

Strategic Lean Project Report



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

I. General Information:

Lead agency name: Washington State Parks and Recreation Commission

Partner agencies: None

Improvement project title: Seasonal Hiring of Non-permanent Park Employees

Date improvement project was initiated: 7/1/2014

Project type: New Project

Project is directly connected to:

Results Washington performance measure

Agency Strategic Plan

Other

If applicable, specify the alignment:

Transformation strategies and initiatives – establish strategies and prescribe specific initiatives that will advance agency transformation #2 Adopt a business approach to park system administration

The agency Transformation strategy was initiated to drive mission-aligned improvements and ensure park system and financial sustainability, ensuring that the state park system provides sites and services that people continue to choose for recreation and renewal. Its focus is to demonstrate that all Washingtonians benefit from parks; adopt a strong business approach to park system administration; promote meaningful opportunities for volunteers, friends and donors; form strategic partnerships with other agencies, tribes and non-profits; expand use of land holdings for mission-compatible revenue generation; develop amenities and acquire lands that advance Transformation initiatives.

Report reviewed and approved by: Don Hoch, Director

II. Project Summary:

The State Parks and Recreation Commission improved **Seasonal Hiring of Non-permanent Park Employees at the Tahoma Gateway area**, resulting in a reduction in the number of days needed to process a position from 108.3 days to 38.2 days cycle time and from 18.6 days to 5.6 days touch time.

III. Project Details:

Identify the problem:

The agency's human resources process had a four-month processing time for hiring a seasonal, non-permanent park employee, resulting in non-qualified, non-committed employees that didn't show up for the interviews or those who were still available on the hire date, left prior to the season ending.

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Problem statement: On average, The Tahoma Gateway Area receives less than 40 qualified interview-ready candidates for 20 positions, compared to the identified target of 60 qualified candidates; the goal timeline for reaching this target is the 2015 summer season.

Improvement description: In collaboration with at least one member of each park in the area and the Human Resources department, the agency was able to determine that that the process needed to begin eight months in advance. The result of this earlier start will be more qualified candidates who want to work in the area, and candidates also will be used to fill the area’s other positions that come open. A unified approach has been established, adding clarity and accountability and saving time for all staff involved in the process.

Customer involvement: Park visitors were not involved with this internal Lean process improvement event, however, visitors will notice that their needs are being addressed more quickly and thoroughly by staff when they visit the park during the summer months.

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	Increased Due to more “boots on the ground” sharing the workload.	30% more FTE on Duty	Final
<input type="checkbox"/> Cost		No direct cost impact	
<input checked="" type="checkbox"/> Quality	Increased the number of qualified Park Aide candidates from <40 to >60.	33% increase in qualified candidates.	Final
<input checked="" type="checkbox"/> Time	Decreased the days to complete the hiring process from 108.3 to 38.2 days cycle time and from 18.6 to 5.6 days touch time.	65% cycle time saving. 70% for touch time.	Final
<input type="checkbox"/> Customer Satisfaction			Preliminary
<input type="checkbox"/> Employee Engagement		N/A	

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VI. Visuals:

	Touch Time		Cycle Time	
	Before	After	Before	After
Minutes	8952	2730	51994	18325
Hours	149.2	45.5	866.6	305.4167
Days	18.65	5.6875	108.3	38.17708

