

WaTech Governor's Agency Lean Report
Jan-Jul 2016

Activity: Twice Yearly Lean Report for the Governor's Office

Due Date: 8/12/16

Report Content:

1. Training Data
2. Project Data (one project is required and we have two projects to report this time)

Reporting Period: 1/1/2016 – 6/30/2016

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The following is the information WaTech will be submitting 8/11 for the Governor's twice yearly Lean Report:

1. **Training Data** (unduplicated, these are counts for staff who had not previously participated in any of the categories [e.g. 119 employees had training or participated in a project between 1/1/16 and 6/30/16 but only 56 were new and unique])

	Data to Report	1/2016-6/2016	Total WaTech*
1	Number of employees who have had any Lean knowledge and skill building in Lean in WaTech.	56	220
2	Number of supervisors, managers, executives who have had any Lean knowledge and skill building in Lean in your agency.	7	58
3	Number of employees who have had problem solving training.	1	19
4	Number of supervisors, managers, executives who have had problem solving training.	1	5
5	Number of supervisors, managers, executives who have had coaching training.	1	7
6	Number of employees who have had "facilitator" training.	1	12
7	Number of employees who have participated in an improvement effort.	5	243

*(2012-2015) counts + (1/2016-6/2016) counts. Note: per Results WA instructions, staff counted in 2012-2015 data who are no longer at WaTech are still included in the total.

2. Project Data

Project 1: Employee/Contractor Onboard, Exit, and Move Process

1. GENERAL INFORMATION:

- Lead Agency Name: Washington Technology Solutions (WaTech)
- Improvement Project Title: Employee/Contractor Onboard, Exit, and Move Process
- Partner Agencies: OFM, DES, Governor's Office, and Small Agencies & Commissions
- Date Initiated: February 9, 2016 (Ended June 2016)
- Project Type: Agency Strategic Plan
- Review and Approved by: Nick Fuchs

2. PROJECT SUMMARY:

- Incorporated WaTech into the ESP On-Boarding, Exit and Move Process for employees and contractors
- Utilized functionality of the ITSM tool to streamline the Employee/Contractor processes:
 - **Before Lean Project:** 15 processes utilizing 16 questionnaires
 - **After Lean Project:** 5 processes with 5 questionnaires
- Eliminated manual technician intervention for the Onboarding, Exit and Move processes for Employee and Contractors
- Removed all HR data from the Employee/Contractor process within the ITSM tool

3. PROJECT DETAILS:

Identify the Problem:

- Customers had to scroll through a cumbersome list of Employee/Contractor HR processes to find the appropriate action per their agency.
- Customers had to select from 15 different processes from the portal page in order to perform the following IT related actions:
 - **Onboarding**
 - Employee - New Contractor DES
 - Employee - New Contractor OFM, GOV
 - Employee - New CTS and Others
 - Employee - New DES
 - Employee - New OFM, GOV
 - **Exit**
 - Employee - Exit Contractor DES
 - Employee - Exit Contractor OFM, GOV
 - Employee - Exit CTS and Others
 - Employee - Exit DES
 - Employee - Exit OFM, GOV
 - **Change/Move**
 - Employee - Change CTS
 - Employee - Change DES
 - Employee - Contractor Relocation OFM, GOV
 - Employee - DES Internal Large Moves
 - Employee - Relocation or Change OFM, GOV
- The Onboarding, Exit and Move process for Employee and Contractors required manual technician intervention by the Solutions Center for the following: OFM, Governor's Office, DES, WaTech, and Small Agencies and Commissions

- HR-related questions and data were being captured in an ITSM tool
- Not all required actions were captured in the underlying workflows
- When customers chose the required option, it was a burdensome process to back out and start again
- For some of the options above, paper forms were still required, therefore IT staff had to manually create and assign all necessary actions from those forms

4. PROBLEM STATEMENT:

- Due to inadequate configuration in the ITSM tool we were unable to effectively bring WaTech functionality and processes into the existing Easy Vista (ESP) Employee/Contract On-Boarding, Exit, and Move process.

5. IMPROVEMENT DESCRIPTION:

Created Efficiencies:

- Utilized improved functionality of the ITSM tool to streamline the Employee/Contractor processes:
 - **Before Lean Project:** 15 processes utilizing 16 questionnaires
 - **After Lean Project:** 5 processes with 5 questionnaires
- The Onboarding, Exit and Move processes for Employee and Contractors are completely automated, eliminating the need for manual technician intervention by the Solutions Center for the following: OFM, Governor's Office, DES, WaTech, and Small Agencies and Commissions
 - **Tool Wide Changes:**
 - Customers report ease of use with updated process
 - Records reduction to only one set of records to manage and update
 - Removed steps in the workflow that were redundant and unnecessary
 - Eliminated all HR-related questions and data from the tool as it is not appropriate for an ITSM tool
 - Updated the topic in the Service Catalog to remove the "HR & Payroll" as this is not an HR and Payroll system, but rather an IT system for staff processing
 - Added conditional steps in the background to allow the ease of functionality and adding to the processes if ever necessary instead of having to create brand new ones
 - All processes can now be done by the user thru the portal
 - Due to complete automation, the tool now closes out the ticket, no longer requiring a technician to manually check status and close tickets
 - **Onboarding Process**
 - Updated Equipment (Computers, phones, etc..) options to choose from
 - Updated VPN options to ensure accuracy and reduce confusion
 - Special network access for P20, ERDC, Comcast, etc. and workflow processes was given to Network and Data Administration for processing
 - Onboarding badge process streamlined and now assigns employee to correct groups depending on the hiring agency
 - **Exit Process**
 - Exit process includes DES Parking to ensure parking can update records and availability
 - **Other Improvements**
 - Eliminated need to log "Change Tickets" for employees who change supervisors only, as this update is done in AD after HRMS has been updated, therefore the ESP ticket was unnecessary
 - Eliminated paper forms which required manual re-keying into the system
 - Decommissioned the Legacy CTS badge process
 - CTS manual On-Boarding was eliminated and brought into the tool for automation

6. CUSTOMER INVOLVEMENT:

- Customers participated in the following activities related to the new Employee/Contractor Onboard, Exit, and Move Process:
 - Requirements
 - Testing
 - Feedback
 - Suggestions
- Participating Agencies/Personnel:
 - WaTech – Victoria Kennedy, Ben McDonald Laurel, McMillan and Melissa Thompson
 - DES – Lori Pate and Talia Baker
 - OFM HR Personnel for the Governor’s Office – Dan Myer, Susan Latham and Nadia Sarno
- Communication sent to users of the ITSM tool on the process change/enhancements
- Provided a demonstration and documentation to all Extended Management on the process change/enhancements

7. PROJECT DETAILS:

- Incorporated WaTech staff into ITSM tool for the new Employee/Contractor Onboard, Exit, and Move Process

Improved process as measured by:	Specific results achieved:	Total Impact:	Results Status:
Cost	<ul style="list-style-type: none"> • Reduction in overhead • Decommission of an old/inadequate tool 	<p>Savings \$ 372,500</p> <ul style="list-style-type: none"> • End User/Customer – \$285,000 • Design/Configuration – \$38,000 • Technician Time – \$24,000 • Administrative Overhead – \$18,000 • Maintenance & Operation – \$7,500 	Final
Quality	<ul style="list-style-type: none"> • Only one set of records to maintain • Corrected typos • Assignments based on agency-specific needs • Eliminated duplication • Eliminated inconsistencies • Elimination of multiple applications/processes 	<ul style="list-style-type: none"> • Streamlined Processes from 15 to 5 • Fewer mistakes are made as a result of the automated process • Turnaround time has been reduced due to only pertinent actions being assigned 	Final
Time	<p>Processing reduction time</p> <ul style="list-style-type: none"> • Onboarding - 60% • Exit - 60% • Change - 100% • Admin Overhead savings by consolidation/decommission • Maintenance & Operations support of old system 	<p>Estimated Time Savings Annually</p> <ul style="list-style-type: none"> • 3,350 hours saved of customers/end users input time • 250 hours of configuration time saved with new process • 275 technician hours saved by eliminating the manual process • 144 hours of admin overhead saved by consolidation and decommission • 60 hours of Maintenance & Operation savings by decommissioning old system 	Final

Customer Satisfaction	<ul style="list-style-type: none"> • Ease of use when processing • One process for multiple agencies • All in one place 	<ul style="list-style-type: none"> • Priceless! 	Final
Safety	<ul style="list-style-type: none"> • No Employee HR related information being captured in an ITSM tool • Decommission of Security Badge Application 	<ul style="list-style-type: none"> • Eliminated security risk of Employee HR related information being captured in an ITSM tool • Priceless! 	Final

8. CONTACT INFORMATION:

























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9. OPTIONAL VISUALS:

Enterprise Solutions Platform (ESP) New Employee/Contract Streamlined Process

Before	After
<ul style="list-style-type: none"> ✓ Multiple workflows for similar processes. ✓ Extra steps for customer requests. ✓ Duplicate maintenance for configuration. 	<ul style="list-style-type: none"> ✓ Streamlined workflows. ✓ Removed non-value-added steps for customers. ✓ Automated manual process steps for WaTech staff. ✓ Reduced configuration technical debt.
<p> Employee-related Actions HR & Payroll action for new or exiting employees; update an existing employee</p>	<p> Employee & Contractor Actions Large & Single Staff Moves/Changes/Relocation, New Hire Employees & Contractors, Exit Employees & Contractors and Litigation Holds</p>
<p>NEW SERVICE REQUEST > EMPLOYEE-RELATED ACTIONS</p> <p>Filter : None View : Service</p> <ul style="list-style-type: none">  Employee - Change CTS Add to Cart  Employee - Change DES Add to Cart  Employee - Contractor Relocation OFM, GOV Add to Cart  Employee - DES Internal Large Moves Add to Cart  Employee - Exit Contractor DES Add to Cart  Employee - Exit Contractor OFM, GOV Add to Cart  Employee - Exit CTS and Others Add to Cart  Employee - Exit DES Add to Cart  Employee - Exit OFM, GOV Add to Cart  Employee - New Contractor DES Add to Cart  Employee - New Contractor OFM, GOV Add to Cart  Employee - New CTS and Others Add to Cart  Employee - New DES Add to Cart  Employee - New OFM, GOV Add to Cart  Employee - Relocation or Change OFM, GOV Add to Cart  Litigation Hold Add to Cart 	<p>Streamlined Customer Request Process (Workflows) → Fifteen (15) separate requests streamlined into five (5).</p> <p>Streamlined Moves/Changes → Five (5) separate requests streamlined into one (1).</p> <p>Streamlined Exits. → Five (5) separate requests streamlined into two (2).</p> <p>Streamlined New Hires. → Five (5) separate requests streamlined into two (2).</p> <p>NEW SERVICE REQUEST > EMPLOYEE & CONTRACTOR ACTIONS</p> <p>Filter : None View : Service</p> <ul style="list-style-type: none">  Exit - Contractor Add to Cart  Exit - Employee Add to Cart  Litigation Hold Add to Cart  Move/Change - Employee/Contractor Add to Cart  New - Contractor Add to Cart  New - Employee Add to Cart <p><i>No change for Litigation Hold – it was already streamlined to meet customer need!</i></p>

Project 2: Network Maintenance Notification Process

1. GENERAL INFORMATION:

- Lead Agency Name: Washington Technology Solutions (WaTech)
- Improvement Project Title: Network Maintenance Notification Process
- Partner Agencies: Employment Security Department, Department of Licensing, Department of Social and Health Services, and Labor & Industries
- Date Initiated: October 2015 (Ended February 2016)
- Project Type: Agency Strategic Plan
- Review and Approved by: Nick Fuchs

2. PROJECT SUMMARY:

The focus of this Lean project was to review the Network Maintenance Notification Process and determine how to improve it by reducing the number of manual steps and the time it took to complete the process. Results include:

- 15% time saving on the Circuit ID Look up process.
- 5% time saving on nesting multiple vendor maintenance emails.
- 100% time saving on completed maintenance notification emails.
- Elimination of 15-20 hours per month and 240 employee hours annually once final automated countermeasure is implemented.

3. PROJECT DETAILS:

a. Identify the Problem:

Network vendors and other sources send WaTech notices identifying vendor maintenance activities that can or will impact WaTech services or service to WaTech. These notices are sent to the WaTech Service Desk (SD) and Network Control Center (NCC) for action. WaTech must then communicate maintenance information to impacted customers. Some notices relate to maintenance scheduled for a future date and some for emergency maintenance that will take place immediately (e.g. same evening).

When the Service Desk receives this information from the vendor, they follow documented procedures to process the notification. The procedures require the Service Desk to confirm which customers are impacted and information about the impacted locations. They gather this information from the WaTech Operational Support System (OSS). If information is not available, an escalation has to be made to the NCC IT Service Manager for assistance. Email notifications are crafted by the Service Desk and sent to the specific agencies impacted by the maintenance.

The network vendor maintenance notification process has been in place for many years. The Telephony and Network groups have targeted communications which are different than other notifications. It can be difficult for staff to process requests when their current workload is high and the maintenance activity impacts multiple customers and locations. Staff find it difficult to complete notifications before the maintenance takes place.

4. PROBLEM STATEMENT:

Problems to be solved:

- The amount of manual steps required to process the maintenance notification emails for customers.
- The time it takes to complete the process. For a larger impact notification, the process may take 8 hours to complete.
- The current process includes steps that do not add value to the process.

5. IMPROVEMENT DESCRIPTION:

Numerous countermeasures have been implemented:

- a. When a CDR can't be found, contact EDN directly. Eliminate sending requests to LTS and NCC.
- b. Establish a Service Level Agreement with EDN for an agreed upon response time.
- c. Eliminate sending a Technical Bulletin when a network maintenance notification is sent out.

- d. Work with OSS SME's to create a new filter that can provide all 3 pieces of information needed to complete the maintenance notification (CDR, Site Name, and Location) in one view.
- e. Eliminate the step to check for 'black out' dates on the Event Calendar only for DOR.
- f. Standardize the maintenance notification for all agencies.
- g. Nest all Vendor emails for an outage or maintenance into one email and attach the email to the ticket tracking system.
- h. Discontinue sending out the completion notice.
- i. Add verbiage to the Initial Notification letting our customers know to expect that the scheduled maintenance will be completed during the given timeframe. If there is a problem, the Service Desk will escalate the situation as an issue and an alert will go out.

An additional countermeasure to be put into place is to automate the entire process. This countermeasure was approved to move forward by the Agency Technology Services team in July:

- Automate the CDR, Site Name, and Location lookup
- Automate sending the multiple emails to individual agencies, including cancellation emails
- Automate sending out reschedule emails
- Automate the Contact Lookup and the Time Zone Conversion Process

6. CUSTOMER INVOLVEMENT:

The Employment Security Department, Department of Licensing, Department of Social and Health Services, and Labor & Industries were sent surveys regarding maintenance notifications. Answers to the survey questions helped guide the direct of the process improvement efforts.

7. PROJECT DETAILS:

Improved process as measured by:	Specific results achieved:	Total Impact:	Results Status:
Cost	<ul style="list-style-type: none"> • Saving up to 20 FTE hours per month 	<ul style="list-style-type: none"> • Over \$20,000 saved annually 	In Process
Quality	<ul style="list-style-type: none"> • Service desk can look at one source instead of multiple places to find CDR, Site Name and Location 	<ul style="list-style-type: none"> • Increase productivity • Fewer mistakes • Quicker customer notification 	Completed
Time	<ul style="list-style-type: none"> • 15% time saving on the Circuit ID Look up process • 5% time saving on nesting multiple Vendor maintenance emails • 100% time saving by eliminating completed maintenance notification emails 	<ul style="list-style-type: none"> • Eliminates an average of 15-20 hours per month of manual or unnecessary work. • Approximately 240 employee hours saves annually <p>These additional impacts will be measured once the final automated countermeasures are implemented.</p>	<p>15%, 5% and 100% time savings have been completed</p> <p>Automated countermeasures that will result in the elimination of an additional 15-20 hours per month and 240 employee hours annually are in the process of being implemented (see right column).</p>
Customer Satisfaction	<ul style="list-style-type: none"> • Eliminates extra email to the customer 	<ul style="list-style-type: none"> • Less confusion over multiple emails • Quicker notification about network maintenance 	Completed

Employee engagement	<ul style="list-style-type: none"> • Only one communication is distributed for notification • Only one format will be used 	<ul style="list-style-type: none"> • Less overburdening of staff • Standardized work is easier and helps staff be more productive 	Completed
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8. CONTACT INFORMATION:

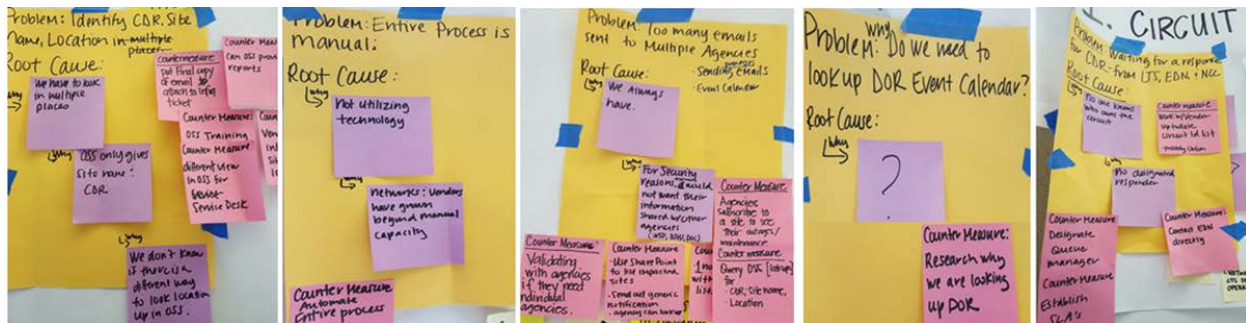
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9. OPTIONAL VISUALS:

Current State VSM



Root Cause Analysis



PICK Chart – countermeasure Prioritization

