



## ENGAGED ADMINISTRATIVE TEAMS

- **Client:** The Principal Financial Group®
- **Business Area:** Life insurance administration
- **Opportunity:** Streamline processes and improve performance efficiency of policy transactions for in-force individual life insurance
- **Findings:** Arriving work was divided among individuals on three teams and completed by various due dates. Work time studies showed:
  - Significant time spent tracking and managing work that averaged 3-5 min per task and could just be done immediately
  - One team was over-staffed by 50%, and the other teams had excess capacity as well
  - Individuals were “pacing themselves” to complete their own work just-on-time to meet goals
- **Results:**
  - Reduced total process time for core tasks below LOMA median
  - Reduced staffing by attrition by **28%** and reduced cost per unit by **37%**