

# LEANOhio

## Opportunities for Ohioans with Disabilities Job and Candidate Sourcing

**September 17-21, 2018**

# How Did We Get Here?

- The Job and Candidate Sourcing process is not producing the desired results:
  - The job match not providing desired results
  - Lack of process consistency among staff
  - Confusion regarding roles and responsibilities

# Team Job Now

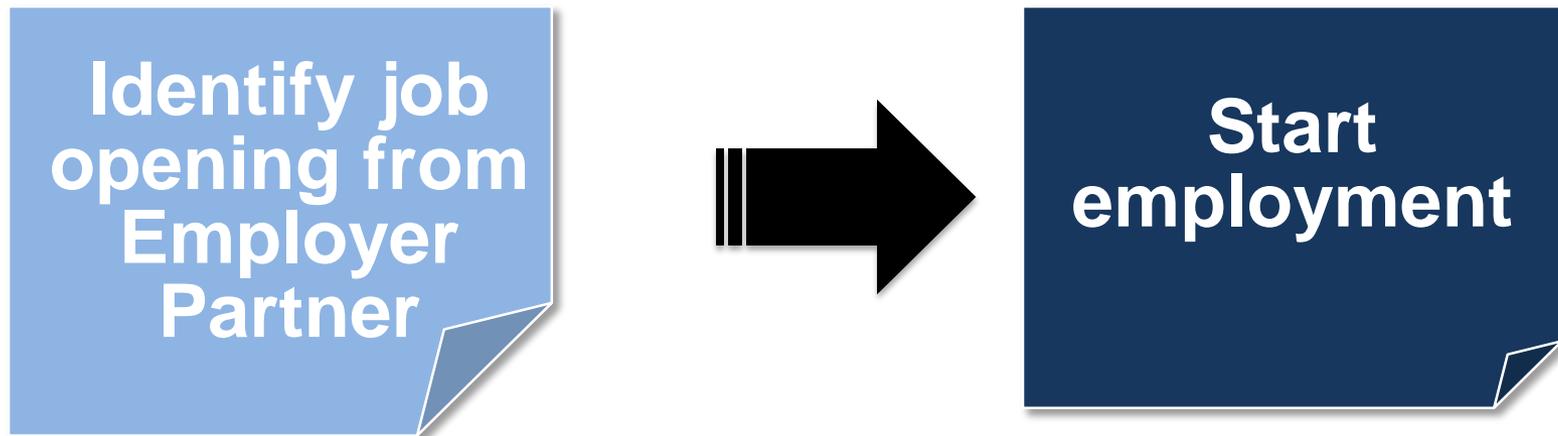


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# Event Scope

- What is the first step in the process?
  - Our process begins with identification of job opening from Employer Partner.
- What is the final step in the process?
  - Our process ends with the start of employment.



# Event Baseline Data

- 67.2% of matches were not good fit
- Fewer than 20% of placements occur with Employer Partners
- 52% of placements with Employer Partners were not facilitated with Talent Sourcing Coordinators (TSCs), meaning the service of pre-screening and preparing candidates was not being provided

# Process Improvement Goals

Define roles and responsibilities of VRC, BRS and TSC to achieve consistency in execution across all offices/areas

Increase the percentage of TSC-facilitated placements with Employer Partners to at least 70% within 12 months

Increase percentage of all placements with Employer Partners to at least 30% within 12 months

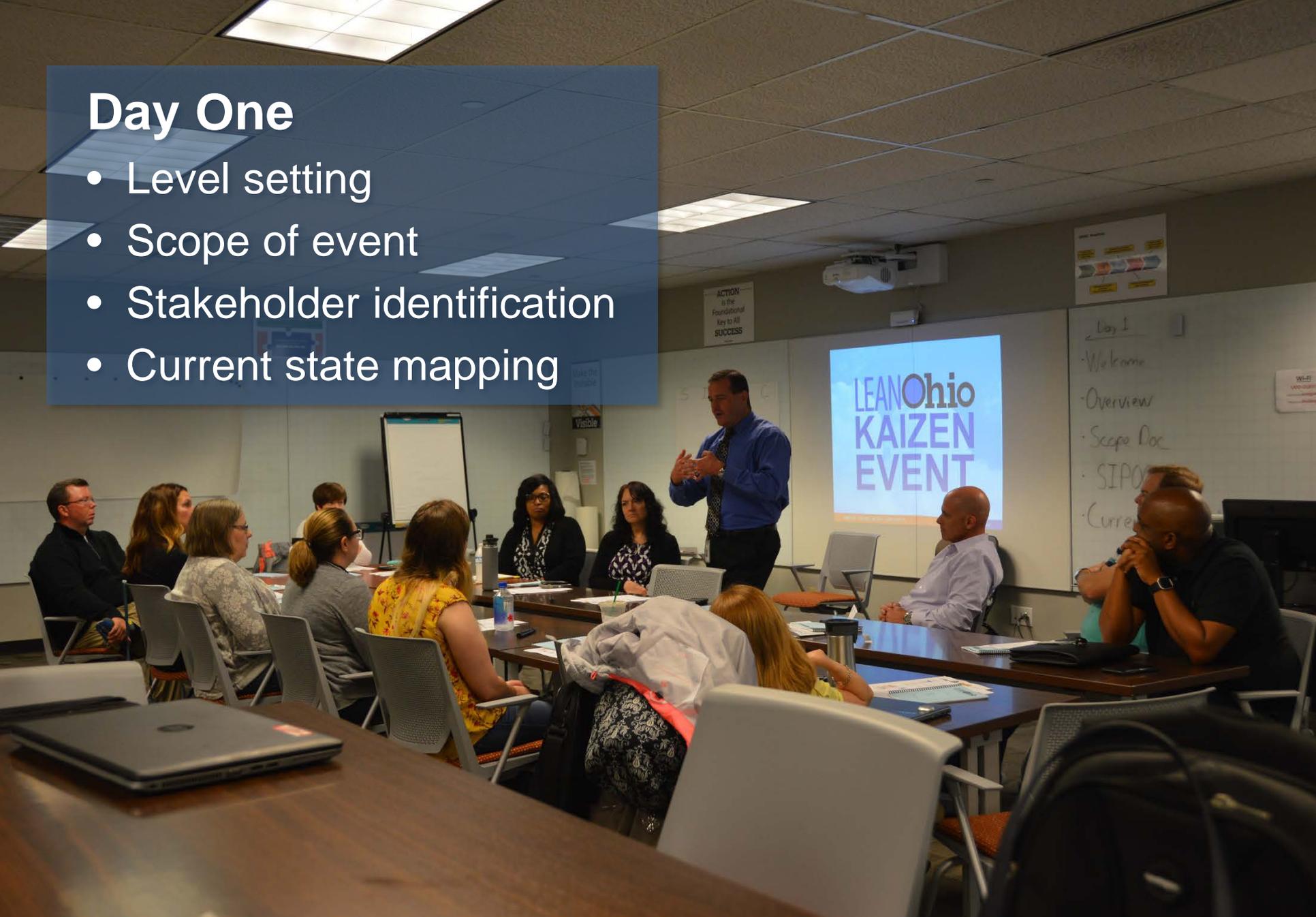
# Change for the Better

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



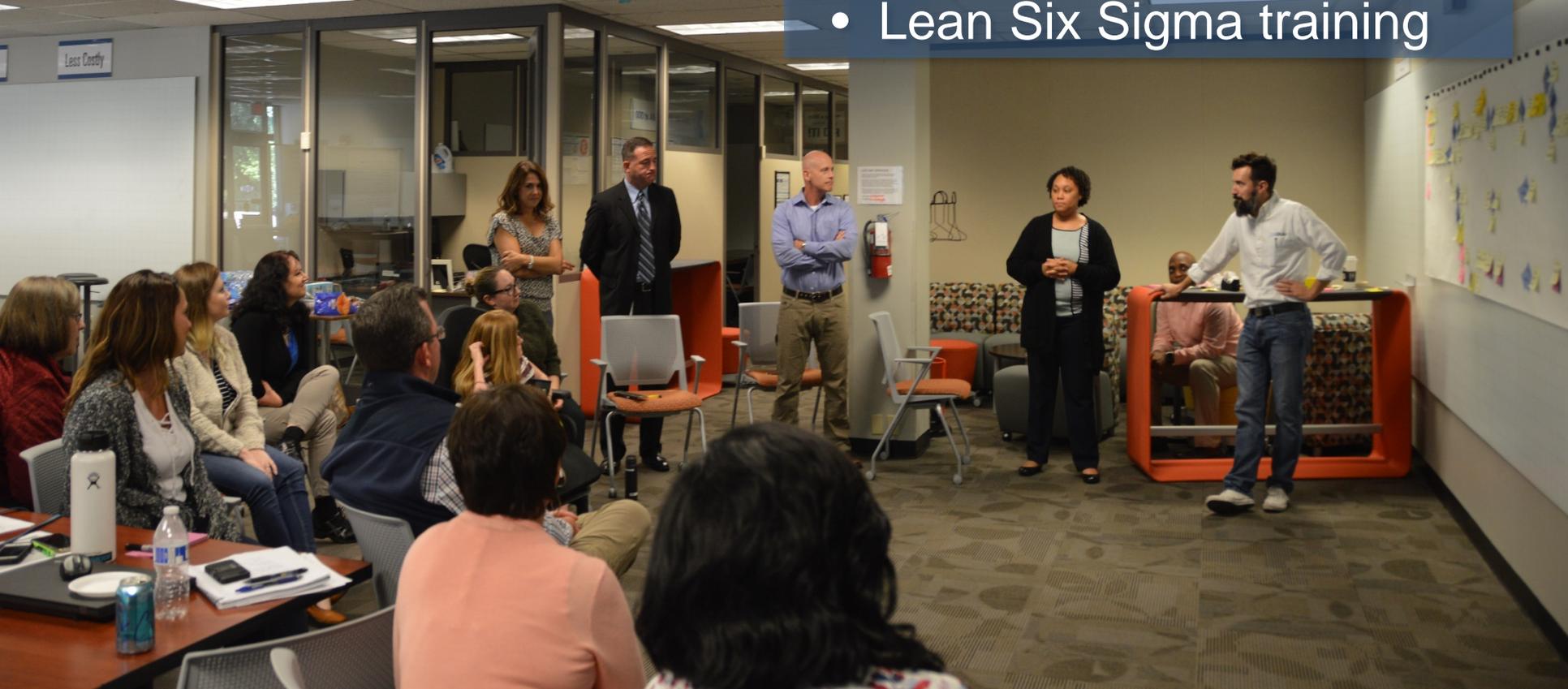
# Day One

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



## Day Two

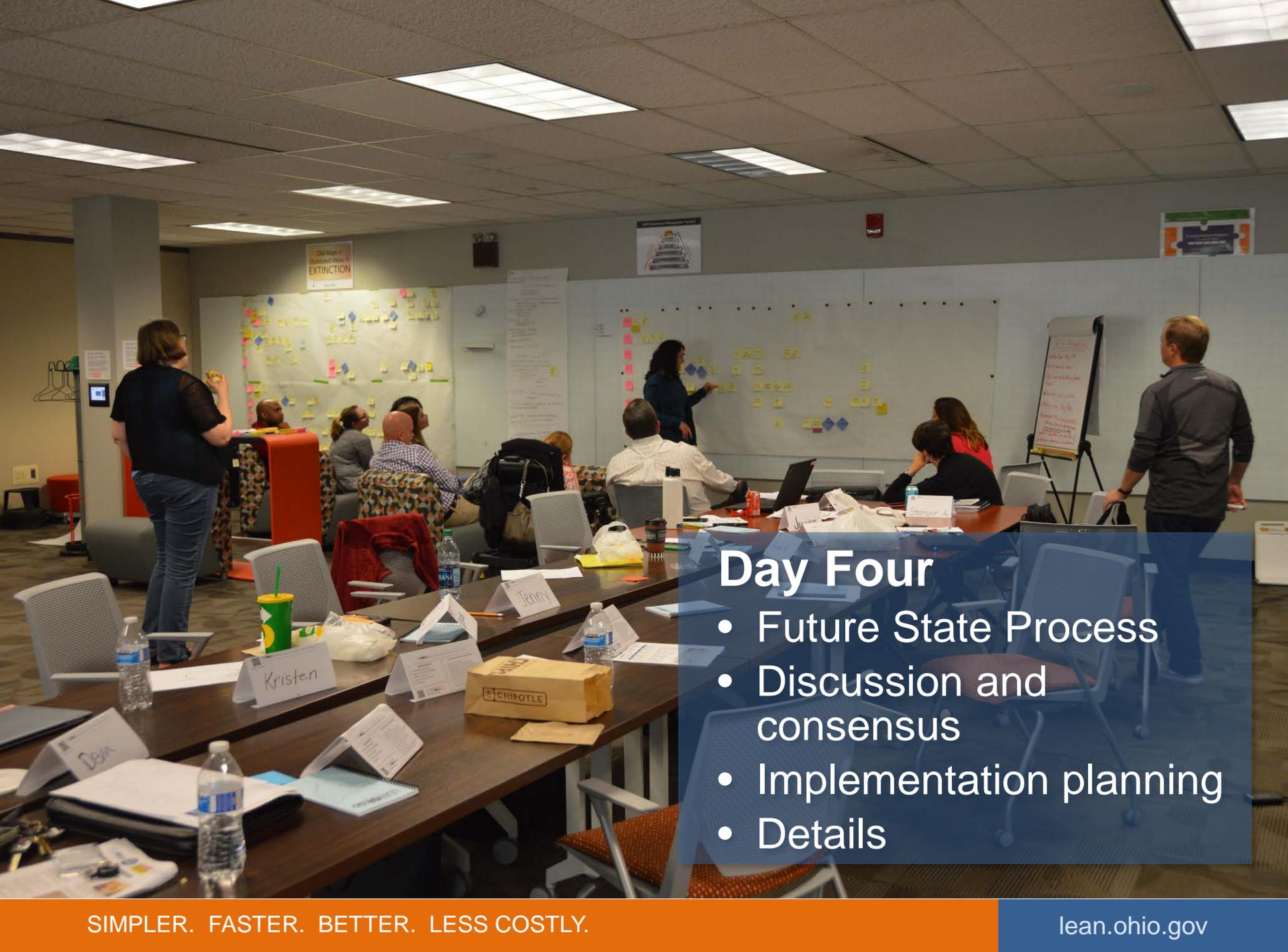
- Finish current state mapping
- Waste identification
- Value added discussion
- Lean Six Sigma training





## Day Three

- Brainstorming
- Analysis
- Problem solving
- Process redesign



## Day Four

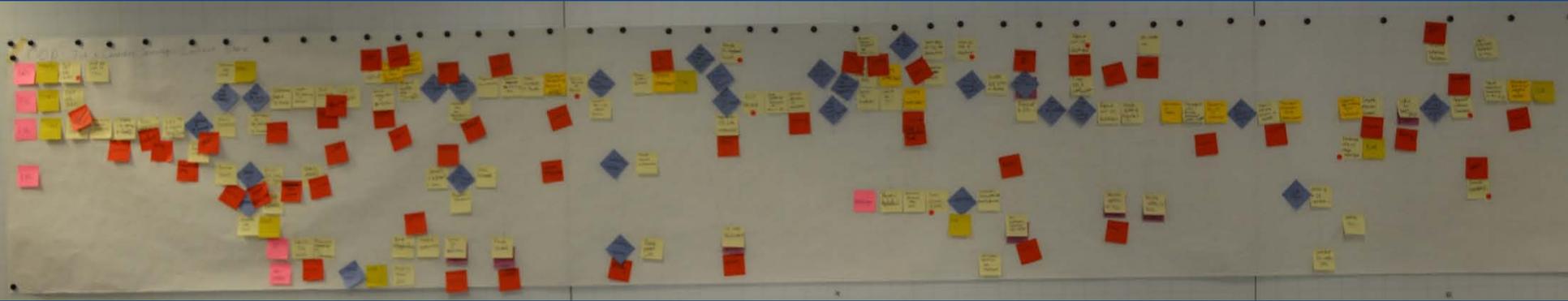
- Future State Process
- Discussion and consensus
- Implementation planning
- Details



## Today - Day Five

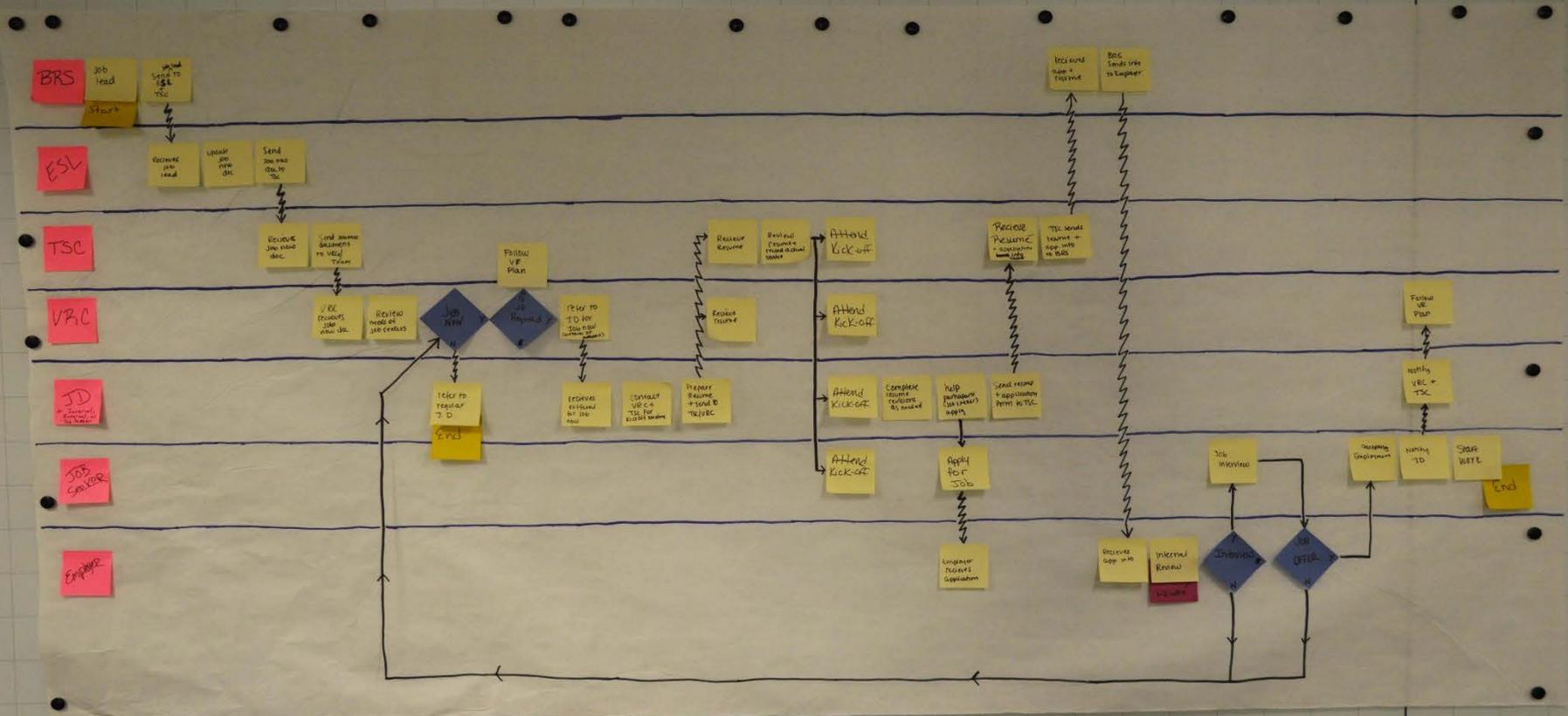
- More implementation planning
- Celebration
- Sharing results

# Current State



- Breakdowns in key communication points
- Too many “what-ifs”
- Duplication of tasks
- Inconsistencies in job developers’ resume and correspondence quality
- Missing documentation led to numerous delays and missed opportunities

# Future State



# Simpler



- Less Data Entry
- Single Point of Contact
- Reduced Variation
- Decreased Decision Points
- Clarified Roles & Responsibilities
- Job Now Platforms (customized, real time)

# Faster



- No employer release
- Emphasis on high demand Employer Partner Jobs
- Streamlined Process

# Better



- Job Now concept
- Increased Collaboration
  - Kick-off Meeting
- More time spent helping job seekers
- Enhanced value to employers

# Less Costly



- Counselor discretion in job development utilization could lead to some cost avoidance
- Reduction in “busy work” related to the job match tool for TSC and VRC roles
- Enhanced staff engagement

# Summary Scorecard

Measure	Current Level	NEW	Change
<b>Process Steps</b>	122	43	<b>65%</b>
<b>Decision Points</b>	27	4	<b>85%</b>
<b>Handoffs &amp;</b>	46	22	<b>52%</b>
<b>Loopbacks</b>	7	2	<b>71%</b>
<b>Delays</b>	8	1	<b>88%</b>
<b>Process Lead Time</b>	53 days	34 days*	<b>36%</b>

# Implementation Plans

- Process
- Required Documents
- Communication
- Training
- Policy/Fee Schedule

# Implementation Plans

- **Process**

- TSC/VRC monthly meeting
- VRC Job Now culture shift
- BRS/TSC monthly meeting

ACTION REGISTER: PROCESS

WHAT	WHO	WHEN
TSC/VRC monthly meeting Covered by policy/procedure	EIS	Draft by <del>XXXX</del> Oct 31 <sup>st</sup> ?
VRC Job Now Expectations	VRS/AM	OCT-NOV 2018
Job Now Process Documentation	TSC/VRC/JD BRS	PER JAN 2019 (PER Documentation Policy)
TRACK/Evaluate EVENT Goals	EIS	Monthly E.g. JAN.

# Implementation Plans

- **Required Documents**

- Job Now Tool
- Revised Application
- Job Now Additions to Placement Plan

**Action Register**

Required Docs		
What	Who	When
<del>1. [Redacted]</del>	TSC's / NRC	END of Oct end of October
Job Now Tool w/ Roles / flow	BRS, TSC, ESL	
Job <del>Ready</del> Review Structured Meeting Agenda	Jean, Devin Jessica, Jenny	September (to day)
<del>Revised Application w/ Employer</del>	PTU + Vicki - Legal	END Oct.
Blanket Withdrawal O/T Contact	PTU + Vicki - Legal	END Oct.
E-mail Template - notification (JD → TSC) (TSC → Employer)	BRS + TSC (SB)	September
REF to CRP REVISION (REQUIRE TSC)	Provider Mgmt. AWARE Admin Support	END Oct

*Handwritten notes on the table:*  
 - A pink sticky note on the first row says "Job Now Template for Placement Plan".  
 - Blue handwritten text "DRAFTED AND SENT" is written vertically across the middle rows.  
 - Three blue exclamation marks "!!!" are written next to the names in the third row.

# Implementation Plans

- **Communication**

- September Leadership meeting
- October/November area meetings
- Provider Listening Sessions in October

**ACTION REGISTER:  
COMMUNICATION**

WHAT	WHO	WHEN
Roll-out "Pilot"	AMs → VRS → VRC + CA St. Andrew → BRS	Oct/Nov Area Meetings Leadership <del>(@ 9/28)</del> September
Vendors	AMs	Oct Listening Sessions

# Implementation Plans

- Training

- Statewide training for field staff and providers
- New TSC and Internal JD monthly performance monitoring

Action Register: TRAINING

RESUME TRAINING

WHAT	WHO	WHEN
Pilot Training	EIS + Kaizen members from that area(s)	Early Nov. (before Jan. 2019 FG)
Statewide Training (State Roll-out <del>12/1</del> )	EIS + PTU + Pilot/Kaizen members	March SUMMER Feb. 2019
Pilot PROVIDER TRAINING	Prov. Mgmt / EIS	JAN Feb. 2019
STATEWIDE PROVIDER TRAINING	" "	SUMMER 2019
New TSC <del>Outreach</del> TRAINING	PTU / <del>PTU</del> / EIS	JAN 2019
New JD <del>Outreach</del> UPDATED TRAINING	PTU / Michelle McD. EIS	JAN 2019

# Implementation Plans

- Policy/Fee Schedule

- Job Now Policy and Procedure
- Fee Schedule Incentives
- Job Now Process Added to VR Provider Manual

Action Register: Policy / Fee Schedule

RESUME W/CLIFF TIPS BONUS? \$ \$  
V.C. JSST → RAPID PLACEMENT FEE

What	Who	When
Jobs Now policy Procedure	EIS + PTU & <del>PTU</del> Vicki <del>Draft to</del>	Draft for Pilot <del>2019</del> 2019 draft by <del>Feb 1</del> Feb 1
Fee Schedule resume min standards	PTU, PM VR leadership	Fall <del>2019</del> 2019
Job Now process VR Provider Manual	EIS, PM	Jan 19
policies related to application for services & consent	PTU Vicki	Jan 2019

# What Begins Monday?

- Stop using matching tool
- Begin policy revisions to eliminate Employer Consent
- Communicate with TSC supervisors-email, call
  - Standard meeting template
  - Begin design of Job Now tool
  - TSC's to start scheduling meetings with VRCs
- Communicate with area managers
- TSC supervisors to reach out to TSCs
- EIS and area managers to communicate with VRSs and BRSs
- Establish parameters that TSCs will need for Job Now Placement Plan

# Your Kaizen Experience



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# Special Thanks to...

## Senior Leadership:

- Director Kevin Miller
- Assistant Executive Director Erik Williamson
- Deputy Director Susan Pugh (BVR)

## Sponsor:

- Deputy Director Kristen Ballinger (EIS)

## Team Leader:

- Assistant Deputy Director Stephanie Andrian (Business Relations)

## Subject Matter Experts:

- Becky Halstead (AWARE)

## Fresh Perspective

- Quinn Peterson (MHAS)