

OPTIMIZE DLR

September 9, 2018

Date

Key Achievements:

- January 8-9** • QPIC introduced Lean core concepts to DLR Executive team during a 2-day boot camp. Representatives from BIT and DOR attended.
- January 11** • DLR Optimize Steering Committee was formed. Goals of the Committee are to oversee the implementation, establish the strategic plan, and review and monitor results of Optimize DLR.
- February 14** • Created Director Dashboards. Dashboards are used to track each Directors' Lean projects.
- February 22** • Optimize Core Concepts presentation is introduced to Executive Team. Directors tasked with introducing the presentation to their staff.
- March 12** • Optimize DLR Intranet site is launched. The site includes Optimize Steering Committee minutes, Lean training material and tools.
- March 19 – 23** • DLR first Kaizen Event | WIOA Voucher Process.
- March 28** • Director Dawn Dovre begins the DLR Optimize Core Concepts Training with staff.
- April 30 – May 4** • DLR second Kaizen Event | Travel Reimbursement Process. Included representatives from BFM and Auditors Office.
- June 25 – 29** • DLR third Kaizen Event | One-Stop Enrollment Process.
- July 13** • Optimize DLR Communication Strategy is designed to use the DLR Blog to disseminate Lean news, Kaizen events, leader/employee spotlight, featured tools, and other Lean information.
- June 30 – July 20** • Introduced Dynamic Improvement Generator (DIG) tool to all Directors. Post assignment is for each Director to conduct a DIG brainstorming exercise with staff. The tool combines the top Lean tools into one document and is geared to empower all staff to improve processes.
- August 29 – 30** • DIG Brainstorming Exercise is held in Aberdeen with the Unemployment Insurance division.
- September 17 - 21** • DLR fourth Kaizen Event | Unemployment Insurance (UI) Employer Registration Process.

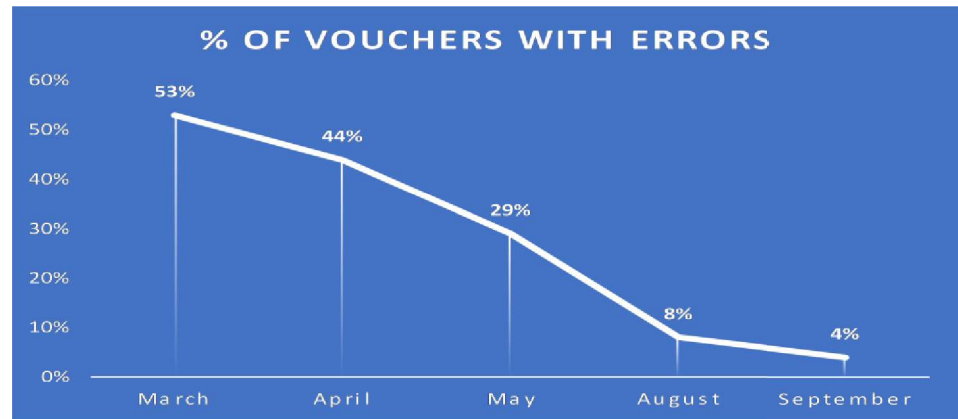
Project

- Kaizen Event | WIOA Voucher Process.
 - March 23: Kaizen week ends.
 - June 4: Training on new process.
 - July 2: The new process is fully implemented.
 - August 1: Tracking of new process begins.

- Kaizen Event | Travel Reimbursement
 - February 4: Kaizen week ends.
 - May 14: Pilot of new process begins with Division of Banking.
 - July 02: New process is fully implemented.
 - Goal was to reduce the error rate to 9.6% and have less than 10% of vouchers take longer than 10 days.
- 87% Reduction in vouchers taking longer than 10 days.

Optimize DLR Results

86% Reduction in Errors



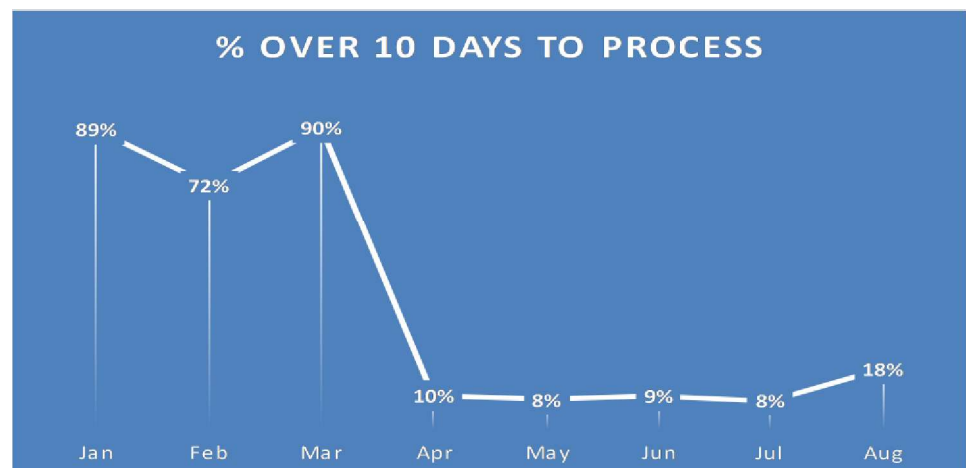
Prior to event, average monthly error rate was 42%. After implementing Kaizen improvements, the average monthly error rate is 6%.

52% Reduction in Errors



Prior to the event, the average monthly error rate was 25%. After implementing Kaizen improvements, the average monthly error rate is 12%.

% OVER 10 DAYS TO PROCESS



OPTIMIZE IMPROVEMENT | FISCAL RECEIVABLES PROCESS

Project

Improvement Event

Fiscal Receivables Process.

Business Case

The fiscal receivables process takes too long. Excessive scans, manual entries, and spreadsheets. Process takes approximately 18 actual hours and 2 weeks of lead time.

Goal

Reduce the time it takes to complete the process by 50%.

Team

Jennifer Kamps
Susan Johnson
Brian Watterson
Kim Burrer

Improvement Implementation Date

August 1, 2019

Key Solutions

- Automated billing process
- Automated static mainframe entries
- Eliminated wasteful steps
- Went electronic (paperless)

Project Results

69.4% Reduction in Actual Hours Worked

Went from needing 18 hours of actual time to 5.5 hours of actual time needed to complete this process.

98.7% Reduction in MANUAL Entries

Went from an average of 379 manual entries per month to 5 manual entries. This saved the **DLR 9 hours** of labor and **\$270** in compensation **per month (108 hours, \$3,240 per year)**

52% Reduction in Steps

Went from 34 steps to 18 steps and reduced the process time by 3.5 hours per month in addition to the 9 hours saved from reducing manual entries.

100% Reduction in Paper

Went from making 905 pages of documents to 0. Went 100% electronic with no printing of paper.

100% Reduction in Snail Mail

By going electronic, we eliminated the need to mail each bill to entities, saving time and money. We now email all bills.

OPTIMIZE IMPROVEMENT | SUBRECIPIENT VOUCHER

Project

Improvement Event

Subrecipient Voucher Process.

Business Case

The process of processing subrecipient vouchers is time consuming. There is a different process for each subrecipient – no consistency. It takes around 9 hours of actual time and 5-10 days of lead time.

Goal

Reduce the time it takes to complete the process by 50%.

Team

Jennifer Kamps
John Anderson
Emily Ward
Kendra Ringstmeyer
Derek Gustafson

Improvement Implementation Date

July 1, 2019

Key Solutions

- Streamline Process
- SharePoint Site for voucher submittal
- Electronic (paperless)
- Standardized Process
- Eliminated wasteful handoffs

Project Results

61.5% Reduction in Actual Hours Worked

Went from needing 9 hours of actual time to 2.5 hours of actual time needed to complete this process.

71% Reduction in Handoffs

Went from having 7 handoffs to 2 handoffs. Streamlined the process so both fiscal and programmatic staff can process at the same time. Created a workflow so accounting can pay voucher as soon as the voucher review is complete. Eliminating handoffs reduced the lead time from 5-10 days to 1-2 days.

Before, the process was to have subrecipients submit voucher to accountant who would log into spreadsheet, then handoff to fiscal reviewer who would review and handoff to program reviewer, who would review and handoff back to fiscal reviewer who would handoff to accounting who would then process.

55% Reduction in Steps

Went from 20 steps to 9 steps and reduced.

100% Reduction in Paper

Went from making 465 pages of documents to 0. Went 100% electronic with no printing of paper. This also freed up space in work areas and in the basement by eliminating the need for using binders and retaining them in the basement.

100% Reduction in Snail Mail and Email

By changing the process to submitting vouchers to a SharePoint site, we eliminated the use of snail mail and email.

OPTIMIZE IMPROVEMENT | WORKFORCE SERVICES

Project Solutions and Goals

Key Solutions

- Identified best practices to use in developing a guide.
- Change default for generating referrals and notifications from “Work History” to ‘Desired Occupation’
- GSI Enhancements to improve process

Key Solutions:

- Job Shadow Day – Be an LPS/Be an ES. Improve understanding of what each side does.
- Supportive Visits – LPS visit for support (non review/audit)
- Manager/LPS Round Table – Open discussion on implementation of new processes.
- Staff join Managers meeting

Goal

- Improve the diversity of services we provide.
- Improve the relationship with Businesses.

File Search, Job Referral & Notification

Referrals and notifications are generated for jobs that individuals are not qualified for.

The goal of the project is to refine the file search process to generate better lists of potential candidates for referrals and notifications.

Labor Program Specialist (LPS) Solution Workshop | How to improve collaboration between the Central Office and the Local Offices?

During the July 15, 2019 LPS staff meeting, we conducted a solution workshop focused on improving the collaboration between LPS staff and Local Office staff. Solutions focused on improving communication, relationship building, and training opportunities.

WIOA Business Services

Planning to have an improvement event September 4-5. Currently, 48.5% of the services provided to businesses is Job Service Orders. DLR has around 16 different services and of the 16, 3 services make up 90% of the services we do.