

# LEANOhio

## **Green Belt Project Report Out**

**Andrew Cochran**

Department of Administrative Services

Determination and Recommendation Process

April 14, 2016

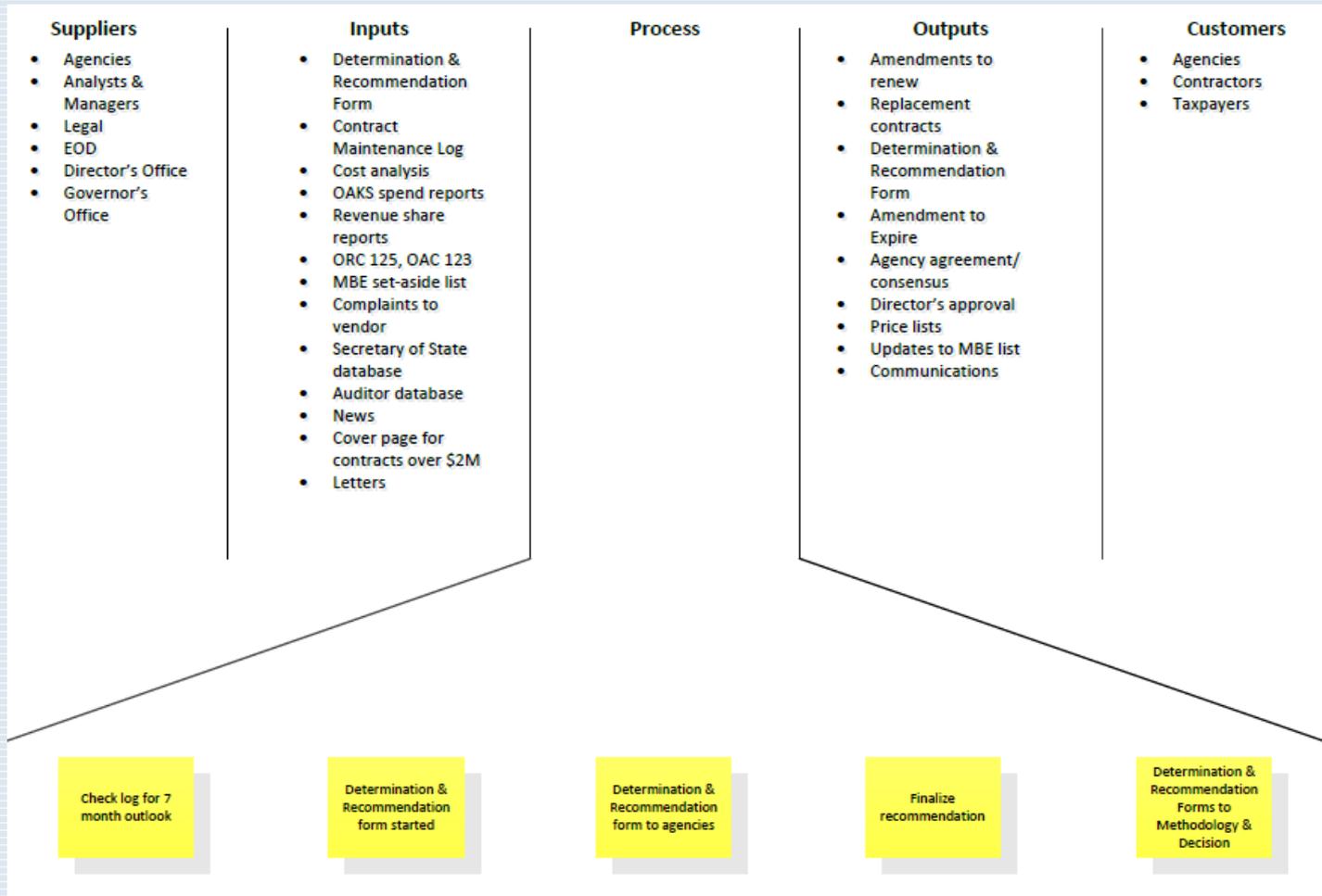
# Team

- Alan Childress – Team Lead
- Andrew Cochran – Facilitator & Team Member
- Kristen Johnson – Team Member
- Samuel Lange – Team Member
- Patrick Means – Team Member
- Pam Osborne – Subject Matter Expert
- Kathy Frato – Subject Matter Expert
- Phil Murray – ODNR, Customer
- Lisa Barna – Fresh Perspective

# Background & Scope

- Identified a need to ensure that replacement contracts/renewals are in place in a timely manner;
  - Recent close calls
- Varying understandings of the existing expectations;
- Scope:
  - First Step: Check contract maintenance log for 7 month outlook
  - Last Step: Determination & Recommendation (D&R) form submitted and decision made

# High-Level Process - SIPOC



SIMPLER. FASTER. BETTER. LESS COSTLY.

# Process Improvement Goals

- All D&R forms are submitted at least 5 months prior to contract expiration
- A standard process is available to evaluate previous procurement methodology decisions

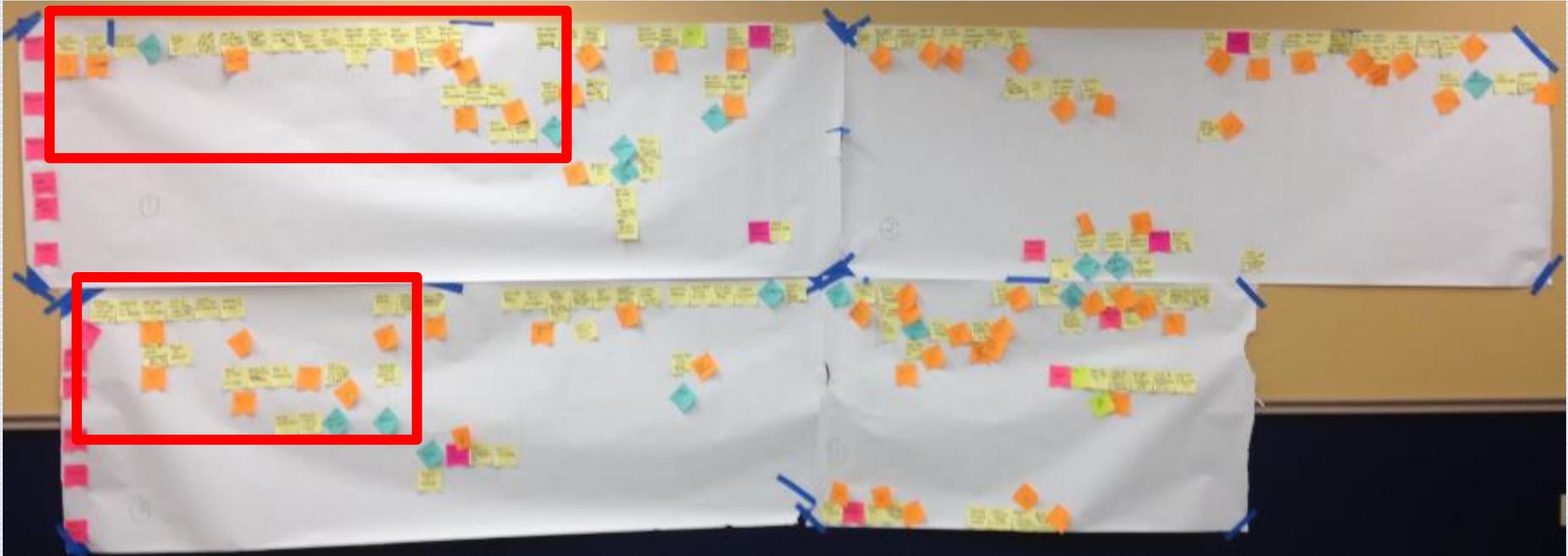
# Data Collection Plan

Performance Measure	Operational Definition	Data source and location	Who will collect data?	How will data be collected?	When will data be collected?	Other data that should be collected at the same time
Timely receipt of D&Rs	The number of days prior to contract expiration that a D&R arrives in managers' meeting.	D&R log	Alan Childress	Following each D&R meeting, Alan will log the date of said meeting as well as the expiration date referenced on each D&R form brought to the meeting.	Following each D&R meeting	Analyst, commodity team, current contract methodology and managers' decision.

# Baseline Data

- 1600+ customers
- 93 D&R forms reviewed between 6/30/15-12/31/15
- Average number of days prior to contract expiration that a D&R form is submitted for review
  - 101 days
  - Expectation: 150-210 days
- 68% of D&R forms were being submitted late

# Current State

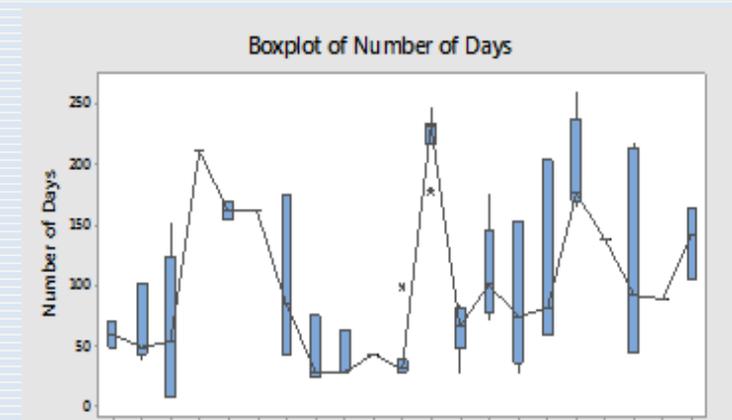
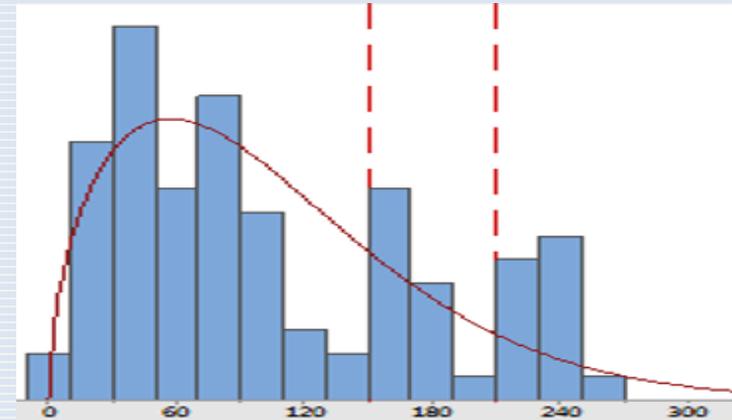


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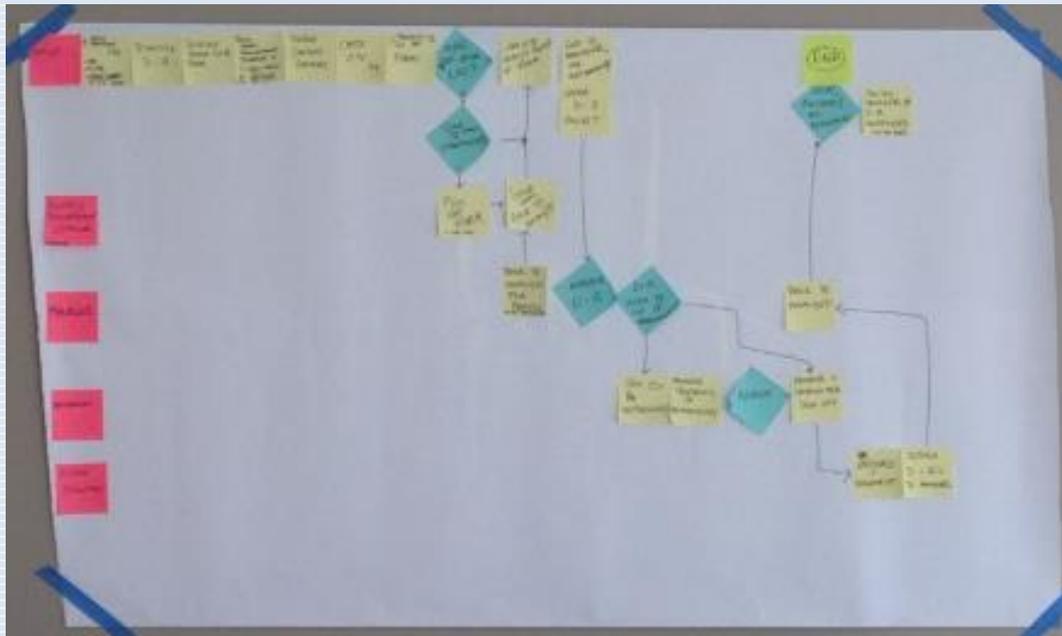
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# Assessing the Problem

- Statistics
  - Capability Analysis
  - Identifying Best Practices
  - Ruling out insignificant factors
- Brainstorming
  - Redesign D&R form
  - Update operating procedures
  - Reminders for analysts & usable tools
  - Fast-track some D&Rs



# Future State



SIMPLER. FASTER. BETTER. LESS COSTLY.

# Summary Scorecard

Measure	Current Level	New	Change
Process Steps	36	20	<b>44%</b>
Decision Points	6	6	<b>N/A</b>
D&R Presentation at Methodology	3.2 Mos. Prior to Expiration	5 Mo. Prior to Expiration	<b>56%</b>

# Improvement Summary

## Current Key Issues



D&R form was not intuitive



Decisions get changed after the fact, but not communicated



Contract log/spreadsheet was not usable

## How We Improved



Relied upon user feedback and analysis of common errors to redesign and clean up form



Incorporated steps in the process to ensure communication



Consulted subject matter experts and rebuilt the log to meet analysts' & management's needs

# Implementation Planning

Task	Who	When	Status
Data management plan	Alan & Andrew	January	Done
D&R Form redesign	Alan	March	Done
Redesign contract log/spreadsheet	Kristen & Sam	April	Done
Update operating procedures	Patrick & Alan	April 30 <sup>th</sup>	In progress

# Project Benefits

- Clear understanding of expectations
- Analysts better equipped to understand upcoming work
- More readable, intuitive forms

# As a Result...

- The Office of Procurement Services will be able to ensure there is adequate time to prepare new contracts, so customer agencies always have contracts in place to fulfill their procurement needs.

# Results so far...

- Process is still not capable, but...
- Average number of days is getting better
  - Statistically significant change
  - Up by 34 days
- Continue to measure and communicate results, expectations

# Results and Fact Sheet



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## Major Lean Events sorted by date 2011-2015

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

### 2015

September 2015 • Ohio Adjutant General's Department  
 Improved shipping process ensures faster delivery of goods -- and more time for mission-critical work  
[Fact Sheet](#) - [Report-Out Presentation](#)

August 2015 • Ohio Department of Administrative Services  
 Tenants will see faster turnarounds on projects to move or improve workspace  
[Fact Sheet](#) - [Report-Out Presentation](#)

July 2015 • Ohio Pharmacy Board  
 Basic license applications will go through 16 days faster on average with move to electronic processing  
[Fact Sheet](#) - [Report-Out Presentation](#)

July 2015 • Ohio Attorney General  
 Most informal dispute resolutions will be processed in just two days -- 46 days faster than the previous average  
[Fact Sheet](#) - [Report-Out Presentation](#)

June 2015 • Ohio Environmental Protection Agency  
 Strengthened emergency response process will further safeguard human health and the environment  
[Fact Sheet](#) - [Report-Out Presentation](#)



## LeanOhio Lean Routine Fact Sheet

Issue:

Department	Changes to Process	Metrics	As a Result
Ohio Department of Administrative Services General Services Division Office of Procurement Services Determination & Recommendation (D&R) Process	<ul style="list-style-type: none"> <li>Process steps reduced from 36 to 22</li> <li>Eliminated need for 20+ analysts to create unique versions of the contract maintenance log spreadsheet each time they need to work with the data</li> </ul>	<ul style="list-style-type: none"> <li>56% improvement in amount of days prior to contract expiration that contracting recommendations are presented to management</li> </ul>	The Office of Procurement Services will be able to ensure there is adequate time to prepare new contracts, so customer agencies always have contracts in place to fulfill their procurement needs.

Major Improvement	HOW it was accomplished
Fast-Tracking Approvals for Appropriate D&R's	Identified waste in current state associated with waiting for D&R's to get certain approval decisions re-evaluated
Contract Maintenance Log Spreadsheet	Assessed the needs of contract analysts and worked with subject matter experts to re-structure the spreadsheet so it can be sorted/filtered by analysts and so it provides cues about D&R's needed
Redesign of D&R Form	Used analyst and manager feedback to eliminate fields not needed, improve readability/make form more intuitive, and reduce the likelihood of errors being made
Process for Communicating Changes to D&R Decisions	Mapped current state process to identify pain points, and then mapped a future state to address known problems

### Current Process Map

Note: Team focused on improving areas outlined in red



### Future Process Map



Team members: Alan Childress (Team Lead), Kristen Johnson, Samuel Lange, Patrick Means, Pam Osborne, Phil Murray and Lisa Barna

For more information please visit <http://lean.ohio.gov/> or contact Andrew.Cochran@das.ohio.gov

# Special *thanks* to...

## **Senior Leadership:**

- Erik Yassenoff
- Kelly Sanders

## **Sponsor:**

- Sandy Herrel

## **Subject Matter Experts, Customers, and Fresh Perspectives:**

- Pam Osborne, Lisa Barna, Phil Murray, Kathy Frato, Meghan Altier, Michael Buerger