Lean Six Sigma Green Belt Project Storyboard

Project Name: RFT KPI Volumes Gathering

Project Type: Process Efficiency (Lean)

Industry: Financial Services

DEFINE: PROBLEM / BASELINE / GOAL

The volumes gathering process was estimated in April 2015 as taking 30 hours to prepare the Right First Time KPI per month. As the biggest "time-stealer" in Operations, management requested this task was addressed for improvement.

The goal was to reduce this time taken by at least 40% to 18 hours by September 2015 without adversely impacting data integrity.

During the Improve phase a new solution was designed, using system based queries to obtain data, which resulted in the elimination of almost all manual effort from the process of gathering volumes. The Goal stated during the Define phase was surpassed, with the identified solution now generating a 95% reduction in time taken.

MEASURE: PROCESS / EXPERT KNOWLEDGE / DATA

In this phase the process was found to take on average 30 minutes per user per week – or c15 hours per month. This was lower than initially estimated.

A lot of waste was identified in the need to navigate through many sources of information.

Project Focus:
Why are non-system entries included?

From this to this!

ANALYZE: DRIVERS / ROOT CAUSES / VITAL FEW

- Both the Fishbone and 5 Whys identified the need for a more automated, less manual, standardised approach to gathering the data *(through a Data Dictionary and Work Instruction).*
- The Fishbone exercise also revealed the importance of the subsequent Branch Call as a driver for gathering volumes. Another DMAIC project was kicked off to address Branch Call issues in June.

IMPROVE: INNOVATION / IMPLEMENTATION PLANNING

The redesign through standard queries has seen the associated risk with this process reduce by 91% *(calculated through before and after FMEA)*

CONTROL: RESULTS / SUSTAINING

The new Process to obtain the transaction volumes has been greatly simplified with very limited user involvement going forward. The redesign has eliminated 19 Process Steps and also means the process is reduced to a single source of data (as opposed to 8 or 9 sources previously).

For August reporting, the task took less than half an hour, a saving of around 15 hours a month.

The reports are to be standardised and batched in future, reducing time taken even further.