

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: 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: <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 cycle time (turnaround time) from 108 business days to 59 business days.	Subagents are appointed 49 business days faster	Final

V. Contact information:

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VI. Optional Visuals:

