Records Management Improvement Project

Lean Six Sigma Green Belt Presentation

May 12, 2015

Project Details

Department:
Public Works & Engineering

Division:
Planning & Development Services

Section:
Houston Permitting Center (HPC), Records Management Section

Background:
The Records Management Section of the HPC is comprised of two groups, Imaging and Open Records. Imaging is responsible for the archival of all approved commercial and residential plans for the City of Houston (COH). Open Records is responsible for processing requests pursuant to the Texas Public Information Act (TPIA) to include permit history, inspection records, drawings and plans, and certificates of occupancy between 1972 and 1987.

Project Summary:
Reduce overtime expenditures and improve overall efficiency in the Records Management Section of the Houston Permitting Center (HPC) by evaluating workflow, identifying and analyzing key issues, and performing an organizational assessment.

Problem & Mission Statement

Problem Statement:

In Q1 of FY 15, Records Management Section used 41% of its allotted $51K overtime budget. The average number of overdue TPIA requests increased from 16 (Q1) to 68 (Q2), a 325% increase. Scanning of residential and commercial plans was backlogged by more than 5 months.

Mission Statement:

This project will **reduce overtime expenditures by 95%,** eliminate overdue TPIA request to ensure division is 100% in compliance, and increase overall productivity to reduce backlog.

Voice of Customer

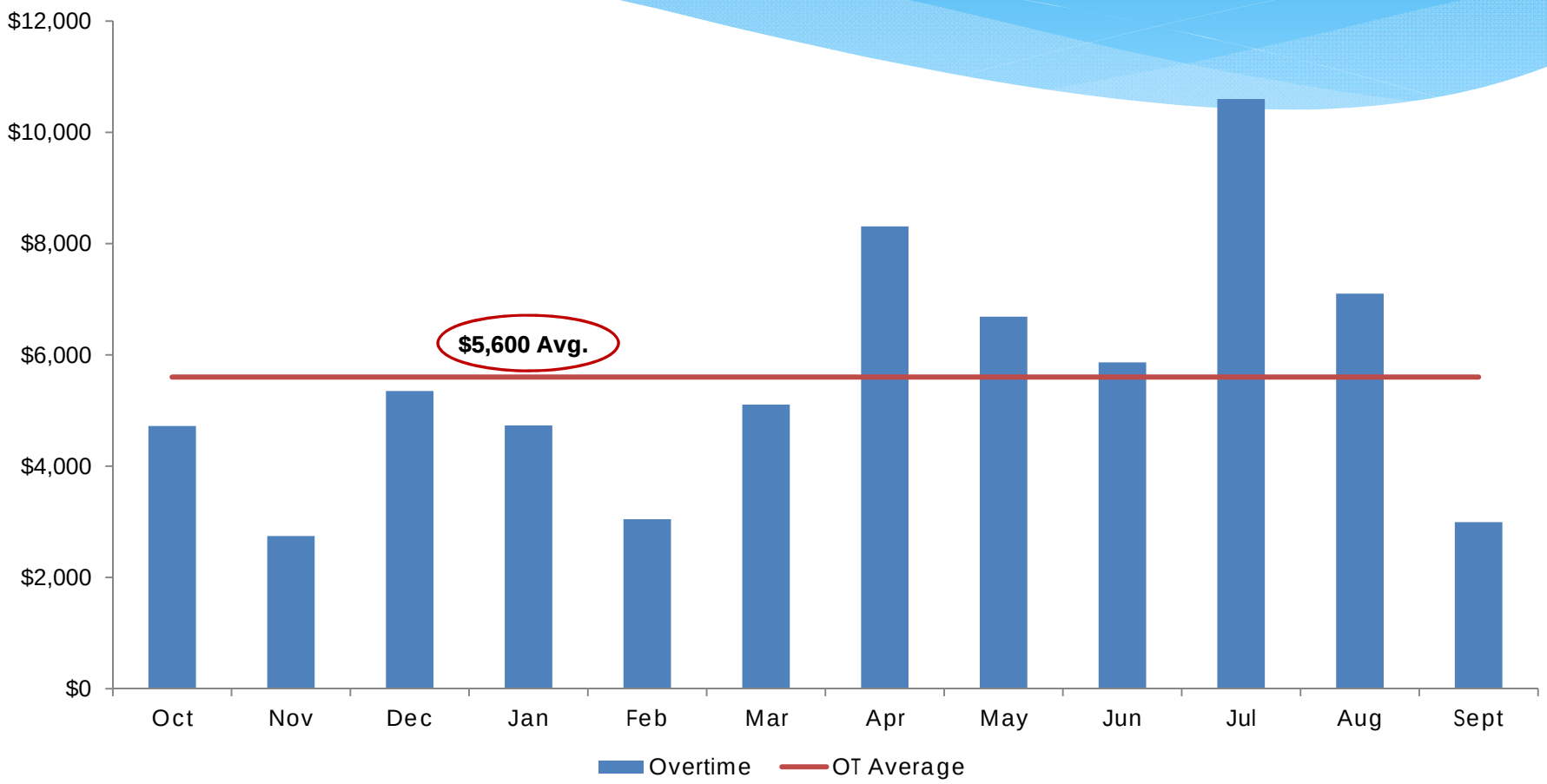
Conducted in two phases:
- Phase I: Group
- Phase II: Individual

Focus group:
- 16 Records Management Staff Members

Topics Covered:
- Workload/Overtime
- Issues/Barriers
- Training & Equipment
- Management & Support

Outcome:
- Overtime having no impact on overdue TPIA or scan backlog
- No clear delineation and/or coordination of responsibilities
- No proactive direction-setting, decision making and problem-solving
- Low morale
- Professional growth
- Continual equipment failure / vendor not addressing issues or meeting repair SLA

Overtime


$12,000
$10,000
$8,000
$6,000
$4,000
$2,000
$0
$5,600 Avg.
Oct
Nov
Dec
Jan
Feb
Mar
Apr
May
Jun
Jul
Aug
Sept
Overtime
OT Average

Imaging Baseline Measurements

Overview

Takt Time

(AV): 320 min (6.5 hrs.)
(Dem) 6,000 pages = 6 sec. per page

Cycle Time:

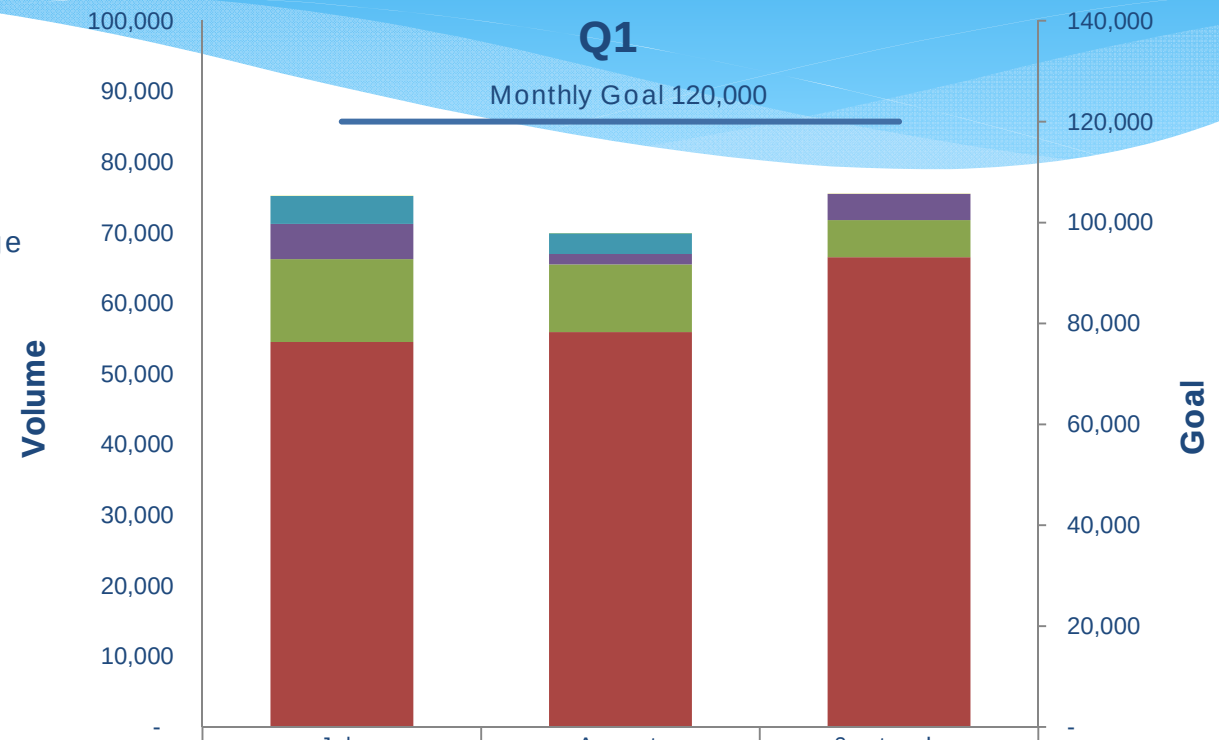
3 Months on average

Equipment

3 Lg. Scanners
2 Sm. Scanners

Staffing:

7 FTE



	July	August	September
Equipment Failures	2	2	6
Route Slips	3,958	2,955	-
Applications	4,989	1,477	3,707
Overtime	11,725	9,581	5,245
Scheduled	54,524	55,922	66,536
Goal	120,000	120,000	120,000

Open Records Baseline Measurements

Overview

Takt Time:

(AV): 390 min. (6.5 hrs.)
(Dem)11 requests/per day = 2,127 (35 Min)

Cycle Time:

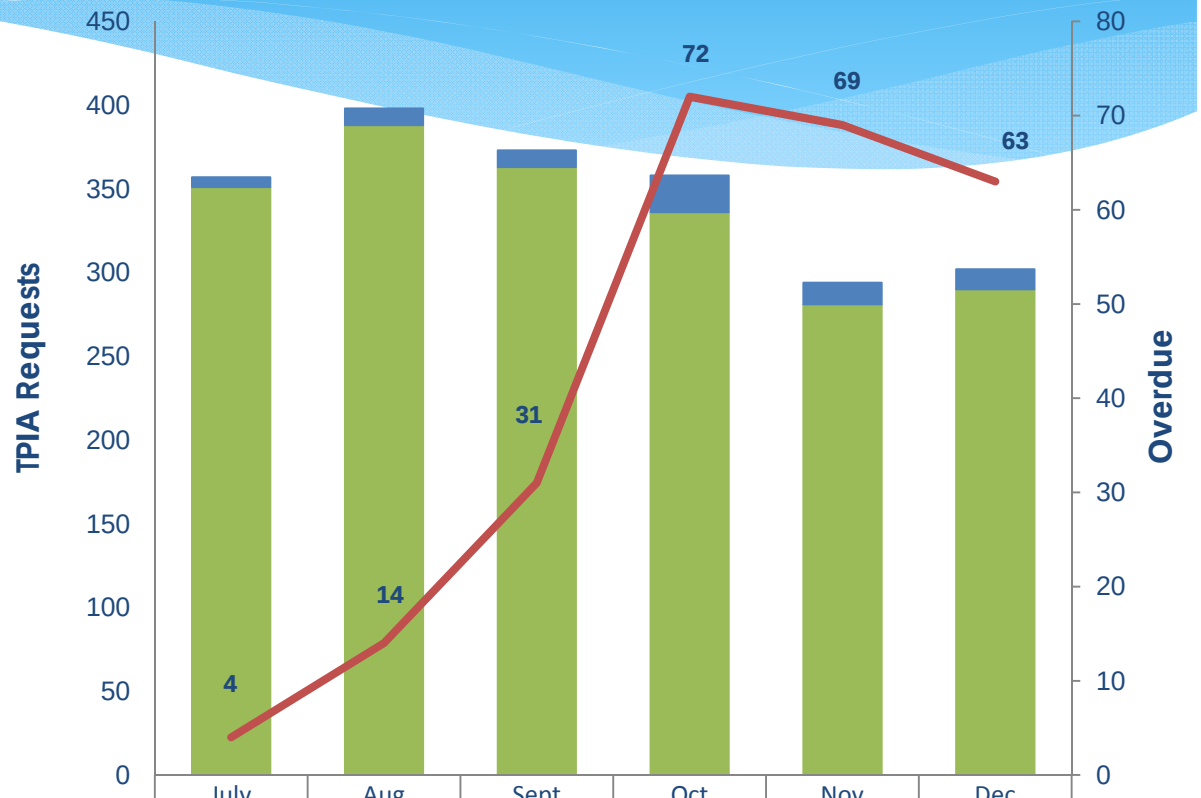
11 days on average

Volume

Average requests per month: 325

Staffing:

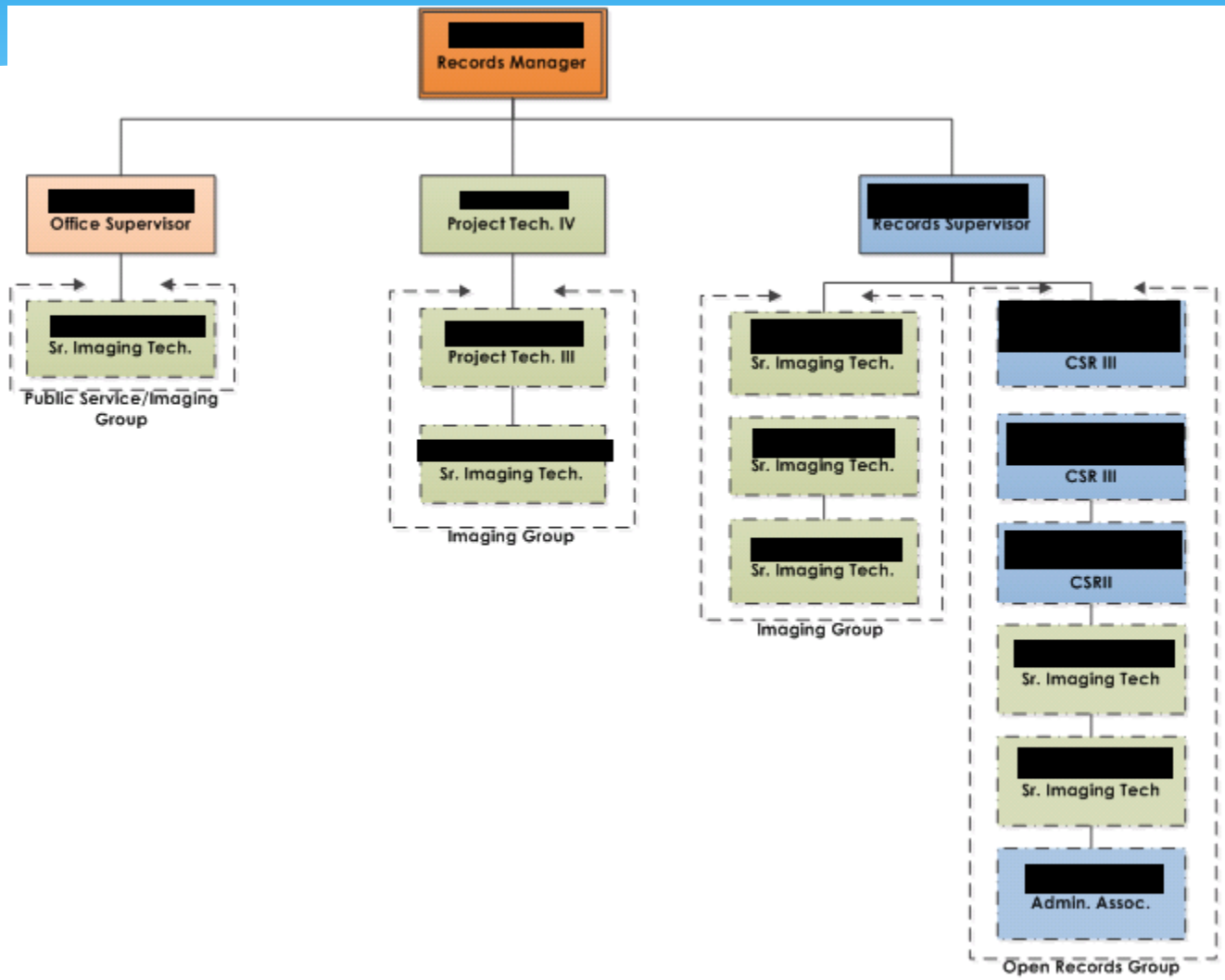
6 FTE



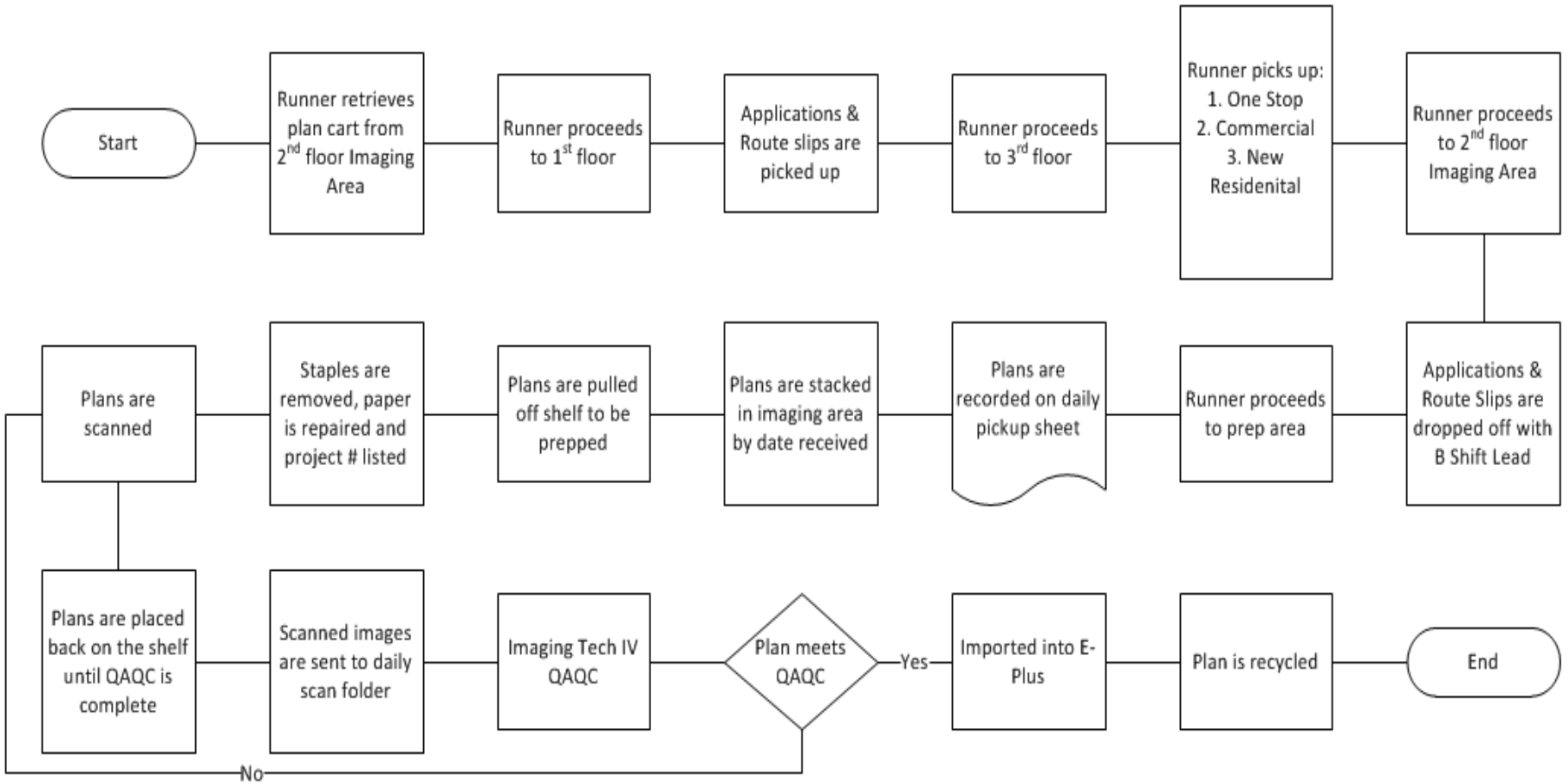
	July	Aug	Sept	Oct	Nov	Dec
Public Works & Engineering	6	10	10	22	13	12
Houston Permitting Center (HPC)	351	388	363	336	281	290
Overdue (> one day)	4	14	31	72	69	63

Note: 95% of all TPIA request submitted to PWE are Handled by HPC Open Records Section

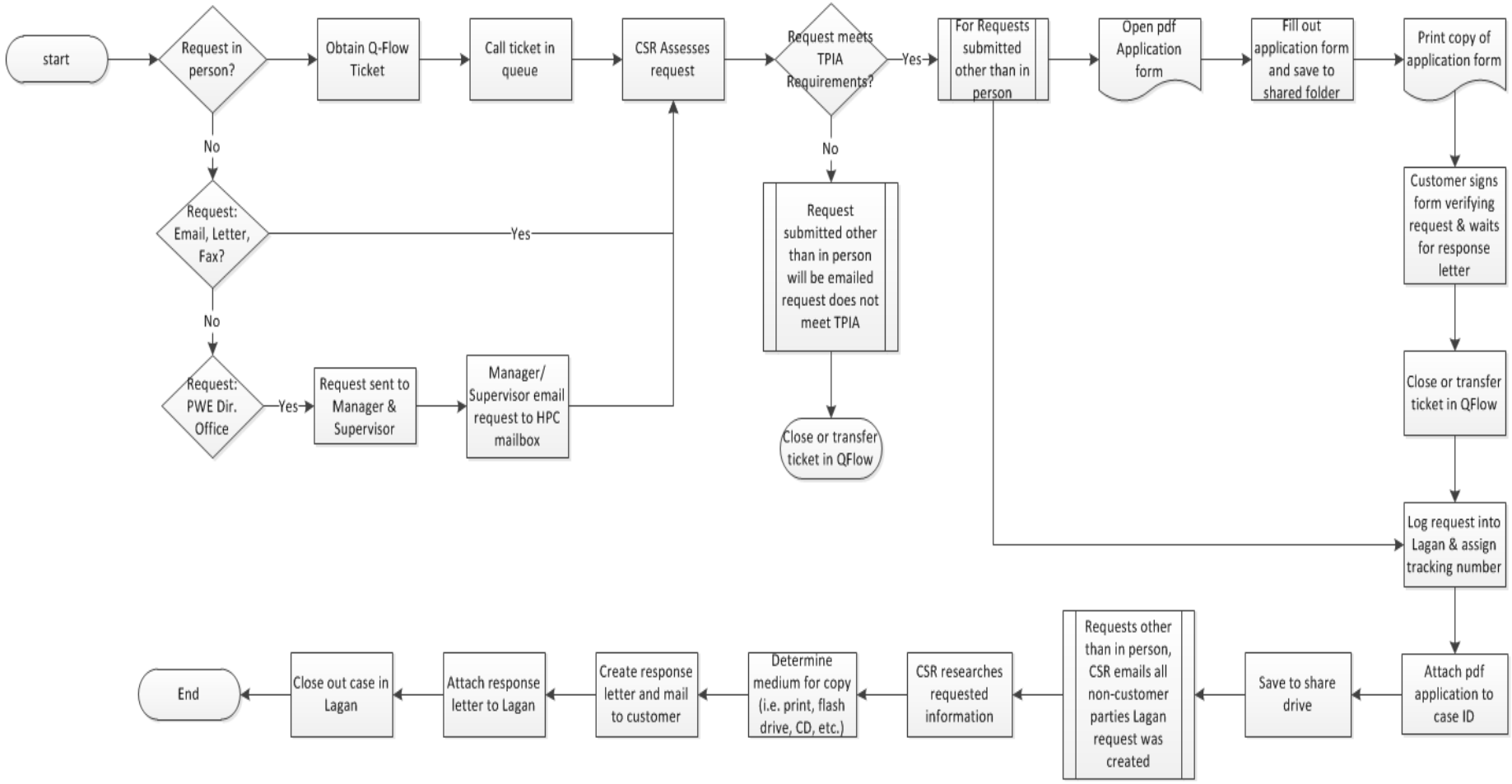
Original Structure



Imaging Group Process Map



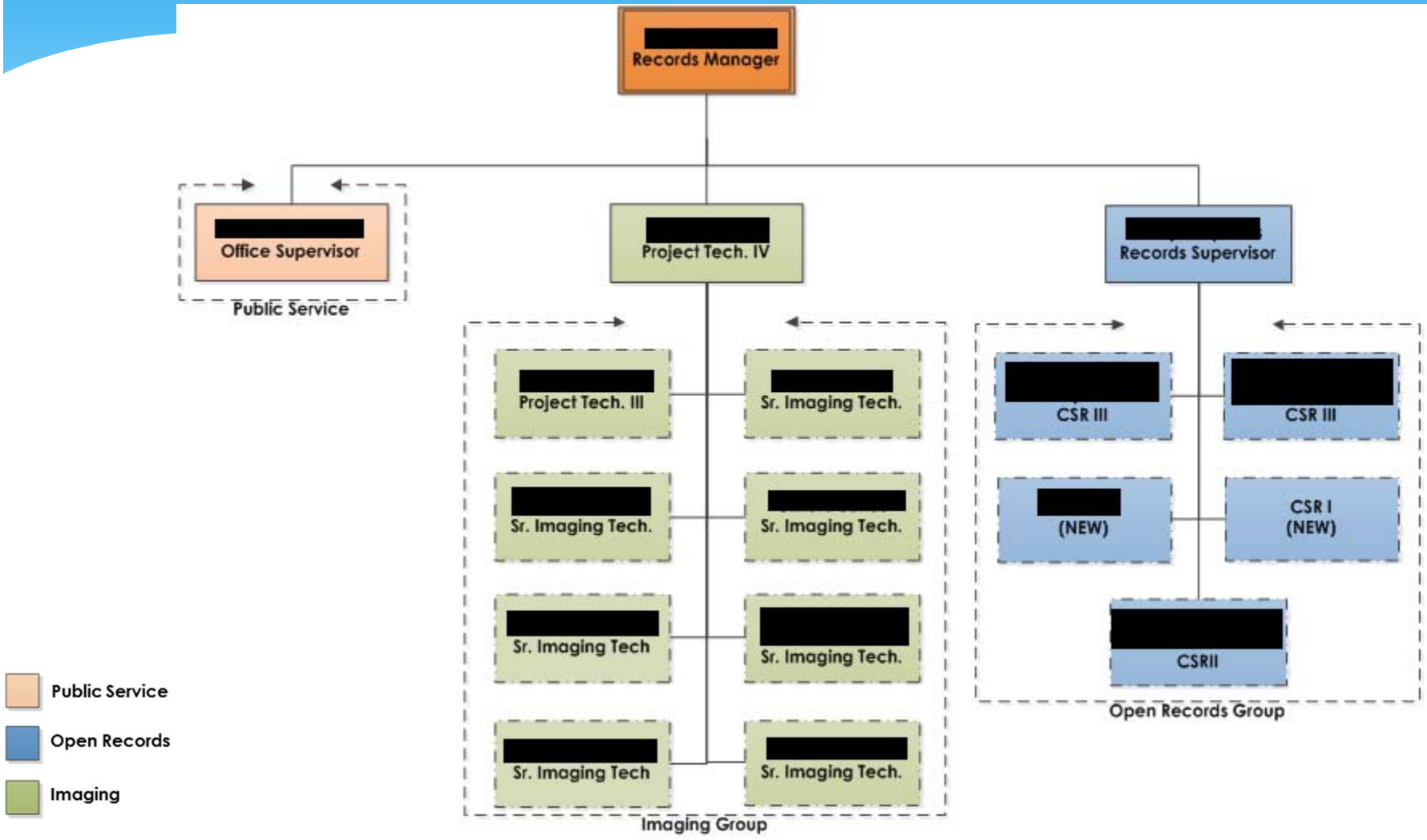
Open Records Process Map



Recommendations

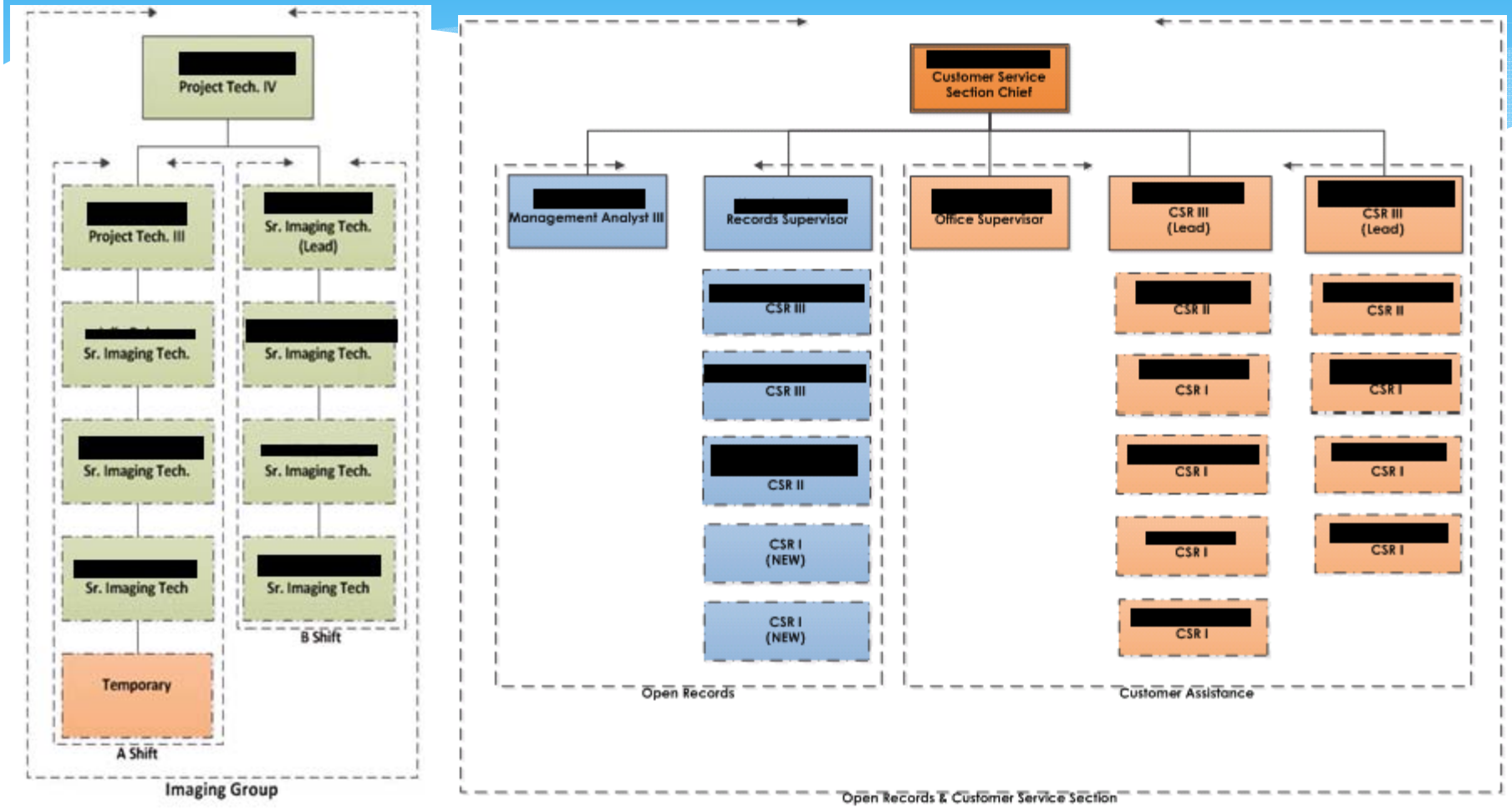
* Reorganize group structure
  * Optimize use of personnel & equipment
* Eliminate the need for overtime
  * Move Imaging to a two shift schedule
* Meet with equipment vendor
  * Accountability
* Policies & SOPs
* Develop Performance Achievement Plan

Reorganization (Phase I)



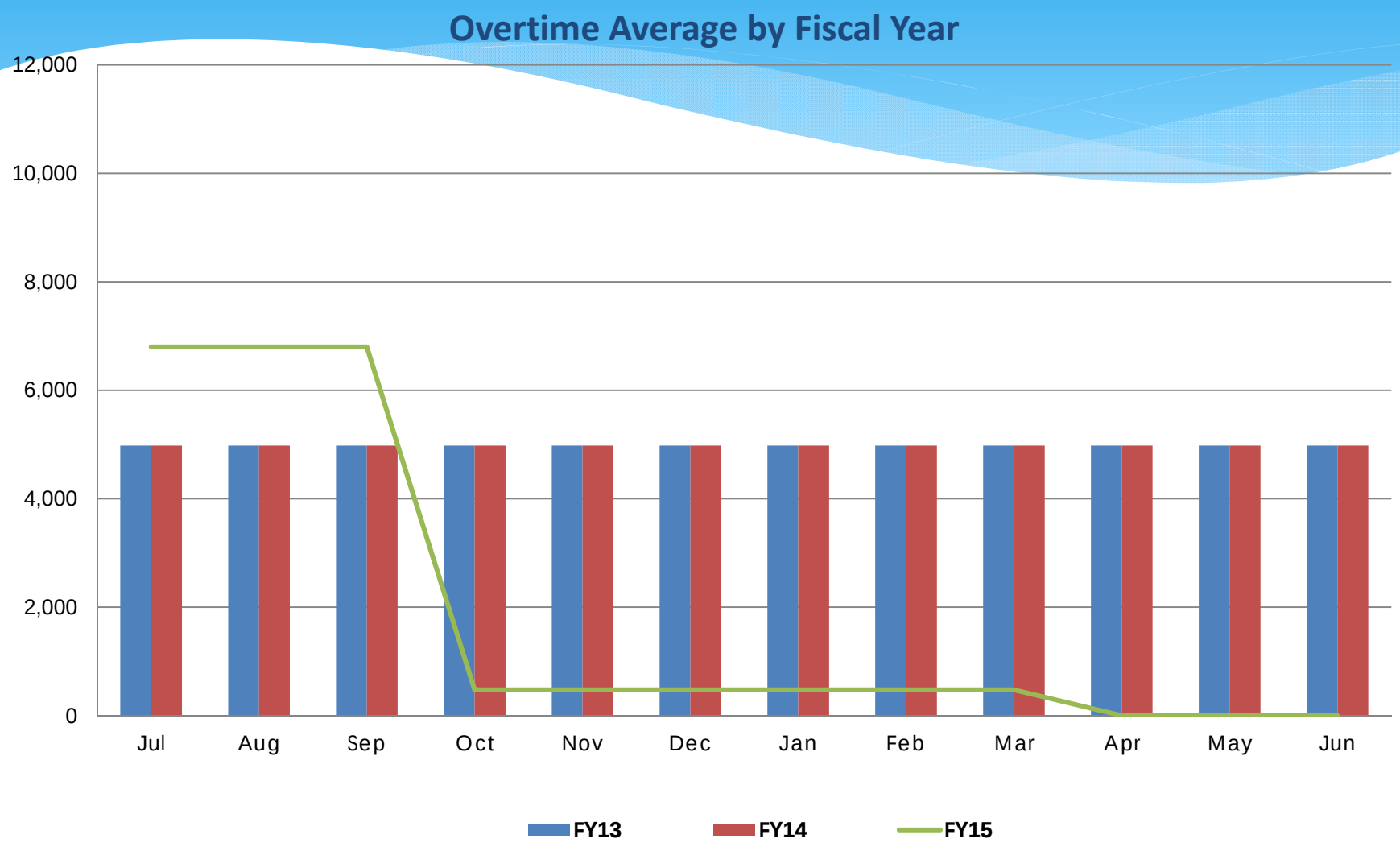
*Reorganized in Q2

Reorganization (Phase II)

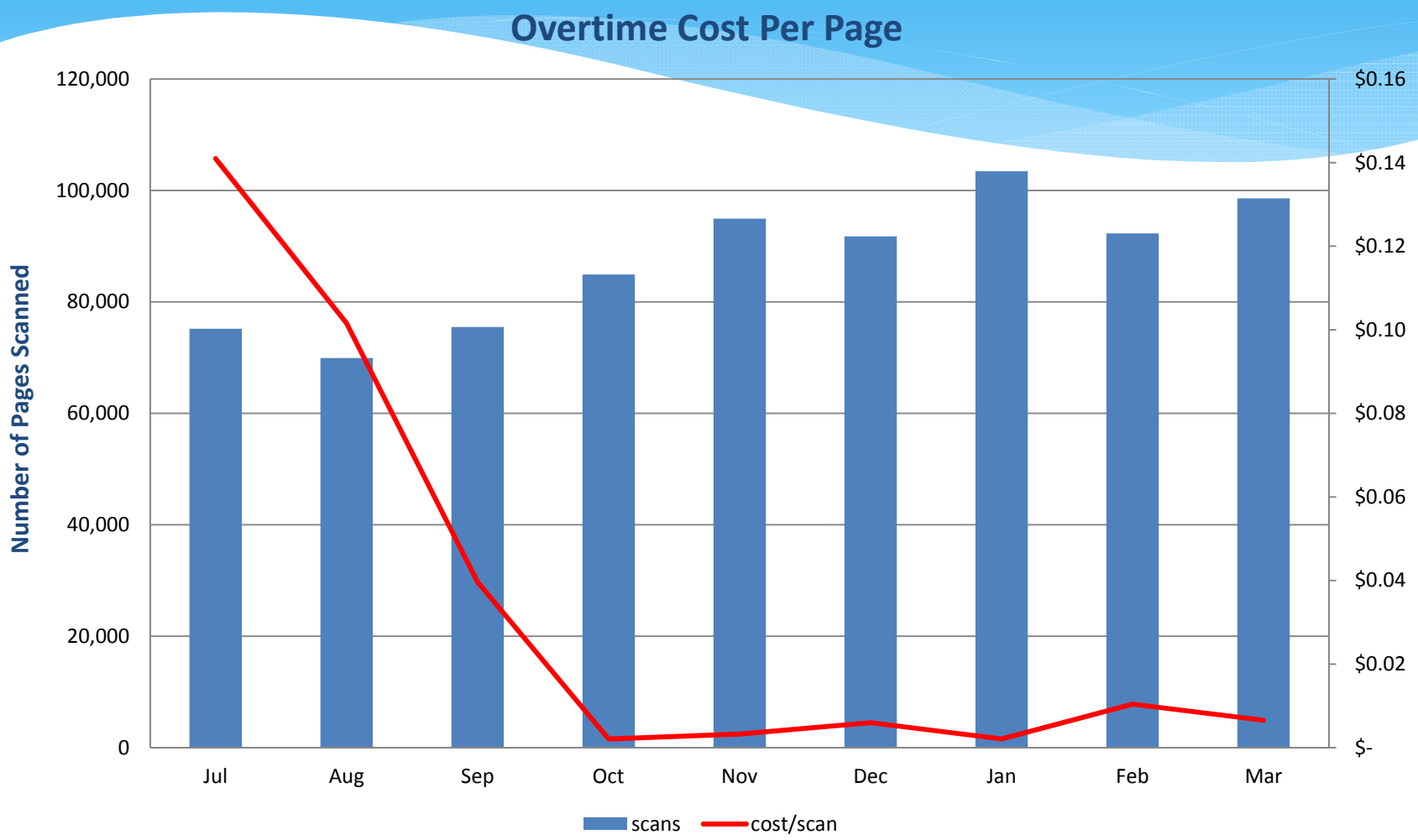


*Reorganized in Q3

Improvements



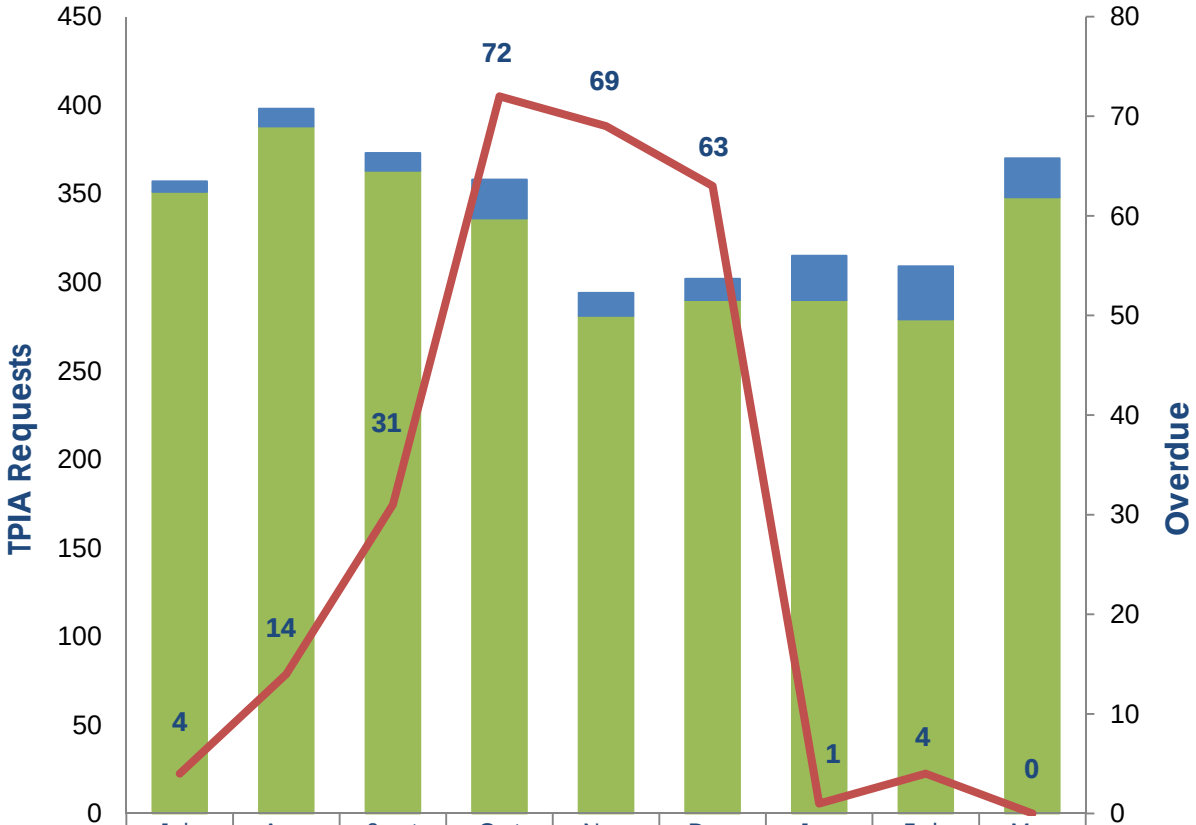
Imaging Improvements



Open Records Improvements

Overview

- Performance Achievement Plan
- Standard Operating Procedures (SOPs)
- Tracking Report (Lagan)
- Communication
- Workload Balance/ Cross Training
- Revised HEAR plans (position focused)



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Control Plan

* Reports developed to monitor weekly and monthly progress
  * Monthly Audits
* Performance Achievement & HEAR Plans
* Cross training
* Mapping new processes
* Monthly team meetings & EAP

Questions?