



2015 Lean 6-Sigma Program

GREEN BELT PROJECT SUMMARIES

Table of Contents

Projects By Department	Page Number
Department of General Services (2 projects)	2
California Public Employees' Retirement System (1 project)	3
Department of Human Resources (1 project)	3
Department of Technology (1 project)	4
State Water Resources Control Board (2 projects)	4 - 5
Central Valley Regional Water Quality Control Board (1 project)	5
Department of Toxic Substances Control (2 projects)	6
Energy Resources Conservation and Development Commission (1 project)	7
Department of Food and Agriculture (1 project)	7
Department of Business Oversight (1 project)	8
Department of Alcoholic Beverage Control (1 project)	8
Employment Development Department (1 project)	9
Department of Corrections and Rehabilitation (3 projects)	9 - 10
Department of Transportation (5 projects)	10 - 12



Government Operations Agency (GovOps)

Department of General Services (DGS)

Participants	Project Description
<p>Green Belt: Erin Snyder, State Fleet Asset Manager, State Fleet Asset Management Program</p> <p>Champion: Robert Stroud, Chief, Fleet and Asset Management, Office of</p> <p>Executive Sponsor: Brent Jamison, Deputy Director, Interagency Support Division</p>	<p>Problem Statement / Baseline: The Department of General Services (DGS), Office of Fleet and Asset Management (OFAM), provides state agencies/departments with mobile equipment inspection services through Inspectors of Automotive Equipment (IAE). These inspection services are intended to reduce the cost of repairs from the initial estimate. However, the net savings from the inspections was not known because the cost of the inspection itself was not defined. Once the cost of the inspection was determined and calculated into the net savings, it turned out that over 30% of inspections cost more to perform than the repair savings that was generated. Thus there were significant savings to be realized by optimizing the inspection process and use of inspection resources.</p> <p>Project Achievement: A measurement system was created to determine the cost of each inspection and data was taken to determine the net savings for each repair. Based on analysis of this data, the repair cost threshold was increased to a more optimum value of \$1000. Also, non-value added activities of the inspectors were identified and removed from the process. As a result, the net savings per repair increased by 36% from an average of \$327 to \$443.</p>

Participants	Project Description
<p>Green Belt: Julie Sanchez, Associate Construction Analyst</p> <p>Champion: Howard Sacks, Capital Outlay Program Manager</p> <p>Executive Sponsor: Esteban Almanza, Chief Deputy Director</p>	<p>Problem Statement / Baseline: The Statewide Energy Retrofit Program is designed to assist departments and agencies in meeting the 20% reduction goal of grid-based electricity purchases by 2018. The program utilizes Energy Service Companies (ESCOs) to identify, develop, design and implement energy conservation measures. Currently, it is taking over 20 months from inception of a project to the start of construction. This is an excessive amount of time which greatly impedes the abilities of departments and agencies to reduce their energy consumption as intended by this program.</p> <p>Project Achievement: Eliminated built-in revision and rework cycles, created standards and checklists for needed items, and removed separate review cycles in favor of a concurrent review process. RFP phase will be eliminated and replaced with a master contract system. Time from inception to beginning of construct was reduced from 20 months to less than 100 days.</p>



Government Operations Agency (GovOps) – cont'd

California Public Employees' Retirement System (CalPERS)

Participants	Project Description
<p>Green Belt: Tom Hunt, Assistant Division Chief, Talent Acquisition and Workforce Planning</p> <p>Champion / Executive Sponsor: Doug Hoffner, Deputy Executive Officer, Operations and Technology</p>	<p>Problem Statement / Baseline: Upon a program requesting to fill a vacant CalPERS position, it takes an average of 75 days to make a firm offer to a qualifying candidate and has 18 touch points. This creates a high level of dissatisfaction by hiring managers and candidates. Vital work that could be being performed earlier by this vacant resource (position) is not being performed as a result of these delays. Candidates complain of lengthy process with no communication happening.</p> <p>Project Achievement: Process was simplified and handoffs were greatly reduced; also the root causes of the rework loops that were creating significant delays were determined and eliminated. Preliminary analysis predicts an immediate improvement from the previous 75 day average to being able to make a firm offer to a candidate in less than 30 days from the vacancy fill request.</p>

Department of Human Resources (CalHR)

Participants	Project Description
<p>Green Belt: Stephanie Haskett, Personnel Management Consultant</p> <p>Champion: Debbie Dolenga, Staff Personnel Program Analyst</p> <p>Executive Sponsor: Pam Manwiller, Deputy Director, Labor Relations</p>	<p>Problem Statement / Baseline: From the time a State departmental layoff is effective until the reemployment list is established, it takes an average of over 5 days with significant variation and outliers. The CalHR process to establish a reemployment list from layoffs is cumbersome and unnecessarily time consuming. State departments spend an inordinate amount of time filling out the forms and then hand delivering them for security reasons to CalHR. The objective of this project is to reduce reemployment list completion time to 1 day for 95% of layoffs.</p> <p>Project Achievement: Process maps and process step time analysis were utilized to identify rework loops while uncovering the steps in the process that were responsible for high variation. Box plots also revealed lower variation levels when the department undergoing the layoff entered the reemployment list directly into the data base (vs. CalHr entry). This finding led to the primary improvement for the project. It is projected that the improved process will meet the 1 day goal and initial results from recent layoffs validate this claim. Benefits include greater responsiveness to laid-off employees, reduced non-value-added time spent by Department HR personnel and reduced burden on CalHr data entry personnel.</p>



Government Operations Agency (GovOps) – cont'd

Department of Technology

Participants	Project Description
<p>Green Belt: Megan Johnson, Data Processing Manager III</p> <p>Champion: Davood Ghods, Chief, Office of Technology Services</p> <p>Executive Sponsor: Christie Borchin, Deputy Director, Professional Development</p>	<p>Problem Statement / Baseline: In addition to other information technology services, the Office of Technology Services (OTech) provides application hosting on mainframe and server platforms. Although the approach to building a Windows server environment is standardized, the time from the date the customer submits the request to when requirements and design are completed averages approximately 50 days. The delay can negatively impact customer project schedules and service delivery objectives.</p> <p>Project Achievement: Standards were established for appropriate timelines, completeness of intake information, and scoping meeting agendas. Unnecessary delays in scheduling were eliminated. Timeline for design completion was reduced from 50 days to 95% within 25 days.</p>

Environmental Protection Agency (CalEPA)

State Water Resources Control Board (SWRCB)

Participants	Project Description
<p>Green Belt: Aylin Mentesh, Program Analyst, Division of Water Quality</p> <p>Champion: Tim O'Brien, Senior Engineering Geologist</p> <p>Executive Sponsor: Victoria Whitney, Deputy Director, Division of Water Quality</p>	<p>Problem Statement / Baseline: Development of a general waste discharge requirement (WDR) order is a time consuming and resource intensive process, taking an average of 1,047 days to complete. Because general orders can address a large number of facilities, differing viewpoints on the best approach are often encountered.</p> <p>Project Achievement: Process mapping and FMEA revealed the critical inputs of this process to be stakeholder engagement (incl. sequencing and level of controversy with the WDR), critical staff engagement (incl. sequencing and workload prioritization), and the large number of reviews/approvals that were taking place. The project simplified and rationally sequenced events utilizing the systems engineering design feature of stage gates to better utilize and schedule resources while clarifying the requirements at each point in the process. The improved process is projected to result in a 69% reduction in the average completion time of WDRs to 322 days.</p>



Environmental Protection Agency (CalEPA) - cont'd

Participants	Project Description
<p>Green Belt: Russell Norman, Water Resources Control Engineer, Statewide SSO & NPDES Programs</p> <p>Champion: Diana Messina, Supervising Engineer</p> <p>Executive Sponsor: Victoria Whitney, Deputy Director, Division of Water Quality</p>	<p>Problem Statement / Baseline: Development of new or amended general NPDES permit is a time consuming and resource intensive process. The internal agenda development and execution process, although a core process to permit development work, takes a long time, averaging 116 days with significant outliers that can double that time. The objective of this project was to reduce the average completion time to less than 90 days, even in light of several regulatory steps.</p> <p>Project Achievement: The project utilized a combination of process step time analysis, fishbone, and FMEA to identify several controllable critical X's, which included re-scheduling delays, handoffs, wait time, scope definition. Non-controllable X's included complexity, contentiousness, external request for more time, and Board and Leadership prioritization. Improvements for the team focused on minimizing rescheduling and the streamlining of review and approval steps (which cut the number of process steps in half). The improved process is projected to meet the target objective of 90 days while eliminating large variances.</p>

Central Valley Regional Water Quality Control Board (CVRWQCB)

Participants	Project Description
<p>Green Belt: Scott Hatton, Water Resource Control Engineer</p> <p>Champion / Executive Sponsor: Andrew Altevogt, Assistant Executive Officer, Sacramento Office</p>	<p>Problem Statement / Baseline: Currently there is a backlog in processing Waste Discharge Requirement (WDR) Permits in the Non-Chapter 15, for dischargers who have submitted Reports of Waste Discharge to Region 5 staff. Excessive process steps with many rework loops contribute to over 3.2 years average completion times for complex permits.</p> <p>Project Achievement: The completion time statistics of each process step were collected which revealed excessive times to obtain information that is missing from the original permit application. Improvements included a clarification of the information that is required from the permit applicant with an emphasis in obtaining that information earlier in the permit process. The elimination of rework loops, coupled with the streamlining of other process steps is expected to yield a completion time reduction of 73%. Process controls include a traveler which will follow the permit and visual management featuring an electronic calendar for scheduling and permit tracking.</p>



Environmental Protection Agency (CalEPA) – cont'd

Department of Toxic Substances Control (DTSC)

Participants	Project Description
<p>Green Belt: Taryn Stokell Buck, Environmental Scientist</p> <p>Champion / Executive Sponsor: Reed Sato, Chief Counsel</p>	<p>Problem Statement / Baseline: Over the past ten years, the average amount of time for a case to be investigated by the Office of Criminal Investigations (OCI) and referred to a prosecutorial agency has more than tripled from under 5 months to 1.5 years. As this timeframe has grown, the number of cases referred annually has decreased by 75 percent. The objective of this project is to improve the process so that 95% of the cases are referred to the prosecutorial agency within 6 months while maintaining high levels of quality so as to maintain or improve the ratio of successful prosecutions.</p> <p>Project Achievement: Following process step time analysis, 2-level Pareto charts were constructed which showed that 72% of the total referral times were waiting. This wait time is primarily made up of staff redirecting focus to other cases. The project team is improving the process by prioritizing cases using a Value vs. Complexity Matrix so that proper focus can be spent on cases. Additionally the team is instituting a stage gate process and case traveler to increase the visibility of case progress enabling improved scheduling and assignment of resources. Using a sample size of 12 past cases, the team modeled the new process, and demonstrated mean referral time of 112 days with 89% of the cases within 6 months. For controls SPC charts of days to referral and percent of successful prosecutions will be maintained and backed up by quarterly audits.</p>

Participants	Project Description
<p>Green Belt: Muzhda Ferouz, Hazardous Substances Engineer</p> <p>Champion / Executive Sponsor: Terri Hardy, Special Assistant For Program Review</p>	<p>Problem Statement / Baseline: There are a number of apparent inefficiencies and a lack of timeliness when DTSC issues a NOD (Notice of Deficiency) during the permitting process and asks for additional information or issues to be corrected / addressed. This causes uncertainty and dissatisfaction for stakeholders and a backlog of facilities on continued permit status. The objective of this project is to reduce the number of NODs by 50% from the current average of 5.4 NODs per permit.</p> <p>Project Achievement: The primary tools used to identify the critical X's for this project were the FMEA and Pareto charts that were taken to the 3rd level. The Paretos indicated that the leading cause of NOD's were administrative (vs. technical) in nature and were due to missing facility information. This finding was in alignment with a high risk identified in the FMEA – lack of early guidance provided to the facility. Improvements to the process included the addition of a Pre-application meeting complete with checklist to better equip the facility to meet all information requirements. Projected mean of NODs per permit as a result of these process improvements is a 50% reduction to 2.7 NODs/permit.</p>



Natural Resources Agency

Energy Resources Conservation and Development Commission (CEC)

Participants	Project Description
<p>Green Belt: Marites Antonio, Environmental Scientist</p> <p>Champion: Dave Ashuckian, Deputy Director, Efficiency and Renewables Division</p> <p>Executive Sponsor: Drew Bohan, Chief Deputy Director</p>	<p>Problem Statement / Baseline: The Bright Schools Program provides audit services for schools to assess what eligible energy efficiency projects should be implemented. On average, the Local Assistance & Financing Office (LAFO) spends 4-6 months to process a Bright Schools Program application. The evaluation and approval process includes 8 major steps, with up to 21 individual activities. With the passage of Prop 39, schools are afforded funding to implement energy efficiency upgrades and large numbers of applications have come in for audit services request. In 2013-2014, over 140 school districts applied but 17 applications had to be cancelled because of the backlog. With almost a seven-fold increase in number of applications received, LAFO must significantly improve the application process in order to be able to continue to administer this program.</p> <p>Project Achievement: The application form was revised to capture all needed information up front without the need for follow-up phone consultations. The process was simplified and multiple approval signature steps were eliminated. Contractors' budget negotiations were eliminated in favor of pre-approved standard contracts. The application processing time was reduced from an average of 93 days per school to less than 5 days per school.</p>

Department of Food and Agriculture (CDFA)

Administrative Services Division

Participants	Project Description
<p>Green Belt: Jody Lusby, Assistant Director, Administrative Services Division</p> <p>Champion: Karri Morrow, Division Director, Administrative Services Division</p> <p>Executive Sponsor: Kevin Masuhara, Deputy Secretary, Administration and Finance</p>	<p>Problem Statement / Baseline: Currently the average time required to complete a Job Analysis (JA) for CDFA employment positions is three months and can take up to 8 months or longer. A JA must be completed before an exam can be administered and vacant positions can be filled. This lengthy process hinders CDFA's ability to fill critical positions to fulfill CDFA's mission.</p> <p>Project Achievement: Simplified the process and identified the critical steps that were creating the most significant delays. Implemented a workshop to meet with subject matter experts which resulted in completing process steps in 3 days that had previously taken 77 days. Eliminated back-and-forth communications and waiting for linking, rating and reviewing tasks. Also standardized the job analysis process for all exam analysts. Preliminary results of new job analyses show a decrease in completion time from 90 days to less than 26 days.</p>



Business, Consumer Services and Housing Agency (BCSHA)

Department of Business Oversight (DBO)

Participants	Project Description
<p>Green Belt: Rocelyn Obar, Supervising Corporation Examiner</p> <p>Champion: Lori Purser, Consumer Services Office Manager</p> <p>Executive Sponsor: Jan Owen, Commissioner</p>	<p>Problem Statement / Baseline: Currently, from the time Mortgage Lending Complaint Unit (ML-CU) receives a complaint from the Consumer Services Office it takes more than 60 days for it to be picked up for review by an ML-CU examiner. When lengthy delays occur the ML-CU receives follow-up calls from irate complainants who require more time to manage and whose complaints must be prioritized over others. The objective of this project was to reduce the average completion time to under 14 days (currently less than 1% of complaints are completed in less than 14 days).</p> <p>Project Achievement: The project team used a combination of work content analysis, process step time valuation, and Pareto charts to uncover critical X's. Because of the significant backlog that had built up the team was not surprised to find that 92% of the completion times were made up of wait time. While the team expedited processing of backlog, they also generated improvements for the purpose of reducing cycle times. These improvements came in the forms of improved up front processing to eliminate rework loops later in the process, and increased efficiency when interacting with the complainant. Results on the 40 complaints that occurred since full implementation of improvements show 98% closure within 14 days.</p>

Department of Alcoholic Beverage Control (ABC)

Participants	Project Description
<p>Green Belt: Adriana Ruelas, Legislative Officer</p> <p>Champion / Executive Sponsor: Lori Ajax, Chief Deputy Director</p>	<p>Problem Statement / Baseline: The Alcoholic Beverage Control procurement process provides goods and services to our Headquarters and 26 offices statewide. Currently, our procurement process has long delays for reasons such as the quality or amount of information provided by the customer, changing priorities, and inconsistent procedures on processing bids and purchase orders. The average order takes 60 days to be completed. This causes frustration with both internal and external customers when needed supplies, equipment and/or services are not procured in a timely manner thus making it difficult to meet our mission.</p> <p>Project Achievement: Non value-added steps were eliminated, purchase order documents were mistake-proofed using a web-based form, and personnel were cross-trained so that each staff member would be able to process every classification of purchase. The time from initial order to delivery was reduced from an average of 60 days to 95% of orders delivered within 14 days.</p>



Labor and Workforce Development Agency

Employment Development Department (EDD)

Participants	Project Description
<p>Green Belt: April Nielsen, Staff Services Manager I</p> <p>Champion: Jeannine Fenton, Talent Management and Health Services Section Chief</p> <p>Executive Sponsor: Greg Williams, Deputy Director, Administration Branch</p>	<p>Problem Statement / Baseline: The current processes for returning employees to work are disjointed and often-times vary depending on the individual circumstances. This causes confusion for the over 1,000 Department managers and results in delays and redundancies. Currently, the average return to work day is 40 days after the initial agreed-upon return to work date. Not bringing employees back to work in a timely manner causes an unnecessary loss of time and productivity for the Department. This time and production loss diminishes customer service levels to the public and yields higher potential costs associated with hiring, overtime, and training of additional staff to fill the gap.</p> <p>Project Achievement: Analysis of the data obtained in this project shows that proper management communication reduces the difference between agreed-upon and actual return to work dates by a factor of three. As a result of this finding, a manager playbook has been devised with a step-by-step communication schedule and standard protocols once an employee goes on leave. A return to work measurement system was created and data will be tracked as part of the control plan to assure that this significant reduction of lost work time is realized.</p>

Department of Corrections and Rehabilitation (CDCR)

Division of Health Care Services

Participants	Project Description
<p>Green Belt: Dr. Robyn Inaba, Senior Psychologist Specialist – Quality Management</p> <p>Champion: Dr. Heather Greenwald, Chief of Mental Health</p> <p>Executive Sponsor: Mary Ann Glynn, Chief Executive Officer</p>	<p>Problem Statement / Baseline: Inmates that return to the correctional facility after receiving external higher level of care typically require medication to maintain and hopefully improve their health outcome. Alternatively, lapses in treatment, including missed medications, typically result in negative outcomes. Over the past 6 months RJ Donovan Correction Facility averaged 48% on a mandated, statewide measure of medication continuity following discharge from external care. The objective of this project was to increase medication continuity to at least 98% of doses offered to patients returning from higher level of care.</p> <p>Project Achievement: The team first performed a Measure System Analysis to investigate the dismal history of medication continuity at the facility and found that the proportion defective in the first 72 hours following a return was actually a much-improved situation at 10.8% defective. This was still deemed far too high and the team set out to seek improvements that would improve proportion defective to 2% or less. Using fishbone diagrams, Pareto charting, and hypothesis testing the team isolated leading causes of errors while identifying best practices from high-performing areas. SOPs and responsibilities, especially for the Hospital Return Nurse, were modified which have resulted in statistically significant improvements (P-value of 0.00). Proportion defective is now at 1.8%. Robust controls have been adopted which will ensure that these gains are sustained.</p>



Department of Corrections and Rehabilitation (CDCR) – cont'd

Participants	Project Description
<p>Green Belt: Lisa McGhee, Correctional Health Services Administrator II</p> <p>Champion: Lori Austin, Chief Executive Officer, California State Prison - Solano</p> <p>Executive Sponsor: Eureka Daye, Region 1 Healthcare Executive</p> <p>Co-Executive Sponsor: John Dovey, Director, Corrections Services</p>	<p>Problem Statement / Baseline: 9% of California State Prison, Solano's healthcare ducats and add-on appointments scheduled are not completed (cancelled, refused, etc.), which leads to increased payroll hours and overtime (for clinicians/providers, support staff, and custody), loss of provider productivity, significant re-work, increased transportation costs, and loss of specialists. The objective of this project was to reduce the proportion defective by 80%.</p> <p>Project Achievement: Using hypothesis testing and 3-level Pareto charts, the team identified the critical X's and the areas where the highest and lowest performance levels were occurring. Improvements focused on SOPs and training of best practices and scheduling modifications to shore-up the areas and times of high defect rates. Future improvements will focus on the scheduling and education of providers. Improvements to date indicate an 8% proportion defective with a 3% proportion defective projected by the end of August when all improvements have been implemented.</p>

Participants	Project Description
<p>Green Belt: Chris Chilcott, Staff Services Manager I, Asset Management Unit</p> <p>Champion: Linda Daveler, Chief, Acquisitions Management, Business Services Division</p> <p>Co-Champion: Lori Austin, Chief Executive Officer, California State Prison - Solano</p> <p>Executive Sponsor: Fran Archuleta, Deputy Director, Business Services</p> <p>Co-Executive Sponsor: Eureka Daye, Region 1 Healthcare Executive</p>	<p>Problem Statement / Baseline: Appropriate asset management within an institutional health care setting is a pivotal aspect to providing adequate medical care to our inmate population. At present, several aspects of the asset management system within the correctional setting as a whole suffer several limitations. Delays in delivery of medical supplies place patients at risk of deferrals or interruptions in treatment, access to care, unnecessary hospitalizations, or even death. The objective of this project is to reduce the average order completion time from 28.5 days (4% currently delivered in under 14 days) to 99% completed in 14 days or less.</p> <p>Project Achievement: The project team identified and eliminated duplicative efforts in the value stream and streamlined the majority of process steps in all functions, including Office of Procurement Services. Additional improvement included replacement of very slack vendor delivery requirements with reasonable Required Delivery Dates (RDDs). Improvements are projected to reduce replenishment cycle to less than 14 days which has been validated with a limited number of fulfilled orders. When replicated across CDCR, the reduction of replenishment times (when coupled with a clear understanding of true demand data) will enable significant reduction in warehousing footprint requirements.</p>



Transportation Agency

Department of Transportation (CalTrans)

Participants	Project Description
<p>Green Belt: Adrian Sanchez, IT Information Systems Analyst</p> <p>Champion: Sumi Smith, Acting Chief Information Officer</p> <p>Executive Sponsor: Cris Rojas, Deputy Director, Administration</p>	<p>Problem Statement / Baseline: The IT Effort Initiation Process consists of conducting a viability assessment to determine if a proposed IT Effort is a good fit with our enterprise architecture and to obtain a high-level estimate of the resources needed (PYs, dollars, time) to make the effort a reality. Currently, the IT Project Initiation Process is cumbersome, confusing and inefficient. Our customers have expressed displeasure as they have to postpone activities while waiting for IT assessments. The average assessment takes 79 days (and some assessments have taken nearly 200 days). Delays lead to re-submissions, re-scoping, re-scheduling and re-estimated costs, in addition to lost opportunities to apply for federal funding. It is estimated that 45% of customers have circumvented the IT Initiation Process by outsourcing IT activities to contractors.</p> <p>Project Achievement: The process was re-engineered and standardized and the intake form was revised so that the initial information would be correct and complete entering into the ITAG meetings. This allowed the meetings to be scheduled more frequently and also to be run much more efficiently and effectively. Preliminary results show the new average completion time is 9 days with all assessments so far completed within 2 weeks.</p>

Participants	Project Description
<p>Green Belt: Gina Cardoza, Deputy Attorney III</p> <p>Champion / Executive Sponsor : Cris Rojas, Deputy Director, Administration</p>	<p>Problem Statement / Baseline: The Discrimination Complaint Investigations Unit (DCIU) in the Department's Equal Employment Opportunity Office has traditionally had a backlog of cases to investigate. Currently, the DCIU has a total of 271 open complaints; 183 internal complaints and 88 external complaints. The average time to complete an investigation is between 9 to 18 months. Since the function of this office is to ensure compliance with the Department's EEO Policy (a workplace free of discrimination and harassment) it is vital to the Department to create a more efficient process that addresses the backlog systemically and ensures the time for investigating complaints is reduced.</p> <p>Project Achievement: Non value-added steps were eliminated and investigation standards were implemented using lean principles. The new process focuses on getting information correct up front to produce less rework and greater efficiencies. Initial results show a significant improvement in completion times, from 261 days to 71 days on average. Once the control plan has been implemented and the backlog eliminated, 95% of all investigations will be completed within 45 days.</p>



Transportation Agency - cont'd

Participants	Project Description
<p>Green Belt: Gloria Roberts, Branch Chief, District 12</p> <p>Champion: Ryan Chamberlain, Director, CalTrans District 12</p> <p>Executive Sponsor: Cris Rojas, Deputy Director, Administration</p>	<p>Problem Statement / Baseline: Currently, property accounting reports do not reflect all of Caltrans' capitalized assets of land and buildings. There is a lack of comprehensive procedures between the Division of Accounting and the programs that hold and maintain inventories of lands and buildings. Undefined roles and responsibilities also lend to gaps in reported information. The objective of this project was to achieve a 95% accuracy of all operational land and buildings within the Property Accounting Register.</p> <p>Project Achievement: The project team utilized the fishbone diagram coupled with the FMEA to identify the key failure modes in accounting accuracy. The key improvement was the generation of a cross-functional process map to link asset management with critical financial information. Pilot implementation with the improved system resulted in 5.6% proportion defective, but defects were understood and full implementation will eliminate these types of defects. Greater than 95% accuracy is projected for full implementation.</p>

Participants	Project Description
<p>Green Belt: Julie Dunning, Staff Service Manager III</p> <p>Champion / Executive Sponsor: Cris Rojas, Deputy Director, Administration</p>	<p>Problem Statement / Baseline: Currently the average time required to investigate and render findings on allegations of workplace violence and/or abusive conduct is approximately 150 days. This creates a high level of frustration for the complaining party, as well as impacts morale and operations in the work unit. This excessive time also leads to other potential complaints being filed because the matter is essentially unresolved, and delays necessary corrective action if a violation of policy has occurred.</p> <p>Project Achievement: The number of process steps was reduced from 24 to 14, standards of work were implemented, forms were simplified, and an investigation "playbook" was developed. The pilot program resulted in 70% of new investigations being completed within 5 days. Once the full improvement and control plan is implemented, 95% of all investigations will be completed within 5 days.</p>

Participants	Project Description
<p>Green Belt: Dee Lam, Associate Governmental Program Analyst</p> <p>Champion / Executive Sponsor: Coco Briseno, Division Chief, Research, Innovation and System Information</p>	<p>Problem Statement / Baseline: The Traffic Accident Surveillance and Analysis System (TASAS) branch will have a backlog of approximately 180,000 Traffic Collision Reports (TCR) by the end of December 2015. With the current productivity levels, the TASAS branch cannot keep up with the rate of incoming TCRs. The backlog puts undue strain on Caltrans' ability to manage the Safety Program because there is currently a two-year delay from when an accident occurs until the accident data is uploaded in the database for analysis.</p> <p>Project Achievement: Processing times for all steps in the process were measured and the bottleneck was identified. Non value-added activities were eliminated and the workload was balanced, distributing actions from the bottleneck to other steps in the process. As a result, the report processing productivity was increased from 50 reports/FTE/day to 100 reports/FTE/day.</p>