Detailed Lean Improvement Project Report

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

Agency name:
Employment Security Department

Improvement project title:
Document Entry Storage and Retrieval (DESR) Workflow Process Mapping Project

Date improvement project initiated:
09/23/2014

Summary:
The DESR Team provides scanning and imaging services in the Unemployment Insurance Tax & Wage Administration and Unemployment Insurance Division as well as other agency clients. Many additional agency units are anticipating a need to have their documents added to the DESR imaging process.

Details:

Description of the problem:
- There is insufficient capacity to accommodate the additional workload from additional units.
- The established processes have not been examined or properly documented to determine if they are no longer necessary, antiquated, inconsistent or duplicative.
- There is no formal continuous improvement process in place.

Description of the improvement:
- Developed detailed process maps outlining workflow, including document handling and flow, resource management, staffing, quality standards and technological constraints.
- Identified and documented processes, procedures, efficiencies and quality enhancements to establish a foundation for developing a formal continuous improvement process.
- Developed a formal, staff-driven continuous improvement system including a standardized suggestion template, scoring guidelines, scorecard, decision-making framework and tracking system.

Specific results achieved:
- Launched formal continuous improvement system that generated 77 staff-driven suggestions to eliminate or reduce waste, gain efficiencies or improve processes in the first three months.
- Implemented or completed 30 suggested improvements, resulting in 7,458 hours of staff time saved and approximately $119,859 dollars saved.

How we involved customers or stakeholders in this effort:
Information technology (IT) stakeholders were included in the original process- mapping effort, and the continuous improvement team meets monthly with IT to further the partnership.

Contact persons:
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