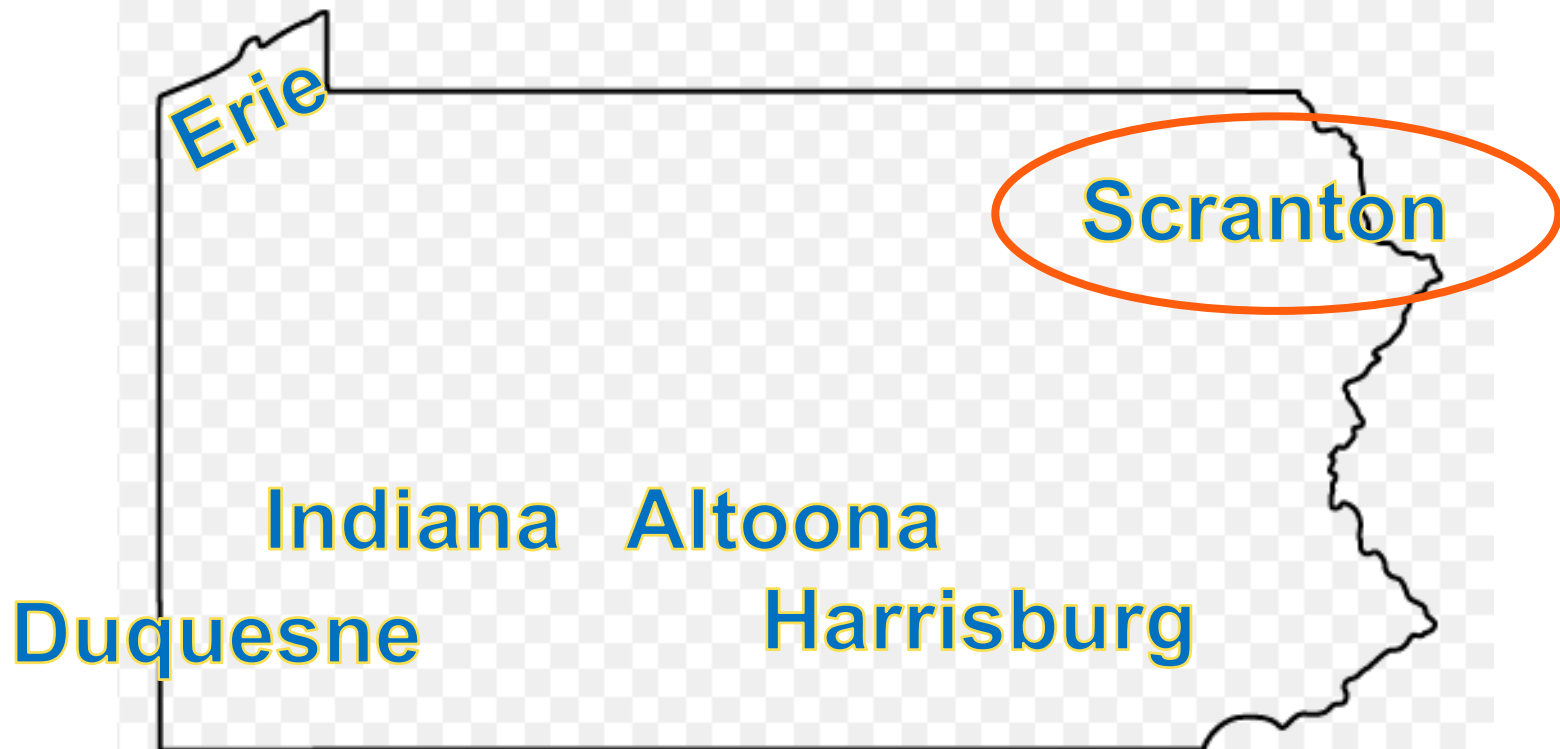


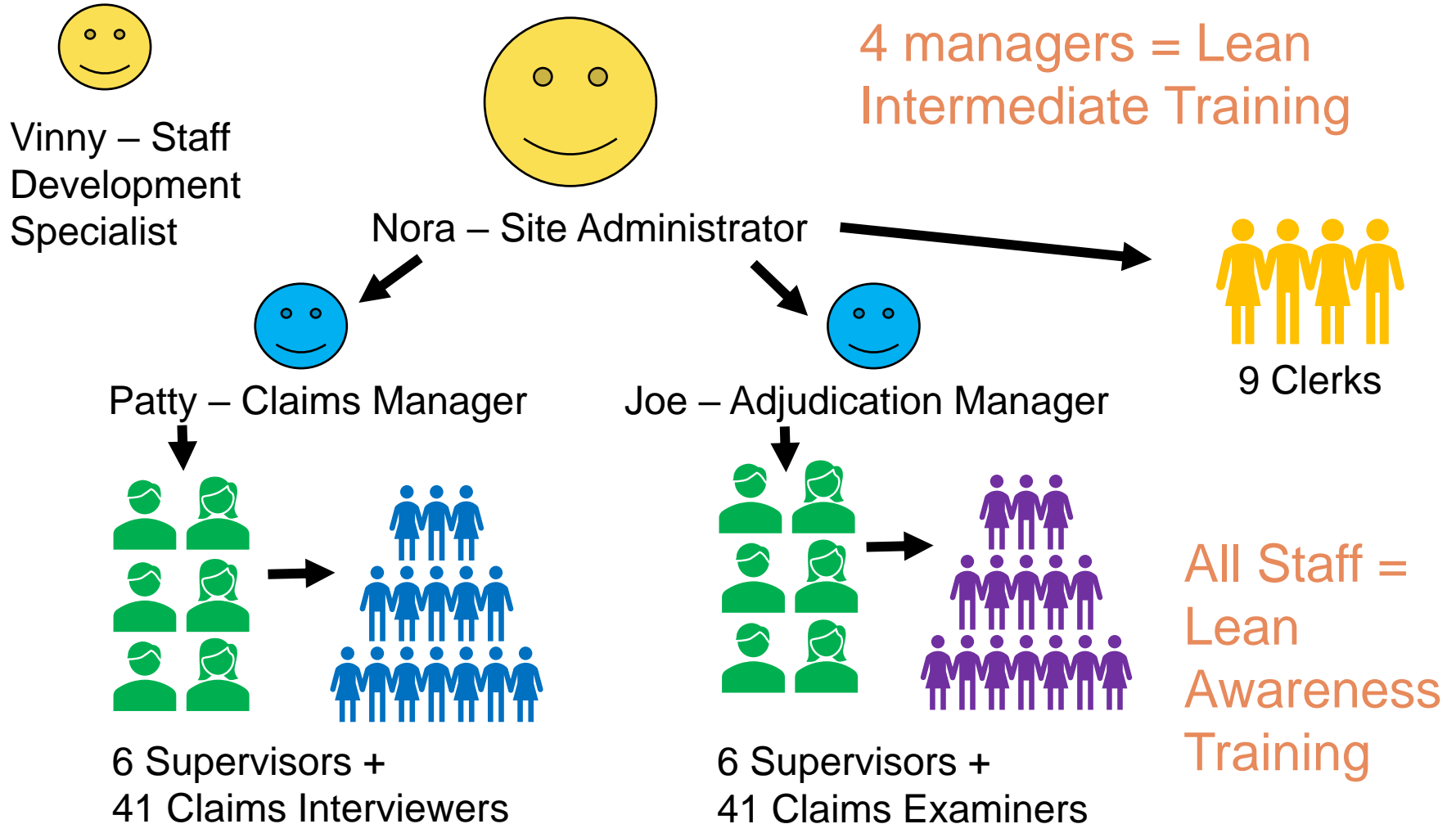
Lean Implementation in the Pennsylvania Unemployment Compensation Program

The Importance of Observation ("Going to the Gemba")

Six Unemployment Compensation Service Centers in PA



Who is on the Scranton Team?



What's an A3 Project?

Problem Statement:	Target Condition:			
Background:	Countermeasures:			
Current Condition:	Implementation Plan:	Assigned to	Due Date	Status (or completed date)
	Action			
Problem Analysis: Why is/are [insert from problem statement] Why... Why... Why... Why... Root cause:	Follow-up Plan:	Date	Actual	

Color-coding key:

Plan

Do

Check and Act

Nora and Vinny's A3 problem statement:

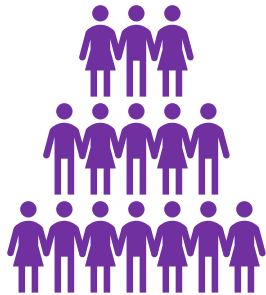
September 2018

Federal timeliness requires that 80% of separation determinations must be written within 21 days when an issue is detected on an unemployment claim. The Scranton UCSC wrote only **49.37%** of separation determinations within the 21 days in the 3rd quarter 2018.

What Nora and Vinny heard when they asked “Why”:



Supervisors: spending 3 hrs/day sorting mail (x 6 sups x 5 days = 90 hrs/week)

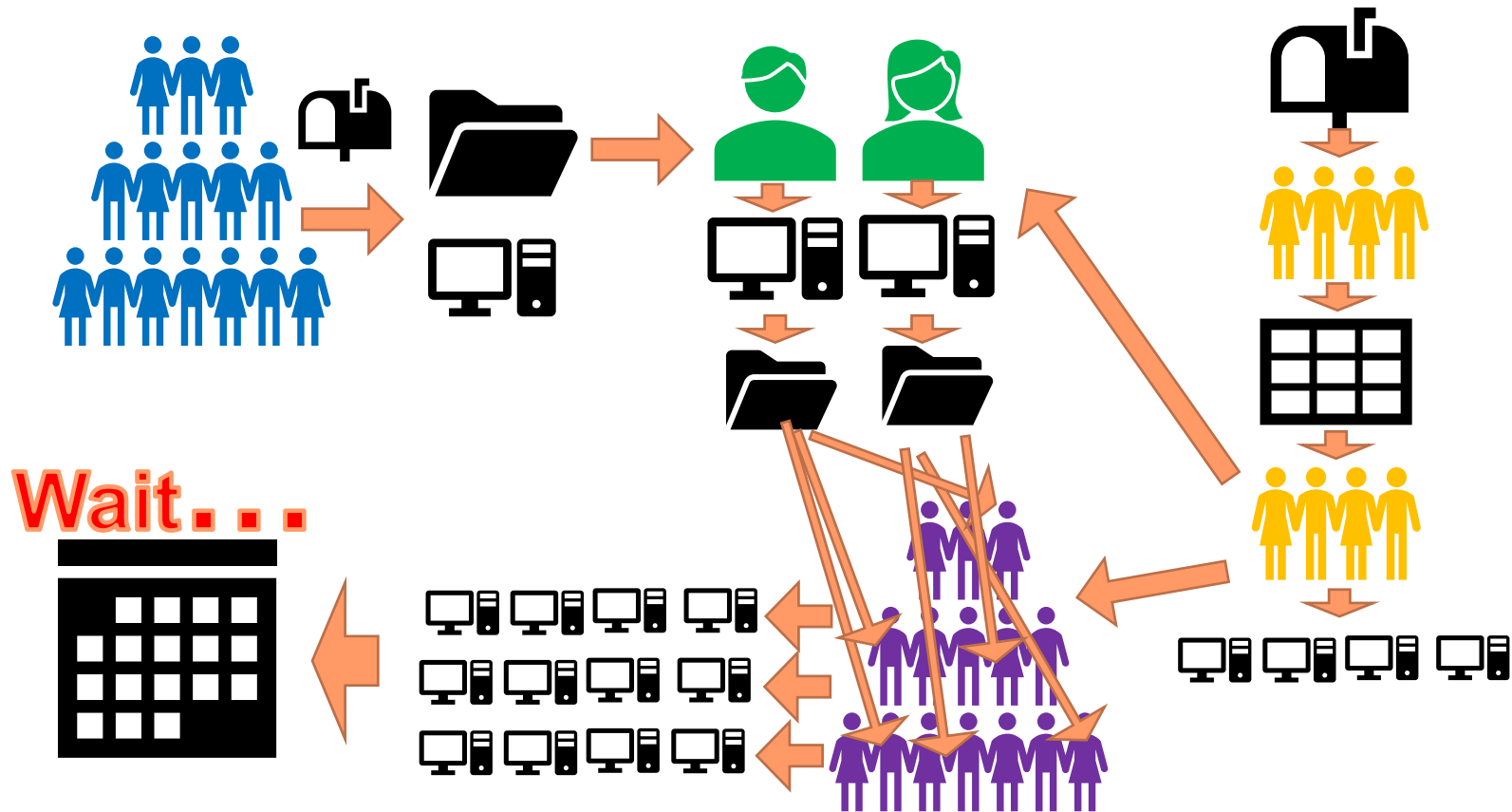


Examiners: waiting to write dets because mail delays caused late documents

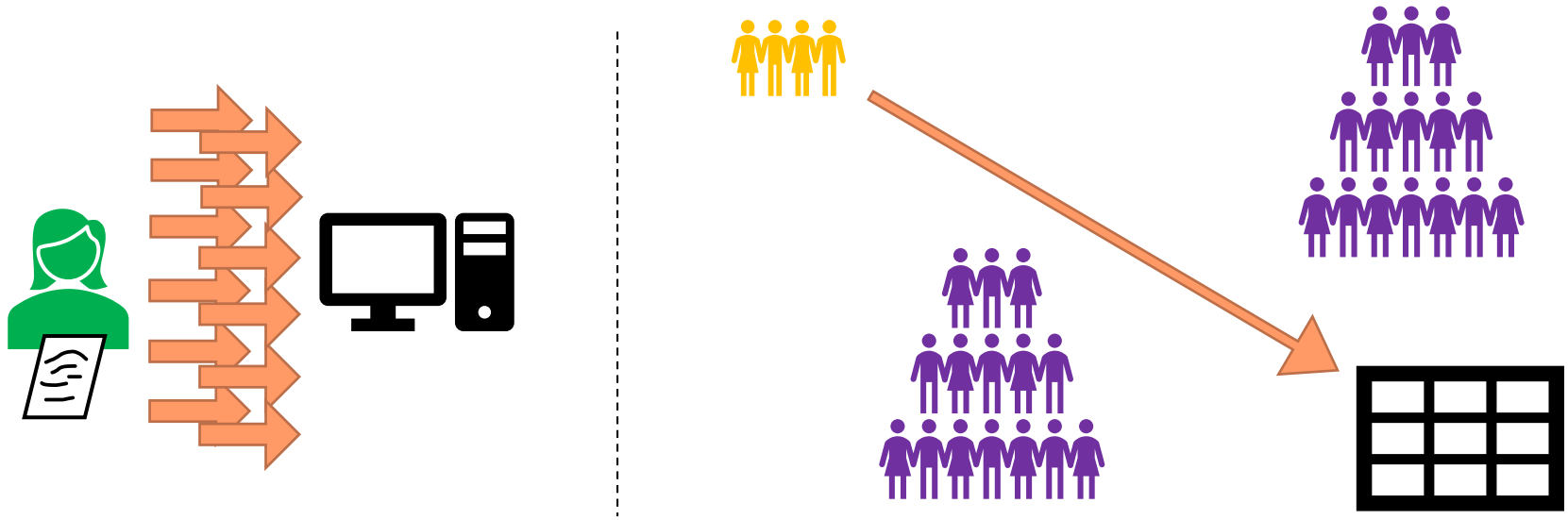


Clerks: USPS changed mail delivery from mid-morning to noon

What Nora and Vinny saw in the Gemba:



Other observations:



Countermeasures: Move to a central tickling system, with mailboxes physically centrally located (even the clerk is in the center!)

Lean: Continuous Improvement is Key

After implementing the first A3, the Scranton team continued to research, even though they saw some immediate improvement in 14-Day First Pays.

It was time for Patti and Joe's A3...

Patti and Joe's A3 problem statement

(April 2019):

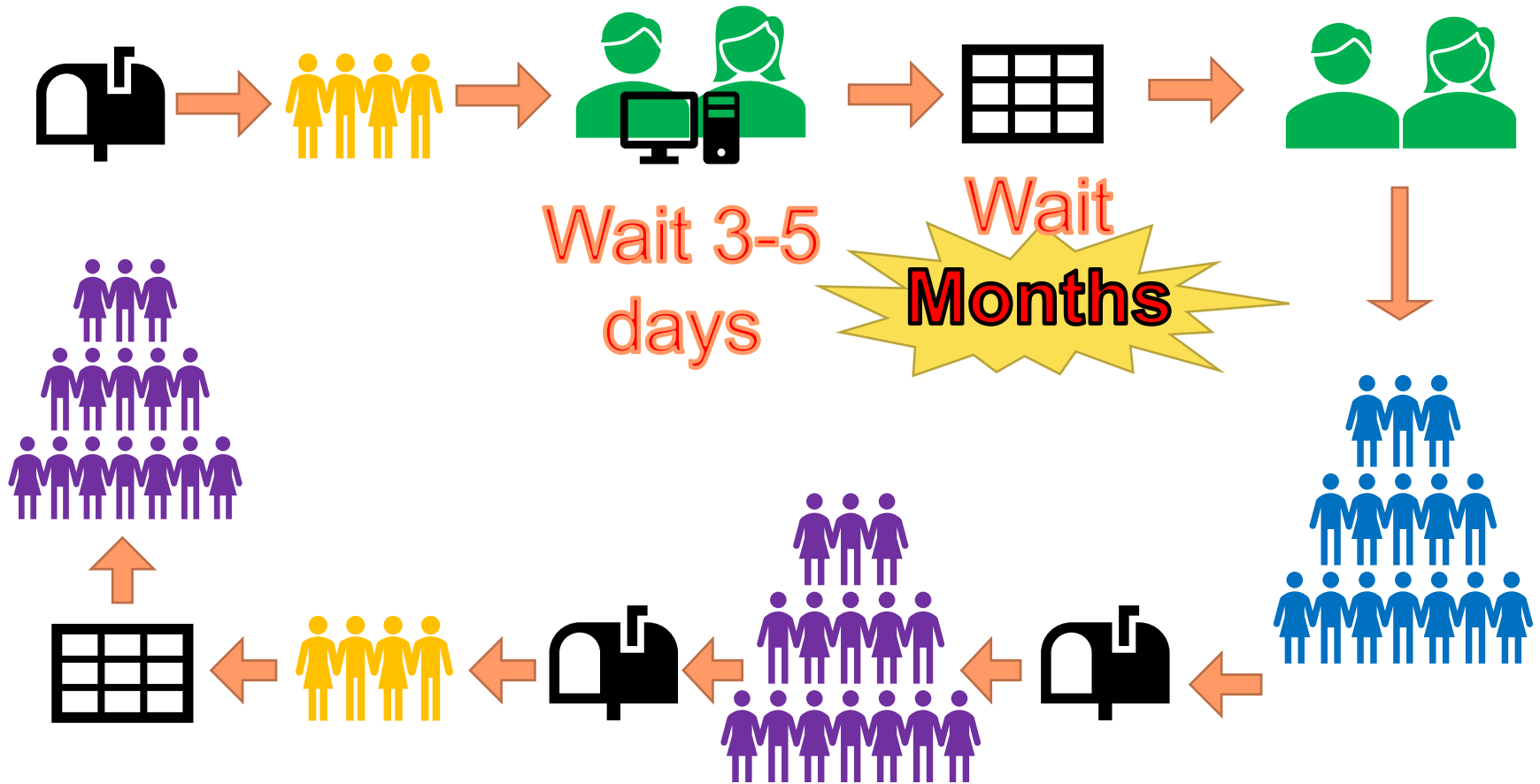
0% of T-Info's are being worked on within 48 hours of being received.

100% of T-Info's need to be worked on within 48 hours of being received.

Why?

Because T-Infos were never made a priority

What Joe and Patti saw in the Gemba:



Countermeasures:

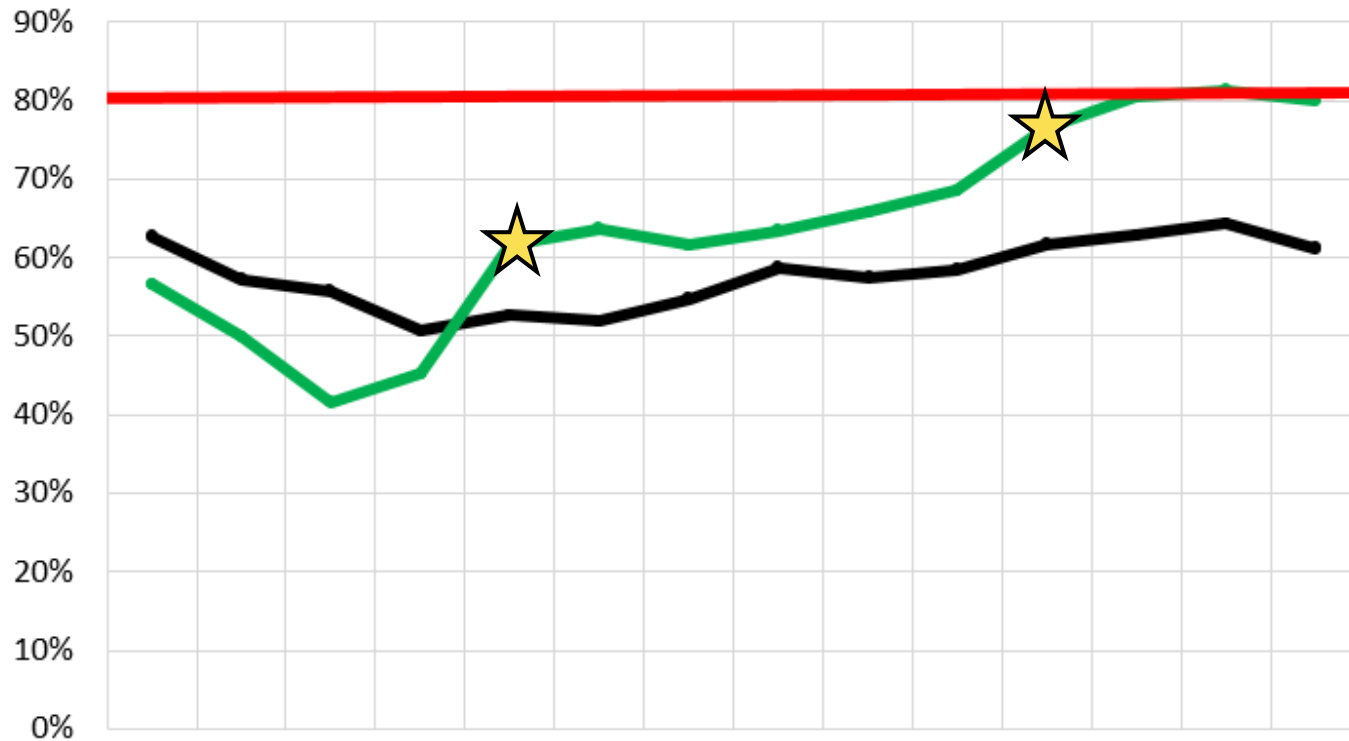
- When supervisors receive T-infos, they sort and assign it to interviewers **immediately**.
- ***“Do this one weird thing...”***

Allow interviewers 5 minutes off the phone when they return from break to work on the T-infos (i.e. send forms and prepare the case)

RESULTS: Non-monetary (Sep) Time Lapse



Nonmonetary Separations: Time Lapse: Detection Date To Determination Date:
Federal DLA – 80% Issued within 21 Days of Issue Detection Date



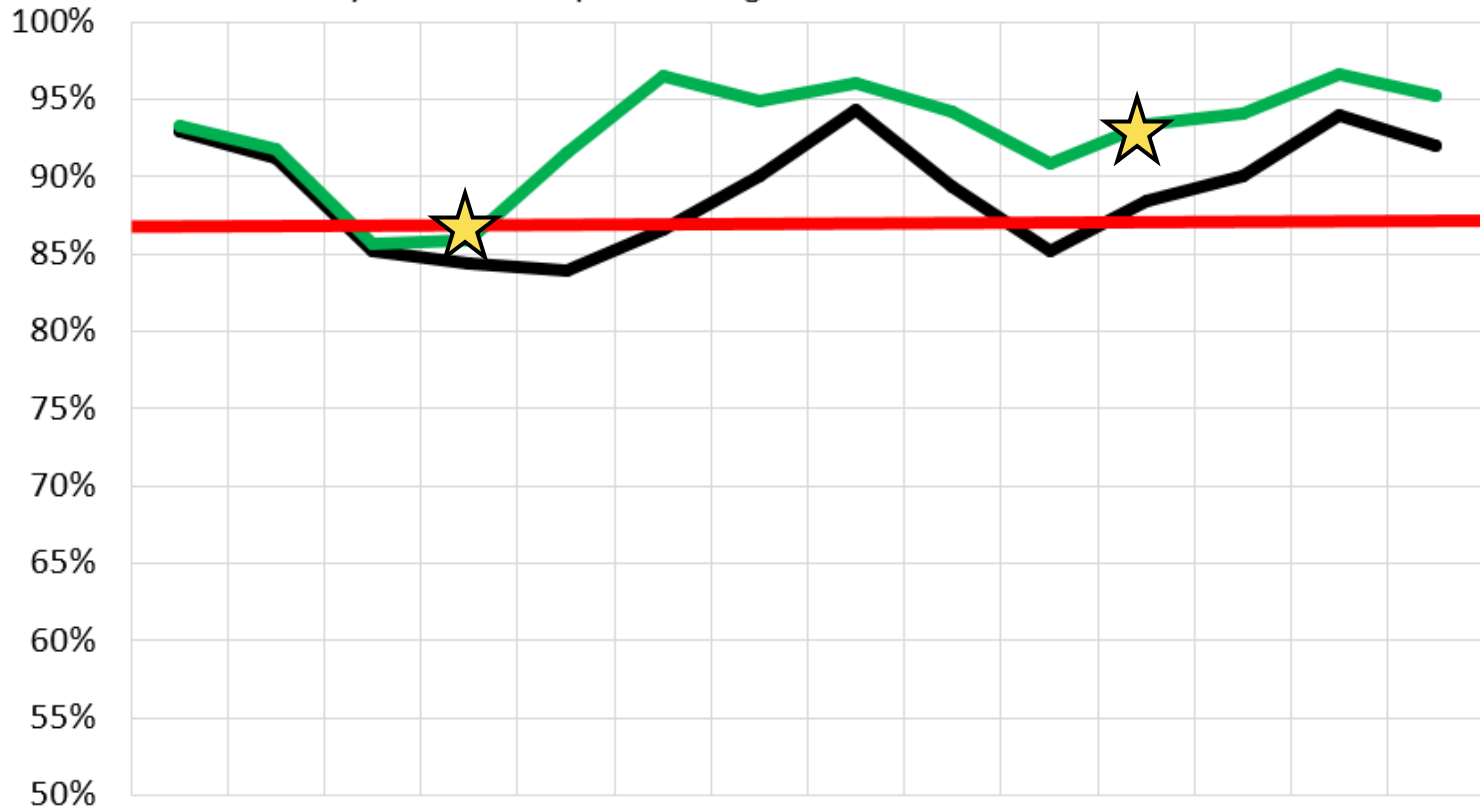
	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19
All Other SCs	63%	57%	56%	51%	53%	52%	55%	59%	57%	58%	62%	63%	64%	61%
Scranton	57%	50%	42%	45%	62%	64%	62%	63%	66%	69%	76%	80%	81%	80%

= Federal Standard

RESULTS: First Payment Time Lapse



First Payment Time Lapse: Average of 0-14 D & 0-21 D: Fed Criteria 87%



	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19
All Other SCs	93%	91%	85%	84%	84%	87%	90%	94%	89%	85%	88%	90%	94%	92%
Scranton	93%	92%	86%	86%	92%	97%	95%	96%	94%	91%	93%	94%	97%	95%

— = Federal Standard