



## Results Washington

Goal 5: Measure 1.3 – Customer Confidence  
Increasing Timely Delivery of State Services:  
Electrical Inspections within 48 Hours of Request

**Department of Labor & Industries**

Joel Sacks, Director

Stephen Thornton, Program Manager

Dave Woodey Prime Electric, Customer

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Washington State Department of  
**Labor & Industries**

## Background: Timely electrical inspections are essential to the economy and ensuring safety to life and property

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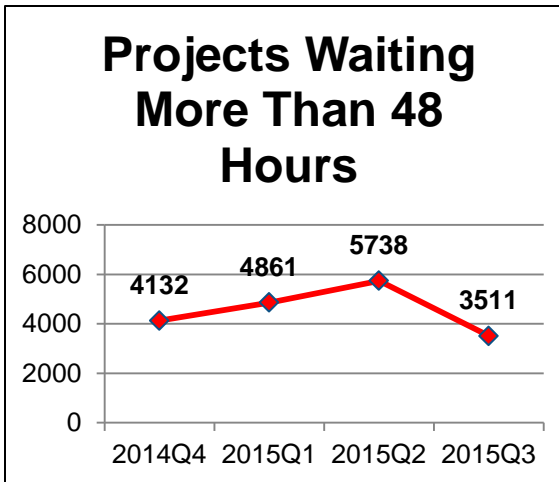
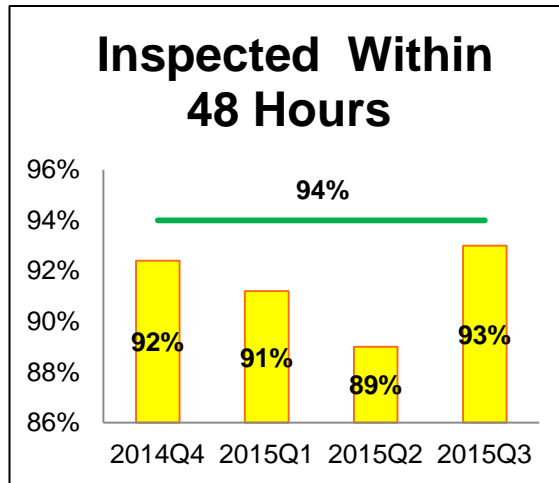
- L&I performed 209,000 electrical inspections last year. 26 cities do their own inspections.

- An inspection is considered timely when done within 48 hours of the request.

- Timely electrical inspections are essential for maintaining project schedules.

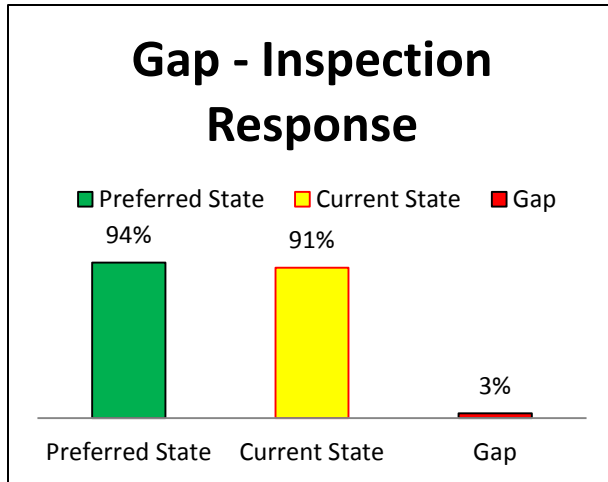


## Current State: Timeliness of Electrical Inspections



- In the last year, 91% of all electrical inspections (190,000 of the 209,000) were timely (within 48 hours of request). Prior to the recession, 98% were timely.
- As the construction season peaks, demand for inspections increases, resulting in longer wait times for inspections.
- Last year, over 18,000 projects waited more than 48 hours for an inspection.

## Problem/Opportunity: Vacancy Rate Contributes to Missed Goal

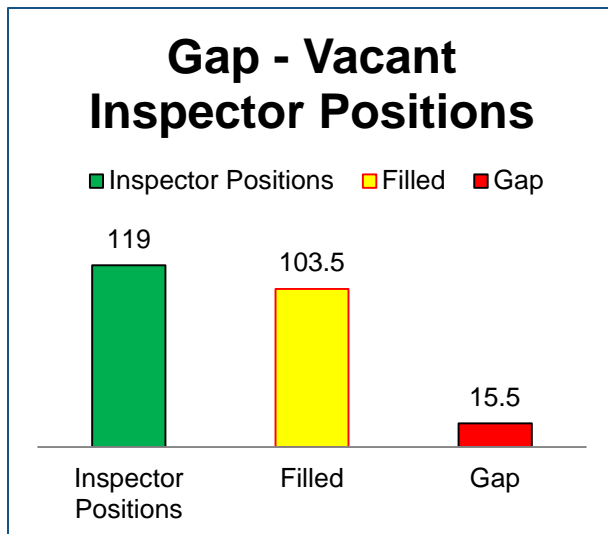


### Inspection Response Gap – 3%

- Over the last four quarters, our response average was 91%. The goal of 94% or better was not met.

### Inspector Vacancy Gap – Unfilled Positions Averaged 15.5 over the last year.

- Inspector recruitment/retention is not keeping pace with demand. Factors contributing to the 13% vacancy rate:
  - Fierce competition with the private and public sectors for qualified candidates due to inability to pay market rate salaries
  - More openings available - gained authorization to restore several positions eliminated during the recession
  - Aging workforce - retirements.
- 48% of our inspection staff have been with us for three years or less.





# Electrical Inspector Vacancy Map



**Notes:**  
<sup>1</sup> Current vacancies  
<sup>2</sup> Average of 4 previous quarters

## Strategies in place to Improve Timeliness

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**1. Apply Lean Principles** - Lean journey began in 2010. Identifying and removing waste to improve customer confidence and make processes as effective and efficient as possible.

- Train new inspectors with standard work processes developed by their predecessors, build Lean culture.

**2. Update our Technology to Improve Service**

- Transition toward real time delivery of inspection results.
- Increase communication - provide automated inspection status notifications throughout the inspection process.

**3. Maintain Inspection Capacity**

- Working to close the vacancy gap and fill open positions.
  - State wide recruitment / interviews and hiring
  - Succession Planning Inspectors
  - Trainer and training program

# Action Plan

| Task   | Task Lead                         | Partners        | Expected Outcome  | Status      | Due Date                      |
|--|-----------------------------------|-----------------|---|-------------|-------------------------------|
| Hire and train 14 inspectors for current vacancies   | Stephen Thornton, Program Manager | LNI Driven      | Meet our 94% or better within 48 hour inspection response goal  | At risk     | 6/30/2015                     |
| Hire and train 6 succession planning inspectors  | Stephen Thornton, Program Manager | LNI Driven      | Maintain staffing levels by having a trained pool available to fill retirement vacancies                                  | At risk     | 6/30/2015                     |
| Investigate new technologies for mobile inspection platform under development              | IT                                | LNI Field Staff | Improved customer experience and inspector productivity.  | On track    | 09/01/2015<br>2017<br>Rollout |
| Hiring & retention Kaizen  | José Rodríguez, AD, FSPS          | LNI Field Staff | Recommend hiring & retention counter measures   | On track    | 09/15/2015                    |
| Evaluate controllable internal process of hiring & retention of advanced-level inspectors. | Stephen Thornton, Program Manager | LNI Field Staff | Provide areas of opportunity to advance hiring and retention of qualified inspectors.                                     | Not Started | 9/15/2015                     |
| Review non-technical duties of inspectors. Review and recommend resource shift.            | Stephen Thornton, Program Manager | LNI Field staff | Create efficiency in inspections tasks thus, freeing up inspectors to spend more time in the field conducting inspections | Not Started | 7/1/2015                      |

# Prime Electric



Dave Woodey, COO & Administrator



## LEAN Construction & Today's Marketplace

- Today's aggressive construction practices require each discipline to perform tasks on schedule
- The LEAN process builds efficiencies and ultimately cost savings by eliminating wasted time and movement
- Communication & tracking via technology would be a positive step for the department to develop

## Untimely or Delayed Inspections

- Untimely or missed inspections has a ripple affect on the overall project, not just the electrical contractor
- Breaking of "Commitments" within the schedule create inefficiencies in successor's work and ultimately impacts overall costs
- Safety – Hazards are created when trenches or vault installation are required to remain open longer than necessary



## Where You Can Help

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- Continue to support investments in the electrical program (mobile technology, staffing etc.). Currently, investments are funded in the Governor's budget and in both the House and Senate budgets.