



**Department of Revenue
Garnishment Kaizen Event
Report Out**

“Levy-Tation”

November 3 - 7, 2014

The Opportunity

Champion:

Courtney Kay-Decker, Director

Sponsors:

Stu Vos, Deputy Director

Victoria Daniels, Division Administrator



The “Levy-Tation” Team

Jennifer Maxwell



Marcia Henderson-IDR, Dale Baker- IDR, Wayne Cooper-IDR, Larry Fox-IDR, Jennifer Maxwell-IDR, Loren Tiangco-IDR, Robin Montgomery, IDR, Dena Sloan-DHS, Hristo Chaprazov-AG, Kristina DeLisi-IDR, Marcia Tope-DOM



Scope

Robin Montgomery

This event will address the garnishments process in the Department of Revenue from the time assessment is placed in status 32 and/or 39 until the garnishment action is completed. This includes only those levies where a sheriff is involved.



Goals

Marcia Henderson

1. All agents and attorneys will complete training session in order to process garnishments in a standardized manner.
2. Increase the % of successful outcomes
3. Identify 3 process improvements
4. Determine metrics to measure garnishments



Objectives

Larry Fox

1. Document the process from beginning to end
2. Thresholds are understood and agreed upon
3. Plan created to identify and implement best practices
4. Define roles and responsibilities
5. Review the process for cost effectiveness
6. Identify training opportunities



Kaizen Methodology

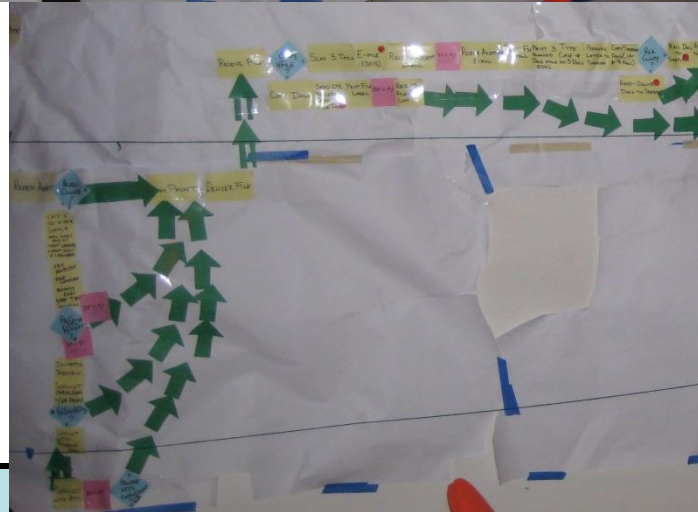
Leann Boswell

- 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

Loren Tiangco



Brainstorming

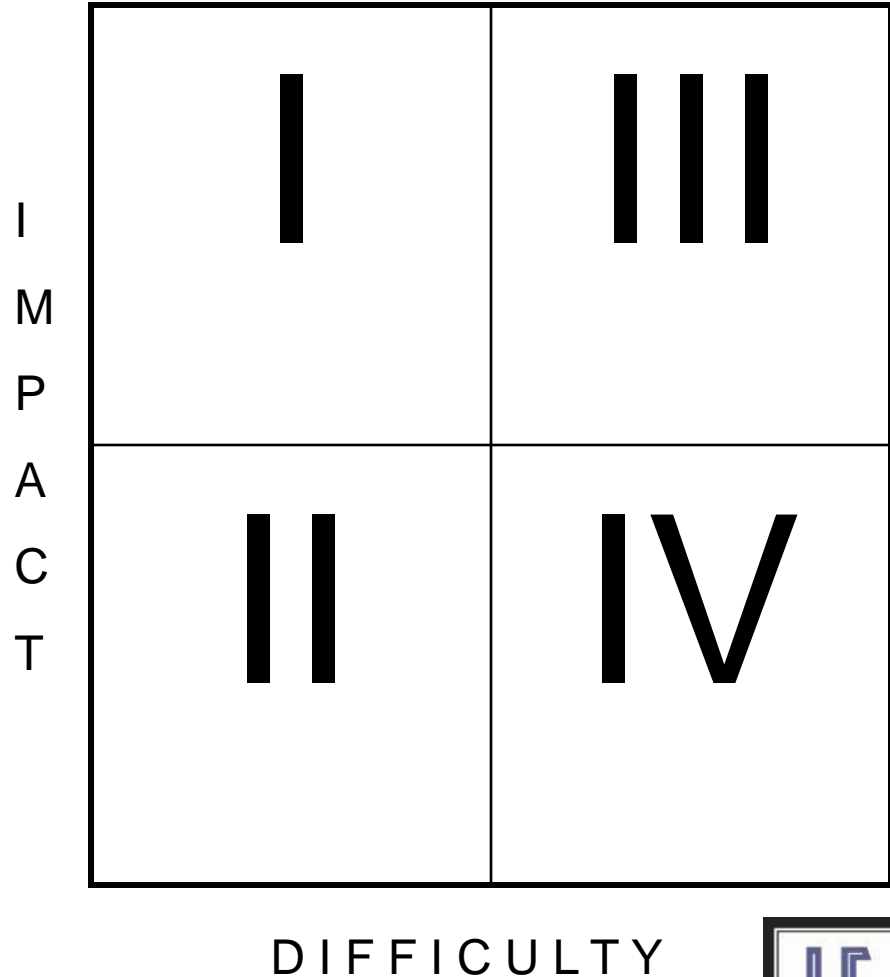
Dale Baker

- Garnishment process checklist
- Train agents on tools to look for assets
- One centralized garnishment spreadsheet
- Modifiable document for garnishment
- Legal support prepare cessation
- One contact point

De-selection Process

Dena Sloan

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



Results

Wayne Cooper

	Current	New	% Change
Total Steps	110	100	-9%
Total Delays	31	18	-42%
Average Delay Time - Days	270	114	-58%
Value Added Steps	8 (7%)	8 (8%)	na
Decisions	41	31	-24%
Loop Backs	33	30	-9%
Total Handoffs	10	10	0%
Lead Time - Days	271	115	-58%



Homework

Larry Fox

Improvements/ Action Item	Implementation/Communication Plan	Person Responsible	Due Date	Updated Due Date
Payment plans	Be patient and respectful; empathy ("you get more bees with honey than you do with vinegar") - DUP, PART OF TRAINING			
Training	Group training - all agents be trained on garnishments: *Share identified errors (ie. red flags) *Systems - what are they looking for (eg. FEIN) *Tools to look for assets (are more licenses needed for this?) *How do they identify tax protestors *How do they identify close held corp	LOREN DALE JENNIFER	2/3/2015	
Training	Uniform curriculum- ADD ABOVE			
Training	Refresher course every few months (IMPLEMENT TRAINING PLAN)	WAYNE JENNIFER	3/7/2014	
Training	Develop checklist for pre-garnishment: - identify what to look for - note special circumstances - add short description of reasoning - attach 1099 - print screen shots (CAC'S-G, Sec. of State)	LARRY LOREN DENA	1/3/2015	
Training	TRAIN PROGRAM MANAGER FOR REVIEW PROCESS Discuss garnishment with manager before reconciling out Agent 3/Supervisor review before sending to legal Agents should be instructed to refile with supervisor if questions	LARRY	1/3/2015	
Training	Quality over quantity - INCLUDE IN TRAINING PLAN			
Training	2. GARNISHMENTS USED AS LAST RESORT - ADD TO TRAINING PLAN			
Training	3. TRAINING CLERICAL STAFF TO E-FILE (LEGAL SUPPORT)	MARCIA	1/3/2015	
Training	Train attorneys on garnishment process	Dale Histo	1/3/2015	
Thresholds	1. \$5000 FOR GARNISHMENT	Wayne	12/4/2015	include in training
Thresholds	2. \$1500 TO CONDEMN	Wayne	12/4/2015	include in training
Thresholds	3. 90 DAYS NO PAYMENT ON GARNISHMENT = CONDEMN FUNDS	Wayne	1/3/2015	include in training
Thresholds	7. 30-43 DAYS AGENT REVIEWS SPREADSHEET	Wayne	1/3/2015	include in training
Clerical	1. E-FILE DOCUMENTS (DETERMINE WHO AND TRAIN ON THIS)	MARCIA HR ISTO		
Clerical	2. MAIL DOCUMENTS (DETERMINE WHO AND TRAIN ON THIS)	MARCIA HR ISTO		
Clerical	3. MAKE NOTES ON CAC'S-G (DETERMINE WHO AND TRAIN ON THIS)	MARCIA HR ISTO		



Team Member Experience

Dena Sloan – DHS

Wayne Cooper – IDR

Marcia Henderson – IDR

Jennifer Maxwell – IDR

Comments

- Marcia Tope – DOM
- Kristina DeLisi – IDR

**We welcome your
questions and comments!**

