

# Strategic Lean Project Report



## CIS LSO Workflow Project (Driver license issuance process)

**Agency:** Department of Licensing

**Partners and Customers:** Customer survey feedback was collected and reviewed by project team.

### Project Impact

The Department of Licensing improved the Driver License renewal process, reducing the average customer experience time by 55 minutes when a customer comes in to renew their driver license. Customers visiting our busiest offices spend almost 3 hours less time in a licensing office when renewing their license. We reduced touch time from 6.2 min per renewal to 5.3 minutes per renewal. This savings equals **13,155 hours of staff time saved per year**.

Although this project was focused on improving the renewal process, there were side benefits for all types of services provided in driver licensing offices. Side benefits include reduced wait time for all types of services, less hand-offs between employees, and customers move through the process quicker once they are helped. The lobby environment is less crowded and less noisy. A lobby coordinator greets customers, answers questions, and redirects customers as needed. Previously, when a customer came to a driver licensing office for a vehicle licensing service, the customer found out they were in the wrong place after waiting for sometimes hours for their number to be called. With the lobby coordinator, customers are redirected to the correct place quickly, before waiting for their number to be called at a counter.

### Project Summary

In early 2017, customer wait times were increasing. The wait times were too high and too many customers spent more than 30 minutes waiting to be served. As of June 2017, only 48% of customers had an initial wait time within 30 minutes compared to our target of 90% of customers with an initial wait time within 30 minutes.

The following improvements were made:

- Made sure that all camera stations were fully functioning counters (capable of all transactions).
- Implemented the “keep your customer” flow; there are three phases within the driver license renewal process. Previously, a customer would see a different employee at different counters for each phase. With “keep your customer”, the customer completes the first phase with an employee, goes to get a photo, and then returns to the first employee to finish the transaction. The first employee “keeps their customer” and follows through with them until the transaction is complete.
- Reduced duplication of steps throughout the different phases of the process.
- Adjusted duties within the different phases of the process; some steps from the first phase were moved to the end of the transaction.

### Project Results



Increased % of customers who say we met or exceeded ideal expectation **from** 23% in June 2017 **to** 63% in January 2018.



*More customers say we met or exceeded their ideal expectations*



Increased % of customers with initial wait time within 30 minutes **from** 48% in June 2017 **to** 89% in January 2018.



*More customers are first helped within 30 minutes.*



**Time**

Decreased statewide average initial wait time **from** 41 minutes in June **to** 14 minutes in January 2018.



*Customers are first helped 26 minutes faster*



**Time**

Decreased Statewide average customer experience time **from** 86 minutes (July 2017) **to** 31 minutes (January 2018).



*Customers spend 55 minutes less time in driver licensing offices during each visit*

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**Time**

Decreased highest average customer experience time for an office **from** 3.5 hours in June 2017 **to** 56 minutes in January 2018. As of April 2018, the office with the highest average customer experience time was at 37 minutes.



*Customers in our busiest offices spend nearly 3 hours less time during each visit to a driver licensing office*



**Time**

Decreased Touch time for driver license renewals **from** 6 min 14 seconds **to** 5 minutes 20 seconds.



*Cumulative savings of 13,155 hours staff time per year*

## Project Details

**Date improvement project was initiated: 5/30/2017**

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