



Lean 6-Sigma Green Belt Project



Department of General Services

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(Project Greenbelt)

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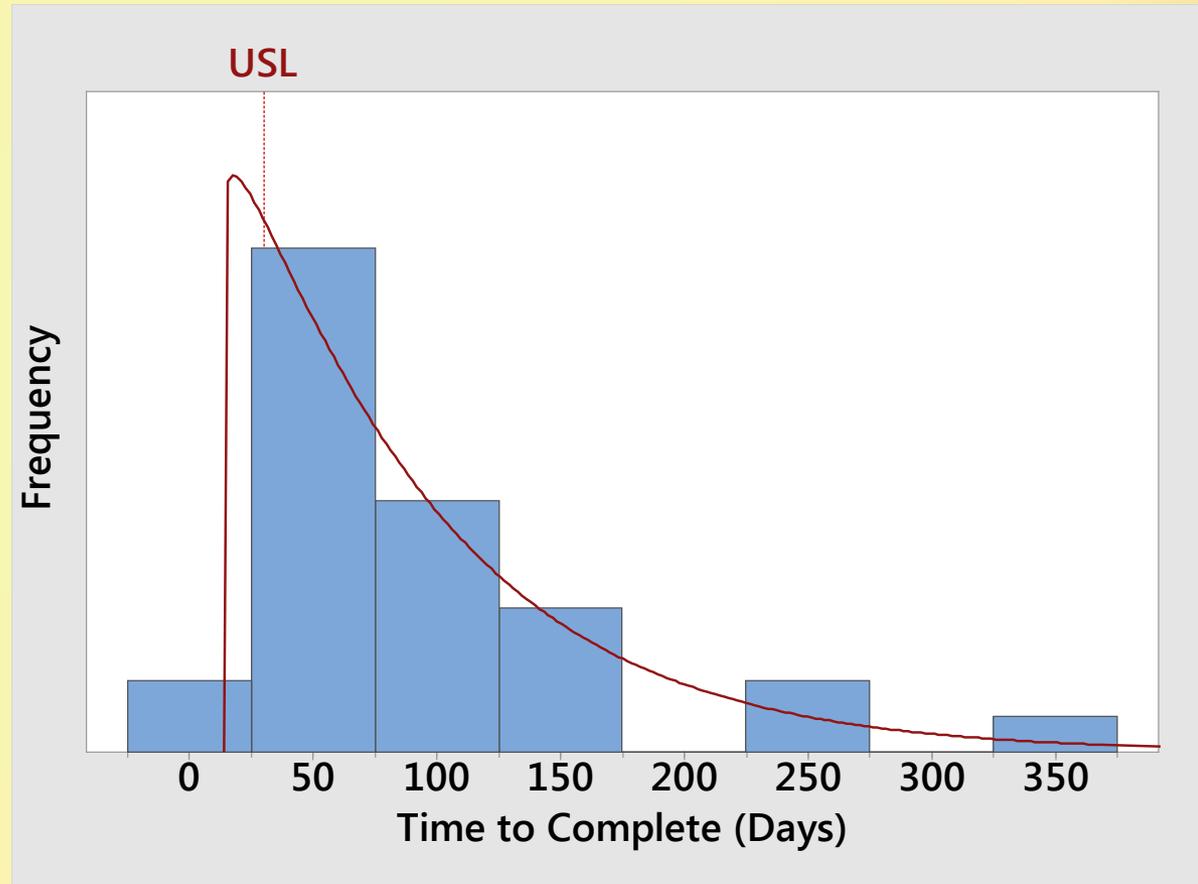
DGS Service Contract Completion Time Reduction

- ❖ **Problem Statement:** Processing of service contracts takes too long. This prevents work from happening in the divisions of DGS, including at our state buildings.
- ❖ **Objective:** 95% of contracts will be executed within 30 days of being submitted to the DGS Office of Business and Acquisition Services (OBAS).
- ❖ **Project Team:**
 - ❖ *Rhonda Burnett, Contract Manager*
 - ❖ *Melanie Zbur, Contract Manager*
 - ❖ *Nadia Hoshovsky, Research Analyst*
 - ❖ *Laurie Giberson, Legal Counsel to OBAS*

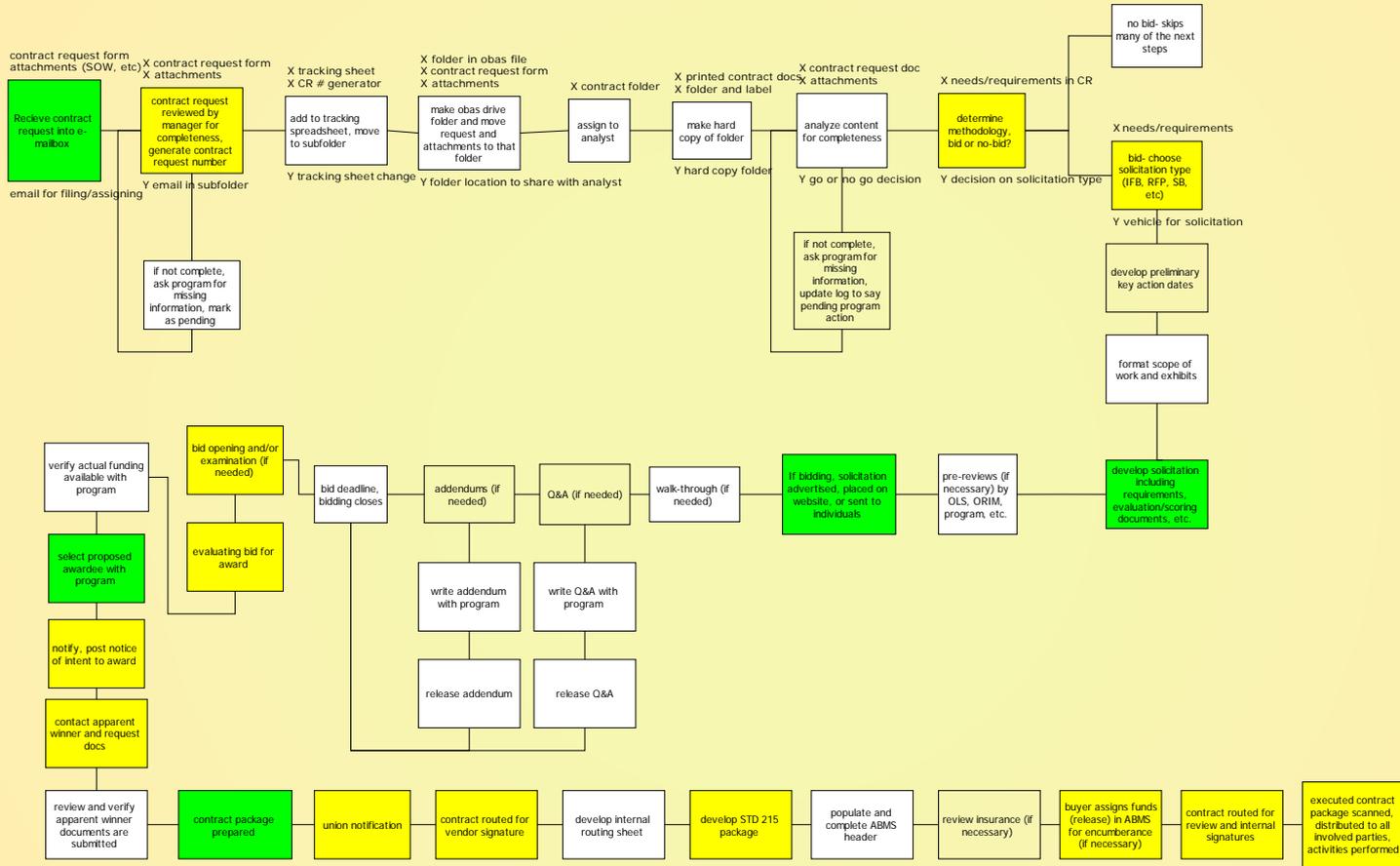


Baseline Capability

- ❖ Prior Average: 84 days
- ❖ Prior Max: 354 days
- ❖ 20.4% within spec
- ❖ N=42



Process Map



- ❖ NVA are green, NVA but legally mandated are yellow.
- ❖ Rework loops were unanimously voted the biggest “time sucks”

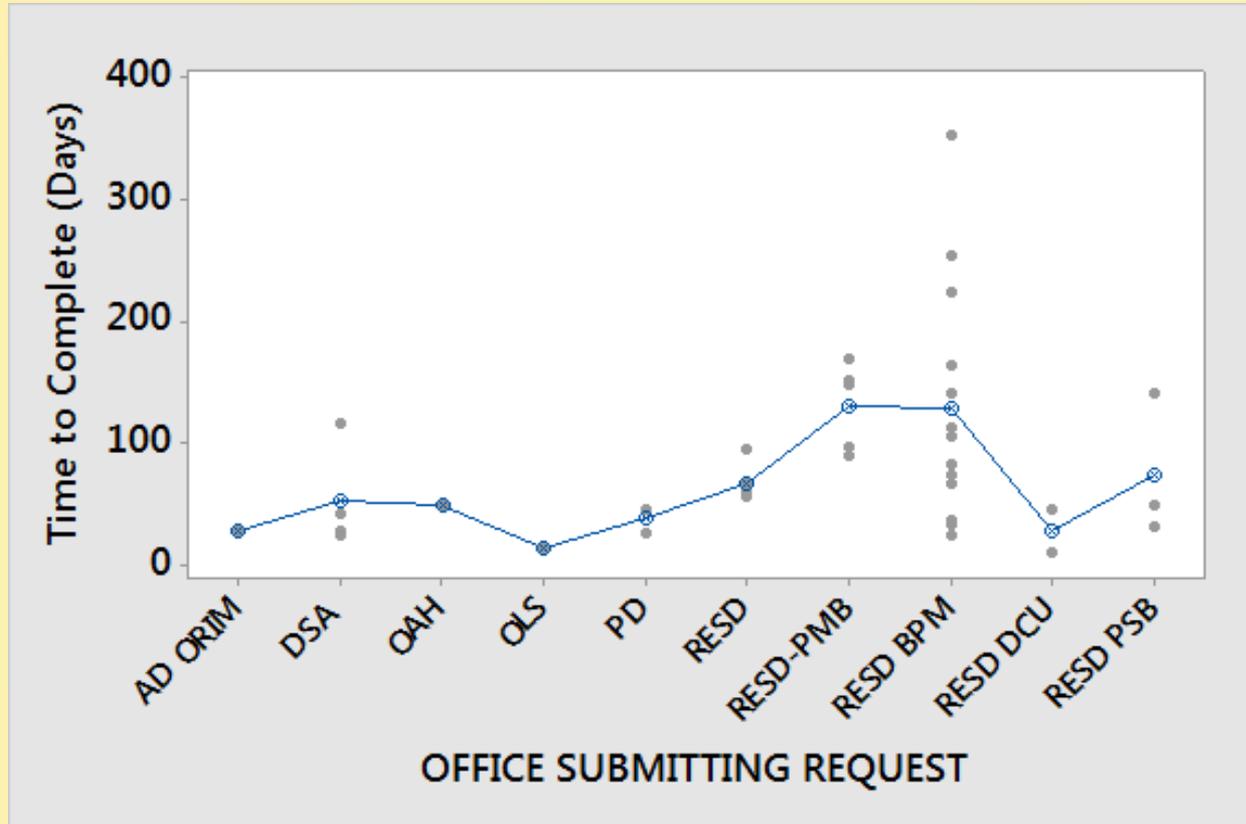


Analysis Tools

- ❖ Fishbone Diagram
- ❖ Pareto Chart
- ❖ FMEA
- ❖ Multi-vari Analysis
- ❖ Capability Analysis
- ❖ Mood's Median Hypothesis Test



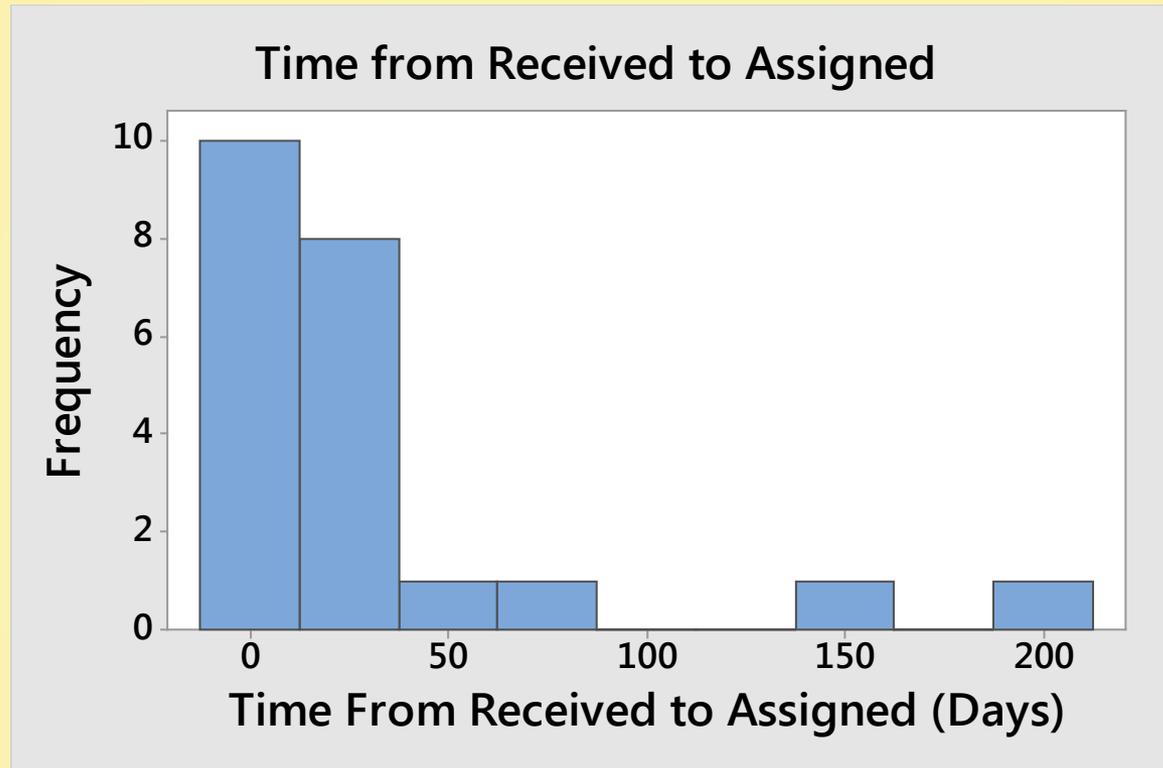
Comparison of Submitting Offices



- ❖ The office submitting a contract request can mean time to completion varies significantly. We need to work to train our customers on our needs.



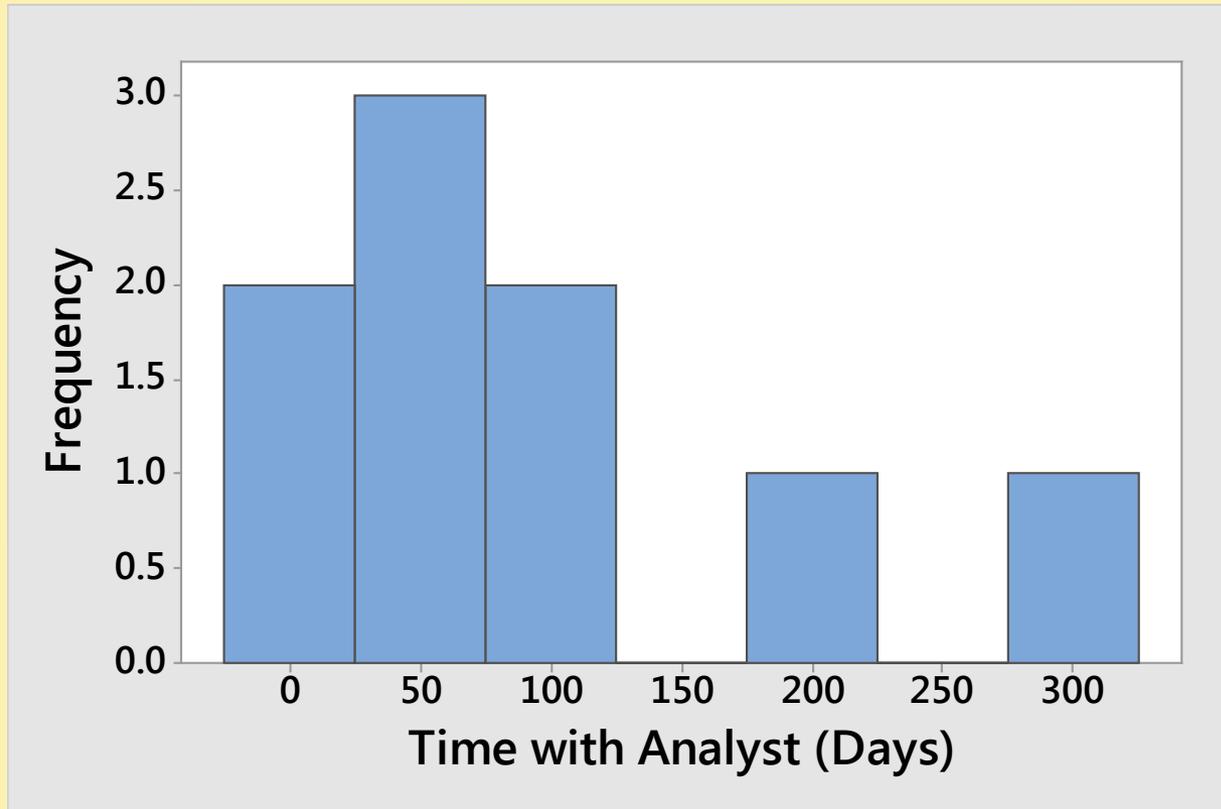
Managers Time to Assign



- ❖ Managers need to assign contracts to analysts more quickly. It took up to 194 days in the past.
- ❖ Average 33 days to assign a contract
- ❖ Maximum of 194 days



Time with an Analyst



- ❖ Analysts need to track actual time with them, and work more quickly with program. It took up to 317 days, an average of 105 days, to put a contract out to bid.

Critical x's

- ❖ Contract request form- this is the method by which a customer initiates a contract request.
- ❖ Scope of Work- largest number of defects come in this area.
- ❖ Process manuals- they didn't exist before this project.
- ❖ Contracts log- all data about status of contracts is kept here. In need of updating and tracking of additional info.



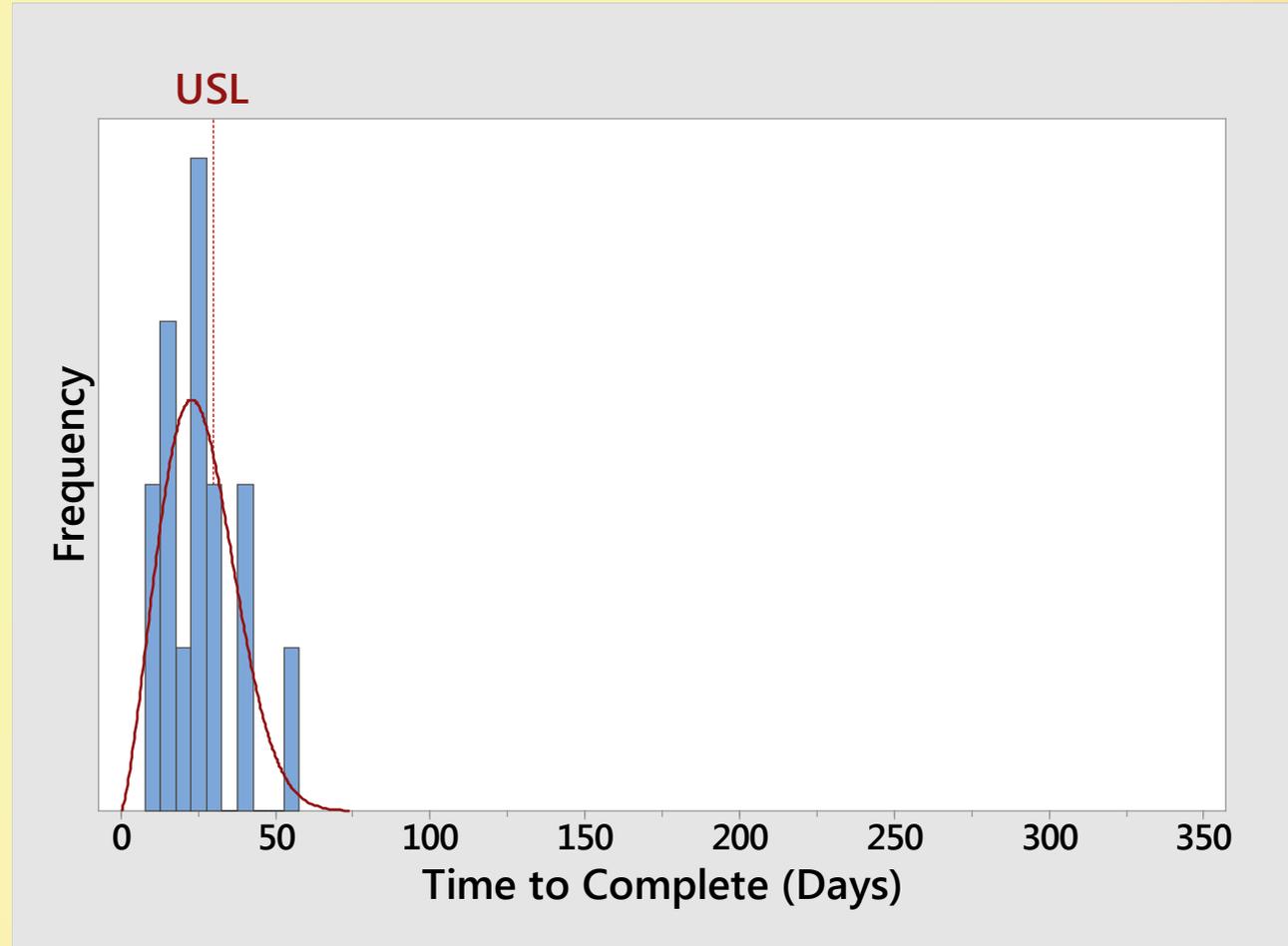
Improvement Techniques

- ❖ One master contract log for all data being developed.
- ❖ Automated contract request form, simplified and computer based.
- ❖ Expectations of customers being developed and distributed.
- ❖ Desk manual written and trained to contracts analysts.
- ❖ Managers assign contracts within a day.
- ❖ All dates of distribution, return to program, transmission to offices, tracked.
- ❖ Scopes of work will be managed and improved at program level.
- ❖ Filled existing vacancies in manager positions.

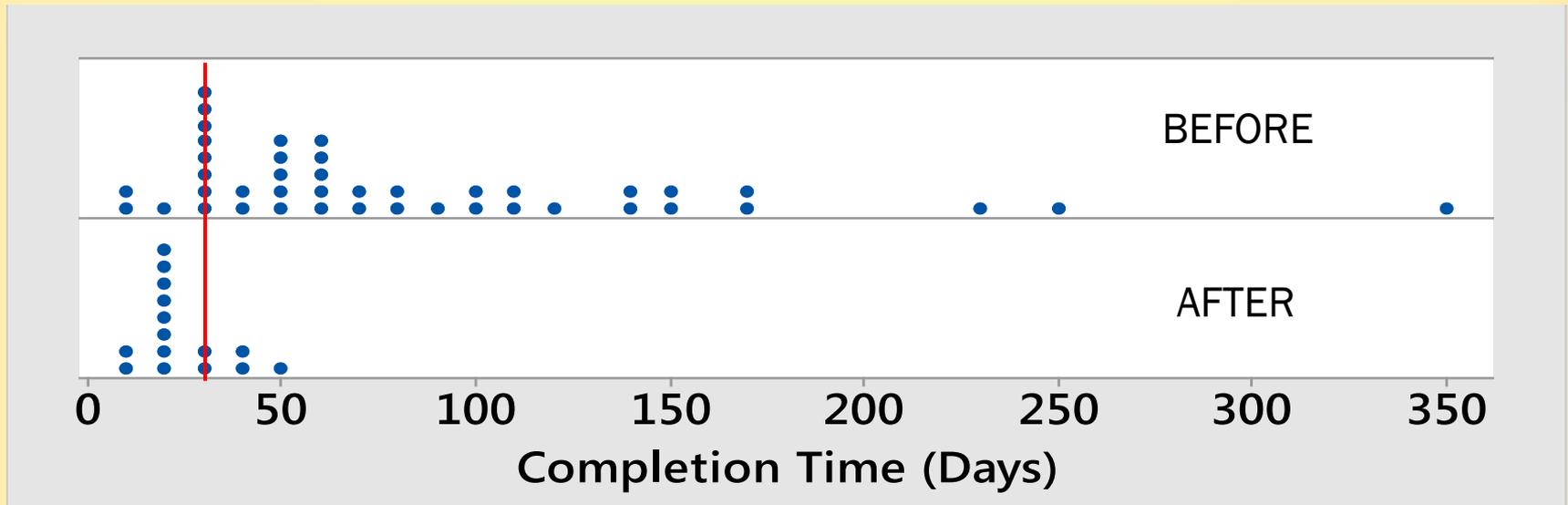


New Capability Analysis

- ❖ Current average: 25.3 days
- ❖ Current max: 53 days
- ❖ 73.3% within spec
- ❖ N=15



New vs. Old



- ✘ Significant reduction in completion times, elimination of the drastic delays.

Control Plan

- ✘ Track process of automated contract request form and percentages of better requests coming in.
- ✘ Track timelines: Managers assign, time with OBAS, time with program, time with legal on singular contract tracking spreadsheet.
- ✘ Monitor completion and implementation of “desk manual.”
- ✘ Accurately and regularly update the contract tracking spreadsheet, share with customers, run timelines weekly.
- ✘ Customer communication and guides updated and available on website.
- ✘ Track training of OBAS employees.
- ✘ Continued process improvement plan is expected to ultimately achieve the goal of 95% completion within 30 days.



Additional Benefits

- ✘ Staff is excited and working hard to achieve the 30 day goal.
- ✘ Less calls from concerned or “in the dark” customers means less time wasted checking status.
- ✘ Collaboration meetings with customers, working on relationships.
- ✘ Lessons learned on service contracts are being applied to all contract types.



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