

Detailed Lean Improvement Project Report

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



Agency name:

Office of Financial Management

Improvement project title:

Director's Review Process

Date improvement project initiated:

12/09/2014

Summary:

The State HR Division of the Office of Financial Management held a value stream mapping improvement workshop on the Director's Review Process focusing on reducing number of days to decision for the entire process and from the review conference to when the decision is issued.

Details:

Description of the problem: There are roughly 120 Director's allocation review requests that are initiated per year and there is an additional ongoing backlog of around 75 requests in the queue for State Human Resources to process. The team needs to be able to keep up with the flow of requests as well as reduce or eliminate the backlog. There is also expected to be a surge in volume due to environmental factors such as large-scale classification effort to update various class series and reallocate incumbents into the appropriate job classes. Current resources are insufficient to keep up with the incoming flow. Staffing resources are recently reduced by 1 FTE. Additionally, there are not enough resources available to reduce the running backlog or to deal with surges in the flow due to environmental factors.

The workgroup focused on the following specific objectives:

- Reducing the average number of days from employee Directors Review request to State HR decision to 6 months (target: 100% of Allocation Review Process is completed within 6 months of receipt).
- Reduce the average number of days from the Review conference to issuing the decision to 30 days (target: 100% of the Directors Review decision are issued 30 days or less from the hearing date).

Description of the improvement: Value stream mapping workshop in December identified opportunities in the following areas:

1. Customer Experience

Offer written option, allow electronic submission and responses instead of requiring paper with the related processing and mail queues and standardize and communicate the timeframe for submission of exhibits.

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What have we have learned: The team will begin experiments around this opportunity starting with changes to the acknowledgement letter in the next month.

2. Education

Some customers may not want to appeal if they had access to more information before entering the appeal process, they would benefit from clarity about what exhibits they should send that are required to evaluate so that the right exhibits are included in the information received and potentially reduce the number of exhibits coming in later in the process, which cause rework.

What have we learned: The team will begin experiments around this opportunity starting with a brochure and web presence that will more clearly outline the process and requirements for the customers of the process.

3. Scheduling

There is a lot of rework involved in the scheduling process which uses team resources for emailing back and forth and rescheduling reviews multiple times.

What we've learned: The team will seek to stabilize this rework loop by improving the communication around initial scheduling. The parties involved will be clarified and the review options will be presented with required response and information on how to request a change to the schedule.

Specific results achieved: This project workshop was just held on December 9-11, 2014. The team has setup visual boards to track the improvements through the Plan-Do-Check-Act cycle.

How we involved customers or stakeholders in this effort:

Customers of the process in OFM, DSHS, WSDOT and ECY participated in the value stream mapping workshop and will assist, as needed, in testing improvement ideas.

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