

# 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 Supporting Process 2 – Efficiently Managing Finances

**Date improvement project initiated: 11/06/2014**

**Summary:**

A representative team of those who work most closely in budget and accounting, as well as program staff, went through a cascading process with this supporting process. The team identified areas with the most non-standard work practices for future improvement.

**Details:**

Description of the problem: Nearly three-quarters of Commerce staff are involved in some aspect of budget and accounting, due to the payment of vouchers, allotting spending plans, monitoring contractor spending, etc. 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, significant differences in expectation and skill, and some that are duplicative or require frequent re-work.

Description of the improvement: The group worked to develop a single list and order to the steps in the process, including common definitions of words used frequently. The group agreed to the order of the steps and then identified those areas where there are the most unwanted variations.

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 internal customers of this process were part of the team. As this is an internal process, we included no outside stakeholders.

**Contact person:**

Wendi Gunther, 725-2710.