

Lean Project Charter

Project Name: IQS updating process
Date Chartered: September 16, 2013
Expected Completion Date: Feb. 28, 2014
Team Leader: Ralph Sheffer/Vicki Hugill



Team Goal/Mission:

What is the purpose of the team? Review the current DNR process for maintaining and updating the Incident Qualification System (IQS). The team will standardize and streamline the process for initiating records, setting target positions, updating experience/ training and recommend training for staff. The team will clarify how IQS works with the DNR's training records and eliminate duplication. Team will define processes for uploading IQS data to the ROSS for mobilization of resources.

What process will be improved? Standardizing and streamlining of the process for entering and updating Department staff fire qualifications/records. This is required for all DNR staff involved with fire suppression and RX burning; includes Division of Forestry and Lands staff. More timely uploading of information to ROSS.

The team will implement improvements that accomplish the following:

1. Reduce DNR staff workload by streamlining the process, eliminating errors and by avoiding redundancy staff time should be saved.
2. Improve internal customer satisfaction. Staff has continued to express confusion with the process and frustration with inaccurate data records.
3. Simplify the process.
4. Seamless uploading of data to ROSS.

Measure(s) to be used to determine success:

How will we quantify our progress?

1. DNR staff time filing updates will be reduced by 10% through eliminating errors, standardizing the process and minimizing reviews.
2. Lead time for producing incident qualification cards and uploading records to ROSS will be reduced by 10% through a more efficient and understood process.
3. Staff satisfaction will be improved because the accuracy of the information will be improved and the process made more clear.
4. Processes will be simplified by standardization of data entry and updates: by clearly defining the reviewer's role; and redundancy with other DNR processes eliminated..

Team Members:

Team sponsor: John Nielsen.

Team leaders: Ralph Sheffer/Vicki Hugill.

Team Members: Kari Mulhern, Staff & Partner Services Section
Larry Whaley, Area Forestry Leader
Bill Ishmael, Area Wildlife Leader
Jodi Stormoen, Forestry Team Leader
Deb Johnson, Forestry Dispatcher

Issues to be addressed:

What Problems or opportunities will the team solve?

1. Redundancy with other DNR processes
2. Unclear and cumbersome updating process
3. Inaccurate, outdated data in the system
4. Integration with the federal ROSS System

Expected Results:

What will be in place when we are done? A clear process for entering and maintaining fire qualification records for staff and timely ROSS updates. Training established for supervisors and staff on roles and expectations when using the system. Accurate systems that can be used to insure staff meet the Department's fire and prescribed fire safety and qualification requirements.

Support/Resource People:

Who will we need assistance from besides the team members? Unknown

Responsibilities and Boundaries:

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

Focus will be on WDNR qualifications not federal qualifications. The Team will evaluate how IQS works with the DNR's training records system but will not review the Training Records system.



DNR Lean Project – IQS Updating Process Final Report

Project Name: IQS Updating Process

Project Team Leader:

Vicki Dufty-Sprinkel & Ralph Sheffer

Project Purpose:

Review the current DNR process for maintaining and updating the Incident Qualification System (IQS). The team will standardize and streamline the process for initiating records, setting target positions, updating experience/ training and recommend training for staff. The team will clarify how IQS works with the DNR's training records and eliminate duplication. Team will define processes for uploading IQS data to the ROSS for mobilization of resources.

Project Team Members:

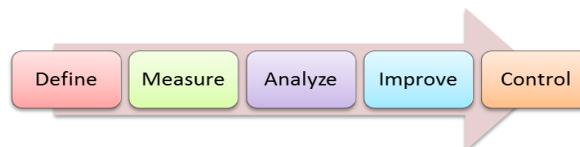
Team sponsor: John Nielsen.

Team Members: Kari Mulhern, Staff & Partner Services Section
Larry Whaley, Area Forestry Leader
Bill Ishmael, Area Wildlife Leader
Jodi Stormoen, Forestry Team Leader
Deb Johnson, Forestry Dispatcher

Advisory Member: Jeff Weatherly

Summary of Improvements:

1. Provide initial IQS training – include why IQS is important
 - a. LEAN Team Leaders with Forestry Training Office
 - b. Create training package for in class and mediasite by fall of 2014
2. Provide step-by-step user guide for rollout in summer of 2014
3. Provide regular refresher training
 - a. LEAN Team Leaders with Forestry Training Office
 - b. Provide training at supervisor meetings (initial at Forestry All Supervisors meeting in June 2014)
4. Create/provide an easier to use form (i.e. e-form) for implementation in summer of 2014
5. Refine what is entered into IQS & HR databases, thereby eliminating duplication of effort for implementation by July 1, 2014
6. Incorporate minimum target levels in employee's Position Description for implementation after 2014 Employee Performance Review process
7. Incorporate "Review/Update employee IQS records" in supervisor's annual performance objectives for implantation for after 2014 Employee Performance Review process.



Project Results:

Goal	Baseline	Target	Expected After Improvements	Goal Met?
Reduce DNR staff time filing updates by 10% through eliminating errors.	1550 hours	1395 hours	1200 hours	Yes
Reduce lead time for producing incident qualification cards and uploading records to ROSS by 10% through a more efficient and understood process.	8 days	7.2 days	6 days	Yes
Improve customer satisfaction by approximately 30% because the accuracy of the information will be improved and the process made more clear.	Survey results show that 61% unfamiliar with process, 54% find process “somewhat” to “very” difficult to work with	Follow up survey results will show increased understanding of the process	Follow up survey results will show increased understanding of the process	TBD
Simplify the process by standardizing the data entry and updates and eliminating redundancy with other DNR processes.	21-29	13-16	13-16	Yes

Amount of staff time saved per year in hours: This total should = DNR staff workload “Baseline” minus “Expected After Improvements” from above.

350 hours

How will that time be reinvested?:

Time can be expended on other priority Department work. Mobilization of resources to national incidents will be done within a shorter timeframe, allowing resources to get to the incident sooner to assist with the emergencies.

Project Cost:

	Hours	Dollars
Project Team Leaders	403	
Project Team Members	239	
Meeting Costs		\$440
Improvement Costs		\$600
Total	642	\$1040

Recommendations for Future Code/Statute Changes:

None

Lessons Learned:

There are a large number of new supervisors that have limited to no exposure to the Incident Qualification System (IQS) or the Wisconsin DNR Wildland and Prescribed Fire Qualifications System. Because of this, numerous records submitted for entry into IQS, are being returned to the supervisors with incomplete or incorrect information, and cannot be entered into the database. Training records are also currently being entered into two different databases, IQS and the Departmental Training Office's. By refining what information is entered into which database, providing initial and refresher training for IQS users, as well as a step-by-step IQS users guide, we feel that we can all but eliminate the number of records that need to be returned for corrections and reduce staff time spent on data management.