



Green Belt Six Sigma Project Report Out

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Department of Public Safety – Ohio Emergency Management Agency

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# ELECTRONIC RECORDS MANAGEMENT

# SPECIAL THANKS TO...



## Emergency Management Agency

- Matthew McCrystal, Branch Chief  
– **Sponsor**
- Plans Section
- All EMA staff – Data Collection

## DPS Information Technology

- Michele Croghan, Branch Chief  
– **Sponsor**
- Cindy Butts, Infrastructure Specialist (baseline reports)

# BACKGROUND- SCOPE

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- Improve search performance
- Prevent loss of files during migration to new server
- Improvements for the Green Belt project were localized to the folder structure within the control of the sponsor and owner (i.e. Plans Section files).

First Step: Receive request for file

Last Step: Locate file



# PROJECT GOALS

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*Reduce by 50%:*

- Time spent retrieving archived and current files
- The number of files with character string length for filenames exceeding the DPS IT standard of 255.

# DATA COLLECTION PLAN

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- Perform a time study –
  - all files; all work areas
- Obtain file server reports
  - Character length (>255)
  - Aged files (>3 years)
- Gather records retention schedule data

# OTHER TOOLS – TO TELL YOUR STORY

- Operational Definitions
  - What is a **record**?
  - Who is our **Records Officer**?
- Brainstorming
  - What files do we manage?
  - In what format are the files stored and used?
- Affinity Diagram
  - What files do we have in common?
  - How do we need to share files and with whom?

# HIGH LEVEL PROCESS - SIPOC

SUPPLIERS	INPUTS	PROCESS	OUTPUTS	CUSTOMERS
Records Officer	Retention schedule		Standard operating procedure	All EMA
Plans Section	Affinity diagram, brainstorming notes		File categories list	Plans Section, Records Officer
Plans Section	File types, dates		Records disposal form	Records Officer, General public



# PROJECT METRICS

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- × **Eliminate defects** – reduce by 50% the number of failed attempts to locate files in <3 minutes.
- × **Shorten file paths** – reduce by 50% the number of files with pathnames longer than 255 characters.
- × **Reduce waste** – identify and remove duplicates to reduce search time and data storage space
- × **Maintain system** – document the process



# IMPROVEMENT SUMMARY

## Current Key Issues

86% defect rate – files not found within three minutes

8000 files with path names longer than 255 characters

Lack of system for managing records

## How We Improved

0% defect rate – all files found within three minutes

3000 files with path names longer than 255 characters

Documented procedure, focused training, permanent records protected from erasure

# PROJECT BENEFITS - INTANGIBLE

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Improved knowledge of the number and types of files retained by the agency.

Improved file-sharing across cross-functional teams.

Reduced burden on staff to locate accurate information in a timely manner.

Create a robust electronic file archiving system conforming to the records retention policy for DPS and the State of Ohio.

# IMPLEMENTATION PLAN

Task	Who	When	Status
SOP	Susan	6/2	Completed
Archive Set	Susan	6/30	Completed
File Naming	All Staff	12/31	Ongoing
Notify Staff	Matthew	5/30	Completed

# **SPECIAL THANKS TO...**

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**Assistant Director Dan Kolcum**

**Black Belt Jonathan Field**

## **Sponsors:**

**Matthew McCrystal**

**DPS IT Michele Croghan**

## **Subject Matter Experts:**

**IT Reports - Cindy Butts**

**Records Officer Michelle Hunt**

**EMA Plans Section**

# QUESTIONS/COMMENTS

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“I am ecstatic about the completion of this project and the team work I observed and beyond my imagination that it could be fun, too!”

“Perfect, professional, and penultimate.  
This is not the end, and we will not go quietly into that good night.  
A great flame has been lit that cannot be extinguished.”

*-- appreciation received from EMA Plans team and leadership*