

SECURITY BADGE BLACK BELT PROJECT REPORT OUT

Mark Shell

12/15/15

Version 1.1

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FORM THE TEAM

- Champion: Pete Gunnell
- Process Owner: Ben Casuccio
- Team Lead: Mark Shell
- Team Members (both staff and supervisors):
 - Jack Conn, Larry England, Scott Harter, Jamie Hinkle, Robert Peed, Catherine Williams
- Voice of Customer: Art Reitz (AG) and Scott Steenrod (HRD)

DEFINE OPPORTUNITIES

Charter

- DAS Property and Facilities took over the management of several buildings which included several different badging systems and all had different processes.

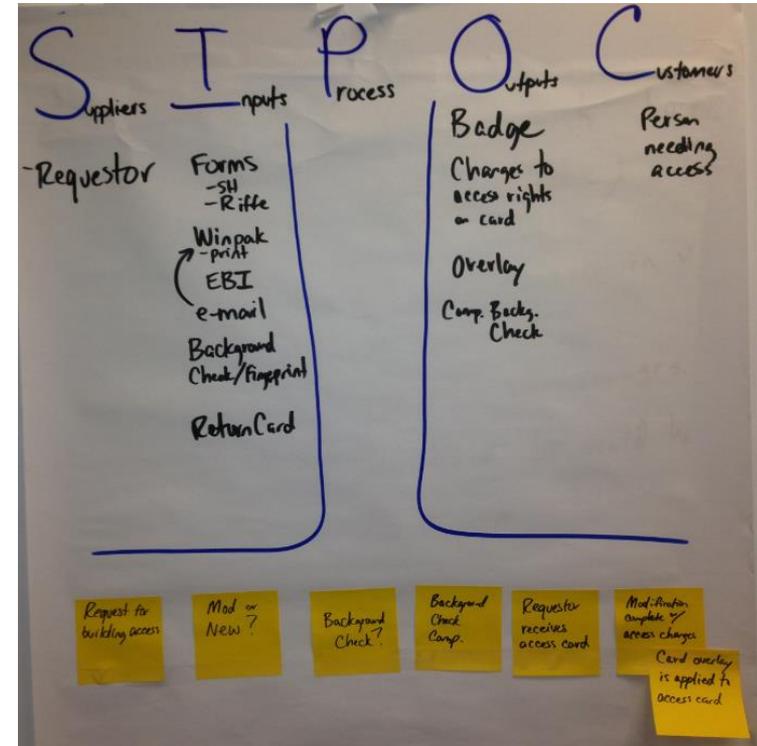
Project/Event Title	Card Access Standardization and Clean up			
Project Facilitator	Mark Shell			
Agency/Organization	DAS Properties and Facilities			
Project Mentor	Michael Buerger			
Charter Last Updated Date:	10/1/2014			
Project Background				
DAS Properties and Facilities took over the management of several buildings in the state which included several different card access systems and procedures.				
Problem/Opportunity Statement				
Need to standardize card access process and procedures and any associated work to achieve the standard.				
SCOPE (DEFINE BOUNDARIES)	First step in the process:			
	An ID card is requested for a building occupant.			
	Last step in the process:			
	ID card access is disabled for a terminated building occupant.			
Project Goals				
For this project, we will analyze the current state, develop a future state and then the necessary process and procedures to obtain the future state.				
Project Boundaries				
This project will be limited to one card access system (Pro-Watch) and the implementation of future state with a few initial customers. However, the process for continuing the migration will be developed and Properties and Facilities will be comfortable completing the implementation of the future state with the remaining customers.				
Performance Metrics: What measures will tell you if you are successful.			Performance Metrics	
			Current	Goal
			Final	% Change
The card access accounts on file will be no more than 5% +/- the overall building occupancy.				
Standardize Badging processes				
Consolidation of multiple systems and methodology				
Projected Benefits				
There will be standards defined for the whole state enabling the consolidation of multiple systems making the system easier to manage and increase the overall effectiveness of the card access system.				
Project Team				
Team Lead:	Mark Shell			
Team Champion/Sponsor:	Peter Gunnell			
Process Owner:	Ben Casuccio			
Team Members and	Jack Conn, Larry England, Scott Harter, Randy Boggs, Robert Peed,			
Subject Matter Experts:	Jamie Himle, Art Reitz, Cathryn Williams			

DEFINE OPPORTUNITIES: SIPOC

Suppliers	Inputs	Process (begin)	Process (end)	Outputs	Customers
Who provides inputs that are needed to make the process work?	What resources do you need to perform this process?	What is the beginning of the process?	What is the end of the process?	What is produced by the process	Who benefits from this process?
Requestor	Form (SOT, State House, <u>Riffe</u>)	New person needing building access	Person receives security access card	Access card	Person needing access
	e-mail for <u>Winpak</u> , EBI print	Modification request (area access)	Modification complete with access changes	Changes to access rights on card	
	Return card (re-used for interim cards)	Name change / new picture	Card overlay is applied to access card	Overlay for card	
		Background check initiated	Background check completed	Completed back ground check	

1/27/15: we combine three processes into one, with the following high order process steps:

- Request for building access
- Mod or New?
- Back-ground Check?
- Background check complete
- Requestor receives access card
-Card overlay applied
-Modification is complete

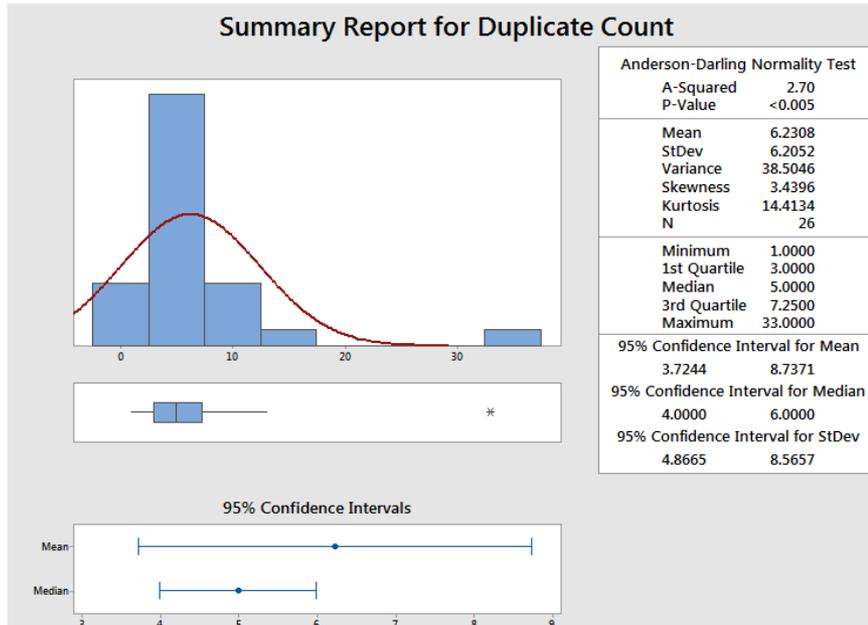


MEASURE PERFORMANCE

- We decided to only analyze data from one system and only for one agency to get a sense of the size and scope of problems.
 - Data was pulled from ProWatch system and compare to OAKS active DAS employees and their location codes.
 - 1,224 DAS badges in ProWatch System
 - 1,845 Active DAS employees at the time of analysis (many DAS employees have SOCC access cards which are not part of the ProWatch system)
 - *Because of the multiple systems the difference in total numbers was expected.*
 - 389 duplicate badges (people with 2 or more)
 - 223 duplicate badges that were active (people with multiple active badges)
 - 151 generic badges
- Data findings were reviewed and validated with the team.

MEASURE PERFORMANCE: NORMALITY

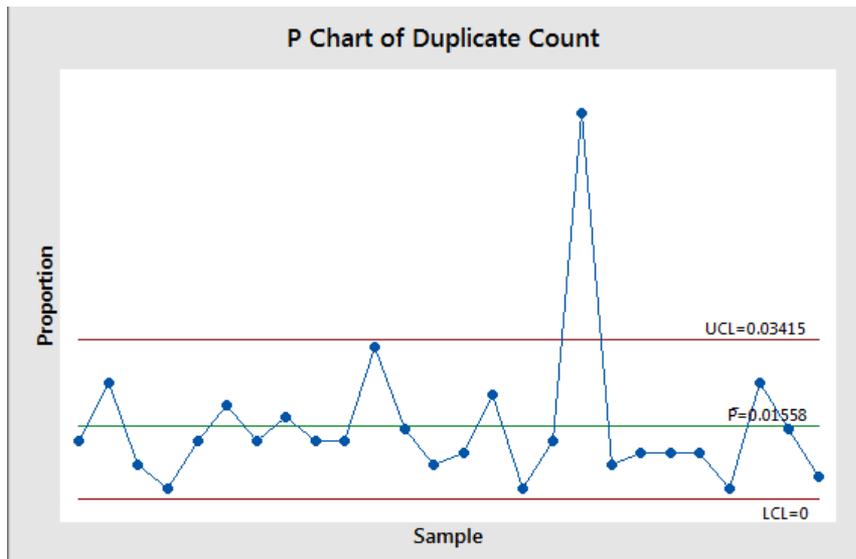
BASED ON THE NUMBER OF DUPLICATES (PROPORTION) BY QUARTER (SAMPLE)



- The data was not normal.
- The team believes the root cause lies in:
 - Non-standardized processes
 - Multiple processes over the time period

MEASURE PERFORMANCE: CONTROL CHART

BASED ON THE NUMBER OF DUPLICATES (PROPORTION) BY QUARTER (SAMPLE)



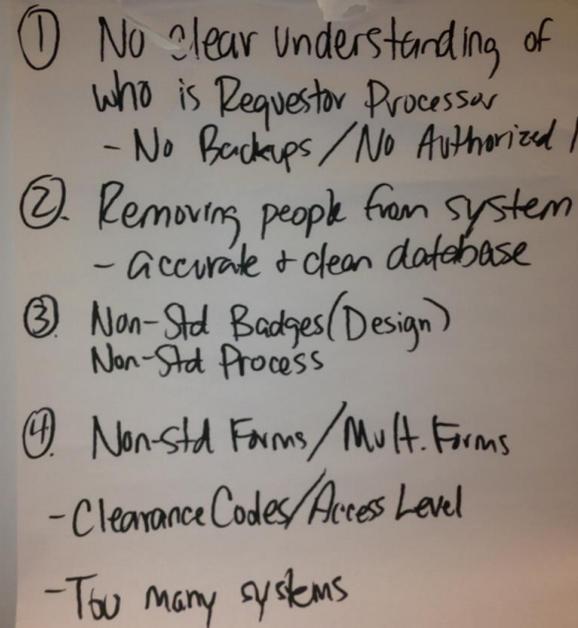
We already knew we had a problem so there really was no need for in-depth data analysis.

ANALYZE OPPORTUNITIES

Gemba Walk

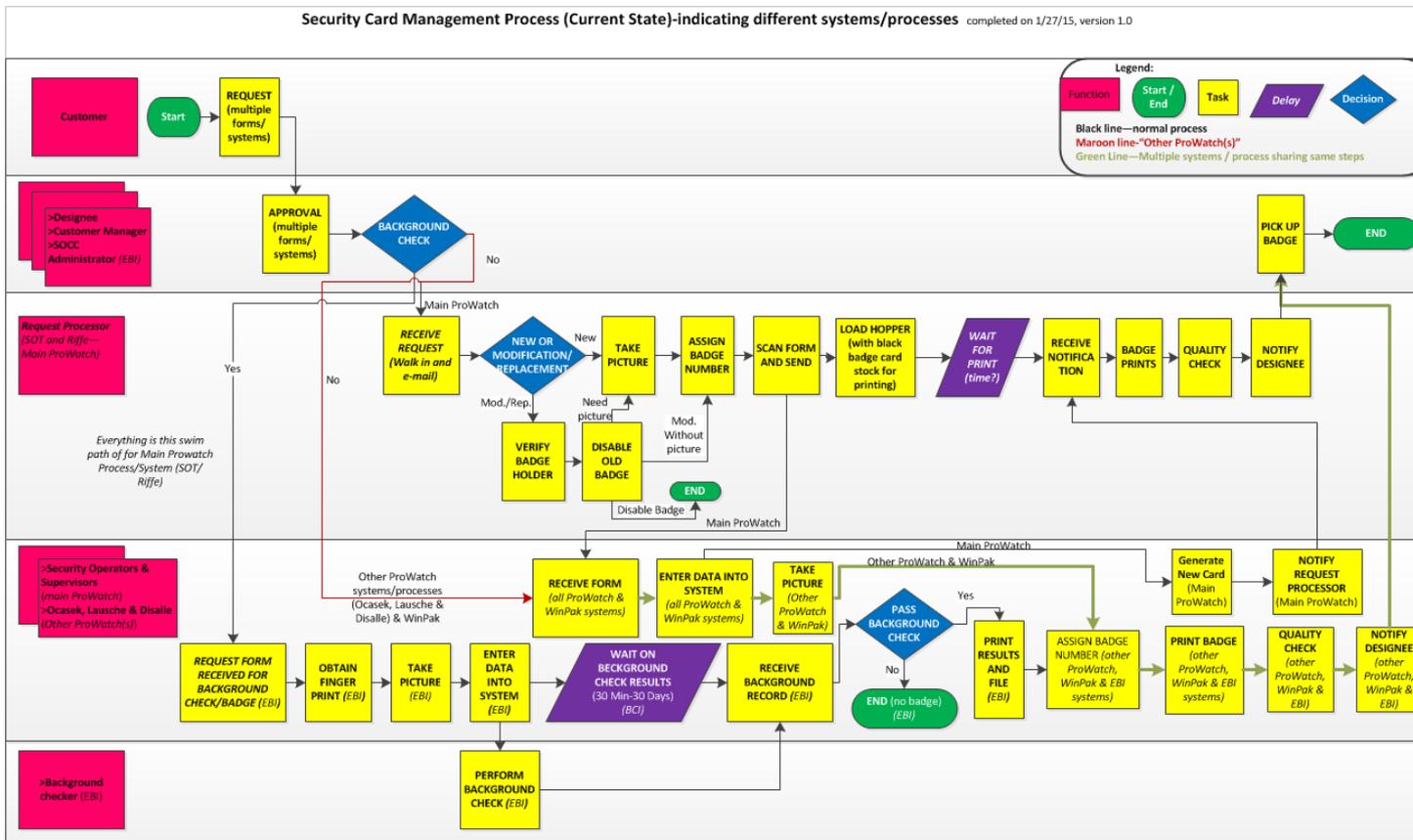
- Observe the entry of a badge into the ProWatch System.
 - Noted the request form did not provide needed information to properly set up access.
 - There was no standards for assigning access (had to look into several other people and access to find the “right” one, but was still kind of a guess.).

Brainstorming

- 
- ① No clear understanding of who is Requestor Processor
 - No Backups / No Authorized /
 - ② Removing people from system
 - Accurate + clean database
 - ③ Non-Std Badges (Design)
Non-Std Process
 - ④ Non-Std Forms / Mult. Forms
 - Clearance Codes / Access Level
 - Too many systems

ANALYZE OPPORTUNITIES: CURRENT STATE

Security Card Management Process (Current State)-indicating different systems/processes completed on 1/27/15, version 1.0



ANALYZE OPPORTUNITIES: AFFINITY DIAGRAM

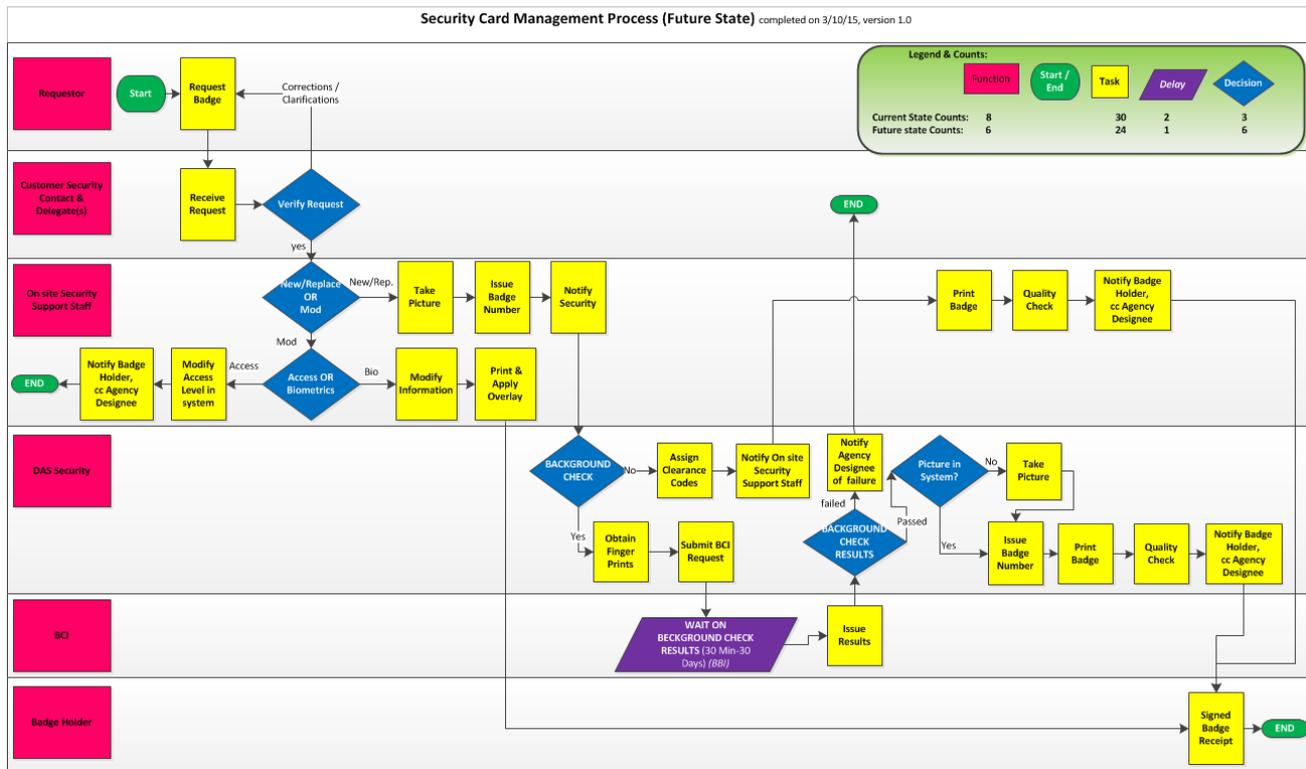
- No clear understanding of who is requestor processor (Agency/department designee—persons authorizing badge creation or change) and no backups (no authorization list)
- Removing people from system for an accurate and clean database
- Non-standard badge designs and non-standard process
- Non-standard forms (have multiple forms)
- Non-standard clearance codes/access levels
- Too many systems



IMPROVE PERFORMANCE

- Future state
- Form teams to propose solutions for 5 areas:
 - Agency Security Contacts
 - Incorporation into on and off boarding process with HR
 - Badge Standardization
 - Form Standardization
 - System Clean up

IMPROVE PERFORMANCE: FUTURE STATE



IMPROVE PERFORMANCE

CUSTOMER SECURITY CONTACT

Problems

- Not all agencies has Security contacts.
- Needed to be able to work with someone at agency to define security profiles (standard access groups, like core hours, main floor access).
- Needed to have a contact to deal with security related issues at each customer location.

Solution

- **Work with each customer to identify a Customer Security Contact and Delegate(s):**
 - The Customer Security Contact and Delegate(s) are appointed by the agency, board or commission director and their primary role is to serve as the security liaison between the agency, board or commission (customers) and the DAS Security department.
 - Work with DAS Security to develop and maintain Security Profiles for customer and documentation on the use of the Security Profiles to badge Requestors.
 - Work with DAS Security on building security related events and issues.

IMPROVE PERFORMANCE

INCORPORATION INTO ON AND OFF BOARDING PROCESS WITH

Problems

- More effective if badging was part of state and contractor personal on and off boarding process

Solution

▪ **NEST**

- Working with the Service Now project to implement the NEST workflow.
- The workflow will be used by HR departments across the state to develop a work flow for on and off boarding.
- The security badge request and deactivation will be part of the workflow.
- Project is currently in progress
- Once project is done, this process will replace the current badge request solutions

IMPROVE PERFORMANCE

BADGE STANDARDIZATION

Problems

- The state had several different badge formats.
- Makes it harder for security guards to recognize from distance.
- Needs to be unique to Ohio and not look like other building badges.
- Need to have current pictures (within last 5 years)
- Many people with very old photos that no longer match their current appearance

Solution

- In order to make securing each of the location easier, it is important to standardize on the appearance of each badge. The requirements for badge standardization are as follows:
- Standardize fonts
- Make letters large enough to be seen 4-5 feet from the security desk
- Make the badge very recognizable as a “State Of Ohio” employee badge
 - State of Ohio flag in top left corner
 - State of Ohio printed on left side of badge vertical from bottom to top
 - Vertical line under State of Ohio
- Blue accents for regular fulltime employees, Red accents for contract, contractor or temp employees
- Just use standard agency name for top of card; Administrative Services, Attorney General, Public Safety, Youth Services, etc. and no sections or divisions
- Individual floor listing not necessary on card
- Require new photos every 5 years



IMPROVE PERFORMANCE

BADGE STANDARDIZATION

Problems

- Badge form did not request form provided inconsistent results in data gathering.
- Was not consistently being used.
- There were no standards to follow

Solution

- Poka yoked the form:
 - Provide Drop downs for:
 - Building
 - Replacement badge reason
 - Access levels (standardized levels and names based on defining access profiles with Customer Security Contact)
 - Add State of Ohio User ID (SOUID) field, which will be capture in badging system and used as part of control performance solution.
 - Submit button to send to correct e-mail address

Old form

REQUEST FOR BUILDING ID BADGE	
<input checked="" type="radio"/> New Badge	<input type="radio"/> Replacement Badge Reason for replacement Badge: <input type="text"/> Lost <input type="text"/> Stolen <input type="text"/> Broken <input type="text"/> Malfunction <i>Note: Bring broken/malfunctioning badge with request</i>
EMPLOYEE INFORMATION	
First Name: <input type="text"/>	MI: <input type="text"/> Last Name: <input type="text"/>
Employee ID #: <input type="text"/>	Work Phone: <input type="text"/> Assigned Floor: <input type="text"/>
Agency/Department: <input type="text"/>	Division/Section: <input type="text"/>
Employee Signature: <input type="text"/>	Date: / /
AFTER HOURS ACCESS AUTHORIZATION	
After Hours Access Circle One	No <input type="radio"/> Floor(s): <input type="text"/> Yes <input checked="" type="radio"/>
AGENCY DESIGNEE APPROVAL AND SIGNATURE	
Supervisor's Name: <input type="text"/>	Supervisor's Work #: <input type="text"/>
Supervisor's Signature: <input type="text"/>	Date: / /
THIS SECTION TO BE COMPLETED BY DAS OFFICE OF PROPERTIES AND FACILITIES	
Building Name: <input type="text"/>	
Employee ID Number: <input type="text"/>	
Access Card Number: <input type="text"/>	
Entered By: <input type="text"/>	Date: / /
Issued By: <input type="text"/>	Date: / /

- Instructions:
- 1) Print form.
 - 2) Obtain supervisor's approval.
 - 3) Bring completed form to the building manager's office.

DAS Office of Properties and Facilities

New form

REQUEST FOR BUILDING ID BADGE	
Building: <input type="text" value="Riffe/Columbus"/>	
<input type="radio"/> New Badge	<input type="radio"/> Replacement Badge Reason for Replacement Badge: <input type="text" value="Lost"/> <i>Note: Bring broken/malfunctioning badge with request</i>
EMPLOYEE INFORMATION	
First Name: <input type="text"/>	MI: <input type="text"/> Last Name: <input type="text"/>
Employee ID #: <input type="text"/>	Work Phone: <input type="text"/> Assigned Floor: <input type="text"/>
Agency/Department: <input type="text"/>	Division/Section: <input type="text"/>
Employee Signature: <input type="text"/>	Date: / /
ACCESS LEVEL	
Levels: <input type="text" value="Basic Level"/>	
AGENCY DESIGNEE APPROVAL AND SIGNATURE	
Supervisor's Name: <input type="text"/>	Supervisor's Work Number: <input type="text"/>
Supervisor's Signature: <input type="text"/>	Date: / /
THIS SECTION TO BE COMPLETED BY DAS OFFICE OF PROPERTIES AND FACILITIES	
Access Card Number: <input type="text"/>	
Entered By: <input type="text"/>	Date: / /
Issued By: <input type="text"/>	Date: / /

SUBMIT

IMPROVE PERFORMANCE

SYSTEM CLEAN UP

Problems

- Multiple systems
- Multiple processes
- Inconsistencies in following processes
- No naming conventions and/or standards
- How to clean up the system

Solutions

- Determine that all DAS managed facilities will be migrated to the DAS managed ProWatch system. Except for SOCC-EBI system.
- Inventoried all access readers and named them following a naming convention.
- Will use a naming convention for agency access profiles (Clearance Codes). These will be determined in cooperation with agency security contact, will match profiles on badge request form and be the same name in the system.
- Add badge photo date
- Re-badging everyone was the most efficient way to clean up system, migrate to one system, get current photos and clean up non-standard badge access profiles.
- Capture State of Ohio User ID (SOUID) for controlling performance later.

IMPLEMENTATION

NOTE: IMPLEMENTATION IS ON HOLD UNTIL THE ELEVATOR TURNSTILE PROJECT HAS BEEN COMPLETED.

- Get Executive approval to implement
- Complete pilot group
- Complete DAS
- Schedule remaining agencies

Major implementation tasks:

- Identify Agency Security Contact
- Agree to stand security profiles for agency, using recent access point inventory.
- Update Badge Request form
- Have manager re-request staff access using new form and new security profiles
- Take new photos of staff
- Process badges
 - Create badge overlay with new badge format and picture
 - Update badge access based on new request form with standard access
- Anyone who is not updated, if no longer active and remove their record from the system.

CONTROL PERFORMANCE

- Quality Assurance checks:
 - Once a year, review each customer's list of people against active employees in OAKS.
 - Perform self audits for process compliance
 - Run reports to identify people needing new photos every 5 years.
- Document the process

Security Card Management Process

Security Card Management Process

Revision History

Version	Description	Author
1.0	Original	Mark Shell, Scott Steenrod
1.1	Corrections and finalization of document	Mark Shell
1.2	Minor corrections from 8/3/15 team meeting	Mark Shell

BENEFITS

- Simplification and standardization of the badging process.
- Increased building security
- Cost reductions due to reduction in systems (was unable to quantify this due to resource constraints with the team).