



Department of
Job and Family Services

Green Belt Lean Six Sigma Project
Report Out

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Ohio Department of Job and Family Services

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OUIO PO Box Review

Project Team

ODJFS>EBS

- Kathy Forrest- Mail and Records Center Manager (Subject Matter Expert)
- Gina Policaro, EBS Mail Staff
- Pauline Chan-Yount, EBS Project Manager
- Nicholas Linn- Information Management Section Chief
- Jeffrey Hissem-Business Services Bureau Chief (Team Champion/Sponsor)

ODJFS>OUIO

- Tammy Hooser
- Joseph Collins
- Jeanna Hill

- Focus group participants: Angelique Adams, Shelia Lopez, Byron Archer, Traci Chambers, Mallory Reggins, Michael Godfrey, Sandra Hawthorne-Provo, Ted Maynard & Marcia Macon-Bruce

Background / Scope

- This project seeks to...
 - prevent incorrect usage and direction of current OUIO mail
 - ensure effective and efficient mail processing
 - ensure that the resources and budget put forth to maintain PO Boxes is justified and fair to State of Ohio taxpayers
- The metrics reviewed were
 - Cost to maintain OUIO PO Boxes
 - Number of Forms/Envelopes associated with PO Boxes
 - Amount of mail received per PO Box
 - Time spent sorting mail
 - Steps in mail delivery process
 - Errors related to PO Boxes
- Scope:



First Step: Mail is received for OUIO at their 4020 E. Fifth Avenue mailroom at the post office.

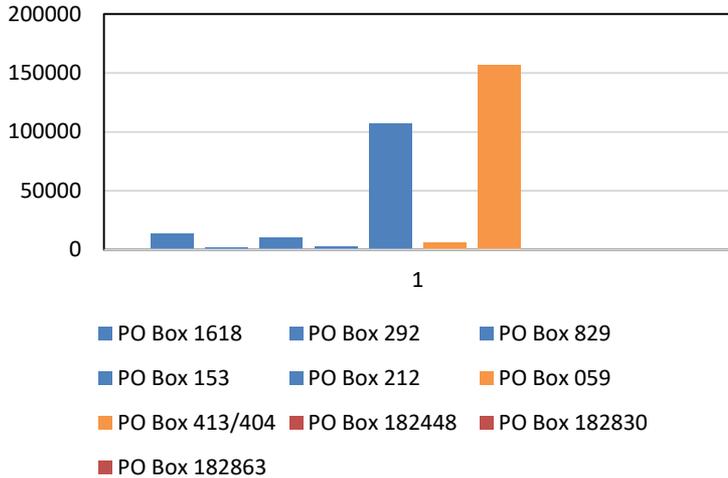
Last Step: Mail is delivered (in person or electronically) to the appropriate section for processing.

Project Goals

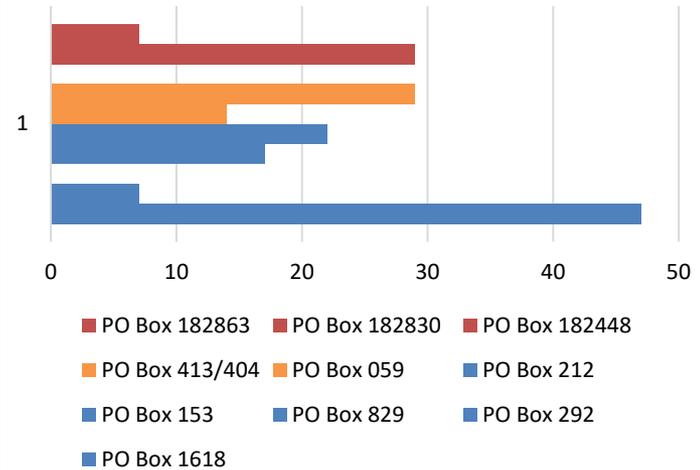
- Measurable decrease in process time in processing OUIO mail
- Deduction in the number of errors
- Additional value-added benefits to ODJFS by saving money and increasing customer satisfaction

Baseline Data

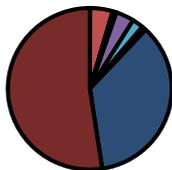
Mail Received Annually



Forms/Envelopes Associated

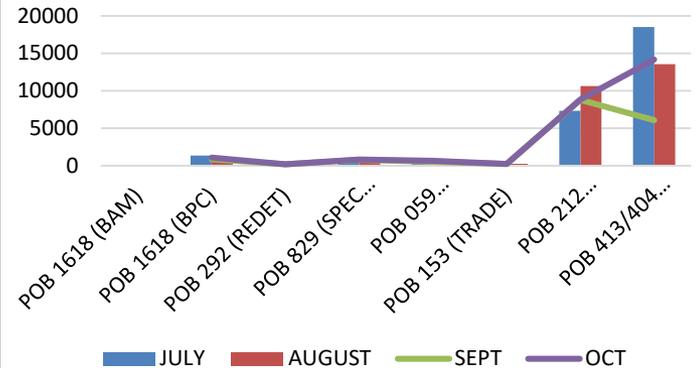


Q3/2018

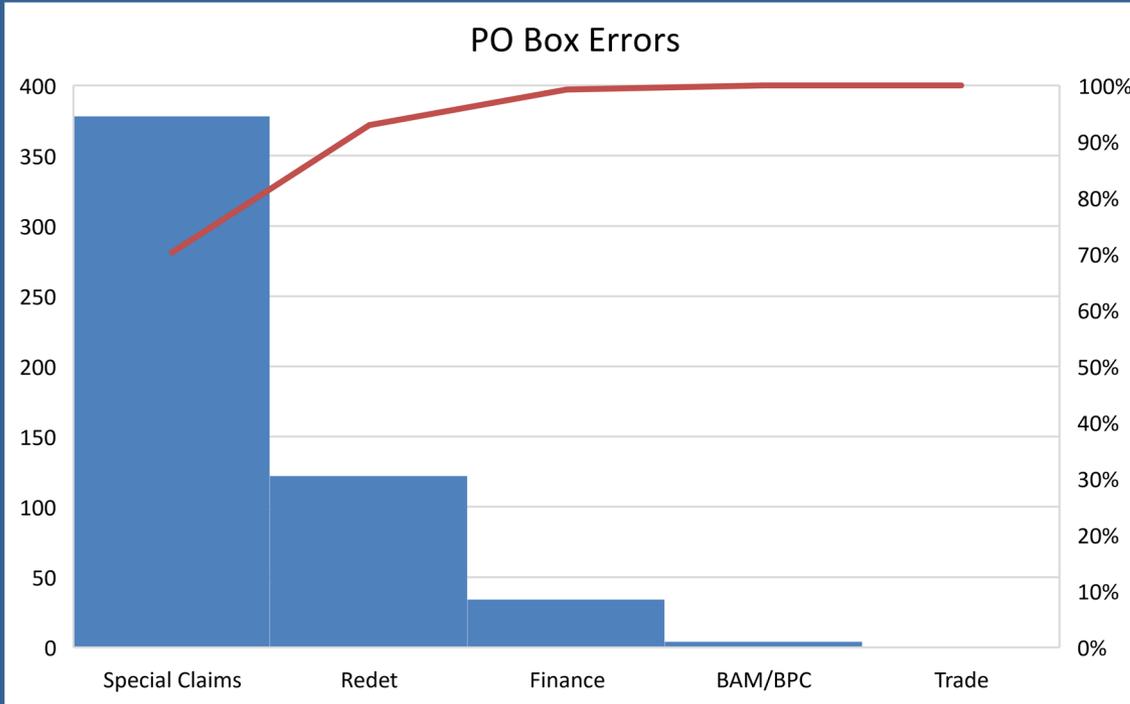


- POB 1618 (BAM)
- POB 1618 (BPC)
- POB 292 (REDET)
- POB 829 (SPEC CLAIMS)
- POB 059 (FINANCE)
- POB 153 (TRADE)
- POB 212 (BENEFITS)
- POB 413/404 (TAX)

Q3/2018



Baseline Data



Section	Box	Error Percentage	Error Ratio
BAM/BPC	1618	1%	4/467
Finance	182059	8%	34/408
Redet	182863	77%	122/159
Special Claims	181829	72%	378/522
Trade	182153	0%	0/73

H_0 , Number of errors with multiple PO Boxes = Number of errors with less PO Boxes
 H_A , Number of errors with multiple PO Boxes \neq Number of errors with less PO Boxes

Data Collection Plan

Identify

- Mail received
- Errors related to PO Boxes
- Forms/Envelopes Associated
- Cost to maintain boxes
- Time spent sorting mail
- Steps in the OUIO Mail process

Approach

- Qualitative
- Quantitative, Discrete

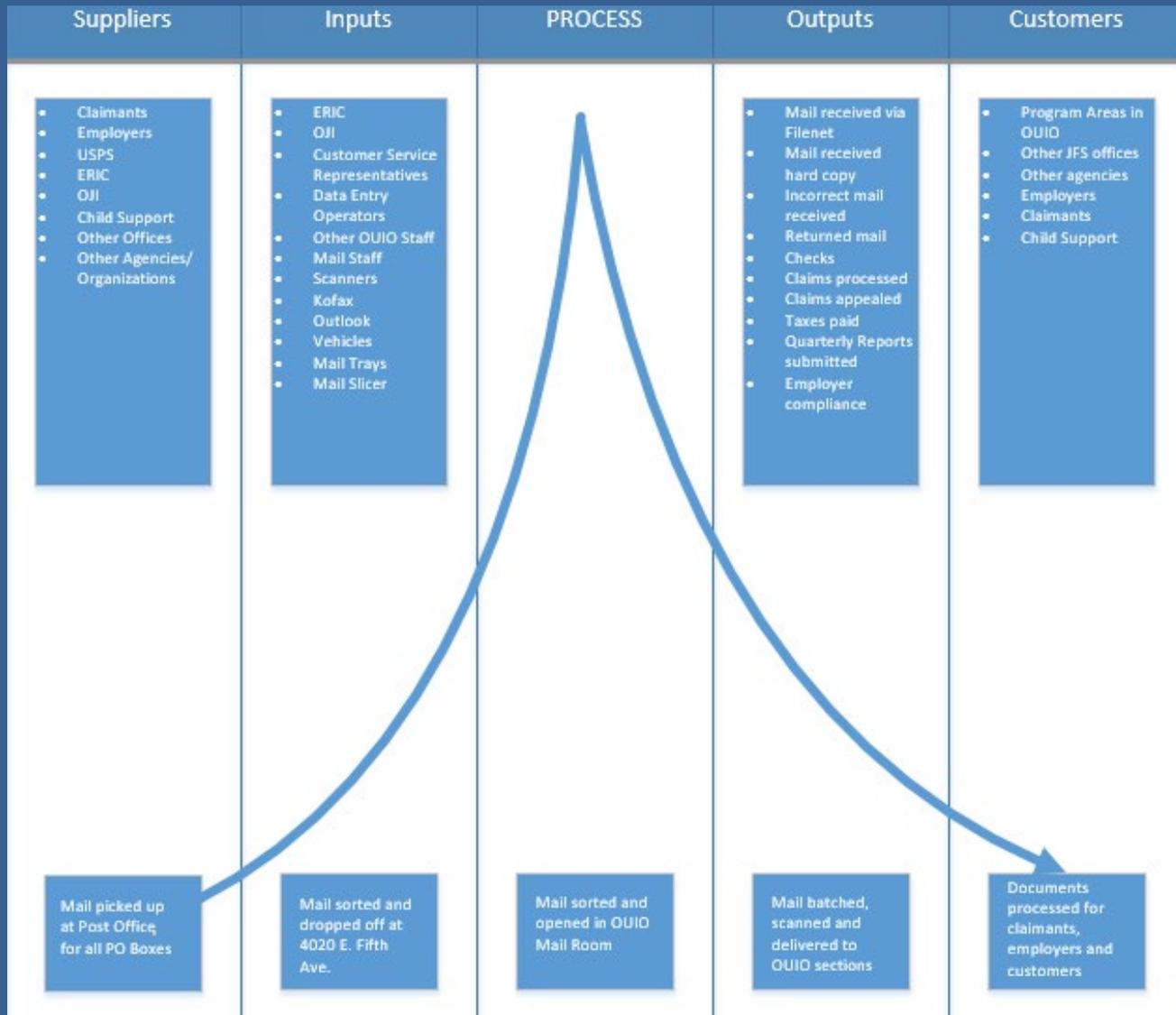
Opportunities and Goals

- Decrease processing time
- Eliminate waste
- Add value
- Cost-savings

Collection

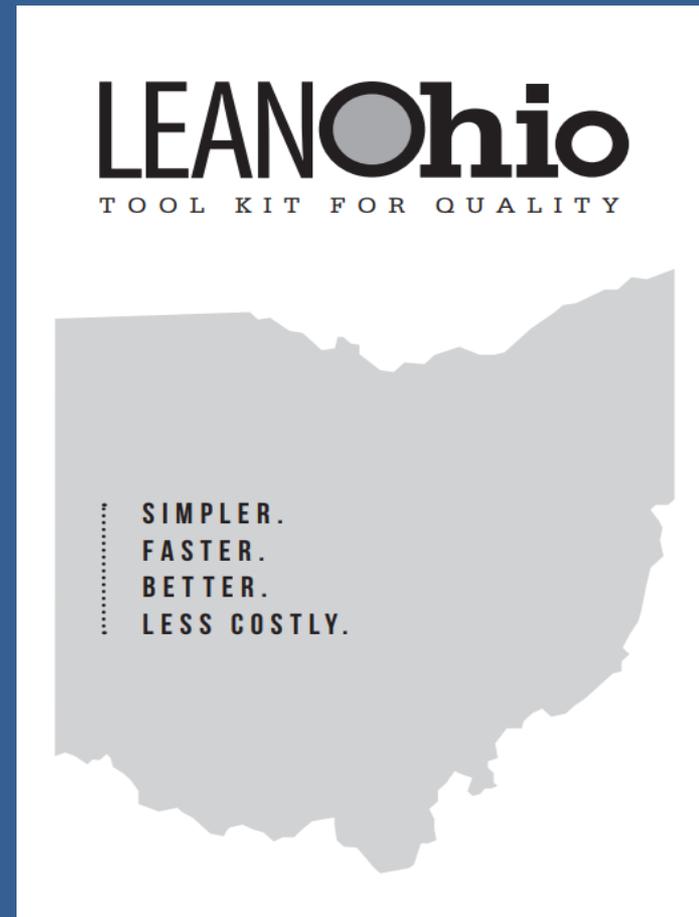
- Documenting Errors
- Observation
- Focus Group
- Historical Analysis

High Level Process - SIPOC



Other Tools

- GEMBA
- FMEA
- Tim U. Wood
- Check Sheet
- Change Management



FMEA

Problem	Severity	Likelihood	Detection	RPN Score
PO Boxes paid for and maintained but not used	9	10	10	900
Mail is received in PO Box not designated for the section	9	10	8	720
Over-processing and re-work of mail sorting is occurring	8	9	7	504
Forms and envelopes are associated with incorrect PO Boxes	7	5	5	175

TIM U. WOOD

Waste	Observations
Inventory	Physical PO Boxes, Forms/envelopes, Unaware of 182448
Motion	Mail delivery to wrong section, Mail sorted into wrong bin and having to be relocated, Sorting into many PO Boxes when there are only three different mail receiving processes
Underutilization	Office space used to sort mail, Staff used to sort mail
Waiting	Delays in receiving mail, delays in processing claims
Over-processing	Re-handling of mail to correct location, Multiple boxes for same process, Redundant logging, Just-in-case processing
Defects	Misunderstood customer needs, Mail not going to correct section's PO Box

Recommendations for OUIO P.O. Box Review and Consolidation

- There is a **total of 11 OUIO PO Boxes**. Most JFS Offices have 1 PO Box per office.
- PO Box 1618 has the most forms and envelopes associated.
- PO Box 182404 and PO Box 182413 receive the most mail.
- **PO Box 182448 does not receive any mail** and it is unknown who manages it.



PO Box	Mail Received Annually	Forms/Envelopes
PO Box 1618	13571	47
PO Box 292	2307	7
PO Box 829	10748	0
PO Box 155	2855	17
PO Box 212	104896	23
PO Box 059	6609	14
PO Box 413/404	157358	29
PO Box 182448	0	0
PO Box 182829	300	29
PO Box 182863	10	7
Totals	299948	172

- OUIO Mail Staff is tracking PO Box Errors. Errors=any mail for a section that is not addressed to the section's PO Box assigned.
- **PO Box 182829 has the highest error ratio at 77%.**
- **90% of the mail not going to the correct section's PO Box is going to PO Box 1618.**

#1

- Close PO Boxes 182448 and 182829. Forward to PO Box 182212.
- Neither of these have forms or envelopes associated so no edits to OJI, ERIC or IFMS will be necessary.
- Projected results include a **70% reduction** in errors and savings of \$2,520 a year. Non-tangible savings include saved time, improved customer service and a more effective and efficient mail process.

#2-

- Close PO Boxes 182448, 182829, 182863 and 183830. OUIO and EBS Mail Staff confirm very low volume for each of these boxes. Forward to related boxes. For example: PO Box 182448 and 182829 to PO Box 182212.
- There are 36 forms and envelopes associated with these boxes and changes would need to be made in OJI, ERIC and/or IFMS.
- Projected results include a **93% reduction** in errors and savings of \$5,040 a year. Non-tangible savings include saved time, improved customer service and a more effective and efficient mail process.

#3

- Close all PO Boxes except for PO Box 1618, 182212 and 182404. Forward all benefit related boxes to PO Box 182212 and all tax related boxes to PO Box 182404. Combine 182413 and 182404 once wage reporting is electronic.
- There are 70 forms/envelopes associated with that would need to be updated in OJI, ERIC and/or IFMS.
- Projected results include a **98% reduction** in errors and savings of \$11,340 a year. Non-tangible savings include saved time, improved customer service and a more effective and efficient mail process.

Project Metrics

Measure	Before	After	Difference
Manual Steps in Process	75	72	-3
Sorting and Logging Steps in Process	20	17	-3
Annual Hours Sorting Mail	524	374	-150
Number of PO Boxes for OUIO listed on forms/envelopes	12	3	-9
Number of Errors (average per month from sample)	267	6	-97.76% reduction in errors

Project Benefits - Intangible

- Improved customer service
- More effective and efficient mail process
- Makes process simpler
- Lowers risk of incorrect utilization of resources
- Accurate and faster access to mail for timely decisions

Improvement Summary

Current Key Issues

Forms and envelopes are associated with incorrect PO Boxes.

PO Boxes for specific areas receive mail for incorrect areas

Budget is spent on PO Boxes that do not receive mail or are unnecessary to process mail

How We Improved

A review of PO Boxes and associated documents will be performed and corrections made.

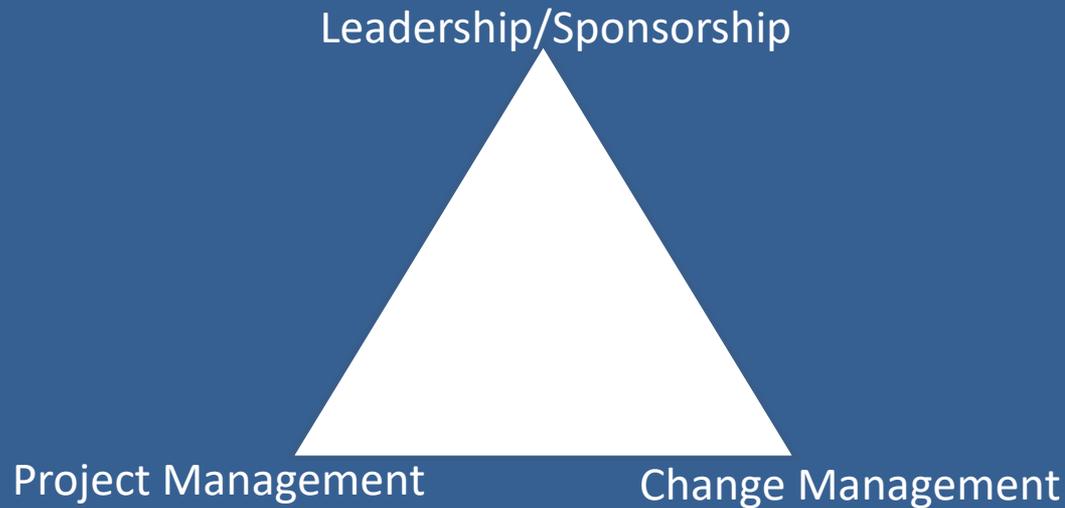
PO Boxes will not define how the mail is sorted any longer.

PO Boxes will be closed and savings will be redirected.

Implementation Plan

Task	Who	When	Status
Update OUIO Current State Mail Process.	OUIO Mailroom Improvement Project Team	March 2019	Pending
Update forms, publications and envelopes associated with PO Boxes that are closing.	Form Coordinators associated with forms, pubs and envelopes and EBS Forms Management.	March 2019-July 2019	Pending
Update systems to reflect form and envelope changes. (automatic mailings, etc.)	OJI System Support and ERIC System Support	July 2019- October 2019	Pending
Close (and forward) all PO Boxes except for 1618, 182212 and 182404.	OUIO Deputy Director and EBS Mail Center.	October 2019	Pending

Change Management



- Important role
- Helped guide leadership decisions
- Organizational change → Individual Change

Change Management

- Awareness- Why were we changing?
- Desire- What is the benefit for us?
- Knowledge- How do we change?
- Ability- Can we implement these skills and behaviors?
- Reinforcement- What do we need to do to sustain this change?

As A Result

- Due to a review of the Change Management required for this project, the recommendation was not approved at this time.
- Once larger project improvement tasks are completed in the OUIO and Agency Digital Mail Process Analysis Project, we may be able to move forward with at least step one in the recommendation.
- Step One (closing and forwarding 182448 and 182829) should see a 70% reduction in errors and save \$2,520 a year.

Special *thanks* to...

Senior Leadership:

- Tiffany Bryant-Deputy Director, EBS
- Julie Smith-Deputy Director, OUIO
- Nicholas Linn-Information Management Section Chief, BBS/EBS

Mentor:

- Lawissa Tidrick- Black Belt, CSM, IT PMO/ODH

Sponsor:

- Jeffrey Hissem- Black Belt & Bureau Chief, BBS/EBS

Team Leader:

- Pauline Chan-Yount- Green Belt, Project Manager, BBS/EBS

Subject Matter Expert/s:

- Kathy Forrest- Warehouse and Mail Services Manager, BBS/EBS
- Gina Policaro-Mail Center Staff, BBS/EBS
- Tammy Hooser-OUIO Mail Staff, OUIO

Questions/Comments

