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.
Strategic Lean Project Report

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.

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

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

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

**Problem:**
Printing of student controlled notes takes too long and costs associated are too high.

**Solution:**
- Use State Print Shop (DES)
- Use iPads for SCNs
- Edit/review current SCNs to reduce amount of printing
- Post SCNs on website for students to print before attending class

Annual cost savings is $15,128

74 Employee hours saved annually

(annual savings included in figure above)

832 Employee hours saved annually = $22,880 in employee hours

Plus $751 in duplicated print jobs

Total Savings = $23,631

Reporting Period: January – December 2019
Strategic Lean Project Report

Project Details

Date improvement project was initiated: 3/11/2018
Project Contact: Katie Rasmussen  Email: Katie.Rasmussen@wsp.wa.gov  Phone: 425-453-3000 ext 110

Report reviewed and approved by: Assistant Commander Kelly Merz

Reporting Period: January – December 2019