

Strategic Lean Project Report

WSDOT Timesheet Processing for Ferries

Agency: Department of Transportation

Project Impact

The Department of Transportation improved the timesheet intake process for Ferries employees, resulting in a reduction by more than 70% in the labor hours it takes to process nearly 5,000 timesheets twice each month. Reducing the labor hours of this process enables payroll employees to focus on other value-added work. For example, they have been able to focus on the data migration from Oracle to I-Linx databases, which has the added benefit of increasing data accuracy.

One of WSDOT's three strategic goals is to enact *Practical Solutions* by prioritizing innovative, timely, and cost-effective solutions. The counter-measures used in this project—such as dramatically reducing timesheet printing and scanning in favor of a digital process—are an example of how Practical Solutions can save time, increase our sustainability, and reduce the errors caused by over-processing.

Project Summary

The process of scanning time sheets into Oracle, printing, annotating, entering into the Marine Labor System (MLS,) and verifying eligibility, was labor intensive and error prone. Headquarters payroll, who manages this process, wanted to increase efficiency, reduce errors, and reduce duplicated work

Payroll employees spent 22 hours per month entering timesheets into the system, compared to our target of 11 hours, which we wanted to reach by 3/31/2020. In addition, over 600 timesheets processed each pay period were duplicates compared to our target of 100, which we wanted to reach by 3/31/2020.

Working with staff from WSF, payroll employees implemented the following:

- Eliminated duplicate timesheet processing by emailing all timesheets instead of a combination of email and paper submissions.
- Eliminated the old scanners and printers by adopting a digital system, which decreased processing time and increased accuracy.
- Cross-trained payroll employees to process Ferries deck timesheets, which enabled better load-leveling and shared ownership of responsibilities.

Project Results



Cost

Decreased paper and printing costs **from** 5,000 printed pages **to** 2,500 printed pages.



Quality

Decreased duplicated timesheets **from** 600+ per month **to** 200.



Time

Decreased processing time **from** 22 hours per month **to** 6 hours per month, enabling employees to focus on more value-added activities.

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Project Details

Date improvement project was initiated: 9/1/2020

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