



Lean Transformation Report 2012 and Beyond

The Governor's Office of Accountability & Performance
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EXECUTIVE SUMMARY

CALL TO ACTION

Governor Gregoire is committed to ensuring citizens get the most value for their tax dollars. Through the Governor's Lean management initiative, state government has made a transformative commitment. Building on past and ongoing programs to improve government processes and the Governor's longstanding use of management and accountability tools, this commitment has been widely and deeply socialized in a very short time. Momentum is strong and agencies and staff are energized.

Lean is a comprehensive approach that incorporates methods, tools and philosophy that focus on the customer "value added" during each step in a process. Washington state government's Lean transformation journey builds on efficiency methods already in use across much of state government, many of which are Lean-like.

Washington's pioneering approach of adapting Lean to all of state government enhances the state's national reputation as a leader in performance improvement and commitment to provide efficient, effective services to its citizens.

The statewide transformation began with Governor Gregoire directing agencies to adopt this improvement system and philosophy used with great success in the private sector. In essence, Lean provides proven principles, methods and tools to develop a culture that encourages employee creativity and problem-solving skills. The [Lean Transformation Executive Order](#) was issued in December 2011, and state agencies answered the call to action by successfully implementing Lean thinking, tools and techniques. In less than a year, state agencies used Lean to improve processes and provide better value to the people of Washington.

This Lean Transformation Report is the inaugural report of Executive Cabinet agencies' progress. While not inclusive of all agency activities and efforts, the report highlights key activities and salient project examples that are leading to a Lean transformation.

RESULTS

All Executive Cabinet agencies complied with the executive order and submitted results for 95 Lean projects. These projects demonstrate that applying Lean principles empowers employees to make real and lasting change in their agencies. In fact, Lean provided a framework for agencies to:

- Eliminate or dramatically reduce backlogs.
- Reduce lead times and decrease the complexity of processes.
- Improve the quality of applications and the consistency of reviews or inspections.
- Allocate more staff time to "mission critical" work to improve staff morale and process transparency.

Employees are truly engaged in Washington's Lean transformation journey. Agencies report that more than 6,400 employees and more than 1,600 leaders have been trained on Lean thinking, tools and techniques. In July 2012, Executive Cabinet leaders invited their approximately 52,000 employees to participate in the first statewide Lean Awareness Survey.

Responses from 18,000 employees revealed that:

- 73 percent know what Lean is.
- 60 percent know about Lean transformation efforts in Washington state government.
- About 60 percent have been involved in planning, facilitating or participating in Lean efforts.
- 46 percent know of the Governor's Lean transformation executive order.

IMPLEMENTATION

The hallmark of Washington's Lean journey is that we didn't embark on it alone. We reached out to those who had gone before us in their own Lean journeys. The Governor asked for assistance from The Boeing Company and then enlisted help from others who had Lean expertise through the Seattle Chamber of Commerce and the Washington Roundtable.

Numerous private-sector organizations became our partners and provided valuable resources such as training, coaching and site visits. Our private-sector partners also provided key advice and lessons learned to help us foster and sustain a Lean culture in Washington state government. This experience allowed us to observe different approaches and glean the best solutions as we build *our* way of adopting Lean.

The Governor's Office of Accountability & Performance provided the road map for implementation by developing a comprehensive strategy to build capacity to learn, do and support Lean. A 2012 Lean practitioner path was developed for 72 employees to select a project, receive training and apply what they learned to their project. The interest in this new concept spread quickly: Today, there are more than 180 practitioners and facilitators fostering Lean in Washington state government.

To support and sustain Lean, all-inclusive web and intranet sites are available to provide on-demand resources to audiences who want to deepen their knowledge and understanding of Lean.

RECOMMENDATIONS

Lean efforts show great promise for continued application in state government. Agencies made impressive efforts, considering the current economy and resource constraints. The opportunity for employees to improve how they do their work has created energy and excitement among staff. The early wins and substantial results in a short time frame indicate the value of moving Lean efforts forward. However, expanded success will require leadership for the long haul and investments of additional resources.

Recommendations represent input from agency senior leadership, Lean practitioners and private-sector partners. Each of these key stakeholder groups provided feedback and shared lessons learned about critical success factors, barriers to success and opportunities to improve and sustain our Lean journey.

The recommendations for near-term focus in 2013 and long-term vision are included in detail in Part 4 of the report. The primary recommendations are:

- **Championing a Lean leadership evolution:** Continue the transformation from traditional management to Lean management
- **Building capacity for Lean transformation:** Expand capacity to use Lean to deliver value
- **Ensuring strategic alignment of Lean efforts and resources within and among agencies:** Align improvement efforts of enterprise and agency with vision and strategy
- **Fostering cultural change to support a Lean transformation:** Adapt Lean thinking, tools and techniques to state government operations
- **Increasing communication to support Lean accountability, transparency and cultural change:** Share how state government has used Lean to deliver value

WASHINGTON STATE GOVERNMENT NEXT STEPS

The state's pioneering approach harvested the best approaches from diverse expertise in the private sector. Washington is uniquely primed to effectively adapt Lean to state government just as the private sector adapted Lean to fit its unique business models. The proposed recommendations will benefit from continued gubernatorial support as well as significant and collaborative efforts by state agencies, private-sector partners and the Governor's Office of Accountability & Performance.

Pending review and approval of this report, planned next steps are:

- Developing a high-level road map for 2020, addressing the recommendations listed above in addition to providing a timeline of key milestones.
- Prioritizing the recommendations for 2013.
- Developing performance measures and targets.
- Developing a 2013 tactical plan.
- Assigning leads to key activities.
- Determining a mechanism for reporting progress on these recommendations to the Governor.
- Reporting Lean progress and individual results achieved by state agencies annually in October per [Lean Transformation Executive Order 11-04](#).

PURPOSE

Governor Gregoire is committed to ensuring citizens get the most value for their tax dollars. In December 2011, the Governor directed Executive Cabinet agencies to use Lean thinking, tools and techniques to improve value and service to Washingtonians. Lean builds on ongoing improvement efforts and Washington's reputation as a leader in performance improvement to provide efficient and effective programs and services to Washingtonians.

[Lean Transformation Executive Order 11-04](#) directs Executive Cabinet agencies to:

- Learn about Lean principles, concepts and tools.
- Complete a Lean project by Aug. 31, 2012.
- Deploy efforts to build capacity for Lean while embedding Lean in the agency culture.
- Report Lean results and lessons learned to the Governor's Office by Aug. 31, 2012.

This report provides an overview of Washington state government's Lean journey and reviews progress, lessons learned and results made to date. The report is organized into the following four parts:

PART 1: BACKGROUND: THE JOURNEY TO LEAN

This section describes Washington's history with performance management, the enterprise-wide approach to Lean and the Governor's executive order.

PART 2: ACCOMPLISHMENTS TO DATE

This section summarizes the work of Executive Cabinet agencies and the Governor's Office of Accountability & Performance (referred to throughout this report as A&P) in moving forward the Governor's vision of learning and applying Lean principles, concepts and tools.

- **Learn:** Provides details about the number of state employees and leaders learning Lean principles and describes their training.
- **Do:** Summarizes various projects completed and provides examples of success stories in implementing Lean in Washington.
- **Support and Sustain:** Describes the resources provided to support and sustain agencies in their Lean efforts.

PART 3: LESSONS LEARNED

This section summarizes agencies' responses to what worked well, what didn't work and what suggestions or improvements could be made as we continue to implement Lean. It also includes advice and lessons learned from our private-sector partners.

PART 4: RECOMMENDATIONS AND NEXT STEPS

This section contains recommendations based on agency input as well as advice from our private-sector partners. These recommendations provide a launch pad for activities in 2013 and beyond, and guide the multi-year journey in adapting Lean to all state government operations.

PART 1: BACKGROUND: THE JOURNEY TO LEAN

WASHINGTON HAS AN EXTENSIVE HISTORY OF PERFORMANCE MANAGEMENT

The citizens of Washington expect state government to deliver essential services with innovation, efficiency and integrity. Governor Gregoire has a long-standing commitment to using proven practices to improve government performance as part of the [Washington Management Framework](#). Washington has established a strong performance management culture through the Governor's award-winning [Government Management, Accountability Performance \(GMAP\)](#) program, designed to hold state government and agency leadership accountable to customers, taxpayers and citizens for the quality, efficiency and effectiveness of services. At its heart, GMAP is a management tool that relies on performance measures for a disciplined approach to decision making that helps state agencies measure, improve and report their performance.

Washington has an enviable history of pioneering innovative approaches to making state government more efficient, transparent and accountable. These efforts include the following examples:

- **Priorities of Government budgeting** — a strategic framework for investment decisions based on what the results citizens expect from government and the strategies most effective in achieving those results. This nationally recognized tool has been used in developing Washington's budgets for the past decade.
- **Transforming Washington's Budget** — a campaign launched to engage citizens and community leaders in deciding what essential services the state should fund in the budget. The campaign included town halls across the state and an interactive website that allowed users to contribute and comment upon budget ideas.
- **Total Quality Management** — a management system to continuously improve the quality of products and processes for long-term success through customer satisfaction.
- **Balanced Scorecard** — a strategic management tool for managers to track activities by their staff and monitor the results in four key areas: financial, internal processes, learning and customer.
- **QUEST 2001** — a two-day learning course on process improvement tools and techniques. Many state employees were certified through the training to teach others and lead process improvement teams in their agencies.

DEPARTMENT OF LABOR & INDUSTRIES

Ability-to-work assessment

- ✓ Reducing the time it takes injured workers to receive an assessment by 51 days

CONTINUING THE JOURNEY TO BETTER GOVERNMENT

The Governor's Lean initiative builds on the continuum of accountability established through the use of GMAP and other ongoing programs to improve government processes. Many of the improvement methods found in these programs are components of Lean thinking, tools and techniques.

Lean provides additional principles, methods and tools to develop a culture that encourages employee creativity and problem-solving skills. Adapting Lean to government operations will help state employees consistently deliver programs and services with the innovation, efficiency and integrity that citizens expect. Washington's Lean journey includes building capacity to lead,

implement and support employees in their efforts to reduce waste, eliminate delays, save money and deliver efficient programs and services.

AN ENTERPRISE-WIDE APPROACH TO LEAN BEGAN IN 2011

However, a few state agencies explored the application of Lean prior to 2011. For example, in 2008, the Economic Services Administration of the Department of Social and Health Services used Lean principles to redesign its model for delivering benefits to citizens. These efforts reduced processing time by 65 percent, ultimately shrinking wait times from four weeks to as few as five to 45 minutes. The Department of Labor and Industries implemented Lean to reduce claims processing times, which saved money by eliminating steps that didn't add value. Other state agencies also incorporated Lean to improve processes and deliver more value. Until 2011, however, there was not an enterprise-wide approach for expanding Lean across Washington state government.

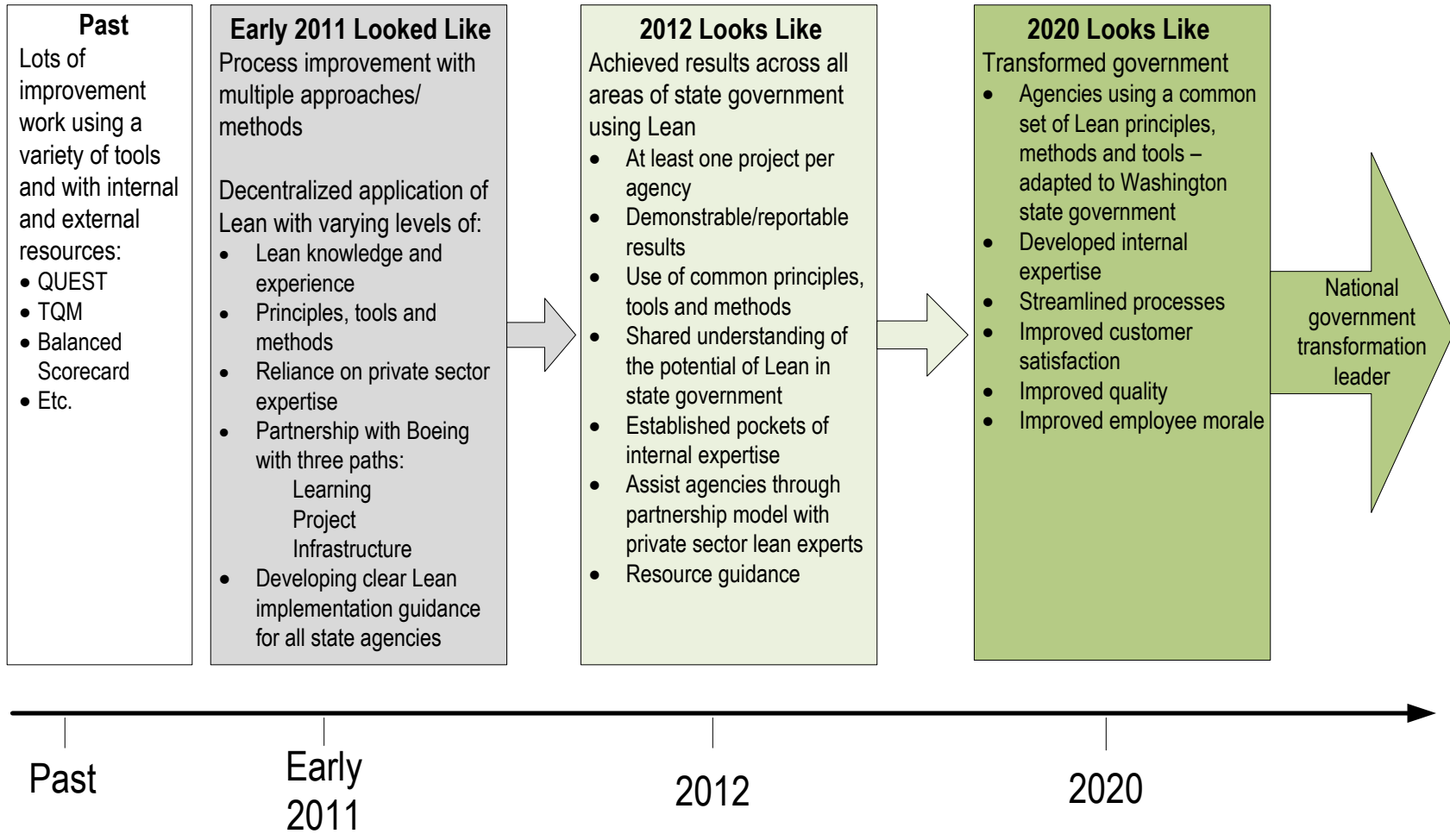
During the spring of 2011, A&P hosted a symposium for experts to explain how to transform state government with Lean. Given state budget constraints, the state began a unique, no-cost partnership with private-sector Lean experts such as The Boeing Company and Impact Washington. This partnership concept has expanded to include 20 private-sector companies from manufacturing, health care, service and governmental organizations that provided free advice, training and coaching.

GOVERNOR GREGOIRE'S EXECUTIVE ORDER ACCELERATED THE PACE OF LEAN IMPLEMENTATION

Recognizing the need for significant momentum to build a Lean culture, Governor Gregoire asked Executive Cabinet agencies to speed the pace of their transformation to Lean thinking and management. The December 2011 announcement of the [Lean Transformation Executive Order 11-04](#) instilled commitment and expectations of Lean in state government management and provided clear goals for agencies to achieve by the end of 2012. This places Washington on the path to embedding Lean in state government by 2020.

The executive order directed Executive Cabinet agencies to report progress made on Lean activities to A&P by Aug. 31, 2012. In addition, A&P was directed to report to the Governor on progress made by state agencies in implementing the provisions of this order no later than October of each year. This is the inaugural Lean progress report.

WASHINGTON STATE GOVERNMENT LEAN JOURNEY



PART 2: ACCOMPLISHMENTS TO DATE

Learn

LEAN KNOWLEDGE AND UNDERSTANDING ARE BEING ESTABLISHED IN WASHINGTON STATE AGENCIES

In July 2012, A&P partnered with agency leaders to launch the first [Lean Awareness Survey](#). Executive Cabinet leaders asked their approximately 52,000 staff to participate in the survey; nearly 18,000 responded for a 34 percent response rate. Survey results showed that:

- 73 percent know what Lean is.
- 60 percent know about Lean transformation efforts in Washington state government.
- About 60 percent have been involved in planning, facilitating or participating in Lean efforts.
- 46 percent know of the Governor’s Lean executive order.

This year’s survey established a baseline of statewide Lean awareness. Similar surveys will be conducted periodically to measure statewide progress on adopting Lean.

THOUSANDS OF WASHINGTON STATE EMPLOYEES ARE LEARNING ABOUT LEAN

Executive Cabinet agencies built capacity for applying Lean thinking, tools and techniques by:

- Participating in a variety of events related to Lean (training, coaching, knowledge transfer and other activities).
- Developing Lean knowledge and skill through the training of executives, managers, supervisors, employees and Lean practitioners.
- Evaluating satisfaction ratings offered by participants during Lean events and training.

The table below lists the aggregated accomplishments of the Executive Cabinet agencies.

Key Lean Learning Accomplishments	
Category	Accomplishments
Employee Training	Trained 6,400+ employees
Leader Training	Trained 1,600+ leaders
Events Related to Lean	Conducted 700+ events
Lean Practitioner/ Facilitator Training	Trained 180+ practitioners/facilitators
Event/Training Satisfaction Survey	Average satisfaction rating of 4.3 (on a 1–5 scale where 1 was poor and 5 was excellent)

STATE AGENCIES PARTNERED WITH PRIVATE-SECTOR EXPERTS TO IMPLEMENT LEAN PRINCIPLES

Lean experts have found that “learning” partnered with “doing” is the most effective method for knowledge transfer and building capacity for Lean. Early in the Lean journey, A&P identified three critical groups that were essential for launching the Lean journey, listed below.

- 1. Lean leadership team.** To guide the Lean efforts, a coalition of willing and able leaders was formed. This group met biweekly for the first year and continues to meet monthly, providing guidance and reviewing progress on the Lean journey.
- 2. Private-sector partners.** The hallmark of Washington state’s Lean journey was to approach organizations that had already implemented Lean thinking, tools and techniques. This yielded a unique opportunity to gain knowledge from experienced partners who were applying Lean in their own unique way; from them, we are identifying and adapting best practices. Partnerships with private-sector organizations such as The Boeing Company, Impact Washington, Virginia Mason Medical Center, Seattle Children’s Hospital, Group Health Cooperative, Alaska Airlines, Premera Blue Cross and Starbucks were invaluable. Partners offered training, coaching, mentoring and facility tours to help Lean practitioners and leaders bridge the gap between classroom learning simulations and on-the-job improvement efforts.

When asked why they were interested in helping us, partners offered these explanations:

- a. “Giving back to the community” was already part of their business model, and working with state government is aligned with that thrust.
- b. There is a common-sense aspect to helping state government improve programs and services delivered to Washingtonians, with a clear nexus between improving state government and improving businesses and the economy.

A complete list of our private-sector partners is available in Attachment C.

- 3. Lean practitioners.** In early 2012, each Executive Cabinet agency identified between two and six employees who would be part of a 2012 Lean practitioner path. Then between January and March, these 72 individuals attended seven days of Lean training delivered by private-sector partners and one day of Lean training provided by the Department of Labor and Industries. In addition to the training, these practitioners were partnered with Lean expert coaches from the private sector — many of whom absorbed the costs — to help the state learn to apply Lean thinking, tools and techniques.

DEPARTMENT OF COMMERCE
Time accounting
✓ Reduced leave and time sheet errors by 27 percent (saves 1.5 FTE staff time)

THE 2012 LEAN PRACTITIONER PATH INCREASED CAPACITY TO FACILITATE LEAN

The 2012 Lean practitioner path comprised eight major components to build capacity in agencies while also improving processes, as described in the table below.

EIGHT COMPONENTS OF THE LEAN PRACTITIONER PATH

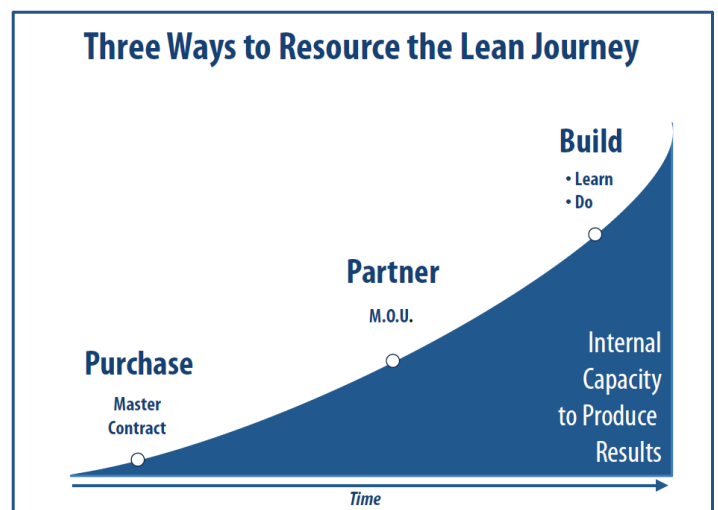
1. Project Selection	2. Training	3. Coach Assignment	4. Improvement Workshop Planning
<ul style="list-style-type: none"> Executive Cabinet leaders identified processes in their agency to improve Leaders selected 72 employees to become Lean practitioners and facilitate value stream mapping efforts 	<ul style="list-style-type: none"> Introduction to Lean (1 day) Value stream mapping facilitator (3 days) Lean basics (3 days) Lean problem solving (1 day) Lean facility tour (1 day) 	<ul style="list-style-type: none"> Recruited private-sector coaches Conducted coach orientation Matched coaches with agency Lean practitioners 	<ul style="list-style-type: none"> Identified sponsor Identified project lead Identified employees – process experts Arranged workshop logistics Completed charter documentation
5. Improvement Workshop	6. Improvement Actions	7. Lessons Learned	8. Results Report
<ul style="list-style-type: none"> Created “current state” map of process Created “future state” map of process Developed implementation plan based on improvement ideas shared by participants 	<ul style="list-style-type: none"> Completed improvement actions Measured improvements Analyzed improvements Identified next steps 	<ul style="list-style-type: none"> Shared lessons with other Lean practitioners Documented what worked Documented what didn't work 	<ul style="list-style-type: none"> Reported accomplishments Reported lessons learned Reported recommendations Reported next steps

THE GOVERNOR’S OFFICE OF ACCOUNTABILITY & PERFORMANCE PROVIDED SEVERAL RESOURCES TO HELP EDUCATE WASHINGTON STATE AGENCIES ON LEAN

A&P worked with agency leaders and staff to develop resources, share knowledge and infuse Cabinet agencies with Lean thinking. Some of these resources are described below.

THREE WAYS TO RESOURCE THE LEAN JOURNEY

The graphic shown here depicts three potential ways to provide resources for building capacity to adopt Lean thinking, tools and techniques. Due to budget constraints across General Fund agencies, early efforts focused on a partnership approach (with an “in kind” memo of understanding). A master contract for purchasing Lean services is in progress and discussed in the Support and Sustain section of this report.



A GUIDE TO GETTING STARTED WITH LEAN

A guide to [getting started with Lean](#) was created to help agency leaders understand what they were expected to do to implement Lean before the August deadline. The document included information for leaders about how to:

- Identify a project using a “model area” approach.
- Provide a project description for a process improvement.
- Consider critical success factors for implementation.
- Clarify Lean project roles and responsibilities.

LEAN WEBSITE AND INTRANET

The website features Lean resources, tools, media stories and agency examples. Additional resources include articles, publications and books. From the December 2011 issuance of the executive order to August 2012, the website received more than 10,500 visits.

The Lean SharePoint is an intranet resource to share information and activities across state agencies. The site includes training modules for practitioner use, information on Lean projects and a calendar of key meetings and learning opportunities.

LIVE AND ON-DEMAND LESSONS IN LEADERSHIP TRAINING AND COACHING

Lean overview for leaders. On Jan. 25, 2012, A&P partnered with experts from The Boeing Company to provide a [Lean Overview for Leaders](#) session for nearly 300 Washington state agency leaders. The purpose of the overview was two-fold: (1) to provide a live Lean overview for state government leaders, managers and supervisors, and (2) to provide instant and ongoing access to Lean basic information on the web. The session was videotaped by the Washington State Health Care Authority at minimal cost and posted on the A&P website. By the end of August 2012, the site had received more than 3,000 visits.

DEPARTMENT OF AGRICULTURE

Export certificates for foreign countries

✓ Reduced time to issue processed food safety export certificates by 60 percent

Lessons in leadership. To help agency leaders with the Lean journey, a [Lessons in Leadership Series](#) was provided at no charge for Washington state leaders, managers and supervisors. Participating private-sector partners were Virginia Mason Medical Center, Seattle Children’s Hospital, Group Health Cooperative, Kotter International, Honsha, Point B and Alaska Airlines.

Benchmarking site visits. Our private-sector partners provided opportunities to visit their locations to see their Lean implementation work. Over the course of the past year and a half, A&P sponsored 17 site visits in Western Washington and Salem, Oregon (see Attachment B for a list of site visits). These tours gave Lean practitioners concrete examples of how our partners are using Lean to drive continual improvement and deliver value to their customers.

Do

EXECUTIVE CABINET AGENCIES HAVE SUBMITTED 95 LEAN PROJECTS

All Executive Cabinet agencies met the executive order requirements and submitted a total of 95 Lean projects completed between January and Aug. 31, 2012. Most agencies completed more than one project; some submitted results for multiple projects. Detail about each agency’s projects can be found in Attachment H.

LEAN EFFORTS IMPROVED EFFICIENCY, REDUCED BACKLOG, SAVED MONEY AND INCREASED CUSTOMER SATISFACTION

As state government is challenged to deliver high-quality services with strapped resources and diminishing budgets, agencies used Lean thinking, tools and techniques to:

- Eliminate or dramatically reduce backlogs.
- Reduce lead times and decrease the complexity of processes.
- Improve the quality of applications and the consistency of reviews or inspections.
- Allocate more staff time to “mission critical” work.
- Improve staff morale and process transparency.

Executive Cabinet agencies demonstrated their ability to find creative solutions to some of their most difficult problems, even in the most challenging of fiscal environments. Improved performance was demonstrated in many areas, from processing permits to approving contracts.

SUPPORT AND SUSTAIN

A SHARED VISION STATEMENT IS ESSENTIAL FOR TRANSFORMATION

Creating a culture where Lean thinking, tools and techniques are used by employees and management requires a holistic approach. For Lean to become part of the culture in Washington state government, more than training and undertaking projects will be required: Change management must be an integral part of the overall plan especially as Lean thinking, tools and techniques can help state government deliver better value to Washingtonians, particularly in austere times. It is critical for Washington agencies to work toward a shared vision.

The Lean Leadership Team worked with private-sector partners to create a working vision statement for this effort: “Washingtonians value and trust state government to deliver essential services with innovation, efficiency and integrity.”

AGENCIES CONTINUE TO RECEIVE SUPPORT FOR LEAN EFFORTS

These results are encouraging and just the beginning. The following activities and resources are in place to sustain Lean in Washington state government.

- **Lean practitioners community of practice.** In addition to more formal activities, a Lean “community of practice” was developed for Washington state employees who are interested in applying Lean. This group meets on a monthly basis with a two-hour agenda of (1) Lean thinking, tools and techniques for knowledge and skill development; (2) Lean practitioner networking for generating ideas and creating solutions; and (3) facilitation techniques for knowledge and skill development. More than 100 Washington state employees have joined the Lean practitioners community of practice.
- **Private-sector partnerships.** As stated previously, support from private-sectors partners has been a valuable resource in providing advice, facility tours, training and coaching for state employees and leaders. Looking ahead to the next phase of Washington’s Lean journey, we should continue to foster additional partnerships with Lean experts in the private sector from a variety of industries.

- **Master contract.** Although dedicated funds for Lean were not provided during the budget process due to extensive funding constraints, agencies were nevertheless interested in providing more intensive Lean training and coaching for their staff. To help agencies access high-quality and cost-effective Lean services, A&P worked with the Department of Enterprise Services to draft a request for quote and qualifications for vendors interested in being included in a Lean master contracts list. The master contract prequalifies contractors/vendors at a blended hourly rate. State, local and federal governments and public benefit nonprofit corporations can use vendors from the approved list for Lean consultant services by completing a scope of work.
- **Communication plan.** To promote and communicate consistent progress about Washington’s Lean journey, an overarching Washington’s Lean Journey Communications Plan was launched in June 2012. The communications plan provides a framework for statewide internal and external communications, recognizing that Lean awareness among state agencies varies widely from just beginning to learn to implement Lean strategies.

DEPARTMENT OF FISH & WILDLIFE
Commercial harvest data
✓ Reduced time to process priority commercial harvest data from 90 hrs to 8 hrs

PART 3: LESSONS LEARNED

A&P captured lessons learned from leaders of Executive Cabinet agencies and Lean practitioners in their individual submissions for the August 2012 Lean report about:

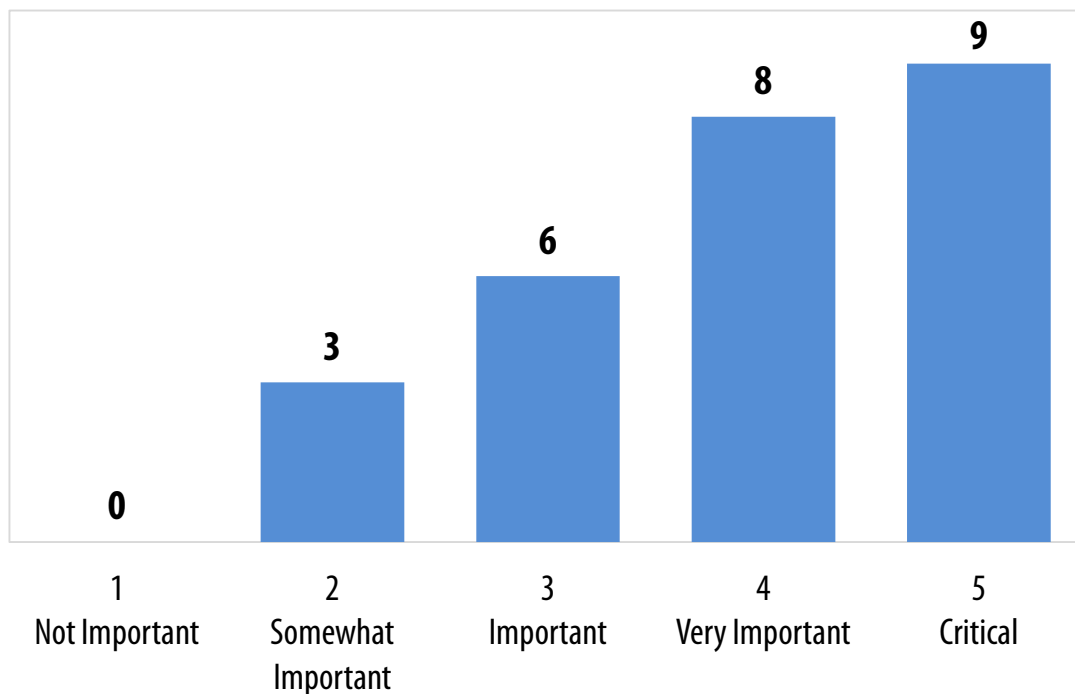
- How important Lean is to their agency.
- What worked well/critical success factors.
- What didn't work/barriers.
- What we can do to improve our Lean efforts.
- How can we sustain Lean efforts.

With agency Lean practitioners using value stream mapping to identify opportunities to make improvements, A&P then facilitated sessions where Lean practitioners shared with each other what worked well and what didn't. A&P also collected advice and lessons learned from the private-sector partners who have been sharing their Lean expertise.

MOST AGENCY LEADERS RATED LEAN AS "CRITICAL," "VERY IMPORTANT" OR "IMPORTANT"

Agencies overwhelmingly recognized the value of applying Lean principles in their agencies. When asked to rate how important Lean was to their agency on a scale of 1–5, the average response was 3.88. While most agency leaders (88 percent) rated Lean as "critical," "very important" or "important," a few agency leaders rated Lean as "somewhat important." In these cases, the rating was a reflection of the agencies' early stage of implementation.

HOW IMPORTANT HAS LEAN BEEN TO YOUR AGENCY?



Comments from agency leaders include the following samples:

- “Adopting the Lean philosophy provides the tools to find new and more efficient ways to do our work with fewer resources, as well as empower staff to think about innovative solutions to improve their work processes.”
- “To date we consider Lean ‘somewhat important’ to ‘important’ since this Lean initiative is so new. As we move toward the future, we consider Lean very important. Staff will be doing the good work they do in a way that is more efficient.”
- “Lean is critical. With reduced resources and expectations to continue to provide high levels of service, we need to improve our processes so that we can maintain and ideally increase the level of service to our customers. We also believe that having state government broadly embrace Lean and realize its benefits is a major opportunity to improve our business climate, thereby growing and improving jobs in Washington, which is a priority of Washington state.”

LEADERS OF EXECUTIVE CABINET AGENCIES AND LEAN PRACTITIONERS IDENTIFIED SIMILAR SUCCESS FACTORS IN IMPLEMENTING LEAN

Agencies reported several important factors that contributed to success, with most agencies citing the following six areas:

- Developing **expertise with internal practitioners/facilitators** helped agencies build support and buy-in for Lean while creating capacity in agency divisions. Respondents noted that careful selection of practitioners — paired with intensive training coordinated and provided by A&P — helped practitioners develop the necessary skills and expertise. This was accomplished, in part, by including Lean facilitation and project management in workload expectations and job descriptions.
- **Engaged leadership** was critical in integrating Lean into the agency culture by communicating its value, supporting the work and participating with project selection. Respondents noted that engaged leadership legitimized efforts and signaled long-term commitment for cultural change.
- **Employee engagement** created awareness, allowed staff to be honest and open about their experiences, and contributed to staff feeling valued and respected. Engagement activities included overviews, visioning sessions, benchmarking, viewing intranet sites, training, communication and culture assessments. While some staff were initially reluctant to take time away from work, the enthusiasm generated by project team members spread through the agency. Others were inspired as they saw before-and-after pictures of a process and the positive effects of this change. They observed ownership and pride in work from co-workers.
- **Training** was identified by several agencies as a critical success factor. Agencies included positive comments about “just in time” training for project teams as well as orientation sessions. A&P training resources and tools received great reviews.
- **Communicating** results and sharing information was a positive aspect of the Lean journey. The Lean SharePoint site was specifically noted for its value in encouraging continued participation and feedback from staff, managers and Lean practitioners. Lean presentations and web-based resources boosted staff awareness and interest.
- Strategic **alignment** of Lean projects with agency priorities was valuable to several agencies. Enterprise mapping of core processes and strategic selection of projects that were aligned with business strategies and priorities were referenced. Capitalizing on existing infrastructure added momentum for improvements.

Exemplary leadership activities

- Scheduling daily stand-up meetings
- Sending supportive emails
- Visiting employees on the job
- Including Lean on agendas
- Attending improvement effort report-outs

PARTICIPATING AGENCIES NOTED LACK OF RESOURCES AS THE TOP BARRIER TO SUCCESS

Agencies listed several things that didn't work well and were barriers to success, including the lack of resources, limited time for Lean principles to be fully integrated, and unclear roles and responsibilities.

- Agencies **need more resources**. While the practitioner, facilitator and partner resources provided were viewed very positively, more than half the agencies noted the need for more. Specifically noted was the need for more hands-on training, dedicated resources and a long-term investment in employees as well as leaders to deliver and sustain Lean. While many staff expressed an interest in learning and applying Lean, some agencies cited their difficulty in resourcing staff, due to employee downsizing, heavier workloads and potential practitioner transfer. Dedicating staff time and allocating funding to Lean when the state has faced consecutive budget shortfalls is a real challenge. These resource constraints will continue, at least in the near future. Serious consideration and creative options will be instrumental to future success.
- **Lean is still new and agencies need more time for Lean to become part of their culture**. Agencies recognized the need for cultural change management to ensure Lean sticks within the Washington state government culture, and felt they needed more time to help this occur. Some agencies described the state culture as having general resistance to change, with a history of late adoption. Other agencies felt the focus on the report for August limited time needed for employee engagement such as communication and deployment. In the future, these agencies would like to integrate more change management into the Lean transformation to allow all staff to get on the same page so Lean becomes part of how they perform their daily work.
- **Roles and expectations for leaders, managers and supervisors need to be clearer**. Some agencies experienced confusion about leader, manager and supervisor roles with Lean events and activities. In some cases, managers relied heavily on Lean practitioners for implementation. Agencies noted, too, that Lean training for senior leaders was not required, particularly for middle management roles and expectations. In some cases, this resulted in confusion and frustration. Mid-management and first-line supervisor support, knowledge and coaching are critical for success. All leaders must understand and coach toward continual improvement.

TO IMPROVE LEAN EFFORTS IN WASHINGTON, AGENCIES WANT MORE RESOURCES, TRAINING AND SUPPORT FROM AGENCY LEADERSHIP

Agencies suggested continuing the factors that led to success and addressing the barriers: They overwhelmingly wanted more resources, more training and more support from all levels of agency leadership to sustain and build on Lean efforts.

- **More Lean resources** was the most frequently identified improvement opportunity, with almost half of agencies citing the need for additional or dedicated resources, particularly for follow-through on solutions for implementation. Some agencies noted the difficulty in tapping into Lean practitioners to train others when they have full-time jobs in addition to their work with Lean. Dedicated funding to improve and expand the effort and continued support from A&P are needed to ensure that experienced coaches and appropriate resources are available.

DEPARTMENT OF LICENSING

Customer service center

✓ Cut down on number of customers receiving a busy signal by 27,000 calls/month (71 percent)

- **Expand and continue Lean training** was the next most-frequently identified need for improvement. Agency respondents suggested:
 - Training, including basic knowledge and understanding of Lean, should be provided to all state employees.
 - A&P should continue to coordinate and encourage all agencies to attend training.
 - Offering a deeper level of skill-building courses on Lean thinking, tools and techniques as a supplement to current offerings.
 - Mid managers need Lean training, coaching and consulting to help them shift their roles from conventional leadership to Lean leadership. Developing Lean thinking in managers helps empower staff, foster learning, advance the scientific method and support transparency and trust.
 - Further developing a unified approach for training within and across agencies. For example, coordinate training materials across the enterprise versus each agency doing its own, which is too time-consuming and duplicative.
- Many agencies agree that Lean can flourish only in an environment where **every leader** understands how to create a supportive environment where employees' ideas are heard and the customer receives value. Most agencies also agree that leaders, managers and supervisors are becoming more familiar with Lean tools, yet many may not be sure what using Lean as a leader looks like. For example, some agencies suggested that leaders, managers and supervisors should more actively support and encourage staff to participate in Lean events. Some suggested that employees are not confident they are supported. Leaders will need to continue to foster leadership support of Lean activities and time expectations to make agency efforts successful.

PRIVATE-SECTOR PARTNERS ARE A KEY INGREDIENT TO SUCCESS

Agencies also described the significant value added by their private-sector partners. A&P has established partnerships with more than 50 Lean experts from more than 20 private-sector companies. Over the past year, these Lean partners have generously given state government advice, consulting, training and coaching for Lean practitioners.

All agencies with a private-sector partner identified the partner as integral and a key ingredient of their success. The private-sector partners mentored, coached, consulted, and most importantly, increased credibility of agency efforts. Although private-sector partners had slightly diverse approaches — such as the level of preplanning prior to a value stream event, or the level of actions completed in an event, or the number of days (three to five) for each event — most employees appreciated seeing varied approaches grounded in Lean principles. Although there were some concerns about standardizing the approach for Washington state government, most agencies appreciated the diversity at this early stage of the journey.

Comments from agencies about partners

- Reinforced classroom instruction
- Gave credibility to initial efforts
- Shared tools and resources
- Provided valuable support, encouragement, coaching
- Showed the agency how to move forward with Lean
- Could not have accomplished this without them

While the tours, training, coaching and mentoring were identified as very positive, limited resources and time were identified as concerns. Agencies that did not use a private-sector partner coach did not have the benefit lent by outside Lean experts. However, a few agency Lean practitioners, after completing the Lean training provided by private-sector partners, successfully conducted value stream mapping in their agency without a coach, a tribute to the training's effectiveness. Additionally, agency Lean practitioners were willing and able to help each other.

PRIVATE-SECTOR PARTNERS OFFERED ADVICE AND LESSONS THEY HAVE LEARNED ON THEIR LEAN JOURNEY

Our private-sector partners advanced the following guidance to make our state’s Lean journey successful:

- **Embrace a long-term view of Lean transformation**
 - Transforming an organization is work that spans generations.
 - Developing Lean capacity in Washington state government will take years.
 - State employees will be most effectively trained by other state employees who have their respect and admiration as well as by external trainers/coaches with Lean expertise. However, the most important influencers of state employees will be employee-to-employee word-of-mouth advertising that the Lean thinking, tools and techniques are working. Be patient; this takes time.
- **Develop a Lean management system**
 - Stabilizing and improving processes is necessary, and it’s the easy part. Sustaining improvements is the hard part. The only way to sustain improvements is to change how leaders and managers do their work.
 - Leaders and managers must develop a discipline for a daily management system. This is a visual system to plan, do, check and take action on standard work for the purpose of continuous improvement.
 - Improvements will fade away without a daily management system to sustain them. Employees will be frustrated to see the improvements disappear. While establishing a Lean daily management system is hard work, and not nearly as flashy or exciting as rapidly improving projects, it is critical that state government establish such a system instead of simply creating a rapid improvement project factory.
- **Actively involve employees in Lean training**
 - State employees should be actively involved in learning.
 - Some concepts are more suitable for classroom learning; other skills must be learned and developed through experience on the job. This can be accomplished by:
 - Applying Lean in actual work on the job.
 - Using examples from the employee’s area of work instead of making the employee translate experience from manufacturing to office administration, for example. However, when employees are initially exposed to Lean, they can be more receptive to learning if the examples are from another work area.
 - Going on tours to see how other processes or industries have applied Lean.
- **Deliver consistent Lean training just in time**
 - Training requires consistency across versions and throughout state government.
 - While basic Lean concepts should be the same for all employees, executives, supervisors and employees, Lean coaches need different curricula tailored to their work expectations.
 - In some cases, the learning content must be highly customized to the actual work. Yet avoid trying to overcome resistance by attempting to “prove” that Lean works in every process and setting. Employees are initially inclined to think that, because their process is different, Lean cannot possibly apply. Stay the course of your Lean journey and the applicability of Lean will prove itself.

DEPARTMENT OF ECOLOGY
Prevention grants for local governments
✓ Offering grants for solid and hazardous waste management plans 39 days sooner (48 percent reduction)

- Deliver training just in time for state employees to use it on the job. It is frustrating for employees if they receive extensive Lean training without having the expectation and opportunity to immediately apply what they have learned on the job. Besides, the training is less effective the longer the interval before its use. Any “introduction to Lean” awareness training should be very brief.
- Online training is best used as self-paced learning after a good foundation has been established, not as the primary training.
- **Develop a centralized cadre of Lean practitioners/consultants**
 - State government should have centralized custodians of the Lean standards, training curriculum, certification and capacity-building activities.
 - It takes more intense training, time in combination with practice, experience on the job and skills coaching to develop Lean facilitators/practitioners/consultants.
 - As a general rule, only about 1 percent of the state workforce should be trained as Lean experts who spend the majority of their time facilitating Lean efforts/projects.
 - Lean thinking, tools and techniques must be integrated into the workforce instead of creating a giant “department of Lean.” A strong central “department of Lean” is helpful in the initial years of Lean transformation, but the ultimate vision should be to build Lean capability throughout state government. Eventually what will be needed is only a small group of Lean experts who are the keepers of the standard work and a small group of expert coaches/consultants who can be deployed to senior executives to work on the most complex problems.

EMPLOYMENT SECURITY DEPARTMENT
Reemployment orientations and extended benefits
✓ Savings of \$50,000 annually for not printing and mailing

PART 4: RECOMMENDATIONS AND NEXT STEPS

Lean efforts show great promise for continued successful application in Washington state government. Agencies made impressive efforts, considering the current economy and resource limitations. The opportunity for employees to improve how they do their work has created energy and excitement among staff. The early wins and substantial results in a short time frame indicate the value of moving Lean efforts forward.

The following recommendations are proposed to move toward our working vision statement, “Washingtonians trust and value state government to deliver essential services with innovation, efficiency and integrity.” The table displays each recommendation along with the planned 2013 focus and the key milestones in executing the 2020 Lean transformation Vision.

#	RECOMMENDATION	2013 Focus	2020 VISION
1	Champion a Lean leadership evolution	<p>Continue the transformation from traditional to Lean management by:</p> <ul style="list-style-type: none"> ▸ Expanding leadership development opportunities with focus on Lean and change management through: <ul style="list-style-type: none"> • education/training/coaching • expectations/role clarification ▸ Prioritizing Lean in leadership recruitment and selection criteria ▸ Including Lean in leadership orientations and performance evaluations ▸ Increasing awareness and understanding of Lean purpose and efforts among legislative leaders and other government partners 	<ul style="list-style-type: none"> ▸ Leaders are actively engaged, supportive, committed and understand Lean thinking, tools and techniques. ▸ Leaders think like a Lean leader, act like a Lean leader and use Lean as part of their management tools. ▸ Lean characterizes their management decisions, style and priorities. ▸ All branches of Washington state government have a shared commitment to leading Lean.
2	Build capacity for Lean transformation	<p>Expand capacity to use Lean to deliver value by:</p> <ul style="list-style-type: none"> ▸ Increasing private sector partnerships for coaching, mentoring and consulting ▸ Expanding practitioner training/coaching ▸ Expanding leadership and staff training ▸ Expanding Community of Practice statewide with web access and developing beginner and advanced practitioner levels ▸ Investing in dedicated resources for centralized coordination, partnerships and agency collaboration <ul style="list-style-type: none"> • 1% trained for Lean expertise (until capacity is built) ▸ Pooling/ sharing/rotating resources ▸ Reinvesting resources saved through Lean efficiencies 	<ul style="list-style-type: none"> ▸ All Washington state government employees and leaders effectively use Lean thinking, tools and techniques. ▸ Lean is part of everyone’s job. ▸ Washington state government is an equal (peer) partner at the table with our private sector partners. ▸ Washington is a model for other states and local governments.

#	RECOMMENDATION	2013 FOCUS	2020 VISION
3	Ensure strategic alignment of Lean efforts and resources within and among agencies	<p>Align improvement efforts with vision and strategy by:</p> <ul style="list-style-type: none"> ▸ Identifying and communicating Lean as part of our management system, including alignment with GMAP ▸ Having each agency identify core processes within its strategic plan and approach achievement of goals and operating objectives with Lean thinking and practices ▸ Pursuing and supporting additional interagency and other opportunities for Lean outside of state government ▸ Creating a tiered reporting system for Lean, capturing value added of efforts 	<ul style="list-style-type: none"> ▸ Model area has expanded beyond Executive Cabinet agencies. ▸ Lean activities and projects align with agency and enterprise strategy. ▸ Priority projects are resourced, particularly those projects that cut across agency boundaries and provide significant value to Washingtonians.
4	Foster cultural change to support a Lean transformation	<p>Adapt Lean thinking, tools and techniques to state government operations by:</p> <ul style="list-style-type: none"> ▸ Identifying guiding principles, such as employee engagement, employees as experts, failure is our friend, scientific method, problem solving, learning and creating value through eliminating waste instead of using as a tool for FTE reduction ▸ Identifying basic Lean standards of practice with flexibility for individual agency culture ▸ Continuing Governor messaging ▸ Identifying leading practices of Lean transferable to the public sector, especially state government 	<ul style="list-style-type: none"> ▸ Lean is part of everyone’s job. ▸ Shift from project focus to creating value across Washington state government with a focus on daily Lean practices for leaders and employees. ▸ Washington is the leader in state government Lean implementation with Lean standards and leading practices.
5	Increase communication to support Lean accountability, transparency and cultural change	<p>Share how state government has used Lean to deliver value by:</p> <ul style="list-style-type: none"> ▸ Creating an enterprise communication plan for 2013 (based on 2011 survey) ▸ Measuring 2013 employee awareness and understanding of Lean ▸ Targeting communication strategies to focus on Lean transformation ▸ Telling the stories of Lean success — both improvements and culture change ▸ Providing Lean transformation report demonstrating progress for 2013 ▸ Developing a communication guide or standards for Lean messaging ▸ Championing Lean training for key executive branch communicators ▸ Ensuring that message expectations do not outpace the reality of resources 	<ul style="list-style-type: none"> ▸ All employees understand Lean basics. ▸ All employees understand and communicate Lean results. ▸ Lean is seen as a long-term, progressive transformational journey — not an event.

WASHINGTON STATE GOVERNMENT NEXT STEPS

Washington's pioneering approach gleaned the best from the best. Our state is primed to effectively adapt Lean to state government just as the private sector adapted Lean to fit its unique business models. Continued and greater success will require leadership over the long term and investments of additional resources.

The proposed recommendations will benefit, too, from continued gubernatorial support as well as significant and collaborative efforts by state agencies, private-sector partners and A&P. Pending review and approval of this report, planned next steps are to:

- ✓ Develop a high-level road map for 2020, addressing the recommendations listed above in addition to a timeline highlighting key milestones.
- ✓ Prioritize the recommendations for focus during 2013.
- ✓ Develop performance measures and targets.
- ✓ Develop a 2013 tactical plan.
- ✓ Assign leads to key activities.
- ✓ Determine a mechanism for reporting progress on these recommendations.
- ✓ Report Lean progress and results made by state agencies annually in October per [Lean Transformation Executive Order 11-04](#).

Washington state government's commitment to pursue a Lean transformation was made knowing the process will take many years to mature. Lean implementation requires hard work, but true Lean transformation requires harder work. It is reassuring to see that actions taken by agencies clearly demonstrate Lean's potential for reducing waste, eliminating delays, saving money and providing high-quality services. These actions ensure that investments made in pursuing this report's recommendations will yield the highest benefit as we deliver vital programs and services to Washingtonians.

CHRISTINE O. GREGOIRE
Governor



STATE OF WASHINGTON
OFFICE OF THE GOVERNOR

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EXECUTIVE ORDER 11-04

LEAN TRANSFORMATION

WHEREAS, our current economic climate with lower revenues and higher demand for services requires state government to continue to streamline operational processes and prioritize limited resources; and

WHEREAS, the citizens of Washington expect state government to deliver needed services with innovation, efficiency and integrity; and

WHEREAS, we must continue to transform government into a leaner, 21st century organization that is more effective and efficient, and put our state on a trajectory that ensures a strong financial foundation for years to come; and

WHEREAS, Washington, with a long-standing commitment of using tools to improve government performance, has already embraced the Lean philosophy with several agencies reporting results which demonstrate it can reduce waste, eliminate delays, save money and provide high quality service to the public; and

WHEREAS, Washington has already established a strong performance management culture through Government Management, Accountability and Performance (GMAP), a management tool that relies on performance measures for a disciplined approach to decision making; and

WHEREAS, Lean builds on the GMAP program as a proven management approach used by a wide range of public and private organizations to increase customer satisfaction and employee morale, improve productivity, eliminate waste in processes and improve the quality of products and services delivered; and

WHEREAS, government has partnered with Lean subject matter experts in the private sector to learn how to apply Lean methods and tools to eliminate waste, save time, standardize workflow, reduce backlogs and decrease process complexity; and

WHEREAS, Washington is already seen as a model for performance improvement practices that encourage innovative and responsible ways of providing goods and services; and

WHEREAS, it is necessary for state agencies to take additional steps to do more with the resources we have available.

NOW, THEREFORE, I, Christine O. Gregoire, Governor of the state of Washington by virtue of the power vested in me by the state Constitution and statutes do hereby order and direct:

All executive cabinet agencies to begin implementing Lean by:

1. Learning about Lean principles, concepts and tools;
2. Completing a Lean project by August 31, 2012;
3. Deploying efforts to build capacity for Lean, while embedding Lean in the agency culture; and
4. Reporting Lean results and lessons learned to the Governor's Office by August 31, 2012.

The Governor's Accountability and Performance staff will work with internal and external partners to:

1. Provide enterprise-wide guidance on initiating Lean implementation;
2. Provide resource options to assist agencies in Lean deployment;
3. Develop an enterprise roadmap for effective Lean implementation, including a Lean learning path for leaders, practitioners, managers, supervisors and employees; and
4. Report progress and results of agency and interagency Lean implementation.

No later than October of each year, the Governor's Accountability and Performance staff shall report to the Governor on progress made by state agencies in implementing the provisions of this order.

This executive order shall take effect immediately.

Signed and sealed with the official seal of the state of Washington on this 15th day of December, 2011, at Olympia, Washington.

By:

/s/

Christine O. Gregoire
Governor

BY THE GOVERNOR:

/s/

Secretary of State

ATTACHMENT B: SITE VISITS

BUSINESS	HIGHLIGHT	# OF TOURS	# OF ATTENDEES
Alaska Airlines SeaTac Airport	5S, visual controls	3	32
The Boeing Company Renton	5S, visual controls, flow	3	58
Group Health Cooperative Olympia, Tacoma	Lean daily management, visual controls	2	21
Kaas Furniture Mukilteo	Lean daily management, visual controls	1	2
Starbucks HQ Seattle	Plan Do Check Act, standard work	1	4
Premera Blue Cross Mountlake Terrace	Lean daily management, Lean Improvement Office	1	3
Oregon State Hospital Salem, Ore.	Lean daily management, visual controls	1	42
Seattle Children's Hospital Seattle	5S, Lean daily management	2	34
University of Washington Finance & Facilities Seattle	Lean daily management, visual controls	1	4
Department of Corrections/Correctional Industries Aberdeen	Standard work, visual controls	1	26
Washington State Patrol Tumwater	5S	1	40
Department of Labor and Industries Tumwater	Lean daily management, visual controls, standard work	Multiple by various agencies	Unreported

ATTACHMENT C: NONPROFIT AND PRIVATE SECTOR PARTNERS

Washington state government appreciates the guidance, assistance and training and coaching provided by the following partners:

Alaska Airlines

The Boeing Company

Box One Solutions

Cimira Studios

Coraggio Group

CPS HR Consulting

Group Health Cooperative

Honsha Associates

Impact Washington

Kaas Tailored

Kepner-Tregoe, Inc.

Kotter International

Massachusetts Institute of Technology

Oregon Department of Human Services

Oregon Health Authority

Point b

Premera Blue Cross

Providence

Seattle Children's Hospital

Starbucks

University of Washington

Virginia Mason Medical Center

ATTACHMENT D: NONPROFIT AND PRIVATE SECTOR COACHES

Washington state government appreciates coaching from the following Lean experts who provided more than 140 days of coaching to agency Lean practitioners and participants in value stream mapping efforts:

Gordy Anderson, Box One Solutions/Impact Washington

Greg Burnworth, Group Health Cooperative (now with King County)

Joanie Ching, Virginia Mason Medical Center

Celeste Derheimer, Virginia Mason Medical Center

Elizabeth Girdler, The Boeing Company

Lori Heniff, Group Health Cooperative

Jay McNally, Group Health Cooperative (now with King County)

Frank Newman, The Boeing Company

Kevin Schelling, The Boeing Company

Sarah Stuart, Impact Washington

Holly Valkama, The Coraggio Group

Carlos Venegas, Impact Washington

Janine Wentworth, Virginia Mason Medical Center

ATTACHMENT E: SAMPLE COMMENTS FROM 2012 WORKSHOP PARTICIPANTS

“Surpassed my expectations.”

Department of Fish & Wildlife, Feb. 2, 2012

“This experience will go down as one of the highlights of my now nearly 30 year career!”

Department of Fish & Wildlife, Feb. 24, 2012

“It was eye-opening. I would do it again.”

Department of Enterprise Services, March 5, 2012

“I’m a Lean believer!”

Department of Enterprise Services, March 7, 2012

“It was an awesome experience.”

Health Care Authority, March 26, 2012

“Overall, it was one of the best workshops I have ever been to. I will use this process in my daily life.”

Department of Financial Institutions, May 24, 2012

“This was the best work-group process I have been involved in.”

Department of Social and Health Services, June 1, 2012

“I felt respected by my management.”

Department of Ecology, June 6, 2012

“I enjoyed the process and look forward to using it myself on my own processes in the office.”

Department of Ecology, June 6, 2012

“Time well spent.”

Department of Revenue, June 8, 2012

“I loved the entire process; it made me want to look at all of our processes.”

Employment Security Department, June 19, 2012

“Really enjoyed the experience.”

Employment Security Department, June 21, 2012

“This makes so much sense.”

Office of Financial Management, June 30, 2012

ATTACHMENT F: LEAN TERMS AND DEFINITIONS

Accelerated Improvement Workshop (AIW)	A rapid, rigorous and disciplined learn/do process requiring detailed planning, where people who do the work make changes to achieve major reductions in cost and flow time during a 5-day period.
A3	While the term A3 is literally a reference to the international paper size that is approximately 11” x 17”, organizations that practice Lean have a deeper meaning in mind and use the term A3 in two ways: 1) As a report format that gives structure, or a common logic, to communication about improvement efforts; 2) As a structured way of thinking about a problem, understanding the root causes of the problem, proposing actions that may eliminate the problem, planning ways to measure actions and following up. What underlies A3 is thinking that follows the plan, do, check, act (PDCA) cycle.
Batch-and-queue	Producing more than one piece of an item and holding them in a “queue” until there are enough of the item to “batch.” The entire batch of items move forward together to the next step in the process before they are all actually needed.
Current state	The current way a process is conducted. It is usually identified when applying value stream mapping tools and technique.
Cycle time	The time required to complete one cycle of an operation.
Five Ss	Five terms beginning with S used to create a workplace suited for visual control and Lean production: sort, simplify, sweep, standardize and self-discipline.
Five whys	Asking “why” five times to identify the root cause of a problem.
Flow	The progressive completion of activities in a process (or stream of value) from design through delivery to the customer without stops or waste.
Future state	The way a process will or should be conducted in the future.
Gemba	The place where the work is being accomplished — the cubicle or shop floor.
Just-in-time	The process where everyone and every process receive what they need, when needed, in exactly the needed amount. It is based on continuous improvement and employee involvement.
Kaizen	Meaning “change for the better,” kaizen is continuous, incremental improvement of the workplace to create more value for customers and eliminate waste, unevenness and overburden on workers.
Kanban	Literal translation is a “visible record” or signal for controlling production and inventory.
Lead time	The total time a customer must wait to receive a product after placing an order.
Mistake-proofing	Any change to an operation that helps the operator reduce or eliminate mistakes.
Muda	Any activity that consumes resources but creates no value. Muda is waste.
Non-value added	Activities or actions taken that do not change the form, fit or function of the product or service, making such activities or action a form of waste.

PDCA	Plan, do, check, act — a cycle of improvement popularized by W. Edwards Deming.
Perfection	The complete elimination of waste so that all activities along a value stream create value for a customer.
Poka-yoke	A mistake-proofing device or procedure to prevent a defect.
Process	The flow of material in time and space.
Process lead	First-level manager responsible for the area.
Process sponsor	Senior manager responsible for the process — usually a second-level manager or above.
Processing time	The value-added time a product is actually being worked on in design or production, and the time an order is actually being processed.
Pull	The opposite of push, where only products and services that the customer wants immediately flow through the value stream.
Push	In contrast to pull, product is pushed into a process, regardless of whether it is needed.
Queue time	The time something waits for the next step in a process.
Root cause	The exact, factual reason for an undesirable condition or problem.
Standard work	There are three elements to Standard Work: 1) The pace of customer demand (or Takt Time); 2) The sequence of work (the current best way to perform the work); and 3) Standard work-in-process (a calculation that divides the time it takes to produce a product or service by the pace of customer demand).
Standard work-in-process	A calculation that divides the time it takes to produce a product or service divided by the pace of customer demand. When a process is operating at the pace of customer demand, the Standard work-in-process is one piece. For example, if it actually takes one day to produce a product, and the pace of customer demand is one product per day, the standard work-in-process is one.
Takt time	The available production time divided by the rate of customer demand to ensure a timely delivery of a product or service.
Value	A capability provided to a customer at the right time at an appropriate price, as defined in each case by the customer.
Value stream	The specific activities required to design, order and provide a specific product, from concept to launch, order to delivery, and raw materials into the hands of the customer.
Value stream map	A visual tool to help see and understand the activities in a process and identify the flow of material and information.
Waste	Any non-value added activity. Waste can usually be found in seven critical areas: overproduction, defects, waiting, transportation, inventory, movement and overprocessing.
Work in progress	Product or inventory in various stages of completion.
Yield	Produced product related to scheduled product.

ATTACHMENT G: AGENCIES RESPONDING

Department of Agriculture (pages 32-50)

Department of Commerce (pages 50-57)

State Board for Community & Technical Colleges (page 58)

Consolidated Technology Services (page 59)

Department of Corrections (pages 60-65)

Department of Early Learning (pages 66-67)

Department of Ecology (pages 68-96)

Employment Security Department (pages 97-106)

Department of Enterprise Services (pages 107-115)

Department of Financial Institutions (page 116)

Office of Financial Management (including Office of the Chief Information Officer and Office of the State Human Resources Director) (pages 117-120)

Department of Fish and Wildlife (pages 121-126)

Department of Health (pages 127-135)

Health Care Authority (pages 136-137)

Department of Labor and Industries (pages 138-139)

Department of Licensing (pages 140-145)

Military Department (page 146)

Parks and Recreation Commission (page 147)

Department of Retirement Systems (pages 148-153)

Department of Revenue (pages 154-156)

Department of Social and Health Services (pages 157-169)

Washington State Patrol (pages 170-175)

Washington Student Achievement Council (formerly the Higher Education Coordinating Board) (page 176)

Department of Transportation (pages 177-180)

Utilities and Transportation Commission (page 181)

Department of Veterans Affairs (pages 182-183)

Note: The Puget Sound Partnership became an Executive Cabinet agency on July 1, 2012, and therefore did not participate in initial Lean activities as described in this report. While the Governor directed the Lean Transformation Executive Order at Executive Cabinet agencies, the Office of Superintendent of Public Instruction, the Office of Regulatory Assistance and the Transportation Improvement Board also responded. These responses were not included as part of this report, but are appreciated and included on the accountability website.

Project Results from Lean Efforts

Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

Project Title: Organic Materials Registration

Dates of Workshop: June 2011

Contact Person: Project Sponsor Kirk Robinson, Assistant Director

Lean Tool(s): Value Stream Mapping, Standard Work

Background

Organic Materials Registration is very complex. New applicants consistently took more than 3 tries before meeting the requirements. Each Q&A from WSDA to applicant was in hard copy and mailed, taking 30-60 days for each interaction.

Organic Materials Registration relates to two areas of WSDA's Strategic Plan.

Goal #2: Ensure the safe and legal distribution, use, and disposal of pesticides and fertilizers in Washington State.

Goal #4: Facilitate the movement of Washington agricultural products in domestic and international markets.

Objectives/Mission Statement

Reduce the time it takes to have materials approved by improving customer service.

Targets/Metrics Estimated for Current and Future Conditions

- Getting the application right the first time by more clearly communicating the initial application requirements.
- Consulting one-on-one with the customer by phone after the initial application to verify the parts of the full application that are required for the product based on its make-up and use.
- Getting email address from the customer to limit time of US postal correspondence and reduce costs of formal hard copies thereby reducing the time it takes to get material approval.
- Consolidating office file system, so that applications are handled on a per company basis rather than a per product basis thereby reducing duplicative paperwork and communication.

Results

✓ Reduced the time it takes to have materials approved from an average of 30-90 days **to less than 30 days** by:

- Consulted one-on-one with the customer by phone
 - Applicants have reported appreciation for the customer focused style of communication
- Consolidating office file system
- Getting email address from the customer and reducing postal costs

✓ For 70 new products,

✓ 10% Customers got the application right the first time

✓ 50% Customers got the app right with a phone call or email assistance

✓ 40% Customers still required written letters to complete application

The transition to telephone conversations and electronic forms of communication instead of relying entirely on paper

Project Results from Lean Efforts

Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

based correspondence has reduced the costs of doing business. For example: A company that registers approximately 30 products: 6 letters sent in the year since Kaizen event occurred. Previous yearly correspondence totaled 17 letters. Email correspondence and telephone calls account for the paper, administrative, and processing time savings.

Next Steps

Maintain and Implement further improvements for second year of process.

Other Comments

A host of other improvements were made to the Organic Food Program due to the Lean workshop for the Materials Branch of the program. **Lessons learned:** This was our very first Lean project and was difficult. We did not know how to scope a project well, create a charter or goals for the event, or how to plan to capture results.

Project Results from Lean Efforts

Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

Project Title: Specialty Crop Block Grant Administration

Dates of Workshop: September 2011

Contact Person: Project Sponsor Rianne Perry

Lean Tool(s): Value Stream Mapping, Standard Work

Background

The Specialty Crop Block Grant Program allocates nearly \$3M annually to WA farming organizations for the research, education, and marketing of specialty crops. It is a highly valued and politicized program requiring stakeholder proposals, an internal and external review, which was primarily paper based. It relates to all four of WSDA's strategic goals as well as to the statewide result "improve the economic vitality of businesses and individuals".

Objectives/Mission Statement

- Improve customer service to reviewers and
- Reduce data entry duplication.

Targets/Metrics Estimated for Current and Future Conditions

Developed SharePoint site for electronic review, scoring, and sharing score data with other reviewers while eliminating staff data entry duplication.

Results

- ✓ Improved customer service to reviewers and
- ✓ Reduced data entry duplication.

Efficiency gains reduced number of handoffs and reduced number of steps while creating inventory reduction and work leveling by automation. Staff is able to focus more time and energy on customer service.

One challenge we hit in this implementation is our software version prohibited external reviewer input. The system worked great for internal review, but external review on SharePoint needs further problem-solving.

Next Steps

PDCA and reduce non-value added steps in external review process.

Other Comments

Lessons learned: This was our second Lean process and was too big of a scope. SCBG was combined with Contract Management. We did not understand how to define the scope, set goals or capture results in a quantitative way. After the event, we broke this event apart from Contract Management in order to achieve clearer, cleaner implementation and results. We learned better how to scope from this more unwieldy process.

Project Results from Lean Efforts

Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

Project Title: Grants Management: Recipient fiscal, time, and report tracking

Dates of Workshop: September 2011

Contact Person: Project Sponsor Kirk Robinson

Lean Tool(s): Value Stream Mapping, Standard Work

Background

Office of Compliance and Outreach is primarily grant funded with few matching funds to allow for any fiscal mistakes. Grants are numerous, from different funders, allow for different scopes of work, different time frames, and cover staff in full or part.

This office relates to two of WSDA's strategic goals:

Goal #1: Protect and reduce the risk to public health by assuring the safety of the state's food supply.

Goal #4: Facilitate the movement of Washington agricultural products in domestic and international markets.

Objectives/Mission Statement

- Understand and create processes to financially manage and
- Communicate about grants between all key agency staff involved in grant management by focusing on one specific grant.

Targets/Metrics Estimated for Current and Future Conditions

New understanding of recipient, contract office and fiscal office requirements and challenges creates a cross-program grants team to ensure success. Use SharePoint to share grant management content: fiscal, time, and report tracking as well as document control of the contract, reports and deliverables.

Results

- ✓ Posting to SharePoint allows a pull system for financial management to supervise and communicate about grants.
- ✓ New understanding of recipient, contract office and fiscal office requirements has informed who has to do what and increased workflow and accountability.
- ✓ Cross-program grants team and help desk created.

Scope of the problem was deeper than initially realized. There have been some hiccups in SharePoint technology and financial management but an increase in quality should continue to be seen in the next quarters as continuous improvement is made. This process has added time in order to achieve checks and balances for financial grants management.

"It's progress. We are moving forward and many people are working together to build SharePoint to meet our needs."

Next Steps

Project Results from Lean Efforts

Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

PDCA and extend streamlined budget management to additional grants.

Other Comments

Lessons learned: Again, this project was part of a process that was too big and really part of a different scope. We did not have a charter or clear outcomes from the improvement. This was also our first encounter with Lean workshop improvements being applied outside of the Lean process to additional processes. It has been a challenge since the beginning and continues to need improvement.

Project Results from Lean Efforts

Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

Project Title: Public Disclosure

Dates of Workshop: October 2011

Contact Person: Project Lead Elizabeth McNagny

Lean Tool(s): Value Stream Mapping, Standard Work

Background

Prior to the project the agency did not have centralized tracking of public records requests and did not have standardized processes to respond to requests.

Centralizing tracking and standardizing processes was necessary to address agency risk.

Objectives/Mission Statement

- Create a centralized tracking system
- Clarify responsibilities and authority within divisions
- Reduce the time necessary to respond to requests
- Create templates, guidelines, and resources
- Improve tracking of due dates to ensure due dates are met

Targets/Metrics Estimated for Current and Future Conditions

12 current states gleaned the key pieces needed for the future state. All participants agreed that a way to see every request and ensure it was completed on time was needed without adding much time to the process. Help aids were requested to support standardizing the process.

As of August 21, 171 public disclosure requests have been received since January 2012 and tracked using centralized tracking in SharePoint.

Results

- ✓ Centralized tracking creates efficiencies for central oversight, which reduces agency risk;
- ✓ Clarified responsibilities and authority within divisions
- ✓ Reduced the time necessary to respond to requests and improved the quality of agency responses
- ✓ Standardized processes, guidelines and resources, and increased central oversight;
- ✓ Created tracking system deadline alerts help promote timely record responses to requesters – which is appreciated by the requesters (customers);

Employees responsible for records requests are very positive about the system and use it consistently.

Next Steps

Project Results from Lean Efforts

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We make incremental improvements, as necessary. The next major addition to the system is building an Internet portal for submitting public records requests so that the requester enters certain information (such as name, address, records requested) that populates the system.

Other Comments

Lessons learned: This was our fourth process and really came together with some very clear wins due to a focused objective. We still did not have a charter or tools to capture how objectives were met. This was our first agency-wide improvement and it has worked really well, building confidence in Lean.

Project Results from Lean Efforts

Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

Project Title: Brand Renewals

Dates of Workshop: October 2011

Contact Person: Lynn Briscoe

Lean Tool(s): Value Stream Mapping, Standard Work

Background

Brands on animals are like titles for cars – they show legal ownership of property. Sales, slaughter (cows), and movement out of Washington state cannot happen without proof of ownership and a livestock inspection. Cattle and horse brand renewals happen every 4 years for 5800 brands and need to be processed in 3 months. Due to budget constraints, temporary help for processing was not possible.

Goal #4: Facilitate the movement of Washington agricultural products in domestic and international markets.

Objectives/Mission Statement

Standardizing and streamlining the process to share among 4 staff.

Targets/Metrics Estimated for Current and Future Conditions

Participants realized that many of the renewal types were similar and required the same processing steps. All staff understood and agreed to the new process. Some work that happened during the 3 month renewal window was found to be cumbersome and staff will explore other options to determine whether this work can be accomplished at another time as it does not need to happen during the renewal.

Results

- ✓ Standardized and streamlined the process.
- ✓ Reduced number of handoffs and steps.
- ✓ The backlog was worked on steadily and a pull system was developed.
- ✓ Cut processing time for each renewal by 6 weeks from previous renewal.
- ✓ Saved the cost of hiring a temporary worker and increased organization.
- ✓ Customer satisfaction increased.
- ✓ The livestock brand book was ready for publication 3 months earlier than the previous renewal.
- ✓ It took 2 months less to complete the entire renewal process – from 10 months to 8 months.
- ✓ In addition to providing better and timelier customer service for brand renewals, staff was also able to keep up on their daily workloads in all livestock inspection services.

Next Steps

Revisit and process improvements were made in January 2012. 4 year renewal cycle is in statute. Lean highlighted the

Project Results from Lean Efforts

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need to look at changing the statute to a staggered 4 year renewal process similar to auto licensing.

Other Comments

Lessons learned: This was our first in-house facilitated workshop and we had good success meeting the cultural needs of our agency that had been previous challenges. We still did not have charter tools. But we used kanban and a pull system for the first time.

Project Results from Lean Efforts

Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

Project Title: Sanitary Export Certificates

Dates of Workshop: December 2011

Contact Person: Project Sponsor Kirk Robinson

Lean Tool(s): Value Stream Mapping, Standard Work

Background

Sanitary export certificates verify that processed foods meet food safety protocols and were produced in a licensed, inspected facility. These certificates are required by many foreign countries to allow product entry. WSDA processes 3400 certificates (for 3400 containers of exported food products) each year.

It relates to two strategic goals:

Goal #1: Protect and reduce the risk to public health by assuring the safety of the state's food supply.

Goal #4: Facilitate the movement of Washington agricultural products in domestic and international markets.

Objectives/Mission Statement

- Reducing process steps
- Overall processing time
- Standardizing work

Targets/Metrics Estimated for Current and Future Conditions

Process had a lot of unnecessary steps and motion waste. For example, the paper-based, faxed process created stalls, data entry and duplication and an "invoice" stamp was used on every billing rather than the paper invoice saying "invoice" on it.

Results

- ✓ Reduced number of steps by half.
- ✓ Reduced processing time by 60%.
- ✓ Standardized work.
- ✓ Increased quality by going to an updated, customer-friendly, electronic fill-able form (greatly reduced legibility challenges or data entry errors).

Customer satisfaction has increased as certificates are processed when they are received by email (today's work is done today). Customers mostly receive same day service (guaranteed in 48 hours) which means containers are moving off the docks and into markets sooner.

Visual Reporting on activity by # received and processed/day, week, month, actual products and \$ value.

Next Steps

Project Results from Lean Efforts

Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

Schedule follow up for next incremental improvements Fall 2012.

Other Comments

Lessons learned: We were finally getting the hang of appropriate project scope. We conducted this workshop with Impact WA on day one and two, and with our in-house staff completing day 3. We also developed an in-house standardized implementation plan. Still no charter other than a SIPOC.

Project Results from Lean Efforts

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Project Title: Waste Pesticide Collection

Dates of Workshop: January 2012

Contact Person: Project Sponsor Ted Maxwell

Lean Tool(s): Value Stream Mapping, Standard Work

Background

WSDA Waste Pesticide Identification and Disposal program safely collects and properly disposes of 250,000 pounds of toxic and obsolete pesticides per biennium. Planning for collection and disposal of hazardous waste from customers around Washington State is complex. Additionally, the amount of product that can be collected is dictated by the budget while the need has increased due to new market requirements. Demand for program services exceeds current program budget.

Goal #2: Ensure the safe and legal distribution, use, and disposal of pesticides, and fertilizers in Washington State.

Objectives/Mission Statement

- Reduce non-value added steps
- Reduce the time and steps it takes to prepare for an event
- Reduce overtime
- Be able to handle an increase in the number of events per year with the same number staff
- Be able to handle an increase in the amount of tonnage of waste processed per year with same number of people.

Targets/Metrics Estimated for Current and Future Conditions

Realized pre-registration could determine location of events and ensure tonnage is reached as well as ensure budget integrity was maintained and workload is leveled.

Results

- ✓ Reduced non-value added steps
- ✓ Reduced the time and steps it takes to prepare for an event
- ✓ Reduced overtime
- ✓ Able to handle an increase in the number of events per year with the same number staff
- ✓ Able to handle an increase in the amount of tonnage of waste processed per year with same number of people.

Efficiency gains have reduced the number of steps, reduced overtime, and increased quality and safety for the customer and staff.

Next Steps

Plan Do Check Act (PDCA) after October Waste Collection event.

Project Results from Lean Efforts

Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

Other Comments

Lessons learned: Still without a charter, we made some significant breakthroughs in this workshop facilitated in-house for day 2 and 3, by Impact WA on day 1. Implementation tool worked great.

Project Results from Lean Efforts

Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

Project Title: Livestock Inspection

Dates of Workshop: March 2012

Contact Person: Project Lead Lynn Briscoe

Lean Tool(s): Value Stream Mapping, Standard Work

Background

Livestock inspections are required before sale, slaughter, or movement out of Washington state. An inspection certificate is created at the time of inspection and payment is due at time of service or can be billed. The Livestock Inspection Program is supported 100% by user fees; no state general fund assistance. Many companies were not paying and the program has a number of accounts in arrears.

Goal#4: Facilitate the movement of Washington agricultural products in domestic and international markets.

Objectives/Mission Statement

1. Eliminate nonpayment by 100%
2. Automate payments (take credit/debit) in the field.
3. Reduce cash payments by 90%
4. Reduce non value-added steps by 20%
5. Reduce customer accounts for general population by 100%
6. Improve customer service (payment ease and billing challenges) quality by 20%

Targets/Metrics Estimated for Current and Future Conditions

Entire process can go paperless by becoming electronic:

- Ensure payment at the time of service
- Could eliminate costs: of printing certification books, filing and tracking time, and hard copy document storage
- Certificate to Customer by print or email
- Increases speed and reduces expense of public disclosure
- Pilot recommended

Results

✓ Reduces handoffs and number of steps.

Institutes monthly inspection inventory sheets at slaughter facilities to decrease the number of inspection certificates being written overall by 50%. This has **decreased the time:**

✓ the inspector spends writing certificates at plants by 75%

✓ the fiscal office processes certificate payments by more than 50%

Project Results from Lean Efforts

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- ✓ of data entry for paid certificates by more than 50%
- ✓ of account billing and audits by more than 50%
- ✓ the customer spends reconciling certificates with account billing by an estimated 50% (now reconciling one sheet of paper with a bill instead of 100 or more certificates with a bill).

Phase 2 decreases time spent on each certificate by 1 hour and 40 minutes. Reduces cycle time by 100 hours. Reduces Queue time by 1 year. Will eliminate inventory and storage which brings a cost savings. Electronic storage reduces archiving and storage costs while allowing for quicker searches. Customer satisfaction is enhanced by providing cost estimates at time inspection is scheduled.

Next Steps

Launch electronic payment pilot in Fall 2012. PDCA Q1 2013.

Other Comments

Time saved in this process has enabled staff to work on today's work today, eliminate backlogs and meet deadlines, improve customer service and timeliness, as well as deliver timelier service for horse ID cards (used to take 2 months and now takes one week). **Lessons learned:** What a difference a charter and Boeing-style VSM makes with measurables built in!

Project Results from Lean Efforts

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Project Title: Fertilizer Registration

Dates of Workshop: May 2012

Contact Person: Project Sponsor Ted Maxwell

Lean Tool(s): Value Stream Mapping, Standard Work

Background

All fertilizers sold in Washington must be registered with WSDA. WSDA reviews the fertilizer ingredients to ensure they comply with state environmental standards.

Goal #2: Ensure the safe and legal distribution, use, and disposal of pesticides, and fertilizers in Washington State.

Objectives/Mission Statement

- Reduce customer’s application time
- Reduce paperwork
- Reduce WSDA’s internal review time
- Reduce the number of process steps
- Reduce touch time
- Reduce wait times
- Reduce hand-off time between other agencies/programs.
- Reduce back and forth with customer and Ecology
- Produce faster registrations
- Complete all renewals in 75 days

Targets/Metrics Estimated for Current and Future Conditions

Need to standardize and reduce process steps, eliminating back and forth, redo loops, and process variation.

Results

- ✓ Reduced paperwork
- ✓ Reduced WSDA’s internal review time
- ✓ Reduced the number of process steps
- ✓ Reduced touch time
- ✓ Reduced wait times
- ✓ Reduced hand-off time between other agencies/programs.
- ✓ Reduced back and forth with customer and Ecology

Project Results from Lean Efforts

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✓ Produced faster registrations

✓ Completing all renewals in 75 days

A better quality review ensures that products that do not meet the standard are not accepted for registration.

“It’s working!”

Next Steps

4 Q PDCA (Revisit), improve visual management tool, compare against previous year’s process and stats.

Other Comments

Lessons learned: The charter worked wonders again.

Project Results from Lean Efforts

Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

Project Title: Certificate of Veterinary Inspection

Dates of Workshop: May 2012

Contact Person: Project Lead Ginny Prest

Lean Tool(s): Value Stream Mapping, Standard Work, Visual Controls

Background

Animals coming into and going out of Washington State must be inspected by a veterinarian to ensure animals are healthy and free of disease. WSDA is the official record of these certificates for WA State and uses them for disease traceability in the event of an animal disease outbreak. WSDA processes 187,000 certificates annually.

Goal #3: Protect Washington State's natural resources, agriculture industry, and the public from selected plant and animal pests and diseases.

Objectives/Mission Statement

- Reduce non value-added steps by 20%
- Reduce hand-offs/touches by 10%
- Improve Archiving System for Searches by 10%
- Reduce paper certificates and mailing costs by 90%
- Improve customer service (processing time) quality by 20%
- Improve WSDA processing time in order to improve real-time knowledge of location of animals in the case of disease outbreak
- Improve Private Practitioner processing time in order to improve real-time knowledge of location of animals in the case of disease outbreak
- Reduce queue time for mailing certificates by 50%

Targets/Metrics Estimated for Current and Future Conditions

Staff realized they could reduce many steps, share the workflow through a pull system and could go electronic for all of their processes, but focused on one piece to start and trial: export certificates.

Results

- ✓ Reduced non value-added steps by 20%
- ✓ Reduced hand-offs/touches by 10%
- ✓ Improved Archiving System for Searches by 10%
- ✓ Reduced paper certificates and mailing costs by 90%
- ✓ Improved customer service (processing time) quality by 20%
- ✓ Improved WSDA processing time in order to improve real-time knowledge of location of animals in the case of

Project Results from Lean Efforts

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disease outbreak

- ✓ Reduce queue time for mailing certificates by 50%

This process focused on cost savings by transitioning from a paper to an electronic system. There are cost savings by eliminating certificate printing, mailing, and storage costs. Time savings allows for more animal species to be recorded and tracked. The safety of public health and the livestock industry is increased by decreasing the amount of time it takes to locate animals in the event of a disease outbreak.

“I’m happy to stop shuffling papers.” “It would alleviate a lot!”

Next Steps

July 27, 2012 marks the launch of electronic export certificates. Begin measuring impacts of electronic export certificates against paper baseline and PDCA in Q 4 2012.

Other Comments

Staff utilized Lean principles to increase efficiencies, decrease time, and increase customer satisfaction for two additional processes of similar nature such as permits. **Lessons learned:** The charter worked, this was another breakthrough process for our agency.

Project Results from Lean Efforts

Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

Project Title: Time Accounting
Dates of Workshop: June 2011
Contact Person: Caroline Lacey
Lean Tool(s): Value Stream Mapping, Standard Work

Background

Commerce processed about 500 time accounting forms each month before implementing improvements. The previous leave approval and time reporting processes were frustrating to our employees and to payroll. Payroll and employees were spending a lot of time fixing errors. Additionally, there were multiple processes which added complexity.

Objectives/Mission Statement

Improve time accounting processes so payroll and employees are spending less time completing and correcting leave request and time sheets.

Targets/Metrics Estimated for Current and Future Conditions

Metric	Current State	Future State Estimate
Requests and Timesheets (forms)	500	300
Errors	32%	10%

Results

In addition to the results below, we saved approximately 1.5 FTE in time across the agency. This includes time Payroll and employees spend fixing errors.

Metric	Results	Savings
Requests and Timesheet (forms)	300	200
Errors	Average 5%	27%

- Consolidated the forms that go to Payroll
 - Reduced 3 forms to 1 for all employees
 - Moved the leave request review closer to the people with the information (supervisor)
 - Made the leave code selection much easier to use
- Reduced the number of people who need to submit Positive Time Reporting

Next Steps

Check in with budget coordinators to ensure standard process still being used to populate budget coding on timesheets.

Other Comments

This was our first Lean process improvement and touched everyone in the agency. It was a great introduction to Lean.

Project Results from Lean Efforts

Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

Project Title: Capital Projects (Budget Amendments and AAG Approval Process)
Dates of Workshop: October 2011
Contact Person: Bill Cole
Lean Tool(s): Value Stream Mapping, Standard Work

Background

Commerce processes approximately 187 Capital Programs contracts each biennium to get money to private non-profits and local governments throughout the state. We required a contract amendment each time a contractor overspends by 15 percent in any single budget line item. It's important to note that we are talking about budget line items only, not overspending the contract budget.

About 65 (35 percent) of current biennium contracts required a budget amendment. Almost all of these were amended at the close of the contract, after the contractor was paid. We approved budget line item changes 100 percent of the time. The process was frustrating to customers and staff, delayed contract closeout up to two months per amendment and was not done consistently.

Objectives/Mission Statement

Streamline how Capital Project budgets are represented in the contract, managed and amended.

Targets/Metrics Estimated for Current and Future Conditions

Metric	Current State	Future State Estimate
Budget Line Item Amendments	65	0
Touch Time (total for 65 amendments)	135 hrs. at best	0
Cycle Time (per amendment)	Up to 8 weeks	0

Results

Existing and future contractors are no longer required to go through a formal budget amendment process when they overspend 15 percent in any single line item. Approximately 135 hours of touch time and up to eight weeks of cycle time is saved.

- Eliminated requirement to include line item budget and source of funds in contracts (remove two attachments)
- Incorporating budget working papers by reference in contracts
- Including budget working papers as backup information when contracts are going through approval process

Next Steps

Track number of contracts that would've gone through the budget amendment process and the amount of time saved.

Other Comments

In addition to the budget amendment process improvement, we worked with the Attorney General's Office to reduce the number of Capital Projects contracts they had to approve by 50 percent. We also obtained a commitment to reduce their review and approval process from up to six weeks down to two weeks. Contractors will receive their contracts sooner and can begin construction.

Project Results from Lean Efforts

Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

Project Title: Office of Crime Victims Advocacy Grant Approval

Dates of Workshop: February/March 2012

Contact Person: Dan McConnon

Lean Tool(s): Value Stream Mapping, Standard Work

Background

Commerce processes approximately 315 contracts each year to get grant money to Crime Victim Advocacy programs/services in communities throughout the state. The previous approval process was frustrating to Commerce employees because it took a lot of time, had a lot of handoffs and required many approvals. Improving this process enables employees to spend more time on value added activities, such as technical assistance and contractor data review. It also gets executed contracts to our contractors (crime victim service providers) faster.

Objectives/Mission Statement

Improve the contract approval process for our contractors.

Targets/Metrics Estimated for Current and Future Conditions

Commerce processes about **315 Crime Victim Advocacy contracts each year.**

Metric	Current State	Future State Estimate
Cycle Time	12.5 days	5 days
Touch Time	30 minutes	25 minutes
Tracking Systems	2	1
Handoffs	11	5
Steps	22	16
Approvals	6	2

Results

As of August 2012, **218 (69 percent)** grants have gone through the new approval process. (Approximately 100 more have a January start date.)

Metric	Results	Savings
Cycle Time	7 days	5.5 days
Touch Time	25 minutes	5 minutes
Tracking Systems	1	1
Handoffs	5	6
Steps	16	6
Approvals	2	4

Next Steps

Verify that all programs within Office of Crime Victim Advocacy are following the process and address any process issues.

Other Comments

Early analysis indicates some delay may be attributable to later than usual coding availability. Commerce is using this unit to test the new process, in hopes that it can be rolled out to the entire division. The Community Services and Housing Division processes 781 contracts annually.

Project Results from Lean Efforts

Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

Project Title: Invoicing
Dates of Workshop: April 2012
Contact Person: Tedd Kelleher
Lean Tool(s): Value Stream Mapping, Standard Work

Background

Commerce contracts approximately \$1.3 billion a biennium, processing more than 800 invoices each month. Our Contract Management System (CMS) supports agency business needs and enables programs to enter their own invoices and manage their invoice data. Nineteen programs were using CMS were seeing great results.

The majority of agency programs were scheduled to begin using CMS on July 18, 2012, representing 85 percent of total invoices. Best practices and an efficient process were needed to ensure this transition went smoothly and that we were processing invoices in the easiest way for our customers, while reducing processing time. Programs used “shadow” systems to manage invoices and contract balances. Eliminating these systems helps mitigate errors, inconsistencies and excess work.

Objectives/Mission Statement

Develop and implement a standard process for invoicing, with a goal of reducing processing time.

Targets/Metrics Estimated for Current and Future Conditions

Commerce processes about 800 invoices per month.

Metric	Current State	Future State Estimate
Cycle Time	13 days	5-7 days
Touch Time	40 minutes	30 minutes
Incoming Yield	68%	73%
Handoffs	11-13	5
Steps	30	14
Non-value Added Steps	93%	86%

Results

The new process clarifies responsibility for invoice at the program level. There are 103 programs in CMS. As programs start new contract periods they transfer to the future state.

Metric	Results	Savings
Cycle Time	7.2 days (July Avg.)	6 days
Touch Time	30 minutes	10 minutes
Handoffs	5	6-8
Steps	14	16

Additionally, we are now accepting PDF invoices as opposed to mailed hard copies. Customers will receive payment between 2 and 10 days sooner, which is added to the time saved above.

Next Steps

- Review and standardize signature authority for consistency, commensurate with responsibility.
- We have stopped using fiscal shadow systems for newly released contracts/grants unless there is a documented/justified *CMS enhancement request* to use shadow system.

Other Comments

In addition to the process improvements above, we are now accepting emailed PDF invoices, saving contractors another 2 – 10 days of processing time.

Project Results from Lean Efforts

Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

Project Title: Legislative Reports
Dates of Workshop: July 2012
Contact Person: Nick Demerice
Lean Tool(s): Value Stream Mapping and Standard Work

Background

The Department of Commerce publishes many reports each year targeted to a variety of audiences. Reports present important opportunities to communicate key messages and information. Unfortunately, we are not leveraging these opportunities well. Our reports are inconsistent and sometimes contain style or other errors that require significant editing. In addition, the review process is confusing and not well-understood by those involved in producing reports.

Objectives/Mission Statement

Streamline the report development, review and publication process to improve the content and impact of our reports.

Targets/Metrics Estimated for Current and Future Conditions

Commerce authors about 33 legislative reports each year. We also author other reports that will follow the process.

Metric	Current State Estimate	Future State Estimate
On-time delivery	3%	90% first year / 100% second year
Reports not requiring style and usage edits by Director’s Office	0%	50%
Reports meeting legislative Requirements (content) in Director’s Office review	Unknown	90%

Results

- We are currently in the implementation stage. The new process will apply to all reports produced on or after Sept. 2012.
- Created a SharePoint-based work plan that will drive work flow
 - Developed six months before report due date
 - Defines responsibilities
 - Moves reactive back end work to the front end by bringing appropriate people to planning process early, helping ensure key messages are communicated and we’re leveraging opportunities
 - Is scalable to the size of the report, from not requiring application of the process at all to significant review and supervision
 - Created deadlines for the Director’s Office review (10 working days)
 - Report submitted to the Office of Financial Management one month before due date
 - Eliminates three redundant final reviews (Legislative Director, Communications Director and Executive Assistant)

Next Steps

- Develop and implement report planning guidelines
- Create/upload communication plan guidelines
- Review SharePoint site and preliminary training
- Create working master list of reports on SharePoint site
- Complete SharePoint report site structure
- Outreach to agency on new process
- Draft agency request legislation to eliminate, consolidate and improve report statutes
- Train on SharePoint report site - division report coordinators, authors
- Orientation for style guides and templates
- Review the master list and decide which reports are exempt from the report development process

Other Comments

Legislative staff attended the AIW.

Project Results from Lean Efforts

Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

Project Title: Publishing Web Content
Dates of Workshop: June 2012
Contact Person: Rebecca Stillings
Lean Tool(s): Value Stream Mapping and Standard Work

Background

The current Commerce web presence consists of multiple sites (www.commerce.wa.gov, www.broadband.wa.gov, www.choosewa.com, www.pwb.wa.gov). It has 567 web pages. A recent discovery process for the website determined several concerns regarding our web content.

There is no standard workflow and we could have as many as 40 – 45 different people and processes for managing web content. The existing web content management process is ungoverned and the content for a page or pages is often determined by a single person depending on the program/unit/division.

Objectives/Mission Statement

Create a web governance system, with roles and responsibilities and standard work pertaining to Commerce’s web content lifecycle.

Targets/Metrics Estimated for Current and Future Conditions

Metric	Current State	Future State Estimate
Outdated Pages	198 (35%)	10%
IT Help Desk Requests (per quarter)	74	37
Approvals	0 – 5	2 - 4

Results

We are currently in the implementation stage. Results will be available in March 2013. Implementation to date includes:

- Funded a web coordinator
- Created web content plans for all business units
- Created page content descriptions, identifying owner, etc.
- Provided training

Next Steps

- Deploy the new SharePoint publishing site utilizing the new workflow
- Evaluate the new process

Other Comments

Project Results from Lean Efforts

Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

Project Title: Small Business Red Tape Reduction Effort
Dates of Workshop: January 2011-June 2012
Contact Person: Cheryl Smith (COM) and Karen Pernerl (GOV)
Lean Tool(s): Value Stream Mapping, Business Process Flows, Standard Work

Background

The Governor has issued two Executive Orders directing Commerce and the Office of Regulatory Assistance (ORA) to work with state agencies to make it easier for small businesses to comply with state requirements. Commerce and ORA engaged the departments of Revenue, Labor and Industries, Licensing, and Employment Security as well as the Liquor Control Board and Secretary of State to take steps toward a simpler, more unified, and coherent experience for small businesses. Efficient and effective regulation is one of Commerce’s strategic priorities for helping to grow and improve jobs in Washington.

Objectives/Mission Statement

Reduce time, steps and confusion for small businesses complying with routine regulatory requirements, especially at the start-up of a new business.

Targets/Metrics Estimated for Current and Future Conditions

Approximately 93,000 new businesses start up in Washington each year.

Metric	Current State	Future State
On-line business license applications	74%	99%

Results

Teams from seven agencies and also from the manufacturing and restaurant sectors developed current state maps for 18 routine regulatory processes. Those maps identified process gaps and overlaps that cause errors, time delays, confusion and lack of compliance. Agencies agreed to move forward on several communications and outreach actions to reduce confusion:

- Roadmap to License and Register Your Business at <http://dor.wa.gov/Docs/Pubs/BusReg/Roadmap.pdf>
- New consolidated business guide is now available online at <http://www.ora.wa.gov/business.asp>
- Efforts to increase online submissions, which significantly reduce time and errors

Next Steps

Multi-agency team with leadership from the Office of the Chief Information Office will issue a report in September that recommends approaches to improve the online experience for businesses interacting with state agencies.

Other Comments

Applying Lean management principles to processes that cut across different agencies presents challenges because of competing priorities and different mandates among the agencies. Strong executive level sponsorship and accountability is essential.

Project Results from Lean Efforts

Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

Project Title: Job Skills Training Program

Dates of Workshop: October 15-19, 2012

Contact Person: Wayne Doty and Kathy Goebel

Lean Tool(s): Value Stream Mapping

Background

The current process for colleges and their business partners to apply and gain approval for Job Skills funding (workforce customized training) is cumbersome and lengthy. One of the three primary goals for the State Board is to strengthen state and local economies by meeting the demands for a well-educated and skilled workforce. A subset of that goal is to be responsive to the changing needs of the business community by offering high quality, relevant, flexible programs. The goal of this Lean project is to streamline the application and approval process to support timely, short-term, customized employee training activities that support Washington's businesses and industries.

Objectives/Mission Statement

- Reducing the documentation required of the colleges by 20%.
- Reducing the time from application submission to final approval by 20%
- Reducing staff time allocated to this program by 30%

Targets/Metrics Estimated for Current and Future Conditions

We have not yet completed defining our current and future states.

Results

Our Lean event is scheduled for October 2012.

Next Steps

Other Comments

Project Results from Lean Efforts

Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

Project Title: DES/CTS Network Billing

Dates of Workshop: August 2012

Contact Person: DES Project Lead: Renee Smith-Nyberg (DES), CTS Project Sponsor: Christy Ridout

Lean Tool(s): Value Stream Mapping

Background

Briefly describe the situation prior to the project and why the effort is important. How does it relate to the agency's strategic plan or key business areas?

Billing for the CTS Data and Core Network services is accomplished through tasks now spread across both CTS and DES. Customers have identified issues with invoice complexity and accuracy. A study funded by DIS had identified high risk due to complexity and thin resources within the billing process used for this particular service. Using LEAN VSM to understand/document this process, and seek improvements that can be quickly implemented is in support of CTS' mission to be: "The information technology partner of choice for agencies in the State of Washington", by "...providing innovative technologies and support to our customers through competitive services that deliver measurable value".

Objectives/Mission Statement

What did you target for improvement?

The Workshop and subsequent project targeted reducing the error rate and associated correction activities, as well as reducing the risk factors identified in the DIS-sponsored study.

Targets/Metrics Estimated for Current and Future Conditions

Briefly describe significant changes, targets, or Kaizen improvement opportunities identified from defining the current and future state.

The workshop identified several changes (standardized work, invoice distribution in electronic form) for DES to implement. CTS' portion of the workflow identified more complete/accurate gathering of information (such as customer account code) at time of sale, changes to the process used to obtain contractual signatures, as well as a longer-term goal of identifying a resource to be cross-trained in the Core Data Network billing preparation.

Results

Identify progress and results achieved to date. Results may be quantitative or qualitative. Consider (1) efficiency gains, such as fewer handoffs, reduced number of steps, (2) time metrics, such as time saving %, cut process time by X%, reducing waiting by X, (3) backlog or inventory reduction or elimination, (4) increase in quality, (5) increase in safety, (6) cost savings – estimated cost savings from streamlining, automation, or cost avoidance, (7) customer satisfaction, and (8) employee engagement (include employee quotes, reactions, response via survey or anecdotal in debrief).

This workshop was held in August 2012. The project is in the piloting, testing and implementation phase. No results are yet available. If all solutions identified in the value stream mapping workshop were to be implemented, the projected improvements to the value stream would be:

- More than 50% decrease in lead time from 405 days to 197 days. This would be achieved by cutting cycle time by 37% and cutting queue time by 83%.
- 50% decrease in the number of rework loops from 6 to 3.
- Nearly 50% decrease in the number of handoffs from 40 to 21.
- 40% decrease in the number of steps from 75 to 45.
- 124 fold improvement in Rolling Throughput Yield from 0.46% to 57%.
- Elimination of 5 days of transportation time.

Next Steps

Complete the project derived from the workshop in the next 90 days. Execute the CTS Lean Pilot Project once a private-sector resource has been supplied.

Other Comments

Project Results from Lean Efforts

Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

Project Title: Customer Delivery
Dates of Workshop: April 2012
Contact Person: Jacob Skeers
Lean Tool(s): Value-Stream Mapping, Kaizen Workshop, PICK Method, Standard Work

Background

At CI, products originate from manufacturing sites, and are brought to our primary distribution center (SLIP) for delivery. Once received by SLIP, products are put in a queue for final delivery. The amount of time products wait in the queue varies greatly. Some products are delivered the next day, while others wait 10 days or more. Delivery timeframes directly relate to customer service, and typically customers prefer to receive orders as soon as possible.

Objectives/Mission Statement

The purpose of our project was to reduce the turnaround time for finished goods deliveries to 7 days or less, without increasing operating costs of the department.

Targets/Metrics Estimated for Current and Future Conditions

The Kaizen Bursts offered by participants were primarily aimed at reducing queue times, and increasing process effectiveness, i.e. performing work correctly the first time. The following Kaizen Bursts were selected for implementation:

- Implement Standard Work so that incoming product includes the correct paperwork
- Ensure that at least 1 dock space is always available (driver contacts Warehouse Operator upon return)
- Visual Control for each dock space. Paperwork from incoming shipments is placed in a wall file for the corresponding dock space, clearly indicating the truck location and that it is ready to be unloaded
- Standardized packing slips and shipping logs
- Standard Work for expediting orders that require same day cross-docking
- Implement Standard Work and visual controls for scheduling outgoing shipments on a first-in, first-out basis
 - Clear wall files for each geographic region
 - Receipt date clearly stamped and visible on each packing slip
 - Paperwork filed with oldest shipments visible on the outside

Results

Thus far, we have experienced the following results. We expect results to improve as employees become more familiar with new processes.

- 25% reduction in queue time for trucks to be unloaded
- 20% reduction in deliveries taking 7 days or more
- 20% improvement to Incoming Yield for paperwork included with incoming shipments
- Less wasted time manually checking trucks to confirm contents
- Improved customer service

Next Steps

Standard forms will be implemented statewide in conjunction with the upgrade to Microsoft Dynamics GP 10 business management software.

Project Results from Lean Efforts

Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

Project Title: Engineering Order Processing
Dates of Workshop: April 2012
Contact Person: Jeannie Miller
Lean Tool(s): Value-Stream Mapping, Kaizen Workshop, PICK Method, Standard Work

Background

CI manufactures furniture at Stafford Creek Corrections Center. Prior to manufacturing, several administrative functions must be performed, such as order entry, engineering, and purchasing. Prior to this project, it was taking an average of 30 days to release orders to the floor for products that hadn't been manufactured in the past (i.e. the product required engineering to draft and approve the design). Ultimately, these delays sometimes cause late orders, and hurt customer relationships.

Objectives/Mission Statement

The purpose of this project was to reduce order processing time through the business office to 15 calendar days.

Targets/Metrics Estimated for Current and Future Conditions

The Kaizen Bursts offered by participants primarily involved eliminating unnecessary steps, reducing handoffs, and putting work functions into flow. The following Kaizen Bursts were selected for implementation:

- Eliminate tracking efforts that delay order processing (reducing steps and handoffs)
- Eliminate auditor functions (reducing steps and handoffs)
- Eliminate unnecessary data entry in Microsoft Dynamics
- Generate finished goods part numbers during Sales Order Entry (putting work into flow)
- Restructure the business office so administrative functions are in flow
- Redefine offender securities in Microsoft Dynamics (improving quality and accountability)

The following performance indicators were implemented and tracked as well, to determine whether or not we were meeting the goals of the project:

- Customer orders confirmed within 24 hours
- Purchasing functions for raw materials completed within 3 days

Results

The following are our results to-date:

- Reduced processing steps from 22 to 6 (eliminated 16 non-value added steps)
- 42% lead time reduction for order processing
- 60% lead time reduction for purchasing raw materials
- Improved customer service rating

Next Steps

- Focus on supply chain relationships to improve performance
- Develop on-site lean practitioners to continue improvements efforts
- Further define roles and responsibilities to streamline work functions and reduce duplication of effort

Project Results from Lean Efforts

Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

Project Title: Purchase Card Process
Dates of Workshop: March 20 – 22, 2012
Contact Person: Brian Tinney
Lean Tool(s): Value-Stream Mapping, PICK, Standard Work, CPR/Value Add, 5 Why

Background

The purchase card is one method used by state agencies to purchase goods and services. The card functions similar to a credit card. Card custodians include purchasing staff as well as select prison plant management staff. Processes were developed over many years and we did not have consistency in the processes for requesting, approving and processing these purchases. Purchase Card custodians did not understand when they could use their purchasing card, nor did they understand the necessary precautions to avoid unauthorized use. These situations resulted in:

- Purchase cards was not used as often as possible which reduces the rebate provided by the card company
- Internal controls over card usage and security were not as strong as possible
- Processes were inconsistent and inefficient

Objectives/Mission Statement

Create a consistent and streamlined approach for requesting, approving and processing purchase card transactions. Reduce the number of staff involved in handling the request and reduce the time required to finalize purchases.

Targets/Metrics Estimated for Current and Future Conditions

Reduced processing time, reduced errors and increased dollar volume processed on the card.

Results

- Processes were streamlined and documented. Job aides were developed to ensure there are instructions available to staff.
- The changes were communicated to purchase card custodians and processors.
- Training was provided to 212 staff involved in the process via web-ex on July 17 and 25.
- Baseline data was compiled for processing time, error rates, and dollar volume. Beginning in October we can compare results under the new process with the baseline.

Next Steps

Review results quarterly against baseline data to measure improvements in processing time, error rates and changes in the dollar volume of transactions processed through the purchase card. Additionally, bi-annual satisfactions surveys will be sent to card custodians as well as purchasing and accounting staff to identify possible future improvements.

Project Results from Lean Efforts

Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

Project Title: Position Action Dates of Workshop: January 2012 Contact Person: Jim Dunivan Lean Tool(s): Value-Stream Mapping, Kaizen Implementation, Standard Work
Background
Position Action is the process for establishing, reallocating or abolishing funded positions. There were no standards or consistency in how the process flowed and how long the process should take.
Objectives/Mission Statement
The purpose of our project was to reduce elapsed time, redundant data entries and reviews, and to standardize work.
Targets/Metrics Estimated for Current and Future Conditions
The following Kaizen Bursts were selected for implementation: <ul style="list-style-type: none">• Roles and responsibilities clarified with cross functional flow and job aids• Forms updated to reflect future state flow• SharePoint site to eliminate aspects of the paper trail• Communication and education on improved process
Results
Implementation has recently been accomplished with the following metrics established: <ul style="list-style-type: none">• 71% decrease in average elapsed time• Two built-in re-works were eliminated• 30% reduction in redundant reviews
Next Steps
Going forward we will monitor performance to metrics quarterly until we see that implementation was effective, and then either make adjustments as needed or move to a more formal annual review of the process.

Project Results from Lean Efforts

Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

Project Title: Practitioner Instructor Development

Dates of Workshop: December 2011

Contact Person: Jim Dunivan

Lean Tool(s): Value-Stream Mapping, Kaizen Implementation, PICK, Affinity, Root Cause Analysis

Background

Instructor Development supports a statewide practitioner instructor pool of over 600 to deliver DOC academies, New Employee Orientation, in-service and specialty training for employees. With budget cuts and extensive layoffs, the Instructor Development program deteriorated and became unsustainable in its current state.

Objectives/Mission Statement

The purpose of our project was to standardize the process and improve utilization of existing instructor pools.

Targets/Metrics Estimated for Current and Future Conditions

The following Kaizen Bursts were selected for implementation:

- Roles and responsibilities clarified with cross functional flow and job aids
- Policy and forms updated to reflect future state flow
- SharePoint site to make support material available to all practitioner instructors
- Cleanup of the system of records to accurately track instructor pools and credentialing requirements
- Forecasting tools to anticipate the number of instructors needed, based on hiring and training needs to better utilize the instructor pool

Results

Implementation is currently in the user acceptance phase of the following program components:

- Infrastructure and capacity within the Training and Development Unit
- Forecasting and instructor utilization
- Recruitment and selection
- Training for trainers
- Evaluation and continuing education

Next Steps

User acceptance and training on the process will extend statewide through September. Revisions will follow, as needed. Go live will occur in October and established metrics will be closely monitored throughout the first year and adjustments made as needed.

Project Results from Lean Efforts

Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

Project Title: Correctional Officer Hiring Dates of Workshop: February 2012 Contact Person: Jim Dunivan Lean Tool(s): Value-Stream Mapping, Kaizen Implementation, PICK, Affinity, Root Cause Analysis
Background
Correctional Officer (CO) Hiring is unique from most other job classes in its high volume and complex assessment requirements. With budget cuts, the DOC central recruitment unit was reduced, requiring local HR offices to pick up that work.
Objectives/Mission Statement
The purpose of our project was to standardize the process and improve utilization of the remaining recruitment staff as well as to establish timelines and increase yield of applicants hired.
Targets/Metrics Estimated for Current and Future Conditions
The following Kaizen Bursts were selected for implementation: <ul style="list-style-type: none">• Roles and responsibilities clarified with cross functional flow and job aids• Policy and forms updated to reflect future state flow• SharePoint site to make support material available to all HR as well as to eliminate aspects of the paper trail through tracking lists• Forecasting tools to anticipate the number of hiring events needed based on historical and projected vacancies, thereby fully utilizing local HR, the remaining recruiters and staff psychologists
Results
Implementation has recently been accomplished with the following metrics established: <ul style="list-style-type: none">• 100 day maximum in elapsed time from announcement to day 1 of academy• 60% yield of applicants meeting minimum requirements• Annual hiring event schedule with corresponding academy dates
Next Steps
The process is being closely monitored by the recruitment manager and prisons leadership, and adjustments are being made as necessary. A more formal review of the process will occur in six months.

Project Results from Lean Efforts

Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

Project Title: Time sheets (TS) and Leave slips (LS)

Dates of Workshop: July 25th – 27th

Contact Person: Linda Shea, CFO

Lean Tool(s): Value Stream Mapping

Background

Errors on manual Leave Slips (LS) and Time Sheets (TS) are common but vary in the number from pay date to pay date. The errors vary in type and require different approaches for correction which sometimes are not accomplished prior to cutoff dates. This results in rework and adds to overall waste and workload. In short, the manual process is highly staff intensive, error-prone, and requires multiple steps which are not adding value to the end product.

Objectives/Mission Statement

DEL decreases LS request defects by 100% and decreases LS and TS processing lead time by 50%. (For the purposes of the project, LS will not include those for Shared, LWOP and the Director.)

Targets/Metrics Estimated for Current and Future Conditions

The VSM event quickly illustrated not only how many defects were in the products, but also how far along they were passed on in the process. By identifying the type of defects and where they were occurring, it was then easy to identify which party had responsibility for them. From there, we could target our efforts for correction.

Our future state includes conversion to an automated leave reporting system which will eliminate almost all identified defects and the ability to pass them along through the process. However, we still identified the immediate opportunity to:

- Tighten up from where HR related e-mail messages come and go to improve processing times and increase standardization.
- Gather best practice techniques from staff and share with others.
- Provide all staff with tools, when used, to help avoid future defects and increase accountability.
- Apply the 5’s on some work space and documents.
- Evaluate current method of data storage.
- Evaluate how to address role responsibility and accountability.

DEL’s VSM implementation plan covered steps through September 15, 2012. At that time, “Challenging” Kaizen bursts will be reviewed and incorporated.

Results

DEL completed its VSM event on July 27th producing a current and future state map and a 30 day implementation plan targeting those Kaizen bursts on our ‘Implement’ section of our PICK list. To date, staff have completed all tasks related to one of the five Kaizen bursts and are on their way to meeting the rest on time. We anticipate the work accomplished in the first 30 days will greatly assist in setting the ground work to address and successfully implement some of our more ‘Challenging’ Kaizen bursts in the near future.

While we aren’t at a point of being able to report out on quantitative data there is some indication that staff involved in the VSM event see the benefits of Lean and are incorporating Lean basics in other areas of their work. For example, in order to adopt the new leave reporting system, an implementation plan is necessary. Staff want to “do this right the first time”; they are using large calendars in a common area to display to themselves and other involved parties the implementation plan tasks, assignments, and timelines; and they are structuring future implementation meetings to be

Project Results from Lean Efforts

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standardized, short and productive.

If done correctly, it's anticipated that incorporating Lean will cause angst and anxiety for some staff. We are discussing this with Leadership and plan to build as many contingencies as possible to make it as smooth as possible for everyone.

Next Steps

DEL has the following planned for the remainder of the 2012 calendar year:

- Identify a second practitioner who can represent the uniqueness and needs of staff who are located in satellite offices and who spend a significant amount of time in the homes of child care licensees and child care centers.
- Submit a brief article to the agency monthly newsletter about Lean basics and tools available for implementing Lean.
- Issue a notebook to each satellite office which contains an overview of Lean basics, applicable examples of Lean tools in practice and a resource list for staff use.
- Lean presentation at all-staff meeting in October.
- Design a mechanism for taking in suggestions for Lean events, prioritizing those ideas, and a way to report out results.
- Lean overview presentation at other team mtgs.
- Encourage as many staff as possible to attend the Lean conference in October.
- Practitioner to visit at least 2 Lean events at other agencies.

Other Comments

This has been such a positive learning experience in so many ways. Not only is the concept itself positive, but it's given us the opportunity to learn with colleagues who are excited about the concept and anxious to infuse it into their agency. Plus we know that we have colleagues who have the same base knowledge and who we can turn to for help and mentorship. The COP meetings are a great way to keep up on training and connections with other staff.

Project Results from Lean Efforts

Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

Project Title: Better Information and Quicker Decisions for Upper Kittitas Water Budget Neutral Applicants

Dates of Workshop: November 2010

Contact Person: Melissa Downes

Lean Tool(s): Accelerated Improvement Workshop

Background

The Kittitas water budget neutral work was a pilot Lean event. The Water Budget Neutral (WBN) process was selected because it was a new and ad hoc process created in response to adoption of WAC 173-539A in July 2009.

Water Budget Neutral is defined as “an appropriation or project where withdrawals of public ground water are proposed in exchange for placement of other water rights into the trust water right program that are at least equivalent to the amount of consumptive use.”

Objectives/Mission Statement

- Reduce the number of days to process a WBN application.
- Provide WBN applicants information to manage expectations within areas Ecology identified as potentially suitable (“yellow zones”).
- Obtain Ecology management support, reduce employee stress, and resolve workload issues related to WBN processing and WAC 173-539A (non-process improvements).

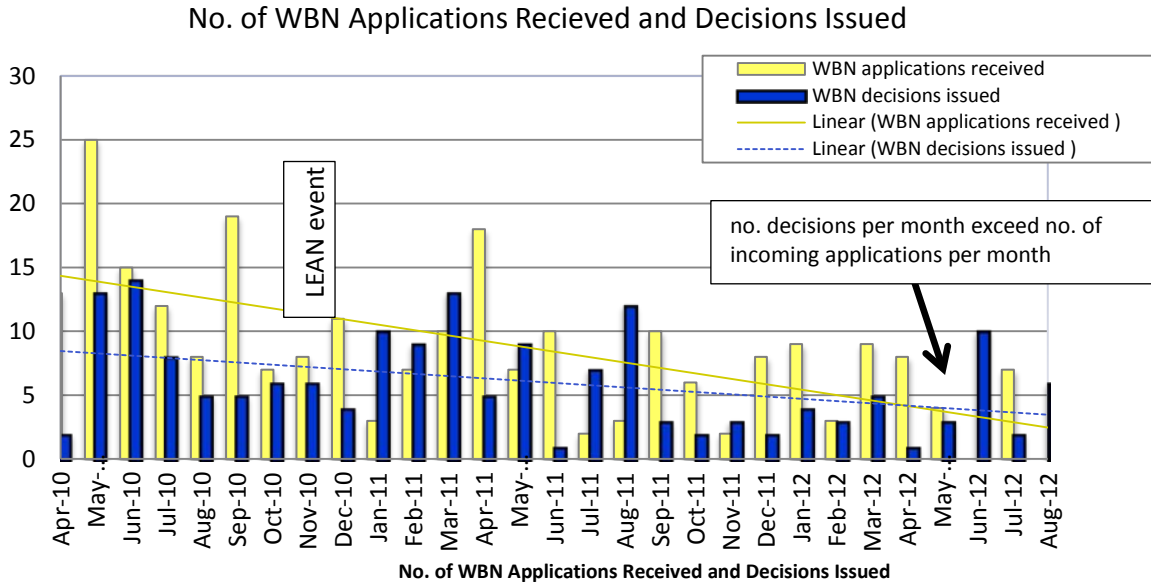
Targets/Metrics Estimated for Current and Future Conditions

Current State	Future State	Benefits
The public does not have easy access to information about what the WBN process is, how it works, and if it is practical for them to use. This has resulted in confusion and multiple inquiries to Ecology.	Provide a website on Ecology’s internet site (Kittitas Water Exchange) to share WBN processing information with external customers. Types of information includes: <ul style="list-style-type: none"> • Performance tracking • Pending application status • Definitions of process steps 	<ul style="list-style-type: none"> • Provides public information related to WBN applications. • Reduces staff time spent on phone calls. • Reduces employee stress so they can focus on core WBN processing work.
Numerous staff are responding to inquiries about the WBN process. Staff are often creating new letters for each response.	Create form letters for common topic areas allowing us to more quickly communicate with applicants.	<ul style="list-style-type: none"> • Reduces staff time spent on generating letters. • Reduces employee stress so they can focus on core WBN processing work.
Water Right Tracking System (WRTS) did not meet the needs of WBN applications. Staff were tracking data in a separate spreadsheet or on paper hard copies.	Water Resource IT section provided additional WRTS database tracking codes allowing staff to quickly query for WBN applications and decisions	<ul style="list-style-type: none"> • Centralized data

Project Results from Lean Efforts

Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

Results



The trend indicates the number of decisions per month is FINALLY exceeding the number of applications received per month.

Next Steps

- Update Mitigation Suitability Map(s) as Ecology collects more stream flow and fish habitat data for Upper Kittitas Tributaries (ongoing).
- Develop a process that is understandable and efficient in navigating the options under the USBR/Ecology storage contract (mitigation tool). (Ongoing)
- Update Kittitas Water Exchange Website as more information becomes available to manage external expectations on WBN application processing. (Ongoing)

Other Comments

None.

Project Results from Lean Efforts

Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

Project Title: Quicker Process and Billing for Water Right Cost Reimbursement Agreements

Dates of Workshop: March 2011

Contact Person: Melissa Downes

Lean Tool(s): Kaizen event

Background

As more water right applicants are selecting cost reimbursement (CR) for water right processing, the time to develop CR contracts is becoming longer because there are no new positions to help with this increased workload. This is frustrating to applicants and to Ecology staff working on the projects.

Objectives/Mission Statement

Decrease the amount of time for developing and implementing a CR agreement to 30 working days* for initiating the CR process.

*Presuming applicant returns signed CR Agreement and deposit within 10 working days.

Targets/Metrics Estimated for Current and Future Conditions

Current State	Future State	Benefits
The routing process used for contract approval is very slow and a major impediment to getting contracts in place.	Eliminate the paper routing process for approval signatures and replace it with an automated signature web-based application (SharePoint).	Time savings.
Job roles and responsibilities are not defined for various staff involved in the process leading to delays in developing contracts.	Define staff roles and responsibilities.	More clarity, less confusion and overlap.
No response time expectations for applicants and consultants.	Develop response time expectations for applicants and consultants.	Time savings.

Results

- The approval routing with Sharepoint workflow was officially adopted in February 2012. Since that time, 21 Cost Reimbursement Agreements were routed for approval. The average routing time was 3.3 days, with the quickest turnaround at 1.5 hours.
- New language has been added to the cost reimbursement agreement template explaining that the applicant will be charged for staff replacement (backfill), direct, and consultant’s fees in monthly invoices.

Next Steps

Project Results from Lean Efforts

Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

- Training for Ecy staff working on CR. (Late August – early September)
- SharePoint Training for CR staff. (Quarterly)
- Consultant pool “training” on new response time expectations. (Ongoing)

Other Comments

- The original Lean process goals are being met – closure expected next quarter.

Project Results from Lean Efforts

Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

Project Title: Faster Decisions on Trust Water Rights Applications

Dates of Workshop: March 2011

Contact Person: Kelsey Collins

Lean Tool(s): Kaizen event

Background

Trust water rights are likely the most complicated part of the water code. Staff are confused and frustrated. Externally, a lack of confidence in the trust water program inhibits our environmental protection goals. There is also dissatisfaction among our business partners (Washington Water Trust and Trout Unlimited) and applicants over the long processing time for trust applications. Finally, the emergence of water banking is contributing to the ever increasing number and complexity of trust applications.

Objectives/Mission Statement

Reduce the time to process prioritized trust water right applications* to 9 months.

*Excluding Trust Water Donations, which should be processed much sooner than 9 months if they are considered priority work.

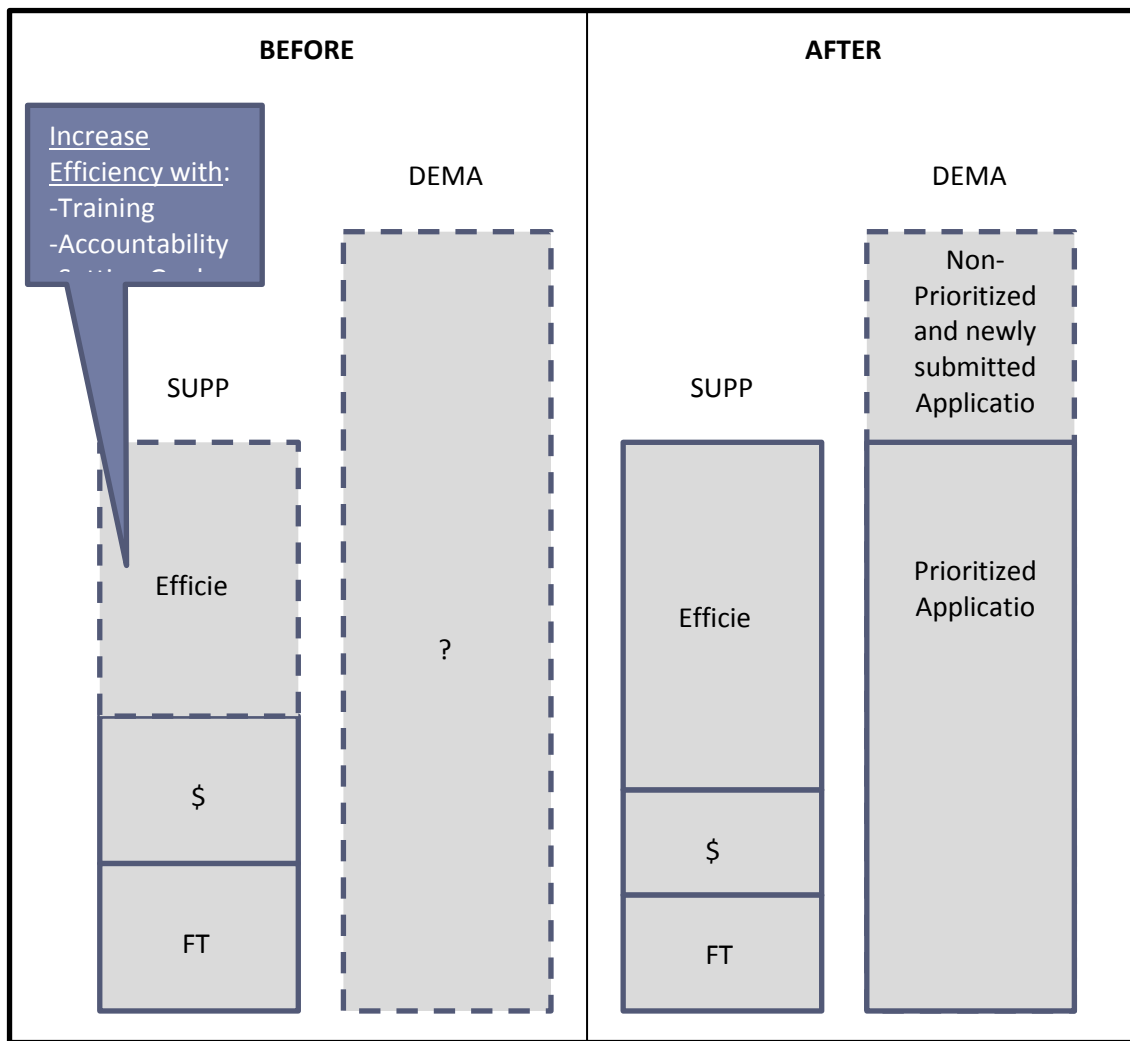
Targets/Metrics Estimated for Current and Future Conditions

Current State	Future State	Benefits
Trust applications are submitted and get put on the shelf because we don't have an effective way to prioritize which ones to work on.	<ul style="list-style-type: none"> A quarterly meeting is held to determine which trust applications are priority work. Priority applications are assigned to staff to ensure they are processed within 9 months of being received. 	<ul style="list-style-type: none"> This meeting provides an opportunity to plan for future projects and discuss applications actively being processed. The processing time for all trust applications will be tracked and reported at the next meeting.
There is no quality control for reviewing applications.	<ul style="list-style-type: none"> Develop and adopt a trust water rights specific Quality Control Checklist. 	<ul style="list-style-type: none"> Reduces processing time and ensures applications are reviewed consistently.

Results

Project Results from Lean Efforts

Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.



Demand for Processing Trust Water Right Applications vs. Ecology’s Permitting Capacity - During the Lean event we created this diagram showing where the unknown variables were. By holding Quarterly Prioritization Meetings, we have started to define the “Demand” for our services by tracking the existing and incoming trust applications. In so doing, we have also become more accountable and set quarterly goals.

RESULTS OF THE 1-YEAR CRO PILOT: At the end of 1 year, there are 40 applications that were not completed within 9 months of being designated as priority work. 10 trust water right decisions were issued during this year.

While the quarterly meeting provided a valuable opportunity to discuss all trust related work being done at CRO, not enough scrutiny was paid to the prioritized work from past meetings to decide if it was really still priority work given changes in staffing and other workloads. Additional planning was needed to help staff meet short term goals to ensure they would be completed in 9 months. Continuing this pilot in its current form at CRO is not recommended, nor is this pilot recommended for statewide adoption. CRO staff will be discussing how prioritize the trust workload in the future and how to meet the 9 month goal.

Next Steps

Project Results from Lean Efforts

Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

- Quarterly Prioritization Meeting: CRO management and staff will be discussing a better way to conduct these meetings. (Quarterly)
- Discuss new procedures for tracking permanently acquired water rights. (September in CRO.)
- Staff training

Other Comments

None.

Project Results from Lean Efforts

Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

Project Title: Reduce Processing Time for Local Government Coordinated Prevention Grant Agreements

Dates of Workshop: June 2011

Contact Person: Shelly McMurry

Lean Tool(s): Value Stream Mapping

Background

The Coordinated Prevention Grant (CPG) program provides funding assistance to local governments for planning and implementing their local solid and hazardous waste management plans. The program also funds recycling, collecting household hazardous waste, and enforcing solid waste codes. Ecology administers funding for this program through a grant application and review process.

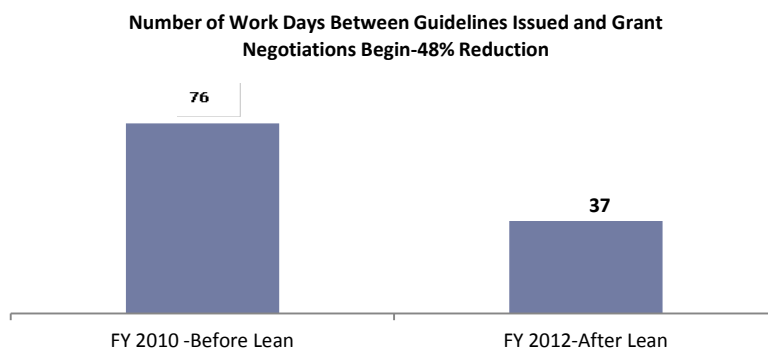
Objectives/Mission Statement

- By November 1, 2011, decrease the time to get a CPG grant agreement offered by two months.
- Reduce workdays per cycle from 132 to 88, based on the date guidelines are available.

Targets/Metrics Estimated for Current and Future Conditions

Current State	Future State	Future State Benefits
The CPG Coordinator and Regional Grant Officer review and score applications in a process referred to as Minimum Threshold Scoring (MTS).	Eliminate Minimum Threshold Scoring (MTS) process.	By eliminating MTS scoring, grant officers were able to negotiate better scopes of work and begin drafting agreements without having to wait until W2R PMT approved the funding list. This eliminated 39 work days that had delayed grant offers getting out to recipients.

Results



- By eliminating Minimum Threshold Scoring (MTS) Scoring, we reduced the number of workdays between when CPG issued the guidelines and the date grant officers began drafting agreements by **39 days**. The Program Management

Project Results from Lean Efforts

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Team approved the tested recommendations for future implementation.

- We tested the e-routing on six 2012-13 regular cycle agreements. CPG e-mailed and forwarded agreement drafts to contracts and budget staff instead of printing and sending a hard copy. We compared the time it took with baseline information from 2007. We compared the data with peer review and without. Peer review only added 2 days to the baseline average. E-routing only saved on average **2 days**. One agreement was “lost” in the e-mail routing process. When the LEAN coordinator inquired, it was found and finished routing. E-routing using our existing system’s architecture had limitations, so the group decided to pursue the use of Sharepoint as a document management and approval mechanism for Headquarters routing of draft grant

Next Steps

Staff participated in the agency Electronic Grants and Loans planning committee evaluating the business needs of Ecology to have an electronic method of managing grants. This would include a document management feature that addresses some of the barriers that currently exist around storage/documentation and e-signatures. Staff are on the project team for the development of this new system. (Ongoing)

Other Comments

None.

Project Results from Lean Efforts

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Project Title: Streamline and Clarify Standard Water Right Application Process

Dates of Workshop: June 2011, September 2011, November 2011

Contact Person: Tom Loranger

Lean Tool(s): Value Stream Mapping

Background

There is a backlog of about 7,000 water right permit applications. In 2011, the Legislature passed a new law requiring Ecology to review the water right application process to simplify the procedures, eliminate unnecessary steps, and decrease the time required to issue decisions. In June 2011, the program started analyzing the four phases of the water right permit application process:

1. Intake of new applications.
2. Investigating and documenting new applications.
3. Recording the decision.
4. Certifying the water right.

Objectives/Mission Statement

- Reduce permit application backlog.
- Reduce the time it takes to make decisions on applications.
- Develop consistency across regional offices.

Targets/Metrics Estimated for Current and Future Conditions

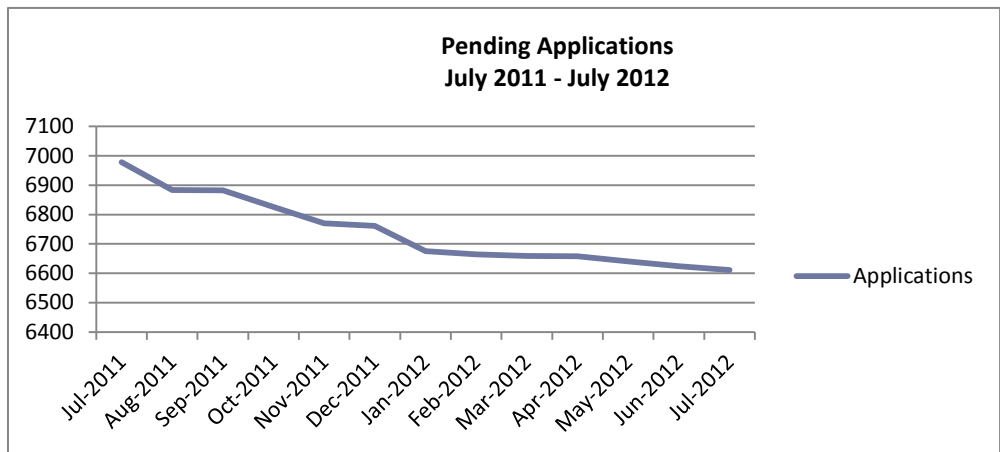
Current State	Future State	Future State Benefits
<ul style="list-style-type: none"> • Customer submits water right application and fees without consulting with Ecology first. • Applicants are required to provide Ecology a lot of information as part of their water right application. 	Ecology provides a pre-application consultation to applicants to provide the information requirements they must meet for Ecology to process their application including the correct fee amount.	<ul style="list-style-type: none"> • Applicants have a better understanding of information requirements and fees that might apply, the availability of water in their project area, and where they are in line. • A better process for the weeding and feeding of applications (letters sent to applicants to update their information).
The fiscal office was using four different processes for the intake of the application and fee and was taking responsibility for getting the applications to the regions.	The fiscal office is now using one process to intake the application and fee. WR staff are now responsible for picking up the applications and doing the same day scanning to get them to the appropriate regional office for processing.	<ul style="list-style-type: none"> • Fiscal staff are now free to do other work. • Application intake is faster in the regions. • No more overnight mail to Spokane

Project Results from Lean Efforts

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		saves money.	
Notifying interested parties about pending water right applications was very labor intensive for some regions because it required staff to spend a lot of time copying and mailing.	Rely on RSS (Real Simple Syndication) feed technology to notify interested parties about pending water right applications.	<ul style="list-style-type: none"> • Reduces staff time. • Saves money because RSS feeds are free. 	
Too much time spent tracking down applicants who moved.	Staff will only make two attempts to track down applicants who have moved before the application is cancelled	The new process will help Ecology weed out any applications in the backlog where the applicant has moved on and no longer needs the water.	•
Notify applicant after the permit development schedule has expired.	Notify the customer before their development schedule is late.	<ul style="list-style-type: none"> • Better customer service • A higher percentage of permits will be in compliance with their development schedules. 	•
All the regions do not collect e-mail information from applicants. This makes it more difficult to contact permittees on an automated basis.	Collect applicant’s email address as part of the application intake process and send notices by email.	<ul style="list-style-type: none"> • Better customer service • Save money on postage. 	•

Results



- The pre-application process is working well when it happens. Feedback from both staff and applicants is positive. However, most applicants are not choosing to engage in pre-application consultation. Pre-application consultation is optional; in additionally, many applicants are relying on old application forms downloaded months or even years ago which do not indicate the opportunity to engage in pre-application consultation. To date, we have held ~28 pre-application consultations. Of those applicants who have engaged in pre-app consultation, about 15 have or are expected to file applications. This suggests that – when it occurs -- pre-application is having some effect on or delaying or reducing the number of incoming applications. Water Resources should evaluate how to make pre-app consultation more prevalent.
- The “weed and feed” letters are providing us a low-cost method for removing applications from the backlog.

Project Results from Lean Efforts

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Next Steps

- Complete work on investigator manual. (November 2012)
- Develop first draft of preliminary permit/ front loading module.
- Identify a team to develop or update the clerical and WRTS coordinator manual.

Other Comments

None.

Project Results from Lean Efforts

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Project Title: Reduce the Time it Takes to Review Remedial Investigation and Feasibility Study Reports for Hanford Cleanup

Dates of Workshop: September 2011

Contact Person: Steve Moore

Lean Tool(s): Value Stream Mapping

Background

Over the next two years, seven Remedial Investigation / Feasibility Study (RI / FS) reports will need to be reviewed and approved by Ecology, the Environmental Protection Agency (EPA), and the US Department of Energy (USDOE). The most recent RI / FS report took six months to process, which includes:

- Review of the RI/FS
- Identification and resolution of issues

Legal deadlines exist for completion of the RI/FS documents and stakeholder expectations are very high so efficiency is essential. Numerous other regulatory documents are also reviewed by Ecology. Executives from the three agencies have identified the need to improve cross-agency plan review and decision making processes.

Objectives/Mission Statement

- Reduce the back and forth review of documents.
- Streamline decision-making.
- Improve the timeliness of the overall process.
- Focus staff resources and expertise on what really matters.

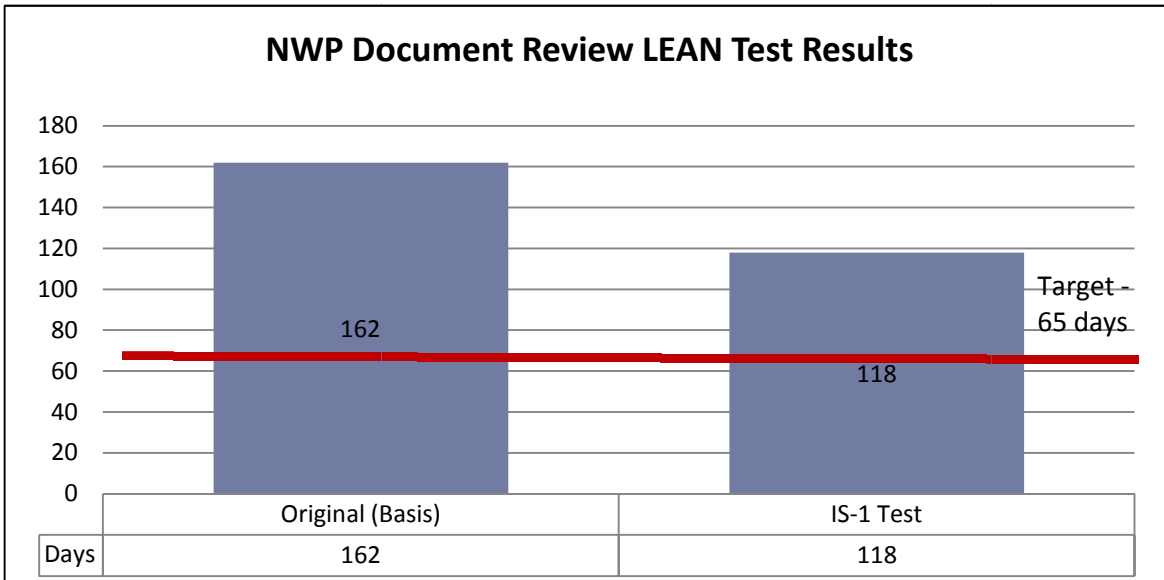
Targets/Metrics Estimated for Current and Future Conditions

Reduce the time to review and comment on RI/FS reports by 60% by March 22, 2012.

Results

Project Results from Lean Efforts

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1. Document review and comment procedures now provide direction and expectations for all reviewers to follow.
2. All improvement ideas for this LEAN project have been addressed and the program is ready to implement with the next major RI/FS document to be received.

Next Steps

Improvement Suggestions outside scope – A number of good suggestions for improvement were outside the scope of our Lean event. NWP will pursue those by engaging USDOE and/or EPA to improve Tri-Party performance. These may or may not be “Lean” interactions depending on the other two agencies, but the Lean event provides useful information to support our requests for improvement. (To be determined.)

Other Comments

None.

Project Results from Lean Efforts

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Project Title: Streamline Workflow, Eliminate Duplication, and Improve Processing of Payroll Actions

Dates of Workshop: January 2012

Contact Person: Lisa Darnell

Lean Tool(s): Value Stream Mapping

Background

Employment paperwork passes from the Human Resources (HR) Office to the Payroll Unit on a daily basis. During payroll deadlines there are multiple trips, phone calls, and emails between units. Each unit is required to complete their designated tasks by payroll processing deadlines to ensure correct payment to employees.

Objectives/Mission Statement

- Reduce the time it takes to transfer paperwork from HR to Payroll.
- Reduce paper.
- Reduce errors.
- Improve workflow planning and communication.

Targets/Metrics Estimated for Current and Future Conditions

Current State	Future State	Future State Benefits
HR and Payroll Staff transport documents from one unit to another several times per day.	HR staff scan documents into secure SharePoint site, which allows payroll staff to view payroll actions and print only what is needed.	Reduces time spent traveling between 1 st & 3 rd floors and reduces paper.
HR Tech Team Lead audits 100% of the work completed by the Tech Team	Tech Team Lead will reduce the audits performed on senior Tech Team work from 100% to a sample. For newer Tech Team members, continue 100% audit – reduce audit percentage as knowledge & experience increase.	Allows for more thorough audit of documents prior to payroll cut off by reducing number of audits performed.
Payroll Fiscal Analysts conduct 100% audits of payroll actions completed by Payroll Processing Team.	Audit only those actions that impact ongoing salary, benefit & leave calculations. Eliminate audit of CTR, taxable travel, & timesheet changes.	Reduces significant amount of time spent on auditing.

Results

Reliable savings data is not fully available; but a quick survey of staff found that payroll staff are making 1-4 fewer trips per day to HR, averaging 5-20 minutes per day.

Project Results from Lean Efforts

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Next Steps

- Combine tracking logs within HR office November 2012
- Eliminate Payroll tracking service requests November 2012

Other Comments

None.

Project Results from Lean Efforts

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Project Title: Coordinated Prevention Grants: Reduce Payment Request Error Rate

Dates of Workshop: February 2012

Contact Person: Shelly McMurray

Lean Tool(s): Value Stream Mapping

Background

The Coordinated Prevention Grant (CPG) program provides funding assistance to local governments for planning and implementing their local solid and hazardous waste management plans. The program also funds recycling, collecting household hazardous waste, and enforcing solid waste codes.

Depending on funding allocation, CPG grant officers manage up to 150 agreements statewide. Ecology requires each of those local government recipients to report progress and submit quarterly payment requests for reimbursement. Four people handle each of these payment request forms. If we could get the recipients to fill them out properly, it would reduce the amount of time it takes Ecology staff to process and recipients would receive payments quicker.

At times, the error rate can be up to 94 percent. Math errors, ineligible expenses and purchases outside the reporting period are some examples of frequent errors that staff must correct before fiscal will process the payment request.

Objectives/Mission Statement

- Our goal is to reduce the error rate on payment requests recipients being submit to Ecology for reimbursement by 20 percent.
- Reduce the amount of errors corrected by the Grant Tracking Coordinator by having grant officers catch the majority of errors.

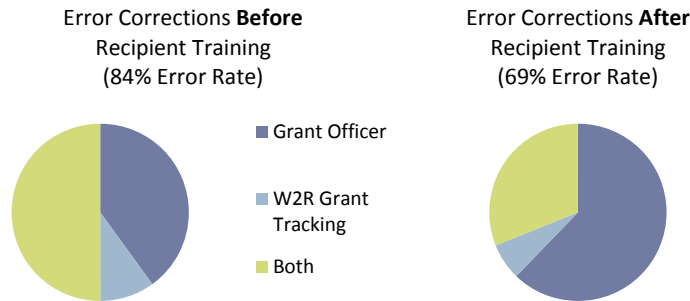
Targets/Metrics Estimated for Current and Future Conditions

Current State	Future State	Future State Benefits
Grant officers are trained when they first take the job but there was no formal on-going training.	Conduct an annual grant officer payment request refresher training class.	This approach highlights the importance of attention to detail and allows for discussion
For recipients, grant officers provide training as needed and by communicating errors after processing payment requests.	Develop training for grant recipients and provided it on a regular basis.	There is a training tool available for grant officers and recipients to view from the convenience of their computer.

Results

Project Results from Lean Efforts

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- We saw a 15% reduction in the overall error rate after the webinar training. This is 5% short of our goal of 20%.
- Grant officer training increased the percentage of errors that they caught by 22%.
- As we looked closer at how to track errors, we have decided to delineate between “Egregious” (an error that resulted in the grant officer needing to contact a recipient) and “Minor” (an error the grant officer can fix).
- ERO and SWRO are testing one-on-one trainings and a group training to evaluate if there is a more effective training method.
- We will continue to design and implement strategies to meet our ultimate goal of reducing the overall error rate by 20 percent.

Next Steps

- Finish group and one-on-one trainings and evaluate before and after error rates of participants. (September 2012)
- Evaluate results, discuss as a group and determine next steps. (September 2012)
- Continue involvement in development of EAGL (Electronic Administration of Grants and Loans) and Yellow Book update projects. Mapping Ecology grant and loan management process flow and electronic document management and workflows will help increase consistency across programs and contribute to process improvements. (Ongoing)

Other Comments

None.

Project Results from Lean Efforts

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Project Title: Streamline the Biosolids Permit Process

Dates of Workshop: November 29 & 30, 2011

Contact Person: Peter Lyon

Lean Tool(s): Value Stream Mapping

Background

Portions of the biosolids permitting process are complicated and time-consuming. The process involves multiple steps. Some of the process steps are required by federal rules; others are required by state rules. The applicant is responsible for completing some steps; Ecology staff are responsible for others. It often takes a long time to issue a final decision to either approve or deny coverage under the Biosolids General Permit after the receipt of certain applications and the issuance of a final decision. In addition, there is some degree of inconsistency across the state, particularly with regards to permitting priorities, expectations for submitted plans, and final permit conditions.

Objectives/Mission Statement

Decrease the time required to approve or deny an application under the Biosolids General Permit and increase consistency across the state in terms of priorities, expectations, and permit conditions.

Targets/Metrics Estimated for Current and Future Conditions

Current State	Future State	Future State Benefits
The applicant and the regional biosolids coordinator go back and forth developing an adequate permit. This process may take upwards of 24+ months. What constitutes an “adequate” permit is up to the regional coordinator.	Applicant will closely follow permit template and sampling and analysis guidelines provided by regional coordinator.	Drastically reduce iterative process as well as ensure statewide consistency of permit conditions.

Results

The permitting process went much faster as a result of having the permit application template. Below is very positive feedback from one of the first users of the initial products from this effort – the Site Specific Land Application Permit Template (SSLAP).

“I want to thank you for sending me the SSLAP template.....that was hugely helpful in preparing this SSLAP. I appreciate the WA DOE providing this template.”

Next Steps

- Identify and review existing national and state literature for model sampling and analysis guidance documents. (September 2012)

Project Results from Lean Efforts

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- Work with applicants to get their feedback on documents already created as part of this process. (Ongoing)

Other Comments

None.

Project Results from Lean Efforts

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Project Title: Dangerous Waste Inspections to Help Business Compliance

Dates of Workshop: May 2012

Contact Person: Darin Rice

Lean Tool(s): Value Stream Mapping

Background

Mismanagement of hazardous waste allows toxic chemicals to contaminate our water, soil, air, and stormwater runoff, and creates cleanup sites. Routine inspections are a critical regulatory line of defense between the millions of pounds of dangerous waste produced in Washington and environmental contamination. Budget reductions over the past ten years have reduced the number of compliance inspections we are able to do, resulting in a high rate of significant violations and greater risk to human health and the environment.

Objectives/Mission Statement

- Cut staff time spent on pre and post inspection work, resulting in a 10-15 percent increase in the number of dangerous waste inspections at medium and large quantity generators.
- Contribute to the long-term program goal of reducing the chance of finding a significant violation during an inspection to under 30 percent.

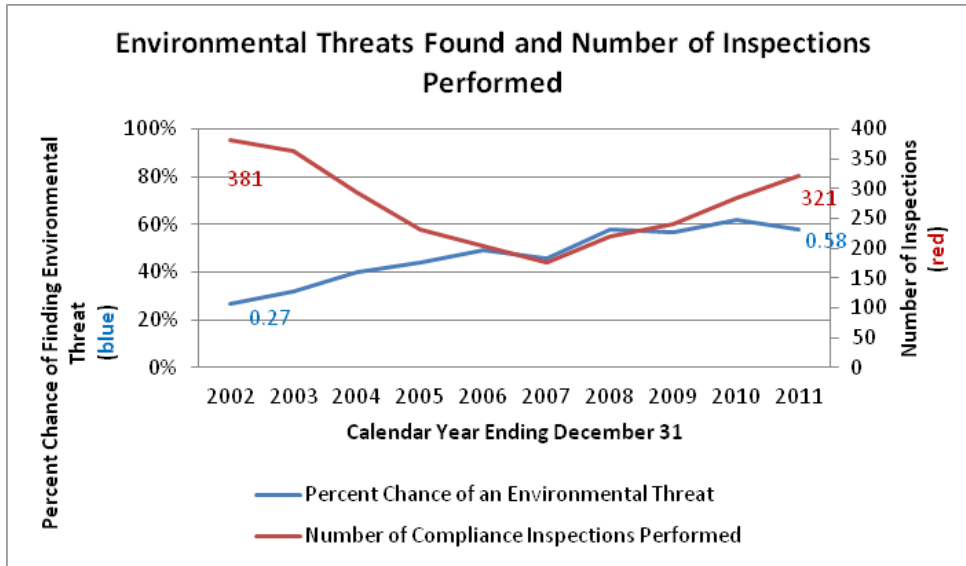
Targets/Metrics Estimated for Current and Future Conditions

Current State	Future State	Future State Benefits
No pre-inspection notice may contribute to more violations found during inspections.	Pilot a reminder of impending inspection, including a pre-inspection checklist	Gives facilities a chance to resolve potential violations before inspection, saving time during and post inspection.
Unconsolidated resources add unnecessary time to pre-inspection preparation.	Consolidate inspection history, education materials, photo logs on-line, on one screen with clickable icons.	Organizes existing tools and encourages their use in a time-saving way.
Not fixing resolvable violations during the inspection defers time-consuming resolution to post inspection follow up.	Resolve more violations on site during inspection.	Spending an extra hour resolving a violation on-site is far less than the weeks it takes to resolve violations post-inspection.
Too much time spent on resolving violations that don't have an immediate impact on human health and the environment	Minimize post-inspection follow-up on secondary violations (update Hitting the High Points policy).	30% of violations cited are secondary ones. This keeps focus on resolving most important violations.

Results

Project Results from Lean Efforts

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The percent chance of finding a significant violation stayed nearly steady over the past two calendar years, while the number of inspections increased by 33 percent over the same period. 321 inspections in calendar year 2011 is the highest total since 2004. As the number of inspections increase, we hope to continue to lower the number of significant violations found in coming years.

Note: our lean efforts are not yet influencing the above trend lines - the hiring of 4 additional inspectors in 11-13 currently drives these. Once we have all inspector positions filled, then we can measure if our lean actions result in further increased inspections without additional resources. The 13-15 biennium will be a better period to judge this.

Next Steps

- **Targeting Inspections.** Document how regions create their inspection lists, including how they select sectors and assign inspectors to do repeat inspections. Share regional reports so each region can learn from others' approach. Evaluate after sharing reports if we need additional work. (Nov 2012)
- **Update Hitting the High Points Policy.** Update current CIVs. Create classification system informed by risk. Start with existing EPA and enforcement ranking approaches. (Dec 2012)
- **Inspector One-Stop Shop.** Consolidate inspection history, photo logs on-line and education materials on one screen with clickable icons. (Jan 2013)

Other Comments

None.

Project Results from Lean Efforts

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Project Title: Remedial Action Grant spending and the MTCA Cleanup Process

Dates of Workshop: June 2012

Contact Person: Jim Pendowski

Lean Tool(s): Value Stream Mapping

Background

Publicly funded cleanup projects, like privately funded ones, can take many years to complete. Ecology asks for remedial action grant (RAG) appropriations and subsequent re-appropriation over multiple biennia for these cleanups. Having money unspent and re-appropriated reflects cleanup work not accomplished according to schedule. This has two significant impacts. First, under spending can represent a slowdown in a cleanup project and result in the continuing exposure to contaminants at the site; and second, under spending ties up money in the Local Toxics Control Account (LTCA), that could be used on other cleanups or projects with purposes consistent with the Model Toxics Control Account (MTCA). Simply put, unspent money is money that is not providing any environmental benefit.

Objectives/Mission Statement

- Understand current conditions by examining two selected RAG funded projects.
- Establish target condition for cleanup decision-making and resultant expenditures and grant reimbursement of publicly funded cleanup work.
- Reduce, for all publicly or privately financed cleanups, the time (measured in months or years) it takes to move through the cleanup process.
- Improve, for publicly funded cleanup sites, the accuracy of budget requests to project spending plans so that re-appropriation balances are reduced.

Targets/Metrics Estimated for Current and Future Conditions

Current State	Future State	Future State Benefits
<p>The progress on site cleanups can get stalled when:</p> <ul style="list-style-type: none"> • Processes that can run in parallel are instead run in a linear means. • Sampling data comes in all at once in a report instead of closer to real time so that decisions can be made more quickly. • Disagreements aren't resolved quickly. • A clear vision of the outcome isn't developed. • New project leads join a cleanup team and work is redone. 	<p>Have a more consistent approach to management of cleanup sites.</p> <ul style="list-style-type: none"> • Create Site Manager Standard Work Book. • Incorporate Best Management Practices (BMP's) into the workbook, handling data sets, and disagreement procedure. • Adapt Voluntary Cleanup Program (VCP) site manager training model and project flowchart/checklists to RAG projects. • Train all current RAG site managers. 	<p>Standard work practices will speed up the cleanup process by (for example):</p> <ul style="list-style-type: none"> • Ensuring sites stay on track. • More real time decisions are made during investigations. • Processes run in parallel when possible. • Clear outcomes.

Project Results from Lean Efforts

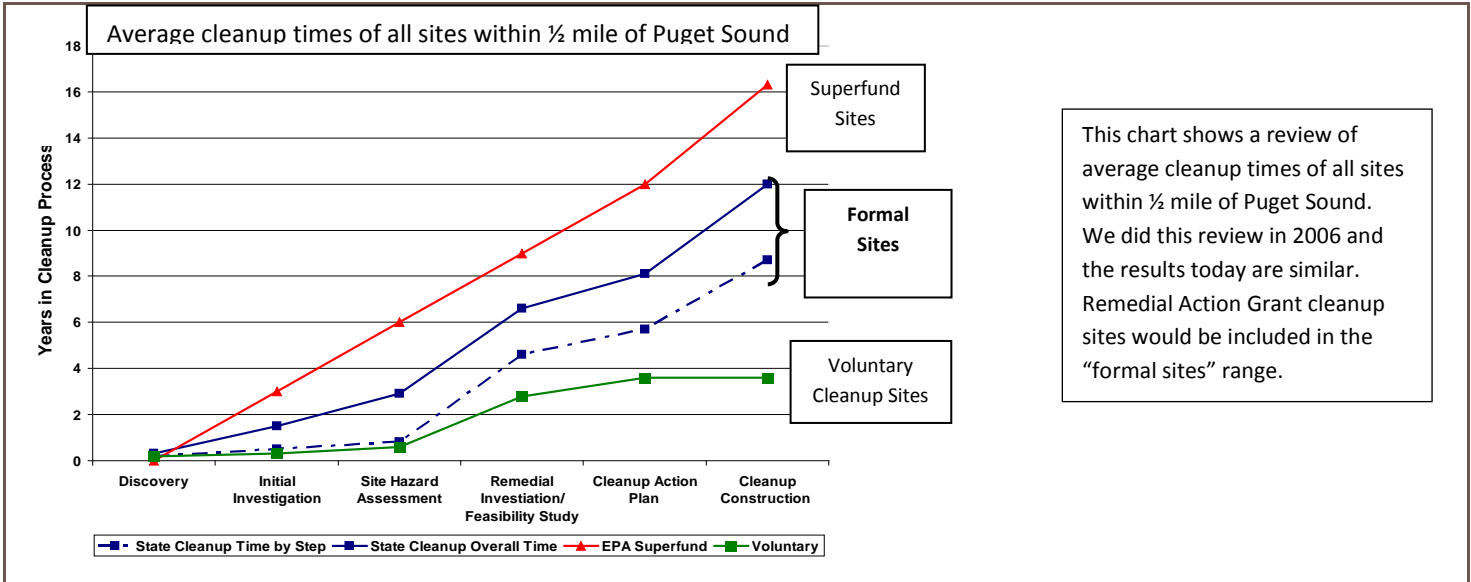
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<p>The development and review process for significant documents:</p> <ul style="list-style-type: none"> • Allowed for non-substantive editorial comments, creating non-value added work and added delays to the site cleanup. • Did not include a goal of one review and iteration. • Was not always preceded by frequent and clear expectations of what was needed in the documents. (Documents: Remedial Investigation, Feasibility Study, Cleanup Action Plan, Engineering Design Report, and RAG grant application). 	<p>Have a more streamlined approach to document reports and reviews.</p> <ul style="list-style-type: none"> • Ecology and local government team work closely together so each document has one review cycle with one set of comments. • Local government knows exactly what Ecology expects them to include in the documents. 	<p>Increasing team communication so investigation and study documents are correct the first time and less review time will speed up cleanup times.</p>
<p>Consent Decrees and Agreed Orders are written without an option to conduct an interim cleanup action. If an interim action is needed, the legal document needs to be amended.</p>	<p>Boiler plate language for Consent Decrees and Agreed Orders will include the option to conduct an interim action.</p>	<p>Legal documents won't need to be amended or renegotiated and this will help speed up cleanup times.</p>
<p>Clean up activities may begin before the project managers and teams have discussed standards such as responsibilities, roles, ground rules, protocols, and regulations.</p>	<p>Site managers use a standard check list that structures a meeting to launch the project. This meeting establishes:</p> <ul style="list-style-type: none"> • Adequate staffing, • Finances, • Ground rules, • Roles and responsibilities, • Protocols • Expectations for the site cleanup schedule. 	<p>Cleanup times will be reduced when everyone understands the direction and the outcome, and has staffing and resources ready to proceed.</p>

Results

Project Results from Lean Efforts

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This chart shows a review of average cleanup times of all sites within 1/2 mile of Puget Sound. We did this review in 2006 and the results today are similar. Remedial Action Grant cleanup sites would be included in the "formal sites" range.

Next Steps

- Create a formal standard program wide training for site managers including peer or supervisory review for some period. *(Note: This project is tied to several others. This link will likely change the milestone date.)* August 31, 2012.
- Create a real-time dashboard to track Remedial Action Grant projects to determine if the project is meeting target conditions in the minimum number of steps possible. September 30, 2012
- Create Site Manager Standard Work Book. Incorporate BMP's into the workbook, handling data sets, and disagreement procedure. Adapt VCP site manager training model and project flowchart/checklists to RAG projects. Train all current RAG site managers October 31, 2012

Other Comments

None.

Project Results from Lean Efforts

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Project Title: Streamline the Spills Program Enforcement Action Process

Dates of Workshop: May 8-10, 2012

Contact Person: Kitty Hjelm

Lean Tool(s): Value Stream Mapping

Background

The Spills Program issues hundreds of enforcement actions each year. Spill response staff view the process as time consuming and unclear. Currently, there are over 100 pending enforcement actions and more are added every month. The process timeline needs to be shortened so actions can be completed within the established goals.

Objectives/Mission Statement

1. Reduce the Notice of Penalty (NOP) process time so that 85% of the NOP's are issued by the established issue date goal.
2. Reduce the number of pending NOP enforcements by 30 percent in the first 9 months after implementation.
3. Increase staff understanding of the docket management system and NOP enforcement boilerplates.
4. Clarify and streamline the NOP process.

Targets/Metrics Estimated for Current and Future Conditions

Current State	Future State	Future State Benefits
All penalties went through the more time consuming Notice of Penalty process.	Implement the use of Field Citations	Issuing a citation in the field at the time of the spill provides immediate feedback for the spiller and will reduce the need for the more time consuming Notice of Penalty process.
Links to some enforcement boiler plates had not been updated and links were in multiple locations. Documents for specific enforcement actions were not all together in one place.	Build enforcement kits (one stop shopping) for specific enforcement actions and add or update links to boilerplates.	Easier & quicker for responders to find what they need for specific enforcement actions.
Review and formatting of Notice of Penalty paperwork at one of the regions was delayed due to support staff workload.	Alleviate some of the regional support staff workload by centralizing regional Spills Program time accounting at headquarters.	Centralizing the Spills time accounting at headquarters should prevent a backlog of Notice of Penalty documents waiting for review and formatting.
Ecology Northwest Regional Office (NWRO) responders were relying on support staff to get their docket numbers	NWRO responders will be consistent with the other regional responders and get their own docket numbers from the DMS Coordinator.	This will eliminate a potential delay at the support staff desk.

Project Results from Lean Efforts

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Results

Data to be collected has been established:

- Number of field citations issued per month (data collection begins Oct. 1)
- Number of pending penalty actions (data collection begins Sept. 1)
- Average number of days to issue a penalty (data collection begins Sept 1)

Next Steps

- Establish data definitions and standards and begin collecting data. (September 2012)
- Field Citation training and booklet distribution. (September 2012)

Other Comments

None.

Project Results from Lean Efforts

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Project Title: Better-faster-cheaper: Air Permits for Small Business

Dates of Workshop: June 2012

Contact Person: Lynnette Haller

Lean Tool(s): Kaizen Event

Background

Streamlining and improving air permitting processes is a high priority for many environmental agencies. Permitting authorities have carefully sought to address business concerns over permit timeframes and predictability, while providing equal or greater environmental protection and ensuring permit quality. Air permitting processes tend to be top candidates for state environmental agency Lean events because they are areas in which agencies often experience “pain,” in the form of backlogs, permit approval time, and customer complaints.

Objectives/Mission Statement

- 1a. Double the percentage of applications that are complete upon submittal (i.e., increase from 13% to 26%).
- 1b. Reduce the time spent completing an application by 10% (i.e., reduce median from 53 days to 48 days).
2. Reduce element tracking locations by 75% (i.e., reduce from 16 locations to 4 locations).
3. Improve customer satisfaction by 10% (i.e., increase survey average from 81% to 89%).

Targets/Metrics Estimated for Current and Future Conditions

Current State	Future State	Future State Benefits
A 12 page application (without instructions) that asks for a wide variety of information that doesn't apply to all sources/unit types that require a NOC permit.	<ul style="list-style-type: none"> • New six page application with general instructions and a prompt for the applicant to schedule a pre - application meeting. • A new checklist of mandatory elements for a NOC permit application. • Six new separate instruction sheets provided to the applicant only when relevant. 	<ul style="list-style-type: none"> • Easier for the applicant to complete the application. • Decrease in application processing time.
Write a responsiveness summary for all public comments on a preliminary determination, including out-of-scope comments.	<ul style="list-style-type: none"> • Write a responsiveness summary (using a template) only when a hearing is held. • Use standard “canned” language for all out-of-scope comments. 	Applicant gets final permit/decision faster.
Ecology drafts public notice and sends to applicant to arrange for publication. Media bills applicant and applicant sends	Ecology arranges for publication and directs media to bill the applicant and	Decrease in application processing time and administrative processing steps.

Project Results from Lean Efforts

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<p>“Affidavit of Publication” to Ecology before we issue the final permit/decision.</p>	<p>send “Affidavit” to Ecology.</p>	
<p>Application data tracked in at least 16 systems. Many systems are redundant and located in various locations and formats.</p>	<ul style="list-style-type: none"> • Short term: Consolidated six of the systems and co-located with a seventh, on SharePoint. • Long term: Consolidate 12 of the systems into an IT data system. 	<ul style="list-style-type: none"> • Staff has more time for other assignments. • Tracked data should be more complete and easier to access.

Results

No applications have yet been processed using the lean implementation.

- 1a. Double the percentage of applications that are complete upon submittal (i.e., increase from 13% to 26%). - No action to measure.
- 1b. Reduce the time spent completing an application by 10% (i.e., reduce median from 53 days to 48 days). - No action to measure.
2. Reduced element tracking locations by 38%.
3. Improve customer satisfaction by 10% (i.e., increase survey average from 81% to 89%).- No action to measure.

Next Steps

- Complete revised application and make available to applicants. (August 2012)
- Develop proposal to AQ/IT and agency IT for consolidated tracking system (to be integrated with existing WEIRD system). (August 2012)
- Make “green card” customer survey available electronically. (August 2012)
- Identify source category for next general order. Draft and implement the general order. (December 2012)

Other Comments

None.

Project Results from Lean Efforts

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Project Title: Claims Adjudication Rapid Process Improvement Team

Dates of Workshop: May 2012

Contact Person: Project Lead: Cynthia Dean, Project Sponsor: Don Albright

Lean Tool(s): Value Stream Mapping, Standardized Work

Background

ESD's Unemployment Insurance (UI) Division paid out \$2.8 billion in benefits to over 440,000 individuals (or "claimants") in 2011. As part of that process, 143 adjudication staff (with help from intake staff) wrote about 250,000 eligibility decisions. Over the last year, ESD has sacrifice quality for increased production and timeliness.

- When this project began, ESD was failing to meet federally mandated quality standards (known as "BTQ," for Benefits, Timeliness, and Quality). Current BTQ score: 63-66% (down from 82-88% in 2010); target = 75%.
- Employers complain about our antiquated ways of interacting with them (e.g., mail vs. email).
- Staff felt stressed and "under the gun," while dealing with processes filled with wasted steps. We believed that time pressure was causing adjudicators to cut corners on quality.

Objectives/Mission Statement

The Department is seeking a long-term and sustainable improvement in the quality of decisions, while maintaining current high levels of productivity and timeliness. To assist with that effort, the Rapid Process Improvement Team will identify and pilot new ways of doing business. The goal is to improve the quality of decisions while shaving 5-15 minutes off the time it takes to write each decision (it currently takes about 60 minutes).

Targets/Metrics Estimated for Current and Future Conditions

- Standardized Work:
 - Immediate: Reduce the amount of "waste" in the adjudication process, while improving quality.
 - Medium term: Increase number of decisions made per hour from current levels of 1.05.
 - Long term: Improve BTQ accuracy from 63-66% to at least 75% consistently, while maintaining standards for production and timeliness.
- Explore ways to measure the success in quality and quantity.
- Provide training for the processes to all adjudication teams by October 15.

Results

- Created/Outlined a standardized work process;
- Developed Quality Check System;
- Developed Visual Boards for daily work;
- Created a Lean notebook (manual) of the new process and tools. This was used initially for training purposes, but will also be used by all adjudicators.

Project Results from Lean Efforts

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Next Steps

- Phased implementation (started with 2 of 15 teams; rolled out in 3 waves over 3 months, so every trainee had an experienced mentor to assist them),
- Continue to use the PDCA (Plan-Do-Check-Act) cycle to improve the new process, as we learn more about what works and what does not work.

Other Comments

- We maintained momentum by staying close to the “Gemba,” identifying problems and complaints quickly, and acting decisively to fix them.
- We developed dozens of useful tools for staff by quickly getting “good enough” (not perfect) versions in people’s hands, and improving them from there.

Project Results from Lean Efforts

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Project Title: Unemployment Insurance Reemployment Orientations(UIRO) / Extended Unemployment Compensation (EUC) Scheduling and Mailing Rapid Process

Dates of Workshop: June 2012

Contact Person: Project Lead: Terri Barbee, Project Sponsor: Joel Sacks

Lean Tool(s): Value Stream Mapping

Background

Each WorkSource office has been given a letter template to use when contacting a customer regarding Unemployment Insurance Reemployment Orientations (UIRO) and Extended Unemployment Compensation (EUC). Local offices modify the dates and times. Other informational documents are added to the envelope as necessary. In addition, the local offices schedule Job Search Review (JSR) appointments, which are then mailed out by the State Publications Center.

Most WorkSource offices color code the paper used for ease in identifying which workshops the customer is there to attend. By redesigning and simplifying the language used in the letters, it would help the customer understand the requirements more easily.

Objectives/Mission Statement

The Department is seeking to reduce the amount of staff time spent on administrative functions at the local offices and redeploy staff towards direct customer service. In addition, improved processes will reduce the cost of printing, postage, and mail machine maintenance.

Targets/Metrics Estimated for Current and Future Conditions

By eliminating the requirement for local staff to print, process, and mail letters to UIRO and EUC attendees, it would allow re-deployment of approximately 200 FTE hours annually *per Work Source office* by centralizing and streamlining mailing of the approximate 166,000 letters currently sent annually.

Additionally, at a cost avoidance of \$.10 per letter (bulk rate vs. first class), there would be an immediate savings of approximately \$16,600.

Results

- Re-deployment of approximately 3,300 FTE hours of providing direct service to our clients annually;
- Cost avoidance in printing and mailing letters of over \$50,000 annually.
- Cut process time by 90%.
- Reduced waiting time by 4+ hours.
- Increased quality by building quality checks in the process.

Next Steps

Implement a three phase rollout; each phase will include four Workforce Development Areas (there are 12 Workforce

Project Results from Lean Efforts

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Development Areas in the state):

- Phase 1- August 6.
- Phase 2 - Sept 17.
- Phase 3 - October 1.

Continue to use the PDCA (Plan-Do-Check-Act) cycle to improve the new process, as we learn more about what works and what does not work. (The 45-day PDCA check is scheduled on September 7.)

Other Comments

Project Results from Lean Efforts

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Project Title: Spokane WorkSource Pathway to Employment

Dates of Workshop: January 2011

Contact Person: Project Lead: John Dickson, Project Sponsor: Eu-wanda Jenkins

Lean Tool(s): Value Stream Mapping, Standard Work, Visibility Boards

Background

WorkSource Spokane, in conjunction with the Spokane Area Workforce Development Council (SAWDC), implemented the innovative Pathway to Employment (PTE) process to help job seekers gain employment more quickly. The PTE process utilizes a motivational, high-quality workshop-based customer flow model that provides job seekers a 4-step path they can follow to gain employment more quickly utilizing services within this one-stop employment center and across the Spokane region: *Focus Your Job Search; Assemble Your Marketing Materials; Promote Yourself to Employers; Ace Your Interview!* All WorkSource services and workshops have been aligned to these 4 PTE steps.

Objectives/Mission Statement

There are three main desired outcomes for the PTE process:

- A significant increase of Spokane area *job seekers* visiting WorkSource Spokane and gaining employment more quickly by taking a greater responsibility for their job search activities.
- A significant increase of Spokane area *employers* utilizing WorkSource services and hiring PTE job seekers.
- All WorkSource Spokane staff continuously improving their *motivational* and *coaching* skills to the PTE process and as workshop/job club facilitators.

Targets/Metrics Estimated for Current and Future Conditions

To achieve this future state condition, a three-year strategic plan was developed and approved by the WorkSource Spokane and SAWDC leadership team that baselines the PTE process will be utilized across the region:

- All WorkSource Spokane staff have been trained (and re-trained) in the PTE process.
- All Visibility Boards track PTE progress and updates given by staff during leadership’s Daily Visibility Walks.
- WorkSource staff are delivering higher quality workshops/job clubs (within the center and across the region).
- The PTE process has been incorporated into the center’s Quality Management System (QMS).
- All workshop facilitators have received ‘Train the Trainer’ training from the Training Academy and receive quality assessments each month by supervisors.
- Employers receive information on the PTE process and their role in it.

Results

- Job seeker waiting has been completely eliminated since PTE process implementation in January 2012.
- Of the 5,000+ job seekers entering WorkSource Spokane each month, those receiving staff-assisted services has increased from 60% to 75% from January to May 2012 with 15% less staff (due to layoffs in January).
- The show rate for PTE scheduled appointments was 92.6% from January and May 2012.

Project Results from Lean Efforts

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- PTE customers returning for non-mandatory services within 30 days of their initial visit to WorkSource Spokane increased from an average of 1.6 to 2.2 visits per month between January and April 2012.
- Workshop attendance has over doubled since PTE began in January compared to the same timeframe in 2011.
- Customer workshop evaluations have increased from 4.16 to 4.28 (1-5 scale) between March and August 2012.
- Eight Hire U Job Clubs (8 sessions each) for PTE participants have been completed since February 2012 with over 65% of graduates gaining employment (compared to the 50% employment rate for non-PTE participants).

Next Steps

Continue to use the PDCA (Plan-Do-Check-Act) cycle to improve the new process, as we learn more about what works and what does not work.

Other Comments

Project Results from Lean Efforts

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Project Title: Distribution Center Project

Dates of Workshop: January 2012

Contact Person: Project Leads: Katherine Randall-Duffy, Rob Diess Project Sponsor: Randi Warick

Lean Tool(s): Value Stream Mapping, 5S, Spaghetti Diagram Mapping

Background

The purpose of this project is to implement sustainable Lean processes and a technology solution that integrates quality performance measures, increases efficiency, and supports agency-downsizing efforts by June 2013 in the Distribution Center (warehouse function).

Objectives/Mission Statement

- Implement Lean Practices for all aspects of business conducted.
- Update the inventory system that tracks the full cycle of supply inventory management.
- Implement a facility maintenance work-order tracking system that integrates with the Facility Work Request system.
- Improve the process for sorting and receiving consumable inventory, furniture and equipment.
- Improve the process for surplus furniture/equipment including direct surplus from field offices, increase scrap metal sent to recycling, etc...

Targets/Metrics Estimated for Current and Future Conditions

- Reduce space occupied by the Distribution Center functions.
- Reduce quantity and type of consumable paper products stored and ordered.
- Set standards and quantity for furniture inventories stock on hand.
- Establish performance measures for the Distribution Services Center.
- Implement online portal for Request for Assistance (Work Orders).
- Design and implement new workflow processes.
- Implement and provide training on sustainable Lean practices.

Results

- Reduced by approximately 7,000 square feet of space within the Distribution Services Center at lease renewal in June 2013.
- Reduced to date approximately 20% of consumable paper products.
- Established a standardized list of stock on hand.
- Scrap Metal recycled to date: 240 cubic Yards, Property Surplus: 76 pallets and Office Systems Panels Recycled: 633.
- Modified performance measures for the Distribution Services Center to adjust for reduction in staff and meet customer needs. Since May 1, 2012, we have met our target 100% of the time.
- Testing of online portal for Request for Assistance (Work Orders), in progress, due to go live September 15, 2012.

Project Results from Lean Efforts

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- Design new workflow processes are in progress, due to be implemented by June 2013.
- Provided four sessions of Lean training to the Distribution Center and Facilities staff.

Next Steps

- Continue working on process mapping the Request for Assistance (RFA) and move processes to include roles and responsibility for customers.
- Continue to use the PDCA (Plan-Do-Check-Act) cycle to improve the new process, as we learn more about what works and what does not work.

Other Comments

Project Results from Lean Efforts

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Project Title: Transformation Team 1-Maximizing our Value to Customers

Dates of Workshop: Still on-going

Contact Person: Project Leads: Susan Hettinger, Bryce Carlen **Project Sponsor:** Joel Sacks

Lean Tool(s): Value Stream Mapping

Background

The Employment Security Department administers the unemployment insurance (UI) program. ESD's Unemployment Insurance (UI) Division paid out \$2.8 billion in benefits to over 440,000 individuals (or "claimants") in 2011. The department has a regulatory responsibility to ensure that it is paying the appropriate amount of benefits to only qualified individuals. In order to receive UI benefits in Washington state, an individual must be able, available and actively seeking work; this includes documenting at least three job searches per week. The Department currently mandates a one hour face to face compliance review with randomly selected claimants. During this review, job search documentation is provided in hard copy and verified by staff. This process is labor intensive and time consuming.

Objectives/Mission Statement

Our goal is to reduce administrative burden on staff, focus compliance efforts where appropriate, and explore the use of remote services to improve the process for both customers and staff. Remote services could include providing services to customers via telephone and internet and technology projects to reduce administrative burden to staff.

Improving the job search review process will result in better attendance by claimants, fewer and smaller overpayments of UI benefits, and claimants returning to work more quickly because they will be provided reemployment services in an accessible manner.

Targets/Metrics Estimated for Current and Future Conditions

- Show rates for JSR appointments
- Customer feedback
- Staff feedback
- Reports of potential issues
- Overpayment rates
- Duration of claims and speed with which JSR claimants return to work

Results

Since this project is still undergoing, many of the anticipated results have yet to be realized. However, we have implemented a substantial reduction to administrative burden from staff. As a result of our value stream mapping exercise, we eliminated the Services Plan, which is one of several reports used to document interaction between the agency and claimants at a job-search review appointment. The Services Plan report was redundant to other reports, required more staff time to complete, required staff to complete data entry at the same time they were to be focusing on the claimant's needs, and provided little benefit to the claimant. This change assists ESD with our goal to provide quality re-employment services. While much less labor intensive, the Reemployment Services Summary provides essential information to the customer while allowing staff to focus on quality interactions with the claimant.

Project Results from Lean Efforts

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Eliminating the Services Plan saves an average of 15 minutes per appointment; with an average of 4,000 appointments per month, this reduces workload by approximately 6.0 FTEs annually, saving the agency more than \$430,000 per year.

Next Steps

The team will continue its implementation efforts, with the goal to implement some statewide changes by 2013. In addition, the Department is finalizing new online orientations to quickly inform customers about both the UI program and services available through WorkSource. Providing the orientations online allows customers easier and immediate access and reduces workload for staff.

Other Comments

Project Results from Lean Efforts

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Project Title: Print Job Lead Time

Organization: Enterprise Services Printing and Imaging Services

Dates of Workshop: February – March 2012

Contact Person: Sponsor: Phil Grigg, Assistant Director, Business Resources; Print Services Manager: Michael McKinlay; Project Lead: Brian Rapacz

Lean Tool(s): Value Stream Mapping, Visual Management, Standard Work, Mistake Proofing

Background

Printing and Imaging produces over 1,400 print jobs per month. When customer agencies requested a print job, estimates take an average 1.3 days to complete while intake of a job takes 1.7 days to be ready for production. Work was not standardized and there were too many touch points, decision points, waits, bottlenecks and rework loops in the process. This caused delays and increased print job turnaround time.

Objectives/Mission Statement

- Complete the print job estimates in 24 hours.
- 80% of print job requests will be production ready within 24 hours.
- Standardize work processes.
- Streamline workflow and reduce number of process steps, touch time, wait times, etc.

Targets/Metrics Estimated for Current and Future Conditions

1. Created a Subject Matter Expert group and knowledge library.
2. Documented current work process for Copy Center, Main Plant and Farm-out (print-buying).
3. Defined and implemented one standard intake process.
4. Consolidated and managed forms.
5. Implemented visual project status board.

Results

1. Streamlined from 5 workflows to 3.
2. Print job estimate time decreased from 1.3 days to .5 days.
3. Overall print job intake time decreased from 1.7 days to .5 days.
4. Employee morale and engagement has significantly improved in an organization characterized in recent years by discouragement and low morale. Employees are now actively using Lean tools and thinking to approach other problems as improvement opportunities. Three other employee-initiated improvements have been implemented.
5. The project lead, Brian Rapacz (Planning, Estimating, and Scheduling) stepped up to champion Lean in the organization after the Team Leader left state service. Brian has gone on to actively promote Lean thinking and tools and to promote other projects. (See next steps below.)

Next Steps

The team continues to monitor intake data to confirm improvements are sustaining results for estimating and print job intake. So far, so good after 3 months!

Next, Printing and Imaging elected to focus on the shipping process. At a three-day Value Stream Mapping workshop in August facilitated by Brian Rapacz, a Lean team mapped the current state for shipping and a future state map for business cards shipping specifically. Action teams formed to implement improvements. Future state mapping will continue in September to focus on other shipping processes.

Project Results from Lean Efforts

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Project Title: Accounts Payable, Accounts Receivable, and Billing Consolidations Organization: Enterprise Services Finance Division Dates of Workshop: March 2012 Contact Person: Bob Van Schoorl, Assistant Director of Finance; Lead: Jim Morgan, Accounting Manager Lean Tool(s): Standard Work Analysis
Background
When Enterprise Services was consolidated from five agencies to one, multiple systems for conducting the business of Finance were brought along from each previous agency. The consolidation of the agency under one roof took place October 1, 2011, but systems could not be immediately and simultaneously consolidated without serious impact to customers. Of necessity, each function continued to use their historic accounts payable, accounts receivable and billing processes. The complex work of consolidating systems took place in March 2012.
Objectives/Mission Statement
Consolidate the Accounts Payable, Receivable and Billing from five systems into one form of standard work utilizing Lean tools, thinking and techniques.
Targets/Metrics Estimated for Current and Future Conditions
Initial target metric: Is there a documented single standard work process for Accounts Payable, Accounts Receivable and Billing?
Results
Standard work was documented for each of the three processes across all five former agencies creating one standard process for DES for Accounts Payable, Accounts Receivable and Billing.
Next Steps
Review standard work and identify opportunities for further process improvements.
Other Comments
While not a “classic” Lean improvement project, this consolidation used a Lean approach and introduced Lean tools and thinking to staff laying the groundwork for future improvement work.

Project Results from Lean Efforts

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Project Title: Annual Property Insurance Renewal Process

Organization: Enterprise Services Contracts and Legal Services Office of Risk Management

Dates of Workshop: May 2012

Contact Person: Sponsor: Roselyn Marcus, Assistant Director of Contracts and Legal Services; Lucy Isaki, State Risk Manager; Co-Leads: Carlene Covey and Melynda Campbell

Lean Tool(s): Value Stream Mapping, Standard Work, Mistake-Proofing, Visual Management

Background

The Risk Management Office (RMO) secures property insurance. Currently agencies identify property to be added to or removed from the policy. Property is not added or removed from policies in a timely fashion, and billings may or may not be timely or accurate. This increases the risk that property is not properly included or an agency is paying for insurance it does not need. In addition, some agencies inventory may not be adequate. The process for uncovering new property insurance needs is ineffective. The associated billing and receiving process is cumbersome and confusing to customers, to RMO and to Finance resulting in wasted time for RMO staff, for Finance staff, and for customers annually due to inquiries and rework.

Objectives/Mission Statement

- Shorten lead time for entire process.
- Decrease number of hours spent in inquiries and corrections.
- Decrease the amount of rework.
- Improve accuracy of property coverage.
- Increase agency satisfaction with information available on their property schedule.

Targets/Metrics Estimated for Current and Future Conditions

- Decrease customer inquiries about the bill in the two months directly following the billing period by 80% for meetings, emails and calls, with tracking measures in place.
- Increase customer knowledge and understanding of the process and their role as gauged by survey and inquiries.
- Improve customer satisfaction with process and bill, and increase customer confidence in their insurance decisions as gauged by survey.
- Decrease rework for adding/deleting properties to 80% incoming yield. Tracking measures are in place.
- If all solutions from the value stream mapping workshop were to be implemented, the following were projected:
 - Cutting lead time from 247 days to 148 days, a reduction of 99 days.
 - Decreasing the number of steps from 56 to 44 and handoffs from 35 to 28.
 - Reducing rework loops from 6 to 4 and improving Rolling Throughput Yield by 5%.

Results

The property insurance cycle is an annual cycle and so the verification of this Lean project will take longer to complete. The team identified goals for the 2012 cycle currently in process and for the 2013 cycle when solutions will be fully implemented for the full cycle. For the current property insurance cycle, the team implemented and is testing the following solutions:

- Obtain the premium breakout from the broker to send with each invoice to decrease inquiries.
- Implementing a comprehensive communication plan, contacts knowledge base, and FAQs to improve information available.
- Switch to an October 1 renewal date to improve timing of insurance renewal for customers.
- Standardize property additions/deletions form to minimize rework.

Project Results from Lean Efforts

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- Document the billing process.

Next Steps

- Some solutions are already being applied to other types of insurance renewal processes.
- As resources are available, RMO would like to develop an online portal to provide customers with centralized access to property schedules, policies, online form, training, contacts, and training materials.
- Develop and deploy customer education and training for insurance and tools for the process.
- Conduct customer inventory survey to improve confidence in information and decisions.
- Cross train ORM staff on client lines of business for back up.

Project Results from Lean Efforts

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Project Title: Public Works and Energy Contracting Process

Organization: Enterprise Services Facilities Division Engineering and Architectural Services

Dates of Workshop: July 2012

Contact Person: Sponsor: Tom Henderson, Assistant Director for Facilities Services; Co-Leads: Paul Szumlanski and Roland Orr

Lean Tool(s): Standard Work, Value Stream Mapping, Visual Management, Mistake Proofing

Background

This project sought to streamline and find efficiencies in public works contracting process by reviewing the activities of EAS project managers and contracts specialists who create, issue, and file construction contracts, change orders, A/E agreements and amendments and related documents from the start of a project through project closeout.

The Contracts Section staff was reduced from 10 FTE to 6.65 FTE and are unable to keep pace with the former level of work. It used to take 3 days and has taken as long as 3 months during the reduction. 3 FTE are being restored but the process needs to be streamlined. According to research from Coraggio, the level of service during the reduction was impacting client agency satisfaction, timeliness of payment to contractors, and employee satisfaction. The initial points of concern in this process are:

- Contract development and handoffs related to the architect/engineer consultant selection agreement
- Creation and management of central file
- Amendments to the agreement
- Change Orders

Objectives/Mission Statement

- Decrease in the cycle time and the amount of rework in the agreements, amendments and change orders.
- Reduce wait times in the public works contracting process.
- Standardize and streamline the building of the central file.
- Streamline the bid and award process flow in the new facility.
- Reduce the cycle time for close out.

Targets/Metrics Estimated for Current and Future Conditions

- Implement standard work processes and mistake-proof intake forms for agreements and amendments and a check list and calculation review sheet for change orders to reduce rework. The target is to decrease the lead time by 4 days of rework for every agreement or amendment and 9 days of rework for every change order. Public works projects can have multiple amendments to an agreement and multiple change orders.
- Restructure and standardize work flow processes and provide tools to project managers to cut down the cycle time for review, approvals and information exchange. These steps have a cycle time of 10 days and touch time of 30 minutes. There can be multiple instances of such steps in a single project.
- Public works projects are complex and can vary significantly in their lead time from 4,600 hours to upwards of 11,000 hours to complete. Much of the process is out of the span of control of E&AS project managers and contracting staff and under the control of others such as permitting agencies and contractors. This project illuminated areas within Engineering and Architectural Services control for improvements. If there were full implementation of identified improvements from the value stream mapping workshop would result in:
 - Cutting 44 of 279-400 steps
 - Eliminating 20 of 111-171 handoffs
 - Cutting 8 out of 17 rework loops

Project Results from Lean Efforts

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- Cutting 700-800 hours from 4600-11,000 hours of lead time.

Results

This project is in the piloting, testing and implementation phase so actual results are not yet available.

Next Steps

Continue to pilot, test and implement solutions identified in the workshop.

Continue implementation of visual management tools, team huddles and Lean management techniques.

Bring forward other solutions from the VSM workshop to implement, including solutions for the intake process, the bid and award workflow in the new building, and the close out process.

Project Results from Lean Efforts

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Project Title: CTS Core and Data Networks Billing Process

Organization: This is an interagency collaboration between Consolidated Technology Services and Enterprise Services Finance Division

Dates of Workshop: August 2012

Contact Person: Sponsors: Christy Ridout, Deputy Director for CTS and Bob Van Schoorl, Chief Financial Officer for DES; Co-Leads: Rich O’Keefe (CTS) and Kathy Cook (DES)

Lean Tool(s): Value Stream Mapping, Standard Work, Mistake Proofing

Background

- Customers lack confidence in the invoices and consistently complain about the readability, accuracy, clarity and complexity of the billing invoices.
- The “Internal Controls and Operational Risks Evaluation” conducted by TKW identified Core Networks and Data Networks billing as high risk. Issues identified include time spent researching and correcting billing, rework loops and redundancies, lack of documentation or cross-training, manual input into three separate systems.
- Billing is complex, involving multiple systems (each with fixed formats for outputs) that “don’t talk to each other” requiring manual re-entry of information.
- About two years ago DIS conducted an audit in response to customer request for single-line billing. This led to single-line billing for all agencies (with one exception).
- Adjustments are frequent and sometimes caused by contract expiries or changes in vendor rates.
- Some changes (such as cost model changes and the QuoteWorks system currently under development) are currently in process and will impact the billing process in about 12 to 18 months.

Objectives/Mission Statement

- Core and Data Networks billing invoices will be easier for the customer to understand, will provide desired information, and will be easier to review for accuracy resulting in a decrease in inquiries.
- The number of billing invoice adjustments will decrease saving staff time for other work.
- Core and Data Networks billing risk will be reduced from high (risk rating of 5) to moderate (risk rating of 3) or lower based on internal audit of the future state using criteria from the TKW “Internal Controls and Operational Risks Evaluation.” The report noted that, “Internal controls will be improved by implementing:
 - Cross-training for personnel charged with billing
 - Documented procedures for billing
 - Written policies and procedures for billing
 - Clearly defined roles and processes
 - Periodic ‘audits’ of processes and outputs.”
- A standard process flow will be created.

Targets/Metrics Estimated for Current and Future Conditions

1. Work with vendors to expedite one time install charges, resolution of disputed invoices, and customized invoices with added fields requested by customers.
2. Eliminate duplicate detail from “setup” ticket.
3. Improve incoming yield in hand-off from CTS to DES.
4. Eliminate and streamline redundant quality control steps to improve cycle time.
5. Validate account code with customer at time of accepted quote to minimize later rework.
6. Standardize EDN billing process.
7. Incorporate monthly recurring charges by service into the invoice.

Project Results from Lean Efforts

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8. Standardize electronic invoice distribution.
9. Improve communication and available information for the customer.

If all solutions identified in the value stream mapping workshop were to be implemented, the projected improvements to the value stream would be:

- More than 50% decrease in lead time from 405 days to 197 days. This would be achieved by cutting cycle time by 37% and cutting queue time by 83%.
- 50% decrease in the number of rework loops from 6 to 3.
- Nearly 50% decrease in the number of handoffs from 40 to 21.
- 40% decrease in the number of steps from 75 to 45.
- 124 fold improvement in Rolling Throughput Yield from 0.46% to 57%.
- Elimination of 5 days of transportation time.
- 40% decrease in the number of quality checks from 23 to 14.

Results

This project is in the piloting, testing and implementation phase so results are not yet available.

Next Steps

Continue initial testing and implementation.

Other Comments

This project showcased what is possible with excellent collaboration between agencies. The shared commitment to the customer and cooperation to find and implement improvements is inspiring!

Project Results from Lean Efforts

Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

Project Title: Vehicle Acquisition and Disposal Process

Organization: Enterprise Services Fleet Operations

Dates of Workshop: June 2012

Contact Person: Sponsor: Phil Grigg, Assistant Director of Business Resources; Program Sponsor Brian Bazard, Fleet Manager; Project Lead: Patrick Aga

Lean Tool(s): Standard Work, Value Stream Mapping

Background

Fleet Operations has approximately 2500 vehicles in service. It currently takes 60-90 days to acquire a vehicle and another 60-90 days to dispose of a vehicle and receive funds. There are many touch points, decision points, non-standard work and a lot of wait time in the process. There are numerous processes for ordering the 8 various vehicle request types. Delays occur throughout the process. There can be issues with availability of vehicles for unexpected or unplanned requests and replacements.

Objectives/Mission Statement

- Standardize processes for the various vehicle request types
- Reduce steps and time in the process
- Reduce lead time to get vehicles into the fleet
- Reduce lead time for transfer of funds upon vehicle disposal

Targets/Metrics Estimated for Current and Future Conditions

- Coordination, consolidation and sharing of information at key points of process
- Improve Fleet Operations form
- Improved communication with customer and Finance on delays, with Surplus property on vehicle delivery date, with dispatch on email from Customer Account Reps to customer
- Standardize templates to use when contacting customers
- Eliminate quarterly batching of orders and initiate one piece flow
- Use visual cues to locate vehicles quickly
- Further research on consolidation of vehicle prep
- Address warrantee parameters
- Prep of new vehicles by dispatch instead of shop based on availability.

Results

Results are not yet available as the project is in the piloting, testing and implementation phase.

Project Results from Lean Efforts

Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

Project Title: Consumer Loan Application Review and Licensing Process

Dates of Workshop: May 14 – 18, 2012

Contact Person: Deb Bortner or Ariana Wood

Lean Tool(s): Value Stream Mapping, Standard Work, Identifying Value

Background

Processing Consumer Loan (CL) applications accurately and in a timely manner relates to the agency’s strategic plan by promoting a stable and competitive state financial services industry, protecting citizen’s financial interests, and managing resources to ensure effective and efficient regulation. Our current expectation for the average processing time for all Consumer Services (CS) applications is 10 business days. We are not meeting this expectation, with a 3rd quarter average of 14.6 days. The CL license processing time contributes to driving this average up, with a 3rd quarter average of 55 days for CL main offices.

We often receive incomplete applications, resulting in large amounts of rework to gather materials before the full review can start. In the 3rd quarter, 65% of applicants failed to submit a complete application. We have an initial cursory review designed to address these incomplete applications. However, this dual review lengthens processing time and addresses the receipt of materials, but not the quality of materials. We have areas of non-standard work that cause additional delays and challenges with the collection of meaningful performance measure data.

Objectives/Mission Statement

We intend to have a clear, standard, proactive application review and licensing process that results in the timely and accurate issuance of a main office CL license in an average of 25 business days or the initiation of the abandonment process. We intend to have clear performance measure parameters and reliable ways to gather performance data.

Targets/Metrics Estimated for Current and Future Conditions

The best case scenario in our current state has 2-3 reviews (initial cursory, full review, 2nd review by supervisor if needed), 16 days of wait time in between processes, 7 handoffs, and is between 5% and 35% complete. The delays caused by non standard internal processes and incomplete applications resulted in the 3rd quarter 55 day average. Our best case scenario in our future state has 1-2 reviews (eliminated initial cursory review), 7 days of wait time in between processes, 4 handoffs, and is 50% complete. Clearer application and website materials, standard internal processes, and a decrease in 2nd reviews will also contribute to an improved processing average of 25 days.

Results

We are in the final phases of the implementation plan. We eliminated 1 handoff (2 days wait time) by consolidating fingerprint scanning and review, performed user testing of application and website materials, developed new process for mail routing (eliminating 5 days wait time), developed abandonment process, drafted form and website revisions for clearer communication, and drafted application requirement changes to address value and non-value added steps.

Next Steps

We need to finalize application requirement changes, document internal processing changes for standardized work, publish revised forms and publish website changes. Once all pieces are in place, we will change flow of incoming applications to consolidate initial cursory review and complete review, eliminating a handoff and decreasing wait time. We need to clarify and/or revise our performance measure expectations.

Other Comments

The Lean idea of continuous improvement, that “30% improvement now is better than 100% improvement later,” applies to CL application requirements. We addressed those that fell within the scope of a 90 day period, but some questions about potential major revisions remain. In addition, the industries we license experience an incredible amount of federal regulatory change. After we have completed our initial implementation, we would like to create a plan to continue to review challenging application requirement issues in the future.

Project Results from Lean Efforts

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Project Title: Coordination of Fiscal Impact Statements for Classification Proposals

Dates of Workshop: July 2012

Contact Person: Sandi Stewart (sponsor), Lisa Skriletz (project lead), Eden Teachout (practitioner)

Lean Tool(s): Value Stream Mapping, Standard Work

Background

The law requires an OFM-approved fiscal impact statement (FIS) before the State Human Resources Director can adopt certain classification and pay proposals. It took an average of two months, and sometimes over six months, to gather the FISs to proceed with proposals, during which time agencies and institutions were not able to make the changes needed to meet their business needs. The process also lacked visibility for everyone involved, so considerable time was spent contacting various people to track down where the FIS was in the process.

Objectives/Mission Statement

The workshop goals included:

- Document specific criteria to determine when a FIS directly from an agency/institution is needed.
- Create a predictable process containing standard work.
- Reduce lead time to proceed on no-cost classification items by 30%.
- Increase staff knowledge of Lean terms, concepts, and the process of value stream mapping.

Targets/Metrics Estimated for Current and Future Conditions

The team identified over 30 ideas for improvement, most of which fell into three main categories:

- Criteria to determine when a FIS is truly needed, and when the entire process can be skipped
- Standard work instructions for all roles in the process
- Revised FIS form to alleviate confusion and rework, and speed up completion

In addition to these changes, the group “level-loaded” work by changing who completes portions of the form, and created a shared log to improve communication between groups and provide visibility into the process.

Results

We will implement the new process in September and begin tracking our results at that time. Thus far, the greatest gains have come from employee engagement and learning about Lean thinking, tools, and techniques. They have begun to ask different questions about their processes and look for the value to the customer. Employees have commented on the value of bringing together different roles in the process, which had never been done before. This has broken down silos and created a shared understanding of the process, as well as built relationships for future process improvement efforts. Employees are excited to implement the changes and see the results of their efforts.

Next Steps

Project Results from Lean Efforts

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We are finalizing our implementation items, including documentation of the standard work and beginning our communication to customers.

Other Comments

Project Results from Lean Efforts

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Project Title: ERDC Request Process

Dates of Workshop: April – June 2012 (5 sessions)

Contact Person: Marc Baldwin (Sponsor); Tim Norris (Project Lead) Nadia Sarno/Jeffery Showman (Practitioners)

Lean Tool(s): Value Stream Mapping & Standard Work

Background

The (ERDC) conducts data analyses and works with education agencies to link and match student data across systems. A formal process to submit and fulfill data requests does not exist. Requests come through various channels with various levels of detail and expectations. Significant effort is required to clarify requests and determine the availability of data. Customer needs are not clear, resulting in frequent re-work and clarification to understand the request.

Objectives/Mission Statement

The Value Stream Mapping session will allow the ERDC to develop and implement best practices for receiving and fulfilling customer information requests, with a goal of improving completion time, reducing rework on requests, and improving accuracy of delivery time estimates.

Targets/Metrics Estimated for Current and Future Conditions

Some of the highlighted items on the implementation plan include:

Determine ways of creating longer chunks of uninterrupted time for staff to perform focused analysis work; create method for logging and assessing data as it comes to ERDC; work with agency partners to create an annual schedule of legislatively mandated reporting; perform a low-touch upgrade to the work plan; create a standard request intake form; route all requests through one inbox and evaluate intake forms with a set of standard criteria; clean up customer web interface; create a “Business Definitions Dictionary” to provide more transparency about the information available within the data; create a Resource Guide to assist customers in easily finding single sector partner data; post all Data Sharing Agreements online for customer transparency and search capability for staff.

Results

Due to the nature of this process, it could be six months to a year before we will have results from live data collection. Based on the estimates from creating step-by-step standard work for the process, the team estimates a minimum savings of 8.3 hours per request (23 days saved annually). This accounts for 4% savings in the process, however, the team estimates that we will see higher savings overall because the portion of the process on which we focused is a foundational piece. After mapping the complete process, we found our efforts were best used in improving the first three steps, which overall is only 5.5% of the full process. If you look at the savings gained within our scope, we cut 74.5% of process time.

Next Steps

The team has identified some long-range ideas that will be looked at within the next improvement cycles. The Lean “to-do” list is now part of their weekly meeting agenda and includes: Exploring alternative request tracking methods including .net software; matching data as it comes in to improve flow; developing an online intake form that will assist

Project Results from Lean Efforts

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the customer on what is available and how to fill out the form; create a data dictionary including external data suppliers.

Other Comments

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Project Title: Commercial Harvest Data BPR

Dates of Workshop: February 13-16, 2012

Contact Person: Pam Singleton, Manager, Commercial Harvest Data Team (Project Lead)

Lean Tool(s): Value Stream Mapping workshop, Standard Work, Accelerated Improvement Workshops.

Background

The Washington Department of Fish and Wildlife (WDFW) had a longstanding need to streamline the process of commercial harvest data collection and processing. During the peak season, state commercial harvest data took a median of 11 working days to process and the data is prone to a high number of errors requiring excessive rework. Data is not ready for in-season fishery management under the current process and takes months to reconcile and be useful to fishery managers. The investigation process, also, is cumbersome because of the long time it takes to process the harvest data. Additionally, because the data is not timely, duplicate reporting systems have been created in various fisheries which require the dealers to double report harvest and the Department to enter data multiple times.

Objectives/Mission Statement

The overall goal of this project is to improve the overall efficiency and effectiveness of the process to manage the commercial fishery data and enforce regulations with the following objectives:

1. Reduce waste in the processes to achieve better utilization of resources
2. Improve quality of the output of the process (data accuracy)

This should result in the following benefits:

- Identify and eliminate redundant processes
- Identify bottlenecks in the process in order to manage them
- Identify and remove non-value-added steps in the process
- Data available sooner to be used for in-season management
- Increased accuracy of data/reduction in data errors
- Increased transparency of information for fraud detection
- Increased accountability of the process

Targets/Metrics Estimated for Current and Future Conditions

Current State	Future State
Over 200,000 scanned and indexed images were made of the source data files (fish tickets), annually.	Reducing the number of images created to 100,000 annually through standard work and quality assurance.
Unclear or incorrect source data causing bottlenecks and excessive rework within editing and correction processes. This is caused by lack of standard work and ineffective	Standard work introduced for error detection and improved process created for error detection and

Project Results from Lean Efforts

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<p>data quality assurance.</p>	<p>resolution.</p>
<p>Eight fisheries have redundant processes in place for harvest data collection with no standardization. This cropped up due to the needs of various fisheries to have data quickly which couldn't be met with existing system.</p>	<p>A single source of data is being implemented, eliminating the need for redundant systems. Redundant processes have been reduced by 50%. This is an incremental effort which has begun with a standard format for data collection as well as decreased lead time for primary data system.</p>
<p>Primary source data (fish receiving ticket) is solely collected via postal mail or hand-delivery, and can take up to six business days after the form is completed.</p>	<p>Offering imaging to fax or email for submission of source data, reducing the postal and transit time requirements on those tickets.</p>
<p>Source data WIP inventory is sorted into batches of 100 for data entry and re-sorting into larger batches for 2nd imaging. Condition is caused by WIP inventory averaging in excess of 500 for priority and 10,000 units for non-priority.</p>	<p>Reduced WIP to 0 units for priority and <1,000 units for non-priority without adjusting staff or hours by eliminating waste, reducing bottlenecks and creating standards. Eliminate sorting requirements and reduce batch sizes to drive flow. (see image 1, below)</p>

Results

Before



After



Data Processing Improvements

Reduced data entry WIP (Work In Process) from over 500 to 0 units for priority data and from over 10,000 to <1,000 units for non-priority data without adjusting staff or hours by eliminating waste, reducing bottlenecks and creating standard work.

Processing time (wait + touch) reduced from 90 hours to 8 hours.


Error Detection and Resolution Process Improvements

Future State Key Points:

- 7 hours touch time reduced to 20 minutes
- 80 days lead time reduced to 4 hours
- Handoffs reduced from 6 to 0 for 55% of cases and from 6 to 1 for 45% of cases

Project Results from Lean Efforts

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	<p>Imaging Improvements</p> <p>Reduced the number of images created from source data by 50% from over 200,000 to 100,000 images annually through eliminating redundant input, creating standard work and increasing quality assurance.</p>
<p>Next Steps Before</p>	
<ul style="list-style-type: none">• Single source of data and elimination of remaining redundant harvest data systems. This is an incremental effort which has begun with a standard format for data collection as well as decreasing lead time for primary data system. Next phases include testing and regulatory updates.• Requiring (instead of optional) digital submission (eliminating mail-in option) for data collection.• Electronic, web-based data collection forms.	
<p>Other Comments</p>	
<p>Quotes from participants in Commercial Harvest Data Workshop:</p> <p>“Overall this proposal should improve efficiency, while at the same time give managers’ immediate data that they need to manage their respective fisheries. I think the long-term goal should be for purchasers to provide real-time electronic data for all landings.” ~ WDFW - Research Scientist</p> <p>“The 4-Day workshop was one of the most valuable events that I have ever been a part of and I hope it has/will lead to some exceptional changes for your group.”~ WDFW – Shellfish Biologist</p> <p>“The biggest thing I took away from the process was how we can use LEAN to identify and reduce waste in other processes throughout the Fish Program! The key to me is to not only identify the waste, but to implement deliverables in a timely manner.” ~WDFW – Data Systems Manager</p>	

Project Results from Lean Efforts

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Project Title: Desktop deployment process

Dates of Workshop: n/a

Contact Person: Michael DeAngelo, CIO

Lean Tool(s): Value Stream Mapping, Kanban, Spaghetti Diagram.

Background

With the continued loss of resources and increasing workload, the Washington Department of Fish and Wildlife (WDFW) IT which supports around 1800 employees had a backlog of roughly 500 desktops to be deployed and a one year wait. Often, by the time the agency staff requesting a new desktop was fulfilled, their needs and specification would change which resulted in the need to rework the request. This was significantly impacting the agency's ability to achieve its mission and getting staff to a productive state. In addition, the agency was paying for inventory waiting to be deployed and by the time the equipment was deployed it had lost about 25% of its value.

Objectives/Mission Statement

The overall goal of this effort was to:

3. Reduce the time between the original request and fulfillment to improve service and reduce rework.
4. Increase transparency to the backlog, work in process, and prioritization of requests
5. Reduce cost of inventory by better managing the inventory levels of devices
6. Improve flow and efficiency of work
7. Better measurement and reporting of performance

Targets/Metrics Estimated for Current and Future Conditions

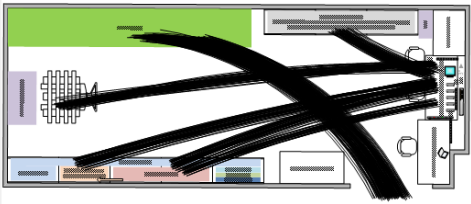
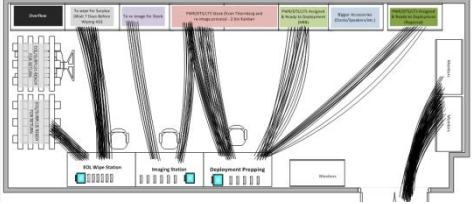



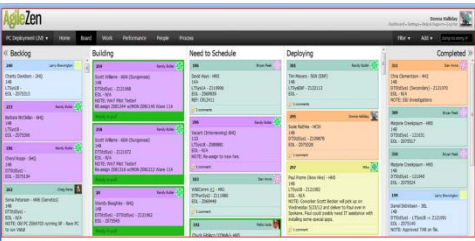
Current State	Future State
One process that included purchasing and deployment. Requests would be batched until there was enough for an order, then ordered, received, and filled	Two separate processes: one process for ordering equipment to maintain an inventory and another process for fulfilling request by pulling from inventory
No inventory management	Inventory managed by a 2-bin Kanban
Requests not effectively tracked	Requests tracked by a WIP Kanban
No measurement of performance	Able to measure the cycle time, wait time, backlog, and work time.

Results

1. Fulfillment time reduced from a 6 month average to less than three days.
2. Time in inventory reduced from 12 months to 30 days

Project Results from Lean Efforts

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BEFORE	AFTER
 <p>One workstation for three activities with work items spread out across a room. Most frequently used items furthest from the door.</p>	 <p>A workstation for each activity directly across from the work items. Most frequently accessed items close to the door</p>
 <p>Massive amounts of batched inventory spread floor to ceiling. Pictures outlined in red are the same room shown in the spaghetti diagram.</p>	 <p>Inventory is now minimized and managed. The picture above is the same room shown in the spaghetti diagram above and the same room shown in the two pictures in the top row on the left.</p>
<p>No inventory control.</p>	 <p>2-bin Kanban Inventory previously stacked in multiple rooms now sits entirely on the shelves shown here.</p>
<p>No Work In Process management</p>	 <p>Work In Process Kanban</p>

Next Steps

- Improve consistency and application of the WIP Kanban.
- Adjust 2-bin Kanban limits to better match demand and throughput
- Investigate more Just In Time options with vendor

Project Results from Lean Efforts

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- Improved metrics to more accurately quantify resources needed to sustain a particular throughput

Other Comments

Project Results from Lean Efforts

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Project Title: Drinking Water Revolving Fund Value Stream Mapping

Dates of Workshop: January 23-27, 2012

Contact Person: Kristin Bettridge

Lean Tool(s): Value Stream Mapping

Background

The state Department of Health carries out the Safe Drinking Water Act in Washington under a formal agreement called “primacy” with the U.S. Environmental Protection Agency (EPA). One of the programs included in that mandate is the Drinking Water State Revolving Fund (DWSRF), a low interest loan program for water systems.

EPA allocates funds to state primacy agencies based on an infrastructure needs assessment. The primacy agency sets priorities for the fund and oversees projects. State agencies may entrust financial management of the program to another agency if priority-setting and program oversight remain with the primacy agency. EPA provides capital funds, along with operating revenue to carry out drinking water program requirements.

The Department of Health’s Office of Drinking Water, the Public Works Board, and Department of Commerce’s Contract Administration Unit jointly administer the DWSRF infrastructure loan program.

Objectives/Mission Statement

Make the process as efficient as possible and ensure we have the capacity to process a big flux of applications. We will deliver consistent, timely, and accurate information to each other and the customer, which will decrease the turn-around time from time of application to signing of a loan document from 1 year to 4 to 6 months.

Targets/Metrics Estimated for Current and Future Conditions

About 75 recommendations (kaizen bursts) were identified as ways to streamline and improve the program. This group decided to focus on the following areas in the next 90 days.

1. ***The amount of time needed for the Department of Health to process and score Drinking Water State Revolving Fund applications is reduced.*** A streamlined process for scoring applications between Drinking Water headquarters and regional offices was developed. The number of mailings was reduced and, where possible, consolidated; e-mail use increased and information systems were identified; and applications were no longer scored at headquarters. We saved a month by using the new streamlined process. We expect to save even more time as we refine the process for next year’s loan cycle.
2. ***Responsibility for development of the contract scope of work and a project’s readiness to proceed assessment is moved from the Public Works Board to the department.*** We saved six weeks by using the new streamlined process at startup and will save more time as we refine the process.
3. ***The amount of time from the preliminary draft loan list to contract execution is reduced.*** To reduce processing time for low-risk loan applicants we created two approval processes for the Public Works Board. The board will now approve funding for low risk applicants four months sooner than in past years because it no longer waits for analysis to be completed for higher risk applicants. Financial analysis no longer includes reference and credit checks and that reduces processing time.

Results

On June 1st the Public Works Board approved the list of low risk loan recipients. The department collected pertinent information and approved scopes of work for these projects. Scope development and approval were completed two months sooner than last year. We’re ready to issue loan agreements for the 26 low risk

Project Results from Lean Efforts

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clients. Just over \$84 million in construction funds are ready to go out this summer.

Next Steps

The Office of Drinking Water will continue to look for improvements for the upcoming years.

Other Comments

The Public Works Board is scheduled to approve the medium and high risk clients in early August.

Project Results from Lean Efforts

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Project Title: Hospital Inspections Value Stream Mapping

Dates of Workshop: June 11 – 15, 2012

Contact Person: Trent Kelly

Lean Tool(s): Value Stream Mapping

Background

The Department of Health is mandated to conduct inspections of hospital facilities on an average of every 18 months. These timelines are important to our role of protecting patient safety and well-being in these facilities. Recently the Washington State Auditor’s Office reviewed the department’s compliance with Medicaid grant requirements to conduct hospital inspections. The audit found that the department didn’t survey all hospitals as required by law, which could increase the risk that clients receive substandard care. The department inspects hospitals on behalf of the state and the federal government for Medicare/Medicaid certification. Our survey focuses on the hospital’s administration and patient services. It also assesses the hospital’s compliance with federal health, safety and quality standards to ensure patients receive safe, quality care. When the department doesn’t survey on schedule, Medicare/Medicaid is paying hospitals for services without assurance the hospitals meet state health and federal standards and regulations. There may be greater potential for patient harm in a non-surveyed facility.

The department wanted to evaluate strategies for conducting inspections with better efficiency and timeliness. This analysis included:

- Evaluating the number of inspectors needed in relation to the size of the hospital.
- Streamlining procedures for information-gathering during an inspection.
- Reviewing department procedures for compliance with regulations and protocols for inspecting care delivery within the hospital.

Objectives/Mission Statement

Increase the percentage of hospital inspections within 18 month timeline from 52 to 90 percent by December 2012 and to 100 percent by December 2013.

Targets/Metrics Estimated for Current and Future Conditions

About 120 (kaizen bursts) recommendations were identified as ways to improve efficiency and quality of on-site surveys, make the survey process more meaningful to the customer, optimize and maximize resources and streamline office protocols. This group chose to concentrate on the following areas in the next 90 days.

1. **The scheduling and pre-work process.** The team will streamline the scheduling process for inspections. Administrative staff will take on responsibilities from the public health advisor. Redundant spreadsheets with different data will be eliminated resulting in a single point of reference for scheduling. Conference calls and discussions at the monthly staff meetings will reduce the amount of rework and rescheduling. About 37 days (from 63 days to 26 days) will be saved by using the new streamlined scheduling process once implemented, with increasing time savings as the process is refined. Transferring responsibilities to administrative staff will reduce overall costs.
2. **The post survey process.** We developed a process for notifying administrative staff about the outcome of each survey. Under this streamlined process, administrative staff will receive only the final report instead of receiving incomplete information multiple times. Formerly a printed copy of the survey report triggered post-survey work. An electronic version of the survey report will now trigger the post-survey work and save overall process time. This will reduce the time needed to notify Centers for Medicaid and Medicare Services (CMS) that the survey is complete. An action plan will be approved in 70 days, compared with 201 days as was common in the past. Administrative

Project Results from Lean Efforts

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personnel are now responsible for mailing printed reports to hospitals. The hospitals will submit a completion notification form instead of a progress report, unless there are major findings. These changes will reduce overall costs and limit documents to be retained.

Results

New processes have been implemented and results will be measured in 90 days.

Next Steps

Phase II after 90 days:

Nurses and public health advisors from the hospital team will meet in mid-September to further refine process ideas for on-site inspections developed during the Lean event. The goal is developing a new survey model for state-only licensure inspections capturing all or most Lean recommendations.

The team found duplication by nurses, public health advisors, and fire marshals. The team will standardize protocols for conducting state-only hospital inspections. These protocols will focus the survey process on critical care areas to effectively and efficiently reveal system deficiencies with the greatest risk to patient care. The team will develop an inspection method focused on a patient, instead of the more time-consuming methods such as chart review and staff interviews. By streamlining the process and eliminating duplications, fewer department staff will be needed at the larger hospitals, freeing up other staff to inspect smaller facilities. The result will be increased efficiency of the survey team in general. These changes will reduce the number of patient files from 15 to 5 and result in more hospitals being surveyed during the same amount of time. This will reduce the hours spent conducting a survey from 11 hours a day to 8 hours a day.

Other Comments

Project Results from Lean Efforts

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Project Title: Pharmacy Licensing
Dates of Workshop: July 16 - 19
Contact Person: Shannon Beigert
Lean Tool(s): Value Stream Mapping

Background

Credentialing providers is a complex process. The Department of Health’s priority is patient safety. Achieving balance between patient safety and meeting expectations of health care providers can be challenging. We want to issue credentials quickly, but it’s critical to verify that providers meet all the requirements of the profession to practice with reasonable skill and safety. New pharmacy school graduates are anxious to begin their professions. Washington is experiencing a shortage of health care workers. Employers also want qualified pharmacists to meet customer demand and adequately serve patients. We must evaluate the credential process to meet customer demand.

In 2011, the department issued 473 new pharmacy licenses. It took an average of 139 days to issue a credential in the 12-month time period. Roughly 95 percent of applications were incomplete and needed more information. There are four major steps in the credentialing process: intake, background check, **initial review**, and final review. We found that the **initial review** step takes the longest: an average of 103 days. The team focused on this step of the process.

Objectives/Mission Statement

Decrease the number of days it takes to complete the **initial review** of a pharmacist application from 103 days to 70 days by January 2013.

Targets/Metrics Estimated for Current and Future Conditions

In calendar year 2011, the department issued 473 new pharmacy licenses. It took an average of 139 days to issue a credential in the 12-month time period. Roughly 95% of these applications were deficient, needing additional information to process the application.

Results

The team reduced the number of handoffs from 106 to 49.

Next Steps

The team identified approximately 30 recommendations to increase efficiency and quality of the initial review step of the application process. The goal is making the licensing process more meaningful to the customer, optimize and maximize resources, and reduce required documentation. The team will address the following areas in the next 90 days.

1. **Work with the Board of Pharmacy to reduce required documentation.** The pharmacist applicant must provide more than 150 types of documentation during the initial review process. Some requirements are written in rule, while others are interpretation of rule. All increase the amount of time it takes to process an application. The team identified areas where documentation could be reduced:
 - Birth certificate/passport (RCW for 18 years old) RCW 18.64.080 (1) (a)
 - Eliminate Pharmacy Board examination approval. (RCW 18.64.080 (2)
 - Accept school hours to document 1,500 intern hours and replace preceptor forms (WAC 246-858-020)
 - Allow letters of recommendation anytime in process, formerly before exam only (RCW 18.64.080 (1) (b)
 - Waive requirements for official transcripts for reciprocity applicants (RCW 18.64.080 (5)
2. **Finish scanning software installation and complete training.** Streamlining the process for scanning all documents received from an applicant will eliminate about 57 handoffs in the process, from 106 to 49 handoffs, and the time to complete the initial review step.
3. **Integrate and enhance web pages.** Updating application instructions on the web and in print, including helpful hints, FAQs, and expected timeframes will address customer concerns.
4. **Training.** Providing Web based training on the application process will significantly reduce wait times for

Project Results from Lean Efforts

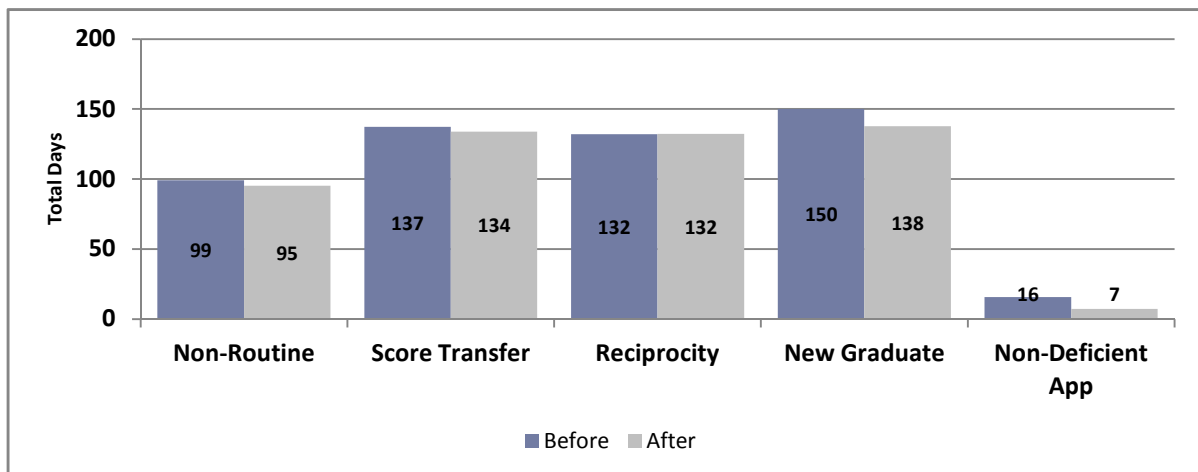
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required documentation.

5. **Office processes.** Staff will reduce processing time by generating automatic email with our database system integrated with Outlook, if possible, sending outbound/auto notification through phone system, retying the fingerprinting instructions, and sharing helpful hints and staff updates with program staff.
6. **Customer survey.** Validate with a customer survey the importance of a single point of contact for applicants. Use the first survey as a baseline of customer satisfaction with the pharmacist application process and follow up after improvement.

There are five paths a pharmacy application takes in the initial review process: non-routine, score transfer, reciprocity, new graduate, and non-deficient applicant. The team mapped out each path to reveal cycle time, touch time, wait time, input yield and total number of days. The chart below depicts the total number of days for each path before and after implementation of improvements identified during the value stream mapping event.

Pharmacist Applicant Processing Paths



Results

The department met with the Pharmacy Board on August 16, 2012 and they agreed to the following:

1. Drop the requirement for a birth certificate as proof of age.
2. Waived the requirement for letters of recommendation as proof of moral character. Instead, they will rely on the background checks to validate this requirement.
3. Authorized the program to research others with an eye towards approval (exam results to applicants).

Next Steps

During the 90-day implementation period, the office will:

1. Implement the scanning software.
2. Add to the website: pharmacist application instructions, requirements, helpful hints, and FAQ.
3. Provide additional staff training.
4. Survey customers to further evaluate the credentialing process.
5. Research the value in “approving” someone to take an exam in advance.

Project Results from Lean Efforts

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Other Comments

Most of the success factors for this project are contingent on the Board of Pharmacy agreeing to changes in current practice which some were done in our meeting on August 16, 2012. There are also some rule changes needed. The agency recently submitted an exemption request to address rule changes needed.

Project Results from Lean Efforts

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Attachment A: Lean Project Results

Other Lean Projects Underway

1. Marriage, Divorce, Birth, Death Certificates

One Lean Team facilitator and four employees used Lean tools and principles in January and February 2012. Their goal was to create a simple, efficient and reliable way to track how certificates are issued. By streamlining the counting and tracking process they cut 15 steps, resulting in 15 hours a month time savings.

2. Consolidated Contract Revision Process

Fourteen staff members in the contracts office conducted a value stream mapping event in March and April 2012. They developed an implementation plan and are integrating changes. Two facilitators and a coach helped. Their goals are reducing time and duplication in the revision process for consolidated contracts and improving customer satisfaction. They identified 16 handoffs in the current state. They were able to reduce the number of handoffs to seven.

3. Public Health Emergency Preparedness and Response Grant Process

A Lean Team member is helping staff members identify areas for improvement using Lean tools and principles. The goal is an efficient grant process that is clear to all staff.

4. Public Health Emergency Preparedness and Response Recurring Contracts Process

A Lean Team member helped staff members identify areas for improvement by mapping the recurring contracts process. They identified areas of several efficiency and duplication. By making changes they gained 105 staff hours a year.

5. WIC Food List Publishing

Two Lean Team facilitators and three WIC staff members participated in a current state value stream mapping event in June. The current WIC food list takes eight months to publish and there are 245 steps. The goal is to shorten the time to four months for publishing a food list.

6. Infertility Prevention Project

A coach and three Lean Team members, and two project staff members took part in a Gemba walk at the Public Health Laboratories on May 29 to learn more about opportunities. The goal is decreasing submission errors in specimens submitted by Infertility Prevention Project clinics to the labs.

7. Information Technology Visibility Process

Two Lean Team facilitators and seven information technology staff members participated in a current state value stream mapping event in May. The team documented the current visibility process and walked through the process with IT leadership.

8. WIC Customer Service Line

One Lean Team member is working with the Office of Nutrition Services Office Manager and seven staff members to make the WIC customer service line phone menu more user-friendly. They completed initial standardization and clean-up of the phone menu scripts, collected and analyzed 4 weeks of call volume and topic data, and identified improvements to prioritize and implement over the next 90 days.

9. Recruitment Process

A coach and one Lean Team member are in the planning phase. The current process is cumbersome and time consuming for program staff. The goal is streamlining the process to meet all the needs of the organization.

10. Contracts

Project Results from Lean Efforts

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Three coaches and two Lean Team members are working with the executive sponsor, project lead, and four contracts staff members in the early stages of identifying the goal and scope of the project.

11. Forms Management

A coach is working with one Lean Team member to establish a management process for all of the internal and external forms created and used by the department. They're currently conducting a survey to establish a baseline.

Lean Tools Applied Throughout the Agency

- Value Stream Mapping
- Waste identification
- Flow, TAKT, pitch
- Visual management
- 5S

Project Results from Lean Efforts

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Project Title: Employee On Boarding Process

Dates of Workshop: March, 2012

Contact Person: Sponsors: Nikki Johnson, Facilities Manager; Luke Beals, Section Manager, Systems and Monitoring

Lean Tool(s): Value Stream Mapping Event

Background

The Washington State Health Care Authority (HCA) merged with the Department of Social and Health Services Medicaid Purchasing Administration to become a single state agency. Each entity had existing processes for recruiting and hiring, both of which needed replacing. Initial efforts were begun to improve the on- and off-boarding process when it was selected as the process to which the agency would apply its first Lean efforts. Facilitators were selected for training in December 2011. Pre-work began in February 2012. The Value Stream Mapping event occurred in March 2012.

Objectives/Mission Statement

Through this VSM effort, the plan is to identify new ways to:

1. Gain efficiencies in the steps the employer and employees follow as they are hired or are leaving HCA.
2. Save staff time by decreasing the time it takes to on-board and off-board employees, thereby freeing up resources.
3. Be ready for a new employee to be able to sit in a fully functional work station on their first day of employment, creating a sense that the employer values them as an integral part of the HCA team.

Targets/Metrics Estimated for Current and Future Conditions

Prior to beginning the On and Off-Boarding Improvement, it was decided in a sponsor meeting that the scope needed to also include the recruiting process. The Value Stream Mapping event resulted in nearly 100 opportunities for improvement (Kaizen). The PICK method was used to select those Kaizen which could be implemented within 90 days, have a significant impact on the process, and have little or no impact on consumption of resources. The Appointing Authority's request to fill an FTE will be a single point of communication that will simultaneously notify budget, payroll, accounting, Information Services, Facilities, and Human Resources. Finally, the ultimate goal will be realized – having a space ready for the new employee to occupy on their first day of employment. The employee will be greeted at their start time in the building lobby by a member of HR and led to a two-hour on-boarding processing meeting with all necessary documents previously provided with the appointment letter. The wait times and touch times are showing, upon initial review of all ideas implemented, improvements of 50 and 20 percent respectively.

Results

As of June 18, the agency implemented 20 of the original 98 Kaizen, with an additional 28 that are in the process of being implemented. The deadline is Monday, July 30, 2012. Most results gained in this process are related to re-work loops and a reduction in steps, a result of process standardization. As a result of giving clear, consistent information for participants in the recruiting and hiring process to follow, the impact on each participant's time will be less. Given the current fiscal situation, minimal hiring has occurred that has precluded a full end-to-end process evaluation. However, it is widely anticipated that a process that had previously taken 50+ days will be reduced to between 40 and 45 days. Based on incremental changes implemented prior to the end of the project with on-boarding actions already underway, actual Touch Time (hands-on time) was reduced from 160 hours (20 days) to 120 hours (15 days) freeing up resources

Project Results from Lean Efforts

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for other priorities. Appointing Authorities, managers, supervisors, Budget, Payroll, Accounting, Information Services, Facilities, and Human Resources will also operate under standardized, more efficient processes. New processes even address such details as notifying candidates who are not selected to be considered, as well as notifying interviewees who were not selected. Ultimately, it is the new employee who will reap the full benefits of this process. Every step – from the recruitment, to the interview, to their first day of work – will demonstrate that HCA values them. Employees will come to HCA because it was their workplace of choice.

Next Steps

As the agency approaches its implementation goal date of July 30, 2012, staff is looking forward to completing the On and Off-Boarding Improvement process by readdressing Off-Boarding, which had to be removed from the original efforts due to scope and size of the opportunity.

There are also several Kaizen which are too complex to fit within the scope of a 90-day window. Some of these are being considered for future improvement efforts, while others are in the process of being completed – it will take longer than 90 days, therefore, being an improvement effort unto their own.

Other Comments

None.

Project Results from Lean Efforts

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Project Title: Labor and Industries- Reducing delays in the Ability to Work Assessment Process

Dates of Workshop: Month and Year April 2011 to present

Contact Person: Project Lead; Pat Delaney Project Sponsor Tamra Shaefer, Rich Wilson

Lean Tool(s): Such as Value Stream Mapping, A3, Standard Work, etc. Value stream mapping, A3 problem solving, standard work, countermeasure development and testing.

Background

If an injured worker is unlikely to return to work with their employer at injury, the department uses the services of private vocational counselors to assess the need for vocational rehabilitation, as outlined in RCW 51.32.095. We call this the Ability to Work Assessment (AWA). For claims at risk for long-term disability, those with at least six months of time-loss, almost three quarters will go through the AWA process.

This is a crucial time in an injured worker's recovery period when a successful return to the labor market is still likely. Two thirds of injured workers are routinely found to be able to work or eligible for retraining in the AWA process and the sooner these workers return to the labor market or begin a retraining program, the higher their likelihood of success.

Currently, the median duration of AWA referrals made in January 2012 is 171 days. This is down from 222 days for referrals starting in January 2011, and the fall in duration is likely due to a combination of the implementation of this Lean initiative and supporting efforts to improve communication and collaboration with private vocational rehabilitation firms and counselors.

Reducing the duration of an AWA referral has the potential to generate considerable savings. Each day of time loss paid costs approximately \$65, and in 2011, around 9,000 AWA referrals were made. If current patterns hold and two-thirds of these referrals end in a determination that can lead to employment; then the decrease in duration observed in 2011 by 51 days would generate a savings in time-loss payments of around \$20 million per year. (\$65.00 per day x 6,000 workers x 51 days.)

Objectives/Mission Statement

Decrease the median duration of the AWA from 222 days to 90 days.

Targets/Metrics Estimated for Current and Future Conditions

Claim managers in eight of 27 claims units received Lean problem solving training to identify process improvements needed to remove delays in the AWA process. In addition, L&I provided outreach to private vocational rehabilitation counseling firms to discuss the new standard work expectations and clarify the need to work closely with claims managers to remove delays in the process.

Claims staff, with input from vocational counselors, used Lean problem solving techniques to gather process data and identify the two most common barriers which caused delays. The first delay was in receiving timely medical information from attending doctors and the second delay was non-cooperation of the injured workers and their representatives in the process. Both private vocational counselors and claim managers play an important role in removing these barriers. Countermeasures to address these barriers have been implemented and are continuing to be tested across all claims units.

Results

Project Results from Lean Efforts

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The overall decline in referral duration of 51 days is due to the AWA standard work practices used in claims units and outreach to vocational counselors to ensure they understand and follow standard expectations for timely work. The 8 pilot units using AWA standard work reduced the median referral duration by 74 days (a 32% reduction). In all other units the median referral duration fell by 48 days (a 22% reduction) largely due to influence of the pilot units and outreach to providers.

Stakeholder feedback has been positive. Injured workers, employers, and attending doctors indicate they are appreciative of increased participation in the process by claim managers. Vocational counselors report they have been pleased with efforts from claims management staff in helping them to resolve barriers.

Next Steps

All claims staff are now using the new AWA standard work processes. The effectiveness of countermeasures will be closely monitored and the process will be adjusted as needed to achieve the best results for all our customers. Additional countermeasures will also need to be developed in collaboration with vocational counselors to ensure that all delays and inefficiencies have been removed from the AWA process.

Other Comments

The ultimate outcomes for injured workers are being monitored to ensure that they are not negatively impacted by the new Lean processes to reduce AWA duration. For example, L&I monitors the percent of AWA referrals that result in the injured workers being found employable, and looks at the rate at which new referrals are made. The AWA serves a key role in the larger claims adjudication process. It is of vital importance that the effectiveness of the entire system is measured and tracked when changes occur in individual processes. L&I has developed a number of complimentary measures to track this broader potential impact.

It is expected as the standard work adoption rate increases and countermeasures are found to resolve barriers, decreasing the duration by 100 days could be expected within the next 6 months. ($\$65.00 \text{ per day} \times 6,000 \text{ workers} \times 100 \text{ days} = \$39 \text{ million a year in savings}$).

Project Results from Lean Efforts

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Project Title: Reducing Customer Service Center Call Wait Time and Calls Routed to the Busy Message

Dates of Workshop: April 2012

Contact Person: Myke Gable

Lean Tool(s): DMAIC

Background

DOL's Customer Service Center (CSC) provides centralized assistance by phone and email to all DOL customers. For years we have measured CSC performance by metrics including call wait times, calls answered and calls that exceed system capacity and receive a busy message. Last year's average call wait time was 16 minutes, and the average monthly volume of calls receiving the busy message was nearly 52,000. Recent years' efforts to increase CSC efficiency and effectiveness include new training, cross-training and reorganizing units. Better results were still needed. The CSC was chosen as one of DOL's first prioritized areas to benefit from a Lean event.

Objectives/Mission Statement

Decrease the number of CSC calls receiving the busy message and decrease the wait time for those calls on hold.

Targets/Metrics Estimated for Current and Future Conditions

We established our baseline metrics using the 12 months of CSC performance data that preceded our Lean event. The Lean event team recommended an aggressive target of reducing call wait time by 50%.

Results

Comparing the three months since the Lean process improvement to the 12 months before:

- Call wait times decreased by 5 minutes (or 28%)
- Calls answered increased by about 3,400 per month (or 13%)
- Busy calls decreased by about 27,000 per month (or 71%)
- Total calls also decreased by about 27,000 per month (or 26%)

Bottom line: A relatively small increase in calls answered caused a huge decrease in total calls. In fact, the results above show an eight to one return on investment; for every extra call answered, eight calls were prevented. Or put another way, many callers waiting too long or receiving the busy message call back again and again, inflating workload.

• Next Steps

- Continue performance improvement plans based on suggestions from the CSC staff.
- Move workforce to meet shifting workload. For example, let cross-trained staff move from vehicle related calls to driver related calls when the driver section is understaffed or experiencing workload peaks.
- Provide recurring results analysis to the CSC to engage staff in learning about the effects of the changes they implement.

Project Results from Lean Efforts

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Project Title: Reduce Turnaround Time of Travel Expense Reimbursement Requests

Dates of Workshop: May 2012

Contact Person: Cindy Cavanaugh

Lean Tool(s): DMAIC

Background

Employees who are required to travel for business purposes can electronically file reimbursement requests of allowable expenses (as defined by OFM and DOL policies). Accounting staff review those requests for policy compliance before processing the reimbursements. Accounting staff believed their work process needed to be improved because so much time was spent fixing requesters' errors and/or returning forms to requestors to fix.

Objectives/Mission Statement

Improve the travel reimbursement process in order to prevent recurring errors made by requesters and reduce accounting staff time fixing and returning requests. Save time for accounting staff. Reduce frustration and improve customer service to users of the travel reimbursement system (TEMS).

Targets/Metrics Estimated for Current and Future Conditions

The Lean event team wanted to reduce the error and return rates of travel reimbursement requests by 50%. The TEMS system does not record such data so the team chose this target intuitively.

Results

Using the DMAIC tool, the team discovered that their process was not causing the errors or returns. The cause of most errors and thus returns was lack of understanding of travel policies. Travelers and accounting staff refer to both OFM and DOL policies, both of which are lengthy and written differently. They found most errors were made by a few TEMS users. Their solution to errors and returns was to focus training and customer service efforts on the few.

Next Steps

- Provide one-on-one training to the TEMS users identified on the automated daily report of errors.
- Create a checklist to standardize entry into TEMS.

Other Comments

A quote from the team: "Lean really helped us understand each other's workload and job."

Project Results from Lean Efforts

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Project Title: Central Operations & Resources

Dates of Workshop: June 2012

Contact Person: Greg Gurske

Lean Tool(s): DMAIC, process mapping

Background

The process to acquire the Internet Vehicle Vessel Information Processing System for contracts is cumbersome and time consuming; resulting in decreased customer satisfaction and inefficiencies in staffing hours.

Objectives/Mission Statement

- Streamline process
 - Eliminate contract renewal notices
 - Improve timeframe for contract authorization
 - Improve customer service
- Ensure the security of personal information accessed was preserved.

Targets/Metrics Estimated for Current and Future Conditions

Increased customer satisfaction based on survey results.
70 hours of labor per month being utilized in what may be unnecessary processes.
Backlog of several days due to only one person designated to sign/authorize contracts.

Results

Contract renewal notifications will no longer be mailed out

- This will save approximately 3.2 reams of paper per year which combined with postage is about \$800.00 a year in savings.
- The return of approximately 70 hours of labor is estimated at \$2000 per year

Contract reduced from 5 to 3 pages (40%).

Signature authority granted to a 2nd person which will improve the time frame for contract authorization

Customer forms placed online (as appropriate).

Next Steps

Contract information being redundantly entered into a second database may be costing DOL up to \$780 a month. The team will further analyze.

Customer satisfaction surveys will be sent out to customers who frequently access IVIPS; this will be done to assess the contract improvements.

Project Results from Lean Efforts

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Project Title: Improve IRP Reinstatement and Cancellation Process

Dates of Workshop: July 2012

Contact Person: Karla Laughlin

Lean Tool(s): DMAIC

Background

The International Registration Plan (IRP) is a program that allows commercial vehicle owners to license vehicles in more than one state or province. If an IRP customer's account is cancelled for cause, there is a reinstatement process. Different DOL staff are involved in various steps of that process without necessarily knowing the entire process. This resulted in processing delays, inconsistencies and errors. Sometimes this compromised customer service and delayed commercial vehicle operators getting back their license and back to working.

Objectives/Mission Statement

Improve IRP customer service by ensuring accuracy and speed in processing cancellations and reinstatements, through better staff training, communication and workflow.

Targets/Metrics Estimated for Current and Future Conditions

The IRP process improvement team chose to develop and implement improvements, but not manually measure the outcomes since data is not available. (Like many DOL IT systems, the IRP system was designed long ago to handle regulatory functions and fees, and funds are not available to improve the technology for data needed for measuring performance or other analytics).

The team estimated improvements would improve service to thousands of customers, by not only improving reinstatement but also preventing non-compliance and cancellations caused by poor understanding of how to remain compliant.

Results

- The team's recommendations for process improvement were approved by their management team.
- Two customer letter templates were improved to increase understanding of IRP compliance requirements.

Next Steps

- Create a shared drive of unit procedures and instructions to improve staff knowledge and workflow.
- Create an IRP education program for staff.
- Add a checklist to customer letters to assist them in meeting requirements for reinstatement.
- Analyze costs of IRP system enhancements.

Other Comments

Project Results from Lean Efforts

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Project Title: Improve the Process for Bulk Fuel Purchasers Seeking Fuel Tax Refunds

Dates of Workshop: July 2012

Contact Person: Karla Laughlin

Lean Tool(s): DMAIC

Background

Purchasers of bulk fuel are required to pay fuel taxes at time of purchase. Some of those purchasers do not store the fuel in inventory and can later submit claims for fuel tax refunds. The refund process required purchasers to submit all fuel receipts with refund claims, rather than receipts for fuel not inventoried. This seemed to cause extra work and mailing expense for customers, and more work and electronic filing space for DOL. It also generated customer calls and incomplete refund claims.

Objectives/Mission Statement

Improve customer service and DOL processing by streamlining the requirements for claiming tax refunds for fuel not inventoried.

Targets/Metrics Estimated for Current and Future Conditions

The process improvement team estimated significant reduction in processing time of these refund claims.

Results

The Refund Unit gained management approval to drop the requirement for all receipts and instead require only non-inventory fuel receipts in claims for tax refunds. The staff revised the claim instructions on the Internet and on mail inserts for customers, and updated their process steps and documentation.

Early measurement suggests the Fuel Tax Refund Unit is saving 22% of their processing time and the accounting unit who next processes these claims is estimating saving 27% of their time on these claims.

Next Steps

Review results in a few months to learn whether the improved process and customer service is working as intended.

Other Comments

Project Results from Lean Efforts

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Project Title: Driver Records Accident Unit

Dates of Workshop: August 2012

Contact Person: Judy Groezinger

Lean Tool(s): DMAIC, Process Mapping, A3

Background

The agency's Driver Records Accident Unit is responsible for ensuring that all information on accident reports is verified and updated into the driver's record as appropriate. The information is used to suspend drivers license, vehicle plates or to reinstate. The unit identified that excessive hours were being spent on research, duplicative processes and unnecessary handoffs. These barriers combined with a lack of access for staff were contributing to inefficiencies resulting in longer transaction times and customer dissatisfaction.

Objectives/Mission Statement

Streamline current processes and programs to provide efficient and quality customer service.

Data entered accurately and in a timely manner to ensure real time driver records.

Targets/Metrics Estimated for Current and Future Conditions

Approximately 80-90 hours a week are spent on research, duplicative processes and handoffs

Nine staff members all have different levels of access

No staff have access to out of state information or access to remove plate suspensions

The time span from the accident date to editing (last step in process) is currently 3.5 months

Results

The team just completed the report out on August 14th, so return of labor hours are not yet available. The team is anticipating the gap to decrease from accident date to editing due to the cross training and increased access, but it is too early to have measurable results for this target as well. However, they have implemented several of the action items.

Two members of the team attended a class on security procedures, confidentiality and appropriate use of information given by the Washington State Patrol. They have both completed this class and now have access to out of state information. On September 10th the team will have the ability to remove plate suspensions. Access has been increased for all team members for processes that they touch daily. The team has also posted an appreciation board in their unit with the team's Lean mission statement.

Next Steps

The form currently used by the public to report an accident, (Citizens Report), doubles the work load of the Accident Unit and creates several bottlenecks resulting in decreased productivity and longer transaction times. The team would like to look at this for another Lean event.

Project Results from Lean Efforts

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Project Title:

Dates of Workshop: May 2012

Contact Person: Dan Swisher – Project Sponsor

Lean Tool(s): Value Stream Mapping

Background

The Military Department (WMD) Contracts Office handles grant sub-recipient contracts more often than any other type of contract. The current sub-recipient contracting process is not standardized and there are many touch points, handoffs, and wait times. This increases staff time/cost, and can result in an increase in turnaround time. This workshop will establish best practices for the grant sub-recipient contracting process and resolve issues that may be causing a delay in service.

Objectives/Mission Statement

- Reduced agency costs for sub-recipient contracts (staff hours)
- Standard sub-recipient contracting procedures
- Shorter turnaround time for sub-recipient contracts

Targets/Metrics Estimated for Current and Future Conditions

When we mapped the current flow of a sub recipient contract from initiation to final signature there were 23 handoffs identified. We created a future state with only 9 handoffs. Standard work for reviewing the contracts was created to build quality in and reduce rework.

Results

We have achieved efficiency and expected cost avoidance through fewer staff reviewing and handling the contracts. When we held our VSM we had an estimated time for a contract to be processed. The reduced number of handoffs and standard review period will result in a shorter turnaround time for our customers which should increase customer satisfaction. Standard work will reduce the difficulty and confusion for processing contracts and make it easier for personnel to cross train.

Next Steps

We are in the check and adjust period of our implementation plan. A group has been formed to test the results to ensure we are building a quality system. Once the initial check and adjust is complete, the process will be rolled out to other sections who process sub recipient contracts.

Other Comments

Project Results from Lean Efforts

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Project Title: Daily Discover Pass revamp material and design

Dates of Workshop: July 2012

Contact Person: Diana Dupuis

Lean Tool(s): Standard Work

Background

The Discover Pass is one of State Parks main revenue streams. The daily permit was time consuming to complete and the customers were not happy with the wait time.

Objectives/Mission Statement

An easier to complete, more efficient and useful daily pass

Targets/Metrics Estimated for Current and Future Conditions

Changed the material – reduced cost significantly to a product that had a shorter shelf life as it was used only used once. Elimination of fields as they were not needed for the daily customer.

Results

More efficient work flow and reduced wait time for the customer.

Next Steps

Continue to improve as technology and needs change.

Other Comments

Project Results from Lean Efforts

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Project Title: Revised Disability Process
Dates of Workshop: April-June 2012
Contact Person: Alex Kasuske
Lean Tool(s): Flow Chart, Root Cause Analysis, Brainstorming, 5 Why's, Transformation Planning
Background
In the past, disability applications often sat in queue for months waiting for review by the Occupational Nurse.
Objectives/Mission Statement
Reduce the time it takes to process disability applications.
Targets/Metrics Estimated for Current and Future Conditions
The critical difference with the new process is that a Retirement Services Analyst (RSA) "triages" new applications to determine which ones can immediately be recommended for approval or denial and forwarded to the Plan Administrator (PA) for a decision; and which ones need to go to the nurse for a more detailed review. Another factor that's improved the time needed for review is that all applications are now imaged before they go to the nurse. In the past, the nurse would receive hard copy printouts. Now, everything needed to make a determination is in EDIMS, our document imaging system.
Results
The new process shortened the time to process disabilities from months to days. It also eliminated the use of paper by receiving application information on CD's to image into our system.
Next Steps
New process is currently in place. Scheduled to review process performance in October 2012 to ensure process is still working as planned.
Other Comments

Project Results from Lean Efforts

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Project Title: Workload Productivity Reporting

Dates of Workshop: June to August 2012

Contact Person: Val Stone

Lean Tool(s): Fishbone Diagram, Pareto Chart, Root Cause Analysis, Process mapping

Background

Monthly workload output reports are produced for each of the Retirement Services Division work units. Several individuals were collecting and compiling the same information for each unit using many of the same sources, resulting in considerable duplication of effort and more than 23 hours of combined staff time each month.

Objectives/Mission Statement

A Lean project team reviewed the existing process and made recommendations for eliminating the waste associated with duplication and manual processes.

Targets/Metrics Estimated for Current and Future Conditions

The proposed process change took the number of key players involved from 10 to 2 and the hours spent on this process monthly from 23.3 hours to 4 hours. In addition, by automating the process using existing products (EOS thin client), printing of monthly reports for each RSD unit was no longer necessary.

Results

Centralizing and automating the process is anticipated to save more than 18 hours a month.

Next Steps

New process is currently in place. Scheduled to review process performance in October 2012 to ensure process is still working as planned.

Other Comments

Project Results from Lean Efforts

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Project Title: Member Handbook Review

Dates of Workshop: June to August 2012

Contact Person: Jennifer Dahl

Lean Tool(s): Fishbone Diagram, Pareto Chart, Root Cause Analysis, Process mapping

Background

A Lean project team focused on the time it takes to complete member handbook revisions.

Objectives/Mission Statement

Analysis revealed opportunities to eliminate wait times in the document review process. The revised process recommendation has been submitted to the entire handbook review team for their review and approval.

Targets/Metrics Estimated for Current and Future Conditions

By refocusing the tasks and tracking responsibilities back to the review team rather than an administrative assistant, a majority of the wait time was eliminated. In addition, creating the expectation that when the review team receives a handbook for review the product is as close to complete as possible allows the review team to look review the technical content and the communications team to review design, format and branding.

Results

Efficiencies were gained with less wait time, fewer handoffs, and elimination of one full position in the process. The review teams and the Communications team are experiencing better communication as a result of clearly defined expectations.

Next Steps

Finalizing the new process and preparing to test the new member handbook review on Plan 1 handbooks.

Other Comments

Project Results from Lean Efforts

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Project Title: Data Correction

Dates of Workshop: June to August 2012

Contact Person: Chris Lamb

Lean Tool(s): Fishbone diagram, root cause analysis, Pareto Chart, Value Stream Mapping

Background

A process for correcting a data error that occurs when employers submit incorrect information involved several individuals and multiple approvals before making the correction.

Objectives/Mission Statement

During the initial phases of the project, reduction in the time spent performing the data correction was the target. After measurements were taken, the team discovered that more than 95% of the overall lead time was spent waiting.

Targets/Metrics Estimated for Current and Future Conditions

The team defined the problem as “too much time spent from start to finish.” Very little time was spent actually working on the task. We set a target to eliminate 40% of the overall time from the current process. To ensure data security protocols were followed the only way to hit the target of 40% was to move it to the business side. This was one of five recommendations that were proposed to the process owners and the one that was selected.

Results

ISD performed a small system upgrade to move the required action into the business side of the mainframe. The change allows the data correction to be performed at the point of service with the customer. It eliminates nearly all steps and 100% of the total time of the previous process. In turn, the waiting time for the correction is reduced to almost nothing.

Next Steps

Other Comments

Project Results from Lean Efforts

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Project Title: Retirement Calculations

Dates of Workshop: June to August 2012

Contact Person: David Rashott

Lean Tool(s): Kaizen, Rapid Lean Six Sigma, DMAIC, Flow Chart, Fishbone, Scatter diagram, Brainstorming

Background

The retirement calculation process is a complex multistep process. Agency customers are asking to have more time to spend consulting with the Retirement Services Analysts so becoming more efficient in this process allows us to spend more time directing interacting and serving customers.

Objectives/Mission Statement

Reduce the retirement calculation process by 10%.

Targets/Metrics Estimated for Current and Future Conditions

When working through the current process, there were multiple opportunities for process improvement. Through prioritization, the item worked on first was the retirement calculation worksheet. Most of the Retirement Services Division used worksheets; one unit used an on-line tracker checklist and became the best practice for the entire division. Replacing the paper calculation worksheet with a revised online tracker checklist across the division will create consistency of process, eliminating variance, and reduce the amount of time to complete the benefit calculations.

Results

A paper prototype retirement calculation checklist was developed for testing. After time testing with the new process an average time savings of 36% was realized. We surpassed the original objective by 25%.

Next Steps

We are in the final stages of developing the online retirement calculation tracker. We expect to have the new process in place for use by team members on August 31st, 2012.

Other Comments

Project Results from Lean Efforts

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Project Title: Estimate Process

Dates of Workshop: July-October 2011

Contact Person: Jennifer Dahl

Lean Tool(s): Brainstorming, Value Stream Mapping

Background

The benefit estimate process is the initial phase of the retirement process. All members must request a benefit estimate prior to applying for retirement. Prior to this effort, there was considerable variation in the turnaround time and the process of preparing a benefit estimate.

Objectives/Mission Statement

This was our first Lean effort and became a foundational learning piece for future projects. As the team worked on implementing various recommendations from this effort the improvements were measured against baseline performance levels.

Targets/Metrics Estimated for Current and Future Conditions

This project identified several improvement opportunities. They included a centralized team dedicated to auditing member accounts prior to members requesting an estimate aimed at reducing the turnaround time for estimates; creating a comprehensive estimate checklist to build more consistency in how estimates are calculated; offering members “ball-park estimates” when they are more than two years from retirement; and preparing estimates based on a first in – first out (FIFO) basis, as opposed to assigning them based on social security number.

Results

Two recommendations recently piloted resulted in a reduction in the average turnaround time for service retirements in our Public Employees’ Retirement System (PERS) and School Employees’ Retirement System (SERS) from 3.67 days in January 2012 to 2.59 days in June 2012. In addition, Retirement Service Analysts have remarked that benefit estimates are more accurate and complete, making it much easier to calculate retirements.

Next Steps

The comprehensive checklist piloted in PERS/SERS will be implemented agency-wide by 9/30/12. In addition, other lessons learned from the recent pilot will be incorporated into the workflow.

Other Comments

Project Results from Lean Efforts

Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

Project Title: Business Licensing Services Renewal Process

Dates of Workshop: May/June 2012

Contact Person: Kim Eastman, Project Lead

Lean Tool(s): Value Stream Mapping, standards, PICK method, implementation plan

Background

When the Business Licensing Service (BLS) was transferred from the Department of Licensing to the Department of Revenue in July 2011, only 31% of renewals were done online while 75% business license applications were completed online. It was clear that the agency needed to focus on increasing online renewals as they require little to no touch time from staff and have automatic checks in place to ensure all of the information is gathered the first time and that errors are eliminated. Renewing online also decreases the lead time for businesses to get their licenses. 97% of all renewals are eligible to renew online, so the Department felt that this should be the primary goal. This supports the agency's efforts to improve business licensing and maximize service delivery. It also responds to an SAO Performance Audit and several Executive Orders.

Objectives/Mission Statement

The following areas were targeted for improvement:

- The ultimate goal is to increase online renewals to 97%.
- Eliminate defects by discontinuing mailing the paper renewal form for accounts eligible for online renewal.
- Reduce lead time for the renewal process.
- Reduce processing time (sub-lead time) from one week to less than one hour.

Targets/Metrics Estimated for Current and Future Conditions

By defining the current and future states, the Department was able to easily identify where processes needed to be standardized, and steps that could be taken to reduce lead time and eliminate waste and errors. It came as a surprise to those participating in the Lean exercise that the difference in lead time between online and paper renewals was not very large. The VSM revealed that the lengthy delay in lead time is primarily caused by the current process to print and mail the business license.

Results

The workshop was held during the May/June 2012 timeframe and the Department is just starting to implement changes identified in our improvement plan and do not yet have results.

Next Steps

Implement the improvement plan.

Other Comments

Project Results from Lean Efforts

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Project Title: Personnel Action Request Form Process

Dates of Workshop: June 2012

Contact Person: Niki Pavlicek, Joan Neff

Lean Tool(s): Value Stream Mapping, training, 5S, Visual Management, 5 Why's and 7 Ways, PICK method, implementation plan

Background

The Personnel Action Request (PAR) serves as the document used to inform Human Resources or Payroll of the need to perform an activity affecting an employee in the personnel/payroll system. Generally, the PAR is initiated in the divisions and routed to Human Resources or Payroll. The process can take several weeks to complete, but always must be completed within the statewide deadlines for the data entry to the personnel/payroll system in order to affect the change. There is an agency-level performance measure tracking the timeliness of completion of the PAR form. Additionally, Human Resources and Payroll completed a control risk assessment project in March 2012 that recommended the PAR process be automated.

Objectives/Mission Statement

The completion of the PAR is inconsistent between divisions and does not always meet agency expectations for timeliness. The following areas were targeted for improvement:

- Establish a standard end-to-end process.
- Examine the process flow to reduce the processing time.
- Identify, reduce, and eliminate wasteful steps in the process prior to future automation.

Targets/Metrics Estimated for Current and Future Conditions

Through examining the PAR process, the team will significantly reduce re-work by combining two interrelated forms into a single form and proactively move a quality control audit earlier in the process. Just the exercise of seeing the process mapped led to sharper understanding and higher trust of the product. For example, when one group saw the risk mitigation actions by another, they could let go of their duplicative action because they trusted that it was done elsewhere. Additionally, existing technology solutions will be used to expedite the future state process. There is an estimated overall time savings of 51%. The future vision for the PAR process is automation, so eliminating waste now greatly impacts future efficiency.

Results

Implementation of the Improvement Plan has just begun. There are no results at the time of this report.

Next Steps

The Project Leads are leading the consolidation of two related forms and updating the applicable procedures. The changes will be reviewed with the agency leadership team in September 2012, immediately followed by training for all Administrative Assistants. The process changes are slated for implementation in October 2012.

Other Comments

When working with interdisciplinary interdivisional teams, facilitation skills and understanding organizational development are acutely important.

Project Results from Lean Efforts

Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

Project Title: Local Tax Accumulation and Distribution
Dates of Workshop: May 2012
Contact Person: Janetta Taylor (project sponsor); Larry Schmitt and James Petit (project leads)
Lean Tool(s): Value Stream Mapping, standards, PICK method, implementation plan
Background
This process relates to the agency’s mission to fairly and effectively collect revenues. The complexity of the tax structure has outgrown our existing system’s ability to identify issues and/or errors associated with the detailed sales tax components. The current system is not able to easily adapt to changing rules and laws.
Objectives/Mission Statement
The following areas were targeted for improvement: <ul style="list-style-type: none">• Reduce risk of a potential incorrect distribution to local governments by becoming more efficient in reviewing accumulation data.• Provide distribution data for customers that are useful, timely, and easily accessible. Provide customers the tools and data to resolve routine questions. Establish a process that requires minimal maintenance.
Targets/Metrics Estimated for Current and Future Conditions
By defining the current and future state, the Department was able to easily identify where processes needed to be standardized, how visual controls could be used to eliminate reports, approval cycles, etc., where duplication of efforts could be eliminated, and how to provide information to customers faster.
Results
Standardizing approximately 20 processes will increase staff efficiency and quality of distributions. The reduced amount of staff time will translate into cost savings and allow staff to concentrate on value-added steps. Employee reactions during the workshop included shock over the number of different processes used to get to the same results. One employee said “I can’t believe we do this every day!” Survey results indicated staff was happy to be involved in the process and in improving their day-to-day work.
Next Steps
Currently, there are four teams working on the different areas identified for improvement and reporting back to a core governance team. From there, the system related changes will be transitioned into an IT project.
Other Comments
The value stream mapping exercise allowed the Department to get a complete picture about a complex process involving multiple divisions in one setting. Even though the workshop was five days, it would have taken longer to get the same amount of information any other way.

Project Results from Lean Efforts

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Project Title: Operations Support and Services Division (OSSD), Leased Facilities Unit (LFU), Alterations Request Process

Dates of Workshop: Regular meetings throughout Fall and Winter 2011, with implementation currently ongoing

Contact Person: Jim Carter (Sponsor)

Lean Tool(s): Process Mapping

Background

Currently, department programs request alterations to leased space by filling out a paper Request for Technical and Professional Services (RTPS), sending the form to potentially multiple approvers, and submitting via email to LFU. Forms are often submitted with incorrect or missing information. In many cases, LFU coordinates with multiple parties depending on what is included on the RTPS: voice and data staff, warehouse/moving staff, and Department of Enterprise Services Real Estate Services (DES-RES) staff. Program staff are required to submit RTPS's to each individual entity: Leased Facilities, Voice and Data wiring and DSHS Warehouse depending on project specifics, yet this is not always common knowledge among Program staff requesting alterations to leased space. In addition, tracking RTPS forms and progress against work outlined in those requests (status) can be a time-consuming process.

Objectives/Mission Statement

The workgroup targeted how alterations requests are created, submitted and tracked; the roles and responsibilities of involved parties, including which program contact(s) have budget approving authority; and communications among those process stakeholders.

Targets/Metrics Estimated for Current and Future Conditions

The major change stemming from this effort involves the development of a SharePoint site that will automate the alterations request process as well as create a more user-friendly method for tracking project status, which impacts the ability to make sure projects are completed on time and within budget. The team is also working to make it possible for program staff to fill out one form on the SharePoint site and route it to all departments that will be required for the project. There will also be a focus on communications among all stakeholders.

Results

The Alterations Request SharePoint site is still under development, and actively being worked on. This solution has required in-depth technical work that takes time to accurately develop. Expected completion is by the end of the year. Once completed, the site will enable better, more timely management of project status and ultimately, project scope.

Next Steps

Work toward finalizing and testing the SharePoint site. Develop associated training and communications strategies. Work with process stakeholders to develop roles and responsibilities documentation.

Other Comments

It is thought the Alterations Request SharePoint workflow can be replicated for use in other areas of the division, which

Project Results from Lean Efforts

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currently receive similar requests via RTPS. Further work on those areas is on hold pending completion of the initial Alterations Request site.

Project Results from Lean Efforts

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Project Title: Western State Hospital, Time and Attendance Waste Elimination

Dates of Workshop: January 2012 through March 2012

Contact Person: Lisa Illahee and Jeff Flesner

Lean Tool(s): Problem solving workgroup of stakeholders

Background

Western State Hospital (WSH) used to have 12 staff that performed the full range of payroll duties for approximately 1700 employees. On November 1, 2011, the Consolidated Institution Business Services (CIBS) division centralized payroll service for WSH by reassigning payroll duties to DSHS Headquarters. Four full-time CIBS employees at WSH are responsible for the time and attendance processing each payroll period. Both the CIBS and WSH Administrators sponsored the effort for a work team to seek efficiencies for time keeping and reporting.

Objectives/Mission Statement

- Eliminate paper waste.
- Reduce overtime hours of the CIBS time and attendance staff.
- Ensure that efficient time and attendance processes are communicated and understood by WSH supervisors.

Targets/Metrics Estimated for Current and Future Conditions

Analyze the CIBS time and attendance current process and identify quick wins for improvement to meet objectives.

Results

The workgroup identified a form called the Daily Attendance Report (DAR), which was frequently incomplete or inaccurate. When the DAR was received by CIBS Time and Attendance Team, it was discarded with no further use. The team eliminated the use of the DAR, reducing the need for a high volume of paper processing. The workgroup also discovered that a manual data input process was being used to transfer the leave balance of employees onto a supervisor spreadsheet, causing additional hours of overtime for each payroll processor. The team determined that the HRMS system can generate the same data with a few data entry strokes. This result eliminated manual leave balance entry and reduced overtime hours. The team also discovered that four employees were insufficient for managing the 1700 WSH employees every payday. The recommendation was to hire another FTE to help balance out the workload. An additional staff was added to the CIBS Time and Attendance Team at WSH.

Next Steps

Review the new process one year after implementation and seek continuous improvement.

Other Comments

Project Results from Lean Efforts

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Project Title: Operations Support and Services Division, Consolidated Maintenance and Operations (CMO) Routine Work Request Process

Dates of Workshop: March 2012

Contact Person: Jim Carter (Sponsor)

Lean Tool(s): Value Stream Mapping (VSM)

Background

Beginning November 1, 2011, the CMO assumed responsibility for maintaining buildings, infrastructure, and grounds for 12 campuses across the state. The CMO deployed a statewide facilities work order process, supported by the Automated Maintenance Management System (AMMS) system, to systematically prioritize and deploy maintenance resources to meet the greatest facility maintenance needs. For various reasons, each campus implemented the electronic service request, work request, and work order processes for routine maintenance differently – and some continued to use a paper process. As a result, work orders were not processed in a manner that optimized the use of resources and accurately recorded results.

Objectives/Mission Statement

The portion of the process targeted for improvement begins when a maintenance need is identified at a CMO-serviced facility to the point when a maintenance work request is complete, but before it is subject to fiscal reconciliation. This VSM workshop included headquarters, IT, facility maintenance and facility program staff.

Targets/Metrics Estimated for Current and Future Conditions

Improvement opportunities largely centered on making workflow and decision point changes to AMMS, clearly defining in/out of scope categories for maintenance, developing a clear communications strategy to reach process stakeholders and customers statewide.

Results

Outcomes from implementation of the future state include a standardized process used across facilities; concise oversight/authority to allow decisions to be made earlier in the process; significant decrease in paper forms; better understanding of roles and responsibilities within the process; and, better maintained, preserved and operating facilities. The workshop focused on establishing a strong foundation for the CMO work request process, which is expected to support the development of quantitative measures of process performance moving forward.

Next Steps

30-, 60-, 90-, and 120-day check-in meetings have been held with workgroup members to review progress against the implementation plan. At this point, the large majority of implementation items have been completed. The group plans to check back in several months to determine what, if any, implementation items need to be revisited or whether new process issues have surfaced that must be addressed.

Other Comments

Project Results from Lean Efforts

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Facilitators for this workshop were partnered with and received coaching from a Boeing Lean partner coordinated by the Governor's Accountability and Performance office. This partnership was extremely beneficial to the facilitators from a learning perspective and also helped garner further support for and participation in the effort both from workshop participants and their respective leadership.

Project Results from Lean Efforts

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Project Title: Regional Business Centers, Purchasing Standardization

Dates of Workshop: April 19 and 20, 2012

Contact Person: Lisa Illahee, Christy Bezanson, and Stacey Scott

Lean Tool(s): Value Stream Mapping, Standardizing

Background

DSHS previously had six Regional Business Centers (RBCs) that provided business administrative functions to the program administrations. In an effort to increase efficiencies and accomplish the workload with remaining staff after several cycles of budget cuts, DSHS consolidated the RBCs to three. All administrations have different processes and systems for the purchase of goods and services. The goal of the Executive Leadership Team is for standardization and consistent process for purchasing agency wide. As part of the consolidation effort, a Lean VSM project was initiated to standardize purchase processes for all administrations supported by the three RBCs.

Objectives/Mission Statement

- Standardize purchasing for agency wide consistency and greater efficiencies.
- Document a current state value stream map.
- Create a future state value stream map for one standard process.
- Create a plan to execute improvements.

Targets/Metrics Estimated for Current and Future Conditions

Targets for improvement: Standardize the purchase request process; develop and communicate roles and responsibilities in the purchasing process; modify the agency purchasing system for staff efficiency, purchasing timeliness and accuracy.

Results

All objectives have been met and several of the process improvement ideas have been completed. Phase one of the purchasing system upgrade has been tested in July for a roll-out in August 2012.

Next Steps

Continue to conduct follow-up meetings to ensure implementation of agreed upon Kaizen ideas. Meeting dates have been identified.

Other Comments

After the purchasing process becomes standardized, opportunity exists to develop service delivery metrics for accuracy and timeliness.

Project Results from Lean Efforts

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Project Title: Fraud Early Detection (FRED) Referral Process

Dates of Workshop: May 21-25th, 2012

Contact Person: Babs Roberts, Steve Lowe, Roxie Schalliol (sponsors); and Lori Hart (project lead)

Lean Tool(s): Value Stream Mapping

Background

Over the past few years, potential fraud and abuse in public assistance programs has been an issue of growing concern, receiving significant attention from both the legislature and the media, and reinforcing the perception of government waste. DSHS has taken several decisive steps to enhance the department's focus on fraud and abuse detection and prevention in the past year. The Legislature established the DSHS/Office of Fraud and Accountability (OFA). Economic Services Administration (ESA) and OFA have partnered to explore investigation "case management" systems (to do intake, prioritize, assign, track, dispose of and report investigations) and on data collection / analysis and action.

Objectives/Mission Statement

Develop an effective and efficient system for identifying, referring, investigating, reporting results, and taking action on potential fraud and abuse.

Targets/Metrics Estimated for Current and Future Conditions

Targets for improvement: Redesign referral form in BarCode, prioritize FRED referrals; standardize OFA's process; integrate SIRVIS (OFA tracking system) into BarCode; establish criteria and automate FRED referral age-out process; send interim alert when investigator finds immediate actionable information; standardize, simplify what FRED reports back to the CSD, specialize mission for D001 tickles; close out report back to OFA.

Once implemented, appropriate classified FRED referrals will be made, the duration of investigator responses will decrease, un-reviewed referral backlog will be reduced, and clear and consistent processes will exist.

Results produced to date: The fraud referral backlog is significantly reduced:

Fraud backlog before: 6,100 cases; oldest document over 1,000 days and average days ready to process 218.

Fraud backlog after: 3,802 cases; oldest document 610 days and average days ready to process 71.

Assignment pools before: 44.

Assignment pools after: 7 pools (R1, R2, R3, Felony Warrant, EBT, Intentional Overpayment, and unknown).

Results

10-, 30-, 60-, and 90-day check-in meetings have been held with workgroup members to review progress against the implementation plan. As of the end of August, all of the implementation items have been completed. At the 90-day check-in, the group discussed when to schedule the next VSM to develop the next iteration of the Future State.

Next Steps

Schedule the next meeting to look at the next iteration of the Future State.

Project Results from Lean Efforts

Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

Project Title: Human Resources Division, Human Resources Recruiting Improvement Process

Dates of Workshop: May 29 – June 1, 2012

Contact Person: Lisa Illahee, Keri Waterland , Glen Christopherson, Wendy Long, and Catherine Moore

Lean Tool(s): Value Stream Mapping, Standardizing

Background

DSHS employs over 16,000 staff. DSHS' turnover rate was approximately 8.5% (1,300 positions) in state fiscal year 2010-2011 and is expected to increase over the next two years to approximately 25% (4,068). The DSHS Human Resources Division (HRD) plays an essential role in filling vacancies across administrations by attracting, recruiting, developing and retaining a positive, respectful, productive, and richly diverse workforce, who can effectively provide the services and supports needed for children, elders, people with disabilities, and families.

In an effort to streamline services in DSHS, the decision was made in early 2011 to consolidate the Human Resources (HR) function within HRD.

Objectives/Mission Statement

Human Resources will partner with agency hiring managers to effectively fill job vacancies across all DSHS administrations.

- Current value stream map - To show the current process of the recruiting stream.
- Future value stream map - For one standard process and to analyze if the recruiting function should be centralized or decentralized.
- Implementation Plan - Execute improvements.

Targets/Metrics Estimated for Current and Future Conditions

Targets for improvement: Enhance and communicate roles and responsibilities in recruiting process; communicate and reinforce recruiters to practice a consultative role with hiring managers to ensure quality improvement and reduce handoffs and waiting time; require hiring managers to input recruitment request directly into system; allow use of electronic signatures to reduce need for printed paper and paper transportation (this is targeted as a business plan goal outside of the recruitment unit); prevent/reduce exam plan errors; make recruitment meetings and training mandatory for recruitment staff.

Results

A 30 day follow-up meeting was held on July 12 and sub-project teams have been identified. The project teams are actively meeting and developing proposed process improvement and communication plans.

Next Steps

Continue to conduct follow-up meetings all the way through to full implementation of Kaizen ideas. Meeting dates identified. The Recruitment Unit provides weekly updates to the HR Director.

Project Results from Lean Efforts

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Other Comments

Recommendations for the organization of the recruitment function (centralized or decentralized) will be decided by the 90 day check-in on September 19, 2012.

Project Results from Lean Efforts

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Project Title: Operations Support and Services Division (OSSD), Capital Facilities Management/Department of Enterprise Service (DES), Public Works Contracting Process

Dates of Workshop: Current state documented in Summer 2012. Future state will be documented in Fall 2012.

Contact Person: Jim Carter (Sponsor)

Lean Tool(s): Value Stream Mapping

Background

This project initially surfaced due to time delays the DSHS/DES team was experiencing because of staffing issues and associated work backlogs at DES headquarters. While subsequent measures were taken by DES to address those issues, it was determined that moving forward with examining the DSHS/DES team's portion of the process was of value.

Objectives/Mission Statement

The portion of the Public Works Contracting process under review started when the Project Manager submits notice of their intent to begin a project funded in the DSHS's Capital Budget and ends with the release of retainage by fiscal staff to the contractor. Out of scope were activities related to the Project Manager's efforts to identify, scope, and estimate future projects; all efforts related to submitting DSHS's Capital Budget to the Office of Financial Management and monitoring its progress through the Legislature; project activities not associated with the contracting process; projects performed with in-house maintenance crews or via purchase order; and all energy performance contracts.

Targets/Metrics Estimated for Current and Future Conditions

Because of time constraints, the team, which includes both DSHS and DES staff, has only had the opportunity to document the current state of the Public Works Contracting process. Work will continue in early fall to identify improvements, document the future state, and create an implementation plan.

Results

Cycle time, touch time, queue time, handoffs, and measures of quality were documented for the current state. This information will be used to identify areas where potential improvements can be made in the future state.

Next Steps

Next steps for this project include scheduling meetings to review time and quality data captured in the current state, discuss improvements specifically related to that data, capture any additional improvement ideas, and develop both the future state and implementation plan.

Other Comments

The Capital Programs Chief was invited to participate as a customer representative in a Value Stream Mapping exercise for the public works contracting process at the Division of Architectural and Engineering Services for the Department of Enterprise Services. His input included a perspective on the customer's value placed on DES's services and the customer's role in the overall process.

Project Results from Lean Efforts

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Project Title: Financial Services Administration, Enterprise Risk Management Office (ERMO), Claims Process

Dates of Workshop: July 2012

Contact Person: Kathy Marshall and Kevin Krueger (Sponsors)

Lean Tool(s): Value Stream Mapping

Background

The DSHS claims process parallels the Department of Labor & Industries (L&I) process to make sure L&I is actively working claims in an accurate manner. DSHS must also ensure appropriate payroll and other job-related actions are taken so that injured employees are being treated appropriately under legal and policy requirements.

Objectives/Mission Statement

At any one time, the DSHS claims staff are responsible for managing 900 to 1,000 claims. Staff are located in Olympia, at Western State Hospital, and in Spokane. The current approach for managing claims can differ from location to location and also among staff within the unit. The goal of this workshop was to develop a standardized process to be used across the units.

Targets/Metrics Estimated for Current and Future Conditions

It became clear by documenting the current state process that much of the future focus should be on the high rate of incomplete claims packets submitted at the beginning of the process and the large amount of time spent doing data entry at intake. It is estimated a complete packet is submitted only 50 percent of the time and that the unit of 8 people (five Program Specialist 3s and three Program Specialist 5s) can spend approximately 50-100 hours total per week on manual data entry into the Risk Master system. The rework associated with the incomplete packets and time spent on data entry takes claims staff away from processing claims and also handling Stay at Work (SAW) reimbursements. SAW reimbursements are time consuming, yet have the potential for yielding significant financial reimbursement to DSHS from L&I.

Results

This project is currently in its initial implementation phase. The 30-day check-in meeting is scheduled for the last week of August 2012.

Next Steps

60- and 90-day check-in meetings are also on the workgroup's calendars. These check-in meetings are a time for the workgroup to review the implementation plan generated during the workshop and provide status updates on specific items.

Other Comments

Because ERMO does not have a dedicated Lean support, Mr. Krueger requested the assistance of the OSSD Lean Coordinator to facilitate this workshop, with additional assistance provided by the Budget and Finance Lean Coordinator. This is an excellent example of sharing resources and partnering to improve processes across an administration.

Project Results from Lean Efforts

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Project Title: Operations Support and Services Division (OSSD), Background Check Central Unit (BCCU) Main Line Incoming Phone Call Procedures

Dates of Workshop: July 2012

Contact Person: Lamona Foster (Sponsor)

Lean Tool(s): 5S, Process Mapping for Standardization

Background

The BCCU recently implemented an organizational restructure and, during this change, the unit discovered inconsistencies in operating procedures. One of the foremost areas was in how incoming phone calls are answered and/or forwarded. Because staff answering phone calls have varied backgrounds of knowledge about the background check process, a consistent means for answering questions or determining that the call needs to be forwarded to a specialist (either processing or technical) is not in place. As BCCU moves toward implementing an online background check system, which will reduce waste and create efficiencies in the background check process, BCCU is looking to create standards and consistency across the unit that will eventually lead to cross training and decreases in handoffs between staff.

Objectives/Mission Statement

By identifying categories that incoming phone calls fall into, and then being able to standardize BCCU staff responses, the unit hopes to eliminate handoffs between staff. We also hope to create consistent responses for customers so that they receive the same information regardless of whom they talk to. Overall, the unit will improve customer service, response times, and ability to provide consistent training for staff.

Targets/Metrics Estimated for Current and Future Conditions

This project looked at identifying what the current incoming phone call process is so that consistency could be documented. Because of the limited staff availability, we were only able to document the current “as is” processes and create standardized process flows for staff to follow. Changes in the process and further improvements will be future goals, once a standardized process has been communicated to all staff.

Results

Phone categories, staff handoffs, and standard responses were identified and documented in this one-day event.

Next Steps

Next steps for this project include continuation of meetings with all staff to discuss feedback on the one-day event, and monitoring the implementation plan to ensure that standard processes are being communicated and followed. Follow-up meetings will be scheduled with participants and all staff and, once the standard procedures have been put into place and can be consistently monitored (current organizational changes are impacting the ability for this to have already started). All staff will be invited to provide feedback for future updates and further process streamlining.

Other Comments

Project Results from Lean Efforts

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Project Title: Human Resources Division, Reasonable Accommodation Improvement Process

Dates of Workshop: August 6-9, 2012

Contact Person: Glen Christopherson (sponsor); Myron Toyama (project lead)

Lean Tool(s): Value Stream Mapping

Background

Reasonable accommodation cases within DSHS continue to rise. Caseloads increased from 200 cases in 2010 to over 340 cases in 2011 (an almost 50% caseload increase). At the same time the number of Reasonable Accommodation Specialists (RASs) remained at four (4) with a RAS each assigned to Regions 1 and 2, and two RASs assigned to Region 3. Each RAS is responsible for conducting the Interactive Reasonable Accommodation Process (IRAP) for their assigned area; however, the process is not standardized among the RASs.

Objectives/Mission Statement

Identify non-value added steps and streamline the IRAP from “intake to closure” while ensuring reasonable accommodations are timely and defensible.

Targets/Metrics Estimated for Current and Future Conditions

Through mapping the current and future state processes, the workgroup came up with the following actions: Create an online web form for intake; get HRCs more involved in the less technical RAs; standardize/simplify scheduling of IRAP meetings; HRD RA staff report to one manager to build consistency in the process.

These actions will: Decrease caseloads and shorten the RA process time; simplify the documentation processes where possible; create standard work in the process; continue to ensure RAs are completed in a timely and defensible manner.

It is anticipated the outcome of implementation will result in a 6% reduction in handoffs and 22% improvement in process time.

Results

This project is currently in its initial implementation phase. The 10-day check in meetings occurred in a timely manner, and the 30-, 60-and 90-day follow-up meetings will be scheduled to review progress of the implementation plan.

Next Steps

Continue to conduct follow-up meetings all the way through to full implementation of Kaizen ideas. Meeting dates identified.

Other Comments

Project Results from Lean Efforts

Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

Project Title: Pursuit Vehicle Mobile Platform Installation

Dates of Workshop: August 2011

Contact Person: Project Sponsor Assistant Chief James S. Lever

Lean Tool(s): Value Stream Mapping

Background

The Washington State Patrol (WSP) Fleet Section acquires, outfits, customizes, and maintains patrol vehicles and related emergency equipment for the agency. Fleet Section personnel also manage a statewide replacement and retirement schedule for all agency vehicles. The workshop goal was to develop new equipment installation processes that would enable the Fleet Section to replace pursuit vehicles at 110,000 miles so our customers, the WSP personnel who are assigned these vehicles, could carry out the agency mission of providing public safety services to enhance the safety and security of the state.

Objectives/Mission Statement

The target was to replace pursuit vehicles at 110,000 miles. To meet and maintain the target, the number of vehicles equipped and issued had to increase from 12 to 20 per month.

Targets/Metrics Estimated for Current and Future Conditions

The future state assumptions included 53 process improvement opportunities. The significant changes resulted from the development of standard work, workload leveling, mistake proofing, and dedicated work teams.

- Standard Work – The team developed a standard pursuit vehicle platform and all pursuit vehicles are now built to that standard. Any variation to the standard is completed at a private vendor automotive shop.
- Workload Leveling – This work was traditionally completed by the installation team which limited the amount of time available to produce new pursuit vehicles. This work was shifted to the mechanics in the repair shop.
- Mistake Proofing – The equipment kits delivered to the installers contained the wrong equipment 80% of the time. Inventory was reorganized and pick lists were developed to address the problem.
- Dedicated Work Teams – Personnel were assigned to specific teams to develop skills and improve competencies in order to increase pursuit vehicle production.

Results

The Fleet Section has increased pursuit vehicle production by 40% and, when fully staffed, has met the goal of producing 20 vehicles per month. The development of standard work sheets, standard pick lists, standardized work carts, simplified work flow, and improved communications has made the installers more efficient. As a result, it was possible to reduce equipment inventory levels and relocate it closer to the end-user. Additionally the quality of work has improved because all vehicles are built to the same specifications so there is less room for error. The implementation process, a coordinated effort between the management staff and the subject matter experts, helped to embed a Lean culture at the Fleet Section which has encouraged all employees to participate in the improvement process.

Next Steps

Project Results from Lean Efforts

Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

The WSP will conduct Lean workshops at the Fleet Section to address the continual improvement process. The mobile platform installation process will be reviewed and adjusted with the introduction of the Chevrolet Caprice. Another key focus will be the repair parts inventory purchase and storage operations.

Other Comments

Lean has enhanced the WSP's ability to address challenges and implement changes in an efficient manner.

Project Results from Lean Efforts

Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

Project Title: Toxicology Evidence and Report Management Process

Dates of Workshop: April 2012

Contact Person: Project Sponsor Dr. Fiona Couper

Lean Tool(s): Value Stream Mapping

Background

The Forensic Laboratory Services Bureau Toxicology Laboratory performs drug and alcohol testing for coroners, medical examiners, law enforcement agencies, prosecuting attorneys, hospitals, and the State Liquor Control Board, and drug testing for the state of Alaska. In 2011 the median turn-around time from receipt of evidence to testing completion was 16 calendar days. However, this turn-around time did not include the time from when testing is completed to when the report is delivered to the customer.

Objectives/Mission Statement

The workshop goal was to streamline the administrative process associated with the submission of an evidence sample through the delivery of the final report to ensure a case median turn-around time of 16 calendar days.

Targets/Metrics Estimated for Current and Future Conditions

The future state assumptions identified 25 process improvement opportunities. The significant changes identified included standard work, reduced interruptions, reduced hand-offs, and a technical solution for reporting purposes.

- Standard Work – The team established vault hours that customers and analysts will follow; developed an electronic confirmation list; and created ISO compliant case report verification criteria for analysts.
- Reduced Interruptions – Phone inquiries related to evidence submissions were rerouted; case folders were placed outside the vault for easy access by analysts; and examination records were moved to a central location.
- Reduced Hand-Offs – Analysts will locate samples that are stored outside the vault; reports requiring corrections will be returned to analysts rather than supervisors; and drug confirmation will be conducted by peers.
- Technical Solution – The manual system will be replaced with a secure access website for case submission and reporting to allow customers to enter cases, check status, receive, and download reports.

Results

Progress was made during the workshop and many of the improvements were implemented immediately. Workflow for Property and Evidence Custodians (PEC) was improved with the introduction of vault hours and a delivery schedule. This allowed the PECs to relate evidence for testing with fewer interruptions. The testing process for the case report was improved by creating report verification criteria and developing an electronic confirmation list. The examination records were relocated to a central location to improve response time to discovery requests. These new processes will continue to be used as the baseline for future improvement goals.

Next Steps

The Toxicology Laboratory will continue to work on the secure access website so cases can be submitted, reviewed, and distributed electronically. This will improve the case report delivery time. Laboratory managers will also work with

Project Results from Lean Efforts

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partners in the court system to reduce the amount of time toxicologists are called to testify on the effects of alcohol in refusal cases. This will cut down on the amount of time analysts spend in court. These improvements would reduce turn-around times significantly.

Other Comments

Lean has enhanced the WSP's ability to address challenges and implement changes in an efficient manner.

Project Results from Lean Efforts

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Project Title: Fleet New Vehicle Equipment Procurement to Pay Process

Dates of Workshop: June 2012

Contact Person: Project Sponsor Mr. Steve Smeland

Lean Tool(s): Value Stream Mapping

Background

The WSP Fleet Section procures all of the new equipment that is installed in agency police vehicles. Traditionally this equipment was procured in bulk and stored in the Supply Section warehouse. Procurement decisions were often based on prior practices and the supply specialist's personal knowledge of the process. That posed a variety of challenges to include inefficient operations, incorrect inventory counts, and obsolete inventory. Additionally a large amount of money was tied up in inventory carrying costs.

Objectives/Mission Statement

The goals of the workshop were to develop standard procurement guidelines, and to develop standard payment document processing guidelines for all new vehicle equipment.

Targets/Metrics Estimated for Current and Future Conditions

The future state assumptions identified 17 process improvement opportunities. The significant changes identified related to standard work, a reduction in hand-offs, inventory reduction, and mistake proofing.

- Standard Work – The team established a purchase order payment process and tracking system; created an invoice tracking system; and set up guidelines for procedure code standards.
- Reduced Hand-Offs –The purchase document will be created by the Supply specialists; the invoice will be processed by the Supply specialists; and the payment document will be finalized by Fleet Section staff.
- Inventory Reduction – Work orders will be created when vehicles are purchased to allow for the just-in-time purchase of equipment. Accurate procedure codes will be used to make equipment procurement decisions.
- Mistake Proofing – The team will develop a new set of procedure codes to ensure only the required equipment for a specific vehicle build is supplied to the installers. Equipment invoices will be processed at Fleet.

Results

The team made implementation progress on many of the process improvement ideas during the workshop. There were many hand-off and approval steps built into the procurement process that were identified, challenged, and ultimately changed to improve the work flow. The purchase order approval process was reduced to just those approvals that are required by state regulations, and the payment process was simplified so it could be completed by Fleet personnel. This cut down on the amount of work that was batched and queued, reduced bottlenecks created when a supervisor was out of the office, and leveled the workflow for the Supply specialists. Payment documents are now forwarded to the WSP fiscal office on a daily basis, which reduces the time from purchase to pay by up to 30 days.

Next Steps

The team is updating the procedure codes for all vehicle types that are up-fitted at the Fleet Section. This will improve

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the procurement process because only the valid codes will be ordered so the just-in-case and obsolete equipment inventory will be kept to a minimum. Equipment delivery lead times will be determined using an ad-hoc report that pulls information from Web Work to simplify the ordering process and make sure the right equipment is available.

Other Comments

Lean has enhanced the WSP's ability to address challenges and implement changes in an efficient manner.

Project Results from Lean Efforts

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Project Title: Improving Internal Business Processes

Dates of Workshop: TBA

Contact Person: Katie Youngers

Lean Tool(s): Workflow mapping

Background

The Student Achievement Council (formerly the Higher Education Coordinating Board) has historically focused on technological improvements that benefit external customers and stakeholders. These have included, among others, online management of GET accounts and ongoing migration of financial aid program administration to a portal interface for end users at higher education institutions.

Objectives/Mission Statement

This Lean effort aims to improve and/or automate internal business processes (leave slips, timesheets, purchase orders, etc.) in order to save staff time and effort that can then be redirected to employees' primary duties, including program management and external customer service.

Targets/Metrics Estimated for Current and Future Conditions

The first process improved for this project was the workflow of payments to vendors using A19 forms.

For each batch processed, time is spent preparing, approving, uploading, and releasing the batch. After the batch is processed in AFRS, time is also spent preparing batches and warrant registers, gathering signatures for approval, and filing each document separately. Consequently, the elimination of any one batch removes several concomitant additional steps.

Accounting staff identified an opportunity to reduce waste by eliminating individual vendor A19s and replacing them with a single toolbox template wherein multiple vendor payments are grouped together in one batch.

Results

Implementation of this change has resulted in:

- 1) Increased efficiency and productivity on the accounts payable, fiscal analyst 3, payroll, and fiscal tech desks.
- 2) Reduced dependence on payroll desk, which created all templates previously used by accounts payable desk.
- 3) Reduced number of batches released from up to 40 per day to 3.
- 4) Reduced number of batched documents (and signatures on those documents) from up to 40 per day to 3.
- 5) Reduced uploads from up to 40 per day to 3.
- 6) Reduced paper costs.
- 7) Reduced filing time, as items are filed by batch number rather than vendor name.

Next Steps

The Technology and Business Processes project team is looking into options for automating leave slips. Improvements to this process could potentially reduce staff time for every employee in creating leave slips, reduce number of handoffs and time to approval, and create cost savings in paper and ink used to produce hard-copy leave slips.

Other Comments

Project Results from Lean Efforts

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Project Title: Collision Data: Processing and Reporting

Dates of Workshop: June 18th-21st, -2012

Contact Person: Project Lead: Mark Finch, Project Sponsor: Brian Smith

Lean Tool(s): Value Stream Mapping, Kaizen NEWS paper, Delivering introductory training, Kaizen brainstorming, Root Cause Analysis – 5 Why, Standard Work

Background

Background-Washington State law enforcement officers submit collision reports to the Washington State Patrol/Washington State Department of Transportation collision report processing office. The centralization of collision report processing allows the collision data to be entered once and provided to many customers. Requested data elements, level of accuracy and timeliness needs for the data vary with each consumer. Over time, data element requests and processing steps have grown and evolved and may or may not meet current needs. 100,000+ collision reports are processed each year, 14 FTEs at WSDOT are currently dedicated to processing these reports, the backlog for routine reports is growing and not all customer expectations are being met.

Problem Statement & Effects-The processing time with current resources, from when a collision occurs until data is available to customers currently takes anywhere from 1 day to 8 months depending upon customer needs. An 8 month delay is unacceptable to some customers requiring fully analyzed data.

Objectives/Mission Statement

Objective/Mission Statement-To efficiently and effectively supply each of our customers with complete, accurate and timely collision data as they need to fulfill business requirements.

Scope & Boundaries-Scope: This project will focus on improving processes related to identified and documented collision report customer timelines, data elements and level of accuracy needs per the customer’s applicable RCWs, WACs, CFRs or business-cycle needs. The workshop will start with the collision, the Police Traffic Collision Report, the WSP and WSDOT processing of collision data, and end with the data products needed by various customers.

Boundary: Adjustment to any process from the time the collision report is received to the point when the complete record enters the statewide database that will improve our customer’s data delivery with the timeline, accuracy and data elements needed for their business function.

Targets/Metrics Estimated for Current and Future Conditions

- Reduce the Number of Data Entry Fields Based on Customer Expectations
- Transfer of Job Duties to Decrease the Number of Times a Collision Report is Touched
- Programmatically eliminate unnecessary data entry & redistribute workload and improve data timelines

Results

- For collision reports that require further information or clarification, WSP will assume the responsibility of obtaining the required information for processing. This will improve the return rate, improve the data quality and shorten the wait time for getting the information necessary to complete the processing
- No longer performing quality assurance on Property Damage Only collisions resulting in a 65% (approximately

Project Results from Lean Efforts

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65,000 collisions annually) reduction of reports going through the Quality Assurance Process allowing an additional 2 FTE's to focus on the current backlog

Next Steps

Continue to execute our implementation plan, track progress of the improvements and make adjustments as necessary. Continue to foster a Lean environment in our organization.

Project Results from Lean Efforts

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Project Title: WSDOT Central Sign Shop Process Review

Dates of Workshop: August 13th -17th, 2012

Contact Persons: Project Leads: Rick Gifford and Brent Kinney, Facilitators: Ted Bailey and Mike Fleming

Project Sponsors: John Nisbet, Chris Christopher, and Don Whitehouse

Lean Tool(s): Value Stream Mapping, Introductory training, 5S, Visual Management, Kaizen, PICK, Root Cause Analysis, Standard Work

Background

Background – In order to provide signs in an efficient, economical and timely manner, a central sign shop (CSS) was established in 1983. The CSS originally started with 10 full time employees (FTEs) in 1983 and today has 5 FTEs. The fabrication process has evolved over the years from every letter and symbol being cut by hand followed by the introduction of a die press and finally to a fully integrated computer system with digital plotting and cutting. The sign ordering process has also evolved from hand written and faxed orders to a centralized sign ordering system that utilizes File Maker Pro to develop and place sign orders. Plans to transition to a web based ordering system are in process pending transitional funding. Until the mid-1990's all construction project Work Zone Traffic Control signs were produced by CSS. In addition, during the late 1990's CSS underwent a thorough process improvement review focused on aluminum recycling accountability. All of these efforts culminated with the construction of a new building in 2001 which was designed to accommodate technology upgrades and the projected workload based on the revised customer base. WSDOT maintains in-house sign fabricating capabilities in an effort to streamline just-in-time fabrication of permanent signs for highway construction and maintenance by processing routine orders within 30 calendar days, rush orders within two weeks, and emergency orders within 72 hours from receipt of order.

Problem Statements & Effects – The sign fabrication shop process is not directly connected to the sign asset management process in a way that predicts and programs sign replacements based on the life cycle need of the asset. Currently, the majority of life cycle sign replacements are accomplished through the paving program. Therefore, the majority of the signs produced by CSS are a result of 3rd Party Damage, Low Cost Enhancements and other responsive programs that significantly increase the complexity and predictability of the process. **It should be noted that based on current estimates and replacement schedules the ongoing biennium funding need to preserve and maintain WSDOTs sign inventory is \$21Million per Biennium which is significantly over current funding levels.** Given these issues the ordering volume, timing and frequency are based on emergent needs, available budget and other competing priorities, rather than life cycle need, which results in CSS routinely adjusting their pricing in order to maintain cost recovery goals while successfully delivering unpredictable orders on demand. To further complicate the issue, correctional Industries (CI) has currently chosen to close their sign shop. While CI will still offer recycling and hydro-stripping services to the CSS, it will no longer be able to supply new aluminum sheeting. Therefore, other aluminum sheeting alternatives are being pursued which may require more lead time and inventory.

Objectives/Mission Statement

Objective/Mission Statement – Seek a long-term and sustainable improvement in the central sign shop ordering, fabrication, shipping and recycling processes, while maintaining current high levels of productivity and timeliness. Identify and pilot new ways of doing business, with the goal of decreasing the gross price per square foot for sign orders.

Scope & Boundaries – Traffic sign asset management has the following 3 primary process components: planning/programming, fabrication, and installation. The scope of this project was to review the process from the point where a sign is identified for replacement through the ordering process, fabrication process, and shipping to the

Project Results from Lean Efforts

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customer up to the point of final installation with the primary focus being on the fabrication process.

Targets/Metrics Estimated for Current and Future Conditions

The workshop developed 26 process Improvements to be implemented in a three-phase (30, 60, 90 day) approach- Process improvements identified fit into the following categories: Reduce sign order volatility (level incoming orders); Reduce the number of emergency and rush orders; Increase sign order volume along with the volume of signs per order; Expand communication of Central Sign Shop services to improve planning and communication to increase order volume; Modify construction and life cycle replacement program practices; Reduce handoffs during the ordering process and redistribute workload; Adjust pricing model to align cost and value; Capture manufacturing capacity metrics; Reduce rework and eliminate process waste during the ordering process through standardized work and communication with the customer; Pursue additional sources for recycled aluminum; Evaluate existing aluminum and sign sheeting contracts and re-bid as necessary; Consolidate shipping locations; Realign recycling program to remove a significant handoff.

Results

The following process improvement estimates are from the value stream mapping process:

1. **55% reductions in routine sign order lead time.** (Time from when an order is placed to when the customer receives the order.)
2. **15% reduction in Emergency and Rush sign order lead time.**
3. **87% reduction in Order Processing Time.** (Time from when an order is placed to when the fabrication process is ready to begin.)
4. **Increased average Incoming Yield from 45% to 95% for all 3 sign manufacturing processes from ordering through shipping.** (Incoming yield is the percentage of time that a sign order moves through the entire process without errors or rework.)
5. **Decreased the price per square foot by \$3.25 across the board or 20% on average for routine orders.** (Although the implementation phase has just begun the Central Sign Shop (CSS) was able to immediately decrease the price per square foot by implementing a strategy developed during the workshop which increased price per square foot for rush and emergency orders to align more consistently with true cost recovery. By reducing the disruption to the fabrication process caused by rush and emergency orders and creating an incentive for the customer to plan routine sign orders CSS is expecting capacity to increase which will lead to further price reductions in the future. Initial feedback from the customers has been positive accompanied by a number of comments indicating that they are planning to increase their number of routine orders.)

Next Steps

Continue to execute our implementation plan, track progress of the improvements and make adjustments as necessary. Since most of the Kaizen process improvements were related to the ordering phase of the Central Sign Shop process, the next project focus will be to apply lean thinking tools and techniques to the planning and programming portion of the traffic sign asset management process.

Project Results from Lean Efforts

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Project Title: Examination of Telecommunications Section of Regulatory Services Process for Developing Open Meeting Memorandums and Draft Orders.

Dates of Workshop: To be Determined

Contact Person: Brian Thomas and Ken Elgin

Lean Tool(s): VSM Workshop

Background

Telecommunications carriers subject to the UTC's oversight could realize cost savings or improved operating efficiencies that could translate into reduced rates for telecommunications services if it is able to streamline some processes that affect their interaction with the agency. Currently, memorandums and orders drafted for the UTC's Open Meeting Process go through numerous reviews by individuals before they are ready to be presented to the Commissioners. Once a draft memorandum or order is posted in RMS and marked ready for Assistant Director (AD) review, it is actually reviewed by the AD of Telecommunications, the Director of Regulatory Services, and the UTC's Core Edit Team. If there are edits by any of the reviewing individuals, the Telecommunications Section's current process is to send the document back to team lead analyst to be revised. It would be more efficient for the reviewer or AD to make the changes in SharePoint rather than sending the document back to the team lead to make changes.

Objectives/Mission Statement

The UTC intends to improve the efficiency of developing Open Meeting Memorandums and Orders in order to improve the overall quality of such documentation and to enhance the timeliness of producing Open Meeting documentation concerning telecommunications matters.

Targets/Metrics Estimated for Current and Future Conditions

The proposed change to the open meeting process will eliminate approximately 10 percent of the lead analyst's time spent tracking or revising open meeting memoranda and orders by having the reviewer or section Assistant Director make changes in SharePoint, rather than sending it back to the lead analyst.

Results

The UTC awaits assignment of a private-sector VSM facilitator to assist with mapping the present and future state of the Open Meeting Memorandum and Orders development process.

Next Steps

The UTC anticipates conducting a VSM workshop sometime in the fall of 2012 and is exploring additional LEAN projects in the licensing and consumer protection divisions and for rate case processing.

Other Comments

Project Results from Lean Efforts

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Project Title: Admissions & Billing

Dates of Workshop: August 2012

Contact Person: Glenda Vick, Project Lead and Agency Compliance Officer

Lean Tool(s): Value Stream Mapping

Background

The ongoing viability of our three veterans' homes is contingent upon their ability to earn revenue. The Spokane Veterans Home originated with a zero GF-S model in 2001; and the two western Washington homes have eliminated their GF-S over the last 10 biennia.

A more efficient process was necessary to ensure we maintain a census of at least 95% in our homes; and due to various factors such as medical billing changes, the agency was also in need of a process that more accurately captured available revenues and eliminated unnecessary steps to ensure accuracy and timely processing.

Objectives/Mission Statement

This workshop targeted a reduction of 50% in processing time with the additional goal of billing for and capturing all available revenues associated with each resident in our three state veterans' homes.

The additional benefit of this workshop is that when the fourth veterans' home in Walla Walla comes on line, a proven process will be in place to ensure the revenues associated with that home are being accurately accounted for and received.

Targets/Metrics Estimated for Current and Future Conditions

Bringing the 30 relative parties together for the first time resulted in an awareness of how each step impacts the other and opened the opportunity for sharing of information and proven tools to, not only reduce the processing time by 62%; but to also eliminate significant rework and provide the billing staff all of the supporting documentation to bill 100% of the applicable revenues with the correct and complete information.

This workshop confirmed the anticipated need for a Kaizen workshop to follow the resident through their stay at the home and monitoring of subsequent revenue opportunities for individual residents.

Results

Our workshop was just completed on August 31st. Through daily five-minute teleconferences for updates and identifying issues, the participants are already implementing "just do" items and communicating effectively with all parties to ensure we implement a standardized process across the agency. Quotes from the workshop:

- Day 2: "I couldn't go to sleep until 2 a.m. thinking of ideas."
- Day 3: "Well, if we learn nothing else, we've learned this Lean thing works!"
- Multiple people: "I had no idea how what I do affects others."
- "This will be great for Walla Walla."
- "This is exciting!"

Project Results from Lean Efforts

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Next Steps

Interest in Lean continues to expand at DVA. We are currently in the 30/60/90 day follow up to our first Lean event with a growing list of future workshops to include the next one on our Payroll and Timekeeping Process.

Other Comments

