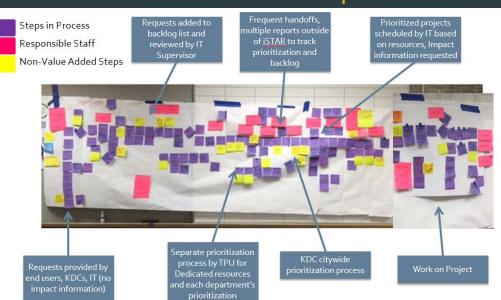# CONTINUOUS IMPROVEMENT

IMPROVED PROCESS FOR REQUESTING SAP CHANGES

The process for requesting changes in the City of Tacoma's enterprise resource planning software (SAP), using iSTAR, was widely criticized by Information Technology's internal customers for its complexity. There were a large number of outstanding projects, ranging from projects designated high priority to projects designated low priority for extended periods of time. Projects designated low priority often never rose to higher levels, and a process map revealed that every project, regardless of size or priority level, needed to be touched at least 10 times by three to four staff members on a monthly basis.

Current State Map

- Steps in Process
- Responsible Staff
- Non-Value Added Steps

Requests added to backlog list and reviewed by IT Supervisor

Frequent handoffs, multiple reports outside of iSTAR to track prioritization and backlog

Prioritized projects scheduled by IT based on resources, Impact information requested

Requests provided by end users, KDCs, IT (no impact information)

Separate prioritization process by TPU for Dedicated resources and each department's prioritization

KDC citywide prioritization process

Work on Project

Why not treat small projects differently?

Action

After some analysis, the team determined that not all projects needed to be subjected to the same review process. A small project that takes under 39 hours of staff time, for example, should not be subjected to the same review process as a project that takes hundreds of hours.

Results

The SAP team now keeps all small projects, estimated to take under 39 hours to complete, from being subject to the same level of review. This saves staff time, and approximately 2,000 staff touch points each year. It also enables staff to begin small projects as soon as they have time, in between larger projects.