

# Strategic Lean Project Report



## Employer Services BLA Inventory Levels

**Agency:** Department of Labor and Industries

### Project Impact

The Department of Labor and Industries (L&I) improved business license application (BLA) processing of registering for industrial insurance, reducing the backlog by 53%.

New businesses in Washington saw a dramatic decrease in the time it takes to register for industrial insurance. This helps the employer plan ahead for accurate payroll deductions and reduces the risk of being referred to collections.

### Project Summary

Within the Insurance Services Division, the Employer Services Program had a backlog of more than 3,200 applications from Washington businesses that needed to register for industrial insurance. It was taking more than 10 days for L&I to complete the registration process, which meant employers were probably not deducting employees' share of insurance premiums until the application was complete.

Employer Services established a goal of reducing the backlog to 1,600 by 7/1/2018. To reach that goal, the program came together to pilot several ideas.

- Assigned employees to work on applications for half of their workday, and eliminated other distractions.
- Had employees reach out to employers during their prime office hours to prevent delays in communication.
- Gave employees a clear list of applications to work.
- Coordinated work teams to assist each other to balance the work distribution across the program.
- Involved Employer Services employees in designing their future sustainment plan to avoid going back to the original state.

### Project Results



#### Quality

Increased application accuracy **from 63% to 80%**.



*Increased by 17%*



#### Time

Decreased application processing taking more than 10 business days **from 60% to 41%**.



*Decreased by 19%*



#### Customer Satisfaction

Decreased application backlog **from 3,208 applications to 1,516 applications**.



*Decreased backlog by 53%*



#### Employee Engagement

Decreased average inventory **from 70 business applications to 31**, freeing up staff time to do other priority work.



*Decreased applications per employee by 56%*

### Project Details

**Date improvement project was initiated:** 2/15/2018

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