

# Strategic Lean Project Report



## Special Duty Assignment Pay (SDAP) Logistics, 194<sup>th</sup> Wing Washington National Guard

Agency: Washington Military Department

### Project Impact

The Washington Military Department's 194<sup>th</sup> Wing (Washington Air National Guard) decreased the Special Duty Assignment Pay (SDAP) error rate from 78.3% to less than 1%. In the beginning 18 of 23 SDAP applications had errors; now only 1 of 23 SDAP applications contained an error. Additionally, process cycle efficiency (PCE) was improved from 0.47% to 12% efficiency.

Fiscal Year 2017 SDAP payments totaled \$130,000 in the 194<sup>th</sup> Wing, which is a significant financial benefit to the airmen who received them. In addition, increased income yields economic benefits to the local economies where the airmen reside.

### Project Summary

Special Duty Assignment Pay (SDAP) within 194<sup>th</sup> Wing is an extra pay awarded to Airmen with specialties listed in the SDAP table. The process is very meticulous and involves multiple organizations and people. SDAP eligibility is rare and the requirements are stringent. During Fiscal Year 2016, the Washington Military Department conducted an audit on 194<sup>th</sup> Wing's SDAP process. The audit finding was that effective internal controls were not in place to provide reasonable assurance that all Washington Air National Guard members who were eligible for SDAP, were receiving timely and accurate payment.

Special Duty Assignment Pay (SDAP) contained a 78.3% error rate with a Process Cycle Efficiency (PCE) of 0.047% compared to our target of 0% error rate and PCE of 24%, which we wanted to reach by 10/1/2017.

194<sup>th</sup> WING implemented the following items to improve special duty assignment pay (SDAP).

- Published SDAP Processing handbook, easily accessible by members of 194<sup>th</sup> WING.
- Training with standardized checklist and "computer screen capture" walkthroughs
- Mandatory appointment letters & documented training
- Communication via huddles at each quarterly training/meeting
- SharePoint to minimize back and forth emails
- Created a lockable form that ensures data accuracy

### Project Results



#### Quality

Decreased Special duty assignment pay error rate **from 78.3% to 1%**.



*99% error reduction*

Increased **from 0.47% Process Cycle Efficiency (PCE) to 12% Process Cycle Efficiency (PCE)**.



#### Time

Decreased cycle time (turnaround time) **from 14987 minutes (10.9 days) to 578 minutes (9.6 hours)**



*120% increase*

### Project Details

Date improvement project was initiated: 2/1/2017

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