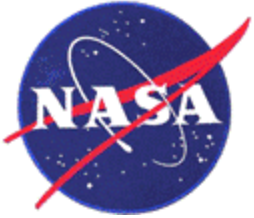




NSSC New Award Package for Grants



June 14 – 15, 2011



Agenda



- **Introductions**
- **Charter**
- **Schedule**
- **Event Activities**
- **Current States**
- **Ideal States**
- **Future States**
- **What Changed**
- **Get-To-Excellence (GTE) Plan**

Charter Summary For: NSSC New Award Package for Grants

LeanIT#:

Problem Statement: : The NSSC currently encounters delays in receiving required information from Grantees in order to set up their accounts in the Payment Management System (PMS). Escalation efforts are currently accomplished manually via e-mail and phone calls.

Objectives / Deliverables:

(1) We plan to automate the escalation process for Grants awarded by NSSC to ensure timely receipt of all required documentation and streamline the process between NSSC Finance and Procurement to ensure no duplication of effort .(2) Reduce the amount of time by 50% between Award Date and NSSC receipt of the Payment Package.

Project Scope Information:

Process Start: When the Grant is Awarded

Process End: When the Grantee Account is set up in PMS

Value from the Customer's perspective: (1) Streamline the process between Procurement and Finance to ensure no duplicate effort (2) More timely drawdowns (3) Automation and reduction of paper.

Out of Scope: Reduction in the amount of time that PMS is permitted to establish the account after documentation is received.

Dates: June 14th, 15th

Champion:

Cindy Epperson/Monique Sullivan

Sponsor:

Jim Caldwell/Janet Kovac

Team Leader:

Nikki Tubbs

OE Facilitator: Debbie Dale

Co Facilitator: Beth Keith

Team Members:

Valerie Johnson

Irene Barry

Annette Penton

Jennifer Watkins

Marsha Franklin

Nancy Cuty

Lisa Oliver

SUPPLIERS	INPUTS	PROCESS	OUTPUTS	CUSTOMERS
(Provides the inputs)	(Needed to create outputs)	(Self Assessment)	(What the Customer Needs)	(External &/or Internal)
(1) Center Procurement	(1) Unknown if Center provides Pymnt Pkg with award	This is where we will	(1) Receive Award/Payment Package	(1) Center Procurement
(1) NSSC Procurement	(1) Payment Package sent with award	insert our flows	(1) Receive Award/Payment Package	(1) NSSC Procurement
(2) Comp Center	(2) CMM, SAP		(2) Systems pending update	(2) Comp Center
(3) Grantee	(3) Completed or updated payment package		(3) Deliver packet to FMD Grants	(3) Grantee
(4) Functional Area's - Doc Imaging	(4) Mail		(4) Review/Submit	(4) Functional Area's - Document Imaging
(5) PMS	(5) Receive/review docs for account accept/reject		(5) Notification of completion/rejection	(5) PMS
(6) Customer - Federal	(6) Receive LOC		(6) Notification of completion	(6) Customer - Federal
(7) FM Vendor Master	(7) Remedy		(7) Notification of completion	(7) FM Vendor Master
(8) Comp Center	(8) System Interface to PMS		(8) None required	(8) Comp Center

6/21/2011

Activity Schedule

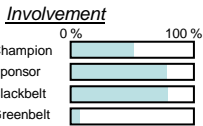


	Tuesday 14-Jun		Wednesday 15-Jun		Monday 20-Jun
8:00	Kick-Off - Intros		Review - Observations	Capture Enablers	Construct Action Plan - Determine Ownership - Build Outbrief
8:30	Event Training: Kaizen Process		As Is Time Value Analysis		
9:00			As Is Customer Value Determination		
9:30	Review Steps 1-3		As Is Value Analysis		
10:00	SIPOC & Walk the Flow - High Level				
10:30	Attributes of the current state		Ideal State		
11:00	Map the As-Is Value Stream - Data Collection		Waste Elimination - Cost and Cycle Time Reductions		Deliver Outbrief
11:30					
12:00	Lunch		Lunch		
12:30	Map Value Stream in Detail	Capture Enablers	Map the to be Value Stream/Process		
1:00					
1:30			Trigger Sheets		
2:00					
2:30	Trigger Sheets		To Be Metrics		
3:00			Brainstorm- Categorize Enablers		
3:30	Attributes of the Future State				
4:00	Daily Team Lead Meeting - Sponsor		Daily Team Lead Meeting - Sponsor		

Path to Excellence

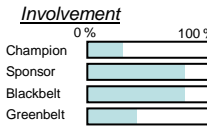
Tools:

- Business Case Template
- Pareto Charts
- Kano Analysis
- Value Stream Map
- Brainstorming



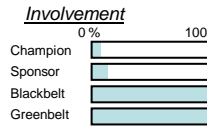
Tools:

- Roles & Charters
- IPO Diagrams
- Project Selection Form
- Project Plan / Checklist
 - Sponsor Meeting
 - Kick-off Meeting
 - Inform whole area
- Risk Management
- QFD



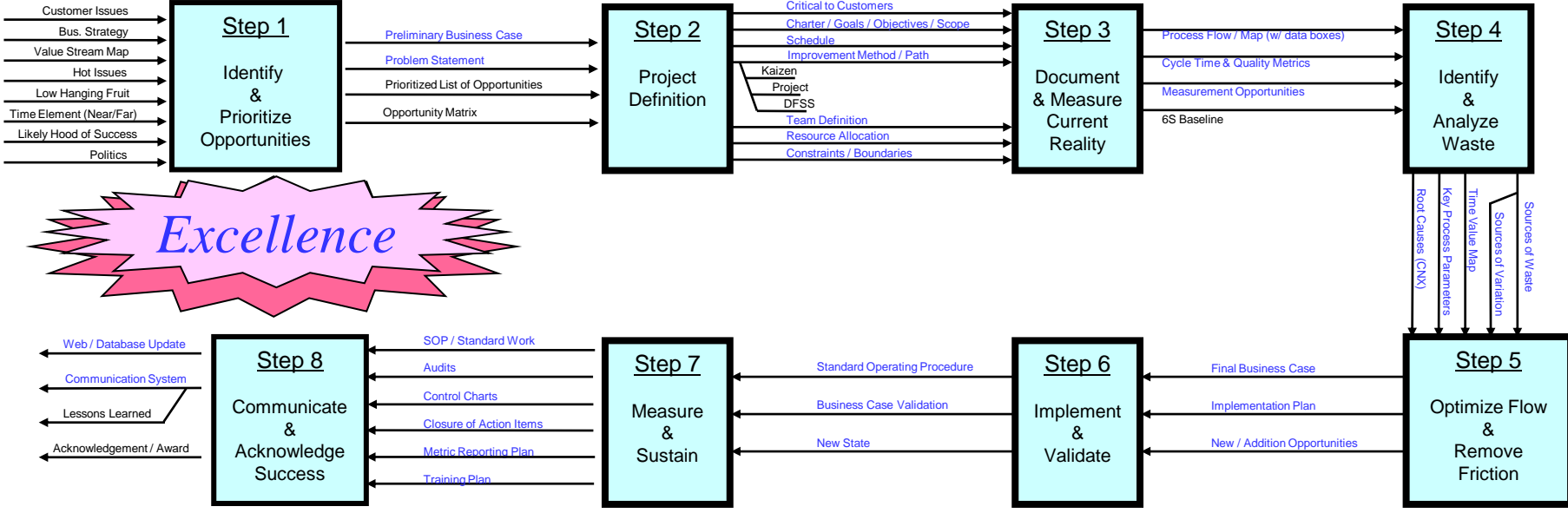
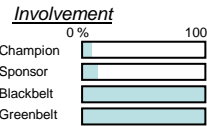
Tools:

- Process Mapping
- Time Value Mapping
- Physical Map / IPO
- Sigma Capability Measures
- Process Observation Form
- Survey
- Interview
- Time Observation Form
- 6S Evaluation



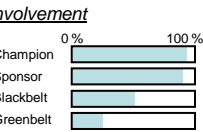
Tools:

- Sources Of Variation
- Simple Visual Tools (C&A, etc.)
- Time Value Map
- Simple & Multiple Regression
- Correlation Analysis
- Multi-Variate Analysis
- FMEA
- MSA
- DOE



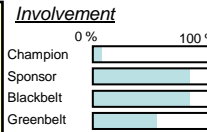
Tools:

- Web Page
- Suggestion Program
- Lessons Learned
- Migration of Best Practice
- Newsletters
- Story Boards
- Awards
- Incentives
- Giveaways



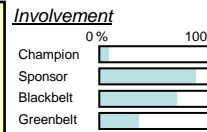
Tools:

- SOP / Policy / Standard Work
- Control Charts
- Communication Plan / Training
- Audits
- Report Out
- Rapid Data Collection
- Positive Reinforcement
- Change Management
- Newspaper



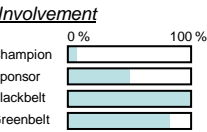
Tools:

- SOP Validation
- Finance Validation
- Hypothesis Test
- Design of Experiment (DOE)
- Conformation Runs
- Pilot



Tools:

- Mistake Proofing Techniques
- Out-of-Box Thinking
- Takt Time
- Flow & Pull Techniques
- To-Be Map
- Action Item Tracking
- Design of Experiments
- Step Down Chart
- Brainstorming / Try Storming
- FMEA (new process)



Lean Processes That Operate At Six Sigma Capability

Path to Excellence, continued

Event Steps

Step 1: Define The Boundaries
Step 2: Define The Value
Step 3: Define The Outcome
Step 4: Walk The Product/Service Flow

Baseline Team

Step 5: Observe And Gather Data
Step 6: Map The Value Stream

- Customer
- Product Flow
- Information Flow
- Other Data (Inventory, Takt, Etc.)

Current Conditions

Vision

Plans

Step 7: Analyze Current Conditions
Step 8: Develop Ideal State

Step 9: Develop Future State Map
Step 10: Develop Action Plans And Tracking

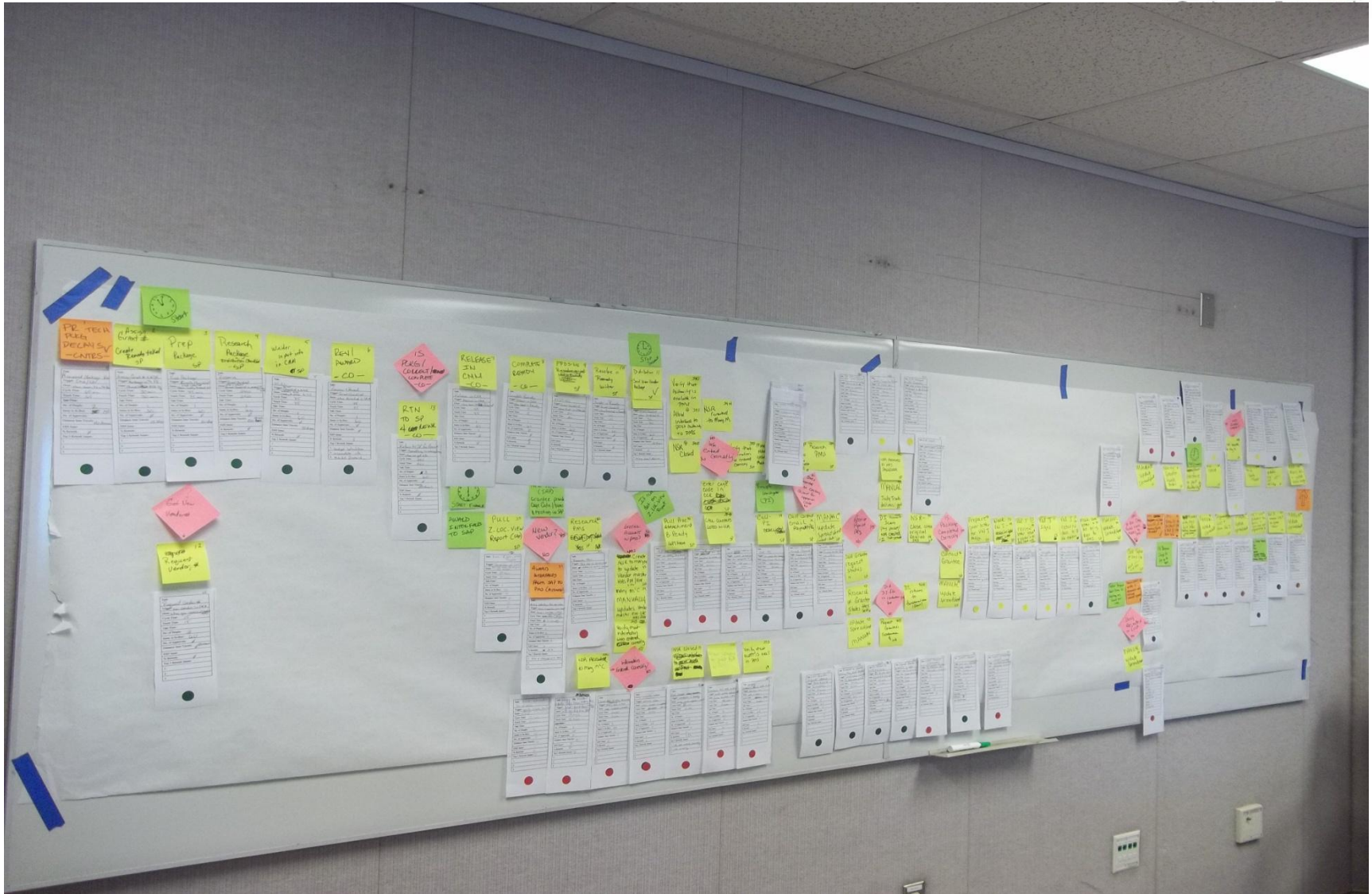
Event Activities Completed



- **Constructed Current State**
- **Current State/Analysis/Attributes**
 - **Trigger Sheets**
 - **Value**
 - **What is good and what is bad about the process**
- **Contacted outside sources – NSSC DI, NEACC, etc**
- **Brainstormed Ideal State**
- **Brainstormed Ideal State vs. Future – What prevents us from implementing the ideal states?**
- **Future State**
- **Identified Actions/Tasks/Enablers**
- **GTE Plan**

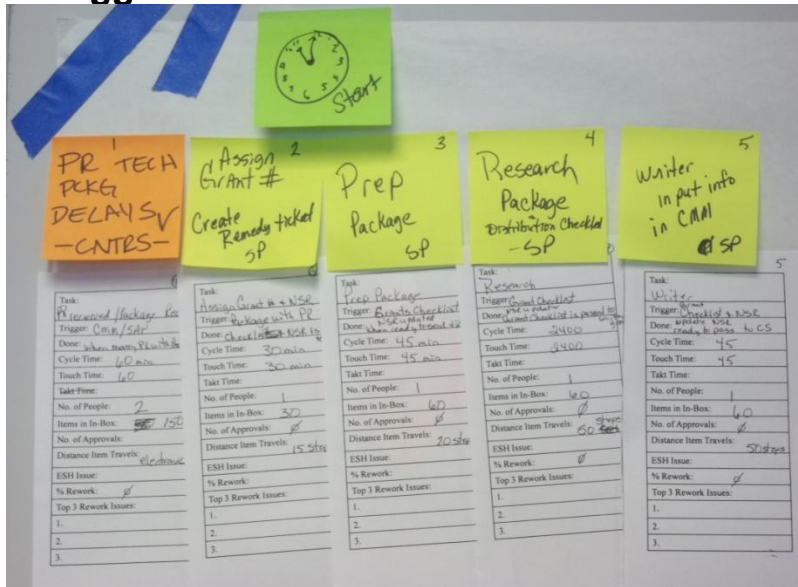
Tools: Flow Charting, Brainstorming, Gap analysis, Trigger sheets. Value Analysis

Current State



Current States - Analysis

Trigger Sheets



Task:
Trigger:
Done:
Cycle Time:
Touch Time:
Takt Time:
No. of People:
Items in In-Box:
No. of Approvals:
Distance Item Travels:
ESH Issue:
% Rework:
Top 3 Rework Issues:
1.
2.
3.

RELEASED - Printed documents may be obsolete; validate prior to use.

Current States - Analysis

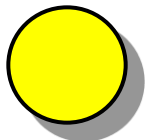
Value

Value-Added Activities



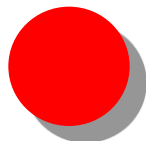
- Any activity in a process that is essential to deliver the service to the customer
- Must be performed to meet customer needs
- Activities that are done right the first time; enhance quality
- TIP: If it's not clear whether a task is value-added, imagine what would happen if you STOP doing it. Would customer complain?

Non Value-Added Required - Needed Activities



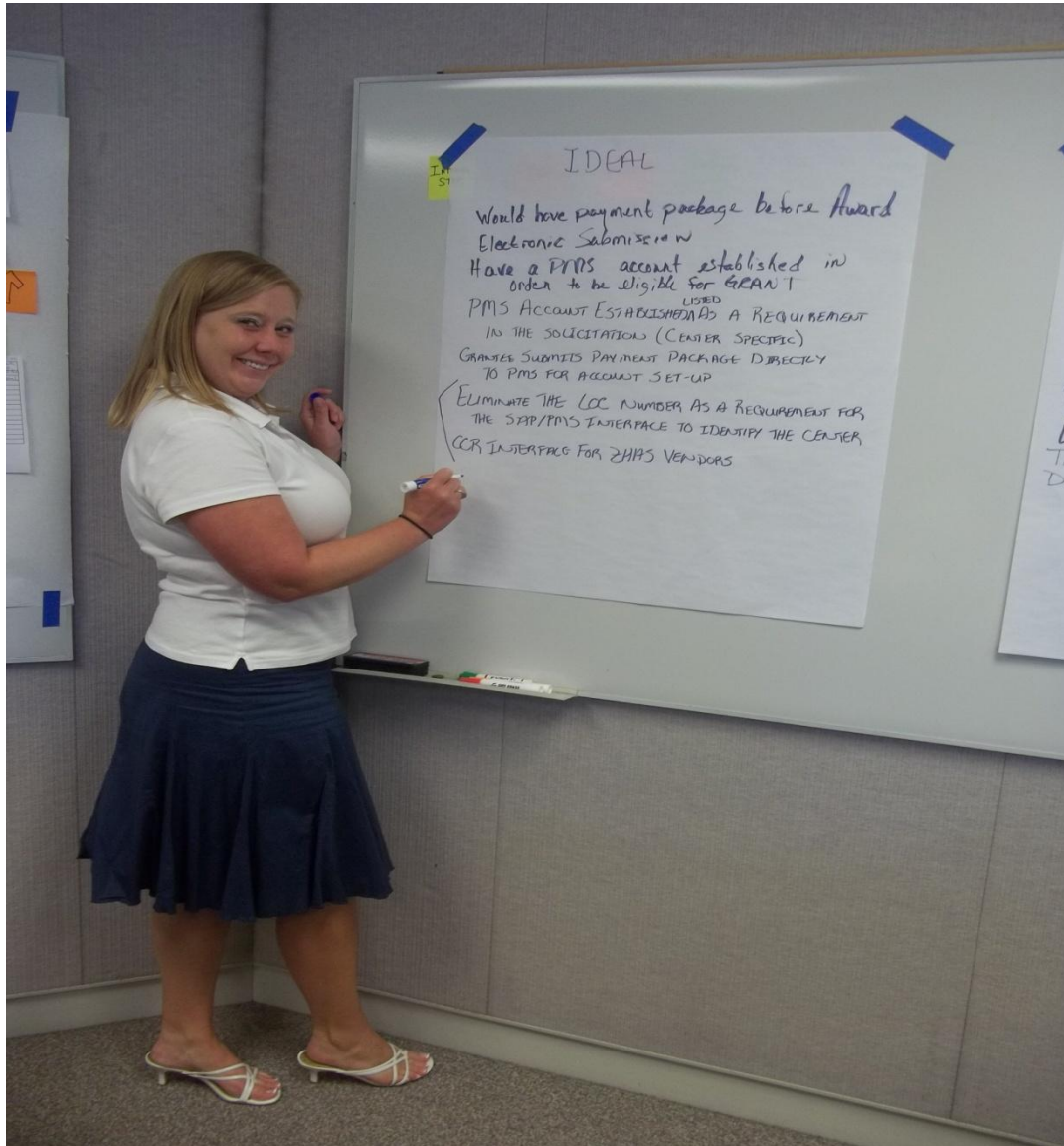
- Activities which may be necessary but add no value
- Cannot be eliminated (due to non-robustness of process) based on current state of technology
- Required (regulatory, customer mandate, legal)
- TIP: If you stop doing it, would your customer complain?

Non Value – Added Activities



- Activities that consume resources but **create no value** in the eyes of the customer; i.e., customer doesn't care
- The customer is not willing to pay
- Pure waste (8 forms)
- TIP: If you stop doing it, would your customer know the difference?

Ideal States



Future State



What Changed?



- **Procurement will notify Finance that a new vendor is required during package preparation rather than distribution**
- **Finance will submit payment package to the Grantee for completion - previously a Procurement function after award**
- **An NSR will be generated to track package from submission to the Grantee for completion to establishment of the Grantee account in PMS (MANUAL spreadsheet eliminated)**
- **The DHHS Cover Letter will now be electronically signed**
- **Finance will contact the Authorized Organizational Representative instead of the CCR contacts and the Principal Investigator to identify the appropriate financial POC**
- **Streamlined process for updating the Vendor Master record for the Grantee LOC number**
- **Eliminated manual execution of the Z_LOC_VIEW report to determine new vendors**

What Changed?



	Current	Future	Improvement
Steps	72	40	44%
Cycle Time	26,546	16,855	37%
Touch Time	3,746	3,265	13%
FPY	34%	76%	121%

The majority of the Cycle Time is due to wait time on external actions.

Actions/Enablers



Get to Excellence Plan and Follow-up



<u>#</u>	<u>Type</u>	<u>Event Description</u>	<u>Target Date</u>	<u>% Comp</u>	<u>Owner</u>
1	JDI	Electronic Signature Procedure	6/25/2011	0%	Valerie Johnson
2	JDI	Train/Inform Vendor Master Trouble Shooter	6/30/2011	0%	Marsha Franklin
3	JDI	Design New Vendor Form	6/30/2011	0%	Lisa Oliver
4	JDI	Auto Generate NSR	8/1/2011	0%	Nikki Tubbs
5	JDI	Design Tracking form for Payment Package NSR and submit to IT	7/15/2011	0%	Annette Penton
6	JDI	Train/Inform AP Remedy Team to assign Grant NSRs	6/30/2011	0%	Marsha Franklin
7	JDI	Inform PMS of new Email address	6/30/2011	0%	Valerie Johnson
8	JDI	Contact DI on Payment Package Delivery	6/30/2011	0%	Jennifer Watkins
9	JDI	Request DI to implement new KOFAX enhancement	6/30/2011	0%	Marsha Franklin
10	JDI	Update Procurement Grant Service Delivery Guide	7/30/2011	0%	Lisa Oliver
11	JDI	Update Finance Grant Service Delivery Guide	7/30/2011	0%	Irene Barry

Get To Excellence Activity: # 1 Electronic Signature Procedure

- JDI
- Kaizen
- Project
- VSM

Implementation Hard Easy	X	P	I
		K	C
	Small	Big	
		Pay-off	

Estimated Task Dates: 6/25/2011

Owner: Valerie Johnson

Potential Team Lead and Members:

**Valerie Johnson
Karen Hill**

Description/Problem Statement:

Currently Finance hand carries Package to CS for signature and review before submitting to PMS.

Objectives/Deliverables:

Eliminate manual process and submit package electronically for signature and review.

Level of Effort: 2 hours

**Benefits: Improve work quality
Eliminate manual process**

Get To Excellence Activity: # 2 Train/Inform Vendor Master Trouble Shooter

- JDI
- Kaizen
- Project
- VSM

Implementation Hard Easy	X	P	I
		K	C
	Small	Big	
	Pay-off		

Estimated Task Dates: 6/30/2011

Owner: Marsha Franklin

Potential Team Lead and Members:

**Marsha Franklin
Mary McCullough
Debbie Dale**

Description/Problem Statement:

Currently the Remedy NSR is passed between Functional Areas with no value added at some steps.

Objectives/Deliverables:

Streamline the process for updating the vendor mater record with the PMS account information.

Level of Effort: 4 hours

Benefits: Eliminate unnecessary steps

Get To Excellence Activity: # 3 Design new Vendor Form

- JDI
- Kaizen
- Project
- VSM

Implementation Hard Easy	P	I	X
	K	C	
	Small	Big	
	Pay-off		

Estimated Task Dates: 6/30/2011

Owner: Lisa Oliver

Potential Team Lead and Members:

**Lisa Oliver
Nancy Cuty
Wendy Kilgore**

Description/Problem Statement:

Currently vendor package is sent to the Grantee for completion during distribution after award which significantly delays the set up of the PMS account.

Objectives/Deliverables:

When a new vendor is identified during the package preparation process, the new vendor form will be sent to DI which will prompt an NSR for Finance.

Level of Effort:

3 hours

Benefits:

Finance is notified of new vendor prior to award

Get To Excellence Activity: # 4 Auto Generate NSR

- JDI
- Kaizen
- Project
- VSM

Implementation Hard Easy	P	I	X
	K	C	
	Small	Big	
	Pay-off		

Estimated Task Dates: 8/1/2011

Owner: Nikki Tubbs

Potential Team Lead and Members:

**Nikki Tubbs
Wendy Kilgore
Lisa Oliver**

Description/Problem Statement:

Currently Finance is manually generating the Z_LOC_VIEW report in SAP to determine new vendors after Grants are awarded.

Objectives/Deliverables:

Finance will be automatically notified when Procurement identifies a new vendor during pre- award.

Level of Effort: 40 hours

Benefits:

Finance is notified of new vendor prior to award

Get To Excellence Activity: #5 Design Tracking Form for Payment Package NSR and Submit to IT

- JDI
- Kaizen
- Project
- VSM

Implementation Hard Easy	P	I	X
	K	C	
	Small	Big	
	Pay-off		

Estimated Task Dates: 7/15/2011

Owner: Annette Penton

Potential Team Lead and Members:

**Annette Penton
Marsha Franklin
Karen Hill
Valerie Johnson**

Description/Problem Statement:

Currently a manual spreadsheet is used to track the payment package from request to the establishment of the PMS account and is updated at a minimum of 9 times during the process

Objectives/Deliverables:

Eliminate Manual Spreadsheet

Level of Effort: 16 hours

Benefits: No Manual Spreadsheet upkeep

Get To Excellence Activity: # 6 Train/Inform AP Remedy Team to assign Grant NSRs

- JDI
- Kaizen
- Project
- VSM

Implementation Hard Easy	P	I	X
	K	C	
	Small	Big	
	Pay-off		

Estimated Task Dates: 6/30/2011

Owner: Marsha Franklin

Potential Team Lead and Members:

**Marsha Franklin
Maxine Mason
Tasha Smith
Alicia Warnsley**

Description/Problem Statement:

Currently the Remedy NSR is passed between HHS process with no value added

- **Objectives/Deliverables:**
- **Streamline process for assigning HHS Remedy tickets**

Level of Effort: 8 hrs

Benefits: Eliminate unnecessary steps

Get To Excellence Activity: #7 Inform PMS of new Email Address

- JDI
- Kaizen
- Project
- VSM

Implementation Hard Easy	P	I	X
	K	C	
	Small	Big	
	Pay-off		

Estimated Task Dates: 6/30/2011

Owner: Valerie Johnson

Potential Team Lead and Members:

Valerie Johnson

Description/Problem Statement:

Currently PMS is emailing account information to the CCC and Valerie Johnson which delays information delivery the appropriate POC for processing.

Objectives/Deliverables:

Streamline the process for notifying Finance that a new account has been established.

Level of Effort: 15 min

Benefits:

More timely notification that an account has been established.

Authority will interface to PMS more timely.

Get To Excellence Activity: # 8 Contact DI on Payment Package Delivery

- JDI
- Kaizen
- Project
- VSM

Implementation Hard Easy	P	I	X
	K	C	
	Small	Big	
	Pay-off		

Estimated Task Dates: 6/30/2011

Owner: Jennifer Watkins

Potential Team Lead and Members:

Jennifer Watkins

Description/Problem Statement:

Currently DI is delivering payments packages to Judy Trowbridge for hand delivery to Finance.

Objectives/Deliverables:

To streamline process for delivering packages directly to Finance.

Level of Effort: 5 min

Benefits:

More timely receipt and processing of completed payment packages.

Get To Excellence Activity: # 9 Request DI to implement new KOFAX enhancement

- JDI
- Kaizen
- Project
- VSM

Implementation Hard Easy	P	I	X
	K	C	
	Small	Big	
	Pay-off		

Estimated Task Dates: 6/30/2011

Owner: Marsha Franklin

Potential Team Lead and Members:

**Marsha Franklin
Wendy Kilgore**

Description/Problem Statement:

Currently payment packages are being scanned and filed in DI rather than being delivered to Finance for processing.

Objectives/Deliverables:

Develop an automated method for identifying payment packages and alerting the processor the originals need to be delivered to Finance.

Level of Effort: 2 wks

Benefits:

**Eliminate misrouting HHS payment packages
Ensure more timely processing of payment packages.**

Get To Excellence Activity: # 10 Update Procurement Grant Processing Service Delivery Guide

- JDI
- Kaizen
- Project
- VSM

Implementation Hard Easy	P	I	X
	K	C	
	Small	Big	
	Pay-off		

Estimated Task Dates: 7/30/2011

Owner: Lisa Oliver

Potential Team Lead and Members:

**Lisa Oliver
Nancy Cuty**

Description/Problem Statement:

The Grant Processing Service Delivery Guide for Procurement will need to reflect Future Process Flow and new process steps.

Objectives/Deliverables:

Update Service Delivery Guide to reflect Future enhanced improved processes.

Level of Effort: 2 Days

Benefits:

SDG will reflect improved process

Get To Excellence Activity: #11 Update Finance Grant Processing Service Delivery Guide

- JDI
- Kaizen
- Project
- VSM

Implementation Hard Easy	P	I	X
	K	C	
	Small	Big	
	Pay-off		

Estimated Task Dates: 7/30/2011

Owner: Irene Barry

Potential Team Lead and Members:

**Irene Barry
Annette Penton
Valerie Johnson**

Description/Problem Statement:

The Grant Processing Service Delivery Guide for Finance will need to reflect Future Process Flow and new process steps.

Objectives/Deliverables:

Update Service Delivery Guide to reflect Future enhanced improved processes.

Level of Effort: 2 days

Benefits:

SDG will reflect improved process

Future Considerations

- ***Work with Division of Payment Management System (PMS) to encourage them to accept electronic documents for automatic deposit requests.***



Back up