

Wisconsin Department of Transportation

Family and Medical Leave Act

Request Submittal & Approval Lean Six Sigma Project Report



Project Summary

The Family and Medical Leave Act (FMLA) request submittal and approval process includes determining eligibility for FMLA leave, obtaining necessary documentation to make a determination, and final approval or denial of the request for FMLA leave within the regulatory timeframes.

The current process involves staff throughout the agency, including employees requesting FMLA leave, their supervisors, payroll and benefits coordinators and human resources staff to process FMLA leave requests.

The goals of this project were to reduce lead time in processing FMLA requests, clarify roles and responsibilities of all parties involved, and to reduce variability and processing time.

This project was completed on November 27, 2013.

Improvements

- Reduced total processing time to better ensure compliance with state and federal requirements.
- Reduce internal lead time by 50 percent

MAPSS Core Goal Areas

- Service
- Accountability

Statewide Goal Areas

- Customer satisfaction

Issue

The Family and Medical Leave Act (FMLA) request submittal and approval process involves staff throughout the agency to process the request, determine FMLA eligibility, and make a final determination for FMLA approval or denial. Several issues were identified in the current FMLA request process:

- Significant variations in the point of contact for the FMLA request process
- Relying on supervisory staff unfamiliar with FMLA guidelines and employee information to make a determination that an employee is eligible for FMLA
- FMLA forms are dated due to changes in state and federal law
- FMLA forms did not request all of the information necessary to make a determination, which led to processing delays

Lean Six Sigma Process

Using Lean Six Sigma methodology, the team mapped the current FMLA request submittal and approval process and identified a number of process components that could be streamlined. The team identified the resources needed to streamline the FMLA request submittal and approval process and identified eight process improvements. These improvements include:

- Creating a consistent single point of contact for the FMLA request process
- Modifying the roles of staff involved in the FMLA request process
- Streamlining and updating FMLA forms to reflect current state and federal guidelines, improve completion rate, and reduce lead time due to incomplete information

Results

Modified and Streamlined FMLA Forms: Modifications to the agency's FMLA forms will bring the forms into alignment with state and federal FMLA requirements and improve the quality of the information provided in order to more quickly make a final determination.

Reduced Lead Time: With improvements to the forms and streamlining of the FMLA request process, it is anticipated that there will be improvements in form completion and fewer processing delays, reducing the internal lead time for the process by 50 percent from 28 days to 14 days.

Next Steps

The Division of Business Management will implement several of the proposed process improvements, including the rollout of new FMLA forms and process in early 2014.