December 30, 2013

TO The Honorable Andy Hill, Chair
The Honorable James Hargrove, Ranking Member
Senate Ways and Means Committee

The Honorable Ross Hunter, Chair
The Honorable Gary Alexander, Ranking Member
House Appropriations Committee

FROM: Wendy Korthuis-Smith
Director, Results Washington

SUBJECT: REPORT ON PROCESS IMPROVEMENTS FROM LEAN

In accordance with Section 714 of the 2013-15 biennial operating budget, Engrossed Substitute Senate Bill 5034, I am forwarding the Lean Report due January 1, 2014 on behalf of Results Washington.

Governor Inslee's Results Washington is an initiative to harness the power of Lean principles and tools to help state government deliver more value to Washingtonians. The initiative focuses on five key goals:

- World-class education,
- A prosperous economy,
- Sustainable energy and a clean environment,
- Healthy and safe communities,
- And efficient, effective and accountable government.

Washington has long been a national leader in performance management. Results Washington builds on the best aspects of those efforts and expands the focus to broad statewide goals. To date, more than 12,000 state employees and 4,000 leaders have been trained in Lean.

In addition, at no cost to the state, more than 150 Lean experts from 60 private-sector and nonprofit organizations have volunteered to coach, train and advise state employees on Washington's Lean journey.

It's still early in the process, but the early results from these Lean improvement processes are promising. Here are a few examples:

- Working together, the Department of Social and Health Services and the Health Care Authority refined the process to recover overpayments to providers, cutting processing time in half.
- The Health Care Authority's Medical Assistance Customer Service Center has used Lean process improvements to slash a backlog of 400 unresolved client complaints about providers by more than 70 percent.

- And the state departments of Fish and Wildlife and Department of Transportation are using a Lean approach to reduce the time needed to design corrections for fish passage barriers along state highways. The goal is to enable design of 60 to 80 projects per biennium by 2017, compared to the previous rate of four to five projects per biennium. Additional funding would be needed for construction.

Attached please find dozens of individual examples from agencies about their use of Lean processes to streamline work and boost efficiency. Some are small "starter" projects; others are farther-reaching. We are encouraged to see Washington State embracing these proven private-sector performance management tools to deliver more value to Washingtonians, and look forward to reporting back to you as these efforts grow. The next scheduled report will be sent July 1, 2014.

Attachment
cc: The Honorable Jay Inslee
David Schumacher, Director, OFM

DSHS – Planned Action Notices

Project Title: DSHS/ADS/Developmental Disability Administration(DDA)- Planned Action Notices
Dates of Workshop: September 30- October 4, 2013
Contact Person: Amy Besel, ADS Lean Coordinator (360) 725-8821 | Amy.Besel@DSHS.wa.gov
Lean Tool(s): Value Stream Mapping Event

Background

- Developmental Disability Administration (DDA) uses Planned Action Notices (PANs) to provide information to enrolled clients and their representatives about decisions regarding the types and levels of services the enrollee may receive. This is based upon their most current individual assessment.
- There are federal and state requirements associated with PANs as well as many WAC citations, decision and authority types, and varying timelines. PANs must include information about time-sensitive appeal rights.
- The Boyle Settlement agreement with Disability Rights Washington (Sept. 2006) identified PANs are too complicated and while, meeting the letter of the law, they are not meaningful to the client. The current Memorandum of Understanding with Perkins Cole supports DSHS working collaboratively to improve PANs (May 2009).
- DDA sends out over 30,000 PANs a year. There is a tremendous amount of work associated with creating PANs, limiting Case Manager time with clients and other aspects of their work.
- Workshop participants included multiple staff from DDA as well as representation from IT (programmer and business analyst) and most importantly, two volunteers from the community:
    1. A lawyer with Columbia Legal (they provide services to many of our clients and have been involved in helping educate clients about their rights)
    2. A mom of a DDA client. She is also a Parent Advocate through **ARC** of Tacoma (provided valuable feedback on what is meaningful for the customer)

Objectives/Mission Statement

- Provide legally sufficient PANs that are customer friendly and clearly state why a decision has been made
- Ensure PANs have appeal language that is easy to understand
- Simplify the process to reduce the risk of error and increase amount of time Case Managers have to spend doing other aspects of theirs jobs; most notably, spending more time with clients

Targets/Metrics Estimated for Current and Future Conditions

- Increase compliance rate on internal audit with PANs from 60% to 80% or higher

Results

- Decreased process time from 49 minutes per PAN to 26 minutes per PAN. With the volume of PANs done each year, this 20 minute savings equates to 10,000 people hours over a year that can be better utilized to respond to client needs and manage other aspects of their jobs, which have steadily increased over the years in terms of expectations, compliance, legislative mandates and work load volume.
- Eliminated untold reams of paper (PANs embedded full WACs in them- sometimes spanning nearly 40 pages- new solution is to reference WAC number and title)
- Improved the PAN template that is family/user friendly (nothing above 7th grade reading level/most around 3-4th grade), giving customers the information they need in order to understand why their services are changing and a clear understanding of what they need to do, by when, to appeal a decision.

Next Steps

Over the next 90 days the group will be working on developing IT business requirements for necessary changes to the CARE database to support new process, consulting with AAG's on new draft language for PANs, solidifying standardized

procedures for staff to use and communicating/training all on these changes.

Other Comments

The workgroup was truly remarkable-- the two community volunteers actually went home Tuesday night and came back on Wednesday morning with draft language for a PAN and Appeal Rights for the team to start with. This helped the group tremendously. The IT programmer used part of the time to begin making the requested changes during the VSM and will be immediately scheduling testing so some of the changes can begin this month.

L&I – Claim Processor Pilot

Project Title: Department of Labor and Industries-Claims Processor Pilot

Dates of Workshop: 4/2013 – 2/2014

Contact Person: Sponsor: Cheri Ward Business Lead: Vickie Porter Project Manager: Sue Callaghan

Lean Tool(s): Root Cause Analysis and Standard Work

Background

Washington's State Fund Workers' Compensation Program provides workers' compensation coverage to approximately 1.8 million workers employed by over 160,000 Washington employers. There are 27 claim units, most of which are made up of 9-11 adjudicators who are either apprentice adjudicators or journey level adjudicators at the 1, 2, 3, 4 level. They carry caseloads of approximately 214 claims.

Claim Managers current work processes include incidental work that is critical but takes their time away from more complex activities that require their expertise in providing services that help workers heal, return to work and bring claims to resolution. Delays are costly to employers and have detrimental impacts on a worker's ability to heal and return to work timely.

For each active claim the department receives a high volume of documents electronically. Many of the documents are duplicates or routine correspondence that do not require a Claim Manager's expertise, but must be reviewed to determine what if any action is necessary and the priority of the action.

For each claim there is a high volume of incoming and going out phone calls regarding the authorizations of services, benefits and other issues related to the management of the claim.

Claim Managers worked together to identify this problem. They gathered data by completing Claim Manager time studies. They compiled the data dividing the tasks into buckets. They completed a root cause analysis on the results of the data and brainstormed countermeasures. Beginning in April 2013, staff worked to develop a standardized workflow and daily tasks based on their findings. Next, they created a six month Developmental Job Assignment for three Claim Processors to begin on August 12, 2013 and end on February 12, 2014.

Objectives/Mission Statement

The objective is to relieve Claim Managers of incidental work and free up their time to work on more complex issues that require their time and expertise to bring claims to resolution. This will also improve the level of customer responsiveness by L&I and reduce delays in decision making that expedites authorization of services that are necessary to help workers return to work and heal from their industrial injuries and reduce costs to employers.

Targets/Metrics Estimated for Current and Future Conditions

The pilot project is measuring the average saved minutes per day from the Claims Managers workload.

Three units are piloting this new practice utilizing one Claims Processor in each unit. This effort began on August 12, 2013 and will conclude on February 12, 2014. Early results indicate that we can expect to save at least 6 hours of incidental Claim Manager work per day throughout the pilot.

Results

The baseline data results from the first 16 days of the pilot show the Claim Processors are saving 45 minutes a day per Claims Manager. This results in a savings of 7.5 hours of incidental Claim Manager work per unit. This time savings will reduce delays in decision making and allow a Claim Manager the time needed to expedite authorization of services that are necessary to help injured workers heal and return to work.

Here is an example of the statistics for one of the pilot units from 8/8/13 through 9/12/13:

- Claim-driven tasks were reduced by 423 items or 44%
- Mail items were reduced by 370 items or 71%
- Electronic messages were reduced by 20 messages or 24%
- Scheduled claim reviews were reduced by 121 or 39%

Next Steps

1. The Claim Processor Team will monitor progress and make continuous process improvements throughout the pilot.
2. Complete the pilot and make recommendations based on analysis of the data collected.

HCA – Medical Assistance Customer Service Center

Project Title: Medical Assistance Customer Service Center (MACSC) Process Improvement Project
Dates of Workshop: January 28 – February 1, 2013
Contact Person: Health Care Authority Lean Lead, Kelly Foster kellean.foster@hca.wa.gov
Lean Tool: 5-Day Value Stream Mapping Workshop

Background

MACSC needed to identify an efficient and standardized process for line staff and lead workers to access up-to-date and accurate information in order to help resolve customer issues and inquiries. There were multiple resources available for staff that could potentially result in giving information that is not current to the MACSC customer. Streamlining resources of information for staff would allow staff to provide quality services to all our customers and promote continuous improvement in line with divisional values. This project related directly with key strategic initiatives of Medicaid Expansion and continual process improvement for better customer service.

Objectives/Mission Statement

- **Improve the turnaround time of KB updates**
- **Decrease customer callbacks from incomplete answers to customer inquiry**
- **Increased employee satisfaction by having confidence in their resources to adequately provide a definitive response to the customer inquiry**
- **Have a single source of information identified as standard for staff to reference in a timely manner**
- **Decrease the time it takes for staff to access information to respond to customer inquiry**

Targets/Metrics Estimated for Current and Future Conditions

The team identified 8 Kaizens that could be implemented in 90 days. These Kaizens included (but are not limited to) reducing information asked for during a phone call, updating information needed by MACSC staff and having it easily accessible during a call, and cross training in order to eliminate hand offs. In order to recruit MACSC staff for the Implementation Teams, they made this video which is frequently shared with HCA staff outside of MACSC:
http://www.youtube.com/watch?v=AD3weevJMcE&feature=youtu.be

Results

- **Call navigation – for client calls the average speed of answer improved by 5.1 minutes per call from March 2013 to August 2013**
- **Call navigation – for provider calls the average speed of answer improved by 4.3 minutes per call from March 2013 to August 2013**
- **Call navigation – for client calls the percentage of calls answered improved by 30 % from March 2013 to August 2013**
- **Call navigation – for provider calls the percentage of calls answered improved by 6% from March 2013 to August 2013**

Next Steps

Workgroups with emphasis on process improvement will continue. The MACSC Team has created visual management in the workplace and will continue to monitor timelines. The staff is aware of how to put ideas forward for continual improvement. This project will be "re-visited" in the future in order to consider the Kaizens that did not get accepted for the 90-day implementation.

ESD – Unemployment Insurance Claims Center

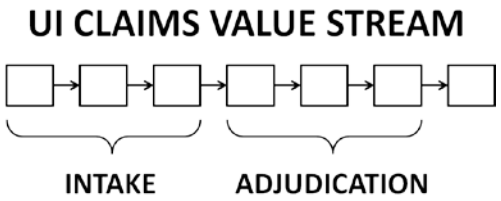
Project Title: Quality Improvement in the Unemployment Insurance Claims Centers (ESD)
Dates of Workshops: February, 2013; June, 2013; pilots on-going June-August, 2013
Contact Person: Project Lead: Steve Ruggles; Project Sponsor: Susan Hettinger; Lean Lead: Stew Henderson
Lean Tools: Value Stream Mapping, Standard Work, Kaizen Event, Root Cause Analysis, Root Cause Corrective Action, Pareto Charting, Prioritization Matrix, Mistake-Proofing

Background

Processing Unemployment Insurance (UI) claims is one of the most important functions the state performs, directly contributing to a healthy Washington economy. In 2012, understanding that proven Lean process improvement methodology offered great opportunities, ESD launched a major Lean effort focused on increasing efficiency and developing standard work in UI Claims. Based on early successes, ESD leaders expanded Lean activities in 2013.

Objectives/Mission Statement

- Map the entire UI Claims value stream (Intake through Adjudication)
- Identify inefficiencies and opportunities to standardize processes
- Improve the quality of adjudication decisions
- Build a Lean culture: Partner better across divisions, become more open to change, and accept mistakes as part of learning



Targets/Metrics Estimated for Current and Future Conditions

1. Systematically identify defects, analyze patterns, and identify root causes.
2. Identify a simple quality measurement tool to provide rapid feedback to adjudicators.
3. The three most important root causes of quality problems: Inconsistent guidance to adjudicators, lack of standard work in the interviewing process, and technical errors related to documentation of the process.

Results

1. Launched a Defect Prevention Team and developed an analysis and feedback system to produce a steady stream of data to inform improvement efforts.
2. Developed a one-page quality checklist to give adjudicators rapid feedback on quality.
3. Adjudicators on the checklist pilot team self-corrected and virtually eliminated the documentation errors, which dropped from 20% to less than 1%.
4. Pilot teams have consistently displayed very high levels of employee engagement, insisting on continuing projects despite major lay-offs and a significant office closure.
5. Pilot team members have successfully made the cultural transition from hiding defects into welcoming problems as opportunities for improvement.

Next Steps

- Provide the Defect Prevention Team with additional Lean training and support to analyze quality data, identify the most promising opportunities, and launch a series of focused Kaizen events to implement solutions.
- Train supervisors and lead workers to improve consistency of quality reviews across the enterprise.
- Roll out the new quality review process to all staff.
- As new best practices and standard work are identified, develop a system to ensure consistent communication and implementation across the enterprise.

DFW – Fish Passage Restoration

Project Title: Washington Department of Fish and Wildlife (WDFW) and Washington State Department of Transportation (WSDOT) Fish Passage Restoration Process

Dates of Workshop: February 26 and June 11-12, 2013

Contact Persons: Rob Geddis and/or Jair Reitsma, Lean Transformation Office, WDFW

Lean Tool(s): Flow Mapping and Value Stream Mapping (VSM)

Background

- WDFW and WSDOT collaborate to build culverts to meet both environmental and construction regulations.
- As a result of a March 2013 US District Court decision, WSDOT must repair or replace 817 culverts by the year 2030.
- WSDOT and WDFW want to improve their collaboration process to help WSDOT meet their 2030 deadline.

Objectives/Mission Statement

Develop a process for fish passage design development with the initial capability to bring at least 30 culvert correction projects through design and ready for construction, no later than June 2015. This new process should be scalable to support 60-80 projects per biennium in the future.

Targets/Metrics Estimated for Current and Future Conditions

1. Create joint culvert design teams.
2. Integrate survey work of both agencies.
3. Develop field review preparation and execution checklists.
4. Create a file-sharing process between agencies.
5. Develop a process for WDFW to provide periodic review and feedback on WSDOT culvert projects.

Results

The Value Stream Mapping exercise estimates the following improvements:

1. A 65% reduction in the amount of time to identify requirements, plan for, and design a culvert (from a median time of 54 mo./culvert to an estimated time of 19 mo./culvert).
2. Creating the capacity to build 30 culverts per biennium by 2015, and to build 70 culverts per biennium by 2017. (The previous pace was 4-5 culverts per biennium.)
3. Reducing the amount of time used to re-do/correct initial culvert designs from 25% to almost 0%.

Next Steps

June – October 2013, WDFW and WSDOT will implement the plan for the new process.

October 2013-July 2015, WDFW and WSDOT will measure culvert design pace and quality against anticipated targets.

Other Comments

OMWBE – Application Backlog Elimination

Project Title: Application Backlog Elimination

Dates of Workshop: August 2012 – January 2013

Contact Person: Debbie McVicker, Deputy Director

Lean Tool(s): Value Stream Mapping, One-piece flow, Bottleneck analysis

Background

The number of backlogged applications (addressing timeliness and quality of applications not certified within ninety days of application), first thought to be 200 to 300 state and federal applications, eventually totaled 1,828. This was discovered as the legacy IT system was dismantled and records were physically audited. The discovery equaled two years of work at "normal" pace. The normal process was not going to address the discovery of 1,828 backlogged certifications. An internal team was formulated to look at different processes that could address the backlog in the five month allotted time while ensuring the quality of certifications met U. S. Department of Transportation (USDOT) and state standards and could withstand rigorous scrutiny.

Objectives/Mission Statement

- Reduce application processing time.
- Eliminate backlog of application files while maintaining the integrity of the application process.

Targets/Metrics Estimated for Current and Future Conditions

- Creation of comprehensive checklists for state applications based on what the regulations require.
- Creation of comprehensive checklists for federal applications based on what the regulations require.
- Creation of assembly line process and assignment of team members as Subject Matter Experts (SME) in specific areas.
- Ensure this assembly line process, referred to as "Blitzing", met the standards of the USDOT and state regulations.

Results

- OMWBE formed a team to create the checklists based on the state and federal regulations, one checklist for state files and one checklist for federal files.
- To ensure the integrity of the "Blitz", the team invited the Federal Highway Administration (FHWA), Washington State Department of Transportation (WSDOT) OEO, Department of Enterprise Services- Risk Management (DES), Governor's Policy Office and the Governor's Office of Accountability and Performance Consultant (Lean) to review and suggest changes to strengthen the quality of results, and eventually validate the process. Additionally, the same agencies were invited to visit unannounced to review/audit any work, work processes, or results. Unannounced visits were conducted by FHWA, WSDOT, DES and Lean. No process deficiencies were found.
- Morale had been very low prior to June 2012, and with the involvement of employees in the lean exercises and with the number of physical files waiting to be worked visibly reduced, morale greatly improved as the employees felt empowered.
- 1,578 backlog files were completed in less than 5 months. The remaining 225 files will continue to be processed using the lean methods developed by the team.

Next Steps

- OMWBE continues to monitor the workloads of analysts and ensure that a backlog will not be created again.
- OMWBE will forecast the state recertification applications and federal Annual Updates to ensure the work is equally distributed among analysts.
- OMWBE began facilitating meetings between OMWBE, WSDOT and FHWA. The regularly scheduled meetings are issue driven. The agencies discuss and resolve issues in a timely manner and before they become complex. The time allotted to each meeting is scaled on the issues being addressed. The meetings have proven successful, not only resolving emerging issues but improving confidence in processes of each agency participating.

Other Comments

- A significant accomplishment to note, while addressing the 1,828 backlogged certifications, OMWBE continued to receive new applications, annuals and recertifications; over 625 since June 2012. New federal applications were not only processed on time, but in less than the ninety days allotted.
- Production results of processed certifications went from two or three per week prior to June 2012 to twenty per week after August 2012.

WSDOT – Collision Data Backlog

Project Title: Reduce Collision Data Backlog
Organization: Washington State Department of Transportation
Dates of Workshop: Value Streaming Mapping – 4 days June 2012, Lean Boot Camps started December 2012 and continue to be a part of the work culture
Contact Person: Mark Finch and Nadine Jobe
Lean Tool(s): Value Stream Mapping (VSM), Customer Focus, Simplification, Standardization, Visual Management Boards, Continuous Improvement Triage Teams, Developing Staff and Instituting Lean Methodologies to Sustain a Lean Culture

Background

In the early 2000s, processing of statewide collision reports was transferred from the Washington State Patrol (WSP) to the Washington State Department of Transportation (WSDOT). Over a decade of changes (e.g., legislation, staffing changes and reductions, changes in data content and business rules, changes in coding methodologies, etc.), the time it took from when WSDOT received the report until it was fully-analyzed and available for data customers who needed analyzed data had grown to 8.5 months. It was projected that the processing time would hit 11 months by the end of 2012. The delay was unacceptable.

Each year the data office receives more than 100,000 collision reports from statewide law enforcement agencies and offices. There are many data customers with a wide variation of knowledge, skills and tools who require the data (e.g., other agencies that need the data to perform their agency mission or job functions, the media, law enforcement, attorneys, engineers, analysts, legislature, researchers and the public) in different formats and levels of detail.

Objectives/Mission Statement

Efficiently and effectively supply our data customers with complete, accurate and timely collision data for their respective business needs.

Targets/Metrics Estimated for Current and Future Conditions

1. Trained staff to maintain customer focus, methodologies, processes and data quality.
2. Maintain the fully-analyzed record processing time to between 30-60 days at the current staffing level.
3. Provide data to customers as early in the process as possible (many customers do not require fully analyzed data).
4. Standardize data quality processes.
5. Standardize, document and effectively share collision data and coding methodology changes.
6. Trained staff to assess and implement change appropriately and efficiently.
7. Standardize data reporting when appropriate and useful.
8. Maintain a high level of customer service based on customer needs.
9. Build and sustain a Lean work culture that encourages staff input, participation and personal growth.

Results

1. The time until a fully analyzed collision record is available to customers dropped from 8.5 months in August 2012, to under 60 days in September 2013
2. Adjusted workflow process so report is processed from start to finish by the same analyst instead of multiple staff; effectively reducing built in wait times between processing queues.
3. Adjusted workflow allowing county engineers to receive and review a collision report in 12 days instead of 122 days.

4. Based on customer input, reduced the number of data fields that were being reviewed, analyzed and changed by staff; when appropriate accepted data "as is" from law enforcement; and, when necessary and appropriate create a "Not Sufficient Information" and request clarification or additional information from the officer.
5. Discontinued analyzing citizen reports that were called into law enforcement telephone reporting units and treated them the same as other citizen submitted reports. There are approximately 10,000 of these reports annually. They continue to be scanned and indexed and available through public disclosure.
6. A healthy, productive, collaborative, participatory work environment.

Next Steps

Complete a Lean project with the Collision Branch's reporting unit.

Continue to use Lean methodologies and tools.

Continue to interface with business customers in order to respond and adapt to their changing business needs.

Continue to develop staff utilizing critical thinking, problem solving, communication and mentoring.

Maintain the tenants of a Lean culture.

Other Comments

DOL – Driver Record Requests

Project Title: Department of Licensing - Driver Record Requests

Dates of Workshop: January 2013

Contact Person: Larry Watkinson

Lean Tool(s): DMAIC, Value Stream Mapping, 5Why's, Affinity Diagram, and Standard Work.

Background

The Department of Licensing (DOL) received over 245,000 requests for driver records in 2012. Requests can be made in a DOL office, online, by mail, and by email. The Driver Record Requests Unit fulfills these requests for the public, law enforcement, courts, school districts, insurance companies, employers, and attorneys.

In January 2013 the unit had over 2,600 requests backlogged in email, 44% of which were older than 15 days. They believed current processes and communications were causing some inefficiency. They believed how they used the Internal Driver Information Processing System (IDIPS) was creating delays in fulfilling requests.

They were committed to DOL's strategic goals of customer focus and business efficiency, and per the priority actions in our Strategic Plan they chose to use Lean to improve their processes. They took one of DOL's Lean trainings, sought a sponsor and facilitator, developed an employee-driven team and held a Lean Event.

Objectives/Mission Statement

- Streamline the workflow by finding the waste and reducing the number of process steps
- Standardize work processes and forms based on efficiency and effectiveness
- Update desk manuals accordingly so veteran staff can efficiently train new staff and take on new court duties

Targets/Metrics Estimated for Current and Future Conditions

1. Reduce the number of steps in processing records requests.

2. Decrease backlogged records requests and sustain at lowest volumes possible.

Results

1. Reduced process steps for IDIPS from nine steps to five.
2. Improved and standardized the form for requesting a certified copy of a driver record.
3. Created desk manuals for certified copies, driver record abstracts, and refunds. Used the manuals to train six new staff.
4. Decreased backlogged requests from 2,600 to nearly zero: During the first month following the Lean Event the unit reduced their backlog (requests older than 15 days) by 35%. During the next six months they reduced their backlog based on that 15 day target to zero. So they reset their target to seven days. For the last two weeks the unit has processed all requests within seven to eight days.

Next Steps

The team continues to track and discuss their process turnaround time data, and find new opportunities to improve the processes and team skills. They also plan for cross-training within the unit, and to revise another driver record request form with plain talk and emphasis on the option of requesting records online.

Other Comments

The unit supervisor believes the Lean training, subsequent team work, and improved processes have even helped individuals develop skills for their new duties of providing personal testimony in court.

DOR – Public Records Request Process

Project Title: Public Records Request Process

Dates of Workshop: January 2013

Contact Person: Janet Shimabukuro, Assistant Director, Taxpayer Services Division

Lean Tool(s): Value Stream Mapping, modified risk assessment, etc.

Background

Customer service is one of the Department of Revenue's top priorities. One of the many ways we interface with the public is through public records requests.

Public records requests continue to be rated as an area of high risk in the Agency's Enterprise Risk Assessment process. Failure to respond to these requests in a timely manner (within 5 business days for initial response) leaves the Agency vulnerable to sizeable fines and penalties. A new Public Records Request Tracking System was implemented in summer of 2011. Although data analyzed suggested that there was low risk for responding within the five business days, there was a slightly higher risk for requests that were sent the initial response and estimated due date, without the promised follow up.

Objectives/Mission Statement

The Lean process improvement event allowed the work unit to examine the business processes, locate root causes of the problem, and develop an action plan.

Targets/Metrics Estimated for Current and Future Conditions

In addition to value stream mapping, the team also conducted a Risk Assessment that vetted best practices, and reaffirmed mutual understanding of public records laws and policies. It was invaluable to have participants from the Attorney General's Office on the team.

A significant change was creating the documentation of this business process as an initial step toward standardization. The most significant improvement was capitalizing upon the existing tracking system. The team discovered that the new Public Records Request Tracking System did not have a "Dashboard" to provide the simple visual cues to an**y** of the staff entering the system. Multiple kaizen bursts required the ability to determine the current status of outstanding requests and workload volume at a glance. This improvement opportunity was developed, implemented, and completed within 60 days.

Results

As a result of the Lean event, 26 action items were identified. Of those 26 items, 15 have been completed or researched and determined no additional action was needed at this time. This includes:

- Changing the name of the internal public records mailbox to "DOR Public Records" so it is intuitive and easy to find. Communicated that change to the agency and instructed staff to send ALL requests to this inbox which has multiple recipients rather than sending requests directly to the Public Records Designee's personal mailbox. This ensures requests are received from all areas of the agency in a timely manner and responded to within the required 5 business days.
- Added a visual "Dashboard" to the agency's Public Records Request Tracking System. This ensures all staff that access the system can immediately see how many requests are still outstanding and how many are due today. Adding this visual cue eliminated the need for a redundant step of inputting the requests into a separate tracking system. This saves approximately 5 minutes per records request received. On average, the agency receives 25 requests per week, so the approximate savings equates to 1.25 hours per week.
- Ensuring consistent use of one central location for responders to save responsive documents for public

records and litigation discovery requests.

- Officially "closing" out requests if the responder fails to respond to a request for clarification. The model rule identifies this as a best practice. If the requestor still wants the records, they must resubmit their request.
- Increasing capacity in the Public Records Unit. We have hired a Public Records Supervisor and will be adding one additional staff person.

Results also include increased employee engagement through regular and ongoing communication and training. For example, a problem identified through the value stream mapping was that Public Records Coordinators across the agency did not clearly understand their roles and responsibilities. This group will now meet quarterly to jumpstart this important dialogue and provide ongoing education.

Next Steps

The Public Records work unit has experienced unprecedented turnover in recent months. Despite this challenge, the divisional leadership has ensured continued and steady completion of action items from this Lean event. The new Public Records Supervisor and staff will continue to pursue the remaining action items. This includes establishing clear and consistent training for employees in regard to their Public Records responsibilities and convening regular meetings of the Agency's Public Records Coordinators. These individuals will be critical to refocusing the agency on this important work, establishing best practices, and ensuring ongoing education.

Other Comments

PSP – Time Sheets

Project Title: PSP Timesheet Lean project
Dates of Workshop: June 2013
Contact Person: Katherine Boyd, Performance Manager
Lean Tool(s): Value Stream Map, Kaizen bursts

Background

In 2013, an internal auditor hired by PSP to review financial procedures found that, while the current system meets the minimum essentials required by EPA, the timekeeping process could be much more robust. Additionally, audits by our administrative team found several common errors. Issues from these two reviews included:

- There was no verification process in place to determine that the leave listed on the timesheets actually matches the leave requested in the state's leave system (ESS).
- PSP employers who are paid through indirect funds had only just started to use timesheets and we needed to make this a process for everyone to follow.
- Filling out the timesheets was a cumbersome process for employees, who have to enter the same data every month.
- There were regular errors on the timesheets, including lack of employee ID #, incorrect or missing budget codes, and hours entered on incorrect or invalid dates

Objectives/Mission Statement

- Be in compliance with federal and state standards.
- Ensure that individual employees fill out timesheets accurately – reduce errors.
- Employees turn in timesheets on time.
- Standardize the process for all employees and train employees in how to use the new process.

Targets/Metrics Estimated for Current and Future Conditions

Target :

- 0 errors per time period, across all timesheets
- In compliance with state and federal standards
- Employees trained in new process

Kaizen bursts included:

- **Improved training** for the following issues: Matching ESS leave to leave declared on timesheets and filling out timesheet correctly (ex: supervisor double-checks ESS leave, timesheets must be signed by staff and supervisor before being turned in)
- **Improved timesheet design** to prevent common errors like wrong employee ID, time reported for non-work days, and incorrect codes being reported
- **Improved process** to institute regular auditing and make timesheets available to staff on shared drive (some were getting lost on people's computers).

Results

- **Target is 0 errors per time period, across all timesheets**
  Prior to the redesign, the error rate for all staff timesheets combined averaged 6.7 errors per time period: 3.1 errors in basic information or reporting on the timesheet, and 3.6 errors in the reconciliation of ESS with the leave declared on the time sheet. The second pay period after the redesign, the auditor reported zero errors of either of these types.
- **State and Federal standards**
  During the timesheet redesign, the Finance Team took the opportunity to make several changes that put us in better compliance with state and federal standards.
- **Standardized process**

Our Human Resources Director arranged an introductory training for staff to learn to use the new process, and has held two classes so all employees follow the same steps for completing their sheets.

- **Timesheets turned in on time**
  Because the timesheets are easier to complete, and their importance has been stressed in our trainings and all-staff meetings, employees have been turning in fewer late timesheets
- **Employee engagement**
  Based on a survey of PSP staff done two months after implementing the timesheet change, we found that:
  - 70% find the new timesheet easier to use than the old timesheet
  - 67% report that it is faster to fill out than the old timesheet
  - 44% were now verifying that their leave balances on their timesheet matched the leave taken in ESS (48% had already been doing that)
  - 95% found the new timesheet process to be an improvement over the old one
  - 50% of staff have a generally positive impression of Lean, and the remainder reported themselves as neutral or lacking enough information to have an impression. (No negative impressions.)
  - For 73% of staff, this project was their first exposure to Lean.

A few comments from staff, received from our survey:

Thanks for your work on improving the timesheet. I am considering looking at Lean principles to see how to improve some processes that I lead for our team.

Great work! Very efficient! Thanks, guys!

I'm impressed with the overall outcome of this process, so probably have a more positive impression of Lean than I did before!

Suggest similar process improvement for travel expenses/ reimbursement. It's definitely in need of review and updating.

Next Steps

We continue to use and refine the Leaned timesheet and the associated process. We have shared copies of the timesheet file with other Small Agencies for them to use as a model.

We will hold an all-staff training on Lean concepts in general.

We will tackle additional Lean projects in FY 2014, most likely related to our fiscal processes.

DSHS – HCA & DSHS Provider Overpayment Cost Recovery

Project Title: DSHS & HCA Provider Overpayment Cost Recovery

Dates of Workshop: January 2013

Contact Person(s): Rhonda Thomas, Child Support Program Manager, (360) 664-5185 and Linda Kleingartner, Director of Planning and Continuous Improvement, (360) 902-0787

Lean Tool(s): Value Stream Mapping

Background

This Lean effort was held to address and improve a cost recovery process between the Health Care Authority (HCA), Department of Social and Health Services (DSHS), and two contractors, OPTUM Insight and CNSI. Recovery of overpayments through this process has dropped dramatically in the past two years. Fixing this process is critical to ensure recoveries total a 3-to-1 return on the investment of the OPTUM contract. Prior to implementing ProviderOne (P1) two years ago, the Office of Program Integrity, Payment Recovery Program (OPI/PRP), with the assistance of OPTUM, DSHS Information Systems Services Division (ISSD), and DSHS Office of Financial Recovery (OFR), collected $90 million in overpayments. In Fiscal Year 2012, collections were less than $1 Million. The current recovery goal for SFY2013 is $7.2 million.

Objectives/Mission Statement

The Goals for this workshop and markers of success:

- Double the number of batches (letters) sent out correctly (currently an average of six batches are done a month). We would like to complete 12 batches per month on a routine basis.
- Speed up and increase the process for the number of OPI overpayments (currently the process takes approximately 2 ½ to 3 weeks for part 2). We would like to get this down to 1 to 1 ½ weeks.
- Reduce amount of time it takes from invoice creation to date letter mailed.

Targets/Metrics Estimated for Current and Future Conditions

The workgroup came up with 11 improvement ideas for implementation. They included:

- Developing a SharePoint site so those involved in changing the process can stay informed
- Creating standard operating procedures and housing them in a central location
- Developing standard letters
- Combining OMSD functions to reduce number of handoffs
- Checking at beginning of process to ensure clean data (to avoid duplicate overpayments)
- Notifying vendor of updates before batches are received
- Printing and mailing from within the agency

Results

The final changes were implemented in August 2013. Although it's too early to report on an increase in cost recovery, HCA has already realized a huge improvement in time savings. What used to take 3-4 weeks to accomplish now takes 1.5-2 weeks, equating to a 50% improvement in turnaround time. In addition, the complexity of the process and number of handoffs, due to both ISSD and OFR being removed from the process, have greatly decreased.

Next Steps

Continue to monitor and eventually evaluate for changes in cost recovery and time savings.

Other Comments

The following are quotes received from the work group participants:

"Incredibly energizing with a great process focused team" – Christine Chumley, HCA

"I feel like I walked away with $100 when I was only expecting $10" – Daniel Hughes, HCA

"I'm excited about Lean and hope that it does become part of the state culture when implemented" – Justin Goodwin, HCA

"I'm very proud of what we accomplished and I think taxpayers / Medicaid clients will be too" – Amy Evans, DSHS-DCS/OFR

"I'm very glad I had the opportunity to participate in this process. The entire group worked well together. It was a pleasure to be part of this experience" – Barb Daniels, DSHS-ISSD

Washington State
Liquor Control Board

LCB – Feedback on Application Status

Project Title: License Feedback on Application Status
Dates of Workshop: August 2013
Staff Contacts: Beth Lehman Process Owner and Alan Rathbun Activity Sponsor
Lean Tool(s): Value Stream Mapping, DMAIC, Customer Surveys, Ishikawa Diagram

Background

Our customer survey data showed that licensing applicants wanted to be kept better informed about their application status, as only 61% interviewed had a positive experience. Applicants also felt that after their required documents had been submitted, communication from the LCB declined significantly. The LCB Licensing Customer Service Team logs an average of 55 calls daily from businesses inquiring about their license application status.

Objectives/Mission Statement

- **Identify and resolve the root cause for status calls**
- **Reduce the number of calls into LCB Customer Service regarding application status**
- **Improve survey results in keeping the customer informed of their status in the process**

Targets/Metrics Estimated for Current and Future Conditions

- **Licensing initiated letters emailed to applicants at three stages:**
  - **Customer Service sends an email when applications are received**
  - **Investigator group sends an email when required documents are received**
  - **Support sends an email when license is issued**
- **Opportunities for status questions are often posed as email replies to these notifications**
- **Changes were also initiated on the website to illustrate the process stages and what to expect**

Results

- **Reduced average number of calls regarding application status from 55 to 4 daily (92%)**
- **Projected time savings 1320 hours annually**

Next Steps

- **Customer survey is being developed to confirm improvements in customer satisfaction**
- **Possible long term strategy to develop an online visual application tracking system (TurboTax)**

Other Comments

With the reduction of calls coming into Licensing Customer Service Team, the staff has increased its capacity to focus on their core competencies, as well as be able to provide better service to the public due to the tremendous increase of inquiries coming from perspective marijuana licensees.

CDHL – Statewide Outreach Team

Project Title: Statewide Outreach Team – Deaf/hard-of-hearing support for local school districts, students and their families

Dates of Workshop: Quarterly Meetings: January 23, 2013; April 25, 2013; August 6-7, 2013

Contact Person: Rick Hauan

Lean Tool(s): Continuous Improvement, Root Cause Analysis, Standard Work, etc.

Background

During the 2009 legislative session, ESSB 1879 passed creating a new agency to oversee statewide services for deaf/hard-of-hearing children throughout the state. This law changed the agency name from Washington School for the Deaf (WSD) to Washington State Center for Childhood Deafness and Hearing Loss (CDHL). Our legal mandate lists our primary functions as:

- **Managing and directing the supervision of the state school for the deaf;**
- **Providing statewide leadership and support for the coordination of regionally delivered educational services in the full range of communication modalities, for children who are deaf or hard of hearing; and,**
- **Collaborating with appropriate public and private partners for the training and professional development of educators serving children who are deaf or hard of hearing.**

In December, 2010 we delivered a comprehensive report to the Legislature outlining future activities to achieve the goals established by the state wide task force. These goals included development of a statewide team of subject matter experts in the field of deaf education to provide technical assistance to enhance and broaden capacity within the existing statewide educational structure. Key partners include: OSPI; Department of Health; Department of Early Learning; local school districts and Education Service Districts. By leading this collaborative effort we are able to provide infrastructure development and support to assist local lead agencies to meet the needs of children at the local level. Additionally, we offer on-site educational support at Washington School for the Deaf.

In order to provide support to districts, CDHL developed a network called the "Statewide Outreach Team". This new team currently has 40 experts with a wide variety of professional training coming together from across the state. This team is lead through joint leadership with CDHL, OSPI, Washington Sensory Disabilities Services (WSDS) and meets on a quarterly basis to ensure educational services are delivered appropriately.

Objectives/Mission Statement

- **Continuity of support for delivery of educational services across the state**
- **Single point of contact for educational support and resources**
- **Reduce duplication of efforts**
- **Quicker response time**
- **Support school districts by offering a multi-disciplinary team addressing educational needs for all communication modalities**
- **Standardize work process and streamline work flow**

Targets/Metrics Estimated for Current and Future Conditions

- **Created a subject matter expert group for deaf education support**
- **Established a single point of contact for educational services for deaf/hard-of-hearing children**
- **Standardized intake and reporting process**
- **Implemented new technology solutions for shared access statewide to generate and share**
- **information in a secure location**

- **Created a new data tracking system identifying current and project future needs and documenting services rendered**
- **Strengthen and grow the contract support for services to districts**

Results

- **We are able to respond more quickly as well as sending teams from a more proximal location**
- **We can match the need of the student and district by sending appropriate personnel to meet the unique needs and communication modality of students**
- **Improved parent engagement through resource deployment**
- **Increased capacity through partnership and collaborative activities**

Next Steps

- **Develop a comprehensive system of data collection**
- **Create a reporting tool to share data with stakeholders and legislators statewide**
- **Create a tool to use data to prioritize service requests and program development Provide Lean overview training to Statewide Outreach Team members and agency employees**

Other Comments

Commerce – Director Signature

Project Title: Director Signature
Dates of Workshop: April 2013
Contact Person: Project Lead – Denise Ertman (Previously Geri Nelson)
Lean Tool(s): Value Stream Mapping

Background

- **There are no standards in place**
- **Maintain the integrity of our documents**
- **There's no Assistant Director in BSD. Transition has made it difficult to know what to do**
- **We need a process that meets all our business needs (Divisions and the Director's Office)**
- **We need consistency in our process**
- **We need consistency in our formatting**
- **The director needs to know the process we are using to obtain his signature**
- **Minimize redo loops and errors**
- **Minimize stress**
- **Save Time**
- **We need to provide backup support when needed**
- **With two locations, there's room for confusion**

Objectives/Mission Statement

- **Improve work flow for the following documents: Letters and memos , Contracts, Decision memos, Letters (to Governors' Office but through the Director) , Requests for the Governor to attend events , Out of country travel . Federal forms, , Shared leave, Personnel forms, Board Appointments, and Timesheets**

Targets/Metrics Estimated for Current and Future Conditions

- **Percent of documents that are not in the proper format**
- **Percent of documents that contain major grammatical errors (acronyms, inconsistent content, etc.)**
- **Percent of documents that when through the process (track along the way)**
- **Percent of documents processes in the Director's Office within five business days (including Friday)**

Results

Due to a change in executive administration, the work done to date is being reviewed and re-assessed by the team. Suggested changes to the process are currently being implemented. The team will meet again in 45 days to evaluate the updates to the process and incorporate those changes into the process flow.

Next Steps
After the next, final assessment, the project will be complete and accuracy and adherence to the process will be owned and monitored by the administrative team.
Other Comments

Commerce – Chart of Accounts

Project Title: Chart of Accounts
Dates of Workshop: January 2013
Contact Person: Project Lead – Roger Horn, Project Sponsor – Connie Robins
Lean Tool(s): Value Stream Mapping

Background

Every two years the budget and accounting staff update the agency coding structure for the upcoming biennium, taking into account legislative, federal and agency changes. This coding structure is used for budget allotments, tracking of agency costs, agency/division organization charts, and statewide accounting reports. When the agency has completed its revision, the codes are uploaded into AFRS. During the biennium, codes can be added, deactivated, or amended.

Objectives/Mission Statement

To improve accuracy and completeness of agency financial reports and save time resulting from coding errors by:

- Improving the process of developing and updating the chart of accounts (Coding structure)
- Ensuring that the coding structure meets all federal, state, and agency financial reporting requirements
- Making codes easily accessible to people throughout the agency
- Reducing rework caused by miscoding of expenditures

Targets/Metrics Estimated for Current and Future Conditions

- Develop standards and instructions– Communicate standards and track errors
- Transfer the process to Accounting effective July 1st
- Accounting and Budget will work together for the 13/15 chart of accounts development
- Streamline the process
- Eliminate 3 handoffs and 7 steps between Budget Office and Budget Coordinators
- Update Excel tool to accommodate process

Results

- Chart of Account codes were made easily accessible to people throughout the agency on February 27, 2013
- Standards and instructions were completed and communicated February 22, 2013
- The Excel tool was updated March 28, 2013
- Eliminated 3 handoffs and 7 steps March 28, 2013
- The process fully transferred to Accounting July 1, 2013
- Prior Errors estimated at 120; 416 actual errors documented during this process:
    - 121 errors prior to data upload from Excel tool to Chart of Accounts/AFRS
    - 203 errors during upload
    - 92 changes/additions after upload
- Feedback/Satisfaction:
    - Excel tool worked well; Quote: "Great tool"
    - Budget and Accounting response to needs was excellent; Quote: "Immediate responses for fixes and very helpful"

- Liked review of data with Program and Budget/Accounting prior to finalizing
- Feedback/Dissatisfaction:
  - Multiple copies of the Excel tool caused confusion
  - No ability to sort data
  - Too many fields locked from data entry, would like to have more control
  - Excel tool not in upload format for Chart of Accounts system, required copy/paste to separate file
  - Legislature last minute budget caused timeline issues; caused staff to work beyond normal hours

Next Steps

- Create one shared Excel tool; do not allow copies
- Modify Excel tool so can upload to Chart of Accounts system without manipulation
- Evaluate locked fields in Excel tool and determine method to sort without breaking links
- Analyze Chart of Accounts system for possibility of direct data entry by Program staff to potentially eliminate the Excel tool and the process steps associated with the Excel tool

Other Comments

Commerce - Purchasing

Project Title: Purchasing
Dates of Workshop: October, 2012
Contact Person: Jerry Ferrante
Lean Tool(s): VSM, AIW

Background

Request and approval process for purchasing were inconsistent throughout the agency. Information was often missing, including packing slips. Visa reconciliations were often incorrect and payment information including MI information and statewide vendor numbers were incorrect approximately 40 percent of the time.

Objectives/Mission Statement

The goals of this process improvement were to streamline the purchasing process (identify redundancies, reduce stress/frustration) to determine if the process meets customer need.

Targets/Metrics Estimated for Current and Future Conditions

Metric	Results	Estimated Savings
Demand	150 - 300	N/A
Touch Time (best case)	39 min. 49 sec.	N/A
Cycle Time	1-2 weeks	33%
No. of Steps	47	6
% Non-Value Added Steps	94%	1%
Purchase request Errors	5%	5%
Credit Card Reconciliation Errors	30%	70%
Accounts Payable doesn't receive backup documentation	15%	18%
AFRS Errors	?	?

Results

We are currently in the "check" phase of this project and are analyzing our improvements. Our results do not show the desired level of improvement at this time.

Next Steps

Commerce has submitted the paperwork to the OCIO as part of the formal request process to get a Statewide

Admin. System's Approval to pursue purchasing a new Procurement/Purchasing solution to replace our old system. We are waiting to hear back from the OCIO and DES on a meeting to answer any questions they might have to further our request for the approval.
Other Comments

Commerce – Standard Risk Assessment

Project Title: Standard Risk Assessment
Dates of Workshop: December, 2012
Contact Person: Bev Emery
Lean Tool(s): VSM Current and Future State, Pick Process, AIW

Background

There was a lack of clarity around function and expectations for monitoring contractors at Commerce. Our monitoring term definitions were inconsistent throughout the agency and there was inconsistency around practices and procedures related to risk assessments and monitoring.

Objectives/Mission Statement

Develop and implement standardized best practices for fiscal and programmatic monitoring as a tool to reduce time, cost and risk associated with reimbursements/payments and comply with requirements.

Targets/Metrics Estimated for Current and Future Conditions

Our target future state is to create a standard process and monitor whether our contractors are high, medium or low risk with the goal of helping our service vendors move towards low risk. Once the standard practices are in place, we will be able to track meaningful metrics around risk and monitoring.

Results

Based on our AIW, we have defined our financial and programmatic risk assessment and monitoring systems for service programs, reducing our risk associated with reimbursements (A19s). We have developed standard agency level risk assessments with the assistance of program, fiscal and audit staff. Our risk assessments will inform our monitoring practices depending on whether a vendor is identified as high, medium or low risk.

Next Steps

We are currently developing a process to launch standard annual risk assessments for our contractors at the agency and program levels. Risk assessment data will be stored in our Contract Management System by vendor once the process for receiving the information is identified and finalized. We will be meeting to finalize the process for service programs in mid-September.

Other Comments

Commerce – Weatherization Program

Project Title: Weatherization Program
Dates of Workshop: July- November 2012
Contact Person: Teri Ramsauer
Lean Tool(s): Value Stream Mapping, PICK Process

Background

As Recovery Act funding comes to a close and there is little certainty about state and federal funding levels, we mapped the current state of the Commerce weatherization contracting process. If we understand the current state, we can more easily move towards an efficient future state.

Objectives/Mission Statement

In order to examine the weatherization program processes, we will create a current state value stream map.

Targets/Metrics Estimated for Current and Future Conditions

Our goal was to map the weatherization program from federal and state allocation of funds to contract close out and monitoring and find high level areas to focus on. Action items were:

- **Reduction of onsite file review and increase of desk review through use of the Weatherization Information Data System (WIDS).**
- **Standardization of Corrective Action Plans, used to help contractors improve.**
- **Clarification of the intent and scope of the WIDS.**

Results

Reduction of onsite file review and increase desk monitoring: Demonstrated new WIDS features (attaching documents for submission to Commerce to state-wide database) at training in March; Developed dashboards for identifying file and site correction trends and issues by agency; Introduced the completely electronic WIDS version of the Weatherization Workplan; City of Seattle is testing the first standardized electronic home energy audit.

Standardization of Corrective Action Plans: Began informally using a template format for Compliance Monitor reports. Established priorities through a Weatherization Future Task Force, further improvements postponed due to higher priorities and staff reductions.

Clarification of the intent and scope of WIDS: Increased webinars and staff "help-desk" presentations with Q&A at quarterly Weatherization (Wx) Network meetings; Updated and distributed new Technical Assistance Guides; Expanded awareness of report function for local agency use; Used Program Evaluation data to collect energy savings; Established Task Force to help determine job classification data.

Next Steps

Align improvements above with the new Department of Energy requirements issued July 2013.

Other Comments

The low-income Weatherization Program at Commerce participated informally in the first steps of the Lean process. Many efforts were underway in advance of the Accelerated Improvement Workshop and will continue through work with the Wx Network partnership established between Commerce and 25 non-profit agencies, local governments and tribal housing programs.

CTS – Incident Notification Project

Project Title: CTS Incident Notification Project

Dates of Workshop: March 2013

Contact Person: David Brummel and Gary Duffield

Lean Tool(s): Value Stream Mapping Workshop

Background

CTS provides Technology-based Services to many State and Local government entities. Part of the on-going support of these services includes keeping customers informed about any unplanned outages, performance degradation, or other issues (incidents) that arise.

CTS customers reported the current CTS Incident Notification process is not consistent across the services they purchase, both in what is reported and how it is reported. They also mentioned timeliness of notification is an issue and they are concerned about occasions when it appears they know about a problem or incident before we do.

In summary:

- **Incident notification is inconsistent, incomplete, not timely, or missing.**
- **Customers expend resources to diagnose a problem that is already known to CTS.**
- **The status of service is not always transparent.**
- **Customers are not always sure when and how an incident was resolved.**

Objectives/Mission Statement

The overall goal of this project is to improve our incident notifications to our customers.

CTS expects to provide consistent, complete, and timely reporting of major incidents to our service teams, as well as informing our customers that a major incident has been reported.

The objective is to evaluate the Incident Management process to identify how to:

- **Begin messaging sooner.**
- **Message more accurately.**
- **Message more consistently.**
- **Increase the messaging channels.**

Targets/Metrics Estimated for Current and Future Conditions

The target includes establishing a baseline for the existing incident notification process. It was our objective to identify and implement improvements such that:

- **90% of service-affecting incidents are communicated to the customer within 30 minutes of major incident determination**
- **Our customers receive consistent notifications for the variety of technology services that they purchase from CTS**
- **Any lack of clarity is eliminated, both in the process and in the notifications**

Results

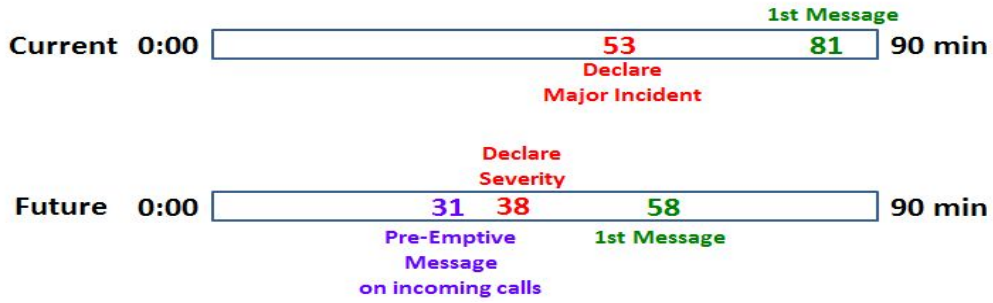
Timeliness

1. **Pre-emptive message on Automated Call Distribution system within 31 minutes from incident**

onset.

- This is a new message not currently part of current state.

2. Severity of incident declared 38 minutes from incident onset.
   - This is 14 minutes faster than current state (53 minutes).
3. 1st message to customers sent 58 minutes from incident onset and 20 minutes from when severity is declared.
   - This falls within the estimated goal target at start of project of 30 minutes from when severity is declared
   - This is 23 minutes faster than when current 1st message is sent (current state is 81 minutes).
4. When customers call in, an Automated Call Distribution system will inform the customer that CTS is aware of an incident.
5. Message about all major incidents will be sent to Major Incident ListServ
6. Major Incident WebPortal will be created. Messages about major incidents will be posted to site.
7. Escalation process created to help facilitate enrolling another CTS service unit that needs to be involved in dealing with the incident.
8. Elapsed time standards created that will trigger escalation to Service Owner/Assistant Director.



Consistency/Clarity of Message

1. Messages are now "kitted" using a standard template
2. Incident owner provides "successive check" before message is sent

Transparency

1. An Incident Owner will now "own" the incident through closure
2. Final resolution information will be posted to WebPortal

Next Steps

- Complete Implementation project
- Complete CTS Staff Education Program
- Review/communicate with customers
- Go Live with changes

Other Comments

- This Lean project was CTS' first solo lean event.
- It was our official agency Lean project reported to the Governor's Office of Accountability.
- We received a coach from Virginia Mason to help us with the project through the Governor's Office Lean Expert Partnership Program.

DAHP – Cultural Resource Review Times

Project Title: Reduced Cultural Resource Review Times

Dates of Workshop: Unavailable

Contact Person: Allyson Brooks

Lean Tool(s): WISAARD, Cultural Resource Database Management System

Background

Federal and state statutes and regulations mandate that DAHP review and comment upon projects that may affect significant archaeological, historic, and cultural resources. While these statutes and implementing regulations afford DAHP anywhere from 14 to 30 days to respond to project submittals, this comment period can be problematic to project applicants/proponents working under time constraints to move forward. DAHP's has turned to its WISAARD (Washington Information System for Architectural and Archaeological Records Data) as the agency's Lean tool for enhancing the efficiency and effectiveness of its project review and comment mandate.

Objectives/Mission Statement

Objectives:

- **Reduce project review and comment response time by 20%.**
- **Enhance the transparency for stakeholders of DAHP's review and comment process.**
- **Strive to reach "paperless society" efficiencies by eliminating submittal of hard-copy documentation.**
- **Reduce, if not eliminate, project applicant/proponent need to visit DAHP office for research and data collection.**

Mission Statement: Reduce required SHPO cultural resource review time while enhancing the effectiveness of review comments.

Targets/Metrics Estimated for Current and Future Conditions

1. **Aggressively pursue technology to achieve objectives.**
2. **Pursue highly skilled expertise in constructing WISAARD.**
3. **All staff engaged throughout the design process through Lean committee structure.**
4. **Actively engage stakeholders/end-users in the process.**
5. **Comments/issues/concerns identified by the Lean committees pushed up to contractors and steering committee for action.**

Results

1. **Average response time to state and local agency project reviews reduced from 16 to 6 days.**
2. **Actual number of written comments made to state and local agency project reviews increased by nearly 10%.**
3. **Estimated annual savings by project applicants/proponents of over 50,000 vehicles miles traveled to DAHP office.**
4. **Estimated annual saving of nearly 100,000 lbs. of CO2 emissions from reduced travel to DAHP office by project applicants/proponents.**
5. **Employee morale boosted as a result of the efficiencies afforded by WISAARD to dedicate more time to**

priority or complex reviews rather than to process.

Next Steps

1. **Lean committees continue to identify procedures or steps in the review process that can be transacted through WISAARD.**
2. **DAHP continues to move records and data to electronic databases to increase access by stakeholders and reduce storage space needs.**
3. **DAHP's strategic planning process continues to identify documents, tools, and programs to be developed or transformed to a web-based platform to increase access by stakeholders.**
4. **DAHP will develop on-line tutorials for training purposes.**

Other Comments

DEL - Training

Project Title: Training
Dates of Workshop: N/A
Contact Person: Sheri Bruu-Deleon (Department of Early Learning)
Lean Tool(s): Just- In-Time Training

Background

Lean is new to DEL so our primary focus has been the education and introduction of Lean tools and concepts to all team members. To that end, a group of team members participated in the on-line Lean for Dummies book review with the intent to share information and tools with their fellow team mates. While engaged in this effort, the team members realized that capturing ideas for process improvement and tracking work around those ideas was critical. Meanwhile, the Lean Practitioner had already been working on creating a form for all team members to use to identify waste and record potential process improvements. She saw an opportunity to utilize the book review team's new learning and excitement about putting Lean tools and concepts into practice and suggested they pilot the form.

Objectives/Mission Statement

- The Staff Process Improvement Idea form would be piloted and adjustments made prior to release to the agency for use.
- All Central office team members would be trained in the use of the Staff Process Improvement Idea form by August 31, 2013 (approximately 50% of staff).
- Trained team members would actively use the Staff Process Improvement Idea form to identify waste and suggest process improvement for implementation.

Targets/Metrics Estimated for Current and Future Conditions

- **N/A**

Results

- 42 Staff have been trained to date (approx. 35% of central office staff)
- Positive feedback received on training
- 1 process improvement activity was implemented and another is being considered
- Vetted a form and process for capturing process improvement efforts and roll-up of data
- Regularly scheduled briefings with DEL Leadership Team regarding progress.

Next Steps

- Train remaining team members
- Systemic and consistent engagement in process improvement discussions and efforts at the lowest level
- Regular check ins with past trainees to encourage process improvement efforts
- Encourage Leadership team to identify a process improvement effort as demonstration for other team members

Other Comments

DES – Vehicle Acquisition Process

Project Title: Enterprise Services Fleet Management – Vehicle Acquisition Process
Dates of Workshop: December 2012
Dates of Implementation and Final Results: December 2012 (Note: this project does not fall into the Jan – July 2013 time period above but was not accounted for in the previous Lean results tracking which was August 2012.)
Contact Person: Sponsor: Jacob Skeers, PIP Consultant
Lean Tool(s): Value Stream Mapping, Visual Management, Standard Work, Mistake Proofing

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

- Better customer service as a result of more frequent, standard communications.
- Improved communication with Finance and more accurate funding requests for Department of Revenue.
- Freed employee capacity: approximately one hour per employee, per week, or 3 hours.
- Lead time reduced: approximately 1 week for each vehicle.

Next Steps

Explore software solutions to eliminate redundant data entry and shadow systems.

Other Comments

DES – Public Disclosure Request

Project Title: Public Disclosure Requests Process

Dates of Workshop: November 2012

Dates of Implementation and Final Results: March 2013

Contact Person: Heather Dumas, PIP Consultants

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

Background

- Agency-wide, in addition to identifiable Public Records requests, there are a substantial number of frequent "events". Some of these events:
  - are correctly categorized as Public Records requests and tracked: 148 such events were logged in the database;
  - are processed but not correctly categorized as Public Records requests and therefore not tracked: 25 (conservative estimate) such events were not logged in the database (15%).
  - In addition, the level of effort associated with DES responses to these events is not well understood and therefore inconsistent: e.g., records may be created where no such requirement exists, requests for information may be treated as Public Records requests.
  - Thus, it is probable that not all actual Public Records requests are known to, correctly categorized, tracked and documented by the DES Public Records Officer.
- Tracking Systems: While the current tracking system logs requests, it cannot incorporate the content of actual response. The actual response and associated documentation (responsive records, exemption logs, correspondence and documentation essential to possible litigation) are distributed in multiple locations, e.g., network shares, Outlook folders.
- The system for categorizing and labeling Public Records request associated documentation is not documented.
- The knowledge and selection of commercially available software tools used to process Public Records request is not documented and there is no process documentation or knowledge of all the DES IT systems involved in public records searches.

Owing to its origin as an agency that consolidated several existing agencies, DES records are found in a range of diverse physical and digital locations. Consequently, there is risk associated with the current method of locating responsive records.

Objectives/Mission Statement

To implement a public disclosure process that minimizes the department's risk exposure, maximizes staff resources, is uncomplicated, and provides requestors with the records they are requesting as quickly as practicable.

- Enable DES employees to identify a Public Records request
- There is one clear public disclosure process for DES which is understood and followed.
- Ensure that all actual Public Records requests are addressed (i.e., acknowledged, responded to)
- Appropriate staff is trained on the law and confident in the process.
- There are contacts established in each division to serve as public disclosure request coordinators.
- Public disclosure requests and responses are tracked and documented in one place

Targets/Metrics Estimated for Current and Future Conditions

- Train DES employees in PDR requirements and process
- Establish Public Records Coordinators and train them

Results

The Public Records Requests Process Lean project was about quality: establishing a solid process throughout the agency which meets the requirements of the Public Records Act.

- Reduced steps from 93 to 65 (eliminate agency to agency, information request)
- All requests tracked
- Public Records Coordinators established and trained in the divisions
- Consistent copying charge policy
- Cost recovery
- Differentiation between information and public records request, inter agency requests, and media requests and how they are treated
- Implemented close ended communication standards with requestor
- Streamlined redaction
- Not creating records or formatting records unnecessarily

Next Steps

Other Comments

DFI – Physical Records Management Workshop

Project Title: Physical Records Management Accelerated Improvement Workshop
Organization: Department of Financial Institutions
Dates of Workshop: March 2013 – June 2013
Contact Person: Phil Brady
Lean Tool(s): VSM, Standard Work

Background

DFI managed its records on a Division-by-Division and occasionally unit-by-unit basis. This led to inconsistency in tracking records, packing boxes, transmitting them, dealing with mid-retention recall, and final destruction of boxes. There were also no standard work processes across the agency or within divisions, leading to changes from year to year depending on which staff were assigned those particular duties. While DFI has always complied with the requirements of the Preservation and Destruction of Public Records Act, RCW 40.14, the lack of standardized processes for records management increased the risk of non-compliance with the Act, was inefficient, and did not meet the business needs of the agency.

Objectives/Mission Statement

DFI needs a physical records management system that is:

- Consistent
- Repeatable
- Uniform
- Trackable

We need the ability to locate a record quickly, recall it, use it, and return it without losing track of the record.

Targets/Metrics Estimated for Current and Future Conditions

Reduce number of errors in transmission of records to the State Records Center to zero.

Results

1. Consolidated 5+ methods of record keeping
2. Substantially decreased the number of forms being returned from the Records Center (zero in the six months since the workshop) or internally (no more than one a month during the same period) due to defects.
3. Created consensus around the need for a uniform workflow for physical records management.
4. Developed a team mentality among records managers who may not have even met before the workshop.

We have substantially decreased the number of transmittals rejected by the Records Center over the last six months. During that period, we have not had any transmittals rejected, though after some staff turnover, we have caught and addressed several errors internally and will be providing additional training as needed. Because they all designed our system as a group, the records managers in each Division have been working together to address issues as they arise.

Next Steps
The physical records management team will continue to meet regularly, and the project lead will periodically audit the tracking system to make sure procedures are being followed. Our next step is to design and begin our next public records-related lean improvement project. We anticipate going out to RFP shortly on a process to standardize our physical record imaging (scanning) process. The RFP for this next project will be substantially improved over the RFP for the past project, and will better reflect the needs of DFI. This project has also shown us that our different procedures are mostly personality-driven rather than business-need driven, which has laid good groundwork for future public records projects.
Other Comments

DOC – Corrections Wellness

Project Title: Corrections Wellness

Organization: Department of Corrections (DOC) / Administrative Services Division / Human Resources Department

Dates of Workshop: April and May 2013

Contact Person: Jim Dunivan / 360.725.8415 / jhdunivan@doc1.wa.gov

Lean Tool(s): Focus Groups, Affinity, Train-the-Trainer

Background

DOC has a long history of local wellness committees operating in an undirected manner, and not all locations experience the support needed to sustain a wellness program. In support of the Governor's Wellness priority, DOC seeks to develop and sustain an infrastructure of annual Corrections Wellness Plan, local Wellness Advisory Councils, event coordination and support mechanisms for a healthier DOC workforce.

Objectives/Mission Statement

Success in this improvement cycle is identified as meeting these objectives:

- **Multi-disciplinary lean team to plan the approach for a comprehensive DOC Wellness program**
- **Develop Corrections Wellness annual in-service curriculum with staff feedback loop**
- **Lean team recommendations for further initiatives to advance Corrections Wellness**

Targets/Metrics Estimated for Current and Future Conditions

1. **All staff attend Corrections Fatigue annual in service training**
2. **Participant survey to identify additional, value add, Wellness initiatives**
3. **Report FY 2014 DOC Wellness Plan progress quarterly**

Results

A lean team was engaged in a two day accelerated improvement workshop to develop annual in-service curricula related to employee wellness. In addition, the team was tasked with identifying an approach (Plan) to implement (Do) and sustain (Check-Act) a comprehensive DOC Wellness program to be implemented during fiscal year (FY) 2014. The following are recommendations from the team that are approved for action:

1. **Form a DOC Wellness Steering Committee and local Wellness Advisory Councils**
2. **Develop and deploy a DOC Wellness Assessment**
3. **Develop the FY 2014 DOC Wellness Plan based on assessed needs**
4. **Deploy Plan and report progress quarterly**

Next Steps

Phase 2 (Do) improvement cycle is underway, which involves stakeholder engagement to identify and develop wellness initiatives that will provide value, from the perspective of our employees – target implementation:

- **Item 1 above - December 2013**
- **Items 2 and 3 above – March 2014**
- **Item 4 above – June 2014**

DOC – HR Communication Plan

Project Title: Human Resources Communication Plan

Organization: Department of Corrections (DOC) / Administrative Services Division / Human Resources Department

Dates of Efforts: January through March 2013

Contact Person: Jim Dunivan / 360-725-8415 / jhdunivan@doc1.wa.gov

Lean Tool(s): 5S / Standard Work / Affinity

Background

Human Resources (HR) has grown significantly to meet the staffing needs of the Department of Corrections. This growth has increased the complexity of the work and required a greater capacity to remain current with agency and legislative priorities. The major sources of communication were Outlook email and SharePoint site. However, no protocols or procedures for strategy or use were developed and over time the emails became "white noise" that was overwhelming and the SharePoint site became unwieldy and inaccessible. The project team was assigned to develop an internal communication plan to provide timely and relevant information using the most effective communication channel. An efficient and lean communications system supports the DOC Strategic Goal *Improve Business Practices and Performance* and the HR Business Plan objective of *Improve HR Processes*.

Objectives/Mission Statement

The project charter identifies success in this improvement cycle as meeting these objectives:

- **Identified best practices in internal communication**
- **Gap analysis of the current state**
- **Protocol for communication modes and frequency**
- **Standards for documenting decisions**
- **SharePoint configuration for intuitive document housing and access**
- **A Communication Plan that specifies standards for communications**

Targets/Metrics Estimated for Current and Future Conditions

- **SharePoint will be the main information and content management channel**
- **Identified individuals who will be responsible for maintaining content**
- **Link to reference documents rather than uploading**
- **Use of universal naming conventions and style sheets**
- **Set a review and retention schedule for all documents and data on SharePoint**

Results

The effort to improve communications within HR has resulted in these improvements through June 2013:

1. **Communications Matrix – guidelines for content, modes and frequency**
2. **A3 template adopted by HR Leadership Team for problem solving and documenting decisions**
3. **Phase 1 HR Library of Knowledge (SharePoint) implemented (Plan-Do)**
4. **Job Aids for SharePoint standards and use: content management, naming convention, permissions and sustainability**

Next Steps

The communications team will survey the Human Resources staff to measure levels of satisfaction with the new communication systems in January 2014. Improvements will be made based on feedback from the customer.

DOC – HR Library of Knowledge/SharePoint

Project Title: Human Resources Library of Knowledge / SharePoint

Organization: Department of Corrections (DOC) / Administrative Services Division / Human Resources Department

Dates of Efforts: May and June 2013

Contact Person: Jim Dunivan / 360.725.8415 / jhdunivan@doc1.wa.gov

Lean Tool(s): Readiness Assessment, Focus Groups, Affinity, 5S, User Acceptance Testing

Background

Human Resources (HR) was an early adopter of SharePoint (SP) technology at DOC, and in 2009 HR piloted a site to function as a repository for information, resources, templates, decisions, etc that local HR units use regularly in their work. At that time, Information Technology SP standards were not in place and DOC did not have a knowledge base related to SP design, development and sustainment. As a result, the SP site became cluttered and all but unusable with no standards for: site permissions and administration; library and list configuration; naming convention and search function; source document linking; and quality assurance reviews. Customer (local HR) satisfaction with the site was not good: 44% of survey respondents were dissatisfied with site look and feel, usability and content.

Objectives/Mission Statement

The project charter identifies success in this improvement cycle as meeting these objectives:

- **Access to desired information in an average of three clicks**
- **Search function and speed improved through content and space management**
- **Intuitive layout and cataloguing of content (libraries)**
- **Notifications of new material in the main window**
- **A Quick Launch menu with links to frequently accessed information**
- **Naming conventions and document standards**
- **User acceptance and follow-up surveys to ensure continued customer satisfaction**

Targets/Metrics Estimated for Current and Future Conditions

1. **Three mouse-click average to access any resource (50% reduction)**
2. **65 MB library size (50% reduction)**
3. **90% customer satisfaction (49% improvement)**

Results

Local HR (customer) was engaged to identify customer and business requirements, and a lean project team was brought together to conduct a gap analysis between the current state and what the customer wants and needs. The site was designed, developed and tested by teams of HR staff, and training on the new site occurred at local HR offices prior to implementation. Initial results look good:

1. **User testing labs verify a three mouse-click average to access material**
2. **42.6 MB library size**
3. **91% customer satisfaction with site look and feel, usability and content – 60 days after "go live"**

Next Steps

Phase 2 is underway, which involves customers in a continuing site clean-out of the SP storage area, further reducing obsolete materials, freeing up space and improving site performance – target completion December 2013.

Phase 3 will institute customer quality assurance reviews, continuous improvement efforts and site sustainment – target launch January 2014.

DOC - L&I Claims Management

Project Title: Labor and Industries (L&I) Claims Management
Organization: Department of Corrections (DOC) / Administrative Services Division / Human Resources Department
Dates of Efforts: January through May 2013
Contact Person: Jim Dunivan / 360.725.8415 / jhdunivan@doc1.wa.gov
Lean Tool(s): Readiness Assessment, Value Stream Mapping, Affinity

Background

DOC had a specialized unit to manage LNI claims, which was greatly reduced during unprecedented budget reductions beginning in 2009 when the majority of claims were turned over to local HR staff. The LNI claims management process posed significant challenges for local HR generalists: complex, infrequent and with critical milestones to meet. Inconsistent practices resulted in: missed opportunities for stay at work reimbursements; underutilization of modified duty; longer periods of time loss; and increased insurance premiums (2013.)

Objectives/Mission Statement

The project charter identifies success in this improvement cycle as meeting these objectives:

- **Standard process, including roles and responsibilities**
- **Elimination of tracking systems outside the information system of record**
- **Increased use of modified duty and stay at work options**
- **Performance monitoring and reporting**
- **Lower insurance premiums in year three of the experience rating period**

Targets/Metrics Estimated for Current and Future Conditions

1. **Standard work processes documented**
2. **Claims management quality assurance reviews**
3. **1 or lower Experience Rating for 2015**

Results

A lean project team was brought together to participate in a Value Stream Mapping event: walk the gemba; map current state; eliminate waste, solve problems and identify improvements; map future state; and develop implementation plan. Initial improvements resulted:

1. **Resource reallocation (leveling) to centralize LNI Claims Management – effective May 2013**
2. **Infrastructure for centralizing claims – office space, SharePoint, file transfer, etc**

Next Steps

Phase 2 (Check-Act) improvement cycle is underway, which involves stakeholder engagement to identify customer needs and opportunities for improvements with the 120 day old process, as well as to evaluate current appropriateness of previous future state kaizens – target completion December 2013.

DOC – Laundry and Delivery Service

Project Title: Mission Creek Corrections Center for Women Laundry and Delivery Service

Organization: Department of Corrections (DOC) / Prisons Division

Dates of Workshop: April and May 2013

Contact Person: Jim Dunivan / 360.725.8415 / jhdunivan@doc1.wa.gov

Lean Tool(s): Focus Group / Root Cause Analysis / A3

Background

Mission Creek Corrections Center for Women's (MCCCW) laundry services are outsourced to Correctional Industries (CI). Effective in late September 2012 they have gone from washing undergarment in house to sending all items to CI. The laundry pick up services are part of a route that includes Washington Correction Center for Women (WCCW). MCCCW needs to have a consistent and standard pick up schedule to minimize shift and offender movement schedules.

Objectives/Mission Statement

A focus group identified success in this improvement cycle as meeting these objectives:

- **Set delivery days and times**
- **Increased attention to detail of forecasted and actual laundry costs**
- **Development of a detailed communication for Prison staff and CI**

Targets/Metrics Estimated for Current and Future Conditions

1. **CI to delivery at 5:30 AM on scheduled delivery days**
2. **CI to have access to staff laundry closet eliminating the need for prison staff supervision**
3. **Accurate cost and inventory management systems in place**

Results

The Executive Team of MCCCW met to identify customer and business requirements, and a lean project team formed to conduct a root cause analysis of the current issue. The initial results look good:

1. **Documented departure and arrival times**
2. **New procedures developed and communicated to all staff**
3. **Documented amounts of inventory in and out**
4. **Updates to shift checklists completed**

Next Steps

Institute customer quality assurance reviews, budget impacts, continuous improvement efforts and site sustainment – target quarterly reviews and additional process evaluation and reviews.

The MCCCW Leadership Team reports a good level of comfort for using the A3 problem solving tool.

DOC – Violator Confinement

Project Title: Violator Confinement

Organization: Department of Corrections (DOC) / Administrative Services Division - Community Corrections Division – Health Services Division – Office of Executive Policy

Dates of Efforts: April through June 2013

Contact Person: Jim Dunivan / 360.725.8415 / jhdunivan@doc1.wa.gov

Lean Tool(s): Readiness Assessment, Walk the Gemba, Value Stream Mapping, Standard Work

Background

Implementation of ESSB6204 known as Swift and Certain began July 2012 and fundamentally changes how DOC addresses offender violation behaviors in the community. Officers sanction violators immediately with one to three day confinement, in the majority of cases. The increased flow of violator confinement (booking) has resulted in a compressed timeframes for placement triage and data entry and therefore, errors have increased. OMNI, the information system of record does not produce reports needed to track all aspects of violator bed billing, so staff have developed tracking systems of their own. The current state conditions include increased subsequent transfers, unverifiable jail bed charges, and inaccurate (low) average daily population, which generates funding.

Objectives/Mission Statement

The project charter identifies success in this improvement cycle as meeting these objectives:

- **Defined roles and responsibilities**
- **Reduced waste and non-value added processes**
- **Standard work processes and procedures across the enterprise**
- **Accurate and reliable violator data**
- **Reduced costs associated with overpayment, transportation and redundant work processes**
- **Performance metrics in support of continual improvement**

Targets/Metrics Estimated for Current and Future Conditions

1. **100% Transfer Order request made by Community Corrections Officer to Violator Desk (25% increase)**
2. **100% Report Wizard use for Warrant Request (50% increase)**
3. **100% OMNI Supervision Activity completed at time of arrest (50% increase)**
    a. **New process – Violator Desk, not CCO, enters OMNI data**
4. **100% bed charges verified in OMNI**

Results

A lean project team of twenty-four subject matter experts participated in a Value Stream Mapping event to: walk the gemba, map current state, identify improvement opportunities, map the future state, and develop an implementation plan. A sub-team formed to function as the implementation team, and the following are being developed:

1. **Violator Desk staffed per interim (90 day) model**
2. **Policies revised to support standard business processes**
3. **OMNI data entry completed by Violators and Warrants Desks staff, not Community Corrections Officer**
4. **Confinement Order call tree and placement triage**
5. **Communication and staff training / Violator Confinement Desk Manual (standard work)**

Next Steps

Phase 2 (Do) is underway, and working to full implementation by December 2013. A formal evaluation (Check) and improvement effort (Act) will occur 90 days after "go live."

DOC – Workplace Investigations

Project Title: Workplace Investigations

Organization: Department of Corrections (DOC) / Administrative Services Division / Human Resources

Dates of Efforts: February through June 2013

Contact Person: Jim Dunivan / 360-725-8415 / jhdunivan@doc1.wa.gov

Lean Tool(s): Readiness Assessment, Individual Interviews, Affinity, Value Stream Mapping

Background

The consolidation of previously separate units (PREA, IDC and WIS Investigations) into one investigative body has demonstrated the need to examine the entire system to identify redundancies, streamline investigation assignments and ensure consistent application of "just cause" policy. While some steps in the investigations process had been improved, there had not been an attempt to comprehensively standardize or formalize the process at the enterprise level. The project team was assigned to develop a standard process, define roles and responsibilities of staff accountable for all aspects of Workplace, IDC and PREA investigations.

Objectives/Mission Statement

The Project charter identifies success in this improvement cycle as meeting these objectives:

- **Standard work processes**
- **Defined Roles and Responsibilities**
- **Improved ability to efficiently "triage" and assign cases**
- **Document the processes and procedures**
- **Performance metrics in support of continual improvement**

Targets/Metrics Estimated for Current and Future Conditions

- **37% reduction in Investigation Lead Time by increasing the First Time Yield and reducing the number of handoffs**
- **62% reduction in Investigation Touch Time by standardizing the workflow and documentation required for final reports**
- **34% Reduction in Steps to complete the process by reducing the # of handoffs and the need for multiple reworks and revisions**

Results

90% of the Kaizen Improvements have been implemented as of June 2013:

1. **SharePoint workflows for document review and revision**
2. **Elimination of two investigation reviews**
3. **Standard work for triage and assignment**
4. **Cross-functional flow charts to establish roles and responsibilities – standard work**

Next Steps

The implementation of improvements is being monitored through monthly dashboard measuring of lead time, and is scheduled for formal quality review and improvement cycle in the first quarter of 2014.

WSDOT – DBE Certification System

Project Title: Digitize Disadvantaged Business Enterprise (DBE) Certification System (Office of Equal Opportunity)
Dates of Workshop: August 2012 – July 2013
Contact Person: Debbie McVicker, Deputy Director
Lean Tool(s): Value Stream Mapping, One-piece Flow

Background

In January 2012, the Office of Minority and Women's Business Enterprises (OWMBE) partnered with WSDOT to design a program to improve OMWBE's document management system. The vision is to reduce application processing time for OMWBE certification to meet the federal guideline.

Objectives/Mission Statement

The business objectives of the Disadvantaged Business Enterprise Certification (DBEC) project were to:

- Speed up the OMWBE Certification process to meet the new federal regulations.
- Reduce the risk of losing federal funding.
- Make application approval process efficient.
- Provide a better method for responding to and receiving certification packages from other states.
- Reduce application processing time.
- Standardize amount of time applicant firms have to respond to Additional Information Requests.
- Standardize language on Additional Information Request letters.

Targets/Metrics Estimated for Current and Future Conditions

- Receive applications in paper format and capture them into a document management system.
- Ensure applicants pay appropriate fees prior to application processing.
- Ensure applicants receive updates on their current application status.
- Review applications for completeness and assign for analysis.
- Review applications for approval, denial, or administrative closure within time constraints mandated by Washington state and federal regulations.
- Conduct peer and certification supervisor reviews of applications.
- Request additional information from applicant via email using auto-populated forms.
- Receive electronic or paper responses to requests for additional information.
- Reopen and process previously administratively closed applications.
- Track ongoing applications and requests for additional information.
- Process annual updates and state recertification applications.
- Maintain application tracking information for reporting and tracking purposes.
- Respond to requests for information from other states.
- Send and receive certification information from other states in electronic or paper format.

Results

- Applications are tracked from induction of application to certification decision.
- Feedback from applicant firms has been overwhelmingly positive, with firms thanking OMWBE for notifying them when their application has been received, when their application has completed the prescreening process, and for providing the contact information for the analyst assigned to their file, and when a decision for certification has been made. At each step in the application process, automatic emails are sent to the firms so

the firm owner always knows where his or her application is in the process.

- Analysts are able to work remotely and access the online certification database, so when an analyst is out in the field at an onsite visit, he or she is able to pull up the documentation in the file and make notes directly into the database.
- OMWBE has been able to reduce paper and toner costs by creating digital copies of files to provide for public records requests, other state certification agencies, and USDOT and state appeals instead of hard copy files. The estimated cost savings in paper and toner is approximately $3,000 per year. This equates to a 65 percent reduction in cost.

Next Steps

- OMWBE continues to monitor the effectiveness of the certification process and any unnecessary "waste" (no value added) activities to identify areas for improvement.
- OMWBE hopes to add an online application process and incorporate this with the online certification database.

Other Comments

WSDOT – Government Contracts Process

Project Title: Improve Government Contracts Process in Research Office (Office of Research & Library Services)
Dates of Workshop: November-December 2012
Contact Person: Leni Oman, Kathy Lindquist
Lean Tool(s): Value Stream Mapping, looked for Kaizen actions

Background

The Washington State Department of Transportation (WSDOT) conducts research to streamline and advance business practices in support of agency strategic objectives. The Office of Research & Library Services (ORLS) develops and manages the majority of contract agreements and task orders with research institutions. Approximately 100 agreements and task orders with approximately 26 institutions are active at any given time in various stages (development, active, closing). The time required to reach a signed agreement was inconsistent, resulting in frustration and, sometimes, delay from the desired project start date. Issues arise around delay in delivery of completed contracts, workload management, inconsistency in information provided, inconsistent understanding/expectations of the process, and concern about perceptions in poor customer service.

Objectives/Mission Statement

This project intends to improve the consistency, efficiency, and predictability of the research contracting process with other government institutions.

Targets/Metrics Estimated for Current and Future Conditions

1. Require use of a standard contract with limited exceptions as part of the Request for Clarifications.
2. Initiate contract review after the final scope of work is completed. Develop a checklist of information needed to complete an agreement.
3. Establish timelines for submittal of a final scope of work prior to the planned start date.
4. Monitor contract activity quarterly. Maintain status of contract actions on an andon board and post requested changes or questions for action.

Results

1. Clarified time line
2. Determined what needs to be contained in a complete contract package; information for initial contracting
3. Developed project scope of work and associated materials

Next Steps

Continue to use the process and evaluate effectiveness

Other Comments

WSDOT – Traffic Data Collection

Project Title: Improve Information and Process Flow for Traffic Data Collection (Statewide Travel & Collision Data Office)

Dates of Workshop: May 2013

Contact Person: Dave Bushnell and Lori Beebe

Lean Tool(s): Value Stream Mapping, PICK Diagram, Kaizen Bursts, Future State Map

Background

The Traffic Reporting Analysis & Processing Section (TRAPS) is responsible for collecting and reporting data from 168 statewide permanent traffic recorders, 35 weigh in motion, 116 permanent traffic data collectors, 17 Seattle sites, six Oregon sites, nine ferry terminals, and is responsible for processing, analyzing and disseminating this traffic data. The section supplies accurate traffic data such as volume, classification, speed, and freight data used in highway analysis. The data collected and processed is used in the following ways:

- Produce timely and accurate volume and freight data for published social media used by the public and freight carriers in making travel decisions.
- Produce timely and accurate speed data for highway operations analysis. WSDOT will use this information to identify truck bottlenecks on highways; evaluate truck travel times in relation to project construction, and monitor performance on the state's truck corridors.
- Timely and accurate truck weight data helps with decisions on pavement management based on freight data.
- Average truck volumes shows growth and corridor use Truck Freight Performance Measure pilot project that tracks spot speeds, directions, and origins and destinations.

Objectives/Mission Statement

- Collect, analyze and report traffic data that is of the highest quality
- Standardize work processes
- Streamline work flow
- Eliminate redundancies

Targets/Metrics Estimated for Current and Future Conditions

- Reduce time between retrieving, validating and correcting equipment malfunctions to reduce loss of traffic data
- Reduce steps and office processing "touch time" through automation
- Eliminate redundancies
- Update old applications to become Window 7 compliant
- Identify equipment failures earlier in the process, reducing loss of traffic data

Results

- Captured 18 potential Kaizen Bursts to be reviewed and tested
- Automating Oregon Transportation Data input process reduced office processing time by 40 percent monthly
- Worked with customer and eliminated duplication of information submitted from three to one form per trouble site each month.
- Worked with OIT to automate SHRP/FHWA process, which reduced processing time from 48 hours per month to two hours per month, reducing processing time by 96 percent.
- To date have eliminated two old non-Windows 7-compatible applications

Next Steps

1. Implementation team continues to meet and discuss prioritized Kaizens to be addressed
2. TRAPS staff submits monthly takt times to capture process and time savings as changes continue. Team Manager and Lean leader Lori Beebe, captures and tracks all team times to chart progress.
3. Lean team, which includes TRAPS and IT staff, continue to address obsolete and redundant processes and data application formats.

Other Comments

Lean thinking, tools and techniques are being utilized daily with new Kaizens being submitted as they are captured.

WSDOT – Streamline Sign Fabrication

Project Title: Streamline sign fabrication process (WSDOT Central Sign Shop Process Review)

Organization: Washington State Department of Transportation

Dates of Workshop: August 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

This pilot project was initiated in 2012 with the purpose of exploring lean tools and techniques. The intention of the pilot project has been to complete the process improvements identified during the initial workshop followed by an assessment of the results and lessons learned. This pilot project is completed.

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 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

During the August 2012 workshop the pilot project developed 26 process improvements to be implemented in a three-phase (30, 60, 90 day) approach. **As of June 2013, these process improvements were completed to the extent possible**. All of the process improvements completed fit into the following categories:

1. Reduce sign order volatility (level incoming orders)
2. Reduce the number of emergency and rush orders
3. Increase sign order volume along with the volume of signs per order
4. Expand communication of Central Sign Shop services to improve planning and increase order volume
5. Modify construction and life cycle replacement program practices
6. Reduce handoffs during the ordering process and redistribute workload
7. Adjust pricing model to align cost and value
8. Capture manufacturing capacity metrics
9. Reduce rework and eliminate process waste during the ordering process through standardized work and communication with the customer
10. Pursue additional sources for recycled aluminum
11. Evaluate existing aluminum and sign sheeting contracts and re-bid as necessary
12. Consolidate shipping locations
13. Realign recycling program to remove a significant handoff

Results

The final results of the pilot project were determined by comparing fabrication process data from before September 2012 with data from September 2012 through June 2013.

1. Average price per square foot reduced 25%
2. Manufacturing of signs increased: Total square footage per month by 46%; total number of signs per month by 219%
3. Rush and emergency orders reduced from 20% of all orders to 5%, including Skagit River Bridge emergency signs

Next Steps

Lessoned learned from this pilot project are expected to help guide other lean projects within WSDOT. The Central Sign Shop is currently assessing the results of the process improvements completed along-side the lessons learned during the pilot project prior to establishing longer term targets and metrics. **This pilot project is completed**.

Other Comments

None

WSDOT – Ferries Digital Schedule Updating

Project Title: Standardize Ferries Digital Schedule Updating (Washington State Ferries)
Dates of Workshop: May 2013
Contact Person: Sayee Vaitheesvaran
Lean Tool(s): Kaizen, Elimination of non-value added activities

Background

Publishing and maintaining the digital schedule within WSF is an antiquated, manual, inefficient, and error-prone process that experiences multiple delays and often results in inaccurate information being presented to customers.

Objectives/Mission Statement

Streamline process for publishing and maintaining the sailing schedule to eliminate published schedule errors.

Targets/Metrics Estimated for Current and Future Conditions

Eliminate data entry errors, inaccurate information, unnecessary steps, and the need to maintain duplicate data in multiple systems. The schedule release and maintenance process will be seamless across multiple ferry departments, with each step adding value to the overall process. Any procedures or steps that do not contribute to the quality of the final schedule products will be eliminated or improved.

Metrics	Current	Future
Man hours spent entering and correcting data	one week per season	one day per season
Reservation availability	two months before season	six months before season
Schedule for public	20 days before season	40 days before season

Results

As the result of the workshop, received signature approval on project charter, authorizing launch of project and its objectives.

- Preliminary data collected.

Next Steps

Kaizen event planned in the first week of October 2013.

Other Comments

WSDOT – UW/State Agency Invoicing

Project Title: Standardize University of Washington/State Agency Invoicing (Office of Research & Library Services)
Dates of Workshop: February 27 – March 1, 2013
Contact Person: Leni Oman, Kathy Lindquist
Lean Tool(s): Kaizen, Value Stream Mapping, Visual Management

Background

UW was experiencing a backlog of invoicing issues for Washington state agencies. State agencies were not getting the invoices delivered according to agencies' contract requirements. Some invoices were past due, did not include required documentation or the documentation was inaccurate. UW was putting in too much labor time to collect and prepare documentation to support invoices and for Washington state agencies to process the payments.

It is important for both UW and state agencies to process and receive the invoices and back-up documentation in a timely manner with no mistakes.

Objectives/Mission Statement

Standardize and streamline invoicing between the University of Washington and state agencies.

Targets/Metrics Estimated for Current and Future Conditions

- The number or percent of invoices delivered according to agency contract requirements
- The labor hours to bill and process payments
- The number of held or revised invoices or delinquent notices
- The number of refunds issued

Results

1. Value stream mapping workshop completed in March 2013
2. Workgroups formed to address communication, contract development, training, checklists and forms, and information technology

WSDOT participated in two improvement groups (Kaizens) - the Communication Group and the Forms and Checklist Group. WSDOT was the lead for the Forms and Checklist Group. The Communication Group focused on creating a Fiscal Year/Biennium End Close timeline document. The document referenced both state agency timelines and UW timelines. The Forms and Checklist groups targeted creating a form to attach to new contracts with UW stating what type of funding will be associated with the contract, points of contact for state agencies and UW, back-up documentation required for invoicing, and any type of special instruction from the state agencies.

UW and state agencies have improved communication. WSDOT has come together to discuss the roadblocks that each agency comes up against with invoices and has agreed that WSDOT needs a protocol to follow.

WSDOT created a form that communicates the state agency requirements to be met for each contract WSDOT initiates with UW. WSDOT has created a central email account in the Research Office for invoices and provided a point of contact for UW. UW has changed the number of copies of invoices they send to each State Agency and reduced paper usage. We created an Escalation Protocol in the event the state agency is not getting the information they requested from UW. This helps to reduce the amount of time to "re-do" an invoice by UW and helps state agencies process payments more quickly.

Next Steps

Up-front communication between UW and state agencies is key when initiating a new contract. This will eliminate confusion and speed up the process of getting the contract in place and the invoices set up correctly in the UW invoicing system.

Providing the Agreement Initiation Checklist form with a new contract will be put in place soon as well as the Escalation Protocol form. A point of contact list for each state agency is currently being created.
Other Comments

WSDOT – Traffic Count Data Collection

Project Title: Streamline Traffic Count Data Collection Process (Statewide Travel & Collision Data Office)
Dates of Workshop: April 2013
Contact Person: Dave Bushnell and Lori Beebe
Lean Tool(s): Value Stream Mapping, Lean Training, PICK Diagram, Kaizen Bursts, Implementation Plan

Background

The Field Data Collection collects the short duration traffic data using pneumatic tube traffic counters (these are usually 72 hour counts) or manual count boards (these are usually four hour counts). These counts are preformed primarily for development of the Annual Average Daily Traffic (AADTs) to fulfill federal reporting requirements, help meet traffic information needs for the Departments Design and Planning sections, information for the public, other agencies and for research and analysis. The types of count data are:

- Classification – Contains traffic data by vehicle classification in one hour increments. This data is collected using pneumatic tube traffic counters.
- Volume – Vehicle and axle volume data are the most common, this data is typically collected using standard road tube (axle volume) traffic counters.

This data is used for:

- These counts are preformed primarily for development of AADTs to fulfill federal reporting requirements and supplied to federal, state, local and other external partners to help identify traffic patterns.
- Traffic data is supplied to show traffic patterns and AADTs for prioritization of pavement preservation needs.
- Traffic count data is supplied to cities and counties to help identify traffic patterns and AADTs for analysis and prioritization of pavement needs.
- Traffic count data is supplied to cities and counties and other agency's for calculations of AADTs and use in decisions on effectiveness and needs for grant programs and special needs transportation.

Objectives/Mission Statement

- Collect traffic count data that is of the highest quality
- Standardize work preparation flow
- Standardize equipment in field vehicles
- Eliminate redundancies
- Reduce waste

Targets/Metrics Estimated for Current and Future Conditions

1. Increased efficiency by incorporating ADC site manual counts in same day as possible due to close proximity
2. Standardize traffic counters default settings to 15 minute intervals
3. Address hardware incompatibility issues automate process more often utilizing field laptops
4. Utilize GIS and standardized maps for counter locations
5. Include county and MPO/RTPO in scheduling paperwork
6. Implement operational changes to deliver data to customers in an electronic format, which would eliminate up to 75,000 sheets of paper and up to 120 hours of labor used to make photocopies annually

Results

- Disseminated standardized site information, reducing crew paperwork errors and increasing yield by about 5 percent.
- Improved coordination between field data crews and maintenance/construction crews reduced work area conflicts and the need to reschedule by approximately 5 percent.

- Modified HPMS scheduling database to include county and MPO/RTPO in scheduling paperwork.
- Reduced waste by discontinued recording information no longer used by office staff in processing.
- Investigated, tested and using new USB serial device to correct hardware incompatibility issues.
- Employees continue to use Lean thinking, tools and techniques: New Kaizen submitted 9/18/13; Investigate possible process to connect off State route count locations with GIS for use in HPMS reporting.

Next Steps

Team meetings to address and implement original and new Kaizens as time allows.

Other Comments

Lean thinking, tools and techniques are being utilized daily with new Kaizens being submitted as they are captured.

WSDOT – Traffic Count Delivery Process

Project Title: Streamline Traffic Count Delivery Process (Statewide Travel & Collision Data Office)
Dates of Workshop: March 2013
Contact Person: Dave Bushnell and Lori Beebe
Lean Tool(s): Value Stream Mapping, Lean Training, PICK Diagram, Kaizen Bursts, Implementation Plan

Background

The Short Count Processing office processes traffic count data that is collected by field crews using pneumatic tube traffic counters (these are usually 72 hour counts) or manual count boards (these are usually four hour counts). Hard copies of this data are mailed monthly to the MPO/RTPO in which the count was taken. Some MPO's have stated that hard copies were not a desirable method to receive their data, an electronic medium is preferred. Data is used in the following ways:

- Traffic data is supplied to federal, state, local and other external partners to help identify traffic patterns and Average Annual Daily Traffic (AADTs) for analysis in planning, and design.
- Traffic data is supplied to show traffic patterns and AADTs for prioritization of pavement preservation needs.
- Traffic data is supplied to cities and counties to help identify traffic patterns and AADTs for analysis and prioritization of pavement needs.
- Traffic data is supplied to cities and counties and other agency's for use in decisions on effectiveness and needs for grant programs and special needs transportation.

Objectives/Mission Statement

- Survey key customers to identify data needs
- Provide reports and data in format to meet customers' needs
- Standardize work processes
- Eliminate redundancies
- Investigate alternate methods of reporting data to customers
- Reduce or eliminate paper copies sent to customers

Targets/Metrics Estimated for Current and Future Conditions

1. Rewrite office process to bypass TRIPS to keep data accessible in a more granular format for use and distribution (new data base)
2. Identify county and MPO/RTPO in scheduling paperwork
3. Implement operational changes to deliver data to customers in an electronic format, which would eliminate up to 75,000 sheets of paper and up to 120 hours of labor used to make photocopies annually

Results

1. Contacted key customers (metropolitan and regional transit planning organizations) to identify data needs
2. Modified HPMS scheduling database to identify and include county and MPO/RTPO in scheduling paperwork
3. Employees continue to use Lean thinking, tools and techniques: New Kaizen submitted 9/11/13; reduced steps by making all hand edits, analysis and recalculations on one paper copy report instead of on each of three copies. Scan original hand edited set, print after scanning. Potential for reduction of up to 102 hours of labor per year with reduction of paper use from 20 to 40 percent per year.

Next Steps
Continue to test and document touch times and paper reduction related to newest Kaizen for validation. Keep dialog with MPO/RTPO and OIT on going and open to explore new ideas for providing reports and data to customers in desired format.
Other Comments
Lean thinking, tools and techniques are being utilized daily with new Kaizens being submitted as they are captured.

DRS – Furlough Compensation Verification

Project Title: Furlough Compensation Verification Process

Dates of Workshop: March 2013

Contact Person: George Pickett, Washington State Department of Retirement Systems (DRS)

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

Background

DRS requested furlough verification from employers at the time of a customer's retirement to confirm compensation. Often employers were unable to respond before the customer's first benefit payment. This resulted in customers not receiving their full retirement benefit in their first month of retirement, and rework for Retirement Analysts to recalculate the retirement benefit after the information was eventually received.

Responses from employers were not effectively documented. This resulted in multiple requests to employers.

The request process was not standardized across units.

Objectives/Mission Statement

Reduce the number of duplicate requests sent to employers for furlough/TSR information
Reduce the number of recalculations due to lack of furlough information before cutoff
Increase the number of customers receiving their full retirement benefit in the first month of retirement
Provide standardization wherever possible

Targets/Metrics Estimated for Current and Future Conditions

- **Documented current workflow**
- **Standardized process**
- **Created one point of contact for sending requests to employers**
- **Reduced the number of duplicate requests sent to employers**
- **Reduced the number of recalculations due to lack of furlough information**
- **Increased the number of customers receiving full retirement benefits in the first month of retirement**

Results

- **Eliminated duplicate requests by creating one point for tracking requests, and by documenting employer responses in the customer's file**
- **Increased the number of customers receiving full retirement benefits in the first month of retirement**
- **Decreased recalculations due to lack of furlough information at retirement**
- **Standardized the process across all units**
- **Increased the time allowed for the employer to respond by sending furlough information requests at the time of estimate**

Next Steps

Monitor results and apply this process to additional types of requests for information from employers

Other Comments

DRS – Printing of Automated Report

Project Title: Eliminate printing of automated report
Dates of Workshop: January, 2013
Contact Person: George Pickett, Washington State Department of Retirement Systems
Lean Tool(s): Best practice, DMAIC

Background

DRS produced a monthly report numbering several thousand-pages. The report was delivered to the processing unit in a large box. Only limited, specific information was needed from this report for team members to perform their duties. The report was then filed according to document retention schedules. The printing, delivery and storage of this amount of paper to accomplish a small task is waste.

Objectives/Mission Statement

Reduce the paper used to print the report by moving to an electronic version
Decrease time spent identifying the appropriate data from report

Targets/Metrics Estimated for Current and Future Conditions

- **Moved report from paper to electronic format**
- **Eliminated waste in the process**

Results

- **Decreased time it takes to identify and locate the appropriate information**
- **Eliminated printing report, reducing paper and delivery time**

Next Steps

- **Review the need to print other reports**
- **Identify the reports that can move to an electronic version**

Other Comments

DRS – Document Imaging Work Flow

Project Title: Document Imaging work flow process

Dates of Workshop: March 2013

Contact Person: George Pickett, Washington State Department of Retirement Systems (DRS)

Lean Tool(s): Value Stream Mapping

Background

Several problems were identified in the Document Imaging Process:

Unreadable documents were scanned, reviewed and rescanned. This resulted in a delay in responding to customers and waste in the imaging process.

There was no standardization in the process. There were duplicative efforts while preparing documents for imaging. Communication between the units and the imagers was inconsistent.

On occasion customers mailed important original documents to DRS. These documents were imaged and forwarded to the processing units to be returned to the customer. Customers experienced a delay in having these documents returned to them.

Objectives/Mission Statement

Reduce the amount of time it takes to review and image new mail documents
Reduce the amount of time to return original documents to customers
Eliminate duplication in the process
Provide standardization wherever possible

Targets/Metrics Estimated for Current and Future Conditions

- **Documented current workflow**
- **Created value stream map**
- **Identified areas of waste and wait time**
- **Streamlined electronic document folders**
- **Combined document prepping by all units to one single preparation**
- **Standardized cover sheets**
- **Eliminated manual tracking for scanning documents**
- **Provided ability for imaging unit to mail back original documents to customer**

Results

- **Eliminated 105 minutes per week of wait time**
- **Decreased response time to customers**
- **Decreased time to return original documents to customers**

Next Steps

- **Make the process improvements operational**
- **Continue monitoring and identifying waste in the process**

Other Comments

DSB – Contracts Process Improvement

Project Title: DSB Contracts Process Improvement Work Group

Dates of Workshop: Unavailable

Contact Person: Gary Myers (360) 725-3837

Lean Tool(s): Unavailable

Background

DSB's contracting process has been highly decentralized. Contract managers often have different approaches to contract management and procurement. Those with contracting expertise support and coach other managers. Best practices have not been documented for easy access. Contract termination dates have been monitored at the discretion of the contract manager without third party reminders. Contract files are not standardized in content or format.

Objectives/Mission Statement

The work group seeks to identify and implement best practices for the life cycle of a contract. The group is focusing on contract files and the introduction of checklists at every stage of the life of a contract.

Targets/Metrics Estimated for Current and Future Conditions

Contract file formats will be standardized and process checklists implemented; contract payments will be consistently reviewed against termination dates; roles and responsibilities will be clarified; expertise will be replicated; all contract managers will complete new training.

Results

Future contract audits will produce no findings. Best practices for contract management will be consistent across the agency.

The project has just recently been initiated.

Next Steps

The project work group proposed that a LEAN facilitator be engaged to enhance the efforts of the work group and perhaps to expand to include the entire procurement process fro goods and services.

Other Comments

DSHS - WSH Nurses Scheduling System

Project Title: Western State Hospital Nurses Scheduling System

Dates of Workshop: December 16-18, 2012

Contact Person: Lisa Illahee, Business Process Improvement Coordinator, (360) 902-8188

Lean Tool(s): Value Stream Mapping Event

Background

On a daily basis WSH nursing staff must schedule over 700 staff for work for 3 shifts on 29 units. This scheduling was done using a series of Excel spreadsheets linked on a shared drive on the internal network. This caused delayed launch time and out of sync data. The process also involves duplication of data entry and reentry of data, an inefficient use of nursing manpower. Too many nursing hours were spent on data entry rather than patient care.

The purpose of this project relates directly to DSHS' Strategic Plan Goal 5- Increase public trust through strong management practices that ensure quality and leverage all resources.

Objectives/Mission Statement

- Clear responsibility for updating the Master Schedule.
- Simplify the process to update the Master Schedule, reducing administrative time and freeing nursing time for patient care.
- Increase the accuracy of the Master Schedule.
- Be more pro-active in forecasting scheduling to reduce reacting to last minute adjustments.

Targets/Metrics Estimated for Current and Future Conditions

- The resulting Master Schedule will achieve a minimum of 95% accuracy by the day it is used to create a shift schedule.
- Total nursing staff time used to perform the scheduling process will be significantly reduced from the current process.
- Professional nursing leadership time at all levels in preparing scheduling will be significantly reduced and reapplied to direct supervision and improvement of patient care processes on the wards.

Results

- Reduced number of steps in process from 17 to 6.
- Reduced daily hours on task from 4 hours to 45 minutes.
- Reallocated staffing resources, shifting most of the responsibility of scheduling from a Mental Health Technician. This alone has resulted in RN4s:
  - ✓ Having greater nursing leadership presence on wards, providing relief to RN3s and helping treatment teams
  - ✓ Being able to immediately review and respond to Incident Reports
  - ✓ Being able to provide immediate, on-ward coaching of RN3s rather than allowing problems to get to the point of disciplinary action
  - ✓ Being able to provide more patient care and improve customer service to patients and their families
  - ✓ Being able to do proactive work as a leadership team
- Recognition from Secretary of State for WSH IT designing, testing and implementing a Nurse Scheduler application in less than 45 days.

Next Steps

The Leadership team at WSH is very excited about the outcomes of this project. They are looking for other opportunities to improve their work using Lean thinking and tools. In particular, they will be conducting a VSM on the Forensic Evaluation process in the next few months. They will also be using A3 problem solving to look at ways to reduce workplace violence (assaults.) WSH has designated two employees to go through the DSHS Lean Six-Sigma Certification training to expand their resources. The two staff will be working with a DSHS Aging and Disabilities Services Lean Coordinator on full implementation of Lean at WSH.

Other Comments
Testimonial from Kris Flowers- WSH Public Information Officer *"Last month I was invited to spend a week participating in a Lean Value Stream Mapping (VSM) process related to DSHS Investigations. Although excited to learn more about Lean, I initially grumbled (just a little!) at the thought of having to be away from my busy desk for the four-day process. I had visions of mile-high stacks of work upon my return.* *After the second day of the VSM process, I was fully engaged and even decided to leave my 'electronic leashes' turned off so that I could give my full attention to the project.* *With the right people around the table (people who do the work), I learned that mapping a 'current state,' thinking of 'kaizens,' and eventually envisioning and mapping the 'future state' of a complex business process is quite enlightening. With a lot of healthy discussion (for lack of a better term), we were motivated to think out of the box, learn from each other and look into the future with a dream…and a plan.* *Lean facilitators must have loads of training in dealing with conflicting ideas and strong personalities, but they were quite good at what they do and they kept us all on track. We left at the end of the week, each of us assigned to a workgroup to ensure we continue with our action plan. Each workgroup will need to report our progress to the Lean facilitators after 30, 60 and 90 days.* *Ultimately, I embraced the Lean process and rather than being skeptical about it, I realize now that one must put forth valuable time and effort up front, in order to make improvements that will save time and effort in the end. I would encourage everyone to become involved in a Lean process. It was truly an opportunity for improvement that I almost missed….because I was too busy. Now, back to my mile-high stacks…"*

DSHS – Property Redistribution Warehouse

Project Title: DSHS Property Redistribution Warehouse 5S Project
Dates of Workshop: January 1-March 30, 2013
Contact Person: Christine Bezanson, Business Process Improvement Coordinator, (360) 664-6159
Lean Tool(s): 5S

Background

The DSHS Property Redistribution Warehouse is the central location within DSHS for collection, storage and redistribution of surplus fixed and consumable assets and equipment. The Warehouse tackled this project because it was exceeding maximum storage capacity. Contributing factors included inundation of 'stuff' due to large office closures; and the reduction of warehousing staff and space. The lack of a standard storage methodology impacted pick and pull time; limited visibility into inventory; lacked a time limit for holding items at DSHS program request; inaccurate dates on held item tags; comingled usable and unusable items scattered throughout the warehouse; aisles blocked with 'stuff'; and involved storage of outdated technology and broken items.

Objectives/Mission Statement

The desired outcome was a warehouse that is clean, organized and orderly, safe, efficient and that best meets the needs of warehouse customers and staff.

Targets/Metrics Estimated for Current and Future Conditions

Specific metrics were not identified as a part of this 5S effort. The before and after photos included on the next page depict the marked change achieved. The warehouse crew is continuously working to assure the new approach is maintained.

Results

Although the initial push on this project was completed in March 2013, the effort will continue to evolve due to the magnitude of and constant demand for Warehouse services and need for repurpose-able property. At this point, storage methodologies have been standardized and visual controls have been put to use to indicate proper storage locations and make it obvious when an item is out of place.

Next Steps

Future goals specifically related to this project include developing criteria for what is/is not accepted by the warehouse and how items within each category are handled, including determining user authority timeframes for item storage

In addition, this Lean project is enabling new discussions around where the department can achieve efficiencies, utilize available space and streamline staff resources related to agency-wide warehousing and transportation services. One example in action is the recent creation of a virtual warehouse calendar that gives visibility to department staff on the warehouse's availability to service requests.

Other Comments

Department of Social and Health Services
Property Redistribution Warehouse
5S Project

BEFORE

AFTER

DVA – Dietary Program

Project Title: Dietary Program
Dates of Workshop: 7/2013
Contact Person: Brian Teed, Superintendent Spokane Veterans Home/April Harris, WDVA Lean Practitioner
Lean Tool(s): 5S, Standard Flow.

Background

The dietary department had inefficiencies in food ordering, storage, preparation and delivery. Additionally, the structure of the dining room was not optimal for resident satisfaction and quick food delivery.

Objectives/Mission Statement

To organize the food acquisition, preparation and delivery process to improve speed, quality, special meal accuracy, and resident satisfaction.

Targets/Metrics Estimated for Current and Future Conditions

Targets:

- **Decrease food delivery time by 10 seconds per unit.**
- **Increase resident satisfaction.**
- **Decrease food waste by 15%.**
- **Increase kitchen cleanliness to 100% regulatory compliance.**
- **Create a Results Washington culture.**

Results

- **Food waste decreased by 50%.**
- **Food delivery time decreased by 30 seconds per unit, ensuring higher and acceptable food temperatures.**
- **Dining room rearranged to comply with resident desires, resulting in an increase in resident satisfaction of 30%.**
- **Employee culture changed to one of continuous process improvement.**
- **Kitchen cleanliness increased by 20% to 100% regulatory compliance.**

Next Steps

Leaders in all aspects of dietary have been designated and continue to improve their sections. Leaders are in charge of: Food ordering, storage, preparation, delivery. Kitchen cleanliness, dishwashing, and resident satisfaction.

Other Comments

DOE – Agency Web Content

Project Title: Develop a Consistent Process for Reviewing and Approving Agency Web Content
Dates of Workshop: January 2013
Contact Person: Barb MacGregor
Lean Tool(s): Value Stream Mapping, Standard Work, Daily Stand Up Meetings

Background

Before the Lean project, Ecology did not have a strategic vision for our web site or a standard agency process for managing (review, approval and archive) our web content. This made it hard for web content authors and editors to make decisions about what information should go on the site and when information should be removed. Without a formal web content management process, we were at risk of:

- Giving inconsistent messages to our customers and stakeholders.
- Providing information in a format that is convenient for us, but not for the user.
- Missing deadlines for getting important information out to our customers and stakeholders.
- Paying for unneeded file storage space.

Objectives/Mission Statement

- Develop a standard agency process for managing web content, from creation to through final disposition (e.g., archival), that is consistent with Ecology's strategic direction.
- Develop criteria for deciding what format is appropriate for web content: HTML web page, publication, social media, etc.
- Develop roles and responsibilities for everyone involved in the process.

Targets/Metrics Estimated for Current and Future Conditions

- New standard agency process flow for managing web content that includes six phases: 1) Screen; 2) Plan; 3) Prepare; 4) Build; 5) Review; and 6) Maintain.
- New strategic vision for web site adopted by senior management.
- Three new checklists: 1) Criteria for new web development; 2) Delivering Final Web Content to the Web Coordinator for Posting; and 3) Test, Review, Publish, Track, Remove.
- New web page content planning guidelines and file naming convention requirements.
- New documented roles and responsibilities.
- New web page tracking system that automatically notifies web content owners and editors when a web page needs to be reviewed.
- Communication managers now play a significant role in developing, posting and maintaining web content.

Results

Results

- Streamlined 10 workflows into one.
- Progress toward improved quality of content going on our web site.

Measures for the new process

- Percentage of web pages that go through the new process.
- Percentage of pages with alerts (that a page needs to be reviewed) that are responded to within one week.
- Customer survey results – eight to 12 months after new process is fully implemented compared to baseline survey data from January 2013.
- Anecdotal data from Communication Managers and Web Coordinators:
- Has the new process:

- Increased my workload?
- Improved my work experience?
- Made it easier to coordinate website development?
- Improved the quality and cohesiveness of web content?

Next Steps

- The agency web communication manager is in the process of meeting with all program management teams and their web content authors and editors to explain the new process to set the stage for complete implementation of the new process in fall 2013.
- Conduct a customer survey 8 to 12 months after new process is completely implemented this fall, and compare the results to the baseline survey conducted in January 2013.

Other Comments

OEO – Biennium Planning Process

Project Title: Office of Education Ombudsman Biennium Planning Process

Dates of Workshop: July-September 2013

Contact Person: Stacy Gillett

Lean Tool(s): Not enough training yet to identify tools available

Background

The Office of the Education Ombudsman is created under RCW 43.06B as a statewide consumer-direct agency taking complaints from families and students who contact the office regarding their inability to access the educational system. OEO is seated outside of OSPI, the state educational system, providing an independent and neutral source of direct intervention to resolve conflict and concerns. The OEO is seated in and reports directly to the Governor's Office any and all the data kept on complaints received and resolutions to those complaints. Each year, the OEO provides recommendations to the Legislature, Governor's Office and State Board of Education based on the numbers and types of complaints that were received. There are currently 5 Ombudsman to cover complaints in all 295 school districts. Over 900 complaints were resolved during the 2012-2013 school year through consultation or intervention. OEO is also charged with providing education and information to parents about their rights and how to engage in the educational system. OEO is legislatively mandated to participate in the Educational Opportunity Gap Oversight and Accountability Committee (EOGOAC) and by law is the lead agency regarding Harassment, Intimidation and Bullying issues for the state. It has recently been appointed as a member of the state Discipline Committee to examine changes to policy that will decrease student expulsion and suspension rates.

Objectives/Mission Statement

The OEO will provide timely and effective consultation and/or intervention to all callers across the state within its resources and capacity regarding any issue within the K-12 public education system.

Targets/Metrics Estimated for Current and Future Conditions

***OEO will seek to update and improve its intake system, data keeping system and case tracking systems.**

***OEO is in need of expanded capacity across the state to provide sufficient responses to all consumers requesting services. Will consider this in future hiring practices for open positions.**

***OEO will seek to improve its outreach to disenfranchised parent and student populations within the state that may need assistance to understand, access, and resolve conflict within the public education system.**

***OEO will seek to partner with school districts and other organizations to assist with improving outcomes for students and enhancing parent engagement in schools.**

Results

Results are pending implementation under a new Director and hiring for open positions.

Next Steps

1. **Work with federally-funded technical assistance provider to update and improve OEO's data system. This will allow for efficiency gains in reducing the number of steps to collect information to open and close a file, and better disaggregation of data**
2. **Improve intake process for consumers - Redefine and combine 3 office positions into one and add an online request for services form to reduce wait time for a consumer to directly access Ombudsman services.**
3. **Reduce the need for a waiting list at peak-call times of the school year by hiring new intake specialist who can provide additional screening and information to caller when appropriate.**
4. **Explore options for seating an Ombudsman in Eastern Washington who is bilingual.**
5. **Partner with Superintendents and variety of education stakeholders to use OEO data to inform and enhance student outcomes and positive family/school relationships.**

Other Comments

ESD – HR Recruitment & Hiring Process

Project Title: Human Resources Recruitment & Hiring Process (ESD)

Date of Workshop: November 2012 (Note: project was put on hold due to RIF. Work resumed in July 2013.)

Contact Person(s): Nona H. Mallicoat/Anna Swain (Lean Practitioners); Ron Marshall (Executive Sponsor); Sandi LaPalm/Teresa Eckstein (Project Co-leads)

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

Background

The ESD HR recruitment and hiring process varied from division to division. The process was not always viewed as seamless or transparent. There were gaps in communication and understanding between HR and the other divisions, and a lack of standardization across the entire process.

Issues (either perception or reality) included:

- Wide variety of policies/procedures/forms
- Unequal screening (personal preferences vs. standards)
- Time each step in the process takes
- Inconsistent communication about the status of a hiring request
- Different on-boarding processes across the agency

Objectives/Mission Statement

The mission was to streamline and standardize the HR recruitment and hiring process across ESD, with formalized and consistent procedures, forms, and tools. The goals were to:

- Reduce confusion and frustration
- Shorten hiring time and the number of times managers have to seek separate approvals.
- Improve communication and educate managers so they understand the system and can participate fully.

Targets/Metrics Estimated for Current and Future Conditions

1. Consultation with hiring manager moved to early in the process to alleviate unnecessary work
2. Elimination of Position Funding Allocation form due to incorporation of budget discussion in step 1
3. Standardized forms and process
4. Creation of live tracking system to show recruitment/hiring process steps
5. Transparent screening of candidates, to include hiring manager
6. Increased access to and use of NeoGov as hiring and communication tool
7. Standardized and pre-approved interview question banks to assist hiring manager
8. Simple, standardized tools to assist hiring managers/supervisors

Results

Expected results:

1. Decreased cycle time
2. Increased incoming yield
3. Increased communication and transparency
4. Consistent processes across the division
5. Increased employee satisfaction

Next Steps

Project was partially implemented, then stalled during RIF. Team is ready to continue implementation.

ESD – Unemployment Insurance Adjudication

Project Title: Lean Template Team, Unemployment Insurance Adjudication (ESD)
Dates of Workshop: January-July, 2013 (on-going throughout)
Contact Person: Team Leads: Gina Buelow, Jane DeGroot, Ryna Kaufman
Lean Tools: Employee Suggestion Program ("Teian" system), Continuous Improvement, Mistake-Proofing

Background

ESD launched its Lean process improvement efforts in Unemployment Insurance (UI) claims adjudication in 2012, resulting in many new ways of doing business. A key (and popular) element of the new flow was the creation of standard templates for written decisions on claimants' eligibility for UI benefits. The templates saved time and improved consistency and quality. We needed a system to continuously update and improve the templates.

Objectives/Mission Statement

- Continue to improve the quality of written eligibility decisions.
- Charter a Lean Template Team to gather employee input, create a system for gathering template improvement suggestions from front-line staff and continuously improve claims decision templates.
- Develop a system with UI policy experts to get prompt guidance when necessary to ensure quality.
- Develop and implement a robust communication plan to ensure two-way communication with staff.

Targets/Metrics Estimated for Current and Future Conditions

1. Respond to every suggestion received with direct feedback to each contributor.
2. Develop a prioritization matrix to identify the most potentially valuable suggestions for first implementation.
3. Evolve from paper suggestion forms to a completely on-line SharePoint-based system with which employees can both make suggestions and track responses.

Results

1. As of 8/7/2013, the team had addressed 175 suggestions from front-line staff.
2. 154 of the suggestions were adopted and implemented.
3. Each improvement adopted has directly contributed to sustainable and improved decision quality, making it easier for our customers to understand why they were allowed or denied benefits.
4. Front-line staff write their decisions more efficiently and have a tangible example of the positive impacts of Lean.
5. Staff on the Lean team report significantly increased job satisfaction by adjudicators using the templates.

Next Steps

- Improve the document layout to make it easier to use.
- Consider using the template model to improve adjudicator interviewing skills.
- Use this model to strengthen the Adjudication Continuous Improvement Team and launch the Intake Continuous Improvement Team.
- Expand the template model to other divisions across ESD.

Other Comments

This effort has been completely led by front-line staff. A supervisor who has supported their work said, "The most impressive part of it all was their ability to be independent – initially they needed some guidance with the plan and making sure they had the support and resources to be successful, but once they started, they have been incredibly responsible in how they managed themselves and were very productive. All of this while continuing to do their normal work."

ESD – Software Migration & Code Execution

Project Title: Streamlining Software Migration and Code Execution (ESD)
Dates of Workshop: June 18, 2013 thru July 18, 2013
Contact Persons: Vel Rajagopal and Kristi Hughes
Lean Tool(s): DMAIC – SIPOC, Value Stream Mapping, Process Cycle Efficiency, Histograms, Root Cause Analysis, Solution Matrix, Implementation and Control.

Background

In the Software Migration and Code Execution process, requests are getting lost, delayed, and are severely error prone at times during code execution.

- Customers do not know the status of a request and its Estimated Completion Time (ECT)
- Variance between projected and actual completion times
- Delayed testing and impacts to project delivery times
- Errors along the process/rework
- Frustration between teams

Objectives/Mission Statement

1. Reduce communication gaps in the process
2. Eliminate lost requests
3. Reduced non-value added delay time
4. Reduce error frequency and rework causes
5. Improve work relationships and reduce frustration

Targets/Metrics Estimated for Current and Future Conditions

1. Defined time as the metric to measure efficiency of software code migration cycle.
2. Captured real time data by monitoring the communication chain and the steps it takes for each software code migration, end-to-end.
3. Measured the process cycle efficiency (PCE) as it existed and set the target PCE.
4. Analyzed root causes for current process inefficiencies and identified areas of improvement.
5. Developed solution matrix for probable solutions to expedite migration process and improve communication to reduce errors.
6. One solution has been identified and pilot implementation is in progress.

Results

1. Reduced the number of steps in communication from 5-15 steps to 3 steps to expedite the software migration process.
2. Provided a tool to streamline the migration process – Team Foundation Server.
3. Coached the staff on the values of using this process and the value of saving time in the migration process.

Next Steps

1. Control stage - for the 30, 60 and 90 day reviews of the revised process.
2. Revise and execute full implementation across the division as it pertains to services provided by the Enterprise Data team.

ESD – TANF Referral Process

Project Title: TANF Referral Process (Southwest Local Planning Area: Clark County, WA)

Dates of Workshop: June 2013

Contact Person(s): Nona H. Mallicoat/Eka Frimpong (ESD); Joe Amaya (DSHS); Sharon Pesut (PIC); Armetta Burkey (Clark College)

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

Background

This was a multi-agency event which included Employment Security (ESD), Department of Social and Health Services (DSHS), Clark College, and Partners in Careers (PIC) (local Work Experience/Community Jobs (WEX/CJ) contractor).

The DSHS WorkFirst Counselors refer TANF recipients (parents) to Job Search, Education, WEX/CJ, or to a Social Worker to assist them with removing barriers. Often the customer is referred back after being found not appropriate for the activity, or does not participate in the referred activity, resulting in lowered participation rate.

Objectives/Mission Statement

To map the current referral process from DSHS to ESD/Clark College/PIC/Social Service Specialist, and identify any gaps or overlapping activities, focusing on parent engagement, increased participation, and consistency between partners.

Targets/Metrics Estimated for Current and Future Conditions

1. Standardized checklist to help DSHS Case Managers route TANF recipients to appropriate activities
2. Creation of a live plan that moves with parent and is built on continuously throughout process
3. Shared resources (workshops, software, assessments, etc.)
4. On-going assessment
5. Equal access for all partners
6. Increased communication between DSHS, parent, and partner agencies
7. Elimination of non-value-added activities

Results

Expected results:

1. Decreased cycle time
2. Increased incoming yield
3. Increased parent participation
4. Consistent processes across the agencies
5. Increased customer engagement

Next Steps

Project is currently in early implementation stages.

Washington State
Liquor Control Board

LCB – Consolidated Mailing Services

Project Title: Consolidated Mailing Services
Dates of Workshop: February 2013
Staff Contacts: Aaron Hanson Process Owner, Monika Taylor Sponsor & Allen Wambold Facilitator
Lean Tool(s): Value Stream Mapping, DMAIC, Customer Surveys, Pareto Chart

Background

Based on the team's initial review of the mailing services process at LCB, it seemed that a relatively small volume of mail was being processed at the majority of mailstops. There appeared to be many unnecessary mailstops and accounts. Most of the mailstops have multiple deliveries per day but only one delivery is typically utilized until the following day. Most of the administrative assistants referenced receiving a great deal of bulk "junk" mail, which increases our costs and they stated that there is time wasted when multiple mail processors process the mail more than once per day. Most staff have no level of awareness of the mailing services costs or what options we have for delivery.

Objectives/Mission Statement

Reduce the cost and time to process mail without negative impact on the customer

Targets/Metrics Estimated for Current and Future Conditions

- **Consolidate Finance, ITS and Support Services to one mailstop**
- **Eliminate afternoon deliveries**
- **Train on internal controls for opening checks**
- **Take necessary steps to eliminate junk mail**
- **Reduction of 7 accounts & 6 mailstops**

Results

- **Annual projected savings of $33,000**
- **Mail processors are unanimously positive with the reduction in stops and accounts**
- **Reduction of 4.25 hrs. spent daily by agency to accomplish same task as before**

Next Steps

- **Additional efforts should be made to eliminate the junk mail and unwanted mail for employees that have left the LCB**
- **Perform a follow-up survey in 3 months to ensure expected results are continuing to be achieved**

Other Comments

Most of the changes listed within future conditions were phased in over several months, so it may take into the next biennia for conclusive data to be presented.

Washington State
Liquor Control Board

LCB – Recycling Program

Project Title: Recycling Program
Dates of Workshop: April 2013
Staff Contacts: Tia Livingood Process Owner, Bill Bernie Activity Sponsor
Lean Tool(s): Value Stream Mapping, DMAIC, SIPOC, Pilot Testing

Background

The former recycle program involved 5 days a week pick-up by the vendor with multiple pick-ups depending on the classification. For example, on Monday and Wednesday three trucks would come to the building to remove different types of recyclables. The janitorial staff must empty 208 bins within each cubicle/office space. Employees must sort paper, plastic, aluminum, compost, shredding, glass, cardboard and all other waste.

Objectives/Mission Statement

- Reduce the cost of our current waste removal process including supplies (i.e. garbage bags, garbage cans)
- Reducing landfill waste and greenhouse gas emissions by reducing the number of trips/trucks coming to the building
- Increase the amount of material we recycle
- Provide greater awareness of process to staff with training

Targets/Metrics Estimated for Current and Future Conditions

- Create recycle stations in work areas to encourage recycling
- Maintain the green certification in the Lemay program
- Reducing waste removal stations will allow janitorial staff to focus on more detailed cleaning jobs

Results

- Reduced the agency dumpster size twice in last 6 months
- Reduced dumpster pickups by 40%
- Custodians empty 70% less bins
- Agency savings over $4000/year

Next Steps

- Continue to monitor waste removal process cost and vendor reports on bin capacity
- Continue to educate staff, create a FAQ, and offer updates quarterly

Other Comments

Education from the vendor took time and is ongoing, as well as developing a working relationship with lots of changes in staff on the vendor side. Substitute pick up drivers happen often in the industry, so retraining each driver as to where the recycle locations are for pick up became a resource drain early on. An agency floor plan was developed outlining the recycle locations and was provided to the vendor via email and also affixed to a clipboard in the lobby entrance for the drivers to use when substitute drivers arrived onsite.

Washington State
Liquor Control Board

LCB – Shared Leave Donation Process

Project Title: Shared Leave Donation Process
Dates of Workshop: May 2013
Staff Contacts: Stefanie Niemela Activity Sponsor, Martha Leonard Process Owner
Lean Tool(s): Value Stream Mapping, DMAIC, Time Trap Analysis

Background

Both customers of shared leave donations, and those in charge of administering payroll have believed for some time this cumbersome process should undergo significant changes to improve it. The cycle time was over 2 weeks which included 6 separate handoffs for information and approvals, and the team identified 3 tasks that didn't appear to have any value.

Objectives/Mission Statement

- **Streamline the shared leave donation process**
- **Increase process cycle efficiency**
- **Reduce wait time, hand offs and time traps**

Targets/Metrics Estimated for Current and Future Conditions

- **Value-streamed current process for processing Shared Leave Donation requests**
- **Applied criteria to each step to eliminate non-valued added tasks**
- **Clarified & documented staff roles & responsibilities within process**

Results

- **Entire process completed in less than 1 week (from over 2)**
- **Reduced number of handoffs in process by 50% (6 to 3)**
- **Reduced number of non-value added tasks by 66% (3 to 1)**
- **Increased customer satisfaction by decreasing lead time and status updates**

Next Steps

- **Maintain operational controls to sustain improvements**
- **Monitor process lead time**

Other Comments

Employees involved with process improvement activity rated the experience as "outstanding"

Washington State
Liquor Control Board

LCB – Special Occasion License

Project Title: Special Occasion License Application
Dates of Workshop: March 2013
Contact Person: Alan Rathbun Project Sponsor, Elizabeth Lehman Project Lead
Lean Tool(s): DMAIC, Value Stream Mapping, Ishikawa, Standard Work, Root Cause Analysis

Background

Incorrect or missing information caused over half of the Special Occasion Permit applications received by the Liquor Control Board to be reworked. This rework increased the lead time of the process (up to 168 hrs.) & limited our capacity to process all applications in a timely fashion. This adversely affected our strategic goal of ensuring that our regulations & policies are easy to understand by the customer & easy to administer by the agency.

Objectives/Mission Statement

Simplify the application process to reduce errors & decrease turnaround time for customer response

Targets/Metrics Estimated for Current and Future Conditions

- **Created a focus group of Special Occasion license customers for feedback on process**
- **Value-streamed current process for receiving & processing application**
- **Streamlined & standardized application form Special Occasion license**
- **Clarified & documented staff roles & responsibilities within process**

Results

- **Increased accuracy rate of applications received from less than 50% to 94% in first phase, now above 98% as of August 2013**
- **Overall process lead time down by more than 50% due to reduction in errors received**
- **Customer feedback overwhelming positive to revisions in application form**
- **Improved access to form by updating links & clarifying location on website**

Next Steps

- **Licensing Operations continues to monitor error rate on applications received**
- **Team recommends that agency policy be changed so that Local Authority notifications could be sent (and responses received) electronically**
- **ROI analysis should occur on the development of an online payment solution for this & other agency services that require payment (Banquet Permit, violations, fees, etc.)**

Other Comments

Employees involved with process improvement activity rated the experience from good→outstanding

Lottery – Dispenser Installation Process

Project Title: Dispenser Installation Process

Dates of Workshop: 1/1/13-7/31/13

Contact Person: John Iyall

Lean Tool(s): A series of meeting were held to map the current process, brainstorm potential efficiencies, develop and test proposed processes and to check back after "go live" of those processes.

Background

Washington's Lottery arranges the installation of in counter dispensers to display scratch tickets at the retail location. There are 4 regions that used different installers and had different processes to follow. The person with the budget authority had a manual process to record each dispenser install. Each install was individually approved and transmitted to the installers by the purchasing office. The status of each dispenser install was unknown by the requestors after sending the request off via campus mail. An InfoPath form was created allowing for a central storage location for all dispenser installation requests, contracts were created with regional installers, requestors were empowered to request off of the contract, the budget authority has better information about what is being spent by month, the purchasing office reduced their ongoing workload by creating a contract with installers.

Objectives/Mission Statement

Decreased turnaround time from request to installation of an in counter dispenser. Decreased staff time consumed. Decreased transfer and storage of paper forms.

Targets/Metrics Estimated for Current and Future Conditions

Previously, the purchasing officer processed individual requests for purchased services. The purchasing officer now creates and manages contracts which comply with purchasing rules and regulations. This change significantly reduces the amount of time consumed by the purchasing officer on this process.

The budget manager for this process no longer approves individual requests. Now the budget manager monitors spending levels and focuses on projects such as dispenser standardization.

Regional offices are no longer required to submit a request for a dispenser installation to headquarters and then wait for approval. Regional office staff can now purchase services off of a contract. They can now act as quickly as they need, in order to provide the best customer service possible.

Results

Less time communicating status, transporting paper copies, waiting for approval, communicating approvals and, spreadsheet entry. Ultimately, an increase in customer satisfaction as the employees who require authority provided the resources and authority they need to complete their work.

Next Steps

This type of successful improvement will fuel employee's drive to continue other such improvements.

Other Comments

Lottery – Creative Information Brief

Project Title: Creative Information Brief
Dates of Workshop: July 2013
Contact Person: John Iyall
Lean Tool(s):

Background

The Creative Information Brief (C.I.B.) is a form to request graphic artists generate product (point of sale, banners, signs, etc.). The Sales and Marketing departments rely on these products to operate promotions at retail locations, specifically to inform customers about current promotions and opportunities which allow us the opportunity to increase ticket sales.

Objectives/Mission Statement

Improve the customer's experience with respect to the C.I.B. submittal, assignment and status tracking process.

Targets/Metrics Estimated for Current and Future Conditions

This improvement is meant to decrease turnaround time of products, from submittal of C.I.B to a delivery of a completed product.

Results

A decrease in time to deliver C.I.B., decrease turnaround in the proofing process, decreased time to deliver products, a reduction of duplicate entry, a reduction in calls requesting status, increased communication, clarified process instructions, centralized electronic storage of requests and an increase in customer satisfaction.

Next Steps

The C.I.B. has been converted into an InfoPath form. It is currently being tested for functionality. This will allow users to find, fill out and submit the form seamlessly. This will increase version control, reducing confusion in the case of revisions. This will allow users to view the status of all requests, reducing the need for phone calls, emails or in person visits. This will provide data, such as date submitted, date completed, number of revisions requested, etc.

Other Comments

MIL – Technology Purchasing Process

Project Title: Technology Purchasing Process
Dates of Workshop: March 2013
Contact Person: Project Lead- Melanie Rogers (253) 512-7576
Lean Tool(s): Value Stream Mapping

Background

Over the 12 months prior to the workshop, the average time for a technology equipment and/or software purchase from the creation of a purchase order to the installation and payment of the equipment or software was 81 days. The technology purchasing process was not standardized and had many touch points, handoffs, rework, and wait times. Each division or section purchased their own technology equipment and/or software. The IT Department didn't always have visibility of purchases being made, so sometimes equipment or software was purchased that the IT Department did not have the ability to support. This caused the agency to not only pay for, but use space to store the unusable inventory. Different divisions paid for different versions of products, which often resulted in equipment or software being non-compatible with other equipment across the agency.

Objectives/Mission Statement

- **Standardize the process**
- **Reduce the number of process steps, defects, and wait times**
- **IT Department visibility over agency technology purchases**

Targets/Metrics Estimated for Current and Future Conditions

- Defined an implemented one standard process for the agency.
- Standard work was created for each step in the process
- Created and mistake-proofed an intake form for IT purchasing requests

Results

- Reduced the number of handoffs from 14 to 7.
- Reduced lead time from 81 days to 27.3 days.
- IT has greater visibility of technology purchases with reduces the agency risk of purchasing equipment and/or software that cannot be supported.
- Removed people from the process that didn't add value.
- Updated outdated policies and procedures.
- Added the IT Department and the Contracts Office as a regular part of the process to reduce the possibility of defects. They often had to deal with the rework due to defects as an "extra" part of the process
- Developed a SharePoint-based training so all employees (new or seasoned) responsible for arranging the purchase of technology equipment or software can learn and understand the standard process.
- Employees have taken ownership of the process and feel empowered to make changes.
- Accounts Payable now makes payment for the item when the item is received (before imaging) rather than waiting for it to actually be installed. This speeds up our payment to the vendor.

Next Steps

The workshop team continues to check and adjust the process. The piloting phase just ended, and will now be implemented agency-wide. Data will still be collected and evaluated by the team, and additional improvements will be made.

The project lead and the sponsor are working on creating a timeline to check and adjust the process again during peak technology ordering times throughout the year. The check and adjust team participants are yet to be identified, but will have at least some of the workshop participants.
Other Comments

MIL - Timesheets

Project Title: Timesheets
Dates of Workshop: February 2013
Contact Person: Amy Asaeli (253) 512-7709
Lean Tool(s): Value Stream Mapping

Background

The Military Department (WMD) Emergency Management Division's timesheet was difficult to complete which caused a lot of defects. Because of the defects numerous reviews were implemented requiring the timesheet to be submitted several days before the timesheet was due. The early submission often resulted in revisions and rework. These circumstances led to increased staff time and extreme frustration by the employees.

Objectives/Mission Statement

- Standard timesheet procedures
- 95% of timesheets submitted without errors
- Reduced handoffs
- Reduce lead time by a minimum of 50%

Targets/Metrics Estimated for Current and Future Conditions

- The team 5s'd the timesheet
- Created standard work for submitting timesheets
- Eliminated the waste of multiple reviews.

Results

- Reduced lead time by 4-7 days
- Reduced process steps from 50 to 17

Next Steps

We are in the check and adjust phase of the project. The new timesheet process did not include standard work for reconciling timesheets to leave slips. We are in the process of creating standard work for the reconciliation. Once we have smoothed out the process we will roll it out to the rest of the agency.

Other Comments

OAH – Billing Rate Reform

Project Title: Billing Rate Reform

Dates of Workshop: July 2013

Contact Person: Larry Dzieza, Project Lead; Lorraine Lee, Project Sponsor

Lean Tool(s): Critical Customer Requirements, Histogram, Customer feedback

Background

The billing system prior to the project exhibited:

- Weak application of cost accounting principles
- Complexity and lack of consistency across clients
- Billing based on hard coded FTEs to clients, not directly related to work performed
- Indirect costs difficult to accurately allocate among clients
- Lack of internal and external transparency.

Strategically, meeting our referring agencies' needs (an important but not sole customer of our service) with transparent, high-quality and timely adjudicative services required a different business model than the agency used over its 30+ year history. The previous approach was, "these specifically named employees work for these specific agencies and each agency will pay for these employees' salary and benefits and shares of overhead costs (unless they did work for some else). This fixed and formulaic approach was changed to a rate based service billed on the basis of and judges time working on specific cases.

This allows us to not require billing agencies in advance of the actual service being performed, in some cases, up to three months in advance and using our expenditure accounting system as a billing system, which eliminated its utility as a system of expenditure record.

This required revamping our time tracking system and more importantly, how employees used the time tracking system.

Objectives/Mission Statement

Client agency agreement that the approach was a more transparent, simpler and fair basis for charges.

Internally, the challenge was to set the rate at a level that would be close to the recovery of costs for providing the services.

Targets/Metrics Estimated for Current and Future Conditions

- More accurate time recording (through positive and real time) reporting.
- Aligned case management system program names with time management system.
- Recognized the necessary administrative in-office time it takes to deliver services.
- Positions agency for determining dynamic staffing models to meet client agencies' changing needs.
- Elevating the role of supervisors in the tracking and accounting of employee time.

Results

1. Eliminated advance payments by client agencies and reconciliation adjustments by OAH.
2. Many customers thanked us for making our billing system understandable and simpler.
3. Reduce processing time to issue bills.
4. Increased data integrity.

Next Steps

- Improving our time tracking system and monitoring the rate recovery accuracy.

Other Comments

OAH – Customer Service Call Center

Project Title: Customer Service Call Center

Dates of Workshop:

Contact Person: Charles Bryant, Project Lead; Stephanie Croom Williams, Project Sponsor

Lean Tool(s): Data Analysis, Data tracking, Customer Feedback/satisfaction

Background

Olympia OAH discovered that the Olympia OAH office was handling 50% of the telephone calls to the agency with only 1/6 of the receptionist resources. In addition, the Olympia Office has been understaffed, and without a receptionist (after the former receptionist left for another opportunity) causing Olympia to have to use other staff to cover the receptionist duties. As a result, Olympia OAH has received complaints from parties and from the public regarding being placed "on hold" for long periods of time (up to 45 minutes).

Objectives/Mission Statement

We want to meet our agency goal of providing excellent customer service. Therefore we are targeting the delay time in answering telephone calls from parties and from the public for improvement.

Prior to beginning the project our telephones queues were managed by CTS. Making changes in how telephone calls were routed to our staff was a cumbersome process.

We are also targeting the proper routing of telephone calls to the appropriate OAH office or staff person so that the calls are handled more efficiently.

Targets/Metrics Estimated for Current and Future Conditions

We will measure the time delay in answering telephone calls by the front desk, the ES Support Staff and the SHS Support Staff. We will compare these times to the future time delays and evaluate the differences.

We will survey our staff to determine the 10 to 20 most frequently asked questions and then provide that information to staff to enable them to answer routine calls more efficiently.

Results

- Calls will be directed to the staff most likely to be able to answer the customer call, resulting in ewer handoffs and increased efficiency.
- The waiting time (as measured by the telephone call answering delay) will be reduced for the caller.
- There will be increased customer satisfaction (as measured by fewer complaints).

Next Steps

- OAH set up and control of an efficient telephone answering queue that will direct calls to the appropriate staff person.
- Creation of a manual with frequently asked questions and frequently used information to enable staff to answer routine questions more efficiently and to locate frequently requested information faster.
- Determine the proper staffing level to be able to handle calls to OAH with a high level of customer satisfaction (low complaint level).

- Training staff in the use of the new materials and in the process of handling telephone calls efficiently.

Other Comments

OAH – ESD Caseload Distribution Process

Project Title: ESD Caseload Distribution Process

Dates of Workshop: August 2013

Contact Person: Mona Moberg, Project Lead; Lorraine Lee, Project Sponsor

Lean Tool(s): Project Charter, VSM, 5 Why's, Swim lane roles and responsibilities

Background

OAH has implemented a new case management system to handle the Employment Security cases. The intake and distribution of those incoming cases has historically been done by one Legal Secretary 1 position. To provide timely access to a hearing, it is important that the case intake and distribution process happen quickly. This distribution process is the critical start point to get a hearing scheduled so time is of the essence.

Objectives/Mission Statement

To streamline the process to distribute cases among offices handling ESD cases. This is to create consistent, reliable, and efficient processes that can be done by any office, by anyone and at anytime.

Targets/Metrics Estimated for Current and Future Conditions

- To reduce the time to distribute cases from a maximum of 3 hours per day to a maximum of 1 hour per day.
- Modify the case intake report to filter and sort cases automatically to make it faster to assign cases.
- Assign the task to research missing exhibits to the Case Coordinators assigned to the case. This will reduce the delay in getting case assignments distributed.

Results

1. Reduced time in distributing cases by more than 50 percent
2. Reduced handoffs between Case Distribution Lead and Case Coordinators
3. Reduced steps in the distribution process
4. Consistency and standardization of process across field offices.

Next Steps

August 20, 2013 escalate key decisions to leadership team

Week of August 26th meeting to clarify the proposed new process and get buy-in.

Other Comments

OAH – HCA Case Management System

Project Title: H-HATSS HCA Case Management System

Dates of Workshop: June 2013

Contact Person: Brian Thomas, Project Lead; Lorraine Lee, Project Sponsor

Lean Tool(s): Critical Customer Requirements, Focus Groups (Scrum), Pilot Testing, User Feedback

Background

The HCA caseload is currently tracked in the CATS system but the system was not built to handle such a large caseload. HATSS has also been used in the past, but the system is dependent on legacy technologies. Primary users of the HCA caseload prefer the HATSS functionality to CATS. Both systems are poor candidates for modification based on their aging technology and lack of sufficient documentation. In an effort to more accurately reflect the substantial amount of work that HCA cases require, the OAH leadership decided to build a case management system specifically targeted at HCA cases. During discussions with OAH and HCA stakeholders, specific performance measures were determined to be of values to both agencies and will be included in the new system. This will allow OAH to present HCA with a more complete overall picture of their caseload and how it progressed through the OAH hearing process.

Objectives/Mission Statement

Web Application with the following features:

- Case intake
- Case search
- Case detail view
- Case scheduling (outlook integration)
- Event tracking
- Staff assignment (LS1, OA3, ALJ)
- Participant create/view
- Role-based dashboards
- System administrative functions
- Caseload reports
- Document generation for case documentation using current technology not WordPerfect.

Risk mitigation features:

- Supported on new server
- Designed on.net technology (web-based instead of outdated SQL)
- Event-based case management system
- Robust scheduling capability

Targets/Metrics Estimated for Current and Future Conditions

1. Moved from paper intensive process to electronic case management process.

2. Current state does not have:

a. Scheduling feature
b. Outlook integration
c. Dashboards
d. Current technology like Microsoft Suite Products

3. Customer input to reduce the total number of case types. Customer understanding of case lifecycle.

4. Supported infrastructure that has room to grow and take on other case types.

Results

1. Key stakeholder and customer input reduced the number of case types.

2. Reduced amount of paperwork now that scheduling is done electronically and not hardcopy paper or excel.

3. Report generation can be done by the Assistant Deputy Chief rather than IT.

4. Dashboard which provides a quick glance at what work is in progress (WIP).

5. Time it took to schedule is reduced. An at a glance view of ALJ availability for scheduling.

6. Scheduled hearings have related documents, notes, flags attached electronically.

7. Weekly input and improvement from key customers.

Next Steps

This process improvement project is not completed. The target date for completion is October 2013. The project team will continue to have weekly scrum meetings that incorporate direct customer feedback of the system functionality. Demonstrations of the system have been provided to our key stakeholder HCA.

Other Comments

OAH – New Employee Onboarding

Project Title: New Employee Onboarding

Dates of Workshop: June 2013

Contact Person: Jamie Mullenix, Project Lead; Lorraine Lee, Project Sponsor

Lean Tool(s): VSM, Force Field Analysis, Financial Measures, Scatter Diagram, SWOT, Survey, WIP, etc.

Background

The OAH Onboarding process did not align with the agency values of providing excellent customer service, efficient and effective processes. OAH provides a unique opportunity for attorneys, legal support staff and operational positions to make a difference as we provide independent adjudicatory services for referring agencies and citizens of Washington State.

It is important to our leadership team that our new staff feels welcomed, experience a smooth transition into the new position, understand our culture and what benefits they will receive. The first day, first impression, is to have the new employee outfitted with an office, access to our systems, proper paperwork ready for them to fill out with an expert on call to assist with any questions.

The current process includes several outdated forms, policies and no personal touch. Of the staff hired from January 2013 to July 2013, 56% of new hires said they were not fully functional on the first day. This feedback identified waste within our processes and lack of consistency and efficient practices.

Hearing the feedback from customers (new employees), supervisors and accessing our own internal process within HR, it was clear this was an area that needed process improvement. Each of our six field offices has a unique culture, first impression and onboarding process. It is our goal to provide a unified OAH Onboarding process. By focusing on this process, we believe staff will feel welcomed into an agency that cares for the staff, is resourceful, responsive to employee needs, and sets up employee for optimal success starting from day one.

Objectives/Mission Statement

- Consistent Onboarding procedure that all Field Offices will use for new hires
- Reduced handoffs and redundant paperwork
- Reduced turnaround time on service requests
- Updated forms for instance; service request form, personnel action request and nondisclosure forms.
- Supervisor checklist with tasks and due dates
- New employee satisfaction increased
- New employee functional on the first day

Targets/Metrics Estimated for Current and Future Conditions

- Case nondisclosure forms are required prior to employees gaining access to caseload specific programs. These programs are critical to the work our staff performs. These forms were not being signed by the employee until the first day in the office resulting in a lag in access to proper systems to perform the work.

- Once the offer of employment has been made and accepted, the Office Manager should submit the IT Service Request and Request for Personnel Action to be processed. This allows Headquarters to process the new hire action with adequate lead time (approx. 2 weeks).

- On the employees first day, (s) he will receive log-in access to the computer.

- New employees will be allowed access to inside OAH to view and acknowledge OAH policies. The current process is a printed copy of all OAH policies for an employee to sit and read on the first day.

- Update the paper IT Service Request form and move it to an electronic form on SharePoint. This allows transparency of work performed and a quick glance at work in progress (WIP).

- Removed waste in the form of unnecessary paperwork, handoffs and forms that were no longer useful.

Results

1. Reduced paper by viewing websites, policies and forms electronically rather than printing.
2. Reduced handoffs between hiring manager and headquarters.
3. Increase the number of employees who are fully operational on day one.
4. Employee satisfaction is increased.
5. Hiring managers and new employees are excited about the changes and movement towards a lean process. They took ownership and learned from participating in the process.

Next Steps

Send the draft request for personnel action form for customer review.

Seek input on the piloted IT Service Request form.

Send updated onboarding forms to the field offices.

Create a one page onboarding management tool.

Other Comments

OAH – Safety

Project Title: Office of Administrative Hearings 2013 Safety Assessment

Dates of Workshop: May 2013

Contact Person: Bill Dodge and Matt Ping, Project Leads; Lorraine Lee, Project Sponsor

Lean Tool(s): Five Why, focus groups, survey

Background

Administrative hearings conducted by the Office of Administrative Hearings (OAH) have involved angry, hostile and potentially dangerous litigants. Actual threats have been made against OAH Administrative Law Judges (ALJs), clerical employees as well as against parties in the hearing. Each OAH office has established their own protocols and practices for handling these situations. Each office's location and unique layout present different risks and circumstances for ensuring safety and effective risk management.

OAH employees participated in the 2012 statewide safety survey and some of the survey responses expressed safety concerns about dealing with hostile or angry litigants. In an April 2013 email to Chief Lee, an ALJ suggested that an agency-wide assessment be conducted due to a recent in-person hearing involving an angry litigant. Though there was no weapon or threat made, the ALJ expressed concern about OAH employees and the agency's preparedness for dealing with potentially dangerous individuals.

Objectives/Mission Statement

- Review and update OAH Safety Policy.
- Develop field office protocols and practices for handling actual or potential threats of danger from litigants, parties or members of the public in hearings before OAH.
- Identify and address employee concerns.
- Identify the safety officer for each field office and have routine safety drills.

Targets/Metrics Estimated for Current and Future Conditions

- Unsecure areas were identified as a risk to judges should they run into a litigant.
- Mirrors for better visibility of visitors and hearing rooms
- Develop manual for each field office with core safety practices and location specific practices.
- Engage all OAH employees through an assessment survey.
    - Quote: "We need to understand the difference between 'heated' and 'threatening' words and behavior and lean how to 'de-escalate' a situation. WE need to know how to 'assess a threat or risk' and then practice that assessment regularly."
    - Quote: "Better communication and coordination with the CSO staff to ensure we know what they know. Traveling ALJs are at increased risk because we don't know the layout or even what kind of faculty or participate we will get from the CSO. CSO personnel should be required to attend all remote hearings with us."
- Offsite hearings must meet OAH safety protocol.

Results

1. Regular safety updates at leadership and Assistant Deputy Chief meetings.
2. Constructive, productive meetings that engage committee members and encourage and empower them to have informative, constructive discussions within their offices

3. Memo with findings and recommendations to LT members, including any recommendations on changes to OAH or local office policies.
4. Common area doors are now locked. Daily safety check of the office prior to leaving.
5. Employee engagement and satisfaction was measured through a survey of all employees. This survey received 129 employee responses, which gave us a 67% response rating.
6. Safer work environment and a more informed workforce.

Next Steps

Other Comments

OAH – Standard Method of Appearance

Project Title: Standard Method of Appearance for hearings before OAH by the Community Services Division (CSD) of the Department of Social and Health Services
Dates of Workshop: June 2013
Contact Person: Stephanie Croom Williams, Project Lead; Lorraine Lee, Project Sponsor
Lean Tool(s): Focus Groups, Collection of Data, customer satisfaction analysis, cost analysis

Background

OAH is involved in a joint project with the Community Services Division (CSD) of the Department of Social and Health Services (DSHS) to improve service delivery to the public.

This portion of the project is focused on using Webex as the conference bridge to conduct hearings by telephone.

Current State: Prior to using Webex, the method of appearance for hearings varied greatly amongst OAH field offices. Some offices traveled frequently to CSOs (Community Service Offices) for in person hearings. Other offices traveled less frequently because they had adequate hearing space and appellants traveled to the OAH office for hearings. Other offices used a combined process, with appellants appearing in person with the ALJ and the Department representative by telephone.

Why Change? Telephone hearings are a convenient way for appellants to participate in administrative hearings. Appellants may appear from home or some other location convenient to the appellant without incurring transportation costs, parking expenses, and travel time. This is especially beneficial if the appellant does not have transportation, public transportation is not convenient or the appellant has to travel great distances to hearings (like in Region 1).

Further, for Webex hearings, appellants do not need to own a phone as long as they can appear telephonically from a friend or neighbor's phone. The availability of cell phones is rising and in certain cases, DSHS provides phone cards to people. Appellants can also appear by telephone from their local Community Services Office (CSO) with advance arrangements.

WebEx Conferencing System: Webex is a simple, straightforward way to facilitate the use and ease of telephones for hearings.

The shift to phone hearings using Webex will result in savings in time and travel expenses for the parties who participate in hearings. This will increase accessibility and improve customer satisfaction because of the ease of participating in a hearing. Neither the appellant, the Department (DSHS) nor the ALJ will incur travel costs for hearings, resulting in lower travel costs, reduced travel time and increased efficiency as more cases can now be scheduled for hearing.

Objectives/Mission Statement

We want to improve access and participation in hearings by making it easy, convenient and simple for parties to participate by telephone. Currently for most hearings held by telephone, a party must provide OAH or the Department representative a phone number *prior to the hearing* where the appellant can be reached for the hearing. This did not always happen. Parties would:

a. forget to provide a phone number
b. would not be at the number at the time of the hearing
c. would provide a different number before the hearing
d. would provide a wrong number for the hearing
e. could not provide a number because they did not know where they would be on the day of hearing.

Support staff were responsible for taking phone numbers and ensuring the judge received the number prior to the hearing. A considerable amount of time was spent by support staff taking phone numbers and transmitting them to judges.

With WebEx, appellants no longer have to notify OAH of a phone number where they will be at the time of the hearing. Hearings are scheduled about two weeks out. We serve a transient population who did not always know where they would be in two weeks. For this reason, it is better for them to call in for the hearing from a 1-800 number from wherever they happen to be at the time of their hearing.

Webex is an easy, convenient and effective way to bring the participants — i.e, the Appellant, Department rep and ALJ together for a hearing. Travel costs and time are reduced, allowing more cases to be heard than what previously could be heard.

Targets/Metrics Estimated for Current and Future Conditions

Using Webex for hearings will:

- Facilitate access to administrative hearings
- Provide for prompt resolution of disputes
- Provide access to justice for parties aggrieved by action taken by DSHS
- Provide simpler easier participation in hearings from anywhere anytime
- Improve participation in hearings by making it easy to attend hearings
- Reduce travel time to hearings
- Reduce travel costs to hearings
- Provide greater opportunity for witness participation in hearings by telephone
- Provide satisfied users who found using Webex straightforward and easy
- Provide satisfied users who feel Webex allowed them to fairly and completely present their case
- Reduce rate of defaults for hearings
- Parties express they had no difficulty navigating the Webex conference call process or understanding the instructions.

Results

I. The use of Webex for telephone hearings will:

- Increase and improve resolution of disputes with state agencies
- Make administrative hearings accessible to individuals from virtually anywhere anytime

- Reduce the number of defaults as parties do not have to travel to hearing locations
- Increase hearing participation as parties only need to call from a 1-800 number and do not need to own a telephone
- Reduce fear and stress associated with presenting their case in person to a judge
- Streamline the process by eliminating support staff from having to take phone numbers from parties in advance of the hearing
- Redeploy support staff to other work in office
- Provide a safe, convenient and confidential environment for hearings
- Improve the quality of hearings as more time can be allocated for phone hearings
- Reduce travel time and travel costs to hearings for appellants, Department reps and ALJs
- Facilitates hearings starting and ending on time
- Improve customer satisfaction by providing hearings that are fair, prompt and result in legally sound decisions

Next Steps

- Continue to evaluate level of satisfaction of appellants, Department reps and ALJs about their WebEx experience
- Evaluate whether Webex hearings continue to be accessible to appellants, Department reps and ALJs about their WebEx experience
- Conduct surveys to measure satisfaction

Other Comments

OFCO – Quality Assurance Improvement

Project Title: Quality Assurance /Complaint Closure Improvement Project
Dates of Workshop: Implemented July 1, 2013
Contact Person: Mary Meinig, OFCO Director
Lean Tool(s): Visual Management; Value Added Activities; Workflow Diagram

Background

OFCO's complaint investigation closure quality assurance process involves reviewing database information on each complaint to assure that each field is properly and accurately completed. This process also included printing reports of the information contained in the database, and attaching the printed reports in the hard file of each complaint. Over the past 5 years, on average, OFCO has received 645 complaints per year.

Objectives/Mission Statement

To identify and reduce redundant, time consuming steps in the quality assurance process reviewing completed complaint investigations.

Targets/Metrics Estimated for Current and Future Conditions

OFCO noted that the practice of printing database reports for each complaint was unnecessary, as these reports are readily available in our information system. The remote possibility of the information system "crashing" did not justify printing hard copy reports for each complaint file. Eliminating this step reduces waste, use of resources and saves time.

Results

Eliminating this step increases efficiency as the time needed to complete the quality assurance process for each complaint will be reduced by approximately 5 minutes. While the paper and printing cost for one complaint is insignificant, OFCO should realize savings in paper costs in the course of the year. Specifically, as the average complaint report is at least 15 pages, eliminating this step will result in saving approximately 9,675 pages of printing paper over the course of a year. This change has no adverse impact on the quality assurance process or services OFCO provides to residents of Washington State.

Next Steps

OFCO will review other processes and business activities that can be streamlined and made more efficient, without diminishing services provided by OFCO.
Other Comments

OFM – Facilities Move Process

Project Title: Facilities Move Process
Dates: November 2012 - September 2013
Contact Person: Nadia Sarno (Lean Practitioner), Eden Teachout (Lean Practitioner), Holly Valkama (Lean Coach)
Lean Tool(s): Concurrent Producer/Consumer VSM, Visual Management, Mistake Proofing

Background

OFM is constantly in a state of flux due to the changing priorities brought forth from the Legislature. Because of these changing priorities our staff numbers and adjacency needs, OFM frequently finds that staff need to be moved from one location to another. The process of moving can be disruptive to the mission critical work of the individuals from a time and efficiency perspective.

In the past moves were done on the fly with some preplanning but much of the process relied on the expertise of the Facilities team doing the work. Communication with the customer was done in a non-standard way and tended to change from one move to the next based on the complexity of the move being done. Customers often had to seek information from the team multiple times before their questions were adequately answered. Sometimes the customer even got conflicting answers depending on which team member they spoke with. There was a lack of role clarity among the staff involved in coordinating and processing the moves.

Objectives/Mission Statement

Customer Satisfaction:

1) **Minimize the time staff spent disrupted by the move process which takes them away from their mission critical work.**
2) **Develop standard work for processing moves to improve communication with customers**
3) **Provide transparency to the process.**

Operational Performance & Development:

4) **Resource utilization – enable the team to work more collaboratively, efficiently and with a focus on value-added activities.**
5) **Training - the move process offered an opportunity for OFM to further our Lean learning and development.**

Targets/Metrics Estimated for Current and Future Conditions

1) Standard work developed
2) Decreased time move subjects are offline/not able to work.
3) Collect feedback from move subjects

Results

Each move presents its own level of complexity and resource commitment from the Facilities team.

<u>Current State Condition</u>

During the current state move it was discovered that it took each person <u>23 hours</u> of process time away from their mission critical work to complete the move. Using the information gathered during the current state move process a number of ideas were generated and implemented to be used in the next move.

<u>Lean Improvements Implemented</u>

- **Create a move process map showing all tasks, by role, and timeline**
- **Create a Move Coordinator position description**
- **Create a survey to gather future improvement areas from staff after each move**

- **Standardize the move documentation used for staff and Facilities team**
- **Create a check sheet to ensure all is accounted and functioning**

Future State Condition

The post-implementation survey showed that on average it took staff 8 – 16 hours away from their mission critical work. If we assume the larger number of this range this shows approximately a 7 hour savings of time per staff member. Considering moves can sometimes be as large as 75 people time savings per move could be as large as 525 staff hours for the consumer stream.

Anecdotally, facilities staff felt implementing these new tools saved a great deal of Facilities time and resulted in much happier customers at the end.

Next Steps

Gathering additional data

- **Gather data from future moves to "check" future state**

Standard Work/Value-adds for customer

- **Create a packing list for staff with suggested items**
- **Create a phone programming needs template**
- **Create an individual staff space needs worksheet**

Additional ideas that came out of the second move considered for implementation:

- **Provide staff with canisters of surface wipes before and after the move**
- **Provide more recycle bins prior to the move to allow for more purging**
- **Have an IT staff person on site the first day that staff are back in the office for possible IT issues**

Other Comments

Quotes from staff after the second move (via survey):

"Nadia, Matt, Neal and Rudy make a great team. Everyone was helpful and supported us throughout the process. Thanks!"

"Facilities did a really nice job of making sure our desks were set up, our stuff was where we needed it, and our spaces were ready to move into. The picture and checklist are smart ideas, and I think they worked well. "

"Nadia did a great job of keeping us informed throughout the process."

OFM – Group C Assignment Pay

Project Title: Group C Assignment Pay

Dates of Workshop: April 17 & 23, May 1 & 21, 2013

Contact Person: Eden Teachout & Nadia Sarno (Lean Practitioners); Sandi Stewart (SHRD Project Sponsor); Mary Rodriquez (Project Lead)

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

Background

Group C Assignment Pay (AP) is a premium pay that may be added to the base salary to support the recruitment and/or retention of like positions at a specific work location. The State Human Resources (HR) Director must approve the use of assignment pay for each affected position prior to the employer's implementing this premium.

The process to evaluate Group C AP requests submitted by agencies outside the collective bargaining/budget process has been in place for several years. Developed jointly with the Labor Relations Division (LRD), the process enables consideration of requests affecting both represented and non-represented employees. While the State HR Director authorizes the use and amount of assignment pay, employee representatives may demand to bargain the amount authorized for represented positions.

Recent organizational, leadership, and staffing changes have resulted in confusion about the process, questions about current responsibilities, and recognition of the need to streamline and improve coordination of existing procedures.

Objectives/Mission Statement

The purpose of the workshop was to clarify and streamline the Group C AP evaluation process for requests submitted outside the biennial collective bargaining/budget process. Workshop goals included:

- **Reduce delays related to approval processing.**
- **Clarify the final decision-making authority.**
- **Create a predictable process containing standard work.**
- **Ensure staff across all divisions understood the process and their responsibilities.**

Targets/Metrics Estimated for Current and Future Conditions

- **Reduce re-work and delays caused by missing or wrong information from customers (agencies/institutions).**
- **Ensure clear, consistent communication with customers about approvals/denials and rationale, and next steps or options to meet their business needs.**
- **Eliminate unnecessary review and approval internally, and streamline necessary review and approval.**

Results

The process has not been tested in real-time, as we haven't yet received a request. However, improvements include:

- **Reduced estimated processing time from 4+ months to 37 days for non-represented staff and 60 days for represented staff.**
- **20% reduction in hand-offs**
- **Eliminated one layer of approval, and removed handoff in another layer of approval to reduce wait time**
- **Created a combination request and analysis form that captures the right information from customers the first time, and captures the complete analysis by OFM HR and Labor Relations units, which simplifies recordkeeping.**
- **Created standard communication templates which provide consistent messaging and reduce staff time to draft, review, and approve communications.**
- **Significantly improved staff knowledge of roles, responsibilities, and resources related to this process.**

Next Steps

We will measure the process when a request is received and identify additional improvements.

We will also finalize and communicate the revised guidance for customers and follow up with them for feedback.

Other Comments

Since the initial improvement effort, we've clarified and communicated language in rules and contracts to reduce confusion. Staff are engaged in improving this process, and customers who participated in the improvement effort are excited to use the new process.

OFM – Supply Area

Project Title: Supply Area 5S Project
Dates of Workshop: March 4-8, 2013
Contact Person: Melinda Aslakson (Lean Practitioner)
Lean Tool(s): 5S

Background

The LRD supply room area was full of excess inventory and items were improperly stowed making it hard to find things and unorganized working condition. Things were cluttering up the area that were not used and getting in the way of finding things that employees need as well as posing potential safety hazards.

Objectives/Mission Statement

The objective of the effort was to use 5S to organize OFM's Labor Relations Division (LRD) Supply and Copy Area into a safer and more efficient work area.

Targets/Metrics Estimated for Current and Future Conditions

Make it easier for staff to find what they need when using the supply area and also maintain a safe and clean working environment.

5S Method steps:

SORT – Necessary: used for daily work & used periodically FROM Unnecessary: unsafe, defective, obsolete/outdated, unused, extra/duplicate

SIMPLIFY and SWEEP -

Establish a designated location for all remaining items
Label or make visual cues of proper places for items
Be sensible to frequency of use, grouping like items together, considering ergonomics

STANDARDIZE –

Communicate supply area organization with staff and standards so everyone understands where to find what they need and when

SUSTAIN –

As an organization, practice self-discipline to keep the supply area intuitive, safe and clean for the benefit of all.

Results

Supply inventories reduced because the area only stores what will be used.

Safety is improved because tripping and falling hazards were removed. The group rid the space of excess inventory and created room to safely stack items for easier retrieval in the closets. The floor was cleared of unnecessary items.

Sustainability - Increased responsibility by users after improvement -

"I notice that everyone takes responsibility for keeping the areas safe and organized and seem to have an interest in maintaining the improvements." - Project Lead

User/Customer satisfaction –

"It looks fantastic! Thanks for your hard work and willingness to take on the dust!" - LR Assistant Director.

After

OFM LRD Supply Area

After

OFM LRD Supply Closet

After

OFM LRD Copy Area

Next Steps

Signs/Standard work: Standards, labels, kaizen board where staff are able to place improvement ideas for consideration.

Training: Training for new staff

Other Comments

OMWBE – Streamline Appeals Process

Project Title: Streamline Appeals Process

Dates of Workshop: October 2012 – June 2013

Contact Person: Amanda Migchelbrink, Legal Director

Lean Tool(s): Value Stream Mapping, One-piece flow, Bottleneck analysis

Background

- In 2012, Governor Gregoire had identified coordinating appeals with the Office of Administrative Hearings (OAH) to ensure a legally-sufficient decision is communicated to all parties within 90 calendar days of OMWBE's receipt of the appeal, as one of the priorities for OMWBE's new director. Prior to June 2012, firms presented their appeals to a Certification Committee comprised of a Contract certification expert, Washington State Department of Transportation Office of Equal Opportunity (WSDOT OEO), and an OMWBE administrative support employee.

Objectives/Mission Statement

- Reduce waiting time for firms appealing denials and decertifications.
- Apply regulations in a consistent manner.
- Conduct investigations according to policies and procedures developed by legal director.
- Reduce the risk of erroneous decisions.

Targets/Metrics Estimated for Current and Future Conditions

- Diagnose the certification/decertification in regards to the federal procedures governing these processes. Continue to apply Lean processes reducing time and capacity needs.
- Meet with both state and federal agencies to clarify specifics, objectives, reporting methods, tracking and communication of investigations leading to hearings.
- Schedule progress meetings to communicate updates and any developments with both state and federal agencies.
- Use calculus that articulates and accounts for timelines, extensions, and parameters for timely processing including exceptions.
- Budget for anticipated workloads.
- Provide training to uniformly collect and interpret evidence; execute investigations, and present determinations.
- Adopt an automated electronic tracking system for appeals and investigations that facilitates timely and comprehensive communication.
- Conduct a gap analysis to anticipating the unknown and develop mitigation strategies.
- Create policies and procedures that reflect the OMWBE/OAH hearing process.

Results

- OMWBE reorganized and added a legal director to the agency. The legal director led the streamlining of the appeals process and created infrastructure, with policies and procedures.
- The creation of a memo template to OAH has made requesting hearings very efficient.
- 12 firms have appealed using this streamlined appeals process, and OAH has scheduled dates for hearings.

Next Steps

- The OMWBE/WSDOT/USDOT team discovered a need to pursue joint task force investigations. In many instances, as certifications are questioned, other issues are discovered. Often, there may be several agencies making inquiries or investigations regarding the same firm for different reasons. The team felt there should be a prioritization of those efforts or a joint task force process for investigations. As this is a recent realization, the team for the next few weeks will be collaborating to create infrastructure and prioritization of responsibilities. Then, the team will decide how to incorporate a joint taskforce investigation into the certification appeals process, if applicable.

Other Comments

OMWBE – New Online Certification Database

Project Title: New Online Certification Database
Dates of Workshop: August 2012 – July 2013
Contact Person: Debbie McVicker, Deputy Director
Lean Tool(s): Value Stream Mapping, One-piece flow

Background

In January 2012, OWMBE partnered with WSDOT to design a program to improve OMWBE's document management system. The vision is to reduce application processing time for OMWBE certification to meet the federal guideline.

The business objectives of the Disadvantage Business Enterprise Certification (DBEC) project were to:

- Speed up the OMWBE Certification process to meet the new federal regulations.
- Reduce the risk of losing federal funding.
- Make application approval process efficient.
- Provide a better method for responding to and receiving certification packages from other states.

Objectives/Mission Statement

- Reduce application processing time.
- Standardize amount of time applicant firms have to respond to Additional Information Requests.
- Standardize language on Additional Information Request letters.

Targets/Metrics Estimated for Current and Future Conditions

- Receive applications in paper format and capture them into a document management system.
- Ensure applicants pay appropriate fees prior to application processing.
- Ensure applicants receive updates on their current application status.
- Review applications for completeness and assign for analysis.
- Review applications for approval, denial, or administrative closure within time constraints mandated by Washington state and federal regulations.
- Conduct peer and certification supervisor reviews of applications.
- Request additional Information from applicant via email using auto-populated forms.
- Receive electronic or paper responses to requests for additional information.
- Reopen and process previously administratively closed applications.
- Track ongoing applications and requests for additional information.
- Process annual updates and state recertification applications.
- Maintain application tracking information for reporting and tracking purposes.
- Respond to requests for information from other states.
- Send and receive certification information from other states in electronic or paper format.

Results

- Applications are tracked from induction of application to certification decision.
- Feedback from applicant firms has been overwhelmingly positive, with firms thanking OMWBE for notifying them when their application has been received, when their application has completed the prescreening process, the contact information for the analyst assigned to their file, and when a decision for certification has been made. At each step in the application process, automatic emails are sent to the firms so the firm owner always

knows where his or her application is in the process.

- Analysts are able to work remotely and access the online certification database, so when an analyst is out in the field at an onsite visit, he or she is able to pull up the documentation in the file and make notes directly into the database.
- OMWBE has been able to reduce paper and toner costs by creating digital copies of files to provide for public records requests, other state certification agencies, and USDOT and state appeals instead of hard copy files. The estimated cost savings in paper and toner is approximately $3,000 per year. This equates to a 65% reduction in cost.

Next Steps

- OMWBE continues to monitor the effectiveness of the certification process and any unnecessary "waste" (no value added) activities to identify areas of improvement.
- OMWBE hopes to add an online application process and incorporate this with the online certification database.

Other Comments

Parks – Cash Receipt Transmittal

Project Title: Cash Receipt Transmittal (CRT)

Organization: Washington State Parks and Recreation Commission

Dates of Workshop: March 4-8, 2013

Contact Person: Mark Bibeau, Financial Services Chief- Project Lead, Don Hoch, Director - Sponsor

Lean Tool(s): Value Stream Mapping

Background

The CRT process was a manual process which included revenue detail and bank deposits at remote locations throughout the state for a variety of different fees for services offered at Parks. Financial Services received the CRTs and copies of the deposit slips through the mail, then had to match the CRTs to the bank deposits that are processed through the Office of the State Treasurer (OST), and input the information to AFRS.

Problems:

- **OST makes draws from the banks at different intervals – some daily others weekly**
- **Parks don't always mail or don't mail timely the CRTs**
- **Matching OST draws to the CRTs is like a puzzle which gets further complicated by NSFs**
- **The information from the CRTs is manually copied to journal vouchers (JV) so the information can be input to AFRS**

Adopt a business approach to park system administration: Strategy: Seek efficiencies and process improvements in all areas of park system operation, development and administration.

Objectives/Mission Statement

Implementation plan to improve current CRT process :

- **Shorten time from date of bank deposit to date CRT from park is received at Financial Services**
- **Reduce processing time from an average of 20 days to 7 days**
- **Identify how online banking access best fits into the work flow**
- **Identify that portion of the process that could be automated and what is required to automate**
- **Future State Value Stream Map of CRT process to streamline, reduce process steps and wait time.**

Targets/Metrics Estimated for Current and Future Conditions

1. **Established a written process for field staff**
2. **Standardized the process for all parks**
3. **Gained electronic access to banks**
4. **Redesigned forms for staff and pay envelops for visitors**

Results

1. **Reduced process from 20 days to 7**
2. **Combining headquarter and field staff for the VSM event helps to build understanding of job duties and improves communication and increases morale in the field.**
3. **Improved services for our customers by providing 18 more self pay stations**
4. **Huge change with revenue details as it shows in the system faster for better reporting figures**
5. **Staff can spend time saved with visitors needs as opposed to paperwork.**
6. **Added a revenue staff email distribution list which increased communication with the field staff.**

Next Steps

The instruction manual will be completed prior to next season, based on lessons learned. Continue to redesign forms as necessary. Add smart, stand alone credit card machines. Fiscal staff and field staff will continue to monitor and make improves in the process immediately as opposed to waiting.
Other Comments

RCO – Records Retention

Project Title: Records Retention

Dates of Workshop: May – December 2013

Contact Person: Mark Jarasitis, CFO; Patty Dickason, Records Officer, Rebecca Connolly, Accountability Manager

Lean Tool(s): 5S, Process Mapping, Standard Work

Background

The Recreation and Conservation Office (RCO) provides grants that have perpetual contract obligations, and needs to maintain project records accordingly to ensure compliance. The agency currently has nearly 8,000 projects with both paper and electronic files. Over 100 new projects are added each year.

State Records asked the RCO to store paper project files in accordance with general retention schedules, with destruction six years after project completion. This does not meet RCO contract compliance, risk management, and business practice purposes. In addition, RCO recognized that records are stored in both paper and electronic files, which is costly and can be a problem for contract compliance and risk management.

Finally, staff time is spent scanning paper documents that could be received electronically. The current process for managing records involves multiple staff members handling the documents at several points during the project lifecycle.

Objectives/Mission Statement

- Identify the records that must be retained to ensure contract compliance
- Identify a single long-term storage location (paper versus electronic) for the records
- Standardize and improve records handling process to eliminate handoffs and time spent scanning during the active phase and at project closure
- Recommend changes to operational policies as needed to support changes

Targets/Metrics Estimated for Current and Future Conditions

1. Records will be stored in the right location upon receipt
2. Moving to electronic submission will eliminate process variation and reduce process handoffs from four to one.
3. Invoices and other records not needed for long-term compliance will be destroyed according to state retention guidelines
4. An electronic system will move the records into long-term electronic storage without any staff intervention.

Results

Implementation will begin in October, pending cost estimates for work needed to change electronic records system.

Next Steps

This project addressed records retention for active and newly-created projects and records. Staff will implement the changes and track compliance. A major effort will take place to train staff and project sponsors to submit documents electronically.

The next phase of this project will apply the principles and policies from this project to address records retention for the paper files that are currently stored in the State Records Center.

Staff will do ongoing work to revisit the number and type of records that are kept.

Other Comments

RCO – Supply Room Improvements

Project Title: Supply Room Improvements
Dates of Workshop: January – April 2013
Contact Person: Patty Dickason, Records Officer, Rebecca Connolly, Accountability Manager; Kathleen Barkis, Receptionist
Lean Tool(s): 5S, Standard Work

Background

The small RCO supply room served multiple functions: mail room, supply room, copy center, emergency supply staging area, surplus area, and vehicle checkout facility. Due to poor layout, staff could not find necessary supplies, and time was wasted looking for missing items. Further, mail delivery was non-standard; some employees received their mail directly, while others used the mail boxes in the supply room. Finally, staff noted that they did not have space near the copy machine to compile print jobs.

Objectives/Mission Statement

- Identify a core set of supplies for purchase and inventory; eliminate all other office supplies (surplus or destroy)
- Reorganize supplies, paying attention to ADA considerations and putting like items near each other to eliminate extra steps (e.g., put copy paper near the copier)
- Move surplus to another area and revise policies so that it is removed from office in a timely manner
- Make emergency supplies readily accessible
- Put vehicle keys in secure location
- Standardize mail process
- Provide working space for staff near copy machine

Targets/Metrics Estimated for Current and Future Conditions

- Supply room is reorganized and maintained
- Mail delivery is standardized; the saved space has been repurposed as work space near the copy machine
- Inventory is streamlined to a core set of supplies
- All other objectives met

Results

RCO staff members have maintained the supply room in its reorganized condition for five months.

Next Steps

RCO will continue to monitor this project for any needed adjustments. Expectations were shared with staff informally at an all-staff meeting. Documenting the policy revisions will happen by the end of 2013.

Other Comments

UTC – Open Meeting Document Preperation

Project Title: Open Meeting Document Preparation Process, Telecommunications Section, Regulatory Services Division

Dates of Workshop: March 2013

Contact Person: Brian Thomas

Lean Tool(s): Value Stream Mapping Exercise

Background

The Utilities and Transportation Commission regulates the rates, terms and conditions of utility services provided by a broad range of entities that serve Washington consumers. Among the entities subject to the commission's jurisdiction are providers of electric, gas, telecommunications, solid waste, and water services, in accordance with rules and regulations promulgated by the commission under state law. Matters involving utility regulation are generally conducted according to either a formal adjudicative process (hearings, sworn testimony, and cross-examination) or a less-formal course involving the commission's semi-monthly business meetings.

Many telecommunications matters come before the commission for analysis, discussion, and resolution pursuant to its business meeting process. Generally such matters are prompted by various types of filings (tariff changes, notices, petitions, etc.) by telecommunications companies regulated by the commission. The commission's process for addressing such filings involves the commission's Records Center and the Telecommunications Section of the Regulatory Services Division. The Records Center handles the basic administrative aspects of the filings while the Telecommunications Section conducts the detailed examination of the filings leading to their recommendation and formal consideration by the commissioners at the business meetings. The process for moving telecommunications filings from their receipt by the Records Center through the Telecommunications Section to the Open Meeting involves a number of individuals, electronic handoffs, and potential interactions with representatives of the regulated entities or other stakeholders. A material element of this process is the preparation of staff memoranda and draft orders that constitute the Telecommunications Section's efforts to describe filings, discuss their merits, and make formal recommendations for action by the commissioners. It is this process, the preparation of business meeting memoranda that was selected by the commission's Lean team for evaluation and revision using Lean principles according to a Value Stream Mapping exercise.

Adopting revisions to the business meeting memoranda and orders drafting process is one of several initiatives under way to adapt and, where appropriate, reduce telecommunications regulation in a manner consistent with state law and developments in the telecommunications marketplace.

Objectives/Mission Statement

Improve the efficiency and quality of the business meeting memoranda and orders preparation process of the Telecom Section of the Regulatory Services Division that is depicted in the attached flowchart.

Targets/Metrics Estimated for Current and Future Conditions

Document standard processes for filing types.

Reduce number of handoffs during drafting process.

Eliminate paper copies for distribution, drafting and editing purposes.

Pre-create business meeting libraries on SharePoint.

Shift to electronic distribution of "Pink Mail" documents.

Results

Commission information services team members will research establishing advance Open Meeting libraries on SharePoint. This would allow Regulatory Services team members to work ahead, and on multiple projects at one time.

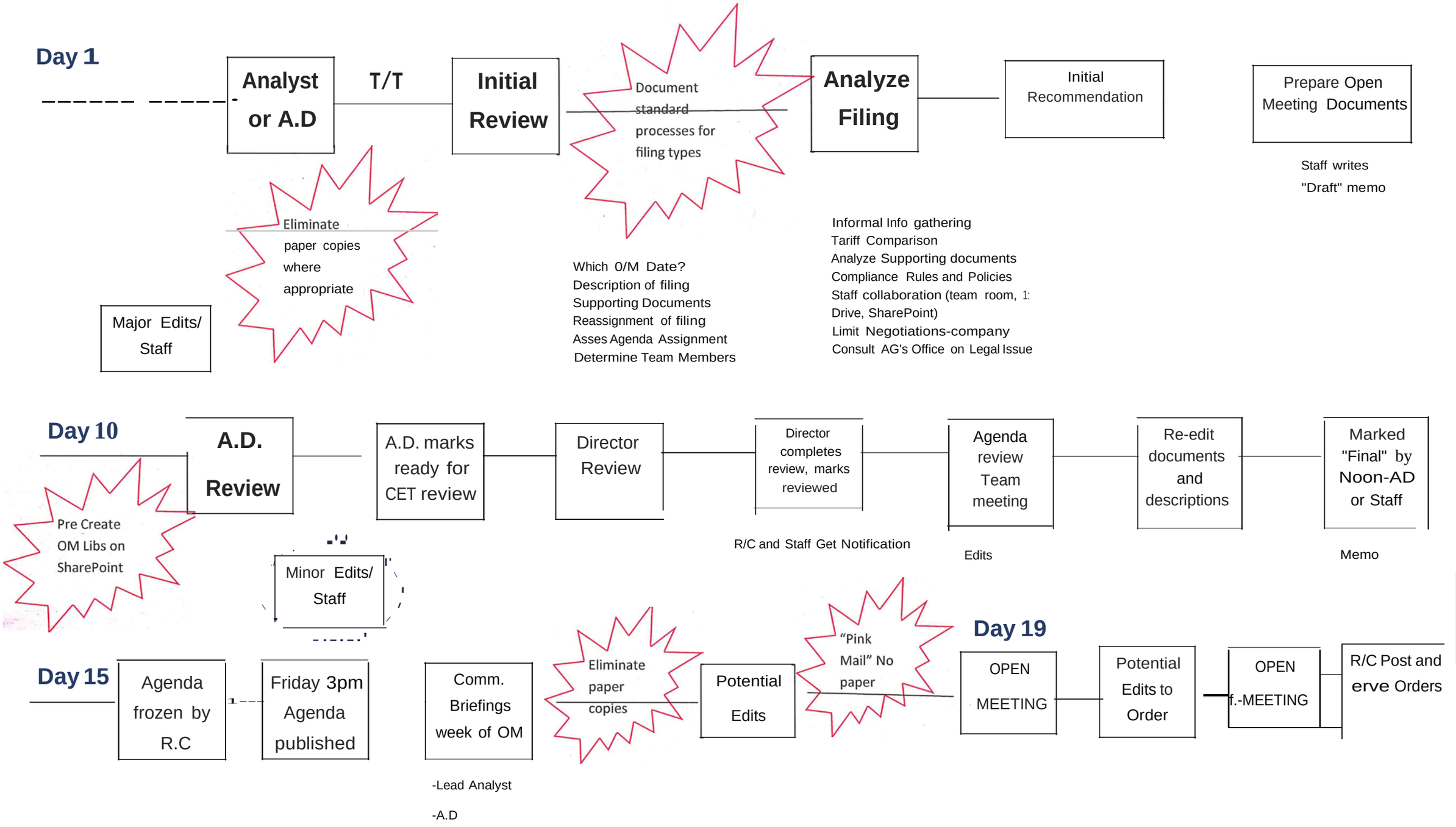
Commission information services team members will work with the Records Center to determine if we should establish electronic distribution for last-minute open meeting agenda items. This will eliminate time-intensive, paper-copy distribution of last minute additions and/or updates to Open Meeting agenda items.

Next Steps

The UTC's Executive Director, Director of Regulatory Services, Assistant Director of the Telecommunications Division, the assigned Lean Practitioner, and others, will monitor and follow-up with the telecom Lean team to assess and capture improvements to the targeted process.

Agency leadership, in conjunction with appropriate team members, will conduct a post mortem analysis of the telecom Lean project to evaluate the effectiveness of the process followed by the team and apply the lessons learned to future Lean initiatives.

Other Comments


Day 1
Analyst or A.D
T/T
Initial Review
Document standard processes for filing types
Analyze Filing
Initial Recommendation
Prepare Open Meeting Documents
Staff writes "Draft" memo
Eliminate paper copies where appropriate
Major Edits/ Staff
Which 0/M Date?
Description of filing
Supporting Documents
Reassignment of filing
Asses Agenda Assignment
Determine Team Members
Informal Info gathering
Tariff Comparison
Analyze Supporting documents
Compliance Rules and Policies
Staff collaboration (team room, 1:
Drive, SharePoint)
Limit Negotiations-company
Consult AG's Office on Legal Issue
Day 10
A.D. Review
A.D. marks ready for CET review
Director Review
Director completes review, marks reviewed
Agenda review Team meeting
Re-edit documents and descriptions
Marked "Final" by Noon-AD or Staff
Pre Create OM Libs on SharePoint
Minor Edits/ Staff
R/C and Staff Get Notification
Edits
Memo
Day 15
Agenda frozen by R.C
Friday 3pm Agenda published
Comm. Briefings week of OM
-Lead Analyst
-A.D
Eliminate paper copies
Potential Edits
"Pink Mail" No paper
Day 19
OPEN MEETING
Potential Edits to Order
OPEN f.-MEETING
R/C Post and erve Orders

WSDA – Redesign of Receiving Area

Project Title: : Redesign of Receiving Area @ the Microbiology Lab

Dates of Workshop: May 2013

Contact Person: Kirk Robinson, Assistant Director, Food Safety and Consumer Services Division

Lean Tool(s): Lean Principles—Rapid Improvement Event: Waste Elimination, "Everyday Ideas", 5S

Background

Redesign of the Microbiology Laboratory's receiving area was needed to reflect changes that have occurred with sample and laboratory supply receiving, particularly now that the Laboratory has a Laboratory Information Management System (LIMS) that is used to log-in both supplies and samples. The previous configuration for computer use was not ergonomic or flexible for Laboratory staff and the actual workflow in the space itself was not an efficient use of the very limited space available.

Objectives/Mission Statement

- Enhance service to the customer through improved sample turnaround and reporting
- Improve the process for receiving lab samples and routine supplies
- Make the area ergonomically correct/improve worker safety

Targets/Metrics Estimated for Current and Future Conditions

- Formed a re-design team made up of members that utilize this space and an ergonomic specialist
- Documented work processes for receiving samples and supplies
- A 3D graphic was used to provide the visual representation of the available space and to identify the desired process within that space.

Results

Redesign of the space will be complete in approximately two weeks.

Next Steps

Utilize the new space/processes, gather metrics and adjust to the results.

Other Comments

WSDA – Seed Testing Bag Markings

Project Title: Seed Testing (Nematode) Bag Markings
Dates of Workshop: April 2013
Contact Person: Brad Avy, Assistant Director, Commodity Inspection Division
Lean Tool(s): Quick Start: Implementing "Everyday Ideas"

Background

The Seed Program area inspectors gather field samples each season for Nematode testing. The samples are gathered in plastic bags and the area inspectors mark each bag with the information required for the laboratory technicians to process the sample when in arrives back in the Seed lab. The markings consist of three or four lines of information (sample number, field number, crop number, etc.) and it takes about five minutes per sample for the area inspector to mark the inspection bag, reading from copies of inspection request documents provided to the inspectors from office assistants.

Objectives/Mission Statement

- Reduce the amount of time and opportunity for error when inspectors were transferring information from the inspection request documents to the sample bags.
- Eliminate duplication of effort
- Reduce copying of inspection requests.
- Increase capacity for area inspectors to focus on customer requests

Targets/Metrics Estimated for Current and Future Conditions

- Formed a team consisting of office staff and area inspectors
- Discussed/documented current work processes
- Discovered that the needed information was already kept in a spreadsheet in the office. Labels could be generated for the bags from this existing spreadsheet.

Results

1. Inspectors use pre-printed labels generated from information already contained in a spread sheet in the office.
2. Copying of inspection request documents for area inspectors was eliminated
3. Potential for errors reduced due to reading/writing errors, increasing customer satisfaction and confidence.
4. Inspectors save approximately 5 minutes per sample by using the pre-printed labels. Field Nematode Inspections this year totaled 302. At 5 minutes per bag, approximately 25 hours were saved by inspectors not having to read through the documents and mark the sample bags.

Next Steps

Review other seasonal lab processes for effectiveness and efficiency

Other Comments

WSP – Stamp Order Process

Project Title: WA State Patrol Fire Protection Bureau Certification/Stamp Order Process

Dates of Workshop: June 2013

Contact Person: Sponsor, Angela St. John, WSP FPB; Implementation Manager, Dan Johnson, WSP FPB

Lean Tool(s): Value Stream Mapping

Background

The WSP Fire Prevention Division, Licensing Section, processes renewal applications and required fees from fire sprinkler contractors and employees of contractors annually, who are seeking a certificate of competency. To be issued a certificate of competency, contractors and employees of contractors must send in a complete application and payments for both the certificate of competency and the stamp associated with their certification. When a complete application and payment are received, eligibility is verified by the Licensing Section and a certificate is issued. A stamp order is sent to the WSP Supply Section. The Supply Section then orders a stamp from the vendor. There is no consistent measure of time between when a stamp is ordered and when it is received by the certificate holder. There is also no consistent communication from the vendor. The Prevention Division has no way of knowing if the certificate holder has received their stamp until they call to complain.

Objectives/Mission Statement

- Increase the efficiency and provide better customer service to those applicants seeking a certificate of competency and stamp through the WSP.
- Develop guidelines for reviewing contractor license and certificate of competency initial, renewal, or reinstatement applications remain consistent in practice.
- Develop standard guidelines for ordering, distributing, and tracking inspector stamps.
- Reduce redundant and costly steps.

Targets/Metrics Estimated for Current and Future Conditions

1. Allow certificate of competency holders to order their own stamp from approved vendor.
2. Create new template for stamp order.
3. Implement new invoicing process.
4. Create Electronic Company Files.
5. Train a back-up.

Results

Anticipated results are that by implementing :

1) A change to the invoice process for renewing a fire sprinkler system contractor's license and certificates of competencies. Changing the process will have two anticipated cost savings and benefits to the customers we serve.
    a. Implementing an invoice process versus the traditional send payment in with the renewal notices will:
        - Eliminate the need to process an average of 64 refunds each fiscal year for over/under payment associated with the renewal of fire sprinkler contractor licenses. Each refund is handled by no less than 5 FTEs**.**
        - Reduce the number of checks that are processed by the Fire Protection Bureau. Currently, we have 1,217 fire sprinkler system contractors and certificate holders. Approximately 548 separate checks are received during the renewal process. Each renewal fee is handled by no less than 5 FTEs.

b. Implementing the change from the FPB ordering the certificate holders stamp to the certificate holder being responsible for obtaining their own stamp will:
    - Remove the need to collect the $20 fee for the stamp, and processing the orders for approximately 570 certification stamps a year.
    - This process improvement will allow the certificate holder to now either order a stamp online or in person from a business supply store that sells custom stamps. This allows them to obtain the stamp with same day service or if ordered on-line track the stamp through to delivery.

Benefits and cost savings:

- Eliminates the need to process refunds.
- Eliminates the cost in printing and mailing checks.
- Eliminates a cumbersome process to track any one particular stamp order.
- Eliminates the 100+ phone calls and emails from upset certificate holders who have not received their stamp by January 1, when the stamp was ordered in late November.
- Allows the certificate holder to use established business relations (purchase cards with a particular office supply store, or discounts on purchases) when purchasing their stamp.

Estimated overall projected savings from this project:

Location	Phase of Project		Hours	Total
FPB	Refunds		32	$ 1,151.36
FPB	Check processing at FPB		91	$ 2,135.77
FPB	Stamp Ordering		57	$ 1,937.47
FPB	Responding to late stamp inquiries		16.5	$ 654.19
	**Hourly Rate includes salary and benefits	**Total**	196.5	$ 5,878.79

Next Steps

- Complete the renewal cycle for 2014 and survey the contractors and certificate holders for customer satisfaction on the changes that have been made.
- Begin the Pilot Project to:
    - Create electronic files for all contractors and the certificate holders they employ.
    - Scan copies off licensing and certification documents. The end goal here is to greatly reduce or eliminate the amount of physical files that need to be maintained in the office before sending them to storage. Having an electronic copy will allow the files to be readily accessible to all staff in the Licensing Section.
- Train a backup person to maintain the licensing and certification files. At this time we have only one employee that knows the processes used to issue licenses and certifications.
- Identify and complete updates to the Fire Data Management software program that is used to maintain the licensing and certification files.

Other Comments

WSP – Vehicle Mobile Platform Installation

Project Title: Pursuit Vehicle Mobile Platform Installation
Dates of Workshop: August 2011
Contact Person: Steve Smeland, Fleet and Supply Manager, 360-596-6010
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. In addition, the Fleet Section personnel manage a statewide replacement and retirement schedule for all vehicles. The goal of the workshop 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 mobile platform, and all pursuit vehicles are now built to that standard.
- Workload Leveling – Emergency equipment repair work traditionally completed by the installation team, 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.
- Inconsistent Workflow – Personnel were assigned to specific teams to develop skills and improve competencies in order to increase pursuit vehicle mobile platform installations.

Results

In 2009/2010, the WSP Fleet Section was outfitting and issuing an average of 12 patrol vehicles per month. In August 2011, Fleet conducted a Lean workshop, which was facilitated by Boeing trainers. Processes were standardized and activities which did not add value were eliminated. Fleet staff has continued to adopt Lean principles in the workplace over the last two-year period and numerous process improvements have been initiated. As a result in 2012, the number of vehicles outfitted and issued to the field increased by 11% compared to 2011. In 2013, the year-to-date numbers for outfitting and issuing vehicles to the field is up 40% compared to 2012. Fleet installers are now averaging 21 vehicles per month, which comes out to 3 per installer. Prior to implementing Lean, that number was 1.7 vehicles per installer.

Labor time for equipment installation is tracked and recorded. The installation time varies between vehicle platforms, but for the primary line vehicle, the time has been decreasing for two years and continues to do so. As an example, at the beginning of 2012 it took 63 hours of labor to fully outfit a pursuit-rated Chevrolet Caprice. Installers are now completing these vehicles in 23 hours.

SAVINGS: This is a reduction of 40 hours and equates to a monetary savings of $1,178 in labor costs per vehicle. Assuming a production of equipping 240 vehicles per year, the dollars saved is approximately $282,720.

This increase in production and decrease in outfitting time is directly related to the staff actively seeking out ways to incorporate Lean concepts into what they do on a daily basis. The following list includes some of the process improvements that have been implemented:

- Mechanics working in the repair side of the shop took over retrofits and repairs to emergency lighting, sirens, and other law enforcement equipment. This allowed the installers to focus on their primary task of outfitting patrol vehicles.
- Installation parts were moved from an adjacent building to the Fleet building. This eliminated the need to move parts back and forth between buildings.
- A room used to store large power tools was converted to a parts room. This moved the parts, or the supply line, closer to the installers. Prior to this, parts were stored in 3-4 locations in two separate buildings. Consolidating the parts cut 30 minutes off the production time.
- The parts in the parts room were placed on the shelves to match how the parts were listed on the procedure code. This eliminated missing or extra parts being delivered to the installers.
- Eight steel wheeled carts were purchased. These carts are loaded with all of the parts necessary to equip a vehicle. The parts and work orders for the vehicles being outfitted in the four bays, and for the next four builds, are prepared in advance. Installers no longer have to wait for parts.
- Procurement specialists have identified minimum and maximum inventory levels for each part and have adopted a just-in-time parts inventory philosophy.
- Installation processes, tools, and vehicle equipment have been standardized. Customers no longer receive "customized" vehicles. Standardized processes not only decrease build times but in the future it will assist Electronic Services Division field techs and external vendors in diagnostics and repairs. For example, colored wires will always be connected to certain equipment parts. This eliminates guesswork and decreases repair time.
- Templates were made to mark the location of the door decals and roof mounted antennas. The time needed to make precise measurements and marking has been eliminated. This has shaved off at least one hour of labor for each vehicle build.
- Installers worked with a local vendor to create a wire harness, complete with connectors, which can be installed as a unit rather than measuring out 31 different wires and then having to add connectors to each. This alone has reduced the installation time between 2-4 hours per vehicle.
- Installers have worked with vendors to have holes pre-drilled and pre-tapped in trunk trays and consoles.
- The vehicle storage areas at Fleet have been mapped by rows, and organized to follow the vehicle build order. Installers can easily locate the next vehicle that they will be working on and no longer have to move several vehicles to get to the one they need.
- Visual displays have been posted in the installation work area. Some of the information posted includes the monthly production goal, a running monthly build completion list for each installer, the current number of vehicles equipped for the month and year, and a comparison to the previous month and previous year. There is also a holder mounted on the wall containing future work orders. The lot map is also posted.
- Fleet staff was able to find a vendor that has the ability to create a computer generated plastic seat shell that fits precisely over the rear back seat that comes directly from the vehicle manufacturer. This eliminates the need to remove the rear seat and the rear seat back and replace them with a hard plastic seat. Prior to this, the removed seats had to be transported to a warehouse and then returned to Fleet for reinstallation before the vehicle could be sold at the end of its lifecycle. This has allowed Fleet to downsize warehouse rental space from 7,000 square feet to 2,800 square feet.
  SAVINGS: The anticipated savings in rental costs for seat storage is almost $30,000 per year.
- Fleet management meets with the installation group weekly to discuss individual and group progress, installation issues, and as a forum to brainstorm continued process improvements. The best ideas have and continue to be brought forth by the installers. These meetings allow an opportunity to keep Lean in the forefront as a continual process without an "end" point. They also add an accountability link for work performance.

Next Steps

The initial objective was to increase the number of vehicles equipped and issued from 12 to 20 per month and to reduce the vehicle turn-in mileage to 110,000 miles. We have exceeded our equipping and issuing goals, and in fact, it is anticipated that Fleet will soon be up to 24-25 vehicles per month. We have yet to see the same success in turn-in mileage reduction. In the past, we have sent new cars out to the field to replace mid-mileage vehicles that were pulled for each graduating class of troopers. This has been occurring twice per year and involves up to 100 vehicles. When Fleet's focus shifts to the cadet cars, there can be 2-3 months, twice per year where high mileage vehicles are not pulled from the field. Recently, the Chief made a decision to outfit cadet classes (starting with the 103rd class in April 2014) with new vehicles. This will allow Fleet staff to outfit the cadet cars and high mileage vehicles simultaneously. There will no longer be periods where high mileage vehicles are kept in the field accumulating even more miles. We anticipate significant reductions in turn-in mileage within the next year.

Other Comments

WTSC – Invoice Processing

Project Title: Invoice Processing
Dates of Workshop: November-December 2012
Contact Person: Debi Besser
Lean Tool(s): Value Stream Mapping

Background

The WTSC provides funding for traffic safety activities through reimbursement grants. Instead of sending the entire amount of the grant to the grantee at the beginning, we reimburse grantees after they have incurred approved expenses. As a result, we process thousands of individual reimbursements every year based on A-19 forms submitted by our grantees (customers).

The existing process for reviewing and approving grantee invoices was lengthy and required the passing of paperwork through any hands. Our objective was to streamline this process, getting payment to our customers faster and minimizing staff work time and effort.

- **20 percent of invoices require additional paperwork or corrections from the customer**
- **85 percent of all invoices are missing their Statewide Vendor number**
- **A-19 invoice incorrectly completed**
- **Multiple handoffs**
- **Too many tracking systems**
- **Non-value added data collected**

Objectives/Mission Statement

- **Return all incomplete invoices at the beginning of the process to avoid re-work**
- **Standardize A-19**
- **Reduce hand-offs/touches**
- **Reduce tracking of non-value added data**
- **Educate sub grantees, contractors, and WTSC staff**

Targets/Metrics Estimated for Current and Future Conditions

Though the value stream mapping, we were able to eliminate one person entirely from the process, and reduce two paperwork transfers. We also identified missing information that created re-work later in the process and required those form fields be completed before the process ever started.

Results

Staff involved was reduced from 5 to 4 people, eliminating two hand-offs. We standardized the A-19 and returned incomplete invoices with attached letter explaining what was missing. We also provided a link on the WTSC website to complete forms for a Statewide Vendor Number. One tracking spreadsheet was eliminated, and we stopped collecting non-value added data.

Next Steps

These small changes to our process created significant improvement; however, there is opportunity to streamline and improve this process even further.

Other Comments

WTSC – Mobilization Memorandum

Project Title: Mobilization Memorandum of Understanding and Invoice Processing
Dates of Workshop: April – June 2013
Contact Person: Debbie Johnson
Lean Tool(s): Swim Lane Flowchart

Background

The Washington Traffic Safety Commission (WTSC) provides funding to law enforcement agencies, (state, county, local), for officers to work overtime on emphasis patrols looking for violators of DUI, speed, and seat belt laws. Law enforcement agencies sign a Memorandum of Understanding (MOU), agreeing to participate is some or all of the emphasis patrols throughout the year. The MOU also states that the officers need to make a certain number of contacts per hour as well as fill out and submit an activity log tracking the stats for the different kinds of contacts and violations they encountered on their shift.

The activity logs are forwarded to the Target Zero Managers (TZMs), who are contractors out in the field that help WTSC at the county level with our traffic safety efforts. The activity logs are also attached along with other backup documentation to the A19 Invoice vouchers when submitted to WTSC for reimbursement. WTSC is required to track the stats from the activity logs and report to the National Highway Traffic Safety Administration (NHTSA) throughout the year. Our objective was to determine if this process could be streamlined and to see if there is a duplication of efforts by WTSC staff and the TZMs when recording stats and expenditures.

Objectives/Mission Statement

- **Review all steps in the process and determine if needed and what the information tracked is used for**
- **Standardize procedure for tracking allocated amounts to law enforcement between WTSC and TZMs for tracking budget vs. expenditures**
- **Review the process for determining allocation amounts for law enforcement agencies**
- **Review process for making modifications to original allocations and how WTSC is notified**
- **Determine if WTSC and the TZMs are not both tracking the same information, if so then**
- **Change to process to eliminate the duplication and revise the procedure for reporting the needed information to NHTSA**

Targets/Metrics Estimated for Current and Future Conditions

Though the swim lane flowchart we were able to see the whole process both within WTSC and out in the field, which has resulted in more questions on the process and how we can make it better and more efficient.

Results

We have not achieved any results to date.

Next Steps

This project has expanded and the team will need to continue to review the process as well as request more WTSC staff and external customers to assist us in evaluation and leaning of this process.
Other Comments

WTSC – School Zone Safety Mini Grant Process

Project Title: School Zone Safety Mini Grant Process

Dates of Workshop: Not a workshop. I implemented the LEAN process into one of my current grants process.

Contact Person: Project Lead – Kathy Droke

Lean Tool(s): Process Mapping Steps, Swim Lane Flow Chart, Standard Work, Feedback from Stakeholders, VA vs. NVA Analysis

Background

The school zone mini grants are available for elementary and middle schools through school zone infractions written by law enforcement. The grants cover school zone safety equipment and crossing guard training materials. WTSC partners with Target Zero Managers, Law Enforcement Liaisons, OSPI, Department of Transportation Engineers, ESDs as well as many other agencies to communicate effective school zone safety procedures at the school level. The process to apply for the grants is fairly simple. However, over the years, the process has taken on many steps that do not add any benefit to the process. These extra steps allow for confusion with instruction, longer time delays in the approval process and excess work for WTSC staff as well as the applicants.

Objectives/Mission Statement

By deleting steps that do not add value to the application process, instructions will be more simplified, causing less confusion on the applicant side. This will cut down on delayed approvals and excess time spent by WTSC staff on excessive phone calls to the applicants to gather required information for their grant approvals.

Adding a column for 'Tribal Contacts' on the spreadsheet where data is collected from the applicants will provide updated and correct information for our tribal liaison reports to NHTSA.

The applicants email me their completed A19 form before they send it in the mail. This will cut down on delayed reimbursement processing time due to missing information or wrong information. The goal here is to get the applicant's reimbursement requests paid in a timely manner, which builds trust between WTSC staff and the applicants (public partners). This also cuts down on mailing expenses as well as staff time to return the mail.

Targets/Metrics Estimated for Current and Future Conditions

In reviewing the detailed steps of the application process, there were a few NVA (non-value added) steps. The steps were previously put in place because there were multiple people involved in the approval process. Now that there is only one person managing the grant process, these extra steps can be deleted. Over time, I will be measuring the time saved and will continue to gather information from the applicants on whether the new process is more convenient and clear.

By adding the column for 'Tribal Contacts' to the data spreadsheet, I will be able to get information immediately (within minutes) on how many schools have worked with Tribes, as well as the names of the Tribes. This information in critical to show the collective working relationship between WTSC and tribal agencies. In the past, there was no system in place to collect this information. In past years, this information was gathered by manually going through each grant approval (over 300) to locate whether a school partnered with a Tribe. This information is easy to find, but extremely time consuming and the process can take days.

The time spent on contacting the applicants to correct their A19 invoice vouchers could take anywhere from a five minute phone call to days or weeks waiting for returned information in the mail. This delays the reimbursement process by weeks. By allowing the applicants to email me their A19 invoice voucher ahead of time, prior to them putting the forms in the mail, there is an extreme reduction in errors when I receive the hard copy in the mail. Increasing reimbursement time frames and decreasing WTSC staff time spent on calls, emails, and snail mail to the applicants to correct problem. The time relieved is anywhere from two to three days spent on one applicant's

request.

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) expenditure savings – estimated expenditure savings like paper or postage, (7) customer satisfaction, and (8) employee engagement (include employee quotes, reactions, response via survey or comments in debrief).

1. **Excessive steps in the approval process were deleted, creating more efficient correspondence and instruction as well as reducing the number of steps in the process, saving staff time. I have had many responses from the applicants that the process is much simpler for them to follow and welcomed the informational flyer created to give clear and concise instruction.**
2. **Storing approval documents in three separate types of files has been condensed into one file, saving file space in hard copy form and electronic form, which saves space on the agency server.**
3. **Allowing the applicants to email me their A19 invoice voucher for review before submittal has cut the processing time by approximately 70 percent. This is measured by noting the average amount of time it takes to process one A19 invoice voucher with errors and without errors. The amount of pending reimbursement requests has gone from approximately five to seven on any given day to two within a week's time. Customer satisfaction and appreciation!**

Next Steps

I have begun the process to implement a survey to find out how the schools hear about our school zone mini grant opportunities.

- **This will allow me to create a working relationship with the Principals or safety patrol officers. This partnership builds trust and creates returning applicants.**
- **Learning what counties have heard about the grants vs. counties that have not heard about the grants, will open up opportunities for me to work more closely with the Target Zero Managers, and other stakeholders, building stronger working relationships between agencies. We will be able to coordinate efforts together to reach more counties/schools.**

I will continue to monitor the amount of errors on the reimbursement requests and the time spent on incorrect forms to make sure the new process is still a better system.

The due dates and delinquencies will be monitored to find out if there needs to be a change in the due date language in the approval documentation. Currently, the number of reimbursement requests turned in after their due date is increasing. I aim to reduce this rate.

Future process mapping will commence on the Flashing Beacon Grants and the Law Enforcement grants.

Other Comments