MISSION EXCELLENCE/RAPID RESULTS — Continuous Process Improvement

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RECAP: OUR MISSION EXCELLENCE JOURNEY

In the summer of 2015, the Governor's Office made a commitment to investigate lean management solutions as a way to help Illinois State Government continue to improve despite there being no budget and limited resources available to address inefficient and outdated processes statewide.

The objective of this effort is to improve the process of better serving state agencies and customers in a more cost efficient manner.

This effort was branded as "Rapid Results"

May 2016 - First 2 day workshop offered at IDOR with training provided by the Office of Rapid Results

March 2017 - IDOR trainers start conducting 2 day workshops for our own employees

WHAT IS RAPID RESULTS?

Rapid Results is a program which uses proven principles of operational excellence and continuous improvement to evaluate and improve Illinois State Government Services.

Unlike traditional "top down" operational improvement initiatives, Rapid Results leverages the expertise and knowledge of front line state government employees in the identification of solutions.

Rapid Results Events are the foundation of the program and the catalyst for transformation. The process is to ask why, why, why is something done in its current manner.

Rapid Results focuses on creation of value for the customer and the elimination of waste at each process step, to make work *easier, better, faster and cheaper* - in that order.

When reviewing processes we identify any of the 8 wastes common to process improvement. These include: Overproducing, Inventory, Waiting, Extra Processing, Correction, Excess Motion, Transportation, and Underutilized People

TRAINING OPPORTUNITIES: RAPID RESULTS

Workshop

2 day formal classroom training

Provides participants with the principles, tools and techniques of continuous improvement.

Participants learn how to identify wastes, practice value stream mapping of work processes that could be improved and apply metrics to measure outcome results.

Attendees are asked to identify and work on a rapid result project after the class completes. Projects are reviewed with management to consider finalization and implementation.

Computer based learning (CBL)

Developed by IDOR Training Division

Provides an introduction to Rapid Results at IDOR

Teaches baseline knowledge necessary to participate in a Rapid Results project

To date, over 475 employees have taken the CBL

RAPID RESULTS WORKSHOP OBJECTIVES

Explain the principles of Rapid Results

Develop an effective problem statement

Map the current state of a value stream

Analyze a value stream map to identify value-added, business value added and non-value added steps/activities
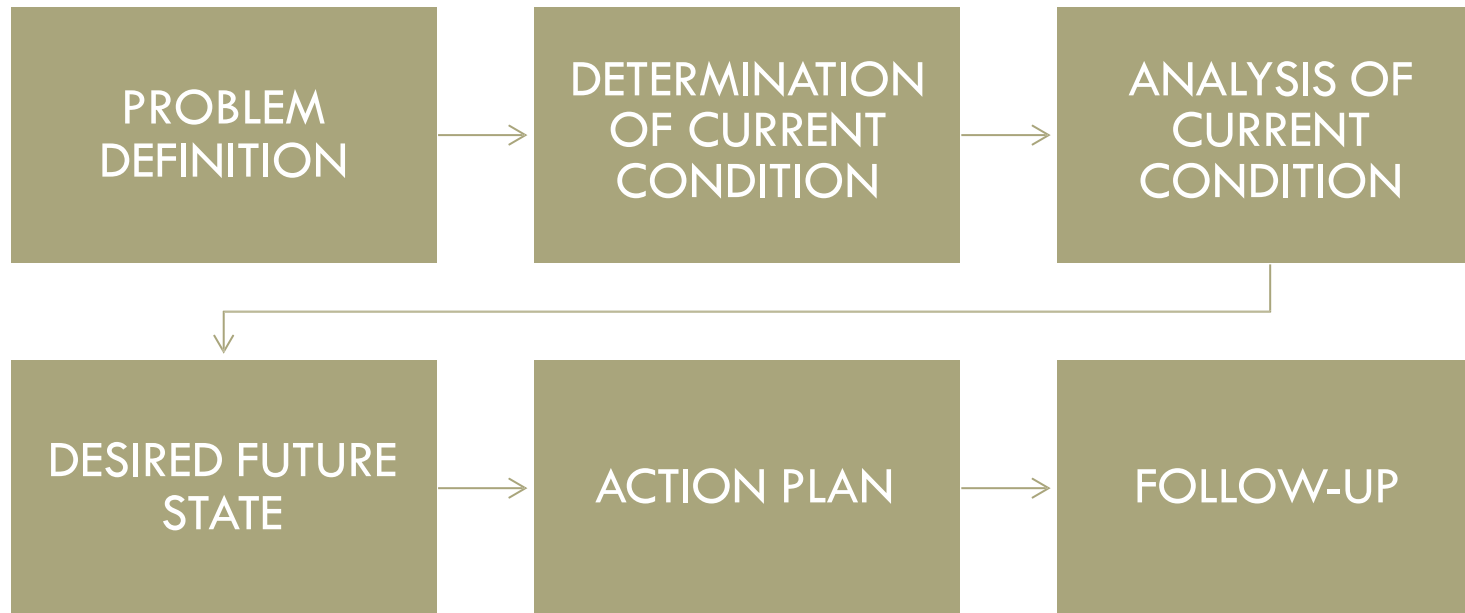
Use 5 whys analysis to identify root causes

Design an improved future state

Develop an action plan to implement a desired future state

Complete a Rapid Results Charter for your project

RAPID RESULTS WORKSHOP APPROACH

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│     PROBLEM      │ ───> │  DETERMINATION   │ ───> │   ANALYSIS OF    │
│    DEFINITION    │      │   OF CURRENT     │      │     CURRENT      │
│                  │      │    CONDITION     │      │    CONDITION     │
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│  DESIRED FUTURE  │ ───> │   ACTION PLAN    │ ───> │    FOLLOW-UP     │
│      STATE       │      │                  │      │                  │
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RAPID RESULTS WORKSHOP APPROACH: PROBLEM DEFINITION

Clearly define the problem to be solved.

- What is the ideal state or standard?
- What is the current state?
- What is the discrepancy?

Identify improvement measurement and target.

RAPID RESULTS WORKSHOP APPROACH: DETERMINATION OF CURRENT CONDITION

Assemble stakeholder representatives.

Map the current value stream/process.

Determine process cycle times.

Determine process lead/wait times.

Determine costs associated with current condition.

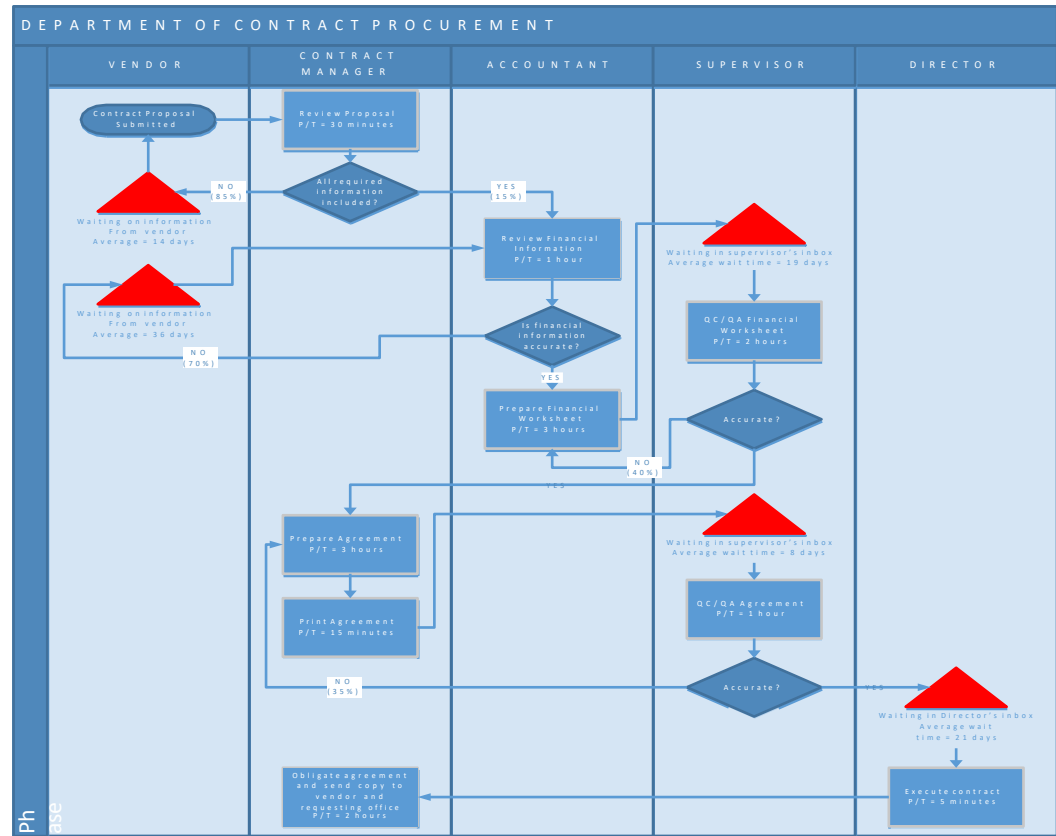# RAPID RESULTS WORKSHOP APPROACH: ANALYSIS OF CURRENT CONDITION

Determine customer requirements.
- Who is the customer?
- What do they want?
- What do they expect?

Identify wastes/value added steps.
- Value added
- Business Value Added
- Non-Value Added

Perform root cause analysis on wastes.

RAPID RESULTS WORKSHOP APPROACH: EIGHT WASTES OF RAPID RESULTS

Waste Category	Office Examples
1. **Overproducing** **Producing more, sooner or faster than is required.**	Printing paperwork out before it is needed, purchasing items before they are needed, processing paperwork before the next person is ready for it.
1. **Inventory** **Any form of batch processing.**	Filled in-boxes (electronic and paper), office supplies, sales literature, batch processing transactions and reports.
1. **Waiting**	System downtime, system response time, approvals from others, information from customers.
1. **Extra Processing**	Re-entering data, extra copies, unnecessary or excessive reports, transactions, cost accounting, expediting, labor reporting, budget processes, travel expense reporting, month-end closing activities.
1. **Correction** **Any form of defects.**	Order entry errors, design errors and engineering change orders, invoice errors, employee turnover.
1. **Excess Motion** **Movement of people.**	Walking to & from copier, central filling, fax machine & other offices.
1. **Transportation** **Movement of paperwork.**	Excessive email attachments, multiple hand-offs, multiple approvals.
1. **Underutilized People** **People's abilities, not their time.**	Limited employee authority and responsibility for basic tasks, management command and control, inadequate business tools available.

RAPID RESULTS WORKSHOP APPROACH: ANALYSIS OF CURRENT CONDITION

Quick Hits:

- Immediate improvements that can be made.
- List them to be sure not to forget them.
- Include the impact they have on operations.

Parking Lot:

- Items that need to be addressed but not right at this point.
- Identify if they are actionable by you or need legislative action.

RAPID RESULTS WORKSHOP APPROACH: DESIRED FUTURE STATE

Map a desired future state.

RAPID RESULTS WORKSHOP APPROACH: ACTION PLAN

Develop an action plan for improvement.

Stream Line AFR, PBC, MRF, & IGPS											
Objective: Reduce the number of applications used to request fleet vehicles by 75%											
PGK, jr. 10-1-15											
Specific	Savings Goals		Timeline							Accountable	Benefit/Impact
Objectives & Action Plan	Time/hrs	$$$$	Sept.	Oct.	Nov.	Dec.	Qtr-1	Qtr-2	Qtr-3	Jenny	
1. Stream line AFR -- 1 & 2	297	$14,850		10/1							Reduce time to process order
2. OMB provide Info criteria				10/1						Ellie	Shorten acquisition cycle time
3. Increase transparency apps. & status tracking			9/1							Karen	
4. Consolidate AFR & PBC Apps.							1/1			Kelly	
5. Emerge MRF & IGPS Apps.								4/1		Carl	
6. Institute Electronic Signature	45	$2,250					1/1				
a. Discuss issue with legal											
b. Develop a program to achieve											
c. Promote with agencies to sign up											
7. Evaluate merging into one doc.					11/1						
8. Add usage rates tables to approval letter	46	$2,300	9/15								
9. Automate the importing AFRs to database	119	$5,950			11/1						
10. CMS budget approval of agencies vehicle purchase plan					11/1						
11. Conduct training sessions on new apps.	24	$1,200			11/1						

RAPID RESULTS WORKSHOP APPROACH: FOLLOW-UP

Track implementation of action items.

Measure and evaluate results.

Standardize improvements.

TRANSFORMING OUR OPERATIONS

Results:

290 staff have been formally trained in Rapid Results techniques through participation in the 2 day workshop.

This training has resulted in IDOR taking on over 338 Rapid Results Projects, of which 210 have been implemented.

IDOR has saved almost 60,000 work hours and close to $1million in operating expenses.

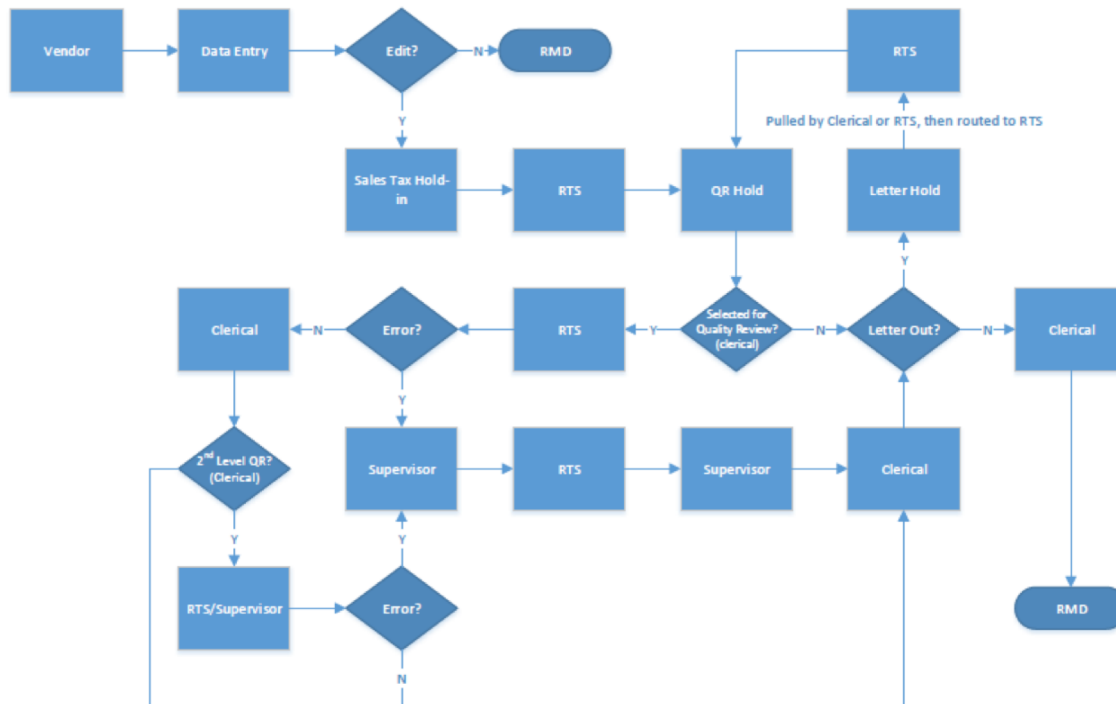Increased communication and collaboration throughout the agency amongst employees of all levels.

Established statewide, multi-agency portal for reporting, tracking and collaborating on Rapid Results initiatives. Provide weekly updates on portal.
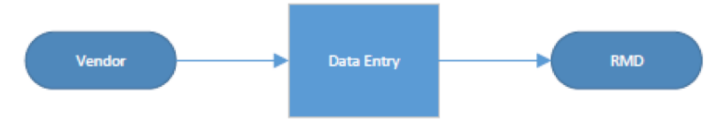
TRANSFORMING OUR OPERATIONS
HIGHLIGHT: WORKING SALES TAX RETURNS FROM IMAGE

From 23 Steps

To 3 Steps

*Resulted in 20% increase in productivity since implementation.

TRANSFORMING OUR OPERATIONS HIGHLIGHT: DIRECT SHIPMENT TO VENDOR

Revenue receives over 833,000 Sales Tax returns for vehicle transactions annually from taxpayers, of which approximately 1/3 are filed in Chicago

Returns were shipped from Chicago to Springfield, only to be shipped back to the vendor in the Chicago suburbs to be keyed

Direct shipment to the vendor from Chicago Operations Division resulted in approximately 275,000 returns being processed a minimum of 3 days sooner

TRANSFORMING OUR OPERATIONS HIGHLIGHT: LIEN REGISTRY

Legislation was passed that provided the authority for the Department to create a Statewide Tax Lien Registry. The new, automated registry eliminates the need for liens to be mailed to and filed within each of our 102 Illinois counties. Instead, all tax liens are now filed and released by the Illinois Department of Revenue Collections Bureau resulting in significant cost and labor savings. Increased tax collections of approximately $20 million in the initial year and $7 million each year thereafter is expected through the new, system triggered process.

Savings Statistics

Approximately 39,000 liens filed annually

Cost Savings – $600,000 annually for filing and releasing fees

$100,000 annually for man hours related to filing and releasing liens

Man Hours – Over 4,700 hours saved annually

Process Steps Eliminated – 13 (from 14 to 1 steps)

Handoffs Eliminated – 6 (from 6 to 1)

TRANSFORMING OUR OPERATIONS HIGHLIGHT: ELECTRONIC AUDIT SUBMISSION

Changed from the submission of hard copy audit files to submitting the audits to our network electronically. Traditionally, audits were sent to the supervisor who then reviewed the audit and transmitted it to a clerical staff member that then sent the audit via UPS to Springfield for processing. If there were any needs to revise the audit, it would be shipped back and forth via UPS.

Via the submission of the audits electronically, we have eliminated shipping delays from one step in the process to another. With the locations of auditors, supervisors, and clerical the use of electronic audit submissions can cut as much as 2 weeks out of the processing time. With the number of audits we complete annually, this will save over $100,000 in UPS costs.

MOVING FORWARD: ESTABLISHING A CULTURE OF CONTINUOUS IMPROVEMENT

Additional training sessions and involvement of staff throughout IDOR.

Informational boards to track ideas and highlight progress have been established throughout the agency.

Recognition that front-line staff are key to the success of our agency

Engaging staff
- Empower employees to suggest ideas and influence the processes they deal with each day.
- Staff should be thinking about what they can do each day to make things better.

Removing the status quo or "We have always done it that way."

Ensure staff are not afraid of failure when trying new things.

Instill the mindset that small changes can produce tremendous results.

THANK YOU

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For additional information and resources, please contact:

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