



Lean Government

Region 4 Personal Property Management Acquisition Process Lean Event Case Study

Summary

EPA Region 4 undertook a value-stream mapping project focused on the property acquisition process from August 2013 – March 2014. When a Region 4 employee requires a new piece of equipment, such as a computer, laptop, or cell phone, several offices are involved in purchasing the item, processing it, and delivering it to that person. Prior to the Lean event, in some cases, the estimated property delivery time was over 20 days. There were process hindrances such as miscommunication between offices and data quality issues. The Lean team sought to streamline the property process to reduce delivery time and property losses. As a result of the event, communication between offices has improved, employees receive equipment 75-95 percent faster, and property losses in FY 2014 decreased by 66 percent.

Results

The Lean team created a map of the process and identified improvements that will reduce delivery time from an average of 20 calendar days to a range of 1 to 5 calendar days. The team also created a coordinated customer and stakeholder rollout plan for bulk shipments (25 or more items). The team was extremely satisfied with the event and with results. Since the event, the offices involved in the process have improved their relationships with each other and with customers, as all stakeholders understand their role in the process as well as a clearer understanding of the process.

Metric	Old Process	New Process	Percent Change
Lead Time	20 calendar days	1-5 calendar days	↓75-95%
Process Steps	26	17	↓35%
Property Loss	115 items (\$108,200.46 in FY 2013)	44 items (\$36,000 in FY 2014)	↓66%

**Results are anticipated based on the new process design*

Scope of the Lean Project

Project Scope:

The Phase I Property Acquisition Process starting with the mailroom's receipt of equipment and supplies, and ending when the employee accepts responsibility for the government equipment via a property pass.

Goal:

Streamline the Region 4 Personal Property Management Program to reduce delivery time and property losses.



Figure 2: The Lean Team At Work

Process Changes and Improvements

- The new process map provides a clear process picture for stakeholders to understand the entire process, with a description for each step.
- The Facilities and Environmental Solutions Branch Personal Property Management Team is collaborating with the Information Infrastructure Branch to implement a new, automated property tracking system that will enhance accountability at all steps.
- For orders of 25 items or more, the team developed a Property Rollout Plan that clearly delineates the correct custodial area for each property assignment, Property Custodial Officer, and end user location (e.g. cubicle number). This plan will enhance data accuracy and ensure faster delivery time.

The Lean team also created a Transformation Plan to clarify steps and roles in transitioning to the new process.



Figure 3: Lean Event Team and Process Map

Implementation

The Property Team began implementing process changes in March 2014, and improvements were on-going as of a November 2014 post project meeting.

- The Lean team has collected data verifying that they achieved the goal to meet just five processing days, and in some cases, property delivery was one day.
- The Transformation Plan identified several metrics to improve process performance. As of December 2014, several improvements have been implemented, including acquisition and implementation of the new EPA Property Management System (Sunflower), a new property rollout plan process, and revised Region 4 Standard Operating Procedures.

For More Information:

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