

Strategic Lean Project Report



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

I. General Information:

Lead agency name: Department of Licensing

Partner agencies: n/a

Improvement project title: Customer Service Center Action Requests

Date improvement project was initiated: 11/17/2015

Project type: New Project

Project is directly connected to:

Results Washington performance measure

Agency Strategic Plan

Other: Results DOL Fundamentals Map

If applicable, specify the alignment:

Goal 5 measure 1.2 to “Increase the percent of agencies measuring timeliness for core services”.

Our customer-focused initiative 7 from 2014 to “Increase the percent of Customer Service Center calls answered within 4 minutes”.

Results DOL measure OM3c: % of customer calls answered timely

Report reviewed and approved by: Pat Kohler, Director

II. Project Summary:

The Department of Licensing improved the Customer Service Center process of resolving complex calls using action requests. The project resulted in eliminating over 10,000 requests a year and speeding the process for another 13,000 requests. The impact of these changes eliminated over 10,000 customers waiting at least one day for a call back and frees up over 1,000 staff hours for answering more calls more quickly .

III. Project Details:

Identify the problem:

The Department of Licensing received over 392,000 driver and vehicle customer calls in 2015. Only 47% of those customers had their calls answered within our four minute target. The call demand far exceeded our capacity to serve our customers timely. Executive leadership called upon all divisions to assist the Customer Service Center in solving this problem. (See results of agency-wide action plan at the end of this report).

The Customer Service Center used a comprehensive approach to assess their performance challenges. One process – the action request process – emerged as ripe for streamlining. When a customer call is particularly complex and requires assistance from a subject matter expert to resolve, a customer service specialist completes and routes an action request form. Approximately 24,000 action requests are generated per year. Action requests cause customers to wait longer for resolution and impact wait time for other customers.

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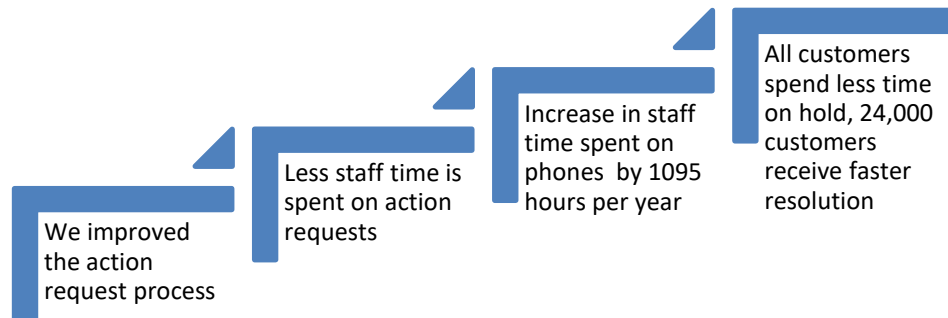
Problem statement: Previously, 24,000 customer calls were delayed by the requirement for an action request form, compared to our target of 0, which we wanted to reach by 3/1/2016.

Improvement description: A team of employees and process partners:

- Removed staff reviews of action requests to reduce handoffs in the process, resulting in a savings of 3 handoffs.
- Clarified roles to reduce duplicate work and confusion, resulting in a savings of 4 process steps.
- Updated staff training to reduce errors in the process, resulting in a 50% decrease in routing errors.
- Changed the criteria regarding when an action request is required, resulting in approximately 10,000 less action requests per year.

Customer involvement: n/a

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"/> Time	Decreased touch time (staff time) from 13-75 minutes per action request to 8-35 minutes. Decreased cycle time (turnaround time) of routing action requests from up to 1.2 days to 35 minutes or less.	Total savings of 1095 hours staff time per year. Customer wait time for action requests reduced by one business day.	Final
<input checked="" type="checkbox"/> Quality	Decreased action request routing errors from 10% to 5%.	Half of the routing errors were	Final

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		eliminated and more requests are routed to the correct unit the first time.	
<input checked="" type="checkbox"/> Customer Satisfaction	Decreased the number of customer calls that result in action requests from 24,000 to 13,140 per year.	10,860 customers reach resolution faster without going through the action request process	Final

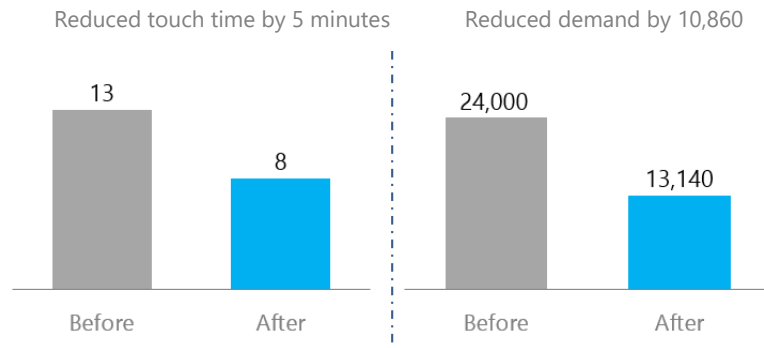
VI. Contact information:

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Phone number: 360-902-0135

e-mail: scrosby@dol.wa.gov

VII. Optional Visuals:

Lean Project Results:



Agency-wide Action Plan Results: In addition to this Lean project, many more actions were taken. The 2015 and 2016 results are summarized below.

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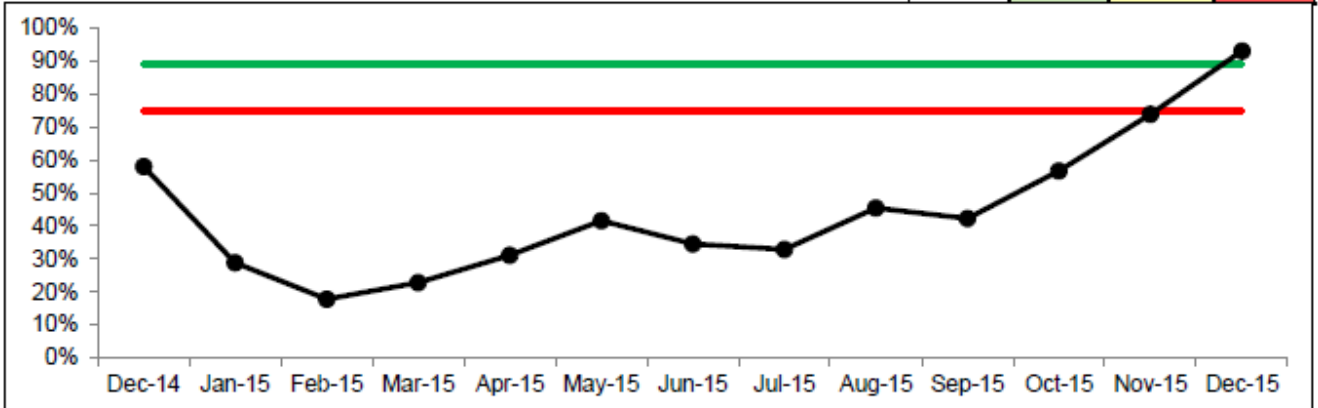
MEASURE REPORT

OM3b: % of customer calls answered timely

Current Month: **Dec-15**

Measure Owner: Jennifer Richards

Target	Green	Yellow	Red
99%	≥ 89%	75%-89%	< 75%



Roll-Up Analysis												
Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15
58%	29%	18%	23%	31%	42%	35%	33%	46%	42%	57%	74%	93%

December improvements over November include: over 12,000 more callers were served within 4 minutes; calls were answered faster by an average of 2.5 minutes for driver calls and 1.5 minute for vehicle calls. 38,359 calls answered this month, the highest volume since October 2013. Root cause of improvements include: Hiring additional supervisor and splitting front line staff into three teams resulting in supervisors having more time to walk the floor and meet with staff. This has created a team of front line staff who are more engaged, understand how they contribute to the results and a team who self manages their time. Time on phone increased by 5 FTE's resulting from improved management of planned and unplanned leave, communicating measurable expectations (i.e. time on phones and talk time per call), and strategic management of the mid-day staffing levels. Bringing performance above target was a result of the cumulative actions taken over the last year. Despite significant improvements, 2,643 customers had to wait over 4 minutes. Root cause continues to be mid-day long waits due to lower staffing during lunch periods. Driver call wait times was only 3% less than vehicle wait times with nearly 9,000 more driver calls answered in December than in November, a result of cross-training and training new hires in Drivers first.

Action
 Implemented action items from Lean workshop to reduce time spent on action requests and increase time on phone. Hiring part-time employees to improve mid-day staffing. Changed how front line supervisors managed the lunch period staffing, including pre-approving OT for staff who volunteer to reduce lunch hour to 30 minutes, and it has resulted in shorter wait times. Strategized and implemented how seasonal peak volumes, Jan-Mar'16, will be managed. Continued communication and accountability of expectations for time on phone and talk time per call has resulted in significant increase in staff productivity. Continued partnership with other program areas to reduce root causes of highest call types, to reduce incoming calls.

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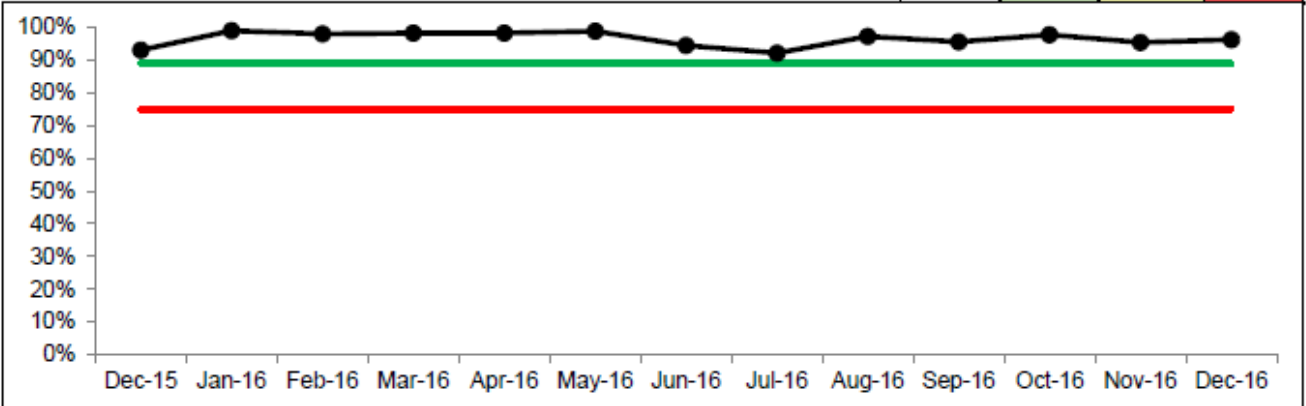
MEASURE REPORT

OM3b: % of customer calls answered timely

Current Month: **Dec-16**

Measure Owner: Jennifer Richards

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Roll-Up Analysis

Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16
93%	99%	98%	98%	98%	99%	95%	92%	97%	96%	98%	95%	96%

December was a big win with the combination of wait times and DRIVES go live. The CSC achieved its goal of zero impact to wait times with the roll out of DRIVES. 39,649 customer calls were answered under four minutes with 41,191 total calls answered. The 2% increase in vehicle calls during a time of year that usually has a decrease in call volumes is a result of DRIVES related calls and customers unable to reach program areas affected by the Black Lake 2 closure coming into the CSC in error.

CSC focus on training for CIS and DRIVES resulted in a decline in agent productivity. No short term impact but could cause an impact in wait times over the next few months if not brought back into acceptable levels.

Action

Renewed communication and accountability of expectations for time on phone and talk time per call has resulted in sustained staff productivity. Continued partnership with other program areas to identify root causes of highest call types, to reduce incoming calls. Continued focus on call resolution and right the first time.