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## 1.1 and 1.2: Customer Satisfaction and Timeliness Supplemental Report October 2016



## MEASURING CUSTOMER SATISFACTION & TIMELY SERVICE

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- **Statewide**
- **OAH**
- **LCB**
- **DOL**

**Jeff DeVere,**  
**Deputy Director**



**October 3, 2016**

## Statewide Background:

### Original Measures – by June 2015

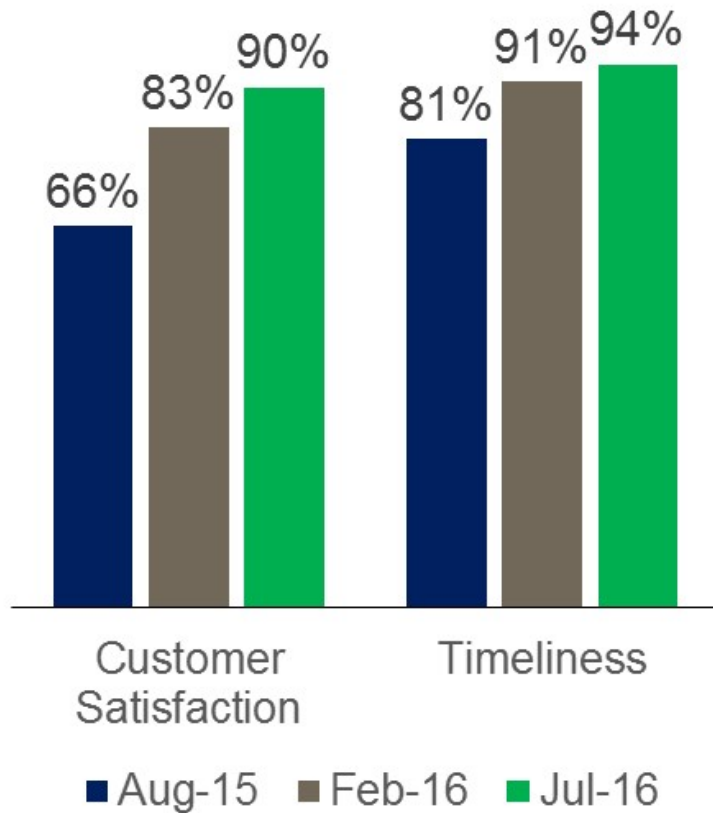
- Increase customer satisfaction to 85%
- Increase timely service to 90%

### Revised Measures – by June 2016

- Increase percentage of agency core services where customer satisfaction is measured to 100%
- Increase percentage of agency core services where timeliness is measured to 100%

## Current State: from 38 agencies

### Measured Core Services



### Out of 244 Core Services:

- **90%** measured for satisfaction
- **94%** measured for timeliness

## Statewide Action Plan from January 2016 Completed

Action	Lead	Partners	Expected Outcome	Due Date	Status 1/4/16
Request data for core services appropriate for measuring	Results WA	DOL	Establish baseline data for Measures 1.1 and 1.2	August 2015	Complete
Request all agencies to validate or correct original data, and distribute results	DOL	All Agencies	Improved data quality, more agencies participate and know their gap	January 2016	Complete
Request all agencies to share action plans and best practices, and seek DOL assistance as needed	DOL	All Agencies	Greater accountability, collaboration, progress	January 2016	Complete
Assist agencies to develop and implement action plans to reach 100% target	DOL	All Agencies	Agencies measure significantly more core services for satisfaction and timeliness	Feb - June 2016	Complete
All agencies measure and report progress	DOL	All Agencies	Agencies report new data, increased measurement, status of action plans, DOL updates statewide report	April and July 2016	Complete

## Next Steps:

### Extend target due date to June 2017:

- 1.1 Increase percentage of agency core services where customer satisfaction is measured to 100%
- 1.2 Increase percentage of agency core services where timeliness is measured to 100%

### Retire Leading Indicators:

- 1.1a - % of agencies measuring satisfaction
- 1.2a - % of agencies measuring timeliness

## Next Steps:

### Proposed New Measures:

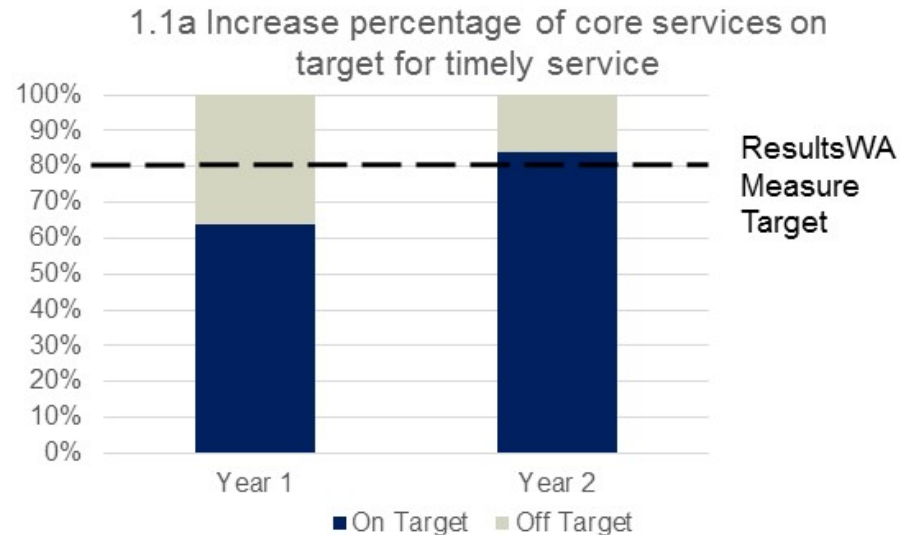
- % of core services on target for satisfaction
- % of core services on target for timeliness

#### Example:

There are 244 core services measured for timeliness.

180 of the core services are on target.

The measure is at 84%.





## Statewide Action Plan:

Action	Lead	Partners	Expected Outcome	Due Date	Status 10/3/16
Propose measure changes to Goal Council	DOL	Goal 5 Council	Buy in and feedback from council	October 3, 2016	Complete
Request participating agencies to provide feedback on proposed measure	Results WA	DOL	Finalize measure wording and definitions	October 2016	Not Started
Goal Council approves or denies measure	Goal 5 Council	<u>All</u> Agencies	Measure approved	October 2016	Not Started
Request data for measured core service results	DOL	<u>All</u> Agencies	Establish baseline data for new measures	Nov-Dec 2016	Not Started
New Measure Published to Open Performance	DOL	<u>All</u> Agencies	Agencies measure significantly more core services for satisfaction and timeliness	January 2017	Not Started





## HOME AND COMMUNITY SERVICES CASE TIMELINESS

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Office of Administrative  
Hearings

Lorraine Lee; Kathy Koehler



October 3, 2016



# Office of Administrative Hearings

Timeliness measurements prompted process improvements which reduced the time to schedule hearings from 165 days to 45 days.\*

## Challenges:

- Backlog
- Reporting
- Coordination between agencies (DSHS, HCA and OAH)

## Success Factors:

- Involving staff and judges who do the work
- Gather and use data
- Constant and clear communication between agencies
- Establishing feedback channel
- Applying plan, do, check, act to new ideas

\*Decreased the time required to schedule Home and Community Services cases from 165 days down to the goal of 45 days on four out of six dockets between 9/2014 to 6/2016.





## **CUSTOMER SATISFACTION LIQUOR AND MARIJUANA LICENSING**

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**Liquor and Cannabis Board**

**Becky Smith; Jeanne McShane**

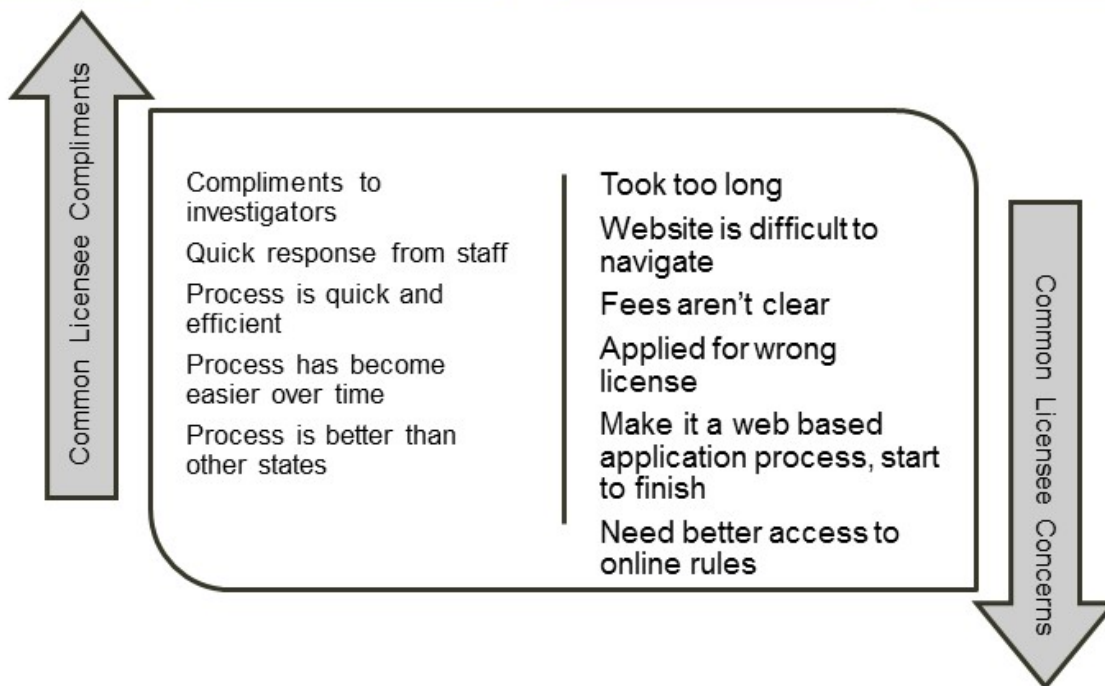


**Washington State  
Liquor and Cannabis Board**

**October 3, 2016**

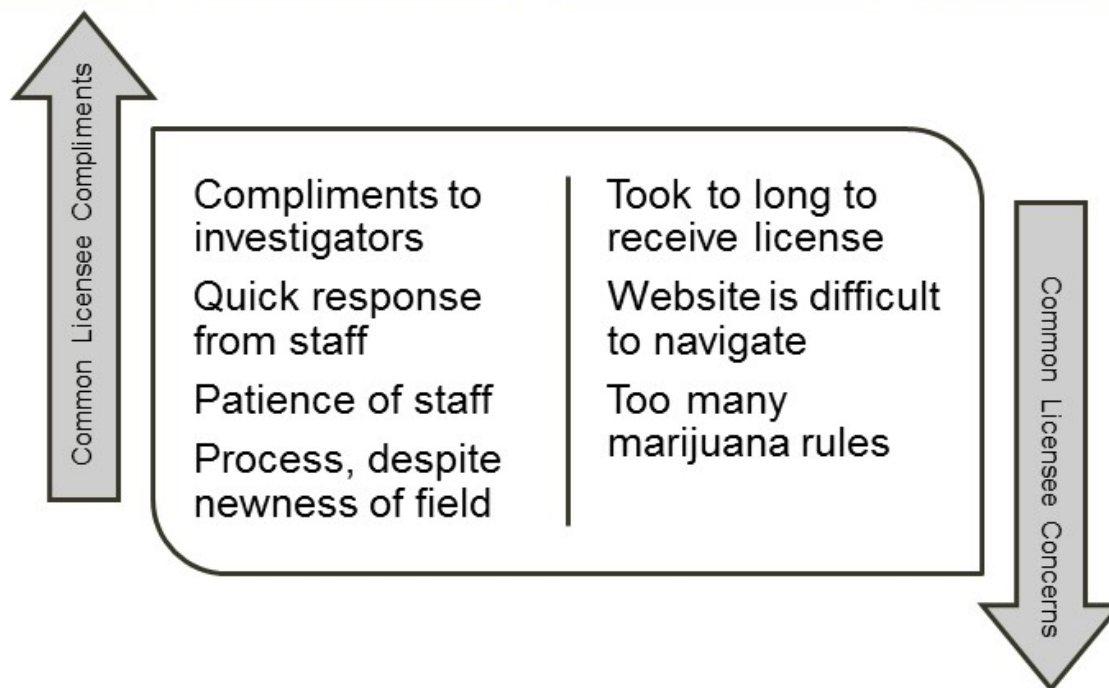


## 2016 Liquor Licensing Survey Results





## 2016 Marijuana Licensing Survey Results



**Detailed Action Plan:**

Link action items to the problems or opportunities previously mentioned

<b>Task</b>	<b>Task Lead</b>	<b>Partners</b>	<b>Expected Outcome</b>	<b>Status</b>	<b>Due Date</b>
<b>Improve the WSLCB website</b>	WSLCB Communications	WSLCB IT	Update the website to improve navigation and access to information	In process	12/31/16
<b>Improve WSLCB Licensing and Enforcement Case Management System</b>	Agency-wide effort	Industry and Multiple state agencies with interfaces with the WSLCB system	In addition to improving case management and communications generally, the Systems Modernization Project will add a public facing porthole for applicants to submit documents and monitor the progress of their application.	In Process	11/27/17
<b>Delay due date of fees to the end of the liquor application process v. beginning</b>	WSLCB Licensing Division	WSLCB Finance Division	Reduce the confusion about liquor fees and the number of liquor fees refunded	In Process	11/27/17
<b>Implement customer satisfaction survey for licensing permits and special occasions</b>	WSLCB Licensing Division		Ongoing feedback of liquor permit and special occasions end-users	In Process	10/3/16





**Department of Licensing**  
**Jeff DeVere, Deputy Director**



**October 3, 2016**

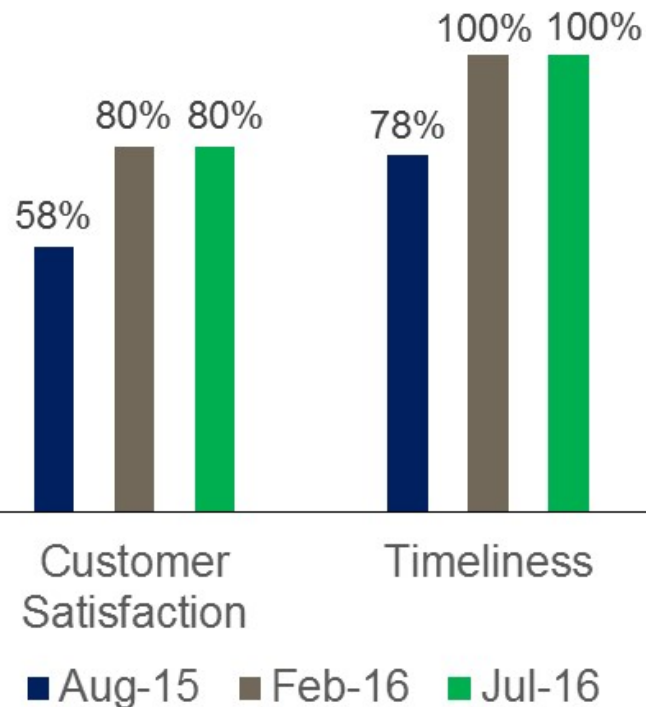


## DOL Core Services:



% measured for satisfaction and timeliness improved

Over the last year:



As of July 2016:

- 10 core services
- 8 out of 10 measured for satisfaction
  - Adding survey for professional license issuance in 2017
  - Adding feedback tool for professional audits and inspections in 2017
- 7 out of 7 measured for timeliness

## Satisfaction: How DOL Measures



CORE SERVICE		HOW WE MEASURE (8 out of 10)
<b>Driver Services:</b>	in-person	survey mailed every 4 months
	by phone	
	online	survey at end of online transaction
<b>Vehicle Services:</b>	in-person	survey mailed every 4 months
	by phone	
	online	survey at end of online transaction
	titles	survey mailed every 4 months
<b>Professional Licensing:</b>	license issuance	adding survey in 2017
	license renewal	survey at end of online transaction
	audits & inspections	adding feedback tool in 2017

## Timeliness: How DOL Measures



CORE SERVICE		HOW WE MEASURE (7 out of 7)
<b>Driver Services:</b>	in-person	real-time with lobby flow system
	by phone	real-time with call center system
	online	no need to measure, no wait
<b>Vehicle Services:</b>	in-person	no need to measure, no wait
	by phone	real-time with call center system
	online	no need to measure, no wait
	titles	days from purchased to mailed, daily
<b>Professional Licensing:</b>	license issuance	by license type, monthly
	online renewal	no need to measure, no wait
	audits & inspections	by license type, monthly

# DOL Results



Measuring	By Service Type	2015						2016							
		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	
Customer Satisfaction	In-person														survey underway
	By phone														survey underway
	Online transaction														
	Web pages rated helpful by customers														
Timeliness	Lobby wait times														
	Phone wait times														
	Vehicle titles issued														
	Professional licenses issued														
	Audits & inspections of professional licensees														

## A few of our actions

- Lobby wait times: improve driver office workflow and technology; redistribute and add staff for 39% increase in demand for enhanced driver licenses since 2015
- Vehicle titles: audit vehicle offices for untimely mailing to DOL, improve work flow and processes in DOL imaging unit