

# Detailed Lean Improvement Project Report

For the June 1, 2014, through December 31, 2014, reporting period



**Agency name:**

Department of Commerce

**Improvement project title:**

Cascading Operating Process 5 – Managing Grants, Loans, Contracts

**Date improvement project initiated:** 09/04/2014

**Summary:**

A representative team of those who work most closely with grants, loans, and contracts went through a cascading process with this core process. The team identified the areas with the most non-standard work practices.

**Details:**

Description of the problem: Nearly three-quarters of Commerce staff are involved in some aspect of contracting, loaning, or granting. With so many people, in a vast array of programs organized in many different organizational units, processes have developed that are inefficient, have a lot of variation, and may be duplicative or require re-work.

Description of the improvement: The team worked to develop a single list and order of the steps in the process, including common definitions of words used frequently. The team worked to reduce the number of process steps and identified remaining unwanted variations for future improvement.

Specific results achieved: The team developed new measures to better demonstrate improvement. Implementation is just beginning, so we have no data yet.

**How we involved customers or stakeholders in this effort:**

All of the internal customers were part of the development process. As this deals specifically with our own internal processes, largely unknown or invisible to external customers, we did not include outside customers.

**Contact person:**

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