

# Strategic Lean Project Report



## Reducing RESEA customers wait times in WorkSource Auburn

**Agency:** Employment Security Department

### Project Impact

The Employment Security Department (ESD) improved how customers were called for mandatory appointments in WorkSource Auburn, resulting in reduced waiting for customers from 17.27 minutes to 6 minutes.

Customers assigned an appointment slot are seen on time, reducing frustration and wasted time for customers.

### Project Summary

When someone files for unemployment insurance benefits, they are required to participate in an orientation at their local WorkSource office. This program, called Re-Employment Services and Eligibility Assessment (RESEA), provides an avenue for unemployed individuals to meet with an employment specialist and develop a re-employment plan. Customers are pre-assigned an appointment slot. Customer feedback surveys identified that WorkSource customers were experiencing long wait times when attending their RESEA appointments. This resulted in frustration and wasted time for customers. This also had an impact on ESD staff who had to frequently de-escalate irate customers.

ESD staff developed tracking tools to measure customer wait times and identify why customers were being called late. It was identified that the main cause of long wait times was that customers were being seen on a "first come first served" basis, regardless of their appointment time. This pushed back the start time for customers who arrived on time and would cause a snowball effect, worsening wait times as the day progressed.

RESEA customers waited on average 17.27 minutes for their mandatory appointment compared to our target of 10 minutes or less, which we wanted to reach by 8/1/2018.

In April 2018, WorkSource Auburn conducted a series of lean events to:

- The frontline team conducted root cause problem solving and developed a new process of seeing customers based on their scheduled appointment times.
- The new process included instructions on how to handle situations where a customer arrived early or past their scheduled slot as well.
- Start documenting reschedules (Friday appointments) so we know when we are over capacity
- Plan staffing resources according to number of customers being scheduled

Within three weeks of implementing the new process, customer wait times decreased from an average of 17.27 minutes to 6 minutes. Over the next few months, we also noticed a steady decline in the number of customer feedback survey responses indicating long wait times. The number of customers called beyond the 10 minute mark in December 2018 (the busiest month for RESEA customers) decreased 46% compared to the baseline in March 2018 (before the Lean events took place).

### Project Results



**Time**

Decreased average customer wait time **from** 17.27 minutes **to** 6 minutes.



*This improvement eliminates more than 1,150 hours of waiting for approximately 6,200 customers annually.*



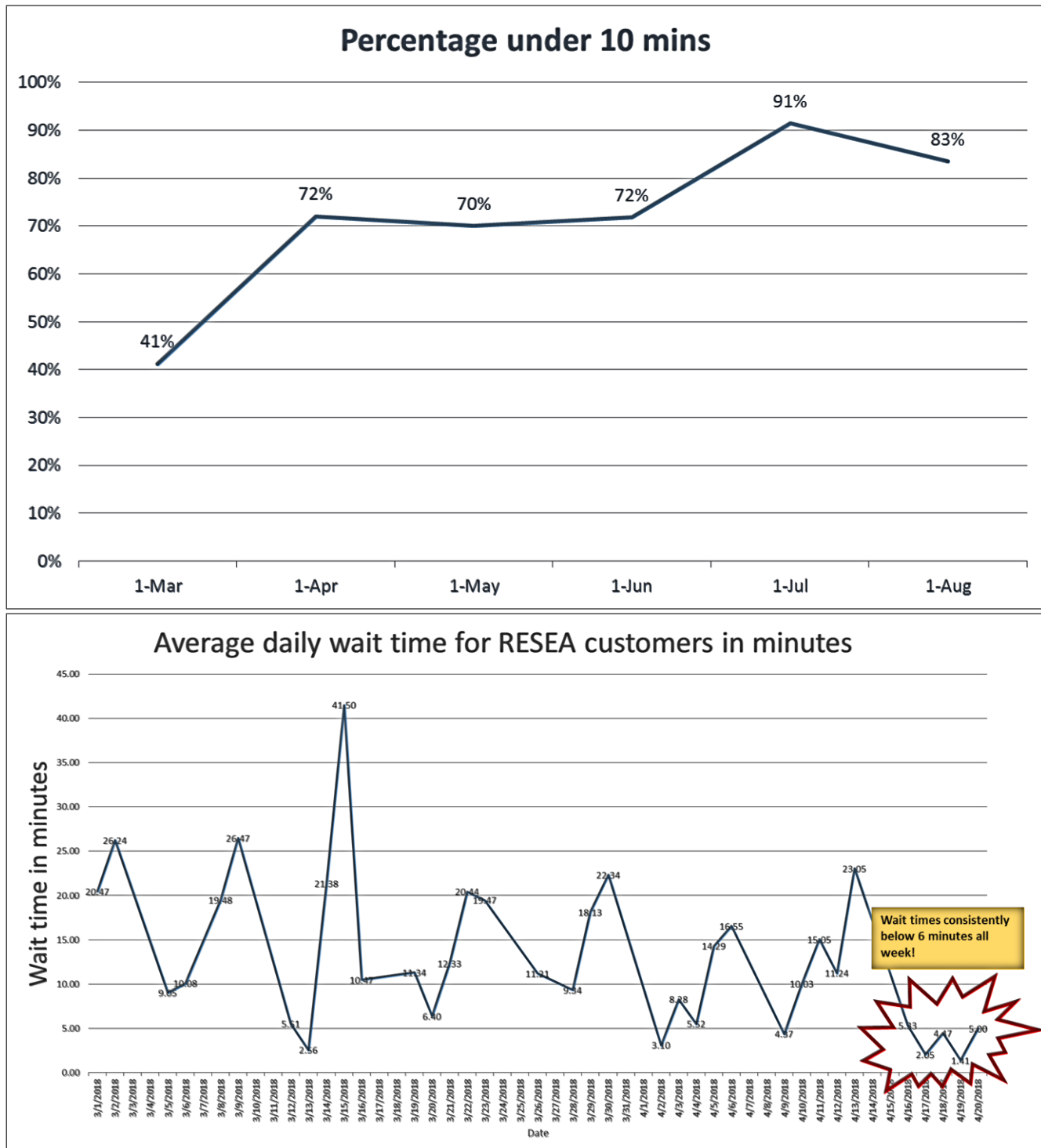
**Customer Satisfaction**

Decreased percent of customers waiting more than 10 minutes **from** 58% to 10%. This directly correlates to customer satisfaction.

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## Visuals



## Project Details

Date improvement project was initiated: 4/1/2018

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