



# Detailed Lean Improvement Project Report

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

**Agency name:**

Department of Revenue

**Improvement project title:**

Agency Required Documents (ARD) Process

**Date improvement project initiated:**

12/06/13

**Summary:**

The Department of Revenue improved the Agency Required Documents (ARD) process, resulting in an increase in the percentage of ARDs completed within two business days from 98.5 percent to an average of 99.9 percent. This result exceeded our goal of consistently completing 99 percent of all ARDs within two business days.

**Details:**Description of the problem:

A tax registration account is required to operate a business and report required taxes with the state of Washington. The faster the business account is set up, the quicker the company can open its doors. Businesses generate much of the tax revenue that funds state services, such as education, natural resources and recreation, health, transportation public safety and the environment.

On a daily basis, the Taxpayer Account Administration (TAA) receives ARDs from the Business Licensing Service (BLS). TAA uses these files to set up business tax registration accounts.

TAA processes over 80,000 new and reopened ARDs each year. TAA has established a goal to consistently complete the setup of 99 percent of the ARDs within two business days. Prior to the improvement process, 98.5 percent of the ARDs were processed within two business days. We improved that turnaround to more than 99 percent.

Description of the improvement:

Staff participated in a Value Stream Mapping Workshop, a visual management board and daily outstanding ARD reports were created. The reports were paper documents which were transferred to electronic to allow for faster staff distribution and work time efficiency. The outstanding ARDs were presented daily via email to staff as a performance measure reminder for completion. The visual board allowed staff the ability to view daily and monthly statistical percentages keeping the team on track toward our 99 percent goal.



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### Specific results achieved:

Since the workshop, TAA has met the performance measure each month, even during the January 2014 peak cycle. As a result of improvements implemented between December 2013 and December 2014, the section that processes ARDs was able to increase the percentage of ARDs completed within two days from 98.5 percent to 99.9 percent for the months of July through December 2014. For the first time, TAA met the fiscal year performance measure with 99.1 percent of all UBI applications processed being worked within two business days.

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

In the past, we have received both internal and external customer complaints/concerns requesting a faster setup of their account.

### **Contact person/s:**

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