



# Detailed Lean Improvement Project Report

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

**Agency name:**

Office of Minority and Women's Business Enterprises

**Improvement project title:**

Passing of Paper Files

**Date improvement project initiated:**

08/07/14

**Summary:**

The Office of Minority and Women's Business Enterprises (OMWBE) improved the distribution of paper files scanned into the Disadvantaged Business Enterprise Certification (DBEC) electronic database, resulting in a reduction in hand-offs of paper files from four to one. DBEC allows multiple users to access files simultaneously while working in the office, telecommuting or working in the field. DBEC has supported OMWBE in its efforts to offer telecommuting and flexible work schedules as files can be seamlessly accessed electronically. Additionally, our partners at the Washington State Department of Transportation's Office of Equal Opportunity have access to our system, which supports them in their Commercially Useful Function reviews of federally certified firms.

**Details:**

Description of the problem: The original process consisted of the scanned file being passed from the Administrative Assistant to the Certification Analyst and then to the Quality Assurance reviewer, and back to the Administrative Assistant for filing. There were four hand-offs of the file, however only the Administrative Assistant expressed a need for the hardcopy.

Description of the improvement: During OMWBE's quarterly strategic planning event employees identified the waste associated with the physical movement of hardcopy files, once it was scanned into DBEC (OMWBE's electronic database). Certification Analysts and the Quality Assurance reviewer expressed that they do not need the copy, as they do their complete review in the electronic database. The Administrative Assistants needs the hardcopy to scan the application into DBEC. The process was adjusted, and now the Administrative Assistants scan the file and file the paper copy until it is ready for shredding.

Specific results achieved: This Lean improvement process reduced the hand-offs of paper files from four to one, effectively reducing motion waste and saving time. This saved time has been repurposed, allowing for increased time to conduct application analysis and rendering determinations.

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

The opportunity for improvement was discussed and decided upon by all employees at the quarterly strategic planning meeting.



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End-users were not directly impacted by the internal process change, however, less motion wastes gives Certification Analysts and the Quality Assurance reviewer more time to process customers applications.

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