



Driver Licensing Update

Joint Transportation Committee

July 20, 2017

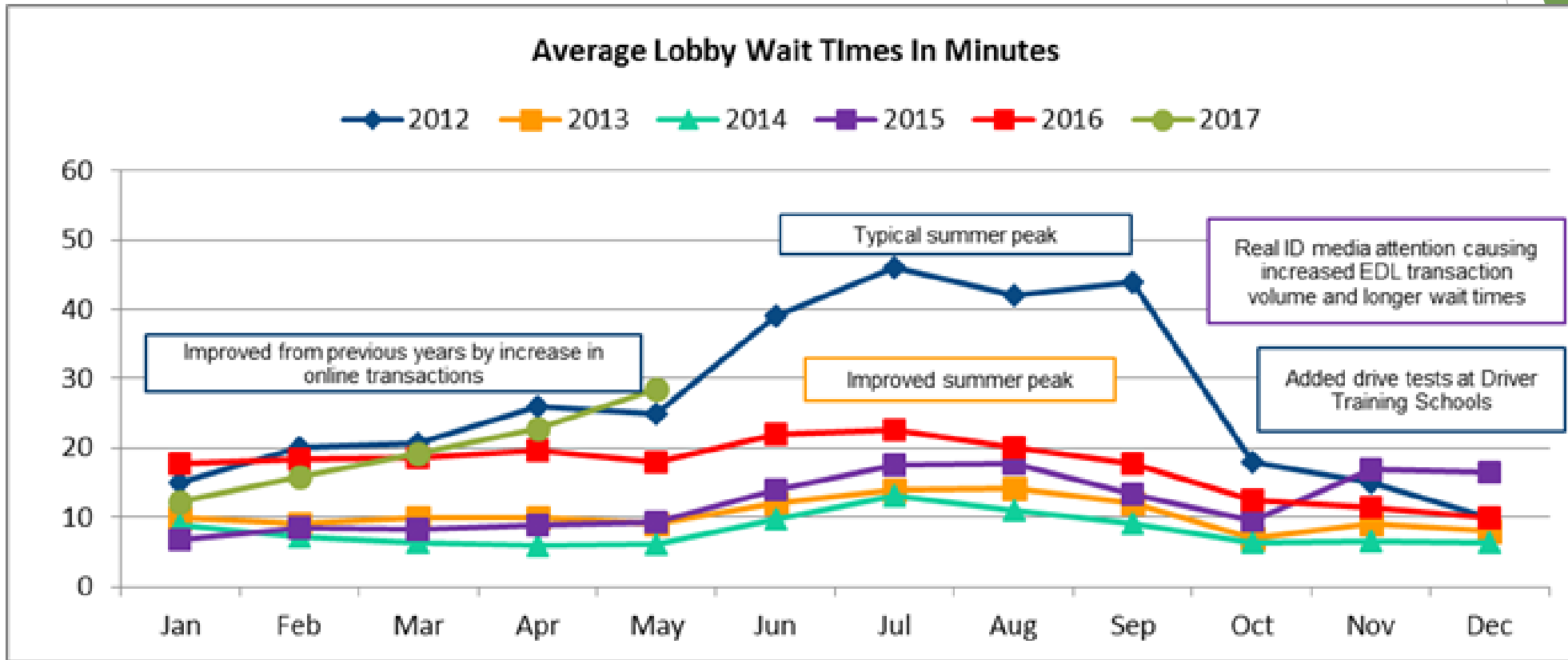
Jeff Devere, Deputy Director

Wait Times in DOL Licensing Services Offices

- ▶ A look *back*
- ▶ A look at where we are *now*
- ▶ A look at *why* wait times have increased
- ▶ What DOL *has done* to reduce wait times
- ▶ What DOL is *doing now and next*
- ▶ What to *expect*



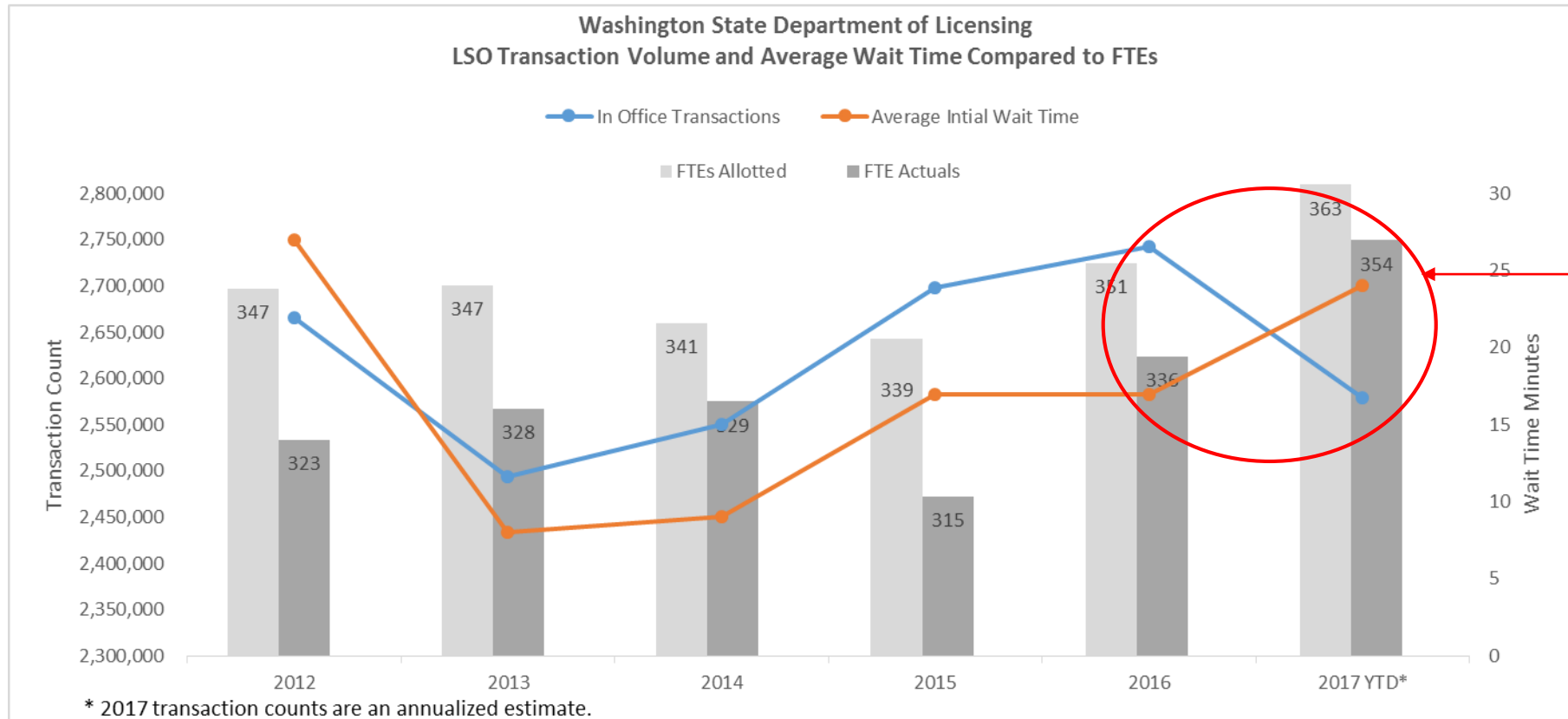
A Look Back



Licensing Service Office (LSO) Lobby Wait Time *Saved* -- From 2013 through September 2016, DOL saved customers the equivalent of **327 years** of lobby wait time compared to 2012.

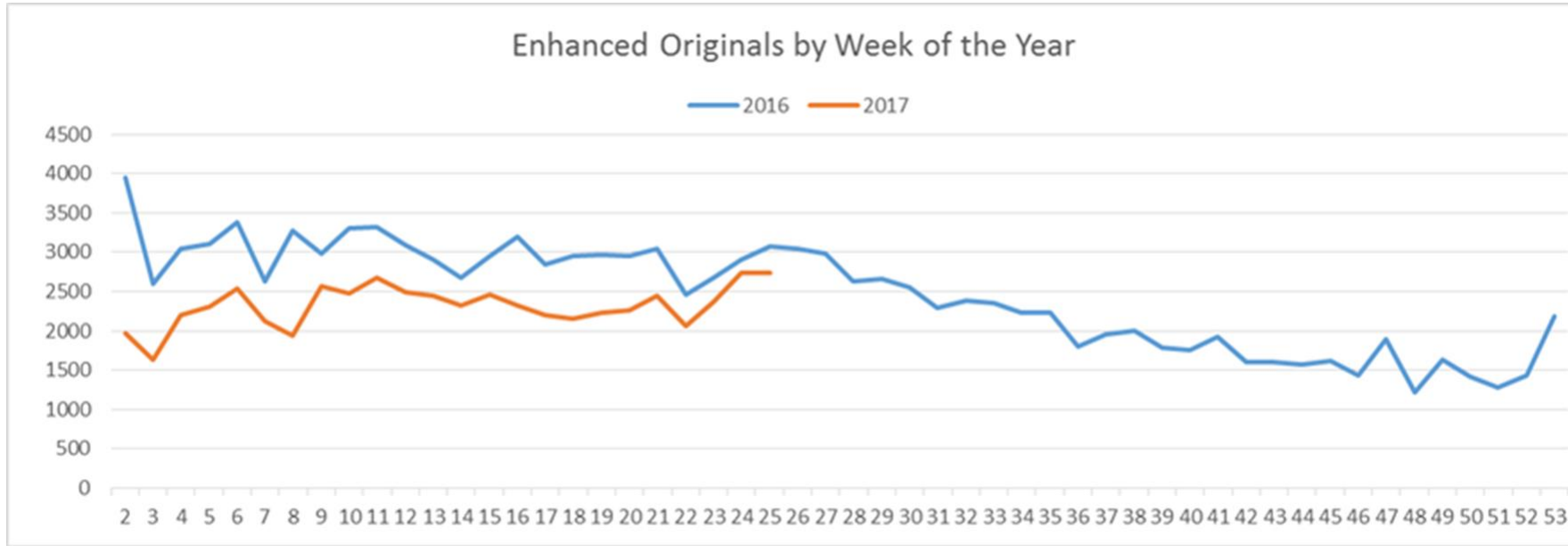
Licensing Service Office (LSO) Lobby Wait Time *Avoided* -- Since 2012, DOL has moved more and more customers to conduct their transactions via internet or mail. By doing so, DOL saved at least **78 years** of Washingtonian's time who otherwise would have waited in our LSO lobbies.

A Look Back



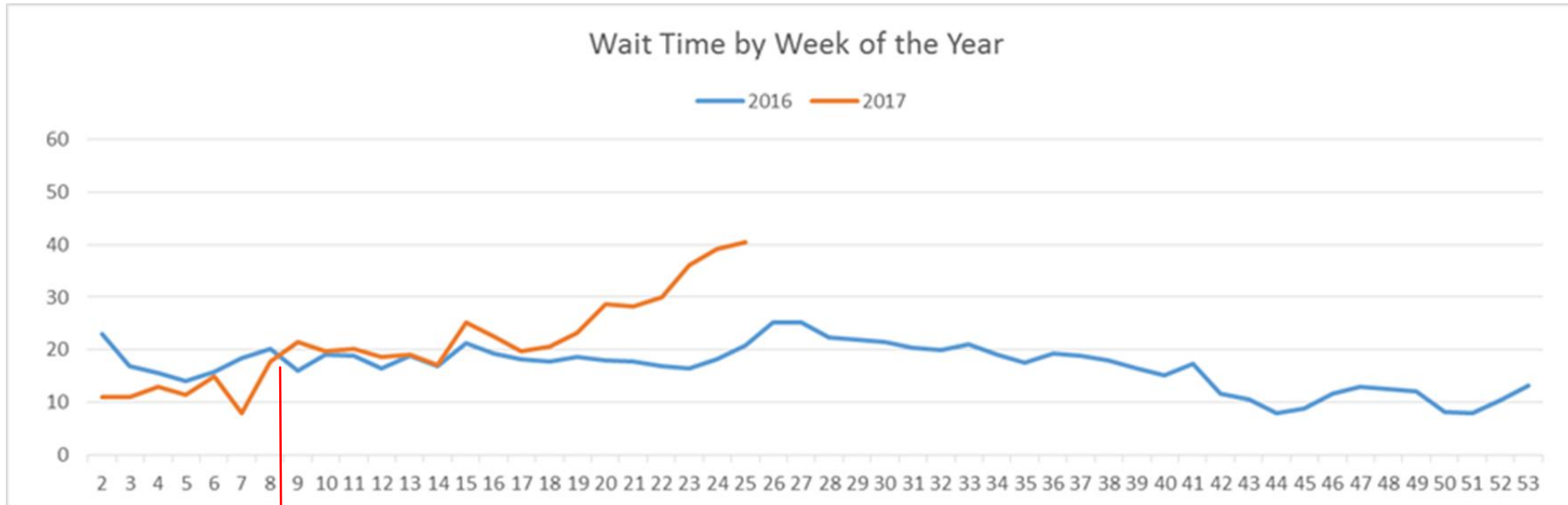
Let's take a closer look at this trend

A Look at Now



Each week in 2017, DOL processed fewer original EDL/EID documents than in 2016.

Yet . . .



Beginning in week 8, wait times in 2017 have exceeded 2016.

Why? -- What's causing the increase in wait times?

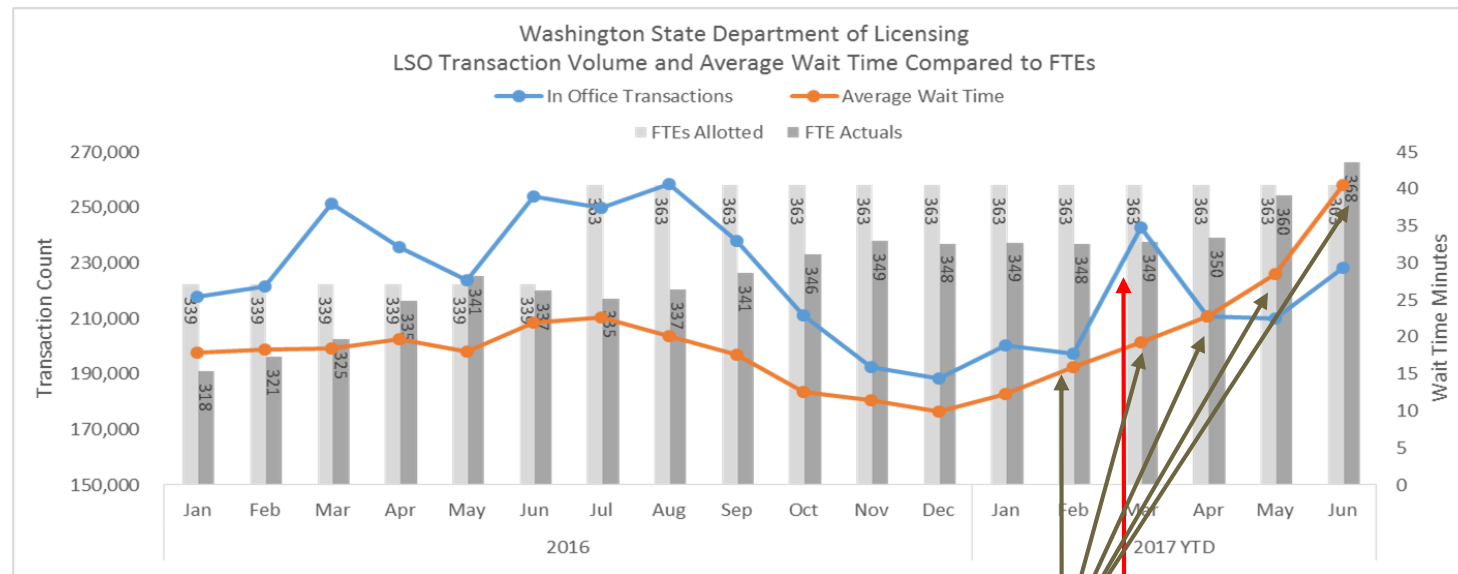
DOL has identified
three critical causes
and anticipates a near-
term fourth impact

Causal Factor One: System Modernization

DOL is implementing much needed system modernizations.

These modernizations will improve *efficiency and security* of operations.

But, there is a *learning curve* as the new technology is de-bugged and staff are trained on it and the new workflows.



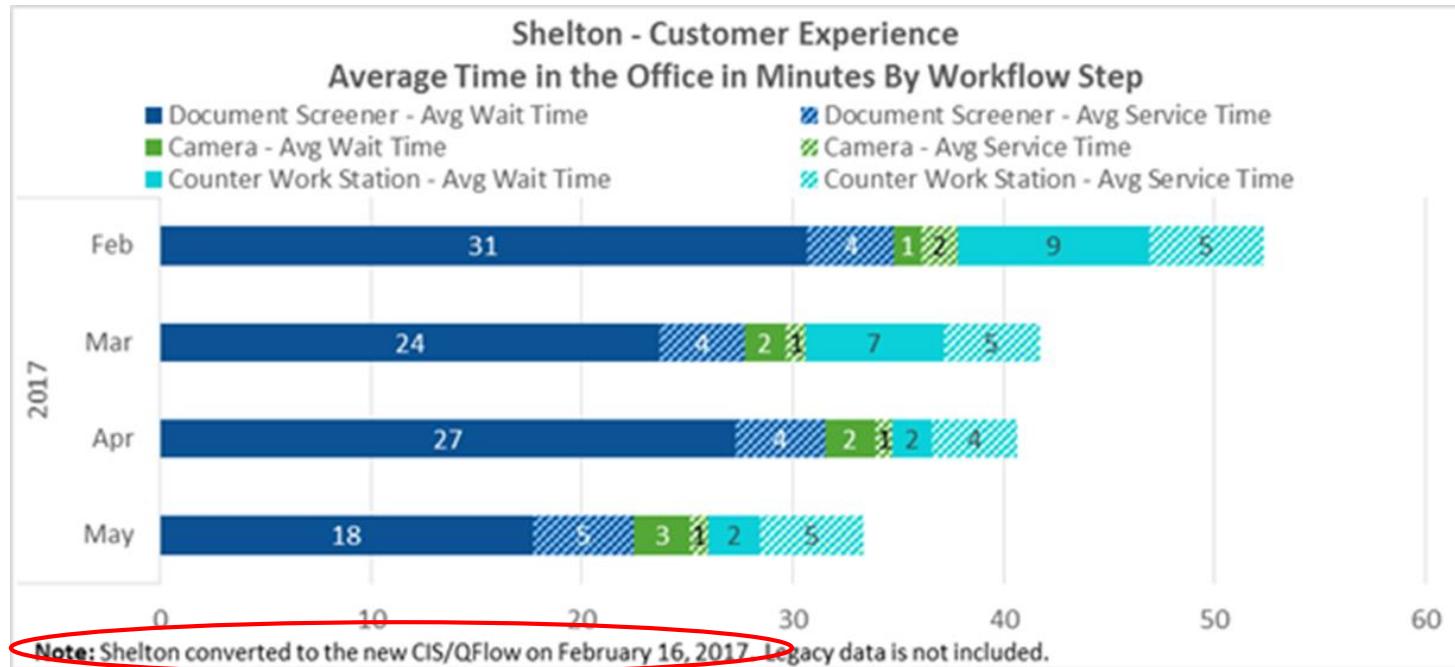
Significant uptick in Real ID media coverage in March.

CIS roll out began February 1.

Causal Factor One: System Modernization

Good news though! Wait times decrease again once staff are trained and each LSO works through these issues.

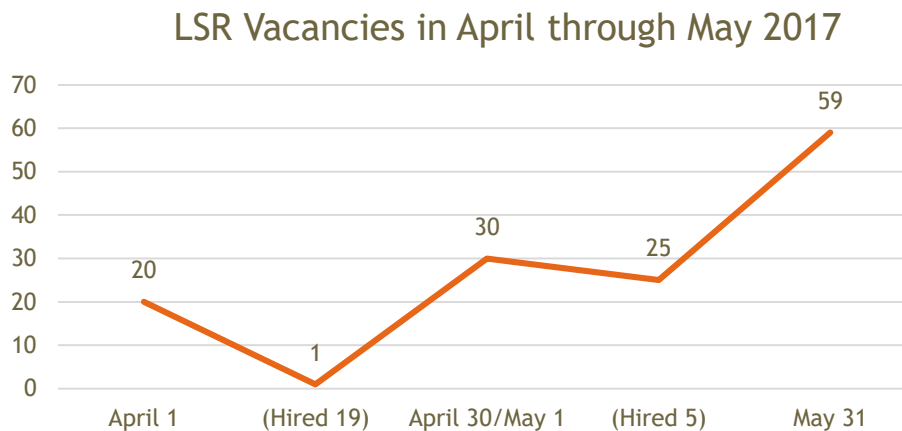
Here is an example:



Causal Factor Two: Staffing Challenges

- ▶ *Supervisors* are too often tasked to *line functions*, which detracts from their ability to manage office flow or staff productivity.
- ▶ DOL is experiencing *extraordinary attrition in its front line positions*: Licensing Services Representative (LSR) and Customer Service Specialist (CSS). The agency has significant **challenges hiring and training** for these positions quickly enough, and the net result is **less experienced staff** overall.

Here is an example DOL's hiring/attrition experience:



Causal Factor Two: Staffing Challenges

Reasons for these staffing retention challenges include:

- These front line positions are often *springboards* to additional opportunities.
- Prolonged periods of *mandatory overtime* to meet operational needs create a morale concern.
- *Change saturation* -- DOL's modernization efforts require a lot from staff, and it is often frustrating to be the front line staff person trying to provide excellent customer service as the agency works through the bugs in a new system.
- DOL implemented a *new workflow* with its roll out of Central Issuance. In addition to being new and unfamiliar, DOL must assess whether office reconfigurations or further workflow adjustments may be needed.



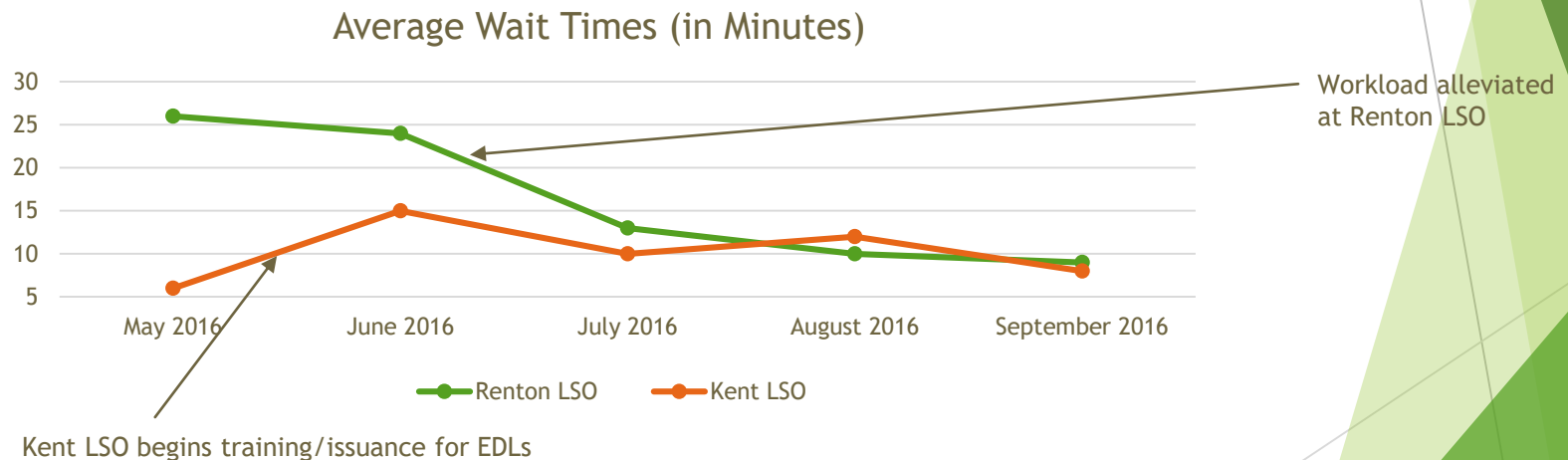
Causal Factor Three: Expanding LSOs with EDL/EID Issuance Capability

DOL expanded its roll out of *EDL/EID issuance capability* to more offices.

This improved customers' *access to service*, and spread workload across more offices.

But, there was a *learning curve*. The same dip in productivity was observed as staff became familiar with new processes.

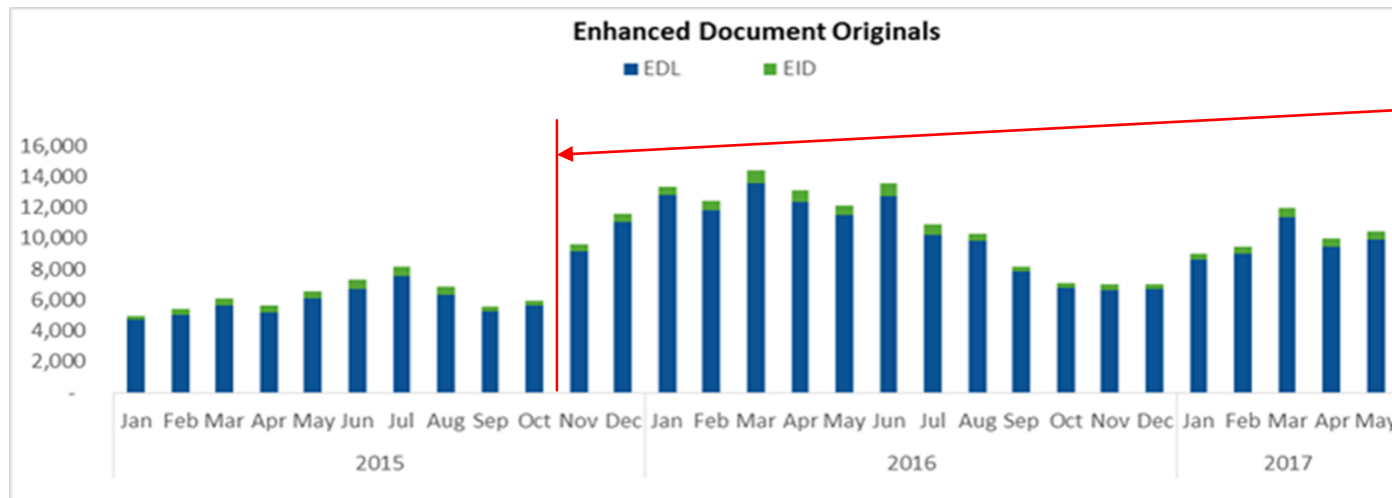
Here is an example:



And, the latest data shows an increase in wait times over the year *following* an LSO's EDL/EID issuance capability, as more of the public learns of this capability at that LSO.

Anticipated Fourth Impact: Increased EDL/EID Demand

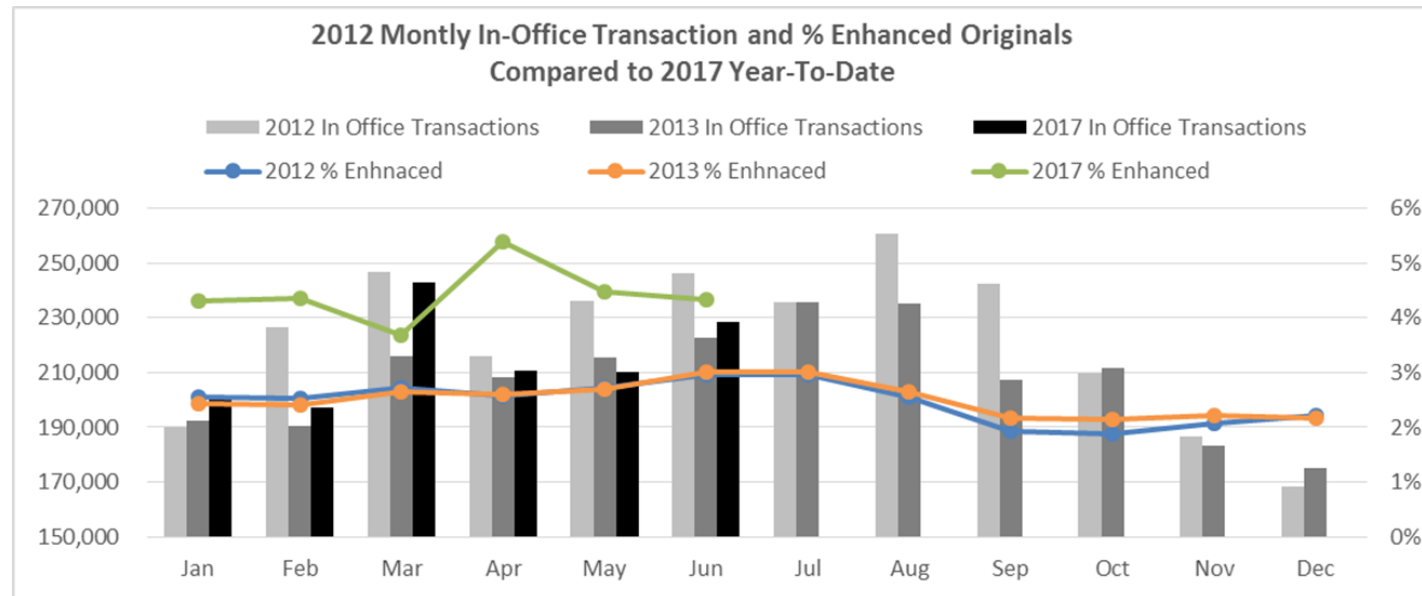
With federal enforcement of Real ID changing between now and October 2020, and a lower cost of EDLs/EIDs, DOL has forecasted increased demand for EDLs/EIDs. DOL must be ready to meet the increased demand.



There was significant media coverage of Real ID at the end of October 2015.

Anticipated Fourth Impact: Increased EDL/EID Demand

Even while Washington has had extension status for federal Real ID enforcement purposes, and higher priced EDLs/EIDs, DOL has experienced greater demand for EDLs/EIDs since 2012/2013.



What has DOL Done to Reduce Wait Times?

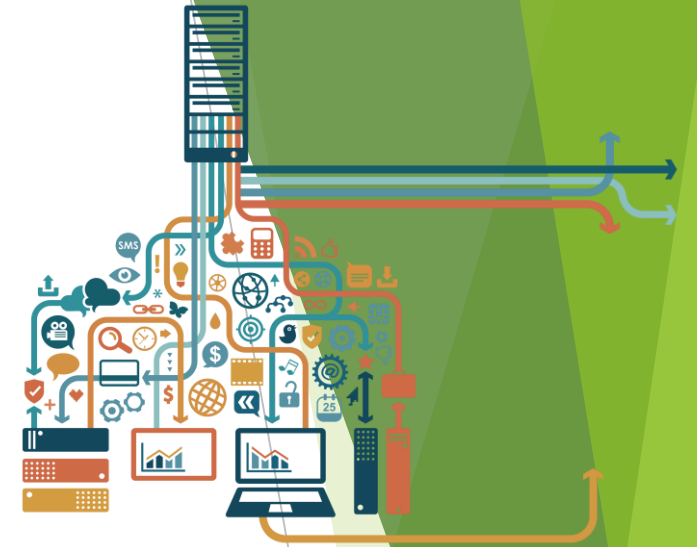
Improved Data: With its system modernization, DOL is ensuring it will have data from which to engage in real-time management of LSO wait times, staff, and resources.



DOL recently moved responsibility for responding to incoming customer **phone calls out of certain high-volume LSO's** to focus efforts on customers in the lobby.

DOL added **cash sorters/counters** to improve speed and **accuracy** of check out.

DOL is using a **morning roll-call** to **balance staffing levels** in an area.

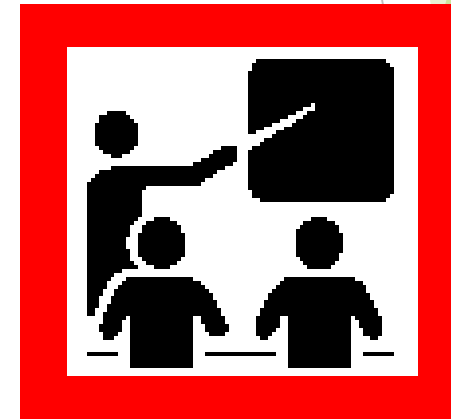


What has DOL Done to Reduce Wait Times?



DOL's customer service program is partnering with human resources to **hire qualified candidates faster.**

DOL has **revised its training program** and started using dedicated trainers for EDL/EID issuance training.



DOL initiated a **Wait Times Project**, and assigned a project manager to it.

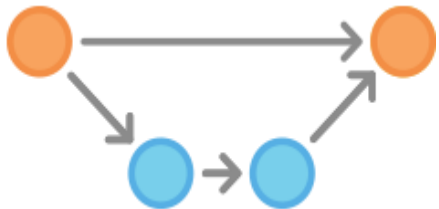
What is DOL Doing Right NOW?



DOL is **maximizing on-line transactions** by:

- policy/WAC review (more eligible transactions?);
- website improvements;
- advertising; and
- setting and actively managing targets for on-line transactions.

This week, DOL wrote to OFM to document wait time increases, and **request release of unallotted funds** appropriated in the 2017-19 Transportation Budget.



DOL is piloting **changes to workflow** suggested by LEAN events.

What is DOL Doing Right NOW?

DOL is exploring **operations six days per week** in ten offices.



DOL is **adding WiFi** to some LSOs to improve customer experience and allow customers to renew on-line if eligible.

DOL is expanding **back office support** (fraud staff, reinstatement staff, record response) **to match LSO business hours**, and reduce the need for multiple visits by the same customer.



... And is it working?

Here are examples of results:

- ▶ Piloting the workflow change:

Early reports show an average of **10 minute wait time reduction** in the offices where this pilot is in place.



- ▶ Revisions to training/dedicated trainers:

DOL reduced training period for staff who issue EDLs/EIDs **from 12 months to four months.**

What is DOL Doing *Next*?



DOL has gathered

120 ideas

for reducing wait times

What is DOL Doing *Next*?

Analyzing ideas

payoff

- reduction in wait times,
- reduction in office visits,
- improvement in customer experience, or
- improvement in employee morale

compared to

ease of implementation

- cost,
- organizational change management, or
- time to implement.



What is DOL Doing *Next?*

Implementing the best ideas . . . *and tracking **results!***

	BIG Payoff	SMALL Payoff
EASY to Implement	Implement NOW	Consider Doing Soon
HARD to Implement	Implement Strategically	Ignore

What is DOL Doing *Next*?

Here are examples of what DOL is implementing next:



DOL is **carefully managing communications** about identification options and requirements:

- customers with military ID, a passport, etc. *may not need an EDL/EID*; and
- the clearer DOL is about issuance eligibility and documentation requirements, the more DOL *reduces repeat visits and customer frustration*.

DOL is **moving CDL back office functions** out of LSOs to the CDL program area.



DOL is able to **pay LSRs at two ranges higher** thanks to a class-specific pay adjustment endorsed by State HR and funded effective July 1, 2017.



What to Expect

- ▶ DOL will continue to ***actively manage wait times, using real-time data.***
- ▶ DOL will **provide updates** to the legislature periodically.

Questions?

Jeff Devere, Deputy Director
jdevere@dol.wa.gov
360-902-0191