BPR Kaizen #1

Bringing Money in the Door

Process Set #1 (Level 1, Steps A. through D.)

August 25 – 29, 2014

Grants Enhancement Team
"**Norm**alizing" Grants

Team Members

- Jessica Levy, DODD
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- Tom Goard, JFS
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- Michael Hiler, ODSA
- Maria Seaman, OOD
- Tim Constantine, JFS
- Edie Peschke, OSS
- Matthew Loncaric, MHAS

Key Stakeholders

- Citizens/Recipients of Services/Programs
- Local Government
- Organizations “Shareholders”
- Federal Government
- Staff Program People (Internal, Fiscal)
- Other State agencies
- Taxpayers

Event Background

- Enterprise Grants Management (EGM) Program
- Business Process Reengineering (BPR) Project
- The State has insufficient visibility into enterprise grants management and reporting: Fiscal & Programmatic
- There is a lack of standardization across grant programs

Scope of Event

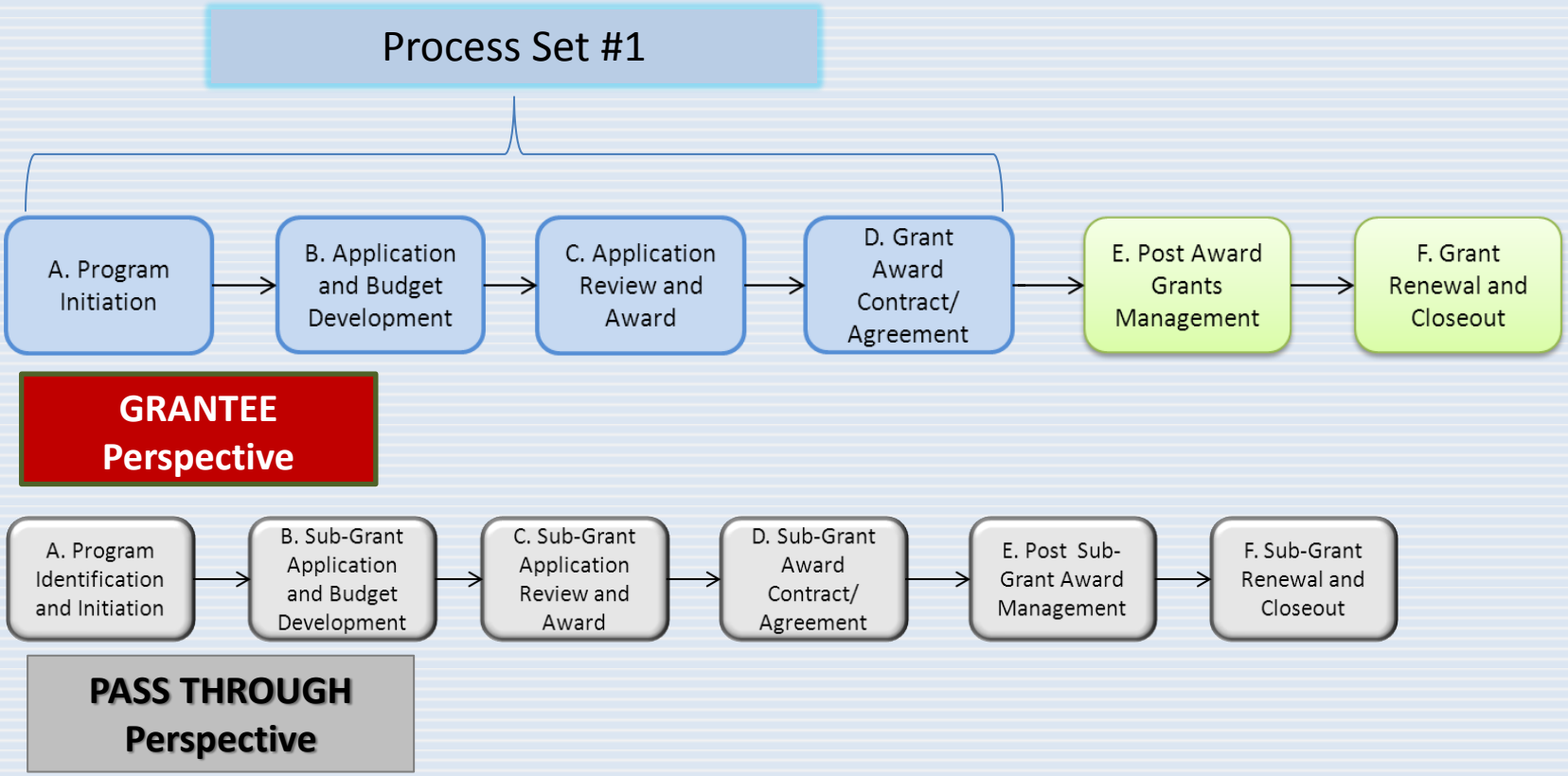
- What is the first step in the process?
  - Program Initiation

    (Identifying Grant Opportunities)

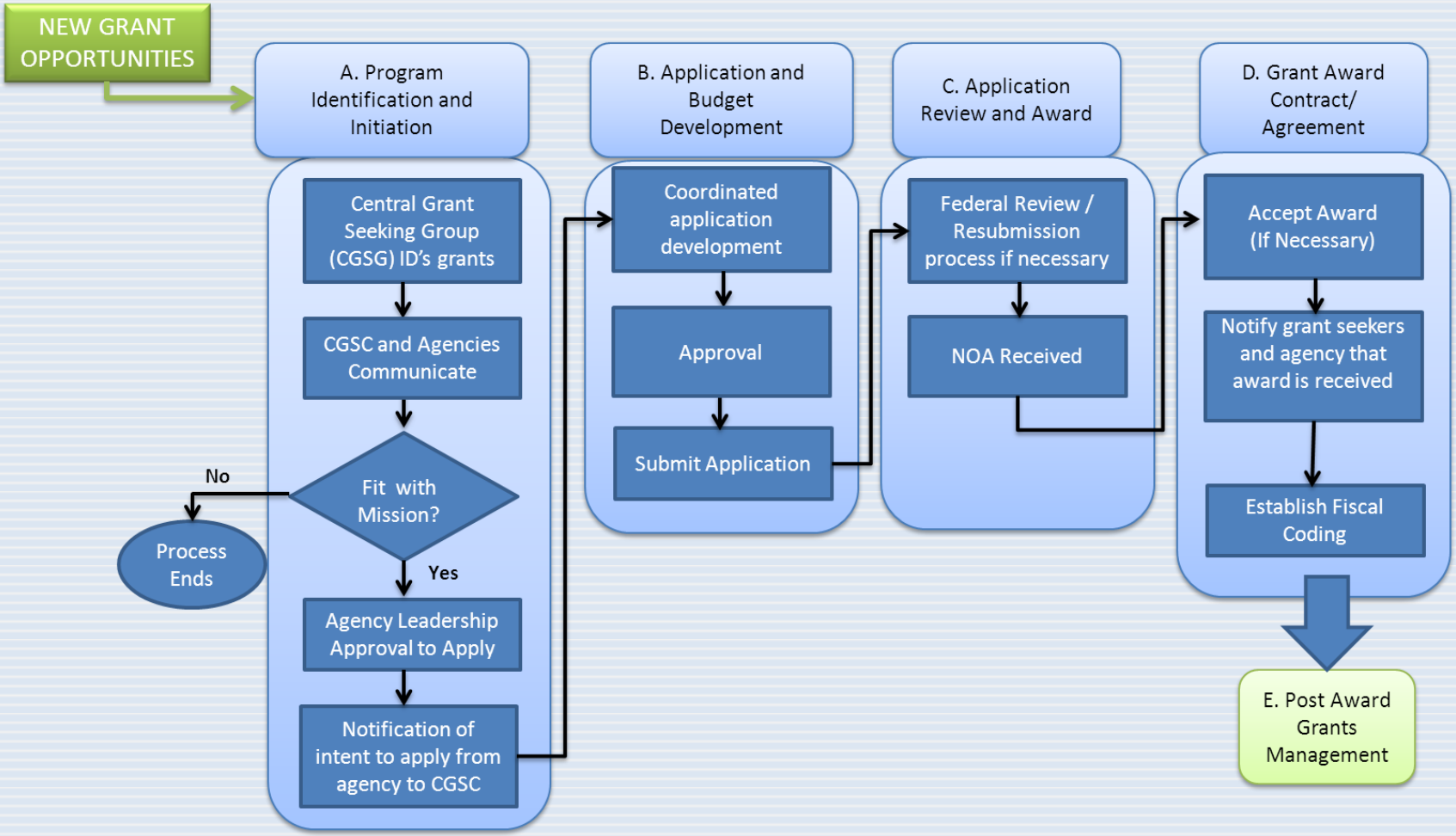
- What is the final step in the process?
  - Grant Award Contract / Agreement

    (Fiscal Coding Set Up)

Scope of Event



Scope of Event



Out of Scope

- No additional staff
- No additional money
- No IT solutions until the process is improved
- No changes to laws or labor contracts
- No one loses their job because of the Kaizen event, although duties may be modified
- Technology and tools
- Implementation in any agency not designated as a BPR Participating Agency
- Consideration of any funding sources other than Federal awards

To Break for the Better

- Customer focused
- Work level team
- Tight focus on time (one week)
- Quick and simple, action first
- Necessary resources available right away
- Immediate results
  (new process functioning by end of week)

The 5 Day Kaizen Event Approach

DAY 1

- Introductions
- Scope
- Walk Through
- Current State

DAY 2

- Training
- Brainstorming
- Analysis

DAY 3

- Clean Sheet Redesigns
- Future State

DAY 4

- Commitment
- Implementation

DAY 5

- Results
- CELEBRATION
- Report Out

Baseline Data

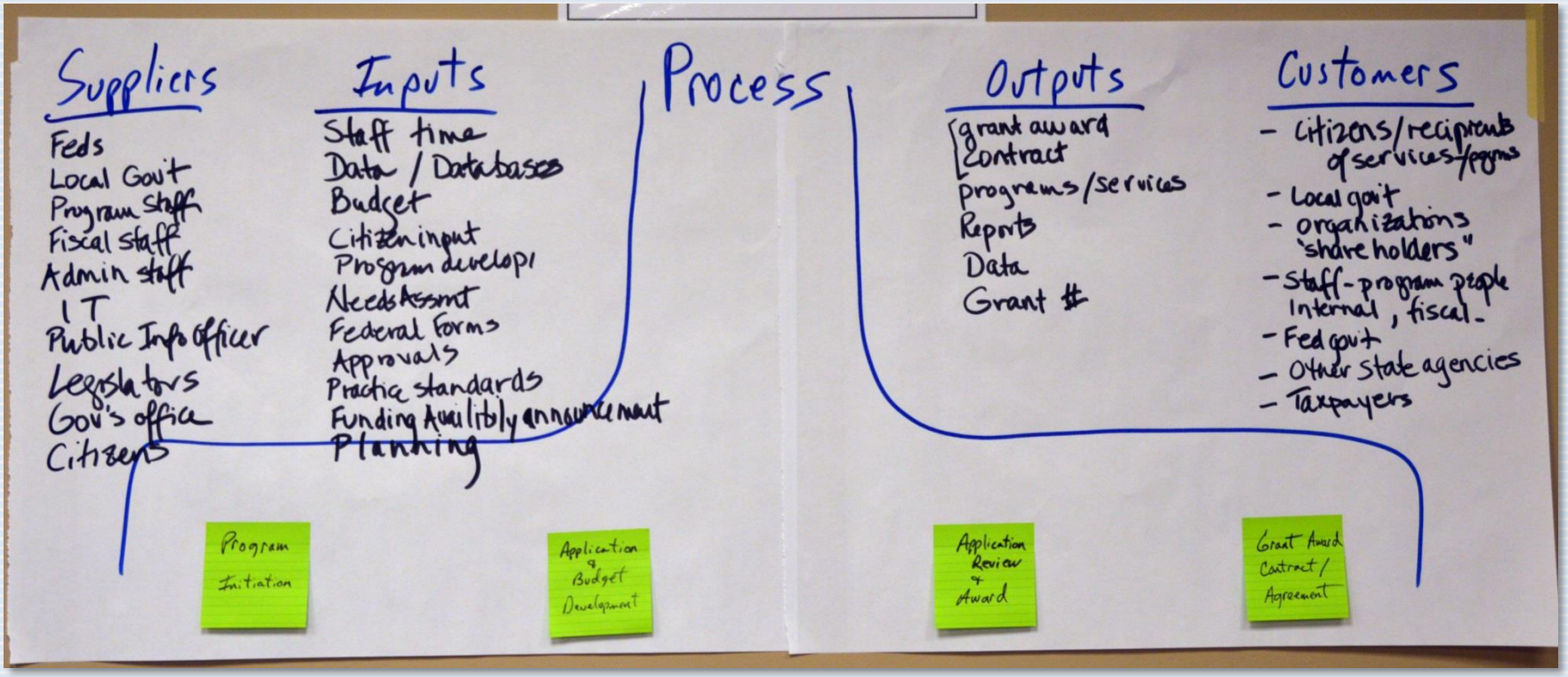
Current State

- 22 state agencies receive federal grant funds and
- Receive/distribute about $25 billion
- 57 different software systems are used costing over $4 million per year

SIGNIFICANT OPPORTUNITIES EXIST TO OPTIMIZE GRANT MANAGEMENT FUNCTIONS

High Level Process - SIPOC

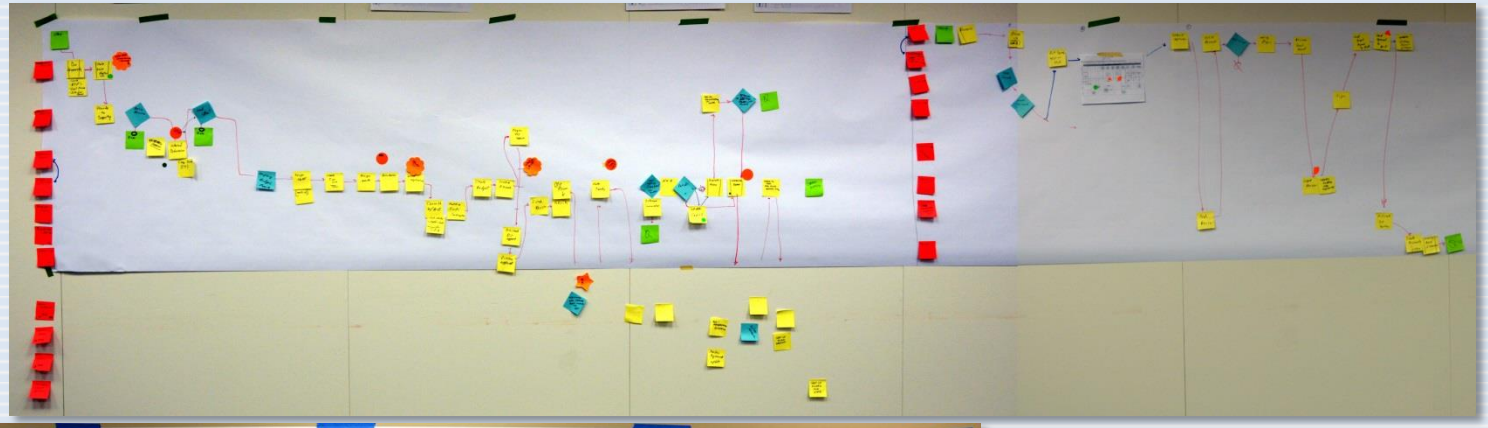
Suppliers **I**nputs **P**rocess **O**utputs **C**ustomers

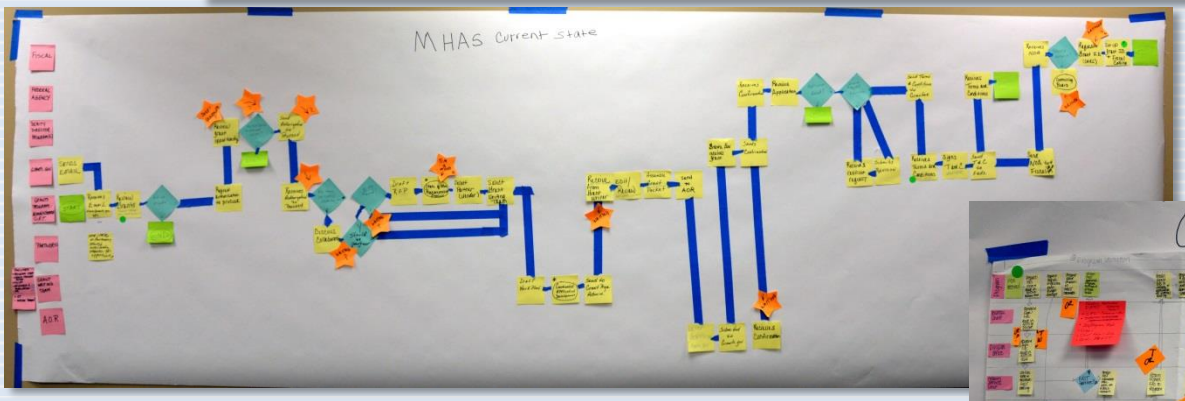


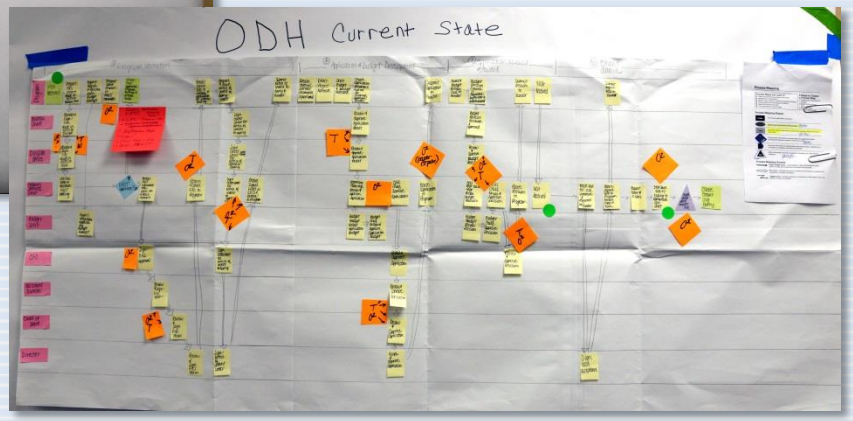
Project Goals

1. Define high-quality, standardized processes for Process Steps A. through D. under the constraint of currently owned technology.
2. For each Participating Agency define a clear and tractable plan for implementation of the processes defined under the constraint of current technology and no further investment (improving use of current technology may be considered on a case-by-case basis).
3. Identify standardized process metrics

9 Different Current States







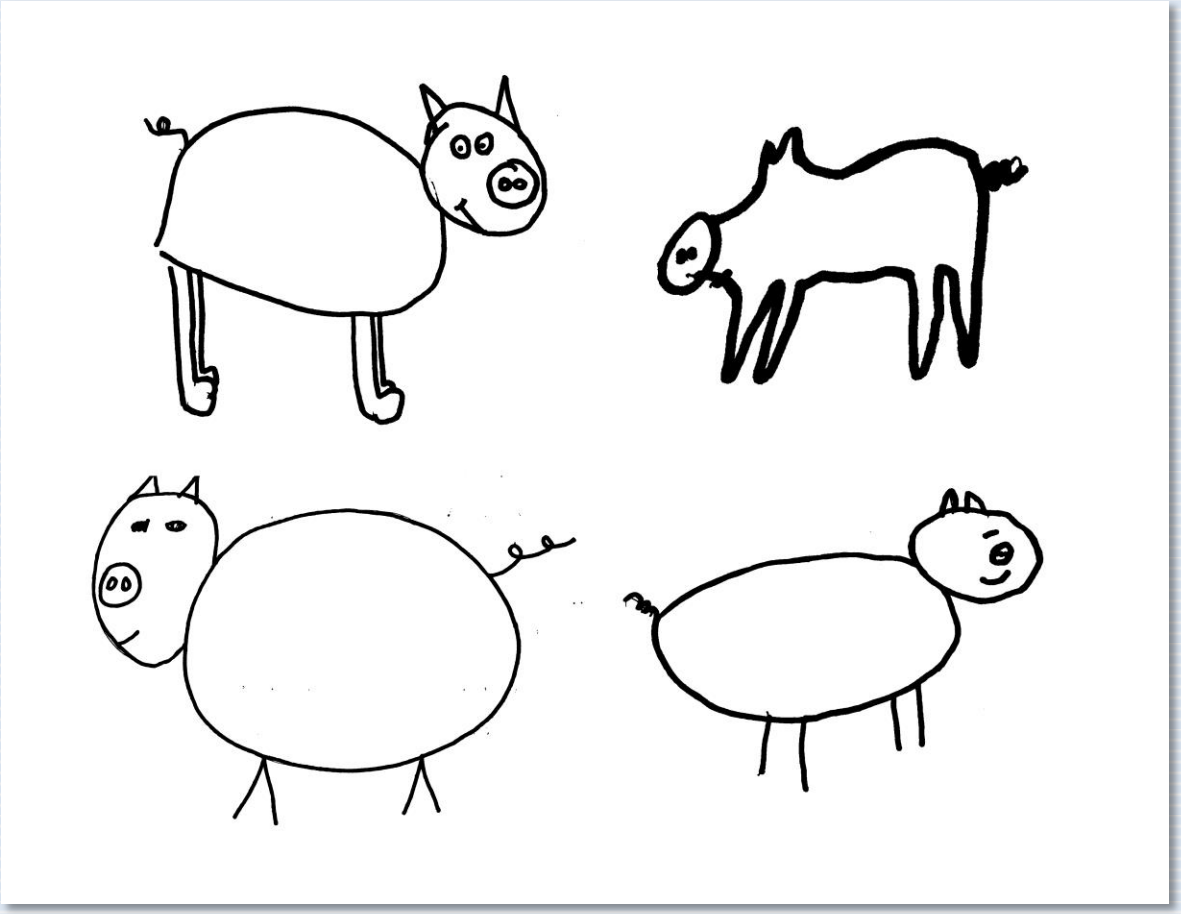
Current States Had Too Many…

- Decisions
- Handoffs
- Loop Backs
- TIM U WOOD
- Lack of Standardization

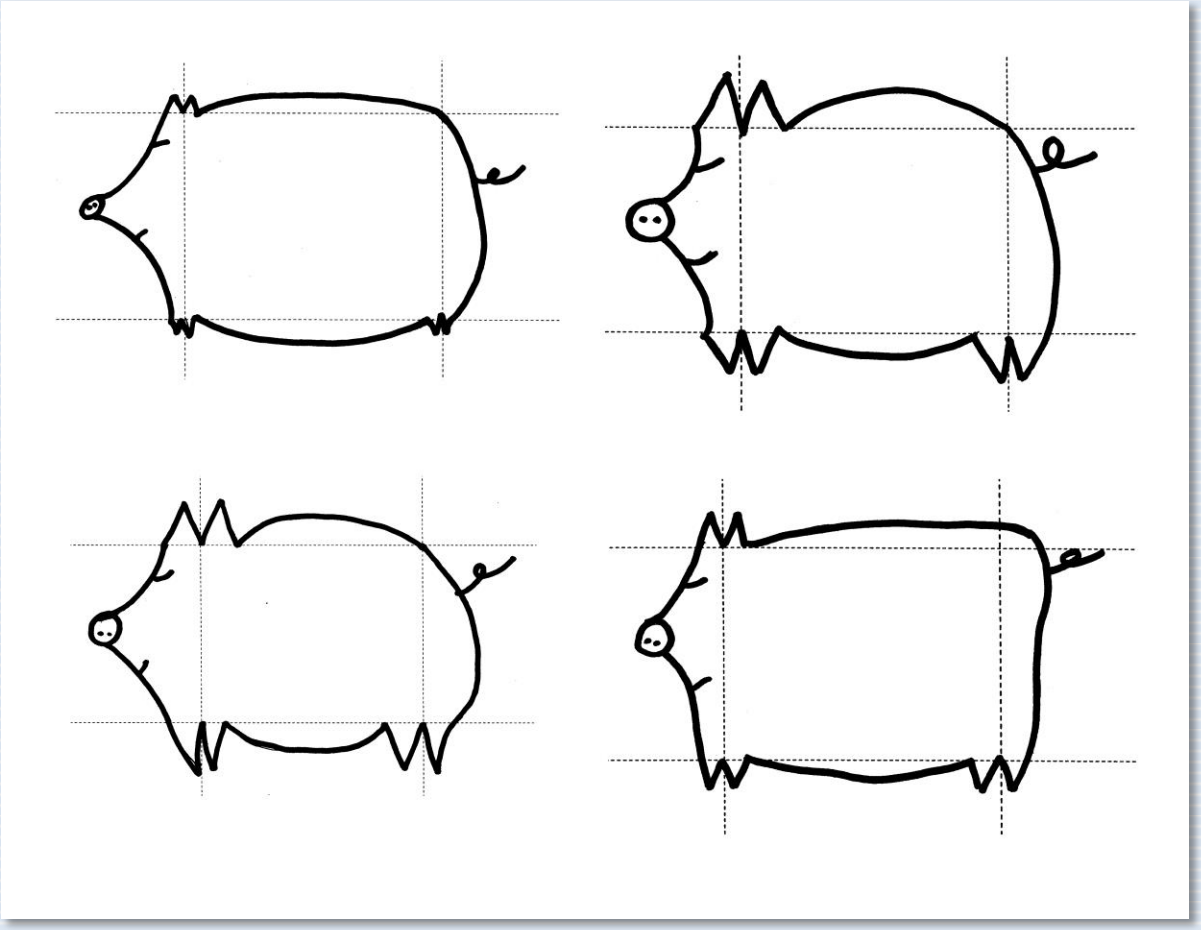
TIM U WOOD

Transportation
Motion
Waiting
Over Production
Defect
Information/Inventory
Underutilization
Over Processing

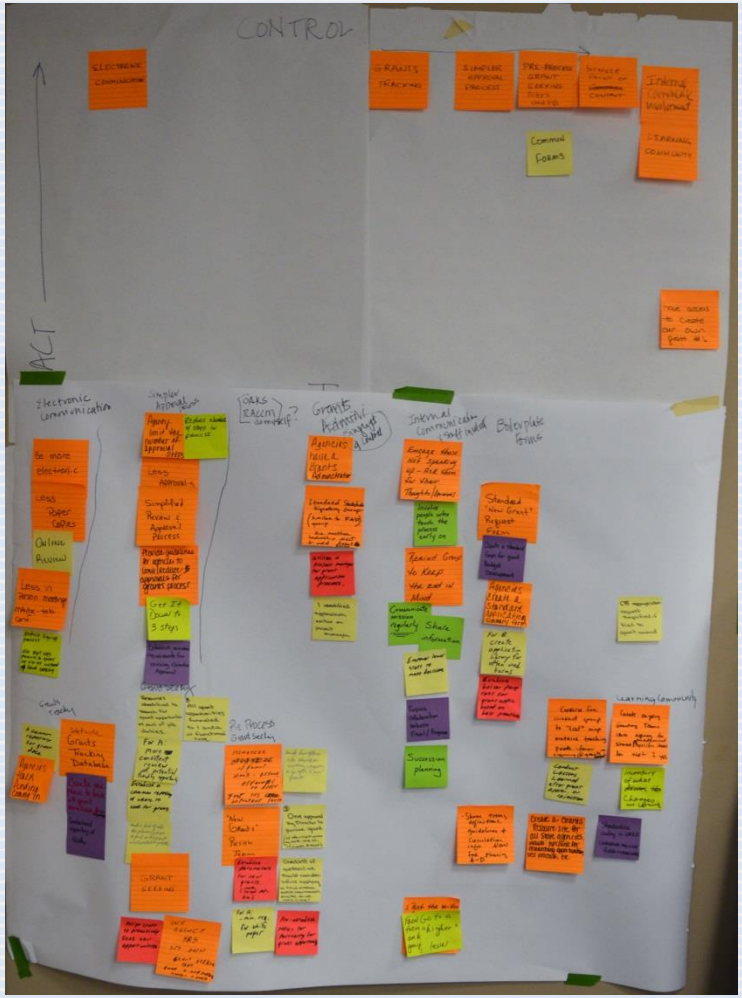
Non-Standard



Standardization



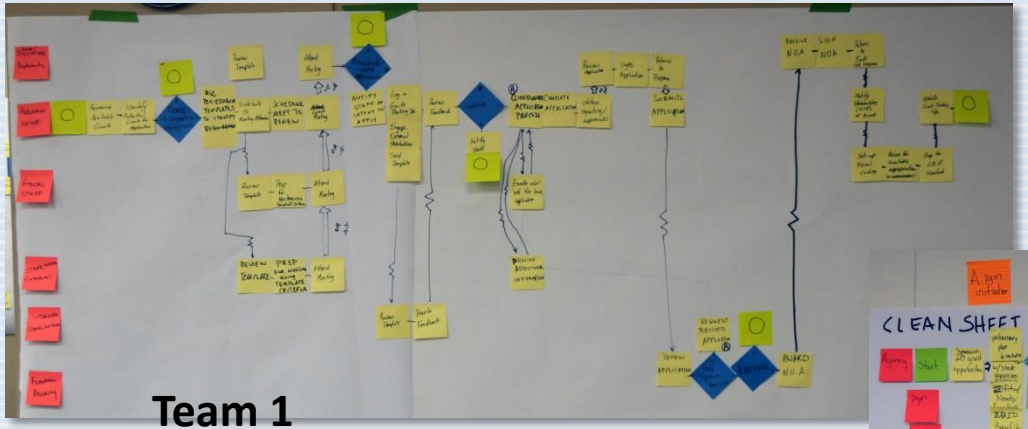
Brainstorm Ideas

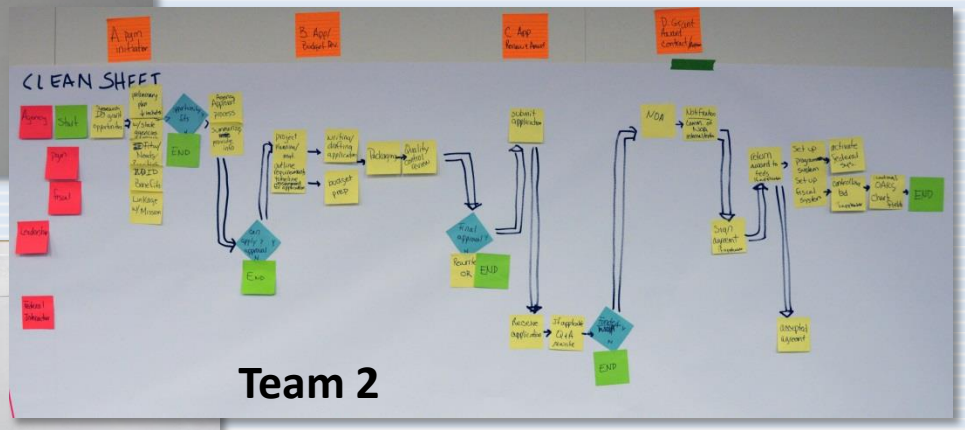


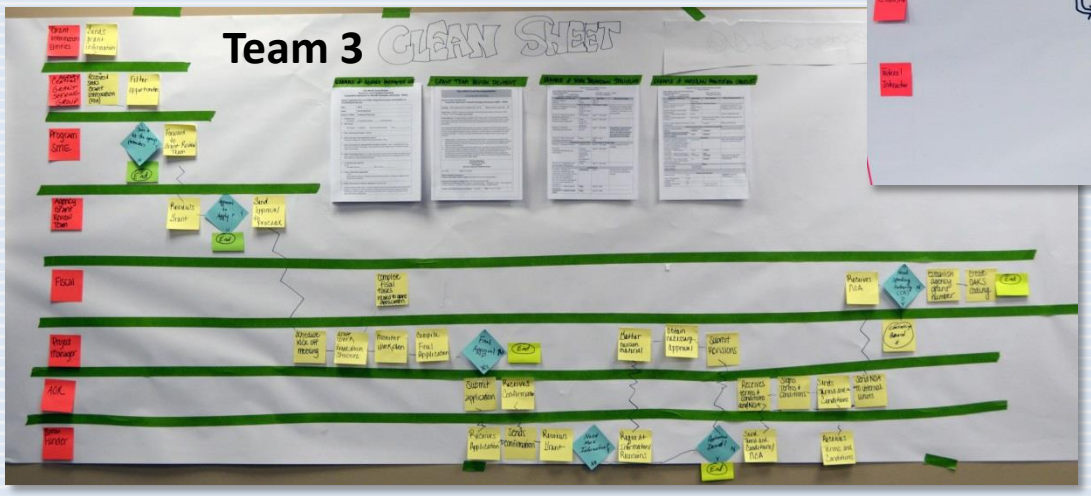
Team Analyzed and Evaluated All Ideas

- Formalized Approach to Grant Research
- Simpler Approval Process
- Use of Checklists & Templates
- Quality Assurance Review
- Point of Contact Clearly Identified
- Monitoring & Tracking of Process
- Learning Community

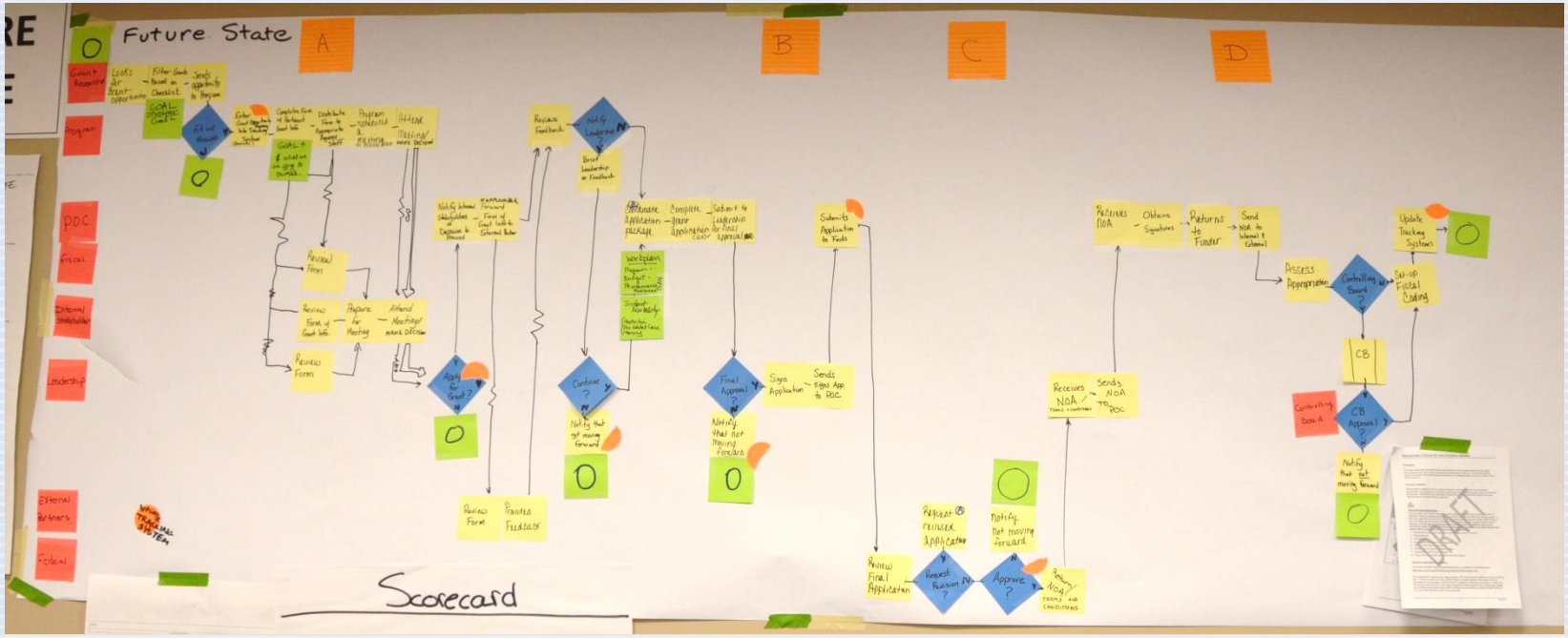
Clean Sheet Redesign



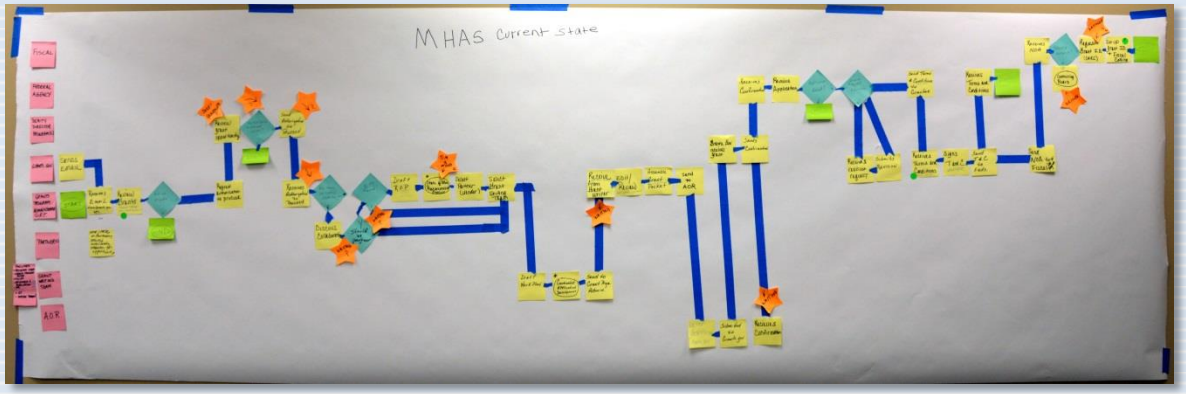




Future State



Current States vs. Future State



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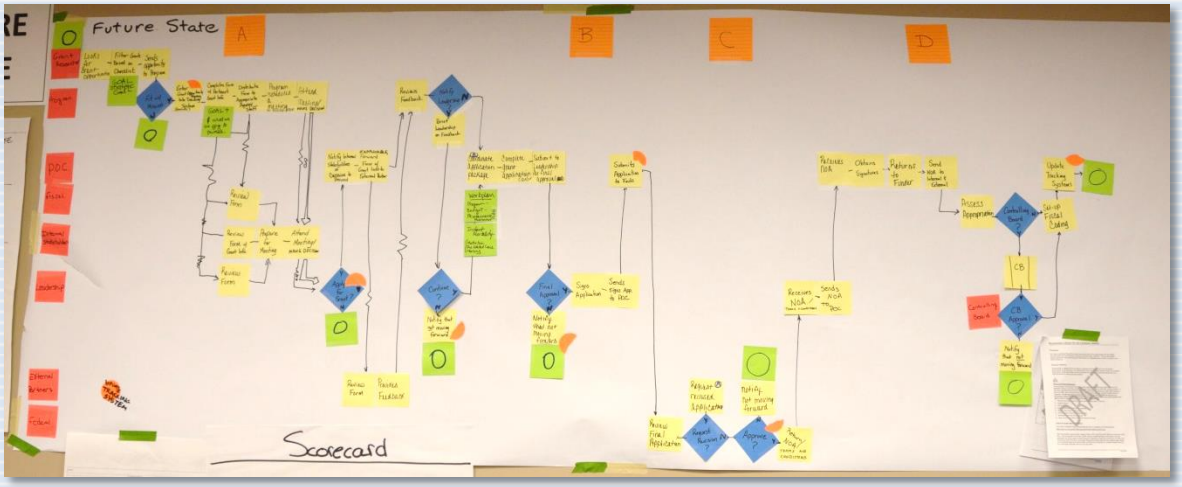


Future State Improvements

- Standardized Process Enterprise Wide
- Utilized Checklist/Template to Reduce Rework
- Approvals at the Appropriate Levels to Reduce Delays
- Improved Communication w/ Clearly Defined Roles & Responsibilities
- New Agile Process That Can Be Easily Modified Based on Federal Regulation Updates & Agency Structure/Needs

Scorecard

Measure	Current Level	NEW	Change
Process Steps	60 max.	42	**30%**
Decision Points	10 max.	9	**10%**
Handoffs	42 max.	14	**67%**
Loopbacks	6 max.	1	**83%**
Processes	9	1	**89%**

More Results

- Next Steps Identified
- Staff Empowered to Build the Best Process
- Cross Enterprise Communication & Relationships Established
- Sharing of Best Practices
- Transformed 9 Processes Into One
- Networking
- Learning Community

Improvement Summary

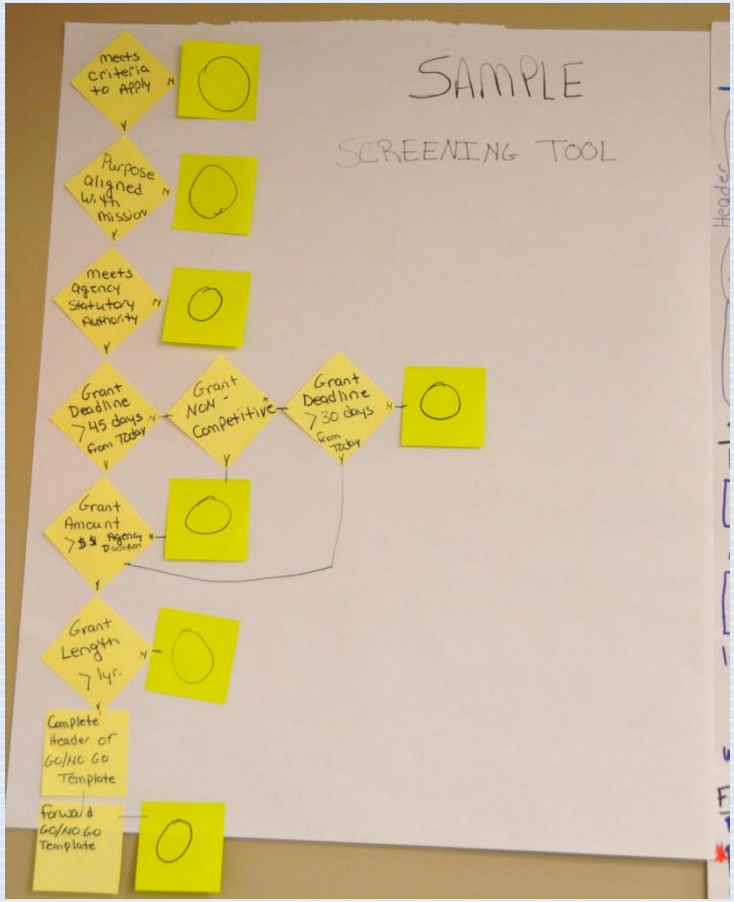
Current Key Issues	How We Improved
Multiple Grant Processes housing various systems with diverse requirements	Single Grant Process with standardized requirements
Too many staff/agencies doing the same tasks differently	Defined roles and responsibilities
Missing opportunities for federal grant funds to meet agency mission	Developed tools to identify grants opportunities on a consistent basis

Implementation Plans

- Initial Screening Tool/Template
- Go/No-Go Template
- Work Plan Structure
- Input/Output/Tools Outline
- Metrics and Data Elements
- Communication Plan
- 30-Day Plan

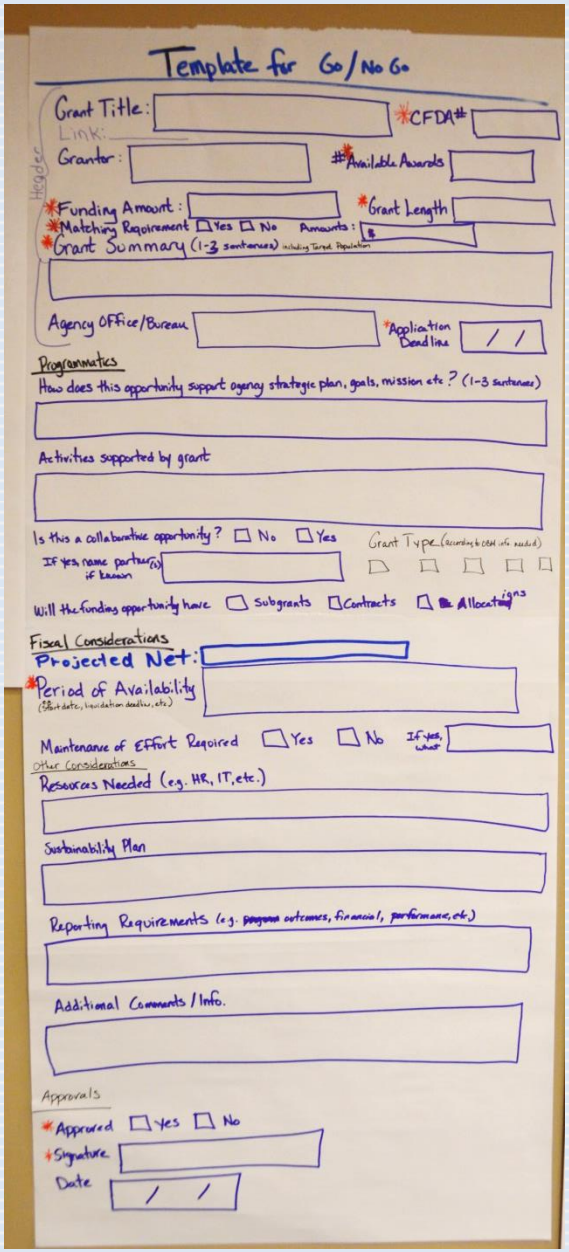
Initial Screening Tool/Template

- Established Best Practices for Screening Grant Opportunities
- Shared Resources
- Decreases Time to Determine the "Right Fit" for Agency



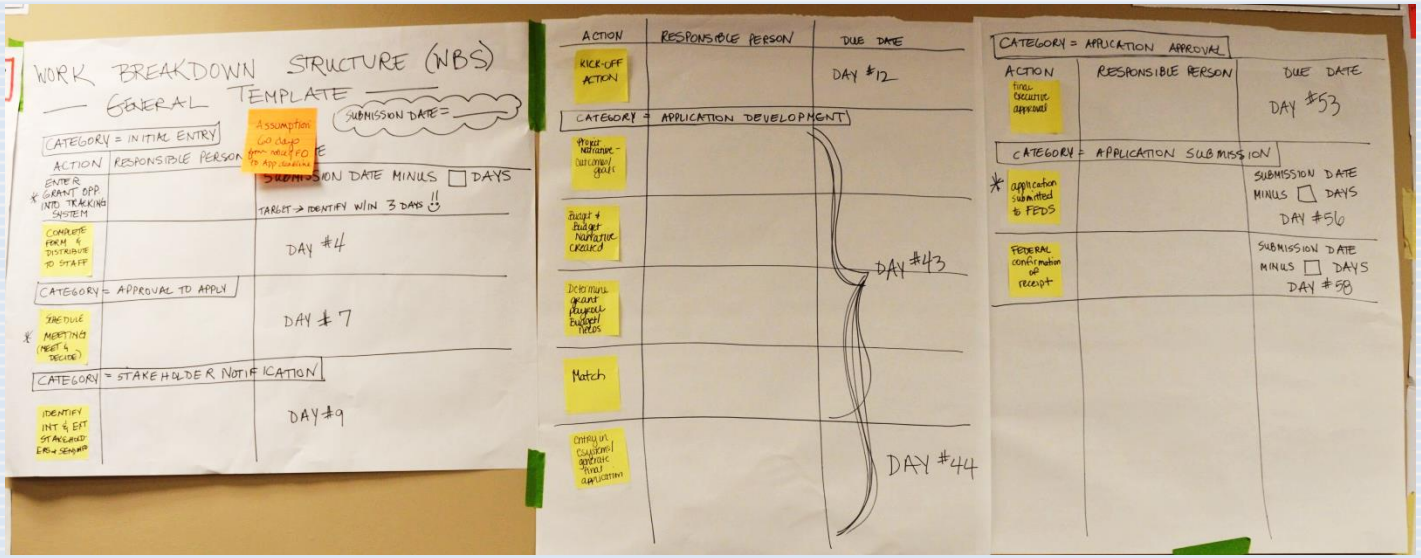
Go/No-Go Template

- Standardizes Basic Grant Information
- Assist Agency w/ Decision Making
- Identifies Resources Needed for Grant Consideration



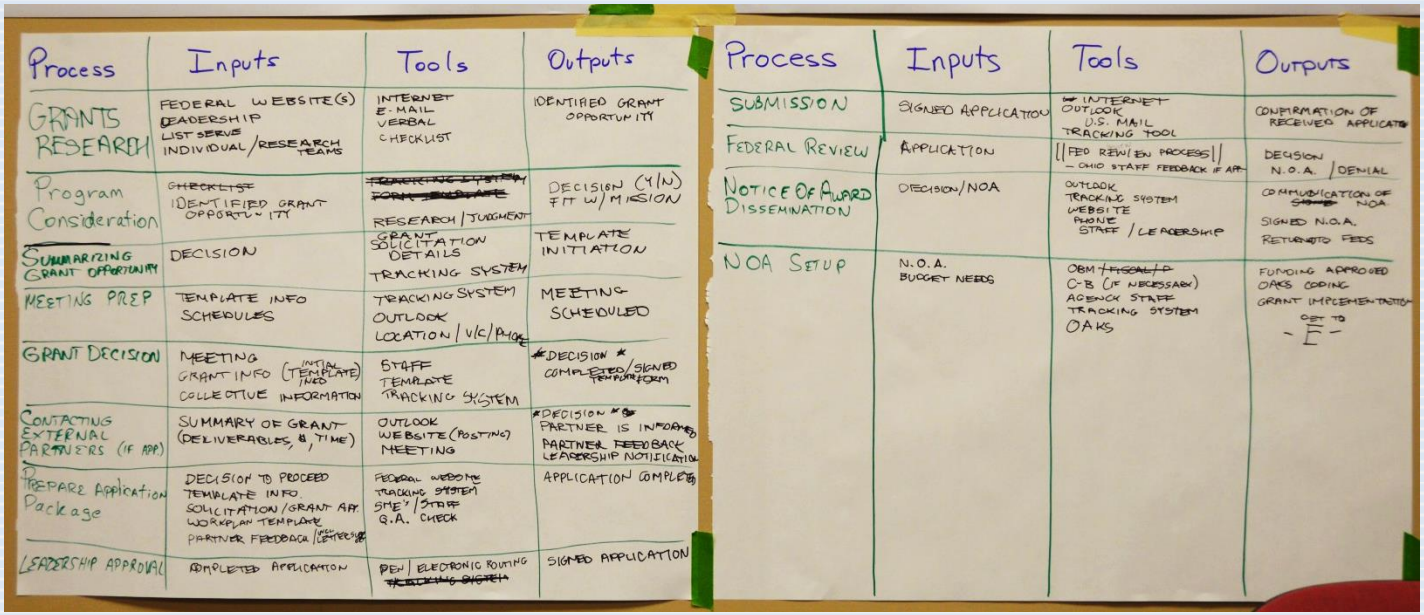
Work Plan Structure

- Defines the Steps & Timeframes for Application Development



Input/Output/Tools Outline

- Identifies Tools & Resources Needed for Process Steps
- Adds Detail to the Future State



Process	Inputs	Tools	Outputs
GRANTS RESEARCH	FEDERAL WEBSITE(S) LEADERSHIP LIST SERVE INDIVIDUAL/RESEARCH TEAMS	INTERNET E-MAIL VERBAL CHECKLIST	IDENTIFIED GRANT OPPORTUNITY
Program Consideration	CHECKLIST IDENTIFIED GRANT OPPORTUNITY	~~TRACKING SYSTEM~~ ~~FORM [illegible]~~ RESEARCH/JUDGMENT	DECISION (Y/N) FIT W/MISSION
SUMMARIZING GRANT OPPORTUNITY	DECISION	GRANT SOLICITATION DETAILS TRACKING SYSTEM	TEMPLATE INITIATION
MEETING PREP	TEMPLATE INFO SCHEDULES	TRACKING SYSTEM OUTLOOK LOCATION/V/C/PHONE	MEETING SCHEDULED
GRANT DECISION	MEETING GRANT INFO (INITIAL TEMPLATE) INFO COLLECTIVE INFORMATION	STAFF TEMPLATE TRACKING SYSTEM	*DECISION* COMPLETED/SIGNED TEMPLATE FORM
CONTACTING EXTERNAL PARTNERS (IF APP)	SUMMARY OF GRANT (DELIVERABLES, $, TIME)	OUTLOOK WEBSITE (POSTING) MEETING	*DECISION* PARTNER IS INFORMED PARTNER FEEDBACK LEADERSHIP NOTIFICATION
PREPARE APPLICATION PACKAGE	DECISION TO PROCEED TEMPLATE INFO. SOLICITATION/GRANT APP WORKPLAN TEMPLATE PARTNER FEEDBACK/LETTERS	FEDERAL WEBSITE TRACKING SYSTEM SME'/STAFF Q.A. CHECK	APPLICATION COMPLETED
LEADERSHIP APPROVAL	COMPLETED APPLICATION	PEN/ELECTRONIC ROUTING ~~MEETING SYSTEM~~	SIGNED APPLICATION

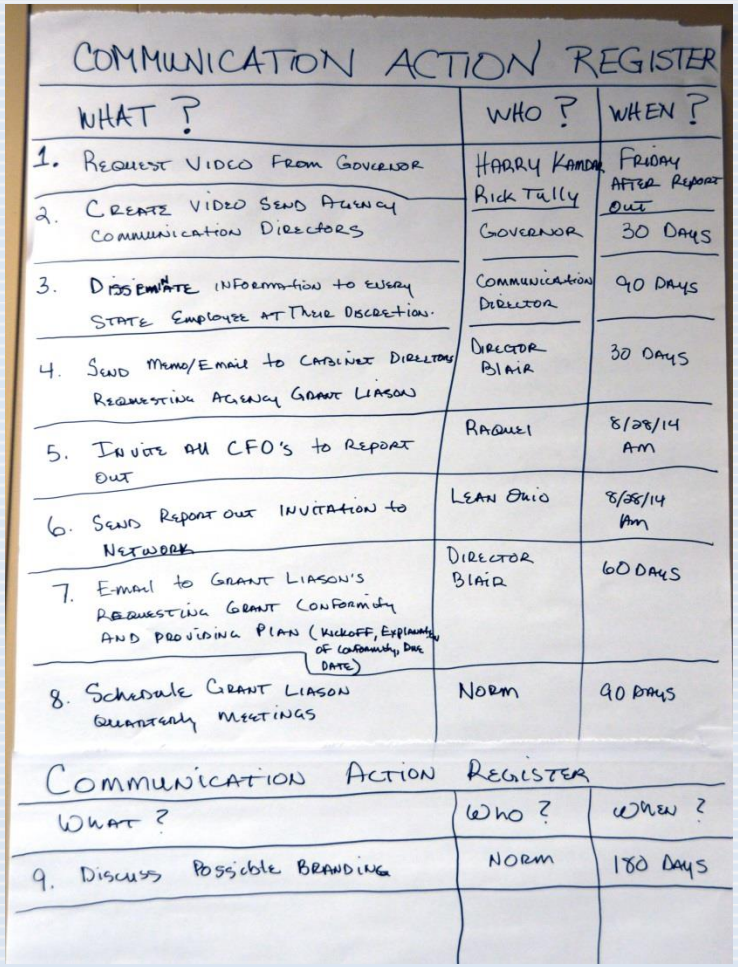
Process	Inputs	Tools	Outputs
SUBMISSION	SIGNED APPLICATION	INTERNET OUTLOOK U.S. MAIL TRACKING TOOL	CONFIRMATION OF RECEIVED APPLICATION
FEDERAL REVIEW	APPLICATION	||FED REVIEW PROCESS|| – OHIO STAFF FEEDBACK IF APP	DECISION N.O.A. / DENIAL
NOTICE OF AWARD DISSEMINATION	DECISION/NOA	OUTLOOK TRACKING SYSTEM WEBSITE PHONE STAFF / LEADERSHIP	COMMUNICATION OF ~~SIGNED~~ NOA SIGNED N.O.A. RETURN TO FEDS
NOA SETUP	N.O.A. BUDGET NEEDS	OBM ~~/FISCAL/P~~ C-B (IF NECESSARY) AGENCY STAFF TRACKING SYSTEM OAKS	FUNDING APPROVED OAKS CODING GRANT IMPLEMENTATION GET TO - F -

Metrics & Data Elements

- Standardizes Metrics & Data Tracking Elements
- Identifies Process Metrics
- Communicates the Need for Outcome Results

Communication Plan

- Outlines Communications Efforts w/ Senior Leadership, etc.
- Inclusive
- Communicate the Value & Importance of Standardizing the Grants Management Process
- Regular Communications



COMMUNICATION ACTION REGISTER

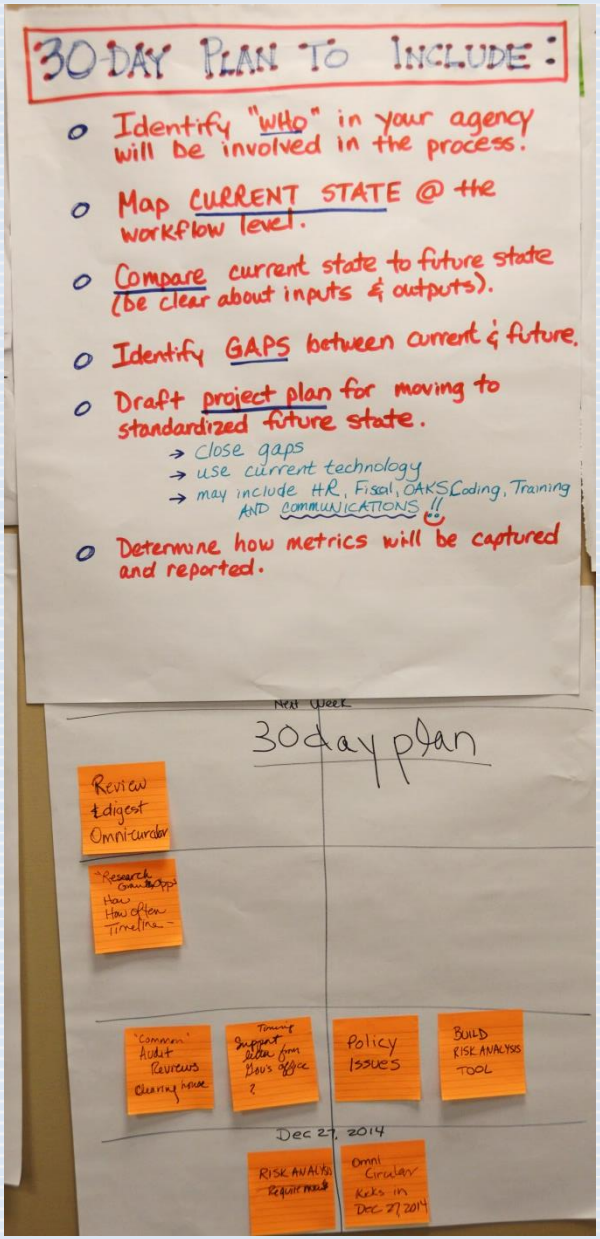
WHAT ?	WHO ?	WHEN ?
1. REQUEST VIDEO FROM GOVERNOR	HARRY KAMDA, RICK TULLY	FRIDAY AFTER REPORT OUT
2. CREATE VIDEO SEND AGENCY COMMUNICATION DIRECTORS	GOVERNOR	30 DAYS
3. DISSEMINATE INFORMATION TO EVERY STATE EMPLOYEE AT THEIR DISCRETION.	COMMUNICATION DIRECTOR	90 DAYS
4. SEND MEMO/EMAIL TO CABINET DIRECTORS REQUESTING AGENCY GRANT LIASON	DIRECTOR BLAIR	30 DAYS
5. INVITE ALL CFO'S TO REPORT OUT	RAQUEL	8/28/14 AM
6. SEND REPORT OUT INVITATION TO NETWORK	LEAN OHIO	8/28/14 AM
7. EMAIL TO GRANT LIASON'S REQUESTING GRANT CONFORMITY AND PROVIDING PLAN (KICKOFF, EXPLANATION OF CONFORMITY, DUE DATE)	DIRECTOR BLAIR	60 DAYS
8. SCHEDULE GRANT LIASON QUARTERLY MEETINGS	NORM	90 DAYS

COMMUNICATION ACTION REGISTER

WHAT ?	WHO ?	WHEN ?
9. DISCUSS POSSIBLE BRANDING	NORM	180 DAYS

What Begins Tuesday? 30-Day Plan

- Identify How Metrics Will Be Captured at Agency
- Detailing the Current State in Visio
- Compare Agency Current State to Standardized Future State
- Develop a Work Plan to Move to the Future State



Special *Thanks* To…

Senior Leadership: Director Moody, Core Team

Sponsor(s): Core Team, Rick Tully, Harry Kamdar

Team Leader(s): Norm Crouch

Facilitators: Patrick Wilson, DPS, Mugsy Reynolds, ODI, Terry Patel, MHAS, Raivo Murnieks, OOD, Casey Cannon, Tax

Thanks to the entire team for their time, contributions and continued support to this Kaizen Event.