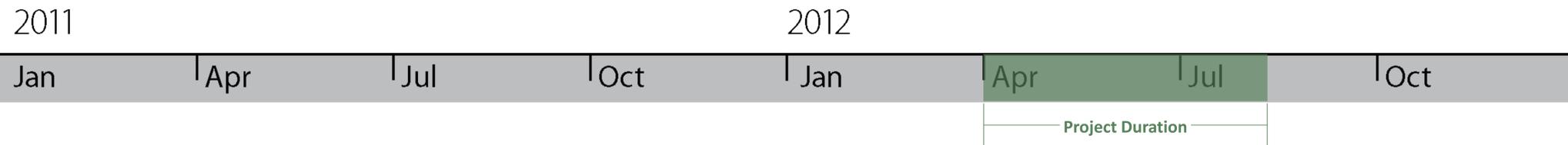




Project Results from Lean Efforts

Unemployment Insurance Claims Adjudication Process

Employment Security Department



Problem

- We were failing to meet federal quality standards (target: 75%; our score: 63-66%).
- Employers complained about our antiquated tools (fax vs. email).
- Staff felt stressed and under the gun for production, which led to cutting corners on quality and poor morale.

Causes

- Each of the 140 adjudicators had their own way of doing the job.
- Staff got conflicting guidance on standards.
- The process was filled with wasteful steps.

Solutions

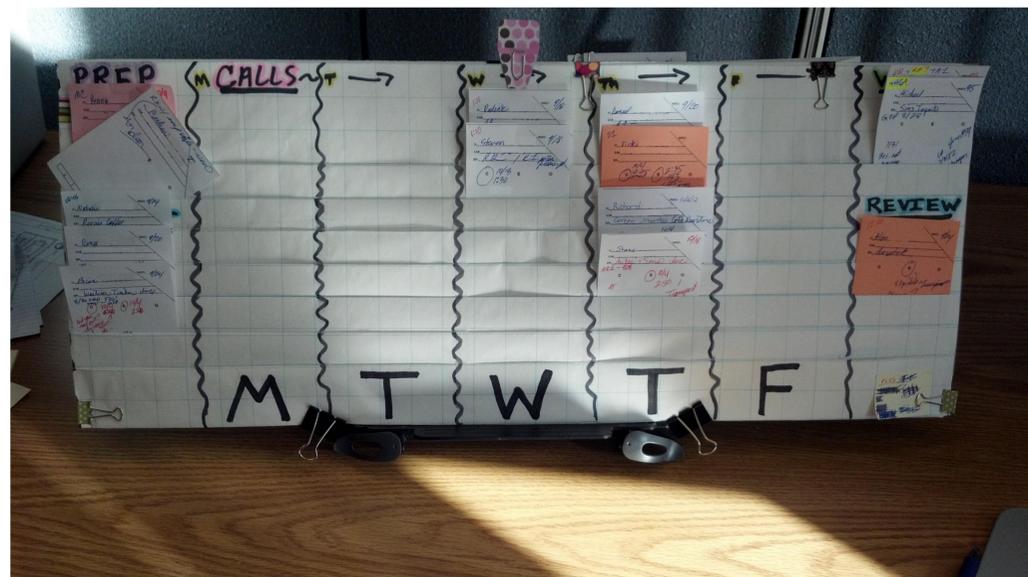
- A team of adjudicators cut out many steps and streamlined others.
- They captured their new “standard work” in a simple, step-by-step manual.

Results

- Initial results indicate staff are processing claims faster, and with better quality.
- Other staff have embraced the team’s work.
- We have met federal quality standards for 2 quarters in a row.

Next Steps

- Complete training all staff in the new process (by November 2012).
- Stabilize the process during our period of peak workload (winter).
- Use Lean methods to improve upstream inputs to this process.
- Prepare for another round of significant process improvement in spring 2013.



Low-cost visual management tools simplify work flow

Lean Methods Used:

Standard Work, Value Stream Mapping, Visual Management

Contact:

Stew Henderson,
shenderson@esd.wa.gov, (360) 902-9758
Cynde Dean, cdean@esd.wa.gov, (360) 486-5874