

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

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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

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Licenses. Improvements are needed to how these permits are processed to address issues associated with consistency, accountability, and customer satisfaction.

c. Process Improvements Recommended:

- i. Streamline and improve routing of permits through deployment of an electronic form.
- ii. Develop a website for applications.
- iii. FAQs to support the process.
- iv. Develop a process to route, process, and track applications.

d. Savings:

- 1) Expected Time Saved: 12 hours per application, and a minimum of 1,188 hours annually.
- 2) Expected Lead Time Reduced: 14 days per application.
- 3) Expected Customer Satisfaction Improvement: Customers want faster approvals and online submittals. Implementing improvements should improve customer satisfaction.
- 4) Process Simplified: 8 steps eliminated.

6. Project Name: Well Driller and Pump Installer License Renewal

a. Problem Statement: Well Driller/Pump Installer License Renewals take too much staff time and cost the agency too much.

b. Business Case for Improvements: The current license renewal process is almost entirely paper-driven. It includes mailing paper renewal forms to approximately 1400 licensees, receiving paper responses and license fees, manual data entry of submitted form data, remitting checks and mailing paper licenses. The team was charged with identifying opportunities to communicate by electronic mail and the internet, and collect data on fillable forms. These opportunities are expected to reduce mailing and data entry costs, increase quality of information received, and reduce staff time interpreting/verifying handwritten information.

c. Process Improvements Recommended:

- i. Consolidate multiple licenses onto one form.
- ii. Consolidate licenses onto one license card.
- iii. Eliminate unnecessary data entry.
- iv. Eliminate unnecessary questions on form.
- v. Automate process in future phase.

d. Savings:

- 1) Expected Time Saved: 10 hours annually.
- 2) Expected Lead Time Reduced: 7 days per renewal.
- 3) Expected Customer Satisfaction Improvement: Currently 65% customer satisfaction rate. Team expects a minimum customer satisfaction rate of 85% after the improvements are implemented.
- 4) Process Simplified: 4 process steps eliminated.