

Legislative Assignments Process

Agency: Department of Revenue

Partners and Customers: List partner agencies, customers, and/or stakeholders involved in project.

Partner agencies or other external stakeholders were not involved in the project. However, the Department's legislative liaison participated as part of the project team and provided valuable insight into the needs of our customers, which include legislators, legislative staff, the Governor's Office, the Office of Financial Management, and other Executive Branch agencies.

Project Impact

The Department of Revenue improved its Legislative Assignments Process, resulting in a 33 percent decrease in the time to complete legislative assignments, from 2.4 days to 1.6 days.

Taxes are perhaps the most sensitive point of contact between citizens and their government. Washington's tax system is based largely on voluntary compliance, and the development of understandable tax laws improves voluntary compliance and the relationship between taxpayers and government. A substantial percentage of legislative bills relate to taxes.

This improvement indirectly impacts Washingtonians by resulting in tax laws that are clearer and easier to comply with. Quicker responses to legislative assignments result in a timelier exchange of information required for sound tax policy decisions.

Project Summary

The Legislation & Policy division (L&P) received 125 legislative and executive requests during the 2016 Legislative Session, and received 221 requests during the 2017 Legislative Session. Legislative and executive requests are made by legislators, legislative staff, the Governor's Office, or other state agencies. These requests are commonly referred to in L&P as "legislative assignments."

Legislative assignments vary in complexity and workload. They can consist of an in-depth analysis of states' laws, developing legislative proposals, providing legal and policy analysis, or drafting a response on behalf of the director.

L&P's performance measure is to complete 90% of legislative assignments within the date requested, or within seven calendar days if no due date is provided by the customer.

- L&P completed 92% of these requests on time from January – March 2016.
- On average, these requests were completed in 2.4 days from January – June 2016.

At the start of this improvement effort, the average time it took to complete a legislative or executive request during a legislative session was 2.4 days compared to our target of 1.9 days for legislative and executive requests, which we wanted to reach by 3/30/2017.

L&P's management team, in collaboration with L&P staff:

- Provided clarification on what qualifies as a legislative assignment
- Established a streamlined process for handling legislative assignments, which included:
 - Determining clear roles and responsibilities
 - Creating an assignment template
 - Drafting a written protocol for handling legislative and executive requests
 - Establishing criteria for escalating the review of draft responses to L&P's Assistant Director
- Trained staff on the new process

Strategic Lean Project Report



Project Results

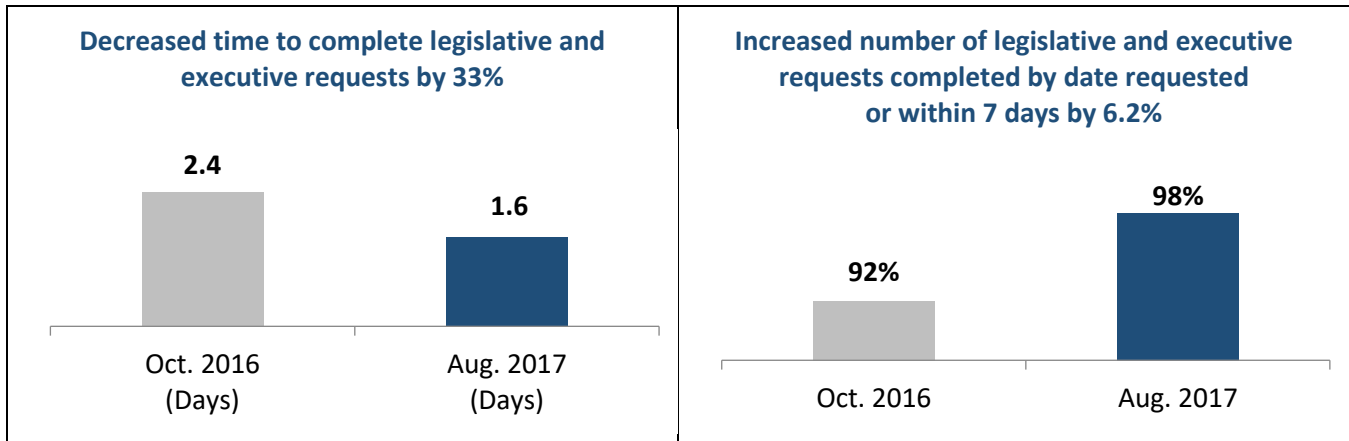


Time

Decreased time to complete legislative assignments **from** 2.4 days **to** 1.6 days.



If the pre-improvement process had been used in 2017, it would have taken an additional amount of time equivalent to 177 days to complete the 221 legislative assignments.



Project Details

Date improvement project was initiated: 10/20/2016

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Report reviewed and approved by: Vikki Smith, Director