

# Strategic Lean Project Report



**For Reporting Period:** January 1, 2015, through June 30, 2015

## I. General Information:

Lead agency name: Department of Licensing

Partner agencies: n/a

**Improvement project title:** Research and Analysis Office (RAO) Data Requests

**Date improvement project was initiated:** 7/29/2014

**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

OM4a: # of Lean Projects with measured improvement

OM4b: # of process steps saved through Lean projects

OM4c: # of process hours saved through Lean projects

**Report reviewed and approved by:** Pat Kohler, Director

## II. Project Summary:

The Department of Licensing improved the RAO data request process, resulting in a reduction of touch time by 24 minutes per request (from 384 minutes per request to 360 minutes per request). RAO processes approximately 300 data requests per year. Staff time saved was reallocated towards performing additional proactive research, as well as performing more in-depth analysis on the complex requests processed by RAO, such as requests related to legislation, high-profile projects, and cross-agency initiatives.

## III. Project Details:

**Identify the problem:** RAO generates data and reports for legislators, other agencies, internal customers, and in response to customer requests. Some customers may not have been aware of which services are offered by RAO, which caused redirecting of customers and rework. Some staff documented and processed requests differently than others.

**Problem statement:** The touch time for RAO data requests was 384 minutes per request compared to our target of 366 minutes per request, which we wanted to reach by 1/30/2015.

**Improvement description:** We implemented the following improvements:

- Established a standard process.
- Created a desk manual with peer review checklists.
- Simplified the data form within our tracking system.
- Created training documents and guides for the tracking system.

**Customer involvement:** Internal customers participated in the Lean Workshop. Customers will be involved in a future focus group to re-evaluate the process.

# Strategic Lean Project Report



## IV. Project Details:

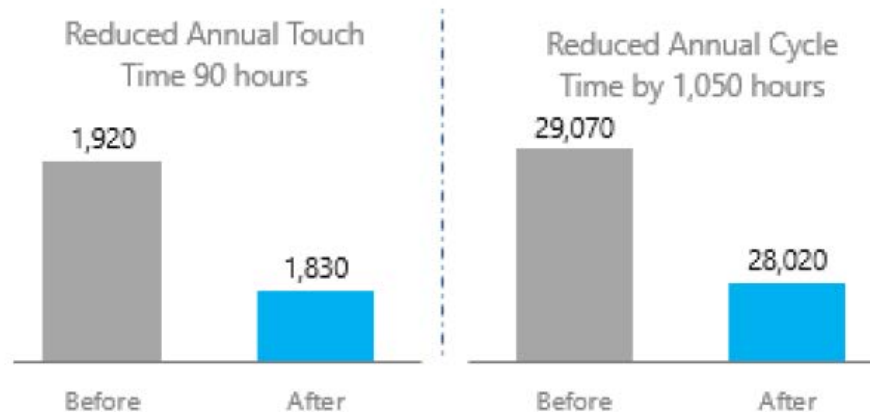
Improved process as measured by: <i>(Click those that apply)</i>	Specific results achieved: <i>(Complete the narrative boxes below)</i>	Total Impact: <i>(Actuals; Current Reporting Period)</i>	Results status:
<input type="checkbox"/> Safety			
<input type="checkbox"/> Cost			
<input type="checkbox"/> Quality			
<input checked="" type="checkbox"/> Time	Decreased annual touch time for data requests <b>from</b> 384 minutes per request <b>to</b> 360 minutes per request.	Reduced touch time by 90 hours per year	Final
<input type="checkbox"/> Customer Satisfaction	from to .	<input type="checkbox"/> N/A (or)	
<input type="checkbox"/> Employee Engagement	from to .	<input type="checkbox"/> N/A (or)	

## V. Contact information:

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## VI. Optional Visuals:



# Strategic Lean Project Report



**For Reporting Period:** January 1, 2015, through June 30, 2015

## VII. General Information:

Lead agency name: Department of Licensing

Partner agencies: n/a

**Improvement project title:** Vehicle Exporter Record Requests

**Date improvement project was initiated:** 9/23/2014

**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

OM4a: # of Lean Projects with measured improvement

OM4b: # of process steps saved through Lean projects

OM4c: # of process hours saved through Lean projects

**Report reviewed and approved by:** Pat Kohler, Director

## VIII. Project Summary:

The Department of Licensing improved the process of responding to requests for Vehicle Exporter Records, resulting in a reduction of touch time by 13 hours per request (from 19 hours to 6 hours per request). We process about 720 requests per year. The staff time saved was reallocated towards spending more time assisting customers who call with questions, processing other types of requests, analyzing and improving other processes, updating documents (desk manual, letters, forms), and increasing communication and collaboration with process partners (sub-agents, Customer Service Center, and the Vehicle and Vessel Operations team). It's now easier for customers to request exporter records, and they receive the records they need in a timely manner, preventing them from paying additional storage fees or missing shipment dates.

## IX. Project Details:

**Identify the problem:** Vehicle exporter requests take too long to process (11 days). Exporters must have the requested records to successfully ship vehicles out of the country. The long cycle time can result in exporters missing shipment dates and paying significant vehicle storage fees while they wait for the records they requested.

**Problem statement:** It took 11 days of cycle time to complete a vehicle exporter request compared to our target of 3 days, which we wanted to reach by 4/3/2015.

**Improvement description:** We implemented the following improvements:

- Created billing accounts for customers rather than requiring customers to send requests through the mail with a check.
- Created invoicing process when initial payment is insufficient.
- Adjusted document delivery times by two hours to meet daily cut-off times for outgoing mail.

# Strategic Lean Project Report



**Customer involvement:** A representative from an exporter company with a consistently high volume of requests was included in the Lean workshop. He provided feedback and input, and helped establish the new process. Exporter customers were provided communication and updates regarding changes and new services during the implementation of this project.

## X. Project Details:

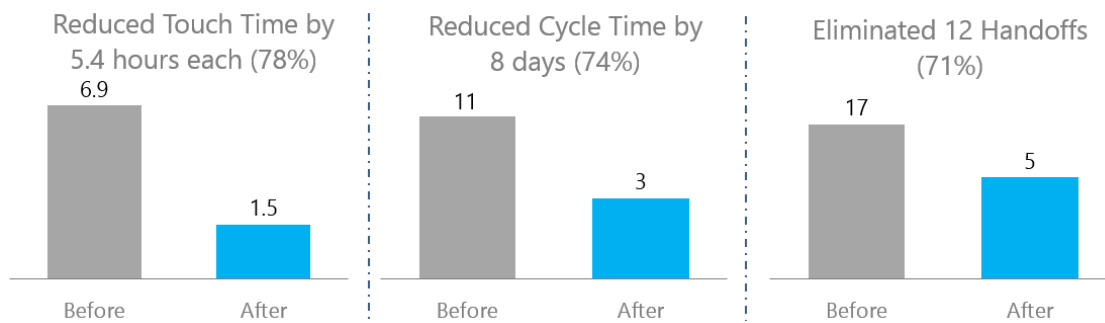
Improved process as measured by: <i>(Click those that apply)</i>	Specific results achieved: <i>(Complete the narrative boxes below)</i>	Total Impact: <i>(Actuals; Current Reporting Period)</i>	Results status:
<input type="checkbox"/> Safety			
<input type="checkbox"/> Cost			
<input type="checkbox"/> Quality			
<input checked="" type="checkbox"/> Time	Decreased Cycle Time for processing vehicle exporter record requests <b>from 11 days to 3 days.</b>	Saved customers 8 days of wait time per request	Final
<input type="checkbox"/> Customer Satisfaction		<input type="checkbox"/> N/A (or)	
<input type="checkbox"/> Employee Engagement		<input type="checkbox"/> N/A (or)	

## XI. Contact information:

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## XII. Optional Visuals:



# Strategic Lean Project Report



**For Reporting Period:** January 1, 2015, through June 30, 2015

## XIII. General Information:

Lead agency name: Department of Licensing

Partner agencies: Washington Department of Veteran Affairs

**Improvement project title:** Disabled American Veterans/Prisoners of War Plate and Tab Issuance

**Date improvement project was initiated:** 9/16/14

**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

OM4a: # of Lean Projects with measured improvement

OM4b: # of process steps saved through Lean projects

OM4c: # of process hours saved through Lean projects

**Report reviewed and approved by:** Pat Kohler, Director

## XIV. Project Summary:

The Department of Licensing and the Department of Veteran Affairs improved the Disabled American Veterans / Prisoner of War (DAV/POW) Plate and Tab Renewal process, resulting in reduced touch time from 180 minutes each to just 9 minutes each and improved accuracy from 60% to 95%. The workload has nearly tripled for the DOL team processing this work; the touch time saved for DOL staff was reallocated towards the increased workload. Due to these changes, the team was able to handle the increased workload without requiring additional staff. There are approximately 1500 DAV/POW plates issued per year.

## XV. Project Details:

**Identify the problem:** About 40% of the time, there's information missing that is needed to process the customer's DAV/POW plate or tab request. The average cycle time is 5 days and can take up to 21 days of wait time for the customer if additional information is needed from the customer or from the Department of Veteran Affairs.

**Problem statement:** It took 189 minutes of touch time to process a DAV/POW requests and there was an accuracy rate of 60% compared to our target of 166 minutes touch time with an accuracy rate of 95%, which we wanted to reach by 3/18/2015.

**Improvement description:** Department of Veteran Affairs provided DOL a 1-800 number for quicker verification of eligible customers. The application forms were updated to help ensure DOL received all required information, and paper processes were replaced with electronic processes.

**Customer involvement:** Washington State Department of Veteran Affairs is a process partner and participated in this workshop.

# Strategic Lean Project Report



## XVI. Project Details:

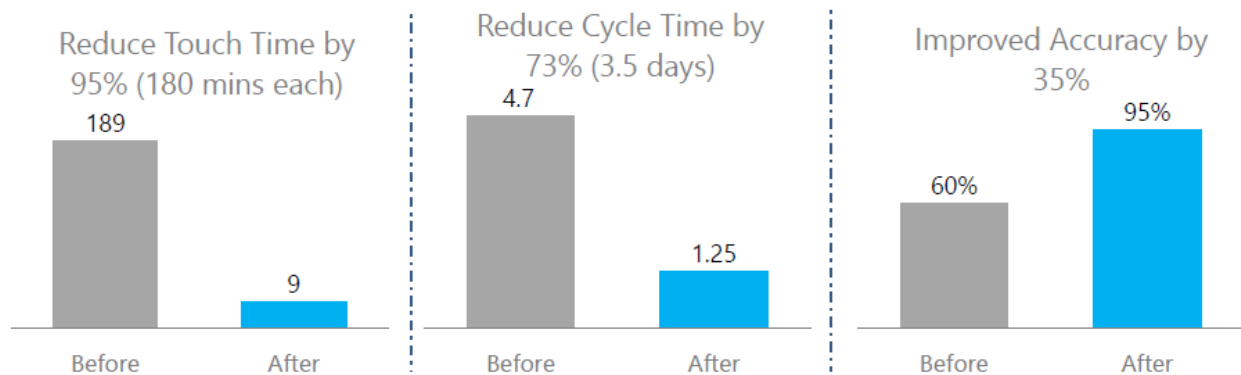
Improved process as measured by: <i>(Click those that apply)</i>	Specific results achieved: <i>(Complete the narrative boxes below)</i>	Total Impact: <i>(Actuals; Current Reporting Period)</i>	Results status:
<input type="checkbox"/> Safety			
<input type="checkbox"/> Cost			
<input checked="" type="checkbox"/> Quality	Increased accuracy from 60% to 95%.	Improved accuracy by 35%	Final
<input checked="" type="checkbox"/> Time	Decreased touch time from 189 minutes to 9 minutes to process a request.	Saved 180 minutes of touch time	Final
<input type="checkbox"/> Customer Satisfaction		<input type="checkbox"/> N/A (or)	
<input type="checkbox"/> Employee Engagement		<input type="checkbox"/> N/A (or)	

## XVII. Contact information:

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## XVIII. Optional Visuals:



# Strategic Lean Project Report



**For Reporting Period:** January 1, 2015, through June 30, 2015

## XIX. General Information:

Lead agency name: Department of Licensing

Partner agencies: n/a

**Improvement project title:** Family Medical Leave Act (FMLA) Process

**Date improvement project was initiated:** 11/10/2014

**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

OM4a: # of Lean Projects with measured improvement

OM4b: # of process steps saved through Lean projects

OM4c: # of process hours saved through Lean projects

**Report reviewed and approved by:** Pat Kohler, Director

## XX. Project Summary:

The Department of Licensing improved the Family Medical Leave Act (FMLA) process, resulting in a reduction in touch time of 10 minutes per case (from 83 minutes to 73 minutes per case). There are approximately 1200 FMLA cases per year. Staff time saved was reallocated towards spending time doing more in-depth consulting, increased research in various laws regarding leave, and planning with stakeholders regarding leave management issues.

## XXI. Project Details:

**Identify the problem:** The FMLA process was confusing for the Human Resources Consultant, the affected employee, and the employee's supervisor. Roles and responsibilities were unclear and rework occurred throughout the process.

**Problem statement:** It took 83 minutes to process a FMLA case compared to our target of 66 minutes per case, which we wanted to reach by 5/1/2015.

**Improvement description:** We made the following improvements:

- Updated the FMLA form, and posted clear instructions on the intranet so all staff could easily access the information.
- Developed training for supervisors and posted the training online.
- Updated template letters and emails with clear information.
- Created a new email box specifically for FMLA use.

**Customer involvement:** Customers were involved as workshop participants and through ongoing communication both in person and by email.

# Strategic Lean Project Report



## XXII. Project Details:

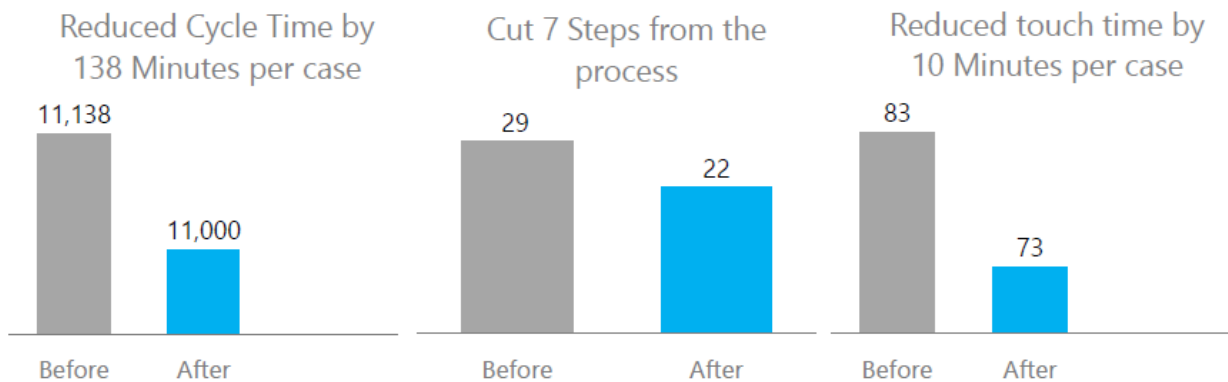
Improved process as measured by: <i>(Click those that apply)</i>	Specific results achieved: <i>(Complete the narrative boxes below)</i>	Total Impact: <i>(Actuals; Current Reporting Period)</i>	Results status:
<input type="checkbox"/> Safety			
<input type="checkbox"/> Cost			
<input type="checkbox"/> Quality			
<input checked="" type="checkbox"/> Time	Decreased Touch Time <b>from</b> 83 minutes <b>to</b> 73 minutes per case.	Saved 1200 touch time minutes per year	Final
<input type="checkbox"/> Customer Satisfaction		<input type="checkbox"/> N/A (or)	
<input type="checkbox"/> Employee Engagement		<input type="checkbox"/> N/A (or)	

## XXIII. Contact information:

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## XXIV. Optional Visuals:





# Strategic Lean Project Report



**For Reporting Period:** January 1, 2015, through June 30, 2015

## XXV. General Information:

Lead agency name: Department of Licensing

Partner agencies: n/a

**Improvement project title:** Funeral and Cemetery Desk Audits

**Date improvement project was initiated:** 12/13/2013

**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

OM4a: # of Lean Projects with measured improvement

OM4b: # of process steps saved through Lean projects

OM4c: # of process hours saved through Lean projects

**Report reviewed and approved by:** Pat Kohler, Director

## XXVI. Project Summary:

We improved the Funeral and Cemetery Desk Audit Process, resulting in a reduction of Cycle Time by 35 days (from 106 days per audit to 71 days per audit). The reduced Cycle Time means over one month less wait time for our customers for each desk audit process (we process approximately 264 funeral and cemetery desk audits per year). Touch Time was reduced by 19.5 minutes per audit (from 84.5 minutes per audit to 65 minutes per audit). Staff time saved on desk audits was reallocated towards completing funeral and cemetery inspections and investigations. This process is a cycle that only occurs once per year, so changes planned in December 2013 to January 2014 weren't fully implemented until December 2014 – January 2015.

## XXVII. Project Details:

**Identify the problem:** Funeral establishments and cemeteries file trust fund reports to DOL within 90 days of their fiscal year end. We audits these reports, which can take up to nine months. Audit delays can negatively impact businesses and their financial reporting because data from the annual reports is used to feed the following year's forms.

**Problem statement:** It took 106 business days to process audits compared to our target of 71 days, which we wanted to reach 3/1/15.

**Improvement description:** We made the following improvements:

- Trained all Funeral and Cemetery staff on the desk audit processes.
- Started to prioritize desk audits according to field audit schedule.
- Simplified report forms and added instructions.
- Formatted report forms to match a standard accounting form outline.
- Provided online forms which eliminated the need to print and mail forms.

# Strategic Lean Project Report



**Customer involvement:** Customers were surveyed before and after making process changes. Customer feedback and comments showed the new reports were easier to complete.

## XXVIII. Project Details:

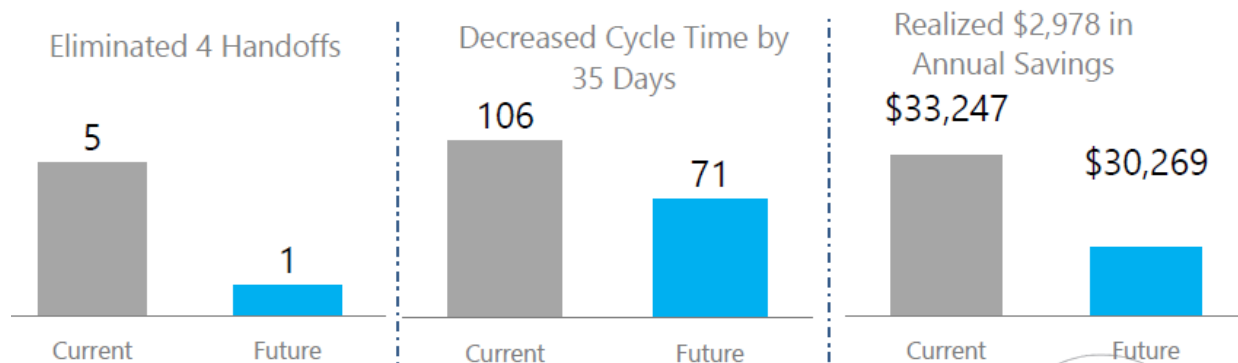
Improved process as measured by: <i>(Click those that apply)</i>	Specific results achieved: <i>(Complete the narrative boxes below)</i>	Total Impact: <i>(Actuals; Current Reporting Period)</i>	Results status:
<input type="checkbox"/> Safety			
<input checked="" type="checkbox"/> Cost	Decreased annual cost associated with Funeral and Cemetery Audits <b>from \$33,247 to \$30,269.</b>	Saved \$2,978 per year in DOL costs associated with this process	Final
<input type="checkbox"/> Quality			
<input checked="" type="checkbox"/> Time	Decreased Cycle Time <b>from 106 days to 71 days.</b>	Saved 35 days of customer wait time per audit	Final
<input type="checkbox"/> Customer Satisfaction		<input type="checkbox"/> N/A (or)	
<input type="checkbox"/> Employee Engagement		<input type="checkbox"/> N/A (or)	

## XXIX. Contact information:

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## XXX. Optional Visuals:



# Strategic Lean Project Report



**For Reporting Period:** January 1, 2015, through June 30, 2015

## XXXI. General Information:

Lead agency name: Department of Licensing

Partner agencies: n/a

**Improvement project title:** Incoming Application and License Documents for Design, Funeral, and Collections Licenses

**Date improvement project was initiated:** 7/14/2014

**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

OM4a: # of Lean Projects with measured improvement

OM4b: # of process steps saved through Lean projects

OM4c: # of process hours saved through Lean projects

**Report reviewed and approved by:** Pat Kohler, Director

## XXXII. Project Summary:

The Department of Licensing improved the incoming application and license documents process for design, funeral, and collections licensees, resulting in a reduction of license issuance cycle time by 5 days per application (from 6 days to 1 day). DOL processes about 720 of these applications per year, and saves each customer 5 days of wait time per application submitted. The customer can now start using their professional license sooner, as either an employee or owner of a business.

## XXXIII. Project Details:

**Identify the problem:** The Design, Funeral, and Cemetery Team processes about 60 applications per month. The customer experienced long delays when an employee was out because that employee's work stopped. The average cycle time for a license issuance was too long (6 days) for the customer.

**Problem statement:** The average license issuance cycle time was 6 days compared to our target of 1 day, which we wanted to reach by 1/21/2015.

**Improvement description:** We implemented the following improvements:

- Standardized the process by creating checklists, email templates, and a sorting system
- Cross-trained employees on all license types to prevent work stoppage when an employee is out
- Started morning huddles, which improved communication within the team.

# Strategic Lean Project Report



**Customer involvement:** Some customers were invited to the workshop and report out, but were unable to attend. Information about improvements and changes was communicated to customers through listserv and news bulletins.

## XXXIV. Project Details:

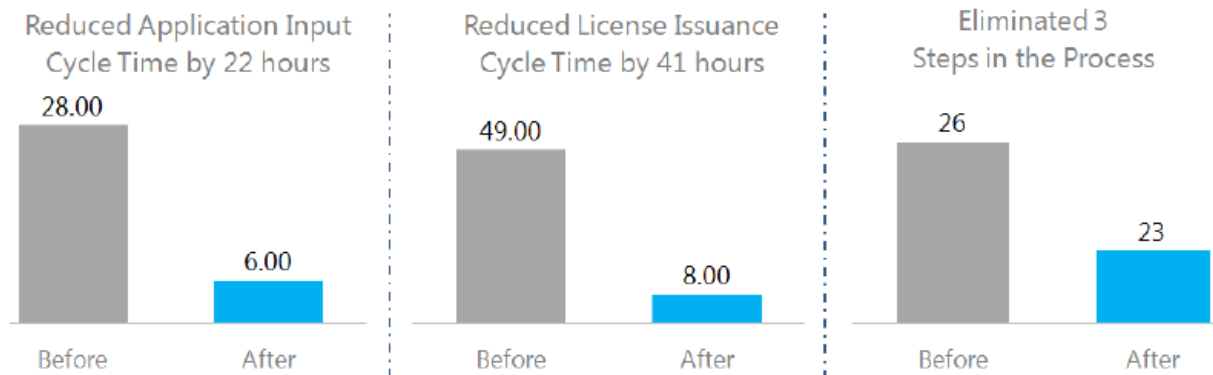
Improved process as measured by: <i>(Click those that apply)</i>	Specific results achieved: <i>(Complete the narrative boxes below)</i>	Total Impact: <i>(Actuals; Current Reporting Period)</i>	Results status:
<input type="checkbox"/> Safety			
<input type="checkbox"/> Cost			
<input type="checkbox"/> Quality			
<input checked="" type="checkbox"/> Time	Decreased License Issuance Cycle Time <b>from 6 days to 1 day.</b>	Reduced customer wait time by 5 days	Final
<input type="checkbox"/> Customer Satisfaction		<input type="checkbox"/> N/A (or)	
<input type="checkbox"/> Employee Engagement		<input type="checkbox"/> N/A (or)	

## XXXV. Contact information:

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## XXXVI. Optional Visuals:



# Strategic Lean Project Report



**For Reporting Period:** January 1, 2015, through June 30, 2015

## XXXVII. General Information:

Lead agency name: Department of Licensing

Partner agencies: n/a

**Improvement project title:** Public Disclosure Requests for Investigative Records

**Date improvement project was initiated:** 11/4/2014

**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

OM4a: # of Lean Projects with measured improvement

OM4b: # of process steps saved through Lean projects

OM4c: # of process hours saved through Lean projects

**Report reviewed and approved by:** Pat Kohler, Director

## XXXVIII. Project Summary:

The Department of Licensing improved the process for responding to public disclosure requests for investigative records, resulting in a reduced cycle time for closing this type of request by 5 days (from 10 days to 5 days). There are approximately 276 public disclosure requests for investigative records per year. The project also resulted in a savings of 13 hours of touch time per request (from 19.3 hours to 6.3 hours each). The staff savings was reallocated towards managing an increased workload due to centralizing the processing of all public disclosure requests in the agency. The demand of total public disclosure requests processed by the Public Disclosure team increased from 65 per month to 112 per month over a 6-month period, and the demand continues to increase. Due to the improvements made during this project, we were able to handle the increased workload without adding new staff.

## XXXIX. Project Details:

**Identify the problem:** Each request averages 400-500 pages of responsive records. The process was confusing for the staff involved, the average cycle time was 10 days, and the process could take up to three months to close a request.

**Problem statement:** The cycle time for closing investigative records requests was 10 days compared to our target of 5 days, which we wanted to reach by 5/7/2015.

**Improvement description:** We implemented the following improvements:

- Established a standard process and provided training for all involved
- Updated contact list to help the Public Disclosure Team know who to contact for specific types of investigative records

# Strategic Lean Project Report



- Created shared folders to easily transfer records between teams
- Purchased a better quality and more efficient scanner
- Updated the request form and the tracking system for requests

**Customer involvement:** Internal customers were surveyed and provided the opportunity for feedback; feedback was used to improve the process.

## XL. 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 type="checkbox"/> Safety			
<input type="checkbox"/> Cost			
<input type="checkbox"/> Quality			
<input checked="" type="checkbox"/> Time	Decreased Cycle Time <b>from 10 days to 5 days.</b>	Saved customers 5 days of wait time on each request	Final
<input type="checkbox"/> Customer Satisfaction		<input type="checkbox"/> N/A (or)	
<input type="checkbox"/> Employee Engagement		<input type="checkbox"/> N/A (or)	

## XLI. Contact information:

**Name:** Sara Crosby  
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## XLII. Optional Visuals:

