

Detailed Lean Improvement Project Report

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

Agency name: Department of Licensing

Improvement project title: Release and Transfer of Real Estate Licenses

Date improvement project initiated: 02/06/14

Summary: The Department of Licensing (DOL) improved the release and transfer of real estate licenses process resulting in reduced error rates by 45 percent (from 49 percent down to 4 percent). DOL processes about 4,350 release and transfers per month.

Details:

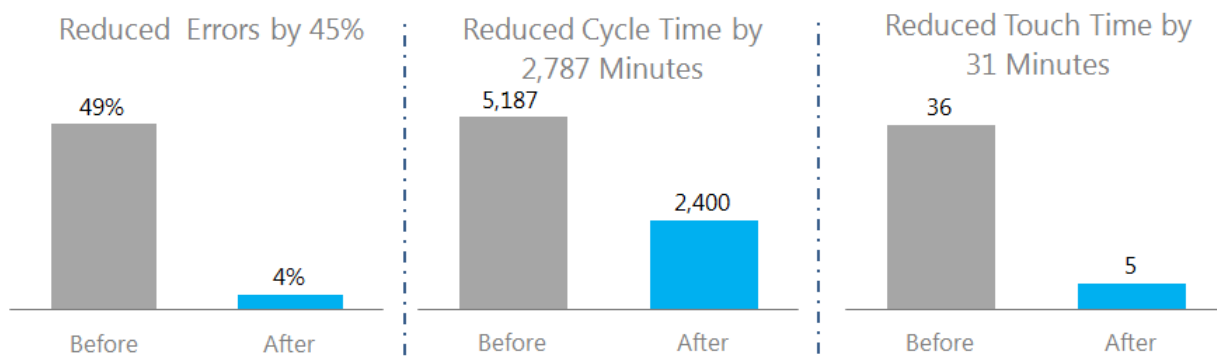
Description of the problem:

- Some license transfers took up to a month to be issued.
- Sometimes the licensees had already moved firms a second time before DOL was able to process their first transfer.
- Nearly 50 percent of applications were incomplete when they arrived at DOL.
- About 20 percent of the time DOL received three duplicate applications (mail, e-mail and fax).

Description of the improvement:

- Reprioritized workload based on demand and daily resource assignment.
- Modified the form to make it user friendly and clear to the customer. Reduced the size of the form from two pages down to just one.

Specific results achieved:



- The overall customer wait time (cycle time) was cut in half.
- The staff time (touch time) was reduced from 36 minutes down to just 5, saving 134,840 minutes or 2,247 hours annually.
- With the time saved, staff now process first-time license applications and license renewals faster, which are increasing due to the rise in our economy.
- Applications and renewals are now processed within 10 business days.
- Prior to the process improvement, there was a backlog of 4,000 transfers. The backlog was eliminated in just eight weeks after implementing improvements.

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- The number of steps in the process were also reduced from 22 down to 11.

How we involved customers or stakeholders in this effort: DOL interviewed customers, did a phone survey, and obtained input from stakeholders.

Contact person:

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