

HPC Cashier Improvement

Green Belt Project



Mission

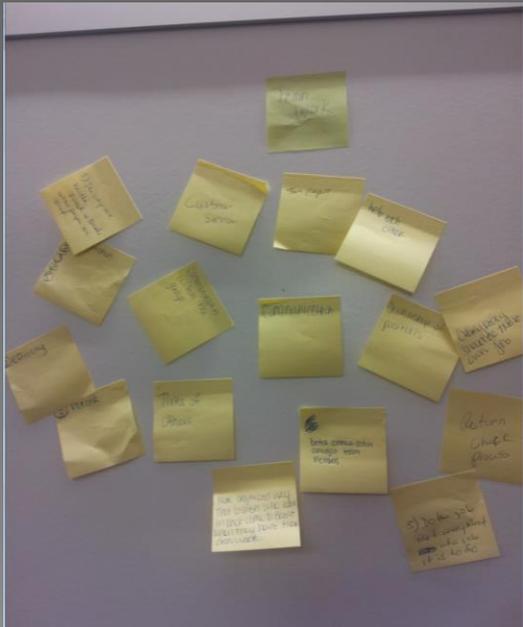
Improve overall productivity by creating standard work, and better organization within the cashier booth



Problems in the Cashier Booth

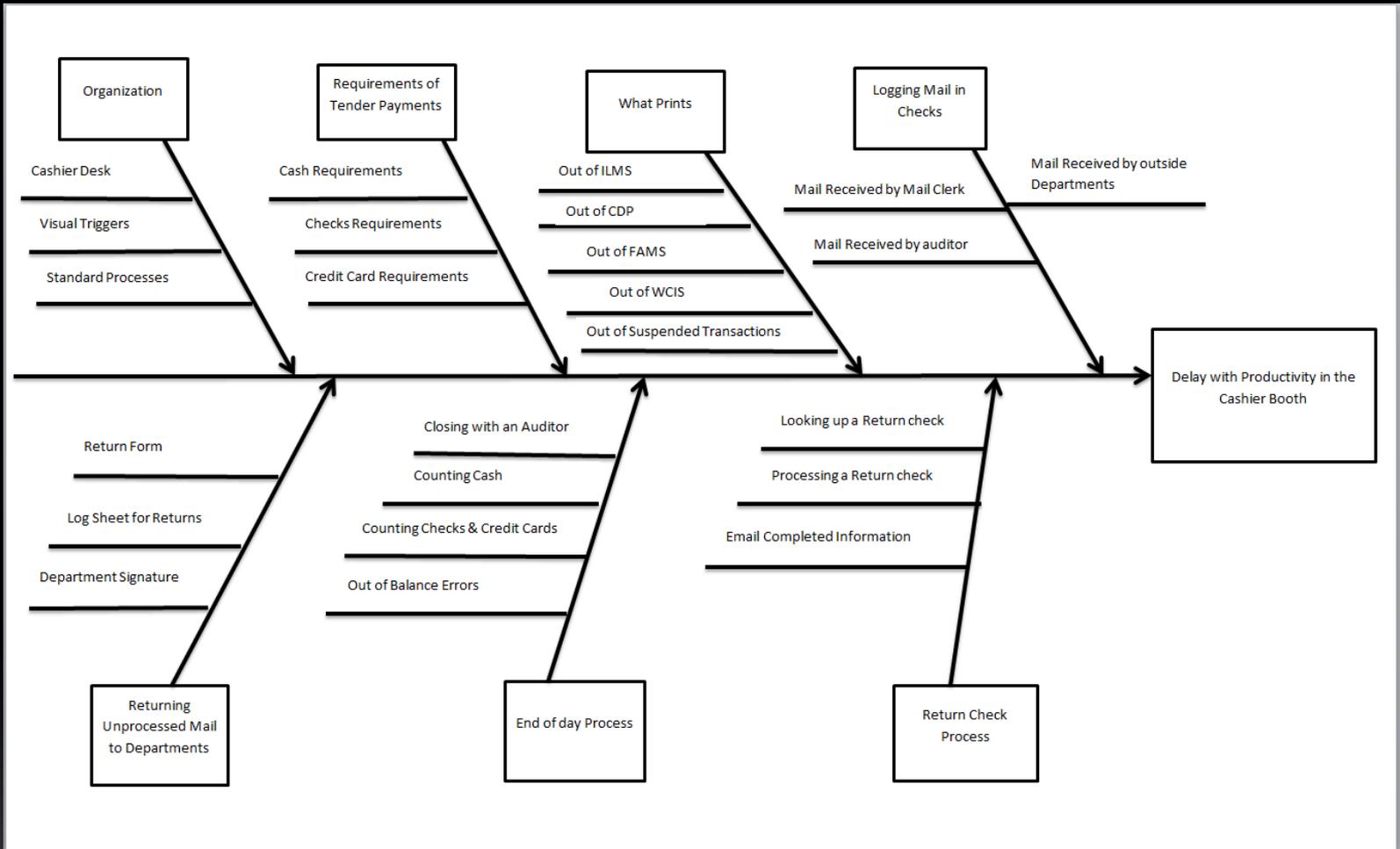
- Organization of work stations
- Process for logging mail in
- Process for handling unprocessed mail
- Process for the end of day close out
- Process for return checks
- Tender requirements
- What is expected to print

Voice of the customer



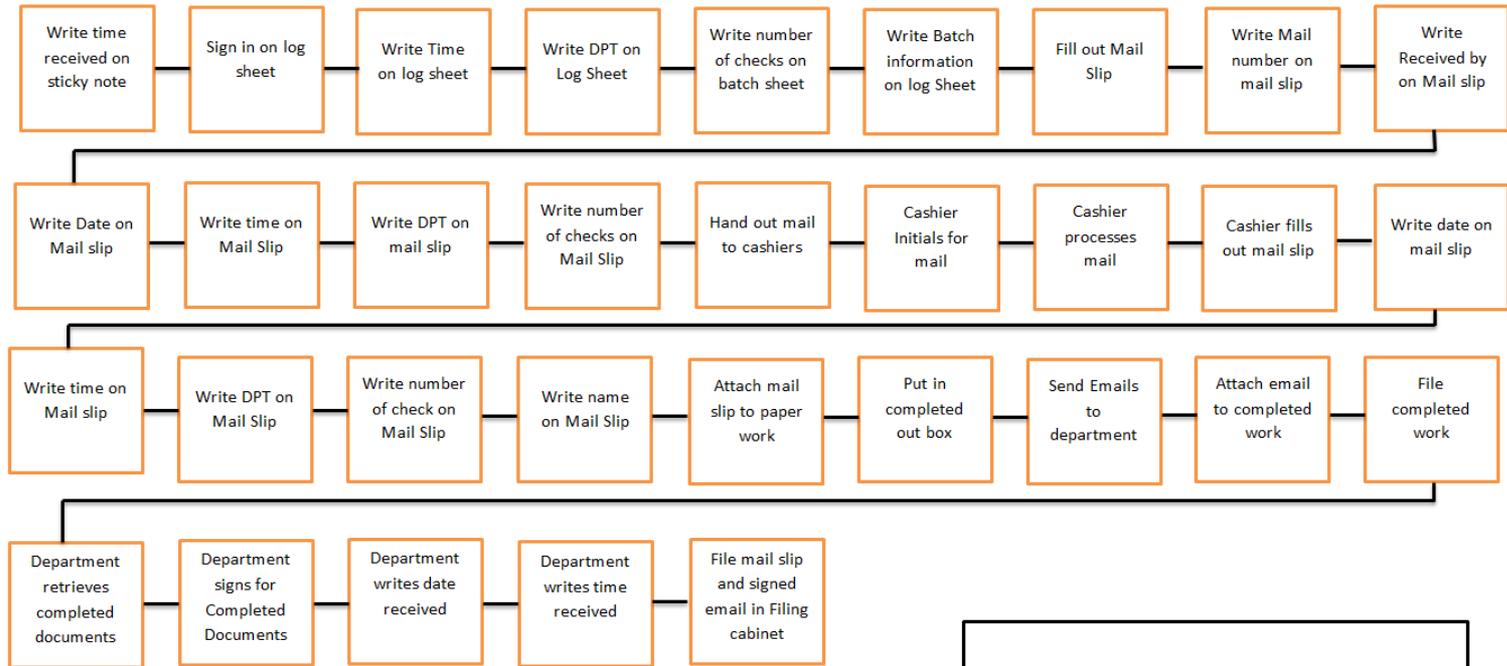
- Team Work
- Respect
- Late Fees
- Mail
- Close Out
- Pink Slips
- Voids

FISHBONE DIAGRAM



The fishbone diagram was used to discover the problems and waste with in the cashier booth.

Mail Log Process Before



Mail Log Process Before

New Items for Mail Log Process

Before

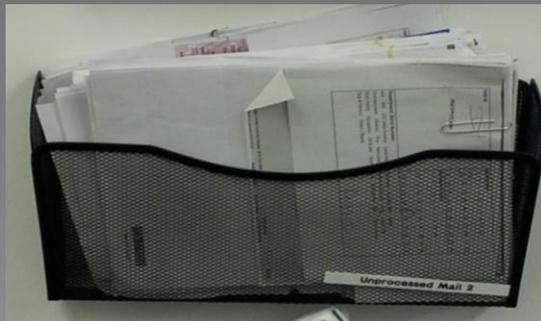
Mail Number: 4 ✓		Received By: ap	
Date Received: 03/17/14	Time Received: 11:18	Department: Signs	# of Checks: 26
Date Processed: 03/17/2014	Time processed: 2:46 p.m.	Department: Signs	# of Checks: 26
Processed By: [Signature]			

After

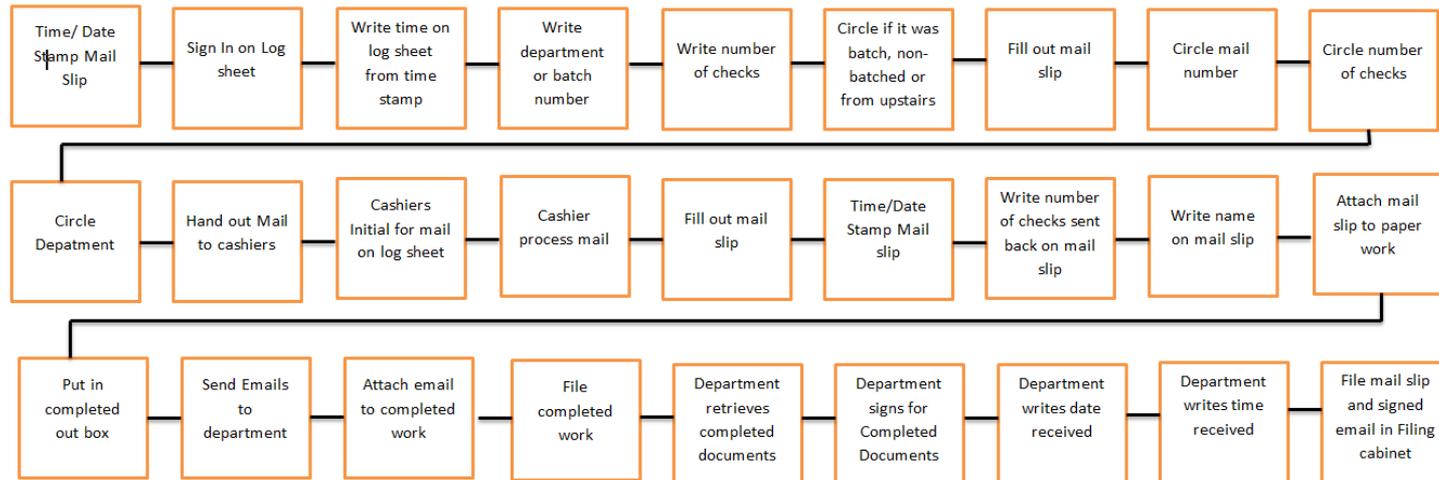
TIME IN DH APR 14 PM 10:58	Mail Number
	1 2 3 4 5 6 7 8 9 10
	11 12 13 14 15 16 17 18 19 20
	21 22 23 24 25 26 27 28 29 30
Number of Checks:	1 2 3 4 5 6 7 8 9 10
	11 12 13 14 15 16 17 18 19 20
	21 22 23 24 25 26 27 28 29 30
	Department/ Batch Number: APA ARA DPC Wells Permits Earth Hauling Electrical Permits/ Pier Boiler Encroachment Elevator Fire Helicopter Manufactured Homes HPD Impact Fee Multi Family Occupancy Oil & Gas Open Records Parks & Rec Signs Strom Water Taps & Meters Water / Waste Rodney

TIME OUT APR 14 PM 12:4	Number of Checks Sent Back: 2
Processed by: MB	

Visual Controls for Mail Log Process



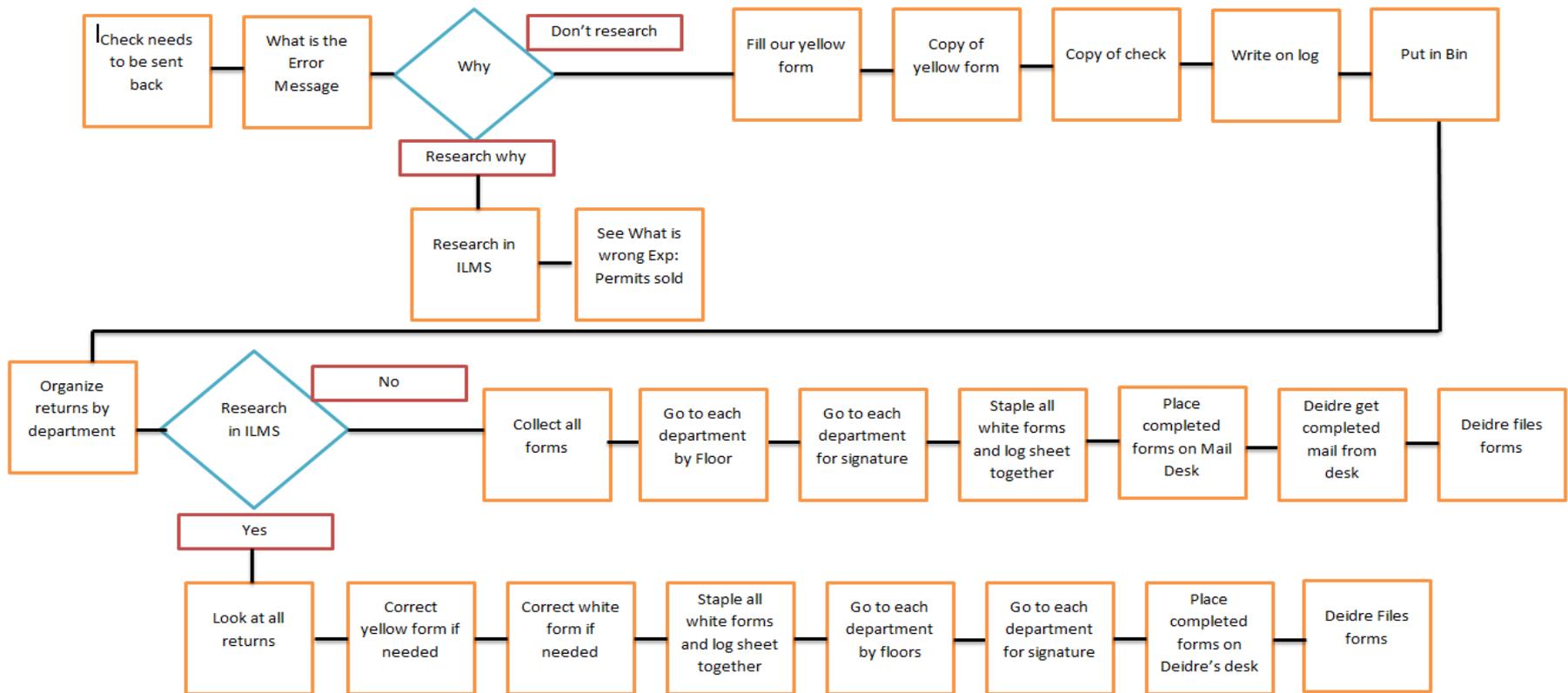
Mail Log Process After



Mail Log Process After

Unprocessed Mail Returns Before

Current Mail Send back Process



Unprocessed Mail Returns

Before

After

Checks to be Returned to the Department

Date: 12/31/2013

Mail #	Department	Batch Number	Check #	Department signature
7	Elevator	No Batch	148	Wh
7	Elevator	No Batch	6056	mi
8	Boilers	Reggie	1352	8
12	Signs	Reggie	3116	R. Latta
12	Signs	Reggie	109612	
17	Signs	Reggie	53767	
23	Boiler	BLR023000	2183	
3	Multi-Family	No Batch	7301	A. Johnson

Checks to be Returned to the Department

DATE: 4/30/2014

Mail #	Department	Batch Number	Check #	Reason For Return	Cashier Name	Department Signature
3	STORM WATER QUALITY	Mail Clerk	331770	Stale Dated Check	Dee Harris	N. J. [Signature]
4	BOILER	Mail Clerk	59809	Check Shortage	Dee Harris	Claudia [Signature]
5	Signs	Mail Clerk	12960	Permit Paid	Dee Harris	R. Richard [Signature]
6	Signs	Mail Clerk	Temp Check	Temporary Check	Nina Benn	
6	Signs	Mail Clerk	1085	Inquiry Rejected	Nina Benn	
6	Signs	Mail Clerk	26037	Check Overage	Nina Benn	
10	BOILER	BLR042814-004	1243	Check Overage	Cheryl Casteel	Claudia [Signature]

HOUSTON PERMITTING center

Mail Number: 1

Department: Elevator

Return Date: 12/31/2013

We are Returning your remittance in the amount of \$ 98.11 for reasons indicated below. Check Number: 6056

Written amount on check and Dollar amount on check do not match.

Check Overage

Check Shortage

Check Missing Signature

Temporary Check

Customer has a return check with the City of Houston

Missing Sales Order or Check

Inquiry Rejected/ Sales Order Deleted

Permit paid on: _____

Project on Hold/ Project Canceled

Other: ct undervalued

Cashier Name: Vanessa

Cashier's Phone Number: (832)- 394- 9078

Before:

- Hand Wrote Items
- Made copies of Items

After:

- Typed Items
- Scan Items

HOUSTON PERMITTING center

Mail Number: 9

Department/ Batch Number: SIGNS

Return Date: 04/11/2014

We are Returning your remittance in the amount of \$ 85.26 for reasons indicated below. Check Number: 1011

Written amount on check and Dollar amount on check do not match.

Check Overage

Check Shortage

Check Missing Signature

Temporary Check

Customer has a return check with the City of Houston

Missing Bar Code/ Check/ Sales Order

Inquiry Rejected/ Sales Order Deleted

Permit paid on: _____

Project on Hold/ Project Canceled/ License Expired

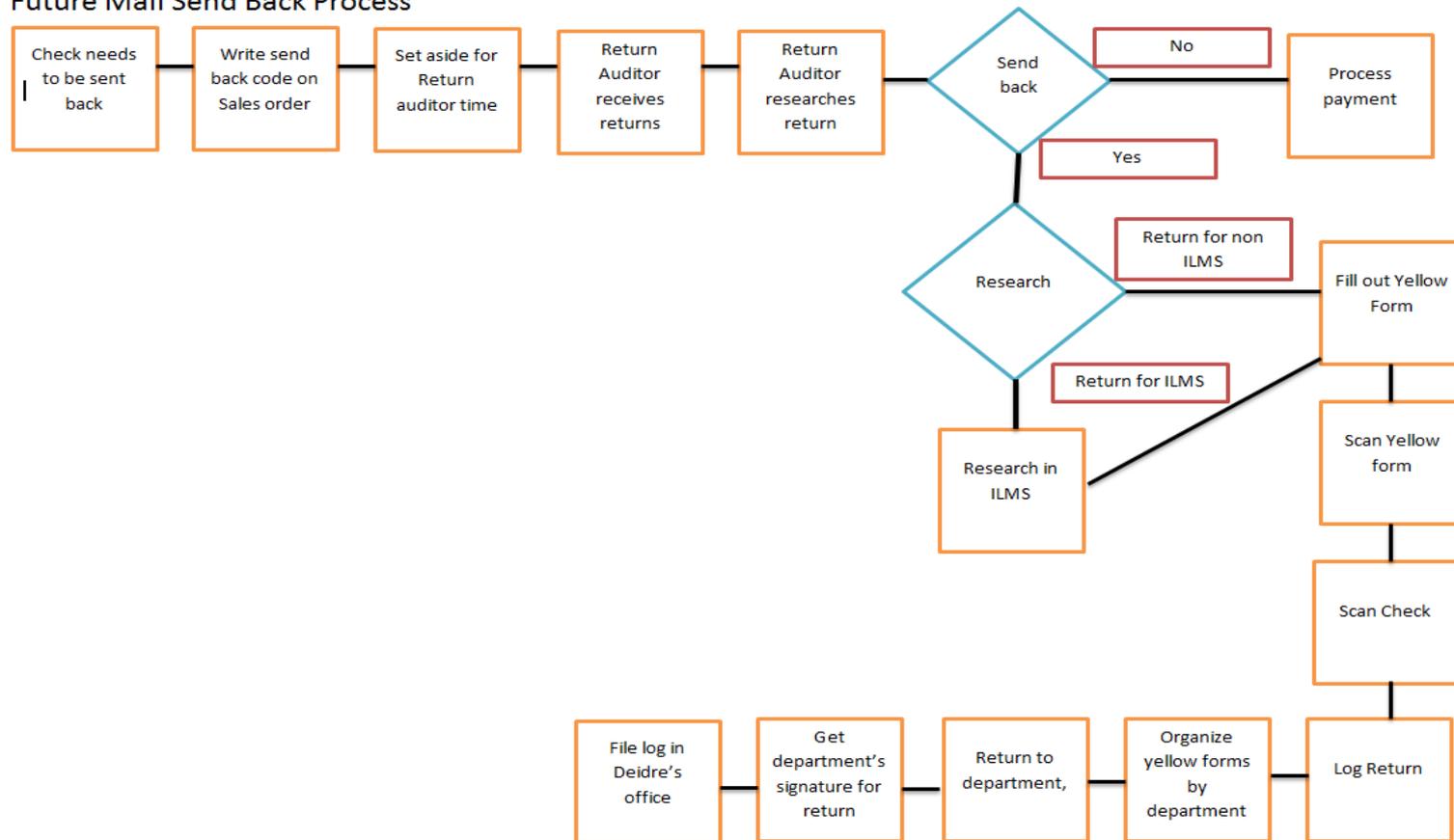
Other: _____

Cashier Name: ANGELA LIZCANO

Cashier's Phone Number: (832)- 394- 9025

Unprocessed Mail Returns After

Future Mail Send Back Process



Tender Requirements

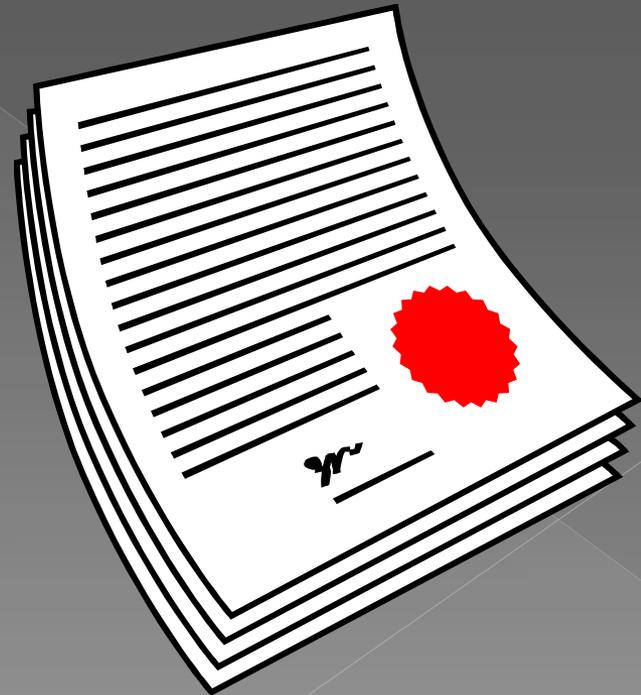
- Cashiers were required to write the customer Identification and the serial number of the \$100 & \$50 bills on the sales order
- The reconciliation was required to verify the serial numbers of the \$100 & \$50 bills.

Month	Total number of \$100 Bills	Total number of \$50 bills				
November	2122	335				
December	2668	320				
January	2466	252				
February	2567	262				
March	2310	351				
April	3170	386				

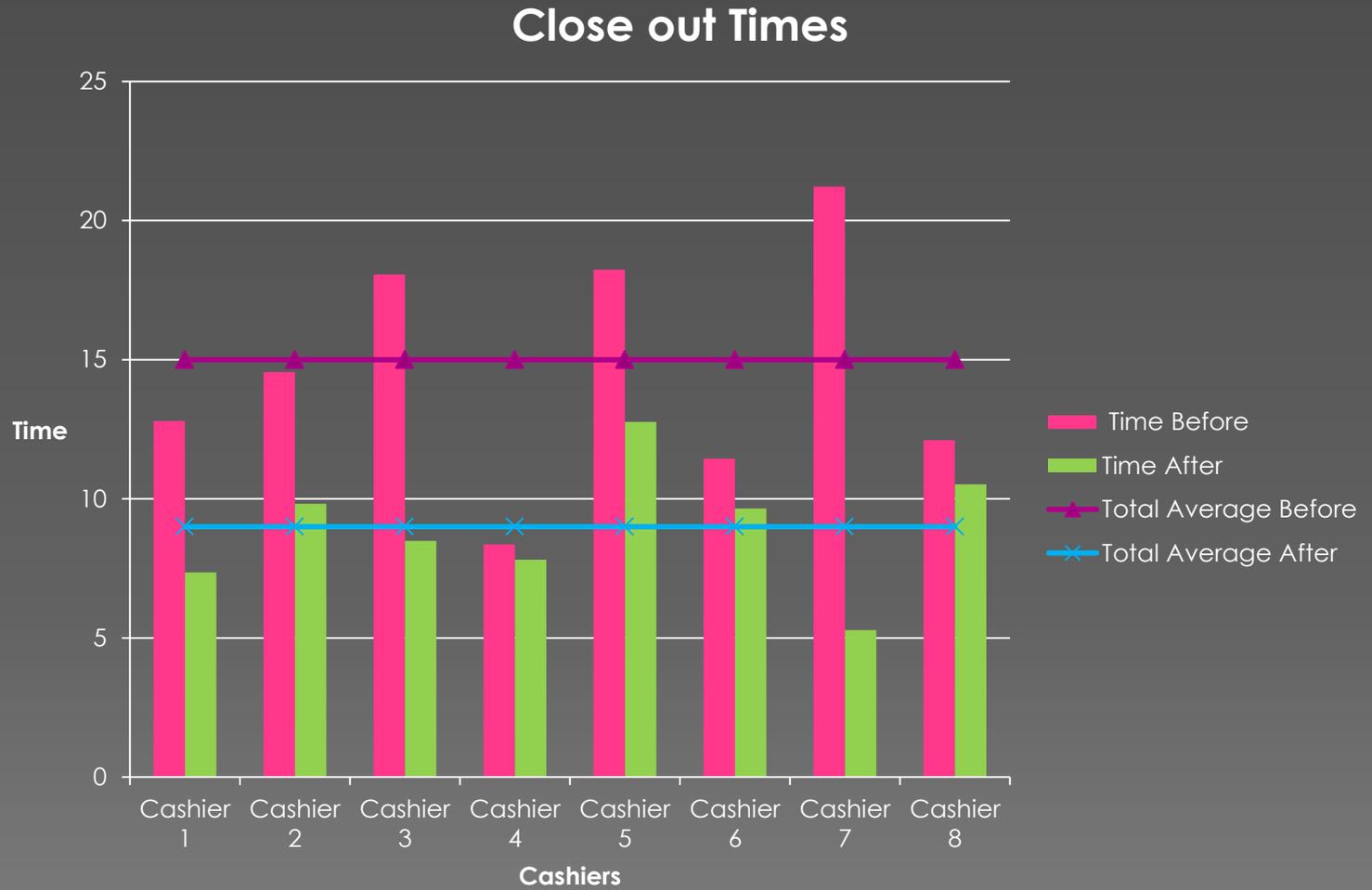
Month	Time for \$100 in Cashier booth in hours	Time for \$100 in Reconciliation in hours	Time for \$50 in Cashier booth in hours	Time for \$50 in Reconciliation in hours	Total Time Wasted in hours	Total Time Saved in hours
November	35	71	6	11	123	
December	44	89	5	11	149	
January	41	82	4	11	138	
February	0	0	0	0	0	142
March	0	0	0	0	0	134
April	0	0	0	0	0	178

Tender Requirements

The HPC Cash Handling Policy was developed to show the expectations of the tender requirements.



CLOSE OUT PROCEDURES





Printing Expectation

- Cashiers were issued a list of the seven different systems showing them what does not print.
- The list for what print is too extensive compared to the list of items that do not print, eliminating confusion.

What Does Not Print in Cashier Booth

ILMS	CDP	FAMS	WCIS	HPD	Parks & Rec	Smart CM
All Sign Renewal permits	SOB Permits	All Permits should print	No Permits Should Print			
Fire Marchal permit types:						
FN						
FR						
I1						
Mobil Food Units (MFU)						

Return checks

- Developed standard operating procedures on how to process a return check.

NSF CHECK INFORMATION

(Name as it appears on check)

Check: _____ Total Amt: \$ _____

Date check written: _____

Holds: _____
(License Holder and Number)

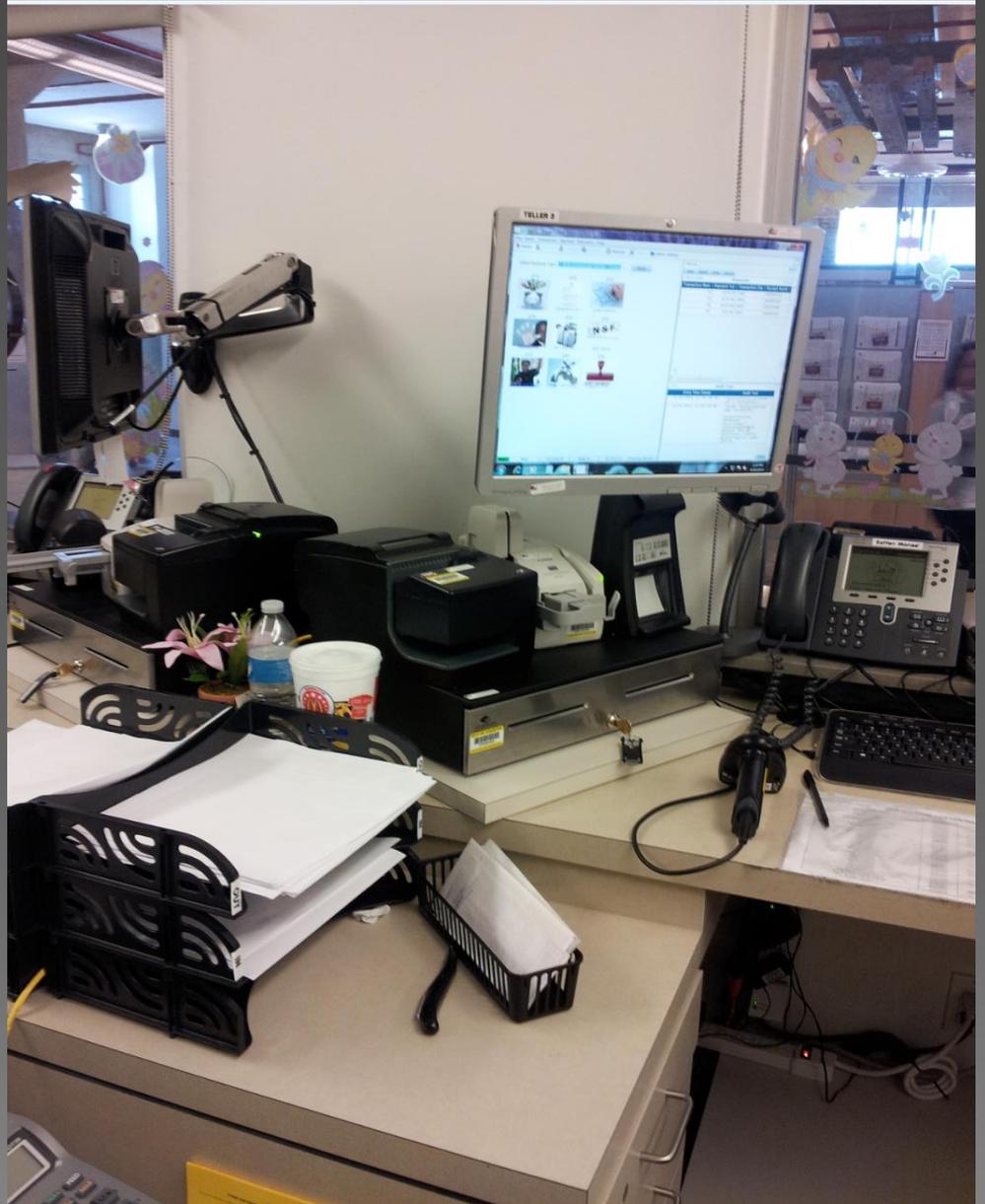
Project #(s) _____

SEE DEIDRE RIOUX



ORGANIZATION 6S

- Cleaned Cashier's Desk
- Installed Wall mounted monitors.
- Issued In and out boxes as well as an extra box
- Issued .organizer for checks.
- Issued organizer for small items such as pens.

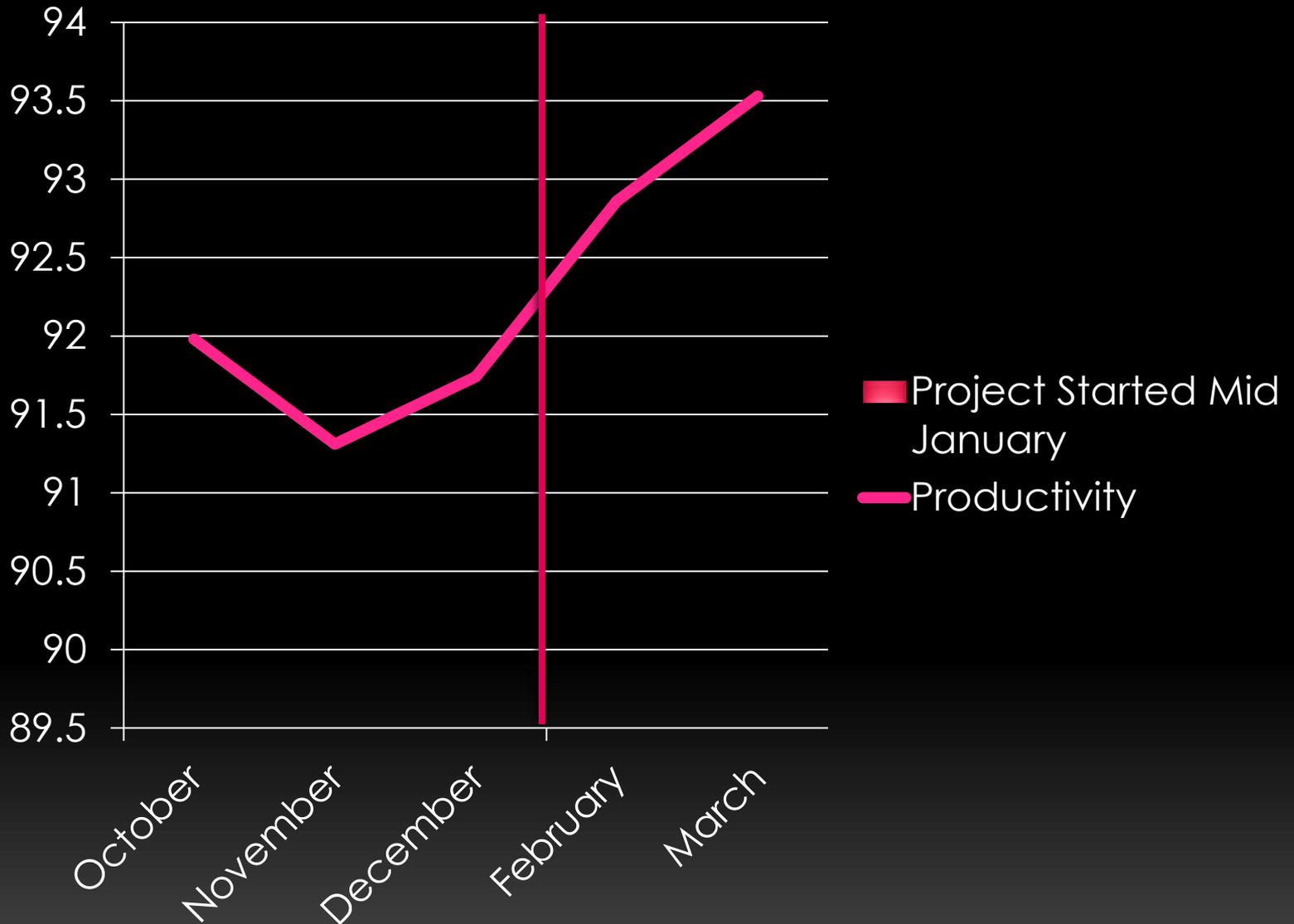


Visual Controls



- Installed a bulletin board to help display meeting dates, overall cashier performance measures, and any additional important documentation.
- Installed hanging file folders to pay the unprocessed mail returns when complete.

OVERALL PRODUCTIVITY



The Productivity started at an average of **91.07%** with a rate of processing payments at an average of 1:11 minutes per transaction. After the improvements the productivity increased to an average of **93.18%** with a rate of processing payments at an average of 1:01 minutes per transaction.

Controls

Checks Received in Cashier Booth

Date: 4/14/14

Mail #	Time	Department/ Batch Number	Batch Type (Circle One)			# of Checks	Cashier initials processing the batches
1	8:32	ARA	Batch	No Batch	Mail Clerk	6	DH
2	9:55	ARA	Batch	No Batch	Mail Clerk	5	DH
3	10:54	Electrical	Batch	No Batch	Mail Clerk	1	DH
4	10:54	Encroachment	Batch	No Batch	Mail Clerk	6	CAC
5	10:55	Signs	Batch	No Batch	Mail Clerk	8	CAC
6	10:55	Boiler	Batch	No Batch	Mail Clerk	12	UM
7	10:55	Permits	Batch	No Batch	Mail Clerk	11	UM
8	10:55	Elevator	Batch	No Batch	Mail Clerk	2	SM
9	10:55	Elevator	Batch	No Batch	Mail Clerk	25	SM
10	10:58	Signs	Batch	No Batch	Mail Clerk	25	SM
11	10:58	Signs	Batch	No Batch	Mail Clerk	25	SM
12	10:58	Signs	Batch	No Batch	Mail Clerk	25	SM
13	10:58	Signs	Batch	No Batch	Mail Clerk	25	SM
14	10:58	Signs	Batch	No Batch	Mail Clerk	25	SM
15	10:59	Signs	Batch	No Batch	Mail Clerk	25	SM
16	10:59	Signs	Batch	No Batch	Mail Clerk	25	SM
17	10:59	Signs	Batch	No Batch	Mail Clerk	25	SM
18	10:59	Signs	Batch	No Batch	Mail Clerk	25	SM

- The Cashiers time stamp the mail slip then log the information on the log sheet.
- The Mail slip stays with the mail through the whole process.

TIME IN DH APR 14 10:58	Mail Number
	1 2 3 4 5 6 7 8 9 10
	11 12 13 14 15 16 17 18 19 20
	21 22 23 24 25 26 27 28 29 30
	Number of Checks:
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APA ARA DPC Wells Permits Earth Hauling Electrical Permits/ Pier Boiler Encroachment Elevator Fire Helicopter Manufactured Homes HPD Impact Fee Multi Family Occupancy Oil & Gas Open Records Parks & Rec Signs Strom Water Taps & Meters Water / Waste	
Rodney	

Questions

