

# Strategic Lean Project Report

## Student Controlled Notes & Printing Process Improvement

**Agency:** Washington State Patrol – Fire Training Division

**Partners and Customers:** Washington State firefighters, Washington State Fire Departments, and Washington State employees.

### Project Impact

The Fire Training Division improved the printing process for classroom student controlled notebook packets (SCN) and other general printing in the administrative office. This resulted in a savings of \$38,759, including 832 employee processing hours annually.

The impact of this savings will result in additional funding being available for future training activities and upgrade to our facilities and/or props for training firefighters across Washington State, thus making our Washington communities safer.

### Project Summary

Previously, printing (on average) 192 SCN packets for classes at the Fire Training Division took over 80 employee hours annually and cost \$23,484 to print these materials onsite.

The Lean process improvements the Fire Training Division made to reduce these costs include:

- Performed a GEMBA Walk and documented the amount of paper, ink, binders, tabs, and employee hours spent packaging SCNs.
- Calculated the cost and time spent on current processing of SCNs.
- Completed a Cause-and-Effect Diagram to determine root-causes for the amount of time and costs associated with printing SCNs.
- Used a PICK Chart to brainstorm and deliver a more cost-effective solution.
- Reduced costs to \$8,356 annually for Department of Enterprise Services to complete all 192 printings. This resulted in an overall savings of \$15,128 for printing SCNs.
- Standardized formatting of SCNs.
- Condensed SCNs to as little paper as possible.
- Formalized processing with documentation on process flow to reduce time processing orders for new SCNs.

### Plan, Do, Check, Act

In March 2019, the Fire Training Division reviewed their printing process improvement impacts. Costs associated with utilizing the main office printers were evaluated, with an additional savings of \$23,631 realized by utilizing individual tabletop printers.

The additional individual tabletop printers were acquired at no additional costs, as many tabletop printers were being sent to surplus from the Washington State Patrol's move from the General Administration building to the new Helen Sommers building.

In a continued effort to continually improve this process, another subsequent look resulted in the purchase of thumb drives to store the SCNs in a PDF form and issue to students at only \$3.00 each as opposed to \$23.00 each for SCNs. The savings associated with this part of the improvement have not been included in this report-out, as the updated process is still in the testing phase and has not been fully executed with an updated standardized process. However, if this additional improvement is officially implemented, it will add an additional savings of \$3,840.

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## Project Results



**Cost**

Decreased cost associated with printing and packing student controlled notes and general printing costs at the Fire Training Division **from** \$23,484 **to** \$8,356.

→ Annual cost savings is \$15,128



**Time**

Decreased employee hours spent processing SCNs **from** 80 hours **to** 6 hours annually.

→ 74 Employee hours saved annually (the costs associated with these saved hours is included in figure above)

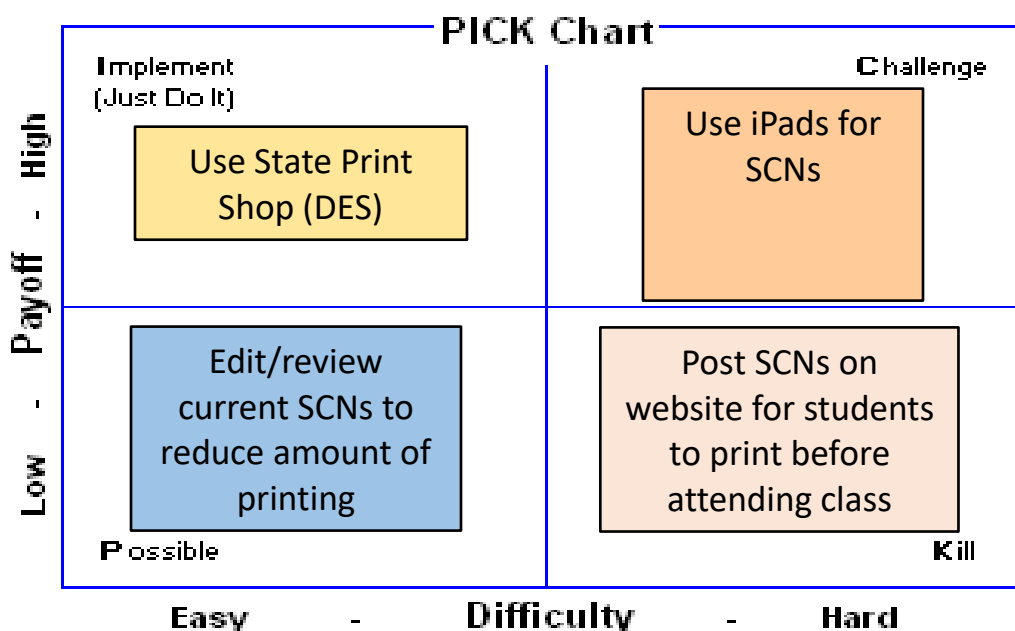
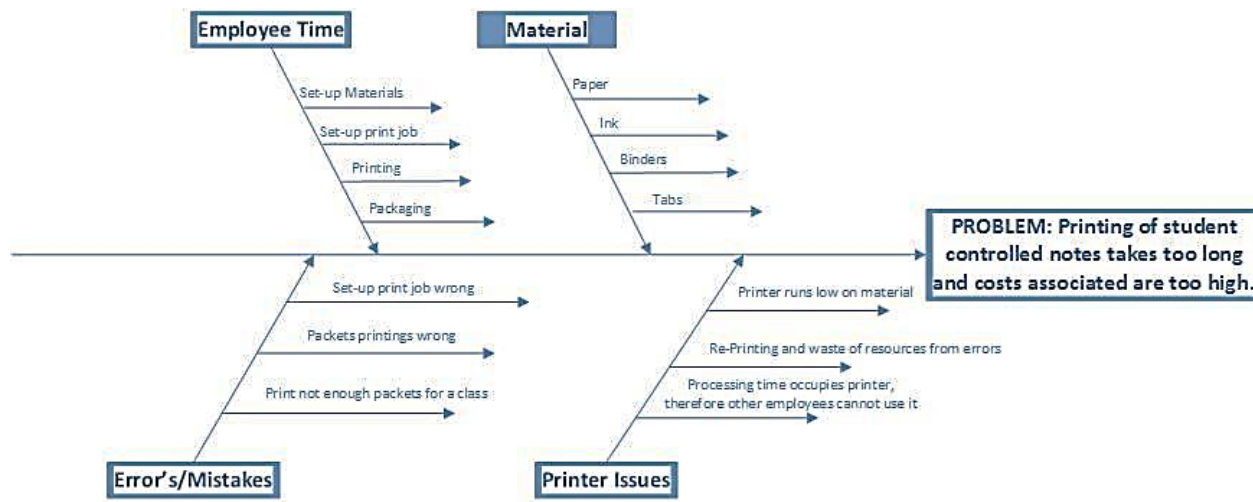


**Time**

Avoided 832 hours annually waiting on main officer printer and other employees' print jobs

→ 832 Employee hours saved annually = \$22,880 in employee hours  
Plus \$751 in duplicated print jobs  
Total Savings = \$23,631

**TOTAL SAVINGS FROM ALL LISTED ABOVE: \$38,759**



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## Project Details

**Date improvement project was initiated: 3/11/2018**

**Project Contact:** Katie Rasmussen      **Email:** [Katie.Rasmussen@wsp.wa.gov](mailto:Katie.Rasmussen@wsp.wa.gov)      **Phone:** 425-453-3000 ext 110

**Report reviewed and approved by: Assistant Commander Kelly Merz**