



Project Results from Lean Efforts

Commerce Agency Reports

Department of Commerce

2011

2012



Problem

Reports to the Legislature, Governor and others have been routinely delivered late, are of inconsistent quality, and lack thought leadership.

Causes

Confusion about standards, styles, and the internal review process; Drafts are not regularly proofed and contain significant errors that reviewers correct.

Solutions

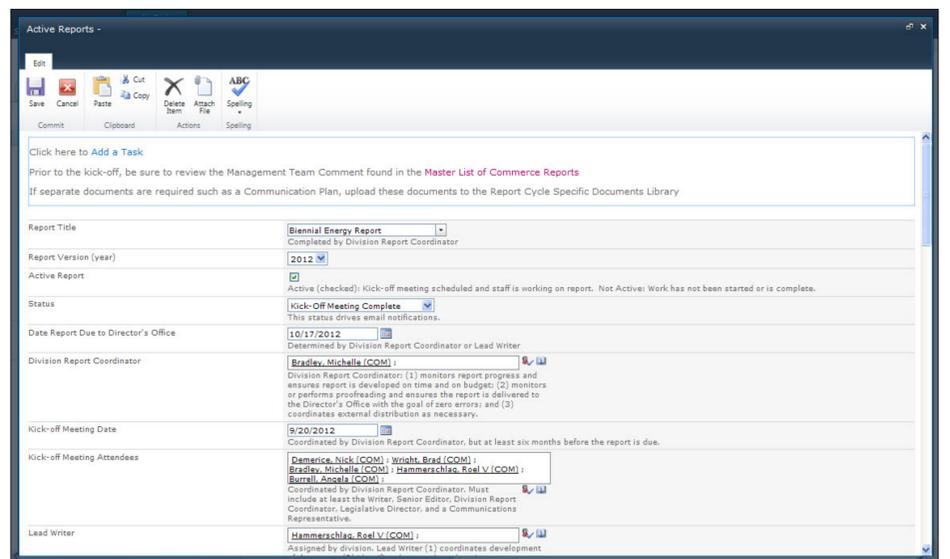
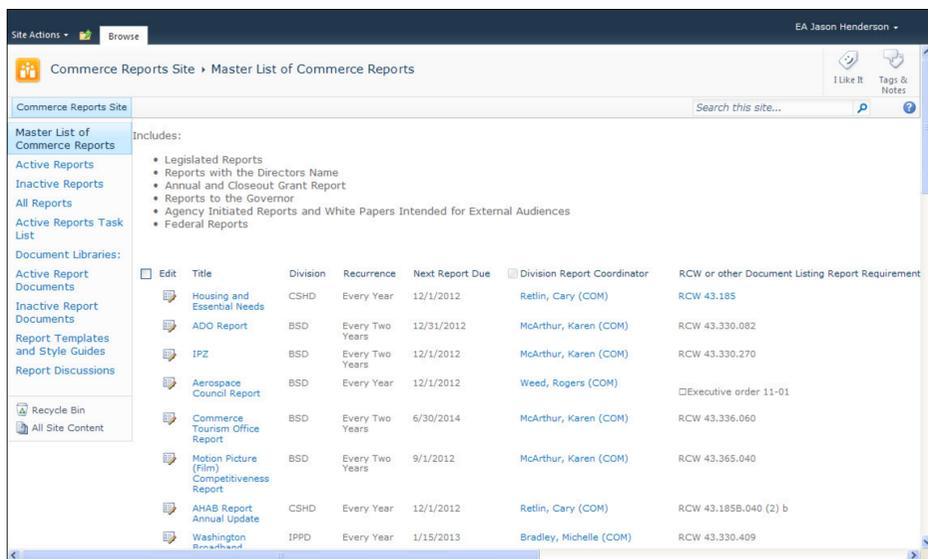
We standardized the report development and review process; 3 reviews are eliminated. We built a SharePoint site in the workshop that guides each report team to develop a work plan in a kickoff meeting six months before the report due date, and then tracks progress throughout report development, review and delivery.

Results

- New process began September 3, 2012
- Expect on-time report delivery to increase from 3% to 90% by September 2013
- Nine reports are currently being developed using the new process and SharePoint tool

Next Steps

- Continue to train staff on SharePoint tool
- Agency leadership will regularly review master list of reports due to identify those needed less attention and those presenting strategic thought leadership opportunities



Screen images of SharePoint site

Lean Methods Used:

Value Stream Mapping, Kaizen Implementation, Target Conditions

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