Lean Project Charter

Project Name: Open Records
Date Chartered: Fall 2013
Expected Completion Date: February 2014
Team Leader: Hilary Bauman & Mary Hunter
Team Sponsor: Julie Sauer

Team Goal/Mission:
The team will evaluate the open records process and will implement improvements that accomplish the following:
1. Reduce DNR staff workload.
2. Reduce lead (delivery) time.
3. Improve customer satisfaction.
4. Simplify and clarify the process.

Measure(s) to be used to determine success:
How will we quantify our progress?
1. DNR staff time is reduced by 10%.
2. 90% of simple requests completed within 10 business days and 90% of simple with fee, complex and sensitive requests completed within 20 business days.
3. Improve percentage of external survey respondents who believe the DNR responded timely and with excellent customer service ("strongly agree") to 80%.
4. Reduce the number of handoffs between staff by 10%. Insert a measurable associated with simplifying the process. Example - The number of process steps is reduced or the number of hand-offs between DNR is reduced.
5. Meet all state and federal legal requirements

Team Members:
1. Lauren Fiecko   ADM
2. Suzanne Bangert   AWaRE
3. Jennifer McDonough   CAES
4. Mike Warnke   FOR
5. Shelly Allness   LAND
6. Marcie Marquardt   LE
7. Deb Benson   NOR
8. Bob Manwell   OC
9. David Hanson   SER
10. Kristi Minahan   WTR

Issues to be addressed:
What problems or opportunities will the team solve?
1. Ensure that open records requests are completed timely
2. Determine what's tracked and what's not tracked
3. Assigning and accepting requests promptly
4. Fee management (fee determination, payment and waivers)
5. Deliverables – comply with requestor's desired format
6. Ongoing education for internal and external customers.
7. Location of previous employee records.
8. Options for auto-email response to requestors.
9. Communication with requestors
10. Standardized reporting
11. Self-help options (internal and external)

Expected Results:
What will be in place when we are done?
a. A consistent documented process implemented consistently statewide to assign and track ORRs.
b. Mechanism to determine timely response.
c. Education plan

Support/Resource People:
Who will we need assistance from besides the team members?
a. Mike Scott
b. Tim Andryk
c. Lacey Cochart
d. Rich Doty (IT)
e. Paul Heinen
f. Joe Senulis
g. Arvis Williams, HR Rep – City of Milwaukee
h. Dan Thomas – City of Milwaukee
i. All records coordinators
j. ROC group
k. Frequent requesters (See OR_Lean_Team_members_and_resources; support-resource tab.)

Responsibilities and Boundaries:
What areas will the team look at and what areas will the team NOT look at?
a. Process flow
b. Reporting process to the Secretary's office and others
c. Ongoing training and what is the best method (videos, in-house, etc.)
d. Do NOT look as Records Retention / RDA unless specifically related to ORR.

DNR Lean Project - Final Report

Project Name: Open Records Process

Project Team Leader: Mary Hunter and Hilary Bauman

Project Sponsor: Julie Sauer

Project Purpose: Review the process used to respond to open records requests and implement improvements to clarify the process, shorten response times, improve customer satisfaction and reduce DNR staff time needed to respond to requests.

Project Team Members:

Shelly Allness	Land
Sue Bangert	AWaRe
Hilary Bauman	Admin
Deb Benson	NOR
Lauren Fiecko	CAES
David Hanson	SER
Mary Hunter	IT/ORR
Bob Manwell	OC
Marcie Marquardt	LE
Jennifer McDonough	CS
Kristi Minahan	Water
Katie Patten	Legal
Mike Warnke	Forestry

Summary of Improvements: See attached Project Implementation Plan.

Project Results:

Goal	Baseline	Target	Expected After Improvements	Goal Met?
Reduce DNR staff workload	180.5 hours per year for intake on complex requests	162 hours per year for intake on complex requests	99.75 hours per year for intake on complex requests	Yes
Reduce lead (delivery) time	Simple 30% late	90% of responses for this ORR type within 10 business days	90% of responses for this ORR type within 10 business days	Yes

Define   Measure   Analyze   Improve   Control
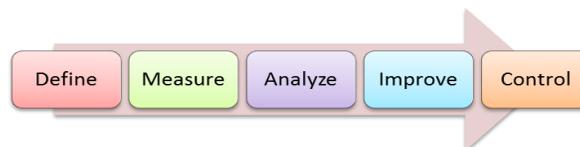
Reduce lead (delivery) time	Simple with fee – 22% late Complex 54% late Sensitive 62% late	90% of responses for these ORR types within 20 business days	90% of responses for these ORR types within 20 business days	Yes
Improve customer satisfaction	68% rate customer service as "excellent"	80% rate customer service as "excellent"	80% rate customer service as "excellent"	Yes
Simplify the process	10 process steps in intake; 10 process steps in estimation	9 process steps in intake; 9 process steps in estimation	7 process steps in intake; 1 process step in estimation	Yes

Amount of staff time saved per year in hours: 80.75 hours per year on intake process alone for complex requests (approximately 57 per year).

How will that time be reinvested? This time could be better invested in specialized, well-trained coordinators to oversee the process, provide leadership and accountability, as well as training for staff.

Project Cost:

	Hours	Dollars
Project Team Leader	405.5	████████
Project Team Members	747	████████
Meeting Costs	████████	$1,163 (travel, meals, lodging)
Improvement Costs	████████	$??? Staff restructure, automation
Total	1,152.5	$1,163 + ?

Recommendations for Future Code/Statute Changes:

A recommendation from Legal is to look into a rule change that would allow us to charge a standard, averaged rate for copying. Several manual code changes will also be required in order to implement the recommended solutions.

Lessons Learned:

- It was a good idea to start the project with a problem definition. It really gets everyone involved in defining the problem and interacting, yet is not too complicated as a starting point.

- Longer, less frequent meetings may be more valuable than shorter frequent meetings because it is easier to include remote staff and stay focused. Also, holding the meeting off-site helps to eliminate distractions that come up when the meeting is held at the workplace.

- It's difficult not to jump right into conclusions. The team can learn a lot from the data analysis that may be surprising.

- Operating definitions may not seem significant initially but become more important later in the project.

- Assuming there is a big enough team, some tasks can be worked on in smaller groups outside the team meetings, with findings brought to the team for approval. Our team broke out several tasks by subteam and it helped to move the project along more efficiently. It was also beneficial to mix up the groups to take full advantage of skills and ideas and allow different staff members to interact with each other.

- More time needs to be saved (or added) for Solutions. We had about one month to identify and finalize solutions. However, at least two months are needed to sufficiently flesh out details and logistics for the range of potential solutions that were identified, and determine if they were viable. A significant amount of investigation and detailed discussion was required for many of the potential solutions (meeting with legal, finance, OMT, etc).

- The expected time investment expected of team members should be consistently identified up front when they are being asked to participate, before they commit. In conjunction with this, supervisors should identify what other work they are doing will be displaced for the duration of the team. Also up front, team leaders should communicate whether team members are expected to participate in the implementation phase after the official Lean team work is done.