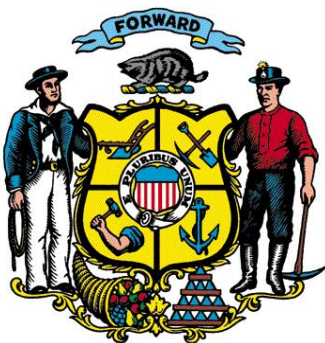


Lean Government Program

FY17 Annual Report



Prepared for the Office of the Governor
by the Department of Administration
November 2017



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Executive Summary

Fiscal Year 2017 (FY17) marked the first full year of the Lean Government Program's existence. During this time, the program achieved several important accomplishments. First, it identified Lean representatives from all agencies and began facilitating monthly meetings to solicit input and feedback from them. These meetings have directly contributed to several important outcomes in the past fiscal year, such as the decision to bring Lean Yellow Belt Training in-house. By offering this training internally, the Lean Government Program can ensure the concepts are applied in each agency by requiring that employees complete a project to receive Yellow Belt certification. The program also made it easier to track the outcomes of these efforts by establishing a single, centralized location where Lean project results can be reported. Overall, these accomplishments have led to greater standardization and consistency across state agencies.

In addition to these accomplishments, the Lean Government Program lent support to the 103 Lean projects that were completed statewide in FY17. Cumulatively, these projects were reported to have produced the following results:

- Annual hours repurposed: 114,912 hours
- Annual cost avoided: \$4,298,115
- Lead time reduced: 512 days
- Process steps eliminated: 288 steps

Going forward, the Lean Government Program will build on this success in several ways. Most importantly, the program plans to provide more comprehensive consulting services to help align continuous improvement efforts with each agency's broader goals. By connecting agency priorities to Lean projects, the program can encourage Lean teams to solve problems that matter to their organization's executive sponsors. Additionally, the Lean Government Program intends to lead enterprise projects where possible. When a problem affects the entire enterprise, a single agency is unlikely to be able to solve that problem on its own. In these scenarios, the Lean Government Program could lead the improvement effort and address the problem more broadly.

Now that the program has refined its focus and established clear objectives for FY18, it's expected that the number and quality of Lean improvements will increase throughout the State of Wisconsin.

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FY17 Accomplishments

In FY17, the Lean Government Program laid the groundwork for what's to come in future years. Below are some key accomplishments that will help ensure the program's long-term success.

Collaborating across agencies

One benefit of having an enterprise program is that it provides an opportunity for employees from different agencies to work together. Each month, Lean contacts from all agencies identified in Executive Order #66 meet to provide input on the direction of the Lean Government Program and discuss what challenges they face in promoting a culture of continuous improvement within their agency. These monthly interactions have helped the Lean Government Program focus on agency priorities and have also led to greater resource sharing.

Networking with other institutions

In addition to collaborating with state agencies, we have also been able to network with other institutions during our monthly "Focus on Lean" presentations. These presentations have brought in employees from local and county governments as well as the private sector and UW System. We think these interactions will help foster future partnerships that will benefit all institutions.

Providing internal training

An important outcome of FY17 was the decision to bring Lean Yellow Belt Training in-house. With a standard curriculum supported by Lean contacts within all agencies, we can now provide more consistent expectations for those who take the training, such as the requirement that employees complete a project to receive full Yellow Belt certification. We believe this will help ensure that Lean concepts are applied in each agency.

Centralizing information

With numerous Lean activities happening throughout the state, a challenge in previous years has been keeping track of all Lean projects and their outcomes. In FY17, the first-ever Lean database was developed. While its original functionality was limited, the database set the expectation that all Lean improvements should be reported to a centralized location. Going forward, this expectation will be crucial for supporting projects that are in progress and highlighting successful projects when they have been completed.

Advertising Lean successes

FY17 also marked the release of the external Lean website (lean.wi.gov). Following some aesthetic changes that will take place over the next few months, this site will serve as the main landing page for all things Lean and will primarily be used to promote successful Lean projects and impressive outcomes.

FY18 Objectives

During the next year, the Lean Government Program intends to lead several new initiatives. A brief description of each initiative is included below.

Consulting

Now that the Lean Government Program's training offerings have been developed, the program's focus will shift toward providing guidance and advice to agencies who are looking to improve their processes. In the short term, we will focus on supporting teams that are implementing improvements and helping agency leaders align Lean efforts with their broader strategic goals.

Replicating successful projects

With 16 state agencies participating in Wisconsin's Lean effort, there are many opportunities to take solutions that have worked in one agency and apply the same improvements more broadly. For example, if one agency develops a way to minimize the amount of paper that's printed on a weekly basis and can show a marked decrease in annual printing costs, other agencies should be able to implement the same practice with little effort. Given the Lean Government Program's enterprise vantage point, we believe the program is well-suited to identify and promote these kinds of improvements.

Leading enterprise projects

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, we think the Lean Government Program should lead the project so that the problem can be solved more broadly.

Tracking outcomes

Currently, we are developing new website functionality that we think will make it even easier for agencies to report the outcomes of their Lean projects. Also, since this data will be aggregated automatically, agencies will be able to review the number of projects that are underway and the outcomes of these improvement efforts far more regularly.

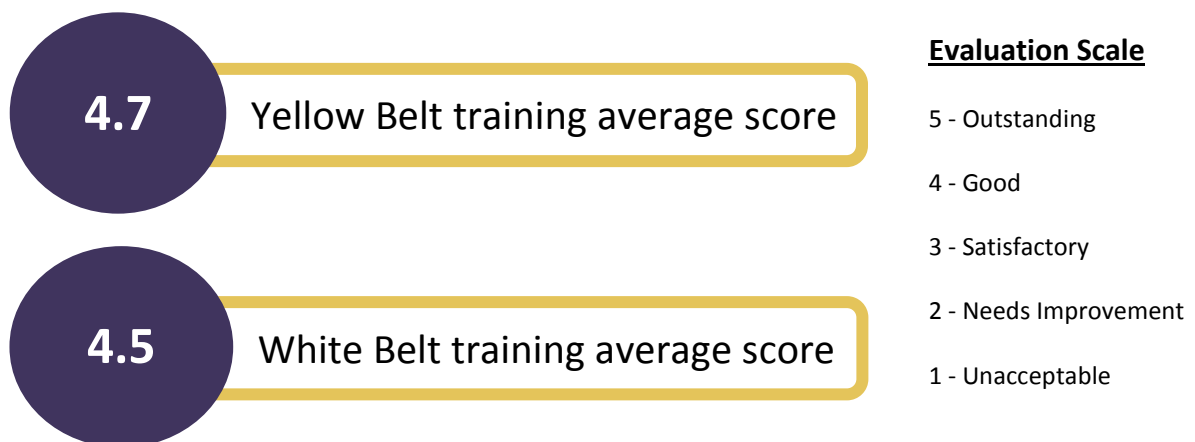
Sharing training resources

Over the next few months, we will be transitioning to a collaborative training model for the primary Lean courses. By having a pool of trainers who can teach the material throughout different state agencies, we will be able to ensure the training will remain available even if one of the training positions is vacant. Additionally, agencies will be able to use the training curriculum in locations outside Madison, which will allow more employees to be exposed to Lean concepts.

Training Summary

| Computer-based training | | | |
|-------------------------|--------|---------------|------------------------|
| Course | Length | First offered | Number of participants |
| Introduction to WI Lean | 30 min | 09/06/16 | 243 |
| Lean 101 | 60 min | 02/05/17 | 156 |
| 5S Your Workspace | 30 min | 01/27/17 | 69 |
| | | | Total: 468 |

| In-person training | | | |
|-------------------------|---------|---------------|------------------------|
| Course | Length | First offered | Number of participants |
| Focus on Lean brownbags | 1.5 hrs | 06/17/16 | 250 |
| Yellow Belt training | 24 hrs | 03/15/17 | 46 |
| White Belt training | 4 hrs | 12/09/16 | 80 |
| Performance Metrics | 2 hrs | 09/23/16 | 7 |
| Executive Sponsor | 4 hrs | 10/21/16 | 17 |
| Customized training | Varied | Varied | 125 |
| | | | Total: 525 |



Other FY17 Lean Government Services

Consulting

- Supported DFD's division-wide process improvement initiative
- Helped with DWD's Rapid Improvement pilot
- Facilitated DPM's HR process mapping project
- Guided DFI's phone tree improvement effort
- Led focus groups (e.g., public records board, employee engagement, STAR finance)

Development of Lean culture survey

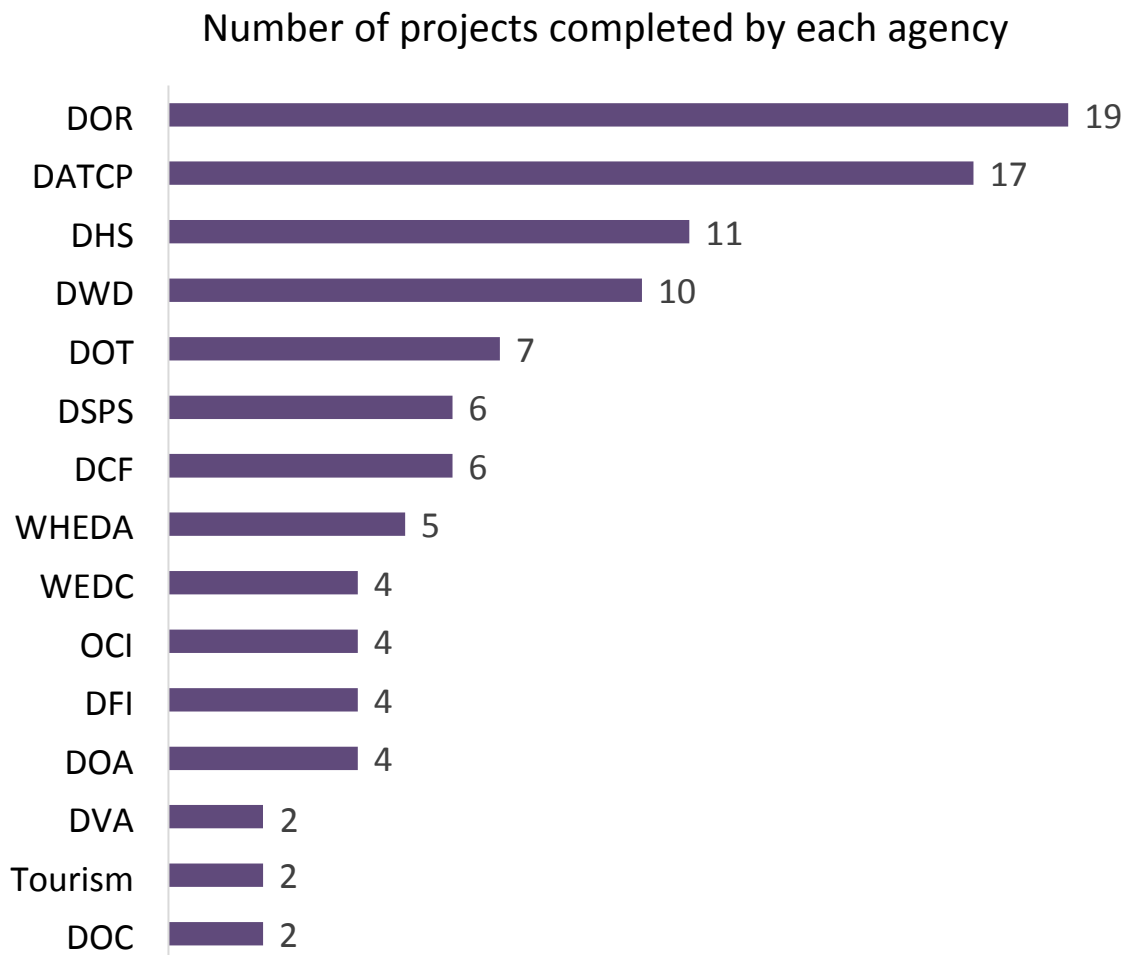
- Collected 1,277 survey responses from employees in 15 state agencies
- Worked with agency leads to develop action items based on employee responses

Support of Executive Order #66

- Led monthly cross-agency Lean meetings
- Created and presented customized training for DOT, DWD, DHS, DOA, and WHEDA
- Developed templates and resources that employees can access online
- Assessed each agency's Lean progress using the Lean Journey Map tool
- Scheduled "Focus on Lean" presentations for public and private sector employees
- Presented at Wisconsin conferences
- Maintained access to the Lean database
- Answered employee questions
- Published metrics on performance.wi.gov

Statewide Outcomes

| Outcomes* | |
|-------------------------------|--------------|
| Projects completed in FY17 | 103 |
| Annual staff hours repurposed | 114,912 |
| Annual cost avoided | \$ 4,298,115 |
| Lead time reduced (days) | 512 |
| Process steps eliminated | 288 |



**All project outcomes are reported by agencies. The Lean Government Program reviews all information provided and flags any potential concerns to the best of its ability but is unable to independently verify the accuracy of the reported data.*

Metric Definitions

Before - After = Improvement

The relationship to keep in mind when evaluating these metrics is *Before - After = Improvement*. When teams are improving a process, they are expected to collect data before and after they have made changes and use this data to calculate the improvement. As a simple example, imagine you're spending \$200 on lunch each month because you go to the local food carts every day. If you reduce this cost to \$75 by packing your own lunch, the improvement in terms of money saved would be \$125 each month. $\$200 \text{ (before)} - \$75 \text{ (after)} = \$125$ (improvement). This same approach applies to all of the Lean metrics described below.

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 ($30 \times 12 - 10 \times 12 = 300$).

Cost avoided

This metric represents the amount of annual ongoing costs that will be avoided as a result of a Lean project. This number includes scenarios where an agency reduces a current cost or prevents a future cost. In other words, this metric does not necessarily represent how much an agency has cut from their budget. For example, if an agency is running out of space and will need to rent a location that costs \$20,000 annually if they do nothing, implementing a solution that eliminates this need will avoid an annual cost of \$20,000 but won't decrease their budget.

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. For example, if the process used to consist of an employee filling out a paper form, scanning the form, and emailing the form before improvements were made, and afterward it only consists of an employee filling out an electronic form, this would represent the elimination of 2 steps ($3 - 1 = 2$).

Agency Outcomes

Department of Administration

In FY17, DOA began encouraging more widespread use of Lean practices by exposing more employees to the concepts of continuous improvement. One way this has been achieved is through performance evaluations. Recently, DOA added a seventh core competency entitled 'Stewardship', which scores employees on their use of taxpayer resources and their participation in Lean initiatives. Another way DOA has increased exposure to Lean is by incorporating an introduction to Lean into its new employee orientation. This brief overview highlights the importance of Lean to employees who are joining DOA or one of its attached agencies for the first time. With these changes, employees will be made aware of Lean when they start at DOA and as they progress through their careers here.

Additionally, DOA has also started promoting Lean within specific divisions. In particular, the divisions of Enterprise Operations, Facilities Development, and Personnel Management have expressed strong interest in applying Lean principles to their processes. While the outcomes have been limited in FY17, DOA hopes to see more activity in these areas in FY18.

| Outcomes | |
|-------------------------------|-----------|
| Projects completed in FY17 | 4 |
| Annual staff hours repurposed | 32 |
| Annual cost avoided | \$ 75,287 |
| Lead time reduced (days) | - |
| Process steps eliminated | 2 |

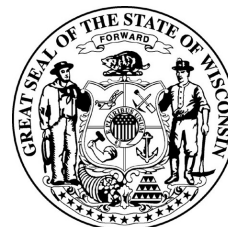
Top projects

- Mail Transportation Services Route Review and Improvement
- Improving the payment receipt sorting process
- HR Hiring Process Mapping

Mail Transportation Services Route Review and Improvement

Background

DOA Mail Transportation Services (MTS) provides incoming and outgoing mail services for state offices in the Madison Metro area. The challenge in improving mail schedules is a need to balance customer service and efficient route schedules to minimize MTS mileage and staff expense.



Problem Statement

Over time, our delivery schedules have become outdated and inefficient. It has been many years since we have reviewed the routes, and it's likely that significant improvements would be possible. If we could reduce the number of miles driven or the number of routes we use, we could reduce our overall expenses.

Outcome

By analyzing the routes using mileage information, common sense, and a computer algorithm, we were able to reduce the number of daily scheduled routes from 5 to 4. This cut vehicle mileage by 30% and allowed us to terminate the lease on one mail truck. Additionally, it also enabled us to eliminate a previously vacant staff position. In total, these improvements will save us \$74,000 annually.

Results

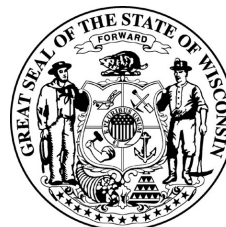
| Metric Name | Before | After | Improvement | % Improved |
|----------------------------------|----------|-------|-------------|------------|
| Annual hours required | | | | |
| Cumulative lead time in days | | | | |
| Annual cost in dollars | \$74,000 | \$0 | \$74,000 | 100 |
| Number of steps in process | | | | |
| Average process lead time | | | | |
| Percentage who are satisfied | | | | |
| Average stakeholder satisfaction | | | | |

Improving the payment receipt sorting process

Administration, Department of

Background

New business processes were developed for the STAR ERP payment process. There has been 6 months since the start of the new STAR ERP process and there are visible signs of some inefficiencies and defects.



Problem Statement

The Payment Receipt (PR) sorting process in AP is taking too much time to complete.

Outcome

The main outcome of this project is that the process is now documented for new and existing employees. Additionally, we also improved the layout for sorting and labeling documents. Overall, we feel there is less waste in the process.

Results

| Metric Name | Before | After | Improvement | % Improved |
|----------------------------------|--------|-------|-------------|------------|
| Annual hours required | | | | |
| Cumulative lead time in days | | | | |
| Annual cost in dollars | | | | |
| Number of steps in process | 12 | 10 | 2 | 17 |
| Average process lead time | | | | |
| Percentage who are satisfied | | | | |
| Average stakeholder satisfaction | | | | |

Team Lead: Wakeham, Brian - DOA

HR Hiring Process Mapping

Administration, Department of

Division of Personnel Management

Background

There is a need to document the hiring process in Human Resources to evaluate efficiencies and provide standardization and guidance for those involved in the process.



Problem Statement

The existing DOA staffing process can benefit from a review of current procedures, requirements and the addition of new HRIS processes. An analysis of the entire process will identify what specific procedures or activities could benefit from Lean initiatives.

Outcome

With implementation of various solutions, we expect the lead time to be reduced from 95 days on average to 59 days, which will ensure the process is within the new statutory limits.

Results

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

Team Lead: Bauman, Hilary - DOA

Department of Agriculture, Trade, and Consumer Protection

In the past fiscal year, DATCP reinvigorated its Lean efforts. Agency leadership updated its charter outlining the Lean guiding principles, goals, and roles. A Lean DATCP committee was formed with a representative from each division. The group meets monthly to provide input on agency Lean activities and report results of the division work. To engage DATCP's Yellow and Green Belt trained staff, monthly office hours are held to discuss Lean tools and answer questions about current projects.

To build an agency culture where Lean is recognized by all employees as a tool for continuous improvement, communication has become a priority. Monthly newsletter articles and conference room posters showcase Lean methods and project summaries. A new intranet page includes project resources, templates and training materials. Quarterly brown bags allow team leaders to showcase successful projects and activities to their peers. Monthly updates are provided to executive staff on project results.

In addition to the metrics described in the table below, DATCP also generated \$36,132 in one-time savings by identifying unused supplies and equipment that were found during 55 projects.

| Outcomes | |
|-------------------------------|----------|
| Projects completed in FY17 | 17 |
| Annual staff hours repurposed | 4,125 |
| Annual cost avoided | \$ 2,319 |
| Lead time reduced (days) | 102 |
| Process steps eliminated | 30 |

Top projects

- Certified Food Managers
- Collect Tuberculosis Data
- Seed Sampling Modernization

Certified Food Managers

Agriculture, Trade and Consumer Protection, Department of

Division of Food and Recreational Safety

Background

Most restaurants licensed by DATCP must have at least one manager or operator certified in food protection practices. Certification involves passing an approved exam through a certified course proctor; sending the exam results, \$10, and a Certified Food Manager application to DATCP; and posting a certificate provided by DATCP at the restaurant or retail facility.



Problem Statement

The multiple step process of paying for and passing an exam and then applying and paying for a certificate from DATCP does not provide any additional assurance of food protection. The DATCP certificate is an extra step for the manager or operator, as well as extra work for DATCP staff to process the applications and mail the certificates.

Outcome

It was determined through staff discussions and legal review that posting a passing certificate for a DATCP-approved exam, taken within the past 5-year period of validity, is adequate proof that the manager is certified in food protection practices. Removing the requirement to apply for a certificate from DATCP has freed up almost one full FTE to work on other duties related to food and recreational licensing. DATCP still must manage applications sent in error and process related refunds, but overall time spent on processing and issuing certificates has decreased greatly.

Results

| Metric Name | Before | After | Improvement | % Improved |
|----------------------------------|--------|-------|-------------|------------|
| Annual hours required | 2,000 | 25 | 1,975 | 99 |
| Cumulative lead time in days | | | | |
| Annual cost in dollars | | | | |
| Number of steps in process | | | | |
| Average process lead time | | | | |
| Percentage who are satisfied | | | | |
| Average stakeholder satisfaction | | | | |

Collect TB Data

Background

This is the final part to the noncompliance database. This database allows the tracking of veterinarian noncompliance across programs. Creating noncompliance letters is a manual process and takes an extensive amount of time.



Problem Statement

TB letter creation is currently a manual process and is not easily tracked or traceable with other programs. Veterinarians often receive noncompliance letters from each of the programs with no additional education or outreach. Measuring this process over the past 4 months, it takes 18 minutes on average to create each letter and 10 minutes per instance to search for noncompliance violations per Veterinarian. Currently there is not a good way to show trends for education/outreach or where there are multiple violations by one Veterinarian.

Outcome

Reduction in time from 18 min to 8.4 min per data entry/letter creation; (Average of 53 letters per year. $18\text{min} - 8.4\text{min} = 9.6\text{min}$ saved, $53\text{letters} * 9.6\text{min saved} = 508.8\text{min}$ or 8.48 hours saved per year). Reduction in time from 10min to check noncompliance to 2min per instance; ($3525\text{licensed Vets. } 10\text{min} - 2\text{min} = 8\text{min saved}$, $3525\text{Vets} * 8\text{min saved} = 28200\text{min}$ or 470 hours saved) Being able to better understand the violations using the data base will also aid in educational outreach to WI Vets. One Process Step was saved.

Results

| Metric Name | Before | After | Improvement | % Improved |
|----------------------------------|--------|-------|-------------|------------|
| Annual hours required | 603 | 125 | 478 | 79 |
| Cumulative lead time in days | | | | |
| Annual cost in dollars | | | | |
| Number of steps in process | 26 | 25 | 1 | 4 |
| Average process lead time | | | | |
| Percentage who are satisfied | | | | |
| Average stakeholder satisfaction | | | | |

Seed Sampling Modernization

Agriculture, Trade and Consumer Protection, Department of

Division of Agricultural Resource Management

Background

Historically, seed samples collected by field staff are entered on 3 part forms. Label information is also required to be entered on the seed sample collection bag. Hard copy forms are mailed to Madison for data entry and sample bags are sent to the lab for analysis.



Problem Statement

The process of obtaining and recording official representative samples of seed takes too long and can include too many errors.

Outcome

Total time saved completing forms - 66 hours or 62% improvement
 Total time saved data entry of ARM-PI-152 - 66 hours or 99% improvement
 Total Program Time Completing Forms - 133 hours saved or 76% improvement
 Eliminated four steps of 13

Results

| Metric Name | Before | After | Improvement | % Improved |
|----------------------------------|--------|-------|-------------|------------|
| Annual hours required | 174 | 41 | 133 | 76 |
| Cumulative lead time in days | | | | |
| Annual cost in dollars | | | | |
| Number of steps in process | 13 | 9 | 4 | 31 |
| Average process lead time | | | | |
| Percentage who are satisfied | | | | |
| Average stakeholder satisfaction | | | | |

Team Lead: Helmbrecht, Greg - DATCP

Department of Children and Families

The Department of Children and Families' Lean initiative has continued to grow in FY17. During this time, DCF has focused on re-establishing its Lean structure and strengthening the use of Lean methods and processes in the agency. The DCF Lean Coordinators in each division worked to clearly define the roles and responsibilities for all participants in Lean projects. Additional training has been offered to current Lean facilitators during bi-annual meetings and training sessions. A number of new DCF staff have been introduced to Lean concepts through the use of DOA Lean trainings and through Lean Yellow Belt training. The DCF Lean Point of Contact has also provided small-group coaching opportunities to newly trained Yellow Belts to provide additional support with completing Lean projects. DCF staff have also had opportunities to shadow others to observe and learn from their facilitation techniques.

Communication about Lean and interest in continuous improvement activities have increased throughout the Department. During the past year, DCF Lean infrastructure has been strengthened through Lean website updates, regular meetings with division Lean Coordinators, and new materials and resources shared during training. Communication between division administration and the Lean Coordinators occurs at least quarterly to identify and prioritize Lean projects and resources. In November 2016, DCF hosted their annual Report Out event to showcase completed Lean projects. DCF successfully completed six Lean projects in FY17, and has a number of chartered projects currently in progress.

| Outcomes | |
|-------------------------------|-------|
| Projects completed in FY17 | 6 |
| Annual staff hours repurposed | 1,616 |
| Annual cost avoided | - |
| Lead time reduced (days) | 91 |
| Process steps eliminated | 108 |

Top projects

- Continuous Quality Improvement (CQI) Case Assignment Process
- Bureau of Child Support (BCS) Self-Assessment Process Improvement
- DMS KidStat Development / Production Process Lean Project

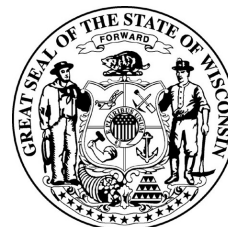
CQI Case Assignment Process

Children and Families, Department of

Division of Management Services

Background

To improve the process of assigning cases to Continuous Quality Improvement (CQI) reviewers and tracking of the assignments/completion of reviews.



Problem Statement

During the 2015 CQI case reviews, case assignment and tracking was managed by one individual. The tracking system used was manual, tedious and potentially error prone, but was manageable because the number of case reviewers were minimal. During the 2016 CQI case reviews, the number of case reviewers has drastically increased which will require improved processes in order to adequately manage and monitor case assignments. Some case reviewers will be contracted and receive payment for cases reviewed; there will be increased efficiency and accuracy in payment/invoice processes.

Outcome

1. Used "Steps Eliminated" to measure improvements by reducing the number of steps in the process from 33 to 15 steps.
2. Established standardized reviewer assignment dates for case assignments.
3. Developed centralized email for case assignment to peer reviewers to reduce emails and confusion among reviewers.
4. Developed pre-screening process and tracking process for ensuring cases are completed, along with corresponding tracking spreadsheets.
5. Reduced rework by not having to swap out cases.

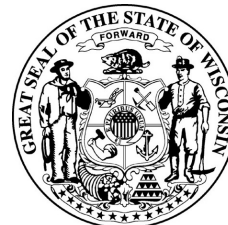
Results

| Metric Name | Before | After | Improvement | % Improved |
|----------------------------------|--------|-------|-------------|------------|
| Annual hours required | | | | |
| Cumulative lead time in days | | | | |
| Annual cost in dollars | | | | |
| Number of steps in process | 33 | 15 | 18 | 55 |
| Average process lead time | | | | |
| Percentage who are satisfied | | | | |
| Average stakeholder satisfaction | | | | |

BCS Self-Assessment Process Improvement

Background

This project was designed to streamline and simplify the workflow associated with Wisconsin's annual, federally regulated Self-Assessment (SA) of Child Support Agency performance in eight key areas.



Problem Statement

The secondary data entry of 3,000 review sheets consumes nearly 440 staff hours and is prone to error.

A lack of clarity in processing steps leads to unnecessary staff time spent in research, follow-up and error correction.

Results are not provided to CSAs in a timeframe that allows review, challenge and remedy prior to performance impact

Outcome

The life cycle was shortened from 228 days (7.5 months) to 137 days (5.5 months) & manual data entry was eliminated (from 400 hours / year to 0 hours / year).

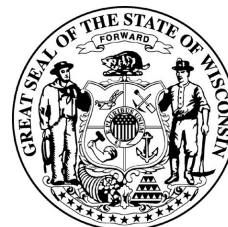
Results

| Metric Name | Before | After | Improvement | % Improved |
|----------------------------------|--------|-------|-------------|------------|
| Annual hours required | 400 | 0 | 400 | 100 |
| Cumulative lead time in days | | | | |
| Annual cost in dollars | | | | |
| Number of steps in process | | | | |
| Average process lead time | 228 | 137 | 91.0 | 40 |
| Percentage who are satisfied | | | | |
| Average stakeholder satisfaction | | | | |

KidStat Development/Production Process Lean Project

Background

Examine current processes used to develop and produce quarterly division KidStat slides and accompanying materials to streamline the production process, minimize duplication of data reported, and reduce redundancy/waste in produced documents.



Problem Statement

Currently, the development of quarterly KidStat reports requires the production of multiple work products, including duplication of efforts/rework and an increased likelihood of errors. The KidStat Development/Production Lean project is designed to identify both short-term and long-term process improvements that will streamline the KidStat production process, minimize duplication of work and enhance the value of the KidStat products.

Outcome

1216.25 total hours saved annually. 36% Reduction in total time spent.

The project also resulted in the following improvements:

1. Reduction of redundancy and waste in the KidStat process.
2. Strengthened BPM's relationship with the program divisions.
3. Jumpstarted discussion on purpose of the KidStat performance management process here at DCF.

Results

| Metric Name | Before | After | Improvement | % Improved |
|----------------------------------|--------|-------|-------------|------------|
| Annual hours required | 3,400 | 2,184 | 1,216 | 36 |
| Cumulative lead time in days | | | | |
| Annual cost in dollars | | | | |
| Number of steps in process | | | | |
| Average process lead time | | | | |
| Percentage who are satisfied | | | | |
| Average stakeholder satisfaction | | | | |

Department of Corrections

The Department of Corrections (DOC) is in the process of enhancing its Lean program's foundation and culture. Efforts are underway to incorporate Lean into the agency's current Committee for Responsible and Efficient Government (CREG), which will bring attention to Lean and engage leadership and staff in continuous improvement efforts to eliminate waste.

During the past year, the agency had a larger number of staff participate in Lean training. Nine staff members completed Lean 100 "Introduction to Wisconsin Lean" and/or Lean White Belt training and one staff member completed Lean Yellow Belt training. The DOC is anticipating a higher number of completed Lean projects in the coming year as a result of increased training participation and a stronger culture of continuous improvement.

| Outcomes | |
|-------------------------------|--------------|
| Projects completed in FY17 | 2 |
| Annual staff hours repurposed | - |
| Annual cost avoided | \$ 2,220,000 |
| Lead time reduced (days) | - |
| Process steps eliminated | 19 |

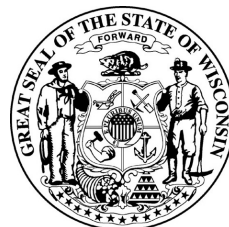
Top projects

- RACHEL (Remote Area Community Hotspot for Education & Learning)
- Privacy Protection Program Value Stream Mapping

Remote Area Community Hotspot for Education & Learning

Background

The Department of Corrections (DOC) has identified the need to redesign and transform its site-based facility networks and centralized education network (EDNET). The currently implemented design lacks cohesiveness, and is not capable of meeting emerging business and educational needs.



Problem Statement

This dated design includes a number of disparate, antiquated, and unsuitable software and hardware components. The goal of this project is to design and build a modernized, secure, cohesive, platform-agnostic environment that meets the DOC's high level requirements, including but not limited to, the educational and safety needs of offenders within our institutions as well as programming to help reduce recidivism amongst offenders, including those under community supervision.

Outcome

Cost avoidance savings:

- Avoided having to spend \$2.2 million for instructional software updates and maintenance, service fees, and the purchase of textbooks.
- Decreased annual cost for instructional apps and materials by \$250,000.
- Cost to lease ports from DET decreased by over \$1.9 million/year.

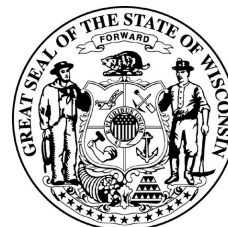
Results

| Metric Name | Before | After | Improvement | % Improved |
|----------------------------------|-------------|-------|-------------|------------|
| Annual hours required | | | | |
| Cumulative lead time in days | | | | |
| Annual cost in dollars | \$2,220,000 | \$0 | \$2,220,000 | 100 |
| Number of steps in process | | | | |
| Average process lead time | | | | |
| Percentage who are satisfied | | | | |
| Average stakeholder satisfaction | | | | |

Privacy Protection Program/Breach Incident Response

Background

The Privacy Protection Program/Breach Incident Response process in the Division of Management Services/Office of Records Management is not mapped. A need exists to document this process allowing for an analysis and assessment to identify process gaps and areas needing improvements.



Problem Statement

Breach incidents are not being reported in a timely fashion to appointing authorities resulting in delayed breach incident responses, investigations, and resolution of breaches.

Outcome

Measured steps eliminated to identify improvements.
5/18/17 - 19 steps eliminated.

Results

| Metric Name | Before | After | Improvement | % Improved |
|----------------------------------|--------|-------|-------------|------------|
| Annual hours required | | | | |
| Cumulative lead time in days | | | | |
| Annual cost in dollars | | | | |
| Number of steps in process | 31 | 12 | 19 | 61 |
| Average process lead time | | | | |
| Percentage who are satisfied | | | | |
| Average stakeholder satisfaction | | | | |

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Department of Financial Institutions

DFI continues to utilize Lean as one of our quality improvement methodologies. In FY17, we formed a Lean Government Committee that meets every six weeks. Five members attended the 2016 Wisconsin Lean Government Conference, three employees completed Lean Government Yellow Belt Training, and one employee completed Green Belt Training. In addition, multiple employees completed the Lean White Belt and Lean Metrics training. As of October 2017, our Lean Committee is requiring that each DFI employee complete the Lean 101 training on the STAR ELM site.

DFI is very proud of our Lean accomplishments over the last year and look forward to continuously improving our department using Lean in FY18.

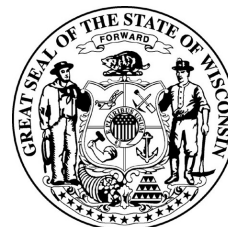
| Outcomes | |
|-------------------------------|--------|
| Projects completed in FY17 | 4 |
| Annual staff hours repurposed | 2,124 |
| Annual cost avoided | \$ 717 |
| Lead time reduced (days) | - |
| Process steps eliminated | - |

Top projects

- DFI Omni Page Bank Scan
- DFI Main Telephone Routing Project
- DFI Routine WorkWeb Updates

Background

Security Examiners need to accurately review bank accounts involved in their investigations.



Problem Statement

Examiners have to read the bank statements line by line, decide how to organize the information, input character by character into a spreadsheet and review for accuracy of the account balances. This time consuming task would take weeks, if not months, depending on the number of transactions per statement and number of statements to analyze. They would like to purchase the Bank Scan software to produce greater accuracy of the Bank Scan outputs and save time.

Outcome

With Omni Page they can now create scanned files for Bank Scan to utilize. Bank scan pulls the financial data from the bank statements and displays the intonation. The Examiner can reconcile any errors (generally in under 30 minutes) and then Bank Scan, in a matter of minutes, exports this data to detailed and organized spreadsheets. The weeks or months of lag time has been drastically reduced.

Results

| Metric Name | Before | After | Improvement | % Improved |
|----------------------------------|--------|-------|-------------|------------|
| Annual hours required | 28 | 14 | 14.0 | 50 |
| Cumulative lead time in days | | | | |
| Annual cost in dollars | | | | |
| Number of steps in process | | | | |
| Average process lead time | | | | |
| Percentage who are satisfied | | | | |
| Average stakeholder satisfaction | | | | |

DFI Main Telephone Routing Project

Financial Institutions, Department of

Administrative Services and Technology

Background

The main DFI telephone call tree has not been reviewed for efficiency in several years. The layers in the tree can become quite deep in some areas (Division of Banking). Each division has different routing methods.



Problem Statement

Approximately 25-30 calls per day come into the DFI Main Telephone Operator. More than half of those calls are transferred to the Corporations Bureau.

Outcome

We closed the 5th floor front desk and combined it with the 3rd floor; we were able to eliminate one staffed position (2,080 hours). 3rd floor now answers all the incoming phone calls and a new simplified phone tree has been created.

Results

| Metric Name | Before | After | Improvement | % Improved |
|----------------------------------|--------|-------|-------------|------------|
| Annual hours required | 2,080 | 0 | 2,080 | 100 |
| Cumulative lead time in days | | | | |
| Annual cost in dollars | | | | |
| Number of steps in process | | | | |
| Average process lead time | | | | |
| Percentage who are satisfied | | | | |
| Average stakeholder satisfaction | | | | |

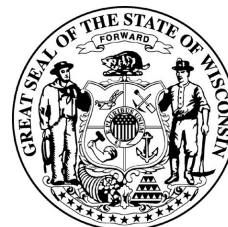
DFI Routine WorkWeb Updates

Financial Institutions, Department of

Administrative Services and Technology

Background

The DFI Bureau of Information Technology is responsible for publishing the content on all of the agency websites (internal and external). DFI does not currently have a content management system. All web updates are routed through the DFI Helpdesk.



Problem Statement

The front desk staff maintain the employee phone list & the employee photo directory on a regular basis. These documents are published onto our intranet site WorkWeb. All requests for publishing content are routed through our IT Helpdesk. There is overhead involved with each ticket request. Each ticket needs to be categorized & assigned to a staff member. IT staff would then complete the web update & publish the change. Changes were checked into source control & communication was sent via the helpdesk ticket system saying the work was complete. The helpdesk ticket was then closed.

Outcome

We eliminated the steps of creating a helpdesk ticket, assigning a ticket category, assigning a staff person to complete the work & communicating the change being complete. This change also eliminated the wait time for documents to be published. They're published immediately! The phone list & employee directory are updated every week (average 50 times per year). The total IT staff time spent on each ticket was approximately ½ to 1 hr & often additional wait time. Since IT resources are valuable and in demand, these steps saved have been repurposed to other tasks instead of routine web updates.

Results

| Metric Name | Before | After | Improvement | % Improved |
|----------------------------------|--------|-------|-------------|------------|
| Annual hours required | 30 | 0 | 30 | 100 |
| Cumulative lead time in days | | | | |
| Annual cost in dollars | | | | |
| Number of steps in process | | | | |
| Average process lead time | | | | |
| Percentage who are satisfied | | | | |
| Average stakeholder satisfaction | | | | |

Department of Health Services

DHS has advanced our Lean and continuous improvement program across all divisions in FY17. The DHS Lean Program includes a steering committee of Lean leads for each division who meet monthly. During the past year, the steering committee's efforts have focused on ways to enhance our agency's culture of continuous improvement and support Lean efforts that improve the working environment of all DHS employees.

To accomplish these goals, DHS has developed numerous educational resources. The first is a Lean Workweb site. This site includes training materials and tools to support staff in implementing Lean. DHS has also created a 5 minute e-learning video that serves as an introduction to Lean and will be included in mandatory employee training going forward. For our Yellow Belt classes, one of which took place in June, DHS has established a coaching program. The goal of this program is to provide each Lean Yellow Belt student a coach who they will meet with on a monthly basis for check-in meetings. This approach has been very successful for another quality improvement course at DHS called "Change Leader Academy," which our largest division intends to roll out at the seven state facilities and institutions in FY18. Once implemented, this course will cover approximately 70 percent of DHS staff. Finally, DHS has developed a coaching guide to support new coaches for Yellow Belt and Change Leader Academy students, and two divisions now have full-time continuous improvement leaders. Using these resources, DHS divisions continue to improve processes and spread Lean throughout the agency.

| Outcomes | |
|-------------------------------|--------------|
| Projects completed in FY17 | 11 |
| Annual staff hours repurposed | 85,781 |
| Annual cost avoided | \$ 1,294,973 |
| Lead time reduced (days) | 9 |
| Process steps eliminated | 6 |

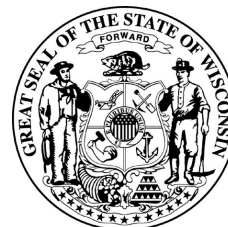
Top projects

- DMS-MILES Electronic Residency Verification Project
- DPH-APPLETREE Activity Tracking Database Project
- DES - Statistical Benchmarking

DMS - MILES Electronic Residency Verification Project

Background

MILES is a bureau that is charged with all Income Maintenance(IM)eligibility processing for Milwaukee County. IM includes both FoodShare and Medicaid. As we are an operational agency in the division, we are always seeking ways to reduce errors, fraud and excess dollar waste in this program of Foodshare and medical.



Problem Statement

In order to prevent fraud and recoup WI Medicaid and FoodShare dollars on cases where recipients are not residents of Wisconsin, a special process with investigation is required to review cross match reports.

Outcome

We reviewed our current processing procedures along with auditing current cases using a matrix that would identify persons using benefits consistently outside of Wisconsin.

Based on our efforts and new processes, we were able to save over 2 million dollars in an 18 month period.

To annualize this metric, assuming \$100,000 saved per month, the annual ongoing savings was recorded as 1.2 million

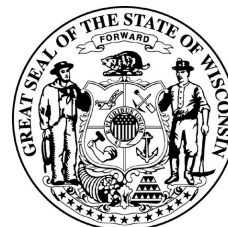
Results

| Metric Name | Before | After | Improvement | % Improved |
|----------------------------------|-------------|-------|-------------|------------|
| Annual hours required | | | | |
| Cumulative lead time in days | | | | |
| Annual cost in dollars | \$1,294,932 | \$0 | \$1,294,932 | 100 |
| Number of steps in process | | | | |
| Average process lead time | | | | |
| Percentage who are satisfied | | | | |
| Average stakeholder satisfaction | | | | |

DPH-APPLETREE Activity Tracking Database Project

Background

The Bureau of Environmental and Occupational Health in the Division of Public Health, DHS, has a process where it receives requests for technical assistance, guidance, health education and monitoring. The requests are entered into a database and then re-entered into a CDC database.



Problem Statement

The same data entered into two different systems is creating waste and non-value added work for the customer.

Outcome

Duplicate data entry was eliminated, saving 24.5 hours of employee time annually.

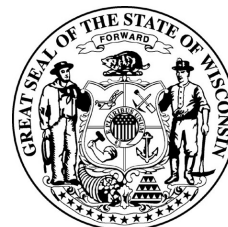
Results

| Metric Name | Before | After | Improvement | % Improved |
|----------------------------------|--------|-------|-------------|------------|
| Annual hours required | 25 | 0.5 | 24.5 | 98 |
| Cumulative lead time in days | | | | |
| Annual cost in dollars | | | | |
| Number of steps in process | | | | |
| Average process lead time | | | | |
| Percentage who are satisfied | | | | |
| Average stakeholder satisfaction | | | | |

DES - Statistical Benchmarking

Background

As of a few months ago, there were no benchmark standards within the accounts payable unit. To better understand work efforts and problem areas, a statistical analysis of the accounts payable was implemented and now performed monthly. This allowed AP to recognize different areas that had the potential for improvement.



Problem Statement

When the statistical analysis was performed, it was apparent one of the areas of concern was the average processing days for an invoice. The average days between an invoice and the check date was 38.29.

Outcome

From 11/20/2016-5/12/2017, 8.53 days have been eliminated to bring us to our current average of 29.73 days, which has remained consistent for the past 6 weeks. This is a processing time reduction of 22%. Vouchers processed in a hour with the Excel Uploader previously required 5 hours of manual keying. Not all invoices can be used in the Excel Uploader, but it is estimated it has saved approximately 45 hours per week.

Results

| Metric Name | Before | After | Improvement | % Improved |
|----------------------------------|--------|-------|-------------|------------|
| Annual hours required | 2,925 | 585 | 2,340 | 80 |
| Cumulative lead time in days | | | | |
| Annual cost in dollars | | | | |
| Number of steps in process | | | | |
| Average process lead time | 39 | 30 | 9.0 | 23 |
| Percentage who are satisfied | | | | |
| Average stakeholder satisfaction | | | | |

Department of Natural Resources

In FY17, the Department of Natural Resources focused a considerable amount of time on its Strategic Alignment effort. The purpose of the alignment is to ensure the DNR excels at delivering on all elements of its mission by allocating its limited resources to its most important work while also improving customer service and enhancing resource protection.

A major component of this alignment effort was to conduct a “Core Work Analysis (CWA),” which followed the Lean methods and experience utilized during the department’s past Lean projects. The CWA thoroughly documented, analyzed, and prioritized the department’s work efforts and identified opportunities for efficiency. What resulted from that effort was the identification of more than 100 ideas to improve how the department functions to better meet the needs of staff and more efficiently and effectively deliver our products and services to DNR’s customers.

Through the CWA, the department introduced a series of recommendations which supported seven priorities to advance the goals of the alignment effort. The seven priorities are:

1. Leverage Staff Expertise to Accomplish Core Work
2. Focus on DNR’s Niche
3. Make Strategic Investments in Information Technology
4. Improve Service Delivery
5. Enhance Integration
6. Streamline Permitting
7. Streamline Policy Development

The department began implementing the recommendations of the CWA in January 2017 and will continue until mid-2018. Once the department finishes implementing the priorities identified in the CWA, DNR will refocus its efforts on Lean and begin another round of Lean projects in fall 2017.

Since no DNR Lean projects were completed in FY17, there are no outcomes to report.

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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.

During this past fiscal year, DOR has built on its prior success by:

- Establishing a new methodology for Just-Do-It projects (12 completed in 6 months)
- Adding a Lean overview component to the DOR New Employee Orientation agenda
- Adding Lean to the Compliance Bureau's Agent Training Program
- Showcasing recently completed Lean Projects to interested staff
- Starting a Lean User Group with quarterly meetings
- Collaborating with other private and public organizations regarding best Lean practices

| Outcomes | |
|-------------------------------|--------|
| Projects completed in FY17 | 19 |
| Annual staff hours repurposed | 15,312 |
| Annual cost avoided | \$ 350 |
| Lead time reduced (days) | 190 |
| Process steps eliminated | 34 |

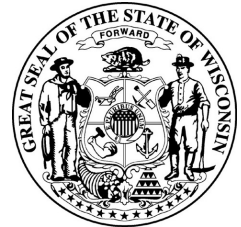
Top projects

- Equated Rolls Testing
- Revenue Accounting File Management
- Physical Inventory Reconciliation Process

Equated Rolls Testing

Background

The weekly testing of equated rolls starts in late September. OTAS sends out testing parameters/matrixes to testers who confirm data is correct. This process runs weekly until November/December.



Problem Statement

The equated rolls testing process has the following issues:

- No set deadline to complete testing
- Too much info being tested/retested
- Documentation is complicated
- Test matrix is too complex
- Unclear expectations throughout process
- Time consuming, takes away work time from employees

Outcome

12 days Lead time reduced = $(1 \text{ day/test}) * (1 \text{ test / week}) * (4 \text{ weeks/month}) * (3 \text{ months/year})$

Results

| Metric Name | Before | After | Improvement | % Improved |
|----------------------------------|--------|-------|-------------|------------|
| Annual hours required | | | | |
| Cumulative lead time in days | | | | |
| Annual cost in dollars | | | | |
| Number of steps in process | 24 | 11 | 13 | 54 |
| Average process lead time | 2 | 1 | 1 | 50 |
| Percentage who are satisfied | | | | |
| Average stakeholder satisfaction | | | | |

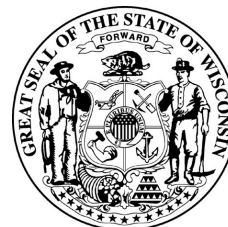
Revenue Accounting File Management

Revenue, Department of

Enterprise Services

Background

Revenue Accounting keeps its electronic files on the shared drive. Over the years, the files were added to the drive without a particular system or structure. Files have been rarely deleted.



Problem Statement

Revenue Accounting staff loses on average 8.5 hours per month locating files, trying to determine where to save new files and re-creating files on its shared directory. In addition, the files contain obsolete and redundant information, taking up unnecessary storage space (592 GB total). Finally, this drive is not monitored for compliance with Record Retention policy, creating the risk of non-compliance with Open Records law.

Outcome

- Reduced time spent locating files, trying to determine where to save files and re-creating files from 8.5 to 2 hours per month, resulting in 78 repurposed hours per year.
- 7,649 of obsolete and redundant files deleted.
- Reduced top-level folders by 111 - from 128 to 17.
- 100% of orphan files (74) eliminated at the top level
- Storage space saved 3,492,285,375 bytes

Results

| Metric Name | Before | After | Improvement | % Improved |
|----------------------------------|--------|-------|-------------|------------|
| Annual hours required | 102 | 24 | 78 | 76 |
| Cumulative lead time in days | | | | |
| Annual cost in dollars | | | | |
| Number of steps in process | | | | |
| Average process lead time | | | | |
| Percentage who are satisfied | | | | |
| Average stakeholder satisfaction | | | | |

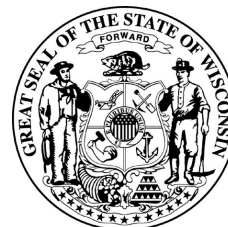
Physical Inventory Reconciliation Process

Revenue, Department of

Technology Services

Background

The current process requires multiple manual entries on the physical inventory online form. Multiply those entries times' 1,250 employees. This information must then be manually entered into our Cherwell CMDB system.



Problem Statement

This project will examine the annual physical inventory process from the point when the inventory request communication is created to the point at which the information is loaded into the asset database. Scope encompasses both the user/customer experience as well as the inventory management experience.

Outcome

Reduced Lead Time b7 55%. Reduced Process time by 69%. Reduced number of steps by 52%.

Results

| Metric Name | Before | After | Improvement | % Improved |
|----------------------------------|--------|-------|-------------|------------|
| Annual hours required | 220 | 69 | 151 | 69 |
| Cumulative lead time in days | | | | |
| Annual cost in dollars | | | | |
| Number of steps in process | 21 | 10 | 11 | 52 |
| Average process lead time | 88 | 40 | 48 | 54 |
| Percentage who are satisfied | | | | |
| Average stakeholder satisfaction | | | | |

Team Lead: Samuelson, Tim P - DOR

Department of Safety and Professional Services

The Department of Safety and Professional Services (DSPS) has been working to build a strong foundation for Lean by focusing on staff training in FY17. As in the past, two sessions of the DSPS White Belt Training were offered each quarter to ensure staff have a basic understanding of Lean principles. Additionally, skill development sessions were offered in order to assist Lean Belts at the agency in successfully leading project teams and conducting data collection. The Division of Industry Services Lean Tour was developed this year in order to bring Lean training to staff in our field offices that are located in Green Bay, Hayward, Holmen, and Waukesha. The programming included the DSPS White Belt Training and provided a platform for us to pilot the newly developed 5S Training and Process Walk Training.

In addition to internal training efforts, seven staff members attended the Yellow Belt Training offered by the Lean Government Program. With the increased number of active lean practitioners, DSPS is anticipating a higher number of completed Lean Projects in the coming year. In order to assist staff in these efforts, many templates have been created internally to save time on Value Stream Mapping (VSM), Data Collection, Project Reporting, and various other techniques. DSPS plans to continue building its Lean culture by engaging staff at all levels and providing an Executive Sponsor Training for agency leadership, as well as promoting process improvements via training and coaching staff for successful Lean Project completion.

| Outcomes | |
|-------------------------------|----------|
| Projects completed in FY17 | 6 |
| Annual staff hours repurposed | 514 |
| Annual cost avoided | \$ 2,493 |
| Lead time reduced (days) | 25 |
| Process steps eliminated | 30 |

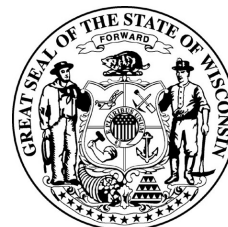
Top projects

- DIS Elevator Test Report
- DMS Revenue Reallocation
- DLSC Complaint Form

DIS Elevator Test Report

Background

The current process of evaluating and entering elevator test reports submitted by contractors is inefficient, inaccurate, and inconsistent. It involves forms being mailed, faxed, and emailed to multiple sources and then hard copies being mailed to the Waukesha office. There is no consistency in the review and entry because of the multiple people performing the process and no documented procedure. The inspection service agencies are not receiving the test information necessary to follow up and issue permits to operate that are on hold.



Problem Statement

Each of the state inspectors are spending up to 2 hours per week evaluating reports, entering dates, and following up on missing information. Eliminating rework and duplication of effort would reduce the processing time by 25%. Correct reporting out of submitted information will lead to the efficient release of conveyance permits to operate to the owner.

Outcome

Created a Standard Operating Procedure based on the current state and evaluated, revised, and added components to capture a consistent streamlined process that would provide the necessary results with a minimum of waste and rework.

Results

| Metric Name | Before | After | Improvement | % Improved |
|----------------------------------|--------|-------|-------------|------------|
| Annual hours required | 312 | 156 | 156 | 50 |
| Cumulative lead time in days | | | | |
| Annual cost in dollars | \$240 | \$0 | \$240 | 100 |
| Number of steps in process | | | | |
| Average process lead time | | | | |
| Percentage who are satisfied | | | | |
| Average stakeholder satisfaction | | | | |

DMS Revenue Reallocation

Safety and Professional Services, Department of

Division of Management Services

Background

The current process requires the Financial Specialist to reallocate revenue on a monthly basis by entering each line item into the STAR Fiscal Reporting System. On average, there are 400 lines to be entered with 8 separate codes for each line. Time is wasted as the system at times will not save larger amounts of data that are entered, creating further inefficiencies as the entry must be saved after each line. This process is time-intensive and is prone to errors which cause the need for rework and additional staff time.



Problem Statement

Creating efficiencies in the process would improve the right-the-first-time rate of the monthly reallocation. Additionally, the human error component would be reduced, and less time would be spent on data entry overall.

Outcome

In applying DMAIC principles, it was decided that a spreadsheet would be developed with formulas and the ability to upload into the STAR System to eliminate the need for manual data entry.

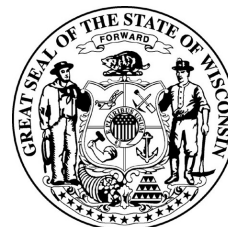
Results

| Metric Name | Before | After | Improvement | % Improved |
|----------------------------------|--------|-------|-------------|------------|
| Annual hours required | 192 | 48 | 144 | 75 |
| Cumulative lead time in days | | | | |
| Annual cost in dollars | | | | |
| Number of steps in process | | | | |
| Average process lead time | 5 | 0 | 5.0 | 100 |
| Percentage who are satisfied | | | | |
| Average stakeholder satisfaction | | | | |

DLSC Complaint Form

Background

The current complaint process involves complainants submitting paper complaint forms via mail, fax, e-mail, or in person to DSPS. These complaints are hand-delivered to the respective DLSC Operations Program Associate (OPA), manually entered in the ICE Complaint Tracking System, and processed according to established procedures. The current process takes too long, and causes the need for rework and additional staff time.



Problem Statement

Creating efficiencies in the complaint form process would increase customer satisfaction as we would be able to let complainants know that we have received their complaint, that it is being processed, and a reasonable estimated timeline of when we expect they will hear back about the panel's decision. Also, we would reduce the internal human error component of forgetting to send a postcard or mistyping an address, as well as the issue of illegible complaints as we often receive handwritten documents that can be very difficult to read/interpret.

Outcome

Utilizing DMAIC principles, the team arrived at a solution to implement an Electronic Complaint Form that can be completed online by customers and processed within 1 business day. This significantly reduces the time and costs associated with processing and mailing hard-copies of handwritten complaints.

Results

| Metric Name | Before | After | Improvement | % Improved |
|----------------------------------|---------|-------|-------------|------------|
| Annual hours required | 150 | 45 | 105 | 70 |
| Cumulative lead time in days | | | | |
| Annual cost in dollars | \$1,214 | \$364 | \$850 | 70 |
| Number of steps in process | 14 | 2 | 12 | 86 |
| Average process lead time | 17 | 1 | 16 | 94 |
| Percentage who are satisfied | | | | |
| Average stakeholder satisfaction | | | | |

Department of Tourism

The Department of Tourism is committed to continuous improvement in the area of marketing processes and decision-making efficiency. This requires us to examine how we extend this work to our team internally, but also to our attached boards, a variety of vendors, and marketing partners.

In FY17, we raised awareness on our Lean goals through our Senior Leadership Team consisting of bureau directors in marketing, communications, industry relations, technology, and customer services. Moving into FY18, we are looking at how, as marketing practitioners, we can be more streamlined in communicating and directing our vendors. Also, we are building a process for creative approvals for the State Fair Park Board Marketing Committee.

| Outcomes | |
|-------------------------------|-----|
| Projects completed in FY17 | 2 |
| Annual staff hours repurposed | 265 |
| Annual cost avoided | - |
| Lead time reduced (days) | - |
| Process steps eliminated | - |

Top projects

- Weekly Manager's Report
- Work Hours

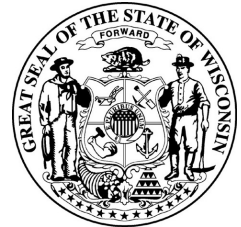
Weekly Manager's Report

Tourism, Department of

Office of the Secretary

Background

Before implementing the weekly reports, managers assembled every other Monday for one hour and briefed each other and the Secretary's Office on their projects and status.



Problem Statement

The problem is not enough timely information shared between business units and program areas to adequately leverage and collaborate with each other's work.

Outcome

Created a template that each manager could fill in and summarize their projects weekly rather than presenting it every other week in person. Managers now email the report weekly to each other. And only when questions arise is it necessary to hold a meeting.

Results

| Metric Name | Before | After | Improvement | % Improved |
|----------------------------------|--------|-------|-------------|------------|
| Annual hours required | 520 | 260 | 260 | 50 |
| Cumulative lead time in days | | | | |
| Annual cost in dollars | | | | |
| Number of steps in process | | | | |
| Average process lead time | | | | |
| Percentage who are satisfied | | | | |
| Average stakeholder satisfaction | | | | |

Cost to implement: \$ 540

Team Lead: Klavas, Sarah M - TOURISM

Work Hours

Tourism, Department of

Agency and Industry Services

Background

Every year, the Department of Tourism produces the WI Governor's Conference on Tourism (WIGCOT), and every year supervisors struggle with how to account for employees time when they are attending and working the conference.



Problem Statement

How should employees account for their time during WIGCOT?

Outcome

A policy was researched, written and presented to staff. Time difference between last year and this year.

Results

| Metric Name | Before | After | Improvement | % Improved |
|----------------------------------|--------|-------|-------------|------------|
| Annual hours required | 10 | 5 | 5 | 50 |
| Cumulative lead time in days | | | | |
| Annual cost in dollars | | | | |
| Number of steps in process | | | | |
| Average process lead time | | | | |
| Percentage who are satisfied | | | | |
| Average stakeholder satisfaction | | | | |

Team Lead: Zanoni, Dawn A - TOURISM

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Department of Transportation

Lean projects must support the WisDOT core goal areas of mobility, accountability, preservation, safety, and service (MAPSS). The agency fosters Lean activities with a Lean Lead from each division who has Lean Six Sigma training and is available to mentor staff, assist in project selection and documentation, monitor progress and oversee the deployment within their divisions.

In addition, WisDOT has a Lean Community of Practice (COP) consisting of people who share interest in providing customer service, maximizing efficient operations, saving costs, and making informed, data-driven decisions. They meet regularly to develop skills, share ideas, and test methods. An e-newsletter is circulated to this group to announce departmental and statewide Lean updates, answer Frequently Asked Questions, review Lean tools, announce training, and feature completed WisDOT Lean projects. An internal website provides links to completed projects, contacts, COP meeting agendas, notes and newsletter archive, and Lean Six Sigma resources. As we look to FY18, we hope to further energize our program and engage our employees with these tools and concepts.

| Outcomes | |
|-------------------------------|--------|
| Projects completed in FY17 | 7 |
| Annual staff hours repurposed | 456 |
| Annual cost avoided | \$ 929 |
| Lead time reduced (days) | 17 |
| Process steps eliminated | 2 |

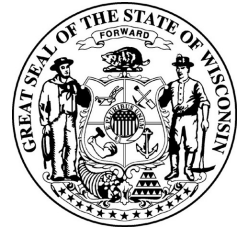
Top projects

- Bureaus of Traffic Operations Spending Request Process Improvement
- Outdoor Advertising Vegetation Removal Process
- DMV Southwest Service Center Scheduling

Bureau of Traffic Operations Spending Request Improvement

Background

BTO submits over 200 spending requests per year, on average. All spending requests over \$1000 must have a bureau director signature on them. The bureau is split in three locations. The paper based signature process often requires multiple copies, scans and emails to accommodate four supervisors, two section chiefs and the bureau director that are not at their desk for days on end. The time from the submission of the request to the director signing/approving the request, takes weeks in most cases and sometimes months in others.



Problem Statement

WisDOT procurement policies and procedures dictate that any items or services required be requested, reviewed and approved in a timely manner. Proper documentation and accountability must be maintained in the event of questions, audits, and to track bureau expenditures. Automation continues to evolve, so can any new systems or processes be adapted to improve the timeliness, accuracy and accountability of the bureau's spending requests?

Outcome

The bureau director approved the new process and it was fully implemented in the bureau by the end of August 2016. Signatures gathered went from roughly half to 100% immediately. Average approval time went to less than a week within the first month with many documents being approved in less than 48 hours. The process eliminated all printing and scanning of spending requests as it is a paperless process. The DocuSign program has a dashboard feature that easily allows the management team the ability to see where a document is at in the approval process.

Results

| Metric Name | Before | After | Improvement | % Improved |
|----------------------------------|--------|-------|-------------|------------|
| Annual hours required | | | | |
| Cumulative lead time in days | | | | |
| Annual cost in dollars | | | | |
| Number of steps in process | | | | |
| Average process lead time | 10 | 5 | 5 | 50 |
| Percentage who are satisfied | | | | |
| Average stakeholder satisfaction | | | | |

Outdoor Advertising Vegetation Removal Process

Transportation, Department of

Transportation System Development

Background

The Bureau of Highway Maintenance (BHM) administers the outdoor advertising (OA) program, which regulates off right-of-way (roadway) signs throughout the state. In addition to this, the OA program is responsible for processing requests to remove vegetation from the highway right of way to provide visibility to signs. Vegetation requests involve many participants including BHM staff, landscape architect consultants, regional OA coordinators and sign owners.



Problem Statement

The Division of Transportation System Development (DTSD), Bureau of Highway Maintenance (BHM) currently receives 40 to 50 applications annually for the removal of vegetation on the highway right of way, as required by s.84.305, Wis. Stats. The current vegetation removal process requires multiple visits to the sign site by various participants, has multiple handoffs between central office, the regions and consultants, and utilizes multiple systems throughout the entire process. These inefficiencies have resulted in high costs to the program, both in time and money.

Outcome

The team eliminated the initial sign review process step for OA coordinators. Statewide implementation is expected to see a 400 hour (8 hours x 50 applications) savings in staff time as well as reduced transportation and administrative costs related to site visits. Eliminating the initial site review process for sign owners reduced their process time from four to zero hours. Statewide implementation is expected to see a 200 hour (4 hours x 50 applications) reduction in customer time.

Results

| Metric Name | Before | After | Improvement | % Improved |
|----------------------------------|--------|-------|-------------|------------|
| Annual hours required | 400 | 0 | 400 | 100 |
| Cumulative lead time in days | | | | |
| Annual cost in dollars | | | | |
| Number of steps in process | | | | |
| Average process lead time | | | | |
| Percentage who are satisfied | | | | |
| Average stakeholder satisfaction | | | | |

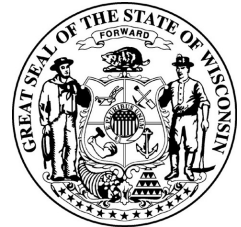
DMV Southwest Service Center Scheduling

Transportation, Department of

Motor Vehicles

Background

The Division of Motor Vehicles (DMV) serves over two million customers in DMV service centers each year. While 90 percent of these customers visit a five-day location, a majority of the service centers are two-day locations with Monday/Wednesday or Tuesday/Thursday schedules.



Problem Statement

While most Division of Motor Vehicles' (DMV) customers visit a five-day service center, a majority of service centers are two-day locations with a Monday/Wednesday or a Tuesday/Thursday schedule. In the Southwest Region, there were issues with staffing and scheduling at several two-day locations. In one work unit, two of the busiest locations shared a schedule while two of the least busy locations shared the other.

In the Southwest Region, management found long-term issues with staffing positions and short-term issues with scheduling employees at these two-day locations. While reviewing annual customer demand trends, management attributed these challenges to the fact that in one work unit the two busiest locations (Monroe and Platteville) were both on a Monday/Wednesday schedule while the two least busy (Dodgeville and Darlington) were on a Tuesday/Thursday schedule.

Outcome

Regional management proposed balancing the schedules. Data analysis appeared to show DMV location as a stronger indicator of demand than schedule. Scheduling changes have reduced variation in customer demand by 26 percent, reduced travel costs by 21 percent (approximately \$929), and resulted in three percent fewer customers affected by holiday closures.

Results

| Metric Name | Before | After | Improvement | % Improved |
|----------------------------------|---------|---------|-------------|------------|
| Annual hours required | | | | |
| Cumulative lead time in days | | | | |
| Annual cost in dollars | \$3,689 | \$2,760 | \$929 | 25 |
| Number of steps in process | | | | |
| Average process lead time | | | | |
| Percentage who are satisfied | | | | |
| Average stakeholder satisfaction | | | | |

Department of Veterans Affairs

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 the agency's benefits, programs, and services. As part of the Governor's Lean Government Initiative, division administrators were tasked to review their operations and to initiate Lean/Six Sigma initiatives to improve operations and services. We made three improvements in 2017.

In addition to the two projects that are included in this report, we have also leveraged technology to save time, coordinate resources, and manage operations at the three Veteran's cemeteries. The new CemNet web application is now in the final testing phase and is near completion. This software creates a universal enterprise operating system that will be utilized by all three Wisconsin State Veterans Cemeteries. CemNet will manage interment schedules, honors programs and pre-burial verification documents. Upon completion, it will replace a time-consuming hybrid of manual and separate software systems with one fully integrated and automated system.

| Outcomes | |
|-------------------------------|-----|
| Projects completed in FY17 | 2 |
| Annual staff hours repurposed | 345 |
| Annual cost avoided | - |
| Lead time reduced (days) | 2 |
| Process steps eliminated | - |

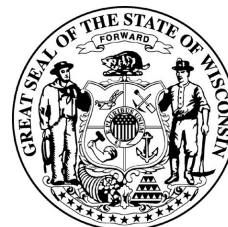
Top projects

- Point Click Care (PCC) Software
- Granting Administration Information Update Status

Point Click Care (PCC) Software

Background

Software that had been utilized by each of the Homes did not have the capability(s) of newer state of the art software. This newer software can reduce the time that caregivers spend manually charting information; now they can spend time providing additional hands on care. In addition, the enhanced capabilities of newer software systems would enhance the management of these facilities in areas such as quality improvement reporting, end of month closing and revenue cycle management.



Problem Statement

By providing state of the art software, staff time required to meet regulatory documentation requirements can be reduced and the operational management of the Homes can be enhanced via the information and capabilities of this new software.

Outcome

Reports that would have taken a staff member over three to four hours to compile, i.e., antibiotic usage, now are available in less than one hour. Daily census reports which could take up to two hours per day to complete are now completed in less than an hour. Month end closing which would take up to eight hours now is completed in one hour. The software has tremendous capabilities which staff are utilizing each day.

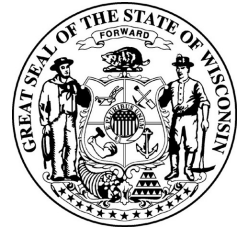
Results

| Metric Name | Before | After | Improvement | % Improved |
|----------------------------------|--------|-------|-------------|------------|
| Annual hours required | 618 | 273 | 345 | 56 |
| Cumulative lead time in days | | | | |
| Annual cost in dollars | | | | |
| Number of steps in process | | | | |
| Average process lead time | | | | |
| Percentage who are satisfied | | | | |
| Average stakeholder satisfaction | | | | |

Granting Administration Information Update Status

Background

Veterans Assistance staff had to enlist the assistance of IT personnel to update Veteran's information in myWisVets.



Problem Statement

Veterans Assistance staff needed access rights to make corrections in myWisVets. Lack of access could result in delays of a Veteran benefits

Outcome

Two working days saved in the request processing time.

Results

| Metric Name | Before | After | Improvement | % Improved |
|----------------------------------|--------|-------|-------------|------------|
| Annual hours required | | | | |
| Cumulative lead time in days | | | | |
| Annual cost in dollars | | | | |
| Number of steps in process | | | | |
| Average process lead time | 2 | 0 | 2.0 | 100 |
| Percentage who are satisfied | | | | |
| Average stakeholder satisfaction | | | | |

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Department of Workforce Development

Since the beginning of our Lean journey, the Department of Workforce Development (DWD) has invested in Value Stream Mapping as its core tool. During the summer of 2016, DWD collaborated with the Wisconsin Lean Government Program to host a focus group with DWD Senior Leadership. The purpose was to initiate feedback on the value of our current Lean strategy and to identify next steps. The group unanimously expressed interest in having access to new Lean tools that are simple to implement while maintaining the formal investment and time commitment of Value Stream Mapping.

Following their request, DWD piloted and ultimately established two new tools, 5S and Voice of the Customer. More recently "Just Do It" projects have also been introduced, which encourage employees to make small improvements in their everyday work. The Lean facilitators were trained on these tools, and two new facilitators were added to lead 5S projects.

In February 2017, DWD replaced the Annual Lean Government Award with a Lean Government Showcase. Historically, one Value Stream Mapping project was selected to receive the annual award. However, since more Lean projects are being completed, each division is now invited to share their best continuous improvement effort, which allows a broader opportunity for recognition. Going forward, continuous improvement goals will also be included in the department's strategic plan to emphasize the importance of this initiative.

| Outcomes | |
|-------------------------------|------------|
| Projects completed in FY17 | 10 |
| Annual staff hours repurposed | 2,767 |
| Annual cost avoided | \$ 470,000 |
| Lead time reduced (days) | 39 |
| Process steps eliminated | 34 |

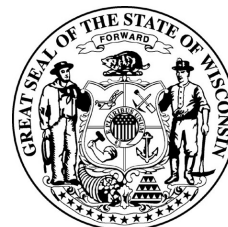
Top projects

- Facilities Leasing Management
- Division of Vocational Rehabilitation (DVR) Contracts Folder Reorganization
- Unemployment Insurance (UI) Online Information and Postage Savings

Facilities Leasing Management

Background

DWD manages 88 leases throughout the state.



Problem Statement

The previous leasing process had several challenges: gathering and compiling site information took 6-8 weeks; the process was not well documented, nor was it used consistently; there were many rework loops and opportunities for errors; and, the process was not transparent to customers.

Outcome

Facilities engaged in a VSM with stakeholders and was able to begin implementing the new process within 3 months. The biggest improvement is an upfront time saver. In the new process a site visit is conducted by a facilities expert. In the past, a form was sent to the site manager to complete and often this was not completed accurately or timely. The site visit by a facilities expert assures the information is gathered with greater accuracy and timeliness. Facilities staff have removed up to 14 days of wait time, 19 days of process time and 5 steps from the leasing management process.

Results

| Metric Name | Before | After | Improvement | % Improved |
|----------------------------------|--------|-------|-------------|------------|
| Annual hours required | | | | |
| Cumulative lead time in days | | | | |
| Annual cost in dollars | | | | |
| Number of steps in process | 28 | 23 | 5 | 18 |
| Average process lead time | 78 | 45 | 33.0 | 42 |
| Percentage who are satisfied | | | | |
| Average stakeholder satisfaction | | | | |

DVR Contractor Files Reorganization

Workforce Development, Department of

Division of Vocational Rehabilitation

Background

DVR currently has 233 contracted service providers throughout the state. The Contracts folder is used daily by the DVR Contract Specialist and members of his team. This folder contains important and confidential information key to providing services to DVR consumers.



Problem Statement

Files are stored on personal drives, shared drives, as well as on SharePoint, making it difficult to find needed information. There is also no clear naming convention for files. Not only does this lead to duplication and rework, it also leads to wasted staff time in trying to locate needed files.

Outcome

When we completed the project we saw pretty impressive results. There was a 90% reduction in the number of high level folders, a 52% reduction in the number of files and a 51% reduction in folder size. Because of this very successful outcome, DVR has chosen to review all their files using the 5S tool.

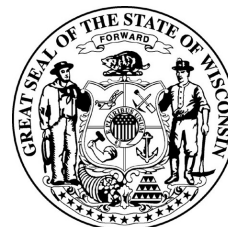
of Parent Folders Before: 39, After: 4
 # of Files Before : 3,021, After 1,436
 Folder Size Before: 617 MB, 303 MB

Results

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

Background

The division reviewed why they were sending out forms that customers could access through the online UI portal.



Problem Statement

UI was sending out forms to individuals who already had an account online. Sending out the forms to everyone was not cost-effective or efficient.

Outcome

UI enacted several changes to reduce postage and improve customer service using a "Just do it" approach. The strategies related to providing tax information online:

- The claimant tax document (1099) is available on-line. This year, DWD made it easier to print from the internet.
- The UI communications team created an email alert to let claimants know immediately when the tax documents were posted.
- Mailing of statements to employers whose only transaction was a payment was eliminated. Employers were encouraged to look for their statements on-line. In six months, UI has saved \$85,000 in postage and expects to save \$170,000 annually

Results

| Metric Name | Before | After | Improvement | % Improved |
|----------------------------------|-----------|-----------|-------------|------------|
| Annual hours required | | | | |
| Cumulative lead time in days | | | | |
| Annual cost in dollars | \$441,000 | \$271,000 | \$170,000 | 39 |
| Number of steps in process | | | | |
| Average process lead time | | | | |
| Percentage who are satisfied | | | | |
| Average stakeholder satisfaction | | | | |

Office of the Commissioner of Insurance

OCI continues to incorporate Lean and process improvement into everyday activities and agency projects. During this fiscal year, OCI had one employee complete the Yellow Belt training. OCI's Project Governance Board is requesting that each new Project Business Case submitted for consideration identify goals related to OCI's Lean Government Initiative. Current-state metrics are documented prior to the start of a project and end-state metrics and efficiencies are shown upon completion of a project.

In June 2017, OCI presented the "Updating the Administrative Rule Process" project at the Lean Project Showcase.

| Outcomes | |
|-------------------------------|-----|
| Projects completed in FY17 | 4 |
| Annual staff hours repurposed | 242 |
| Annual cost avoided | - |
| Lead time reduced (days) | 27 |
| Process steps eliminated | 5 |

Top projects

- Updating the Administrative Rule Process
- Streamline Surplus Lines Payments
- Risk Purchasing Group Registration and Update Procedure

Updating the Administrative Rule Process

Insurance, Office of the Commissioner of

Legal

Background

Data collected for the last five years shows that 90% of the time, the process for completing an Administrative Rule was executed with an unplanned delay*.

Unplanned delays:

- Attorney not knowing procedure
- Attorney looking for correct/up-to-date templates
- Attorney making modifications to templates to include only needed information



Problem Statement

Data collected for the last five years shows that 90% of the time, the process for completing an Administrative Rule was executed with an unplanned delay.

Outcome

The internal process was reduced by 27 to 63 days. Attorney feedback shows they are satisfied with the results.

Results

| Metric Name | Before | After | Improvement | % Improved |
|----------------------------------|--------|-------|-------------|------------|
| Annual hours required | | | | |
| Cumulative lead time in days | | | | |
| Annual cost in dollars | | | | |
| Number of steps in process | | | | |
| Average process lead time | 90 | 63 | 27.0 | 30 |
| Percentage who are satisfied | | | | |
| Average stakeholder satisfaction | | | | |

Team Lead: Culver, Karyn C - OCI

Streamline Surplus Lines Payments

Insurance, Office of the Commissioner of

Regulation and Enforcement

Background

Surplus lines agents are required to file tax forms and submit payment to OCI on an annual basis by March 1 each year. In 2015, there were 1,697 licensed surplus lines agents. Approximately 500 wrote premium. The remaining agents were required to submit the tax form indicating zero premiums.



Problem Statement

The process is very time-consuming and highly manual. The forms and checks are first processed through the mailroom, routed to the Financial Bureau for review, the checks are then sent to the agency accountant to manually process, and the forms are sent to Central Files to be filed. Routing the checks through multiple people increases the risk of a check being misplaced or lost.

Outcome

Of the 1,676 surplus lines insurers that were required to file for 2016, 342 filed paper filings. That number is expected to go down next year as many indicated they would file through OPTins. The amount of time saved by staff manually processing the paper filings and checks was 174 hours.

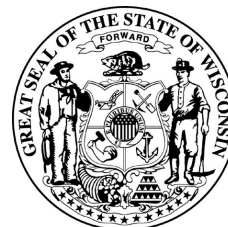
Results

| Metric Name | Before | After | Improvement | % Improved |
|----------------------------------|--------|-------|-------------|------------|
| Annual hours required | 195 | 21 | 174 | 89 |
| Cumulative lead time in days | | | | |
| Annual cost in dollars | | | | |
| Number of steps in process | | | | |
| Average process lead time | | | | |
| Percentage who are satisfied | | | | |
| Average stakeholder satisfaction | | | | |

Risk Purchasing Group (RPG) Registration and Update Procedure

Background

Risk Purchasing Groups (RPGs) must register with OCI before it can conduct any insurance business or engage in any insurance activity in Wisconsin. Once registered, the RPG must submit an annual update with OCI by April 30 each year. Failure to submit the update will result in removal of the RPG from OCI's list of groups registered to operate in Wisconsin.



Problem Statement

The initial application process is a very time-consuming and manual process. Registrations and updates are printed and completed by companies then sent via US mail to OCI. This requires the time of 2 staff to monitor, print, scan, stuff, mail, and enter information into an online system for approximately 270 RPGs.

Outcome

The online form was implemented prior to the end of January 2017. 4 steps in the process were eliminated and a savings of 34 hours.

Results

| Metric Name | Before | After | Improvement | % Improved |
|----------------------------------|--------|-------|-------------|------------|
| Annual hours required | 70 | 36 | 34 | 49 |
| Cumulative lead time in days | | | | |
| Annual cost in dollars | | | | |
| Number of steps in process | | | | |
| Average process lead time | | | | |
| Percentage who are satisfied | | | | |
| Average stakeholder satisfaction | | | | |

Wisconsin Economic Development Corporation

The Wisconsin Economic Development Corporation (WEDC) has had a productive year as it looked to increase Lean training opportunities and foster an environment of continuous improvement. This year, three online Lean trainings were made available to WEDC employees: Introduction to Wisconsin Lean, Lean 101, and 5S Your Workspace. Once these courses were hosted on WEDC's Learning Management System, all employees were required to take the Lean 101 training, and it is now included when onboarding new hires. This requirement will instill in staff an appreciation of Lean and reinforce WEDC's commitment to continuous improvement. Additionally, some staff sought out training beyond the online material. Four staff went through their Yellow Belt training and eight went through the White Belt training with the Lean Government Program (LGP). Two staff completed their Green Belt coursework and will receive their Green Belts once they have completed a project in early FY18.

In FY17, WEDC recast its organization's mission statement to reflect the full breadth of its work and outcomes. WEDC created a new strategic pillar: Operational and Fiscal Excellence. It is under this pillar where WEDC fosters its Lean work. WEDC has created Lean staff champions in many divisions to infuse improvement methodologies throughout the organization, and the last two fiscal years have been spent mapping out WEDC's system processes. As a result of this work, WEDC anticipates some large-scale projects will be completed in FY18. In anticipation of this, WEDC has bought a new project management tool and is working on various templates to assist staff who are working on these projects.

| Outcomes | |
|-------------------------------|-----|
| Projects completed in FY17 | 4 |
| Annual staff hours repurposed | 800 |
| Annual cost avoided | - |
| Lead time reduced (days) | 10 |
| Process steps eliminated | 18 |

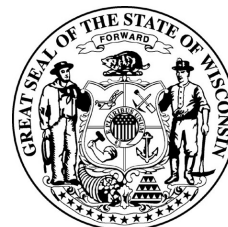
Top projects

- Phase I Tax Credit Calculator
- Streamlined Closeout
- Penalties & Clawbacks Process

Phase I Tax Credit Calculator

Background

This was part of a larger tax credit reverification effort performed by WEDC. The larger project also included some process changes not touched on in this report.



Problem Statement

Inconsistencies in tax credit verifications have been occurring. Current system is a excel spreadsheet with nested formulas. Need a better solution that is more controlled as in calendar year 2016, WEDC processed around 200 verifications that included over 35,000 eligible positions.

Outcome

Saves anywhere from 2 hours to 8 hours on a tax credit verification. The average time saved per verification is 4 hours.

800 Annual hours repurposed = (4 hours/verification)*(200 verifications/year)

Results

| Metric Name | Before | After | Improvement | % Improved |
|----------------------------------|--------|-------|-------------|------------|
| Annual hours required | 1200 | 400 | 800 | 67 |
| Cumulative lead time in days | | | | |
| Annual cost in dollars | | | | |
| Number of steps in process | | | | |
| Average process lead time | | | | |
| Percentage who are satisfied | | | | |
| Average stakeholder satisfaction | | | | |

Streamlined Closeout

Wisconsin Economic Development Corporation

Business and Community Development

Background

Staff perform over 400 closeouts per year, and the closeout reporting format being used includes eight sections, which are repetitive and include more information than statutorily required. They are inefficient and include unnecessary steps.



Problem Statement

The purpose of the project is to synthesize sections and information needed statutorily and by decision makers for closeouts into a streamlined closeout form. Additionally, every closeout needs to be signed individually by the CEO/COO, Director of Financial Services, and Division Vice President. By submitting the streamlined closeouts together in a stacked memo, each person only signs the stack once, rather than each individually.

Outcome

Saves 4 steps per closeout, that falls under the mark. Per annum, this will be about 800 steps saved.

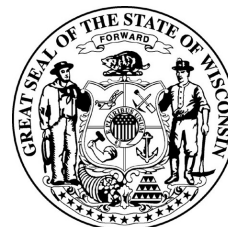
Results

| Metric Name | Before | After | Improvement | % Improved |
|----------------------------------|--------|-------|-------------|------------|
| Annual hours required | | | | |
| Cumulative lead time in days | | | | |
| Annual cost in dollars | | | | |
| Number of steps in process | 8 | 4 | 4 | 50 |
| Average process lead time | | | | |
| Percentage who are satisfied | | | | |
| Average stakeholder satisfaction | | | | |

Penalties & Clawbacks Process

Background

The Penalties & Clawbacks process includes: Contract Breach, Tax Credit Revocations, Penalty Assessments and Default Notices. This process is owned by the Legal Department and final breach, referral, litigation or default decisions are made by Chief Legal Counsel. Operations & Program Performance administers the process and records the cures/final results of actions. This process includes initial notification, multiple decision points, instances of document generation and approval, client contact points, 2 cure opportunities, and receipt process of cure or determination for final referral.



Problem Statement

Agency legal data collected between December 2015 and July 2016 shows that cumulatively assessed Default actions, Penalty assessments and cure of Breaches of Contract took > 120 days, with high variability, to reach completion of the process cycle, resulting in an average of 5 re-work cycles per award and an estimated 9 hours of re-work staff time per award.

Outcome

- Streamline and standardized the process - eliminated 8 wasteful steps
- Reduced variability in process - average resolution is 80 days -> further goal is to have all resolutions in 70 days
- Reduced wasted staff time by centralizing process, tracking system and process
- Implemented IT solutions for tracking and reporting - responsible for removing 2 steps from the process

Results

| Metric Name | Before | After | Improvement | % Improved |
|----------------------------------|--------|-------|-------------|------------|
| Annual hours required | | | | |
| Cumulative lead time in days | | | | |
| Annual cost in dollars | | | | |
| Number of steps in process | 15 | 7 | 8 | 53 |
| Average process lead time | 80 | 70 | 10.0 | 13 |
| Percentage who are satisfied | | | | |
| Average stakeholder satisfaction | | | | |

Wisconsin Housing and Economic Development Authority

In FY17, the Wisconsin Housing and Economic Development Authority (WHEDA) continued to incorporate Lean principles into the processes and protocols of the organization, with the goal being to eliminate waste and increase efficiency in its operations.

Communicating a heightened awareness of Lean culture among employees and encouraging participation at the senior staff level have also been important goals, and these efforts have resulted in some great Lean projects. During the last year, five projects were completed that produced a positive financial savings or time repurposing.

| Outcomes | |
|-------------------------------|------------|
| Projects completed in FY17 | 5 |
| Annual staff hours repurposed | 533 |
| Annual cost avoided | \$ 231,046 |
| Lead time reduced (days) | - |
| Process steps eliminated | - |

Top projects

- Employee Reimbursement Process
- Relocation of Milwaukee Office
- Logging & Alerting consolidation

Employee Reimbursement Process

Wisconsin Housing and Economic Development Authority

Finance

Background

WHEDA Finance replaced the employee reimbursement spreadsheet with an online expense reporting system (Gorilla Expense).



Problem Statement

Before implementing Gorilla Expense, the expense reporting process was tedious and the responsibility fell solely on Finance. After each expense report was submitted, Finance was responsible for compliance, data entry, and payment to employees.

Outcome

As a result of these changes the WHEDA Finance group is no longer solely responsible for expense reporting compliance, the data entry or payment for expense reports. Gorilla Expense has WHEDA's regulations built into the system, so if there is an error, the user and report approver will know immediately. At the end of a two week period, Finance runs an integration which eliminates the data entry process and pays employees on their paychecks via ADP.

Results

| Metric Name | Before | After | Improvement | % Improved |
|----------------------------------|--------|-------|-------------|------------|
| Annual hours required | 351 | 104 | 247 | 70 |
| Cumulative lead time in days | | | | |
| Annual cost in dollars | | | | |
| Number of steps in process | | | | |
| Average process lead time | | | | |
| Percentage who are satisfied | | | | |
| Average stakeholder satisfaction | | | | |

Relocation of Milwaukee Office

Wisconsin Housing and Economic Development Authority

Executive

Background

WHEDA's current Milwaukee office was located at 401 S. 1st Street and consisted of 9,012 sq. ft. of leased space. Our current "all in" costs were roughly \$32 per sq. ft.



Problem Statement

The current space was much larger than WHEDA needed to house its Milwaukee operations. The "all in" rent was higher than the market. Our rental agreement required WHEDA to maintain the property and all the operating systems (Heat, air conditioning, security etc.). Parking at this location was a problem.

Outcome

A new office location was procured at 611 W. National Avenue. This office is 3,479 sq. ft. and is a fully renovated office. The current rent is \$18.50 per sq. ft. There were 12 surface lot parking spaces included with the rent. This location is actually a building that WHEDA helped to finance the remodel and renovations into affordable housing on the upper floors and office space on the ground level. WHEDA will save roughly \$2,000,000 over the 10 year life of this lease as compared to our old lease.

Results

| Metric Name | Before | After | Improvement | % Improved |
|----------------------------------|-----------|----------|-------------|------------|
| Annual hours required | | | | |
| Cumulative lead time in days | | | | |
| Annual cost in dollars | \$288,846 | \$64,362 | \$224,484 | 78 |
| Number of steps in process | | | | |
| Average process lead time | | | | |
| Percentage who are satisfied | | | | |
| Average stakeholder satisfaction | | | | |

Logging & Alerting consolidation

Wisconsin Housing and Economic Development Authority

Information Technology

Background

WHEDA IT replaced two software solutions with one new product that filled both roles.



Problem Statement

Two aging software solutions were due for replacement. Combining these two functions together would lower costs make and maintenance much easier.

Outcome

As a result of these changes, WHEDA will save approximately \$6,500 each fiscal year after the initial purchase. This becomes a positive ROI after 1.5 years, and keeps rising annually. Assuming this is kept in place for five years, WHEDA will save a total of \$26,000.

Results

| Metric Name | Before | After | Improvement | % Improved |
|----------------------------------|---------|---------|-------------|------------|
| Annual hours required | | | | |
| Cumulative lead time in days | | | | |
| Annual cost in dollars | \$9,665 | \$3,103 | \$6,562 | 68 |
| Number of steps in process | | | | |
| Average process lead time | | | | |
| Percentage who are satisfied | | | | |
| Average stakeholder satisfaction | | | | |

Cost to implement: \$9,750