

## Lean Project Charter

**Project Name:** Appointment Letter Process  
**Date Chartered:** TBD  
**Expected Completion Date:** December 2, 2013  
**Team Leader:** Angela Ewing



### Team Goal/Mission:

The purpose of this team is to create a uniform and error-free process for the development and distribution of “Appointment Letters” that ensures staff are notified of the necessary details of their employment with the Department of Natural Resources in a timely manner.

The team will implement improvements that accomplish the following:

1. Identify and eliminate administrative barriers to efficiency in the development and distribution of *Appointment Letters*.
2. Reduced time to deliver *Appointment Letter* to new appointee.
3. Reduce time it takes to prepare and distribute *Appointment Letters*.
4. Reduce number of DNR staff involved in the preparation and distribution of *Appointment Letters*.
5. Eliminate “style” differences in *Appointment Letters* by creating a uniform letter.
6. Eliminate errors in rates of pay and other employee-specific information.
7. Store all all *Appointment Letters* in a Central Repository.
8. Reduce workload associated with the process of preparing and distributing *Appointment Letters*.

### Measure(s) to be used to determine success:

1. Staff time to develop/distribute *Appointment Letters* will be reduced by 20%.
2. Reduce “handoffs” by at least 10%.
3. *Appointment Letters* are integrated with the Pay Setting Worksheet to eliminate redundant data gathering from Supervisor and prospective employee.
4. *Appointment Letters* are e-mailed at least 8 business days prior to employee start date.
5. Customer satisfaction is improved by ensuring that  $\geq 97\%$  of all *Appointment Letters* are “right the first time.”
6. *Appointment Letters* will be included in Central Repository within 5 business days of distribution.

### Team Members:

Angela Ewing (HR) – Team Leader	Colleen Higgins (HR-WCR)	Andrea Augle (HR-SER)
Betty McWilliams (HR)	Julie Ivanov (FN)	Shari Nevel? (OSER)

### Issues to be addressed:

1. Currently, *Appointment Letters* are prepared by several people, including staffing analysts and HR Reps in field offices throughout the state. As an increased number of staff draft the letters, there is an increased chance for differences in style and errors to creep into the process resulting in inconsistency, mistakes, and unnecessary delays. Further, while there are some common elements can be found in all *Appointment Letters*; certain positions have very job-specific requirements (i.e., CDL, Law Enforcement Credentialing, etc.). Having one primary point of contact for developing *Appointment Letters* will reduce the inconsistencies, mistakes, and delays significantly.
2. *Appointment Letters* are not fully integrated with other IT Systems that gather employee data (e.g., Pay Setting Worksheet). This results in double handling of similar data needs and results in potential delays in acquiring needed information. This is the result of limited automation being used to implement the *Appointment Letter* process.

3. *Appointment Letters* must be signed at the level of Division Administrator or above. This can result in significant delays to obtaining the requisite signatures. “Right-sizing” the signature authority level will save time and not compromise value associated with waiting for the Division Administrator’s signature.
4. In some cases, *Appointment Letters* are drafted in the Region, edited in the Central Office, routed for signature in the Central Office, routed back to HR in the Central Office, routed to the Regions for mailing to the supervisor and the Bureau of Finance, etc.. Streamlining and reducing the number of “touches” will expedite the process without compromising quality of service.
5. Finalized *Appointment Letters* must be copied or scanned and placed in several different locations – including mailing some copies to the Regions. Streamlining the process to ensure that the least number of copies are made while meeting the necessary requirements to have a copy in the certification folder will also improve lead time and ensure compliance with OSER delegation requirements.
6. *Appointment Letters* contain a significant amount of information – much of it is required by law to ensure the new employee has access to information providing them with the details of their employment. In many cases, the language is very heavy on jargon that reflects “HR-speak.” The language and tone used to convey important information should be more understandable to a layperson.

**Expected Results:**

1. Documented, consistent process that is implemented statewide.
2. Integrated with the Pay Setting Worksheet process.
3. Reduced number of staff involved with a goal of 1 single staff assigned the lead role and an appropriate number of back-up staff.
4. Reduced time required to prepare appointment letter.
5. Reduced the time needed to obtain signatures from program administrators.
6. Reduced the number of staff authorized to prepare appointment letters.
7. Compliance with OSER Delegation Agreement.

**Support/Resource People:**

Bureau of Finance (Kathy Olson, Na Moua)

Bureau of Science Services (Dougal Walker)

Bureau of Finance IT Contractors

BTS Technical Support Staff

HR staff from the Department of Transportation and Department of Health Services.

**Responsibilities and Boundaries:**

This team will:

1. Review all current DNR *Appointment Letter* processes.
2. Review all current DOT & DHA *Appointment Letter* processes.
3. Review data generated in support of Pay Setting Worksheet to ensure all necessary data is collected in a timely manner with minimal double-handling.
4. Review data needed in *Appointment Letter* to ensure successful On-Boarding.
5. Identify program-specific information needs for successful appointment.
6. Identify the absolute requirements of the OSER Delegation Agreement.

This team will not:

1. Redesign all or parts of the Pay Setting Worksheet.



# DNR Lean Project - Final Report

**Project Name:** Appointment Letter Process

**Project Team Leader:** Angela Ewing

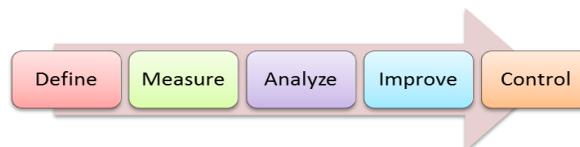
**Project Purpose:** Reduce Lead Time & create an uniform and error free process for the development and distribution of Appointment Letters.

**Project Team Members:** Mary Brown, Julie Ivanov, Colleen Higgins, Andrea Augle, Betty McWilliams

## Summary of Improvements:

### Project Results:

Goal	Baseline	Target	Expected After Improvements	Goal Met?
Reduce DNR staff workload. 20%	TOTAL staff time spent on entire process on an ANNUAL basis is 357.6 HOURS.	TOTAL staff time spent on entire process on an ANNUAL basis is 286.08 HOURS.	TOTAL staff time spent on entire process on an ANNUAL basis is 96 HOURS.	YES
Reduce lead (delivery time). 20%	AVERAGE time to deliver product to customer in 3.125 DAYS.	AVERAGE time to deliver product to customer in 2.5 DAYS.	AVERAGE time to deliver product to customer in 0.042 DAYS. (20 mins)	YES
Improve customer satisfaction.	Letter have a current accuracy rate of 88 %	Letter have a current accuracy rate of 97.% or greater	Utilizing a fully automated system we expect to meet or exceed 97%.	YES
Simplify the process.	Total of 17 Process Steps and 8 Handoffs	Total 15.3 of Process Steps 7.2 Handoffs	Total of 8 Process Steps and 0 Handoffs	YES



**Amount of staff time saved per year in hours:** This total should = DNR staff workload “Baseline” minus “Expected After Improvements” from above. 261.6

**How will that time be reinvested?:**

**Project Cost:**

	<b>Hours</b>	<b>Dollars</b>
Project Team Leader	120	
Project Team Members	442.25	
Meeting Costs		\$ 2,907.00
Improvement Costs		\$ 7,500.00
Total	562.25	\$10,407.00

**Recommendations for Future Code/Statute Changes:** None

**Lessons Learned:**

Large number of handoffs in process increased lead time and did not add value.

Large number off handoff increase staff workload

Lack of automated process contributes to increased staff work load, and 88% accuracy.