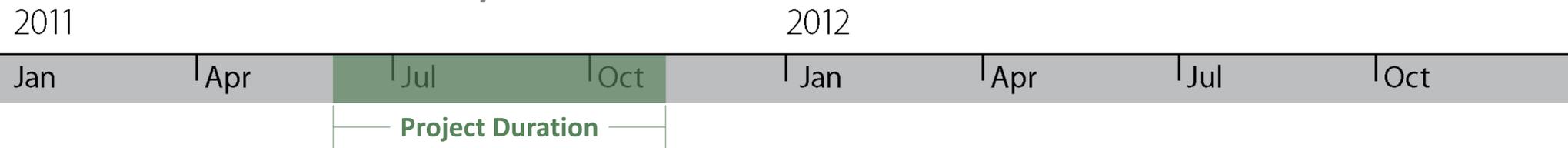




Project Results from Lean Efforts

Time Accounting

Department of Commerce



Problem

Commerce processed about 500 time accounting forms each month before implementing improvements. The previous leave approval and time reporting processes were frustrating to our employees and to payroll. Payroll and employees were spending a lot of time fixing errors. Additionally, there were multiple processes, which added complexity.

Causes

- There were multiple processes, which added complexity (3 forms)
- Responsibility for leave requests was not clear
- HR was matching leave slips and timesheets
- Budget coding was confusing and hard to maintain accurately

Solutions

- Consolidated leave form, time sheet and positive time reporting forms
- Applied 5S to the time accounting form to make it harder to make mistakes
- Use Outlook to submit leave requests and get supervisor approval
- Placed responsibility for leave requests on employee and supervisor
- Linked budget coding to each employee time sheet to make it harder to make mistakes

Results

- Decreased amount of time Payroll and employees spent fixing errors by about 1.5 FTE in time
- Reduced errors from 32% to about 5%
- Reduced the number of forms used from 3 to 1, with an overall reduction of 200 forms employees have to fill out and Payroll has to process

Next Steps

- Continue to track errors and address common errors as they occur
- Hold a mini-Lean event to address complexity of maintaining budget coding and links

