

Strategic Lean Project Report

Moving from Paper Files to an Electronic Content Management System

Agency: Washington State Board of Accountancy (ACB)

Project Impact

The Board of Accountancy improved its manual process for storing, searching, and retrieving paper records needed to perform daily functions by implementing an Electronic Content Management System (ECM), which automated the search and retrieval of documents. This process improvement dramatically changed daily processes, such as providing records for a public disclosure request more quickly, providing an integrated location for licensees' application packet, and the ability for Board members and AAG to review case files without having to send attachments by email. The ECM system is a centralized filing system easily accessible to all personnel which allowed the opportunity for mobile working. Implementing the ECM system reduced the time, cost and complexity associated with processing, tracking, storing, locating and collaborating on documents and data.

Implementing an Electronic Content Management System (ECM) releases highly skilled professionals of labor-intensive administrative tasks and allows them the time to focus on promoting the reliability of financial information used for decision making purposes and protecting the public. The ECM ensures that ACB is providing all requested records to requesters and reduces the amount of time it takes to find the records and deliver it to the requester(s). The ECM also adds value to the daily operations of the agency, by allowing instantaneous access to all documents including those provided by our customers. This allows us to provide feedback to our customers in a timely manner. Individuals can submit a complaint electronically and upload documents as necessary. Lastly, because all of our records are now available electronically we now have the ability to allow for a mobile workforce, which benefits Washingtonians by lowering our carbon footprint.

The ECM system project aligns with ACB's strategic plan in several areas; one is our goal to continually strive to improve the ease of constituent access to, and the user-friendly nature of, information related to Board and agency functions, processes, and actions. The next alignment is with two of our strategic objectives, to protect the public and public resources and to protect and maintain the security of private personal information that is in the custody of the agency. One of our strategic plan's strengths is to devote significant resources to technological security and meeting State IT standards. There is a continued commitment to further development, and modernization of Board information management systems. And, finally one very important objective is to ensure that the agency is consistently striving to be an organization that focuses on the well-being and safety of the employees through training and process improvements. We believe that the ECM provides many opportunities to improve the employees' work life balance.

Project Summary

The limitation of keeping paper records extended across all aspects of our agency, from storing a customer's application to retrieving an invoice to confirming an agency payment. The paper documents were stored in the agency wide filing cabinets, each employee's individual file cabinets or at the records center. The filing method used depended on the owner of the document. When a public records request was received, it was difficult and time consuming to retrieve the requested records. The compiling and reviewing of the documents for a timely response was labor intensive. The process of maintaining paper records was cumbersome for both the employee and the customers that we serve.

Manually filing, storing and retrieving of paper records was burdensome and inefficient compared to our target of automating the process to reduce the time it takes to find all pertinent documents necessary to perform daily functions in a timely manner, which we strived to reach by 3/1/2019.

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The ECM system allows ACB to achieve an automated centralized filing system which applies a uniform and defined filing method used by all personnel and:

- Provides an avenue to respond to requests for information and content faster, ensures the agency is providing all versions of documents and reduces time spent finding the relevant records
- Reduces paper handling, courier, postage expenses, paper and copying expenses
- Assigns a structured retention schedule required by WAC and RCW
- Allows agency the ability to be a mobile workforce

Project Results



Quality

Decreased the amount of time to retrieve agency records **from** various locations using multiple filing methods **to** utilizing an electronic content management system that manually scans records, indexes using pre-determined datasets, securely stores, and quickly retrieves documents while retaining the records during its lifecycle using the approved records retention schedule.



The ECM system has improved the process for storing, searching, and retrieving agency records, while adding value to our customers and employees.



Customer Satisfaction

Decreased the amount of locations for which records were stored **from** multiple filing cabinets, individual work stations, and records center **to** a centralized electronic system that is easily accessible for employees to provide excellent customer service regarding documents which have been received.



Our customers are able to receive immediate feedback upon request.



Employee Engagement

Increased the ability to perform daily job duties efficiently **from** the need to retrieve documents from different locations and individuals **to** having agency records in one location with multiple individuals having access to the same documents, which allows employees to gain additional time to perform their daily tasks.



Employees are able to spend more time on projects, have access to the same documents, and the ability to work from an alternate workstation without having to transport documents.

Project Details

Date improvement project was initiated: 8/20/2018

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