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San Francisco, CA**

## **2014 Professional Practices Program**

**Peak Performance – Enhancing the  
Voter Experience at no Cost  
Denver, CO**

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OFFICE OF THE CLERK AND RECORDER  
ELECTIONS DIVISION

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### **Peak Performance – Enhancing the Voter Experience at no Cost**

The Denver Elections Division spent time in 2014 investing in process improvement. While big ideas are exciting, small innovations in the form of process improvement can make for BIG savings. To facilitate the strategic goal of cost consciousness throughout the department, Denver Elections Division staff spent 4 hours in a process improvement “Green Belt” training. The City and County of Denver recently instituted a division solely dedicated to process improvement. This division, known as, Peak Performance trained the Elections Division in the art of identifying inefficiencies in a process, standardizing work processes, tracking performance metrics, and eliminating process waste. This free, four hour training, has saved the Elections Division over \$70,000 in soft dollar savings, nearly \$10,000 in hard dollar savings, hundreds of staff hours, and has allowed the Elections Division to put more focus in developing big ideas to enhance the voter experience. The concept behind this process improvement training is a combination of Lean and Six Sigma. The training and associated documents are free and are published under an open source license (free to the public). The only investment required is time and human capital. The Peak Performance methodology takes common sense waste elimination tactics from highly successful businesses and puts them in easy to use tools available for anyone to have in their “tool box.” It also thrives on empowering front line staff members to propose process modifications by trying out and implementing their suggestions and track performance metrics.

The cost savings recognized over the past 12 months were attributed through three different tools from the Peak Performance training. The first (and most productive of the two) was a Rapid Improvement Event (RIE) to streamline our Election Judge On-boarding process. An RIE brings stakeholders, process owners, and front line staff together for one purpose: improve a process and implement changes in only four days! The Denver Elections Division Director of Elections, Amber McReynolds served as the stakeholder as well as the Executive Director of Human Resources for the City and County of Denver (CCD), Nita Mosby-Henry. Together Ms. McReynolds and Ms. Mosby-Henry empowered the front line staff which included participants from CCD Human Resources, CCD Technology Services, CCD Payroll, and elections division staff to identify waste in the election judge on-boarding process and suggest a new process that would be streamline for our customer – the election judge! Staff members spent four days in a conference room mapping out the current state of the process, identifying why we needed to improve the process as well as identifying what it would take to overcome any roadblock to implementation. Every RIE participant used an “A3” as their guide to answer these questions (see Attachment 1). If at any point, participants veered off track, the Reason for Action served as a goal or mission statement for the event and kept participants on the same page. It was identified that it takes 255 days to on board an election judge who would serve a 1-15 day assignment. This lengthy period of time cost taxpayer dollars that could have been expended in other places to enhance the voter experience. Not only did the process take nearly a year to on-board one person but we also found that 33% more judges were on-boarded, than were actually hired to complete an assignment. The on-boarding process includes performing a background check that costs approximately \$6.00/check. With an excess of 33% (or 837) election judges on-boarded, the Elections Division spent nearly \$6,000 on background checks for individuals who didn’t even serve as a judge. These costs were expended primarily because the dropout rate for judges was so high. It was determined through

surveying customers (in this case our election judges) that the dropout rate was a direct correlation to the time necessary to on-board. In short, by the time they were on-boarded they found other employment. Frontline staff members who understand the process were an incredible assist to identify and help eliminate unnecessary waste. A new process was created and tested in a mock scenario to ensure all bases had been covered. One of the biggest wastes in the process was the transportation of documents and information amongst city agencies. In short, most of the time spent on-boarding was shuffling paper and information between departments throughout the city who needed the information as well as correcting errors made by the applicant once the agency received the document. The RIE team identified a more efficient way to share this information and ensure the accuracy of the information by conducting a hiring fair. The hiring fair allows representatives from each agency in the process to send representation to the hiring fair to complete their portion of the process in an eight-hour day. Election judges are invited to attend to complete all required paperwork. If an error is made by the applicant, it is addressed immediately, eliminating the need for a second visit. The team used a tool called “rapid experiments” to test the new process. A mock hiring fair was setup in a conference room, participants (our voter registration team) were invited to attend and play the role of election judges, and RIE participants role-played their vision of the hiring fair. It allowed the team to identify any inefficiency in the hiring fair and make final plans in anticipation of the first live hiring fair.

A smaller scale project that is easy to do and identifies cost and time savings is a “6S” short for “Sort, Set in Order, Shine, Sustain, Standardize, and Safety”. This tool is used primarily to eliminate waste and improve workspaces. The Denver Elections Division utilized 6S to organize the customer facing front counter. To encourage staff members to participate, the project was marketed as a party and participants were encouraged to RSVP. Management ordered lunch for the team for their efforts and team leads were selected to foster friendly competition amongst staff members. The result was incredible. Staff members took the chance to look at the workspace from the customer perspective and eliminate anything that wasn’t necessary, scrubbing the appearance of the counter. Staff members also created a template for what a desk station should have in-stock at the front counter. The standardization of each workstation ensured all staff members have the necessary tools to serve a customer quickly and efficiently. Workstations were cleaned to create a visually appealing look to the office as it is the first thing our customers see. Prior to the 6S, there were 30+ front counter procedure guides both in electronic and paper form. Most were out of date and had a duplicate procedure in another department’s shared folder. The 6S team created a quick guide that is one page and contains hyperlinks to all the necessary documents and ensures they are always up to date. It is easily accessible and allows the front counter specialist to quickly find the information necessary to answer the customer’s question. All of these simple modifications that took less than a day to complete have saved over \$1,000 in over ordering supplies or ordering unnecessary supplies, have ensured 100% accurate information to the customer, and have enhanced the voter experience at the customer service counter.

The implementation of Peak Performance is anticipated to save the City and County of Denver over 5 million dollars in savings by empowering staff members and arming them with the tools necessary to eliminate waste from procedures. The training material and guides are free and open source at [www.DenverGov.org/PeakAcademy](http://www.DenverGov.org/PeakAcademy). The only investment necessary is time and human capital. The implementation of Lean ideologies has not only saved the Denver Elections Division tens of thousands of dollars but it has dramatically increased the morale and staff interaction as each team member is encouraged to identify efficiency improvements and are empowered in the decision making process.



# Attachment 1 – Election Judge On-Boarding A3



An A3 is used as a guide to assist staff members in process improvement. It can be used in projects as large as a Rapid Improvement Event or as small as a 6S. It keeps staff members on track and provides a guide to produce performance metrics.



Denver Peak Performance

A3 Template - Approach to Problem Solving & Improvement Events  
Version 5



Denver Elections Division - Election Judge Onboarding
Amanda Hill, Katy Owens-Hubler, Lisa Stubbs, Casey McGirt, Gloria G, Yuriok T.
August 5, 2013 - August 9, 2013
Faustino Pagan

Title	Exec Sponsor(s)
Team Members	Process Owner
Event Date	Version Date
Author/Facilitator	

Amber McReynolds
Darla Sergeant

### 1. Reason for Action

To streamline a cumbersome, redundant process (wherein the benefit does not outweigh the cost) with a cascading negative effect on multiple customers.

### 2. Initial State

Processing Time: 254 Days, 8 hours, 45 minutes  
 Touch Time: 7 Hours, 45 Minutes  
 Hiring Sessions: 155 Sessions (25 ppl/session)  
 Paperwork Processed: 2,904 (2007 Hired)  
 CBI Performed: 2,955 (2007 Hired)

### 3. Target State

Processing Time: 79 Days, 7 Minutes  
 Touch Time: NEW HIRE (3 Hours, 3 Minutes) REHIRE (1 Hour, 9 Minutes)  
 Hiring Sessions: 2 Sessions  
 Paperwork Processed: Only paperwork hired employees  
 CBI Performed: Only CBI Hires

### 4. Gap Analysis

Resources: DED (DED doesn't have same software/hardware as OHR)  
 DED using adhoc HRIS system  
 "How it's always been done" mentality

### 5. Solution Approach

If we...	Then we...
Create a template for parking partitions and correspondence	Expect to have a zero email and consistent communication with applicants
Have a hiring fair	Expect to have a one stop shop of eligible people and reduce redundancy
Have one spreadsheet for DED, Controller, and TS	Expect to eliminate redundancy and provide consistent information across agencies

### 6. Options Assessments / Experiments

Action/Test	Exp'd Outcome	Actual Outcome
SOP of onboarding	Standardize process to onboard	Help agency understand role in the process
Internal communications spreadsheet	Reduce redundancy in creating multiple forms	Create one universal document
Algorithm in SCORE	End manual process to check residency and party	Identify items listed
Mock hiring fair	streamline, factor, and organize customer experience	Reduced time to under 8 minutes/applicant

### 7. Implementation/Action Plan

Action item	Assigned To	Date Completed
Create hiring fair and part EU survey	Gloria G.	8/8/2013
Define an EU	Renee T	8/8/2013
SOP	Lisa S.	8/8/2013
Cancel date spreadsheet	Gloria and Yuri	8/5/2013

### 8. Results / Recommendation

IS	TS	EVENT	30d	60d	90d
254 d, 8h, 45m	79 d, 7m		Pending hiring event	34 d, 1h, 9m	
7h, 45m	3h, 3m			3h, 48m	
155 sessions	2 sessions			1 session	

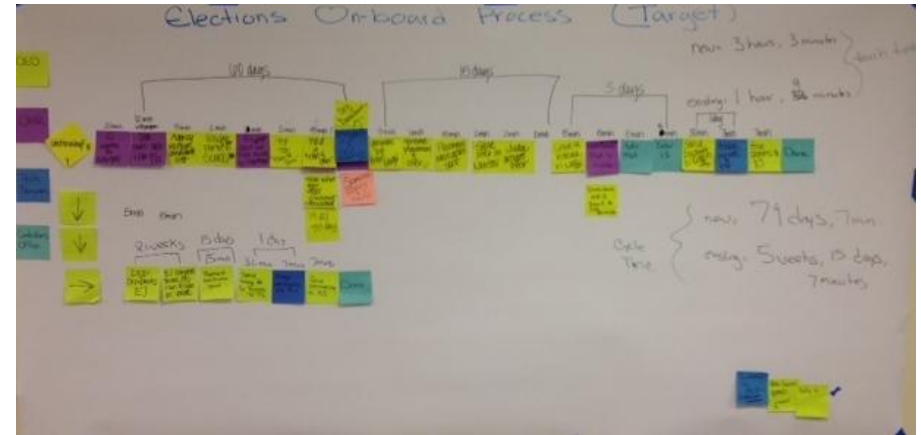
### 9. Insights / Lessons-Learned

Went Well	What Didn't Go Well
Experiments well and were great tool to test process	Metric. It was difficult to identify IS metric because they weren't kept well.
Helped	Hindered
Working across lines and job functions for the betterment of the process was awesome. It wouldn't have worked without the people in the room.	Bad attitudes. Through the process everyone came on board however it was initially a hindrance.

## Process Map - Before



## Process Map - After



## Performance Metrics Before/After

Metrics	Baseline	Target	Projected Savings
Processing Time	254 Days, 8 Hours, 45 Minutes	79 Days, 7 minutes	Assistant: \$21,100 (50%) + \$21,998 (40% Ops Coordinator) = <b>\$42,498 soft \$</b>
Touch Time	7 Hours, 45 Minutes	New: 3 Hours, 3 Minutes Existing: 1 Hour, 9 Minutes	Savings Below
Hiring Sessions	155 Sessions (25 ppl per session)	2 Sessions (cost \$5,898) ( <i>Experiment: 28 minutes at Hiring Fair with video</i> )	\$13,287 - \$5,898= <b>\$7,389 soft \$</b>
Paper work processed	2904 (only 2007 hired)	Only process paper work for those qualified	Savings of 14 sheets per person ( <b>\$0.17 per person at 32% overproduction</b> ) \$152.50 excess in 2012.
Background checks performed	2955 (only 2007 hired, 35 rejected)	CBI only those that you want to hire, w/ possible 10% drop rate	Savings of \$6 per person, 32% Reduction

**UWITDMOP Waste Elimination** – This was used by the DED to identify and eliminate waste in a process. UWITAMOP is an acronym that identifies different waste that can appear in a process and helps staff members identify and eliminate that waste to create a streamline and efficient process for the customer.

**U WIT D MOP – Identify 8 Wastes Worksheet**

**Overview:**

UWITDMOP is a tool to identify types of waste in a process. Different approaches to Lean may include 7, 8, or 9 types of waste. The important component is to ensure we are observing a process, identifying waste, and identifying how to eliminate the waste. This Lean tool is born out of the belief that waste is **disrespectful** to:

- **HUMANITY** because it wastes scarce resources.
- **INDIVIDUALS** because it asks them to do work with no value.
- **CITIZENS** because it asks them to endure and pay for processes with no value.

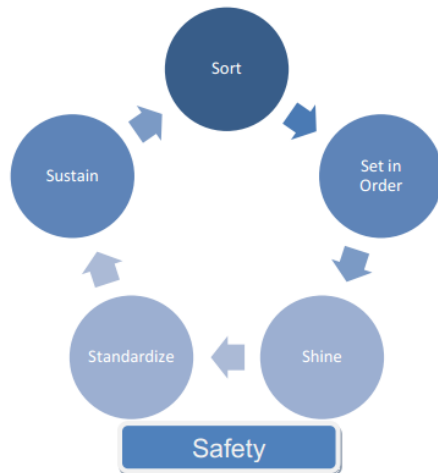
**The 8 types of Waste**

Type of Waste	Identify the following...
1. <u>U</u> nused Human Talent	Are there ways to find and use untapped skills and ideas?
2. <u>W</u> aiting	Can some tasks be done in parallel rather than in series? How can we organize our work to lessen the wait time for our customer?
3. <u>I</u> nventory	How can we prevent backlogs within and between our processes?
4. <u>T</u> ransportation	How can we prevent having to move documents from one place to another?
5. <u>D</u> efects	Where can mistake-proofing be used to eliminate or reduce errors or rework?
6. <u>M</u> otion	How can we lessen the time we spend traveling to meetings, to the copier, to the printer?
7. <u>O</u> verproduction	Can our processes adapt as our programs change?
8. <u>P</u> rocessing	Can some tasks be combined or eliminated?

**6S Example Diagram** – This was used by the DED to organize and standardize the front counter, copy room, and all staff desks. It has resulted in a dramatic increase in the accuracy of information, provided dollar savings in the over ordering of supplies, and has created an overall morale boost to staff as all workspaces are clean and organized.

**Overview**

**6-S** is a tool used to eliminate waste and improve a workspace. The six characteristics of a **6-S** are: **S**ort, **S**et in Order, **S**hine, **S**tandardize, **S**ustain and **S**afety. **6-S** is a great introduction to process improvement techniques. **6-S** uses its process to create and maintain an organized, clean, safe, and efficient setting that enables the highest level of value-added performance. This means eliminating search, travel, transporting materials, inventory, and hazards. It achieves its ends by introducing organization and orderliness, eliminating unneeded materials, and establishing self-discipline.



**Attachment 3 – Peak Academy Tools**

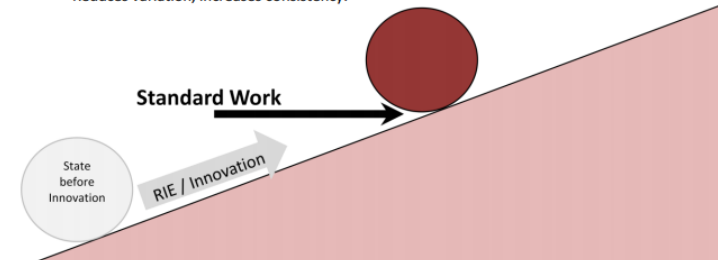
All tools seen in this diagram as well as all Peak Academy training presentations are free and available for public use at [www.DenverGov.org/PeakAcademy](http://www.DenverGov.org/PeakAcademy).

**Standard Work Diagram** – This was used by the DED to create standard operation procedures for the election judge on-boarding process as well as standard work documents for the front counter. An example would be Attachment 5 – Front Counter Quick Guide. This tool helps staff members streamline the process and continuously get expected results from a process.

**Overview:**

A simple written description of the safest, highest quality, and most efficient way known to perform a particular task, (i.e. a checklist to lead someone through the task).

- The only acceptable way to do the process it describes.
- Expected to be continually improved.
- Includes the amount of time allotted to hand-off the task to the next step of the process.
- Focuses on the employee, not the equipment or materials.
- Reduces variation, increases consistency.



**How to create “Standard Work”:**

It is simple. Define the extent of the task for which you are creating standard work: (starts...ends)

- Standard work for key tasks in a multi-function process.
- People doing the same job will use the same standard work.
- The end point will be the starting point for the next task in the work sequence.

Now that you have gathered the required information, you are ready to create the standard work document (s).

**Example of Standard Work**

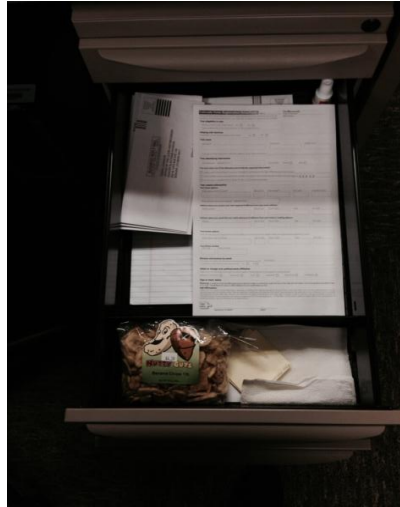
Step	Step Description	Who?	Time to Complete (Mins)	Value Add or Non-Value Add?	Cumulative Time
1	Intake	Intake Team	5	Value Add	5
2	Wait in inbox for Processing (2 business days)	Processing Team	960	Non-Value Add	965
3	Review App for Completeness	App Processor	10	Value Add	975
4	Read application	App Processor	15	Value Add	990
5	Approve/Denry Application	App Processor	5	Non-Value Add	995
6	Wait in inbox for Permit Print-Team (5 bus. Days)	Printing Team	2400	Non-Value Add	3,395
7	Review permit info for completeness	Permit issuer	10	Non-Value Add	3,405
8	Format permit on screen for printing	Permit issuer	15	Non-Value Add	3,420
9	Print Permit	Permit issuer	2	Value Add	3,422
10	Put permit in envelope	Permit issuer	2	Non-Value Add	3,424
11	Mail permit to applicant/customer	Permit issuer	1	Non-Value Add	3,425
				Total Time for Process (in minutes) =	3,425
				Total Time for Process (in Hours) =	57
				Total Time for Process (in Days) =	7

## Before 6S

All 5 workspaces had different and unnecessary supplies. Some workstations did not have the necessary supplies to serve a customer and would result in a delay of service to find the supply. Additionally the workspaces were unorganized and would also require a delay in service to find the necessary supply to complete the transaction

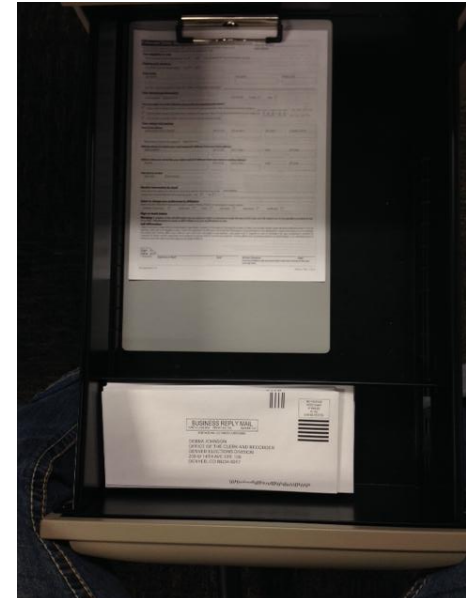
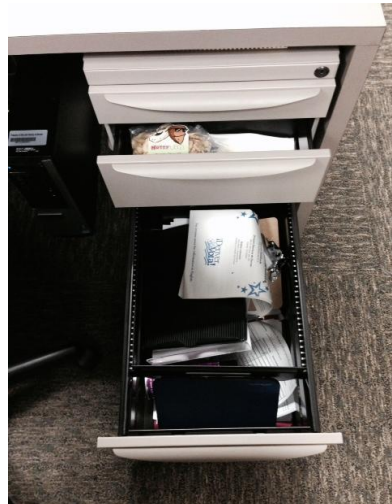


## Attachment 4 – 6S Before and After Pictures



## After 6S

All 5 workspaces have the same supplies located in the same location. This allows anyone in the division to sit at the counter and serve customers at any time with ease. All forms are organized properly and ready for the customer.





## Attachment 5 – Front Counter Quick Guide

This document includes the top used procedures as well as hyperlinks to documents that provide answers to the most frequently asked questions. Front counter staff are now more easily trained and can access the most up to date information by using an single sheet procedure document.

### Log in to SCORE/CRM/Denver Votes

#### 1. Log in to SCORE:

- Click on: [score.sos.colorado.gov](http://score.sos.colorado.gov)
- Enter your username and password
- Complete the Entrust Grid Challenge
- Open the Voter Search Module

#### 2. Log in to CRM

- Click on: <http://dot>
- Enter your network username and password
- Click on Main Menu
- Click on Online Tools and Resources
- Click on PeopleSoft
- Click on Customer Relations Management
- Click on Worklist
- Click on My Worklist
- Under Transaction Source choose Call Center Call List

### Issuing a certificate of registration

- Ask the voter for ID.
- Look up the voter in SCORE.  
**Note:** If the voter is not in score and is a resident of Denver, the voter must register before you proceed. If the voter lives in a different county, the voter must go to that county for a certificate.
- Ask if the information in SCORE is still correct. If not, have the voter fill out a registration form and correct SCORE before proceeding.
- Open the certificate from S:\\V\_RELATIONS\Cust\_Serv\_Mgmt\Front\_Counter\_Coord\Forms\VR Forms\FORM\_Voter\_Certificate\_2011\_07\_21.docx.
- Use the information in SCORE to fill out the form.
- Enter the date the certificate is being issued.
- Print the document.
- Have the voter make sure the information is accurate and correct the certificate if necessary.
- Sign below "By:".
- Place a seal where indicated

### Using the telephone system

#### Logging in

- Press the button above the word *Services* (button with a globe on it).
- Select either *ICD Agent-CRS 14* or *ICD Agent-CRS 15*. If you receive an error message telling you the service is not active, repeat from Step 1 and choose another server.
- Select *State*.
- Select *Ready*.

#### Transferring calls

- Select *Transf...*
- Dial the number.
- When you hear ringing, press *Transf...* again and hang up.

#### Paging

- Dial 13888.
- When you hear the beep, press 0.
- Ask the person being paged to call your extension twice. For example, "Bob Smith, please dial 54910, Bob, please dial 54910."
- Press the button below *End Call*.

#### Contacting HSS security guard

- Dial 34844.
- Say, "This is the Denver Elections Division. Would you please page the security guard to our front counter."  
**Note:** If the security guard is outside or on the 3rd floor, the the guard may not hear our pages.

#### Taking messages

- Send an e-mail to the intended recipient or provide the voicemail or e-mail address to the person leaving the message.

#### Logging out

- Select *State*.
- Select *Logout*.
- Select *End of Shift*.
- Select *Exit*

### Quick Links:

#### Customer Product

[Catalog](#)

[Customer Product Database](#)

Customer Product Procedures

#### Forms

[Certificate of Registration](#)

[Voter Registration Form](#)

[Self Withdrawal](#)

Deceased Voter

[FPCA](#)

[Confidentiality Request](#)

[Voter Profile Report Release](#)

#### [Elections Division Contact Information](#)

[Organizational Chart](#)

#### Voter Registration

VRD Procedures

[VRD Forms](#)

[VRD Database](#)

[Incoming and Outgoing Mail Process](#)

#### Campaign Information

[Campaign Finance FAQ](#)

[Campaign Finance – Find Reports/File Reports](#) – For More information call Nona Pasillas

[Municipal Candidate Information](#) – For more information call Alton Dillard

[Ballot Issue Information](#) – For more information call Alton Dillard

[www.DenverVotes.org](http://www.DenverVotes.org) – For General DED Information

[www.GoVoteColorado.com](http://www.GoVoteColorado.com) – For Online Voter Registration/Election Law/State Information

[www.DenverGov.org](http://www.DenverGov.org) – For General CCD Information

### Do's and Don'ts

#### Do:

Smile at all times!

Be friendly to all customers!

Confirm voter information over the phone

Provide help and information outside of the elections division. Give directions!

#### Don'ts

Give voter information over the phone

Give out incorrect information. If you don't know just ask!

Interpret the law