The Problem
Initially, basic DES cell phones were used to make a call or two when out-of-the-office to check voicemail or touch base with supervisors or employees. As phones develop with more computing power, data and functionality, staff wish to do more while out of the office: take photos, send email, text. These abilities increase productivity, but require additional support to ensure the security of sensitive information and satisfy right-to-know inquiries. As there was no defined process to manage the procurement of the devices, the installation of mobile device management software, and ensure adequate approvals, the state was in the unenviable position of being "behind the smartphone curve".

The Lean Activity
Recognizing that DES needed to evaluate business needs for mobile devices before developing procedures, the Team attempted to define a set of functions that would satisfy the majority of users. This proved to be unrealistic as each stakeholder had particular needs that were not necessarily important to others. It was then that the Team decided to pare down the event to cover a standard “communication device”; a phone. As DES prides itself on its transparent operations, the installation of mobile device management (MDM or GOOD for Enterprise) software is important to allow the capture of daily phone communications and activity. Working with DoIT, DES developed a new standard MDM software configuration. The expanded list of activities allowed the phone’s functions to better support DES and their customers. In addition, DoIT and the cell phone vendor made several devices available on a temporary basis for DES to test. DES staff wrote white papers defining the device behavior while running the MDM - GOOD for Enterprise software. Based on this research, DES recommended a standard smartphone. DES' HR and Legal Sections worked with the Team to write an employee usage agreement and revise the cell phone policy. DES' Accounting and DoIT's ASD groups worked to ensure the review process was seamless through procurement of software and phone and coordinated the final phone configuration. An intranet webpage defines the process, links forms and lists where to go for help.

The Results
In addition to making an existing process more efficient, Lean techniques can be used to create a new process. These are the techniques the Team used:
• Charter (to frame the desired outcome)
• Value Stream Mapping (once all the inputs were known)
• 5S (to organize all the inputs – virtual and physical)
• Pilot (to test and refine)

About the Team
The multi-disciplinary team consisting of DoIT and DES employees provided different perspectives on the same issues. DES thanks DoIT for working with us during a half-dozen meetings and countless phone calls and emails.

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“Spread the Lean Love”