Strategic Lean Project Report

Labor System Replacement: eTime

Agency: Department of Ecology

Project Impact

The Department of Ecology improved time accounting and reporting, resulting in several efficiency improvements (see the Project Results table below). Now, managers and Fiscal staff spend less time dealing with inaccurate information and redundant processes. Staff time and resources are redirected to core environmental work and Washingtonians realize better environmental outcomes for the work Ecology does.

Project Summary

Ecology's time management system was outdated, inefficient, and no longer met the business and compliance needs for our work. Ecology staff were spending time reconciling information between three separate data systems and remediating incorrect time and leave information that the old electronic system and manual processes allowed. We were also spending time and money printing timesheets for signature and storage.

- Previously, our Fiscal Office staff were spending an average of 60 hours each month to reconcile three data systems for employees' time, compared to our target of zero hours, which we wanted to reach by 03/01/2017.
- Previously, our Fiscal Office staff were spending an average of 40 hours each month to 'unlock' our time accounting system so errors could be remediated after cutoff, compared to our target of zero hours, which we wanted to reach by 03/25/2017.
- Previously, our Fiscal Office staff were spending an average of 16 hours each month reconciling leave for employees who overused their leave or had leave that didn't match their schedules, compared to our target of zero hours, which we wanted to reach by 03/25/2017.

To improve our time accounting process we:
- Provide "real" time leave balances to employees which help to prevent overpayments and saves payroll staff time in reconciling
- Provided employees with a system to enter their own time accounting which reduces data entry errors and eliminates dual entry
- Provided supervisors with the ability to review and approve employee timesheets prior to payroll processing
- Made leave requests autofill to timesheet, which eliminates dual entry of leave requests, and reduces errors of employees entering leave request, but not entering time off on timesheet or vice versa.

Project Results

Cost

Decreased paper and printing cost **from** $711 (monthly average) **to** $9 monthly average.

→ *Savings from March 1, 2017 through June 30, 2017 is $2,808.00*

Time

Decreased time spent reconciling three data systems **from** 60 hours avg./month **to** zero hours/month.

→ *Total reduction in staff time for leave reconciliation is 180 hours for April through June 2017 (reconciled February time in March)*

Strategic Lean Project Report

RESULTS WASHINGTON

Decreased time spent unlocking timesheets to correct errors **from** 40 hours avg/month **to** zero hours/month.

Time

→ *Total reduction in staff time is 120 hours from April through June 2017 (February unlocks still took place in March).*

Project Details

Date improvement project was initiated: 2013

Project Contact: Lisa Darnell   **Email:** Lisa.Darnell@ecy.wa.gov   **Phone:** 360-407-7052

Report reviewed and approved by: Deputy Director, Polly Zehm