JAY INSLEE
Governor

STATE OF WASHINGTON
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July 1, 2014

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

The Honorable Ross Hunter, Chair
The Honorable Bruce Chandler, Ranking Member
House Appropriations Committee

The Honorables Curtis King and Tracey Eide, Co-Chairs
Senate Transportation Committee

The Honorable Judy Clibborn, Chair
The Honorable Ed Orcutt, Ranking Member
House Transportation 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, Third Engrossed Substitute Senate Bill 5034, I am forwarding the Lean Report due July 1, 2014, on behalf of Results Washington.

We are pleased to report that Washington state's embrace of key goals, metrics and the Lean philosophy is showing significant results across state government. As outlined in this report and the accompanying agency project descriptions, improvement efforts are resulting in faster services, less paperwork, dollar savings and other benefits that help deliver more value to Washingtonians.

Much work and many opportunities for improvement remain. Results Washington is an unprecedented effort to transform the culture of state government. Ultimately, we are trying to build a lasting workplace culture in which engaged employees and their leaders are deeply focused on customer service and continual improvement.

Thank you for your interest in this work.

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

STATE OF WASHINGTON

LEAN PROCESS IMPROVEMENTS AND EFFICIENCIES

Report to the Legislature

RESULTS WASHINGTON
July 2014

This report is submitted by Results Washington and the Office of Financial Management pursuant to Section 714 of Third Engrossed Substitute Senate Bill 5034 (2013), which states, in part:

> Agencies must report to the office of financial management at least twice per fiscal year process improvements and efficiencies gained through tools such as the lean strategy. The office of financial management must compile and transmit these reports to the appropriate fiscal committees of the legislature at least every six months, beginning January 1, 2014.

This is our second report. We anticipate submitting the next one February 1, 2015. By reporting to the Legislature in February rather than in January, agencies are able to track and report their efforts to us in line with their regular, six-month calendar cycles (January through June and July through December). This one-time adjustment will put us on track for regular six-month reporting cycles that match up with the agencies' own semiannual tracking efforts.

Contents

Executive summary

Washington state's embrace of key goals, metrics and the Lean philosophy is starting to show significant results across state government. Using Lean methods and principles, agencies are focusing on customers in a deliberate way and empowering front-line workers to make improvements.

As shown in the summary and project reports below, these changes are reflected in:

- faster services
- slashed backlogs
- less paperwork
- dollar savings
- easier-to-understand forms
- higher customer satisfaction
- engaged employees
- more staff time for mission-critical work

Cumulatively, Lean changes since 2012 have saved Washingtonians millions of dollars, and in the case of drivers' licenses at the Department of Licensing, more than a century's worth of waiting time. Permits are being issued more quickly. Public record requests are being fulfilled faster. Changes in work flow and elimination of redundancies and bottlenecks are leading to greater quality of applications and faster, consistent reviews and inspections.

Much work and many opportunities for improvement remain. While focusing on improving education, health, the economy and the environment, Results Washington is also an unprecedented effort to transform the *culture* of state government. Ultimately, we're building a lasting workplace culture in which engaged employees and their leaders are strongly focused on customer service and continual improvement.

Building a Lean culture enterprise-wide is a major organizational transformation, and our Lean journey is still at the early stages. Although many states are embracing performance management, none is approaching it on as ambitious a scale as Washington is.

Department of Labor and Industries
Cut the average time for processing employer requests for reconsideration of audit findings from 441 days to 67, saving employers an estimated $1.7 million in interest costs.

Department of Revenue
Reduced by 64 percent the average number of days an information services help desk ticket is open.

Department of Health
Cut the time for handling a complaint about the Women, Infants and Children program from an average of four weeks to one.

Department of Social and Health Services
Streamlined a widely used personnel form and processes, eliminating the need for 8,000 approval signatures and saving 2,133 hours of staff time each month.

Department of Transportation
WSDOT headquarters has cut the time it takes to fulfill public disclosure requests by 55 percent, from an average of 24 days to 11.

Lean partners

Washington has benefitted tremendously from the assistance of 192 Lean partners from 86 public and private-sector organizations who have provided their expertise — for free — to state employees learning Lean and doing improvement work.

These partners represent several sectors, including:

- manufacturing
- aerospace
- the military
- health care
- higher education
- insurance

These experts have provided training, coaching, tours or consulting to leaders and line staff involved in Lean improvement efforts at dozens of agencies.

Through the efforts of the Results Washington team and these public and private-sector partners, thousands of state employees have been introduced to Lean principles and tools, as have hundreds of state managers and supervisors. Hundreds of Lean projects have been launched at dozens of agencies. We have heard over and over from employees who began this process skeptically, only to be convinced as they saw their own workspaces and workflow improve.

In a time of limited resources for government to provide essential services, Lean helps to manage the work and improve the results.

Examples of Lean results

During this six-month reporting period, 33 agencies, boards and commissions have submitted 115 detailed Lean improvement project reports. The boxes on the right-hand side of this report's pages are taken from project reports during this January 1, 2014, through May 31, 2014, reporting period.

Those project reports are attached to this document as Appendix B. They detail the problem that each improvement effort addressed, what was done about it and specific results achieved.

Department of Transportation
Ferries Division now requires only three signatures per item for most contracts and purchase orders instead of six or seven.

Department of Licensing
Cut by more than half the time required for DOL Mail Center to receive and forward firearms transfer applications from licensed firearm dealers to program staff for processing.

Office of the Family and Children's Ombuds
Improved an inefficient, paper-based complaint process by adding the option of a faster, easy-to-complete online version.

Community Colleges of Spokane
Reduced by two-thirds the number of steps a student takes from admission to sitting in class.

The agencies reporting improvement projects during this period include:

Department of Agriculture	Employment Security Department
Department of Commerce	Health Care Authority
Consolidated Technology Services	Liquor Control Board
Department of Corrections	Washington's Lottery
Department of Ecology	Military Department
Employment Security Department	Office of Administrative Hearings
Department of Enterprise Services	Office of the Chief Information Officer
Environmental and Land Use Hearings Office	Office of the Family and Children's Ombuds
Department of Financial Institutions	Office of Financial Management
Department of Fish and Wildlife	Pollution Liability Insurance Agency
Department of Health	Recreation and Conservation Office
Department of Labor and Industries	State Board for Community and Technical Colleges*
Department of Licensing	State Conservation Commission
Department of Retirement Systems	Utilities and Transportation Commission
Department of Revenue	Washington Student Achievement Council
Department of Social and Health Services	Washington State Patrol
Department of Transportation	Washington Traffic Safety Commission

* The State Board for Community and Technical Colleges report includes project and training information from Big Bend Community College, Clark College, Edmonds Community College, Everett Community College, Highline Community College, Olympic College, Pierce Colleges, Seattle Colleges and Community Colleges of Spokane.

Previous and ongoing efforts

Over the past 2.5 years, agencies across Washington state government have used Lean principles on an estimated 500 improvement projects.

Much of the initial work was limited in scope, as employees and managers began to learn the tools and philosophy of Lean. But as their comfort level has risen, agencies have accomplished substantial Lean-driven gains in efficiency, effectiveness and customer service.

Among them:

- The Washington State Patrol and the Department of Enterprise Services worked together to overhaul an archaic paper application system for trooper candidates. The Patrol has also used Lean to dramatically speed up background checks and how quickly mechanics outfit patrol cars. And DES has been a leader using Lean, with many improvements underway.

> **Consolidated Technology Services**
> Automated a monthly report about service desk workload, so a manual process that used to take 24-30 hours of staff time every month now takes minutes. The saved staff time is now used on other work, including direct customer service.

> **Department of Licensing**
> Cut the customer wait time from 24 hours to 15 minutes for people reinstating a driver's license after previously paying with a dishonored check.

- The Health Care Authority's Medical Assistance Customer Service Center used Lean process improvements to reduce a backlog of 400 unresolved client complaints about providers by more than 70 percent.
- The Office of the Chief Information Officer brought together 11 agencies to work on a shared mailing address system, saving duplication of effort and ensuring that when one agency makes a correction, all of them get the updated information. Savings are projected at $1.6 million per year.
- The Department of Revenue's Taxpayer Services division, which faces a flood of calls from tax filers every January, made a number of employee-suggested improvements. It created a much simpler form for businesses that owe little in taxes. It made returns available to customers earlier. And it launched an online chat service to respond to questions. Wait times for customers are much lower and the work is more manageable.
- The Department of Social and Health Services has used Lean to speed up Child Protective Services investigations. It has worked closely with stakeholders to make client notices shorter and easier to understand. DSHS has also used Lean processes to sharply reduce costs of client X-rays. And it's worked with the Employment Security Department to better help DSHS clients searching for work.
- The Liquor Control Board, which received a flurry of public disclosure requests related to marijuana legalization, has nearly cut in half the time it takes to respond.

Department of Transportation
Eliminated an 8.5-month backlog of collision data reports. Fully analyzed collision records are now processed in five days. The department is now focusing on streamlining data reporting and data access methods to better serve customers.

Utilities and Transportation Commission
Cut the number of days to process a transportation permit from an average of 15.1 days to 9.4.

Recreation and Conservation Office
With 892 archive boxes of grant records dating back 50 years, the RCO created a digital records storage process to reduce storage costs and organize files.

Department of Health
Updated procedures and software to shrink a large backlog of cancer case reports for the Washington State Cancer Registry.

Results Washington

Gov. Jay Inslee established Results Washington on September 10, 2013, with Executive Order 13-04, stating, in part, that "immense opportunity exists to create a legacy of performance and accountability for the future." From the executive order:

> "Washington state and its public servants are committed to the continuous improvement of services, outcomes and performance of state government, to realize a safe, beautiful and healthy place to live and work. In order to achieve these aims, `Results Washington,' an innovative, data-driven, performance management initiative, will drive the operations of state government through Lean thinking. This initiative will aid state leaders in fact-based decision-making, enhancing the breadth of understanding, focus and commitment to our customers — all Washingtonians."

A key difference from previous efforts is Results Washington's scope and structure:

> "A state system rooted in cross-agency collaboration that strives to improve services to its customers by analyzing data and coordinating performance improvement efforts."

Agency directors were tasked with engaging citizens and employees, reporting progress to the Governor and the public, and aligning operations, reforms and initiatives with the five goal areas established by the order:

- [World-class education]
- [A prosperous economy]
- [Sustainable energy and a clean environment]
- [Healthy and safe communities]
- [Effective, efficient and accountable government]

Most of the project reports included in this legislative report are directly related to Goal 5: Effective, efficient and accountable government.

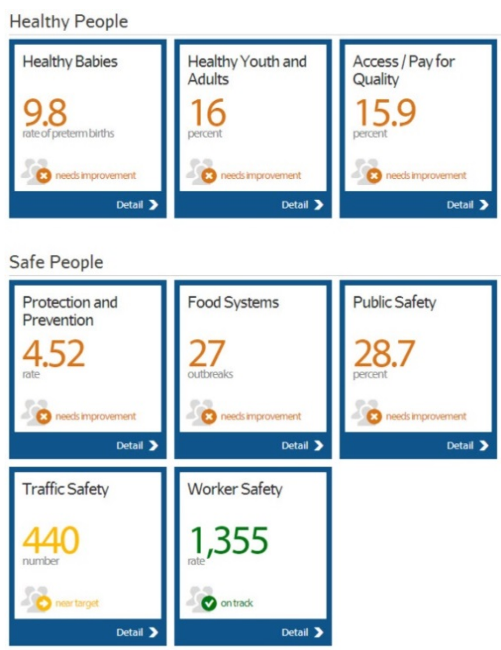
To oversee and coordinate these efforts among agencies, five goal councils were established. Each is composed of 10 to 15 agency directors and staffed by one Results Washington senior performance adviser and one member of the program's Lean fellowship group.

Each goal council meets monthly — and sometimes more often — to discuss progress and collaborate on improvement strategies.

Each month, the Governor meets with one of the five goal councils as well as with employees working on improvement efforts and customers affected by those efforts.

Transparency and accountability are a key part of this initiative. The "Results Review" meetings with the Governor are open to the public and live-streamed by TVW, Washington's public-affairs network. The data, including metrics and improvement plans, are posted publicly and frequently updated at http://data.results.wa.gov.

Screenshot from one of the Results Washington goal areas



Engagement efforts are a combination of face-to-face discussions with stakeholder groups and a public feedback application, called AnswerDash, built into the www.results.wa.gov website.

Since the creation of Results Washington almost a year ago, Results Washington staff and goal council members have met with a wide variety of stakeholder groups, including those representing:

- education
- business
- labor
- tribes
- cities
- counties
- the environment
- health organizations
- professional organizations

In the process, we have gathered valuable feedback that has informed our goals and improvement plans. We have also urged partner groups to align their own efforts with the Results Washington goals to the degree possible as the goals are intended to improve the quality of life for all Washingtonians.

Organizational and cultural change

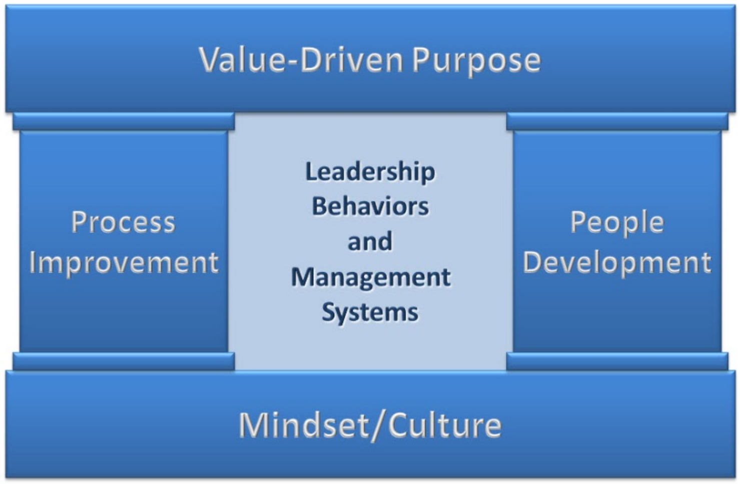
A key part of making this initiative work is building a top-to-bottom Lean culture throughout state government. Ultimately, the goal is to nurture a mindset of customer-focused continual improvement throughout the entire enterprise, with employees at all levels developing ways to streamline and improve the work they do for Washingtonians.

Although Washington has a long history of performance management and improvement initiatives, previous efforts tended to focus narrowly on certain processes at individual agencies. The Results Washington structure and goals are much broader and more comprehensive, and require an unprecedented level of collaboration among — and within — agencies.

Organizational change, particularly in large entities, takes time. To accelerate and support the cultural shift to a Lean culture, we have created the Results Model, which stresses organizational transformation on multiple fronts:

- **A value-driven purpose:** Focusing our work on what Washingtonians value ensures that we deliver the right products and services when and where needed.
- **Process improvement:** Improving the work allows us to innovate and respond rapidly to changing needs and demands.
- **People development:** Building the capability in every employee to solve problems and continually improve processes creates an environment for sustained improvement.
- **Leadership behaviors:** By demonstrating principle-based behaviors, leaders can support and develop the people and processes that deliver value to Washingtonians.
- **Management systems:** Aligning and consistently using management systems help us to focus on key goals, quickly identify and fix problems, and support people and processes.

Together, these areas support and reinforce each other. Visually, the model looks like this:



Building a Lean culture enterprise-wide

Although the Results Model sets the course and vision, it takes education, practice and modeling by leaders and other employees to make a Lean culture real. To that end, Results Washington and its public and private-sector partners provide training, facilitation and workshops to deepen state employees' understanding of the Lean philosophy and tools.

Although there are undoubtedly cases in which one individual has attended multiple events, to date Lean training has been provided to:

- 22,000 Washington state employees
- 9,300 managers and supervisors
- 735 Lean facilitators

Examples of this ongoing work include:

- **Lessons in Leadership:** A lecture series featuring our private-sector and nonprofit partners, these presentations show managers and supervisors what it means to be a leader in a Lean organization. These events typically draw 200 to 300 senior leaders from throughout state government.
- **Lean conference:** Our free, annual two-day conference draws leaders and line staff to learn about Lean principles and tools, including case studies of improvement work done at state agencies. Presenters include industry partners, Lean consultants, agency staff and Results Washington staff. More than 2,000 people — the vast majority of them state employees — attend the conference. The 2013 conference included 43 workshops. This year's conference will take place in Tacoma on October 21 and 22.
- **Lean practitioner community of practice:** Open to anyone in state government, this group provides in-person information, training and workshops, as well as a Sharepoint site and email Listserv to promote collaboration and coaching. The monthly gatherings typically include 100 to 300 people. The Listserv subscribers number nearly 800. The training is designed for anyone, from novices to seasoned Lean project leaders, with opportunities for collaboration and coaching between the members.

- **Lean agency adviser community of practice:** A key link to agency leadership, this group comprises 54 advisers appointed by agency directors. Results Washington staff and partners provide training and information to the advisers, who also model and discuss their own Lean efforts with their colleagues at other agencies.
- **Lean fellowship program:** On a rotating basis, five Lean fellows are loaned to Results Washington by state agencies for intensive one-year fellowships, where they gain a deeper understanding of Lean and develop their skills in facilitation, leadership and problem solving. Each fellow puts those skills to work helping agencies focus on key goals. Our Lean fellow in education, for example, is working on strategies to improve high-school graduation rates.
- **Agile:** In partnership with the Office of the Chief Information Officer and private-sector partners, Results Washington is offering a series of webinars about the Agile philosophy, a close cousin of Lean widely used in information technology work. Each of the weekly sessions is an hour long, with half devoted to a presentation and half for questions and answers. Average attendance is 70.

The road ahead

We are seeing several promising trends. Project scope is increasing, growing from a focus on limited, local improvements to addressing larger issues. We believe that this is a natural outgrowth of employees and managers becoming more familiar with Lean tools.

In addition, we are encountering more demand for information about Lean. Agencies and individual staff are asking for more training. The email Listserv for Lean practitioners has grown by about 40 percent in the first half of this year. And we're seeing increased engagement from agency directors and executive staff as they work to build a culture of Lean-driven improvement throughout their organizations.

The Results Model, which helps set the vision for the organizational change we're accomplishing, is new. In the coming months, we will be sharing that throughout state government to help illustrate the direction in which Washington is headed. We will continue to expand training, coaching and development opportunities as we work directly with agencies on their improvement efforts.
We look forward to submitting our next report on Lean improvement efforts February 1, 2015.

Appendix A: Performance management in Washington state

On an unprecedented scale, Results Washington uses Lean principles to focus all of state government on major goals. Although past efforts tended to aim at process improvements in individual agencies, Washington state is fortunate to have a strong history of pioneering innovative approaches to improving performance management. The scope and specifics of these initiatives have varied, but the overall goal of all of them has been similar: Making government more efficient, effective, transparent and accountable.

Previous efforts included:

- **Government Management, Accountability Performance:** Launched by Gov. Chris Gregoire with Executive Order 05-02 in 2005, GMAP was designed to hold state government and agency leadership accountable to customers, taxpayers and citizens for the quality, efficiency and effectiveness of state services. At its heart, GMAP was a management tool that relied on performance measures for a disciplined approach to decision making that helped state agencies measure, improve and report their performance. In December 2011, Gov. Gregoire issued Lean Transformation Executive Order 11-04, directing agencies to adopt the Lean system and philosophy.
- **Priorities of Government:** Priorities of Government, adopted in Washington by Gov. Gary Locke, is a strategic framework for budget decisions based on citizens' expectations of government and the strategies most effective in achieving those results.
- **Quality Improvement:** In 1997, Gov. Locke's Executive Order 97-03 directed each state agency to "develop and implement a program to improve the quality, efficiency, and effectiveness of the public services it provides through quality improvement, business process redesign, employee involvement, and other quality improvement techniques."
- **Total Quality Management:** A system to continuously improve the quality of products and processes for long-term success through customer satisfaction.

Results Washington builds on this history, retaining the best aspects of previous efforts and expanding on them to focus all of state government — as well as stakeholders and other partners — on key goals.

Appendix B: Detailed Lean improvement project reports

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name:
Washington State Department of Agriculture (WSDA)

Improvement project title:
Fertilizer Product Registration Process

Date improvement project initiated:
05/02/2012, initial project; 12/2012 process improvement; 05/2014, process improvement

Summary:
WSDA improved the Fertilizer Product Registration process, resulting in shorter turn-around times. Between 2012 and 2013, the average processing time for re-registration dropped from about 2 months to 2 weeks (about 76 percent).

Details:
Description of the problem:
The Fertilizer Product Registration Process was cumbersome and took too long, and as a result, created dissatisfied customers, employees and other stakeholders.

Description of the improvement:
Focusing on re-registration (bi-annual renewals), we reviewed the entire Fertilizer Product Registration Process, from the preparation of a "complete" application through final registration. We examined and analyzed forms, guidance documents, web applications, customer application requirements, internal staffing and all internal process steps.

To reduce both customer and staff time needed to ensure an application is complete (pre-registration), we improved forms, information outreach and communication with customers. And, after improvements had been made in 2013, we followed up in May 2014 with an improved online tool to help customers efficiently and accurately prepare the heavy metals data portion of the application. The Heavy Metals Calculator (see attached) lets registrants see if their products pass WSDA heavy metal standards *before* they submit an application.

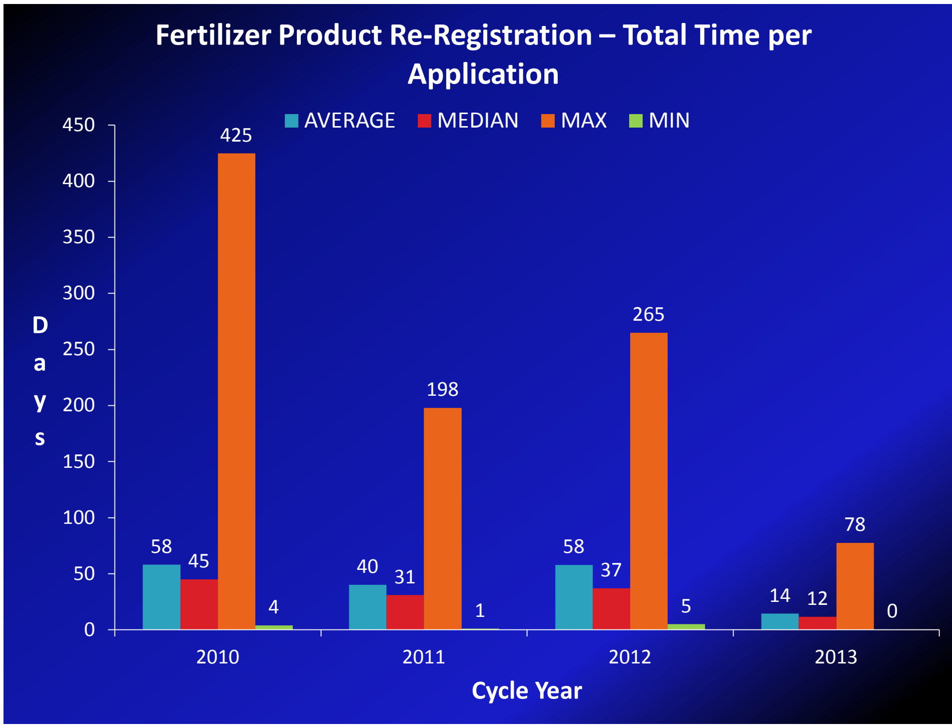
To reduce processing time, we removed several repetitive elements: processes, touch times, and process steps. We increased the number of reviewers, but changed how files are distributed to staff. Rather than assigning files directly to individuals, we adopted a "pull" system.

Specific results achieved:
Together, the changes have improved service to our registrants by greatly reducing turn-around times. From 2012 to 2013:

- Average total time for fertilizer product re-registration dropped from 58 days to 14 days (down 76%).
- Average time in pre-registration alone, when staff assists registrants completing applications, dropped from 14 days to 2 days (down 86%).

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period



Fertilizer Product Re-registration includes:

- pre-registration, which ensures an application is complete, and
- processing of the completed application.

Total time begins when WSDA receives an application and ends when the registration is complete.

There have been other benefits as well:

- Employee satisfaction and empowerment has improved. The "pull" system has allowed individuals processing the applications to work productively without feeling overloaded and overwhelmed.
- The Department of Ecology has needed less time to review applications. From 2012 to 2013, Ecology's average review time dropped from 9 days to 4 days (down 66%).
- Registrants can more quickly provide products to the agricultural, specialty and consumer fertilizer customers that need them.

Overall, we now have a more understandable process, more consistent turn-around times, and better working relationships with stakeholders.

How we involved customers or stakeholders in this effort:
As we developed new forms, guidance documents, etc. we sought review and input from our entire Registration Services staff (intake, fiscal program, professional technical and administrative staff), the Organic Program (internal agency program we coordinate registrations with), Department of Ecology Hazardous Waste Program (co-reviewers of all waste-derived and micronutrient fertilizers) and our external stakeholders.

Contact person/s:
Robin Schoen-Nessa, Program Manager, Registration Services, Pesticide Management Division, Washington State Department of Agriculture. rsnessa@agr.wa.gov

Click to add header

WSDA HEAVY METALS CALCULATOR

DATE:

COMPANY NAME | Waste-derived?

PRODUCT NAME | Micronutrient?

Enter information below from the label. If the label does not include an application rate that can be converted to lbs per acre per year, only input information into the Guaranteed Analysis section.

**Cells with a dashed border [ ] contain a drop down list.*

1. Maximum LABELED Application Rate

   a. Apply a maximum of ___ ___ per ___ ___

   ___ times every 1 years *Assumes a 7 month growing season***

   ***For example, if you enter 2 times every 1 months the total number of applications would equal 14.*

   b. Density

   For liquids and dry products (composts and soils) where the directions are expressed as volume/area. For example 1 cubic foot/16 square feet.

2. Guaranteed Analysis (as labeled)

N	P2O5	K2O	Ca	Mg	S	B	Cl	Co	Cu	Fe

Mn	Mo	Na	Zn	CaCO3(eq)	Gypsum

3. Print page 2 and submit the sheet to the lab with your sample.

   → *Additional testing may be required for waste-derived and micronutrient fertilizers. See the Ecology Questionnaire for details at:*

   http://agr.wa.gov/pestfert/fertilizers/docs/ecologyquestionnaire.pdf

4. When you receive test results, enter the values in the table below.

   → *Enter a value greater than or equal to the result or detection limit (whichever is greater).* ***Do not enter "<", ND, BDL***

Metal	Test Results ppm	Product Max ppm	WSDA Results
Arsenic (As)			FAIL
Cadmium (Cd)			FAIL
Cobalt (Co)			FAIL
Mercury (Hg)			FAIL
Molybdenum (Mo)			FAIL
Nickel (Ni)			FAIL
Lead (Pb)			FAIL
Selenium (Se)			FAIL
Zinc (Zn)			FAIL

Calculated Application Rate
0

PASS = Passes WSDA standard for
FAIL = Fails WSDA standard for metals. Contact WSDA.
In GA = Also in guaranteed analysis. Passes standard.

5. If product fails for any metal above, adjust the maximum application rate ON THE LABEL to LESS THAN N/A lbs/acre/year or equivalent.

For potting soils and other products that do not pass Washington standard for metals, contact WSDA for alternate methods of calculation.

Washington State Department of Agriculture
Registration Services

fertreg@agr.wa.gov
360-902-2025

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name:
Washington State Department of Agriculture (WSDA)

Improvement project title:
Food Assistance Programs Contractor Reviews

Date improvement project initiated:
Phase 1 was initiated on 7/1/2013 with the implementation of the Food Assistance Program (FAP) combined contract and new contract review forms.
Phase 2 was initiated on 2/21/2014 with the creation of the contractor combined review schedule and addition of Emergency Food Assistance Program (EFAP) questions to our contract review forms.

Summary:
WSDA Food Assistance Program streamlined the contractor review process which will result in consistency among our programs as well as save program staff time and expenses.

Details:

Description of the problem:

In previous years, WSDA had individual program structures for our State program EFAP and our two Federal programs: the Commodity Supplemental Food Program (CSFP) and The Emergency Food Assistance Program (TEFAP). Our staff specialties were split in half with 2 EFAP representatives and 2 CSFP and TEFAP representatives. With this structure, our contractors would hold several program contracts with varying fiscal time periods, as well as deal with multiple FAP staff members depending on which programs they participated in. This resulted in multiple review visits to contractors holding more than one contract costing our program and the contractors' valuable time and resources.

Description of the improvement:

Phase 2:
Our first step was to analyze our review forms from the previous year and address any areas we could improve upon such as adding similar questions that were previously asked in each program section to one area so we did not have to go over the same information multiple times.
Our second step was to create a 4 year combined review schedule for our contractors to ensure we were compliant with state and federal regulations while giving us the ability to address all program needs with one visit.

Specific results achieved:
Streamlining our process by combining program reviews into one site visit has reduced waste and improved our quality of services, while promoting customer and staff satisfaction. Our new combined review schedule shows which contractors are up for review and which programs they serve.
One visit lessens review prep time for both our staff and our contractors as well as time spent at the on-site review. The reduction in travel time, hotel accommodations, and staff time away from the office will be a great savings to our program and our contractor. We are currently working on a plan to establish a baseline to capture this data.

How we involved customers or stakeholders in this effort:
We started this project at the request of our FAP Advisory Committee and our stakeholders. We took all feedback by our contractors regarding our current process into consideration and determined that combining the contracts and reviews would benefit all parties. Staff developed this further by leading a FAP Structures Workgroup (Stakeholders, Contractors, and Staff). This Workgroup developed specific improvements to the review process which ensured an efficient and effective final outcome.

Contact person/s:
Kim Eads, Program Manager
Washington State Department of Agriculture (WSDA)
Food Safety and Consumer Services Division
Food Assistance Programs
1111 Washington St SE
PO Box 42560
Olympia, WA 98504-2560

Phone: 360.725.5651
Fax: 360.902.2089
Email: keads@agr.wa.gov

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name:
Washington State Department of Agriculture (WSDA) and the Food and Drug Administration (FDA).

Improvement project title:
Streamline the WSDA/FDA Contract Billing Process

Date improvement project initiated:
04-14-2014

Summary:
The WSDA improved and streamlined the FDA contract billing process (over 600 inspection reports annually). We initiated solutions and are in the "Do" phase of the Implementation Plan. Follow-up meetings have been scheduled to "Check" progress, remove obstacles, etc. Adjustments will be made to the process after that, if necessary.

Details:

Description of the problem: The purpose of this project was to streamline the process, eliminate redundant data entry and tracking activities in multiple spreadsheets and/or databases, reduce opportunities for errors, and shorten the time it takes for our internal process.

Description of the improvement: Through value stream mapping, brainstorming, root cause analysis and corrective action, we are developing written standard operating procedures and have one shared Excel workbook where entries will be made only once, with links to other tabs as needed. This workbook also links to an invoice tab which is automatically populated and is constantly updated. Redundant and non-value adding steps in the process have been eliminated. Rather than having the process completed by staff in two programs, a hand-off has occurred resulting in additional efficiencies.

Specific results achieved: Through these efforts, we anticipate the reduction of cycle time by 28.4%, increased accuracy from 88.99% to 99.23% and reduced total touch time by 42.2% (across all levels), freeing staff up to complete other important work that is currently not getting done and reducing the need to hire temporary staff during workload peaks.

How we involved customers or stakeholders in this effort:
The FDA is the customer of this process. Our FDA liaison was consulted/interviewed prior to, and in preparation of, the Kaizen workshop. She also participated in the value stream mapping and brainstorming process. WSDA staff provided the FDA liaison with training on how to use the new shared Excel workbook and she is very happy that now she is getting only that information that she needs.

Contact person/s:
Allison Alderman, Division Coordinator
AAlderman@agr.wa.gov 360-902-1967

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name:
Department of Commerce

Improvement project title:
Federal Fund Expenditure Tracking

Date improvement project initiated:
04/17/2014

Summary:
We are resolving a repeat audit finding regarding our ability to document that we track federal expenditures of contractors that may require an A-133 audit.

Details:

Description of the problem: In recent emphasis from the SAO, state agencies are required to demonstrate they track and validate whether contractors have expended enough federal funds, from all sources, to require a A-133 audit. To date, Commerce has had inadequate method of tracking and verifying this requirement.

Description of the improvement: We have initiated a 7-Step Problem Solving method to improve the process and resolve this audit finding. This is a specific tool within the Lean tool kit. We use process mapping, identification of the problem, identification of root cause, for instance.

Specific results achieved:
We are still in the planning stage. We will have an implementation plan early in July.

How we involved customers or stakeholders in this effort:
The team includes participants who are both internal customers and providers of the service. This includes budget, fiscal, and program staff representatives from the major contracting divisions in Commerce.

Contact person/s:
Sonya Smith-Pratt, internal auditor, is the project lead and can answer questions. Her phone number is 725-4030 and her email is sonya.smith-pratt@commerce.wa.gov

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name:
Commerce

Improvement project title:
Energy Breakthrough

Date improvement project initiated:
05/12/2014

Summary:
One of Commerce's outcomes is the reduction of carbon footprint and Commerce has a significant role in the implementation of Governor Inslee's Executive Order 14-04. These responsibilities require a significant increase in the capacity and focus of Commerce's energy programs and efforts.

Details:

Description of the problem: Commerce needs to lead efforts to reduce the carbon footprint. This requires better alignment of staff and funding resources as well as the employment of specific strategies. In order to meet these demands, Commerce is engaging in an Energy Breakthrough. This is another Lean tool we are employing that will result in very specific, measurable, and assigned strategies and implementation plan.

Description of the improvement: We are currently in the planning stage and will begin implementation in August.

Specific results achieved:
We are currently in the planning stage and will begin implementation in August. We will report results in future reports.

How we involved customers or stakeholders in this effort:
The team consists of experts within the department on clean energy technology, conservation, and innovation. We have also included the assistant director for Business Services, the assistant director for Administrative Services, the assistant director for External Relations, and the executive director of Commerce's Office of Economic Development and Competitiveness. In addition, we have a stakeholder representative and a member of the Governor's policy staff participating.

Contact person/s:
The project lead is Dan McConnon, Deputy Director of Commerce. His phone number is 725-2910 and his email is dan.mcconnon@commerce.wa.gov

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name:
Department of Commerce

Improvement project title:
Federal Funding Close Out

Date improvement project initiated:
04/17/2014

Summary:
In the last 12 months, 81% of the FSR have been submitted on time, against a target of 95%. We have initiated a 7-Step Problem Solving method to meet our target.

Details:

Description of the problem: Every federally funding program administered by Commerce is required to submit quarterly and final Fiscal Summary Reports. Over the last year, we have missed our target of 95% on time submission by 14%.

Description of the improvement: We have initiated a 7-Step Problem Solving method to improve the process in order to meet our target. This is a specific tool within the Lean tool kit. We use process mapping, identification of the problem, identification of root cause, for instance.

Specific results achieved:
We are still in the planning stage. We will have an implementation plan early in July.

How we involved customers or stakeholders in this effort:
The team includes participants who are both internal customers and providers of the service. This includes budget, fiscal, program staff representatives from the major contracting divisions in Commerce.

Contact person/s:
Connie Shumate is the project lead and can answer questions. Her phone number is 725-2911 and her email is connie.shumate@commerce.wa.gov

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name:
Washington State Department of Commerce (with input from Transportation, Ecology and the Puget Sound Regional Council)

Improvement project title:
Growth Management Plan Review Process

Date improvement project initiated:
03/03/2014

Summary:
The Washington State Department improved Growth Management Plan Review Process, resulting in documentation of three separate processes when none had been documented before, a projected ten percent gain in fully completed submittals and a projected 3 percent gain in compliance. The team was also able to create an ideal future state that will assist them in working towards a new data system.

Details:

Description of the problem: Processes documentation was out of date and the data system will not be maintainable for much longer, it also doesn't always meet team needs. There was no clear way to provide comments to jurisdictions the comments will still be useful and there was no clear way for various agencies to communicate about the need for comments. There was discussion of an ideal future state, but no guiding vision.

Description of the improvement: The main achievement in this improvement was to create standard processes for those providing comments to jurisdictions. We were able to document processes and remove waste from the current state. We were also able to envision an ideal future state that will enable state agencies to communicate more easily when providing comments to jurisdictions and lay the groundwork for a new statewide data system.

Specific results achieved:
Processes were documented and agreed upon as standards, regional assignments were re-established to help clarify roles and jurisdictional relationships, letters were streamlined to be clearer, changes were made to the current data system to remove confusing information and make connections reciprocal, and a vision for an ideal future was developed for future improvement.

How we involved customers or stakeholders in this effort:
We involved other agencies that have a stake in this process and made sure that we had good representation, including hearings board representation, at our report out.

Contact person/s:
Leslie Wolff, leslie.wolff@commerce.wa.gov

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name:
Consolidated Technology Services (CTS)

Improvement project title:
Streamline Service Desk Workload Analysis Reports

Date improvement project initiated:
12/1/13

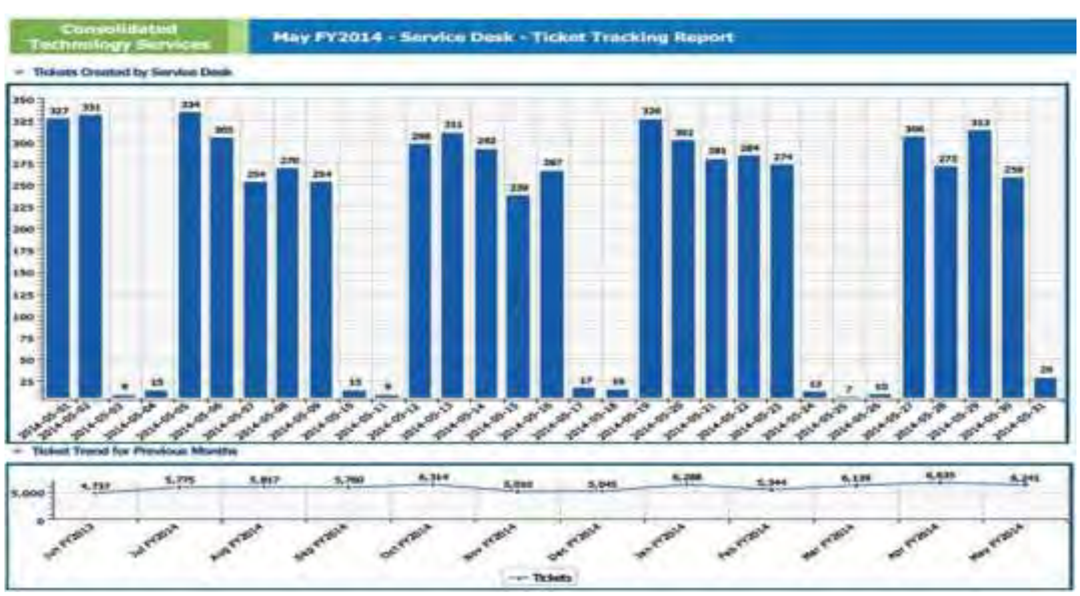
Summary:
CTS improved and automated the Service Desk manual workload analysis process which saved 24-30 staff hours each month.

Details:

Description of the problem:
Service Desk leads were spending 24-30 hours each month manually creating workload analysis reports from two data sources. The reports analyze data related to the 5,000 contacts the Service Desk receives each month in order to ensure the proper Service Desk staffing levels for processing customer contacts.

Description of the improvement:
Service Desk leads, the Finance Team, Agency Technology Services, and Telecommunications Services created a process to automatically load Apptio with the information from the two data sources. Apptio, an IT Financial Management application, now instantly generates the reports so leads no longer have to manually create them (see sample below).

Specific results achieved:
The time it takes to produce the report has been reduced from 24-30 hours a month to minutes.



How we involved customers or stakeholders in this effort:

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

This effort was an internal efficiencies project related to reports that are used by internal staff. As such, this effort did not need the assistance of customers. However, customers are directly impacted. The 24-30 hours of staff time previously used to manually create the reports is now being spent meeting the business needs of the Service Desk including answering customer contacts and processing customer requests.

Contact person/s:

David Brummel: david.brummel@cts.wa.gov
Laura Parma: laura.parma@cts.wa.gov

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name: Department of Enterprise Services (DES)

Improvement project title:
Improving the use of employee position numbers by Human Resources and Finance

Date improvement project initiated: 09/17/2013

Summary:
By standardizing practices in position management, Human Resources and Finance divisions achieved a 54% reduction in Agency Financial Reporting System (AFRS) errors, a 15% increase in correct information on Personnel Action Request (PAR) forms, and an 86% decrease in cycle time.

Details:

Description of the problem

- The carryover of previous multiple practices for using and managing positions from former agencies caused confusion in DES related to the use of position numbers.
- Significant time was spent throughout the organization reconciling position records.

Description of the improvement

One standard process was created for all process partners. Process features include:

- The 8-digit position number was established as the official identifier of a position, eliminating use of a duplicative 4-digit position number.
- The sharing of information about position changes is enhanced. Budget review is now written into the process flow and into the revised and improved PAR form.
- Process partner roles are clearly defined; position information is in the HR Toolkit.
- Unfunded and unused positions are closed and removed from the organizational chart to minimize risk and allow the chart accurately reflect staffing.
- HR staff has been trained and will continue to educate hiring managers on process.

Specific results achieved

- Cycle time for processing PARs went from 7 days to 1 day; goal was 4 days.
- Incoming yield on PARs, a measure of quality inputs, increased from 42% to 64%. Staff will work at continued improvement with a goal of 98%.
- Reconciliation is no longer needed across the agency.
- 32 positions have been closed and removed from organization chart which now accurately reflects agency FTE.

How we involved customers or stakeholders in this effort:
The project team was comprised of process partners (HR staff, payroll staff, and budget staff) and customers that are end users of the process (hiring managers). Customers participated in the problem definition, root cause analysis, testing of ideas, and crafting solutions.

Contact person:
Heather Dumas, Senior Lean Consultant
hdumas@des.wa.gov

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name: Department of Enterprise Services (DES)

Improvement project title: Human Resources Online Toolkit

Date improvement project initiated: 03/18/2012

Summary: The DES Human Resources (HR) division provides a full suite of human resources services to the department as well as to contracted small agencies. Following consolidation, DES HR needed to more fully develop and provide employees and managers with access to HR information. The HR Online Toolkit is a solution.

Details:

Description of the problem:

- Employees and managers needed access to a great deal of Human Resources related information.
- Much of the information was not easily available without personally contacting HR staff.
- Valuable time was lost waiting for return phone calls and in-person meetings.

Description of the improvement:

- The HR Toolkit is now available on the agency's intranet. It provides information and resources for employees and managers in an easy-to-navigate, online location 24 hours a day, seven days a week.

Specific results achieved:

- The toolkit greatly increased access to information for employees and managers.
- Phone calls and meetings with HR consultants can now focus service on more value-added consultative activity and guidance.

How we involved customers or stakeholders in this effort:

Potential customers of the toolkit (hiring managers and employees) participated as part of the improvement team and gave input on the type of information needed. Usability studies were conducted to enhance the user experience. HR consultants noted the most frequently asked questions. An extended customer group provided feedback during the testing period.

For more information:

Heather Dumas, Senior Lean Consultant
heather.dumas@des.wa.gov

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name: Department of Enterprise Services (DES)

Improvement project title: Standardizing the inclusion and outreach process for capital projects managed by Engineering and Architectural Services

Date improvement project initiated: 3/10/14

Summary:
Recent executive orders established goals for increasing the participation of "diverse businesses" in public works. An ad hoc process was rapidly put in place by the Engineering and Architectural Services (E&AS) program to increase "diverse business" participation in design-bid-build capital projects managed on behalf of public agencies in Washington. This project standardized the E&AS outreach process.

Details:
Description of the problem: E&AS outreach to "diverse businesses" was a new process. An ad hoc approach was taken to rapidly respond to participation goals in new executive orders. Problems included:

- The E&AS outreach process varied.
- There was confusion within the agency, among business partners, and in the construction community about roles and responsibilities, costs and impacts.
- "Diverse business" participation goals are voluntary and history of participation in public works projects was low.

Description of the improvement: Lean methods and principles were used to standardize the process.

- Documented standardized process including a flow diagram of the process, and internal policy and procedure.
- Defined roles and responsibilities to eliminate confusion.
- Communication and training plans implemented.
- Measurement and monitoring process in place to support continuous improvement.

Specific results achieved: This improvement project established a process where none previously existed. Now the process can be continuously examined for improvement opportunities from this base of standard work.

How we involved customers or stakeholders in this effort:
Internal stakeholders of this process were included in the project work sessions to help understand the process and provide input. They were also included in review and finalization of the new standard process for E&AS outreach and the communication, training, measurement and monitoring plans. External stakeholders continue to be involved in the outreach process through quarterly evaluations .

Contact person/s:
Crystal Hart, Lean Program Consultant – crystal.hart@des.wa.gov
Bill Frare, Engineering and Architectural Services Manager – bill.frare@des.wa.gov

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name:

The Department of Financial Institutions (DFI)

Improvement project title:

Consumer Loan Licensee Annual Assessment Filing Process

Date improvement project initiated:

11/01/12 The Examination Unit had it first Value Stream Mapping (VSM) meeting to start mapping the current process for annual assessments.

Summary:

The Department of Financial Institutions (DFI) Division of Consumer Services (CS) Examination Unit has a critical role in ensuring that companies licensed under the Consumer Loan Act by DFI file reports and pay an annual assessment fee. The assessment fee covers the cost of regulation of non-depository financial institutions that provide secured and unsecured loans, and real estate secured loan servicing to Washington consumers. On average, 420 companies are licensed under the Consumer Loan Act.

Annually, on a due date of March 1, the Unit receives the required reports from the licensed companies. Reports include manual forms and large Excel spreadsheets to support the number and volume of loans. Each assessment is individually processed, which includes: setting up a file, verifying sufficient bonding based on loan volume reported, processing the checks through the revenue room, setting deficiencies or clearing any deficiencies in the licensing database, ensuring the assessment calculations are accurate, assessing late fees, and closing the annual filing in our internal Securities Tracking and Registration (STAR) licensing system. Historically, the assessment process for each file could take from a few days to a few months from setup to resolution.

The objective of this project was to automate the annual assessment process, including the electronic submission of reports as well as electronic payment of fees. The Lean project resulted in an automated process that electronically collects the data, verifies its accuracy, receives payments electronically, and eliminates the lengthy accuracy verification process. As a result of this project, DFI significantly reduced the number of FTE's required to prepare for and complete the annual filing and also eliminated the need for a post filing manual audit.

Details:

Description of the problem:

Annually, approximately 420 licensees submit an annual assessment form with the number and dollar volume of loans they made on behalf of Washington consumers. In addition, they submit large Excel spreadsheets that support the number and volume of loans reported on the annual assessment form. By completing the form, a company indicates the amount of annual assessment owed to DFI. Payments were received in the form of a paper check, while forms and spreadsheets were received both by US Mail and Email. Manually, the Examination unit staff would review each report and attached spreadsheets for accuracy to determine the amount due to DFI.

During the one and a half month filing period approximately 7 FTE's played a part in the preparation, receipt, and review, of the paper and electronic annual assessment forms. After the filing due date, a minimum of three FTE's took up to 9 months to review the accuracy of each company's handwritten form and spreadsheets.

The LEAN project resulted in an automated process that electronically collects the data, verifies its accuracy, receives payments electronically, and eliminates the lengthy accuracy verification process. By automating the assessment filing only two FTE's were involved during the filing period. The post filing review was eliminated and is now done during routine examinations of companies.

Description of the improvement:

By using value stream mapping, we were able to identify the time and resource intensive steps we were taking and also identified what processes could be automated. We mapped out a process that allowed companies to electronically upload a loan list on an in-house designed spreadsheet that would calculate the amount of the assessment, verify the number, type, and volume of loans, calculate the assessment amount, collect payments via ACH or credit card, and produce reports on the data submitted. The automation process also eliminated other check points that were occurring during the internal process; essentially eliminating the manual post filing auditing we were doing to verify a company's calculation of the assessment payment. Automation eliminated the need to call or correspond with the company to correct deficiencies discovered in the filing and make an additional payment when applicable which could add weeks or months to the prior process.

Specific results achieved:

- Efficiency gains: In the prior process, at least 7 FTE's were required for preparation, receipts of forms, receipt of spreadsheets, mail room, revenue handling, bond amount verification, entry into a database, filing, imaging and creation of reports on activity. The post audit process required a minimum of two FTE to audit and verify the accuracies of the calculation made by the submitting company. Filing of the assessments in the old process started in early February and in some years was not completed until October.

  For the 2014 reporting, due to the processes being automated and the elimination of checks coming through the revenue room, one FTE handled the entire process with the back-up of one FTE in our IS section monitoring the system during the filing period. The reduction in staff hours and personnel it took to complete the annual filing is remarkable.

- Cost savings: The new process will be as paperless as possible. No paper assessment file will be created and we will strive to remain entirely electronic. With significant support from the IT unit, we have been able to do this with existing technology. We did not need to purchase additional software nor did we have to allocate additional funds to staff the project; the investment in time from value stream mapping and continuous improvement has improved cross-unit communication and understanding of each other's processes. This will save us time as we develop other electronic processes in the future.

- Quicker response: The new process allows us to quickly provide responses to the company about their assessment payment. We can look at the report electronically and review concerns with the company instantaneously providing a high level of customer service to our stakeholders

Optional: Before/after photos, a simple chart, etc.

How we involved customers or stakeholders in this effort:

As part of the beta testing we invited some of our largest companies to upload spreadsheets, test and comment on our online assessment system. In April 2013, 99% of our companies electronically filed and paid on time.

Contact person/s:

Contact: Rick St. Onge, Program Manager, Division of Consumer Services, rick.st.onge@dfi.wa.gov or 360-902-8727.

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name: Washington Department of Fish and Wildlife

Improvement project title: Hiring Process Improvement Project

Date improvement project initiated: 10/01/2013

Summary:
Department executives want to improve the capability of managers to hire talent by increasing the speed and ease of the current hiring process. The Department completed the planning phase of this project and is now implementing proposed improvements, which include piloting a new hiring process form and automating the hiring process.

Details:

Description of the problem:
Currently, the average time to process a hiring action is 59 business days, while the minimum time needed to process a hiring action is about 10 business days. On average, 15% of hiring actions get through the entire process without any mistakes.

Description of the improvement:
The Department used Value Stream Mapping to identify the current process, to identify improvement ideas, and to identify the desired future process. Improvement ideas included:

1. Creating a process-form that requires the minimum necessary information from hiring managers
2. Creating a hiring checklist for managers Including
3. hiring instruction in supervisor training Removing
4. unnecessary steps in the hiring process.
5. Collaborating with our Information Technology team to automate the process

Specific results achieved:

1. In May 2014, the Department began piloting a new hiring process form, and we expect initial results (processing time and amount of mistakes) in the end of June 2014.
2. In May 2014, the Department began translating the hiring process steps into work flow diagrams to help IT developers create an automated process. We expect work flow diagrams to be complete in the end of August.

How we involved customers or stakeholders in this effort:
We involved customers/stakeholders in the Value Stream Mapping event. Those customers included hiring-managers, as well as human resource and payroll experts.

Contact person/s:
Rob Geddis, Lean Performance Manager.

Lean Improvement Project Report (For Jan. 1 – May 31, 2014)

Agency Name(s): Department of Corrections
Improvement Project Title: HR Intranet Site Improvement
Date Improvement Project initiated: March 2014
Contact Person(s): Jim Dunivan / HR Planning and Projects Manager

Summary:

The HR Intranet site had not been managed and maintained in a systematic way. Additionally, standards and governances had not been established. This has resulted in an HR Intranet site in which:

- **The design layout is not intuitive**
- **The content is not always relevant and useful**
- **Continued employee dissatisfaction has caused decreasing use**

A thorough examination of the HR Intranet site provided opportunities to identify and clean out obsolete content, include relevant and current content, configure an intuitive site layout, and establish HR standards and governances.

A one-day meeting for the HR Intranet site project was held on May 13, 2014 at the SWR Performance Center in Lacey. The purpose of the one day HR Intranet workshop was to:

- **Identify and clean out obsolete content using phase one and two of the 5S Lean process (Sorting /Grouping)**
- **Design a "customer specific" content configuration for each web page**
- **Establish HR Intranet site standards and governances**

Details:

Description of the problem:

Primary challenges with the site include:

- **Current site is HR Specific instead of Customer specific (All DOC employees)**
- **HR staff use the site to complete their work versus using their Unit SharePoint Site**
- **DOC staff cannot locate information on the site – not user friendly**
- **There are no established site governances or standards**

Description of the Improvement:

A successful process improvement implementation will result the following:

- **Access information within 2 to 3 clicks**
- **Site will be Customer specific versus HR specific**
- **Site governances and standards established**
- **Content and site layout will be intuitive**

Specific Results Achieved:

The recommendations have been approved and the implementation plan is scheduled to be completed by the end of August, 2014.

Optional: Before/After photos, a simple chart, etc.:

Before

After

Right Side of Home Page	Left Side Home Page
Image of HR Director Announcements section External Links	HR Quick Links: Leave Contact Us Employee Resource Center Supervisor Resource Center Training and Professional Development

How we involved customers or stakeholders in this effort:

An interdisciplinary team of stakeholders and customers participated in a one day 5S workshop. The same team will participate in subsequent meetings to finalize the restructuring and evaluate the test site before going live.

Lean Improvement Project Report (For Jan. 1 – May 31, 2014)

Agency Name(s): Department of Corrections-Correctional Industries – Washington State Penitentiary (WSP)
Improvement Project Title: Item Reduction and Improved Efficiency of the Tool Room (MP1)
Date Improvement Project initiated: 4/25/14
Contact Person(s): Todd Cunnington

Summary:

5s activity led by warehouse offenders to clean, organize and reduce inventory in the tool room. The tool room has a wall with clamps hanging on one side and shelving on the other that obstructs view and flow of the room.

Details:

Description of the problem:
Large floor to ceiling wall in the center of the tool room being utilized for hanging various clamps on one side and storing miscellaneous items on the other. Creates a sight-line hazard in a secure area and also a "catch-all" for items not being utilized. Determination needed to be made on:

- Where to move the clamps for storage?
- Do we need all of the clamps?
- Disposition of various items on shelving?
- Removal of clutter and hot trash?
- Best flow of the area?

Description of the Improvement:

- We removed the clamps from the wall and moved them to a lower wall with the rest of the tools.
- Due to the number of projects happening for Biennium, it was determined that all of the clamps would be needed at this time.
- The various items on the shelving were either put in hot trash, thrown away, or moved to under counter storage that was marked with what the items were.
- Hot trash and regular trash were removed and disposition.
- Tool carts were repositioned to the center area for ease of checking in/out and also allowed for clear sight into the whole tool room.
- Work benches were also re-organized to make them more efficient for use and allow for improved work flow.

Specific Results Achieved:

- Improved safety and security with wall unit blocking sight lines was eliminated.
- Ability to quickly check in/out tool carts was achieved by repositioning.
- Excess tools, hot trash, clutter were eliminated helping to clean up the area and improve access to everything in the tool cage.
- Ability to find needed parts increased by re-organization of work benches.

Optional: Before/After photos, a simple chart, etc.:

Before:

After:

How we involved customers or stakeholders in this effort:

Stakeholders included CI staff and offender workers. 10 offenders were very involved with each step of the process and CI staff were invaluable in directing the activities and getting the tool area to the end state we were hoping to achieve. Custody really likes the changes that were made due to the improved security aspect.

Lean Improvement Project Report (For Jan. 1 – May 31, 2014)

Agency Name(s): Department of Corrections
Improvement Project Title: Labor and Industries (L&I) Claims Management Process
Date Improvement Project initiated: March 2014
Contact Person(s): Jim Dunivan / HR Planning and Projects Manager

Summary:

The L&I claim management was centralized after a previous Value Stream Mapping (VSM) project in November of 2012. The significant change in business practice resulted in lack of clarity regarding roles and uncovered some latent inefficiency. The Human Resources (HR) Planning and Projects office was authorized to convene a follow-up Value Stream Mapping workshop to address to current challenges.

The purpose of the new VSM workshop was to:

- ✓ **Identify additional opportunities for improvement**
- ✓ **Further standardize the process**
- ✓ **Develop an implementation plan for completing the improvements**

Details:

Description of the problem:

Using the current state value stream to evaluate claims management, the following gaps in the process were identified:

- **Lack of clearly defined roles and responsibilities leading to inconsistent claim management by local HR and Occupational and Health Unit (OHU)**
- **Current OHU staffing model inhibits consistent collaboration and claim management between OHU and local HR**
- **Inconsistent levels of expertise and knowledge base between the centralized unit (OHU) and the field (local HR, Supervisors, etc.)**
- **Tracking performance measures is a manual process**
- **Tracking and reporting claims status is a manual process**
- **L&I claims management is inconsistent and can vary depending on the L&I Claim Manager**
- **Inconsistent communication on the status of modified duty**

Description of the Improvement:

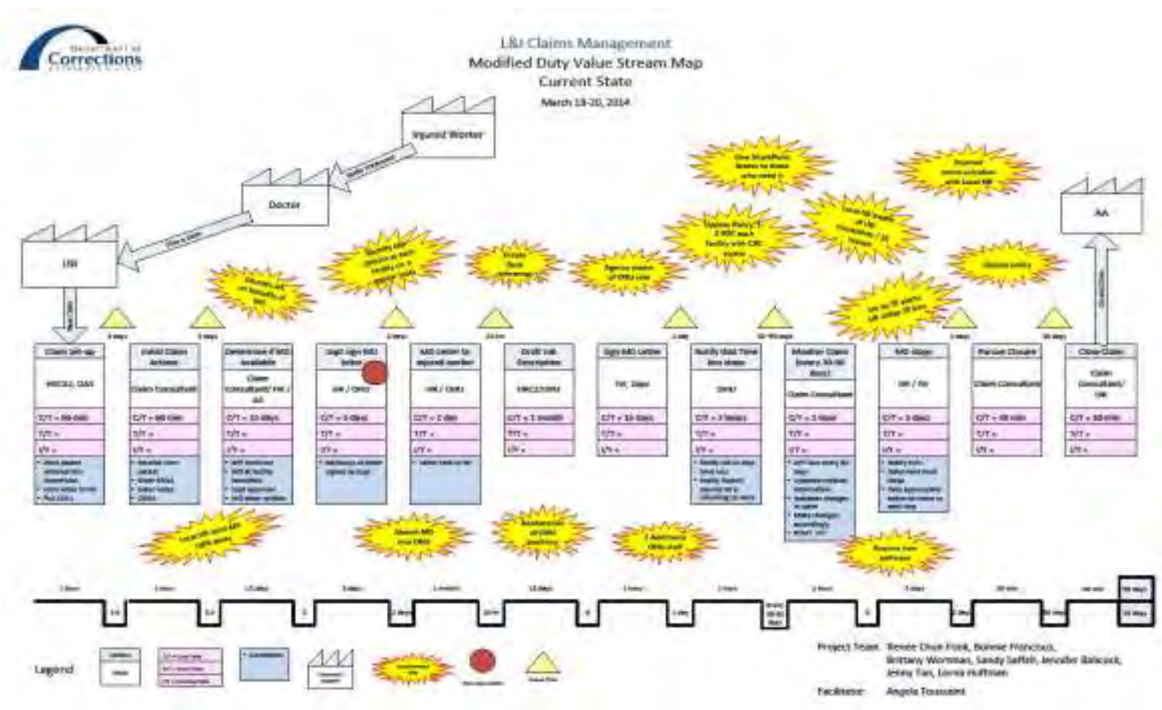
The team recommended developing processes that will enable them to meet the following performance measures.

Metrics	Now	Future
Rate of injured worker return to work within 60 days	50%	80%
Turnaround time for OHU internal processes	7-10 days	3-5 days
# of contacts with IW within 30 days of date of injury	None	3-4
Yield of complete and accurate reports of injury	70%	98%
Rate of return to work in modified duty	50%	80%
Prompt Receipt of complete and accurate Activity Prescription Form (APF)	50%	85%

Specific Results Achieved:

The recommendations have been approved and the implementation plan is scheduled to be completed by the end of August.

Optional: Before/After photos, a simple chart, etc.:



How we involved customers or stakeholders in this effort:

The value stream mapping workshop participants was a cross divisional team with representatives from the Occupational Health Unit and local HR. Their recommendations were vetted by the HR Leadership Team. When the improvements are published, the VSM team will further share with their customers (local HR) in evaluating the process improvements.

Lean Improvement Project Report (For Jan. 1 – May 31, 2014)

Agency Name(s): Department of Corrections
Improvement Project Title: Consumable Inventory Standard Reconciliation Process
Date Improvement Project initiated: December 2013
Contact Person(s): Project Lead (Jim Cerna), Project Sponsor (Brian Tinney)

Summary:

A team of 16 Department of Correction staff consisting of subject matter experts from Accounts Payable, Accounting, Food Service and Warehouse met for three days in December 2013. The team used lean tools such as Value Stream Mapping, PDCA-A3 form, 7 wastes, DPR Value Added, PICK Chart and standard work to review the consumable inventory process. The team was tasked with developing processes that would result in reducing the variance (described below), to less than 3%. Another requirement was to develop a standard reconciliation process between the Consumable Inventory System (CIS) and Agency Financial System Reporting (AFRS) during the fiscal year, rather than just at fiscal year-end.

Details:

Description of the problem: Department of Correction's (DOC) consumable inventory is maintained in the Consumable Inventory System (CIS). At fiscal year-end a physical inventory is performed on consumable inventories to determine the CIS inventory value at each institution and a comparison is made with Agency Financial Reporting System (AFRS) general ledger inventory dollar value; which should reconcile. Variances between the fiscal year-end CIS inventory value and AFRS have historically been significant. At the end of Fiscal Year 13 the variance ranged from $1,700 at a smaller institution to over $216,000 at a major institution. The accounting adjustments to record the variance between CIS and AFRS can create significant changes to the financial status of each institution, as well as the overall agency's financial status. It is important the financial status be accurate to allow DOC management to make informed decisions.

Description of the Improvement: Fifteen job aids were developed by the team, following the consumable inventory process from purchasing to quarterly CIS to AFRS reconciliation and fiscal year end reconciliation. The job aids were placed on a SharePoint site for further stakeholder review and provide comment/feedback. Training on the job aids is scheduled from June 12 and June 13, 2014, with full implementation beginning July 1, 2014.

Improvements:

- **Job aids will standardize work.**
- **A standardized CIS Receipt Log will be instrumental in quarterly reconciliation process. This log will facilitate the dollar reconciliation of inventory records to financial system.**
- **Increase communication between centralized payment processors and facility warehouse to improve accuracy of data input into CIS. Differences can occur between order amount and payment based on freight, tax, etc. as well as errors in data entry into CIS.**
- **Increase communication between warehouses and Local Business Advisor when CIS adjustments occur**
- **Prescribed Cycle Count process and standard number of Cycle Counts**
- **Quarterly CIS to AFRS reconciliation**
- **More timely adjustments**

Specific Results Achieved: **Full implementation is scheduled to occur July 1, 2014. After full implementation specific results measured will be:**

- **Cycle Counts – Compliance and Accuracy**
- **CIS Receipt Log Compliance**
- **Quarterly CIS to AFRS reconciliation – Compliance and accuracy**
- **Year-End Adjustments to reconcile CIS to AFRS**

How we involved customers or stakeholders in this effort:

The team was organized with this in mind to have both customers and stakeholders on the team. These same staff developed the initial job aids and in order for a broader review by stakeholders and customers, job aids were placed on SharePoint. Stakeholders and customers were asked for further feedback/comment. Job aids were revised accordingly.

Lean Improvement Project Report (For Jan. 1 – May 31, 2014)

Agency Name(s): Department of Corrections - Correctional Industries – Stafford Creek Corrections Center (SCCC)
Improvement Project Title: Panel Shop Flow
Date Improvement Project initiated: 3/20/14
Contact Person(s): James Aliff

Summary:

5s activity to review Panel shop processes and put operation into flow and eliminate bottlenecks.

Details:

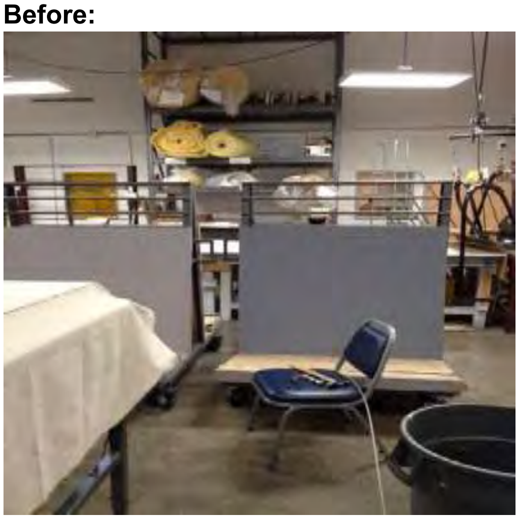
Description of the problem: Panel shop has been setup to focus the flow of the operation around the welder. The welder is only one point of production and is at the beginning of the process. Having the Welder in the middle of the operation creates a bottleneck. There are many large tables and surfaces which were not designed for the space or the operation. Materials have a hard time moving through the equipment and around the different work surfaces.

Description of the Improvement: Work surface requirements were defined and agreed upon. The floor plans were rearranged to put the process in flow with a clear entry and exit points. New pathways were identified and painted lines added to increase safety and security. Cutting table was removed and materials are now cut in the chair shop. Finished product now exits at the end of the production line, directly to shipping department.

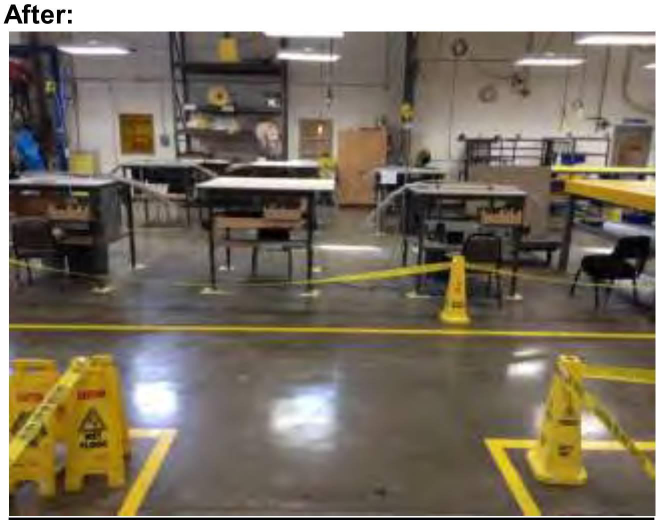
Specific Results Achieved: Reduced defects with elimination of clutter and incompatible work surfaces. Decreased production time due to a reduction in motion and waiting. Improved sight lines and created pathway for improved safety and security.

Optional: Before/After photos, a simple chart, etc.:

Before:



After:



How we involved customers or stakeholders in this effort:

The General Manager and corrections officers were involved in the process because of the lack of accessibility to the area with no paths or walkways. The customers should begin receiving products sooner with fewer defects.

Lean Improvement Project Report (For Jan. 1 – May 31, 2014)

Agency Name(s): Department of Corrections - Correctional Industries – Washington State Penitentiary
Improvement Project Title: Reduce Clutter and Disposition of Unneeded Items in Shipping/Receiving Area
Date Improvement Project initiated: 3/12/14
Contact Person(s): Todd Cunnington

Summary:

5s activity led by warehouse staff to clean, organize and reduce inventory. The Shipping/receiving area is cluttered with many unneeded items. Area can be better utilized and sight lines improved.

Details:

Description of the problem:
The Shipping and Receiving Area of Metal Plant had many unneeded assembly parts and surplus items that needed dispositioned. There also was a partition wall that limited the view of the area. Determination needed to be made on:

- Disposition of various items in the area.
- Overall cleaning of the area.
- Removal of clutter and hot trash.
- Do we remove the partition?
- Best flow of the area.

Description of the Improvement:

- Miscellaneous assembly parts were organized together and dispersed to areas that could use them.
- For those items deemed unusable, they were put on a pallet and sent to be recycled.
- Clutter was removed from the area by either throwing away or sending to recycling as well.
- Surplus items (extra and prototype items) were donated to area organizations.
- Partition wall, shelving, and extra carts were all removed from the area and sent to other areas to be used or on to be recycled.
- Entire area was cleaned and re-organized with only the needed items in the area.

Specific Results Achieved:

- Area was completely opened up
- View is now unobstructed
- Excess items were eliminated helping to clean up the area and improve utilization of the area.
- Improved safety and security.

Optional: Before/After photos, a simple chart, etc.:

Before:

After:

How we involved customers or stakeholders in this effort:
Stakeholders included CI staff and offender workers. 10 offenders were very involved with each step of the process and CI staff were invaluable in directing the activities and getting the shipping and receiving area to the end state we were hoping to achieve. Custody really likes the changes that were made due to the improved security aspect.

Lean Improvement Project Report (For Jan. 1 – May 31, 2014)

Agency Name(s): Department of Corrections-Correctional Industries - Airway Heights Corrections Center (AHCC)
Improvement Project Title: Tool Room Rework
Date Improvement Project initiated: 5/12/14
Contact Person(s): Deganawida Fernandez

Summary:

5s activity led by textiles offenders in the AHCC textiles tool room to clean, organize and reduce inventory.

Details:

Description of the problem: The Tool room was crowded, time required to account for all tools was significant and the area had a lot of areas which could be used to hide contraband.

Description of the Improvement: Removed all excess items, reorganized supplies within the tool room to include a more agronomical positioning of the most commonly used items, identified and disposed of all unneeded tools and created a lock box for the infrequently used tools to reduce counting them unless they are actually being used(box is sealed with a numbered tag that has to be removed to open).

Specific Results Achieved: Tools are counted at least twice daily, before the 5's it would take between 20-25 minutes to verify all tools. Current state tools take between 7-10 minutes to verify a savings of at between 20-36 minutes a day! Notions (supplies handed out from the tool room) before reorganization would take approx. 3-10 minutes to gather supplies current state is between 1 minute and 5 minutes. Improved safety and security.

Optional: Before/After photos, a simple chart, etc.:

Before:

After:

How we involved customers or stakeholders in this effort:

The stake holders in this effort would be CI staff and Offender staff, both worked in conjunction to identify needed items and infrequently used items, the identified items were kept and the others were disposed of or donated to the college programs within AHCC.

Lean Improvement Project Report (For Jan. 1 – May 31, 2014)

Agency Name(s): Department of Corrections
Improvement Project Title: Urinalysis Cup Distribution Project
Date Improvement Project initiated: January 2014
Contact Person(s): David Phillips (CCD), Roy Gonzales (Prisons) and Brian Tinney/Anita Kendall (Business Services)

Summary:

The Department of Corrections conducts Urinalysis (UA) tests on offenders in prison and on Community Supervision. The tools used to conduct the urinalysis have specific requirements that test for specific types and levels of drugs which are unique to the Correctional environment. The tolerance level of a Correctional cup is significantly lower than their medical related counterpart. The cup used must also be supported by the manufacturer with technical support to troubleshoot failures and problems. The Department conducts approximately 144,000 tests per year as supported by OMNI STAR data.

Details:

<u>Description of the problem:</u> Department of Correction (DOC) asked the supplier for UA cups to purchase in bulk from the manufacturer to increase availability and improve distribution. The lead time on orders was long and distribution was inconsistent. Since these are critical supplies for the Community Corrections Officer to enforce an offenders supervision requirements and availability was uncertain the field office may have stock piled supplies to ensure availability. The supplier was not interested in ordering in bulk. The price quote and terms offered were unacceptable. The Department competitively bid out the contract for UA cups to a vendor that was willing to deal directly with the manufacturer in China and buy in bulk.

<u>Description of the Improvement:</u> A new supplier was contracted to order directly from the manufacturer in China. The minimum order quantity was either 88,000 or 94,000 cups to fill a shipping container. Since the Department uses on average 36,000 cups every four (4) months using this quantity was not a problem but a distribution system was necessary. Holding a large inventory at a Community Corrections field office was not feasible. The department established four warehouse distribution HUBs that would stock the cups in inventory and would service the Community Corrections (CCD) office using a pull system. The CCD office would e-mail an electronic order form to their HUB. The HUB would pull the order and ship via the most economic method using Correctional Industries, Consolidated Mail Services or FedEx.

<u>Specific Results Achieved</u>: Correctional Industries was able to reduce the cost of the UA cups from $2.95 per cup to $2.30. The department's cost is $2.50 per cup and CI would use $ .20 to cover their cost of procurement and distribution to the HUBs. Because the UA cups are stocked in our warehouse HUBs the availability is improved and distribution just-in-time. Because the CCD Field locations can rely on their distribution HUBs for availability and delivery the chance of stock piling is greatly reduced.

Approximate cost savings: 144,000 x $0.45 = $64,000 per year

<u>Optional: Before/After photos, a simple chart, etc.:</u>

How we involved customers or stakeholders in this effort:
In November 2013, an agency wide work group was formed and tasked with reviewing the drug testing processes currently in use by the Prisons and CCD divisions. The work group was tasked with a number of issues one of which involved improving the ordering and distribution of drug testing supplies. As mentioned earlier, there had been significant issues with the vendor in maintaining an adequate inventory of supplies which led to stock piling and storage issues in many areas. The work group solicited feedback from prisons and CCD staff regarding the current drug testing processes and procedures, worked on the development of a new ordering/distribution process of drug testing supplies and the transition to a new cup vendor. The improvements as a result of the changes in the ordering and distribution process was a collaborative effort between Prisons, CCD, and Correctional Industries working together toward a solution from which all divisions have benefitted. The electronic order form was developed by one the warehouse HUBs that would ultimately use it to fill orders. During the planning for distribution of the cups, we held a conference call with Local Business Advisors to request feedback and discuss issues. Many of the LBA's brought their Warehouse Supervisors that were directly responsible for the shipping to the CCD offices. Warehouse Supervisors that were close to Consolidated Mail Services worked closely to get the cups shipped in-time for June 1st implementation.

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name: Washington State Department of Health

Improvement project title: Improving the efficiency of Washington State Cancer Registry reporting systems

Date improvement project initiated: 09/06/2013

Summary: The Washington State Cancer Registry will reduce the backlog of paper cancer case reports and prevent the backlog from growing larger.

Details:

Description of the problem: The registry had not updated its technology, procedures or staffing plan which lead to a large backlog of unprocessed cancer case reports (electronic and paper).

Description of the improvement: Two categories of improvements were implemented: 1) addition of software to create electronic pathways for submission of data; and 2) a procedure to eliminate reworks and follow-back to providers for complete and high quality data.

Specific results achieved to date: (pilot begins after June 30)

	Current State	As of 4/22/2014	Measures	Current State	As of 4/22/2014
Number of electronic records in backlog	>93,000	1,452	Number of reworks in the process	5	2
Number of paper records in the backlog	43,240	41,537	Number of handoffs in the process	17	7
Number of steps in the data compiling and abstracting processes	30	22	Number of cases in the computer requiring manual review (pending files)	17,500	8,907

How we involved customers or stakeholders in this effort:
Customers will be engaged during the pilot project this summer.

Contact person:
David Harrelson, Project Lead
Manager, Washington State Cancer Registry
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David.harrelson@doh.wa.gov

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name:
Washington State Department of Health

Improvement project title:
Legislative Quality Improvement Project for Prevention and Community Health Division

Date improvement project initiated:
08/01/2013

Summary:
Prevention and Community Health Division (PCH) will produce high quality bill analyses and related documents completely, correctly, and on-time.

Details:

Description of the problem: PCH tracked over 100 bills in during the 2013 legislative session; many of those bills required written products such as a bill analysis. Many of those analyses required re-work, slowing response rate and resulting in delays.

Description of the improvement: Three categories of improvements were implemented: 1) the creation and use of a SharePoint site to create a procedure to eliminate reworks, reduce assignment times, create transparency, and allow for higher quality submission of analyses; and 2) revamp of division legislative training content and approach; and 3) standardization of internal legislative process across the division.

Specific results achieved to date:

	Current State before 2014 session	As of 4/22/2014	Measures	Current State	As of 4/22/2014
Number of steps in the internal legislative process	18	17	Number of reworks in the process	3	2
Number of staff identified to attend any PCH legislative training	84	84	Number of staff trained in any PCH legislative training	unknown	63

How we involved customers or stakeholders in this effort:
Customers are currently engaged and have actively participated in this new process.

Contact person:
Luisa Parada Estrada, Project Lead
Legislative and Policy Liaison, Office of the Assistant Secretary
360-236-3719 luisa.estrada@doh.wa.gov

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name: Department of Health

Improvement project title: Office of Healthy Communities Grant Process

Date improvement project initiated: November 2013

Summary:
Develop a streamlined and standardized grant process and set of tools that ensure high quality, timely and compliant products. Ensure improvements are endorsed by Office of Health Communities (OHC) extended management team and everyone involved in the grants process.

Details:

Description of the problem:
Currently the five sections in OHC have their own way of processing grants. There is no consistent process from the Funding Opportunity Announcement to the Close-out step. The current approval process is too complex and time consuming and even after multiple reviews, too many grants arrive to be approved too late, out of compliance and with too many errors.

Description of the improvement:
The group implemented the process improvement.
Clarified and standardized the process.
Clarified roles and responsibilities.
Trained staff through SharePoint the new improved process and procedures.

Specific results achieved:

Performance Measures and Statistics:	Current State	Future State
Decrease the # of quality control checks.	18	7
Number of Steps	80	26

How we involved customers or stakeholders in this effort:
Customers are currently engaged in activating this new process.

Contact person/s:
Pama Joyner, Project Sponsor
Office Deputy Director
Office of Healthy Communities
360-236-3589
Pama.Joyner@doh.wa.gov

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name: Department of Health

Improvement project title: Quarter 4 WIC Resource Planning Process Improvements

Date improvement project initiated: 04/10/14

Summary: The Department of Health improved the quarterly WIC Resource Planning process, resulting in reducing the number of tasks, associated with two critical process steps, by 63% and reducing the total process cycle time in half.

Details:

Description of the problem: Every quarter two employees were doing over 400, mostly manual tasks, to complete the following critical resource planning process steps each quarter:

- STEP 3: Prepare tools for staff to enter resource plan estimates.
- STEP 7: Review data and work with supervisors to make corrections. Upload data into the master, program-level resource plan.

Description of the improvement:

- Reviewed our standard work checklists and identified tasks that weren't adding value and those we might be able to use Excel technology solutions to help us.
- Designed, programmed and tested Excel solutions.
- Included cell formatting and data edits in Excel resource plans to prevent common data errors.
- Created a checklist for staff and supervisors to use when entering and reviewing their resource plans, to ensure resource plans are accurate and complete.
- Created a standard, quarterly resource planning schedule.

Specific results achieved:

Reduced the number of tasks by 63%; see chart below.

	STEP 3 tasks	STEP 7 tasks	**Total**
Before	203	206	**409**
After	130	20	**150**
# Tasks Reduced	73	186	**259**
% Change	36%	90%	**63%**

Reduced the total process cycle time from two months to one month.

How we involved customers or stakeholders in this effort: We asked our internal customers, staff and supervisors who use and manage the resource plans, for help designing the process improvement approach and to provide input on draft solutions.

Contact person/s:
Kathy M. Chapman
Kathy.chapman@doh.wa.gov

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name: Washington State Department of Health

Improvement project title: State Revolving Fund (SRF) Set Aside Planning Process

Date improvement project initiated: 2/24/2014

Summary:
The Washington State Department of Health, Office of Drinking Water, improved the State Revolving Fund set aside planning process, resulting in reducing the fund balance from $18.9M to $10.9M (17.1% to 10% underutilization).

Details:
Description of the problem: Drinking Water Set Aside Funding is used to fund a wide variety of activities that provide safe drinking water for the public. The funding is currently underutilized, partially due to a lack of planning for the set aside funds. This results in fewer activities being performed and a high carry-forward balance. This underutilization of funds may result in decrease or elimination of future funding. The current process is reactive and does not allow for input, which results in program staff not being engaged and funds being under spent. When the group started mapping the process they quickly realized that there was no process.

Description of the improvement: We created a process that includes the following elements:

- Templates for input
- Timeline with process steps for staff Process
- for submitting ideas to use funds Process to
- receive input from managers/staff

Specific results achieved: A clearly defined process that includes a timeline and input templates from managers by the end of April 2014. We will use this process in the future when planning drinking water projects that are funded by SRF set aside funds. The process we created is used with internal staff but in the long run it helps more customers in Washington with maintaining their water systems.

How we involved customers or stakeholders in this effort:
We included key employees in a process mapping effort. We also sent an email to staff involved with this process including the draft template and timeline. They reviewed and gave us feedback on the proposed process.

Contact person/s:
Joe Crossland joseph.crossland@doh.wa.gov
Robin Burkhart robin.burkhart@doh.wa.gov

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name: Washington State Department of Health

Improvement project title: Web Site Improvement for Washington's Public Health Performance Management Centers for Excellence

Date improvement project initiated: 10/01/13

Summary: The Washington State Department of Health improved the Public Health Performance Management Centers for Excellence Web Site, resulting in an increase in the mean page visits per month from 720 in 2013 to 729 in 2014.

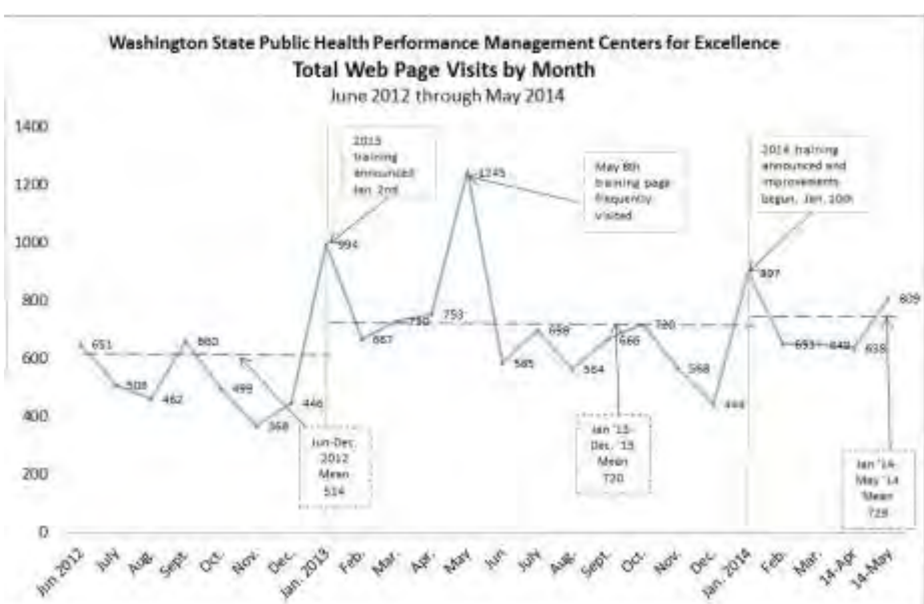
Details:

Description of the problem: The Public Health Performance Management Web site provides technical information, training materials, resources, tools, and contacts to state and local public health staff. Usage has grown slowly since the site launched in June 2012. In 2013, users expressed two concerns: difficulty finding what they wanted, and layout/design of the site.

Description of the improvement: Responding to users' two main concerns, the team identified root causes as lack of key word search terms, pages crowded with too much text, and duplicated links placed where users cannot find them easily. The team added over 30 key word search terms, shortened all text descriptions, removed long lists of links on the right side of pages, and reformatted pages to use bulleted lists for ease of locating topics.

Specific results achieved:

Mass emails publicizing training events drew attention to the site. A slight increase in mean page visits per month appears to have started in 2014. Here is a chart:



How we involved customers or stakeholders in this effort:

Detailed Lean Improvement Project Report
For the January 1, 2014 through May 31, 2014 reporting period

The 2013 online survey of public health performance management needs by the Northwest Center for Public Health Practice showed 44.5% of the 155 respondents had visited the Web site.

The team implemented a “pop up” survey in January 2014 to ask users about their experiences on the site but received only 5 responses over a 5 week period. Clearly, the “pop up” survey was not effective at gathering customer input.

Contact person/s:
Megan Davis, Performance Management Consultant
Washington State Department of Health
360-236-4637
Megan.davis@doh.wa.gov

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name:
Department of Health

Improvement project title:
WIC Complaint Handling Process Revision Project

Date improvement project initiated:
10/31/13

Summary:
The Department of Health improved the WIC complaint handling process, resulting in a reduction in the amount of wait time between when a complaint form is submitted to the state office and when state staff completes the follow up, from an average of four weeks to an average of 1 week.

Details:

Description of the problem: A single state staff person received, input, followed up on and tracked complaints submitted for the entire state resulting in a prolonged wait period and lack of process transparency.

Description of the improvement: A cross-section team was assembled to create a new process where multiple state staff receive, input, follow up on and track complaints by customer type (WIC participants, WIC clinic staff, WIC authorized retailers, general public).

Specific results achieved:

- Eliminated complaint backlog.
- Reduced follow-up time from an average of 4 weeks to an average of 1 week.
- Created standard internal protocols and new complaint submission form.
- State staff feelings about the new process are at almost 100% positive feelings 90 days after implementation of the new process.

How we involved customers or stakeholders in this effort:
We assembled a cross-section project team comprised of the state staff persons who would be responsible for the new process, the ones who would be doing the work, so they would feel a sense of ownership and inclusiveness. We also communicated changes to the process with WIC clinic staff and WIC authorized retailers and have plans to continue to check in with our customers on the usefulness of our new complaint submittal form, possibly through a survey or more informal discussions.

Contact person/s:
Lauren Rafanelli
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Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name: Department of Licensing

Improvement project title: Dishonored Check Payment

Date improvement project initiated: November 2013

Summary:
The Department of Licensing improved the Dishonored Check Payment process resulting in reduced customer wait time from 24 hours to just 15 minutes.

Details:

Description of the problem: Customers attempting to reinstate their license after payment with a dishonored check had difficulty getting the process completed the same-day.

Description of the improvement:

- Standardized dishonored check reinstatement procedures and desk manuals have been created and given to employees.
- Cross training has been provided to personnel amongst three areas, ensuring timely service to customers when the primary employee responsible for the process is occupied.
- The reinstatement letter and phone message have been revised to provide customers with all necessary information in the shortest format possible.
- A call log was developed, in electronic format and in a shared file, so that all employees have access and can follow call progress.

Specific results achieved:

Measure	Prior to Improvement	Post Improvement	Actual Savings
# of steps	6	4	2
# of handoffs	4	1	3
# of rework loops	3	0	3
# of hours in cycle time	24	.25	23.75

How we involved customers or stakeholders in this effort:
Customers were engaged in the workshop and have provided positive feedback on the new process.

Contact person/s:
Cindy Cavanaugh, Project Lead

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name: Department of Licensing

Improvement project title: Dispute Review Board

Date improvement project initiated: December 2013

Summary:
The Department of Licensing clarified the process to provide the Dispute Review Board with background information to make decisions on appeals.

Details:

Description of the problem: Agents may suspend sub-agent contracts in certain circumstances. Sub-Agents have the right to appeal the suspension, which then goes through the Dispute Review Board process. Not all requirements within the process had been outlined and communicated to the County Auditor's Office and The Department of Licensing, making it difficult for a timely and efficient process. Inconsistencies in the process affected the Dispute Review Board's ability to make a decision on appeal cases. The Dispute Review Board process occurs, on average, once a year.

Description of the improvement:

- Guidelines were created for the suspension or termination of contract notification letter, to be followed by the County Auditor.
- Roles were clarified, and steps were documented in policy.

Specific results achieved:
As of implementation, no sub-agent suspensions or terminations have occurred. However, the collaborative efforts of the team have resulted in a more streamlined and clear process.

How we involved customers or stakeholders in this effort:
Customers were engaged in the workshop and implementing improvements.

Contact person/s:
Noemi LaChapelle, Senior Lean Consultant

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name: Department of Licensing

Improvement project title: Financial Responsibility Hearings Document Gathering

Date improvement project initiated: December 2013

Summary:

The Department of Licensing improved the Financial Responsibility Hearings process resulting in reduced process steps and cutting the processing time in half. There are approximately 900 financial responsibility hearings held per year.

Details:

Description of the problem: The process for receiving information for Financial Responsibility Hearings contained wait time dependent upon staff availability, and included unnecessary handoffs and processing.

Description of the improvement:

- Cross-training was provided to Hearings Unit employees, ensuring continuation of the process regardless of employee availability.
- Discovery documents are now imaged by Hearings Unit staff, bypassing the handoff to imaging and cutting down wait time.
- New sub-folders were created in imaging for discovery documents, resulting in more organized and easily-accessible documents.

Specific results achieved:

Measure	Prior to Improvement	Post Improvement	Actual Savings
# of steps	43	14	29
# of minutes in cycle time	604	300	304

How we involved customers or stakeholders in this effort:

Customers were engaged in the workshop.

Contact person/s:

Toni Hood, Project Lead

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name: Department of Licensing

Improvement project title: Firearms Application

Date improvement project initiated: September 2013

Summary:

The Department of Licensing improved the Firearms Application process resulting in an estimated savings of $1,224 per month (from $2,113 down to $889).

Details:

Description of the problem: The Department of Licensing Mail Center receives applications from licensed firearms dealers when they sell or transfer a firearm. The process included inefficiencies and backlogs, which resulted in higher costs, unnecessary handoffs, and greater cycle time to complete.

Description of the improvement:

- The workflow of the Mail Center was adjusted to ensure continuous processing of applications.
- A “Do Not Fold” campaign was launched to provide customers mailing the applications with instructions on best mailing techniques.
- Additionally, an imaging solution is being examined.

Specific results achieved:

Measure	Prior to Improvement	Post Improvement	Actual Savings
# of steps	5	4	1
# of handoffs	5	3	2
# of minutes in cycle time	360	150	210
$ to process per month	$2,113	$889	$1,224

Contact person/s:

Kitty Boring, Project Lead

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name: Department of Licensing

Improvement project title: Motor Pool Payments

Date improvement project initiated: September 2013

Summary:
The Department of Licensing improved the Motor Pool Payments process resulting in reduced billing turn around time (cycle time) from 21 days to 5 days.

Details:

Description of the problem: The Department of Licensing makes monthly payments to the Department of Enterprise Services for the use of motor pool vehicles for official state business. Motor pool payments were not being paid in a timely fashion, resulting in extra costs and impacting budgets.

Description of the improvement:

- Reporting deadlines were communicated.
- Division coordinators were identified to examine billing and to complete the process established in policy.
- Duplicative work was been eliminated between Finance and the Agency Travel Coordinator.
- The Department of Licensing organizational structure was communicated to the Department of Enterprise Services and billings are now accurately broken out by division.

Specific results achieved:

Measure	Prior to Improvement	Post Improvement	Actual Savings
# of steps	60	28	32
# of rework loops	12	2	10
# of days in cycle time	21	5	16

How we involved customers or stakeholders in this effort:
Customers were engaged in the workshop.

Contact person/s:
Cindy Cavanagh, Project Lead

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name: Department of Licensing

Improvement project title: Real Estate Course Approval

Date improvement project initiated: December 2013

Summary:
The Department of Licensing improved the Real Estate Course Approval process resulting in an estimated savings of $342 per month in postage and supplies and increased customer satisfaction. Currently there are 1,613 courses being offered.

Details:

Description of the problem: Review and approval of courses offered to real estate agents is conducted by the Department of Licensing Real Estate Education Unit. The old process contained outdated requirements and inefficiencies, costing both the Department of Licensing and applicants extra time and expense. Additionally, applicants were frustrated by the process, as evidenced by their complaints.

Description of the improvement:

- The Real Estate Education Unit updated their requirements for course approval, requesting the applicant send one hard copy of the proposed course, as opposed to two. This eliminates applicant costs and extra time.
- In addition, the need for storage space has been reduced.
- The unit hopes to move to electronic applications and storage in the near future.

Specific results achieved:

Measure	Prior to Improvement	Post Improvement	Actual Savings
# of steps	30	17	13
# of handoffs	10	5	5
# of rework loops	3	1	2
# of minutes in touch time	824	385	439

How we involved customers or stakeholders in this effort:
Customers have provided positive feedback on the new process.

Contact person/s:
Jerry McDonald, Project Lead

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name:
Department of Revenue

Improvement project title:
Compliance Review and Recovery Team (CRRT) Tax Assessment Review Process

Date improvement project initiated:
12/14/13

Summary:
The Department of Revenue Compliance Division improved the assessment review process for its Tax Discovery program. This resulted in a 43% increase in the number of assessments issued and reduced the number of days an assessment was in the review process by more than 80%.

Details:

Description of the problem:
It was felt the tax discovery assessment review process was not as effective as it could be and there were concerns on the timeliness in communicating changes to field office staff. This created frustration for staff, excessive re-work, and the potential for errors. There was no consistent review process and staff did not have a clear understanding of how the review process worked and what to expect. The process required multiple reviews, often with differing results. This increased the number of days it took to issue an assessment.

Description of the improvement:
The Compliance Review and Recovery Team (CRRT) completely revamped the tax discovery assessment review process. As part of the improvement process, they formalized definitions of math, theory, and administrative level reviews and formalized the process for reporting corrections to field staff. Additionally, they changed their internal processes relating to the review. One example is the implementation of the “15 minute rule.” This means that if there is an issue with an assessment that takes less than 15 minutes to correct, the CRRT staff member will do the correction. This drastically reduced the back and forth between CRRT and the field office as well as the resulting queue times. Finally, the entire CRRT team has embraced Lean concepts. The team conducts *hansei* (daily huddles), and has implemented several visual management tools. In the spirit of *kaizen* (continuous, incremental improvement), the entire team has continued making improvements to the assessment review process, long after the actual Lean event concluded.

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Specific results achieved:

	Current State	Actual Results As of: 5/28/14	Actual Savings* As of: 5/28/14	
Number of Days (Under $5K)	37.3	3.04	**34.26**	**92%**
Number of Days (Over $5K)	56	7.48	**48.52**	**87%**
Number of Days (Over $100K)	62.5	11	**51.5**	**82%**
# of Handoffs	2	1	**1**	**50%**
# of Rework Loops	4	1	**3**	**75%**
# of Steps	51	15	**36**	**71%**

* Actual savings numbers are based on a sample size of 77 assessments reviewed and issued (25 Under $5K, 48 Over $5K, and 4 over $100K).

How we involved customers or stakeholders in this effort:

In addition to CRRT staff, stakeholders and process partners from multiple divisions and field offices participated in the Lean event. This Lean project has been an excellent ambassador for Lean principles. The Compliance Division has 40 tax discovery staff in 10 offices statewide. Every tax discovery revenue agent has been impacted by the Lean project on assessment review. They have seen a more consistent review process, and assessments issued more quickly, with less back and forth between CRRT and the field. The CRRT Tax Assessment Review Process Lean project has shown staff throughout the state that Lean principles work. The CRRT has continued to promote Lean principles along the entire value stream, demonstrating how Lean concepts have enormous potential for benefitting everyone involved in the process.

Contact person/s:

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Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name: Department of Revenue

Improvement project title: Helpdesk Issue Tracking System (HITS)

Date improvement project initiated: 11/22/13

Summary:
The Department of Revenue improved the Helpdesk Issue Tracking System (HITS) process, resulting in a decrease in the average amount of days a HITS ticket was open by 64.5%

Details:

Description of the problem:
HITS was implemented in 2005 as a trouble ticket system for the agency's Information Services Division. Since implementation, additional features have been added to accommodate other business processes. HITS currently receives approximately 21,000 tickets annually pertaining to IT related issues; security access; employee adds, moves, changes, and deletes; purchasing; and facilities.

There are several known issues with the system as it relates to outdated/missing upgrades, inconsistent business processes, expectations of the system, and complaints.

Description of the improvement:
Established daily huddles, developed a standardized communication approach for technicians, gathered requirements for HITS home page, identified services and categorized issue types, defined and established priority levels, and simplified quick pick menus for employees when submitting a request for assistance.

Specific results achieved:

	Nov. 1, 2013-Jan. 1, 2014	Feb. 1, 2014-Mar. 27, 2014	Results	
# HITS Submitted	344	452	**108**	
Avg. # Days Ticket Open	7.43	2.64	**4.79**	**64.5%**

How we involved customers or stakeholders in this effort:
In addition to the subject matter experts from within the IS Division, staff representing four other divisions in the agency participated in the Lean event.

Contact person/s:
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Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name:
Department of Revenue

Improvement project title:
Streamlining the Approval Process for Voluntary Disclosure Requests

Date improvement project initiated:
12/04/13

Summary:
The Department of Revenue's Audit Division enhanced the application and approval process for its Voluntary Disclosure Program. As a result, voluntary disclosure requests are now standardized through an online application process and all requests are either approved or denied within 30 calendar days, representing a 78 percent savings in overall processing time.

Details:

Description of the problem:
Of the approximately 300 voluntary disclosure requests received per year, up to 75 percent would take longer than 30 days to approve and some remained open indefinitely. All requests received lacked the necessary information to determine eligibility for the program. Because there was not a standard process for receiving and reviewing requests, there were inconsistencies and inefficiencies in the way requests were administered and approved. In addition, the expectations and requirements of businesses submitting requests were not clearly identified and communicated, resulting in the potential for misuse of the program.

Description of the improvement:
Significant enhancements were made to the voluntary disclosure approval process. For example, to standardize the intake of requests, a mandatory, online e-application was created that requires pertinent fields of information upfront. An auto-confirmation of receipt of the application is now generated back to the applicant.

Whereas applicants could previously remain anonymous for an unspecified period of time upon submitting a request, they are now required to disclose their identity within 15 days of application. Furthermore, applicants are now required to return their signed voluntary disclosure agreement within 30 days of application. Both of these measures have sharply improved processing time. Because of the marked time savings in the approval process, the backend of the process has also significantly improved, resulting in a much shorter turnaround time in registering businesses and completing assessments. In short, streamlining the approval process produced the desired behavior from businesses to voluntarily come forward, become compliant, and benefit from the program as it was intended.

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

To eliminate inconsistencies, promote transparency, and improve customer service, both the qualifications for and enhancements to the Voluntary Disclosure Program were extensively communicated to the business community, including updates to the program's webpage. The expectations and requirements of businesses interested in the program are now fully transparent, leading to a more effective and efficient administration of the program.

Specific results achieved:

	Current State	Actual Results As of: 5/21/14	Actual Savings As of: 5/21/14	
Cycle (processing) time (in working days)	98	15	**83**	**85%**
# of Rework Loops	2	0	**2**	**100%**
# of Steps	13	8	**5**	**38%**
% Non-value Added Steps	61.5%	43.8%		**29%**

How we involved customers or stakeholders in this effort:
In addition to the subject matter experts, process partners from various divisions within the Department also participated in the Lean event. Resources from the voluntary disclosure team, communications group, and information services worked jointly to implement the enhancements timely. External stakeholders and customers were involved in the process through our communication efforts. They were duly informed of the enhancements well in advance of the launch through various channels, including the updated webpage, personalized email messages, social media (e.g., Twitter), e-file notifications, and announcements posted on the Department's homepage.

Contact person/s:
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Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name: Washington State Department of Transportation

Improvement project title: Calendar Management (Toll Division)

Date improvement project initiated: 10/16/13

Summary:
WSDOT revamped the scheduling process for conference rooms, call-in numbers, and vehicles so that it is easy and transparent. The workable system was developed so that offsite staff and those outside the Toll Division can see everyone's calendar in order to quickly and efficiently find availability and schedule meetings, as well as reserve vehicles.

Details:

Description of the problem:
The process of scheduling conference rooms, call-in numbers, and vehicles is cumbersome and inefficient. Furthermore, not all offsite staff and consultants have access to WSDOT Exchange Calendars.

Description of the improvement:
Reduce the time spent scheduling conference rooms, call-in numbers, and vehicles from the current 135 hours per year by 25 percent, a savings of nearly 34 hours. This is the equivalent of $2,925 per year in labor savings using a blended rate.

Specific results achieved:
The monitoring indicates that nearly 78% of the respondents feel that the printed calendars posted outside of the conference rooms have saved them time. Over 66% of the respondents have been in a double-booking situation and have used the printed calendars to resolve that conflict. Nearly 56% of the respondents have used the printed calendars to find a free conference room for an ad-hoc meeting, thus saving them time. Almost 88% of the respondents have noticed that meetings that are rescheduled or cancelled are being updated in Outlook in a timelier manner, allowing others to schedule or attend meetings that would have conflicted. Finally, 50% of the respondents have granted permissions to others to help manage their meetings, thus saving time for the organizer and the invitees.

The total equivalent project cost saving were estimated to be $8,509. Based on nine survey participants, this equates to a cost savings of just under $1,000 per employee every year.

In the original project report, it was estimated that the annual cost savings would be approximately $2,925 per year. The results of this survey suggest that the implementation of the best practices resulted in cost savings that exceed the estimates by over $5,500 per year.

How we involved customers or stakeholders in this effort:
The entire Development group (now part of the Toll Operations group) were customers of this process. Several members of the Development group were asked to complete a survey indicating what problems they had with scheduling rooms, phone numbers, and vehicles. A similar survey was conducted months later to ensure the changes implemented have resulted in meeting the target goals.

Contact person/s:
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Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name: Washington State Department of Transportation

Improvement project title: Enhance processing of Tacoma Narrows Bridge electronic toll transactions (Toll Division)

Date improvement project initiated: 08/14/13

Summary:

For the Tacoma Narrows Bridge electronic tolling process, WSDOT increased image processing capacity and storage capacity to allow all images to be stored for every transactions; Installed additional Optical Character Recognition engines to handle the additional images.

Details:

Description of the problem:
Photos were not stored of every transaction on the Tacoma Narrows Bridge due to processing and storage limitations.

Description of the improvement:
This will result in a projected annual savings in Year 3 of $33,948 once the capital investment of $65,310 is repaid.

Specific results achieved:
Early results indicate that the number of transactions that cannot be processed has dropped from an average of 664 to an average of 30 per month.

How we involved customers or stakeholders in this effort:

Customers in this case were mainly the Toll Operations group and the Toll Division as a whole. The Operations group knew that the original design for the Tacoma Narrows Bridge did not store all the photos. As the numbers of transactions that could not be processed grew, the Operations group took it upon themselves to make the necessary changes. The analysis involved most of the Operations group and then the results were shared with the Toll Division Program Management Office at a monthly meeting earlier this year.

Contact person/s:

Tyler Patterson (PatterT@wsdot.wa.gov), Tony Marti (martit@consultant.wsdot.wa.gov)

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name: Washington State Department of Transportation

Improvement project title: Improve Claims Recovery Process (Enterprise Risk & Safety Management Division)

Date improvement project initiated: 02/10/14

Summary:
WSDOT is improving their Highway Property and Vehicle Claims Recovery Process, resulting in fewer handoffs, less use of paper and quicker recovery of monies related to damages to state highway property and/or WSDOT owned vehicles.

Details:

Description of the problem:
The Claims Recovery Process entails recovering costs related to damages done to WSDOT property and vehicles by negligent drivers. The recovery of funds helps offset the unfunded maintenance program and provides for the safety of the traveling public. In 2012 and 2013, the Claims Recovery office recovered $6.1 million and $6.7 million, respectively.

Over the years, the very nature of the recovery efforts has changed. In the past, WSDOT did not attempt collection on any claims lower than $700. Currently, WSDOT pursues all claims $100 and more which increases the management issues related to caseload considerably. Also, past policy was to simply bill the responsible party and if payment was not immediately forthcoming, the claim would be turned over to third party collections. Now, WSDOT is more proactive in attempting to recover these funds directly.

Lack of consistency in individual recovery practices was creating frustration among the Claims Representatives. Standardizing the team's practices would ensure that each of them have done all they could do to reasonably recover damages before sending the responsible party to collections, and that each customer is treated consistently with the ultimate goal of recovering as much of the damage costs as possible in a timely manner for WSDOT. Specific project goals included:

- Reduce time to make recoveries
- Increase amount of recoveries
- Eliminate waste and reduce steps in the process
- Reduce time looking for things, e.g. files
- Increase standardization of work and reduce internal confusion
- Move towards paperless processing
- Make the process easier for customers to follow in order to pay claims

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Description of the improvement:
Lean Tool(s): DMAIC, Root Cause Analysis, Standard Work

To date - eliminated steps from several internal processes, resulting in saved time, paper and supplies:

- Eliminated internal approvals for Payment Plans by creating checklist with criteria and steps to complete or consider prior to entering into a Payment Plan
- Eliminated internal approvals to send claim to a collection agency by creating checklist with criteria and steps to complete or consider prior to sending the matter to collections
- Eliminated the batch processing of claims to our collection agency and associated paper copies
- Each Claims Representative heard ideas that they could immediately use in their personal practice, making their individual practice more consistent with each other and eliminating waste
- Created a central location to share policy and procedures and their supporting documentation
- Developed a reference guide for thorough investigation practices and skip tracing
- Created a detailed work plan to address other improvement ideas from the Lean Event and continue to work on these ideas
- Continue to work on other ideas that may result in improved process

Specific results achieved:
These improvement ideas were just put in place at this report writing. Measureable results are expected within 90 days. The Claims Representatives came together as a team and agreed to work together more, openly share and communicate and to continue looking for and eliminating waste in their process.

How we involved customers or stakeholders in this effort:
Information from customers was gathered prior to the Lean event and used to develop goals for the project.

Contact person/s:
Streator Johnson, Process Owner (johnsst@wsdot.wa.gov); John Milton, Sponsor (miltonj@wsdot.wa.gov); Jean Denslow, Facilitator (densloj@wsdot.wa.gov)

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name: Washington State Department of Transportation, Washington State Department of Corrections – Correctional Industries, and Ferries deck department

Improvement project title: Improve Ferries Division Purchasing

Date improvement project initiated: 04/01/14

Summary:
WSDOT's ferries division is making changes in their purchasing processes to save time spent doing unnecessary tasks and eliminate re-work, freeing up time to do buys necessary for ongoing operation of the fleet.

Details:

Description of the problem:
Two positions in the Ferries Purchasing department (equal to 25%) were cut from the budget in the Ferries process to reduce administrative overhead. This has caused an untenable workload for the remaining staff.

Description of the improvement:

- Revised signature authority to reduce almost all contracts and purchase orders from seven signatures per item to three.
- Collaboration between Ferries Purchasing and Correctional Industries (which makes Ferry worker uniforms), resulted in a more efficient process for new employee uniform fittings. Uniforms for new employees are now fitted during orientation with Correctional Industries on site, speeding the process and reducing the number of returns. Unknown savings at this time.
- The Purchasing Agent worked with IT on the purchase order generator system (MPET) to make sales tax a required field instead of defaulting to the sales tax status of the previous item processed. Correction of the default will reduce errors for Purchasing, Accounting, and vendors. Unknown savings at this time.

Specific results achieved:
By changing the signature authority, the estimated time savings for the Purchasing department is 1.5 hours per day, or 3%. It has also saved time for the people who were approving the documents, with an unknown time impact. That doesn't seem like a big improvement, but it has also improved employ morale because they aren't wasting time going from department to department gathering signatures, so they have more time for their primary mission.

How we involved customers or stakeholders in this effort:
The Assistant Secretary for the Ferries Division was consulted on acceptable signature authority limits. Department directors were consulted on appropriate limits for the positions in their departments.

Contact person/s: Jean Baker (bakerje@wsdot.wa.gov)

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name: Washington State Department of Transportation

Improvement project title: Improve information and process flow for traffic data collection (Transportation Data and GIS Office, Multimodal Planning Division)

Date improvement project initiated: 05/01/13

Summary:
WSDOT is developing a set of applications in a multi-phased project to streamline, consolidate and automate traffic data collection, processing and reporting.

Details:

Description of the problem:

The Traffic Reporting Analysis & Processing Section (TRAPS) is responsible for collecting and reporting data from 168 statewide permanent traffic recorders, 35 weigh-in-motion locations, 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 traffic volume, vehicle classification, speed, and freight data used in highway analysis and traffic trends forecasting. The data collected and processed is used in the following ways:

- Produce timely and accurate volume and freight data for the public and freight carriers in making travel decisions.
- Produce timely and accurate vehicle speed data for highway operations analysis. WSDOT uses this information to identify freight 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.
- Average truck volumes show growth and corridor use: the Truck Freight Performance Measure pilot project tracks truck speeds, directions, origins and destinations.

Description of the improvement:

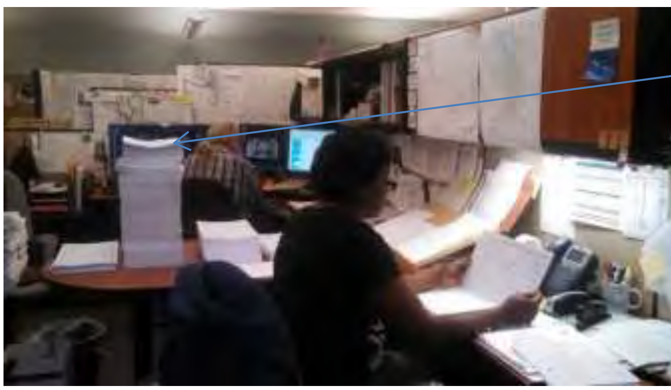
- Collect, analyze and report traffic data that is of the highest quality
- Standardize work processes
- Streamline work flow
- Eliminate redundancies
- Reduce time between retrieving, validating and correcting equipment malfunctions to reduce loss of traffic data
- Reduce steps and office processing time through automation
- Update old applications to become Window 7 compliant
- Identify equipment failures earlier in the process, reducing loss of traffic data

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Specific results achieved:

- Eliminated duplication of form submittals from 3 to 1 per trouble site.
- Automated process for renaming files previously performed manually.
- Reduced process time from 48 hours (worst case) to 2 hours (best case) for one staff.
- Automated Oregon Transportation Data improved efficiency by about 40%.
- All applications that were non-Window 7 compatible have been eliminated or replaced for Automated Data Collection (ADC) processing.
- Ongoing coordination meetings to establish criteria for replacing an aging legacy system which will streamline manually-intensive business processes that the ADC section utilizes.
- Performed a Lean Value Stream Mapping session to address ADC data request processing. Standardized steps and verbiage for data responses. Implemented process changes that will eliminate the need for follow-up requests.



Before photo: ADC processing staff manually reviewing thousand page reports.

How we involved customers or stakeholders in this effort: Included customers and stakeholders in original Value Stream Map exercise. Continued communications with weekly meetings as specific area of involvement are discussed.

Contact person/s:
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Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name: Washington State Department of Transportation

Improvement project title: Improve Processing of and Access to Collision Data (Collision Branch, Transportation Data and GIS Office, Multimodal Planning Division)

Date improvement project initiated: 06/15/12

06/15/12 – Eliminate 8.5 Month Backlog (goal reached 12/31/13)
01/2014 – Customer Data Access

While the initial Lean goal was to eliminate an 8.5 month backlog in processing collision reports, the Lean methodologies and tools soon revealed that the "efficient and effective supply of data to our customers" was far more complex than just eliminating the backlog. Customer Data Access has become the second phase of our Collision Branch Lean work and will provide metrics for future Lean reporting.

Summary:
WSDOT will efficiently and effectively supply our data customers with complete, accurate and timely collision data for their respective business needs.

Details:

Description of the problem:

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), 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. 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.

Description of the improvements to eliminate 8.5 month backlog:

- Involved staff in identifying processing issues, options and solutions
- Involved customers in identifying data needs, level of review and timeliness of data
- Established staff technical SWAT teams
- Established customer-driven workgroups
- Standardized data processing methodologies

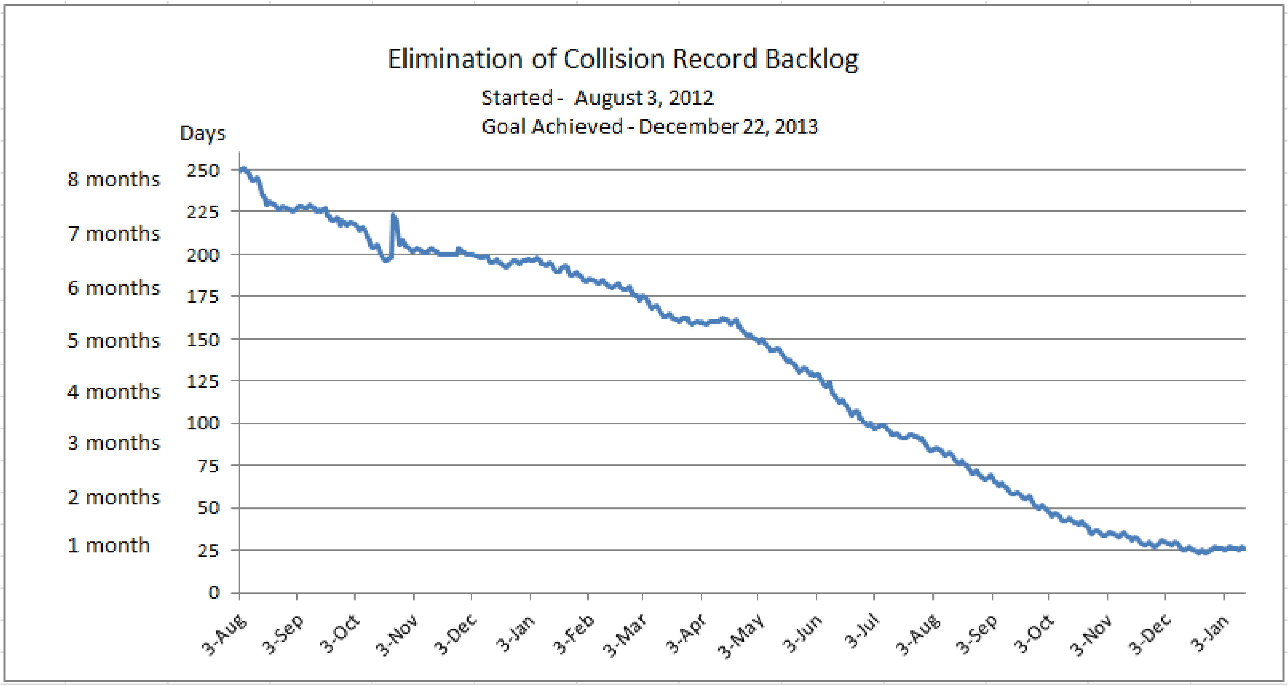
- Standardized error detection and correction methodologies
- Adjusted workflow process, effectively reducing built in wait times between processing queues
- Agreed to accept data "as is" from law enforcement and identified when it is necessary and appropriate to create a "Not Sufficient Information" request to officer requesting clarification or additional information
- Started processing citizen reports that are called into law enforcement the same as a citizen report submitted directly by a citizen (approximately 10,000 reports – that are now only scanned and indexed for availability through public disclosure)
- Adjusted workflow for jurisdictional confirmation and addressing from county engineers prior to processing

Specific results achieved:

- Established a mutually beneficial process change with county engineers where they receive county reports in 12 days instead of 122 days and WSDOT received quality location information for county collisions
- Trained collision record processing staff that is proficient in the use of Lean tools and methodologies
- Changed data delivery methods and timing to provide data feeds to customers who do not require a fully analyzed record to get the record as soon as it is available
- Established a Data Workgroup of customers and engineers to assist in the understanding of the source and quality of collision record data (currently exploring tools/resources/methods that can potentially improve the quality of the data by linkage to business stewarded data sources, e.g., work zones)
- Acquired and utilized map layers in the Incident Location Tool to provide XY coordinates for collision records, 2010 forward
- Developed "front-end" process for WSP Records Section staff to perform data entry of paper-submitted collision reports as they scan and index the documents for public disclosure
- Implemented a law enforcement database and query tool containing only data submitted by law enforcement for emphasis patrols; provides data access with 48 hours
- Worked with the Human Resource Office to realign staff to support the workflow and build a sustainable workforce (staff level reduced from 22 to 18 FTEs – staff redeployed to other divisions within the agency)

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period



Today, fully analyzed collision records are processed within five work days of receipt!

How we involved customers or stakeholders:

During WSDOT's efforts to eliminate the 8.5 month backlog and defining customer data access, customers were involved in the following ways:

- Customer surveys and/or customer meetings are used to confirm and/or change customer data timeliness and accuracy requirements
- An established "customer workgroup" now works with the staff to determine acceptable data and data quality requirements
- The "customer workgroup" also works with the staff to determine reporting requirements

Customer Data Access – Current focus of Collision Branch's Lean Reporting

Since January 2014, the Collision Branch has been applying Lean methodologies to its data reporting section. This work identified the need for standardized data extracts and improved data query tools to assist data customers in acquiring collision data. As a result, the collision office staff members are:

- Working with the Human Resources Office to realign staff to support the collision records reporting function of the branch
- Streamlining and consolidating a reports request database
- Streamlining process that provides data for grants
- Establishing a multi-agency template for Annual Collision Summary Report
- Improving web-based information about collisions, collision data, collision data processing methodologies and collision data access

The group also acquired funding to develop a standardized, user friendly collision reports data portal:

- Working with the established Reports Workgroup evaluating report data sets, access methods and functions (data portal requirements)
- Demonstrating and gathering feedback on drafted reports from Highway Safety Information Group (HSIG)

Contact person/s:
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Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name: Washington State Department of Transportation

Improvement project title: Improve Public Disclosure Request Response Process (Records and Information Services Office, Enterprise Risk Management & Safety Division)

Date improvement project initiated: 11/04/13

Summary:
WSDOT improved their headquarters' Public Disclosure Process resulting in a 58% decrease in time it takes to provide records to customers, from an average of 24 days to a 10-day turnaround.

Details:

Description of the problem:
WSDOT's business of statewide transportation systems and projects is extremely visible to the public. This nature of work creates complicated public disclosure requests for records; the projects themselves are complex and WSDOT records are not centralized. In addition, WSDOT has multiple high profile mega projects at a time (such as the Alaskan Way Viaduct and the SR 520 Floating Bridge) and the largest ferry system in the country. Being transparent with the media and the public through the public disclosure process requires a great deal of coordination to identify, collect, review, disseminate and redact the agency's public records as necessary. Understanding the changing legal exemptions and potential legal challenges applied to these public records add to the complexity of responding to the agency's public disclosure requests.

The volume of public disclosure requests more than doubled from less than 900 requests in 2006 to nearly 2,300 requests in 2013 and the number of complicated requests grew almost six times since 2006. In addition to the increase in complicated requests, exemptions to the law continue to grow more complex and require increasing expertise to interpret.

The overall poor economy and hiring freeze contributed to the stability of the work force for the last several years. During that time, however, staff complained about stress related to the increased volume of requests and the size and complexity of the requests. In July of 2013, new positions at other agencies (created due to statewide increased public disclosures workload) started opening and five of our seven-member public disclosure team and another staff member trained to do public disclosure left WSDOT. A Lean Event was initiated with the newly formed team to improve the process with the following goals:

- Reduce time to get records to external customers
- Reduce steps in the process
- Reduce time looking for things
- Reduce reliance on paper

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

- Increase standardization of work and reduce internal confusion
- Increase knowledge of exemption laws
- Increase consistency of consultation to internal & external customers
- Decrease workload of internal suppliers of records
- Increase customers' understanding of information provided
- Reduce lawsuits related to missed PDRs

Description of the improvement:

Lean Tool(s): DMAIC, Root Cause Analysis, Standard Work

1. Eliminated steps from several internal processes, resulting in saved time, paper and supplies:
    a. Improved Public Disclosure Request Acknowledgement process to eliminate unnecessary second acknowledgement letters that would go to about 50-100 external customers annually.
    b. Switched from printed to electronic correspondence records (eliminated 20 steps).
    c. Moved to electronic signatures for denial letters to requestors (eliminated 5 steps).

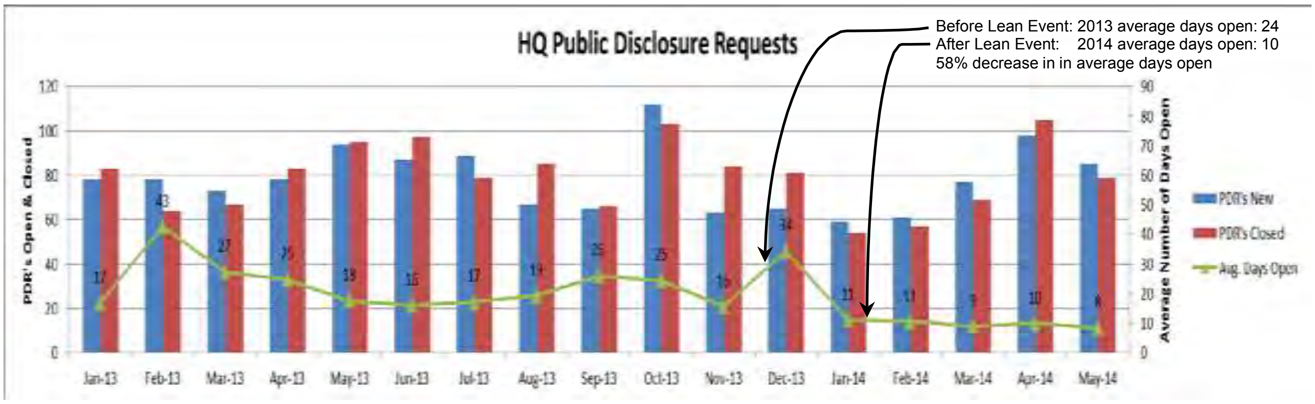
2. Standardized work for employees and customers:
    a. Created reference material for all staff and used a common place to share documents.
    b. Developed customer service standards as a first step to becoming customer-focused.
    c. Created an internal supplier contact list and developing other methods for maintaining internal contacts.
    d. Provided consistent training to HQ public disclosure coordinators.

3. Developed Standard Operating Procedures to increase standardization of work among analysts and increase efficiency and consistency of service to internal and external customers.
4. Created crosswalk of public disclosure exemptions to guide employees through the myriad of laws related to public disclosure exemptions.
5. Began using visual management and twice weekly team huddles to review workload, share information and remove barriers to work flow.
6. Developed training for regional PDR coordinators.
7. Developed awareness campaign & training on records and public disclosure and began statewide training program in April 2014.
8. Developed training for record holders to help them gather records more efficiently, effectively and timely.
9. Developed ongoing feedback mechanisms (surveys) for external customers.
10. Began collecting customer feedback using the surveys beginning May 3, 2014.
11. Implemented team Idea Board in May 2014.

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Specific results achieved:
Using Lean management and process improvement methods, WSDOT's headquarters' Public Disclosure team reduced the time it takes to provide records to customers by 58%, from an average of 24 days to a 10-day turnaround.



How we involved customers or stakeholders in this effort:
The Public Disclosure team gathered feedback from internal and external customers and stakeholders in advance of the Lean event. Since the Lean event, the team has launched a customer survey to provide a consistent feedback mechanism for their customers.

Contact person/s:
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Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name: Washington State Department of Transportation

Improvement project title: Increase accuracy of short term bridge toll accounts (Toll Division)

Date improvement project initiated: 02/27/14

Summary:

WSDOT is revising how users generate short-term bridge toll accounts with the goal of reducing the number of customer contacts related to short term accounts by 30%.

Details:

Description of the problem:

Short term accounts are temporary accounts that should self-expire and should not typically require customer contact after account establishment. A review of FY 2013 customer contact data shows a significant number of customer contacts related to short term accounts, resulting in increased costs attributed to that payment type. This Lean review project focuses on how to reduce the number of customer contacts related to Short Term Accounts.

Description of the improvement:

Call Driver	Percent of Total	Improvement Solutions
Proposed Accounts	**64%**	• Modify language on the "Terms and Conditions" page of the website. • Activate a popup box identifying required information after customer clicks the "Begin" button, but before the account activation starts.
Account Maintenance	**20%**	*Value added, no improvements proposed.*
No CSR Interaction	**8%**	• Close accounts manually, or through a system sweep, at the end of each month for those that were not properly closed after the 14 day term of the account.
Service Errors	**4%**	• Reinforce the need for accuracy and repeating customer information to the customer as part of new employee orientation. • Implement ongoing training surveys on this topic.
Change Account Type	**3%**	*Value added, no improvements proposed.*
Toll Posting Questions	**1%**	• Modify language on the "Terms and Conditions" and "Account Setup Complete" pages of the website to reinforce there may be delays in posting tolls.

The research suggests the improvements proposed by the team should yield significant decreases in the number of customer contacts related to Short Term Accounts. This will allow Customer Service Representatives to focus on other, value added, customer issues. In addition, the improvement for Proposed Accounts will extend beyond Short Term Accounts and will benefit *Good To Go!*

pass and *Good To Go!* License Plate account customers. These improvements will be evaluated and documented under a separate analysis and report.

Specific results achieved:
The future state has not yet been implemented. Once it is, the process will be monitored periodically to ensure it is working as intended.

How we involved customers or stakeholders in this effort:
The project team was made up of several internal stakeholders including Toll Division Customer Service, the back office vendor, Toll Division Communications, and the General Toll Consultant. Additionally, a gallery walk (presentation) about this project was made to the Toll Division Program Management Office.

Contact person/s: Catherine Larson (Catherine.Larson@jacobs.com), Patty Michaud (michaup@wsdot.wa.gov)

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name: Washington State Department of Transportation

Improvement project title: Out of State Travel Approval Process

Date improvement project initiated: 02/04/14

Summary:
WSDOT has an automated process that is used to review and approve Out of State Travel trips. Opportunities for improvement include:

- Standardizing what is now inconsistent use among the various organizations,
- Eliminate the many "returns for more information" due to incomplete data, and
- Eliminate a number of reviews that are of questionable value to the process.

Details:

Description of the problem: The number of reviews & approvals being employed by the current approval process was excessive, resulting in as many as 21 reviews/approvals. State mandates indicate 2 approvals are required. A number of different strategies were employed by various WSDOT organizations in an effort to provide justification and accountability for travel expenses, resulting in a confusing, time-consuming process.

Description of the improvements proposed:

- A standardized process was proposed for all WSDOT organizations.
- Roles & Responsibilities for all stakeholders were clearly defined.
- Specific reviews were determined to not add value to the process and were proposed for elimination.
- The change was proposed to empower those responsible for the administration of their organizations' travel budget to be more accountable for the effective use of WSDOT travel expenditures.

Specific results achieved:
The targeted improvement is to reduce the number of reviews/approvals from a current average of 9 per trip to 4.4 per trip.

How we involved customers or stakeholders in this effort:
The DMAIC problem-solving concept was followed. The effort utilized a number of kaizen meetings attended by various levels of stakeholders and subject matter experts. These included Assistant Secretaries (approvers), Travel Coordinators, Travelers, the System Administrator, and other reviewers.

Contact person/s: Bruce Cebell (cebellb@wsdot.wa.gov).

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name: Washington State Department of Transportation

Improvement project title: Overhaul the professional membership tracking system (Records and Information Services Office, Enterprise Risk Management & Safety Division)

Date improvement project initiated: 11/21/13

Summary:
WSDOT initiated this project in 2013 to refine the process for employees to request membership in professional organizations related to their assigned work and to reduce the variation in the approval process and tracking.

Details:

Description of the problem:
Objective/Mission Statement – To eliminate wasteful steps, ensure a consistent process that is equitable and transparent, and identify appropriate approval process

Scope & Boundaries – The scope is limited to professional memberships and will not address professional licenses. It is unclear, based on budget and resources, whether the IT aspect will be addressed at this time. A follow up process should address charges that may be inaccurately charged to code EG06 (professional memberships).

Background – WSDOT has a records management system used to request and approve employee membership in professional organizations. The Professional Membership Tracking System (PMTS) is intended to provide a single portal through which requests and approvals are managed, that allows for tracking and reporting. The PMTS was developed in FileMaker Pro.

Problem Statements & Effects – There appear to be a number of problems with the process and how the system is used. These include, but are not limited to:

- Inconsistent use throughout the agency,
- Inequity as a result of lack of criteria for approval (e.g., employees in like positions not approved for similar/same requests),
- Lack of clarity in directions and expectations,
- Discrepancy between payments processed through Accounting and application status in PMTS (e.g., lack of process completion in system once approved and processed) which prevents the extraction of accurate reports from system,
- Level of approval required varies and highest level of approvals do not seem necessary for some requests

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Description of the improvement:
WSDOT staff conducted a Value Stream Map workshop in November 2013, which identified about 79 minutes of value-added work during a process that takes up to 12 weeks to complete.

- Illustrated the timeline for approvals using the electronic PMTS (12 weeks) and hand-delivered routing of paperwork (8 weeks).
- Eliminated the outdated PMTS (in FileMaker Pro software); interim solution is to manually route paperwork (estimated to reduce approval time by four weeks for each application) (PMTS no longer allows for electronic signature routing, and instructs applicants to print and hand-deliver their application for signature).
- The team is working to develop a different electronic system to manage the requests and approvals for professional memberships.
- Track timing of hand-delivered professional membership applications
- Develop new electronic system to track requests for professional memberships – possibly using the existing Learning Management System; professional memberships would show up on an employee's training profile
- Implement and test new tracking system

Specific results achieved:
- Eliminated the outdated PMTS (in FileMaker Pro software); interim solution is to manually route paperwork (estimated to reduce application approval time from 12 to eight weeks each).
- The team is working to develop a different electronic system to manage the requests and approvals for professional memberships.
- Developed first draft of a new electronic system (using the Learning Management System) to manage the requests and approvals for professional memberships.
- Collecting data for the quarter following deactivation of the original electronic PMTS.

Below are the goals and baseline measures collected in order to measure the success of the project when it is fully implemented:
- The system is used consistently throughout the agency
- The approval/denial decision is applied with fairness and transparency
- Clarity in directions and expectations is enhanced
- Payments tracked through Accounting match the number of approved applications in PMTS
- The level of approval required is necessary and appropriate
- The number and value of approved memberships in PMTS equals the accounting report from DataMart for EG06 within a fiscal year.
    - FY2013 value in PMTS = $90,831; value in DataMart = $240,729
    - FY2013 number approved in PMTS = 25; number in DataMart = 247

- The number of in-process memberships in PMTS reflects those actively being pursued through the approval process.
  - Number of in-process records in PMTS = 430 total as of 11/12/13 (multiple repeat applications)
  - Number that were initiated before start of FY2013 = 227 (multiple repeat applications) (63 in FY2014)
- The number of duplicate membership requests in PMTS drops to zero (126 obvious duplicate applications currently “awaiting action” in PMTS from 2008 to present)
- The amount of time between request and decision decreases
  - Time from request to approval estimated at 52 calendar days in FY2013 (49 days for denials)
- The level at which requests are approved/denied is closer to the requesting employee (tentative measure)
  - Measure and baseline to be determine *(number of levels above employee based on a sample?)*
  - Improved satisfaction of employees, processers, and managers regarding the process to request professional memberships

How we involved customers or stakeholders in this effort:
The improvement team talked with those who perform the tasks using the PMTS, who are considered the internal customers. Several of them were at the Lean event and contributed ideas about how it could be better.

Contact person/s: Anna St. Martin (stmarta@wsdot.wa.gov)

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name: Washington State Department of Transportation

Improvement project title: Reduce number of partial toll bill payments (Toll Division)

Date improvement project initiated: 07/11/13

Summary:
WSDOT is making changes to the process for handing toll bills that are paid only in part, in order to reduce the number of toll bills that move onto the Notice of Civil Penalty (NOCP) stage (due to accounting rules), by 33% initially and 75% ultimately.

Details:

Description of the problem:
The Assistant Secretary of the Toll Division of the Washington State Department of Transportation requested that a review of underpayments of Toll Bills and determine if they are causing significant number of NOCPs to be issued. Additionally, he requested that an evaluation of the accounting rules to pay fees prior to tolls, and how many cases of NOCPs are issued as a result.

Description of the improvement:
Considering changing the payment period from Net 15 days to Net 35 days, the transaction would still be ready to move to the Notice of Civil Penalty stage on Day 87 so the current practice would be essentially unaffected. But it would significantly reduce the number of transactions that would need to move forward because, under the new process, those transactions would be considered paid in full prior to the $5.00 reprocessing fee being applied.

While this new process will not be obvious to the customer, it will benefit both the 36 percent of customers that pay their Toll Bill 2's within 35 days as well as WSDOT by not having to expend additional effort and cost to chase the 3,605 transactions that are currently being paid.

Specific results achieved:
The future state has not yet been implemented. Once it is, the process will be monitored periodically to ensure it is working as intended.

How we involved customers or stakeholders in this effort:
The Customer Service group is headed up by Lucinda Broussard who has been directly involved with analyzing the data and brainstorming alternatives to address the problem. Other customer service staff that report to Lucinda have also been consulted for information and ideas about the root cause of the problems. Accounting and Financial Services, as the primary stakeholder, will be included in the next phase, prior to implementing any improvements.

Contact person/s: Patrick Watson (Patrick.Watson@jacobs.com), Lucinda Broussard (BroussL@wsdot.wa.gov)

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name: Washington State Department of Transportation

Improvement project title: Reduce Roadway Toll Systems vendor deliverable review times (Toll Division)

Date improvement project initiated: 04/30/14

Summary:

WSDOT aims to reduce the review time from 30 days to 25 days for the roadway toll system vendor deliverables, by streamlining the review process for the outline phase of each deliverable.

Details:

Description of the problem:

The timeline for review of toll vendor deliverables can add substantial time to a schedule over the lifecycle of a project. Several vendors have expressed concern over accommodating these times within their schedule. The lean project team observed anecdotally that many of our reviews don't take the full allowed time and that reducing the review timelines would add flexibility to managing the vendor schedule and could provide opportunities for an accelerated project delivery. Today, deliverable review can take up to 30 days in total.

Description of the improvement:

Using the analyzed data, process flow, and pick chart, the following recommendations were developed:

1. Review of draft deliverables should remain as is. These efforts already track closely to contract requirements.
2. The review of outline deliverables has substantial delay before internal review meetings; the approach to and timing of review of outlines should be changed to a review time of 3 days or less, with no comment review meeting.
3. WSDOT should not make any contract changes on existing work, but should update internal processes with revised timing and approach for outline reviews and consider contract updates for future projects.

Implementing these changes should reduce total deliverable review timelines by 10 days.

Specific results achieved:

The future state was implemented at the beginning of June 2014, and will be evaluated to ensure it is working as intended.

How we involved customers or stakeholders in this effort:

The vendors, who will ultimately benefit from this improvement, were not directly involved in this project. We did receive feedback from various vendors during the procurement of both the back office and Roadway Toll Systems vendors that our deliverable review process was burdensome in their opinion. We used that information, along with input from the data we collect internally about how we review documents to revise the process. The project team consisted of Toll Operations staff members that are typically involved in many of the vendor deliverable reviews.

Contact person/s: Todd Merkens (MerkeTo@wsdot.wa.gov), Patrick Watson (Patrick.Watson@jacobs.com)

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name: Washington State Department of Transportation

Improvement project title: Standardize Ferries Digital Schedule Updating (Ferries Division)

Date improvement project initiated: 05/01/13

Summary:
WSDOT will streamline the process for publishing and maintaining the ferry vessel sailing schedule to eliminate published schedule errors.

Details:

Description of the problem:
Publishing and maintaining the digital schedule for WSDOT ferries is an antiquated, manual, inefficient, and error-prone process that experiences multiple delays and often results in inaccurate information being presented to customers.

Description of the improvement:
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 Ferries Division 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

Specific results achieved:

- The process for ferry schedule digitization was improved by removing an intermediate step in the load, creating a single unified process.
- The ferry reservation schedule was published 55 days before the start of the season, 20 days earlier delivery than using the original process.
- Anticipated reduction from 40 hours spent entering and correcting data for vessel sailing schedule updates to 24 hours for each schedule update.

How we involved customers or stakeholders in this effort:
The internal stakeholders consisted of the IT, planning, and customer service teams, and all were very involved in this process by participating and contributing to the initiative. Different teams participated in the Kaizen event (Planning, IT, customer service) to understand the process flow of different activities. We were able to achieve what we accomplished by everybody's involvement.

Contact person/s: Sayee Vaitheesvaran (vaithes@wsdot.wa.gov)

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name: Washington State Department of Transportation

Improvement project title: Standardize tolling project status report (Toll Division)

Date improvement project initiated: 12/04/13

Summary:
WSDOT developed and utilizes a modified status gauge report that will suffice for the mega-project offices. This data can easily be used to update the required Quarterly Project Report format with little additional effort.

Details:

Description of the problem:
Currently the Development group reports internally using the project workbook status gauges. Additionally, each mega-project office has its own reporting format that requires the Toll Division to reformat the data. Finally, there are QPRs that require different information.

Description of the improvement:
Estimate base on saving 3 hours of duplicate work per month for the Project Engineer of Lane Systems. This is the equivalent of $1,512 per year in labor savings.

Specific results achieved:
Monitoring has shown that the estimated 3 hours is, in fact, being saved by utilizing reports that are already being developed internally for the Toll Division as the confidence report for the mega-project offices.

How we involved customers or stakeholders in this effort:
The mega-project offices have been consulted over time as the modified status gauges were developed. First was the SR 99 project team. They were extremely accepting of the report and agreed that additional reporting was not needed. Next was the I-405 project team. Similarly, they accepted the new format and agreed that the additional reporting previously required could be stopped. Now we are working with the SR 520 team to do the same thing.

Contact person/s: Patrick Watson (Patrick.Watson@jacobs.com), Jennifer Charlebois (CharleJ@wsdot.wa.gov)

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name: Washington State Department of Transportation

Improvement project title: Standardize University of Washington/State Agency Invoicing (Office of Research & Library Services, Engineering Policy & Innovation Division)

Date improvement project initiated: 02/27/13

Summary:

WSDOT will standardize and streamline invoicing between the University of Washington (UW) and state agencies.

Details:

Description of the problem:

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. Some of the aspects that this project aims to improve include:

- 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

Description of the improvement:

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

WSDOT participated in two improvement groups - the Communication Group and the Forms and Checklist Group. WSDOT lead 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.

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.

Workgroups formed to address communication, contract development, training, checklists and forms, and information technology.

"Just do it" steps taken to improve access to information, provide electronic invoice delivery and reduce the number of invoices sent.

Specific results achieved:
WSDOT led the Forms and Checklist team. The team completed the UW Agreement Initiation Checklist. This solution is now with UW awaiting implementation.

How we involved customers or stakeholders in this effort:
WSDOT worked directly with external customers/partners at the University of Washington.

Contact person/s: Leni Oman (OmanL@wsdot.wa.gov)

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name: Washington State Department of Transportation

Improvement project title: Streamline General Toll Consultant task order generation and execution (Toll Division)

Date improvement project initiated: 04/21/14

Summary:
WSDOT streamlined the process of General Toll Consultant (GTC) Task Order development, review, processing, approval, and execution to reduce time and save money.

Details:

Description of the problem:
Currently this process takes approximately 30 business days and includes multiple levels of review and approval.

Description of the improvement:
Reduce process by 7 business days (a reduction of 25%) and eliminate unnecessary approval and review steps.

Specific results achieved:
The future state has not yet been implemented. Once it is, the process will be monitored periodically to ensure it is working as intended.

How we involved customers or stakeholders in this effort:
Internal customers including Consultant Services, Operations, and the GTC are part of the project team. Additionally, Toll Division Finance staff members are being consulted from a budget perspective.

Contact person/s:
Jenifer Charlebois (CharleJ@wsdot.wa.gov), Catherine Larson (Catherine.Larson@jacobs.com)

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name: Washington State Department of Transportation

Improvement project title: Streamline Grant Reimbursements (Public Transportation Division)

Date improvement project initiated: 01/10/13 (on hold until vacancy is filled)

Summary:
WSDOT will improve the efficiency of the transit agency grant reimbursement process by reducing the queuing time between tasks.

Details:

Description of the problem:
The team wasn't meeting the internal goal of a 30-day turnaround from receipt of the invoice to payment.

Description of the improvement:
Process all invoices within 30 days or less (target).

Specific results achieved:
November 2013: Forming the first improvement team that will identify the processing changes that will results in reduced processing time.

How we involved customers or stakeholders in this effort:
This project was initiated based on general feedback from WSDOT's grant recipients, who requested that eligible expense reimbursements from WSDOT to the grantees should be expedited. In addition to this feedback, WSDOT Management met with the Federal Transit Administration staff to discuss the improvement process undertaken by WSDOT, and how similar improvements might be applied at a future date to other processes between FTA and WSDOT.

Contact person/s: Theo Yu (YuTheo@wsdot.wa.gov)

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name: Washington State Department of Transportation

Improvement project title: Streamline monthly finance reports (Toll Division)

Date improvement project initiated: 04/29/14

Summary:
WSDOT will develop consistent monthly financial reporting for the Toll Division. Content, format, and schedule will be consistently maintained, which will improve the usefulness to the customer.

Details:

Description of the problem:
It takes approximately 120 person-hours of effort to gather and organize the finance data in order to present it at the monthly Project Management Office (PMO) meeting. So far, this presentation has been different for each PMO meeting as the team is trying to find the best way to present the right information.

Description of the improvement:
The goal is to develop a standardized report that provides exactly what the customer wants, exactly how the customer wants it, which only takes 60 person-hours or less to gather and produce (a reduction of 50%).

Specific results achieved:
The future state has not yet been implemented. Once it is, the process will be monitored periodically to ensure it is working as intended.

How we involved customers or stakeholders in this effort:
Internal customers include the members of the Toll Division Program Management Office. The PMO will be involved through customer surveys as we obtain the voice of the customer. Additionally, two PMO members are directly involved in this project as part of the project team.

Contact person/s:
Judith Kallo (KalloJ@wsdot.wa.gov), Catherine Larson (Catherine.Larson@jacobs.com)

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name: Washington State Department of Transportation

Improvement project title: Streamline Traffic Count Data Collection Process (Transportation Data and GIS Office, Multimodal Planning Division)

Date improvement project initiated: 04/01/13

Summary:
WSDOT has improved the traffic count data collection process by standardizing equipment used in field vehicles, standardizing equipment settings, and improving coordination with other WSDOT field crews resulting in reducing scheduling conflicts.

Details:

Description of the problem:
The Short Count Field Data staff 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 performed primarily for the development of the Annual Average Daily Traffic (AADTs) to fulfill federal reporting requirements, help meet traffic information needs of the Department's 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 also collected using pneumatic tube counters, but in 15 minute intervals.

This data is used for:

- These counts are performed primarily for development of AADTs to fulfill federal reporting requirements and to help identify traffic patterns.
- Showing traffic patterns for prioritization of state highway pavement preservation needs.
- Supplied to cities and counties to identify traffic patterns and AADTs for analysis and prioritization of local pavement needs.
- Supplied to cities and counties and other agencies for calculations of AADTs for use in decision-making on program effectiveness and special transportation needs for grant programs and special needs transportation.

Description of the improvement:

- Standardize work preparation procedures
- Standardize equipment in field vehicles
- Eliminate redundancies
- Reduce waste

- Increased efficiency by coordinating the collection of manual counts that are in close proximity
- Standardize traffic counters default settings to 15 minute intervals
- Automated paperwork process utilizing field laptops to increase efficiency
- Utilize GIS and standardized maps for counter locations
- Identify and include county and MPO/RTPO on scheduling paperwork

Specific results achieved:

- Standardized equipment and information dissemination which reduced data errors and increased time efficiency by 5% to 15% for up to nine crew members.
- Reduced redundancies and overlapping work for crews working to estimate traffic volumes at highway ramps.
- Implementing visual management boards for scheduling to enhance communications
- Clarifying roles and responsibilities

How we involved customers or stakeholders in this effort:
In original Value Stream Map exercise included customers and stakeholders. Continue communication with customers for feedback and input.

Contact person/s:
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Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name: Washington State Department of Transportation

Improvement project title: Streamline Traffic Count Delivery Process (Transportation Data and GIS Office, Multimodal Planning Division)

Date improvement project initiated: 03/01/13

Summary:

WSDOT is working toward solutions to meet customers' desire for reports and data in electronic format which will eliminate waste and reduce steps in the process.

Details:

Description of the problem:

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). Paper copies of this data are mailed on a monthly basis to the Metropolitan Planning Organizations (MPOs)/Regional Transportation Planning Organizations (RTPOs) in which the count was taken. Some MPOs have stated that paper copies were not a desirable method to receive their data, an electronic medium is preferred. This data is used in the following ways:

- Allows customers to auto populate traffic data into their databases, rather than manual input.
- Supplied to federal, state agencies, cities and counties and other external partners to help identify traffic patterns and Average Annual Daily Traffic (AADTs) for analysis in planning and design and prioritization of local pavement needs.
- Show traffic patterns and AADTs for prioritization of state highway pavement preservation needs.
- Used in decision-making on program effectiveness and special needs for transportation grant programs.

Description of the improvement:

- Survey key customers to identify traffic count 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
- Rewrite office process to bypass legacy mainframe system, keeping data accessible in a more granular format for use and distribution
- Identify county and MPO/RTPO in scheduling paperwork
- Implement operational changes to deliver data to customers in an electronic format

Specific results achieved:
- Contacted key customers (MPOs/RTPOs) to identify data needs
- Modified HPMS scheduling database to identify and include county and MPO/RTPO in scheduling paperwork
- 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 report instead of on each of three copies. Scan original hand edited set, print after scanning. This one process step change eliminated repetitive copying, reducing staff processing time by approximately 4 hours, and saving paper.
- Change to delivering data to customers in an electronic format eliminated up to 75,000 sheets of paper and 120 hours of labor to make photocopies annually

How we involved customers or stakeholders in this effort:
Prior to Value Stream Map (VSM) workshop, the team surveyed primary customers for clarification of needs. Some customers and stakeholders were included in the VSM workshop, with continual contact and feedback.

Contact person/s:
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Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name:
Department of Retirement Systems (DRS)

Improvement project title:
Electronic Retirement Statements

Date improvement project initiated:
04/01/2014

Summary:
DRS improved the process by which retirees receive a monthly retirement payment statement. The improvements have resulted in an estimated savings of $25,000 in printing, postage and supply costs.

Details:
Reducing costs while continuing to provide excellent customer service – it's a skill we're very proud of at DRS. One recent project at DRS did exactly that, and it's resulted in big savings.

Each month, DRS mails statements (notifying retirees that their monthly pension payment has been deposited into their financial institution) to nearly 60,000 retirees. The printing, postage and supply costs associated with these mailings total $25,000 per month – $300,000 each year.

To realize these savings, the agency is moving to providing payment information through the DRS website. Retirees will continue to receive a paper notification at the end of each year and on those occasions when their pension amount changes.

How we involved customers or stakeholders in this effort:
Before making this change, the project team gathered feedback from customers and other stakeholders to ensure that electronic statements would meet their needs. Over the next few weeks, the agency will be communicating with retirees through newsletters and other venues to let them know of this switch to electronic statements.

Contact person:
George Pickett

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name:
Department of Social and Health Services and Enterprise Support Administration, Human Resources Division

Improvement project title:
Employee Action and PA-40 Process

Date improvement project initiated:
February 24, 2014

Summary:
We streamlined the PA-40 completion process and simplified the PA-40 form using value stream mapping, resulting in significant cost-savings and reduction in staff hours.

Details:

Description of the problem:
The PA-40 form is used to input all employee-related actions (hiring, salary changes, position changes, etc.) into the Human Resources Management System. The four-page form is used Department-wide and requires an appointing authority's signature for every requested action. The multiple points in the PA-40 process created the potential for delays, leading to a backlog of work, including data entry.

Description of the improvement:
We revised the PA-40 form and streamlined the process for completion and entry.

Specific results achieved:

- Eliminated approximately 8,000 MODIS database entries each month, saving $5,400 per year.
- Saved estimated $4,800 in paper costs per year.
- Eliminated approximately 8,000 appointing authority signatures per month, saving time for Human Resources Division staff, appointing authorities, supervisors and managers.
- Established immediate access to human resources systems (before improvements employees sometimes had to wait weeks for their employee related actions information to be entered into the Human Resource Management System).
- Saved estimated 2,133 hours of staff efforts processing the PA-40 each month
- Produced better teamwork among Human Resource Division staff statewide
- Eliminated the need for forms to be sorted twice by two different HRD teams by adding a check-off box indicating the payroll team reviewed at the beginning of the process.

How we involved customers or stakeholders in this effort:
Users, customers and stakeholders were selected to participate in the four-day workshop and to work directly on the improvement efforts identified.

Contact person/s: Shawna Miller, millesh@dshs.wa.gov

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name:
Department of Social and Health Services Children's Administration.

Improvement project title:
FamLink payment code value stream mapping.

Date improvement project initiated:
May 19, 2014

Summary:

The Department of Social and Health Services Children's Administration improved the flow, accuracy and speed of developing service payment codes used to determine how much to pay providers using the FamLink data management system. This resulted in a decrease in the average time needed to develop new codes from three months to one month and simplified the system for users and providers.

Details:

Description of the issue: The process for requesting and creating new payment codes in FamLink is outdated, fragmented and inefficient. Users do not all understand the purpose of payment codes; the current process does not result in timely responses from those involved in and approving new codes; and financial staff do not always know which codes should be used to pay for services. The form used to initiate and update codes is confusing and lengthy forcing users to spend a lot of time searching for the information they need.

Description of the improvement: Using value stream mapping, the process improvement team developed a new form that can be filtered by users to show only the information they need and which will be used to request new codes.

Specific results achieved:
The group has developed standard protocols, definitions, a desk guide and expectations for timeliness for people involved in this process. The group has decreased the time needed to create a new code to one month, from three months.

Detailed Lean Improvement Project Report
For the January 1, 2014 through May 31, 2014 reporting period

How we involved customers or stakeholders in this effort:

Internal customers: internal customers (those needing and using payment codes within Children's Administration) were engaged in the workshop, representing their respective duties and co-workers within the Administration.

External customers: An external customer who administers payment through the Social Service Payment System (SSPS) participated in the workshop in order to ensure that the improvements would be beneficial to them as well as to those involved in the code development process

Contact person/s:

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Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name:
Department of Social and Health Services (DSHS), Aging and Long-Term Support Administration (ALTSA), Home and Community Services Division (HCS)

Improvement project title:
HCS Adult Protective Services Intake, Triage and Assignment Process

Date improvement project initiated:
May 21, 2014

Summary:

This value stream mapping event examined the intake process used by HCS Adult Protective Services (APS) to receive, evaluate, prioritize and assign for investigation referrals of allegations of abuse, neglect or financial exploitation of a vulnerable adult. Anyone (staff, law enforcement, concerned citizens) may make a referral to APS.

In January 2014, HCS used Lean A3 problem-solving to evaluate its strategic plan goal to decrease the percentage of investigations not completed within 90 days of receipt from 21.77 percent to 12.05 percent by June 2015. An action item that arose from that event was to use value stream mapping to streamline and eliminate waste in the intake process.

APS intake staff also provide information to callers regarding APS resources and often make referrals to law enforcement and other entities. They answer phone calls in-person and work to ensure that a response is initiated within 24 hours of receiving the report, consistent with state law (RCW 74.34.063).

APS received and processed more than 21,000 reports of abuse, neglect and exploitation in 2013.

Details:

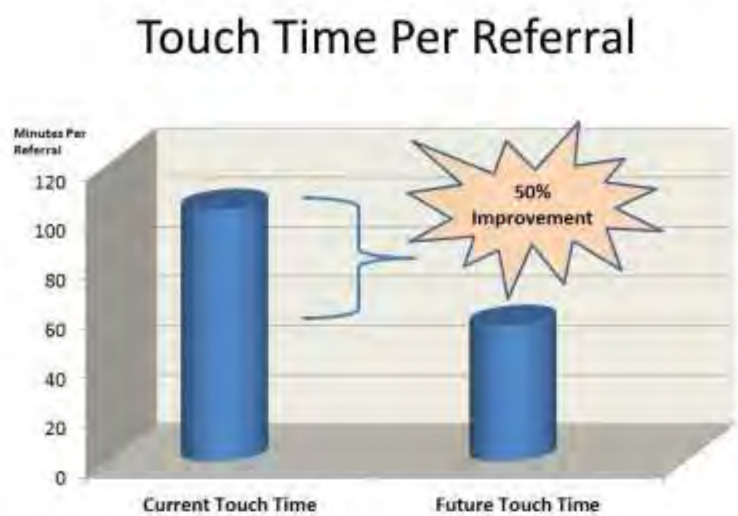
Description of the issue: The process lacked consistency across the regions and inefficiencies resulted in staff rework, redundant information-gathering, unnecessary waiting, problems with referral flow and duplicated efforts. Demand for APS services has increased 32 percent in the last five years, staffing has not.

Description of the improvement: Using value stream mapping, employees created a standardized process for APS intakes across the regions and an action plan to put it into place. Their collaboration, team cohesion and commitment to current and future continuous improvement efforts are expected to result in significant gains in efficiency.

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Specific results achieved:



By June 2015, with the implementation of the identified changes, ALTSA anticipates:

- A 50 percent improvement in touch time (spent touching/working the referral) from an estimated 102 minutes to 55 minutes per referral, a savings of 47 minutes. If multiplied by the more than 20,000 referrals APS receives annually, and that is more than 16,000 hours of staff time that can be used each year for other job duties and to serve more clients.
- A 36 percent improvement in cycle time from receiving a referral to assigning it for investigation (going from 866 minutes to 515 minutes per referral), for a savings of 351 minutes.

How we involved customers or stakeholders in this effort:
While no customers or stakeholders participated in this week-long Lean event, the group did consider concerns raised over time by customers, advocates and stakeholders such as law enforcement professionals and community partners as it planned the event. Workshop participants included staff and leadership from ALTSA headquarters and all three regional offices.

Contact person/s:
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Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name:
Department of Social and Health Services (DSHS), Developmental Disabilities Administration (DDA)

Improvement project title:
Monitoring the Health and Welfare of Children

Date improvement project initiated:
May 25, 2014

Summary:
DDA provides support and services to families whose children are in crisis and may be facing placement in an institution. It monitors the health and welfare needs of these vulnerable children quarterly. The data gathered is used to ensure each child receives appropriate services, such as behavioral supports, family counselling, wrap-around services that meet their needs in all situations, etc.

Details:
Description of the issue: Data showed that the required monitoring is occurring about 95 percent of the time. DDA intends to ensure this does not decline, and ultimately improves. Issues affecting the timeliness of monitoring visits include:

- Staff vacancies.
- Scheduling issues with families.
- Insufficient tracking tools such as reminders and consistent reports.

Description of the improvement: The team used Lean A3 problem-solving, which uses data and group analysis to identify, study, and find solutions to the root causes of an identified issue. DDA will be using a variety of strategies within its scope of influence to improve the timeliness of monitoring visits. The target for July 2015 is to maintain 95 percent of timely monitoring visits with a goal to increase that number.

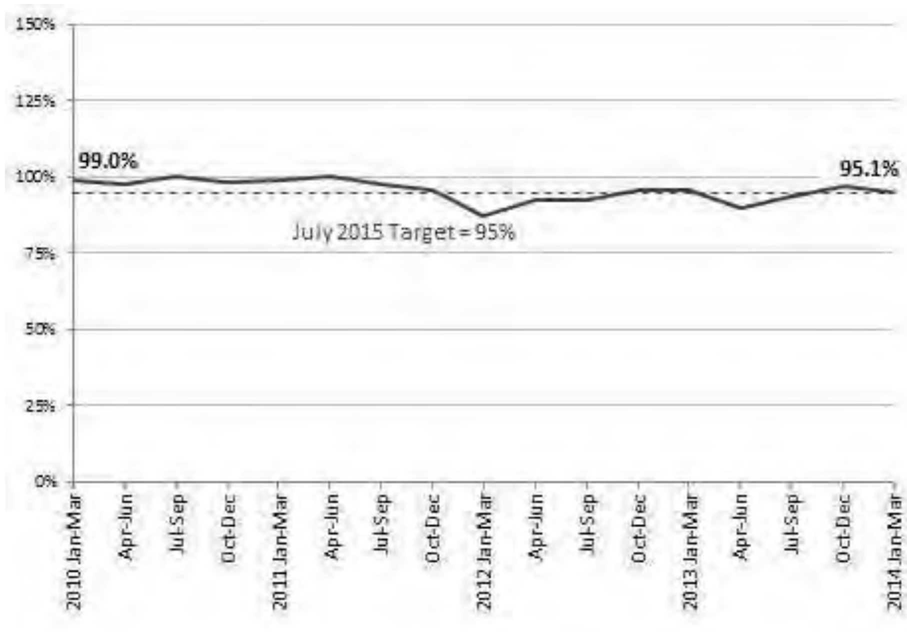
Specific results achieved:
The project identified the following changes to improve outcomes:

- Regional Administrators will expand efforts to attract more qualified candidates for these monitoring jobs.
- Leadership will provide team-building support to offset the challenges of programs with high-intensity workloads.
- DDA will prioritize requests for changes to the technology used to develop reports and improve tracking of required monitoring visits.
- Staff will use these reports to monitor compliance monthly.
- Staff will work with families to schedule visits 45 days in advance and send reminders the week before the visit to decrease the need for rescheduling.

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Percentage of Quarterly Monitoring Completed on Time



How we involved customers or stakeholders in this effort:
No families or clients participated in this week-long Lean event. We consulted with advocates for families and clients throughout the process.

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Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name:
Department of Social and Health Services

Improvement project title:
Regional Business Centers Travel Requests

Date improvement project initiated: May 19, 2014

Summary:
The Department of Social and Health Services (DSHS) improved the travel request process for Regional Business Center (RBC) employees. It will use an already established system to process travel.

Details:
Description of the issue: RBC employees did not have a standard form for requesting travel. This caused multiple errors and significant rework for those processing travel and frustration for employees.

Description of the improvement: DSHS involved RBC employees statewide in a value stream mapping exercise. The improvement team decided that with enhancements, a pre-existing system at the Economic Services Administration (ESA) could be used to process travel statewide. New fields in the system will collect required data; it will not allow a requestor to move to the next step without completing a required field. The system will automatically route travel for approval and will allow for the processing of exceptions such as out-of-state travel and other special circumstances. It will cost very little to enhance the ESA system to accomplish these improvements.

Specific results achieved:
The enterprise system, named Innovative Travel Solutions (ITS), will save numerous staff hours previously incurred due to rework and waiting time for approvals and corrections. Employees and approvers will automatically receive confirmation data for hotel and flight reservations. Confirmation data gives staff the confidence that their travel arrangements are correct.

How we involved customers or stakeholders in this effort:
Program representatives who travel, approve travel or coordinate travel in the RBCs were selected to participate in the three-day workshop and to design ITS.

Contact person: Lisa Illahee, (360) 902-8188, lisa.illahee@dshs.wa.gov

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name:
Department of Social and Health Services (DSHS), Economic Services Administration, Community Services Division; Employment Security Department (ESD).

Improvement project title:
Reducing Job Search Churn, WorkFirst Lean Project Value Stream Mapping No. 1

Date improvement project initiated:

August 26, 2013: This project is composed of six value stream mapping workshops. The first value stream map was conducted in collaboration with the Employment Security Department the week of December 9, 2013.

Summary:

DSHS and ESD improved the WorkFirst participant job search process resulting in an increase in the all-family federal participation rate from 13.3 percent to 13.8 percent and two-parent federal participation rate from 12.6 percent to 14.2 percent.

Details:

Description of the issue: DSHS and ESD work together to provide a Job Search program for Temporary Assistance for Needy Families WorkFirst participants. Between June 2012 and May 2013, 18.3 percent of those in job search met the federal participation rate target. In the 2012 calendar year, 12,100 participants were referred back to DSHS from ESD because:

- 54 percent for non-participation in job search or loss of contact with the participant.
- 33 percent due to the discovery of a barrier to employment.
- 13 percent following job search completion without successfully obtaining employment.

Description of the improvement: The team used the value stream mapping process to improve the quality of referrals for job search, the quality of engagement with participants and to resolve communications issues between DSHS and ESD. The team came up with 16 improvements (kaizens) in eight categories:

- Pairing DSHS to ESD workers to provide better service delivery to the participant.
- Improving staff-to-staff communications.
- Improving staff-to-client communications.
- Standardizing the refer-back process.
- Improving job search readiness criteria.
- Improving the referral connection process.
- Celebrating the success of clients.
- Capturing 24 weeks of job search in each participant's individual responsibility plan.

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Specific results achieved: March 2014 data (attached) shows DSHS is exceeding the all-family participation rate and has increased the two-parent rate by 1.6 percent. DSHS has produced a “celebrate success” video of previous clients who successfully completed the WorkFirst program to show in Community Service Office lobbies to encourage and motivate clients and is providing new job search brochures, which have improved client engagement. Clients reported these new brochures have clarified the orientation date/time information and worker contact information.

FFY 2012 Actuals	**FFY 2012 Target**	**FFY 2012 Rate**	**FFY 2012 Under Target**
All Family	14.6%	11.1%	**-3.5%**
Two Parent	54.6%	11.8%	**-42.8%**
FFY 2013 Recomputed *(Date: 3/20/14)*	**FFY 2013 Target**	**FFY 2013 Rate**	**Over/Under Target**
All Family	12.5%	13.3%	0.8%
Two-Parent	52.5%	12.6%	**-38.9%**
FFY 2014 Estimates *(Date: 3/20/14)*	**FFY 2014 Target**	**FFY 2014 Rate**	**Over/Under Target**
All Family	10.2%	13.8%	3.6%
Two-Parent	50.2%	14.2%	**-36%**

How we involved customers or stakeholders in this effort:

External customers were key to several improvements (kaizens). Specifically, some reviewed and offered comments as we revised the Job Search brochure and some agreed to tell their success stories on a video we are sharing with WorkFirst participants.

Internal customers (DSHS and ESD) collaborated in the value stream mapping and in team-building exercises, such as learning personal styles and icebreakers designed to strengthen the program and work together towards implementing the improvements

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Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name:
Department of Social and Health Services (DSHS), Behavioral Health Services Integration Administration (BHSIA), Western State Hospital (WSH)

Improvement project title:
WSH Center for Forensic Services Admission, Transfer and Release Process

Date improvement project initiated:
March 17, 2014

Summary:
This Lean event focused on the process of admitting, transferring, and discharging patients from WSH's Center for Forensic Services. The Center serves patients from the criminal justice system for three primary reasons:

1) Assess if they are competent to understand the criminal charges against them and to help their attorney in their own defense.
2) Participate in competency restoration treatment.
3) Participate in treatment after having been determined by a court to be "Not Guilty By Reason of Insanity.

WSH also serves individuals a court determines to be at risk of harm to themselves or others and those who are gravely disabled (unable to make safe decisions in meeting their basic needs). These patients, under civil commitment, receive treatment for their mental health symptoms in one of the three adult civil centers at WSH and are separate from the forensic population addressed in this project. DSHS/BHSIA/WSH restructured the Forensic Admission, Transfer, and Discharge process, resulting in improved safety for patients and staff, better patient outcomes and more timely response to the needs of the courts and citizens we serve.

Details:

Description of the issue: The current process had become challenging due to lack of consistency and was full of inefficiencies that resulted in staff rework, redundant information gathering, unnecessary waiting, problems with patient flow and limited use of peer counselors.

Description of the improvement: The hospital employees were empowered by their leadership to use Lean value-stream mapping to document the current process, to identify areas for improvement, to create a visual map of a better way of doing this work and to develop a plan that clearly identifies the steps needed to improve the process. This event resulted in changes to the physical layout of CFS to create space to be used for a CFS Transition Center. The team also streamlined many steps in the process and incorporated the use of Peer Counselors, a strategy known to contribute to improved patient outcomes and satisfaction.

Detailed Lean Improvement Project Report
For the January 1, 2014 through May 31, 2014 reporting period

Specific results achieved:

With the changes under way, we anticipate a 70 percent improvement in the efficiency of this process. Instead of up to 53 hours of staff time to complete, we estimate the admission process will take only 17 hours of staff time per patient. The reduction will allow staff more time to complete other aspects of their jobs, including direct patient care.

How we involved customers or stakeholders in this effort:
While no patients participated in this week-long Lean event, consultation with patient advocacy staff at the hospital proved very helpful in understanding the process from the patient's perspective. We also considered other concerns raised by stakeholders such as counties and jails as we planned the event. Workshop participants included hospital staff representing Security, Nursing, Psychology, Administrative Assistance, and Social Work and Pharmacy.

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Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name:
Department of Ecology

Improvement project title:
Fee Billing and Revenue Tracking Processes

Date improvement project initiated: 01/27/2014

Summary:
The Department of Ecology is working to improve the Fee Billing and Revenue Tracking process. The vision is a process that is standard and predictable for all Ecology programs and their customers.

Details:

Description of the problem:

- Seven individual programs use their own process to invoice for fees and collect on past due accounts.
- Environmental program staff spends time on administrative processes.
- Customers that receive invoices from more than one program do not receive a standard invoice and the processes are not documented well.

Description of the improvement:
We had a three-day Lean event with 16 people. The team mapped the existing processes to find the variations across the seven programs. The team analyzed the variances and worked together on how to make the process more standard for our customers and ourselves. Some of the improvements the team is working on:

- Standard invoice templates for billing and past due notices to make it easier for our customers to recognize an Ecology invoice/notice and understand what to do with it.
- Piloting a "central billing unit" in the Fiscal Office to do the administrative work of printing and mailing invoices and following up on past due accounts. We hope to collect on past due accounts more quickly and free up time in the program for other environmental responsibilities.

Specific results achieved:
We are still in the process of determining the results.

How we involved customers or stakeholders in this effort:
We began by sending a survey to our fee processers in the programs to gather information about the time it takes, systems used, and the number of invoices sent in a year. We plan on sending a short survey with the new invoice template to gather input from the customers we bill.

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Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name:
Department of Ecology

Improvement project title:
Improve Consistency and Streamline Agency Grant and Loans Management Programs

Date improvement project initiated:
11/13/12

Summary:
The Department of Ecology is improving the process for managing grants and loans by streamlining 26 different processes into one across the agency. This effort is being used to inform development of a web based grant and loan management system, Ecology Administration of Grants and Loans (EAGL).

Details:

Description of the problem: Ecology is developing a web based grant and loan management system; it would be inefficient and cost prohibitive to build the system to accommodate multiple grant and loan programs with unique processes and workflows.

Description of the improvement: We had a four day Lean event with 20 people that included subject matter experts, supervisors and customers. The team mapped the current state for 26 different processes and identified inconsistencies and waste and mapped the future state to be consistent across the agency. Instead of building a web based system around 26 workflows, we are building it around one. This saved the agency staff time and money not accommodating 26 process flows in the IT project development.

Specific results achieved: EAGL is our implementation tool for the new standard process. Each grant and loan program is transitioning out of their current process and into managing grants and loans in the EAGL system. Many of the changes have not touched our clients yet. However, this allows us to establish baseline data and quantify results once the Lean practices are fully implemented.

Each grant and loan program is working to measure results as they transition into using the standard workflow in EAGL. For example, Water Quality was the first to have applicants apply on-line and some of the results include:

- 60% of applicants who responded to a survey ranked their experience good or very good when applying for our Water Quality Combined Funding Opportunity

- The EAGL system provides a consistent interface for our clients applying for Ecology grants and loans. It standardizes portions of an Ecology application for funding, reducing the number of application templates across the agency.
- Once our clients create accounts, they won't have to repeat organizational and individual information every time they apply for one or more of Ecology's funding sources.
- Reduced staff hours to process applications
  - 56 person hours saved annually. Two staff people would spend 3 ½ days working to enter application data into a tracking spreadsheet, box up and ship hard copies to regional offices for review.
- Reduced the need for two "Shadow Systems" or tracking spreadsheets
- Reduction paper use by 400 lbs., which yields the following benefits:
  - Reduced Green house gas emissions: -1 Metric Tons of Carbon Dioxide Equivalent (MTCO2E)
  - Reduced Energy consumption:-5 BTU
    - Conserving 1 Barrels of Oil
    - Conserving 42 Gallons of Gasoline

How we involved customers or stakeholders in this effort:
Ecology invited four customers to participate in the Lean event. Three were local government and non-profit clients and one representative was from the Department of Commerce's Public Works Board (this is another state agency that also provides grant funding).

Contact person/s:
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Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name:
Department of Ecology

Improvement project title:
Information Technology (IT) Equipment Tracking

Date improvement project initiated:
05/13/2014

Summary:
The Department of Ecology is working to improve the process for collecting and managing data used to track and manage IT equipment inventory. The vision is a centralized automated process, system, or method to track and manage IT equipment from purchase to surplus.

Details:

Description of the problem:

- Too many staff hours used to track IT inventory each month.
- Different inventory tracking methods used across the agency.

Description of the improvement: We had a three day Lean event with a team of 11 people that included subject matter experts, supervisors, and managers. The team:

- Discovered they were using 42 different methods to collect and track data related to IT equipment and up to 35 of those methods can potentially be eliminated.
- Discovered they were collecting 84 separate pieces of information without a consistent understanding of why or how the information was being collected.
- Developed criteria for the type of information employees will continue to collect to track IT equipment.
- Discovered that approximately 164 staff hours each month are being used to track IT equipment.
- Discovered there is an in-house equipment tracking system developed and used by one of our programs that has the potential of being modified for use at the agency level – this has the potential to save a significant amount of system development time in staff time and IT dollars.

Specific results achieved: It is too early to report on the specific results achieved for this project.

How we involved customers or stakeholders in this effort:
Customers who contribute inventory data and use the inventory data tracked were asked to either participate on the Lean event team or provide input and document their own processes for the team to use in the event. Implementation work groups will continue to work with and involve those customers in implementing solutions identified in the event.

Contact person/s:
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Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name:
Department of Ecology

Improvement project title:
Remedial Action Grant spending in the Toxic Site Cleanup Process

Date improvement project initiated:
06/07/2012: Initial MTCA Lean Event.

Follow-up events:

- 08/2012: Program-wide survey
- 09/2012: Vision, Mission, Values development
- 09/2013: Program Leadership Team Lean Training
- 04/21-22/2014: Roadmap Work Session: Timeline of Actions to create a Lean Culture
- 05/2014: Mini-workshops with all program staff statewide to engage them in timeline development.

Summary:
The Department of Ecology has improved the Remedial Action Grant spending process by standardizing and speeding up the contaminated site cleanup process. Benchmarks are in place to measure the timeliness of responses to local governments that receive Remedial Action Grants. We begin the data collection this fall and will have results as Cleanup Site Managers reach and complete these benchmarks.

Details:

- Description of the problem: Remedial Action Grant appropriations for cleaning up contaminated sites should have tighter, more managed spending plans.
- Description of the improvement: Ecology established specific project management expectations to improve timeliness of the formal contaminated site cleanup process for sites that receive Remedial Action Grants.

Specific results achieved:
Multiple concurrent solutions are underway, including:

- ***Tool kit for Cleanup Site Managers*** provides guidance and consistency across the state.
- ***Checklists* guide staff and site owners** through working standards, expectations, schedules, and a vision of the end result.
- ***Regular webinars and collaboration*** for Cleanup Site Managers to exchange technical information about emerging technical challenges.
- ***Changes in financial administration*** of Remedial Action Grants speed up cleanups and increase grant availability.

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Tracking: Established tracking systems:

Several goals were identified to help speed up the contaminated site cleanup process:

<u>Finance and Appropriations</u>

- One iteration of grant applications.
- Continued funding tied to performance and task timelines.
- At least 80% of funding is spent in the biennium granted.

<u>Timing and scheduling</u>

- Two years to complete the Remedial Investigation and Feasibility Study (Phase 1).
- One iteration of all significant documents.
- Key project documents are reviewed within 45 days.
- Three years to complete the cleanup construction (Phase 2).

Our tracking systems are now completed. Activities for all new Remedial Action Grants for contaminated site cleanups can now be entered into the tracking system. As each site cleanup produces a document to review and moves into the next phase of cleanup, we will be able to track timeliness.

Rollout
Instigating a process of continuous improvement so that staff engagement and involvement leads to improved program-wide communication and consistency.

Developing a timeline for action: the roadmap work session 4/22/14

How we involved customers or stakeholders in this effort:

- Ecology invited staff from the Ports of Bellingham and Anacortes plus their key consultants to participate in the original five-day Lean Event.
- We have reached out to local governments since June 2012 to explain the new procedures and our commitment to speeding up cleanups.
- We continue to reach out to local governments with the current development of the MTCA Ten-Year Financial planning.
- Mini-workshops for staff provided engagement with the timeline development. Input from the mini-workshops will focus the action plan and timeline, instituting a Lean culture across the cleanup program.

Contact person/s:

Martha Hankins: Martha.Hankins@ecy.wa.gov: Operations Planner.
Jim Pendowski: Jim.Pendowski@ecy.wa.gov: Program Manager for the Toxics Cleanup Program

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name:
Environmental and Land Use Hearings Office

Improvement project title:
Electronic Exhibit submission

Date improvement project initiated:
February 2014

Summary:
ELUHO improved our system of exhibit filing resulting in minimizing paper waste, time and efficiency for Board members and customer satisfaction by saving them money.

Details:

Description of the problem: Parties in appeals before the Board(s) are required to submit tabbed, hard copies of documents/exhibits that will be used as evidence in hearings before the Board(s). These exhibits can consist of letters, photos, complex technical manuals, scientific articles, emails, and many other types of evidence. Often, before hearing, similar large notebooks of exhibits offered in support of pre-hearing motions are also filed with the Board. These pre-hearing and hearing exhibits are submitted with an adequate number of notebooks for multiple Board Members. This means the parties will have to submit a minimum of 4 copies of each exhibit, and as many as 7 (full Shoreline Board case with a presiding judge) in some cases. In a large case, this can result in dozens of notebooks for Board Members, as there may be dozens to hundreds of exhibits. The management of these hard copies is time-consuming for staff, both during the initial organization and distribution of the notebooks, and in the ultimate disposal after the case. The notebooks take up space, and it is sometimes difficult to recycle the actual binders that hold the exhibits. Voluminous amounts of paper are used in the process, and there is a tremendous amount of work for those appearing before the Board in putting these exhibit notebooks together.

Description of the improvement: The Pollution Control and Shorelines Hearings Board are implementing an “electronic exhibit project.” This will allow the parties to submit exhibits in an electronic form for the Board members (one original hard copy is still necessary for the record), and eliminate the need for multiple hard copy notebooks for all Board members. At hearing, or in pre-hearing motion practice, exhibits will be viewed on computer screens, with the capability for the parties and Board members to move electronically among the exhibits as they are referred to by witnesses or attorneys representing the parties. We have purchased computer hardware to allow viewing of the exhibits electronically and software that allows efficient movement through the exhibits, with the ability to tab, search, highlight, and make notes on the exhibits in the same way we would with hard copy exhibits.

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Specific results achieved: We expect there to be less staff time devoted to management of multiple copies, including the distribution of copies in notebooks. There will be less staff time spent on recycling and destruction of exhibits after the case is completed. Board Members will have easy access to the record as they hear cases and write opinions. Customers will experience savings in not having to produce and organize large volumes of hard copy exhibits. Paper-based resources will be saved.

How we involved customers or stakeholders in this effort: We made initial contact with the Attorney General's Office, which appears before us in most of the contested cases on appeal to determine receptiveness to this idea, and to identify potential pitfalls and advantages. After initial consultation with them, we determined we would pilot the effort with willing parties on individual cases, offering it as an option at the outset of the case (at routine pre-hearing conferences). We worked with DES and our computer support personnel to determine which products could best serve our needs. Attorneys representing different interests are eager to try this new approach to document/exhibit management and several cases have been identified for electronic exhibit management. After testing the effort on some cases, we will make it a more routine aspect of case presentation, and potentially develop rules or other procedures for practice before the Boards.

Contact person/s:
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Lean Project Results – Employment Security

Project Title: Streamline the work of the Benefit Accuracy Measurement Unit - BAM
Dates of Workshop: 05/2014
Contact Person: Jay Clark – Project Lead, Neil Gorrell – Project Sponsor
Lean Tool(s): Value Stream Mapping, Standard Work

Background

Benefit Accuracy Measurement (BAM) conducts independent audits of both paid and denied UI claims. These audits are used by federal and State Workforce Agency (SWA) staff to identify errors, their causes, and correct and track solutions to these problems. The BAM unit provides data that is used for improving the UI program and meeting program goals and requirements. The major objectives of the BAM program are to:

Assess the accuracy of UI payments; assess improvements in program accuracy and integrity; and

- Encourage more efficient administration of the UI program.
- Reduce training time for new employees.

Requirements of the BAM program:

- BAM must meet all the coding requirements of ET Handbooks 395 and 396
- 70% of cases must be completed by the 60th day
- 95% of cases must be completed by the 90th day
- 98% of cases must be completed by the 120th day

These federal requirements are not consistently met by the entire unit. Response and completion times deviate from policy, rule, law, and agency goals. There is wide variation on how team members approach their work. Additionally, there is wide variation of the results received.

Objectives/Mission Statement

- BAM meets all the coding requirements of the ET handbooks 395 and 396.
- Consistent results across the team
- Median time it takes to process a case reduced by 30% while maintaining quality
- Documents stored and maintained electronically

Targets/Metrics Estimated for Current and Future Conditions

1. Identified defects and areas of overproduction/over processing within the audit processes.
2. Recognized inconsistencies between gathering information for the audit.
3. Documented current work process, standard tools, and a continuous feedback process.

Results

1. Established several standardized tools for the BAM process (new file structure, resources at one central location, forms updated, a summary template filled with dropdown statements).
2. Eliminated duplication of efforts (paper and electronic file). Implemented electronic only.
3. Implemented technology that is already available to everyone in the unit.

Lean Project Results – Employment Security

Project Title: Communications Cookbook, Information Technology and Business Integration (ITBI)
Dates of Workshop: 02/2014
Contact Person: Suzanne Fromme and Lynette Destefano – Project Leads, Lisa Marsh and Thomas Bynum – Project Sponsors
Lean Tool(s): Value Stream Mapping, Standard Work**,** Visual management

Background

ITBI's internal customers and ESD's external customers do not get timely notifications of when UI benefit systems are having technical difficulties. This prevents customers from having the information they need to file a claim timely and knowing when the systems will be operational. This results in claimants attempting to reach ESD office, staff and/or the Governor's Office to seek help.

Objectives/Mission Statement

- Reduced number of phone calls; in-person visits to ESD offices when systems are down – reducing customer frustrations.
- Improve agency reputation for communicating to internal and external customers when systems are down.
- Customers will receive faster, better information and will know what to expect.
- Build a lean culture: Establish a partnership between ITBI and business.

Targets/Metrics Estimated for Current and Future Conditions

1. Identified defects and validate distribution list: who needs to be identified when which systems are down – create a matrix that is kept up to date.
2. The flow of information is centrally located at the service desk.
3. Every department uses the Remedy system.
4. Create a visual indicator for internal and external customers.
5. Continue to improve communications for internal and external customers.

Results

1. Established several standardized tools for the communication process.
2. Scripts created for intake agents to inform customers of outages and progress.
3. Designed a visual indicator (still needs to be tested with a small internal group).
4. A site was created to share the visual and next steps.
5. Testing dates are pending before a roll out can be planned.

Lean Project Results – Employment Security

Project Title: Office of Special Investigations – Streamlining Earnings (D2,D9) Investigations within OSI
Dates of Workshop: 05/2014
Contact Person: Kathryn Scott – Project Lead, Neil Gorrell and Dan Devoe – Project Sponsor
Lean Tool(s): Value Stream Mapping, Standard Work

Background

OSI is coordinating several projects simultaneously. 1. BARTS is the case management system used to manage D2/D9 investigations. On Point will complete and launch an updated version in the fall of 2014. 2. OSI management team met with imaging to design a customized workflow process. 3. Training met with OSI to discuss training needs and job shadowed several investigators to understand the role and system utilized in conducting investigations. Due to high turnover and three separate units there is a lack of standard work. The current process also has significant wait times. There are also monetary thresholds that we could examine for a higher return on investment.

Objectives/Mission Statement

- Meet established federal guidelines and insure the efficiency and quality of the employment system.
- Standardize the D2/D9 process across three different units.
- Build a lean culture: Establish a partnership between all three units and meet the agency objective in catching fraud as early as possible.

Targets/Metrics Estimated for Current and Future Conditions

1. Identified defects and areas of overproduction/over processing within the fraud investigation processes.
2. Recognized inconsistencies between policy, training and the three OSI units.
3. Documented current work process, standard tools, and a continuous feedback process.

Results

1. Established several standardized tools for the investigation progress.
2. Creating a fraud "desk-aid" for the desk level process for the standard work agreed too.
3. Developing a training program for new investigators.
4. Established a tool that will look at data and evaluate the effectiveness in changing cross-matching thresholds.
5. Started the transition to a new work flow and accountability.
6. Generated interest in Lean processes and desire to share with colleagues.

Lean Project Results – Employment Security

Project Title: REA/JSRC Improvement Project – WCDD and UICC combined project
Dates of Workshop: 2/25/14-2/28/14 & 6/10/14 – 6/12/14
Contact Person: Renee Prehm, Gene Walker
Lean Principles or Tool(s) used: Process Mapping, Gap Analysis, Affinity

Background

The purpose of this Lean effort is to maximize the re-employment services being offered to customers of WA WorkSource operations by determining the appropriate processes, and the appropriate content for REA services. The intent is to concentrate the WorkSource REA activities to emphasize the value-added activities needed to help the unemployed get the tools and information they need to find quality employment opportunities.

Objectives/Mission Statement

To improve the quality and quantity of REA delivery to our customers by moving 100% of REA services to the highest volume WorkSource offices, ceasing the log review portions of JSR activities in all WorkSource offices and moving them to the JSRC, aligning processes between WCDD and UI staff, and standardizing interdivisional communication.

Targets/Metrics

Phase 1
1) Refining the activities of the pilot sites to create a standard method for REA.
2) Using REA methods from all WorkSource locations to develop best service delivery.
3) Aligning processes between WCDD and UI staff.
4) Standardizing interdivisional communication.
5) Incorporate new SKIES scheduling and tracking into the new system.
6) Establishing baseline data to measure future improvement.
7) Standardize the currently used REA launch paperwork for statewide use.
8) Ceasing JSR activities in all WorkSource offices.
Phase 2
1) Aligning processes between WCDD and UI staff.
2) Standardizing interdivisional communication.
3) Ceasing the operation of REA's in all but the highest volume WorkSource facilities.
4) Refining the activities of the JSRC to create a standard method.
4) Capacity planning for the JSRC to ensure volume of REA work aligns with staffing.
5) Establishing baseline data to measure future improvement.

Results

Phase 1
1) All 60,000 REA services are "funneled" to the highest volume WCDD sites.
2) Currently used REA processes in Auburn and Snohomish county are scrutinized and standardized for statewide use.
3) Customers are provided coordinated REA and JSR services at the appropriate time to minimize overlapping contact.
Phase 2
1) JSRC is appropriately staffed and equipped to handle potential volume changes, if any.
2) Customers are provided coordinated REA and JSR services at the appropriate time to minimize overlapping contact.

Next Steps

Complete Phase 2 of this event and sustain gains from Phase 1.

Other Comments

Lean Project Results – Employment Security

Project Title: Training Benefits Improvement Project
Dates of Workshop: 3/19/14 – 3/21/14
Contact Person: Gene Walker
Lean Principles or Tool(s) used: Process Mapping, Gap Analysis, Affinity, 8 wastes, VOC

Background

The lead time for the Training Benefits Adjudication process was well above double the service agreement for process customers in early 2014. The purpose of this improvement project is to streamline the TB process wherever possible while leveraging all available technology solutions and Lean tools.

Objectives/Mission Statement

To improve the speed at which training benefits applications are being processed to no more than 21 days of process time from arrival to decision delivery in order to eliminate backlogs, while improving the quality of decisions made.

Targets/Metrics

- Initial TB claim only:
    1) Process start point: Information about training benefits received
    2) Process end point: Decision submitted and imaging archive complete
- Areas of consideration will include:
    1) Evaluate and Improve templates used to support process
    2) Handbook ""Going Away/How to Communicate?""
    3) Non-standard application submissions
    4) Simplifying application process and making it clearer
    5) Standardizing and streamlining the adjudication process
    6) Identifying potential points of inspection to aid in quality and speed of the process
    7) Reducing how paper-intensive the process is
    8) Evaluating an approach to measure and report process performance

Results

1) The process lead time is less than 21 calendar days - from application arrival to decision delivery
2) Training benefits application is improved from the customer’s prospective
3) Communication is improved between WCDD and UICC in relation to Training Benefit customers.

Next Steps

Complete Project Sub Charters – Application, Communication, and Training.

Other Comments

Lean Project Results – Employment Security

Project Title: Unemployment Insurance Claims Center (UICC) Intake Process Improvement Workout
Dates of Workshop: 5/20/14 – 5/22/14
Contact Person: Jill Will, Jennifer Tecca
Lean Principles or Tool(s) used: Process Mapping, Gap Analysis, 8 wastes, Affinity, Kano Analysis

Background

The purpose of this improvement project is to establish the process improvement path for the Intake Value Stream at UICC. While much Lean resource time and effort has been put forth for the Adjudication process in UICC, Intake is generally the first and possibly only UICC customer inaction point. This workout/project will maximize a new and enthusiastic group of UICC employees in an effort to improve the customer experience.

Objectives/Mission Statement

To define and prioritize from the customers' point of view the key attributes of the quality Intake experience (table stakes, continuous attributes, and delighters), and address the biggest barrier to delivering quality.

Targets/Metrics

- Intake phone calls
    1) Process start point: Customer picks up phone
    2) Process end point: Customer concludes call
- Areas of consideration will include:
    1) Define Intake quality
    2) Call volume
    3) Call types
    4) Intake agent standard work
    5) Intake quality measurement strategy
    6) Systematically improve Intake customer experience, starting with how do we meet customers' most basic needs

Results

1) Established a common definition of Intake quality and defects
2) Categorization of table stakes, continuous attributes and delighters
3) Intake quality roadmap developed
4) Implementation underway to address highest priority barriers to quality (communication, training, call process improvements)

Next Steps

Continue work on sub-chartered areas (communication, training, call process improvements)

Other Comments

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name:
Health Care Authority (HCA)

Improvement project title:
Cherry Street Plaza Janitorial Closet 2-Second Lean Project

Date improvement project initiated:
February 18, 2014

Summary:
HCA improved the way cleaning supplies were ordered for, and stored inside, janitorial closets throughout the Cherry Street Plaza building. This resulted in cleaner, less wasteful closets and an easier system for cleaning professionals to use.

Details:

Description of the problem: Paper products were stored on the floor, so they could get ruined if water got on the floor from a spill or when the floor was mopped. There seemed to be no logical way that items were stored in the closets. The day porters and night porters didn't seem to use the closets the same way — they were out of sync with one another. There seemed to be no standardization in the process and little communication between crews.

Description of the improvement: The Lean concept of 5S (sort, shine, straighten, standardize, and sustain) was used with the following results:

- Each room is clean and shelves are full, clean, and organized.
- Paper products are up high, while heavy items are stored on the middle shelf to help reduce back injury.
- Each shelf is labeled, so it is easy to find what you're looking for and where to restock depleted products.
- Training new cleaning professionals is now easier.
- Detailed inventory sheets hang on the wall of each floor's janitorial closet.
- Items used each day are logged.
- On Mondays these logs are used to find out what items need to be ordered. The logs have the added advantage of collecting much-needed usage patterns and data.
- On Tuesdays, all the janitorial closets are stocked. New products for the building are now ordered only once per month.
- A system was devised for which team pulls from which closets.
- Customer service has improved because the new system enables HCA to always have the supplies we need in our restrooms, such as toilet paper and paper towels.

Specific results achieved:

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Pictorial results only:

Before Lean

After Lean

How we involved customers or stakeholders in this effort:
HCA used feedback from internal users of the janitorial closets to setup the new system.

Contact person/s:
Kelly Richters, Building Services Manager
Kelly.richters@hca.wa.gov

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

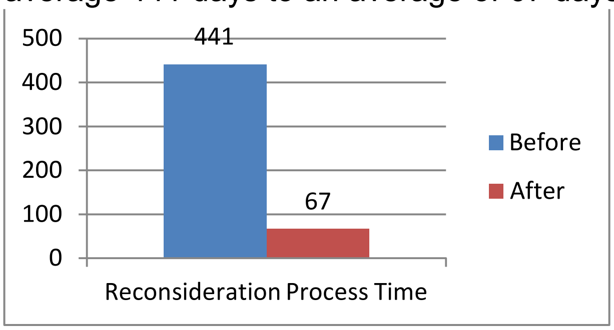
Agency name: Department of Labor and Industries

Improvement project title: Firm Appeals Program: Reconsideration Process

Date improvement project initiated: March 18, 2013

Summary:

The Department of Labor and Industries, Firm Appeals Program, improved the reconsideration process. This decreased process time for our employer customers from an average 441 days to an average of 67 days and improved customer satisfaction.



Details:

Description of the problem: The reconsideration process lacked standard work which caused a backlog and delays in the process. Employers' protests and requests for reconsideration of their audit findings did not flow through the system quickly.

Description of the improvement: The team mapped their value stream, identified sources of delay, and redesigned their process. Improvements included changes, such as a standardizing and plain talking a cover sheet explaining to employers the complete reconsideration process. This reduced confusion for customers.

We gave employers two options to proceed with their protest. One included a fast track for the issues that could be resolved quickly. We also created a default option for employers who failed to respond after the initial protest. We created a timeline for them to select an option to proceed with their protest. Additionally, we shared our timeline for resolving their case. Finally, we completed a standard process with faster turnaround times for the litigation specialist to complete their cases.

Specific results achieved: Decrease time for audit reconsiderations from an average of 441 days to 67 days. This saved employers an estimated $1,743,555 in interest costs.

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

How we involved customers or stakeholders in this effort:
During our Kaizen project, we invited all of our internal stakeholders, i.e.; Audit, Collections and the Attorney Generals' Office.

Contact person/s:
Roosevelt Currie, curr235@lni.wa.gov

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name: LIQUOR CONTROL BOARD

Improvement project title: ALCO Meters Online Training

Date improvement project initiated: 02/03/14

Summary: The LCB improved our process for requesting online training for Alco Meters, resulting in a decrease of lead time for approval from 20 days to less than 1.

Details:
Description of the problem: Enforcement Officers are issued equipment in the field (Alco Meters) which require training. The training is offered through the internet and is not a physical class. All training is required to be documented in the Learning Management System (LMS) and then there is a workflow attached to each request. This particular training request was being routed to the purchasing office when it was "no cost" training and could be obtained via an internet link.

Description of the improvement: The Human Resources, Finance and Support Services divisions collaborated on this activity, and redefined the requirements for purchasing to approve "all" training and clarified procedures for requesting online training. They also added the links into LMS approval notifications so the users could take the class upon receipt.

Specific results achieved:

- Decreased wait time for purchasing to approve request from 20 days to 0 days
- LCB created a "User Define Task" course in the Learning Management System
- The Link to the materials/website is included in the course details
- Employees will continue to request training using the Training Request Form, once approved, the employee would be enrolled in the course and the link to the materials/website will be available to them

How we involved customers or stakeholders in this effort: Support Services interviewed several employees requiring this training as well as the Enforcement training manager and all agreed having direct access to this training was beneficial as well as getting this notated on their transcripts. Human Resource staff were engaged after collecting the data from the customers resulting in a positive outcome for all involved.

Contact person/s: Beverly Burdette BYB@LIQ.WA.GOV

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name: LIQUOR CONTROL BOARD

Improvement project title: Completing Performance Development Plan (PDP) Forms

Date improvement project initiated: 07/20/13

Summary: The LCB improved the HR process of administering the completion of staff's PDPs, resulting in an increase of 6% on-time completion and increase of employees completing their annual requirement to review agency core policies

Details:
Description of the problem: Employee evaluations and expectations were completed on employees' anniversary dates. It was difficult to manage and expectations/evaluations were done sporadically or were late, including annual requirements – to complete Safety Orientation – and Policy Review Checklists. There was no consistency in implementing this process, which impacted employees from completing their work timely, safely and efficiently.

Description of the improvement: The first improvement implemented a common time period (September thru November) for when all employee PDPs were expected to be completed. The other objectives were to:

- increase completion rate
- increase core training rate
- modify the PDP Expectation form to include the core training requirements
- provide ongoing and timely feedback to employees about their performance and expectations

Specific results achieved:

- Our overall completion rate increased by 6% from FY13 to FY14
- Evaluations and Expectation on-time completion rates increased in all Divisions With four divisions achieving 100% maintained their rating.
- The appropriate use of Evaluations and Expectation forms increased
- Ninety-six per cent (96%) of agency employees affirmed that review of core agency policies has been completed

How we involved customers or stakeholders in this effort: Human Resources coordinated this lean activity with division administrators as key stakeholders of this process. Typically, they are the ones who support the completion of their divisions PDPs and approved the recommended actions. The team also interviewed several staff members about what they liked/disliked about the PDP process.

Contact person/s: Claris Nnanabu CCN@LIQ.WA.GOV

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name: LIQUOR CONTROL BOARD

Improvement project title: MIW Label Registration

Date improvement project initiated: 02/01/14

Summary: The LCB improved the MIW label registration process, resulting in a reduction in handling time for staff.

Details:
Description of the problem: Historically, all alcohol container labels are submitted electronically and were printed then archived; staff realized this may be using more resources then necessary. The task grew significantly following the privatization of liquor sales by increasing the volume of labels to be tracked, particularly for spirits. Customers were affected due to the amount of time they waited for the approvals.

Description of the improvement: The primary objective for this project was to reduce handling time during the receiving process of the label tracking duty

Specific results achieved:

- Fewer handoffs and reduced number of steps
- Backlog and inventory reductions
- Cost avoidance or savings – paper and storage fees
- Optimized/redeployed resources
- Label submissions are tracked(completed) in a more timely manner
- Improved customer access to be able to view their tracked labels

How we involved customers or stakeholders in this effort: The MIW team met together to brainstorm optimum time saving ideas that would benefit us as internal customers as well as external customers. The outcome of our lean activity was positive for all customers that are affected by our new process.

Contact person/s: Jessica Hartman, JEH@LIQ.WA.GOV

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name: LIQUOR CONTROL BOARD

Improvement project title: Reducing Small & Attractive Assets

Date improvement project initiated: 01/014/14

Summary: The LCB improved the process of asset management, and by eliminating non-value added work, resulted in time savings of nearly 15 minutes per asset transaction, which is estimated to exceed 500 annually.

Details:
Description of the problem: Currently the majority of staff is assigned at least two monitors. This equates to an estimated 500 monitors in the small and attractive tracking system. Each time a monitor is moved it must be documented thus requiring at least 3 staff to be involved in the transfer of the asset. Monitors no longer meet the criteria for small and attractive.

Description of the improvement: Reduce the number of assets tracked by removing monitors from the tracking system, because they no longer meet the criteria for small and attractive assets.

Specific results achieved:

- Removed 604 Monitors from the CAMS system.
- 9.5 minutes to tag each monitor will be eliminated
- 1.5 minutes to dispose each monitor will be eliminated
- 3.1 minutes to transfer each monitor will be eliminated from the asset manager, other staff time in the agency was not captured
- Reduce files on the network by 3,337 files 730.7 MB
- The potential paper savings each month is upwards of 70 pieces

How we involved customers or stakeholders in this effort: Asset Manager met with Executive Management from Information Technology, Financial Services and Support Services to determine if this idea was feasible. Asset Division Coordinators were engaged in a survey and brainstorm meeting to talk about how assets are managed and the intent of the idea. After the meeting all parties were provided the refined criteria of the idea with a 1 week review for approval/denial vote. Once approved the idea was implemented.

Contact person/s: Tia Livingood TLLIV@LIQ.WA.GOV

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name: Washington's Lottery

Improvement project title: Project Execution Improvement

Date improvement project initiated: 4/1/2014

Summary: Washington's Lottery is improving the IT project initiation and management process in order to identify/correct inefficiencies and communicate progress which will result in faster through put, more accurate planning, and higher customer satisfaction.

Details:

Description of the problem:
The Information Services Division is dedicated to our internal and external customers. I.S. personnel strive to respond as quickly as possible to the agency's technology needs; however, projects sometimes take more time and resources than anticipated which resulted in significant delays to, or cancellation of, mission critical initiatives. Tracking and communicating project progress was a manual, non-standardized, and error prone process that did not give internal and external customers the information they need, when they need it. The tracking process was frequently skipped in an attempt to increase production.

Description of the improvement:
Information Services is currently conducting a trial of two cloud based project management solutions, Teamwork.com and Trello.com. These products allow I.S. personnel to collaboratively plan and track projects in an easy, standard format. Customers can obtain real time status updates of current and upcoming projects. Through consistent project tracking, project managers will be able to pinpoint inefficiencies and refine estimation so stakeholders know what to expect.

Specific results achieved:
This initiative is still in the beginning stages. We expect to have enough data within 6 months to set benchmarks by which to begin improving IT project cost, time, and customer satisfaction.

How we involved customers or stakeholders in this effort:
As part of the Results Washington project, I.S. worked with stakeholders from all departments to identify the gap between what they need and what I.S. currently provides in regards to project delivery.

Contact person/s:
Crystal Fischer
Chief Information Officer
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cfischer@walottery.com

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name: Washington's Lottery

Improvement project title: Petty Cash on Hand

Date improvement project initiated: April 2014

Summary: To eliminate waste and continue to observe proper controls, Washington's Lottery's Customer Service staff requested approval to maintain a higher cash balance in their area to ensure sufficient cash on hand to reduce the number of replenishment requests. The higher cash balance has reduced the number of replenishment requests as planned, thus resulting in reduced waste while maintaining service to customers.

Details:

Description of the problem: Customer service requests for replenishment of petty cash were occurring too frequently causing an increased number of trips to the bank and an increase in workload requesting replenishments.

Description of the improvement: The petty cash balance was requested to be increased, that increase was approved.

Specific results achieved: Reduced waste of staff time to retrieve appropriate petty cash denominations, reduced staff time to prepare deposits, reduced fuel consumption traveling to the bank and a reduced opportunity for errors.

How we involved customers or stakeholders in this effort: n/a
(Briefly describe how you involved internal customers or end-user customers, i.e. Washingtonians, in this improvement project.)

Contact person/s: Debbie Robinson drobinson@walottery.com
(Write the name and email address of someone who can answer questions about this project. Questions may come from other state employees, Legislative staff, or the media.)

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name:
Washington Military Department (WMD)

Improvement project title:
Green Belt Training

Date improvement project initiated:
4/25/14

Summary:
Between January and May of 2013 the WMD sent 35 staff members from across the agency to Green Belt (GB) training. The goal was to increase our trained staff so we could build a culture of daily continuous improvement. To date, the Enterprise Process Improvement (EPI) office has not been informed of any Lean projects occurring in the agency.

Details:

Description of the problem: Staff were trained as Green Belts but the EPI office is not aware of any Lean projects or improvements.

Description of the improvement: Most of the Green Belts that were interviewed haven't been involved in a Lean project. We conducted brainstorming sessions to figure out why this happened and what we can do to improve.

Specific results achieved:
We are in the plan phase of the project.

How we involved customers or stakeholders in this effort:
We interviewed/brainstormed with the staff that attended GB training and their supervisors.

Contact person/s:
Sharmin Hawley
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253-512-8158

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name: Washington Military Department

Improvement project title: Lean training

Date improvement project initiated: 10/30/14

Summary: June, 2013 the Washington Military Department conducted a Lean survey to gauge the level of awareness within the agency. The result was 17% of those who took the survey reported an awareness of Lean.

Details:

Description of the problem: We are asking staff to use Lean to improve their processes but only 17% of staff who participated in the awareness survey reported an awareness of Lean.

Description of the improvement: In November, 2013 we started offering Introduction to Lean and Lean for Leaders training. Introduction to Lean is a half day training that describes the 5 principles of Lean, the PDCA cycle and how to conduct a huddle. The Lean for Leaders covers the same material as Introduction to Lean and includes the Lean Management System.

Specific results achieved:
In February we sent a survey to staff that participated in either Lean for Leaders or Introduction to Lean and asked how they have been able to apply the training to their work. 62.5% of respondents reported using daily huddles, 40.63% started using kanban boards and 34.38% reported they are identifying waste. We also asked what additional training staff would like to attend and have added Problem Solving and Visual Management.

To date, 247 state and federal staff have attended Introduction to Lean; 99 state and federal staff have attended Lean for Leaders; 13 state and federal staff have attended Visual Management; 23 state and federal staff have attended Problem Solving.

Our awareness survey will be sent out at the end of June.

How we involved customers or stakeholders in this effort:
We used a survey to ask if the training is being used and what additional training should be added.

Contact person/s:
Sharmin Hawley
Sharmin.hawley@mil.wa.gov

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name:
Washington Military Department (WMD)

Improvement project title:
SF-52 (Federal HR)

Date improvement project initiated:
4/11/14

Summary:
The Washington National Guard Human Resource Office reduced the number of steps it takes to hire an employee from 185 steps to 88 steps.

Details:

Description of the problem: It takes approximately 140 days for the Washington National Guard Human Resource Office to complete the hiring process.

Description of the improvement: This is a follow-on to the Air Guard SF-52 improvement, which took place in March. During the March event we decided to have a follow-on event to capture all of the steps that occur in the HR office.

May 27-30 we mapped the current state of the hiring process. We looked at the number of steps and redundancies in the process.

Specific results achieved:
We completed the value stream mapping workshop on May 30th. The new process will be rolled out on October 15th, 2014. The expected outcomes are to reduce transportation by 60%; reduce the number of days to hire by 30%.

How we involved customers or stakeholders in this effort:
This event was a follow-on to the March workshop that involved customers.

Contact person/s:
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253-512-8158

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name:
Washington Military Department (WMD)

Improvement project title:
SF-52 (hiring) Process

Date improvement project initiated:
1/29/14

Summary:
The Washington Air National Guard reduced the number of steps it takes to hire an employee from 123 steps to 51 steps.

Details:

Description of the problem: The average time it takes to fill a vacant position is 151 days.

Description of the improvement: March 5-11 we had a value stream mapping workshop. During the workshop we mapped the current state, evaluated the waste in the process and designed a future state removing many redundancies in the process. The team "mistake proofed" the SF-52 form by highlighting the fields to be filled, added comments to the fields and created a training video for how to complete the SF-52. The SharePoint site was updated to have automated routing and notifications.

Specific results achieved:
We are testing the new process with a roll-out date of June 16th. The goals are tc reduce the processing time to less than 60 days, reduce errors to 0% and reduce non-value added steps.

How we involved customers or stakeholders in this effort:
The customer was identified as the hiring units and the new hire. The team included personnel staff, unit representatives (customers), one new hire and stakeholders from Federal HR and Finance.

Contact person/s:
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253-512-8158

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name:
Office of Administrative Hearings (OAH) – Spokane Valley Office

Improvement project title:
Case in Status Report - STAR

Date improvement project initiated:
April 7, 2014

Summary:
In the System for Tracking Administrative Review (STAR) used for hearings for the Employment Security Department (ESD) a case has a number of different statuses throughout its life cycle. Tracking the case for the time it is in each status is crucial to verify that OAH will meet its federally mandated standards for processing each case. This report helps track the time in status.

Details:

Description of the problem: It was very difficult and time consuming to track the time a case was in each status. It took several Support Staff up to four (4) hours per day to verify the status of each case in STAR.

Description of the improvement: The Lead Support Staff tracking the case in status determined that the data elements used to track the case in status were already in STAR. She realized that automating a report to display that data would significantly reduce the amount of time it took to track the case.

Specific results achieved: The report was generated in one day after the project was approved. The report cut the time to verify case in status from four (4) hours to less than 15 minutes per day! The report also provided more detail that was helpful to track other information about a case. Supervisors now have the information needed to monitor performance and can point to specific detail about a case in their discussions with the assigned staff.

How we involved customers or stakeholders in this effort:
The primary customers were supervisors responsible for measuring performance against Federal standards. These supervisors reported to their superiors who in turn reported results to ESD and the US Department of Labor. Input from the supervisors was key to understanding that data was not available that would allow easier measurement of case in status.

Contact person/s:
Shelley Vanderzanden, Administrative Assistant 2, OAH Spokane Valley, WA.
shelley.vanderzanden@oah.wa.gov (509) 456-3975.

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name: Office of Administrative Hearings

Improvement project title: HCA CD Envelope Removal

Date improvement project initiated: 03/19/2014

Summary:
The Seattle Office of Administrative Hearings saved time and money in their daily, high-volume process of file-building by ceasing to inset CD envelopes into each HCA file.

Description of the problem: Inserting CD envelopes into HCA files requires unnecessary time and resources.

Description of the improvement: The file builders have stopped inserting CD envelopes into HCA files. Instead, judges grab an envelope if they need one from supply closet or keep a supply at their desks.

Specific results achieved: An unnecessary step, repeated 50 or more times per day, which created waste of up to 50 or more envelopes per day, was removed with the simple act of an email FYI to judges and staff, letting them know we were stopping the process.

An A3 was created to document this process and convince the Assistant Chief of the office to let us stop inserting envelopes in all the files.

How we involved customers or stakeholders in this effort:
We spoke with the file builders to gain their feedback on the usefulness of HCA CD envelope-insertion. Both the file builders stated that it was an extra step. They noticed that whenever they transferred files, very few, if any, of the envelopes were used.

After obtaining that feedback, we examined random boxes of HCA files awaiting transmittal. In one box with 34 files, four decisions were issued[1], and only one of the CD envelopes we had inserted was used. In another box, there were 50 files with six decisions issued and zero of the provided envelopes were used. Out of 84 cases, only one envelope had been used, but had been inserted in 84 files and would have been either wasted when file was transferred out of agency, or it would add significantly more time to remove envelope from back of file.

Contact person/s: Casy Schermerhorn, Gregory Sawyer, Jessica Tin.

[1] Decision issuance indicates a case went to hearing. We knew that the CD envelopes would only be used if cases went to hearing. However, the random perusal of boxes showed that judges were usually grabbing them on their own, even if they did have a hearing.

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name:
Office of Administrative Hearings (OAH) - Yakima

Improvement project title:
Improving Agency Hearing Brochures

Date improvement project initiated:
01/29/14

Summary:
Office of Administrative Hearings improved the brochure entitled "Your Hearings Rights in a DSHS Case". The previous version listed outdated information. The new brochure will provide updated information and include information about the Health Care Authority (HCA) a new caseload. This will result in increased satisfaction of DSHS and HCA, notably in providing an accessible resource to which they can refer LEP clients to receive accurate information about hearing rights, reduced postage costs by decreasing the number of envelopes that exceed 16 ounces, and effective use of interpreters.

Details:

Description of the problem: The current brochure lists outdated contact information for the main headquarters office and for individual OAH offices. Some instructions are outdated, especially for medical assistance. The printed brochure is available only in English. Versions of the brochure in Spanish and Russian are available from OAH's public website at www.oah.wa.gov.

Description of the improvement: We are replacing a cumbersome, oversized brochure of general information with letter-size brochures. The one-page brochures contain specific information unique to four case types. We are directing questions to one central contact point.

Specific results achieved: Reduced postage costs; reduced time – fewer calls for clarification; standardized interpreter services – lower costs and better delivery of needed services; improved ability to update the brochure; improving customer satisfaction by using plain language.

How we involved customers or stakeholders in this effort:
Surveys were utilized and focused on gathering information on the usefulness of the brochure, best delivery mechanisms, and expectations and preferences of the referring DSHS and HCA from case participants.

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Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name:
Office of Administrative Hearings (OAH)

Improvement project title:
Interpreter Use

Date improvement project initiated:
01/17/14

Summary:
The Office of Administrative Hearings improved its use of the current interpreter services contract resulting in improved customer service, reducing the cost of interpreter services, and increasing in quality of the interpreting services utilized.

Details:

Description of the problem: OAH is not using the current interpreter services contract to its fullest and is wasting time and money.

Description of the improvement: Standardize the process, procedures, and forms for use of interpreters. This means using standard forms to contract and pay for services; using a standard protocol for selecting the right interpreter for the required language; standardizing the billing terms for interpreter use; and, standardizing the feedback protocols so that users (Support Staff, Administrative Law Judges (ALJ), and headquarter staff (Fiscal) all have the ability to provide feedback (e.g. experience rating) for the person and/or the agency providing the interpreter service.

Specific results achieved: This project in underway and not implemented at this reporting. A pilot project is underway in Tacoma, Olympia and Vancouver to test our hypothesis.

How we involved customers or stakeholders in this effort:
Internal customers (users) are ALJs who use interpreters in their hearings and the Support Staff who contact the interpreter and/or agency when an interpreter is requested in the appeal. Questionnaires, specific to a given caseload, were developed and sent to the customers. Users helped create a communications plan and training materials for the standardized processes that have been identified.

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Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name:
Office of Administrative Hearings

Improvement project title:
New desktop & Laptop hardware deployment

Date improvement project initiated:
6/1/2013 Project initiation Implement new desktop computing environment.

2/10/2014 Seattle deployment for new hardware.

4/7/2014 Tacoma deployment for new hardware.

5/28/2014 Yakima deployment for new hardware.

5/12/2014 Vancouver deployment for new hardware.

Summary:
OAH improved the desktop computing environment, resulting in increased user productivity and reduction of OAH IT staff support issues. The new desktop computing environment is now a four year lease with next day warranty for hardware failures.

Details:

Description of the problem: OAH's desktop computing environment included equipment that was not covered by a warranty and older than six years exceeding its useful life. When hardware failures occurred the user would need to send the computer to the HQ office for repair. This process would take at least five business days to receive the failed equipment, order replacement parts if they existed and send the unit back to the location.

Description of the improvement: OAH moved to a four year lease model and standardized on two hardware platforms (Laptop for ALJ's and Desktop for Support Staff). This lease includes next day onsite warranty repairs on all the new OAH desktop computing environment. Users will no longer need to ship failed hardware to the HQ location. The failed hardware will have a Dell Technician dispatched on location the following business day.

Specific results achieved:

Increased customer satisfaction. Increased efficiency in delivery work products. Standardized support for all agency laptops and desktops. Adopting a lease model results in new equipment every four years.

How we involved customers or stakeholders in this effort:
IT utilized lessons learned to continue to improve our deployment processes. This included utilizing IT Liaisons to coordinate computer or user issues and document these for deployment technicians to resolve. In addition implementation was coordinated with staff for best availability for each installation. Deployment staff also allocated two hours per staff member for one-on-one training.

Contact person/s:
Brian Thomas
Bob Murphy

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name:
Office of Administrative Hearings

Improvement project title:
PRISM Training Development

Date improvement project initiated:
2/10/14

Summary:
No user training materials existed for the new case management system and there were multiple processes practiced in each office which would make writing a single manual difficult.

Details:

Description of the problem: Each office previously functioned in a silo environment based on regional needs and the former case management system did not allow offices to easily share data. The new case management system is more unified and allows mutual access to data agency wide. The training manual could not be written using the processes from only one office.

Description of the improvement: We gathered a group of subject matter experts from each office and used an affinity diagram to define and sort all of the information that should be included in the training materials. We were then able to collaboratively write the training manual incorporating the needs from each office.

The two most difficult processes were drafted by the large group. A smaller group took the remaining ideas and finished the writing all of the training materials. The large group was brought back together and given a training class with the comprehensive materials. They were able to give feedback and validate that the information would work for their offices. Revisions to the materials were made and the training plan was delivered on time in each office.

This core group was also able to serve as the experts in each of their offices to help with the training and launch of the new software.

Specific results achieved: Each person brought different perspectives to the table and we were able to identify their ideas and needs and write the manual with enough information to help each office be successful using the new software. Through this process, expertise was also developed to support each office during the product launch. There was buy in from each of the offices because of the collaborative writing approach used and the offices were more supportive and receptive which made the trainings more successful. We have a single training approach and standard for all field offices which removed silos. We developed an electronic desk manual for working with the case management software with details instructions to create a sustainable practice.

How we involved customers or stakeholders in this effort:
The entire approach was designed around the end users who are the customers. Representatives from each group had a voice at the table and were actively involved in the development and refinement of the materials.

Contact person/s:
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Photo from the affinity diagram exercise:

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name:
Washington State Office of the CIO

Improvement project title:
Agile Fridays

Date improvement project initiated:
4/13/2014

Summary:
The Office of the CIO created a program to improve agency staff's knowledge of lean and agile methods, resulting in increased agency familiarity with agile, and the creation of original webinar content that is available for ongoing consumption.

Details:

Description of the problem:
Many agency staff are unaware of, or desire more training in, agile practices and methods.

Description of the improvement:
The Office of the CIO is conducting a series of Lean/Agile webinars to provide agency staff with knowledge, techniques, and resources to begin or improve their agile journey. We are also creating a permanent copy of these webinars so that staff can benefit from them at any time.

Specific results achieved:

- Created 9 original recordings of presentation, QA, and slide deck, for use and reference by agency staff. More are being created each week, with 5 more already scheduled for the near future.
- We've provided this training on a weekly basis to groups ranging in size from 50 to 110 (avg. 66). We continue to see strong demand for these webinars, as indicated by volume of email requests and steady attendance.
- Resources utilized to produce videos were minimized: presenter time is donated, Webex charges are minimal and part of an existing contract, and total staff time to record and produce a video is approx. 2-4 hours

How we involved customers or stakeholders in this effort:
Agile Fridays are open to all state employees. We solicit feedback and improvement ideas from our users.

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Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name:
Washington State Office of the Chief Information Officer (OCIO)

Improvement project title:
IT Decision Package Prioritization

Date improvement project initiated:
04/21/14

Summary:
The OCIO is required by statute to prioritize state-wide agency submissions of IT decision packages for the Office of Financial Management (OFM) and the legislature. The OCIO decided to create an IT ranking process using "Saaty Metrics," which is a scientific-based method to prioritize items based on specific criteria that is developed, for the IT ranking process, with thoughtful weighing of the importance of each criteria.

Details:

Description of the problem: A system to prioritize most state agency IT decision packages had not yet been developed, but was required by state law.

Description of the improvement: Participants in the ranking process (Saaty Metric process) can clearly view and provide their input to both the specific criteria that will be used for the 2015-17 budget development process, and the weighing of the criteria that is chosen by the group. The Saaty Metric process results in a transparent, understandable, and agreed-upon ranking method for IT projects.

Specific results achieved:

- Gained trust and buy-in by users/customers of the IT ranking process.
    - (Both legislative and OFM staff were able to participate in the ranking process and have better understanding of the process, provided input, and have buy-in to the resulting ranking of IT projects that will be submitted by the OCIO to OFM and the legislature for use in the development of the 2015-17 biennial budget).
- OCIO is coordinating training on the use of Saaty Metrics and the associated software tools that are currently available for internal OCIO staff and 30 participants from 12 other state agencies.
- OCIO has contracted with a software vendor to allow all other state agencies to utilize our same contract (at no additional cost) for IT decision package prioritization, saving contract costs to individual agencies.

How we involved customers or stakeholders in this effort:

- OCIO requests that certain agencies, OFM and legislative staff take an active role and participate in the development and vetting of the IT decision package ranking criteria.
- The final OCIO ranked list of 2015-17 IT projects will be available to Washingtonians, the legislature, OFM, and all state agencies.

Contact person/s:
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Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name:
Office of the Family and Children's Ombuds (OFCO)

Improvement project title:
Online Complaint System

Date improvement project initiated:
Project was initiated on October 25, 2013.
Online system went live on March 26, 2014.

Summary:
Last fall, OFCO set out to improve our complaint process by allowing customers to file complaints online. As a result, the complaint process has become more efficient for customers and more people are using our services.

Details:

Description of the problem: Before the new online system, filing a complaint was much less efficient. Most customers had to request a physical form from our office. Our office would mail customers the form. Customers would then mail back the completed form. This process, from the date the form was requested to the date that OFCO received the completed form, took anywhere from several days to several months.

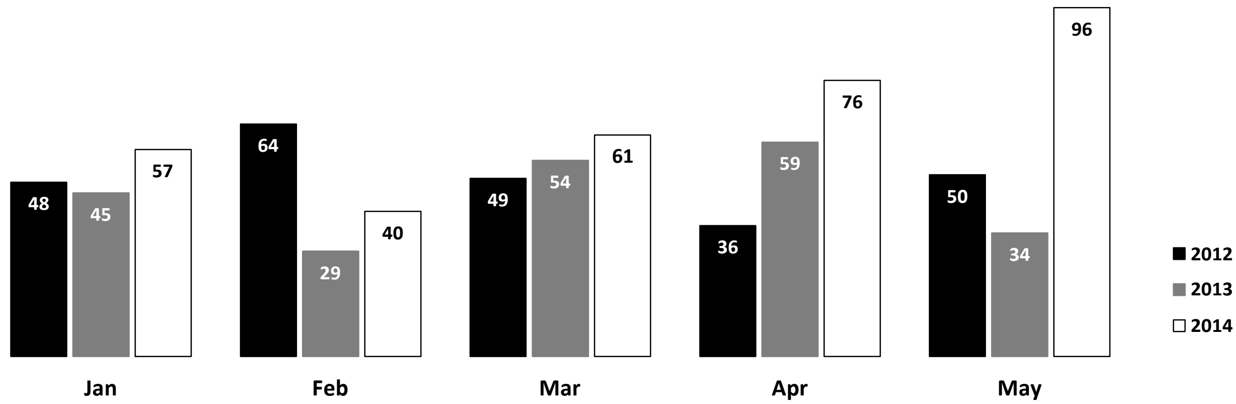
Description of the improvement: OFCO approached the problem by first mapping out the complaint process in simple visuals. We considered possible solutions that make the process more efficient and selected the online alternative for its ease of implementation and minimal costs. Partnering with the Department of Enterprise Services (DES), we devised an online form that is easy to complete and reduces the process time to less than a day.

Specific results achieved: The number of complaints that OFCO receives each month has **sharply increased** since the online complaint form went live. The following figure shows that the number of complaints we received in May 2014 (n = 96) was **greater than** the number we received in the same month for the last two years combined (n = 84). Moreover, complaints received online accounted for **two-thirds** of all complaints OFCO received in May.

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

OFCO Complaints Received by Month and Year



Source: Analysis by the Office of the Family and Children's Ombuds on June 2, 2014

How we involved customers or stakeholders in this effort:
Customer feedback has been essential to the development and implementation of the online complaint system. Prior to project implementation, customers would regularly ask agency staff for a more expedient way to file complaints. These common requests provided much of the motivation behind the project.

Following project implementation, agency staff have frequently asked customers about their experiences when filing complaints online. Thus far, feedback of the new system has been positive. Moving forward, OFCO will continue to monitor our online system and look for other ways to improve the service.

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Detailed Lean Improvement Project Report

For the January 1, 2014, through May 31, 2014, reporting period

Agency name:
Office of Financial Management
Improvement project title:
Comprehensive Annual Financial Report Process

Date improvement project initiated:
01/06/2014

Summary:
The Office of Financial Management improved the Comprehensive Annual Financial Report (CAFR) Process, to which all state agencies contribute and which is audited by the State Auditor's Office. The CAFR meets reporting requirements of the financial community, the federal government and others.

Details:

Description of the problem: The due date for completing the report has shortened each year and is expected to continue to be shortened. The information changes frequently. This affects many areas and other operators' work packages. Often changes are identified late in the process, causing more rework during the final stages of report preparation.

Description of the improvement: The team is pursuing these countermeasures for each of the problem areas identified:

1.) Large number of operators performing different work packages/parts of the report may not be aware of what adjusting entries are being made, and newer consultants might not understand how a change affects their work package.
   Countermeasures: Training on JV List, daily team huddles, standard work/procedures and document potential issues assembled from experience of operators, and leveraging support staff to proof some portions.
2.) Too many review passes and the threshold of quality should match expectations of the customers.
   Countermeasures: Improve the checklists and technical review resources, develop a proofing strategy and communicate changes made to the assigned preparer for the following year.
3.) Data being added after the close date. Team needs to hold information suppliers to the published close date and communicate to them that rework after that date cannot be allowed.
   Countermeasures: Communicate to deputies the importance of the deadline; emphasize the timelines at trainings, year-end meetings and in the newsletter; have specific, targeted communication with agencies during earlier meetings.

Detailed Lean Improvement Project Report

For the January 1, 2014, through May 31, 2014, reporting period

Specific results achieved:
The countermeasures, above, are being developed and the report process where results can be observed begins in September 2014. The team will track the changes and rework to learn how to further adjust to meet the goal of reduction in rework and changes after close. The team is also developing new tools for standard work, such as the General Checklist for CAFR Assignments, which will be tested during this year's report preparation.

How we involved customers or stakeholders in this effort:
In the workshop, we included agencies representatives who rely on this report to be in place to provide them the financial reputability and stability so they can do their mission-critical work that affects the citizens who interact with state agencies. The State Auditor's Office and the Department of Enterprise Services were included in the event to look at the process holistically and identify opportunities to make improvements on behalf of their customers.

Contact person/s:
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Detailed Lean Improvement Project Report

For the January 1, 2014, through May 31, 2014, reporting period

Agency name:
Office of Financial Management

Improvement project title:
OFM Conference Room Readiness Problem-Solving A3 Workshop

Date improvement project initiated:
05/20/2014

Summary:
The Office of Financial Management is improving the Conference Room Readiness process to increase efficiency and customer satisfaction. The time to set up and ensure a workable conference room takes time away from agency business functions, so the goal of this effort is to understand, through root-cause analysis, the reasons for lack of readiness and select the approach to reduce setup time for technology-equipped conference rooms in OFM's control.

Details:
Description of the problem: Conference room users encounter variable levels of readiness when arriving at technology-equipped rooms. Some staff can work the technology but others need to figure it out or ask for help. Sometimes, keyboards need batteries, troubleshooting, resetting or even replacement. Organizers may inadvertently book rooms that don't have sufficient capacity for the business need. The team will be coached to search for opportunities to decrease variability in the process, reduce risk and improve the customer experience. For meetings with technology required, it is believed to take roughly 15–30 minutes per meeting to preview and assess the conference room readiness (get batteries, find another keyboard, locate equipment, get instructions for system use, etc). OFM does not currently have a standard approach for outfitting conference rooms.

Description of the improvement: Problem-solving A3 Workshop began planning in May 2014 and the events will be held in July 2014.

Specific results expected:
Goal: Efficient and effective use of agency resources through reduction of setup time for standard room usage from 15–30 minutes to about 5 minutes per meeting. To prevent mistakes created by lack of understanding about room size, condition, equipment and capacity.

How we involved customers or stakeholders in this effort:
Customers of the process in OFM will be invited to participate in the workshop.

Contact person/s:
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Detailed Lean Improvement Project Report

For the January 1, 2014, through May 31, 2014, reporting period

Agency name:
Office of Financial Management

Improvement project title:
Education Research Data Center (ERDC) Request Process

Date improvement project initiated:
04/30/14

Summary:
This project focuses on fulfilling data requests from customers for education data.

Details:

Description of the problem: The number of requests that are submitted that require additional processing or follow-up from the customer is still significantly higher than desired. The information provided is not detailed enough or is incomplete to fulfill the request without additional contact with the customer.

Description of the improvement: Update the data request form and supporting documentation to provide resources to the customer to produce a higher-quality form.

Specific results achieved:
Results will be measured (in progress) on reducing the percentage of requests that require additional information downstream to complete.

How we involved customers or stakeholders in this effort:
Customers will be used to test and review changes to the form and information. Changes will be based on problem areas of existing requests, and those customers will be asked what some of the barriers were.

Contact person/s:
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Detailed Lean Improvement Project Report

For the January 1, 2014, through May 31, 2014, reporting period

Agency name: Office of Financial Management/Governor's Office

Improvement project title: New Employee Onboarding Process

Date improvement project initiated: 02/03/2014

Summary: The Office of Financial Management and the Governor's Office improved the New Employee Onboarding Process. Employees newly hired need to have everything required to do their job when they arrive and need to use it.

Details:

Description of the problem: There are frequent errors that occur in the process that cause rework for multiple operators. Often these defects affect the new employee and his/her supervisor. Additionally, there can be lack of clarity about which elements of the onboarding process the new employee has already been delivered, so to ensure all elements are covered, downstream operators are asked to check on steps that are already completed.

Description of the improvements:

1.) New employee has questions about the mailed packet, parking arrangements and what to expect when on the first day of employment.

Countermeasures: Introduce a new pre-start date Phone Contact by OFM/GOV where questions about the packet, forms and parking can be raised. Also, customer feedback will be gathered from new employees to determine the effectiveness of this improvement.

2.) Problems with the New Employee Form cause defects and rework.

Countermeasures: Make various changes to the New Employee Form to collect clearer and more specific information when submitted. Make the form easier to use for the supervisor who completes it so that information is captured correctly.

3.) Hiring supervisor orientation time with new employee streamlined, standardized and the checklist improved.

Countermeasures: Streamline the New Employee Checklist, which is used by hiring supervisor to orient the new employee. Eliminate redundant checks by supervisors and allow them to focus on job-specific elements, the organizational structure and the connection of their work to the agency's mission, vision and values.

4.) For the operators in the process of onboarding (Employee Services, Fiscal and Operations Staff, and the Hiring Supervisors) there is not a way for the team to have shared visibility of where delays or new employees are in the process of onboarding.

Countermeasures: Various online tracking systems (visual management) for new employees in the onboarding process are being tested.

Specific results achieved:
The countermeasures are being developed and tested with expected feedback by August 2014. The team will ask new employees and their supervisors for feedback on the process changes to learn how to further adjust to meet the goal of reduction in rework and defects and increased customer satisfaction. Improvements to the New Employee Form and New Employee Checklist will be developed and deployed by August 2014 and then tested for effectiveness.

How we involved customers or stakeholders in this effort:
We included staff from OFM and the Governor's Office, new employees, hiring supervisors and other operators in the process to help find areas to improve. The Department of Enterprise Services was also included in the event to support the improved process and help identify other opportunities to make improvements on behalf of their customers.

Contact person/s:
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Detailed Lean Improvement Project Report

For the January 1, 2014, through May 31, 2014, reporting period

Agency name:
Office of Financial Management

Improvement project title:
OFM Procurement Process

Date improvement project initiated:
04/28/2014

Summary:
The Office of Financial Management is improving the procurement process to increase process efficiency and customer satisfaction.

Details:
Description of the problem: The current procurement process is complex, time-consuming and paper intensive. The process takes an average of 45 days to complete, but there are situations where customers need the procurement done sooner. There are waiting periods in the process, so the time required to complete the process is very tight already, but it would be helpful to reduce the process time, if possible. OFM's divisions and the Governor's Office currently procure contracts at the pace of roughly six procurements per year. OFM's Legislative and Legal Affairs Division provides procurement support for this process. By reducing non-value-added activities in the process, improvements would free up time for both the operator and requesters to perform other mission-critical work. The team will be coached to search for opportunities to decrease process variability, reduce risk and improve the customer experience.

Description of the improvement: Value stream mapping workshop began planning in April 2014 and the event will be held in June 2014. Deliverables of the workshop are a current state value stream map and an implementation plan to achieve targets.

Specific results achieved:
Goals of the workshop are to increase process efficiency (% value add), decrease rework and increase customer satisfaction.

How we involved customers or stakeholders in this effort:
Customers of the process in OFM and the Governor's Office will be invited to participate in the workshop.

Contact person/s:
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Pamela Singleton, Pamela.Singleton@ofm.wa.gov

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name:
Pollution Liability Insurance Agency

Improvement project title:
Heating Oil Insurance Program – Updated Scope of Work Form

Date improvement project initiated:
October-December 2013 (The private businesses we work with were given a 3-month transitional period during which to learn and implement the procedure.)

Summary:
PLIA implemented a new scope of work form to aid the private companies conducting soil remediation projects for our insurance claimants in meeting the State's environmental regulations. Our goal is to maintain an average 7-10 day turn-around time for document review. After implementing simple visual controls, we are consistently achieving this goal.

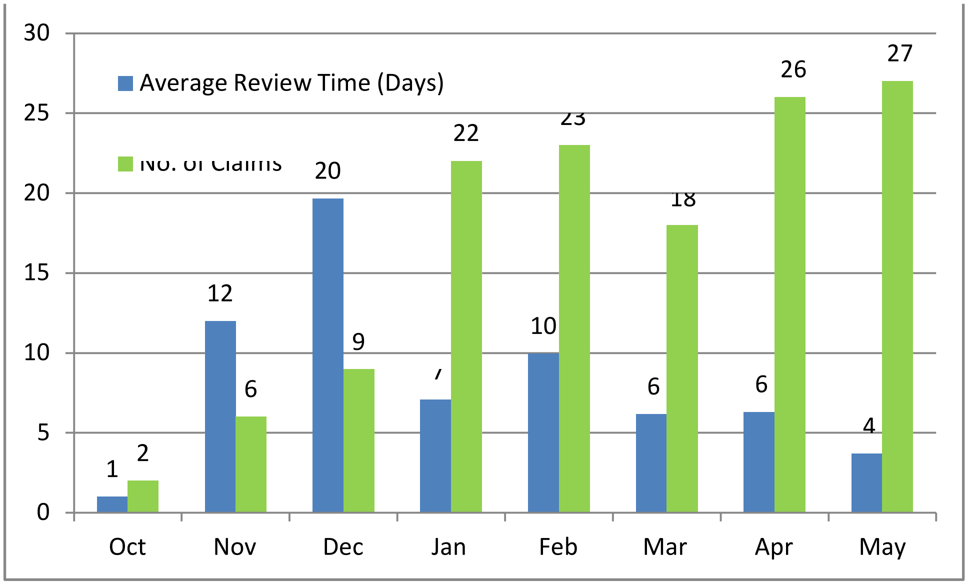
Details:

Description of the problem:
PLIA implemented a new scope of work form that resulted in increased oversight of our insurance claims. The change increased staff workload, including review of submissions and staff interaction with the private companies doing the cleanup work for our claimants.

Description of the improvement:
PLIA implemented simple visual controls to clearly show, in real time, where and when in the process claim files were delayed. Staff time was then shifted accordingly.

Specific results achieved:
Our tracking data show that in November and December, 2013, after implementing our new scope of work form, our document review time did not meet our expectation. We reviewed our process and one of our claims managers suggested using visual cues to help us allocate time and resources. Since January, we have consistently met our review time goal. We accomplished this while receiving an increased number of submissions.

Detailed Lean Improvement Project Report
For the January 1, 2014 through May 31, 2014 reporting period



How we involved customers or stakeholders in this effort:
We convened a stakeholder advisory committee to provide input on the heating oil program. The group has established a 6 week meeting schedule, which provides a forum for collaborative planning of elements of the heating oil program.

Contact person/s:
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Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name:
Recreation and Conservation Office

Improvement project title:
Board Materials Process Improvements

Date improvement project initiated:
04/30/2014

Summary:
The Recreation and Conversation Office streamlined the process for preparing board materials, resulting in an anticipated annual savings of 67.5 staff hours. This staff time will be applied to other high priority tasks that were delayed by the inefficiencies of this process.

Details:

Description of the problem: The preparation of board member materials takes an average of 96 hours of staff time each meeting because materials are often delayed. In the weeks leading up to each board meeting, the board liaison works on average 6.25 hours beyond the standard forty hour work week to deliver materials on time.

Description of the improvement: A value stream mapping exercise identified several process improvements, including adjustments to the order and hand-off of draft materials.

Specific results achieved: These process improvements result in an anticipated annual savings of 67.5 staff hours. This staff time will be applied to other high priority tasks that are delayed by the preparation of board materials.

How we involved customers or stakeholders in this effort:
The value stream map was completed by the board liaison (the process owner) and posted in a public space for additional staff member feedback.

Contact person/s:
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Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name:
Recreation and Conservation Office

Improvement project title:
Records Retention Process Improvement—Phase I

Date improvement project initiated:
04/01/2013

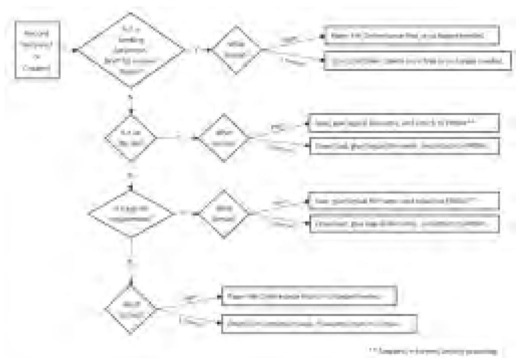
Summary:
The Recreation and Conversation Office (RCO) implemented a Lean project to digitize agency files for long-term document retention. RCO currently has 892 archived boxes of paper files stemming from 7,109 individual grants issued since 1964. For grants scheduled to close, this project clarified for staff which records to retain and developed a system to convert paper documents into digital records. The end result of this project is a sustainable records storage process.

Details:

Description of the problem: Before this project, there was not an established standard for paper and electronic files that met state retention standards and RCO's business needs for ensuring contract compliance.

Description of the improvement: A document retention process flow chart was created with staff input and distributed. A key grant management document checklist, including standardized naming conventions and storage classifications, was introduced.

Specific results achieved: A sustainable records storage process was created that will reduce retention costs and better organize grant-related files.



How we involved customers or stakeholders in this effort:
A representative from each section of the agency participated in planning and implementation meetings.

Contact person/s:
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MEMORANDUM

TO: Results Washington, Lean Team

FROM: Marty Brown, Executive Director

DATE: June 2, 2014

SUBJECT: Agency Lean Improvement Report

I am submitting this memo on the various projects our colleges have begun or completed using Lean techniques. I want to note that since fiscal year 2009, the high water mark for state funding in the community and technical college system, our annual appropriations are down in the 2013-15 biennium by 22 percent (FY 2014) and 25 percent (FY 2015) in inflation-adjusted dollars. Even when tuition is taken into account, our state and tuition funding is 12 percent less in FY 2015 that in 2009 in inflation-adjusted dollars. In addition, we are subject to the Lean "efficiencies" reduction in the back of the 2013-15 enacted budget to the tune of $3.08 million.

The following Lean activities were begun at the same time our system appropriation levels were being reduced. Frankly, we cannot afford many more "efficiencies" and continue to serve the nearly 400,000 students who come through our doors every year.

Everett Community College

Everett Community College has improved college process using Lean strategies. For example,

- Ten employees have been trained as Lean process improvement facilitators. Everett's Lean process is particular to higher education, adapted from the Lean manufacturing framework.
- Everett CC shares its success in Lean with the community and technical college system by opening facilitator trainings to other colleges. So far, 52 CTC employees have been trained as facilitators, taking their skills in process improvement back to eight different colleges. The next facilitator training is June 16-21, 2014 at Everett. The next facilitator follow-up training is at Green River in July 2014. Bellevue College is also planning additional Lean trainings this summer.

In addition, there are many Lean process improvement events at Everett Community College:

- Financial Aid: February 22-25, 2011. Results: Reduced the FA student file handoff process from 24 steps to 11 steps.
- Enrollment process: June 18-21, 2011; Results: Reduced delays in processing applications from more than 48 hours to less than 24 hours; reduced the foot traffic in enrollment services by moving students to online information and use of the information desk separate from enrollment services.
- Mailroom/Receiving process: August 1-4, 2011; Results: Redesign of work space to promote cross training and coverage; changed to vendor-sourced printing; improved mail process.
- Accounts Payable process: July 30-August 2, 2012; Results: Shorter turnaround time from when invoice is received and payment made; reduced late payments.
- Purchasing process: July 30-Aug 2, 2012; Results: Published process guide for users; improved communication process; expanded use of digital purchasing system. Grant
- implementation process: Sept 9-12, 2013; Results: Defined implementation lead's standard process from award notice to project operations; determined process flow with who is responsible for what tasks resulting in a non-hire grant implementation timeline improved 13 percent to 22 percent and a grant hire implementation timeline improved 40 percent to 57 percent.
- Nursing application process (paper to digital): In progress
- Veteran services process: In progress
- HR/payroll process: In progress

Pierce Colleges

The Pierce College District is using Lean principles to streamline college services. For example,

In June 2012, four staff were trained in Lean certification processes offered by Everett Community College. Four internal processes were part of the certification: part-time faculty entrance process; exit processes for all employees; purchasing cards; and purchases over $5000. Kaizen action plans were made and changes were implemented to those four processes. Praxis Solutions for Non-Profits, LLC conducted Lean processes on financial aid for college employees. Lean processes for student advising are being completed this week. Praxis' Lean process also included education on how Lean works not just the actual Lean process for a particular area of the organization. Praxis also did a Lean process on Invista Performance Solutions (the business and training MOU with Tacoma Community College and Clover Park Technical College).

Clark College

Clark College has provided multiple Lean trainings on campus to streamline processes to better serve students. For example,

- Boyd Coffee - Lean Event -16 hours
- Cadet Manufacturing & Corwin Beverage - Intro to Lean for Stakeholders - 16 hours
- Christensen Yachts - Lean: Overview, Strategy, Office and Practice - 88 hours
- Columbia Machine Phase 1 - Lean Event - 24 hours
- Columbia Machine Phase 2 - Lean Event - 40 hours
- Columbia Machine Phase 3 - Lean Event - 8 hours
- Manufacturing Consortium 1 - Lean Six Sigma Green Belt - 16 hours
- Manufacturing Consortium 2 - Lean Six Sigma Green Belt - 24 hours
- ControlTec Inc. – Foundation Lean 101 - 8 hours
- ControlTec Inc. - Phase 1 Lean Kaizen - 40 hours
- ControlTec Inc. - Phase 2 Lean Kaizen - 80 hours
- Columbia River Mental Health - Lean Six Sigma Overview - 16 hours
- Daimler Trucks North America - Lean Office - 8 hours
- nLight - Lean Organization - 13 hours
- Open Enrollment - Lean Office Introduction - 2 hours
- SEH America - Lean & 5S, Consulting and Training - 20 hours
- Southwest Washington Medical Center - Lean Leadership - 24 hours
- Tideland Corporation - Lean Office - 3 hours
- Xtremez - Lean Implementation - 80 hours
- Consortium - Lean Green Belt - 8 hours
- Clark College Management - Introduction to Lean for Stakeholders - 16 hours
- Clark College Executive Cabinet - Lean Leadership - 20 hours
- Clark College New Student Program - Lean Event - 20 hours
- Clark College Scheduling Project - Lean Event - 20 hours
- Clark College Human Resources - Lean Event - 20 hours
- Clark College Corporate & Continuing Education - Lean Office - 12 hours

Community Colleges of Spokane

Community Colleges of Spokane (CCS) engaged Impact Washington to facilitate Lean business principle work sessions aimed at improving student success. More than 40 staff, counselors and administrators were trained; and the admissions, registration and financial aid processes were redesigned.

The number of steps a student takes from admission to sitting in class was reduced by two-thirds – from 36 steps to 12. Wait time averaged from 18 to 44 days; the new standard is 5 to 8 days.

Financial aid staff were reduced by one month a year over three years the date by which all priority deadline files are processed. Today financial aid files are processed upon arrival with 48-hour turnaround; at the same time when the total number of financial aid applications per year have increased.

Training resulted in the certification by Impact Washington of 16 faculty, staff, professional exempts and administrators as lean champions.

In January 2012, CCS announced six major re-organizations:

- Consolidation of separate information technology units at SCC, SFCC, the IEL and District Administration into a unified CCS IT division reporting to a single chief information officer to implement common standards, prepare for ctcLink and achieve efficiencies.
- Consolidation of all online learning under an eLearning dean to increase student access to and completion of certificates and degrees totally online – through CCS Online
- Consolidation of CCS workforce training and continuing education under an executive director for Corporate Training and Workforce Continuing Education to generate new revenue and increase services for employers, workers and job seekers.
- Consolidation of SCC, SFCC and IEL libraries under a single Library executive director to achieve efficiencies and enhance services for students and faculty
- Rejuvenation of international student programs under an executive director for Global Education to grow the program and generate new revenue.

In spring 2012, CCS announced the largest Lean re-organization of all -- the merger of Spokane Community College (SCC) and the Institute for Extended Learning (IEL) effective July 2012 -- which cut executive administration in half (from a college president and IEL CEO to a single president, from four vice presidents to two) and streamlined student transitions from basic skills to college.

CCS Facilities combined three separate around-the-clock custodial crews into one districtwide daytime crew resulting in shift differential savings, more daytime support on campuses, and the ability to save energy by shutting down buildings overnight. Facilities also consolidated two campus manager positions into one, providing a single point of contact for service and salary savings. Today, Facilities continues to standardize its processes and materials – such as types of cleaning supplies and fertilizer -- across the district to improve cost efficiencies and enhance worker safety.

Separate SCC and Spokane Falls Community College (SFCC) Campus Safety and Security teams were consolidated under the leadership of the district Chief Administration Officer. Security officers' presence and service delivery remain campus-based. However, consolidation has allowed for seamless sharing of resources between campuses and centers, unified emergency management, shared crime prevention and integrated Clery Act compliance.

CCS Center for Workforce and Continuing Education and the Spokane Area Workforce Development Council integrated their two organizations under the leadership of a share executive to create a single front door through which the educational and training needs of the region's employers, job seekers and incumbent workers are addressed.

CCS recently led eastern Washington higher education partners through an Affinity Network project, sponsored by the College Board Advocacy and Policy Center, to strengthen connections between K-12 and higher education in order to smooth transition to college. Partners with CCS in the project are Spokane Public Schools, Eastern Washington University and Washington State University. Focus of continued work includes using common core state standards to align high school graduation and college entrance requirements.

The Student Transitions Information Project (STIP), another collaborative initiative led by CCS, bridges the educational data gap caused by isolation of K-12 data systems from post-secondary data systems. STIP combines K-12 records with data from the National Student Clearinghouse and the community colleges to create a longitudinal student data system for school districts and colleges in eastern and central Washington. STIP helps K-12 districts answer questions such as: How many of their students go to college? Do they go to community college, baccalaureate, or graduate school? What kinds of challenges do they encounter in higher education? What kinds of degrees do they seek? How well-prepared are their students for the higher education experience and how well programs are working?

STIP has signed data sharing agreements with 40 Eastern and Central Washington School districts and established partnerships with the Rural Alliance for College Success (funded by the College Access Challenge Grant) and Educational Service Districts 101 and 105. STIP recently was highlighted in the American Association of Community Colleges' "Empowering Community Colleges to Build the Nation's Future" implementation guide under Recommendation 5: Invest in Collaborative Support Structures.

In addition, returning students benefit from initiatives designed to speed time to completion. For example,

In Spokane County alone, there are nearly 12,000 veterans under the age of 45. CCS has undertaken a Credit for Work and Experience initiative to streamline veterans' ability to receive academic credit for specific knowledge they gained through military service. This initiative also serves non-veteran returning students, recognizing specific competencies learned in the workplace. In addition, CCS is piloting competency-based credentials through Spokane Falls Community College's Business Technology program. Recent Lumina

Foundation research shows approximately 74,000 working-age residents in the Spokane-MSA have some college credits but don't have a degree. CCS aims to help those residents achieve higher education credentials essential to be hired or advance to family-wage jobs in the region.

Lean principles streamline CCS business processes to cut the number of steps a student had to take from admission to sitting in class by two-thirds – from 36 steps to 12. Wait time averaged from 18 to 44 days; the new standard is 5 to 8 days.

Financial aid staff has used Lean principles to consistently improve turnaround time – reducing by one month a year over three years the date by which they had completed processing all priority deadline files. Today, they are processing files as they arrive with 48-hour turnaround. All while the total numbers of financial aid applications per year have increased.

CCS is engaged in redesigning remedial math to accelerate student learning and completion to ensure they are work-ready faster. Measures to preserve quality instruction and services for students as well as faculty and staff jobs by:

- Strategically consolidating services and units
- Reducing administrative positions
- Utilizing lean principles to increase student services efficiencies
- Training 16 employees to be certified lean experts for CCS
- Seeking strategic partnerships

In addition, the strategic reorganization and consolidation of:

- Workforce and continuing education under a CCS executive director to provide the community with a single front door for these programs, generate new revenue, improve access and expand offerings.
- Online education under a CCS eLearning dean to increase online certificate and degree programs and completion.
- Libraries across the district under a single executive director to reduce duplication.
- International students program to generate new revenue through increased enrollments.

- Information Technology from four separate units into a single districtwide division reporting to a Chief Information Officer allowing CCS to optimize the use of technology across the district and positions IT as a leader in information management in preparation for the launch of state's new ctcLink administrative and business resources system in August 2014 at CCS, one of the two pilot college districts.

The integration of the Institute of Extended Learning (IEL) into Spokane Community College is another example of Lean at work within the community and technical college system. Sixty faculty, staff and administrators diligently collaborated to develop recommendations and plans to transition IEL instruction, student services, personnel, marketing, facilities and space utilization into SCC beginning July 1, 2013.

The Facilities project achieved ongoing and one-time savings in utility costs through controlled costs, reduced expenditures and energy efficiency projects; energy efficiency/universal utility metering projects; salary savings and improved function efficiency due to custodial shift changes; salary savings and improved consistency in campus support services due to management team reorganization; salary savings and one-time vehicle revenue from elimination of CCS passenger fleet.

IT consolidation savings came from changes in desktop software licenses and maintenance agreements and data center and network equipment and maintenance agreements.

Olympic College

Olympic College has included Lean practices to increase efficiencies. For example,

- Higher One Processing of Financial Aid Checks – eliminating over 800 financial aid checks each quarter
- Transcript Ordering Transferred to National Student Clearing House – reducing processing time
- Vendor and staff payments converted to Automated Clearing House
- Student Refund Check Printing Transferred to Accounting – reduces daily set up for IT
- Payroll checks eliminated by using direct deposit or stored value cards
- Tuition payment outsourced – reduces staff time for processing and collection of delinquent payments
- Accounts Payable Process Improvements – changes save an estimated two staff hours per day.
- Consolidation of campus dispatching
- Automated Incident Reporting Process
- Streamlined Safety and Security Scheduling Process

- Reduced Safety and Security Occupancy Square Footage
- Duplicating Services Implemented Digital Storefront Ordering System
- Consolidated Account Codes for Copiers, Copies and Paper
- Implemented eRequester Paperless Purchase Request Software
- Created “Connect Me” Web Page for Links Commonly Used by Staff
- Maintain Demonstration Task Chairs On-Site
- Outsourced Shredding to a Local Non-Profit Vendor
- Changed to Local Toner Remanufacturing Company for All Printers
- Conducted Contract Aggregation Review
- Replaced Testing Center Keyed Locks with Digital Locks
- Eliminated Separate Fax and Scanning Machines with Multi-Function Copiers
- Automated Postage Payments – Eliminated manual check drop-offs
- One full FTE eliminated from duplicating due to efficiencies

Big Bend Community College

This academic year, Big Bend Community College initiated a pilot program in partnership with the State Auditor to provide Lean training to faculty and staff members. This approach has resulted in significant benefits to the college. For example,

- The Washington State Auditor's Office has a proven training program flexible enough to meet the needs of a small, rural community college.
- The arrangement is an innovative collaboration between two state agencies that have had challenges in previous years.
- The cost of the program is so small (virtually free) that it is not a barrier for the college.

In October 2013, the State Auditor’s Office conducted training on Lean principles at BBCC. The workshop provided an overview of Lean tools, ideas, and techniques to improve processes. BBCC required all classified and admin/exempt employees to attend one of the two sessions; faculty members’ participation was voluntary due to conflicts arising from teaching schedules.

Internally, BBCC is looking at process improvement projects which may be directly linked to the ctcLink project that BBCC will soon launch; others are related to resolving inefficient and ineffective operational processes. Some examples enacted to date include the development of formalized training programs for administrative exempt and classified employees, the creation of an electronic 360º Feedback process for leaders, the implementation of electronic payments to all employees via direct deposit, an online review of applicant packets by supervisors and screening committees, the creation of a CANVAS classroom to deliver online training to employees, and the introduction of a new Employee Assistance Program vendor, which increased services to employees and reduced the cost to the college.

Highline Community College

Highline Community College (HCC) sent a cross-disciplinary team of seven (including faculty) to the Lean process training put in April 2014. HCC's first project is looking at the application through registration ready process. Since this encompasses many sub-processes, HCC anticipates the team will take one at a time, estimating completion in early next year. In

addition, team members are looking at taking on a smaller process by division, as a way to start spreading the concept across campus.

HCC is implementing a Lean approach using the tapping method (Shuker & Luyster) which focuses on demand, flow and leveling the workload, resulting in better processes and working conditions, and increased user satisfaction.

Seattle Colleges

The Seattle Colleges are implementing a number of Lean practices across the college district. For example,

- **Website**: the Seattle Colleges' webpage and application process to improve efficiencies on a district wide level. Applicants propose charters for the Seattle College presidents to review and approve. Once approved, the process may move forward and funding is also available on request. Within the last year, 60 percent have been completed and 40 percent remain active/near completion.

- **District-wide contracts and purchasing**: Seattle Colleges will save time and money by using established purchasing cooperative contracts and developing multi-year, district-wide contracts.

- **Print consolidation**: Seattle Colleges are considering a strategic, long-term plan to manage print services provides the following benefits:
    - Use of multi-functional devices that copy, fax, print, and scan
    - Reduced costs
    - Standardized equipment and supplies
    - Support college sustainability goals by reducing paper, toner, and energy consumption
    - Efficiency in ordering, billing, and payment processes

In addition, this will reduce the overall cost of printing and copying by optimizing the quantity and types of printing devices and achieving maximum efficiency, while meeting technological and operational requirements. It is anticipated the college will realize a minimum of 26 percent savings if implemented district-wide.

- **Student portal**: A portal provides prospective students an easy, fast way to self-screen for eligibility into WorkFirst, Worker Retraining, Opportunity Grants, and the Basic Food, Employment and Training Program (BFET). It is comprised of three elements: (1) startnextquarter.org – a website that uses an online wizard to assess initial eligibility for community college workforce funding; (2) a multiple day workshop that users of the website attend to plan their education, enroll in funding, and enroll in college; and (3) a tool that can easily be marketed to increase enrollment if necessary.

- **Nursing Application**: Applying for a nursing program is confusing and complicated with multiple forms and required documentation, so we've automated the whole process and formatted it into a simple step by step experience. The back office process and evaluation of the applications is also automated, including the welcome letters.
- **Advisor Dashboard**: A single, combined view into a student's academic progress and goals - an Innovation funded through the Gates' Student Success grant.
- **Automated Course Approval System**: An online application that allows instructors tc apply for and update curriculum the application contains built in approval workflow anc document retention.
- **Chart of Accounts Industry Standard Coding**: Update all program codes within the Chart of Accounts to be in compliance with industry best practice as per National Association of College and University Business Officers (NACUBO).
- **Deferred Tuition Program Automation Project**: Establish a programmed solution to move the NelNet student payment plan information into the HPUX legacy operations system.
- **Electronic Forms**: Develop, build, implement and train the employee stipend eForm; streamlining paperless use forms.
- **Exempt Evaluations**: Develop, build, implement and train the online application for exempt employee evaluations.
- **Higher One for Financial Aid**: Implement a process for students to get their financial aid refund money electronically rather than waiting in long lines each quarter.
- **Standard Financial Reporting**: Design program and deploy transparent and comprehensive standard financial reporting for the executive leadership, management and the College Board of Trustees.
- **Time and Effort Electronic Solution**: Online management of time and effort for federal grants.
- **Employee Onboarding**: Launch a process improvement project to speed-up and improve Hiring/Onboarding to meet requirements of the IT single sign-on project. Substantial improvement would require changes to the work of hiring managers, ENSRCs, approval processes, and Employee Services' internal processes.
- **Cloud-based Email Portal**: Shared email portal across the entire district. **Single**
- **Sign-on / DW Active Directory**: One district-wide sign on protocol will advance the on-boarding process and allow for cross-campus use of computers.

- **District-wide Technology Standards**: Implementing a district wide, standard set of technology standards will lead to more efficient and sharing of technology standards.
- **Mobile Applications**: Design and program key websites for use on mobile devices.
- **Online Purchase of Student Parking Permit**: Provide an online purchasing solution for Students to buy parking permits.
- **Automated Course Approval System Enhancements and Non-Traditional Courses**: Continued changes and enhancements; also incorporate Seattle Vocational Institute and non-traditional course offerings.
- **Automated Academic Alert System**: The process of putting low performing students on academic alert, probation or suspension took registrars weeks, making it impossible to get timely notifications out and into the mail. With the new Automated Academic Alert system, student's quarterly and cumulative calculations are all done in a single, easy to use report which allows the registrars to evaluate, make determinations and send auto email notifications in just moments. South reports that a 10-day job has been cut down to less than two days.

Edmonds Community College

- Workflow analysis of all employee on-boarding and employee separation activities across campus departments, for streamlining to reduce workload, improve response time, and simplify the processes for employees and managers. This project is currently underway.
- Instructional course proposal, approval, implementation processes (proposals, approvals, curriculum updates, implementation in the necessary systems, including program closures). Complete workflow analysis of all process steps and departments/committees involved, resulting in an automated solution that dramatically compresses the timeline required for these business processes and provides deans and department chairs with better and more-timely information. Completed 2013-14.
- Streamlining the employee recruiting and hiring process. Process workflow is currently under formal analysis with the goal of reducing workload and improving time to hire for employees and managers.
- A formal workflow analysis of Financial Aid documents (receiving, processing, awarding, and archiving), resulting in the implementation of an automated enterprise-level document management and workflow system to reduce workload and improve service response to students. Completed 2013-14.
    - This same process is now being applied to credentials evaluation and enrollment services with the goal of using the enterprise document management solution to streamline these services to reduce workload and improve customer service. Currently underway.

- Information Technology (IT) is implementing a formal ITIL (Information Technology Infrastructure Library). ITIL is a formally recognized set of practices for IT service management that focuses on aligning IT services with the needs of the organization and its customers. The first phase was the analysis of all IT services and subsequent creation of a formal services catalog. Currently, this process is being used to analyze and then streamline the efficiency of our service desk and customer support processes.
- IT has completed formal analysis of existing inventory tagging and tracking processes (asset management) and has implemented a revised set of business processes which save time, reduce department workload, and provide higher quality inventory data for tracking and reporting.
- The College is in the process of completely reorganizing our resource allocation process to leverage the strategic planning and operational planning processes already in practice. The goal is to better align resource allocation with mission fulfillment (strategic planning) and also to streamline the process for applying for additional resources, the review of resource requests, and to integrate the timing of several existing stand-alone resource allocation processes (student tech fee grants, Foundation grants, Green Team grants, etc.) across the campus. This project was started December 2013 and is ongoing.
- Not sure this applies, but the College has now implemented 5 unique ESCO (Energy Service Co.) projects based on a comprehensive analysis of campus energy-related systems (from 2009 to current). While the primary goal of these projects is to save energy/money and replace aging equipment, the secondary goal is to target solutions which minimize maintenance time (workload). Both goals have been met with each project to date, and the college is currently exploring a possible 6th ESCO project.

State Board for Community and Technical Colleges

The State Board for Community and Technical Colleges (SBCTC) has also implemented Lean strategies. For example,

- The Workforce Division completed Lean projects involving the Job Skills and Customized Training programs.
- Two staff have completed LEAN facilitator training
- SBCTC and college WorkFirst staff are currently involved in three DSHS Lean projects related to the WorkFirst Program. They are part of six projects focused on increasing the federal participation rate:
    - March 10-15, 2014: verifying and documenting actual hours that is focused on the processes and procedures of reporting hours in order to increase the state's ability to meet the federal participation rate for WorkFirst. Ideas for improvement

include technology fixes, process improvements and a review of the state plan to identify areas of simplification.

- April 21-15, 2014: improving successful outcomes for educational activities that is focused on how to increase the WorkFirst Chartbook measures of high school equivalency/diploma completion, transition from Basic Skills to vocational training, and certificates and degree completion.
- June 9-13, 2014: reducing transition gaps between WorkFirst activities.

The Adult Education Advisory Council (AEAC) identified the need for a specific plan to accelerate and support transition of Washingtonians through adult and postsecondary education and training in 2013. As a result, they began a Lean process to identify points

along the education and career pathways where shared students/clients stall and would most benefit from additional supports.

The AEAC will continue the Lean process focused on four points to increase progress to goals of certificates, degrees, and the Tipping Point. The Council examine 1) enrollment, 2) transition to postsecondary education/training, 3) employment, and 4) family sustaining employment and continued education. The conclusions will be used to create the AEAC work plan for the coming year.

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name:
Washington State Conservation Commission

Improvement project title:
Conservation Commission Meeting Packets

Date improvement project initiated:
04/21/14

Summary:
The Washington State Conservation Commission has Commission meetings six times a year. These meetings require a packet of information for all the items on the agenda be prepared for our Commissioners and some extra copies for the public to look at during the meeting.

Details:

Description of the problem:
Conservation Commission Meetings are held six times a year, every other month. These packets are quite large, usually 100 pages or more. It has taken staff usually a day to a day and a half to get the packets put together. This involves printing, three-hole punching the documents, putting into a notebook and mailing to Commissioners. This held up the agency copy machine for most of one morning just printing the packets, which also held up work flow for other staff members.

Description of the improvement:
Our new LEAN process is to put together the packet electronically and send to the Commissioners electronically. We still need some hard copies available for the Commission Meetings, this is now sent down to the "copy center" who are able to get the packets together and three hole punched ready to put into notebooks within a couple of hours.

Specific results achieved:
The cost of this is much less than the staff time is was costing away from other duties. It has been a staff time and money saver. This is the first meeting (May meeting) where it was used.

How we involved customers or stakeholders in this effort:
Our stakeholders and customers are our Conservation Commissioners. It was well received by the Commissioners when it was explained how much time it was saving staff by having an electronic copy of the Commission packet

Contact person/s:
Karla Heinitz kheinitz@scc.wa.gov 360.407.6212

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name:
Washington State Conservation Commission

Improvement project title:
Financial/Grant End of Year Paperwork

Date improvement project initiated:
05/01/14

Summary:
The Washington State Conservation Commission improved required end of fiscal year close out forms for grants to conservation districts. We improved the process by having all required forms in a fillable Adobe format.

Details:

Description of the problem:
In previous bienniums and fiscal years, all end of year forms and grants were required and needed to be sent in by a certain date so our agency could close out our accounting for the year. We required originals, and then a few years ago we accepted copies of documents. They still were rather cumbersome to fill out.

Description of the improvement:
This year (2014) for our end of year paperwork that is due, we have made a fillable form for all of the required paperwork. It makes it easier for the conservation districts and easier for our agency staff in tracking when the paperwork comes in and what we have received from each conservation district. We are doing the fillable forms through Adobe and then are able to quickly see the date they came in.

Specific results achieved:
This frees up staff from having to constantly track and put into a spreadsheet the form received and the date. Using the Adobe program allows us to also run a quick report or move the information into and Excel spreadsheet if needed.

How we involved customers or stakeholders in this effort:
We sent out some fillable forms to conservation districts in other situations where we needed information. We had a very good response and appreciation from conservation districts. This helped us to come to the conclusion that using this format for our end of year forms would benefit both the Washington State Conservation Commission and Conservation Districts.

Contact person/s:
Karla Heinitz kheinitz@scc.wa.gov 360.407.6212

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name:
Washington State Conservation Commission

Improvement project title:
Conservation Districts end of fiscal year Report of Accomplishments

Date improvement project initiated:
04/01/14

Summary:
The Washington State Conservation Commission is required to roll up information from the conservation districts into an annual report. We had conservation districts filling out spreadsheets with information on the number of Best Management Practices (BMPs) they helped to implement in their district, number of landowners they had assisted during the year, acre feet of water saved through irrigation efficiencies, number of trees and plants planted and a few other items.

Details:

Description of the problem:
Having the Conservation Districts fill out an additional spreadsheet with information took extra time on their part and extra time on our part to put all of the information together and make sure we had received all of the Conservation Districts information for the end of the year.

Description of the improvement:
We have now started using a data system where the districts fill in the information on their projects throughout the year. We can now pull a report from the system asking for the information that has already been put into the system. This has made this a LEAN process by not having the conservation districts fill out an extra spreadsheet at the end of the year on top of everything else we are required to collect from them. Then Commission staff would have to spend a tremendous amount of time compiling the information and putting it into a report.

Specific results achieved:
It will save staff time of Conservation Districts and Commission staff, this will allow staff to focus on other work. Especially at the end of the fiscal year, it is a very busy time with Conservation Districts finishing up projects and the Conservation Commission getting ready to close out the accounting for the year.

How we involved customers or stakeholders in this effort:
Our customers are the Conservation Districts; we discussed this new process at the beginning of the biennium. They were very supportive of the idea because of the staff time it would save for their district.

Contact person/s:
Karla Heinitz kheinitz@scc.wa.gov 360.407.6212

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name:
Utilities and Transportation Commission (UTC)

Improvement project title:
Improve Application Processing

Date improvement project initiated:
May 1, 2014

Summary:

The UTC improved the transportation application and permitting process, reducing the number of days to process a permit from 15.1 days to 9.4 days (baseline data April 30, 2014, thru May 31, 2014).

Details:

Description of the problem:
In response to the State Auditor's Office performance audit on regulatory reform, the 2014 legislature in HB2192 implemented recommendations from the audit requiring agencies, among other things, to shorten the time it takes to submit, review and make decisions on permit applications through simple process improvements.

To streamline the application and permit process for transportation companies seeking authority to operate in the state of Washington, the UTC had limited measures to track the amount of time to process an application. Further, Licensing Services staff identified that applications received with credit cards were taking much too long to process and anticipated there was opportunity for improvement.

Description of the improvement:
Staff conducted a lean process to improve application processing specific to two industries; Common Carrier and Household Goods Carrier applications. The resulting process changes impacted all the UTC's transportation applications and permits similarly. Consequently, staff improved application processing time for all eight transportation applications resulting in a quicker permitting process.

Specific results achieved:
Staff incorporated new fields into the application/permit database to track permitting time. In doing so, we established a baseline and can measure improvements through simple process changes.

By using Lean methodology, the UTC:

- Changed the permitting process to allow for concurrent processing of applications once a carrier's credit card has been authorized while Financial

Services finalizes receipt of payment. This simple change created the greatest time savings as noted above in our first months' results.

- Staff streamlined all transportation applications to improve customer clarity and created a separate financial page to be retained in Financial Services. The applications are accessible on the UTC website.

How we involved customers or stakeholders in this effort:
The lean project team included staff from all sections involved in the application process; Licensing Services, Records Center, Information Services and Financial Services. We will include external customer feedback as we move forward on a Customer Survey to gain feedback about our application process, web pages, and other customer tools.

Contact person:
Suzanne Stillwell, Licensing Services Manager, sstillwe@utc.wa.gov

Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name: Washington Utilities and Transportation Commission

Improvement project title: Review of WAC rules 480-120, 480-121, 480-122, 480-123, 480-140 and 480-143 for all telecommunications rules to streamline, to amend or eliminate requirements that modernize these WACs to provide efficiencies for both regulated telecommunications companies and the commission

Date improvement project initiated: This multi-stage project was initiated on September 1, 2013 and the review of the WACs was completed by commission staff in February, 2014. On May 9, 2014 the commission submitted a CR-101 to the public and the first workshop with interested parties is scheduled for July 28, 2014. The project is scheduled to be completed by February, 2015.

Summary: Due to competitive changes within the telecommunications industry, the project will reduce reporting requirements of companies required to report data to the commission. Cost savings will be experienced by those companies and will also save the commission costs by reducing staff time required to review reports that are no longer necessary. These savings will be effective once the rules are enacted by the commission.

Details:

Description of the problem: Competitive telecommunications services are offered by multiple entities throughout the Washington (e.g., wireline carriers, wireless carriers, Voice over Internet Protocol) but the existing WAC rules apply mainly to wireline carriers. Recent orders issued by the commission recognize that the regulated wireline carriers are experiencing competition and there is no longer a need to continue rigid economic regulation of those wireline carriers. Therefore, in order to rationalize Commission rules with the realities of the competitive telecommunications market, a detailed review and streamlining of rules is required.

Description of the improvement: The commission staff has organized a team to review all telecom WACs and determine if the rules are still relevant and recommend changes or elimination of those rules that are no longer relevant.

Specific results achieved: Staff has reviewed 145 WAC rules and recommends that 33 rules be modified and 32 rules be eliminated.

How we involved customers or stakeholders in this effort: The project team included representation from each department within the commission that has telecommunications responsibilities. The team met bi-monthly starting in October, 2013 and finishing in February, 2014 to review the rules.

The CR-101 process notifies external parties of the rule change and invites those parties to attend a workshop to solicit their comments at the July 28, 2014 meeting. Once public comments have been taken, Staff will edit the proposal where warranted and a CR 102 will be issued with a set of proposed rules. The Commission will set a hearing date to receive comments from interested parties on the proposed rules. The Commission will issue an adoption order and send the order along with the final rules to the Code Reviser.

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Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name:
Washington Student Achievement Council

Improvement project title:
Building a Lean Culture

Date improvement project initiated:
07/01/13

Summary:
The Washington Student Achievement Council fostered a Lean culture by encouraging and implementing process improvement projects, holding Lean-focused events and trainings, and creating an agency Lean Team to review projects, share best practices, and train and guide staff in utilizing Lean processes.

Details:
Description of the problem: A major agency transition and mission change in 2012 had created long-term uncertainty and had a significant negative impact on morale. WSAC staff were operating in crisis mode, without the time or inclination to focus on improvement or efficiency.

Description of the improvement: In July 2013, Dr. Gene Sharratt was named executive director of the Council. Gene shared his vision for a trusting and enthusiastic work environment focused on respect and high-quality work. WSAC staff were empowered to get involved, to be fun as well as functional, and to create a positive, productive workplace.

Several staff with backgrounds and/or a strong interest in process improvement—including one with a Six Sigma black belt and three with green belts—have formed an agency Lean Team. This team meets regularly to discuss ongoing projects within the agency and to plan for future efforts. They also discuss ways to promote Lean among other agency staff, and are currently working on a unified reporting template to track internal improvement projects.

Specific results achieved: All agency employees attended mandatory staff training, including an introduction to Lean concepts, between fall 2013 and spring 2014. Wendy Fraser, Ph.D., gave a keynote address entitled “Lean and the Culture of Trust” at the agency’s quarterly meeting in March 2014. Individual divisions and work groups have also held meetings focused on respect, openness, trust, collaborative problem-solving, and transparency, as well as process improvement.

How we involved customers or stakeholders in this effort:
WSAC staff are surrounded by Lean language and activities. Staff work together to propose inventive and integrative approaches to work tasks and processes. Coworkers offer encouragement and ideas to one another, and the agency culture supports innovation.

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Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name:
Washington Student Achievement Council

Improvement project title:
WSAC Leave Slip Project

Date improvement project initiated:
01/01/14

Summary:
The Washington Student Achievement Council improved its employee leave request process by implementing paperless leave slips through the Employee Self-Service (ESS) application in HRMS, resulting in a cycle time reduction from 41 minutes to 11 minutes per leave request and approximate annual savings of $75,050.

Details:
Description of the problem: Past practice was to fill out and print paper leave slips, gather signatures, photocopy final leave slips for individual or work group files, and send via interoffice mail to the payroll office. Payroll staff then verified information, gathered any omitted signatures, and made other corrections where necessary. Total cycle time per leave slip was approximately 41 minutes.

Description of the improvement: This transition involved training staff in submitting leave slips, supervisors in approving leave slips, and payroll staff in new processes. Human resources staff led brown bag lunches and dispersed information via email and in-person meetings. IT staff supported the transition and helped troubleshoot issues. Staff now have the knowledge and ability to accurately submit leave slips in a timely fashion using HRMS.

Specific results achieved: The ESS leave process saves 30 minutes of time per leave request. With an average of 500 leave slips submitted per month, the agency realizes 250 hours of savings at a value of approximately $6,250 per month, plus about $50 worth of paper per year. In addition to the time and money saved, WSAC staff have easy access to online leave balances, there is no risk of paper forms being lost or delayed, and redundant data entry work has been eliminated.

How we involved customers or stakeholders in this effort:
Employees showed interest in and commitment to a paperless process from the outset. Improvement team members developed an organized, streamlined training plan, and staff were encouraged to participate, ask questions, and provide feedback.

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Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name:
Washington State Patrol

Improvement project title:
Toxicology Lab Marijuana/THC Testing Process

Date improvement project initiated:
08/01/2013

Summary:
The Toxicology Lab improvements in the THC testing process not only resulted in higher quality testing, but also reduced instrument analysis time by 55%, decreased sample size used by 50% and is estimated to reduce overall cost by 46% or $18,750 per year.

Details:
Description of the problem:
In 2013 there was an increase in the number of tests conducted for marijuana/THC and its metabolite (carboxy-THC) – about 2500 tests per year. The method currently in place is a complicated, time consuming procedure that uses costly and dangerous chemicals.

Description of the improvement:
Using new technology improved the efficiency and reliability of the process to identify and quantify THC and carboxy-THC; reduced analysis time and the amount of consumables; decreased instrument maintenance and sample size of evidence used (Note: The old method required 2 mL of sample out of a typical 8-10 mL total. That is one-quarter to one-fifth just for one test - problematic in multi-drug positive cases). A standard operating procedure was finalized in March 2014, training/certification was completed in May 2014 and the new method was implemented in May 2014. The technology used for this project will be expanded to other drug tests to 'eliminate waste' and seek improvements too.

Specific results achieved:
1. Decreased extraction time from 5.5 hours to 2-2.5 hours
2. Decreased instrument analysis time from 13.5 hours to 6 hours
3. Decreased sample size needed from 2 mL to 1 mL
4. Decreased amount of consumables used, and eliminated use of a hazardous chemical
5. Estimated to reduce overall THC testing cost (based on 2500 cases) by $18,750/year
6. Decreased time it takes to process results after instrument analysis from 90 to 45 mins

How we involved customers or stakeholders in this effort:
The Lean project team involved eight employees including the State Toxicologist, Lab Manager, Quality Assurance Manager and several lab analysts.

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Detailed Lean Improvement Project Report

For the January 1, 2014 through May 31, 2014 reporting period

Agency name:
Washington Traffic Safety Commission

Improvement project title:
Scheduling Travel for the Agency

Date improvement project initiated:
04/30/14

Summary:
The Washington Traffic Safety Commission improved the Travel Scheduling Process resulting in significant reduction in lead time, re-work, and costs.

Details:

Description of the problem:
Re-work involved with scheduling travel resulted in increased costs and delays.

Description of the improvement:
As a team, involving customers, worked through a Lean Effort which included developing a visual business work flow. Identified the root problems and developed two improvement products which should improve the process by 95% when complete.

Specific results achieved:
A new standard travel form and standard training guide for supervisors to train their staff. We are still in the measurement phase, but have already experienced significant decrease in re-work resulting in reduced costs.

How we involved customers or stakeholders in this effort:

Customers and stakeholders were a critical part of the team. They provided the information to identify root causes and solutions that are measureable.

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