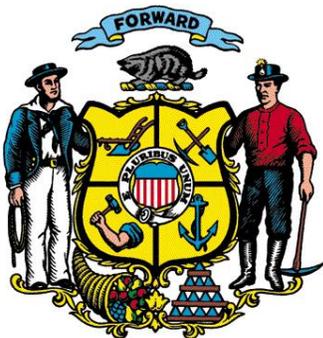


Lean Government Program

FY18 Annual Report



Prepared for the Office of the Governor
by the Department of Administration
October 2018



Lean
Wisconsin

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Executive Summary

During Fiscal Year 2018 (FY18), the Lean Government Program was able to accomplish a considerable amount.

At the start of FY18, the general structure of the program had been established, but refinements in several areas were needed. The first refinement involved how improvement efforts were tracked across all state agencies. While an initial “Lean database” had been developed previously, the functionality and usability of this database was lacking. To address these shortcomings, an internal Lean SharePoint site was developed. This site represents a more refined version of the original database and makes uploading and accessing improvement data far less burdensome.

While the internal site was being developed, the Lean program was also revamping the Yellow Belt training. This training is intended to prepare employees to lead an improvement effort in their agency, but feedback and observations indicated that participants needed additional guidance in identifying improvement opportunities, mapping processes, and collecting data. This content was added to the training and additional resources, such as a process mapping template, were developed to make implementing improvements even easier.

Indirectly, this work helped support the 147 improvement efforts that were completed in FY18. Cumulatively, these projects were reported to have produced the following results:

- Annual hours repurposed: 42,191
- Annual cost saved: \$6,516,289
- Annual cost avoided: \$16,342
- One-time cost savings: \$121,392
- Process steps eliminated: 1,041

Going forward, the Lean Government Program will focus on leading statewide improvement efforts and analyzing enterprise data. While the Lean Government Program will continue to provide training and resources for agencies to use, the program’s top priority will be to implement improvements that save time and money for all state agencies.

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FY18 Accomplishments

In FY18, the Lean Government Program refined its focus and cleaned up its processes. Below are some key achievements:

Launching the internal Lean site

A significant development in the last fiscal year was the release of the internal Lean site. Unlike the public site, which primarily contains promotional content, the internal site was designed specifically for state employees. On this site, employees can add or view projects, download resources, and submit improvement ideas. In addition to housing all Lean-related content, the site also contains functionality like automatic email alerts that allow agency points of contact to more easily track the improvement efforts occurring in their organization.

Revamping Yellow Belt training

At the start of FY18, the Lean Government Program had only been offering Yellow Belt training for three months. Based on observations and feedback, numerous changes were made to the curriculum to better align the training with participants' expectations and the Lean Government Program's desired outcomes. Some key changes include putting greater emphasis on metrics and process mapping and reducing the length of training from three days to two days.

Developing standardized templates and resources

To support training participants in their improvement efforts, the Lean Government Program developed a variety of templates and other resources. The most valuable of these resources was the Process Mapping Template, which allows state employees to create easy-to-read process maps without paying \$480 for a Visio license. This template has been so valuable that employees at organizations ranging from American Family Insurance to the State of Illinois have asked to use it. View this template by double-clicking the paperclip icon: 

Meeting with agency leadership teams

In addition to providing training and developing better project tracking functionality, the Lean Government Program also met with most agencies' leadership teams in FY18. These meetings helped agencies identify organizational best practices and allowed the Lean program to learn about enterprise problems that the agencies are facing. In many cases, the problems discussed in these meetings directly informed the Lean Government Program's priorities for FY19.

FY19 Priorities

During the next year, the Lean Government Program will be focusing on the following initiatives:

Leading enterprise improvement efforts

The primary focus of the Lean Government Program going forward will be leading enterprise improvement efforts. When a problem affects the entire enterprise, a single agency is unlikely to be able to solve the problem on its own. In these scenarios, the Lean Government Program can take the lead and ensure the benefits are realized for all state agencies. During FY19, for example, the Lean program will be working to improve the travel expense process.

Analyzing enterprise data

With the vast amount of data that's available in the state's enterprise systems, the Lean Government Program can perform comprehensive analyses and uncover opportunities that may otherwise go unnoticed. Since DOA collects data on all state facilities, for example, the Lean program may be able to identify locations outside of Madison and Milwaukee where two agencies could be co-located and leases could be consolidated. By performing these kinds of analyses, the Lean program can enable state government to operate as a single, unified entity.

Identifying a sustainable training model

Given the staffing challenges the Lean Government Program experienced in FY18, it's clear that a more sustainable training model needs to be identified and implemented. While some progress has been made to this end with the development of an enterprise training curriculum, a long-term vision still needs to be established for how this content will be delivered when turnover inevitably occurs. Now that HR Shared Services is in effect, greater resource sharing may be possible to ensure the delivery of this training material is truly sustainable.

Continuing to develop content for state agencies

Although considerable content was developed in FY18 to support agencies on their continuous improvement journeys, additional resources are regularly requested. The most frequently requested resource is Lean project sponsor training that would explain the benefits of continuous improvement to managers and executives who might not have been exposed to it previously. While developing this material is not as high of a priority as those listed above, the Lean program plans to collaborate with state agencies to ensure it is completed.

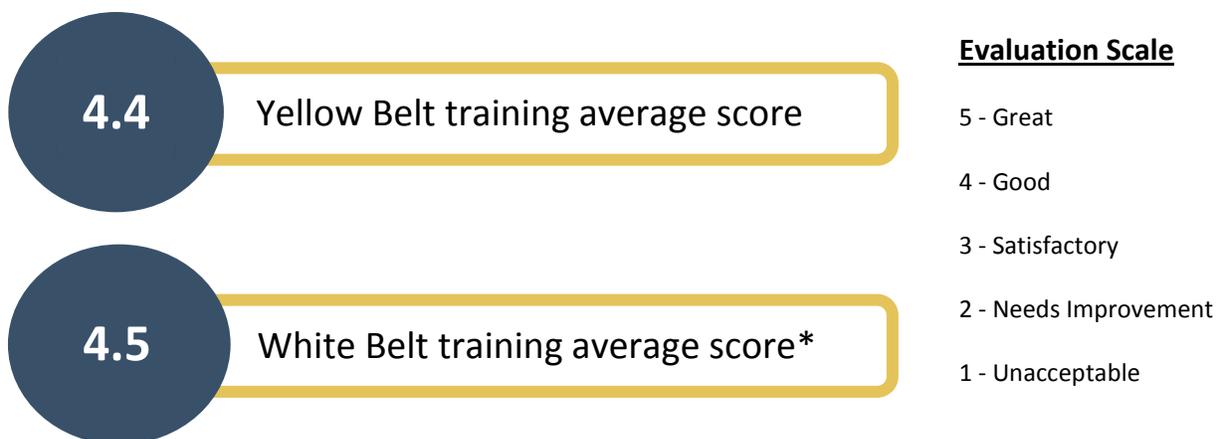
Training Summary

In-person training		
Course	Length	Number of participants
Yellow Belt training	24 hours	125
White Belt training	4 hours	57
DOT Lean training	16 hours	20

Total: 202

Online training		
Course	Length	Number of participants
Introduction to Lean	10 min	137
Lean 101	25 min	146
5S Your Workspace	30 min	48

Total: 331



*White Belt evaluations were only recorded for the first two classes of FY18 since scores have remained stable over time.

Other FY18 Lean Government Services

Consulting

- Supported the DOA-DFDM process mapping effort in summer 2017
- Oversaw the analysis of the noncompetitive appointment process for eligible veterans

Support of Executive Order #66

- Led monthly Lean meetings with representatives from all cabinet agencies
- Created a monthly data report to help agencies track ongoing improvement efforts
- Overhauled the public Lean site to make it more visually appealing and easier to navigate
- Developed a Lean Metrics Guide to improve the quality of data that agencies provide
- Created a Lean Self-Evaluation tool to help agencies identify what initiatives to pursue
- Released two computer-based training videos: “Introduction to Lean” and “Lean 101”
- Developed one-page summary sheets for more than 20 Lean concepts and tools
- Revamped the Lean Cultural Survey so agencies can more easily survey employees
- Made updates to the internal site and project tracking form to enhance usability
- Presented at agency events for DWD, DCF, and DHS
- Answered Lean-related questions via email

Metric Definitions

Before - After = Improvement

The relationship to keep in mind for all metrics is *Before - After = Improvement*. When teams are implementing an improvement, they are expected to collect data before and after they have made changes and use this data to calculate the improvement.

Annual hours repurposed

This metric represents the amount of time that was saved annually after implementing an improvement. For example, if an employee spends 30 hours each month compiling data for a report before an improvement is made and 10 hours afterward, the solution that was implemented repurposed 300 hours of the employee's time each year ($30 \times 12 - 10 \times 12 = 300$).

Annual cost saved

This metric represents the reduction in ongoing current spending that results from an improvement. For example, if a division finds that it doesn't need all its phone lines, disconnecting these lines would save the agency money on its current phone bills.

Annual cost avoided

This metric represents the future cost that is prevented because of an improvement. In other words, annual cost avoided is the difference between what would have been spent if an agency did nothing and what is spent after the improvement has been implemented.

Average lead time reduced

This metric represents the difference between how long a process took to complete from start to finish before any improvements were made and how long it takes afterward. For example, if it originally took 65 days for a citizen to receive an employment certificate, and it now only takes 5 days, this would be a reduction in lead time of 60 days ($65 - 5 = 60$).

Process steps eliminated

This metric represents how many individual steps were removed from a process after it was improved.

Stakeholder satisfaction

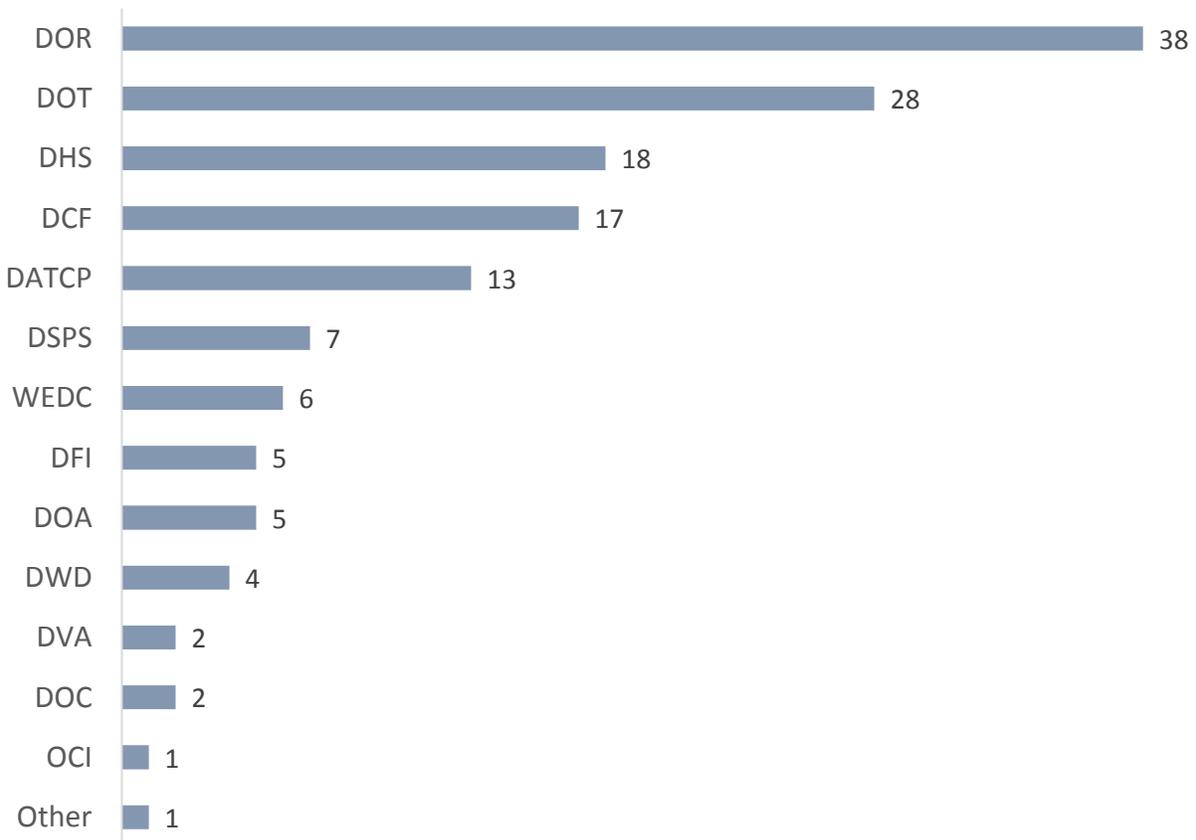
This metric represents the percentage of stakeholders who say they are somewhat satisfied or very satisfied when asked "How would you rate your satisfaction with this process?".

Agency Outcomes

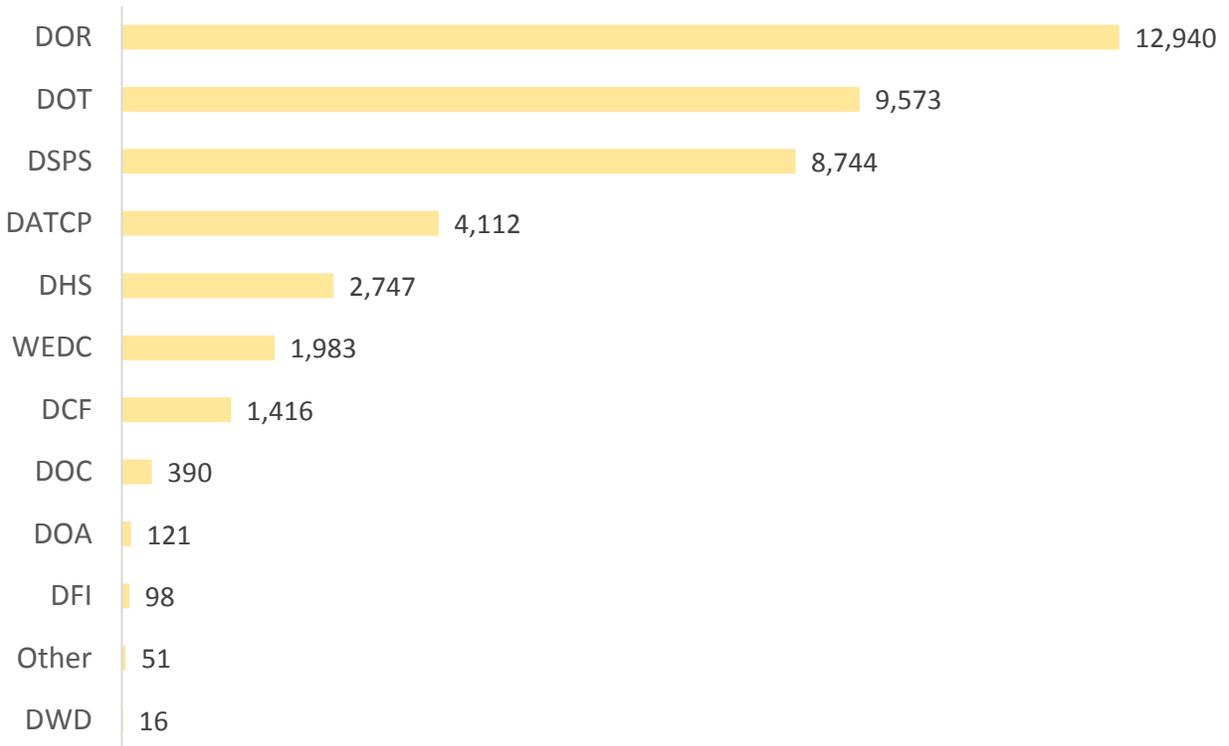
The project data and descriptions that follow are provided by the agencies. The Lean Government Program reviews the data that's submitted and flags any potential concerns, but it is unable to independently verify the accuracy of this data.

Statewide outcomes	
Improvement efforts completed in FY18	147
Annual staff hours repurposed	42,191
Annual cost saved	\$ 6,516,289
Annual cost avoided	\$ 16,342
One-time cost savings	\$ 121,392

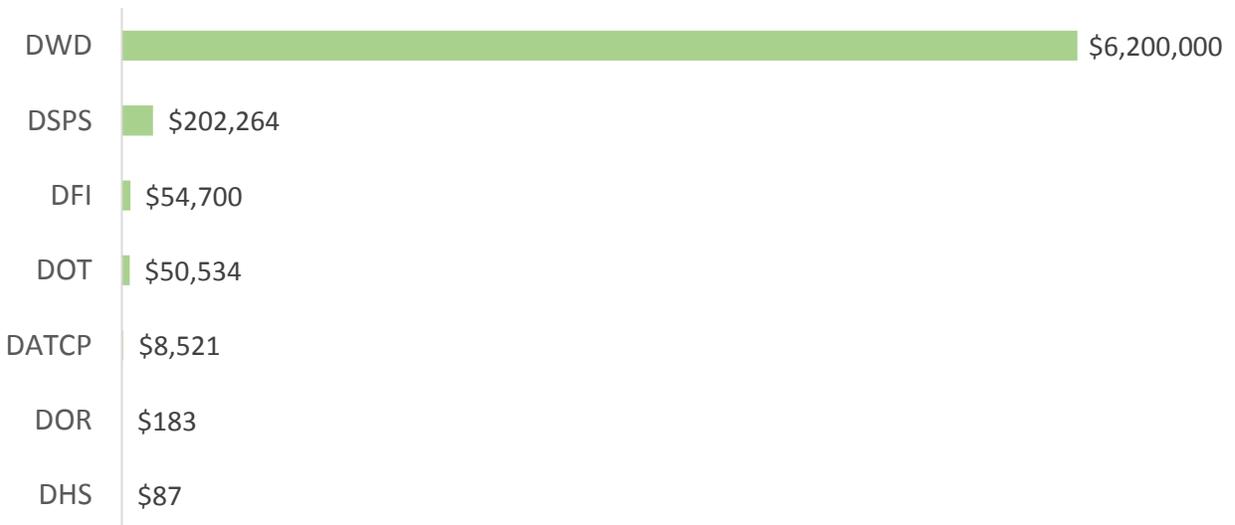
Number of improvement efforts completed at each agency:



Annual hours repurposed by each agency:



Annual cost saved by each agency:



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Department of Administration

Agency summary

While some improvements were made within DOA in FY18, outcomes were rarely reported in these efforts. This seems to be largely due to the fact that DOA lacks a dedicated Lean point of contact. Unlike most other agencies, a formal infrastructure to support continuous improvement efforts has never been established in DOA. Although the Lean Government Program is housed within DOA, its focus is on the enterprise, and it does not have the capacity to ensure DOA divisions are planning, completing, and reporting improvement efforts.

To improve Lean outcomes in FY19, identifying an agency point of contact and divisional coordinators should be a top priority. By having employees dedicating a small part of their time to continuous improvement in each division, DOA could more easily communicate expectations and share knowledge. Additionally, these coordinators could identify improvement opportunities and work with agency leadership to prioritize these efforts so that employees are focused on solving the most important problems. Lacking this structure, it's likely that DOA's improvement outcomes will continue to be underreported.

Project data

Key improvement outcomes		Other metrics	
Annual staff hours repurposed	121	Improvement efforts completed	5
Annual cost saved	\$0	Average days of lead time reduced	20
Annual cost avoided	\$8,640	Process steps eliminated	18
One-time cost savings	\$0	One-time implementation costs	\$0

Training data*

In-class training		Online training	
Yellow Belt participants	21	Introduction to Lean	37
White Belt participants	23	Lean 101	24
Yellow Belt projects completed	3	5S Your Workspace	11

Additional information

Top 3 initiatives

1. Establish an agency point of contact
2. Identify coordinators for each division
3. Have all coordinators go through Yellow Belt training

* This data represents how many active employees have completed training through the State of Wisconsin

Mail Transportation Services Mail Sort Update



Administration, Department of

Division of Enterprise Operations

Background

The DOA Mail Transportation Program (Inter-D) sorts 19 million pieces of state mail annually. State mail consists of all mail that is delivered to state owned buildings in the Madison Metro Area. State mail is business mail that in most cases have financial, or legal significance. DOA Mail Transportation Services (Inter-D) has just completed an efficiency project by adjusting mail routes. The current mail sort needs to be updated to meet the needs of the new routes and emergency COOP planning.



Problem Statement

The current mail sort and sort equipment was set up to be efficient with old mail routes. With agency movement, route changes and confined space the sort is out of date. Wastes include extra motion when pulling mail for upcoming mail runs, congestion among staff when sorting mail and extra training time for new staff learning the sort.

Outcome

The current mail sort and sort equipment was set up to be efficient with old mail routes. With agency movement, route changes and confined space the sort is out of date. Wastes include extra motion when pulling mail for upcoming mail runs, congestion among staff when sorting mail and extra training time for new staff learning the sort.

We made multiple changes to the sort. The changes included changes to the sort order, sort equipment, and lay out of the mailroom.

Results

Metric Name	Before	After	Improvement	% Improved
Annual hours required	130	67	63	48
Cumulative lead time in days				
Annual current cost in dollars				
Annual future cost in dollars				
Number of steps in process				
Average process lead time in days				
Percentage who are satisfied				

Cost to implement: \$ 0

One-time cost savings: \$0

Team Lead: Nielsen, Scott - DOA

Reducing the time it takes to summarize Lean data

Background

Each fiscal year, the Lean Government Program prepares a report summarizing the Lean projects completed that year. This report summarizes statewide and agency Lean outcomes. Currently, this data is aggregated manually by entering the data from an online database into an Excel sheet. If projects are missing data, an email must be sent to the agency's point of contact, who must request the missing information from the project's team lead.



Problem Statement

The current Lean project database has a confusing user interface that often leads to employees forgetting to include key information. When data is missing from a project, the process of tracking down the information involves many email exchanges and can take days, if not weeks to complete.

Additionally, aggregating the data is time consuming and prone to other errors because everything needs to be documented manually in a separate Excel sheet.

Outcome

The solution to this problem was to create a new SharePoint form library using an InfoPath form to host and enter all Lean projects. SharePoint allows us to automatically aggregate the project data in offline Excel document. Rules were implemented within the form to prevent projects from being submitted with missing data. Lastly, the form automatically creates a summary sheet for all projects entered that can be used to highlight the featured projects in the report.

With this solution in place, we can now summarize data far more quickly than what was possible before. This will allow us to track what projects have been completed and follow up with employees as needed. Additionally, it will allow agencies to make sure employees who have taken Lean Yellow Belt Training are completing projects. Without this solution, it would not be possible to pull this data on demand.

Results

Metric Name	Before	After	Improvement	% Improved
Annual hours required	45	2	43	96
Cumulative lead time in days	21	1	20.0	95
Annual current cost in dollars				
Annual future cost in dollars				
Number of steps in process				
Average process lead time in days	21	1	20.0	95
Percentage who are satisfied				

Cost to implement: \$ 0

One-time cost savings: \$0

Team Lead: Mathews, Ryan - DOA

Creating a standardized process mapping tool

Administration, Department of

Division of Executive Budget and Finance

Background

Prior to the completion of this project, there was no standardized tool for process mapping. Employees would use applications such as Microsoft Word and PowerPoint to create their process maps, which led to process maps that were hard to read. Since the goal of process mapping is to help people understand and improve their processes, having process maps that are easy to read and accessible to everyone is important.



Problem Statement

Downloading specialized software such as Microsoft's Visio or IBM's BlueWorks Live is prohibitively expensive. Based on quotes from Microsoft's website, the current version of Visio is \$480. By having a standardized and free tool that employees could use to map processes, we could avoid this cost and make process maps easier for others to access and use.

Outcome

By developing a Process Map and Swim Lane Diagram template in Excel, we were able to replicate approximately 95% of the functionality found in Microsoft Visio. Since all state employees have Excel, employees who take Lean training will no longer need to download a specialized software program and they will be able to share their process maps more easily with their coworkers.

Results

Metric Name	Before	After	Improvement	% Improved
Annual hours required				
Cumulative lead time in days				
Annual current cost in dollars				
Annual future cost in dollars	\$8,640	\$0	\$8,640	100
Number of steps in process				
Average process lead time in days				
Percentage who are satisfied				

Cost to implement: \$0

One-time cost savings: \$0

Team Lead: Schmitt, Samuel - DOA

Department of Agriculture, Trade, and Consumer Protection

Agency summary

In FY2018, DATCP worked to strengthen its structure for Lean continuous improvement. Each division is engaged in the Lean DATCP committee, providing input and sharing results monthly with agency leadership. Communication about Lean continues to be an emphasis in the agency, including monthly newsletter articles, conference room posters and an Intranet site.

To encourage collaboration around continuous improvement in the agency, all trained Lean staff were given a placard to place outside their office or cubicle to recognize their achievement and ability to assist others. Monthly office hours are held as an opportunity for all trained Lean staff to come together to discuss potential or current Lean projects and activities. As an agency, DATCP continues to work to sustain our Lean results through control plans. An electronic survey is now available that team members can complete six month post-completion to measure the satisfaction and effectiveness of their Lean involvement.

To further recognize the success of divisions' Lean projects and activities, DATCP now holds quarterly Lean showcases. These replaced the previous brown bag sessions during the lunch hour. The Lean Point of Contact provides an overview of Lean tools, and team leaders share a 5x5 presentation about what they accomplished.

Project data

Key improvement outcomes		Other metrics	
Annual staff hours repurposed	4,112	Improvement efforts completed	13
Annual cost saved	\$8,521	Average days of lead time reduced	13
Annual cost avoided	\$7,372	Process steps eliminated	11
One-time cost savings	\$1,440	One-time implementation costs	\$0

Training data*

In-class training		Online training	
Yellow Belt participants	7	Introduction to Lean	12
White Belt participants	5	Lean 101	17
Yellow Belt projects completed	1	5S Your Workspace	8

Additional information

Top 3 initiatives

1. Agency strategic planning
2. Employee involvement
3. Leadership engagement

* This data represents how many active employees have completed training through the State of Wisconsin

Discontinue paid subscriptions

Agriculture, Trade and Consumer Protection, Department of

Office of the Secretary

Background

The DATCP Office of Legal Counsel conducted an evaluation of how Legal could best serve and assist the divisions here at DATCP. Providing solid legal advice and guidance based upon the most up-to-the-minute accurate information is crucial. The Legal Team assessed what sources each attorney regularly accessed and what legal training opportunity would best support the Legal Team to best serve the divisions. When analyzing the legal resources and subscriptions the agency receives (and pays premium dollars for), the Legal Team determined that several resources and subscriptions were no longer fully utilized, or available elsewhere.



Problem Statement

A fiscal review that evaluated the full financial burden of paying for high-priced subscriptions revealed that the agency had been paying \$7,357.14 annually to upkeep collections of underutilized books, periodicals, and legal resources. Some of these items were duplicative and available by other means. An opportunity became apparent: To capitalize on cost savings while streamlining the use of more accessible on-line resources.

Outcome

After evaluating items in the legal library and online resources, the legal team realized it could eliminate \$7,357.14 of annual subscriptions. For that reason, the Office of Legal Counsel's legal assistant, Katie Mahkorn, cancelled these subscriptions. For legal sources that are only used periodically, attorneys can easily access legal research and utilize legal materials at other law libraries and on-line sources within the state.

Results

Metric Name	Before	After	Improvement	% Improved
Annual hours required				
Cumulative lead time in days				
Annual current cost in dollars				
Annual future cost in dollars	\$7,357	\$0	\$7,357	100
Number of steps in process				
Average process lead time in days				
Percentage who are satisfied				

Cost to implement: \$0

One-time cost savings: \$0

Team Lead: Cochart, Lacey L - DATCP

Background

The Bureau of Weights and Measures (WM) operates a Fuel Quality Laboratory to test petroleum fuel samples as part of its Petroleum Inspection program. The lab houses more than 11 different types of testing equipment (e.g. spectrometer, chromatograph, mass comparators, etc.) with a combined value of more than \$700,000. Much of this equipment requires annual maintenance to ensure it is calibrated and working properly. Based on a recent discussion with one of the maintenance vendors regarding renewal of their contract, the division thought it would be prudent to review all of current maintenance contracts.



Problem Statement

In September, Atlas Copco Compressors contacted the division to renew its maintenance contract. The proposed contract was for 5 years at \$11,538.20 or \$2,307.64 annually. Since the State is not allowed to enter into a service contract over \$5,000 without a simplified bid process, we declined the proposed contract. Upon further review of the original purchase information, we decided further research on our options was necessary; and expanded our scope to all of our maintenance contracts with the goal of reducing costs if possible.

Outcome

From our review of the 6 current equipment maintenance contracts for the WM Fuel Quality Laboratory, we identified one contract (Atlas Copco Compressors LLC) that warranted further review. As stated above, Atlas' 5-year contract was originally presented at a total cost of \$11,358.20. After Heather sent an email message questioning the maintenance cost compared to the original purchase price (\$4,419) of the SF2 Compressor, the Atlas Sales Rep sent a revised quote (including a special discount) for a 5-year maintenance plan at \$3,665.70 or \$733.14 per year. Not satisfied with the newly proposed contract, we decided to research other vendor options. We first verified that the compressor was no longer under a warranty that would void if the maintenance vendor was changed. Heather then contacted a local vendor in McFarland for a quote. The quoted work was very similar to the current vendor and also included 24/7 service. The result is a new maintenance contract that will cost the State \$149.69 annually, \$748.45 over the next 5 years. This switch from the current vendor (initial contract) to Zorn Compressor and Equipment will result in an annual savings of \$2,157.95, almost \$11,000 over the next 5 years.

Results

Metric Name	Before	After	Improvement	% Improved
Annual hours required				
Cumulative lead time in days				
Annual current cost in dollars	\$2,308	\$150	\$2,158	94
Annual future cost in dollars				
Number of steps in process				
Average process lead time in days				
Percentage who are satisfied				

Cost to implement: \$0

One-time cost savings: \$0

Team Lead: Blicharz, Heather A - DATCP

Streamline bulk milk weighers and samplers

Agriculture, Trade and Consumer Protection, Department of

Division of Food and Recreational Safety

Background

Bulk Milk Weigher Samplers (BMWS) licenses are valid for two years in Wisconsin. In order for a BMWS Grade A license to be renewed, the license holder must have had an inspection conducted within the previous 24 months of the renewal date. Currently, sanitarians will schedule appointments to conduct an inspection of the licensee. Some BMWS haul milk daily and sanitarians may schedule multiple inspections at one location, while other BMWS may only work weekends and holidays and their inspections are often scheduled on weekends or evenings. Inspection requests are in high demand close to the license renewal date in the fall.



Problem Statement

Each BMWS inspection currently takes on average four hours, including drive time to individual sites. Some of these hours occur on evenings and weekends to accommodate customer needs. With 2,700 BMWS licensed in Wisconsin, there is potential to repurpose staff hours and provide an easier process for the customer by scheduling inspection days at designated locations, such as free county fairgrounds, that have the necessary equipment.

Outcome

On October 13 and 14, 2017, the division held a pilot program at the Washington County Fairgrounds. BMWS used an online sign-up sheet to choose a day and time. A local milk hauler provided a milk truck filled with water, and BMWS performed procedures they would do on the farm, such as measuring and taking samples. The results were that the division can inspect up to 32 BMWS in a day. Each inspection, with the addition of drive time, now takes 26.25 minutes rather than the former four hours. In 2018, DATCP will schedule 24 days, conducting 768 inspections at centralized locations. These repurposed hours will allow sanitarians to complete other needed inspections and other projects.

Results

Metric Name	Before	After	Improvement	% Improved
Annual hours required	3,072	336	2,736	89
Cumulative lead time in days				
Annual current cost in dollars				
Annual future cost in dollars				
Number of steps in process				
Average process lead time in days				
Percentage who are satisfied				

Cost to implement: \$0

One-time cost savings: \$0

Team Lead: Hesprich, Peter M - DATCP

Department of Children and Families

Agency summary

The Lean continuous improvement initiative has continued to grow in the Department of Children and Families during SFY 2018. DCF continues efforts to strengthen its continuous improvement infrastructure and grow the capacity to have strong Lean projects that have clear goals and metrics. Over the past year, DCF has worked closely with DOA to clarify methods of measurement for Lean projects, including the implementation of DCF's metric worksheet to standardize how improvements are tracked and recorded. DCF has also taken advantage of both DOA and Madison College Yellow Belt trainings to continue growing our expertise in continuous improvement.

In SFY2018, DCF had the most in-progress and completed Lean projects that they have had, which has resulted in influential and meaningful improvements and savings for all five divisions within DCF. DCF continues to be a leader in the use of Lean Coordinators in each division and bringing together Lean Practitioners at least two times per year for enrichment activities. DCF is focused on building their capacity and Lean culture into SFY 2019 and beyond, by looking for opportunities to develop department-wide Lean projects and/or collaborate with other state agencies on overreaching Lean projects.

Project data

Key improvement outcomes		Other metrics	
Annual staff hours repurposed	1,416	Improvement efforts completed	17
Annual cost saved	\$0	Average days of lead time reduced	0
Annual cost avoided	\$330	Process steps eliminated	341
One-time cost savings	\$0	One-time implementation costs	\$0

Training data*

In-class training		Online training	
Yellow Belt participants	20	Introduction to Lean	112
White Belt participants	10	Lean 101	101
Yellow Belt projects completed	3	5S Your Workspace	7

Additional information

Top 3 initiatives

1. Continue supporting continuous improvement project development in all divisions
2. Build and strength a culture of Lean within DCF by promoting Lean tools and activities
3. Not yet identified

* This data represents how many active employees have completed training through the State of Wisconsin

Caregiver Background Check Process, Part 1

Background

The process conducts comprehensive background checks on licenses and household members for ownership, operation of, and residence within child care centers and programs. Caregiver Background Checks ensure the licensee and household members are not a risk to children and ensure the health and safety of children in child care settings. It is important to standardize the current process in preparation for the expanding responsibilities of the Caregiver Background unit.



Problem Statement

The current background check process is fragmented and at times includes duplication of work. There is also a lot of variability in the process.

Outcome

1. Develop procedure for scheduler to begin assigning cases to staff.
2. Revise fingerprint letter to include new language about scheduling with field print within 10 days.
3. Develop SharePoint site for background check materials and all required documents.
4. Draft new electronic referral / checklist form.
5. Contact counties to update documents and collect current contact information.
6. Meet with enhancement committee to request modification of the background module.
7. Review and revise eWiSACWIS procedures.
8. Finalize and document new processes for existing background check components.
9. Train background check staff on new processes and implement new process.

Results

Metric Name	Before	After	Improvement	% Improved
Annual hours required				
Cumulative lead time in days				
Annual current cost in dollars				
Annual future cost in dollars				
Number of steps in process	120	64	56	47
Average process lead time in days				
Percentage who are satisfied				

Cost to implement: \$0

One-time cost savings: \$0

Background

One of the important aspects of receiving federal discretionary funding is the federal requirement for submitting performance progress reports. Discretionary grants require some sort of outcome reporting. Most of DCF's discretionary funding comes from the Administration for Children & Families (ACF). This project focused on their general reporting requirements.



Problem Statement

New section chiefs and program managers are not familiar with the federal reporting process or grants management. They may not be familiar with the reports or they may have not been informed that they are required to prepare them. There are no written policies or guidelines available to DCF staff who must prepare reports. Additionally, staff are not aware that the department's authorizing official is the DCF Secretary, and therefore do not know that the report needs to be routed to the Secretary's office for signature. Staff also do not know where to find the ACF report template and the routing form for the Secretary's signature.

Outcome

1. Established a uniform policy regarding federal process reporting that is accessible to all staff.
2. Standardized forms and policies across program areas to improve efficiency / ease of use.
3. Created written policy that outlines process.
4. Translated the uniform policy into training materials that can be used on a department-wide basis.

Results

Metric Name	Before	After	Improvement	% Improved
Annual hours required				
Cumulative lead time in days				
Annual current cost in dollars				
Annual future cost in dollars				
Number of steps in process				
Average process lead time in days				
Percentage who are satisfied	50	90	40	80

Cost to implement: \$ 0

One-time cost savings: \$0

Team Lead: Stritchko, Megan E - DCF

Background

In the last year, approximately 650 families (55 per month) have gone through the Adoption Assistance process. The goal is to provide good customer service to the families that will go through this process. This is done by decreasing the error rate (currently 45.9%). This will increase efficiency and will have positive impacts on the system and families including, but not limited to: expediting permanency for children awaiting adoption (if there are errors with the AA process, adoption dates may have to be delayed) and ensuring greater fidelity to IV-E requirements.



Problem Statement

There is a high amount of paperwork (AA packets consist primarily of paper files as the Administrative Code was published prior to eWiSACWIS) that is handed off between agencies. The current process is not clear to all stakeholders and the CANS roll-ups are prone to errors which leads to excessive re-work (50% error rate). A packet can only be approved if there are no errors. The purpose of the value stream mapping project is to expedite permanency for children awaiting adoption and to reduce the number of errors accrued over the course of the Adoption Assistance application process. The Adoption Assistance application process has numerous steps requiring many people to be involved in reviewing and approving the adoption assistance packet. The application process was developed prior to the eWiSACWIS system and other forms of technology, which could be used to expedite the process and eliminate steps.

Outcome

1. Research and document the Adoption Assistance approval federal and state requirements.
2. Draft proposal to change forms and automate in eWiSACWIS.
3. Develop eWiSACWIS enhancement design and requirements.
4. Draft a proposed policy for Adoption Assistance submissions and approvals based on information learned about requirements, form updates, and new eWiSACWIS designs.
5. Present proposed policy draft to SNAP supervisors and other necessary stakeholders to gather input and feedback, and finalize draft.
6. Release Adoption Assistance policy in conjunction with eWiSACWIS release.
7. Conduct stakeholder training.

Results

Metric Name	Before	After	Improvement	% Improved
Annual hours required				
Cumulative lead time in days				
Annual current cost in dollars				
Annual future cost in dollars				
Number of steps in process	45	15	30	67
Average process lead time in days				
Percentage who are satisfied				

Team Lead: Brey, Danielle - DCF

Department of Corrections

Agency summary

During FY18, DOC has advanced our Lean program across all divisions by establishing a formal infrastructure to support continuous improvement efforts. Each division has implemented a Lean Coordinator to support and mentor staff, assist in project selection and documentation, monitor progress and oversee the deployment of projects within their respective division. Additionally, re-branding of DOC's Committee on Responsible and Efficient Government (CREG) to a "Lean Committee" has been completed in an effort to promote and market continuous improvement to agency staff. The committee will meet on a quarterly basis to discuss improvement ideas.

Furthermore, a new intranet page is being developed to message lean and continuous improvement efforts and provide a resource for DOC staff to connect with project resources, templates and training materials. DOC has also seen an increase in projects started during the second half of the fiscal year; therefore, a higher number of completed projects is expected for FY19 (i.e. DOC-12 Conversion; Electronic Medical Records (EMR); DCC T-file Scanning Project; and PREA Reporting & Tracking Application).

Project data

Key improvement outcomes		Other metrics	
Annual staff hours repurposed	390	Improvement efforts completed	2
Annual cost saved	\$0	Average days of lead time reduced	0
Annual cost avoided	\$0	Process steps eliminated	4
One-time cost savings	\$0	One-time implementation costs	\$0

Training data*

In-class training		Online training	
Yellow Belt participants	3	Introduction to Lean	37
White Belt participants	4	Lean 101	26
Yellow Belt projects completed	1	5S Your Workspace	11

Additional information

Top 3 initiatives

1. Establish Lean coordinators in each division and have them complete yellow belt training
2. Expand in-house training to other locations
3. Develop marketing and increase staff knowledge and awareness of Lean

* This data represents how many active employees have completed training through the State of Wisconsin

Background

The Forms Inventory Management Application is used by DOC's Forms Officer to manage official DOC Word Form versions and physical form order information and inventory levels. The current forms management application does not allow for automatic and timely reporting of form information to be accessed by DOC staff. Internal DOC staff searching for specific forms and form information may not always have the most recent/current form information available to them.



Problem Statement

The current forms inventory management application, Forms5, is an outdated and unsupported Microsoft Access database. The application does not allow for efficient and accurate management of forms inventory nor does it allow for efficient management to revise and report out to a Forms Browse Index which is used by internal DOC staff to locate form related information. Updating and creating the Forms Browse Index reports currently takes the Forms Officer 5 manual steps and approximately 15 hours per week/780 annual hours.

Outcome

DOC's Bureau of technology management used an existing application to develop an internal web based application for the Forms program. The application provides enhanced functionality to manage forms inventory and increase reporting capabilities (i.e. automated the process to create a Forms Browse Index report in real time).

Results

Metric Name	Before	After	Improvement	% Improved
Annual hours required	780	520	260	33
Cumulative lead time in days				
Annual current cost in dollars				
Annual future cost in dollars				
Number of steps in process	5	1	4	80
Average process lead time in days				
Percentage who are satisfied				

Cost to implement: \$ 0

One-time cost savings: \$0

Team Lead: Kramerson, Derek F - DOC

Department of Financial Institutions

Agency summary

DFI's Lean Government Committee (nine employees representing the different divisions within DFI) continues to meet every six weeks. We had a successful FY 2018 and were able to complete five projects:

1. Secure Exam Portal (Division of Securities)
2. Annual Report Tracking Process Improvement (Division of Corporations)
3. DFI Emailing PDF Proof of Filings (Division of Corporations)
4. Licensed Financial Services Document Scanning (Division of Banking)
5. DFI Lean SharePoint Site Transition (Division of Administrative Services & Technology)

FY 2019 brings new opportunities for continuous improvement efforts at DFI. We already have four projects "In Progress" and five project ideas in the works for FY 2019. We have started to put Lean statistics in the bi-weekly newsletter that gets sent out to DFI employees in an attempt to increase Lean awareness and participation. Six DFI employees also attended the Wisconsin Lean Continuous Improvement Summit in September. New and less intimidating Lean templates have been created to simplify the process of reporting a Lean project. The DFI Lean Committee is looking forward to another busy year!

Project data

Key improvement outcomes		Other metrics	
Annual staff hours repurposed	98	Improvement efforts completed	5
Annual cost saved	\$54,700	Average days of lead time reduced	2
Annual cost avoided	\$0	Process steps eliminated	0
One-time cost savings	\$450	One-time implementation costs	\$10

Training data*

In-class training		Online training	
Yellow Belt participants	1	Introduction to Lean	8
White Belt participants	5	Lean 101	1
Yellow Belt projects completed	0	5S Your Workspace	0

Additional information

Top 3 initiatives

1. Incorporate Lean into the PDs of all staff
2. Expand White Belt Training to all supervisors unless they've received Yellow Belt training
3. Market Lean to increase project ideas and participation

* This data represents how many active employees have completed training through the State of Wisconsin

Background

As credit unions merge and get more complex the number of examiners sent to complete an exam increases and becomes more of a burden to the credit unions to find space and also be available to the examiners to supply requested documents. The Office of Credit Unions is also faced with examining larger more complex credit unions with a smaller staff which necessitates more overnight travel and is a burden to exam teams.



Problem Statement

As the number of credit unions decrease and mergers take place examiners are required to travel more and further than they have in the past. Travel has always been an issue with retention and the current exam staff is well trained and excellent at what they do. We must find a way to reduce the travel requirements of the job. There also was a recent incident in a California Credit Union where a portable drive used to give examiners information that contained personal private information of credit union members (the accepted method up to that point) was lost and created negative publicity for the National Credit Union Administration. A more secure method to transfer information was needed.

Outcome

We needed a highly secure product that would allow the credit unions to upload their information that was requested by the our exam team and also allow access off site for our teams and would enable them to work off site and give relief to the credit unions in housing a large number of examiners. The IT team suggested the use of the State's Citrix Sharefile. A partition was made for the Office of Credit Unions (OCU) and a due diligence document created for distribution to the Credit Unions. A separate folder was created on the OCU partition for each credit union and user rights assigned to the exam team assigned to that credit union and for two or three users at each credit union. Access was limited to the exam team and the credit union users. After training, a slow implementation was started with only a minimum of examiners working offsite for partial weeks and then going onsite to complete the exam. As we progressed we discovered what areas of the exam were more easily performed offsite and examiners began to spend full weeks working offsite to complete these parts of the exam. The credit unions have embraced the solution and even small credit unions are utilizing the solution. We have used the portal solution on over 75 credit union exams and have had nothing but positive response from examiners and credit unions.

Results

Metric Name	Before	After	Improvement	% Improved
Annual hours required				
Cumulative lead time in days				
Annual current cost in dollars	\$285,000	\$231,000	\$54,000	19
Annual future cost in dollars				
Number of steps in process				
Average process lead time in days				
Percentage who are satisfied				

Background

Charitable Organizations that solicit contributions in Wisconsin register, renew and submit annual financial reports with The Charitable Organization Bureau. This Bureau receives over 7,000 Annual Financial reports (AF reports) per year from registered organizations. The current software program, Integrated Credentialing and Enforcement (ICE), holds the information for all accepted documents including AF reports. To keep track of this process each document gets entered into an excel spreadsheet before being sorted. Once per month a Full Time Employee (FTE) uses ICE to generate a list of organizations which do not have a current, accepted AF report so that they can be contacted. This list does not include the AF reports that have been received but not yet accepted (RNA).



Problem Statement

The data that the system currently uses is outdated. The organization receives, on average, 633 AF reports per month. However, the AF reports do not get entered into ICE until they have been catalogued, reviewed and accepted. The current process results in the AF reports going through many steps -- and many days -- before reaching the end of the process and then being entered into the system. Such a long process results in ICE using outdated information to create a list of organizations that should be contacted because the bureau has not received their report. However, the ICE report does not include the AF reports that are RNA. When an FTE receives this list they must manually search each organization on the list. This list can contain hundreds of organizations. This manual work results in over 8.5 hours per month spent double checking the ICE report.

Outcome

The goal of this project was to decrease unnecessary reworking of an ICE auto generated report which would quantifiably result in saving employee time along with other potential benefits like increasing website accuracy and decreasing employee and customer frustration. To meet these goals this lean project resolved to update the database and practices around the input of received AF reports. By working closely with the department's IT group a new feature was added to ICE to allow the "pending" status of reports that would otherwise have been RNA. Additionally, by having this feature used the moment the AF reports are received, both ICE and the website reflect current data.

Results

Metric Name	Before	After	Improvement	% Improved
Annual hours required	106	12	94	89
Cumulative lead time in days				
Annual current cost in dollars				
Annual future cost in dollars				
Number of steps in process				
Average process lead time in days	2	0	1.8	88
Percentage who are satisfied				

Cost to implement: \$0

One-time cost savings: \$0

Team Lead: Roth, Jennifer J - DFI

Team Lead: Kelly-Ramberg, Erin J - DFI

Background

On a daily basis, the Corporations Bureau processes hundreds of filings. A good deal of those filings are online and automated, sending a filed or rejected copy of the document back to the customer via email. Filings that cannot be automated or are too cumbersome for an online format are received via paper or fax and scanned into a queue to be processed and electronically retained to fulfil the Bureau responsibility as the custodian of the records.

Historically, the customer copies (whether rejected or accepted) have been printed and mailed back to them for corrections or as their proof of filing. Many times, the customer needs the accepted copy not just for their records, but to open a bank account, apply for tax exempt status, or so many other corporate transactions.



Problem Statement

Mailing proof of filings being sent via US mail was not serving either party. Lag time between document review and customer receiving proof was dependent on DOA mail pickup time, US postal service routes, mailbox checking consistency, etc. Most customers would have liked documents sooner and were confused and dissatisfied having to wait. Agency costs associated with the process include postage, envelopes, printer maintenance, paper, staff time at printer and managing follow-up calls, etc.

By implementing a solution, we could decrease agency costs and increase customer satisfaction.

Outcome

Customers can now receive their proof of filing via email; cutting postage, envelopes, print maintenance and paper costs. This also increases customer satisfaction.

Results

Metric Name	Before	After	Improvement	% Improved
Annual hours required				
Cumulative lead time in days				
Annual current cost in dollars	\$41,350	\$40,900	\$450	1
Annual future cost in dollars				
Number of steps in process				
Average process lead time in days				
Percentage who are satisfied				

Cost to implement: \$ 0

One-time cost savings: \$450

Team Lead: Marvin, Anne W - DFI

Team Lead: Kelly-Ramberg, Erin J - DFI

Department of Health Services

Agency summary

DHS is working to standardize lean in 2018 by:

1. Developing a standard project tracking process.
2. Standardizing lean tools and templates that are used across the agency.

DHS 2018 Lean Accomplishments:

- We hosted our first Yellow Belt course and trained 23 employees.
- We have bimonthly lean meetings where successful projects are shared with staff.
- Secretary Seemeyer asked each division to identify a lean project as part of our process to develop the DHS 2019-2021 biennial budget submission.
- In collaboration with DOA, we provide space and audiovisual support for the Focus on Lean series. These events are open to all state employees and are recorded and available online.

Project data

Key improvement outcomes		Other metrics	
Annual staff hours repurposed	2,747	Improvement efforts completed	18
Annual cost saved	\$87	Average days of lead time reduced	5
Annual cost avoided	\$0	Process steps eliminated	14
One-time cost savings	\$0	One-time implementation costs	\$0

Training data*

In-class training		Online training	
Yellow Belt participants	8	Introduction to Lean	32
White Belt participants	19	Lean 101	23
Yellow Belt projects completed	0	5S Your Workspace	17

Additional information

Top 3 initiatives

1. Standardize Lean at DHS
2. Improve communication of Lean and continuous improvement
3. Evolve our Lean education and support processes

* This data represents how many active employees have completed training through the State of Wisconsin

Background

Over the years Central Supply has allowed great variation of products and processes. The reason we have supported this philosophy has been to increase customer satisfaction and assist in individualized services through product offerings. This has created a demand on material services department, has increased costs, and it has become more and more difficult to provide this level of variation.



Problem Statement

There is not a standard product list from which to order personal and health care products. This leads to uncontrolled variation within the ordering process because ordering decisions are personality dependent. In 2016 some product categories had up to 4 different products that serve similar functions with varied cost. This led to the unit spending excess time and money. If product variation was reduced the price per year for products would be reduced as well as wasted time.

Outcome

A product menu was created by analyzing the active ingredients within five different product categories that is used to guide staff can use when determining the brand/type of product they should use. Additional changes are Par levels were established for products used on the living units, storage areas were consolidated, shelving was labeled with the product name and appropriate Par level, staff on the living units that have rights to order products was consolidated, the process for ordering and re-stocking shelves was mapped and standardized, and an option to order and track off-menu products was developed and implemented.

Results

Metric Name	Before	After	Improvement	% Improved
Annual hours required	212	151	61	29
Cumulative lead time in days				
Annual current cost in dollars				
Annual future cost in dollars				
Number of steps in process				
Average process lead time in days				
Percentage who are satisfied				

Cost to implement: \$0

One-time cost savings: \$0

Team Lead: Moloney, Shannon M - DHS

Team Lead: Sainio, Collin C - DHS

Background

The Bureau of Strategic Sourcing (BSS) is developing a contract centralization process for all Department of Health Services (DHS) grant contracts. This process will take up a significant amount of BSS staff time. In order to complete our requirements for the Affirmative Action Program an Affirmative Action Plan Compliance Review process needs to be completed monthly. The initial monthly Affirmative Action Plan (AAP) Compliance Review process took 17 business days to perform completely. This process took up the majority of an individual employee's time and work responsibilities. If the time performing the AAP Compliance review could be reduced, the time saved could be used on other activities such as the contract centralization process.



Problem Statement

The aim of this project was to greatly reduce the time needed to perform the monthly AAP Compliance Review and the time to send out expired AAP notifications allowing for more time to work on the contract centralization process and other projects in the future. This would be done while maintaining or increasing the quality of the review.

Outcome

All three database lists were exported and combined into a single Excel document. The names in one of the database lists were changed to match the other two. The other two lists that are reviewed were combined and VLOOKUP formulas were created so that the majority of the comparisons are now performed by Excel. Additionally, a mail merge process was created for sending email notifications and addressing and creating labels for physical notifications. The time of the compliance review has shrunk down to 3 days and the time to prepare and send the notifications has gone down to 1 day. With the utilization of the new method, we have also been able to add additional quality elements to the process.

Results

Metric Name	Before	After	Improvement	% Improved
Annual hours required	1,632	384	1,248	76
Cumulative lead time in days				
Annual current cost in dollars				
Annual future cost in dollars				
Number of steps in process				
Average process lead time in days				
Percentage who are satisfied				

Cost to implement: \$0

One-time cost savings: \$0

Team Lead: Christensen, Matthew J - DHS

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Department of Natural Resources

Agency summary

The DNR completed its 3-year Strategic Alignment initiative during the past year. This project incorporated multiple process improvements that identified each program's core work, aligned that core work across the agency, and then reallocated staff, funding, and assets to meet the agency's mission, vision and values. In addition, the agency identified some major process improvement initiatives that will be completed in the near future and will streamline some of the agency's business functions.

One of those initiatives is the partnership with the Department of Enterprise Technology to develop and implement a document management system utilizing the OnBase system employed by the state. The team chartered to develop this agency-wide system has completed a pilot and the full-scale implementation will take place over the next few years to move all documents into one location to improve the customer experience for all.

Looking ahead, each Division within the department has developed a process improvement plan and is working on many process improvement projects for 2019. Many new staff are currently receiving training to become part of Lean Teams to help complete and implement these projects to improve the service provided by the DNR.

Project data

Key improvement outcomes		Other metrics	
Annual staff hours repurposed	0	Improvement efforts completed	0
Annual cost saved	\$0	Average days of lead time reduced	0
Annual cost avoided	\$0	Process steps eliminated	0
One-time cost savings	\$0	One-time implementation costs	\$0

Training data*

In-class training		Online training	
Yellow Belt participants	12	Introduction to Lean	39
White Belt participants	10	Lean 101	33
Yellow Belt projects completed	0	5S Your Workspace	12

Additional information

Top 3 initiatives

1. Prioritize projects based on what management wants improved
2. Expand training into new employee and new supervisor orientation
3. Establish coordinators in each division

* This data represents how many active employees have completed training through the State of Wisconsin

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Department of Revenue

Agency summary

Department of Revenue (DOR) started its Lean journey in 2012 and has achieved a long list of accomplishments since launching the initiative. These accomplishments include developing a comprehensive Lean webpage, creating an introductory Lean video, and conducting several Lean cultural awareness surveys.

In FY17, DOR built on this success by adding Lean to the New Employee Orientation agenda, including Lean in the Compliance Bureau's Agent Training Program, and showcasing recently completed Lean projects to interested staff.

In FY18, DOR begin using the Lean Government Program templates to initiate and complete its Lean Projects. We still have general and historical Lean information on our Intranet. DOR will pursue having at least one divisional Lean Coordinator in each of its Divisions.

Project data

Key improvement outcomes		Other metrics	
Annual staff hours repurposed	12,940	Improvement efforts completed	38
Annual cost saved	\$183	Average days of lead time reduced	17
Annual cost avoided	\$0	Process steps eliminated	76
One-time cost savings	\$0	One-time implementation costs	\$0

Training data*

In-class training		Online training	
Yellow Belt participants	22	Introduction to Lean	22
White Belt participants	15	Lean 101	20
Yellow Belt projects completed	3	5S Your Workspace	11

Additional information

Top 3 initiatives

1. Use the DOA LGP website templates to initiate and complete all Lean projects
2. Pursue creating divisional Lean coordinators in each DOR division
3. Continue the DOR Lean Showcase and visual management to increase awareness of Lean at DOR

* This data represents how many active employees have completed training through the State of Wisconsin

Background

Currently, accounts with collection balances are evaluated by automated processes to issue involuntary collection actions when voluntary resolution of the balance is not in place. One of these processes evaluates accounts for bank matches and automatically issues bank levies when a matching account for a delinquent debtor is reported by the debtor's bank.



Problem Statement

Business rules prevented the system from evaluating accounts with balances lower than \$500 for this automated levy action.

Outcome

32,127 delinquent accounts have balances under the old threshold of \$500 but above the new threshold of \$250. This amounts to approximately \$11,655,750 in delinquent balances that are now eligible for automated action to resolve the delinquent debt. Approximately 7,730 of these accounts have bank matching information available that would be subject to levy under the lower threshold.

Using FY17 collection information, this is likely to result in approximately \$300,000 in levy proceeds collected through automated action rather than being collected through agent review on these accounts.

The average agent time spent on an account review for a collection case is approximately 12 minutes. Lowering the threshold for levies to \$250 for automated actions will save approximately 2,190 hours or of agent time or 274 days (17 min X 7,730 accounts that will now be levied through the automated process). This time saved can now be prioritized to work on accounts that require additional research to find collection or contact options.

Results

Metric Name	Before	After	Improvement	% Improved
Annual hours required	2,190	0	2,190	100
Cumulative lead time in days				
Annual current cost in dollars				
Annual future cost in dollars				
Number of steps in process				
Average process lead time in days				
Percentage who are satisfied				

Background

Employer responses to wage attachment being sent via email or e-fax to a shared email box.



Problem Statement

Current process requires email and attachment to be opened with attachment subsequently printed by an agent and routed to scanning.

Outcome

Connected the multi-function printer in the mail/scanning room to a phone line to enable capability to receive faxes. Changed fax number on the WA notices for employers. Responses are now faxed to the printer and come out on paper where mailroom personnel can collate and take directly to scanning. An auto-response on the centcert email box also directs employers to use the new fax number to send responses.

Results

Metric Name	Before	After	Improvement	% Improved
Annual hours required	860	0	860	100
Cumulative lead time in days				
Annual current cost in dollars				
Annual future cost in dollars				
Number of steps in process				
Average process lead time in days				
Percentage who are satisfied				

Cost to implement: \$ 0

One-time cost savings: \$0

Team Lead: Karls, Richard - ETF

Background

1. A typical real estate assessment involves at least four pieces of paper; there are currently 2,461 real estate accounts in the Madison MFG district alone.
2. A typical personal property assessment involves 10 pieces of paper; there are currently 2,230 personal property accounts in the Madison MFG district.
3. A combined total of 32,144 pieces of paper could be eliminated and time saved, if we did not have to print these documents as a routine process for physical scanning, printing and filing.



Problem Statement

Unnecessary physical scanning, printing and filing of letters, sales comparison grids, value adjusted worksheets, and other paper forms.

Outcome

Efficiency is greatly enhanced as there is no longer a need to print a form, go to the printer, scan the document, find the physical file, and then attach the scanned form to IDOC. The total time saved is 9 minutes per account.

Results

Metric Name	Before	After	Improvement	% Improved
Annual hours required	782	78	704	90
Cumulative lead time in days				
Annual current cost in dollars				
Annual future cost in dollars				
Number of steps in process				
Average process lead time in days				
Percentage who are satisfied				

Cost to implement: \$ 0

One-time cost savings: \$0

Team Lead: Frank, Brian D - DOR

Department of Safety & Professional Services

Agency summary

The Department of Safety and Professional Services (DSPS) is continuing to develop its Lean culture by providing training and continuously examining functional areas for process improvement. With the agency move to Hill Farms in July, a new “5S: Lean Office Move” training was developed and administered to assist staff in preparing their individual and shared workspaces for the move. In addition to the Lean projects completed this year, there are six projects pending the implementation of a new safety and licensing system. During these Lean projects, it was determined that the best course of action is to avoid incurring costs for interim solutions and instead ensure that the new system is built to include long-term efficiencies.

In looking ahead, the agency will be implementing new ways for all staff to be exposed to and involved in Lean initiatives. Project teams will begin reporting out to agency management in order to share implemented solutions and process changes across divisions. A Lean showcase will also be developed to recognize teams for their accomplishments and increase interest in Lean. The Agency Lean Committee, comprised of representatives from each division, works to support these initiatives and ensure their effectiveness.

Project data

Key improvement outcomes		Other metrics	
Annual staff hours repurposed	8,744	Improvement efforts completed	7
Annual cost saved	\$202,264	Average days of lead time reduced	38
Annual cost avoided	\$0	Process steps eliminated	22
One-time cost savings	\$98,759	One-time implementation costs	\$45,400

Training data*

In-class training		Online training	
Yellow Belt participants	7	Introduction to Lean	9
White Belt participants	2	Lean 101	9
Yellow Belt projects completed	0	5S Your Workspace	4

Additional information

Top 3 initiatives

1. Incorporate Lean into the PDs of all staff
2. Offer a Lean showcase to increase interest in Lean
3. Require team leads to report out at management roundtables

* This data represents how many active employees have completed training through the State of Wisconsin

Background

The current process involves the Division of Professional Credential Processing (DPCP) emailing a Mail File to DOA Publishing/Distribution to have Renewal Reminder Postcards printed and mailed. This results in the Renewal Supervisor needing to run the ICE report approximately eight (8) weeks prior to the renewal deadline for every credential type due to the process time required to print and mail renewal postcards.



Problem Statement

In improving the efficiency of the renewal reminders process, there would be a great reduction in overall process time. Additionally, postcard production and mailing would be reduced substantially, requiring less staff time. Fiscal savings would also be evident as the cost of sending postcards would be decreased.

Outcome

In following the DMAIC process, the team utilized the Value Stream Map created to identify steps that did not add value to the process and worked to diminish their impact on cost and process time. From this process, sending email reminders was the proposed recommendation that was ultimately approved by the project sponsor. DSPS implemented the GovDelivery cloud communications solution for a cost-effective and efficient means of sending email renewal reminders to more than 350,000 credential holders.

Results

Metric Name	Before	After	Improvement	% Improved
Annual hours required	13,572	5,940	7,632	56
Cumulative lead time in days				
Annual current cost in dollars	\$107,357	\$4,886	\$102,471	95
Annual future cost in dollars				
Number of steps in process	33	25	8	24
Average process lead time in days	18	2	16.0	89
Percentage who are satisfied				

Cost to implement: \$ 44000

One-time cost savings: \$98759

Team Lead: Gagula, Jelena - DSPS

Background

With the transfer of the Tattooing and Body Art Program to DSPS, monthly costs are incurred for HealthSpace licensing. Various staff require access to the HealthSpace system for licensing, inspection, and fiscal components pertaining to the Tattooing and Body Art Program.



Problem Statement

Currently, 19 staff are licensed with varying access to the system. Analyzing the need for licensing as well as the roles and responsibilities of staff who work within the Tattooing and Body Art program will allow us to realize cost savings and potential time savings for staff.

Outcome

In analyzing the business need for licensing, inspecting, and fiscal information within the HealthSpace system, the team was able to narrow down the number of staff involved in various tasks for the Tattooing and Body Art program. As the monthly licensing cost varies based upon the access level granted, it was important to determine which role is truly necessary for each staff person. The team worked with subject matter experts to decide upon having a point of contact and back-up so that tasks could be streamlined and licensing costs reduced.

Results

Metric Name	Before	After	Improvement	% Improved
Annual hours required				
Cumulative lead time in days				
Annual current cost in dollars	\$209,760	\$132,480	\$77,280	37
Annual future cost in dollars				
Number of steps in process				
Average process lead time in days				
Percentage who are satisfied				

Cost to implement: \$0

One-time cost savings: \$0

Team Lead: Gagula, Jelena - DSPS

Background

Currently, the Intake unit creates and maintains a paper file and an electronic file for all 3,000+ complaints received. Prior to screening, Intake compiles all paper documents for each complaint and gives them to the clerical assistant for scanning. Intake then organizes and bookmarks each file in preparation for the screening panel. Once the screening panel is complete, Intake must compare the electronic and paper file to ensure they mirror one another before filing (if the matter has been closed) or delivering to the attorney (if opened for investigation).



Problem Statement

The current process is costly as we spend money on paper, manilla folders, and physical storage space in order to create a duplicate file of what is already stored electronically. It is inefficient for staff to compile, print electronic documents, scan, and prepare each complaint packet for screening. Intake also needs to scan each individual coversheet after screening, save it to each individual electronic folder, and then review each physical and electronic file to ensure that all of the information is the same.

Outcome

In reviewing the process and realizing the number of inefficiencies, steps were taken to eliminate extra work that was not essential to the end product. Staff no longer compile physical file folders for each complaint closed at screening and now utilize SharePoint to save documents for organization and future reference.

Results

Metric Name	Before	After	Improvement	% Improved
Annual hours required	907	406	501	55
Cumulative lead time in days				
Annual current cost in dollars	\$11,322	\$1,432	\$9,890	87
Annual future cost in dollars				
Number of steps in process				
Average process lead time in days				
Percentage who are satisfied				

Cost to implement: \$ 1400

One-time cost savings: \$0

Team Lead: Ayres, Ashley - DSPS

Department of Transportation

Agency summary

During Fiscal Year 2018 (FY18), WisDOT recruited a new Performance, Policy and Research Section Chief to lead the continuous improvement initiative. Eight WisDOT staff were awarded Yellow Belts. The Office of Management and Budget and WisDOT Division Lean Leads worked with our central and regional offices to capture all types of measurable efficiencies (e.g. those following Lean Six Sigma, 'Just Do It' efforts, 'Implementation' projects). In January of 2018, WisDOT launched a cost savings initiative to further support the department's strategic goal of accountability, seeking to utilize public dollars in the most efficient and cost-effective way. This initiative identified over \$24 million in cost savings which was reinvested into roads and/or repurposed for key operational needs.

In FY19, we will continue to rebrand and expand our culture of cost savings and continuous improvement with a continued focus on documenting efficiency efforts and capturing metrics to illustrate how WisDOT strives to do more, better, at lower cost.

Please note: The "annual cost saved" total in this report is associated only with the savings realized from Lean and improvement projects outside of WisDOT's internal cost savings initiative.

Project data

Key improvement outcomes		Other metrics	
Annual staff hours repurposed	9,573	Improvement efforts completed	28
Annual cost saved	\$50,534	Average days of lead time reduced	108
Annual cost avoided	\$0	Process steps eliminated	443
One-time cost savings	\$20,400	One-time implementation costs	\$410,692

Training data*

In-class training		Online training	
Yellow Belt participants	17	Introduction to Lean	13
White Belt participants	5	Lean 101	11
Yellow Belt projects completed	1	5S Your Workspace	8

Additional information

Top 3 initiatives

1. MAPSS (Mobility, Accountability, Preservation, Safety, and Service) Performance Improvement Program
2. WisDOT Cost Savings Initiative
3. Continuous Improvement Efforts and Efficiencies (in addition to Lean Six Sigma)

* This data represents how many active employees have completed training through the State of Wisconsin

Background

Registration and title applications mailed into the DMV central office were bundled and re-mailed to regional offices throughout the state to assist with processing. One full-time position managed the mailing, sorting and bundling of these applications. These applications must be processed timely in order for DMV to meet its Customer Satisfaction Index (CSI) score goal of 8, specifying that customers who mail their title applications to the central office must receive their title within 30 days. Regions could only process the paper applications received each week which meant a backlog existed at the central office, sometimes requiring overtime to manage the applications.



Problem Statement

Forecasting the correct number of applications to send to region staff is difficult. Applicants were waiting an average of 45 days; therefore, the CSI score goal was not being met. Mailing applications between offices was costly. Implementing an electronic document management system to process Vehicle Title and Renewal Applications will improve productivity, reduce backlogs and reduce costs.

Outcome

To improve the process, DMV's Bureau of Vehicle Services and Bureau of Field Services partnered with BITS in the Division of Business Management to implement OnBase workflows where staff processed applications from a scanned digital image versus a paper document. By scanning Vehicle and Title applications up front, creating new procedures, training staff on the new system, and creating new work queues, DMV was able to stop spending \$20,400 annually on mailing costs, repurpose 187,072 staff hours into value-added work for Wisconsin customers, reduce backlogs by 47%, increase productivity by 25% and meet its CSI score goals by reducing lead times by 13% for Title Applications and 26% for Renewals.

Results

Metric Name	Before	After	Improvement	% Improved
Annual hours required	191,945	187,072	4,873	3
Cumulative lead time in days	84,000,000	68,000,000	16,000,000.0	19
Annual current cost in dollars	\$20,400	\$0	\$20,400	100
Annual future cost in dollars				
Number of steps in process				
Average process lead time in days	41	34	6.6	16
Percentage who are satisfied				

Cost to implement: \$ 378040

One-time cost savings: \$20400

Team Lead: Alley, Rhonda - DOT

Team Lead: Reeve, Jill - DOT

Background

The Wisconsin Driver (Self) Report of Crash (MV4002) forms were submitted on paper using a 20+ years old form and process. This resulted in a multi-step, manual process to record the reports in the crash reporting system.



Problem Statement

The process of sorting, reviewing, mailing and keying in scanned Wisconsin Driver Report of crash forms took 8 hours of 2.7 FTE per day to process (about 2,000 staff hours per year). In 2016, 26% (3,027/11,598) of all self-reports were sent back to clients due to errors or omissions. Lead time for single victim crashes took an average of 60 days to complete from acceptance to completion. Converting the paper form to an electronic version will improve response time to consumers, reduce processing time and reduce operating costs.

Outcome

The Wisconsin Driver Report of Crash (MV4002) form was converted to an electronic (DT4002) form with an automated workflow, allowing for immediate transmission to WisDOT and confirmation to the customer. Public users gained the ability to submit crash reports from personal computers and mobile devices. Lead time for single victim crashes was reduced by 98% (from 60 days to 1 day) and eliminated delays caused by mailing. Programming required fields, system edits and validations into the electronic solution reduced follow up calls/mailings and eliminated incomplete forms that needed to be returned. Eliminating returned paper forms reduced supply and mailing costs and staff hours. Not only was processing time reduced but the process was error-proofed for all errors except in the case of consumers submitting the wrong type of crash. Errors, quantified as defects per unit (DPU), were reduced by 85% (from 0.26 DPU to 0.04 DPU).

Results

Metric Name	Before	After	Improvement	% Improved
Annual hours required	2,000	750	1,250	62
Cumulative lead time in days	297,000	4,950	292,050.0	98
Annual current cost in dollars	\$2,270	\$374	\$1,896	84
Annual future cost in dollars				
Number of steps in process				
Average process lead time in days	60	1	59.0	98
Percentage who are satisfied				

Cost to implement: \$0

One-time cost savings: \$0

Team Lead: Muthumari, Chokkalingam - DOT

Team Lead: Burkard, Paul - DOT

Background

Forecasts have been completed on all roadway improvement projects (besides all local roads), over 500 AADT, statewide. These reforms will reduce the number of forecasts and steps for roadway project teams.



Problem Statement

WisDOT wanted to reduce time and steps in the Traffic Forecasting process.

Outcome

WisDOT implemented a SharePoint solution to the Traffic Forecasting process. The changes reduced the number of forecasts to repurpose hours into more complex forecasts. WisDOT was able to eliminate the time needed to work on the "Turnaround on Time" metric associated with these types of forecasts (ie in 2017, 84.7% forecasts were turned around on time). This metric will not be necessary as all forecasts measured in this category will no longer be done.

Results

Metric Name	Before	After	Improvement	% Improved
Annual hours required	1,400	600	800	57
Cumulative lead time in days				
Annual current cost in dollars				
Annual future cost in dollars				
Number of steps in process	44	32	12	27
Average process lead time in days				
Percentage who are satisfied				

Cost to implement: \$ 0

One-time cost savings: \$0

Team Lead: Murray, Jennifer - DOT

Department of Veterans Affairs

Agency summary

WDVA's mission is to provide direct care, benefits, programs and services to Wisconsin's veterans and their families. By leveraging technology and effectively utilizing available resources, our goal is to provide needed services to veterans throughout the state and improve access to information about all available benefits, programs and services.

In addition to the one project that is included in this report, we have also leveraged technology to save time, coordinate resources and improve access to information for our customers through the development and recent completion of three web-based online systems. 1) CemNet: A universal operating system utilized by all three Wisconsin State Veterans Cemeteries to manage cemetery administrative and grounds operations. 2) Public Records Requests: A web-based application used to manage the public records requests process more efficiently and respond to requests more timely. 3) Access to Self Service Portal for Benefit Grants: An automated process that allows Veterans to apply for the Assistance to Needy Veterans Grant Program online and upload application supporting documentation through their 'MyWisVets' account which saves on processing times. WDVA is very proud of these Lean accomplishments and look forward to sharing the results in FY 2019.

Project data

Key improvement outcomes		Other metrics	
Annual staff hours repurposed	0	Improvement efforts completed	2
Annual cost saved	\$0	Average days of lead time reduced	2
Annual cost avoided	\$0	Process steps eliminated	0
One-time cost savings	\$0	One-time implementation costs	\$500

Training data*

In-class training		Online training	
Yellow Belt participants	10	Introduction to Lean	8
White Belt participants	1	Lean 101	7
Yellow Belt projects completed	0	5S Your Workspace	0

Additional information

Top 3 initiatives

1. Survey staff to better understand their perception of Lean/Continuous Improvement
2. Promote improvement outcomes in communications, celebrations, or award ceremonies
3. Develop Lean project experts (Division Coordinators) to assist employees during improvement efforts

* This data represents how many active employees have completed training through the State of Wisconsin

Removal of Discontinued Meds from Medication Drawers



Veterans Affairs, Department of

Veterans Homes and Veterans Services

Background

Discontinued meds have remained in med drawers resulting in potential medication errors for Members. The process of how Union Grove fills and delivers Medications was reviewed.



Problem Statement

Discontinued meds have remained in med drawers resulting in potential med errors. The process of how Union Grove fills and delivers Medications is critical to reducing potential medication errors for members and reducing costs. The issue to be resolved was in addressing pre-packaged medicine drawers to address the removal of medication no longer perscribed to the Memebers

Outcome

Issue resolved with attached procedure from DON. Procedure implemented November 1st. No medication errors due to this issue in the month of November/December. Continued monitoring in place. The most significant benefit is that this greatly reduces the chance for a medication error with a Home Member. The personal medical impacts to the Member and the expenses related to care after such an event have the potential to be significant. No metric data was collected as the implemetation was determined to be immediatly necessary due to the nature of the situation.

Results

Metric Name	Before	After	Improvement	% Improved
Annual hours required				
Cumulative lead time in days				
Annual current cost in dollars				
Annual future cost in dollars				
Number of steps in process				
Average process lead time in days				
Percentage who are satisfied				

Cost to implement: \$ 500

One-time cost savings: \$0

Team Lead: Knudson, Laurel J - DVA

Team Lead: Dierks, Gary H - DVA

Department of Workforce Development

Agency summary

The Department of Workforce Development (DWD) continues to expand its lean efforts by initiating cultural change throughout the agency. In FY18 focus groups were held with field staff to better understand their needs for engaging in process improvement opportunities. Plus, DWD expanded its lean practitioner skill sets by sending select staff to Yellow Belt training. Those individuals have either successfully completed their required projects or are currently working to complete them. In Appleton, Unemployment Insurance Benefits Center employees advanced an initiative of their own and created the first Continuous Improvement Team. In the Spring of 2018 this team hosted a training for the entire Appleton Office of Adjudication. Approximately 40 people were trained on multiple lean concepts. During the summer of 2018 Lean Liaisons were introduced in each division. The lean liaisons are charged with coordinating and strengthening the lean activity within their division. To launch their new role, a Lean In-Service session was held with all the DWD lean practitioners. The event began with an overview of the Lean Continuous Improvement Team from our Appleton Office providing the platform for how to build an improvement team. As a result of this event each division team has been asked to identify 2-3 high level lean goals for the coming year. Annually, DWD continues to host the DWD Lean Showcase. The next event is scheduled for February of 2019.

Project data

Key improvement outcomes		Other metrics	
Annual staff hours repurposed	16	Improvement efforts completed	4
Annual cost saved	\$6,200,000	Average days of lead time reduced	9
Annual cost avoided	\$0	Process steps eliminated	0
One-time cost savings	\$343	One-time implementation costs	\$16,188

Training data*

In-class training		Online training	
Yellow Belt participants	17	Introduction to Lean	14
White Belt participants	11	Lean 101	18
Yellow Belt projects completed	0	5S Your Workspace	7

Additional information

Top 3 initiatives

1. Implement the division lean plans developed by Lean liaisons and the division teams
2. Expand continuous improvement training and awareness for DWD field staff
3. Increase awareness and understanding by making the language and messaging more approachable

* This data represents how many active employees have completed training through the State of Wisconsin

Background

The federal Resource Justification Model used to distribute money to the states for the administration of unemployment programs was on a steady decline. WI's base federal grant declined from a high of \$63.9 million in 2009 to \$55.5 million in 2016. Federal reserves which had been build up during the recession were nearly exhausted.



Problem Statement

At that rate of decline, the federal grant was expected to fall to \$53.1 million by 2018. Two approaches were selected: continue to reduce spending, and review the current process to slow the annual decline in federal dollars.

Outcome

After the Resource Justification Model (RJM) Tune Up was completed, we anticipate a federal reimbursement of \$59.3 million in FFY2018, which is \$6.2 million more than what was projected prior to the RJM Tune Up. We changed the way we charge personnel time to more appropriate and allowable time codes resulting in the highest federal reimbursement. We reduced approximately 200 Task Profile IDs, almost half of UI's number of codes, which makes staff time charging easier and more accurate.

Results

Metric Name	Before	After	Improvement	% Improved
Annual hours required				
Cumulative lead time in days				
Annual current cost in dollars	\$6,200,000	\$0	\$6,200,000	100
Annual future cost in dollars				
Number of steps in process				
Average process lead time in days				
Percentage who are satisfied				

Cost to implement: \$ 16188

One-time cost savings: \$0

Team Lead: Preysz, Linda - DWD

Background

When new or updated information for DVR staff becomes available, we publish it to the DVR Information Center for staff to access. DVR has around 326 staff members that all need timely access to this information.



Problem Statement

The DVR Information Center has out of date content, is missing relevant information, and is not updated as often as expected. Out of 326 current DVR staff members, 131 provided responses to a survey where only 64% were satisfied or very satisfied with the DVR Information Center. Also, 14% of the survey respondents have never used the Information Center before. Since this is the primary location for the most relevant material for DVR staff to access information essential to perform their job tasks, then we would like to increase the level of satisfaction and decrease the amount of staff who have never accessed it before.

Outcome

The focus was on cleaning up outdated information on the DVR Information Center and to combine and reorganize current information based on staff feedback. In addition, there was time devoted to accessibility by converting files to webpages. As a result of this work, there is now a defined and written process for what and when information is to be published to the Information Center. That process has led to increased efficiencies including reduced Lead Time and staff confusion.

Results

Metric Name	Before	After	Improvement	% Improved
Annual hours required				
Cumulative lead time in days	180	36	144.0	80
Annual current cost in dollars				
Annual future cost in dollars				
Number of steps in process				
Average process lead time in days				
Percentage who are satisfied	64	80	16	25

Cost to implement: \$ 0

One-time cost savings: \$ 0

Team Lead: Krizan, Kristina A - DWD

Background

On a regular basis, parties fail to appear at their unemployment insurance (UI) hearings. There are statutes and administrative code sections that detail what to do after a non-appearance. Navigating the process in accordance with the law is important. However, the various scenarios that can occur under the law can be confusing to staff at the hearing offices, leading to delays. Also, staff are not handling these matters consistently.



Problem Statement

Staff can get confused by the "non-appearance" law, which leads to delays. Staff are also not consistently handling these matters. Following a consistent process that efficiently resolves these matters without delay benefits the parties, the hearing offices, and the agency (DWD), the latter of which is subject to timeliness standards set forth by the federal Department of Labor.

Outcome

By law, the appeal tribunal (via the support staff) "shall" electronically deliver or mail to the respondent a copy of the appellant's non-appearance letter. We created a new set-aside appeal tribunal decision (ATD) and started attaching the non-appearance letter to that ATD. So, on Day #1, we mail the set-aside ATD and non-appearance letter together. Days #2 - #8 are the required seven-day waiting period. By Day #31, we have analyzed the case for hearing, scheduled the hearing, and issued an appeal tribunal decision.

In the past, we did not mail the set-aside ATD until Day #10. At that point, we "restarted the clock" on Department of Labor standards and issued an appeal tribunal decision by Day #40.

By creating a new set-aside ATD, and by mailing that ATD on Day #1, we focus on issuing an appeal tribunal decision on the non-appearance issue by Day #31 - a savings of 9 days (a 22.5% saving in lead time). We were also able to eliminate use of the UCL-18085-E letter (Failure to Appear by Appellant) in this scenario.

In addition, we created some checklists to assist the support staff in consistently resolving the various scenarios that can arise. Consistent resolution helps avoid errors and re-work.

Results

Metric Name	Before	After	Improvement	% Improved
Annual hours required				
Cumulative lead time in days	40	31	9.0	22
Annual current cost in dollars				
Annual future cost in dollars				
Number of steps in process				
Average process lead time in days	40	31	9.0	22
Percentage who are satisfied				50

Office of the Commissioner of Insurance

Agency summary

Lean is a continuous improvement philosophy. OCI Customers, employees, suppliers, managers, and executives work together in events commonly called value stream mapping, designed to improve operational efficiencies and maximize financial savings. By mapping the status quo, everyone works in cooperation to identify and eliminate the non-value added processes. The result of Lean is increased efficiencies in services for the customers of state government and a safer, more streamlined workplace for employees.

Wisconsin government should always be looking for ways to improve operations and services. Lean initiatives provide a framework for continuous improvement. These processes save taxpayer money, improve workplace safety, and allow government to better serve the public.

State agencies are required to implement a lean government initiative which will engage staff and agency leaders to eliminate waste, save time and cost, and improve government services to the benefit of both state residents and employers. Agencies report their progress on an annual basis to the Governor.

Project data

Key improvement outcomes		Other metrics	
Annual staff hours repurposed	0	Improvement efforts completed	1
Annual cost saved	\$0	Average days of lead time reduced	0
Annual cost avoided	\$0	Process steps eliminated	0
One-time cost savings	\$0	One-time implementation costs	\$0

Training data*

In-class training		Online training	
Yellow Belt participants	2	Introduction to Lean	4
White Belt participants	3	Lean 101	5
Yellow Belt projects completed	0	5S Your Workspace	5

Additional information

Top 3 initiatives

1. Implement Lean as a way in which we conduct business, both internally and externally
2. Continue to explore opportunities where we can efficiently and effectively provide services to customers
3. Attend Market Regulation and Financial Bureau quarterly meeting to discuss and promote Lean

* This data represents how many active employees have completed training through the State of Wisconsin

Clean-up of Market Regulation's Shared Drive

Background

As a means of sharing and storing files, OCI Market Reg staff save Word documents, Excel spreadsheets, PDF files, and Access databases on a shared (S:) drive. When staff leave OCI or when files and databases are no longer used, the files and databases remain on the shared (S:) drive.



Problem Statement

There is not currently an Market Regulation procedure to clean-up or consolidate the files on the shared (S:) drive nor is there a standard file naming convention or guideline for using the shared (S:) drive. As a result, it can be difficult to locate necessary files and databases and the shared (S:) drive continues to grow and take up additional IT resources. In addition, Market Reg has a SharePoint site that is currently being under utilized.

Outcome

The S drive space utilized by the Market Regulation Bureau was 284 G. After cleaning up and reorganizing the S drive space was 199 G for a space savings of 85 G which is 30% of the original total.

Results

Metric Name	Before	After	Improvement	% Improved
Annual hours required				
Cumulative lead time in days				
Annual current cost in dollars				
Annual future cost in dollars				
Number of steps in process				
Average process lead time in days				
Percentage who are satisfied				

Cost to implement: \$ 0

One-time cost savings: \$0

Team Lead: Pegelow, John E - OCI

Wisconsin Economic Development Corporation

Agency summary

In FY18, WEDC began a governance process of integrating lean into the organizational culture. With Executive sponsorship and input an internal lean marketing plan was created. For FY19, a main component of this plan, is to educate all employees (interns to Secretary) about lean tools and concepts and how they can be applied to various roles within the agency. As part of the plan, a survey was conducted in FY18 to gather feedback used to design internal communications, choose training topics, and create a forum for submitting process improvement ideas. Along with informing current employees, all new hires are required to watch videos provided by the Lean Government Program as part of the onboarding process.

During FY18, WEDC dedicated additional staff time towards internal lean development. A designated employee will be available to personally coach and assist other WEDC employees with lean efforts. Having this centralized approach will ensure consistent messaging and application of concepts. Completing more lean efforts in various divisions will also demonstrate the value of lean and ensure continued practice. As WEDC continues to strive for operational excellence, incorporating lean practices is a simple and cost-effective way to reach high quality standards across the agency.

Project data

Key improvement outcomes		Other metrics	
Annual staff hours repurposed	1,983	Improvement efforts completed	6
Annual cost saved	\$0	Average days of lead time reduced	16
Annual cost avoided	\$0	Process steps eliminated	20
One-time cost savings	\$0	One-time implementation costs	\$0

Training data*

In-class training		Online training	
Yellow Belt participants	-	Introduction to Lean	-
White Belt participants	-	Lean 101	-
Yellow Belt projects completed	-	5S Your Workspace	-

Additional information

Top 3 initiatives

1. Expand training opportunities
2. Make Lean more visible
3. Provide more coaching opportunities

* Training data for WEDC and WHEDA is not recorded centrally and therefore is not included in this report

Background

Phase 1 normalized and automated employee-level calculations for JTC and ETC tax credit programs. Phase 2 has normalized and automated calculations for EZ and BTC tax credit programs. Prior to the project thousands of employee records were manually prorated and compared to statutory and contractual thresholds each reporting period (typically annual).



Problem Statement

Manual calculations of records are inefficient and prone to error by manual handling, mis-entry of formulas, or variations in staff applications of contractual obligations. Automating the processing of payroll information will provide better customer service to EZ and BTC tax credit recipients and allow underwriters to repurpose hours spent manually calculating submitted payroll records.

Outcome

Programmed calculations for the BTC and EZ programs into a user interface which standardizes and automated record-level calculations. After solution was implemented process time decreased to 4 hours per tax credit review. Again 10% of total BTC & EZ tax credits were measured and an average of 4 hours was used in the calculation. 238 BTC & EZ reviews per year x 4 hours required per review = 952 annual hours required for BTC & EZ reviews.

Results

Metric Name	Before	After	Improvement	% Improved
Annual hours required	2,856	952	1,904	67
Cumulative lead time in days				
Annual current cost in dollars				
Annual future cost in dollars				
Number of steps in process				
Average process lead time in days				
Percentage who are satisfied				

Cost to implement: \$ 0

One-time cost savings: \$0

Team Lead: Jordan N. Lee

Background

The process is important because it is the process that our Fab Lab awards go through from the application process to awarding and reporting. Each school district in the state has the opportunity to apply for an award and the current process had many steps that went between underwriting and other departments.



Problem Statement

The problem with the process is that there were many steps that bounced from department to department with only one item being completed. By solving this issue, large amounts of time can be saved by consolidating the steps that go from department to department into all encompassing steps completed by a single person.

Outcome

The solution was to combine duplicate steps and eliminate scenarios where the process would bounce back and forth between departments for just one step of the process. The solution allowed for multiple steps to be completed by one department or person before the process moved to the next step. This made the process easier to manage and easier to follow.

Results

Metric Name	Before	After	Improvement	% Improved
Annual hours required	240	180	60	25
Cumulative lead time in days				
Annual current cost in dollars				
Annual future cost in dollars				
Number of steps in process				
Average process lead time in days				
Percentage who are satisfied	40	100	60	150

Cost to implement: \$ 0

One-time cost savings: \$0

Team Lead: DavidBeckerWEDC

Background

Once WEDC executes a contract with a recipient, the Data Quality Review process is initiated that requires the Quality Assurance to review the award setup in software systems, ensuring that the information reflects what is stipulated in the contract and supporting documentation. Errors are noted on a printed form and sent to underwriting and/or the contract specialist for correction. When returned, the QA verifies corrections, scans the document, uploads to Salesforce, marks complete, and then passes the award folder to compliance for final review and file storage.



Problem Statement

The turnaround time for the Data Quality Review process is averaging 18 days, 11 days beyond the 7 days initially anticipated. Errors consistently appear and some awards are kicked back multiple times for corrections to be made. This process relies on paper forms, consuming valuable staff time and paper when printing. The cumbersome nature of the process and delay in turn delays compliance completing their final review and storage steps.

Outcome

- DQR's are not printed and digital checklist is uploaded directly to Salesforce
- Communication is done via SF chatter enabling issues to be resolved faster
- Award folder remains with Quality Assurance so materials don't 'get lost'

Results

Metric Name	Before	After	Improvement	% Improved
Annual hours required				
Cumulative lead time in days	9,756	1,084	8,672.0	89
Annual current cost in dollars				
Annual future cost in dollars				
Number of steps in process	16	12	4	25
Average process lead time in days	18	2	16.0	89
Percentage who are satisfied				

Cost to implement: \$0

One-time cost savings: \$0

Team Lead: mslinde

Wisconsin Housing and Economic Development

Agency summary

In FY2018, the Wisconsin Housing and Economic Development Authority (WHEDA) continued to incorporate LEAN principles into the processes and protocols of the work environment; the goal being to eliminate waste and increase efficiency in operations.

Communicating a heightened awareness of LEAN culture among employees has also been a goal.

Project data

Key improvement outcomes		Other metrics	
Annual staff hours repurposed	0	Improvement efforts completed	0
Annual cost saved	\$0	Average days of lead time reduced	0
Annual cost avoided	\$0	Process steps eliminated	0
One-time cost savings	\$0	One-time implementation costs	\$0

Training data*

In-class training		Online training	
Yellow Belt participants	-	Introduction to Lean	-
White Belt participants	-	Lean 101	-
Yellow Belt projects completed	-	5S Your Workspace	-

Additional information

Top 3 initiatives

1. Not yet identified
2. Not yet identified
3. Not yet identified

* Training data for WEDC and WHEDA is not recorded centrally and therefore is not included in this report