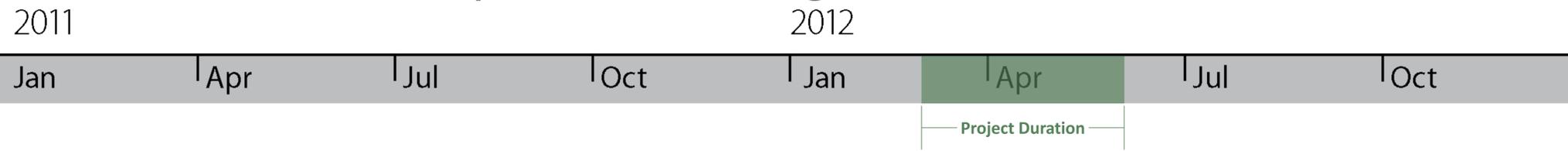




# Project Results from Lean Efforts

## Going Paperless and (literally) Taking Payment in the Field: Livestock Inspection and Processing

Department of Agriculture



### Problem

Many companies were not paying for services (due at time of inspection or by billable account) and the program has a number of accounts in arrears.

### Causes

Customers were unclear about payment and payment options. And when the product is delivered before payment, what's the motivation to pay?

### Solutions

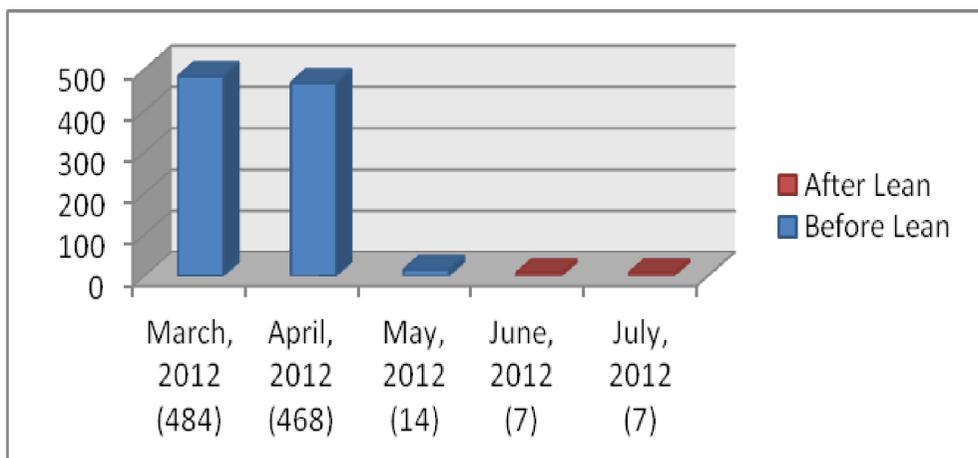
1. Eliminate nonpayment by 100%
2. Automate payments (take credit/debit) in the field
3. Reduce cash payments by 90%
4. Reduce non value-added steps by 20%
5. Reduce customer accounts for general population by 100%
6. Improve customer service (payment ease and billing challenges) quality by 20%

### Results

- Reduces handoffs and number of steps. Institutes monthly inspection inventory sheets at slaughter facilities to decrease the number of inspection certificates being written overall by 50%. This has decreased the time:
  - the inspector spends writing certificates at plants by 75%
  - the fiscal office processes certificate payments by more than 50%
  - of data entry for paid certificates by more than 50%
  - of account billing and audits by more than 50%
- the customer spends reconciling certificates with account billing by an estimated 50% (now reconciling one sheet of paper with a bill instead of 100 or more certificates with a bill)

### Next Steps

Phase 2 decreases time spent on each certificate by 1 hour and 40 minutes. Reduces cycle time by 100 hours. Reduces queue time by 1 year. Will eliminate inventory and storage which brings a cost savings. Electronic storage reduces archiving and storage costs while allowing for quicker searches. Customer satisfaction is enhanced by providing cost estimates at time inspection is scheduled.



The chart above compares the volume of certificates received in the Olympia office, for the packing plants, for processing before and after the Lean project.