

Wisconsin Lean Government Initiative
Annual Report
July 2014 – June 2015
Department Results



2. Project Name: Environmental Enforcement Central Office Case Review and Approval
 - a. Problem Statement: The average routing time for referrals to the Department of Justice the past two years has been 62 days once the recommendation is forwarded to Central Office. This has resulted in delayed enforcement decisions, delayed resolution of violations, and contributes to staff frustration.
 - b. Business Case for Improvements: This project is intended to ensure that the Central Office review and approval process for Environmental Enforcement cases (compliance orders and recommendations to refer cases to the Department of Justice) is handled in a consistent, efficient manner that results in timely enforcement decisions.
 - c. Process Improvements Recommended:
 - i. For a single-program referral, reduces the number of steps from as many as 18 hand-offs (8 being review steps) to 9 hand-offs (with 5 review steps).
 - ii. Adds team review to increase quality and enhance communication early in process.
 - iii. Clarifies the role and expectations of the reviewers in the process.
 - iv. Ensures a back-up reviewer is delegated for coverage during absences.
 - v. Written procedures that include the process steps and the roles and expectations for reviewers.
 - d. Savings:
 - 1) Expected Time Saved: 846 hours annually.
 - 2) Expected Lead Time Reduced: 34 days per case.
 - 3) Expected Customer Satisfaction Improvement: Timeliness and quality will be improved, which will improve customer satisfaction.
 - 4) Process Simplified: 9 process steps (50%) eliminated.

3. Project Name: Limited Term Employee Hiring Process Improvement
 - a. Problem Statement: Problems with the LTE hiring process have resulted re-work, frustration, and delays in job postings.
 - b. Business Case for Improvements: Delays in the LTE hiring process and re-work can lead to a late hire where the candidate does not receive training on time, or must start at a later date.
 - c. Process Improvements Recommended:
 - i. Standardize Position Descriptions and Knowledge Skills and Abilities for the “Top 6” LTE classifications.
 - ii. Standardize interview questions and benchmarks for the “Top 6.”
 - iii. Standardize the approval process, and allow for blanket approvals for seasonal repeat positions.
 - iv. Create a toolbox with recruitment resources.
 - v. Update application form.
 - d. Savings:
 - 1) Expected Time Saved: 1,651 hours annually.

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- 2) Expected Lead Time Reduced: 10 days per hire.
 - 3) Expected Customer Satisfaction Improvement: Currently 61.5% approval rate. Team expects a customer satisfaction to increase to 90%.
 - 4) Process Simplified: 2 process steps eliminated, 6 simplified.
4. Project Name: Managed Forest Law Transfer Process Improvement
- a. Problem Statement: Reduce current required cycle time for processing MFL Transfer Forms through both the field and Central Office. Pre-Lean team opportunities for improving this process exist due to, excessive non-value add process steps, conflicting work priorities, and rising trends in MFL transfer requests which contribute to lengthy process lead times and customer dissatisfaction.
 - b. Business Case for Improvements: The team's mission was to utilize Define Measure Analyze Improve and Control (DMAIC) steps to understand customer needs and expedite delivery of MFL transfers to all key internal/external customers. The team was charged with developing pre and post project data collection methodology and standard operating procedures to support the implementation of an expedited customer-focused MFL transfer process to be adopted within the WDNR Division of Forestry.
 - c. Process Improvements Recommended:
 - i. Eliminate in-between deeds.
 - ii. Mistake-proof the form.
 - iii. Electronic print to mail.
 - iv. Simplify the required plan information.
 - v. Eliminate a duplicated review.
 - vi. Standard Operating Procedures.
 - vii. WisFIRS system upgrades.
 - d. Savings:
 - 1) Expected Time Saved: 6,000 hours annually.
 - 2) Expected Lead Time Reduced: 83 days per transfer.
 - 3) Expected Customer Satisfaction Improvement: Currently 58% customer satisfaction rate. Team expects a minimum customer satisfaction rate of 68%, but is shooting for 90%.
 - 4) Process Simplified: 4 process steps eliminated.
5. Project Name: Scientific Collector Permits and Scientific Research Licenses Process Improvement
- a. Problem Statement: The lack of a consistent and streamlined Scientific Collector Permits and Scientific Research Licenses process from applications, permits and licenses, website, tracking and centralized storage system is causing confusion for department staff and customers and is leading to delays in issuing permits.
 - b. Business Case for Improvements: The team was charged with developing a streamlined process to track, approve and issue Scientific Collector Permits and Scientific Research