Strategic Lean Project Report

For Reporting Period: January 1, 2016 through June 30, 2016

I. General Information:

Lead agency name: Washington State Department of Agriculture
Partner agencies: List other agencies involved in the project

Improvement project title: Seed Field Data Processing Effort

Date improvement project was initiated: 12/8/2015

Project type: New Project

Project is directly connected to:	**If applicable, specify the alignment:**
☒ Results Washington performance measure	Goal 5 – Efficient, Effective and Accountable Government

Report reviewed and approved by: Kirk Robinson, Deputy Director

II. Project Summary:

The Washington State Department of Agriculture has begun a project to improve data input into the seed field database, Pure Harvest. Once an application is entered into Pure Harvest companies can view/review their applications. Currently it takes 10 minutes to input an application into Pure Harvest. Once improvements are made the application entry time will allow a quicker turn-around time for companies to view/review their applications.

III. Project Details:

Identify the problem:	**Problem:** • Multiple data entry points to input a field report application into Pure Harvest • Ten minutes is the average time to input one field report application • Companies cannot view their report until it has been entered into Pure Harvest
Problem statement:	Currently, there are multiple entry points of data for one form (field report application). The average time it takes to input a field report application into Pure Harvest is 10 minutes. Compared to our target of five (5) minutes, which we want to reach by 10/31/2016.
Improvement description:	By using Lean techniques and mapping the current state of their process in Pure Harvest, the project team is working on creating fillable forms to allow quicker input and reduce time to enter data into the field report applications. The project team is collecting measures and working on the following: • Create a fillable form for data input in the field report application • Currently measuring the time it takes to input data into the new fillable field report application • The fillable forms will allow faster entry, which will give the customers the ability to view and review their application sooner.

Updated: 05/26/16

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Customer involvement:	The project team is aware of their customers need to view/review their applications in a timely manner. They are striving towards becoming more efficient and improve their customer relations.

IV. Project Details:

Improved process as measured by: *(Click those that apply)*	Specific results achieved: *(Complete the narrative boxes below)*	Total Impact: *(Actuals; Current Reporting Period)*	Results status:
☒ **Time**	Currently capturing the time it takes to enter an application from start to finish in Pure Harvest. Once the fillable form is implemented, entry time will be tracked for a baseline measure and to show improvement.	6 months	Currently measuring
☒ **Customer Satisfaction**	By adding fillable forms into Pure Harvest it will decrease field report application entry time and will improve customer service by making filed report applications available sooner for companies to review.	6 months	Currently measuring

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Strategic Lean Project Report

For Reporting Period: January 1, 2016 through June 30, 2016

I.   General Information:

Lead agency name: Washington State Department of Agriculture

Improvement project title: Seed Labeling Permit Process

Date improvement project was initiated: 7/1/2015

Project type: New Project

Project is directly connected to:	**If applicable, specify the alignment:**
☒ Results Washington performance measure	Goal 5 – Efficient, Effective and Accountable Government

Report reviewed and approved by: Kirk Robinson, Deputy Director

II. Project Summary:

The Washington State Department of Agriculture conducted a project that was to improve the process of issuing "seed labeling" permits. The turn-around time is excessively long and there are too many steps to respond efficiently. Ultimately this will reduce time and improve customer relations.

III. Project Details:

Identify the problem:	**Problem:** • Average time to issue a seed labeling permit took 52 calendar days • Too much time processing applications • Too many steps in the process • Miscalculations by seed companies on annual assessment • Renewal notices were not sent consistently each year
Problem statement:	Currently, the average time from receipt of application to issuance of seed labeling permits is taking 52 calendar days. WSDA would like to reduce the turn-around time.
Improvement description:	By using Lean techniques and mapping the current state of the process, the project team discovered many redundancies in the permit process. The project team reduced many steps in their process and became more efficient. The project team improved the following: • The average time to issue a seed labeling permit is currently at 1.36 days • Unnecessary steps were removed from the process • The online renewal application has added an assessment calculation • Improved customer relations • Consistent date in renewal notification to seed companies • Renewal notifications are currently emailed to the seed companies • Governor's Office and Legislature's mandatory permit timeliness reporting.

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Customer involvement:	The project team was aware of their customers and worked towards improving their customer relations. The project team was able to issue seed labeling permits faster and more efficient.

IV. Project Details:

Improved process as measured by: *(Click those that apply)*	Specific results achieved: *(Complete the narrative boxes below)*	Total Impact: *(Actuals; Current Reporting Period)*	Results status:
☒ **Cost**	Paper saving cost because they went electronically.		Immediate Savings.
☒ **Time**	The turnaround time to issue this permit went from 52 days to 1.36 days, resulting in faster permit being issued to customer.	6 months	Currently measuring
☒ **Customer Satisfaction**	Revised online application, easier to understand and complete, resulting in more accurate data. Ability to calculate their assessment fee online, resulting in less errors.		Future customer satisfaction survey.

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Strategic Lean Project Report

WASHINGTON

For Reporting Period: January 1, 2016 through June 30, 2016

I. General Information:
Lead agency name: Washington State Department of Agriculture
Partner agencies: N/A

Improvement project title: Fuel Enforcement Effort

Date improvement project was initiated: 2/3/2016

Project type: New Project

Project is directly connected to: **If applicable, specify the alignment:**

Report reviewed and approved by: Kirk Robinson, Deputy Director

II. Project Summary:
The Washington State Department of Agriculture (WSDA) improved the Fuel Enforcement Process, resulting in a decrease of total process time by 25%.

III. Project Details:

Identify the problem:	The process of providing notifications of compliance and intent to customers of the Fuel Enforcement program was long in duration and created confusion for the WSDA team members who work within the process and interact with customers.
Problem statement:	Currently, the total process time is 95 days compared to our target of 25 days, which we want to reach by 6/1/2016.
Improvement description:	The Fuel Enforcement Process handles issues that arise when tests of motor fuel show the fuel isn't within certain standards. An initial letter is sent to the party where the sample was taken, usually a gas station-type store. This letter is called a Notice of Compliance (NOC); it explains to the party that the fuel was not in compliance and they have a certain number of days to bring the fuel in compliance before another sample is taken. Should the second sample result show it is still out of compliance, a Notice of Intent (NOI) is sent out. This letter explains the fees that the party is to pay due to their lack of compliance and provides them the opportunity to request a hearing. Either the part pays the fine or requests a hearing. The hearing is costly to WSDA, but only happens a few times a year.
Customer involvement:	Data was analyzed around what they customers tend to be most confused over by the process and why they are receiving the letters. This customer base tends to be primarily an English as a second language group and that was taken into consideration when analyzing their perspective for the process.

Updated: 05/26/16

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IV. Project Details:

Improved process as measured by: *(Click those that apply)*	Specific results achieved: *(Complete the narrative boxes below)*	Total Impact: *(Actuals; Current Reporting Period)*	Results status:
☒ **Time**	Decreased Total process time **from** 95 days **to** 75 days. Decrease time from taking sample to sending the NOC from 27 days to 15 days.		
☒ **Customer Satisfaction**	Increase customer satisfaction by creating an FAQ document to go with the NOC. Increase customer satisfaction by providing these materials in other languages that might be more understandable to the customer. Increase customer satisfaction by providing an explanation of the hearing process in the NOI. This might show the customer that it's not what they might think it is.		
☒ **Employee Engagement**	Increase employee engagement by documenting and providing continuing training on the process, so that employees are prepared to answer questions they might run into when taking samples.		

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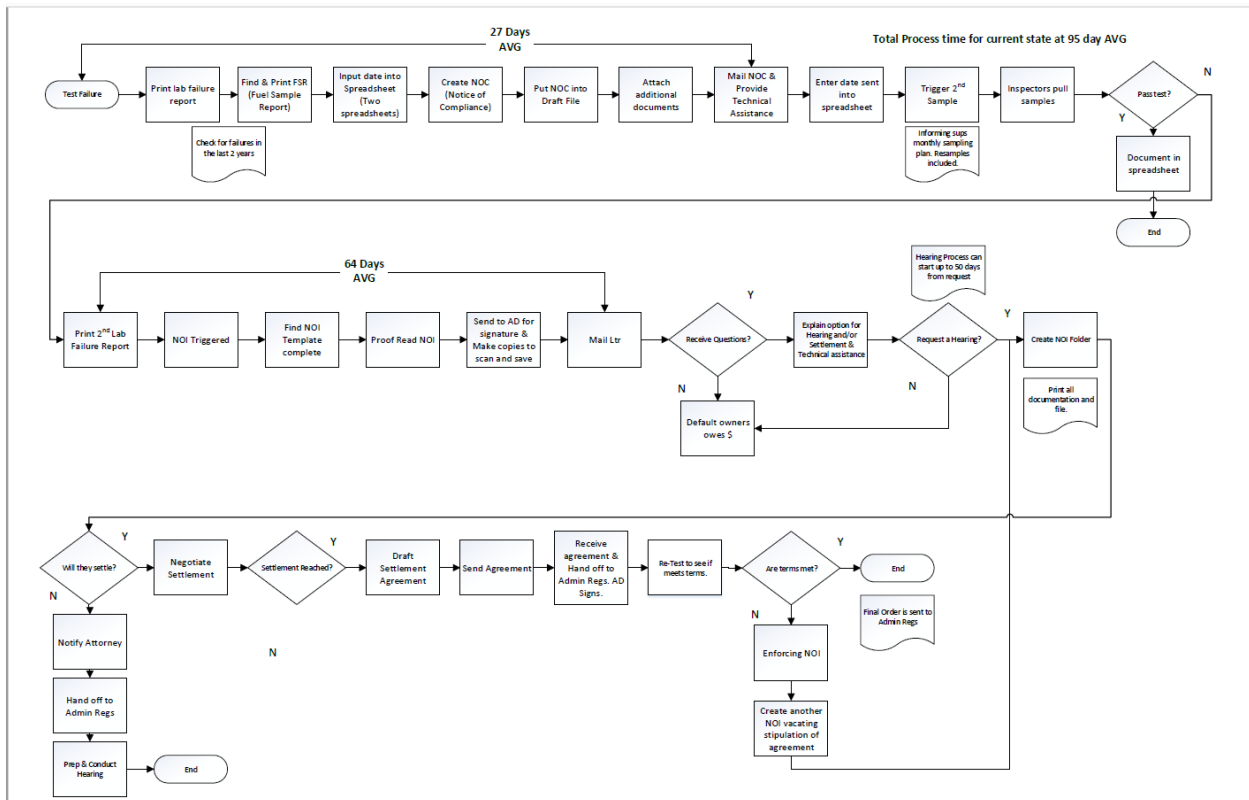**Phone number**: 360-725-3891

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VI. Optional Visuals: Process Flow as done in work group.

Ideal State Process Flow

Strategic Lean Project Report

For Reporting Period: January 1, 2016 through June 30, 2016

I.   General Information:
Lead agency name: Washington State Department of Agriculture
Partner agencies:

Improvement project title: Pet Food Labeling

Date improvement project was initiated: 8/18/2015

Project type: New Project

Project is directly connected to: **If applicable, specify the alignment:**

Report reviewed and approved by: Kirk Robinson, Deputy Director

II. Project Summary:
The Washington State Department of Agriculture has improved their Pet Food Labeling program resulting in employee engagement in problem solving and waste removing efforts from not happening to empowered to make change.

III. Project Details:

Identify the problem:	The Pet Food Labeling program identified a need to decrease their backlog of work by determining how to, more efficiently, work within the bounds of the RCW and WAC requirements of their program. Through analysis of their application documents, common errors they find on applications, location of items within the physical office and identification of a lack of a true enforcement process; this team has moved through many iterations of improvements to their process. They continued to identify opportunities and make improvements even after the initial effort had concluded.
Problem statement:	Currently, the majority of applications received have multiple errors and must be rejected back to the registrant. Registrants need better information when they apply and during the review process to ensure their labels can be certified by the Pet Food Labeling Program.
Improvement description:	This team worked through the 9 step problem solving method and made recommendations to their leader, who accepted them with some minor adjustments that the project team agreed would be good. However, when they began working on implementing these changes, they realized that there were some other things that could be implemented prior to their recommendations that would help their recommendations go even further. They have taken a step back from their recommendations to implement the following:

Improvement description:
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1. Determination and notification to registrants of provisional registration of all labels received prior to 12/31/2015.
2. They have created a prioritization for these labels so that they can move through them efficiently as time permits.
3. They have updated the requirements of their application.
4. They have updated their NOC letter to allow a 30 day response period for corrections on labels.
5. They have created a process that will send a second NOC letter if a response to the first does not occur within that 30 day period. This second letter provides an additional 30 day period for registrant response and explains that the labels will be either denied or canceled based on what the rule (WAC) states.
6. They have also created a process to track these letters.
7. Finally they are considering further improvements and working with the whole of their program to continue creation of a more robust enforcement process.

Numbers 1 & 2 will effectively eliminate their current backlog. Number 3 was a, scaled back version of a recommendation of their lean effort. The team has baseline data and is going to allow these changes to stabilize for a 6 months period and re-measure. This six month period will allow them to reach a slower time in their process so that they can actually see how these improvements affected it.

Customer involvement: The project team analyzed applications from their customers to determine areas for improvement. They also looked at email correspondence with their customers to determine proactive ways they could provide information to the customer prior to application. Further they know they want to automate as much of the application process as possible, when technology is available to accomplish this.

IV. Project Details: *At this time, data is not available for this project.*

Improved process as measured by: *(Click those that apply)*	Specific results achieved: *(Complete the narrative boxes below)*	Total Impact: *(Actuals; Current Reporting Period)*	Results status:
X **Employee Engagement**	Increased employee engagement **from** not thinking in a problem solving and waste removing capacity **to** engaged in solving problems on a daily basis to improve their process and program performance.		Final

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