

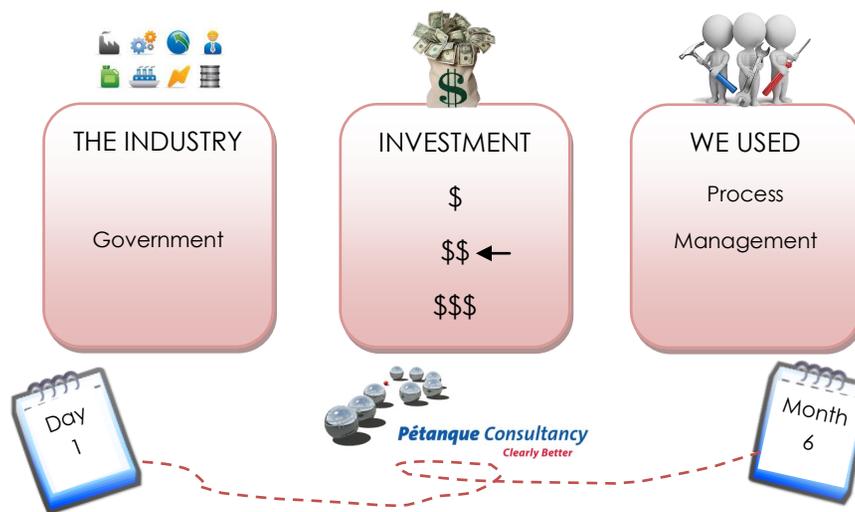
Case Study

Unplugging Bottlenecks



THE OUTCOME

The backlog was archived preventing a further build up and allowed processing of new applications to begin without delay. The deferral of applications was eliminated. New production targets were implemented, and an achievement level of over 95% was attained. Productivity in some areas improved by over 500%. All new applications were processed within the 90 day deadline.



THE CHALLENGE

A backlog of more than 10,000 permit applications meant that the Processing Centre had ground to a halt. The whole system was 'clogged', the customers were unhappy and the Processing Centre was a laughing stock.

This was the briefing...

- Remove the backlog.
- Fix the process and enable the Processing Centre to start meeting its service level agreement (SLA) of not more than 90 days per application

Sustainability

A streamlined process meant less duplications, less paper and less travel for applicants having to resubmit.

The client said...

"Feels as if we can breathe again."

The roots of the challenge...

- Individual 'specialists' lacked end to end process knowledge, causing processing mistakes during handovers.
- Lack of clear decision making criteria resulted in too many unconcluded applications, which then had to be reprocessed.
- Incorrectly filled-in forms that should have been filtered out up front were 'clogging' the system.
- Lack of filing structure resulted in many applications being lost or misfiled.
- Archaic system restricted the production of client letters and created a huge bottleneck.

What we did...

Documented the process end to end, identifying problem areas. Workshopped the process with all staff gaining universal agreement as to how it should work. Implemented a staged filing system supported by a simple database, allowing applications to be located instantly. Divided the process: one team tackled the backlog requesting confirmations to proceed, another tackled new applications with a redesigned process, checklists and a reporting system.

Process Specialist
Process Architect

Department Manager
Administrative Staff

People involved

People involved

