# **Detailed Lean Improvement Project Report**



For the June 1, 2014, through December 31, 2014, reporting period

#### Agency name:

Department of Enterprise Services (DES)

## Improvement project title:

Increase material accuracy in the mail insertion process at Consolidated Mail Services

### Date improvement project initiated:

5/10/2014

**Summary:** The DES Consolidated Mail Services (CMS) program provides a full range of mail services to state agencies and local governments. From April 2014 through November of 2014, CMS reduced the material use errors for processing mail jobs by 58 percent.

#### **Details:**

<u>Description of the problem</u>: From November 2013 through March 2014, the material use error rate for processing mail insert jobs was 1.8 percent when the goal is 0 percent.

<u>Description of the improvement</u>: Lean methods and principles were used to standardize the process.

- Documented a standard process with associated standard operating procedure in place.
- Implemented quality control measures to monitor activity.
- Implemented staff communication and training plan for process changes.
- Used visual measurement tools to monitor results for process stabilization and continuous refinement.

#### Specific results achieved:

- Reduced by 69 percent the number of staff returning material to the inventory racks.
- Machine operators no longer handle material freeing them to maintain flow at their work stations.
- Added material return carts to the production area, in a centralized location, reducing the waste of unnecessary material transportation on the warehouse floor.
- The Quality Control material sign off QC now occurs after the first piece of mail is run through the machine, so CMS can verify the entire mail piece prior to production reducing re-work.

How we involved customers or stakeholders in this effort: Survey results and stakeholder meeting engagement reinforced the following customer criteria for insert jobs; job completion, accuracy and on time. Post project results and process changes were reported back to ensure voice of customer was included in the future state of the process.

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