

24.5k

Total number of IMA Fast track cases



31 Dec '18

Target date for indicative decisions on all cases

673

Work Days Remaining

242k

Minutes Remaining

IMA Process Review

Department of Immigration and Border Protection

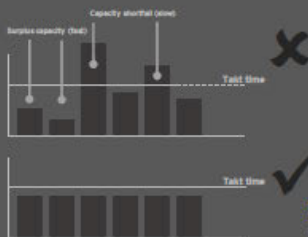


One case needs to be finished every

Takt time = **10 Minutes**
The rate at which units must be completed in order to meet demand

Assumptions

- 360 working minutes in a day
- 673 work days remaining as at 26 April 2016



to meet the deadline

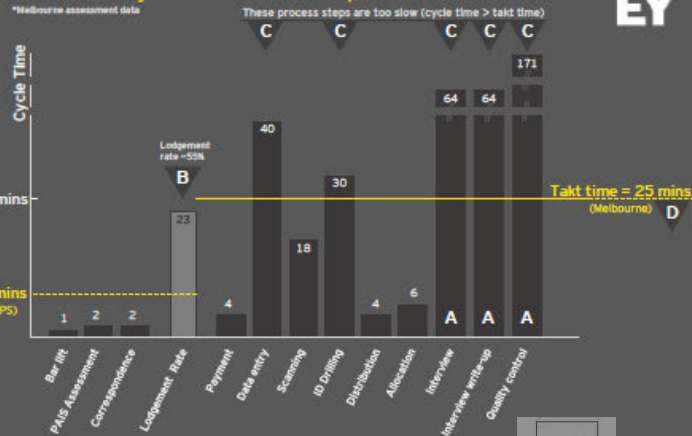
- IMAPS = 7.2 min
... based on 55% lodgment rate
- Sydney = 25 min
- Melbourne = 25 min
- Perth = 50 min
...based on a 40% / 40% / 20% volume split

Issues

- A** The work effort per case is substantial, with a low risk appetite contributing to over-processing and duplication
- B** Low application lodgment rates are restricting the flow into the 'back-end' of the process
- C** Several process steps are too slow to meet the takt time, i.e. they fall well short of completing a case every 10 minutes. The system capacity is that of the slowest step (e.g. the current capacity is only 2.4 cases per day versus the target of 36)
- D** The longer the system fails to meet takt, the faster the takt time becomes

Line balancing chart - current state process*

*Melbourne assessment data



There are 4 ways to increase capacity

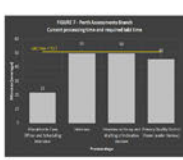
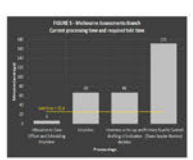
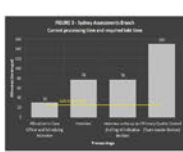
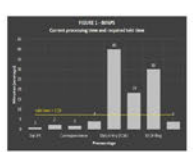
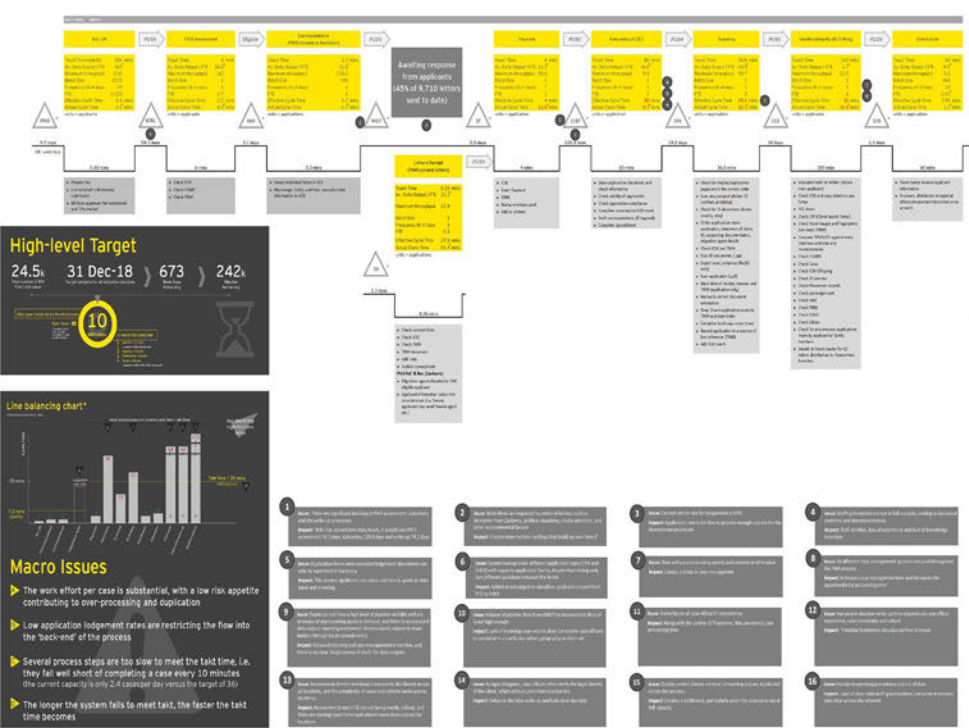
- 1** Balance the end-2-end process
 - Adjust process cycle times and resourcing to bring the process steps into balance.
 - ▶ Add resources to slow process steps
 - ▶ Redistribute work from slow processes to fast
 - 1.1 Develop a reporting suite that tracks flow and line balancing and identifies abnormalities to prompt a management response (see 4.2). Include 'glide path' reporting to manage the transition to the required capacity (see 3.1) - coordinating the implementation of IMA Process Review recommendations in the context of point 'D' above
 - 1.2 Work to educate managers in the principles of flow and how to actively balance the end-to-end process (as enabled by 1.1)
- 2** Reduce work effort
 - Simplify and streamline tasks. Use automation to reduce the effort required.
 - 2.1 Redesign decision template to be simpler and separate for positive and negative decisions
 - 2.2 Introduce transcription software
- 3** Add additional resources
 - Increase staffing and outsource work. The lead time required to source, clear and train new staff is a significant constraint. Attrition rates compound this issue
 - 3.1 Develop a recruiting plan (internal and/or external) to meet the required output/flow levels at current effort per unit levels (noting point 'D' above)
 - 3.2 Leverage flexible staffing options and intra department short term postings to increase staffing as required to meet the required rate of output/flow
 - 3.3 Leverage parcel firms to do the detailed QA and release Management capacity for coaching and 'active management'
- 4** Increase productivity
 - Reduce rework, duplication and waste. Focus on active management of staff to identify instances of duplication and over-processing (risk-aversion creates a natural tendency for both to occur)
 - 4.1 Remove duplication in the ID Dvelling process
 - 4.2 Work to educate managers on how to interpret and 'actively manage' abnormalities as identified by the revised reporting suite (1.1)
 - 4.3 Create a national model for allocating work to case officers based on experience, cohort and complexity
 - 4.4 Move the QA process upstream prior to interview write-up with a coaching focus to reduce rework and over-processing

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Productive working minutes per day	340	Volume remaining - Inactive decisions	23,578
Assumed work days per month	21	Volume compared to date (at 30 April 2016)	622
Target completion date (inclusive decisions)	31 December 2018	Lodgement return rate	62%
Target completion date (exclusive decisions)	31 December 2017	Fast Lane (pre- lodgement) ratio	7.2%
		Trolley volume percentage	40%
		Mailbox volume percentage	40%
Work days remaining as at 26/04/2016	673	Fast Lane volume percentage	32%
Work days remaining to start next application	422	Spring Lapse Time (hrs)	29
Total volume to be processed by end Dec-18	14,600	Widespread Lapse Time (hrs)	25
Volume remaining - B&L (i.e. not started)	3,963	B&L Lapse Time (hrs)	51
Volume remaining - Inquiries	13,044	PAUG writers Lapse Time (hrs)	93



IMA Process Review



There are 4 ways to increase capacity

- Balance the end-2-end process**
Adjust process cycle times and re-sourcing to bring the process steps into balance.
 - Add resources to slow process steps
 - Redistribute work from slow processes to fast
- Reduce work effort**
Simplify and streamline tasks. Use automation to reduce work effort where required.
- Add additional resources**
Increase staffing and outsource work. The headline message is that increasing staff is a significant cost, and that increasing staff rates compound this issue.
- Increase productivity**
Reduce rework, duplication and waste. Focus on activities that have the greatest impact on productivity. Staff need to be trained to identify instances of duplication and over-processing, and to ensure that staff are not overworked (a natural tendency for both to occur).

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