



Lean 6-Sigma Green Belt Project



California Department of Food and Agriculture – Division of Measurement Standards

Kevin Schnepf
(Project Greenbelt)

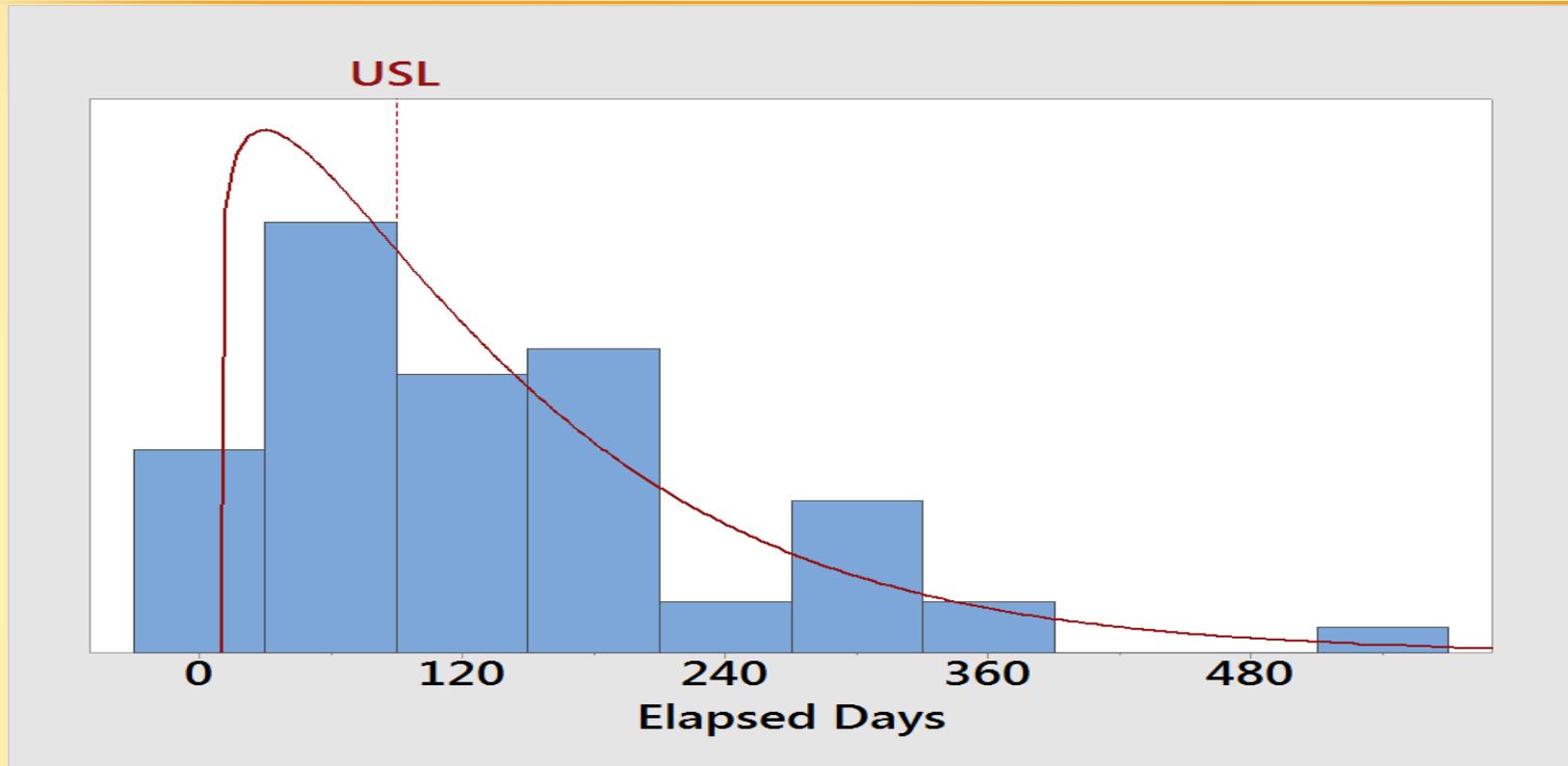
Kristin Macey
(Project Champion)

CTEP Processing Time Reduction

- ❖ **Problem Statement:** The average time required to complete a CTEP device application is over 138 days with over 54% of applications requiring greater than 90 days to process. This results in increase processing costs and causes delays in customer's device time to market.
- ❖ **Objective:** To reduce the CTEP/NTEP processing time so that 95% of all applications reach decision level within 90 days.
- ❖ **Project Team:**
 - ❖ Kristin Macey– Champion John Roach– MSS III
 - ❖ Steve Cook – Process Owner Ken Jones – MSS III
 - ❖ R. Norman Ingram –MSS III Tammy Sulli - AGPA
 - ❖ Kevin Schnepf– Greenbelt Candidate

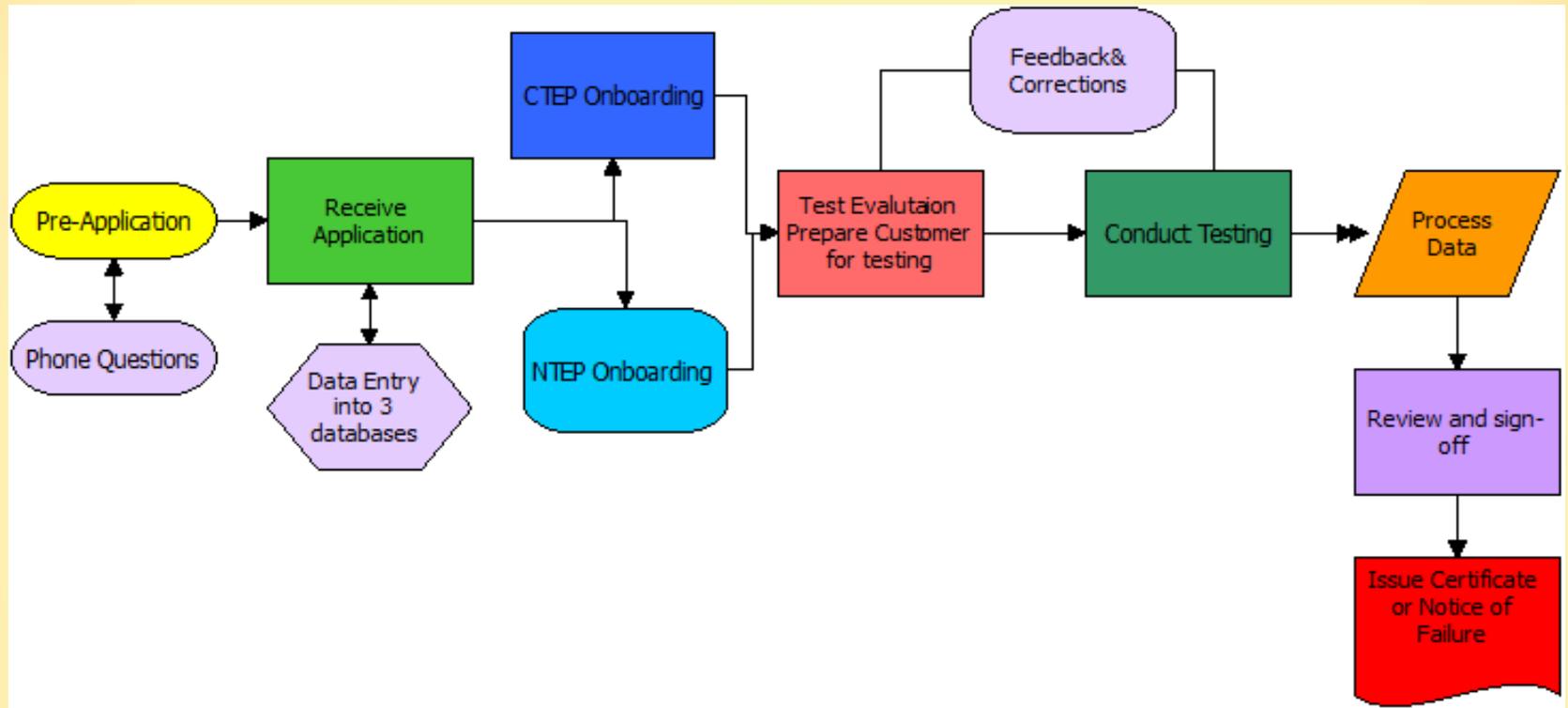


Baseline Capability



- ❖ Average completion time 138.5 days
- ❖ 44% Within target specification of 90 days
- ❖ 56% Failure (several projects exceeding 200 days)

Process Map



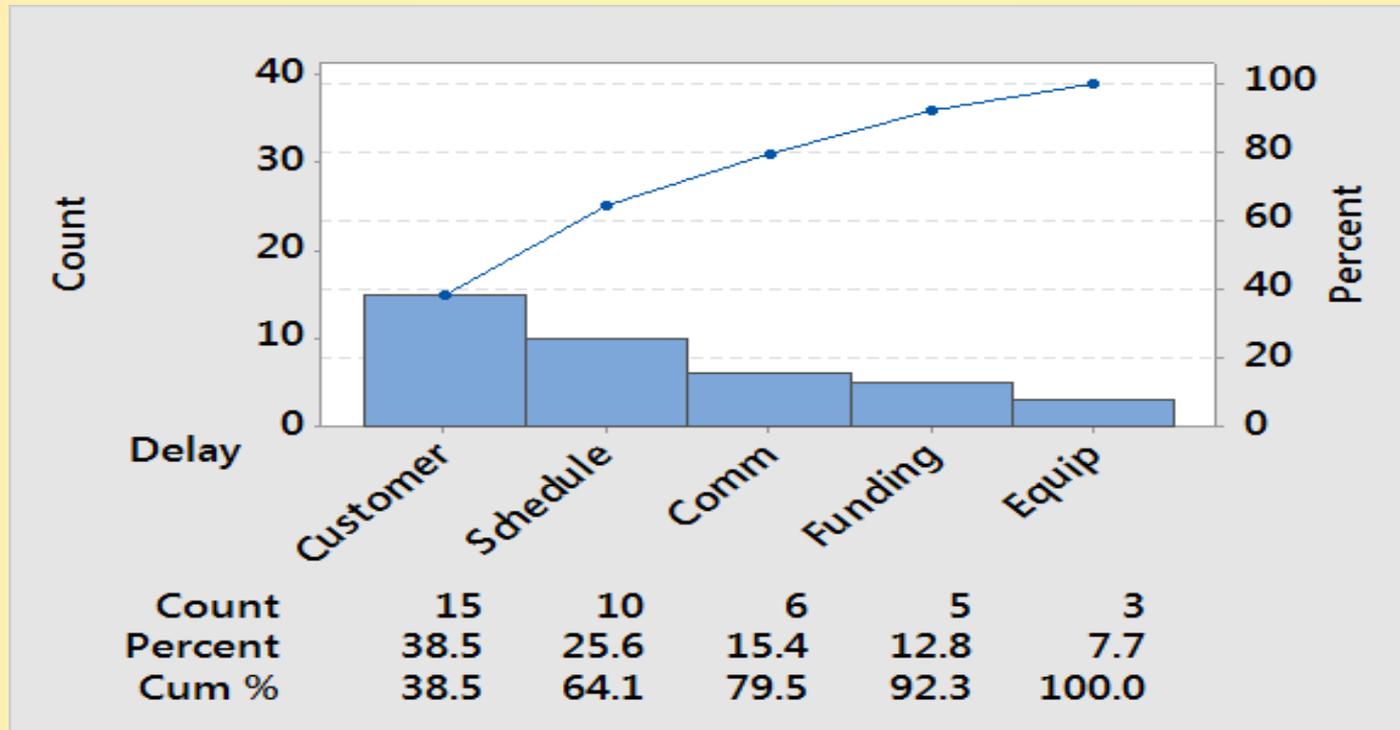
- ❖ Phone questions generated from client confusion
- ❖ Double and triple entry of information
- ❖ Feedback and corrections for unprepared test dates
- ❖ Delays in review and sign off

Analysis Tools

- ❖ Process Mapping
- ❖ Fishbone Diagram
- ❖ FMEA
- ❖ Pareto Charts
- ❖ Multi-variable analysis
- ❖ Individual Value Plots
- ❖ Box Plots

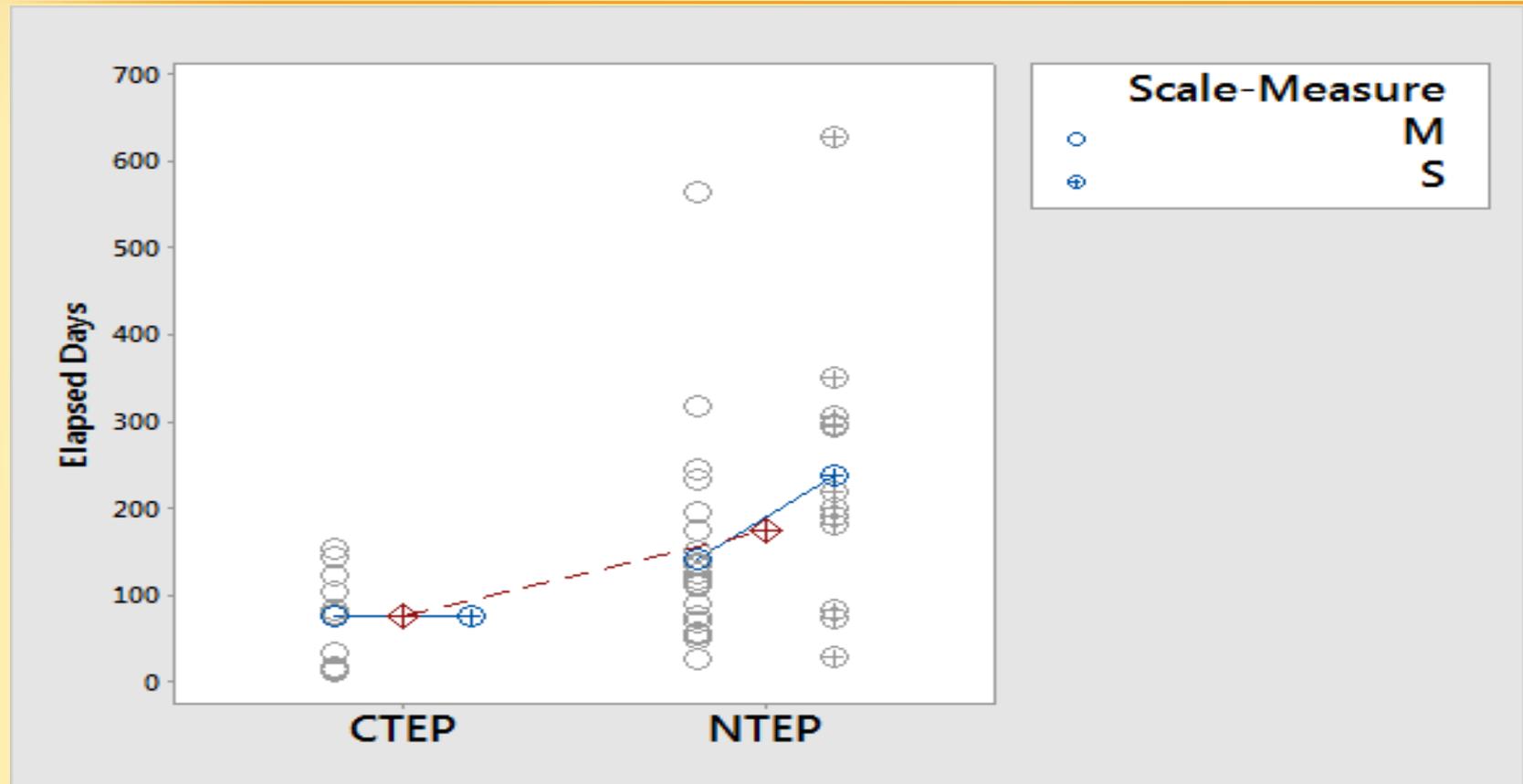


Source and frequency of delays



- ❖ Customer sourced delays due to miscommunication or incomplete information
- ❖ Staff constraints due to compartmentalized duties
- ❖ Communication errors due to Non-Standardized Procedures
- ❖ Excessive Delays for receipt of funds.

NTEP vs CTEP and Scale vs Measurement



- ❖ NTEP Assignments average slightly higher completions times but significance is low.
- ❖ All categories have out of specification results.
- ❖ Problems are systemic across classifications of source and type of evaluation

Critical x's

- ❖ Provide initial phone consultation (30-minute max)
- ❖ Receive complete and accurate application
- ❖ Process initial fee and deposit payment
- ❖ Scheduling of testing for measurement
- ❖ Request and receive additional deposits
- ❖ Review and sign-off test results

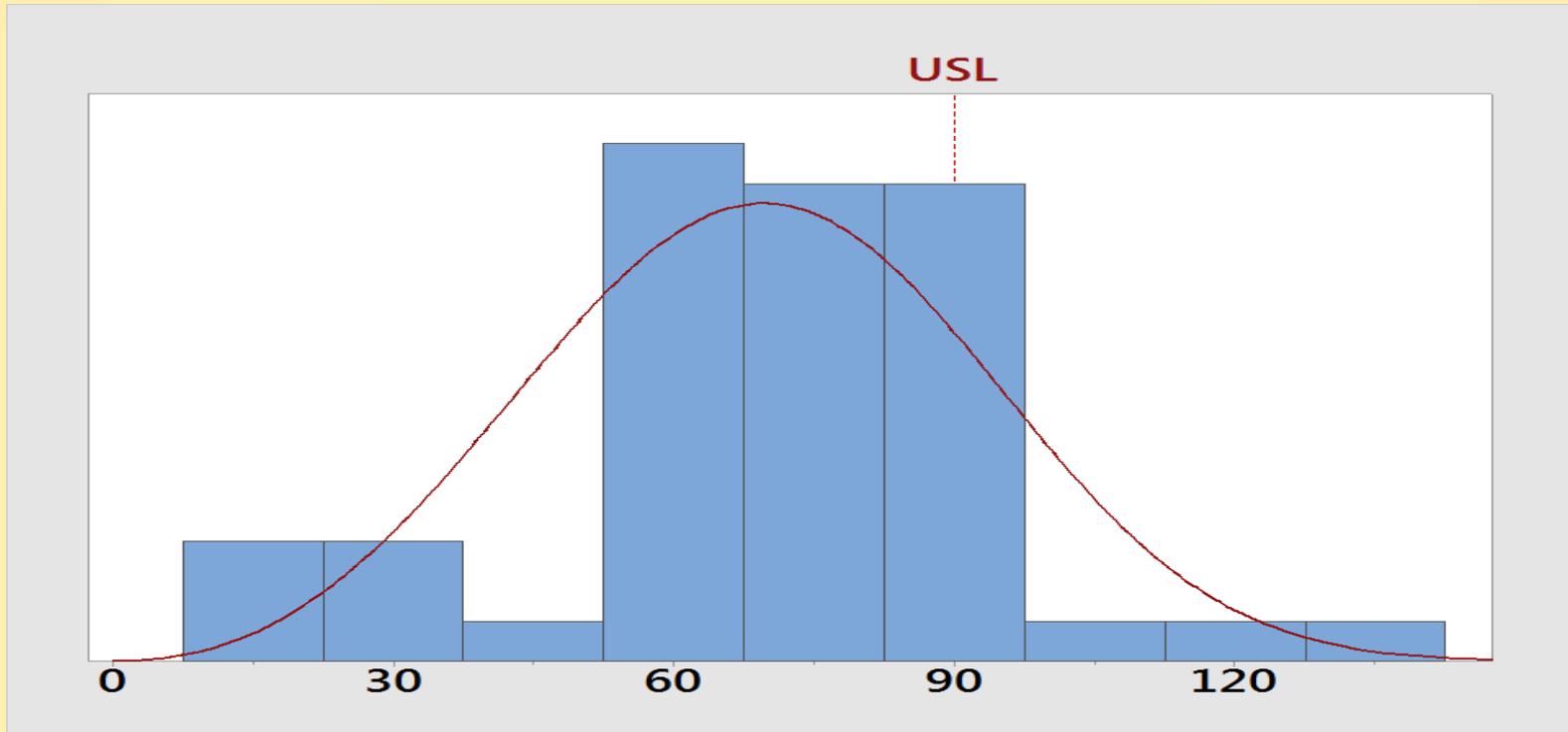


Improvement Techniques

- ❖ Create SOP's for application receipt, file set-up, and client on-boarding.
- ❖ Elimination of duplication steps
- ❖ Update Website to reduce customer confusion.
- ❖ Establish credit card processing system. Streamline deposit processing system.
- ❖ Create cross-training and coordinated scheduling processes to diversify existing staff resources to meet program timeline requirements.
- ❖ Eliminated delays by reducing number of reviews for release.



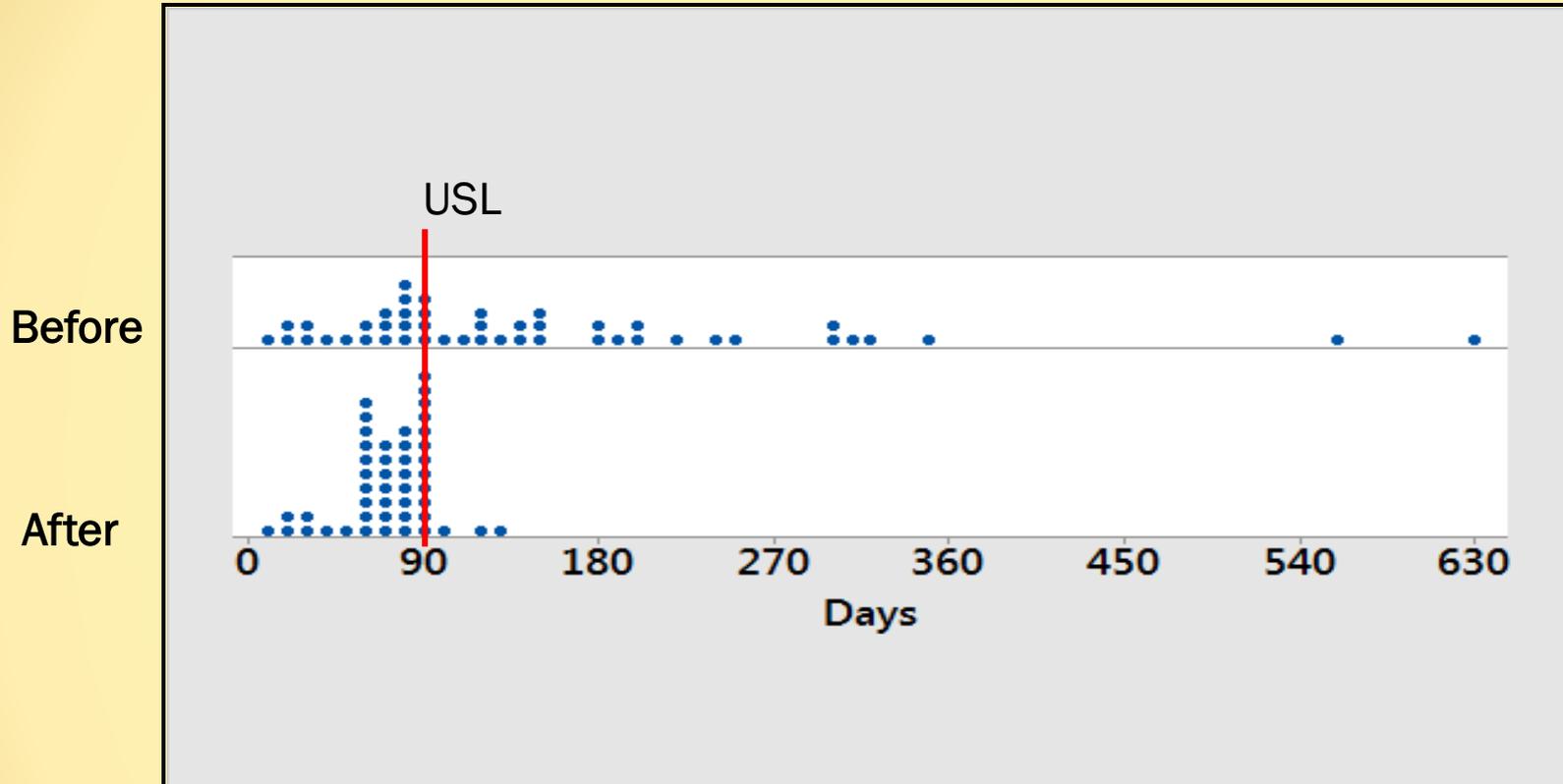
Projected Capability Analysis



- ❖ 91.5% Completion within 90 days
- ❖ Average completion time reduced to 70 days
- ❖ Elimination of applications exceeding 130 days



Before and After Processing Time



- ❖ Expected 95% Completion within Specification from 44%
- ❖ Elimination of delays exceeding 130 days
- ❖ Average completion time reduced to 70 days

Additional Program Benefits

- ❖ Additional revenue from increased NTEP assignments
- ❖ Improved documentation and reporting
- ❖ Increased employee engagement and commitment
- ❖ Improved customer satisfaction



Control Plan

- ❖ Mistake Proofing – Continuous Improvement
- ❖ Process Redesign and Simplification
- ❖ C- Chart of phone inquiries
- ❖ Pareto Chart of types of inquiries
- ❖ X-bar/S Charting to Track Performance
- ❖ FMEA to address out of specification events
- ❖ Training plan to diversify staff capabilities



CTEP Processing Time Reduction

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