



# Incoming Application/License Document Process

*Business and Professions Division*

*Implemented December 2014*

*By thinking Lean we*

*reduced the License Issuance Cycle Time by 41 hours*

## Problem

The Customer Service and Technical Assistance Team (four employees) within the Design, Funeral, and Collections section enter applications, review eligibility, and issue licenses for programs like Architects, Funeral Establishments, Landscape Architects, Geologists and many other programs. They process approximately 60 applications per month and had no standardized process which often caused long cycle times. In addition, if a team member was out of the office work stopped for those applications.

## Causes

- No standard process to cover all applications.
- Each license type application was divided amongst the representatives (no cross-training).

## Solution

- Standardized the process by creating checklists, email templates, and a sorting system.
- Cross-trained program representatives on all license types.
- Implemented morning huddles.

## Results

