

Strategic Lean Project Report



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

I. General Information:

Lead agency name: Department of Enterprise Services

Partner agencies: Washington Technology Solutions

Improvement project title: Consolidated Mail Services Inventory Management Process

Date improvement project was initiated: 10/1/2014

Project type: New Project

Project is directly connected to:

- Results Washington performance measure
- Agency Strategic Plan
- Other

If applicable, specify the alignment:

Deliver exceptional services; reduce the overall cost of government operations.
Program goal to reduce inventory errors.

Report reviewed and approved by: Chris Liu

II. Project Summary:

The Department of Enterprise Services (DES) improved the inventory management process for state mail services. This reduced the time required for inventory reconciliation and ordering from 16 down to 5 hours each week and reduced the number of jobs produced with the wrong materials from 18 to 4 per year.

III. Project Details:

Identify the problem: In October 2014, the weekly inventory reconciliation and ordering process took 16 hours. Inventory quantities in the computer system were inaccurate, requiring more than 300 adjustments to reconcile inventory quantities each week. This matters because inventory discrepancies can result in material shortages and production errors, which delay order fulfillment, cause rework, and ultimately decrease customer satisfaction.

Problem statement: Currently, the weekly inventory reconciliation process takes 16 hours, compared to our target of 8 hours, which we want to reach by 2/1/2015.

Improvement description: The team participated in a value-stream mapping activity to identify opportunities to improve the process. They cleaned and organized the area, implementing visual management to make inventory locations clear. They also implemented standard operating procedures to reduce the number of staff involved in the process and developed more rigorous procedures for issuing and returning inventory. In addition, they collaborated with Washington Technology Solutions to implement a system enhancement that allowed for more accurate inventory tracking.

Customer involvement: Internal customers were included in the workshop and implementation check-ins.

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IV. Project Details:

Improved process as measured by: <i>(Click those that apply)</i>	Specific results achieved: <i>(Complete the narrative boxes below)</i>	Total Impact: <i>(Actuals; Current Reporting Period)</i>	Results status:
<input checked="" type="checkbox"/> Quality	Decreased the number of jobs produced with the wrong materials from 18 to 4 per year.	2 jobs with material errors; Jan-June 2016	Preliminary
<input checked="" type="checkbox"/> Time	Decreased the time required for inventory reconciliation from 16 hours to 5 hours per week.	286 less hours required; Jan-June 2016	Preliminary

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

I. General Information:

Lead agency name: Department of Enterprise Services

Partner agencies: Labor & Industries

Improvement project title: Custodial Injury Prevention/Reduction

Date improvement project was initiated: 3/1/2015

Project type: New Project

Project is directly connected to:

Results Washington performance measure

Agency Strategic Plan

If applicable, specify the alignment:

Goal Four : 2.5: Decrease workplace injury rates that result in missing three or more days from work from 1,514 per 100,000 full-time workers to 1,425 per 100,000 full-time workers by 2016

Engage and support employees.

Report reviewed and approved by: Chris Liu

II. Project Summary:

The Department of Enterprise Services (DES) Custodial Services program improved work methods, equipment and environment to reduce hazards and foster a safety-minded, engaged workforce in order to reduce injury rates. In doing so, the number of serious or severe injuries decreased 43 percent, from an average of 1.17 per month in 2014 to 0.67 per month in the period between December 2015 and February 2016.

III. Project Details:

Identify the problem: The DES Custodial Services program provides a full range of janitorial and cleaning services both on and off the Olympia Capitol Campus. They employ 98.5 custodians, and averaged 1.17 serious or severe injuries per month in 2014 – an unacceptably high injury rate. For the purpose of this project, serious and severe injuries are defined as involving days away from work, surgery, a 911 call, hospitalization, light duty, or a disability separation.

Problem statement: DES averaged 1.17 serious or severe custodial injuries per month in 2014, which is higher than our target of zero serious or severe injuries, which we want to reach by March 1, 2016.

Improvement description: With limited data available to assess the current state and determine the cause(s) of this problem; the team began by:

- Identifying the needed data
- Conducting research
- Compiling a database of when injuries occur, where they happen, severity of the injuries, etc.

Data analysis led to and informed team observations of the work being done in real time to collect additional information, and also resulted in the immediate reduction

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and/or elimination of several hazards. Team-coordinated analysis of the data also identified potential root causes for serious and severe injuries, allowing prioritization of which ones to address first. These included:

- Concerns related to both custodian and custodial supervisor training
- Equipment and workplace design safety issues
- An overall culture that did not sufficiently encourage employees to surface and address potential hazards.

The team developed several countermeasures to address these potential root causes, and prioritized which to test first. To accomplish these tasks:

- Management created a revised employee checklist to provide new custodians with training focused on safe practices on their first day of work.
- The team developed supervisor training emphasizing how to manage for safety and foster an environment where employees feel comfortable identifying and sharing safety concerns and ideas for improvement.
- Management and the team adopted a new huddle format to engage employees and provide a forum for sharing.
- The team redesigned and reorganized storage and supply areas to better support safe work practices.

After these strategies were put in place, DES averaged only 0.67 serious or severe custodial injuries per month for the period of December 2015 through February 2016, a 43 percent reduction from baseline conditions. The culture is changing. Custodians are surfacing concerns and ideas on a daily basis, and issues are being addressed promptly. Accident reporting and response are improving too.

Customer involvement:

As a safety-focused project, there is no process (or customers). All custodial program employees were kept informed during the project, and their input was actively sought and included. The team had great representation, including custodians from different shifts and locations, custodial supervisors, the DES Human Resources Safety / Risk program, and ergonomics experts from the Department of Labor and Industries Division of Occupational Safety and Health.

IV. Project Details:

Improved process as measured by: <i>(Click those that apply)</i>	Specific results achieved: <i>(Complete the narrative boxes below)</i>	Total Impact: <i>(Actuals; Current Reporting Period)</i>	Results status:
<input checked="" type="checkbox"/> Safety	Decreased the average number of serious or severe workplace injuries from 1.17 per month in 2014 to 0.67 per month in the period between December 2015 through February 2016.	Reduced injuries from 1.17 per month to 0.67 per month.	Preliminary

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