**Step 1. Clarify The Problem**

**Ultimate Goal:** Standardize the Information Technology Email Search process for Public Records Requests (PRR) and completing the process in an accurate, efficient, and defensible manner

**Ideal State:** All PRR are completed in a standard way with a faster flow time and touch time than current methods used

**Current State:** The IT Investigations teams process had a Flow Time of 39.5 hours and a Touch time of 1.3 hours to process an email search

**Problem Statement:** The Flow time for Request Intake is inconsistent, some PRR’s are handled quickly while others take longer

**Step 2. Breakdown the Problem**

Flow Time for Email Search Intake is inconsistent and higher than Ideal

- eDiscovery
- Zylab
- Production Process

**Step 3. Target Setting**

Reduce Flow Time and Touch Time by 50% and eliminate inconsistencies in the intake process

**Step 4. Root Cause Analysis - Issues**

- Request intake process is not consistent
- Some take longer than others
- Continuation of process inconsistent
- Lots of Re-Work Loops
- Process cannot be completed at one time
- Required information not present
- Resource constraint
- No standard submittal procedure
- Resource has other duties

**Step 5. Develop Countermeasures - Ideas**

<table>
<thead>
<tr>
<th>Countermeasures</th>
<th>Effort</th>
<th>When</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Update email search request form for easier completion with all required information</td>
<td>Just Do It</td>
<td>Oct-16</td>
</tr>
<tr>
<td>2. Update and lean intake checklist to one page for IT resource to use to track progress</td>
<td>Just Do It</td>
<td>Oct-16</td>
</tr>
<tr>
<td>3. Train Public Records Officers on new form to standardize for consistent submittal</td>
<td>Just Do It</td>
<td>Nov-16</td>
</tr>
<tr>
<td>4. Setup and utilize a workflow design to track and deliver email search results and setup folder structure security</td>
<td>Project</td>
<td>Mar-17</td>
</tr>
<tr>
<td>5. Transfer request from a form to a web based submission ensuring most current document is being used for submission</td>
<td>Project</td>
<td>Mar-17</td>
</tr>
</tbody>
</table>

**Step 6. Implementation Plan**

<table>
<thead>
<tr>
<th>Countermeasures</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Update request form</td>
<td>Complete</td>
</tr>
<tr>
<td>2. Update and lean intake checklist to one page</td>
<td>Complete</td>
</tr>
<tr>
<td>3. Train Public Records Officers</td>
<td>Ongoing</td>
</tr>
<tr>
<td>4. Setup and utilize a workflow design</td>
<td>In Progress</td>
</tr>
<tr>
<td>5. Transfer request from a form to a web based submission</td>
<td>In Progress</td>
</tr>
</tbody>
</table>
IT Email Investigations Email Search Intake and Research Process Process Improvement Event

Future Process Highlights:
- Standardize intake process
- Identified the request type earlier on in the process to eliminate rework and unnecessary approvals
- Shifted a QC step to earlier on in the process to provide a higher quality service to the customer
- Eliminated unnecessary approval for email searches (notification is still passed along)
- Utilize a Workflow for the tracking and deliver of requests
- Eliminated all paper usage during the business process
- Transferring request form to a web based submission to ensure the current version of the form is always used

Process Background
Averaging 21.5 Email Investigations per month
258 Requests per year
Each Request averaging 78 minutes of Touch Time
335 hours a year spent by IT Investigation Team

Process Improvement Event:

Process Improvement Background:
Pierce County lean GB and BB mapped out a one day process improvement event template
After discussion with project lead turned 1 day event into a 2 day event

Project Scope:
Form Completion and submission to Results placed in response folder and email sent to requestor.

Improvement Constraints:
- Hiring additional employees
- Number of requests received
- No architecture changes
- No replacement of current systems in use

Process Improvement Event:
Process Improvement team spent 2 days using multiple tools for mapping, analyzing, performing root cause analysis, value add/non value add review, and brainstorming ideas
Process Improvement team invited customers for representation throughout the whole event

Important Findings and Realizations:
- 65% of all requests received needed re-work during the intake process
- Excess flow time in the request intake was due to re-work loops and waiting for information
- There were many steps in the process required by the technology used (ZyLAB and Microsoft e-Discovery)
- Many customers were unclear on the information needed by IT to process the request
- Items were being saved in multiple locations, on paper, and digitally

Estimated Results from 2 Day Event After Fully Implemented

Table 1: Number of Process Intake Steps
<table>
<thead>
<tr>
<th>Current State</th>
<th>Future State</th>
</tr>
</thead>
<tbody>
<tr>
<td>19</td>
<td>10</td>
</tr>
</tbody>
</table>

Table 2: Number of Process Intake Decision Points
<table>
<thead>
<tr>
<th>Current State</th>
<th>Future State</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>1</td>
</tr>
</tbody>
</table>

Figure 1: Touch Time in Minutes
<table>
<thead>
<tr>
<th>Current State</th>
<th>Improved State</th>
</tr>
</thead>
<tbody>
<tr>
<td>78</td>
<td>8</td>
</tr>
</tbody>
</table>

Figure 2: Flow Time in Hours
<table>
<thead>
<tr>
<th>Current State</th>
<th>Improved State</th>
</tr>
</thead>
<tbody>
<tr>
<td>39.5</td>
<td>4.25</td>
</tr>
</tbody>
</table>