

Strategic Lean Project Report



For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Department of Enterprise Services

Partner agencies: Employment Security Department, Department of Social and Health Services, Healthcare Authority, Labor & Industries

Improvement project title: Mail Equipment Review Purchasing Process

Date improvement project was initiated: 5/1/2014

Project type: New Project

Project is directly connected to:

- Results Washington performance measure
- Agency Strategic Plan
- Other

If applicable, specify the alignment:

1.2.a. Increase percentage of agencies measuring timeliness for agency core services from 89% to 100% by June 30, 2016
Deliver exceptional services; reduce the overall cost of government operations.

Report reviewed and approved by: Chris Liu

II. Project Summary:

The Department of Enterprise Services Consolidated Mail Services improved the mail equipment review process, which is required by RCW 43.19.720, resulting in reducing the review process from 19 days to 5 days and increasing the utilization of the mail equipment review process by state agencies from 9 to 20 (120% increase) from 2014 to 2015.

III. Project Details:

Identify the problem:	The Department of Enterprise Services (DES) Consolidated Mail Services (CMS) Program provides a full range of mail services to state agencies and local governments to streamline government mailings and allow state employees to focus on their agencies' priorities. RCW 43.19.720 states that DES has a responsibility to "review current and prospective needs of state agencies for any equipment to process mail through state government." Customers were dissatisfied with timeliness, the approval/denial criteria for the decision, and communication during the review. Requests could take from several weeks to months prior to a decision being made, impacting customers' day to day operations. Additionally, customers who complied with the legislative requirement expressed frustration that not all state agencies and local governments were complying.
Problem statement:	In 2014, the mail equipment review process took an average of 19 days and did not differentiate separate time standards for small, med, and large equipment purchases, compared to our target of 10 days and distinct time standards for small, med, and large equipment purchases which we intend to reach by Jan 2016.
Improvement	With the input of a range of customers, a standard work process was created. The

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description: new process features: A uniform submittal method; clear turnaround times based on the classification of equipment requested; communication through the DES bi-weekly broadcast; outreach to CMS customers; outreach to contract managers and purchasing representatives throughout state government to increase awareness of the need for this process; a request template with clearly defined information requirements, clear explanations of what may or may not impact the customer and why, and an online FAQ guide; implementation of an appeals process in case of customer disagreement; templates for immediate acknowledgement of request acceptance; and expectations for turnaround times.

Customer involvement: We surveyed customers to identify the most prevalent problems with the existing process. Customer representatives from Employment Security Department, Department of Social and Health Services, Healthcare Authority, and Labor and Industries met with process owners to identify issues and agree upon countermeasures.

IV. Project Details:

Improved process as measured by: <i>(Click those that apply)</i>	Specific results achieved: <i>(Complete the narrative boxes below)</i>	Total Impact: <i>(Actuals; Current Reporting Period)</i>	Results status:
<input checked="" type="checkbox"/> Quality	Increased the productivity of the uncontested review process from one uncontested review per month to twelve uncontested reviews per month.	Increased production from 1 review per month to 12 per month	Final
<input checked="" type="checkbox"/> Time	Decreased the mail equipment review process from 19 days for all without categories to 5 days for small, 10 days for medium and 20 days for large.	Reduced process time to 5 days for small, 10 days for medium and 20 days for large.	Final

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For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Department of Enterprise Services

Partner agencies: Office of Financial Management, Department of Agriculture

Improvement project title: Buildings and Grounds Process for Building Improvement Requests from Tenants

Date improvement project was initiated: 5/1/2014

Project type: Previously reported project

Project is directly connected to:

- Results Washington performance measure
- Agency Strategic Plan
- Other

If applicable, specify the alignment:

Deliver exceptional services; reduce the overall cost of government operations.

Report reviewed and approved by: Chris Liu

II. Project Summary:

The Department of Enterprise Services improved the Buildings and Grounds process for building improvement requests made by tenants, resulting in a reduction of the work-order-submittal to job-completion process (excluding construction due to variable job sizes) from 41 weeks to 11 weeks.

III. Project Details:

Identify the problem:	Buildings and Grounds provides two primary services: project work (like building improvements or modifications) and base services (like preventative maintenance and upkeep of building components). Customers have complained about the time it takes to get the work done and the lack of communication throughout the process.
Problem statement:	In 2014, the time from submitting a work order to completing the job was 41 weeks (excluding construction due to variable job sizes) compared to our target of 11 weeks, which we wanted to reach by 3/1/2015.
Improvement description:	By mapping the process and identifying several areas where non-value-added time was being spent, several countermeasures were put in place including: Standard Operating Procedures, hiring a planner/estimator to support estimate accuracy, 20+ IT enhancements, project tracking tool, standards of services and metrics, contracting guidelines, QA/QC guidelines, web updates, and warranty guidelines.
Customer involvement:	Customer representatives from Office of Financial Management and Department of Agriculture participated in mapping out the current state, future state, and identifying countermeasures.

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IV. Project Details:

Improved process as measured by: <i>(Click those that apply)</i>	Specific results achieved: <i>(Complete the narrative boxes below)</i>	Total Impact: <i>(Actuals; Current Reporting Period)</i>	Results status:
<input checked="" type="checkbox"/> Time	Decreased the time from submitting a work order to completing the job (excluding construction due to variable job sizes) from 41 weeks to 11 weeks.	Eliminated 30 weeks from the process.	Final

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For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Department of Enterprise Services

Partner agencies: List other agencies involved in the project

Improvement project title: Training Vendor Invoice Payment Process

Date improvement project was initiated: 12/1/2015

Project type: Type of project.

Project is directly connected to:

- Results Washington performance measure
- Agency Strategic Plan
- Other

If applicable, specify the alignment:

Deliver exceptional services; Reduce the overall cost of government operations

Report reviewed and approved by: Chris Liu

II. Project Summary:

The Department of Enterprise Services improved the process for paying private training vendor invoices, resulting in a reduction in the number of days to pay invoices from more than 30 days to 10 days, with initial verification in January 2016, the first month of a two month “check” phase.

III. Project Details:

Identify the problem: DES Learning Solutions Team is responsible for contracting with private training vendors to provide employee development classes to state employees. Instructors complained that their invoices were not being paid within the contractually agreed upon 30 days. The Team realized they needed to address this issue to honor their contractual agreement, to make sure vendors are paid timely, and to ensure a trusting relationship with vendors. DES could also be subject to a 1% penalty for late payment.

Problem statement: Currently, the process to pay training vendor invoices takes more than 30 days, compared to our target of 10 days, which we want to reach by 2/29/2016.

Improvement description: The Learning Solutions Team used 9-Step Problem Solving to grasp the current situation. They observed and documented the steps to process an invoice, and they measured the time each step took. With a problem statement to accurately describe their performance gap, the team used root cause analysis to identify why the problems were occurring. The team then selected countermeasures to address the causes. They were able to eliminate steps and send documents electronically reducing wait time and processing time. The project is currently in the middle of the two month “check” phase, having implemented countermeasures and now collecting data to verify results. During January 2016, all 47 training vendor invoices

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were processed in 10 days or less. Verification of processing times will continue through February 29, 2016.

Customer involvement: Initially team members gathered information and consulted with process partners to fully understand the current process and explore improvement options. During the “Do and Check” phases, the team conducted interviews with 16 vendors to monitor vendor satisfaction with the process. All 16 vendors reported satisfaction.

IV. Project Details:

Improved process as measured by: <i>(Click those that apply)</i>	Specific results achieved: <i>(Complete the narrative boxes below)</i>	Total Impact: <i>(Actuals; Current Reporting Period)</i>	Results status:
<input checked="" type="checkbox"/> Time	Decreased the time to pay training vendor invoices from more than 30 days to 10 days.	Reduced processing time from 30 days to 10.	Preliminary

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