



Iowa Department of Revenue Fiduciary Kaizen Event Report Out

“Fiduciary Workout Team”

July 16-20, 2012

The Opportunity

Courtney Kay-Decker



The “Fiduciary Workout” Team

Betsy



Back Row: John O'Connor, Mike Carns, Phil Danilson, Seth Ott, Rita Hines, Mary Saylor, Betsy Moore, Deb Blair, Sherree Adams, Nancy Bailey
Front Row: Deb Rinderknecht, Marsha Peterson, Kim Biddle



Scope

Seth

- This event will address the Fiduciary process from when the return arrives in our P.O. Box to the end of the examination process or closed on the A/C.

Goals

Deb R

1. Reduce the number of staff hours by 10%
2. Increase the Return on Investment from \$7/hr to \$10/hr
3. Get 95% of finals processed within 30 days of creation date



Objectives

Kim

1. Improve the service to taxpayers
2. Easier identification of historic data
3. Identification of potentially billable data
4. Streamline the process



Kaizen Methodology

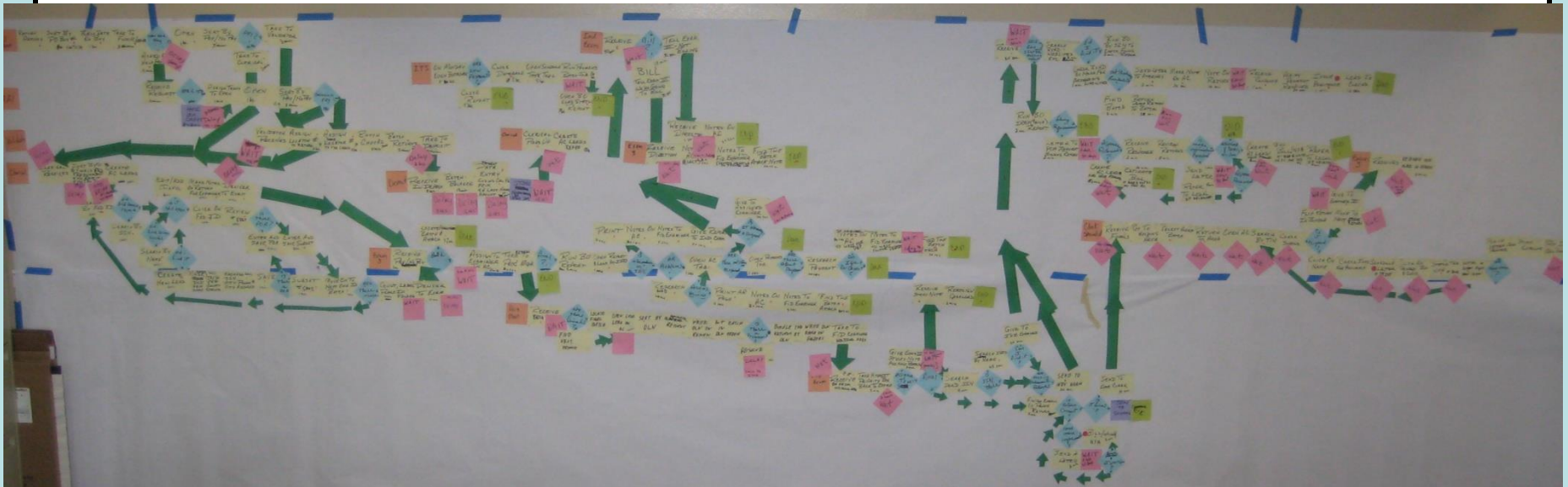
Phil

- Clear objectives
- Team process
- Tight focus on time
- Quick & simple
- Necessary resources immediately available
- Immediate results (new process designed by end of week)
- 5S “mindset”--use the steps to support the event activities
 - Sort, Set in order, Shine, Standardize, Sustain



Current Process

Mike



Brainstorming

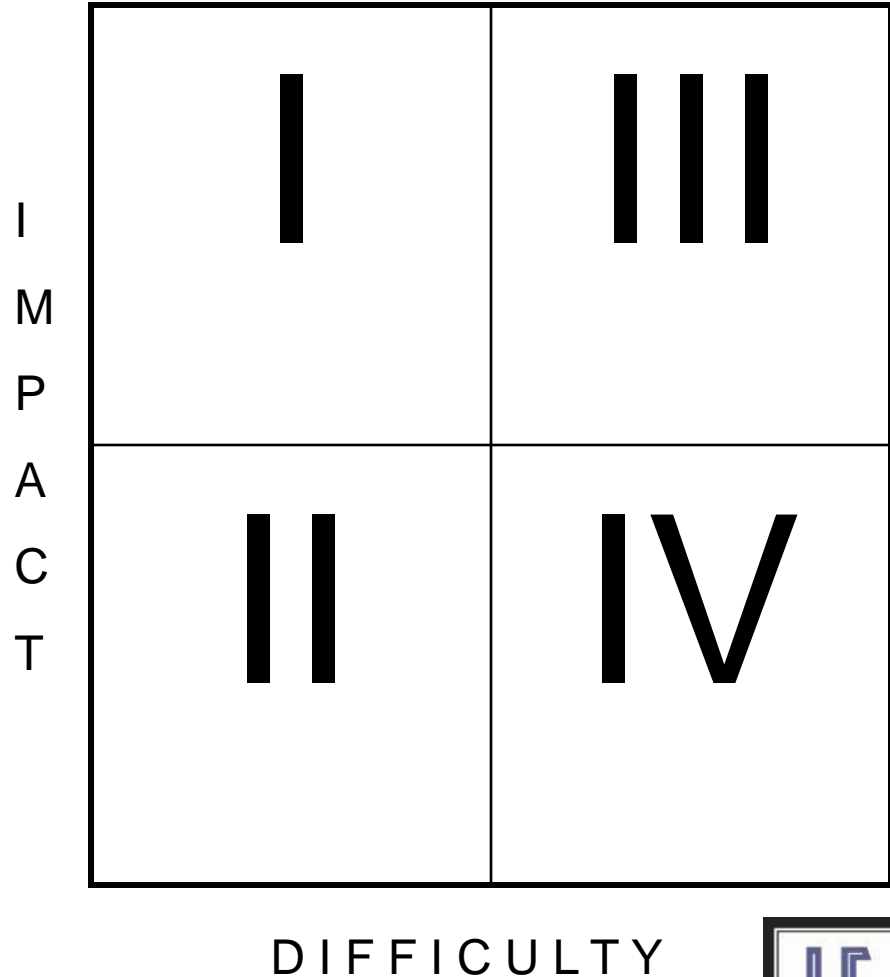
Rita

- Sort mail as it is opened
- Develop a comprehensive cross training plan
- Update website-take old forms off
- Track and document FID returns and payments like individual

De-selection Process

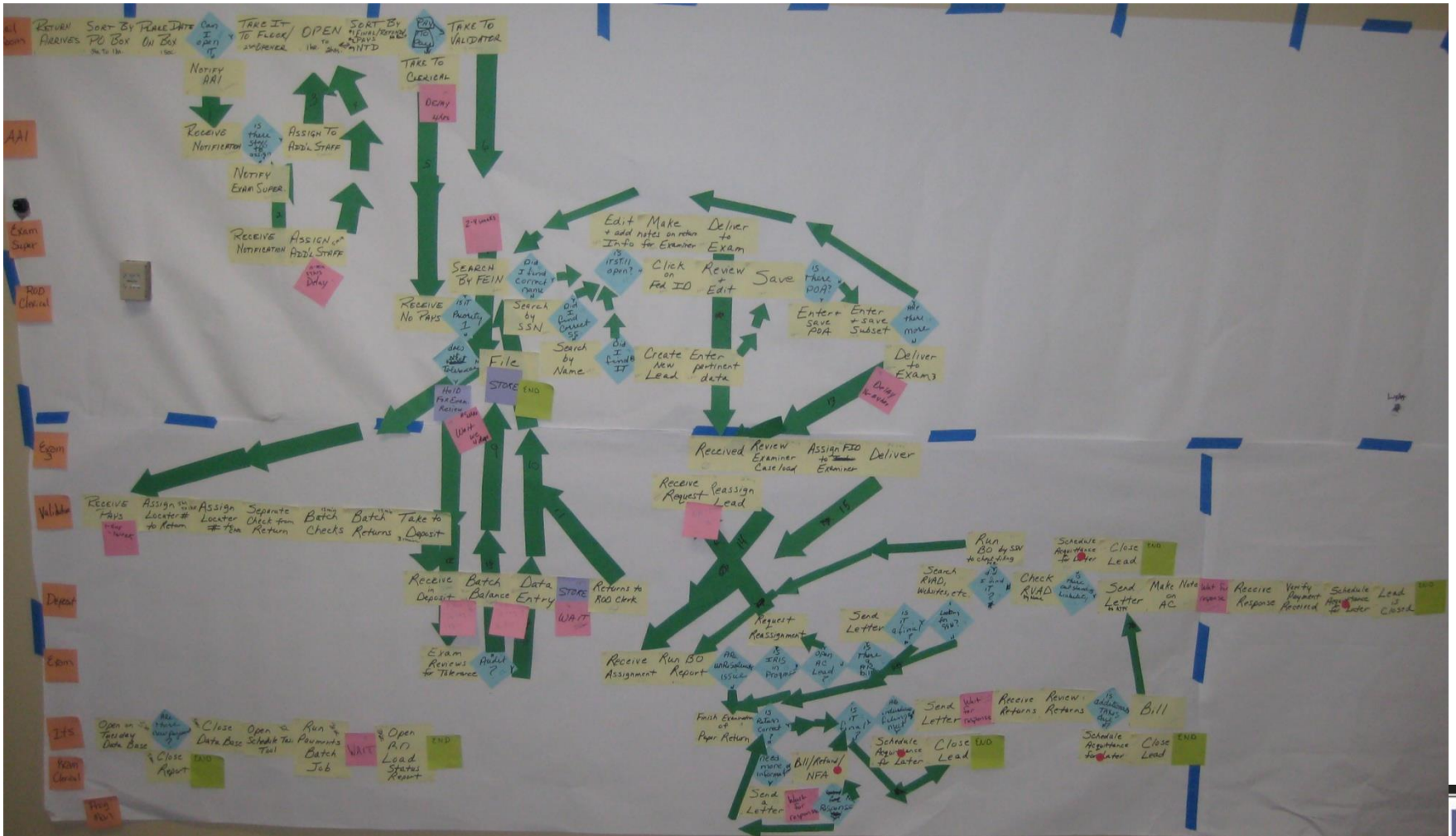
Mike

- Identifies
 - Impact to customer
 - Difficulty implementing
- Helps to rate/rank solutions to resolve issues while identifying ease of implementation



New Process

Marsha



Results

Sherree

	OLD	NEW	RESULTS
		0	0
# TOTAL STEPS	155	80	-48%
# VALUE ADDED	3	5	
% VALUE ADDED (#VA/#Steps)	2%	6%	223%
# DELAYS (days)	50	14	-72%
TOTAL DELAYS best case (months)	3	1	-64%
TOTAL DELAYS worst case (months)	16	5	-72%
LOOP BACKS	3	2	-33%
HANDOFFS	21	15	-29%
DECISIONS	43	27	-37%
TOTAL CYCLE TIME (hours)	15.4	7	-53%



Homework

Deb B

Improvements/ Action Item	Implementation/Communication Plan	Person Responsible	Due Date
Opening Mail	Exam staff to help from 4/15-5/15	Marsha	8/15/2012
	Sort as opened	Nancy/Betsy	8/15/2012
	Add Category to AC	Deb R/Sherree	8/15/2012
E-File	Create a preparer's advisory committee to spearhead e-file improvements	Marsha	10/23/2012
Training	Develop a comprehensive cross training plan for all revenue examiners in IDR	Phil, Sherree, Seth	8/31/2012
	Implement training	Phil, Sherree, Seth	10/23/2012
	Prepare a comprehensive procedures manual for FID returns and systems	Phil, Sherree	10/23/2012
	Develop FAQ document for intranet in conjunction with manual	Sherree	10/23/2012
	Train mailroom to know when to include envelope	Sherree	1/16/2013
	Educational staff meeting	Marsha/Kim	8/15/2012
Automate (other)	Create a proposal for a Data entry system based on FID Return layout that transfers info into the audit component	Deb R/ Marsha/ Mike C	1/16/2013
	Track and document FID payments like individual (DLNs vs validation #)	Kim	9/20/2012
	Track and document FID returns like indiv. (DLN's vs Validation #)	Kim	9/20/2012
	Program AC to auto print acquittance letter with NFA codes (overnight letter)	Deb R/Phil	10/23/2012
	Develop program criteria to determine high risk returns for review	Seth, Marsha, Deb R.	1/16/2013



Team Member Experience

Nancy

Mary

Kim

John

Comments

- Mike Rohlf, IEDA

**We welcome your
questions and comments!**

