



DPOR Case Study: Right License, Right Now!



About DPOR

Who We Are:

**The Virginia Department of Professional
And Occupational Regulation**

What We Do:

License Individuals and Small Businesses

Primary Challenge

Customer Experience

☐ **Application processing time**

☐ **Inconsistent communication**

☐ **Website interface**



Maria's Experience with DPOR

**Feedback on the licensing process
straight from the customer, Maria,
aspiring salon owner**

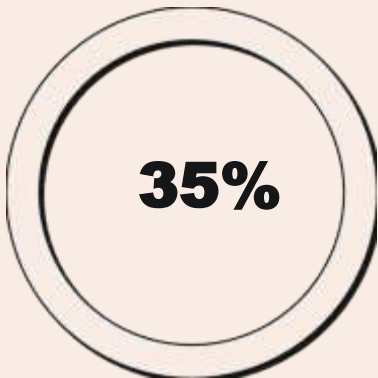


Call Center Performance Snapshot

Data from January 2023 - September 2025



Wait Time



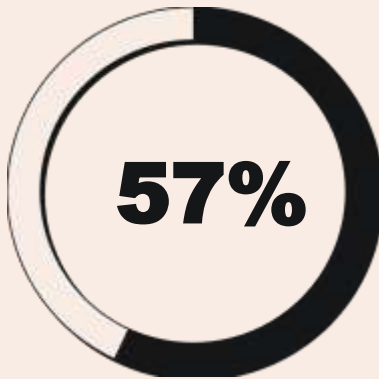
Peak Abandonment %



Abandonment Time



Call Duration



Multiple Calls



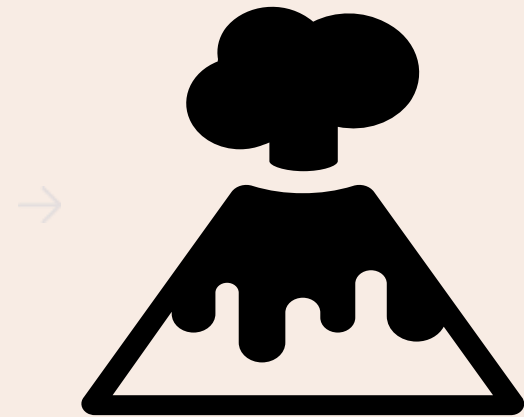
Transfers Per Call



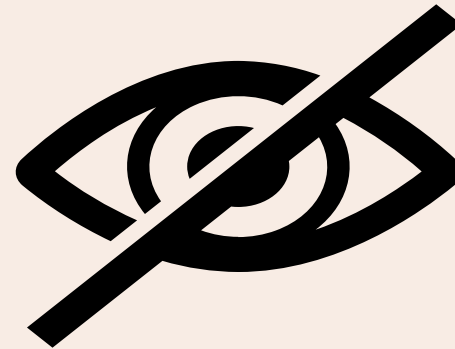
Number of Calls

The Breaking Point: Systemic Strain

*"I'm **drowning in calls**. We need better self-service systems, not just more people."*



Queue Overflow



Supervisor Blindness



Rising Turnover



Compensation Gap

The Impact



Missed opportunities



Lost revenue (\$6.4 million/day)



System Delays



Negative Perception



Erosion of Trust



Understanding Internal Obstacles

Employee Challenges:



Training Gaps



Recognition Deficit



Mission Disconnect



Limited Growth Opportunities



Lack of Resources

Gathering Knowledge from Sister Agencies

Strategy

- Gained best practices / successful actions
- System implementations, training etc.

Lessons Learned

- DMV
- VEC
- Office of Vital Records

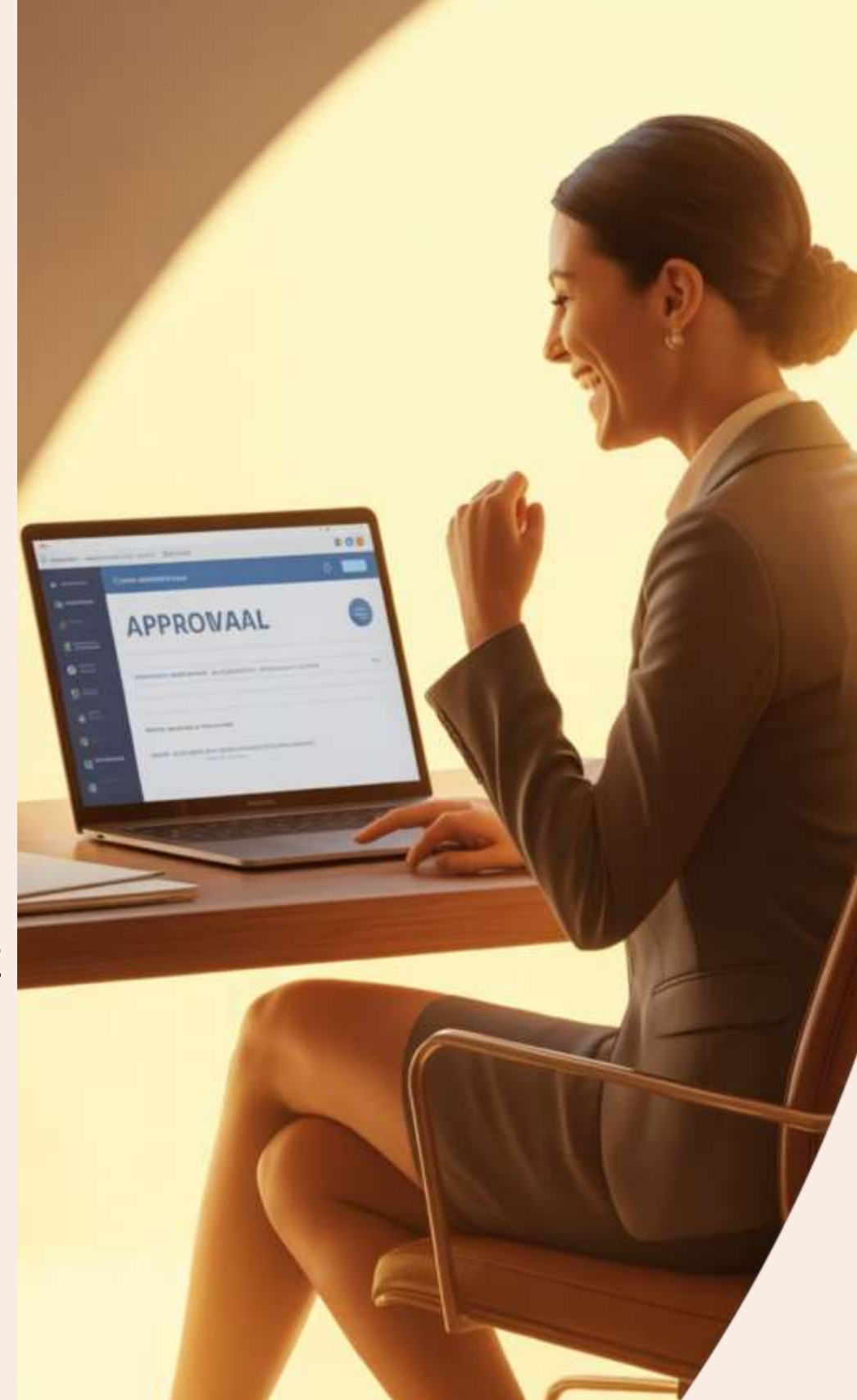


Our Plan: Improving Customer Service

DPOR has taken a two-prong approach to address opportunities around customer service:

1. System Advancements (Strategy/Innovation)

- **Web-site Enhancements:** Re-design customer permit and application page allowing customers to easily interface with their search. Fewer clicks, more hits!
- **AI Help Online:** Our online chatbot and help articles are available 24/7. They answer common questions fast, so our staff can focus on harder issues.
- **Smart Call System:** AI helps send callers to the correct expert right away. This means fewer transfers and shorter waiting times.
- **Call-back Option:** People can set up a time for us to call them back. This avoids waiting on hold and makes their experience smoother.



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2. Employee Training & Development

- **Competitive Pay:** We need to ensure our staff have competitive salaries and rewards.
- **Training & Development** - Focusing on customer service training, particularly customer de-escalation. This includes skills like showing understanding, calming difficult situations, and regular learning for our team.
- **Team Performance Dashboard:** We use live data to see call numbers, how fast issues are fixed, and how staff are doing.



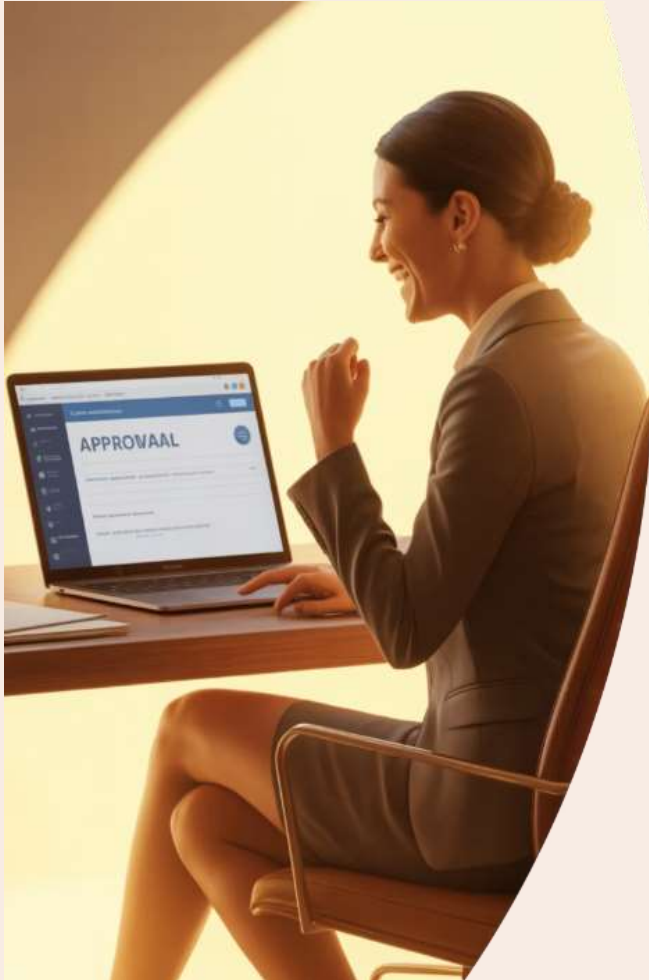
Path to Success 2025-2027



Measurable Improvements:

- ❖ Call Resolution: from 43% to 70%
- ❖ Transfers per Call: from 2.3 to 1.5
- ❖ Average Handle Time: from 6 min. to 3 min – 50%
- ❖ Application Processing Time: from 33 days to 3 days

Real Impact: A Customer's Story



Initial Frustration



**Right License, Right
Now
Initiative**



Happy Customer Outcome

The difference was night and day. I went from feeling lost in the system to being impressed by how smooth and transparent everything became.— DPOR Customer

Experience the Customer Journey with Maria



**Listen to the experience of
DPOR's future customer**

Conclusion

DPOR is committed to ensuring that licensing is not a barrier, but a gateway to opportunity in the Commonwealth.

Through the “Right License, Right Now” initiative,

DPOR remains dedicated to making Virginia the best place to live, work, raise family, and start a small business!

