



Process Review Report April 2014

Use this report to identify waste and update processes
Use the A3 Report when solving a specific problem

Process Title	Administrative and Accounting Positions within the Public Works Facility																																																																																																						
Process Number	None																																																																																																						
Date	September 11, 2014																																																																																																						
Originator(s)	Jason Gage, Bryon Johnson, Mike Fraser																																																																																																						
Team Members	Kay Jennings, Lori Hafner, Christina Franklin, Cathy Boll, Bob Peck, Shawn Dunstan, Brent Buchwald, and Jim Teutsch																																																																																																						
Objective	Review and improve the design, cost, productivity, and service quality of all administrative and accounting functions within the Public Works Facility.																																																																																																						
<p>DEFINE the scope <i>and describe the current situation</i></p>	<p>This review includes the documentation, timing, and initial improvements of 142 processes for three administrative and accounting positions within the Public Works Facility located at 412 East Ash Street. They include: 1) the Administrative Assistant I (Sanitation) with 54 processes, the Administrative Assistant II (Streets) with 69 processes, 5 shared processes not previously identified, and the Account Clerk II (Central Garage) with 14 processes.</p> <p>This review was initiated in response to the announcement of the Account Clerk's retirement on October 1, 2013. The goal of the review was to fully document all processes for the 3 positions to determine pure production time, calculate actual takt time, identify and eliminate waste from processes as they were documented when possible, and determine actual personnel needs within these functional areas for the Division.</p>																																																																																																						
<p>MEASURE <i>List the processes that were documented their pure production times, and their takt times</i></p> <p>Account Clerk II Position</p>	<p style="text-align: center;">Pure Production & Takt Time Calculations</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #4F81BD; color: white;"> <th colspan="6" style="text-align: center;">Admin / Clerical Account Clerk II - Central Garage As of 8/2/13</th> </tr> <tr> <th style="width: 10%;">Number</th> <th style="width: 50%;">Process Documentation Summary</th> <th style="width: 10%;">Pure Time (Min)</th> <th style="width: 10%;">Takt Time (Min)</th> <th style="width: 10%;">Frequency</th> <th style="width: 10%;">Annual Takt Time (Hrs)</th> </tr> </thead> <tbody> <tr><td>790.100.001</td><td>Payroll</td><td>26</td><td>32.5</td><td>26</td><td>14.1</td></tr> <tr><td>790.100.002</td><td>Poll Fuel Site</td><td>27</td><td>33.75</td><td>249</td><td>140.1</td></tr> <tr><td>790.100.003</td><td>Repair Orders & Shop Time Records</td><td>14</td><td>17.5</td><td>249</td><td>72.6</td></tr> <tr><td>790.100.004</td><td>Fuel Delivery</td><td>7</td><td>8.75</td><td>52</td><td>7.6</td></tr> <tr><td>790.100.005</td><td>Changes to Fleet Databases</td><td>17</td><td>21.25</td><td>25</td><td>8.9</td></tr> <tr><td>790.100.006</td><td>VISA Accounts Payable</td><td>115</td><td>143.75</td><td>24</td><td>57.5</td></tr> <tr><td>790.100.007</td><td>Customer Service</td><td>75</td><td>93.75</td><td>249</td><td>389.1</td></tr> <tr><td>790.100.008</td><td>Office Janitorial</td><td>15</td><td>18.75</td><td>52</td><td>16.3</td></tr> <tr><td>790.100.009</td><td>Training, Meetings & Office Coverage</td><td>150</td><td>187.5</td><td>12</td><td>37.5</td></tr> <tr><td>790.100.010b</td><td>Monthly Report</td><td>153</td><td>191.25</td><td>12</td><td>38.3</td></tr> <tr><td>790.100.011</td><td>KDHE Monthly Inform Reports</td><td>7</td><td>8.75</td><td>12</td><td>1.8</td></tr> <tr><td>790.100.012</td><td>KDHE Annual Inform Reports</td><td>75</td><td>93.75</td><td>1</td><td>1.6</td></tr> <tr><td>790.100.013</td><td>Changes to Fuelmaster Database</td><td>30</td><td>37.5</td><td>12</td><td>7.5</td></tr> <tr><td>790.100.014</td><td>NON-VISA Accounts Payable</td><td>30</td><td>37.5</td><td>52</td><td>32.5</td></tr> <tr style="font-weight: bold;"> <td colspan="2" style="text-align: center;">Total</td> <td>741.0</td> <td>926.3</td> <td>-</td> <td>825.1</td> </tr> </tbody> </table> <p>With a pure production time (PPT) of 741.0 annual hours, this position was subsequently reduced to part-time. However, rather than hiring this position as a part-time City employee, the City Manager authorized the Department of Public Works to employ a temporary part-time replacement employee through a local employment agency, until such time as all processes could be properly documented for both of its Administrative Assistant positions.</p>	Admin / Clerical Account Clerk II - Central Garage As of 8/2/13						Number	Process Documentation Summary	Pure Time (Min)	Takt Time (Min)	Frequency	Annual Takt Time (Hrs)	790.100.001	Payroll	26	32.5	26	14.1	790.100.002	Poll Fuel Site	27	33.75	249	140.1	790.100.003	Repair Orders & Shop Time Records	14	17.5	249	72.6	790.100.004	Fuel Delivery	7	8.75	52	7.6	790.100.005	Changes to Fleet Databases	17	21.25	25	8.9	790.100.006	VISA Accounts Payable	115	143.75	24	57.5	790.100.007	Customer Service	75	93.75	249	389.1	790.100.008	Office Janitorial	15	18.75	52	16.3	790.100.009	Training, Meetings & Office Coverage	150	187.5	12	37.5	790.100.010b	Monthly Report	153	191.25	12	38.3	790.100.011	KDHE Monthly Inform Reports	7	8.75	12	1.8	790.100.012	KDHE Annual Inform Reports	75	93.75	1	1.6	790.100.013	Changes to Fuelmaster Database	30	37.5	12	7.5	790.100.014	NON-VISA Accounts Payable	30	37.5	52	32.5	Total		741.0	926.3	-	825.1
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Pure Production & Takt Time Calculations (continued)

Administrative Assistant I				
Process #	Process Title	PPT	TT (1.07)	TT (1.25)
340.100.001a	Printing Route Books	56.3	60.3	70.4
340.100.002	Coordinate Interviews for Sanitation	10.3	11.0	12.8
340.100.003	Scheduling a Special Pick Up (Phone Call)	43.3	46.4	54.2
340.100.004	Processing Completed Terminates	65.0	69.6	81.3
340.100.005	Complaint Log Entry	78.0	83.5	97.5
340.100.006	Process Completed Initiates	65.0	69.6	81.3
340.100.007	Process Terminate & Initiate Matches	82.3	88.1	102.9
340.100.008	Process Completed Special Pick Ups	47.7	51.0	59.6
340.100.009	Preparing Term/Initiates for Next Day	251.3	268.9	314.2
340.100.010	Process Completed Swaps & Verifications	27.7	29.7	34.7
340.100.011	Monthly Update of Complaints	2.3	2.4	2.8
340.100.012	Phone Calls (excludes specials)	122.0	130.6	152.5
340.100.013	Potential Claims (back-up)	4.5	4.8	5.6
340.100.014	Recycling Reports	1.3	1.4	1.7
340.100.015	Warehouse Inventory Report	7.5	8.1	9.4
340.100.016	Locates	24.0	25.7	30.0
340.100.017	Service Orders Not Completed Report	1.2	1.3	1.6
340.100.018	Process Completed Sale Cart Delivery	3.6	3.8	4.5
340.100.019	Process Missing Cart Paperwork	10.0	10.7	12.5
340.100.020	Multiple Cart Requests	10.3	11.0	12.8
340.100.021	Preparing Not Out and Free Pick up Service Orders	18.7	20.0	23.3
340.100.022	Preparing Sale Cart Service Orders	1.5	1.6	1.8
340.100.023	Radio Calls	31.1	33.3	38.9
340.100.024	Daily Update of Phone Call Log	38.6	41.3	48.2
340.100.025	Yearly Update of Phone Call Log	0.2	0.2	0.3
340.100.026	Yearly Update of Complaints Log	3.5	3.8	4.4
340.100.027	Worker's Comp (Back up)	10.4	11.1	13.0
340.100.028	Payroll (Back up)	17.7	18.9	22.1
340.100.029	Payables (Back up)	18.8	20.1	23.5
340.100.030	Changing Route Sequences	32.4	34.6	40.5
340.100.031	Input AAll'S Phone Calls into Phone Call Log	5.6	6.0	7.0
340.100.032	Destroying Carts	3.5	3.8	4.4
340.100.033	Changing Billing (HCWI, WI, Multi- Cart)	3.3	3.6	4.2
340.100.034	Update Daily Cart Repair Log	22.8	24.4	28.5
340.100.035	Update Daily Complaints Log	15.8	16.9	19.7
340.100.036	Recycling Waiting List	2.3	2.5	2.9
340.100.037	Adding Carts in the AS400	0.7	0.7	0.8
340.100.038	Killing Carts in the AS400	0.4	0.5	0.6
340.100.039	Barricade Permits (Back-up)	15.6	16.6	19.4
340.100.040	Update Injury & Illness Restrictions List (Back-up)	1.0	1.0	1.2
340.100.041	News Releases (Back-up)	1.3	1.4	1.6
340.100.042	Preparing PAF's for Evaluations (Back-up)	1.2	1.3	1.5
340.100.043	Change out Monthly Files	1.6	1.7	2.0
340.100.044	Change Calendars Monthly	2.5	2.7	3.1
340.100.045	Print SA/YW Guidelines & Cart Repair Tickets	14.5	15.5	18.2
340.100.046	Clean up Office Area	6.3	6.8	7.9
340.100.047	Change Out End of Year Files	0.6	0.6	0.7
340.100.048	Call Customers to Start Recycling	15.0	16.1	18.8
340.100.049	Travel/Training Request (Back-up)	9.6	10.3	12.0
340.100.050	Dealing with Unruly Customers	8.3	8.9	10.4
340.100.051	Sorting Mail/Distribution	8.7	9.3	10.8
340.100.052	Signing for Packages	1.5	1.6	1.9
340.100.053	Shredding Documents	5.2	5.6	6.5
340.100.054	Vendor's/Walk-in Customers	15.9	17.0	19.8
Total		1,249.6	1,337.1	1,562.0
Pure Production Time		1,249.6	1,249.6	1,249.6
Takt Time		N/A	87.5	312.4
Takt Time Factor		N/A	0.07	0.25
# Employees (Total/1,780 Hours)		0.7	0.8	0.9

MEASURE

List the processes that were documented their pure production times, and their takt times

(Continued)

Administrative Assistant I Position

MEASURE

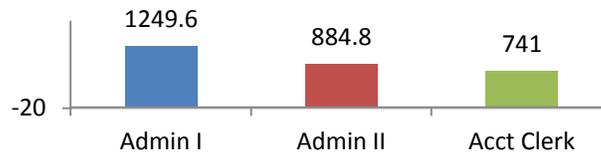
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(Continued)

Administrative Assistant II Position

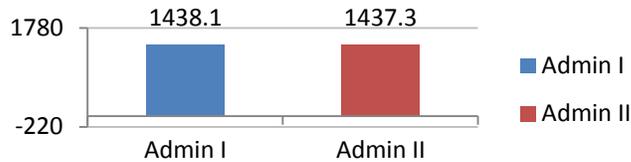
Administrative Assistant II				
#	Process Title	PPT	TT (1.04)	TT (1.25)
320.100.001	Potential Claims	14.1	14.8	17.6
320.100.002	Payables	121.9	128.0	152.4
320.100.003	Update Injury & Illness Restrictions Listing	2.5	2.6	3.1
320.100.004	Prepare PAFs for Evaluations	8.4	8.8	10.5
320.100.005	Coordinate Travel/Training Requests	38.3	40.2	47.9
320.100.006	Prepare Payroll	76.7	80.5	95.9
320.100.007	Process Worker's Compensation	23.9	25.1	29.9
320.100.008	Process Barricade Permits	42.0	44.1	52.5
320.100.009	Prepare News Releases	11.0	11.6	13.8
320.100.010	Coordinate Interviews	23.5	24.6	29.4
320.100.011	Schedule a Special Pick up	19.0	19.9	23.8
320.100.012	Process Completed Terminates (Back-up)	3.8	3.9	4.7
320.100.013	Process Completed Initiates (Back-up)	3.8	3.9	4.7
320.100.014	Process Terminates & Initiate Matches (Back-up)	4.8	5.0	5.9
320.100.015	Process Completed Special Pick Ups (Back-up)	2.8	2.9	3.4
320.100.016	Prepare Terminates & Initiates for Next Day (Back-up)	14.5	15.2	18.1
320.100.017	Process Completed Cart Swaps & Verifications (Back-up)	1.6	1.7	2.0
320.100.018	Answer Phone Calls (Excludes Specials)	56.7	59.5	70.9
320.100.019	Locates (Back-up)	1.6	1.7	2.0
320.100.020	Prepare Not Out & Free Pick up Service Orders (Back-up)	4.5	4.7	5.6
320.100.021	Prepare Sale Cart Service Orders (Back-up)	0.4	0.4	0.5
320.100.022	Respond to Radio Calls	8.7	9.1	10.8
320.100.023	Update Cart Repair Log (Back-up)	1.4	1.4	1.7
320.100.024	Add Customers to Recycling Waiting List (Back-up)	0.6	0.6	0.7
320.100.025	Clean-up Office Area	6.3	6.6	7.9
320.100.026	Minor Incident Report	1.0	1.1	1.3
320.100.027	Update CDL Listing	2.3	2.4	2.9
320.100.028	"Repeat" Special Events	17.6	18.5	22.0
320.100.029	Update Barricade Permit List	2.0	2.1	2.5
320.100.030	Update Special Events List	2.0	2.1	2.5
320.100.031	Prepare Evaluations	12.1	12.7	15.1
320.100.032	Military, Retirement, Resignation, Termination PAFs	1.1	1.2	1.4
320.100.033	Process Fixed Assets	23.8	25.0	29.8
320.100.034	Update Door Codes	0.2	0.3	0.3
320.100.035	Update Alarm Codes	0.2	0.2	0.3
320.100.036	Print & Distribute Job Openings	4.2	4.4	5.2
320.100.037	Prepare Overtime Report	0.3	0.3	0.4
320.100.038	Prepare Paint Bid Packets	0.3	0.3	0.4
320.100.039	Determination of Costs	1.5	1.6	1.9
320.100.040	Submit Temporary Employee Hours	2.4	2.5	3.0
320.100.041	Run Financial Reports	5.7	6.0	7.2
320.100.042	Run Available "Banked" Hours Report	7.1	7.5	8.9
320.100.043	Order Paper	1.2	1.2	1.5
320.100.044	Order Toner Cartridges	1.1	1.1	1.4
320.100.045	Order & Stock Office Supplies	18.7	19.6	23.3
320.100.046	Post Items to Bulletin Boards	4.5	4.7	5.6
320.100.047	Prepare Aquaterra Invoices for Operation Manager	0.6	0.7	0.8
320.100.048	Scrap Metal Checks	0.4	0.4	0.5
320.100.049	Prepare Seasonal Employee Payroll Worksheets	0.2	0.3	0.3
320.100.050	Street Cut Release	6.2	6.5	7.7
320.100.051	Street Cut Statements	1.6	1.7	2.0
320.100.052	Print Route Books (Back-up)	3.3	3.4	4.1
320.100.053	File Documents	89.4	93.9	111.8
320.100.054	Enter Training into Training Database	1.7	1.7	2.1
320.100.055	Build Employee Files	0.5	0.5	0.6
320.100.056	Deal with Unruly Customers	4.2	4.4	5.2
320.100.057	Sign for Packages	0.8	0.8	1.0
320.100.058	Preparation for Solid Waste Committee	13.3	14.0	16.6
320.100.059	Prepare New Payroll Templates	5.2	5.5	6.5
320.100.060	Shred Documents	6.5	6.8	8.1
320.100.061	Prepare First Time Special Events	4.5	4.7	5.6
320.100.062	Prepare Photocopies	6.0	6.3	7.5
320.100.063	Mail/Distribution	19.5	20.5	24.4
320.100.064	Sick Leave Analysis	0.0	0.0	0.0
320.100.065	Update Seasonal Payroll Worksheets	0.6	0.6	0.7
320.100.066	CPI Work Sessions with the Operations Manager	92.8	97.4	116.0
320.100.067	Personal Holiday Report	1.0	1.1	1.3
320.100.068	Print the City Commission Packet for the Operations Manager	15.4	16.1	19.2
320.100.069	City Commission Meeting (Minutes)	9.3	9.7	11.6
Total		884.8	928.8	1,106.0
Pure Production Time		884.8	884.8	884.8
Takt Time		N/A	44.0	221.2
Takt Time Factor		N/A	5%	25%
# Employees (Total/1,780 Hours)		0.5	0.5	0.6

Pure Production - Administrative Positions (PWF)



The figure above represents initial PPT for the 3 positions after select process improvements were implemented (shown on spreadsheets in blue.)

Reconfigured - Administrative Positions (PWF)



The figure above represents a reconfigured annual PPT for all administrative and accounting processes within the Public Works Facility.

ANALYZE

Identify and evaluate those areas where changes may be possible?

The Operations Manager will coordinate with the AAI to determine which processes are best to switch primary and back-up responsibilities between the two positions. For the purposes of this review, the processes of "Payables", "Payroll", and "Barricade Permits" were used (primary and back-up responsibilities respectively), so that the adjusted PPT = approximately +/-188.5 annual hours for each of the 2 positions.

#	Process Title	PPT
320.100.002	Payables	+121.9
320.100.006	Prepare Payroll	+76.7
320.100.008	Process Barricade Permits	+42.0
340.100.029	Payables (Back up)	-18.8
340.100.028	Payroll (Back up)	-17.7
340.100.039	Barricade Permits (Back-up)	-15.6
Total	PPT transferred from AAI to AAI	+188.5

...and vice versa

#	Process Title	PPT
320.100.002	Payables	-121.9
320.100.006	Prepare Payroll	-76.7
320.100.008	Process Barricade Permits	-42.0
340.100.029	Payables (Back up)	+18.8
340.100.028	Payroll (Back up)	+17.7
340.100.039	Barricade Permits (Back-up)	+15.6
Total	PPT transferred from AAI to AAI	-188.5

The following tasks remained after all processes were documented:

Additional Task Description	Time
Update Solid Waste Management Committee Member Status:	Min.
1. Email City Clerk's office for member status update	2.8
2. Update SWMC roster	2.0
3. Frequency	3
4. Subtotal	14.25
5. Annual Hours	0.24
Order/Receive Solid Waste Management Committee Member nameplates:	Min.
1. Order nameplate	2.4
2. Receive order	1.1
3. Frequency	3
4. Subtotal	10.5
5. Annual Hours	0.18

XXXXXXXXXXXXXXXXXXXX	<u>Annual dollar savings: \$15,800 new-this review</u> (+\$35,100 previously saved = \$50,900)
XXXXXXXXXXXXXXXXXXXX	Elimination of 1,780 hours (1 FTE); however, this savings is tabulated as annual dollar savings, as indicated above.
XXXXXXXXXXXXXXXXXXXX	<ul style="list-style-type: none"> Consolidated and balanced processes for the all administrative and accounting functions within the Public Works Facility.
<p style="text-align: center;">CONTROL</p> <p style="text-align: center;"><i>Implementation Plan</i></p>	<ul style="list-style-type: none"> This review and the individual processes will be used in orientation training for new hires. This review and the individual processes will be periodically reviewed as part of ongoing administrative training in the Department of Public Works. Follow-up review of individual processes throughout the Department of Public Works will continue to result in additional future improvements. Superintendents will monitor their respective work groups for issues that may arise in relation to all administrative actions.
<p style="text-align: center;">Recommended changes in employee process roles</p>	<ul style="list-style-type: none"> Approximately +/- 188 annual hours transferred between the Administrative Assistant I and Administrative Assistant II positions respectively. Transfer of all remaining 741 annual hours in PPT from the Account Clerk II position to the Administrative Assistant II position. Shared responsibility of the additional 18.7 annual hours between the Administrative Assistant I and Administrative Assistant II positions.
<p style="text-align: center;">Technologies that could be applied to this process</p>	<ul style="list-style-type: none"> No new technologies to be applied to these positions; however Dossier and FuelMaster programs will need to be installed on the Administrative Assistant II's computer.
<p style="text-align: center;">Overview of the workgroup's participation</p>	<p>Highlight those words which best describe this workgroup: non-participative, uncooperative, hostile, turbulent, halfhearted, disinterested, divided, collaborative, participating, supportive, enthusiastic</p>
<p style="text-align: center;">Attachments</p>	<ul style="list-style-type: none"> N/A
XXXXXXXXXXXXXXXXXXXX	<p style="text-align: center;">Approval Process</p> <p style="text-align: center;">See next page for approval process</p>
<p style="text-align: center;">Director's Approval</p>	<p>Instructions: Approval authority is delegated to each Director for all recommendations that result in \$5,000 or less in annual savings, or 250 hours or less of annual increased capacity. This form is sent to the Process Improvement Director for his approval</p> <p><u>Date:</u> 9/16/14 <u>Name:</u> Mike Fraser <u>Approved/Denied:</u> <u>Comments:</u></p>
<p style="text-align: center;">Process Improvement Director's Approval</p>	<p><u>Date:</u>9/17/14 <u>Approved/Denied:</u> <u>Comments:</u></p>
<p style="text-align: center;">City Manager's Approval</p>	<p>Instructions: Final sign off for all recommendations that exceed \$15,000 in annual savings, or 250 hours of annual increased functional capacity is by the City Manager, who also signs off on any plans to convert hours to budgetary savings. The CMO Executive Assistant converts the approved form into a this file that is saved on the P drive and in Laserfiche.</p> <p><u>Date:</u> <u>Approved/Denied:</u></p>