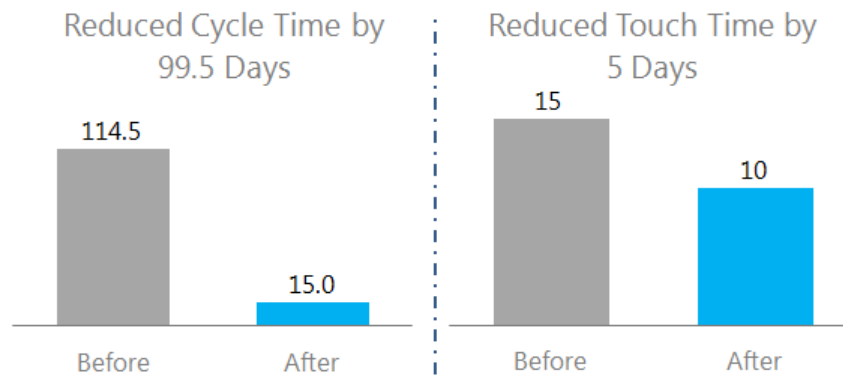
Description of the problem:

Proper allocation and establishment of new positions requires an accurate description of job duties on a position description form. Supervisors didn't always understand how to use the form, which created delays, rework and frustration with the process.

Description of the improvement:

- Updated the position description form to include contact information for Human Resources and a hyperlink to each section with instructions.
- Developed and administered training.
- Communicated the new process.

Specific results achieved:



Improvements resulted in annual savings of 160.5 hours of touch time (staff time) and 3,186.2 hours of cycle time (customer wait time). Human Resources staff used saved time to create trainings for Leave Management and Investigations.

**How we involved customers or stakeholders in this effort:**

Internal customers participated in the workshop.

**Contact person:**

Wendy Malloy, Project Lead