

Black Belt LEAN Event Fact Sheet

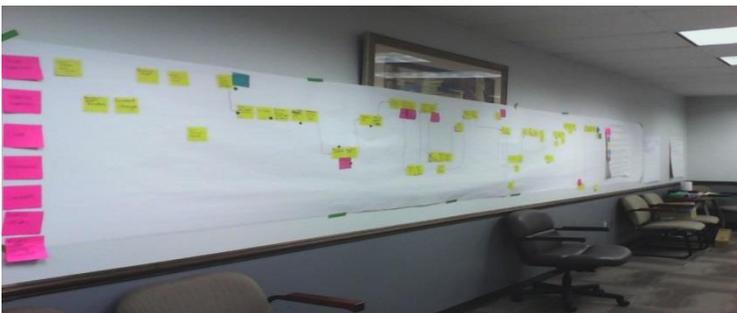
Public Utilities Commission of Ohio

Issue: SMED/IAD Customer Service Audits of regulated electric, gas and water utility companies were taking too long and errors/missed violations were being found in the audit reports.

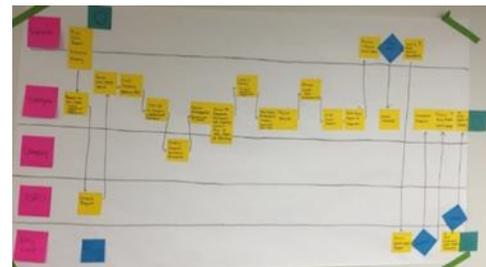
Department	Changes to Process	Metrics	As a Result
Service Monitoring and Enforcement: Investigations and Audits Division March 16-19, 2015	<ul style="list-style-type: none"> Reduced process steps from 55 to 22 (60% reduction) Reduced delays from 6 to 1 (83% reduction) One investigator will complete audit versus five Investigators will audit all industries: electric, gas, and water 	<ul style="list-style-type: none"> Reduced overall cycle time from 127 days to 75 days (41% reduction) When fully implemented projected savings in cost avoidance will be approximately \$21,662 per year 	<ul style="list-style-type: none"> Customer Service Audits will take 41% less time to complete, which will allow IAD to audit more utility companies (smaller gas companies) Standardized audit process will improve quality of audit and reduce errors

Major Improvement	HOW it was accomplished
Investigators will have audit checklists for each industry type to aid in the audit process. This checklist will also serve as the audit report.	Team members worked together to create audit checklists. These checklists direct investigators to review specific rules for each industry. This will reduce the number of missed rule violations, ensure that investigators are aware of expectations and are auditing to the same standards.
One investigator will complete each audit and they will no longer be assigned to audit one industry type.	By mapping out the new process it was determined that one investigator would work on an audit, consulting his/her supervisor when necessary, and that he/she no longer needed to be assigned to a specific industry. This will increase the number of audits performed, focusing on those smaller gas companies that have not been audited recently. Cross training of investigators will occur before the first audit occurs.
Investigators and supervisors will be trained on the new audit process, rules of each industry, and how to conduct an audit.	The team developed a communication and training plan. As a result, training materials and an audit process manual are being developed. Training will occur before the first audit is completed.

Current State



Future State



Team members: Nicole Moore, Beth Blackmer, Nedra Ramsey, Mary Vance, Peter Baker, Cindi Mack, Andrea Smith, Pete Chace (facilitated by Cindy Money, PUCO; Marina King, ODT and Casey Cannon, ODT)

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