



DEPARTMENT OF ECONOMIC SECURITY
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News Release

Timothy Jeffries, Director

FOR IMMEDIATE RELEASE
November 2, 2015

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DES Creates Lean Transformation Office

Director Jeffries appoints Vicki Mayo, Chief Transformation Officer

PHOENIX – Director Tim Jeffries today announced the creation of the DES Lean Transformation Office, in alignment with Governor Ducey’s Lean Transformation Initiative. Vicki Mayo will serve as the Chief Transformation Officer for the agency. Vicki has successfully integrated Lean principles across multiple industries over the past ten years including finance, hospitality, information technology and call centers to increase efficiencies and provide better service to clients.

The agency has already had several successful outcomes as a result of implementing Lean Methodologies at DES, including the timeframe to issue licenses for child and adult developmental homes, efficiencies in processes for requests for proposals and more timely client service response at the unemployment insurance call center.

“The Lean transformation process is helping *Our New DES* become more efficient, more kind and more awesome,” said Director Jeffries. “These efforts have reduced the amount of time, money, and resources to meet or exceed client’s needs. The DES Lean Transformation Office, led by Vicki Mayo, will continue to infuse Lean principles throughout the agency to further identify management efficiencies for the benefit of DES clients.”

Several DES teams have applied Lean Methodologies to improve processes and better serve DES clients. The Division of Developmental Disabilities (DDD) and the Office of Inspector General (OIG) focused on accelerating the timeframe to issue licenses for child developmental and adult developmental homes, without compromising the quality or safety of care. Prior to the work of the team, it took an average of 82 days to issue a child developmental home license and 172 to issue an adult developmental home license. The licensing timeframes for both types of homes were reduced to just 26 days. The teams achieved this reduction, while also eliminating a license application backlog.

Additionally, another team set out to reduce the length of time to produce Request for Proposal (RFP) solicitations. The RFP process typically takes DES and other State agencies 172 days on average. The Divisions of Business and Finance (DBF), Employment and Rehabilitation Services (DERS), Aging and Adult Services (DAAS), Child Support Services (DCSS), and DDD are piloting a streamlined process that will serve as a model for all state agencies. The first pilot is complete and achieved the targeted timeframe of 35 days to produce an RFP. The remaining two pilots will soon launch and further refine the process.

A third successful outcome utilizing the Lean process is the Unemployment Insurance (UI) Call Center. UI claimants were unable to reach someone when contacting the UI Call Center. During a baseline period in June, the UI Call center was only able to answer 47 percent of the offered calls. It was projected claimants waited on average a total of 100 minutes before their call was answered. Within four weeks of

the project starting, 90 percent of calls were being answered per day with an average 11-minute wait time. Currently, three months after the project, 100 percent of calls are being answered with an average 10-second wait time.

These results are just a few examples of the processes the agency will continue to improve upon through ongoing involvement and participation in the Governor's Lean Transformation Initiative through the DES Transformation Office.

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