

Project Charter

Project Name: DNR GEF 2 Mail Room Operations
Date Chartered: November 2012 **Expected Completion Date:** July 2013
Team Leader: Kevin Huggins

Team Goal/Mission: Apply Lean Six Sigma principles to the DNR GEF 2 Mail Room operations. The team's mission is to streamline mail distribution while maintaining customer satisfaction. The scope of the Lean Six Sigma project will include outgoing mail processing, mail delivery (both incoming and outgoing), timelines and process simplification.

The team will implement improvements that accomplish the following:

1. Reduce DNR staff time required for the process.
2. Reduce the amount of time it takes for mail distribution and processing.
3. Improve customer satisfaction.
4. Simplify and streamline the process.
5. Ensure prompt delivery of incoming mail to Department programs.
6. Ensure that all safety requirements are incorporated into the new process.

Measure(s) to be used to determine success: How will we quantify our progress?

1. DNR staff time is reduced by 25%.
2. Customer receives mail same day that it is delivered to the building.
3. Recommendations presented will meet customer expectations.
4. The number of process steps is reduced or the number of hand-offs between DNR is reduced.
5. Federal, State, and program safety requirements were addressed and incorporated into the new process, if applicable.

Team Members:

1. Terry Westby - Customer and Outreach Services
2. Winston Piotrkowski - Customer and Outreach Services
3. Ellie Puccio – Science Services
4. Ellen Corso – Office of Communication
5. Kathy Mather – Forestry Business Services
6. Diane Greisinger – Office of the Secretary
7. Kevin Huggins – Customer and Outreach Services

Issues to be addressed:

What Problems or opportunities will the team solve?

1. Currently there has been no cross-training or back up plans for the mail distribution.
2. Mail distribution processes are not documented and shared with the programs.
3. Current mail distribution processes are labor intensive due to multiple manual processes. Explore opportunities to provide efficiencies in all aspects.
4. Significant costs related to maintenance and use of metering equipment. Explore partnerships for the outgoing mail processes to reduce time and costs.
5. Alternative tools to determine shipping best price are not well understood by program staff and are determined by Mail Room staff.

Expected Results:

What will be in place when we are done?

1. Reduced costs for the Department's mail distribution.
2. Staffing plan to enable cross training and mail room backup
3. Efficiencies to determine best price shipping alternatives.

Support/Resource People:

Who will we need assistance from besides the team members?

1. DOA, Division of Administrative Services

Responsibilities and Boundaries:

What areas will the team look at and what areas will the team NOT look at?

1. Map mail distribution processes to include the mail room and program responsibilities and expectations.
2. Explore partnerships for processing of the Department's outgoing mail.
3. Individual program responsibilities after delivery of incoming mail will NOT be determined or discussed as a part of this project.



DNR Lean Project - Final Report

Project Name: Mail Room Process Improvement

Project Team Leader: Kevin Huggins

Project Purpose: To streamline mail distribution process while maintaining customer satisfaction

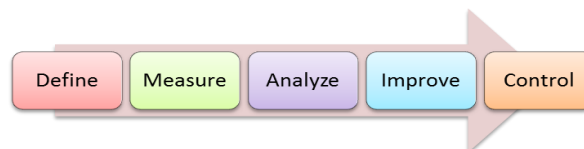
Project Team Members: Terry Westby, Ellen Puccio, Ellen Corso, Diane Greisinger, Kathy Mather, Winston Piotrkowski and Kevin Huggins

Summary of Improvements: See attached Project Implementation Plan

Project Results:

Goal	Baseline	Target	Expected After Improvements	Goal Met?
Reduce DNR staff workload.	1 FTE, 2 LTE and 1 Supported	1 FTE, 1 LTE and 1 Supported	1 FTE, 1 LTE and 1 Supported	Yes
Improve Customer Satisfaction.	Satisfied Customers	Satisfied Customers	Satisfied Customers	Yes
Simplify and streamline the Process.	Mail handling – including metering is performed until final mail pick-up daily	DOA take on Metering at a reduction in time & cost	DNR continue metering until equipment no longer functional – then utilize DOA metering services at a reduction in time & cost	Yes
Ensure prompt delivery of incoming mail to Department programs	Mail delivered twice daily	Mail delivered twice daily	Mail delivered twice daily	Yes
Ensure Staff and Customer Safety.				

Amount of staff time saved per year in hours: 1040 hours



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

- The creation of a primary back-up position. This person can cover in the event of planned or unplanned absences and assist the FTE on heavy mail volume days.
- Additional staff savings allow the creation of a “floater” for other CS areas to assist with activities such as:
 - Darwin Road warehouse for large projects and/or absences;
 - GEF 2 greeter position as needed; or
 - Other responsibilities assigned by CS.
- Lastly, time can be reinvested to create a liaison/contact person to communicate and coordinate with DOA for print to mail issues. Function also includes seeking out new postal technologies and changes to existing requirements, resolving issues, as well as serving as the single point of contact between DOA Postal Services and DNR programs throughout the department.

Project Cost:

	Hours	Dollars
Project Team Leader	97.5	\$
Project Team Members	112.5	\$
Meeting Costs		\$
Improvement Costs		\$
Total	210	\$0.00

Recommendations for Future Code/Statute Changes: Not Applicable

Lessons Learned:

- **The importance of the voice of the customer cannot be over-stated**
- **Communicating team progress throughout the process is essential to ensuring a project sponsor’s understanding and acceptance**
- **Team communication is imperative – not only does this help with buy-in, it helps with idea generation**
- **Reviewing existing processes by those who did not create the process proves valuable as it helps avoids pre-conceived solutions that limit a team’s potential**
- **Lean Team Leaders need to understand that their time commitment during a project will be greater than the sum of all team members**
- **Validating the savings from solutions created by your team is highly motivating**
- **As team leader, I was very fortunate to have such positive thinking team members!**