

Strategic Lean Project Report



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

I. General Information:

Lead agency name: Washington State Department of Transportation (WSDOT)

Improvement project title: Improve processing of aircraft registrations and exemptions

Date improvement project was initiated: 3/31/2015

Project type: New Project

Project is directly connected to:

- Results Washington performance measure
- Agency Strategic Plan

If applicable, specify the alignment:

- Goal 5: Efficient, effective and accountable government
- Goal 4: Organizational strength

Report reviewed and approved by: Roger Millar, Deputy Secretary of Transportation

II. Project Summary:

WSDOT's Aviation Division improved how aircraft registrations and exemptions are processed, resulting in approximately 1,300 hours of customer time saved by no longer requiring back-up documentation for 672 non-airworthy aircraft exemptions. Additionally, more than eight hours of staff time was redeployed to process 517 additional non-airworthy aircraft exemptions in the first two months of the annual renewal cycle, compared to the prior year. During the first phase of this process improvement effort, most of the quantified benefits affected owners requesting an exemption for a non-airworthy aircraft.

III. Project Details:

Identify the problem: Processing aircraft registration exemptions and payments for aircraft registrations took too long for both customers and the department.

Background: All aircraft are required to register annually in the state where they are located, unless they qualify for and request an exemption. The most common types of exemptions are for non-airworthy aircraft, aircraft that are sold and moved out of state, and commercial aircraft. WSDOT required that aircraft owners requesting an exemption for a non-airworthy aircraft submit documentation that the aircraft was not fit to fly, such as photographs or other evidence.

Problem statement: Currently, it takes approximately 1.5 minutes to process a non-airworthy aircraft exemption, compared to the target of less than 1 minute for the Aviation Division.

Improvement description:

- Eliminated the requirement for aircraft owners to submit justification documents along with their registration exemption request for non-airworthy aircraft. Many exemptions were delayed in the past because of insufficient or no documentation being attached to these exemption requests.

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- Developed and launched an online form for aircraft owners to use when requesting a registration exemption for their aircraft, instead of the paper form as the only option for exemptions (mailed in or delivered in person).
- Enhanced the existing online system to submit and pay for aircraft registrations in an account managed by the aircraft owner.
- Routed aircraft registration payments directly to the cashier in Accounting at Headquarters for input. This eliminated daily bank deposits and cash receipt processing by Aviation division staff, and mitigated risks for the agency by centralizing the handling of cash and checks.
- Trained accounting staff to pend transactions for exemptions in order for accounting staff to continue processing payments for other aircrafts owned by the same person or organization.

Customer involvement: The team used existing customer feedback and experience to guide their improvements to the aircraft registration and exemption processes.

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	<p>Decreased time spent processing a non-airworthy aircraft registration exemption from 1.5 minutes to 45 seconds (non-airworthy exemption submitted electronically took only 30 seconds).</p> <p>Results are based on 672 non-airworthy aircraft exemptions processed in Nov-Dec 2015 for the 2016 renewal cycle and 1,272 non-airworthy aircraft exemptions recorded for the 2015 renewal cycle.</p>	<p>Redeployed eight hours of staff time in the first two months of the annual renewal cycle; annual savings estimated at 16 hours.</p>	<p>Preliminary</p>
<input checked="" type="checkbox"/> Customer Satisfaction	<p>Decreased time required for a customer to compile documentation to support a request for an aircraft registration exemption for a non-airworthy aircraft from 2 hours per exemption request to approximately 2 minutes.</p> <p>Decreased cost to customers by offering a new online form for aircraft exemptions, which was used by 320 customers in the first two months (eliminated travel, postage and paper costs)</p>	<p>Saved customers approximately 1,300 hours in the first two months of the annual renewal cycle; annual savings estimated at 2,500 hours.</p>	<p>Preliminary</p>

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

I. General Information:

Lead agency name: Washington State Department of Transportation (WSDOT)

Improvement project title: Improvements to the public disclosure request process regarding change orders on the Alaskan Way Viaduct Replacement program

Date improvement project was initiated: 4/30/2015

Project type: New Project

Project is directly connected to:

- Results Washington performance measure
- Agency Strategic Plan

If applicable, specify the alignment:

- Goal 5: Efficient, effective and accountable government
- Goal 4: Organizational strength

Report reviewed and approved by: Roger Millar, Deputy Secretary of Transportation

II. Project Summary:

WSDOT's Alaskan Way Viaduct Replacement program improved how they manage documents and respond to public disclosure requests (PDRs) regarding program change orders. As a result of these improvements, the team provided responses to customers in seven fewer days on average (from 32 to 25 days), and redeployed more than 550 labor hours (from 20 hours to 3.8 hours per PDR) to other program management tasks within the six-month evaluation period ending October 2015.

III. Project Details:

Identify the problem: The time required to collect records in order to respond to PDRs regarding project change orders was too lengthy. Many of these PDRs were similar, but the team was collecting the responsive records for each PDR from scratch, from a variety of document storage systems.

Problem statement: Currently, it takes approximately 20 labor hours per PDR compared to the target of 10 labor hours.

Improvement description:

- Started a weekly PDR meeting to identify the records needed for the response, and used a checklist to define the scope, roles, due dates, etc.
- Developed instructions for record holders on how to search for records.
- Implemented weekly emails to share a PDR tracking sheet.
- Defined storage locations so staff members know where to look for records and what storage locations do not need to be searched.
- One staff member now conducts site-wide document searches using Content Server whenever possible, instead of multiple people searching the repository.
- Procured specialized software that allows program-wide searches across network drives by one staff member.

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Customer involvement: Internal process partners were involved throughout the Lean project.

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	<p>Decreased the average number of days, starting at acknowledgment and ending with closure of a PDR, from 32 days to 25 days, so that customers receive the PDR response seven days faster.</p> <p>Decreased the labor hours required to compile responsive records for a PDR for project change orders from 20 hours to 3.8 hours.</p> <p>Results reflect 34 PDRs closed in the six-month evaluation period ending October 2015.</p>	<p>34 PDRs delivered seven days earlier and 550 labor hours redeployed to other program management tasks in six-month period.</p>	<p>Preliminary</p>

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

I. General Information:

Lead agency name: Washington State Department of Transportation (WSDOT)

Improvement project title: Supply management improvements in the Eastern Region

Date improvement project was initiated: 1/31/2015

Project type: New Project

Project is directly connected to:

- Results Washington performance measure
- Agency Strategic Plan

If applicable, specify the alignment:

- Goal 5: Efficient, effective and accountable government
- Goal 4: Organizational strength

Report reviewed and approved by: Roger Millar, Deputy Secretary of Transportation

II. Project Summary:

WSDOT's Eastern Region improved how they managed maintenance and office supplies, resulting in saving \$9,700 annually in unnecessary freight charges, reducing office supply expenditures by \$3,800 annually, and redeploying approximately 2,500 labor hours annually to managing critical inventoried supplies for transportation system maintenance and operations.

III. Project Details:

Identify the problem: WSDOT Eastern Region's centralized inventory "Stores" identified that they spent approximately 50 percent of their time managing non-inventoried, low dollar, and/or readily available products instead of assisting maintenance area staff in managing critical inventoried supplies and materials. Insufficient inventory of critical items resulted in frequent small orders of items by maintenance employees, incurring nearly \$1,500 per month in unnecessary freight charges.

Problem statement: Currently, the "Stores" team spend 50 percent of their time (3,100 labor hours annually) managing non-inventoried items, compared to the target of 10 percent of their time (600 labor hours annually).

Improvement description:

- Determined which items should be carried in inventory and the quantities necessary, based on customer input and purchase history.
- Began to inventory guardrail and fencing items to reduce freight charges.
- Eliminated stocking non-inventories supplies valued at approximately \$20,000 annually. These supplies are now ordered as needed and charged to the requesting office/work order.
- Decentralized the responsibility for ordering office supplies, which were some of the non-inventoried supplies frequently on the shelves at the centralized Stores location.

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- Began “drop shipping” orders to outlying offices to avoid unnecessary travel to pick up items from Stores. In the past, all items ordered by Stores would be delivered to their centralized location, and those requesting the order would drive to pick it up.

Customer involvement: The project lead attended the monthly Maintenance Superintendents meeting to request customer feedback. A customer feedback e-mail was sent out to the Maintenance Supervisors and Lead-Techs to monitor how the process is working.

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"/> Cost	<p>Decreased freight charges during a nine-month period from approximately \$7,900 for 117 orders to approximately \$600 for 33 orders, while maintaining the needed level of supplies.</p> <p>Decreased region-wide spending on office supplies from approximately \$22,200 in nine months to approximately \$19,300 (excluding ink and toners).</p>	<p>Saved \$9,700 in freight charges annually</p> <p>Saved \$3,800 in office supplies annually</p>	Final
<input checked="" type="checkbox"/> Quality	<p>Decreased the number of non-inventoried items kept in stock from 60 items to 6 items.</p>		Final
<input checked="" type="checkbox"/> Time	<p>Decreased labor hours used for managing non-inventoried supplies from 3,100 labor hours annually to 600 labor hours annually.</p>	<p>Redeployed 2,500 labor hours annually to managing critical inventoried items</p>	Final

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

I. General Information:

Lead agency name: Washington State Department of Transportation (WSDOT)

Improvement project title: Job classification and compensation evaluation process

Date improvement project was initiated: 12/31/2014

Project type: New Project

Project is directly connected to:

- Results Washington performance measure
- Agency Strategic Plan

If applicable, specify the alignment:

- Goal 5: Efficient, effective and accountable government
- Goal 4: Organizational strength

Report reviewed and approved by: Roger Millar, Deputy Secretary of Transportation

II. Project Summary:

WSDOT's Human Resources and Safety division improved how job classifications are reviewed and approved, resulting in classification decisions being made 14 days faster by the Headquarters Classification and Compensation unit, from an average of 19 days in 2014 to five days for the six-month reporting period.

III. Project Details:

Identify the problem: Job classification decisions were taking too long to review and determine the appropriate classification for new or existing positions agency wide. This delayed recruitment of new employees to fill vacancies, and impacted existing employees whose job was being evaluated for reclassification.

Problem statement: Currently, it takes 19 days to issue a decision regarding a position's classification compared to the target of 10 days.

Improvement description:

- Transferred position classification analysis to the regional Human Resources offices instead of Headquarters performing the analysis. Regional HR staff members were already completing some of the analysis, and were more familiar with the position's responsibilities and expectations.
- The review process was streamlined by replacing intermittent reviews with a weekly classification determination committee, which enabled the Headquarters staff to provide a reliable estimated timeframe for when they would review any specific classification request.
- The team transitioned to using a shared electronic system, which expedited the classification review process by eliminating hard copy document routing. This also saved paper.

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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	<p>Decreased timeline for a job classification decision from the Headquarters HR Classification and Compensation unit from 19 days in 2014 to five days for the six-month reporting period ending September 2015.</p> <p>Decreased Headquarters Classification and Compensation unit staff time spent reviewing and making a decision on a job classification request from 4.3 hours per request in 2014 (28 requests per month) to 2.5 hours per request in 2015 (25 requests per month).</p>	<p>300 classification decisions were completed approximately 14 days earlier in 2015</p> <p>Redeployed 540 hours annually to other HR tasks</p>	<p>Final</p>

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