



Project Results from Lean Efforts

Fiscal Impact Statements for Classification/Compensation Proposals

Office of the State Human Resources Director

2011

2012

Jan | Apr | Jul | Oct | Jan | Apr | Jul | Oct

Project Duration

Problem

Delays in obtaining OFM-approved personnel fiscal impact statements prevent the State Human Resources Director from timely adopting many changes to the state's classification and pay systems. This hinders agencies and institutions from making personnel changes that meet their business needs.

Causes

Causes that contributed to delays included:

- Lack of clarity around when a fiscal impact statement was needed
- A fiscal impact statement form that was not user-friendly
- Lack of visibility and communication in the process

Solutions

The team addressed the process problems by creating:

- Criteria to determine when a fiscal impact statement is needed
- Standard work instructions for all roles in the process
- An improved personnel fiscal impact statement form
- A shared tracking log

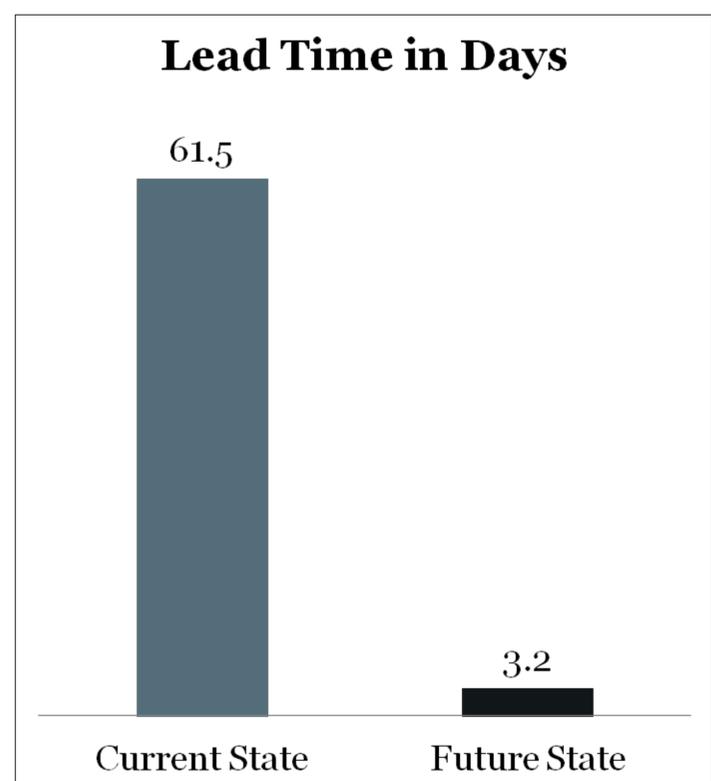
In addition, the group "level-loaded" work by changing who completes portions of the form.

Results

If we achieve our ideal process, we estimate a 95% reduction in total process (lead) time. This would take us from an average of 61.5 days to an average of 3.2 days from request to receipt of an OFM-approved fiscal impact statement. Initially, a 50% reduction in lead time is more likely.

Next Steps

We will monitor the process to see the impact of our improvements, and adjust as needed. In order to achieve our ideal state, additional changes are needed in certain segments of the process.



Lean Methods Used:

Value Stream Mapping, Standard Work

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