

The Team identified over \$930,000 of time which could be released back into the system.

“It’s like having an extra 10 staff”

Problem statement:

The Commonwealth Ombudsman is facing continuing growth in the number of cases being handled. The lead time to process a case is excessive. The way current IT systems were being used limited the extent of improvement that could be achieved. Doing Business Better reviewed a number of key business processes. Although the targeted process was recently reviewed, there was a need to identify further initiatives to reduce waiting time and the backlog of cases.

Goal Statement:

Improve processing lead time. Eliminate the backlog of cases. Reduce the cost to deliver the program by releasing labour capacity to reinvest in other value adding activity elsewhere.

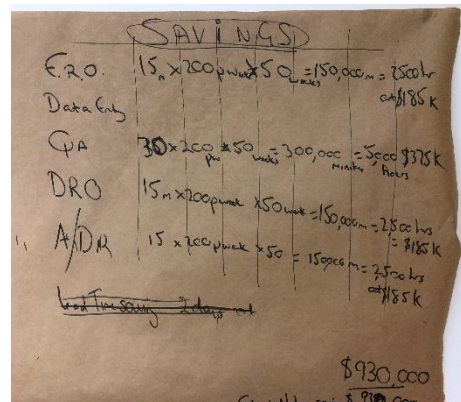
Methodology:

- Train staff in Lean Thinking principles, process improvement tools and techniques.
- Engaged staff to see work differently and identify opportunity to improve process flow and make work easier.
- Map the current process and identify issues and problems.
- Develop countermeasures to improve information and document flow using root cause analysis.
- Simplify the process. Remove unnecessary steps.
- Develop a future process with improved electronic workflow.
- Quantify benefits of moving to a future redesigned process.
- Develop an implementation plan so benefits are fully realised.



Outcome:

- \$930,000 of labour will quickly be released back into the system.
- Reduced backlog of cases.
- Reduced processing lead time.
- Improved staff and customer experience.
- Eliminated double handling.



Role	Calculation	Hours	Cost
ERO	$15_n \times 200 \text{ per wk} \times 50 = 150,000_n$	1500 hr	ca \$185 k
Data Ent			
QA	$30 \times 200 \text{ per wk} \times 50 = 300,000$	5000 hrs	\$375 k
DRO	$15_n \times 200 \text{ per wk} \times 50 = 150,000_n$	2500 hrs	\$185 k
A/DR	$15 \times 200 \text{ per wk} \times 50 = 150,000_n$	2500 hrs	ca \$185 k

~~best processing~~

\$930,000

“And we thought we already made a number of improvements”