



# CELL PHONE PROCUREMENT: DESIGNING A COMPREHENSIVE PROCESS

Case Study #2013-06



## Summary

Ensuring new cell phones are configured to DES user requirements and meet DoIT security standards

Using Lean principles, the Department of Environmental Services, working with the Division of Information Technology was able to define security requirements that would support DES out-of-office work while maintaining data security.

## Accomplishments

- Criteria defined DES user business needs.
- Developed white papers to guide phone choices
- Defined procurement process and associated policies for usage
- Negotiated additional permissions to allow YouTube, Siri and photo transfer
- Inform multi-bureau and vendor stakeholders of phone procurement activity
- Tracks software licenses
- Developed intranet page with guidance

## DES Team

Peter Demas, Legal  
Chris Dunbar, WMD  
Ray Gordon, WD  
Johnna McKenna, WD  
Pam Sopczyk, HR  
Becky Towle, Accounting

## The Problem

Initially, basic DES cell phones were used to make a call or two when out-of-the-office to check voicemail or touch base with supervisors or employees. As phones develop with more computing power, data and functionality, staff wish to do more while out of the office: take photos, send email, text. These abilities increase productivity, but require additional support to ensure the security of sensitive information and satisfy right-to-know inquiries. As there was no defined process to manage the procurement of the devices, the installation of mobile device management software, and ensure adequate approvals, the state was in the unenviable position of being “behind the smartphone curve”.



## The Lean Activity

Recognizing that DES needed to evaluate business needs for mobile devices before developing procedures, the Team attempted to define a set of functions that would satisfy the majority of users. This proved to be unrealistic as each stakeholder had particular needs that were not necessarily important to others. It was then that the Team decided to pare down the event to cover a standard “communication device”; a phone. As DES prides itself on its transparent operations, the installation of mobile device management (MDM or GOOD for Enterprise) software is important to allow the capture of daily phone communications and activity. Working with DoIT, DES developed a new standard MDM software

configuration. The expanded list of activities allowed the phone’s functions to better support DES and their customers. In addition, DoIT and the cell phone vendor made several devices available on a temporary basis for DES to test. DES staff wrote white papers defining the device behavior while running the MDM - GOOD for Enterprise software. Based on this research, DES recommended a standard smartphone. DES’ HR and Legal Sections worked with the Team to write an employee usage agreement and revise the cell phone policy. DES’ Accounting and DoIT’s ASD groups worked to ensure the review process was seamless through procurement of software and phone and coordinated the final phone configuration. An intranet webpage defines the process, links forms and lists where to go for help.

## The Results

In addition to making an existing process more efficient, Lean techniques can be used to create a new process. These are the techniques the Team used:

- Charter (to frame the desired outcome)
- Value Stream Mapping (once all the inputs were known)
- 5S (to organize all the inputs – virtual and physical)
- Pilot (to test and refine)

## About the Team

The multi-disciplinary team consisting of DoIT and DES employees provided different perspectives on the same issues. DES thanks DoIT for working with us during a half-dozen meetings and countless phone calls and emails.

**Event Sponsor:** Sue Carlson

**Event Managers:** Muriel Lajoie (x18139),  
Tim Nowack (x13534)

**DoIT Team:** Heather Pike, Chris Simmers, Jeanne LaBelle, Jerry Romano, Michael Woods, Sally Gallarani

**Vendor:** Anwar Clark, US Cellular

**“Spread the Lean Love”**