

# Detailed Lean Improvement Project Report

For the June 1, 2014, through December 31, 2014, reporting period

**Agency name:** Department of Licensing

**Improvement project title:** Dealer Services Administrative Actions

**Date improvement project initiated:** 12/02/13

**Summary:** The Department of Licensing improved the Dealer Services administrative actions process resulting in a reduced cycle time by 20,160 minutes (from 63,360 minutes down to 43,200 minutes).

Dealer Services regulates 15 different licenses: vehicle and vessel dealers, registered tow truck operators, hulk haulers, scrap processors, vehicle manufacturers, snowmobile dealers, etc. In short, anything that is motorized that goes on a public highway (as well as vessel dealers).

Dealer Services administrative actions are formal legal actions against a vehicle or vessel dealer or manufacturer who, upon DOL investigation, has been found to have committed violations egregious enough to warrant a formal action. These legal actions can be resolved by either an informal settlement conference with the licensee who has committed the violations or a hearing before an administrative law judge. Legal actions can result in fines, suspension of license, or a permanent denial of the license.

For any individual found to be acting as a vehicle or vessel dealer without a license, an administrative action is a formal legal action DOL takes against unlicensed practice. This unlicensed activity puts the public at risk.

## **Details:**

Description of the problem: Dealer Services had a backlog of cases that needed to be reviewed for potential administrative action. There were many handoffs, time wasted in transportation, and too many reviews in the process.

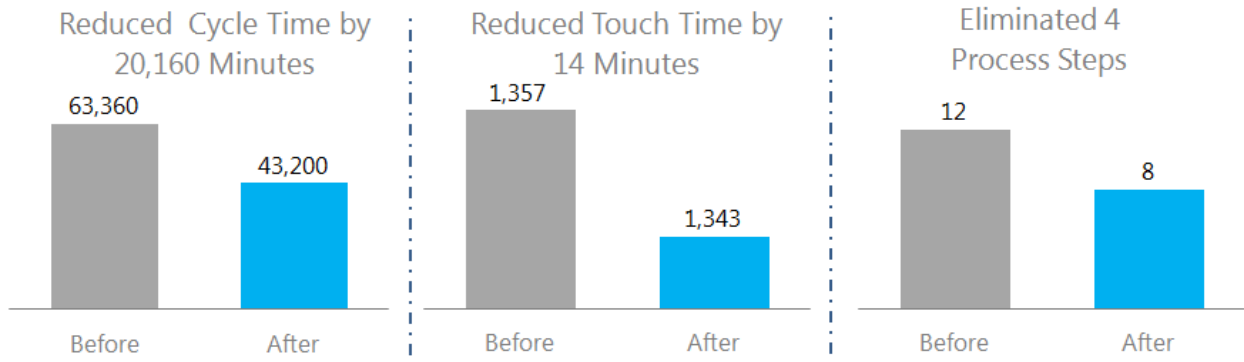
### Description of the improvement:

- Eliminated Washington State Patrol (WSP) cases going to the Legal Administrative Assistant (AA) for logging and processing. WSP cases now go directly to the Compliance Manager.
- Eliminated a review in the case assignment process.
- Moved the Legal AA final grammar/spelling/formatting review from the end of the process to the beginning, eliminated rework (step).
- Eliminated a review by the Assistant Administrator. Case files flow from the Legal Manager directly to the Administrator.

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## Specific results achieved:



- Reduced overall customer wait time (cycle time) by more than 20,000 minutes.
- Reduced staff time (touch time) by 14 minutes.
- The backlog was eliminated (from approximately 60 down to 0).
- Respondents get their statements of charges and notification of action sooner.
- Errors in issuing orders have been reduced.

What really made the difference was the elimination of steps. The 14 minutes of staff time that was devoted to those steps is now spent:

- On regulatory enforcement over unlicensed activity, which increases public protection and safety.
- Getting cases handled faster.
- Issuing statement of charges faster.
- Providing administrative decisions faster.
- Overall, justice is administered more efficiently and faster.

### **How we involved customers or stakeholders in this effort:**

Internal process partners participated in the workshop.

### **Contact person:**

Lewis Dennie, Project Lead