

# Strategic Lean Project Report



**For Reporting Period:** January 1, 2015, through June 30, 2015

## I. General Information:

Lead agency name: Department of Commerce

Partner agencies: n/a

**Improvement project title:** Training Hours Problem Solving

**Date improvement project was initiated:** 1/21/2015

**Project type:** New Project

**Project is directly connected to:**

Results Washington performance measure

Agency Strategic Plan

Other

**If applicable, specify the alignment:**

Results Commerce performance measure

**Report reviewed and approved by:** Dan McConnon, Deputy Director

## II. Project Summary:

The Department of Commerce improved the number of training hours provided, resulting in an increase in average training hours from 3.5 hours per person to 9.06 hours per person.

## III. Project Details:

**Identify the problem:** By not achieving optimum training levels, we are not supporting and developing our workforce, which could lead to less engaged staff and impact to ability to meet our goals as an agency serving the citizens of Washington state.

**Problem statement:** Currently, staff reported an average of 3.5 training hours per person per quarter compared to our target of 5 hours, which we want to reach by 1/21/2016.

**Improvement description:** Improvement was accomplished through a seven step problem solving exercise. Root causes were identified and data collected. Identified causes were lack of clear direction and policy for documenting and reporting training hours. These issues were swiftly addressed and immediate results were seen. In our first quarter post implementation, we have almost doubled our original target.

**Customer involvement:** The group conducting the seven step problem solving was comprised predominantly of customers of this process. Cross-divisional representation was highlighted.

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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 type="checkbox"/> Safety			
<input type="checkbox"/> Cost			
<input checked="" type="checkbox"/> Quality	Increased employee training hours <b>from</b> 3.5 average hours per quarter <b>to</b> 5 average hours.	Current reporting period is 9.06 average hours.	Final
<input type="checkbox"/> Time			
<input type="checkbox"/> Customer Satisfaction		<input type="checkbox"/> N/A (or)	
<input checked="" type="checkbox"/> Employee Engagement	Increased training hours received <b>from</b> an average of 3.5 hours per employee <b>to</b> an average of 5 hours per employee.	<input type="checkbox"/> N/A (or) Current reporting period exceeds target – over 9 hours per employee	Final

## V. Contact information:

**Name:** Michaela Doelman, process owner  
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## VI. Optional Visuals:

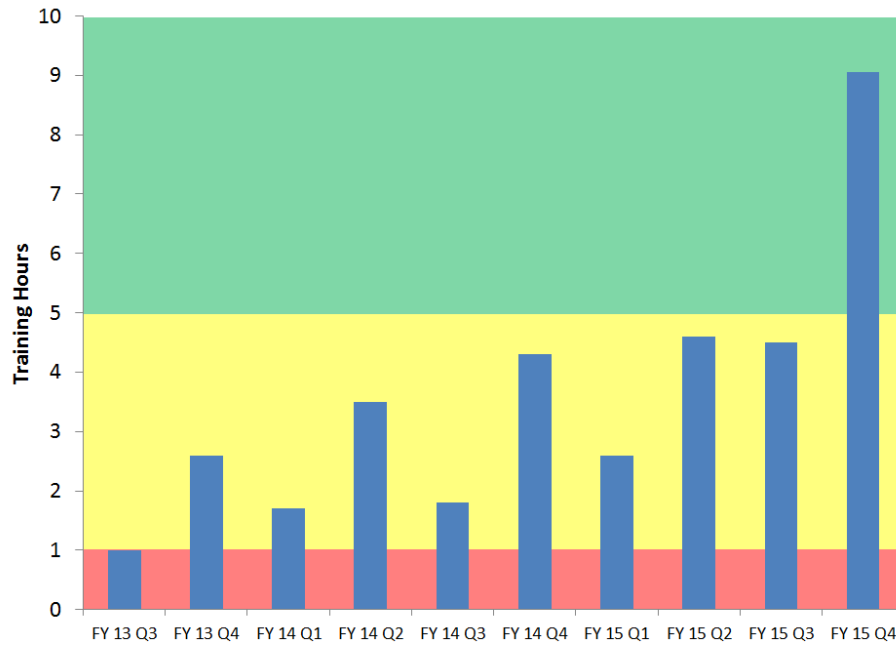


Fishbone Diagram – Root Cause Analysis

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### Average Training Hours Per Employee



Results – implementation completed FY 15, Q4