



Lean 6-Sigma Green Belt Project



DEPARTMENT OF GENERAL SERVICES

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(Project Greenbelt)

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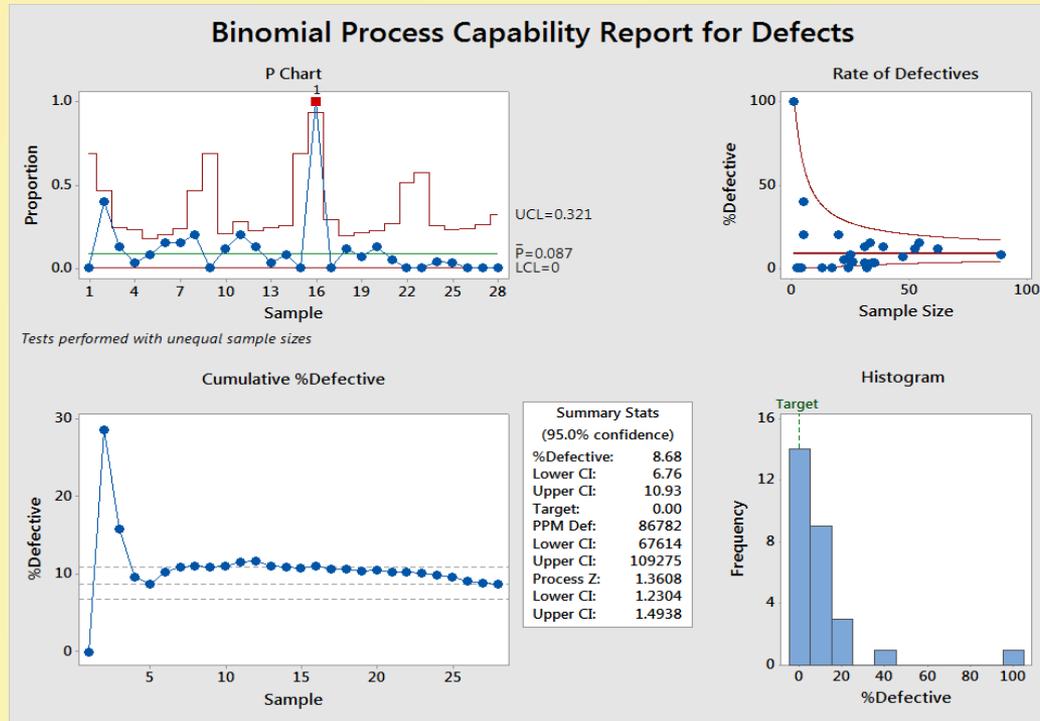


SB Certification Online Approval

- ❖ **Problem Statement:** The small business (SB) online approval process allows qualifying businesses to directly enter required information and receive a certification online. However, about 9% of applications that were ultimately approved had been flagged by the system as potentially non-qualifying and required full documentation from the customer and corresponding involvement from a Certification Officer within DGS in order to get approval. This results in additional work from the customer, significant delays, and unnecessary resources required from DGS.
- ❖ **Objective:** Reduce the percent of approved applications that required unnecessary documentation or certification officer help to less than 4%
- ❖ **Project Team:**
 - ❖ *Diana Alfaro – Certification Supervisor*
 - ❖ *Louise Kurashige – Certification Officer*
 - ❖ *Demeshia Swanson – Certification Officer*
 - ❖ *Renee Alexander – eProcurement Liaison*

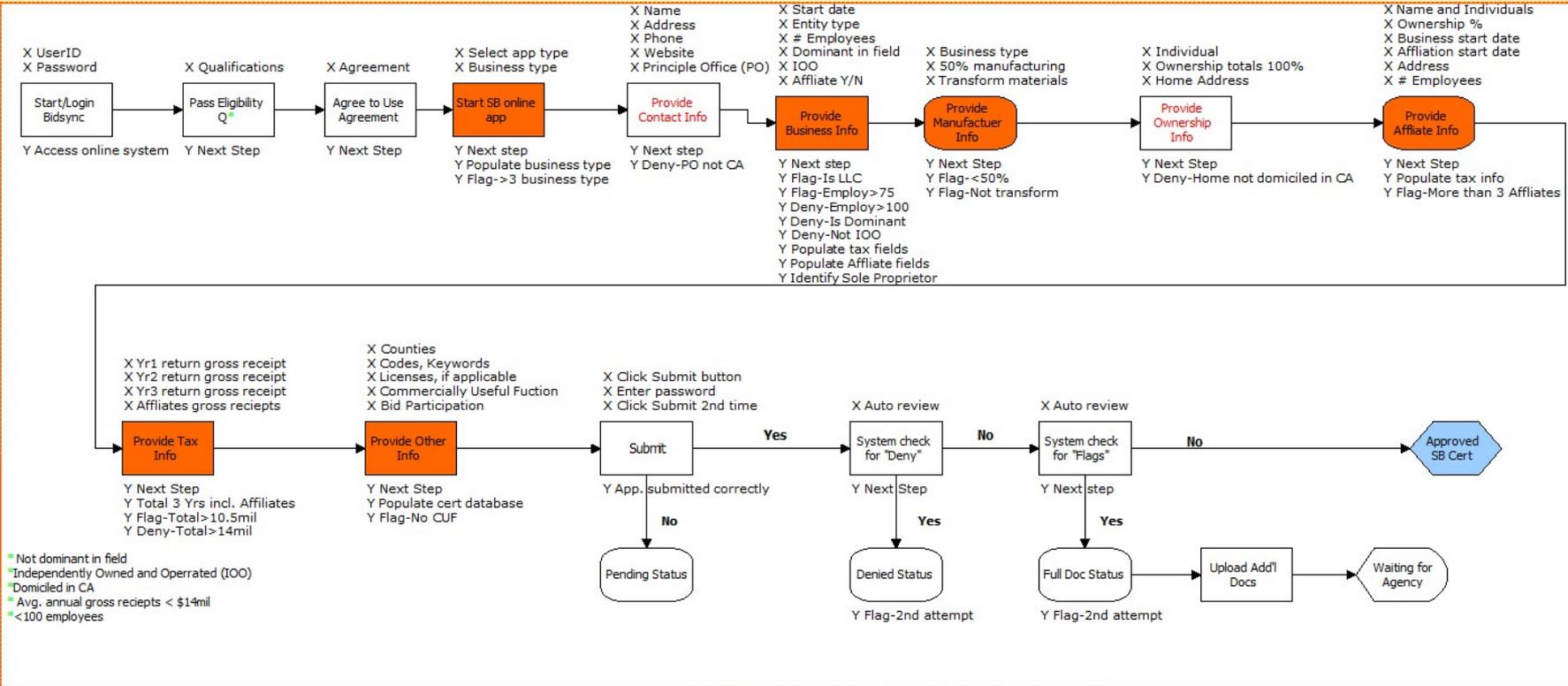


Baseline Capability



- ❖ 9% of qualifying SB applications required unnecessary documentation and certification officer resources for approval
- ❖ This translates to an average 65 applications for a typical month

Process Map



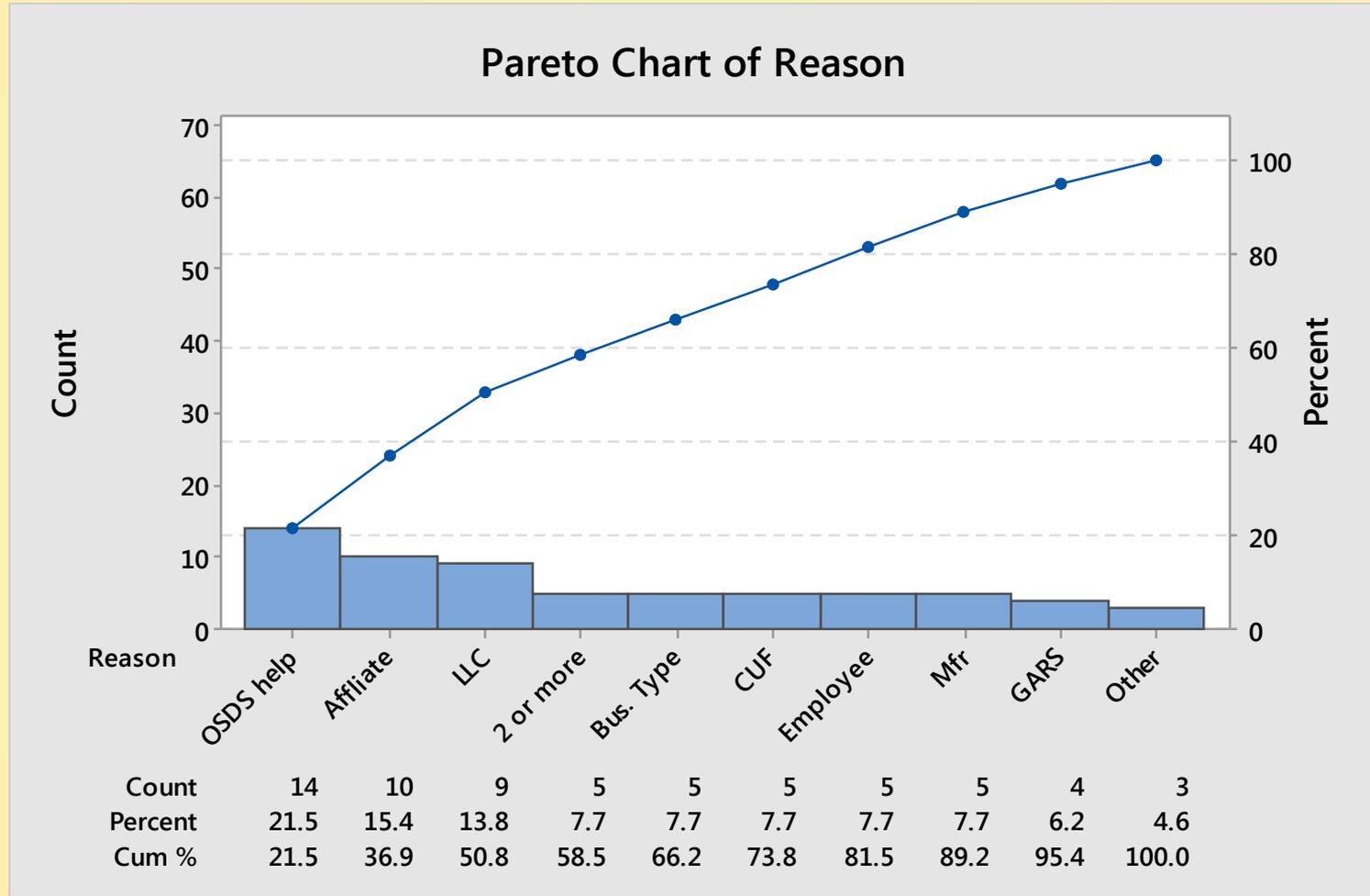
- ❖ Multiple areas for defects
- ❖ 8 potentially unnecessary flags for manual review/help

Analysis Tools

- ❖ Fishbone diagram
- ❖ Pareto chart
- ❖ Binomial capability analysis
- ❖ Future failure mode and effects analysis (FMEA)
- ❖ 2 proportions testing



Pareto of Delays/Flag Types



Key Analytical Finding

- ❖ Applicants may seek OSDS help for reasons outside of coded flags (ESL, disability, web page questions etc.)
- ❖ FMEA findings:
 - ❖ 7 of 8 flags represent a low risk of certifying unqualified businesses if removed (Policy based)
 - ❖ 1 Manufacturing flag high risk if removed (Law based)



Critical x's (reasons for flags)

- ❖ Applicant selected more than 3 business types
- ❖ Applicant is an Limited Liability Company
- ❖ Applicant's employee numbers are near, but not over, the regulatory limit
- ❖ Applicant selected more than 3 affiliates
- ❖ Applicant erased affiliates from previous years
- ❖ Applicant's gross annual receipts (GARS) are near, but not over, the regulatory limit
- ❖ Applicant did not answer or incorrectly answered Commercially Useful Function questions

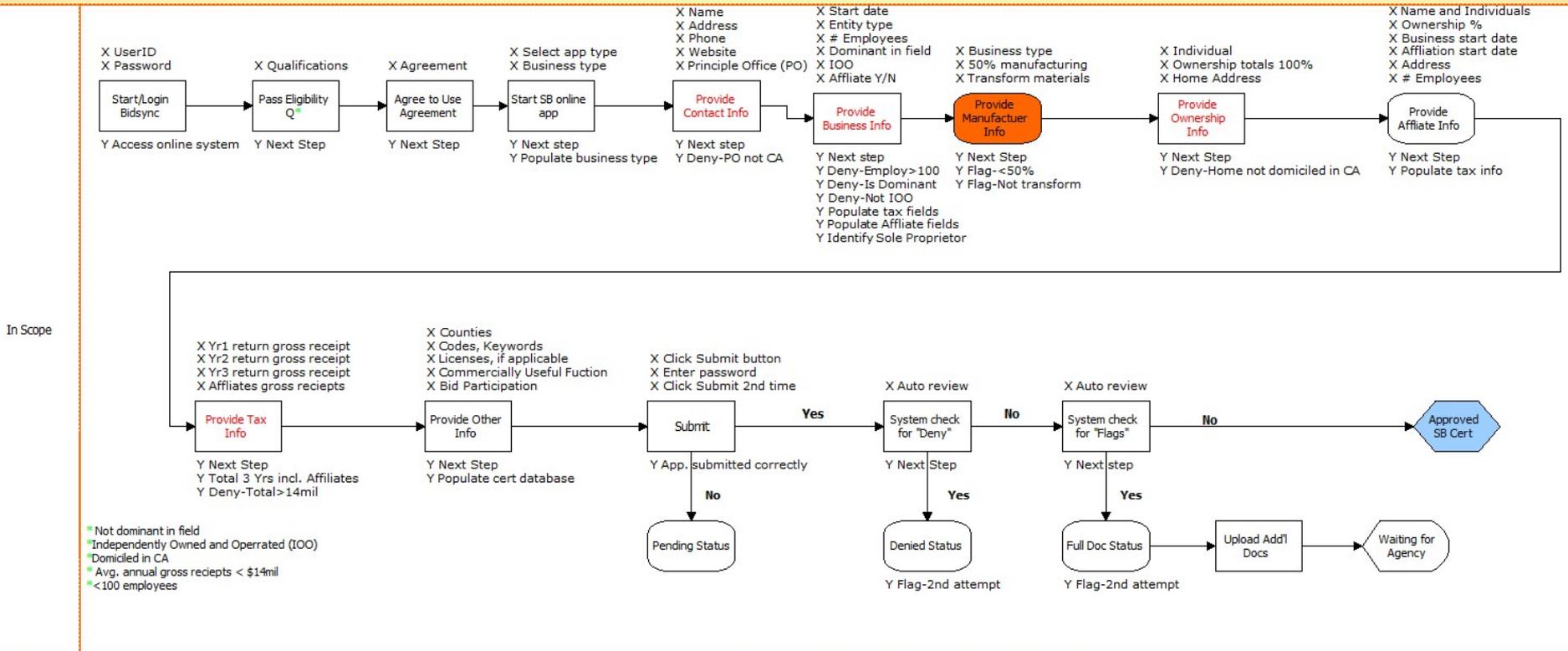


Improvement Techniques

- ❖ Remove low-risk flags from system based on FMEA
- ❖ Create landing page to clarify online application requirements

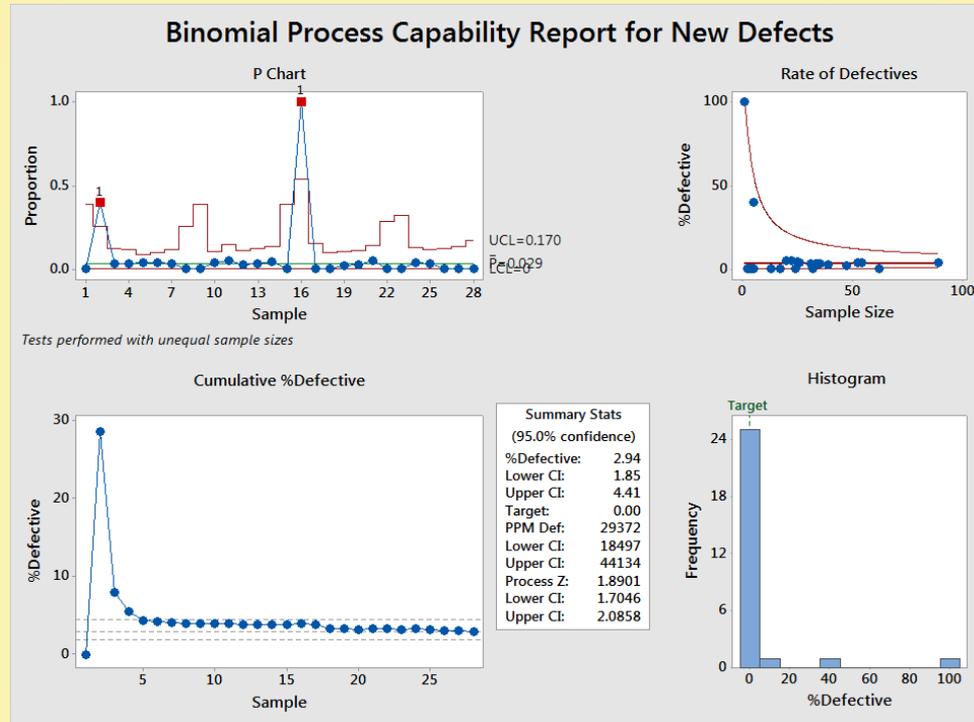


New Process Map



- ❖ 1 potential flag for manual review/help

New Capability Analysis



- ❖ Based on historical data, percent of qualifying applications that require unnecessary additional resources reduced from 9% to 3% (factor of three reduction)
- ❖ Monthly applications that require unnecessary help reduced from 65 to 22

Control Plan

- ❖ Mistake proofing using automated system
 - ❖ Verify flags removed from system
 - ❖ Monitor occurrences



Additional Benefits

- ❖ Greater customer satisfaction as fewer qualifying applications require unnecessary documentation
- ❖ DGS Certification Officers spend significantly less time on unnecessary processing of qualifying applications
- ❖ Greater understanding by DGS personnel of value vs. non-value added processing tasks—this will impact future process designs

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