

Strategic Lean Project Report



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

I. General Information:

Lead agency name: Washington Military Department

Partner agencies:

Improvement project title: C, 1-161 Supply Organization and Ordering Process

Date improvement project was initiated: 9/12/2015

Project type: New Project

Project is directly connected to:

- Results Washington performance measure
- Agency Strategic Plan
- Other

If applicable, specify the alignment:

Goal 5: 2.1

Report reviewed and approved by: Major General Bret Daugherty, Director

II. Project Summary:

The Washington Military Department improved the C, 1-161 Supply Organization process for issuance of gear, resulting in a reduction of Soldier wait time from 5.25 minutes to 1.8 minutes per Soldier.

III. Project Details:

Identify the problem: The C, 1-161 Soldiers were waiting for their gear for 5.25 minutes. The entire unit waited almost 5 hours for everyone to be issued their gear. This delayed the unit from performing their duties.

Problem statement: Currently, issue time of 5.25 minutes per Soldier compared to our target of 2 minutes per Soldier, which we want to reach by 8/18/2015.

Improvement description: By reorganizing the supply area and creating visual management, the team was able to reduce the wait time of the unit by almost 3 hours per drill.

Customer involvement: 3 customers were involved throughout the entire process and were utilized for piloting the new process.

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IV. Project Details:

Improved process as measured by: <i>(Click those that apply)</i>	Specific results achieved: <i>(Complete the narrative boxes below)</i>	Total Impact: <i>(Actuals; Current Reporting Period)</i>	Results status:
<input checked="" type="checkbox"/> Time	Decreased time from 5.25 minutes per Soldier to 1.8 minutes per Solder.	3.16 hours per month	Final

V. Contact information:

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VI. Optional Visuals: Delete section if not using. Provide before and after photos or simple charts. If using an image, please keep the image file size under 100KB.

Before



After



Strategic Lean Project Report



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

I. General Information:

Lead agency name: Washington Military Department

Partner agencies:

Improvement project title: Capital Asset Management System Year-End Process

Date improvement project was initiated: 8/1/2015

Project type: New Project

Project is directly connected to:

- Results Washington performance measure
- Agency Strategic Plan
- Other

If applicable, specify the alignment:

Goal 5: 2.1

Report reviewed and approved by: Major General Bret Daugherty, Director

II. Project Summary:

The Washington Military Department improved the Capital Asset Management System Year-End Process, resulting in a decrease of work time from 102 hours to 10 hours.

III. Project Details:

Identify the problem: The Capital Asset Management System (CAMS) Year-End Process was performed by several people who were required to pull information from multiple systems. The process was disjointed and had no set policy or procedure. Because of this, the process was "reinvented" every year which added time to the process.

Problem statement: Currently, the CAMS year-end process is operating at 102 hours compared to our target of 51 hours, which we want to reach by 8/1/2015.

Improvement description: The team mapped the current process and realized there was no set process; several groups contributed information, but had not formalized criteria or requirements. This review identified several areas of duplication of effort. The team was then able to map a future state in which only the information that was required was used and in which there were clear roles and responsibilities. They conducted a pilot which was successful and reduced the process time from 102 hours to 10 hours.

Customer involvement: NA

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IV. Project Details:

Improved process as measured by: <i>(Click those that apply)</i>	Specific results achieved: <i>(Complete the narrative boxes below)</i>	Total Impact: <i>(Actuals; Current Reporting Period)</i>	Results status:
<input checked="" type="checkbox"/> Time	Decreased process time from 102 hours to 10 hours.		Final

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Strategic Lean Project Report



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

I. General Information:

Lead agency name: Washington Military Department

Partner agencies:

Improvement project title: Field Maintenance Shop #1 Improved Parts Pulling System

Date improvement project was initiated: 5/29/2015

Project type: New Project

Project is directly connected to:

- Results Washington performance measure
- Agency Strategic Plan
- Other

If applicable, specify the alignment:

Goal 5: 2.1

Report reviewed and approved by: Major General Bret Daugherty, Director

II. Project Summary:

The Washington Military Department improved the Parts Pulling System of the Field Maintenance Shop #1, resulting in the elimination of customer wait time from 113 minutes per week to 0 minutes per week.

III. Project Details:

Identify the problem: The customers waited for the production controller to pull parts from a location that was over four minutes away. The parts were not organized or tracked which also increased a backlog of work orders.

Problem statement: Currently, the customer wait time is 113 minutes per week compared to our target of 0 minutes, which we want to reach by 5/29/2015.

Improvement description: The production controller increased shop stock, sorted parts by type, reorganized and labeled locations which allowed for decreased wait time and reduction of backlog.

Customer involvement: NA

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IV. Project Details:

Improved process as measured by: <i>(Click those that apply)</i>	Specific results achieved: <i>(Complete the narrative boxes below)</i>	Total Impact: <i>(Actuals; Current Reporting Period)</i>	Results status:
<input checked="" type="checkbox"/> Time	Decreased customer wait time from 113 minutes per week to 0.		Final

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Strategic Lean Project Report



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

I. General Information:

Lead agency name: Washington Military Department

Partner agencies:

Improvement project title: Junior Enlisted Advancement Process

Date improvement project was initiated: 9/1/2015

Project type: New Project

Project is directly connected to:

Results Washington performance

measure

Agency Strategic Plan

Other

If applicable, specify the alignment:

Goal 5: 2.1

Report reviewed and approved by: Major General Bret Daugherty, Director

II. Project Summary:

The Washington Military Department improved the Junior Enlisted Soldier Advancement Process, resulting in a decrease of time of completed promotion from 34.9 days to 5.4 days.

III. Project Details:

Identify the problem: The Junior Enlisted Soldiers of the Washington Military Department were not being promoted in a timely manner. This project reduced the amount of time they had to wait from 34.9 days to 5.4 days.

Problem statement: Currently, the wait time for completed promotion is 34.9 days compared to our target of 20 days, which we want to reach by 10/1/2015.

Improvement description: The team was comprised of cross-functional members from all levels of the organization. The new process utilizes several databases to verify information automatically in order to advance Soldiers to the next rank sooner.

Customer involvement: 2 separate personnel offices who use the process were involved in the development and piloting of the new process.

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IV. Project Details:

Improved process as measured by: <i>(Click those that apply)</i>	Specific results achieved: <i>(Complete the narrative boxes below)</i>	Total Impact: <i>(Actuals; Current Reporting Period)</i>	Results status:
<input checked="" type="checkbox"/> Time	Decreased time for completed promotion from 34.9 days to 5.4 days.		Final

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Strategic Lean Project Report



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

I. General Information:

Lead agency name: Washington Military Department

Partner agencies:

Improvement project title: Officer Candidate School Phase III In-Processing

Date improvement project was initiated: 7/17/2015

Project type: New Project

Project is directly connected to:

Results Washington performance

measure

Agency Strategic Plan

Other

If applicable, specify the alignment:

Goal 5: 2.1

Report reviewed and approved by: Major General Bret Daugherty, Director

II. Project Summary:

The Washington Military Department improved the Officer Candidate School Phase III In-Processing, resulting in a decrease in processing time from 90 minutes per Soldier to 22.67 minutes per Soldier

III. Project Details:

Identify the problem: The Washington Military Department manages the Officer Candidate School Phase III and is tasked with in-processing the Officer Candidates. The in-processing was taking over 90 minutes on average per Soldier and this delayed the start of the course.

Problem statement: Currently, the wait time for our customers is 90 minutes per customer compared to our target of 45 minutes per customer, which we want to reach by 7/17/2015.

Improvement description: The team created a spaghetti diagram to analyze the current state and the waste involved therein. The group noticed that there was an excess of movement and waiting as well as several bottlenecks. By reorganizing the layout of the in-processing center, changing the order of how the troops were in-processed, and providing enough staff for the bottlenecked stations, the team was able to improve the flow of the in-processing.

Customer involvement: NA

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IV. Project Details:

Improved process as measured by: <i>(Click those that apply)</i>	Specific results achieved: <i>(Complete the narrative boxes below)</i>	Total Impact: <i>(Actuals; Current Reporting Period)</i>	Results status:
<input checked="" type="checkbox"/> Time	Decreased customer wait time from 90 minutes per Soldier to 22.67 minutes per Soldier.		Final

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Strategic Lean Project Report



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

I. General Information:

Lead agency name: Washington Military Department

Partner agencies:

Improvement project title: Selected Reserve Incentive Program Bonus Payment Process

Date improvement project was initiated: 9/1/2015

Project type: New Project

Project is directly connected to:

- Results Washington performance measure
- Agency Strategic Plan
- Other

If applicable, specify the alignment:

Goal 5: 2.1

Report reviewed and approved by: Major General Bret Daugherty, Director

II. Project Summary:

The Washington Military Department improved the Selected Reserve Incentive Program Bonus Payment Process, resulting in a decrease of late bonus payments for Soldiers from 123 days late to 0 days late.

III. Project Details:

Identify the problem: The Soldiers of the Washington Military Department were not being paid their retention bonuses in a timely manner. This project reduced the delay of payment from 123 days late to 0 days late.

Problem statement: Currently, the payment of bonuses is 123 days late compared to our target of 0 days late, which we want to reach by 9/1/2015.

Improvement description: The team reduced the delay of payment by identifying shortfalls in the current process. They worked with National Guard Bureau and Army National Guard units to create a process that would meet regulatory requirements but that would also pay bonuses on time. They did this by creating standard work for the incentives team and by delegating authority.

Customer involvement: NA

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IV. Project Details:

Improved process as measured by: <i>(Click those that apply)</i>	Specific results achieved: <i>(Complete the narrative boxes below)</i>	Total Impact: <i>(Actuals; Current Reporting Period)</i>	Results status:
<input checked="" type="checkbox"/> Time	Decreased delay of payment from 123 days late to 0 days late.	5,781 days	Final

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