Wisconsin Department of Revenue

Lean Improvement Charter

Project Name:	Improve the Power of Attorney (POA) Process	**Project #:**	K04H

Sponsor:	Vicki Gibbons	**Leader:**	Cindy Lillge	**Facilitator:**	Cindy Lillge

Team Members:	Andrea Walworth	Sean Smith	Ellen Hefty	Fred Bahr
	Ann Trachtenberg	Melissa Briles	Cheryl Purath	Steve Gordon
	Kay Henry	Tim Pfiel		

Start Date:	January 15, 2013	**Expected Completion Date:**	Implementation Plan – June 15, 2013 Programming – December 31, 2013

Project Description:

- **Establish baseline of process metrics**
- **Perform value stream mapping for current and future state**
- **Identify future state improvements to the process that:**
  - **Reduce the number of incorrect Powers of Attorney forms**
  - **Reduce process time for receipt and loading of POA information**
  - **Simplify the submission process for tax practitioners**
  - **Address practitioner mail receipt issues**
- **Implement identified improvements**
- **Monitor the improved process**

Revised March 24, 2013

Scope: Preparation of Power of Attorney form by taxpayer or third party, submission, processing, and posting to WINPAS

Expected Results: A streamlined process that reduces processing posting time and improves customer satisfaction.

Metric	Original Current State	Forecasted Future State	Forecasted Net Improvement
Lead Time (also known as Elapsed Time)			
Process Time (also known as Touch Time)			
Number of Process Steps			

2013 Timeline:

Define Project: 1/2/13 – 1/14/13
Measure Baseline Data: 1/15 – 2/28/13
Review Current and Future State: 1/15/13 – 4/25/13
Develop Implementation Plan: 4/25/13 – 6/15/13
Programming: Estimated completion 12/31/13
Monitor Improved Process: 1/1/14 and ongoing

Wisconsin Department of Revenue

Lean Improvement Charter

Project Name:	Improve Tax Refund Process	**Project #:**	K04I

Sponsor:	Vicki Gibbons	**Leader:**	Andrea Walworth	**Facilitator:**	Anthony Timmons

Team Members:	Jill Richie	Judy Brager	Trina Kluever-Pauli	Dorothy Gable
	Brian Dischler	Beth Morrissey	Margaret Straus	Jane Andersen-Goldsworthy

Start Date:	January 15, 2013	**Expected Completion Date:**	Implementation Plan – June 30, 2013 Programming – December 31, 2013

Project Description:

- **Establish baseline of process metrics**
- **Perform value stream mapping for current and future state**
- **Identify future state improvements to the process that:**
  - **Reduce handling and mailing costs associated with paper refund checks**
  - **Minimize pulling refund checks for special handling**
  - **Improve customer satisfaction with improved refund delivery**
- **Implement identified improvements**
- **Monitor the improved process**

Scope: Review the refund process for business taxes from the time a return, Buyers Claim for Refund (BCR) or field audit adjusted is processed by DOR to the time the refund is released to the customer. Phase 2 – Using lessons learned, expanded to refund process for income taxes.

Revised June 20, 2013

Expected Results: A streamlined process that reduces refund check handling issues (returned checks, re-issuing and re-mailing checks, fraudulent cashing of someone else's refund check, stale checks, etc.) and mailing costs.

Metric	Original Current State	Forecasted Future State	Forecasted Net Improvement
Lead Time (also known as Elapsed Time)			
Process Time (also known as Touch Time)			
Number of Process Steps			

2013 Timeline:

Define Project: 4/15/13 – 5/1/13
Measure Baseline Data: 5/1/13 – 5/31/13
Review Current and Future State: 5/1/13 – 5/31/13
Develop Implementation Plan: 6/1/13 – 6/30/13
Programming: Estimated completion 12/31/13
Monitor Improved Process: 1/1/14 and ongoing

Wisconsin Department of Revenue

Lean Improvement Charter

Project Name:	Improve Forms Management Process	**Project #:**	K04J

Sponsor:	Pat Lashore	**Leader:**	Tracey Caradine	**Facilitator:**	Tracey Caradine

Team Members:	Laurie Yahr	Vicki Gibbons	Jill Hamann	Amanda Benzine, LTE
	Ray Ozols	Pat Lashore	Cindy Lillge	Jeff Hanson
	Elaine Stormer	Keith Gross	Martin Wright	Val Sellner

Start Date:	April 3, 2013	**Expected Completion Date:**	July 31, 2013

Project Description:

This project has a two-fold focus: The department currently has an automated forms ordering system that was created to simplify the ordering of departmental forms by external and internal customers. The system is designed to help Income, Sales and Excise Tax and the mail room keep track of form orders, how many have been printed, shipped, and returned undeliverable. Currently, this information is captured but not easily retrievable for reporting purposes.`

- Problem: Need to improve the forms inventory management and reporting.
- Problem: Need to improve the system for monitoring the status of orders, shipments and inventory.
- Problem: Need to improve the reporting capabilities of printing and mailing costs of forms.

Scope:

From the time a customer orders a form to the time the form ships from the department. Items that need to be covered in the scope must also include:

1. Status of orders including whether original delivery was successful.
2. Printing and mailing costs
3. Inventory management

Expected Results:

- To be able to quickly track status of all form orders.
- To be able to have various stakeholder units get reports on printing and mailing costs on demand.
- To be able to track and monitor forms inventory levels on demand.

Metric	Original Current State	Forecasted Future State	Forecasted Net Improvement
Lead Time (also known as Elapsed Time)			
Process Time (also known as Touch Time)			
Number of Process Steps			

Wisconsin Department of Revenue

Lean Improvement Charter

Project Name:	Streamline the Hiring Process	**Project #:**	K04F

Sponsor:	Pat Lashore	**Leader:**	Sharon Kelley	**Facilitator:**	Jerry Thiltgen/WMEP

Team Members:	Jon Reneau	Terri Wilke	Wanda Anthony	Linda Weber
	Vicki Gibbons	Neeraj Kulkarni	Saverio Maglio	Jessica Iverson
	Steve Gorton	Tracey Caradine		

Start Date:	03/25/2013	**Expected Completion Date:**	8/16/2013

Project Description: Analyze and improve the DOR hiring process

- Establish baselines of process metrics and customer satisfaction
- Perform Value Stream Mapping (VSM) to define the current state and future states
- Identify future state improvements to the process that:
  - Reduce variability through standardization and documentation of processes and work procedures
  - Reduce the number of process steps
  - Reduce process lead time (elapsed time)
  - Reduce process time (touch time)
  - Improve communication and process transparency
  - Improve customer satisfaction
- Implement identified improvements
- Develop and implement a process control plan to monitor and control the improved process

Last Revised May 2, 2013

Scope: Process steps controlled by the Department within the hiring process start and end points

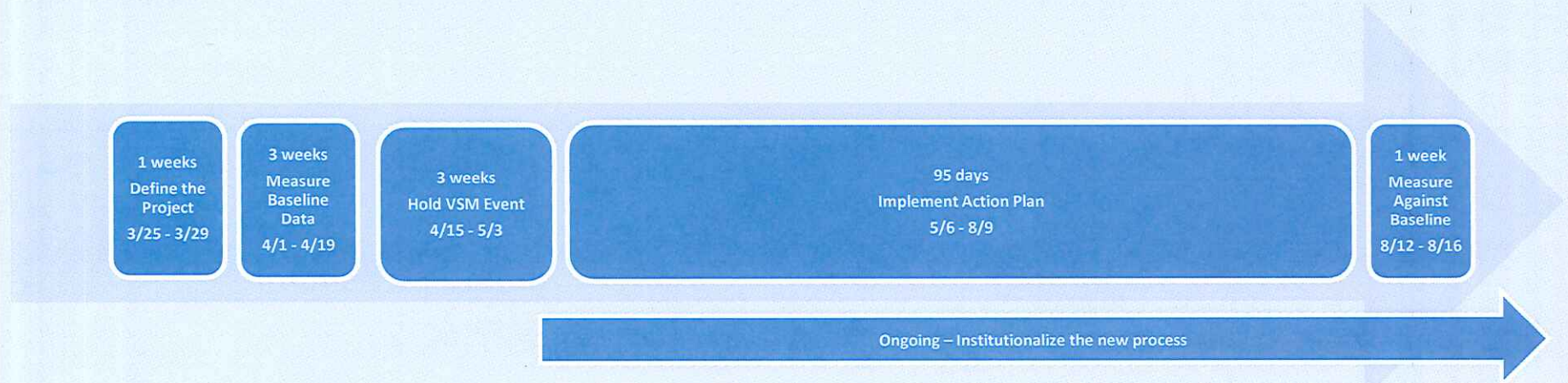
Hiring process start point: The earlier of the vacancy date or the date recruitment for the position begins.

Hiring process end point: The date the new hire is entered in the payroll system.

Expected Results: A streamlined transparent hiring process that includes reportable metrics and an effective control plan

Metric	Original Current State	Forecasted Future State	Forecasted Net Improvement
Lead Time (also known as Elapsed Time)			
Process Time (also known as Touch Time)			
Number of Process Steps			

2013 Timeline:



Last Revised May 2, 2013

Wisconsin Department of Revenue

Lean Improvement Charter

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Project Name:	Streamline Payment of a Delinquency Related to Lottery Winner Claims	Project #	K04G

Sponsor:	Mike Edmonds	**Leader:**	Jean Adler	**Facilitator:**	Jerry Thiltgen/WMEP

Team Members:	James Amberson	Sue McKinney	Andrew Bohage	Dan Matheson
	Mark Louden	Vicki Solberg		

Start Date:	May 21, 2013	**Expected Completion Date:**	July 31, 2013

Project Description:

Improve customer service by streamlining the process of paying a winner's delinquency, which was identified during the redemption of a lottery prize, and issuing a check for the remainder of the proceeds during the winner's initial visit to the lottery (Milwaukee and Madison.)

Lottery winners may have delinquencies that are collected by IS&E. When this happens, the proceeds are used to pay the delinquency. If there are proceeds remaining, a check and reconciliation is given to the winner by the Lottery. This process can take more than a day and may involve mailing a check to the lottery winner as opposed to giving it to them at the time they redeem the ticket. Additionally, there is not a business need for the Lottery to see the payee's reconciliation details.

Scope:

The team will only look at the process for redeeming a ticket where there is a delinquency offset. All scenarios related to the redemption process will not be reviewed at this time.

Expected Results:

When this process is complete, Lottery winnings will offset a delinquency that is collected by IS&E, on the same day the ticket is redeemed. If there are funds remaining, the claimant is paid during their initial visit to the lottery. A reconciliation is provided to the claimant by IS&E to protect winner's privacy.

Metric	Original Current State	Forecasted Future State	Forecasted Net Improvement
Percent Service Delivered Same Day			