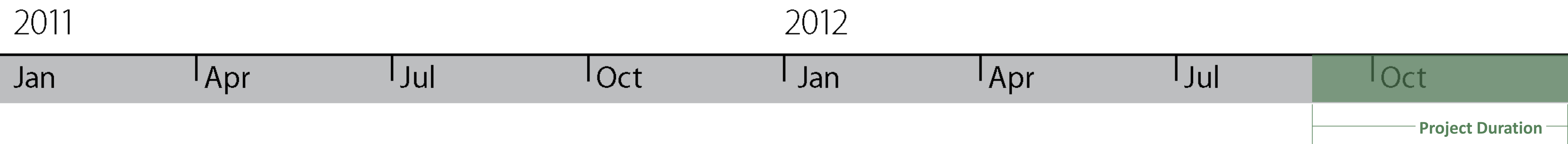




# Project Results from Lean Efforts

## Onboarding New Employees

Department of Licensing



### Problem

The processes for establishing personnel records and benefits for new employees/transfers were duplicative and inefficient.

### Causes

There was a lack of standardization, communication and a clear understanding between work units of each other's responsibilities. Steps overlapped.

### Solutions

- Standardization
- Reduce the number of handoffs
- Eliminate unnecessary paper copies
- Increase communication between units
- Clear expectations and timelines
- Combined steps when appropriate
- Standardized and structured new employee orientation

### Results

- Decreased maximum number of days in process from 120 to 55 days
- Decreased steps from 95 to 37
- Reduced paper, printing and ID card costs by \$1,500 per year
- Reduced handoffs by 50% in Headquarters and in offices
- Combined 2 checklists into 1
- Reduced days to receive an appointment letter from 30 to 1
- Improved service to new employees and transfers

### Next Steps

Customer satisfaction surveys will be sent to new employees/transfers, and the Lean team will monitor the new process at 30, 60, and 90 days. The team will continue to improve the process by listening to the voice of the customer

**New employee transfer process**

	BEFORE	AFTER
# of days possible for onboarding	120	55
# of steps in process	95	37
# of handoffs (headquarters)	12	6
# of handoffs (in LSO)	9	4
# of checklists	2	1
# of days to receive appointment letter	30	1

### Lean Methods Used:

DMAIC, Process Mapping, Root Cause Analysis, Kaizen Burst

### Contact:

Jacqueline Steele, Process Improvement Manager  
 Jsteele@dol.wa.gov  
 (360) 902-3678