



**Green Belt Six Sigma Project Report Out
Ohio Department of Commerce Hiring
Improvement Process**

**Ohio Department of Commerce
October 13, 2016**

Event Background

- Why are we doing this event?
 - Address inconsistencies with workflow, transactional duties, e.g. postings, screening applications, and candidate selection and interviewing.

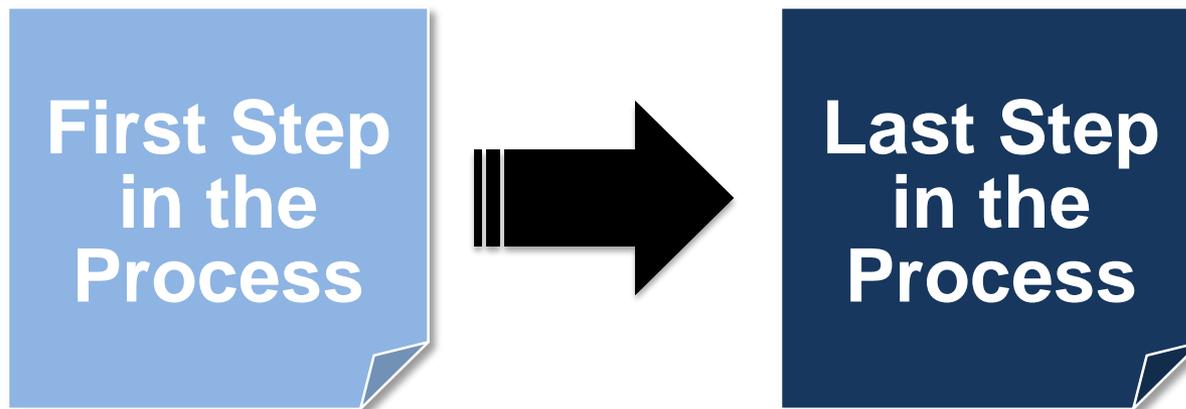


SIMPLER. FASTER. BETTER. LESS COSTLY.

lean.ohio.gov

Event Scope

- What is the first step in the process?
 - Process begins when a position is created.
- What is the final step in the process?
 - Process ends with the new employee starting work (first day)



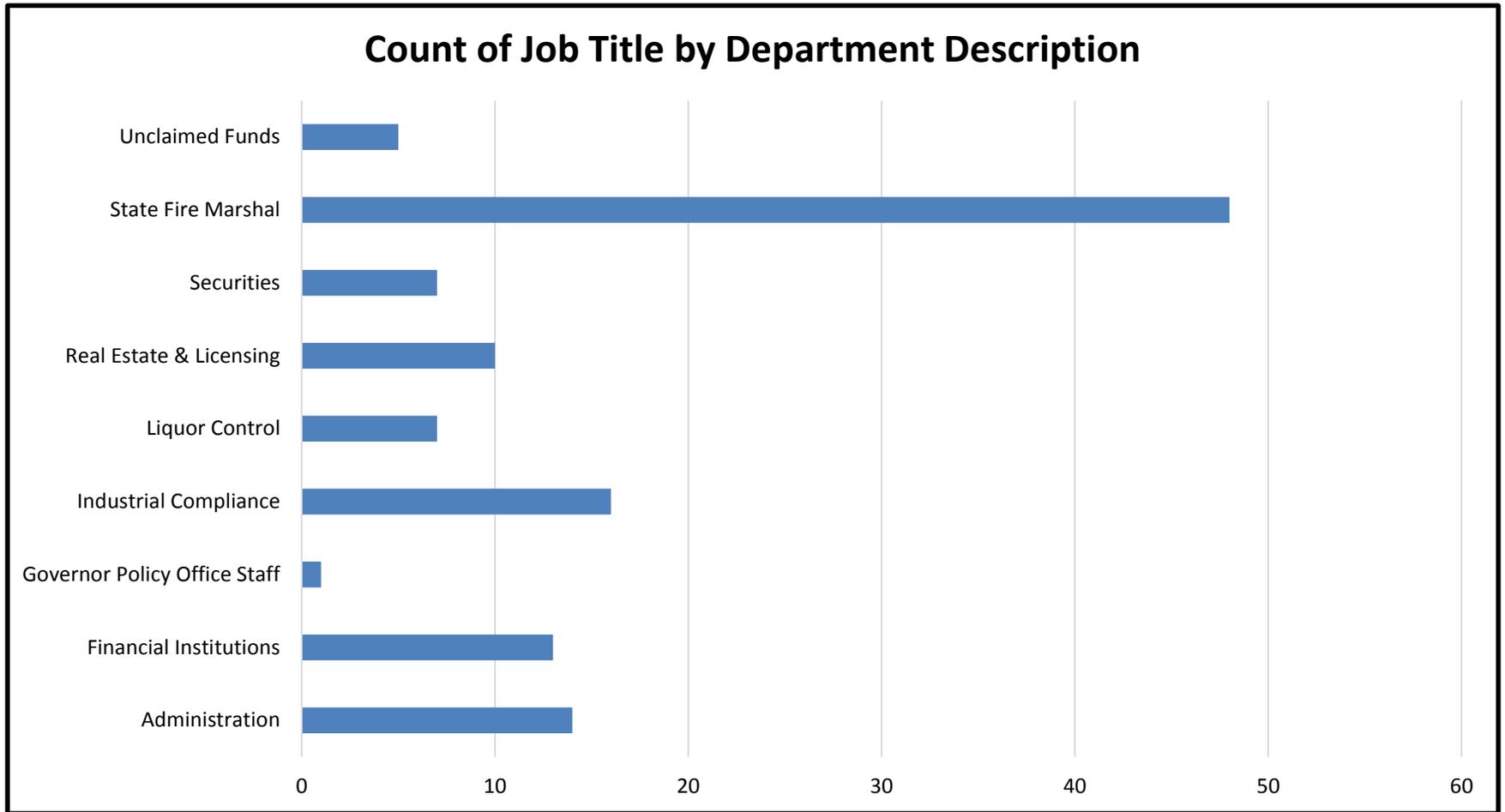
Process Improvement Goals

Reduce steps in the process by 50% and reduce length from 6 weeks on average to 4 weeks

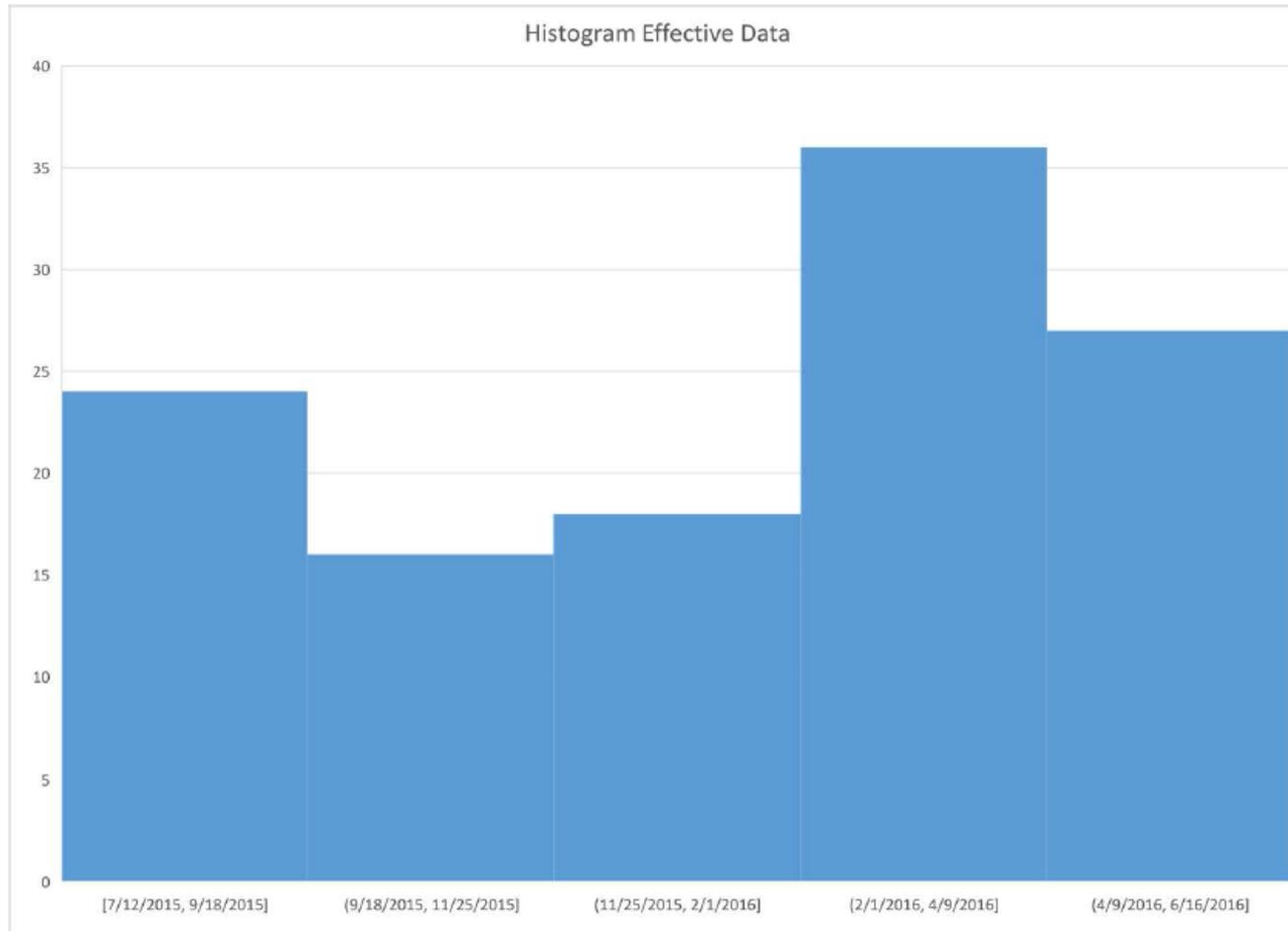
Reduce paper pushing

Increase accountability and standardize the process

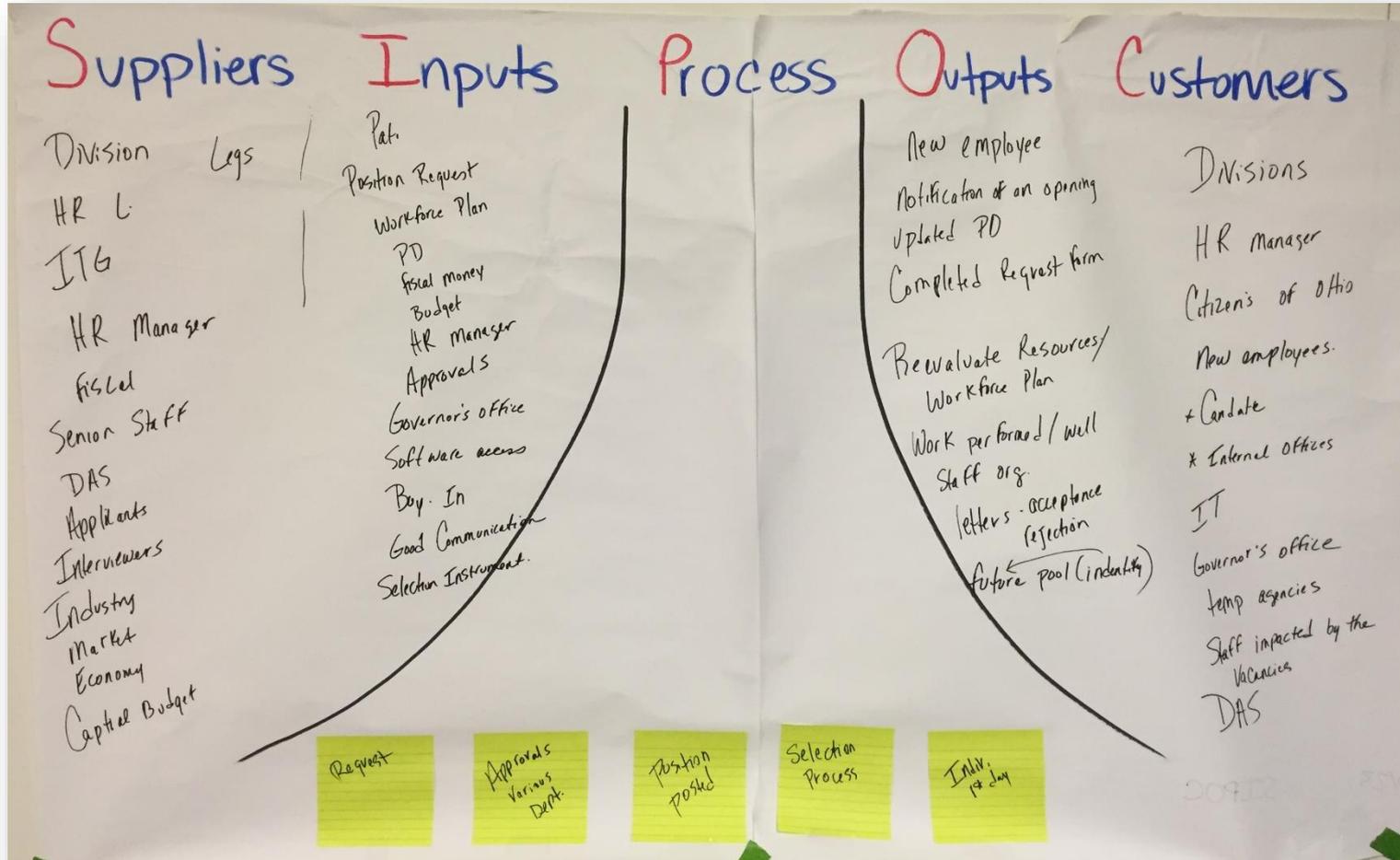
Event Baseline Data

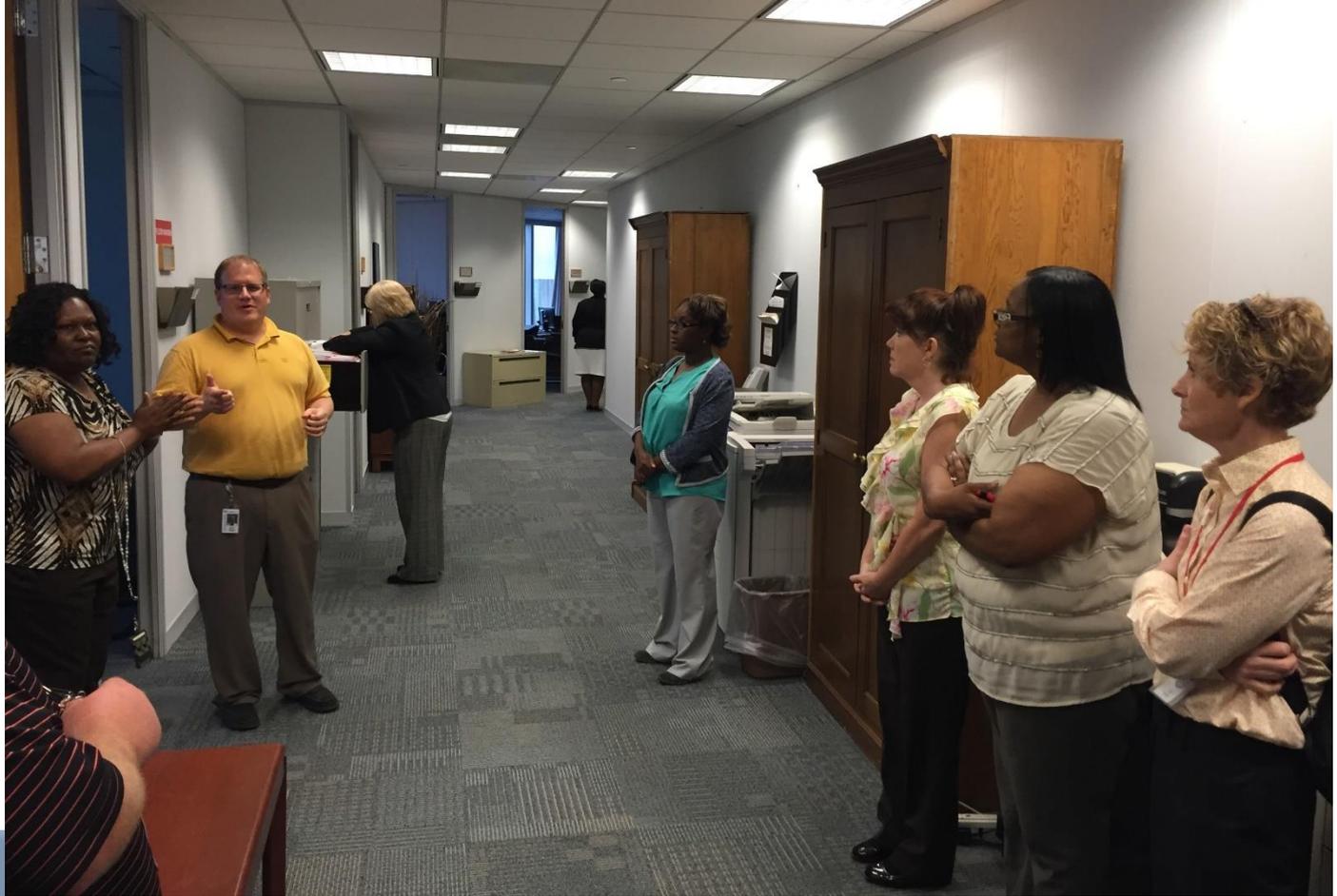


Event Baseline Data



SIPOC





Day One

- Gemba walk
- Scope of event
- Level setting
- Current state mapping

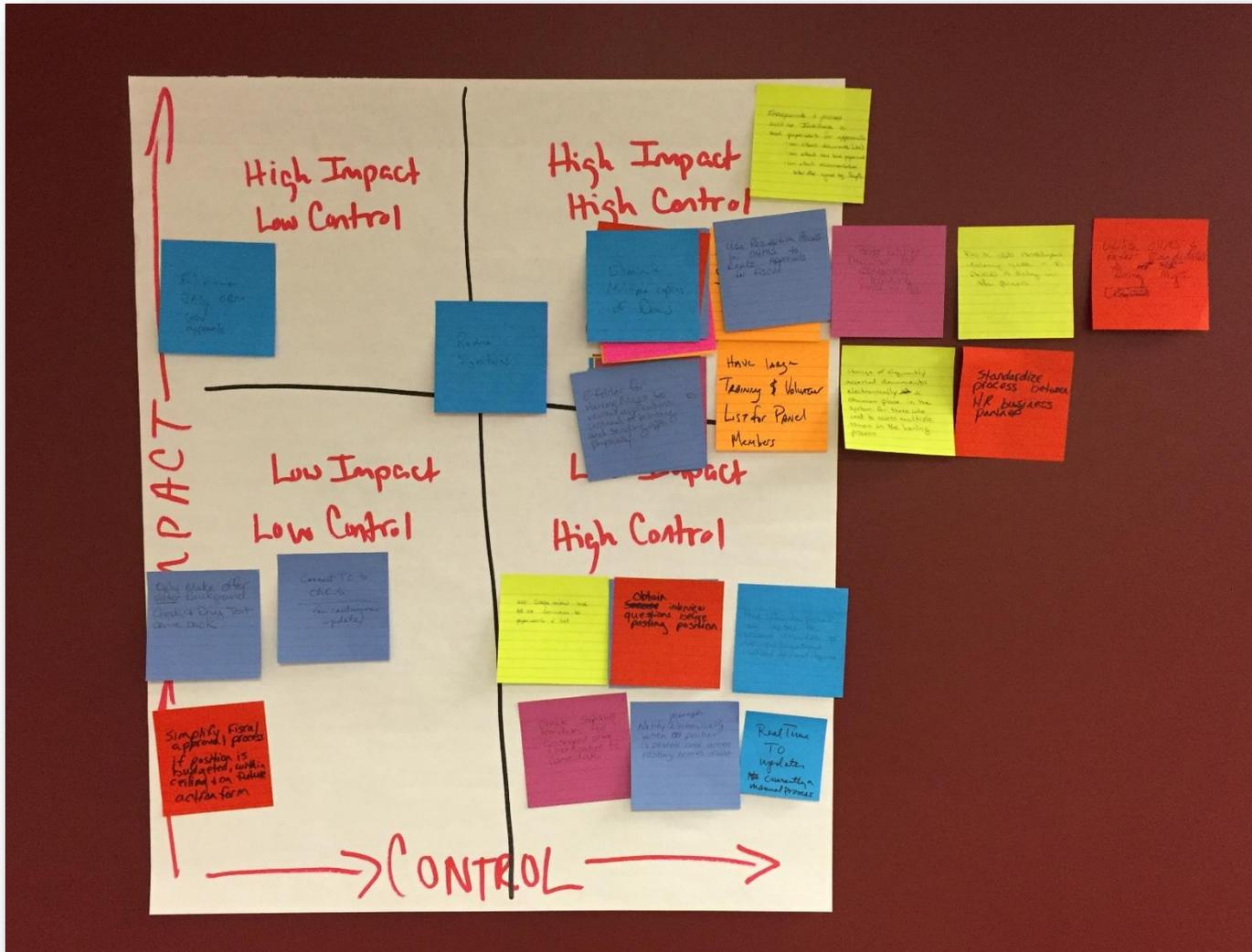
SIMPLER. FASTER. BETTER. LESS COSTLY.

lean.ohio.gov

Current State



Brainstorming





SIMPLER. FASTER. BETTER. LESS COSTLY.

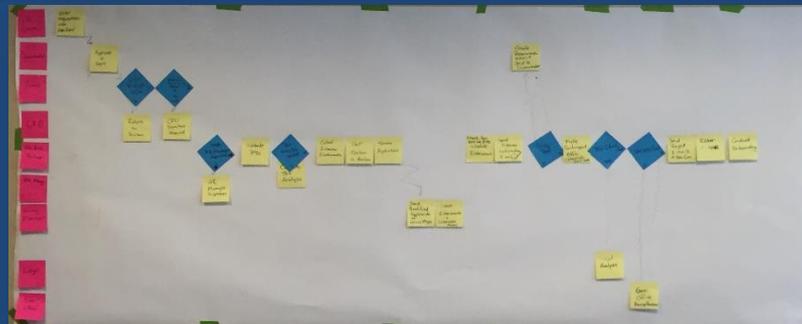
lean.ohio.gov

Clean Sheet Redesign



Current vs. Future

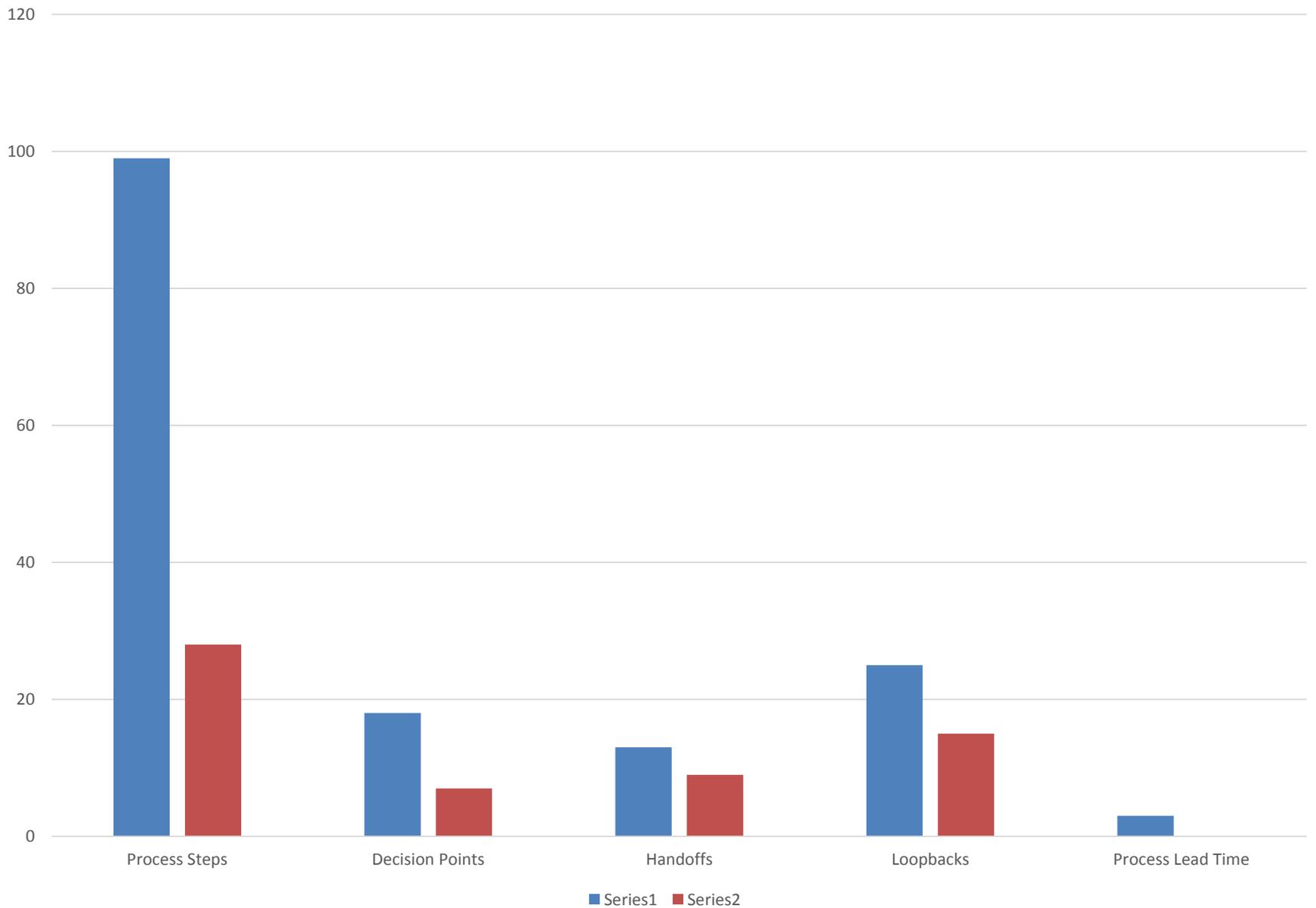
(shown to scale)



SIMPLER. FASTER. BETTER. LESS COSTLY.

lean.ohio.gov

Scorecard Snapshot



Summary Scorecard

Measure	Current Level	NEW	Change
Process Steps	99	28	72%
Decisions	18	7	61%
Functions	13	9	31%
Handoffs	25	15	40%
Loopbacks	3	0	100%

Simpler



- The future process will utilize one system instead of multiple systems
- There will be a consistent process and standardized process for all departments
- Fewer decision making
- Reduction in people (functions) involved resulting in reduced delays

Faster



- Less steps, handoffs and decisions in the process
- Automated approval system
- Less physical motion
- Faster turnaround time
- All documents travel through the process together instead of in pieces

Better



- Easier online workflow
- Increased transparency and visibility
- Less back and forth to focus on more value added work
- Improved communication
- Clearly defined roles and responsibilities

Less Costly



- Using NEOGOV will result in less paper storage
- Less physical travel of documents
- Less paper in process

Implementation Plans

- Communication
- Training
- Technology

Communication Plan

COMMUNICATION

WHAT	WHO	WHEN
*Email to all Supervisors providing overview of improved process. Explain benefits of new process. Email attachment?	All Supervisors Amy or John draft. HR staff + Comm review Sandra sends email	At conclusion of supt. presentation
1. Presentation to Director + Sandra + Matt	Team	By 8/12
2. Presentation to Superintendents	Team	Next meeting after Dir + Sandra meeting
4. Communicate training plan - based on training group plan.	Robert/training team / comm team	pursuant to the training plan

(2)

What	WHO	When
Go live announcement - HR for questions (create FAQ)	Sandra	1 week prior 1 day prior
Request for Feedback from HR Liaison/Budget/Supts.	John/Amy	60-90 days after go-live
Publish metrics ^{extends} to all supervisors	Sandra + Amy	1 year after go-live
Presentation to LMC	John/Team	Aug or Oct meeting

Training & Technology Plan

Training & Technology		
Who	What	When
HR Staff	Negot Insight • Negot OHC/Req. OHC security ePar (DAS) Hiring controls New Hiring Process	August? (TBD) TBD
Hiring Manager/ Superintendents	New Hiring Process (overview) OHC Req. Process	Late August? (TBD)
HR Liaison Backup	New Hiring Process OHC Req. Process?	
Fiscal	New Hiring Process (overview) OHC Req. Process	

Special Thanks to...

Senior Leadership/Sponsor:

Sandra Kellam, HR Deputy Director

Team Leaders:

John Dean & Akil Hardy

Team:

The Ohio Department of Commerce

Mentor/Facilitator:

Michael Buerger, LeanOhio