

Project Charter

Project Name: Division of Forestry Program Review Assessment, Phase 1

Date Chartered: October, 2012

Expected Completion Date: April, 2013

Team Leader: Wendy McCown

Team Goal/Mission:

What is the purpose of the team?

The purpose of the team is to utilize Lean Six Sigma tools to assess the first phase of the Division of Forestry's Program Review process (periodic quality improvement checks with staff and internal and external partners). The first phase of the process, when data and background information is collected from staff and partners, is the most time-consuming. This project would analyze our most recent tools and methods and propose a redesigned system that is more efficient and effective.

The team will implement improvements that accomplish the following:

1. Reduce DNR staff time required for the process.
2. Collect more quantitative and useful data.
3. Improve customer satisfaction.
4. Establish a standard protocol and timeline for informing the management team.

Measure(s) to be used to determine success:

How will we quantify our progress?

1. DNR staff time is reduced by 20%.
2. Customers indicate that they are satisfied with the process.
3. Federal, State, and program safety requirements were addressed and incorporated into the new process, if applicable.

Team Members: Wendy McCown, Kristen Tomaszewski, Teague Prichard, Amy Mercer, and Deanna Sell

Issues to be addressed:

What Problems or opportunities will the team solve?

1. Logistically, data collection in our program review process has been difficult to manage and expensive.
2. The process has, in the past, been extremely time-consuming for staff and partners.
3. There needs to be greater consistency in the data collected.

Expected Results:

What will be in place when we are done?

We will have a more streamlined system for gathering data and background information on program quality improvement.

We will have a mechanism to collect baseline data on customer satisfaction and watch trends over time.

Support/Resource People:

Who will we need assistance from besides the team members?

Our customers are the Forest Leadership Team, Forest Operations Team, and Forest Bureau Management Team

We will need assistance from the survey experts in Science Services.

Responsibilities and Boundaries:

What areas will the team look at and what areas will the team NOT look at?

We will focus our Lean Six Sigma project on the first phase of the program review process: data collection. We will not assess later phases of the process including product development and integration with the Division's management systems and performance review process.



DNR Lean Project - Final Report

Project Name: Program Review Data Collection

Project Team Leader: Wendy McCown and Kristen Tomaszewski

Project Purpose: To Streamline the Data Collection process for Program Reviews while maintaining customer satisfaction

Project Team Members: Wendy McCown, Amy Mercer, Teague Prichard, Deanna Sell, and Kristen Tomaszewski

Summary of Improvements: See attached Project Implementation Plan

Project Results:

Goal	Baseline	Target	Expected After Improvements	Goal Met?
Reduce DNR staff workload.	3254 hours* 1085/year	2603 hours* 867/year	N/A 180 hours	Yes
Reduce Lead (delivery time).	N/A	N/A	N/A	N/A
Improve Customer Satisfaction.	Mixed Satisfaction	Satisfied Customers	Satisfied Customers	Yes
Ensure Staff and Customer Safety.				Yes

*Time estimate occurred over a three-year timeframe

Amount of staff time saved per year in hours: 905/year

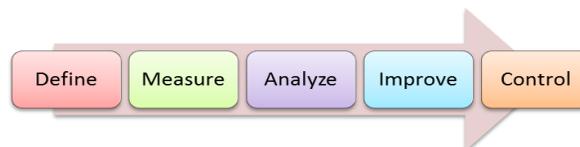
How will that time be reinvested?:

- Focus on priorities as established in the Division’s Strategic Direction (FY13-FY17)

Project Cost:

	Hours	Dollars
Project Team Leader	115	
Project Team Members	105	
Meeting Costs		
Improvement Costs		
Total	225	\$

Recommendations for Future Code/Statute Changes: Not Applicable



Lessons Learned:

- Detailed analysis of existing programs and protocols revealed potential redundancies
- Approaching redesigning the system objectively (without attachment to the outcome) allows a more creative solution.
- Surveying the customer: The methods used in the old program review data collection process did not provide useful data and did not gauge overall partner satisfaction (and change over time)
- Face-to-face method was very expensive and collected information that was only marginally useful for program quality improvement