

Lean Project Charter

Project Name: Warehouse Storage – Print on Demand
Date Chartered: September 15, 2013
Expected Completion Date: February 28, 2014
Team Leader: Ben Pierson



Team Goal/Mission:

What is the purpose of the team? What process will be improved?

The purpose of this project would be to standardize the process of creating publications across the agency from the idea phase to distribution. The primary goals are to:

- Reduce the physical inventory stored at the Darwin Road Facility
- Ensure that only enough publications are printed to meet needs within a certain period (TDB by 6 Σ team).
- Ensure that all publications adhere to a style guide and relevant manual codes.
- Facilitate the ease of posting digital publications to an easily accessible database.

To establish a print on demand system saving both printing costs and storage costs.

Background: Spread among several divisions and bureaus, the responsibility of drafting, creating, printing, and distributing DNR publications has become decentralized and inconsistent over the last decade. Currently, the Darwin Road facility holds over 11 million printed documents spread across 2300 publications.

The team will implement improvements that accomplish the following:

1. Reduce DNR staff workload.
2. Reduce lead (delivery) time.
3. Improve customer satisfaction.
4. Simplify the process.

Measure(s) to be used to determine success:

How will we quantify our progress?

1. DNR staff time is reduced by XX%.
2. Customer receives Product “Z” an average of X days quicker.
3. Insert a measurable associated with customer satisfaction. This measurable may be decided later as part of the project.
4. Insert a measurable associated with simplifying the process. Example - The number of process steps is reduced or the number of hand-offs between DNR is reduced.

Team Members:

Issues to be addressed:

What Problems or opportunities will the team solve?

1. Keeping DNR publications current.
2. Reducing what the agency spends on printing materials.
3. Reducing the number of publications stored at the DNR warehouse.

Expected Results:

A print on demand system or another system that is determined to be more efficient than the current print-store-distribute system.

Support/Resource People:

Who will we need assistance from besides the team members?

Warehouse staff

Winston Piotrkowski is the supervisor

John Clementi is the Publications, forms and OTIC support

Mary Hunter, DNR Records & Forms

DNR Publication Coordinators

Agency form coordinators

Purchasing (Tim Sell, Rick House & Jeannie Carville)

Responsibilities and Boundaries:

The team will not look at the content of any given publications per se, simply that it meets department standards laid out in manual code 8530.5 "Publications Handbook." Aside from that, observation will be limited to the process by which documents are created and distributed.



DNR Lean Project – Publications Management Final Report

Project Name: Publications Management

Project Team Leader:

Ben Pierson

Project Purpose:

The purpose of this project is to improve the efficiency of the distribution process.

The primary goals are to:

1. Reduce the physical inventory stored at the Darwin Road Facility.
2. Ensure that only enough publications are printed to meet needs within a certain time period.
3. Ensure that publications reach their intended audience in a timely and efficient manner.

Project Team Members:

Team sponsor: Bill Cosh

Team Members: Ben Pierson, OC (Team Lead)

Kirsten Held, Forestry

Amy Luebke, Forestry

Jeannie McCarville, Finance

Lis Olson, AWARE

Winston P., Warehouse Supervisor

Tim Sell, Finance

Dreux Watermolen, Science Services

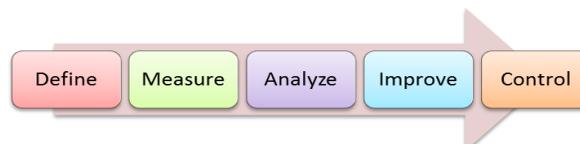
Sherry Wise, Parks

Jeff Weatherly, Internal LEAN Consultant

Summary of Improvements:

After the project is complete, with enhanced training and guidance publication creators will be much better equipped to analyse their planning, purchasing and distribution needs. External customers will be able to find publications via a centralized landing page. Eventually, we want the newly reestablished publications coordinators network to update the publications handbook, build a publications decision tree, establish a database of editable publications, and offer regular training sessions.

Project Results:



Goal	Baseline	Target	Expected After Improvements	Goal Met?
DNR staff time is reduced by 10% for the publication cycle times.	72 hours average	65 hours days	>23 hours	Yes Verify through ongoing measure.
Reduce lead (delivery) time by 10%. Instituting an improved, more efficient system, bypassing bidding by using preapproved vendors	92 Hours Transfers 191 hours rework	80 Hours Transfers 170 Hours Rework	0 Hours Transfers 15 Hours Rework	Yes Verify through ongoing measure.
Customer satisfaction				.
Simplify the process. Reduce steps by 10%.	Reduce handoffs in all three processes. Total steps 22	Decrease handoffs by 10%	Total steps 16	Yes Verify through ongoing measure.

Amount of staff time saved per year in hours:

How will that time be reinvested?:

Time can be expended on other priority Department work.
Warehouse space saved could be used more effectively (one suggestion is to store displays used for events around the state)

Project Cost:

	Hours	Dollars
Project Team Leaders	179 Hours	
Project Team Members	217 Hours	
Meeting Costs		\$1,033.36 (travel)
Improvement Costs		\$27.46
Total	396 Hours	\$1,060.82

Recommendations for Future Code/Statute Changes:

Revise manual code 8530.5 to reflect changes in technology.

Lessons Learned:

A trained or experienced publication coordinator will make or break the process. We have found that most of the inconsistency in the publications process is dependent on whether a division has a publication coordinator. The publication coordinators and their network are already called for in manual code. Unfortunately, the code has not always been followed. At some point in the last 20 years every division has had a main publications expert retire, often leaving a knowledge vacuum in their absence. These vacuums cost cycle time, allow publications to sit on the shelf until they become outdated, and encourage inconsistency in quality, customer access, and efficient use of money. We assert that having a trained publication coordinator in every division will prevent the majority of inconsistency we documented. Having the duties of a publication coordinator written into position descriptions and having the network and central communications expert keep other divisions accountable, DNR will avoid the future inefficiencies.

In addition to being able to point the creator to graphic artists, photo resources, etc., a publication coordinator should have the knowledge to guide the author through the process. They will be familiar with the needs of their program, the demand for their publications, and most importantly the vendors and their abilities. Knowing whether a printer can handle color printing or if printing small text in red come out nicely on newsprint is the kind of knowledge that prevents mistakes, streamlines the process, and saves everyone time. Lis Olsen and Dreux Watermolen of our team are great examples of experience. Dreux has been doing print-on-demand – when necessary – for years. They have eliminated extraneous printing and whenever possible. Both Lis and Dreux use pre-approved vendors like the DOA print shop, Badger State Industries, or the UW Extension publisher, avoiding the expense and staff time of needed to find new vendors through the bidding process.

Train field staff on how to use OTIC