State of Wisconsin \ DEPARTMENT OF NATURAL RESOURCES

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WISCONSIN
DEPT. OF NATURAL RESOURCES

LEAN Project Charter

Project Name: Annual Credential Review Process Improvement
Date Chartered: 01/01/2013 **Expected Completion Date:** 07/01/2013
Team Leader: Jeff King

Team Goal/Mission:
Analyze the current method of completing Deputy Conservation Warden Credential reviews and implement changes that:
1. Identify process steps that can be streamlined or eliminated based on changes in department needs or law enforcement standards.
2. Evaluate the criteria and requirements currently used to issue Deputy Warden Credentials and determine if we have to annually issue credentials in all circumstances to be in compliance with the state law.
3. Improve internal customer service by reducing the amount of time it takes to process a Deputy Warden Credentials.
4. Create efficiencies within the credentialing process consistent with statutory recertification requirements and provides for better training, documentation, and reduced liability for the agency.
5. Improve external customer (Great Lakes Indian Fish and Wildlife Commission – GLIFWC) satisfaction with the process by speeding it up, clearly communicating requirements, and involving them in the LEAN project.

Measure(s) to be used to determine success:
1. DNR staff workload will be reduced by a minimum of 10%.
2. Deputy Warden Credentials should be issued and in hand within 5 working days upon receipt of the required forms. Credentials should be issued prior to expiration or staff will not be allowed to work.
3. Increased efficiencies showing quicker completion of the reviews. Sample Metric: 95% of reviews are processed and credentials in hand within 5 days of initiating the process.
4. LE staff and GLIFWC identify increased satisfaction with the new process compared to the old process. Staff should be surveyed after process change.
5. The process is simplified by clearly identifying roles and responsibilities of the review.

Team Members: Admin. Warden Jeff King, Warden Supervisors Dave Walz, Ben Treml, and George Protegere, Tom Kroeplin-GLIFWC, Kris Frawley-WI DNR LE Training Section, Attorney Mike Kowalkowski-WI DNR

Issues to be addressed:
1. Identify new ways to implement how we issue and renew Deputy Warden Credentials.
2. Identify delays in the process and create efficiencies to deal with existing delays.
3. Determine DNR staff satisfaction with the new process.

Expected Results:
1. An improved standard operating procedure for the process.
2. Training for staff on the new process.
3. A modified policy aligned with changes that improve the process.

4. An electronic method of accessing, inputting, and routing of the forms.
5. Ensure the process meets legal requirements so liability associated with documentation of training is reduced.

Support/Resource People:
Form, IT, and Web Publishing Staff, Training Director, DOJ Training & Standards, Parks, Forestry,

Responsibilities and Boundaries:
The team will not:
1. Rely on Statutory Changes to make improvements.
2. Increase staff time devoted to this.

Project Name: LE Credential Review

Project Team Leader: Jeff King, David Walz, and Kris Frawley

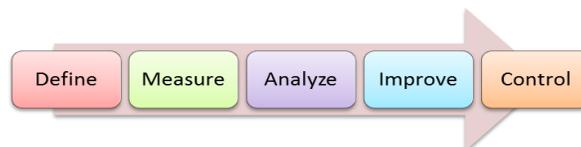**Project Purpose: Streamline the Special Deputy Warden Annual Renewal Process**

Project Team Members: Ben Treml, George Protogere, Tom Kroeplin, Jason Fritz, Eric Grudzinski, Mike Kowalkowski, Tamara Lalor, and Corey Robinson

Consultants: Stacy Lenz, Tom Hansen,

Summary of Improvements: See attached Project Implementation Power Point

Project Results:

Goal	Baseline	Target	Expectation	Goal Met?
Reduce DNR staff workload -Total process timeline	6.5 Months	30-60 days	30-45 days	Yes. Total process took 51 days.
Supervisory Involvement and Media Time	385 hours	40 hours	40 hours	Yes. Total time was 32.5 hours. A 91.6% reduction in time spent on supervisory staff involvement and media development and distribution.
Reduce Lead [Delivery Time]* 1. Developing Media 2. Routing of forms 3. E-sign approval	3 weeks [$3,500] 1 week	8 hours [Free] 1 hour	8 hours 1 hour	Yes. 1. We capitalized on mediasite and YouTube technology to record and disseminate the media for free. 2. All forms were developed into e-forms and electronic, fillable pdfs. 3. Legal approved an e-sign approval process vs. a hand signature

Define Measure Analyze Improve Control

				requirement.
Improve Customer Satisfaction.	Survey of Supervisors to determine desired process. Survey of participants in the process after the fact.	Respond to survey by creating new policy and procedures, forms, etc.	Eliminate field and Supervisor Involvement in basic process, new policy and procedure include T.S and credential holder, non-expiring credentials, new forms developed.	Yes. The process responded to the needs of the respondents in the first survey. New policy, forms, and procedures were created. Positive feedback was received via email and even the customer service line. A team of members are interviewing participants after the fact to improve for next year.
Ensure Staff and Customer Safety.	████████████████████████			NA

*Case in point- The process was launched on 5/20/2013. 72 hours later, 3% of the credential holders were already done with the review. Under the old system, that 3% would not have even known the review had started.

Amount of staff time saved per year in hours:

Process	Approx. Hours Saved/Eliminated
Media Development	112 vs. 16
Media Distribution	7 vs. .5 hours
Supervisor Lead Time	240 [16 hours of time x 15 supervisors] vs. 0
Card Printing	16 vs. 16 this year, 0 in future years
Regional Warden Lead Time	10 hours vs. 0
TOTAL	385 hours last year vs. 32.5 hours this or 92% reduction in workload for supervisory staff and administrative staff.

How will that time be reinvested?: Working on higher priority department goals.

Project Cost:

	Hours	Dollars
Project Team Leader	165 hours	$ 834

Project Team Members	108.75	$ 199
Meeting Costs	■■■■■■■■■■	$
Improvement Costs	■■■■■■■■■■	$
Total		$

Recommendations for Future Code/Statute Changes: See attached Opportunity Chart

Lessons Learned: These projects have legs! We had to walk our selves back in on a couple of occasions because we found ourselves coming up with great ideas, running them down, then only to realize we were straying outside the scope of the project.

We found ourselves wanting to pursue significant changes, such as a department wide use of Conservation Warden Credentials, ceasing the use of NRO and Forestry credentials, eliminating the need to cross credential any department employee. We ran this down in finance and budgeting, legal, cross programs, and out to GLIFWC. Everyone wanted to do it, but in the end, we realized that was another project all on its own involving manual code changes and impacting the entire department on cross-programatic divisions.

We also started walking down a path of creating an internet based system that allowed credential holders to log on and enter their own training records throughout the year in order to capture that data for a swift review annually. We quickly realized that this was another project all on its own and not at all feasible within the timeline given on this project. We also learned that DOJ [thankfully, we considering their counsel] has just gone to bids on a similar project that might just do exactly what we were after.

Our project charter was what got us back on track each time we strayed. Having that as a guide made our journey much more efficient.