

Strategic Lean Project Report



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

I. General Information:

Lead agency name: Department of Labor & Industries

Partner agencies:

Improvement project title: Customer Service Program Electrical Fee Due Project

Date improvement project was initiated: 11/17/2014

Project type: Previously reported project

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

- Results Washington performance measure
- Agency Strategic Plan
- Other

Report reviewed and approved by:

II. Project Summary:

The Dept. of L&I improved cycle time for the process by which we issue electrical permit fees, resulting in an over 50% reduction in cycle time.

Customer Service support processes for Electrical varied from region to region and within the regions, which impacted the electrical fund, the quality of inspections, and the customers' ability to meet contractual deadlines. It also prevented customers from competing on a level playing field with other contractors.

Over 38% of transactions in the field are regarding electrical topics, which is significantly more than any other program supported in the field. This includes over-the-counter and phone transactions.

A sample of permits over FY14 period indicated an average 68.3 days to process permit fee(s) due.

Without a standardized process it was not clear whether we were:

- Doing everything we could to pay the necessary expenses of inspections, and
- Providing customers with a clear and efficient process.

III. Project Details:

Identify the problem: It takes an average 68.3 days to process fees due. From inspectors uploading the fee thru Field Services & Public Safety reviewing for collection, it should take 30 days or less.

Problem statement: It takes an average 68.3 days to process fees due. From inspectors uploading the fee thru Field Services & Public Safety reviewing for collection, it should take 30 days or less.

Strategic Lean Project Report



Improvement description:

- Developed standardized work: countermeasures tested in four offices showed over 50% reduction in process time.
- Revised clear fee schedules and “plain-talked” permit applications made it easier for Customer Service staff to charge the correct fees and to better serve customers at the front counter. Information available at the front counter is now consistent with what is available online to our customers.
- Developed and implemented training and visual management for customer service staff to reduce errors and make status visible.

Customer involvement:

In order to help our permit-buying customers, the Electrical Program customer service staff needed standard processes in place to charge correct fees and to resolve outstanding fees due.

The project group consisted of subject matter experts, their managers, electrical program inspectors and leads, and the Field Services & Public Safety leadership team.

Data gathered during the scoping process was collected from customer service transactions. In some cases this was data gathered directly from customers and electrical contractors. Communication was provided to customers via *Electrical Currents* newsletter.

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 type="checkbox"/> Quality			
<input checked="" type="checkbox"/> Time	Decreased fee process time from 68.3 days to 30 days.		
<input type="checkbox"/> Customer Satisfaction		<input type="checkbox"/> N/A (or)	
<input type="checkbox"/> Employee Engagement		<input type="checkbox"/> N/A (or)	

V. Contact information:

Name: Geoffrey Schmid
Phone number: 206-835-1148

e-mail: Geoffrey.schmid@lni.wa.gov

Strategic Lean Project Report



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

VI. General Information:

Lead agency name: Department of Labor & Industries

Partner agencies:

Improvement project title: Industrial Hygiene Lab

Date improvement project was initiated: 3/2/2015

Project type: New Project

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

- Results Washington performance measure
- Agency Strategic Plan
- Other

Report reviewed and approved by: Randi Warick, Deputy Director

VII. Project Summary:

The Department of Labor and Industries, Division of Occupational Safety and Health (DOSH) Industrial Hygiene (IH) Lab improved the flow of work through value stream mapping, motion analysis, and 5S projects. We identified process improvements that will decrease the turnaround time of sample analysis, which reduces the length of time that workers are exposed to hazardous substances.

VIII. Project Details:

Identify the problem: The IH Lab has a standard turnaround time of 15 days for sample analysis. Some of the analysis areas were not consistently meeting this standard, which delayed getting the results to the Industrial Hygienists in the field who needed them to complete their inspection or consultation reports on potential hazards in the workplace.

Problem statement: Currently, turnaround times for sample analysis can take as long as 37 days with a YTD average of 22.3 days compared to our target of 15 days, which we want to reach by 12/31/2015.

Improvement description: IH Lab staff identified all of the work areas used by each analyst, used spaghetti maps to document the walking steps required to complete sample analysis processes, and rearranged equipment and supplies to reduce the time and number of steps needed. They also participated in six 5S projects ranging from analysis areas to office supply and equipment holding space, where they reduced excess materials as well as cleaned and re-organized items in a more efficient manner. The staff also identified a need to improve the electronic work flow of analysis information by replacing the outdated DOS-based Laboratory Information Management System (LIMS) and creating macros for entering data for an analytical process (Gas

Strategic Lean Project Report



Chromatography) that had the longest delays. Other countermeasures include creation of a Sample Entry station to eliminate steps and enhance safety for Lab staff receiving samples from customers; streamlining review of sample analysis reports which caused delays for the customers; improving instrument run time in the Metals Lab by simplifying the process while maintaining quality; and, implementing a solution to a computer networking problem between the analytical instruments and the networked computers, which will save processing time and physical movement of staff in the Lab.

Customer involvement: Direct customers of the Lab are the DOSH Inspectors and Consultants who visit employers' workplaces to identify and help eliminate hazards that can injure workers, make them sick, or kill them. Industrial Hygiene representatives from our Regional offices and our Technical Services program are participating in this project, beginning with the Kaizen event and assisting with countermeasures in the implementation plan.

IX. 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 risk of exposure to staff by removing hazardous materials from the lab.		Final
<input type="checkbox"/> Cost			
<input checked="" type="checkbox"/> Quality	Decreased sample and analysis data entry errors which also decreases rework. Data points are not available as implementation of the countermeasure is still in process.		Preliminary
<input checked="" type="checkbox"/> Time	Decreased sample analysis time from 22.3 days YTD average to the standard of 15 days YTD average.	Current Reporting Period	Preliminary
<input checked="" type="checkbox"/> Customer Satisfaction	Increased communication with customers (Industrial Hygienists) by attending customer staff meetings to answer questions and understand customer needs. Prepared new training materials for customers and provided to them.	<input checked="" type="checkbox"/> N/A	Preliminary
<input checked="" type="checkbox"/> Employee Engagement	Increased staff satisfaction with work environment by removing outdated materials and equipment; and, cleaning and organizing work areas. Moved analytical equipment to reduce steps required to complete process by 25%.	<input checked="" type="checkbox"/> N/A	Final

X. Contact information:

Name: Janet Kenney, Jeff Killip

E-mail: Janet.Kenney@Lni.wa.gov
Jeffrey.Killip@Lni.wa.gov

Phone numbers: 902-5430, 902-5530