

## Non-Wage Enforcement Program

**Agency:** Department of Social and Health Services

**Partners and Customers:** Division of Child Support (DCS), Department of Licensing (DOL)

### Project Impact

The Division of Child Support improved the Non-Wage Enforcement Program process, resulting in a decrease from 45 days to process a referral to under 10 days on average.

The procedures for filing a Non-Wage Enforcement Program lien have not changed over the last 20 years. Much of this was labor intensive, involving printing and assembling documents, which were then given to a field office representative who then mailed them to headquarters, which mailed them to the Department of Licensing.

Both internal (DCS and DOL staff) and external customers (clients) have benefited from this change. Support enforcement officers find the process much less cumbersome, headquarters staff remarked that the quality of referrals have increased and custodial and non-custodial parents receive information much faster.

### Project Summary

Generally, DCS uses this process to place liens on vehicles owned by non-custodial parents who owe child support. The process is complex and requires multiple steps including the printing and mailing of packets from field offices to headquarters and from headquarters to the Department of Licensing. This delays notification to the customer that a lien has been placed.

The process of referring a lien consists of approximately 31 steps and takes up to 45 days compared to the target of decreasing the referral process time to 25 days, which we wanted to reach by June 1, 2016.

The Kennewick Child Support Field Office used the A3 process after determining it processed fewer than two referrals per month in 2016. After implementing the recommendations, the office increased the number of referrals processed from 18 in 2016 to 81 from February through July 2017, a 350 percent increase within six months.

The workgroup recommended:

- Using an electronic, rather than a paper, process
- Creating a step-by-step “cheat sheet” on how to send an e-referral
- Creating training for staff

## Project Results



**Cost**

Decreased the cost of mailing packets from the field office to headquarters and from headquarters to the Department of Licensing.



**Quality**

Decreased the number of referral returns with errors to the field office staff for more information **from** eight out of 10 **to** nearly 0.



**Time**

Decreased time to complete the referral process **from** 45 days **to** under 10 days.



**Customer  
Satisfaction**

Decreased the amount of processing time from 45 days to under 10 days. This shortened the lien notification time to customers.

# Strategic Lean Project Report



## Employee Engagement

Increased employee engagement and agency relationships by working together to streamline a process that involves multiple agencies.

### Project Details

**Date improvement project was initiated: 10/6/2015**

**Project Contact:** Maureen Jensen      **Email:** [mtjensen@dshs.wa.gov](mailto:mtjensen@dshs.wa.gov)      **Phone:** 360-664-5175

**Report reviewed and approved by:** Lori Melchiori, Assistant Deputy Secretary (DSHS-SESA)