

LEAN Ohio

Ohio Department of Rehabilitation and Correction Hiring Process

March 6-10, 2017

How Did We Get Here?

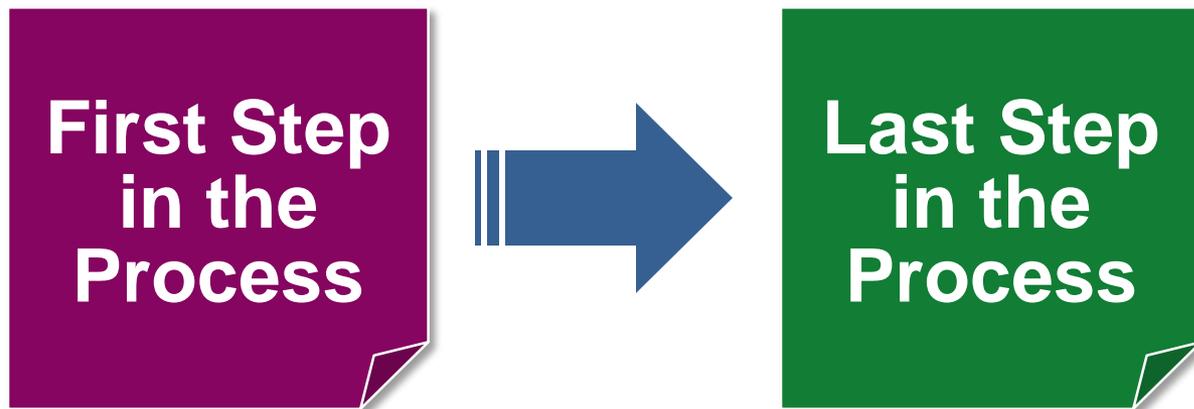
- High volume of hiring
- Imbalance between institutional needs and overall process
- Need for efficient, effective, and streamlined process for hiring staff in all positions

Process Eliminators



Event Scope

- What is the first step in the process?
 - Our process begins with...a vacancy within DRC is known/pending
- What is the final step in the process?
 - Our process ends with... effective date of hire



Event Baseline Data

- 15 week average from vacancy to hire
- 5,140 officer assessments completed in 2016
- 1,454 hired

Process Improvement Goals

Design a more efficient process for hiring staff

Quality of managing positions within the process

Manage resources to be more accountable with state funds

Change for the Better

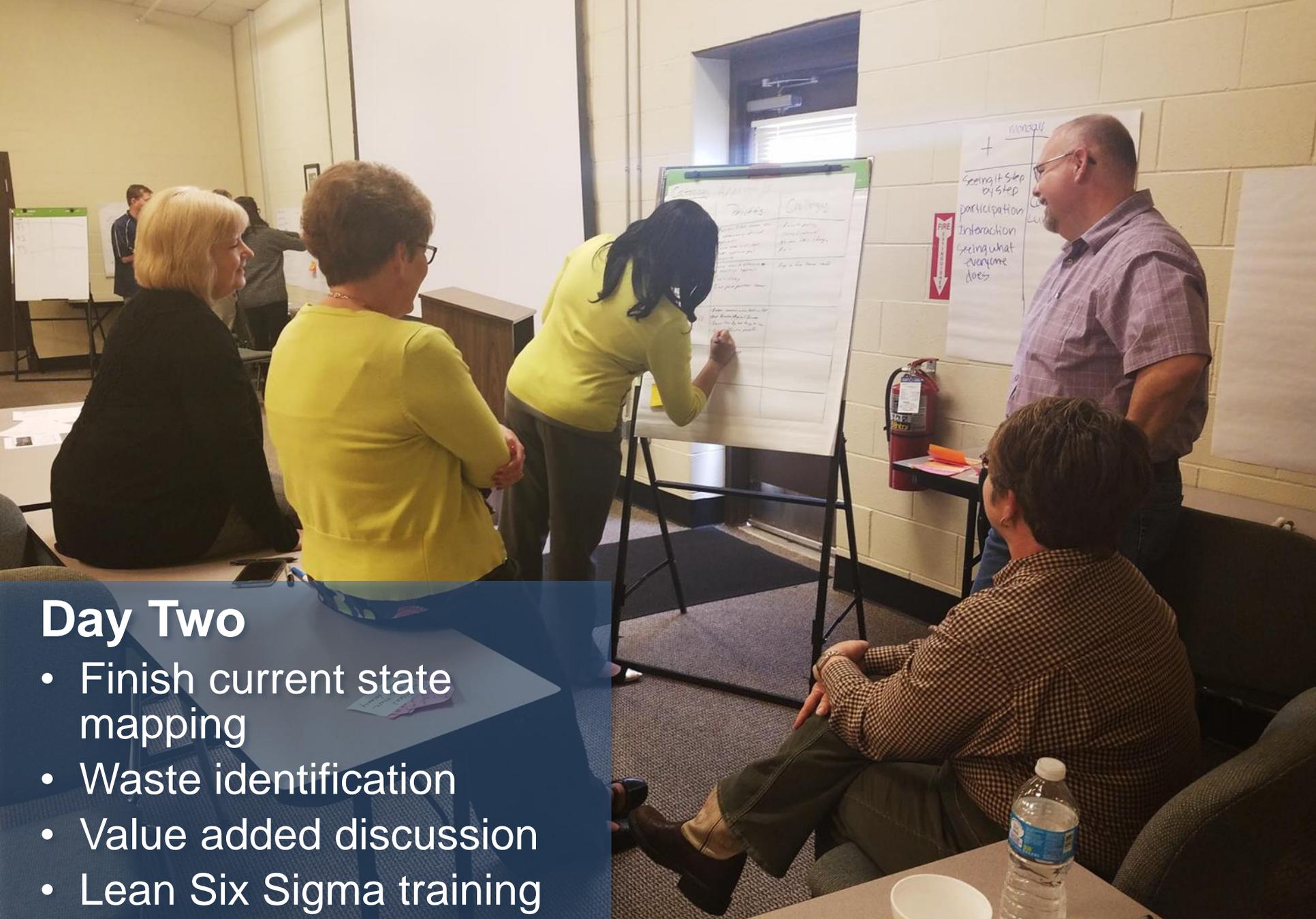
- Customer focused
- Right people changing the process
- One week-quick and action oriented
- Necessary resources available immediately
- New process implementation begins next Monday





Day One

- Level setting
- Scope of event
- Stakeholder identification
- Current state mapping



Day Two

- Finish current state mapping
- Waste identification
- Value added discussion
- Lean Six Sigma training



Day Three

- Brainstorming
- Analysis
- Problem solving
- Process redesign



SIMPLER. FASTER. BETTER. LESS COSTLY.

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Day Four

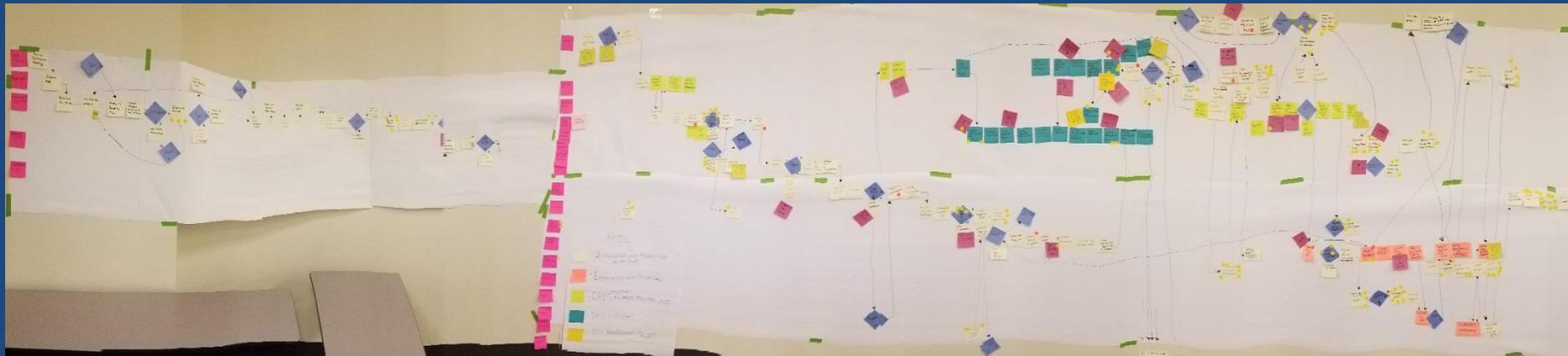
- Future State Process
- Discussion and consensus
- Implementation planning
- Details

Today - Day Five

- More implementation planning
- Celebration
- Sharing results



Current State



Simpler



- Fewer steps
- Fewer approvals
- No SME sheet
- Updated forms
- Review of MQ's by filtering
- More consistency and standardization

Faster



- Fewer delays
- Less back and forth
- Fewer handoffs
- MQ and SME screenings

Better



- Improved customer satisfaction
- Institution staff can focus more on mission instead of hiring process
- Ability to find a more desirable candidate
- More similar process across different hiring entities
- Better alignment of resources

Less Costly



- Less time spent on vacancy → hire
- Paper savings – less forms used in process
- Screen applications electronically
- Ink savings (less printing)
 - SME sheet
 - Apps

Summary Scorecard

Measure	Current Level	NEW	Change
Process Steps	187	34	82%
Decision Points	24	7	71%
Functions	22	8	64%
Delays	21	2	90%
Processes	5	2	60%
Process Lead Time	15 weeks	8 weeks	7 weeks

Implementation Plans

- Policy
- Forms
- Communication/Training
- Resources/Functions

Policy

POLICY		
WHAT	WHO	WHEN
Revise - 34-PRO-Ø4	BoP Mgt team BIASC	
- #? Background Check	BoP Mgt Team BLR Team	

Forms

FORMS		
WHAT	WHO	WHEN
Electronic RTF (reducing approval levels from 3 to 2)	On Line Forms (Perk)	Prior to Implementation (after approved Policy)
Qualification Screening Form + Q.E.E. Tools	Committee of Q.E.E. Group + Hiring Managers (Perk) + Local Inst. Personnel	- Prior to Implementation (after approved Policy) - ON GOING
Boiler Plate PD's	Comp Unit + Local HE-DPCS Hiring Mgr	- Prior to Implementation (after approved Policy)
Applications - Supplemental Questions for M's to Filter	DAS/IT Hiring Group (Req. Spec.) Req. Coord	- Prior to Implementation

Communication/Training

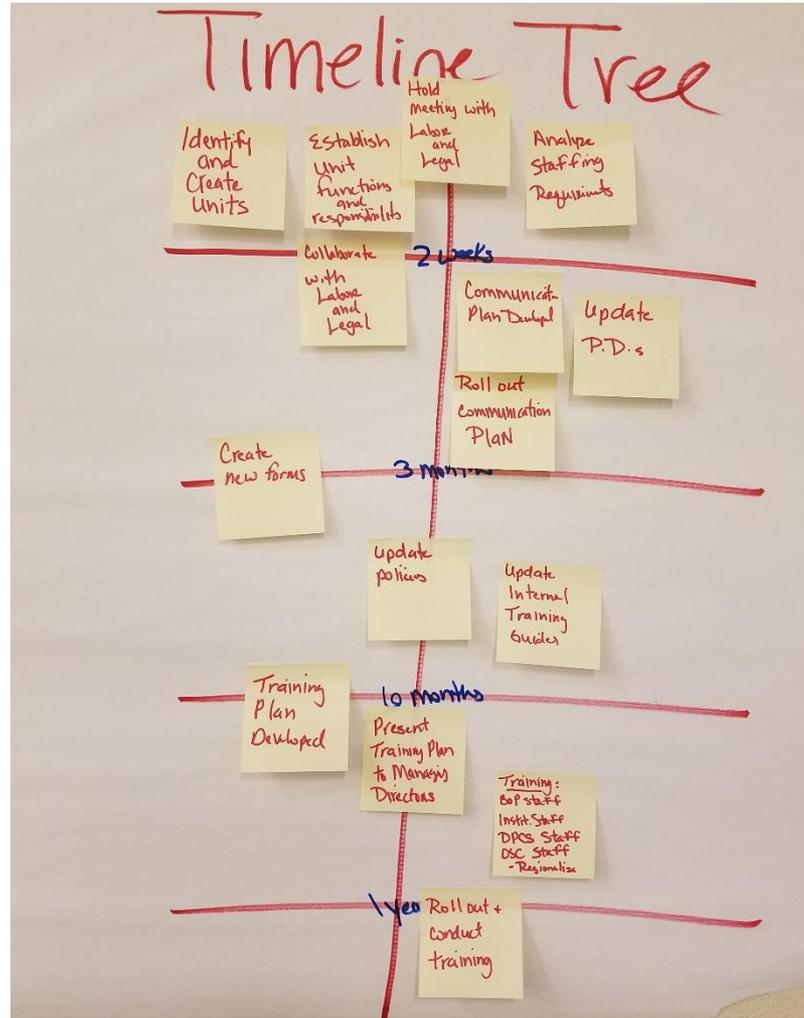
Comm/TRAINING		
WHAT	WHO	WHEN
<p>* "New Process"</p> <p>* Notify:</p> <ul style="list-style-type: none"> - Background Unit - Hiring Specialists - Personnel Coordinators - Local Personnel Staff - Managing Directors/ Regional Administrators - Wardens - Labor Relations - EEO - Training Coordinators - Fiscal <p>* Training for:</p> <ul style="list-style-type: none"> - Comp Unit → DAS + BoP - Background Unit → BLR + BG Unit Admin. - All Personnel Staff → BoP Mgt. Team - Hiring Managers/ SME → Local Personnel 	<ul style="list-style-type: none"> - Managing Director of Reg. Development - BoP Mgt. 	

Resources/Functions

WHAT	WHO	WHEN
1) Regional Hiring Unit - Hiring Specialist - Planning Coordinator - Assessment Specialists - Hiring Manager	<u>Asst. Chief</u> Cathy Simerl Kim Fullen Jason White Lisa Carty Shirley Smith Kimberly Freeman Carmen Kimbro Shelly Herness Tami Hamlin	0 months
2) Class + Comp Unit - Planning Coordinator - Hiring Specialist - Assessment Specialists - Class + Comp Manager	same group as above <u>Asst. Chief</u>	6 months
3) Agency Background Unit - Current BG Staff + Supervisor - 4 additional exempt Staff	Bobby Whitten Chris Lambert BG Staff <u>BG Manager</u>	6 months

FUNCTIONS	CLASS & Comp
Unit 1) Post positions manage case merit file verifying hiring packets create EPARS approve EPARS close case merit file verify MQ's filter MQ's Drug testing BOTS/MADD/COLENS (EHOC)	Unit 2) Create/revise P.D.'s Update Class Spec's PSMQ Requests Job Audits Assessment Tools CO/API Ass. OCSEA ZBI up to 8/1/99 Create Boiler Plate Postings Create Standardized - Interview Questions
Unit 3) LEADS Criminal History PREA local Law Enforcement Checks Employment Verifications	

What Begins Monday?



Special Thanks to...

Senior Leadership

ODRC Director Gary Mohr

Sponsor:

Ed Banks

Team Leader:

Cathy Simerl, Kim Rowe, Stephanie Starr

Subject Matter Experts:

Leah Morgan, Beth Gersper, Ray Justice, Sharon Seaman

Results and Fact Sheet



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Major Lean Events sorted by date 2011-2017

*Click here for links sorted by **agency** • Go to the **Events and Results summary table***

2017

January 2017 • Ohio Department of Medicaid
 Improved information flow will benefit patients of long-term care
[Fact Sheet](#) · [Report-Out Presentation](#)

January 2017 • Ohio Housing Finance Agency
 Streamlined post-award process strengthens communication and ensures compliance while giving developers faster access to needed funds
[Fact Sheet](#) · [Report-Out Presentation](#)

2016

December 2016 • Opportunities for Ohioans with Disabilities
 Employment will be retained or gained 80% faster for employed and job-ready individuals with disabilities
[Fact Sheet](#) · [Report-Out Presentation](#)

September 2016 • Ohio Department of Natural Resources
 ODNR uses Kaizen event to plan an efficient future for merging Parks and Watercraft Divisions
[Fact Sheet](#) · [Report-Out Presentation](#)

July 2016 • Ohio Department of Administrative Services
 Customers of central procurement will see faster service with implementation of one standard process and a one-stop web page
[Fact Sheet](#) · [Report-Out Presentation](#)

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LeanOhio Kaizen Event Fact Sheet

Ohio Attorney General

Issue: Improving customer satisfaction for people who are served by the Ohio Attorney General's Information Technology Services call center.

Department	Changes to Process	Metrics	As a Result
Ohio Attorney General Information Technology Services (ITS) Call Center Process January 27-31, 2014	<ul style="list-style-type: none"> Reduced process steps from 84 to 39 (54% reduction) Reduced decision points from 12 to 8 (33% reduction) Eliminated 5 of 10 handoffs (50% reduction) 	<ul style="list-style-type: none"> It will take just 5 days to get a new employee up and running with all their computer equipment and systems in place and fully operational – 9 days faster than it was taking with the previous process 	IT support from the AG's Office will be easier to request and quicker to arrive for employees and law enforcement agencies.

Major Improvement	HOW it was accomplished
Customer Friendly Form	Customers will now be able to access and fill out a form for their ITS work orders. The form was designed with customer input.
Personalized Follow Ups	Customers can select if they would like to be contacted and how they would prefer to be contacted. Customers can fill out a follow up survey if they choose.
Customers able to Pull Work Order Information	Dashboard will allow customers to track, modify, and close ITS work orders.

Current State Process Map



Future State Process Map



Team members: Mark Smith (Team Leader), Laura Weatherspoon, Aaron Shore, Chad Ivery, Glen Patterson, Mark Edwards, Angela Cherry, Heather Stubbs, Kim Vinova, Joy Endrulas, James Gregory, Debra Hufstader, Conchita Matson, Amy Brown, Delores Elliott, Dustin Lazzarine, Lakeima Roberts, Lindsay Gladman (ODJFS), and Kris Hilty (Federal Reserve Bank of Cleveland).

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