

**“Explain Lean efficiency  
improvements to the  
Commission and the public.”**

(from the FY15-17 Director’s  
Performance Agreement)

# Agenda

- Governors' Guidance
- Lean Defined
- Show WDFW (Lean) Efficiencies
  - Facilitated by the Lean Team
  - Assisted by the Lean Team
  - Independent of the Lean Team
- Our Lean Approach
  - Facilitating, Advising, Training

# Governor's Guidance

- Gov. Gregoire Executive Order 11-04, 12/15/2011
  - Directs, "... agencies to begin implementing Lean by: ... Deploying efforts to build capacity for Lean, while embedding Lean in the agency culture ..."
- Gov. Inslee Executive Order 13-04, 9/10/2013
  - Directs the creation of Results Washington within the Office of the Governor to, "... create a Lean culture enterprise wide ..."



# Lean Defined

- Lean is an improvement methodology that strives to improve services and products for our customers.
- Lean focuses on the process of service/product delivery, to identify and remove “waste” (suboptimal use of people, time, funding, materials, etc.)
  - Lean emphasizes making processes visible by graphically mapping and tracking those processes
    - Value Stream Mapping
    - Visual tracking charts
  - Lean emphasizes analyzing the “root cause” of a problem, rather than just accepting the first cause that comes to mind
    - 5 Why’s



# Lean Defined

- Lean emphasizes a standard problem solving methodology
  - Why is this important enough to work on now?
  - Where do things stand today?
  - What's the goal we want to achieve?
  - What are the obstacles and their "root cause(s)"?
  - What actions will overcome the root cause(s)?
  - Who will do what, by when to implement those actions?
  - Who will measure what, by when to learn the results of those actions?



# WDFW (Lean) Efficiencies

- Facilitated by the Lean Team
- Assisted by the Lean Team
- Independent of the Lean Team



# WDFW (Lean) Efficiencies

- Lean Team Facilitated examples ...
  - Reducing average time to hire a new employee from 61 to 55 days
  - Reducing Scientific Collection Permit processing time from 2 hrs. 44 min/permit to 1 hr. 7 min/permit
  - Reducing time to answer real estate-related mapping questions from 4-8 hrs. to 1-2 min
  - Adding a new capability to create custom maps to answer customer land questions

# (Lean) Efficiencies, cont.

- Lean Team Assisted examples ...
  - Mapping a common permitting process between DOT and WDFW
  - Reducing staff time finding a file within their database from 10 min to 2 min
  - Reducing pheasant feed costs from \$177,066 per season to \$165,737
  - Helping a Program improve their employee satisfaction score from 65% in 2014 to 79% in 2015



# (Lean) Efficiencies, cont.

- Independent of Lean Team examples ...
  - Reducing process time to develop capital project recommendations from 3-4 multi-hour meetings to 1-2 such meetings.
  - Reduced annual mailing costs by \$25,273, using electronic notifications
  - Increasing two-pole endorsement sales by 11,675 people, in 2015
  - Reducing hunting deferral processing time from 2 weeks to 2 hours

# Our Lean Approach

- Current Facilitation/Advising
  - Improving the online Aquatic Protection Permitting System (APPS)
  - Improving the ballast exchange reporting system
  - Improving the private lands (hunting) program contract process
  - Improving the “on-boarding” process for one of our Programs
  - Improving the Future Brood Document process

# Our Lean Approach cont.

- Training
  - Focus Lean Team Time on Facilitation and Advising (Training “On the Job”)
  - Provide all supervisors an introduction to Lean and available resources (Lean Team, Training Courses, reference materials)
  - Taking Advantage of Dept. of Enterprise Services Courses
    - Daily Lean Practices
    - Problem Solving
    - Coaching
    - Lean Facilitation

