

## LEAN GOVERNING IN THE ATTORNEY GENERAL’S OFFICE

### A history of continuous quality improvement:

- Attorney General McKenna believes the people in the trenches—doing the day-to-day work-- are the experts in their jobs and he encourages their ideas when it comes to quality improvement across the AGO.
- As early as 2005, Attorney General McKenna engaged staff in a series of Speak-up Meetings—designed to solicit feedback from employees regarding efficiencies and improvements the office should consider.
  - 1,016 people attended
  - more than 14 hours of direct conversation in Speak-Ups
  - more than 500 individual response sheets collected and reviewed
- Speak-ups were held in 2005 and 2006, and 2009 with a specific emphasis on LEAN Governing during the 2011 tour from February 7-17, 2011.

### LEAN GOVERNING

- McKenna was inspired to incorporate LEAN principles after visiting organizations such as Children's Hospital in Seattle, where they have successfully adopted the Toyota Production System (based on the "kaizen" concept of continuous improvement which draws on staff member input).
  - Goal was to rapidly identify ways to enhance our ability to complete the work of the Attorney General’s Office in a new budget environment with fewer employees.
- Assigned a LEAN governing lead, Melanie DeLeon, executive director of the executive ethics board and former member of the United States Air Force where she developed and led training seminars on Total Quality Management and facilitated process improvement teams.
- Selected a 9-person LEAN Governing Oversight Committee
- Oversight team started the LEAN governing process by value-streaming our CCTN/constituent correspondence procedures. The team first reviewed the overall process of handling CCTNs at the Attorney General’s Office. Next they reviewed division-by-division procedures in search of a best practice. This best practice is now available on our LEAN Web site on our intranet.
- Active LEAN teams include:
  - Small Case Team
  - Witness Search Team
  - Client Advice Team
- Completed Projects:

Category	Idea	Team Impacted	Time Savings	Annual Cost Savings
Filing	Using binders for files for quicker access to materials (as opposed to classification folders or pocket files)	All divisions	5-10 minutes per active case file (easier access to copy documents;	

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			documents divided under major tabs)	
Filing	Edit Main Case Binders contents to make less bulky and to remove non-critical correspondence and material.	All divisions	Same as above	
Filing	Use same type of files with all attorneys.	All divisions	5-10 minutes per active case file	
Filing	Put files in or near assigned attorney office and not in distant central files and have attorney responsible for integrity of his own case files.	All divisions	Average 2-5 minutes per active case file	
Filing	Create a 1-page checklist to insert at front of main case binder. The list should include all critical steps to successful defense, from “soup to nuts” of from NoA to release of funds by OFM and Satisfaction of Judgment or “resolution on appeal.”	All divisions	Average 2-5 minutes per active case file	
Filing	Streamline how to close Labor & Personnel files	L&P (SPO and Oly)	Average 2-5 minutes per case file	
Filing	Standardize	All divisions	Save time when AAGs transfer to different divisions.	
Performance Management	Calibration no longer done with “No Awards”		162 man-hours (20.25 days)	

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Performance Management	Suspend or eliminate stretch goals as resources dwindle and we are required to do more with less staff. This would permit staff to focus on getting the job done.		296 man-hours (37 days)	
Constituent correspondence	Need to identify categories of correspondence that may be handled with form responses and diversion to client agencies, train PRU staff as necessary to implement.	PRU, All divisions	Varies by Division	
Blackberries	Re-evaluate the number of blackberries needed in a given section. (Eliminated 69 devices)	ISD, All divisions		\$ 2,565.87
Administration	Stop printing the incumbent AG's name on office name badges to avoid having to replace them all when a new AG is elected.	HR		One-time cost avoidance of approx. \$2,320
Administration	Review requirement/need to complete case summary worksheets when the significant litigation report gathers all of its information from LM	SHS	185.5 annual man hours	\$ 6,763.00
Administration	Eliminated one Leadership Team Meeting per year to save travel expenses and give managers eight hours to use on divisional matters.			\$ 2,000.00

Category	Idea	Team Impacted	Time Savings	Annual Cost Savings
Administration	Post office is now delivering to Spokane office rather than GS pick-up.	Spokane		\$ 1,100.00
Administration	Spokane volunteers now handle the basic errands for the Division, and we have terminated the \$180/month, flat- rate contract with Attorney Services.	Spokane		\$ 2,160.00
Administration	All mail destined for FIS is gathered and sent in a single envelope, saving money on postage and envelopes and the time spent processing separate pieces of mail.	Spokane	Undetermined	
Administration	Disconnect any phones not currently being used in divisions and reconnect when position is filled. There is no cost for reconnecting the phones. (Eliminated 93 phones)	All divisions		\$ 40,377.00
Administration	ISD automated the A19 (billing) process.	ISD	Undetermined	
Administration	Eliminate the AGO's paper based long-distance and telecommunications billing process and deployed an electronic telecomm system.	ISD	Undetermined	
Administration	ISD deployed dual monitors to all AGO Staff.	ISD	Substantial savings for staff who work on multiple	

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			documents, estimated as high as 25% savings per person per day	
Administration	Review for duplicates and records retention then move files from the more expensive "F" drive to the less expensive "Q" drive.	All divisions		\$55,565
Administration	ISD worked with Bridgeway, the company that "owns" Law Manager and, by participating in a study for Bridgeway, ISD was able to save money on the upgrade	ISD	N/A	\$ 18,446.70
Administration	Reduced Customer Support Voice Mail	ISD	15 minutes per day	
Administration	Enabled AGO Volunteers to use Timekeeping	ISD	15 minutes per day	
Administration	Developed solution for PRR including metadata	ISD	2 hours per employee responding to PRR request with metadata.	
	Improved RSD network lines	ISD		\$11,376.00
	Improved licensing for software	ISD		\$13,200.00
	Discontinued the NAC	ISD		\$ 7,500.00
	Retired the RAS system	ISD		\$ 3,188.00

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	Retired the Zenprise system	ISD		\$15,800.00
	Retired the Verdiem system	ISD		\$ 3,600.00
	Upgraded VoIP	ISD		\$ 120,000.00
	Discontinued Gartner	ISD		\$ 13,665.00
	Implemented Outlook Web Access (OWA)	ISD		\$ 24,156.00
	Reduced licensing cost	ISD		\$ 2,016.00
	Reduced conference call service cost	ISD	Saves 3 cents/minute	
	Eliminate ISDN Olympia	ISD		\$ 2,520.00
	Revamp long distance calling plan	ISD		\$ 34,920.00
	VoIP upgrade Phase 2	ISD		\$ 21,168.00
<b>Total \$\$ Savings</b>				<b>\$402,086.57</b>