

LEAN Principles

Improving Access to Electronic Timesheets for new Hires



Issue

New hires are dependent on a cumbersome and error prone paper timesheet process until they are provided access to the electronic timesheet tool. This typically happens after the end of the first and sometimes second pay period.



Challenges

- Perception that establishing eTime access is dependent on completion of new hire records in HR
- Completion of the new hire record is dependent on orientation
- Orientation sessions for new hires are only provided once a month
- New hire setup is dependent on a manually intensive paper process

Waste Analysis

- D Defects** – Paper timesheets are prone to errors and rework
- O Overproduction** – Redundant distribution of forms and information
- W Waiting** – Batch process backlog
- N Non-utilized talent** – Excess layers of approval
- T Transportation** – Interoffice movement of hard-copy documents
- I Inventory** – Redundancy in filing practices
- M Motion** – Distribution of paper forms
- E Excess processing** – Redundant data entry and validation

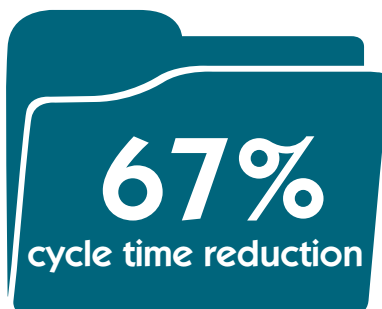
Solutions

- **Create a ‘Single Piece Flow’ or ‘Pull System’** where the EDEN record—for the purpose of establishing eTimesheet access—is created upon receipt of the PAN. This will ensure eTimesheet access to all new employees on day one.
- **Leverage technology to eliminate the routing, approval, and management of hard copy documents.** Reduce or eliminate Motion, Waiting, Inventory, and Over-Processing wastes caused by hard copy document handling.
- **Consider improvements to the orientation process** as part of the upcoming Onboarding Lean effort.

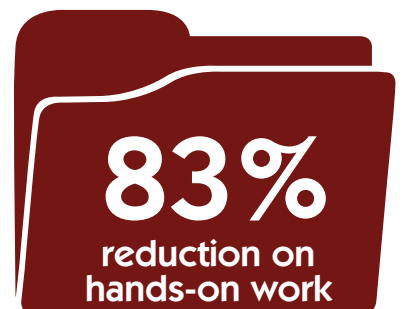
The Results



80% of the waste was eliminated by moving away from a batch process to single piece flow and eliminating redundant processes.



Cycle time was reduced by 67%.



Hands-on work time was reduced 83% by eliminating unnecessary dependencies from the value stream.