



# Lean 6-Sigma Graduation Ceremony

## GREEN BELT PROJECT SUMMARIES

### Government Operations Agency (GovOps)

#### 1. Department of General Services (DGS)

**Green Belt:** Jennifer Grutzis, Deputy Director, Office of Strategic Planning, Policy & Research  
**Champion:** Stuart Drown, Deputy Director, Government Improvement & Accountability

**Problem Statement:** Processing of service contracts takes too long. This prevents work from happening in the divisions of DGS, including at state buildings. Complaints and finger-pointing are common. Average processing time is 84 days, and can as long as 354 days. Currently, only 20% of service contracts are executed within 30 days of being submitted.

**Project Goal:** 95% of contracts will be executed within 30 days of being submitted.

**Project Achievement:** Simplified process and created timeframe standards that reduced the average contract processing time from 84 days to 25 days and reduced the worst-case processing time from 354 days to 53 days. The percent of contracts processed within 30 days has increased from 20% to 73% with a control plan in place to increase this to >95% within the next six months.

#### 2. Department of General Services (DGS)

**Green Belt:** Diane Leung, Senior Electronic Data Processing Specialist, Procurement Division  
**Champion:** Jim Butler, Deputy Director, Procurement Division

**Problem Statement:** Currently 9% of qualifying small businesses are unable to attain an online certification and therefore require a manual review. This greatly lengthens the time and effort required for certification and consumes DGS staff resources to complete the certification manually. The corresponding delays and additional work create significant dissatisfaction within the small businesses that are impacted.

**Project Goal:** Reduce by half the rate of qualifying small business that are unable to attain online certification from 9% to less than 4.5%.

**Project Achievement:** Removed non value-added system flags which reduced the rate of qualifying small businesses unable to attain online certification from 9% to less than 3% (a factor of three improvement). For a typical month, this reduces the number of manual cases for DGS staff to resolve from an average of 65 cases down to 22 cases.



## Government Operations Agency (cont.)

### 3. **California Public Employees' Retirement System (CalPERS)**

**Green Belt:** Paul Warner, Staff Services Manager III

**Champion:** Anthony Suine, Division Chief, Benefit Services Division

**Problem Statement:** Currently, the average time required to complete a disability retirement determination is 8 months, and can take as long as 2 years. These delays in determination can have a detrimental effect on the people who are awaiting their disability income. At this time, only 20% of determinations are completed within the target time of 4 months.

**Project Goal:** Improve the timeframe to complete a disability retirement determination so that 70% are complete within 4 months using current technology, with a long-term goal of reaching 90% compliance upon implementation of electronic communications and medical records.

**Project Achievement:** A new end-to-end process has been designed that eliminates numerous redundant and non value-added steps and reconfigures tasks to take advantage of parallel processing where possible. Completion time standards have been put in place for each task which will be tracked in order to identify and eliminate delays. Communication standards have been established to reduce delays occurring with medical agencies and doctors. A new capability analysis will be performed as determinations are completed using the new process—time studies on the new process predict that >70% of future determinations will be completed within 4 months.

### 4. **Department of Human Resources (CalHR)**

**Green Belt:** Lisa Hatten, Program Manager, Personnel Management Liaisons

**Champion:** Bryan Bruno, Benefits Program Manager

**Problem Statement:** The average review of departmental requests for dental benefits due to errors can be in excess of 30 to 40 per month (per analyst). This creates high levels of dissatisfaction for internal staff. The excessive processing time also leads to more rework, greater incidences of repeated submissions, and more potential for grievances. Because of the variability of error received, processing times vary greatly and delays cause processing costs to incur without realization of timely enrollments.

**Project Goal:** Reduce errors rates on enrollments (as measured by number of appeals) by 50%

**Project Achievement:** Simplified the process by removing multiple non-value added steps, reducing the number of main processing tasks from 9 tasks to 3 tasks. Personnel shops will now enter information directly, thus eliminating multiple-keying and removing non-value added work from two departments. Also implementing automation to mistake-proof forms and eliminate faxes and corresponding manual entry. New capability analysis to be performed upon implementation in the fall—projections show greater than 50% reduction in appeals expected with new process.



## Natural Resources Agency

### 5. Department of Parks and Recreation

**Green Belt:** Theresa Bober, Training Officer

**Champion:** Sedrick Mitchell, Deputy Director, External Affairs

**Problem Statement:** Processing of hire packages takes an average of 42 days and in some cases up to 100 days which results in lost staff time and inability to hire in critical positions. Only 28% of packages are completed within the target of 25 days. Because of these delays the initial request for hire is often not supported and the candidate can be lost. This creates additional work to start the process. Once it's accepted into Personnel, the form changes hand too many times to create a smooth work flow.

**Project Goal:** To reduce the processing time so that 95% of all hire packages are completed within 25 days

**Project Achievement:** Process simplified from 19 steps down to 5 steps by eliminating non value-added and redundant tasks. Packets now received and acknowledged electronically. Reduced the number of required approvals from 6 down to 2. Checklists provided to stakeholders to standardize completed packages. Preliminary results (after partial implementation) show an improvement from 28% to 50% of packages completed within 25 days. New capability analysis will be performed after full implementation to confirm that 95% are being completed within the 25 day target.

### 6. Energy Resources Conservation and Development Commission

**Green Belt:** Rachel Grant Kiley, Staff Services Manager II, Contracts, Financial Services Branch

**Champion:** Drew Bohan, Chief Deputy Director

**Problem Statement:** The current agreement execution process takes an average of 23 months and a maximum of 51 months. Delays are occurring in each of the following three phases of the process: (1) contractor/grantee selection through solicitation process, (2) agreement execution, and (3) agreement implementation/completion. The delay in getting the money out and projects started reduces the benefit to our primary customer -- the public.

**Project Goal:** To reduce the processing time such that 95% of the grants are completed in less than 12 months.

**Project Achievement:** Identification of steps causing largest delays followed by implementation and tracking of timeframe standards for each step of the process. Created a master solicitation plan for solicitation drafting. Preliminary data shows a reduction in average time for agreement drafting from 131 days to 26 days which is a significant step in the process. New capability analysis will be performed as future agreement awards are completed to assure the target of 95% within 12 months has been achieved.



## Environmental Protection Agency (CalEPA)

### **7. State Water Resources Control Board (SWB)**

**Green Belt:** Micah Reich, Associate Governmental Program Analyst

**Champion:** Lisa Babcock, Manager, Underground Storage Tank Cleanup Fund

**Problem Statement:** Currently, only 9% of final determinations of claim eligibility are completed within 60 days. Applicant claimants who are small businesses and residential tank owners rely on the Cleanup Fund for timely reimbursement of corrective action costs incurred at their site, and often do not perform corrective action until their claim is determined eligible. Submittal of incomplete claim applications precludes timely claim processing requiring considerable staff time soliciting complete applications. During the time that elapses between claim application and final determination, staff receives repeated status inquiries from claimants and their representatives which add to the staff workload.

**Project Goal:** To increase the percentage of final determinations of claim eligibility completed within 60 days to >25%.

**Project Achievement:** Quality standards applied to incoming applications to assure completeness and time tracking system implemented to avert delays. Implemented standard 12-day limit for final review upon receipt of application. Time studies performed on new process show that the percentage of final determinations completed within 60 days will increase from 9% to 75%.

### **8. Department of Pesticide Regulations (DPR)**

**Green Belt:** Chris Jones-Roberts, Coordinator, Pest Management Advisory Committee

**Champion:** Laurie Brajkovich, Senior Environmental Scientist

**Problem Statement:** Currently, the average time to go through an examination application process and become licensed is over 90 days and can take up to one year. The process takes too long to schedule exams, results in mistakes and overpayment of exam fees, and is frustrating for prospective licensees waiting for exam results. Applicants need to know when they are scheduled for an exam to arrange work schedules, travel arrangements, and approvals. Mistakes in fees are common, resulting in the need to issue refunds.

**Project Goal:** 95% of all applicants will receive their licenses within 45 days of applying for a license (if required exams are passed).

**Project Achievement:** Simplified process and removed non value-added requirement for 2<sup>nd</sup> year fee processing. Plan to increase frequency of exams in key areas that show high volume test enrollments to a minimum of one test per 30 days. Decreased postmark deadlines and reduced response time for electronic applications. Visual cues implemented to track and mitigate delays. New capability analysis will be run on new data to assure achievement of goal of 95% of applicants receiving licenses within 45 days.



## Environmental Protection Agency (cont.)

### **9. Department of Resources, Recycling and Recovery (CalRecycle)**

**Green Belt:** Martin Perez, Waste Permitting Compliance and Mitigation Division

**Champion:** Susan (Sue) Markie, Branch Chief, Permitting & Assistance Branch

**Problem Statement:** Currently, CalRecycle's regulatory timeline to complete the proposed Solid Waste Facilities Permit (SWFP) process is 60 days upon receipt of the proposed SWFP package. In most cases the timeline is extended to gather additional information necessary for the Department to take action. This creates high levels of dissatisfaction for the applicants. The excessive processing time also leads to duplicative work efforts. Currently, it is taking an average of 48 days and up to 92 days to complete the process; only 26% are completed within the 35 day target.

**Project Goal:** To reduce the proposed Solid Waste Facilities Permit process so that 95% of all permit packages are completed within 35 days.

**Project Achievement:** Eliminated numerous non value-added activities including the needless JPC conformance finding step. Implemented parallel processing for a number of tasks and began scheduling WEEB inspections prior to receipt of final permit application forms. Time studies of new process confirm that the average permit completion time will be reduced from 48 days to 15 days and 95% of permits will be completed within the target of 35 days.

### **10. Department of Toxic Substances Control (DTSC)**

**Green Belt:** Wayne Lorentzen, Project Manager, Chemical Waste Management

**Champion:** Terri Hardy, Special Assistant, Program Review

**Problem Statement:** DTSC permit decisions are not made on a timely basis, causing uncertainty and dissatisfaction for stakeholders and a backlog of facilities operating on a continued status. DTSC has committed to a goal of processing an entire permit on an average of two years. Reasons for lengthy delays include a lack of a standardized processes and a failure to include all processing requirements in a predictable standard order. DTSC will focus on the technical review portion of the process which is a significant contributor to the overall permit processing time. The current average time to complete a technical review is 20 months and can take up to 38 months. Only 20% are completed within the 13 month target for a technical review.

**Project Goal:** To reduce the technical review time so that 90 percent of all technical reviews will be processed within 13 months.

**Project Achievement:** Eliminated non value-added activities and simplified the process—number of process steps was reduced from 33 steps to 7 steps. Implemented checklist to standardize and track review tasks. Time studies of new process predict an average completion time of 12 months (down from 20 months), with 90% of reviews completed within the 13 month target.



## Department of Food and Agriculture (CDFA)

### **11. Department of Food and Agriculture (Animal Health and Food Safety Division)**

**Green Belt:** Kimberley McCarthy, SSA, Animal Administrator

**Champion:** Dr. Annette Jones, Director, Animal Health and Food Safety

**Problem Statement:** The Milk and Dairy Food Safety Branch (MDFS) licenses milk processing laboratories that are responsible for screening all incoming milk shipments for antibiotic residues prior to processing. If a sample is determined to be positive it must be reported to MDFS to ensure that further testing and investigation is completed as well as the appropriate penalty levied. After MDFS collects the penalty, they refund the county for their inspection and investigation. The current process results in a lag time between the positive test result and refunding the county—the average refund time is 135 days and can take up to 200 days. Currently, 0% of the refunds occur within the targeted time of 60 days.

**Project Goal:** Reduce the processing time such that 95% of the refunds happen within 60 days.

**Project Achievement:** Removed non value-added processing steps, including the CDFA “middle-man” step. This allows refunds to be given directly to the counties by MDFS without the delays and extra resources required by having the funds pass through CDFA. Time studies on new process show the average refund time reduced from 135 days to 42 days, with over 80% of refunds happening within the 60 day target. Continuous improvement plans are being implemented to bring the percent within target up to 95%.

### **12. Department of Food and Agriculture (Weights and Measures Division)**

**Green Belt:** Kevin Schnepf, Environmental Scientist, Measurements and Standards

**Champion:** Kevin Macey, Director, Weights and Measures

**Problem Statement:** Currently, the average time required to complete a CA Type Evaluation Program (CTEP) device application is over 138 days with over 54% of applications requiring greater than 90 days to process. The excessive processing time also leads to increased repetitive communications and instructions, more rework, greater incidences of complaints, difficulty in tracking applications, and more cases of misplaced information and data entry error. Right now customers complain about: the difficulty in accurately completing applications; understanding the fee schedule, enduring excessive timelines for certification; and the inability to utilize credit card processing for ease of payment. These issues cause excessive delays which increase processing costs and customers to incur delays in device time to market.

**Project Goal:** To reduce the CTEP/NTEP processing time so that 95% of all applications reach decision level within 90 days.

**Project Achievement:** Created standards and timeframes for processing tasks, while streamlining payment system and cross-training personnel for flexible resourcing. Website was revamped to provide clear information to applicants to reduce application errors and deficiencies. Redundancies in application reviews were eliminated. Time studies on new process show the average processing time reduced from 138 days to 70 days, with 92% of applications completed within the 90 day target.



## Business, Consumer Services and Housing Agency (BCSHA)

### **13. Department of Business Oversight**

**Green Belt:** Kristine DeYoung, Associate Governmental Program Analyst

**Champion:** Louise Amegin, Performance Chief

**Problem Statement:** 50% of Financial Services/Mortgage Lending (FS/ML) licensees do not respond to consumer complaints within the requested timeframe of 15 days. Licensees who are late or non-responsive to complaints create consumer dissatisfaction and require excessive staff time and resources to resolve complaints.

**Project Goal:** To reduce the complaint response time such that 95% of consumer complaints receive a licensee response within 15 days.

**Project Achievement:** Standardize data entry and leverage new IT system for reduction of entry errors. Create standard timeframes for consumer service reps and eliminate FS/ML preliminary follow-up requirement. Follow-up time for delinquent licensees reduced from an average of 13 days to a maximum of 4 days. New capability analysis to be run to assure goal of 95% responses within 15 days is achieved.