HPC Cashier Improvement

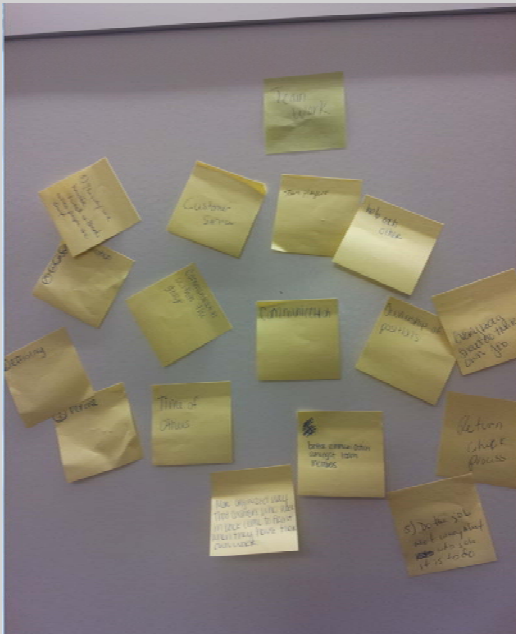## Green Belt Project

Mission

Improve overall productivity by creating standard work, and better organization within the cashier booth
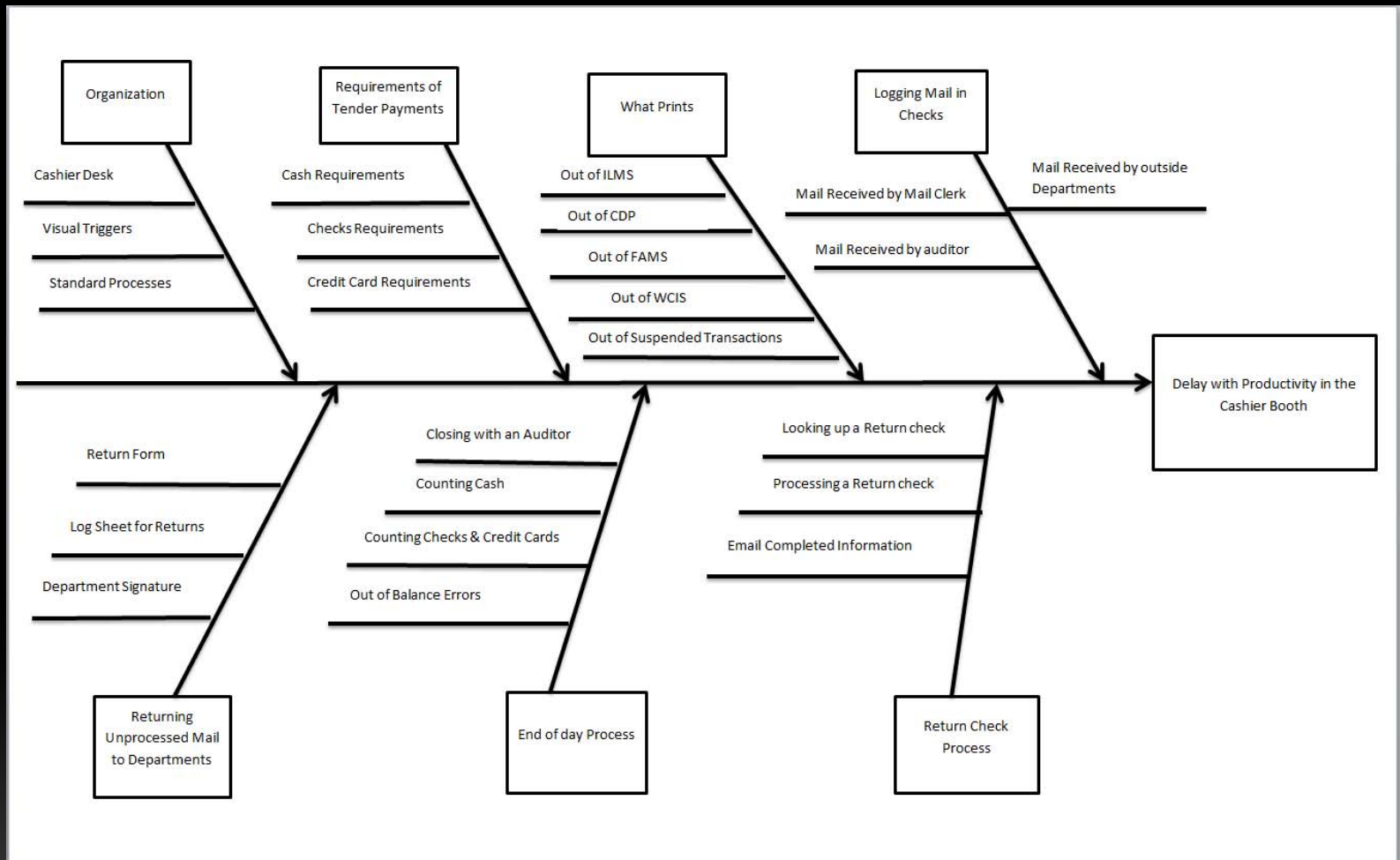
Problems in the Cashier Booth

- 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

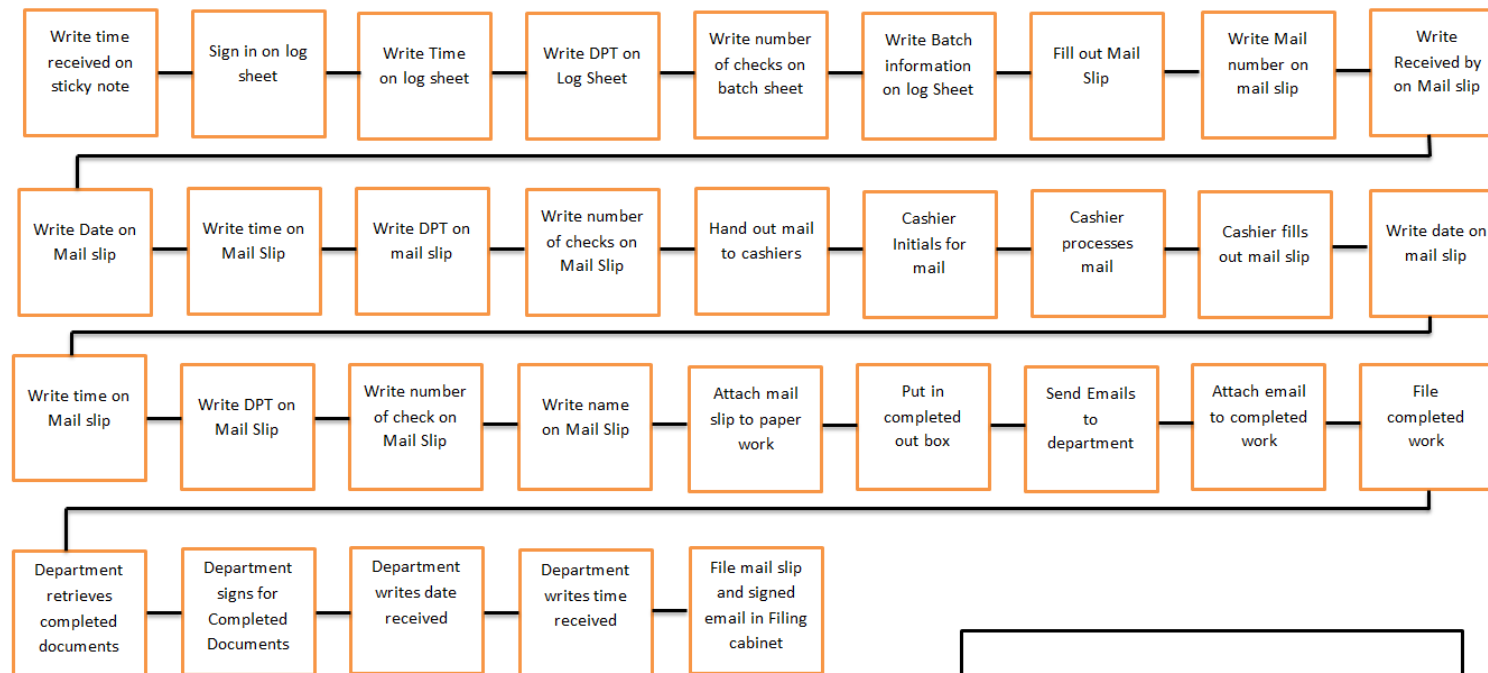- Team Work
- Respect
- Late Fees
- Mail
- Close Out
- Pink Slips
- Voids

FISHBONE DIAGRAM

Organization	Requirements of Tender Payments	What Prints	Logging Mail in Checks

Cashier Desk

Cash Requirements

Out of ILMS

Mail Received by Mail Clerk

Mail Received by outside Departments

Visual Triggers

Checks Requirements

Out of CDP

Mail Received by auditor

Standard Processes

Credit Card Requirements

Out of FAMS

Out of WCIS

Out of Suspended Transactions

Delay with Productivity in the Cashier Booth

Return Form

Closing with an Auditor

Looking up a Return check

Log Sheet for Returns

Counting Cash

Processing a Return check

Department Signature

Counting Checks & Credit Cards

Email Completed Information

Out of Balance Errors

Returning Unprocessed Mail to Departments	End of day Process	Return Check Process

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

Mail Log Process Before

| Write time received on sticky note | Sign in on log sheet | Write Time on log sheet | Write DPT on Log Sheet | Write number of checks on batch sheet | Write Batch information on log Sheet | Fill out Mail Slip | Write Mail number on mail slip | Write Received by on Mail slip |

| Write Date on Mail slip | Write time on Mail Slip | Write DPT on mail slip | Write number of checks on Mail Slip | Hand out mail to cashiers | Cashier Initials for mail | Cashier processes mail | Cashier fills out mail slip | Write date on mail slip |

| Write time on Mail slip | Write DPT on Mail Slip | Write number of check on Mail Slip | Write name on Mail Slip | Attach mail slip to paper work | Put in completed out box | Send Emails to department | Attach email to completed work | File completed work |

| Department retrieves completed documents | Department signs for Completed Documents | Department writes date received | Department writes time received | File mail slip and signed email in Filing cabinet |

Mail Log Process Before

New Items for Mail Log Process

Before

After

Visual Controls for Mail Log Process

Unprocessed Mail 2

Mail Log Process After

| Time/ Date Stamp Mail Slip | Sign In on Log sheet | Write time on log sheet from time stamp | Write department or batch number | Write number of checks | Circle if it was batch, non-batched or from upstairs | Fill out mail slip | Circle mail number | Circle number of checks |

| Circle Depatment | Hand out Mail to cashiers | Cashiers Initial for mail on log sheet | Cashier process mail | Fill out mail slip | Time/Date Stamp Mail slip | Write number of checks sent back on mail slip | Write name on mail slip | Attach mail slip to paper work |

| Put in completed out box | Send Emails to department | Attach email to completed work | File completed work | Department retrieves completed documents | Department signs for Completed Documents | Department writes date received | Department writes time received | File mail slip and signed email in Filing cabinet |

Mail Log Process After

Unprocessed Mail Returns Before

Current Mail Send back Process
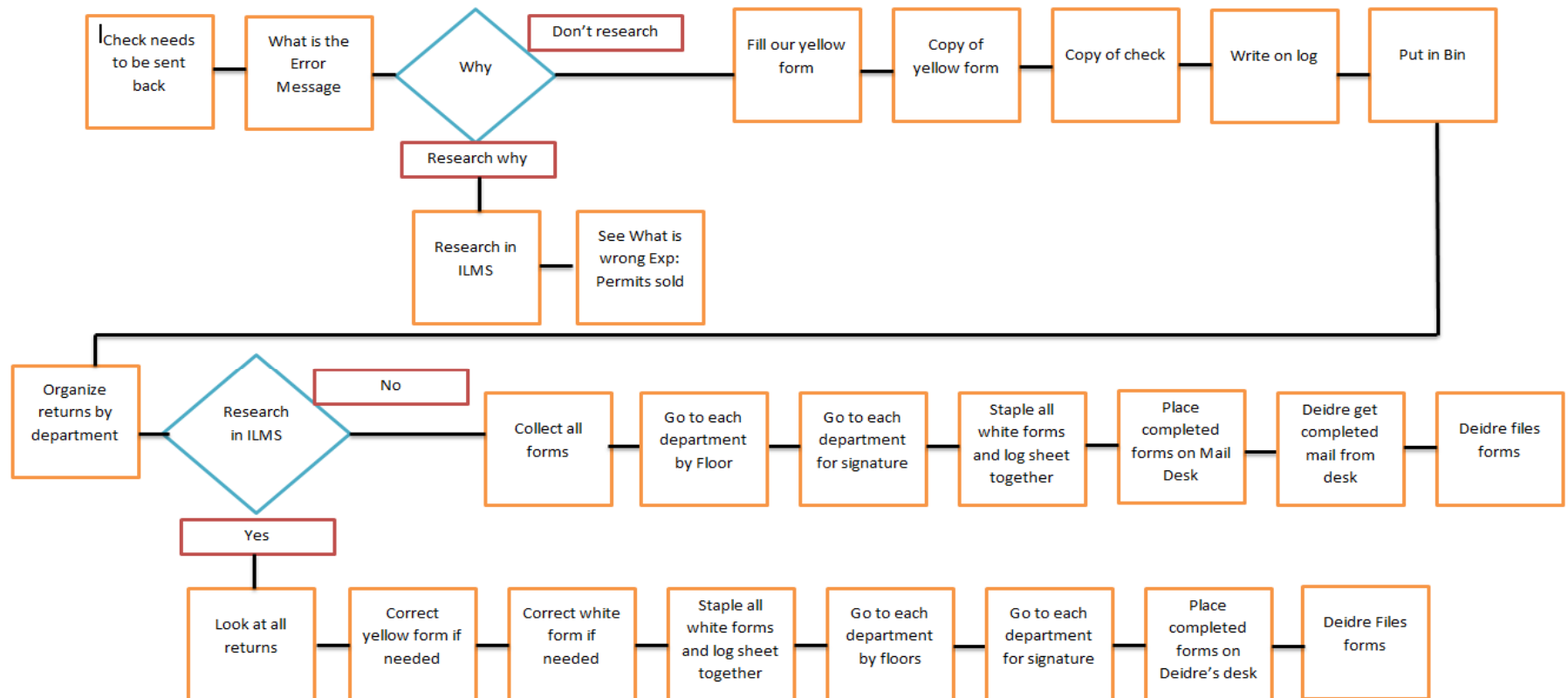
Unprocessed Mail Returns

Before

After

Before (left form)

Checks to be Returned to the Department   Date: 12/31/2013

Mail #	Department	Batch Number	Check #	Department signature
7	Elevator	No Batch	148	
7	Elevator	No Batch	6056	
8	Boilers	Reggie	1352	
12	Signs	Reggie	3116	L. Cotton
12	Signs	Reggie	109612	
11	Signs	Reggie	53767	
23	Boiler	BLR123301-2183		
3	Multi-Fmly	No Batch	7301	

Houston Permitting Center (Before card)

Mail Number: 1
Department: Elevator
Return Date: 12/31/2013

We are Returning your remittance in the amount of $ 98¹¹
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: ck endorsed

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

After (right form)

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	
4	BOILER	Mail Clerk	59809	Check Shortage	Dee Harris	
5	Signs	Mail Clerk	12960	Permit Paid	Dee Harris	K Richard
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	

Houston Permitting Center (After card)

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:
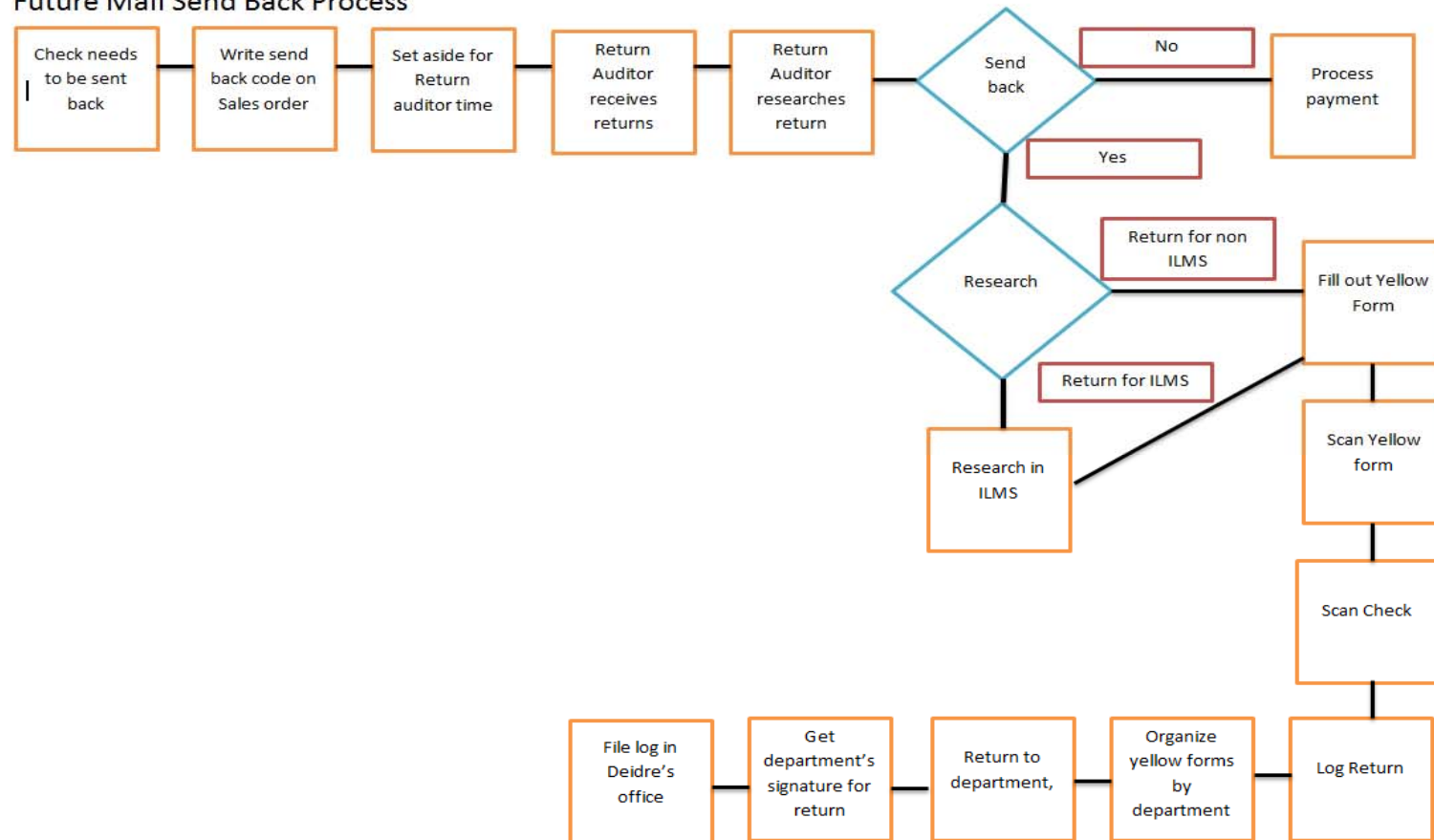___ Project on Hold/ Project Canceled/ License Expired
___ Other:

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

Before:
- Hand Wrote Items
- Made copies of Items

After:
- Typed Items
- Scan Items

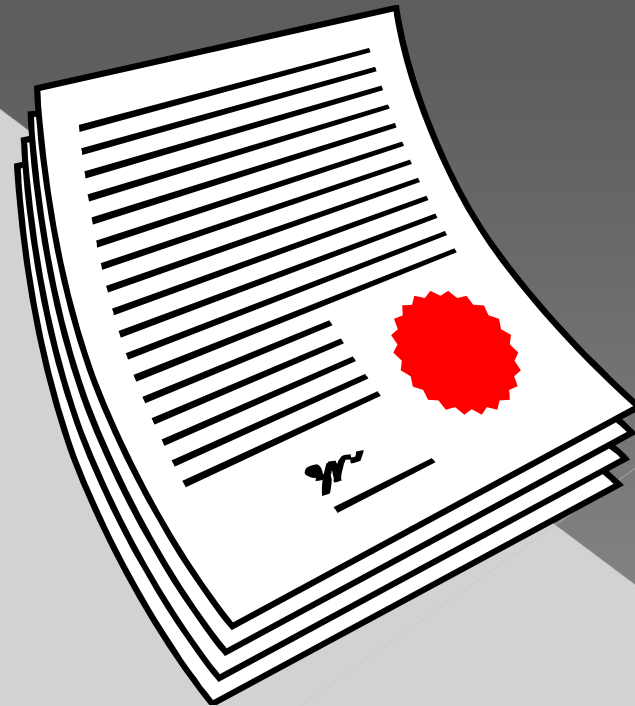# Unprocessed Mail Returns After

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 Reconciliaiton 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.
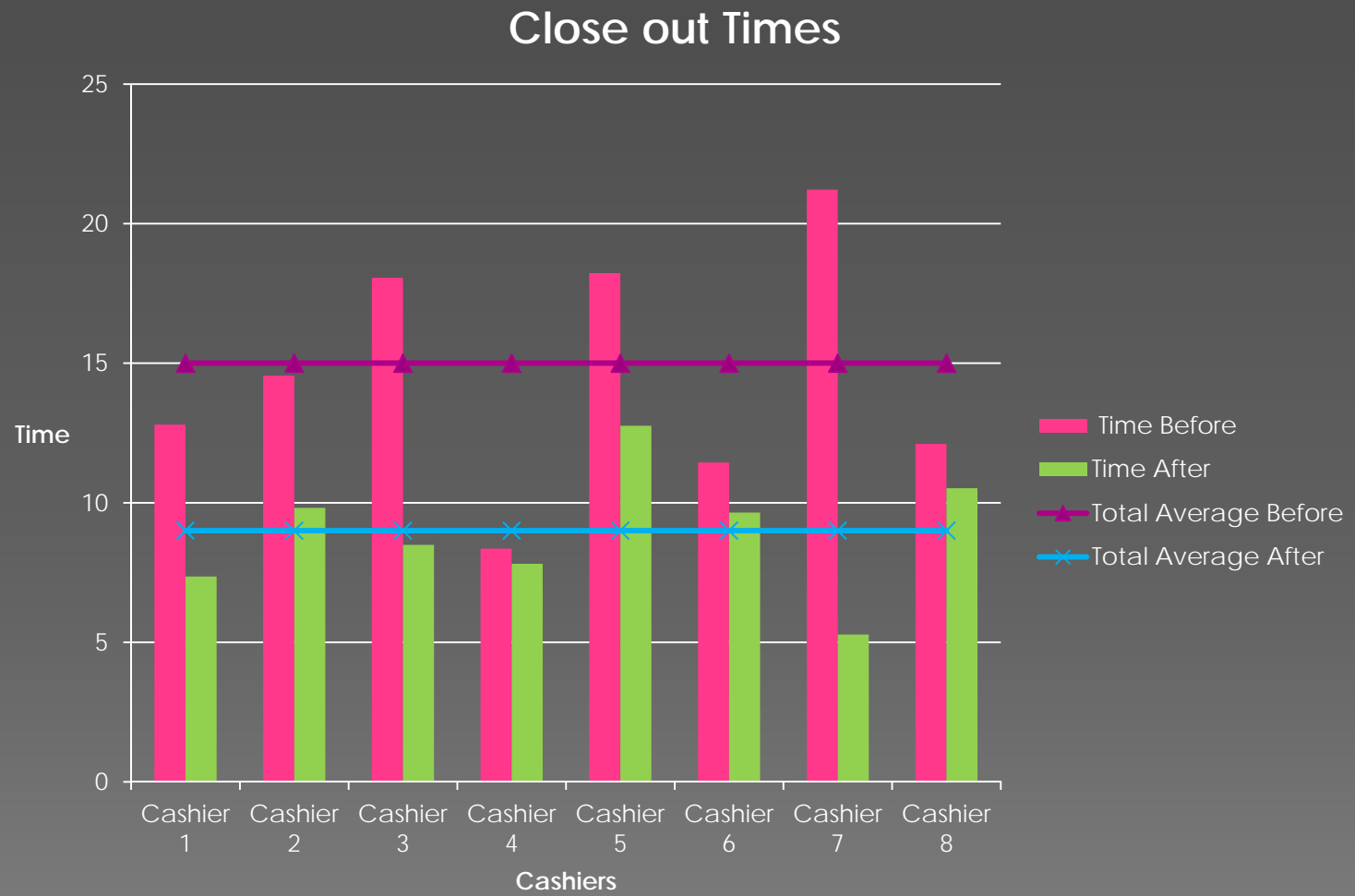
Printing Expectation

- 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	No permits should print	No 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.
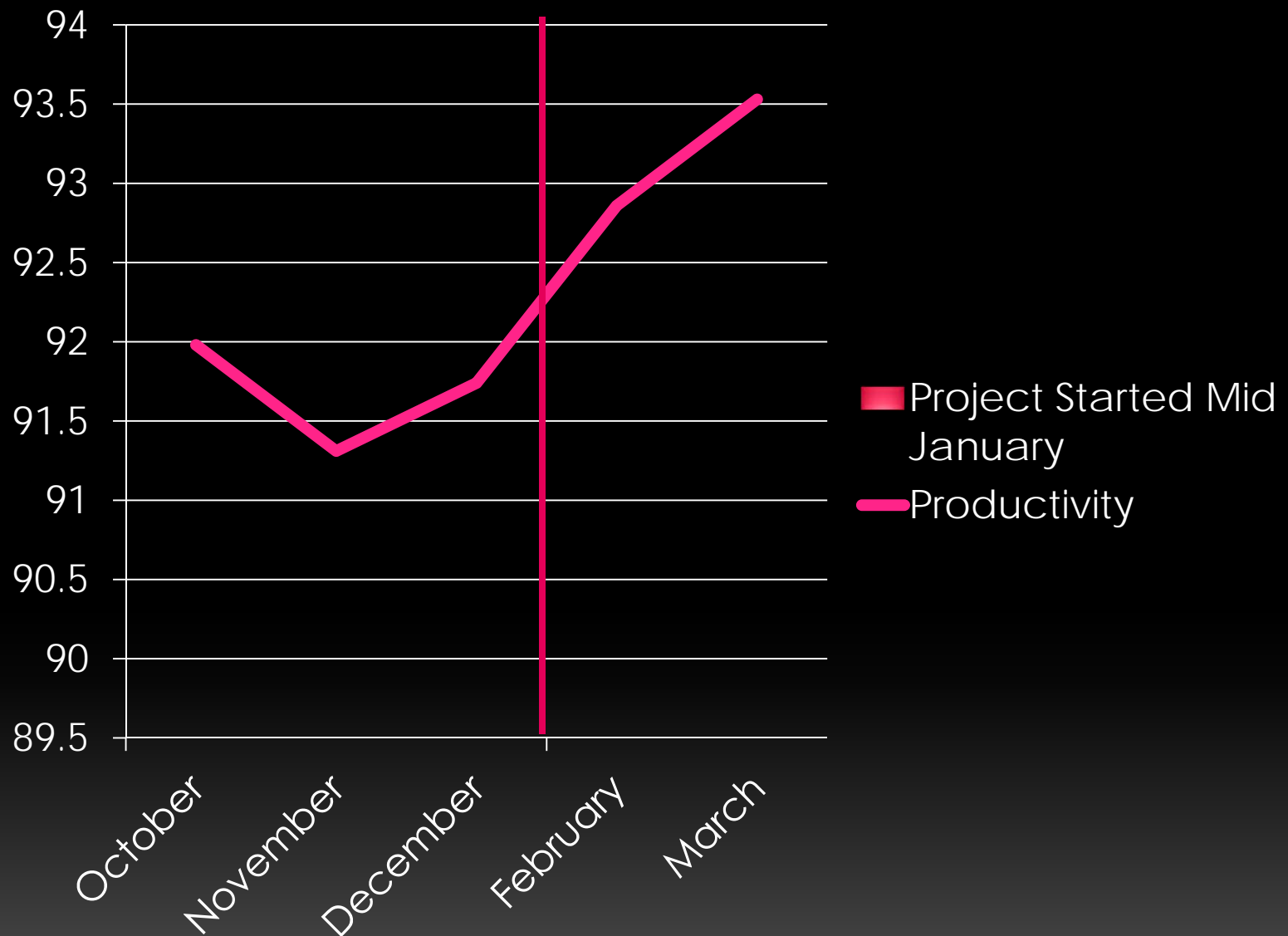
The Productivity started at an average of **91.07%** with a rate of processing payments at an average of 1:11 minutes per transaction. After the improvements the productivity increased to an average of **93.18%** with a rate of processing payments at an average of 1:01 minutes per transaction.

Controls

- 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.

Controls

Mail #	Department	Batch Number	Check #	Reason For Return	Cashier Name	Department Signature
3	STORM WATER QUALITY	Mail Clerk	331770	Stale Dated Check	Dee Harris	
4	BOILER	Mail Clerk	59809	Check Shortage	Dee Harris	
5	Signs	Mail Clerk	12960	Permit Paid	Dee Harris	
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	

Checks to be Returned to the Department — DATE: 4/30/2014

- The Back of the mail slip show how may check will be returned to the department.
- The Return form shows the department, check number, and why we sent the check back.