

# Department of Administrative Services

## Kaizen Event Report Out



## Production Billing Process

April 29 – May 3, 2013

# Print This!



# The Team

- Bunnie Jones
- Alice Yuhas
- Erica McClue
- Judy Fritzsche
- Paula Kimes
- Van Hylton
- Mary Sen
- Trisha Stephens
- Carol Waugh
- Eli Lamp
- Diane Miller, JFS
- Debbie Brown, DPS
- Amy Wobser, RSC

# Stakeholders

- Copy Center – Mainframe – Fulfillment
- Customer Agencies
- Fiscal Groups, Business Office, Cost Per Copy Group
- Always the Taxpayer

# Background

- The Kaizen event will focus on the billing process that takes place at Integrity Drive. The billing encompasses Mainframe, Fulfillment, Document Centers, Cost Per Copy and Business Cards Centers.
- The process is cumbersome and requires manual intervention. This process needs to be documented in order to understand it and what can be done to streamline it for efficiency and accuracy.

# Project Goals

Understand entire process from various points of entry

Streamline the manual process

Shorten completion time and improve customer service

# Scope of Event

First Step: An order is placed by the customer

Final Step: The order is completed and the customer is billed monthly for the service



# Out of Scope

**The basis for transformation is improving the process with...**

- No additional staff
- No additional money
- No IT solutions until the process is improved
- No changes to laws or labor contracts
- No one loses their job because of the Kaizen event, although duties may be modified

# To Break for the Better

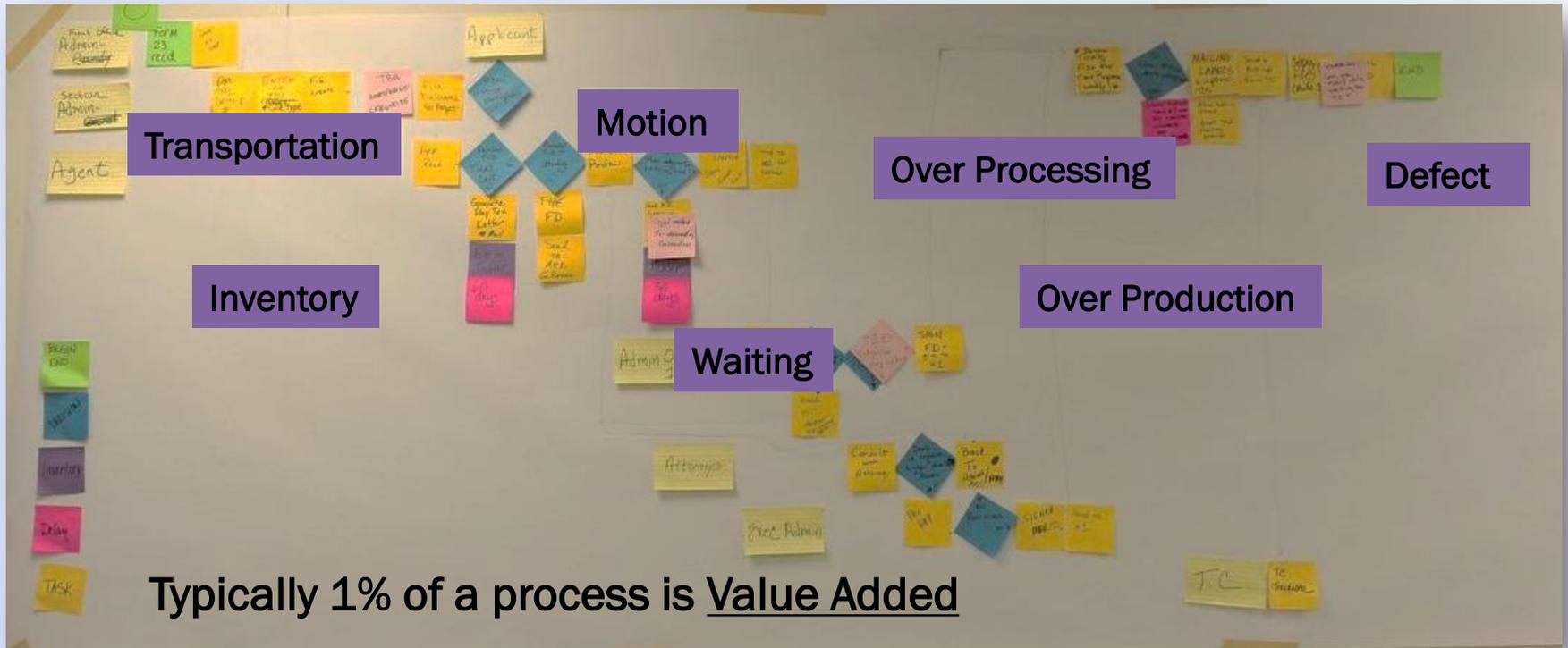
- ▣ Customer focused
- ▣ Work level team
- ▣ Tight focus on time (one week)
- ▣ Quick and simple, action first
- ▣ Necessary resources available right away
- ▣ Immediate results (new process functioning by end of week)



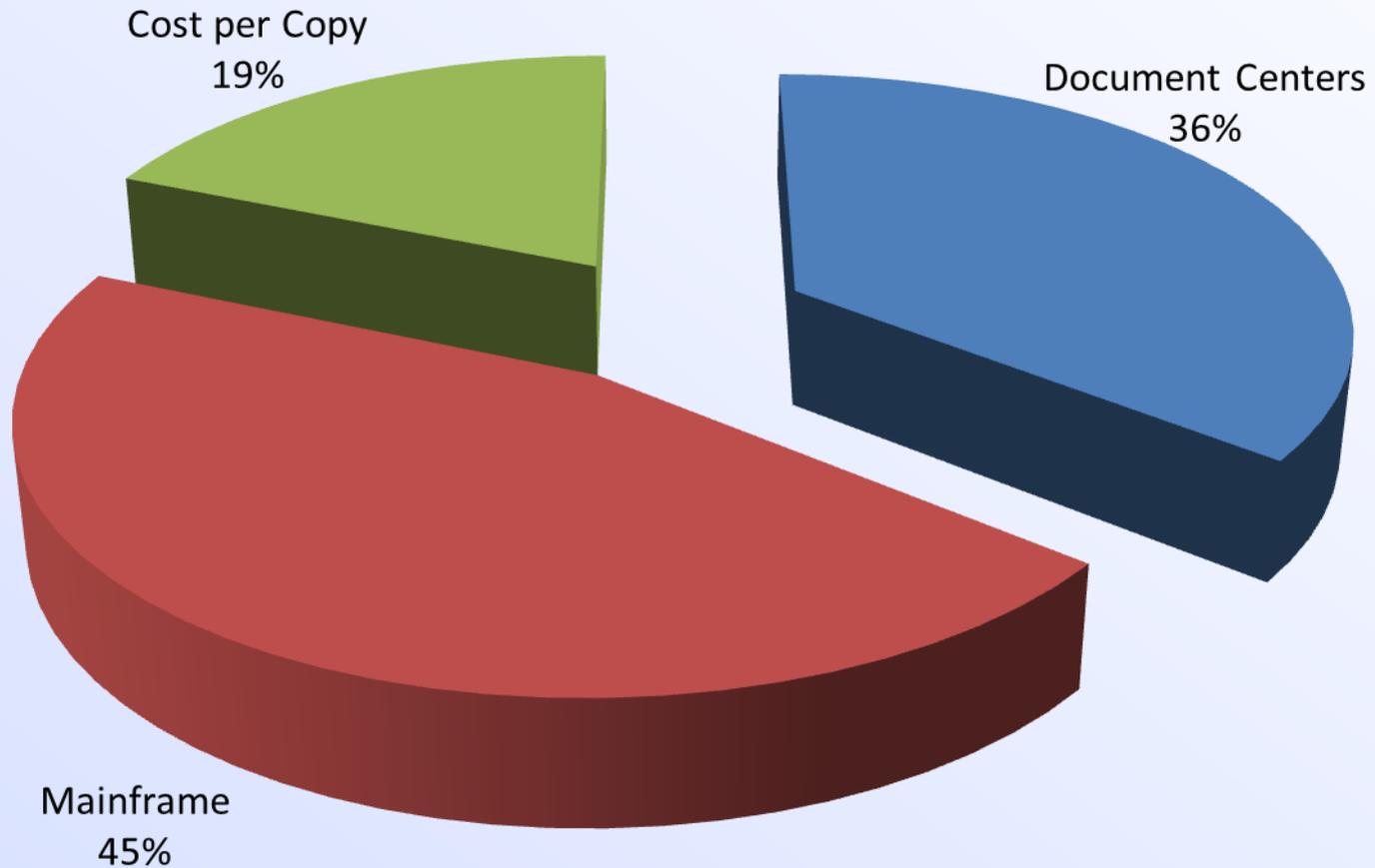
# The Kaizen Approach

Team-based energy and creativity drives immediate process improvement				
DAY 1	DAY 2	DAY 3	DAY 4	DAY 5
<p><b>Day of Learning and Level Setting:</b></p> <p>Getting everyone on the same page</p>	<p><b>Day of Discovery:</b></p> <p>Making the invisible visible</p>	<p><b>Day of Improvement:</b></p> <p>Creating the new process</p>	<p><b>Day of Design:</b></p> <p>Implementation &amp; action planning</p>	<p><b>Day of Fine Tuning and Communication:</b></p> <p>Celebration &amp; sharing results</p>
<p>At the end of the week, the Kaizen team has designed dramatic operational improvements and plans for 30-60-90-day follow-ups</p>				

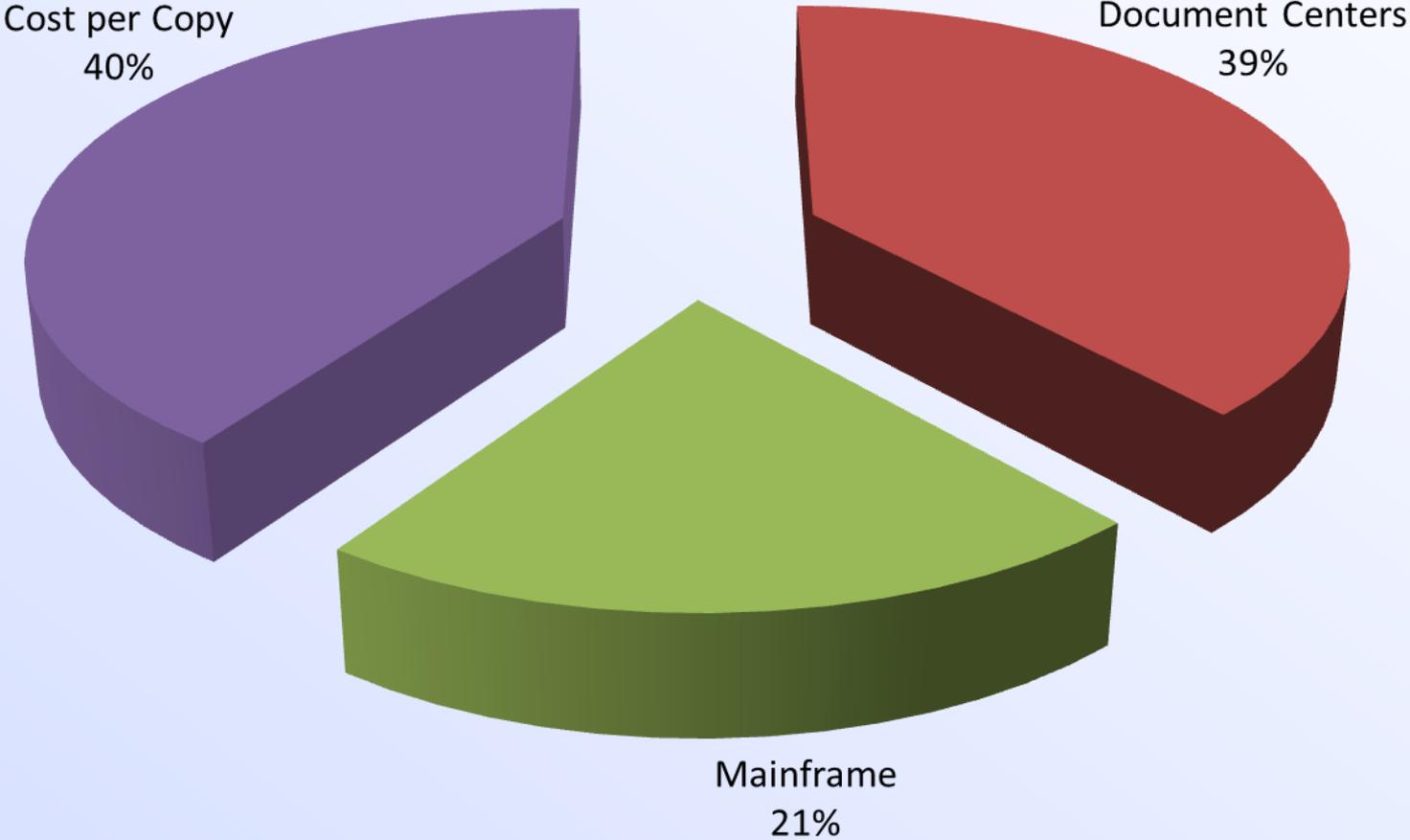
# TIMWOOD



# Baseline Data - Customers



# Baseline Data – Invoices per Month



# High Level Process - SIPOC

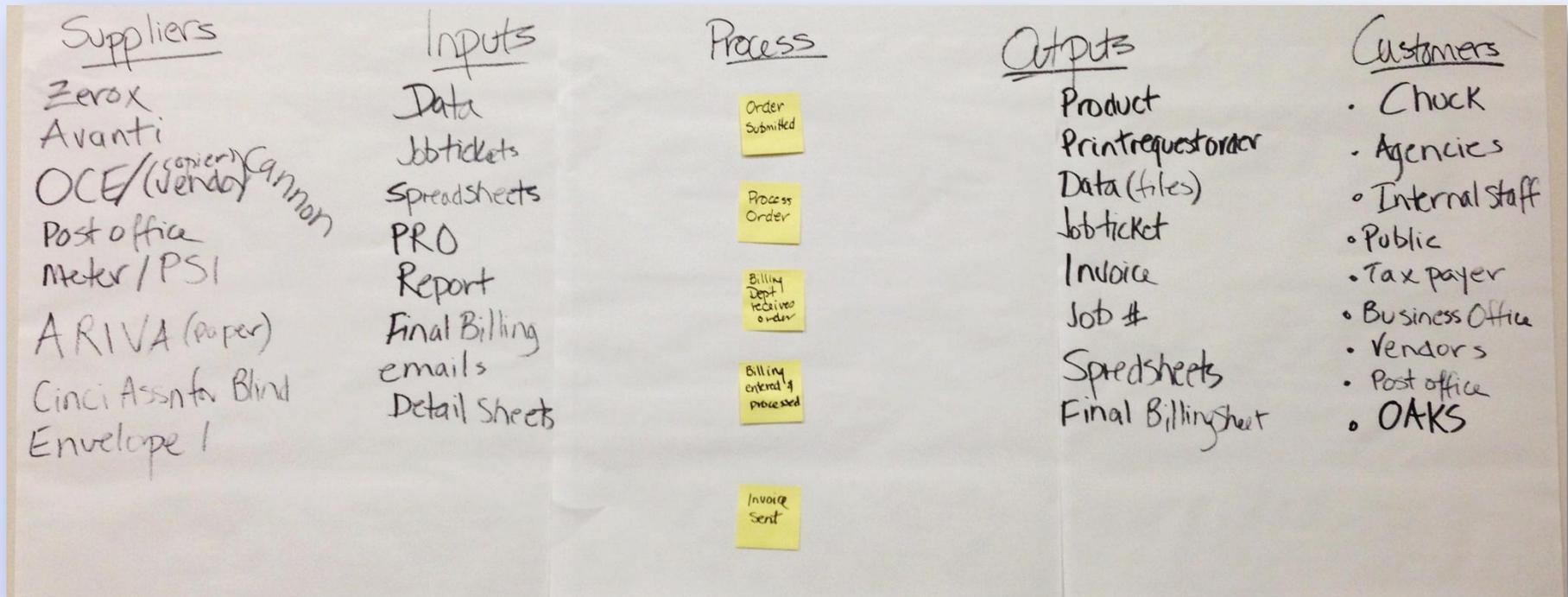
Suppliers

Inputs

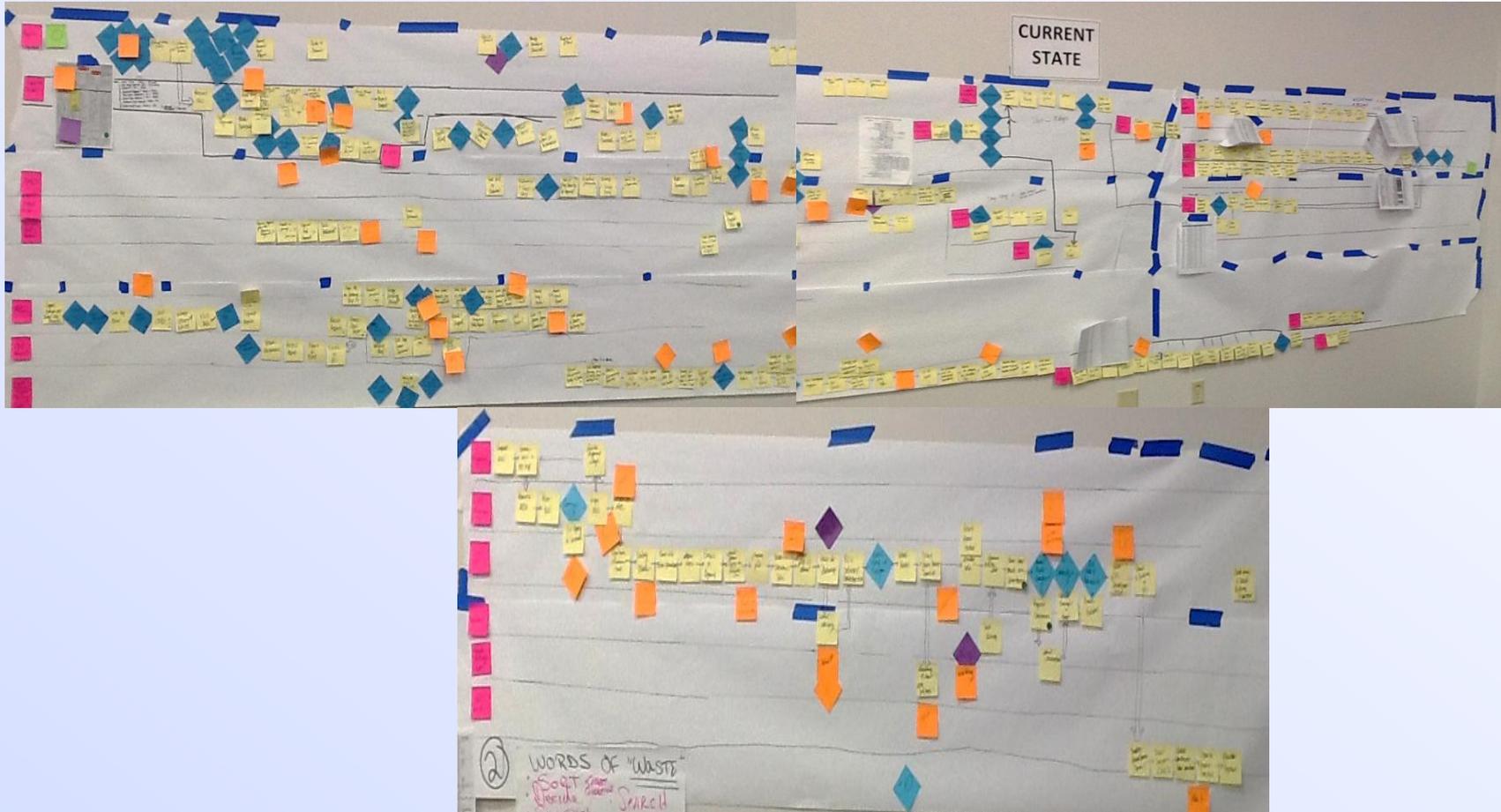
Process

Outputs

Customers



# Current State Process Map



# The Original Process had:

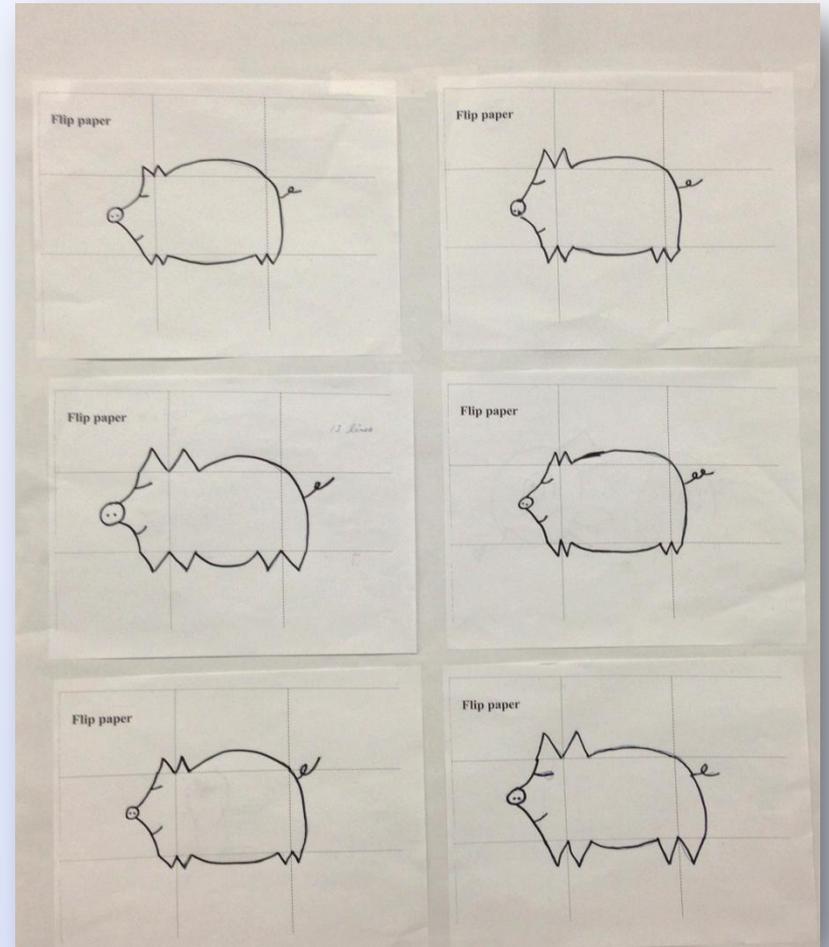
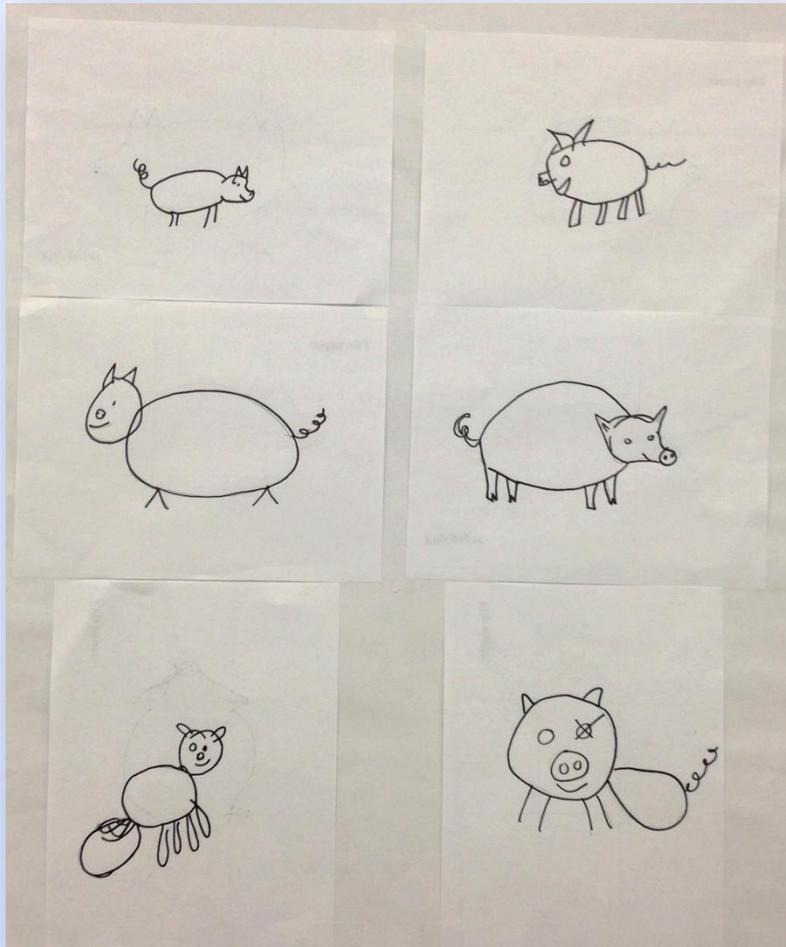


Steps: 307

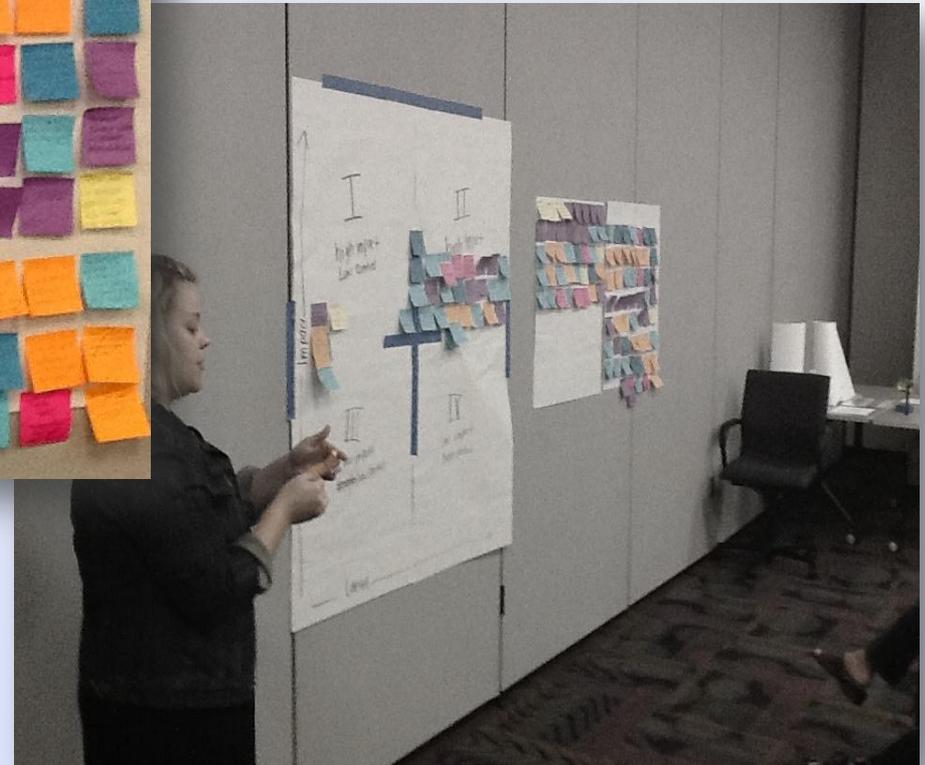
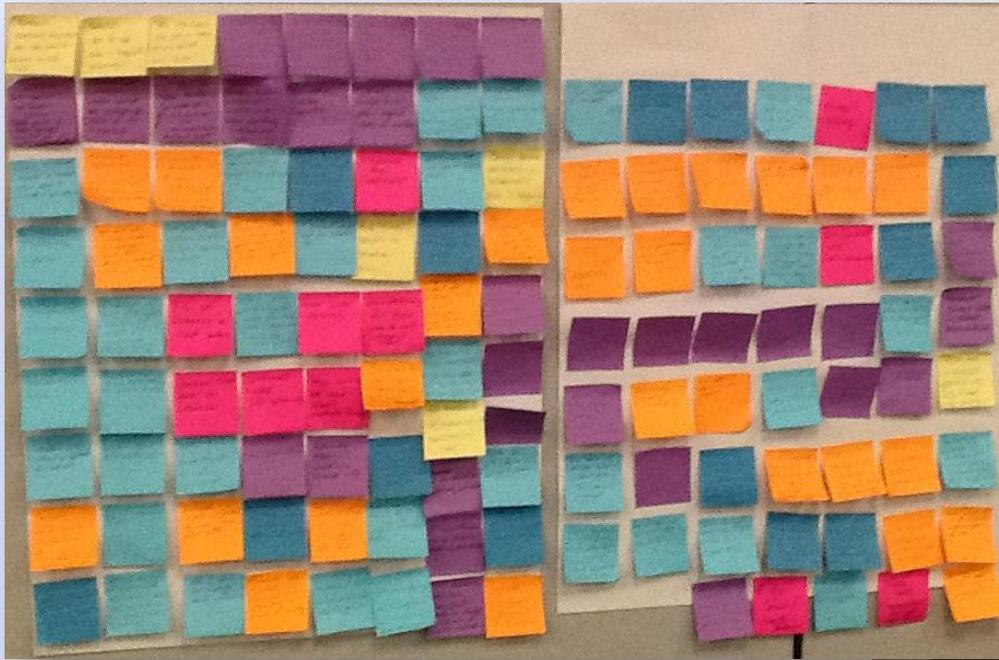
Decisions: 50

Delays: 10

# Review of Standardization



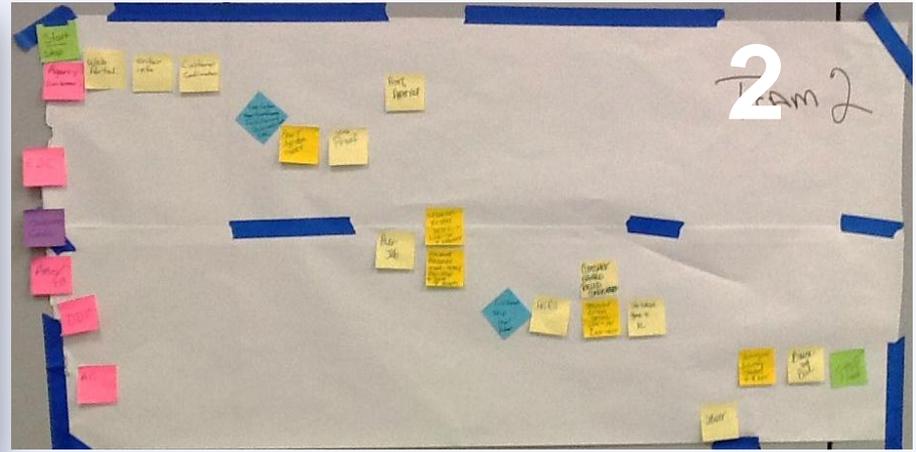
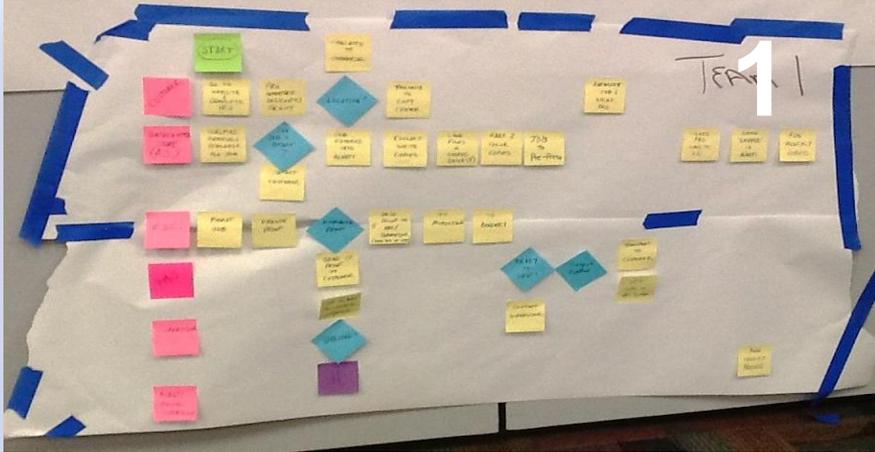
# The Team Brainstormed More than 132 Improvement Ideas



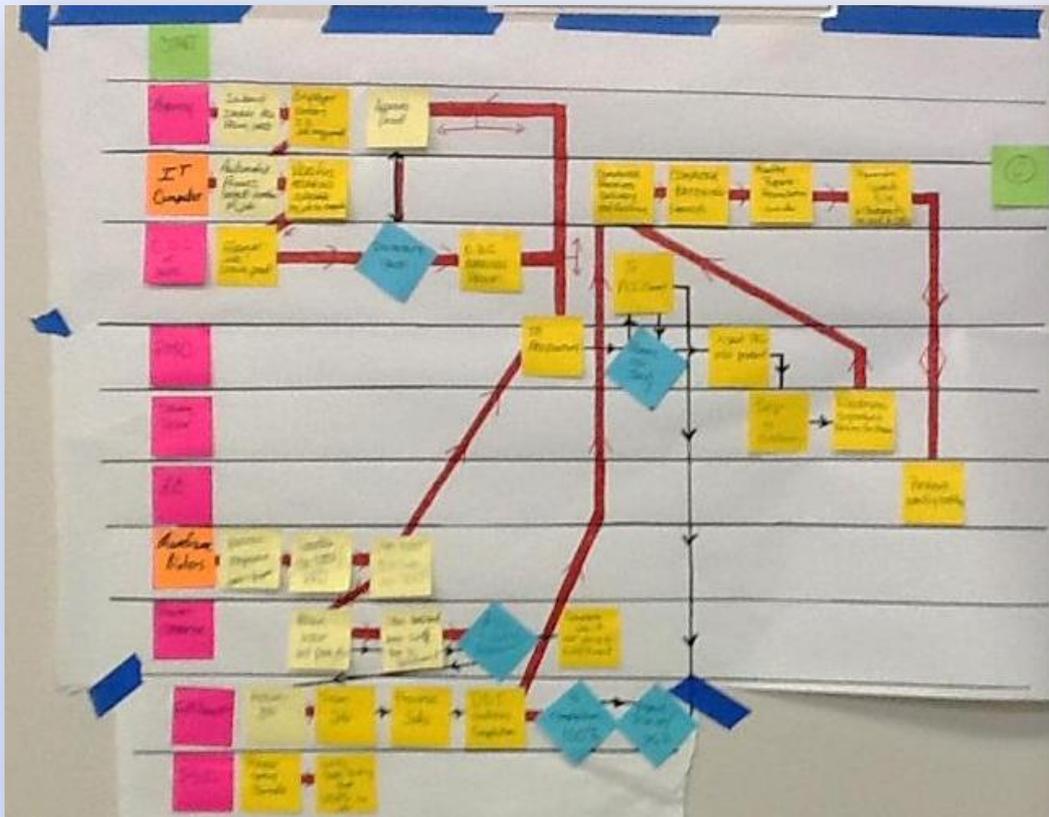
# The Team Analyzed and Evaluated All Ideas



# Clean Sheet Redesign



# Future State



35 Steps 8 Handoffs

Common Ground

WEB PORTAL  
 AUTOMATED  
 BEGIN w/ CUSTOMER  
 CUSTOMER EDUCATION  
 Redesign PRO

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Unique to Keep

#2 NOTIFICATION  
 "Where's" my Job"

#3 Inquiries by Cust.

# Scorecard - Process

Measure	Current Level	NEW	Change
Process Steps	307	35	<b>88%</b>
Decision Points	50	5	<b>90%</b>
Handoffs	27	8	<b>70%</b>
Delays	10	0	<b>100%</b>
Process Lead Time	19 Days	9 Days	<b>52%</b>

# Cost Savings

COST SAVINGS

<u>CURRENT:</u>	<u>FUTURE</u>	<u>CHANGE</u>
452.62 PER MONTH	227 PER MONTH	225.62 PER MONTH

SAVINGS  
225.62 PER MONTH  
\$ 240,600.00

WAIT FOR IT... WAIT FOR IT...

\$ 2,887,450.00

YEARLY SAVINGS  
IN  
FUTURE STATE!

**Direct cost savings and person hours deferred**

# Intangible Results

- Employee Empowerment!
- Better customer experience
- Understanding the entire process
- Increased utilization of current IT solutions

# Implementation Plans

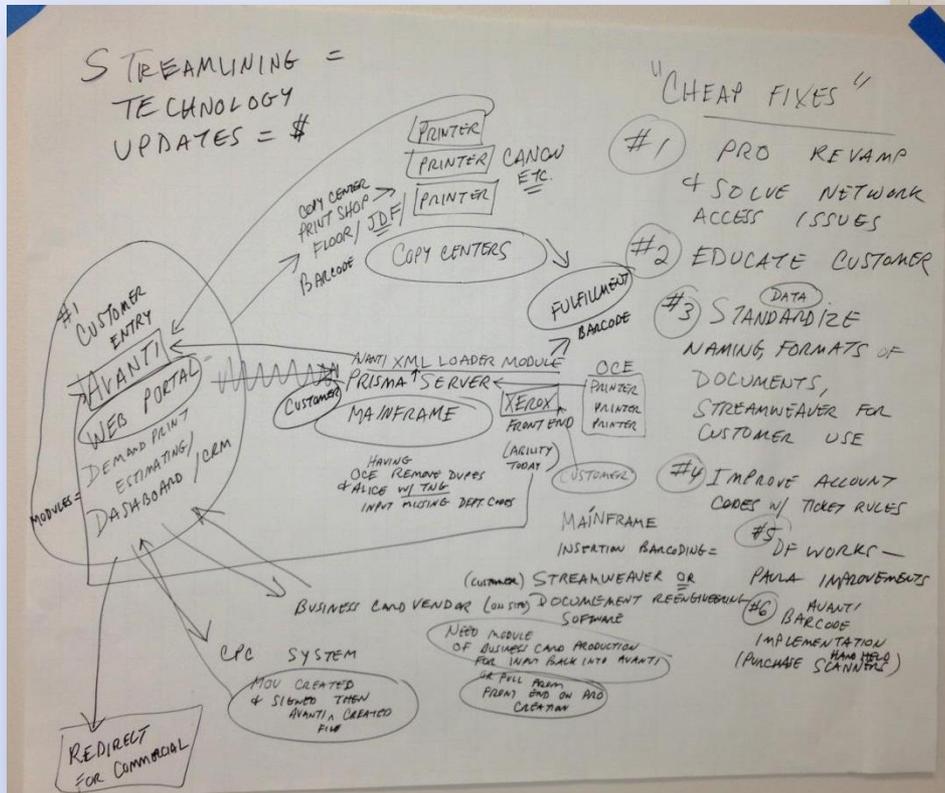
- Communication
- Training
- IT
- Website
- Dashboard

# Communication and Training Action Register

Communications/Training

What	Who	When
① DAS Communication	Mary	Next Week (Monday)
② OAKS web Trng	DAS Communicat	July 8
③ Power Points web portal/website	Judy will help need others who know Power Point	July 8
④ Target Audiences ask Rand about getting directors support	Carol	Next Week
⑤ Offer State Printing Tours	All	
⑥ Weekly Update Emails	All	

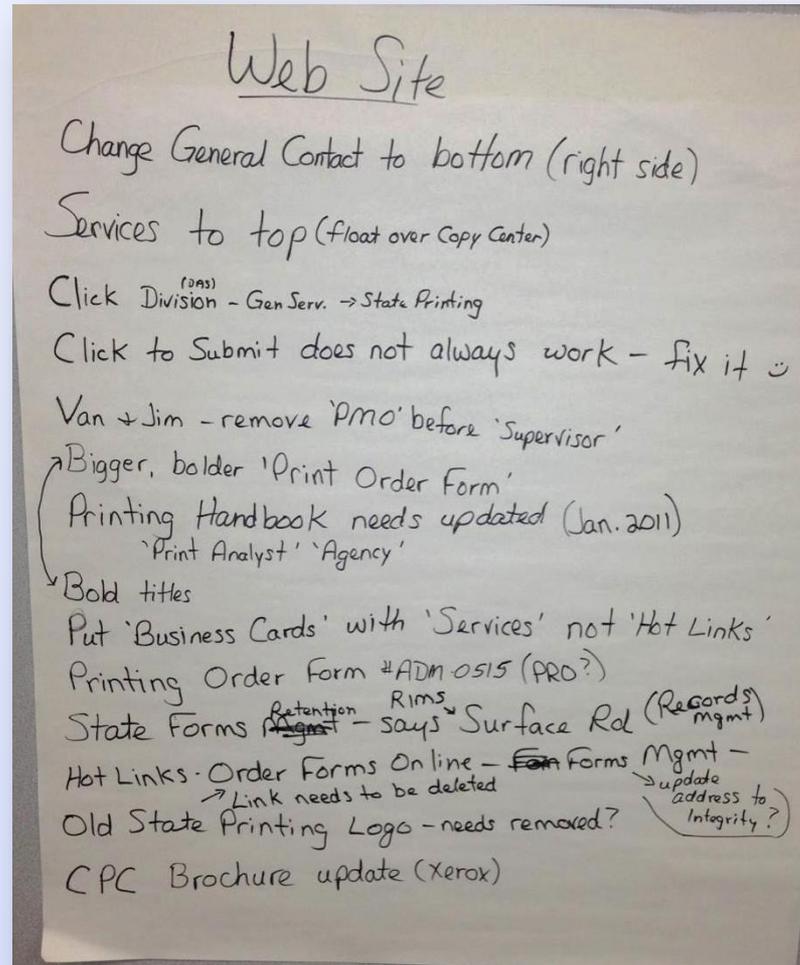
# IT Action Register



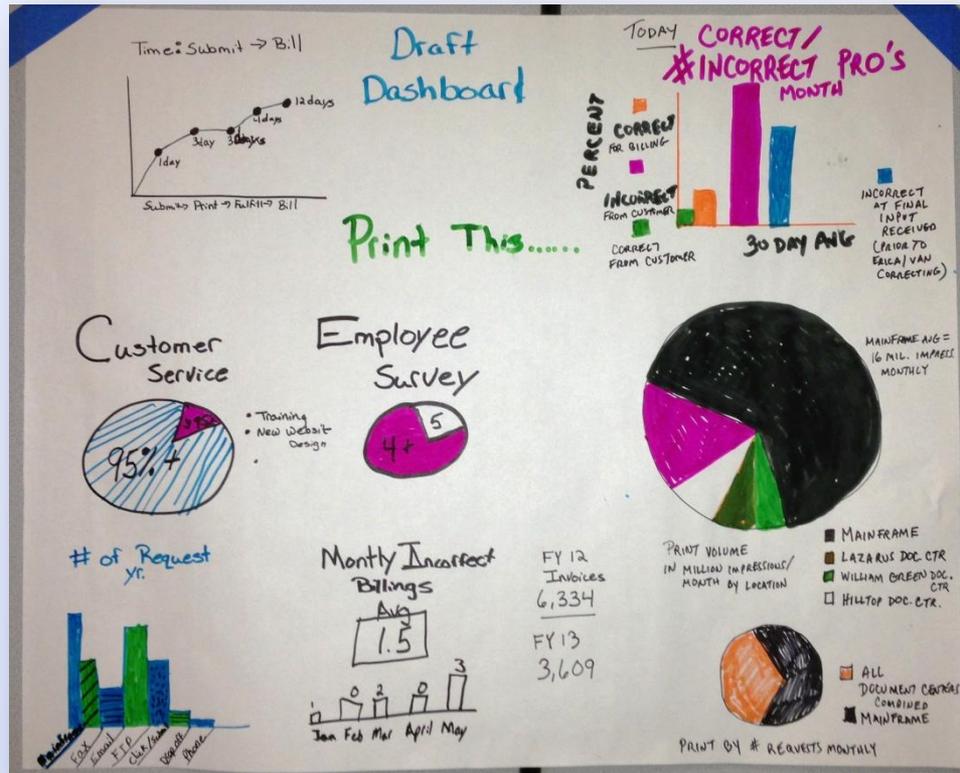
## IT-Solutions

What	Who	When
Conference Call w/ Avanti Web Portal / Smart PRO	Team	Today! 5/2/13 w/ Justin & Peter
Streamweaver / Document Re-Engineering	IT-Communication Internal Team FORMS TEAM	By 5/17/13
Review of competing Print/Billing Software (IE: Hagan)	Internal Team	6/1/13 <del>5/24/13</del>
Visit UNIPRINT / HALEAN OR MONARCH SYSTEM	TEAM	Earlier 5/4/13 through 4/11/13 Meet + DISVS Week of 6/5/13

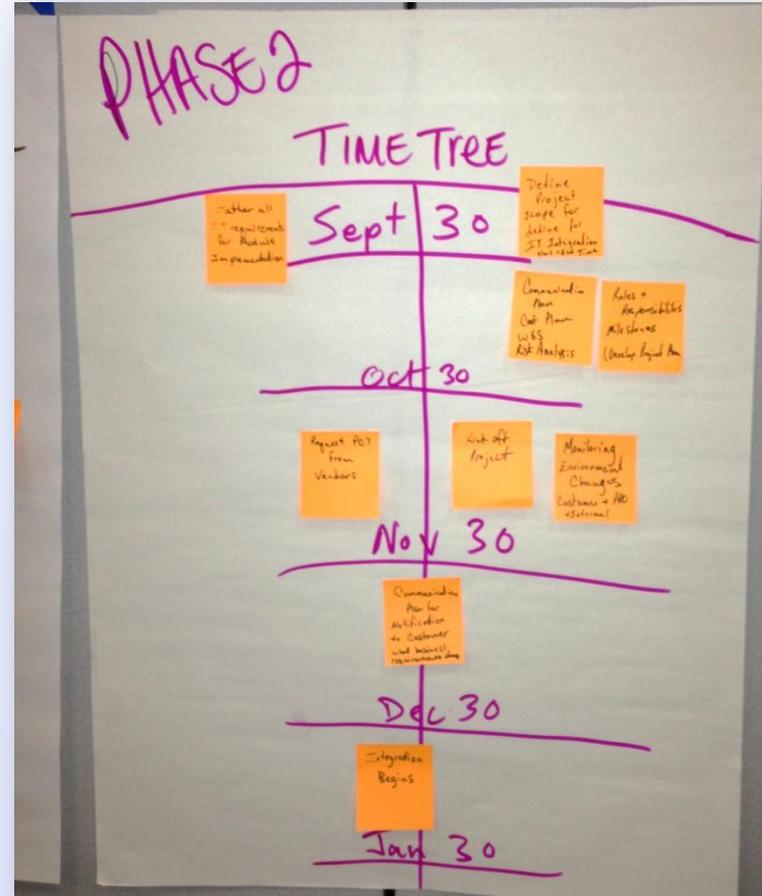
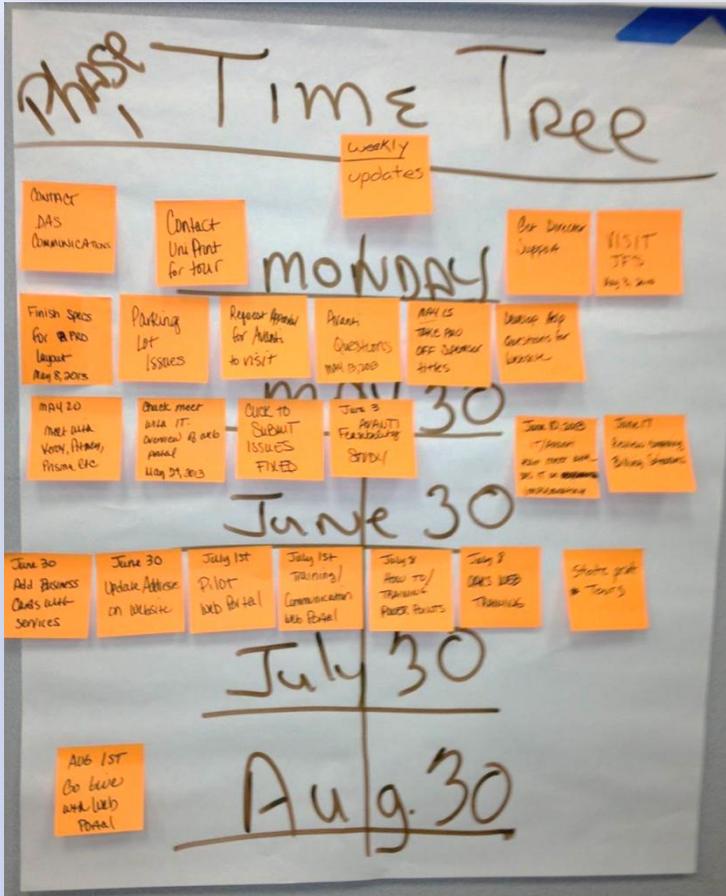
# Website Action Register



# Dashboard Action Register



# Implementation Timeline Tree



# What begins Monday?



- Weekly Updates
- Visit ODFJS
- Contact DAS Communications
- Finish PRO Specs
- Request Approval for Avanit Visit

# Improvement Summary

<b>Major Improvement</b>	<b>HOW it was accomplished</b>
<b>Redesign of Print Request Order Form</b>	Using customer input and feedback the Print Request Order was Automated entry – “Poke Yoke” form.
<b>Bar Coding of Print Jobs</b>	Utilize current software capability – allowing seamless tracking of print jobs.
<b>Streamline Billing Process</b>	Research current options available and explore enhancements.
<b>Empowering Workers</b>	Reassign responsibilities from managers to appropriate staff levels.

# Life as a member of a Kaizen Member...



# Special *THANKS* to...

## **Senior Leadership**

- Charles Stang
- Rand Howard

## **Sponsor**

- Charles Stang

## **Team Leader**

- Bunnie Jones

## **Subject Matter Experts**

- Debbie Ouga, Environmental Protection Agency
- Karen Santiago, OAKS Financial
- Denise Vesner, Department of Public Safety