

Department of Administrative Services

Employee Development Fund Process

Kaizen Event: January 10-13, 2011
Report Out: January 27, 2011

“Take One, Make One”



Team Members

Diane Luff, Manager

Donna Diggs, EDF Program Assistant

Lena Mullins, EDF Program Assistant

Marla Everhart, FOP Representative, Commerce

Ashley Hughes, DAS, Labor Counsel, Collective Bargaining.

Sonja Hunter, Education

Dominic Marsano, SCOPE Representative, DRC

David Sapper, Job and Family Services

Bob Stinson, SEIU/1199 Representative, Mental Health

Facilitators:

Bill Demidovich, Gloria Calcara, Anita Jennings & Steve Wall

General Overview EDF

- The Employee Development Funds program is designed to provide reimbursement funding for professional development opportunities for state employees.
- Two Components:
 - Exempts: The Exempt Professional Development Program (EPDP).
 - Bargaining Units: Include FOP, SEIU, OSTA, and SCOPE (added in February of 2010).
- Other Facts:
 - Additional diverse program policies and funding limits
 - Disbursement of funds is contingent upon the availability of funds.
 - Increasing volume with no additional staffing or support.
 - Assists in recruitment and retention of state employees.

Event Scope

Scope:

The process begins when an application from a state employee is submitted to EDF and ends when the application is denied or when a reimbursement package is sent to OBM.

Overarching Theme:

The purpose of the event is to improve customer satisfaction and reduce processing time.

Out of Scope

Some areas that will not change as a result of the Kaizen event are the following:

- State statutory and rule items such as time requirements and items required for application including Office of Budget & Management rules and procedures
- Bargaining unit contracts
- No additional money or staff
- No employee loses a job because of Kaizen event, but duties may be modified
- No IT solutions until after process is streamlined

Process Challenges

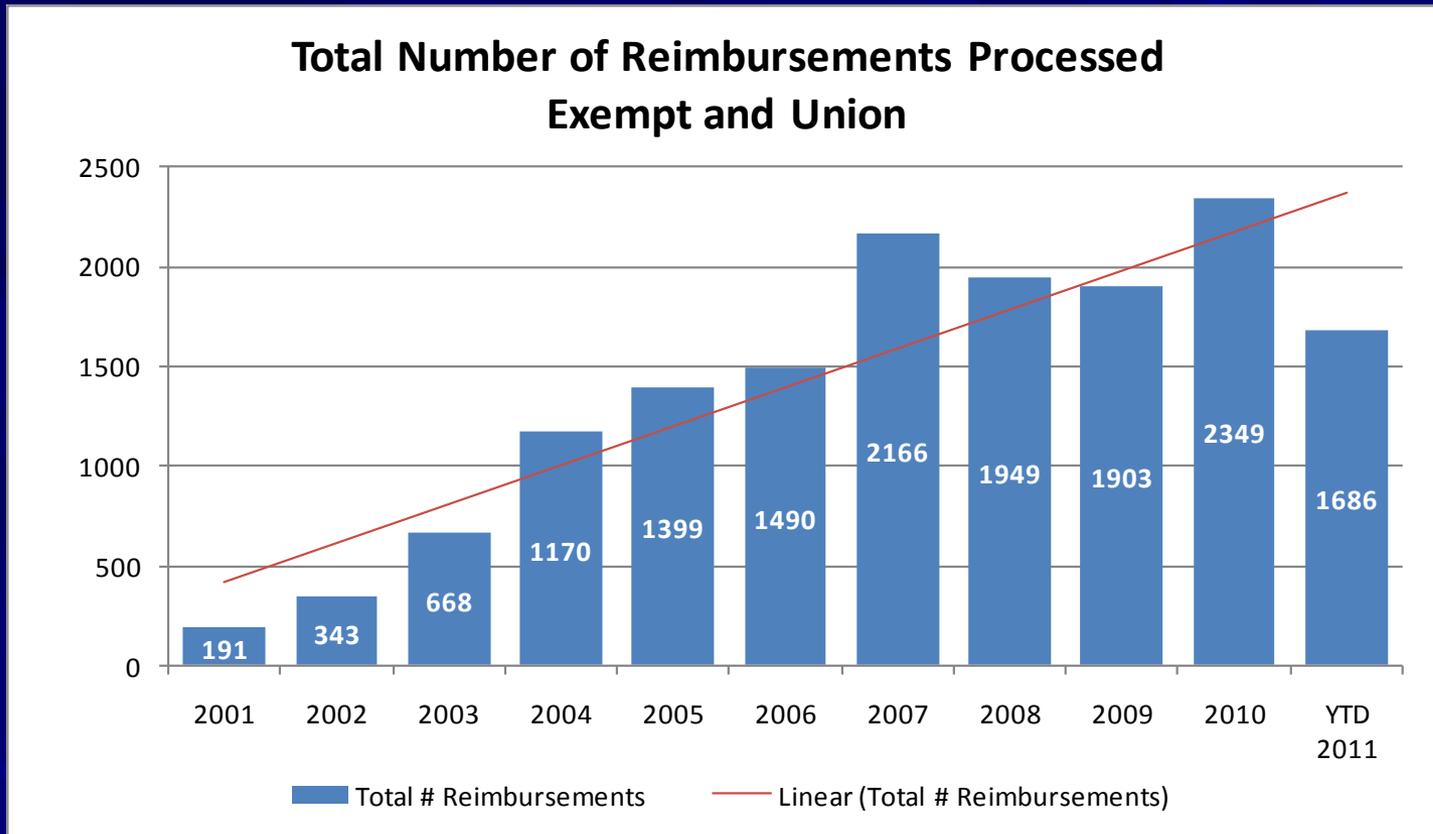
- Five different customer groups each with their own policies, fund limits and expectations
- Increased volume
- New fiscal processes from OBM, OSS, DAS Financial
- Ineffective communication between unit and customers
- Multiple forms
- Customer issues: Incomplete forms, Missed timelines by customers

Goals & Objectives

- ❖ Improve customer satisfaction by at least 50%
- ❖ Decrease lead time from 4 – 6 weeks to 2 weeks (50%)
- ❖ Eliminate Backlog
- ❖ Eliminate Overtime

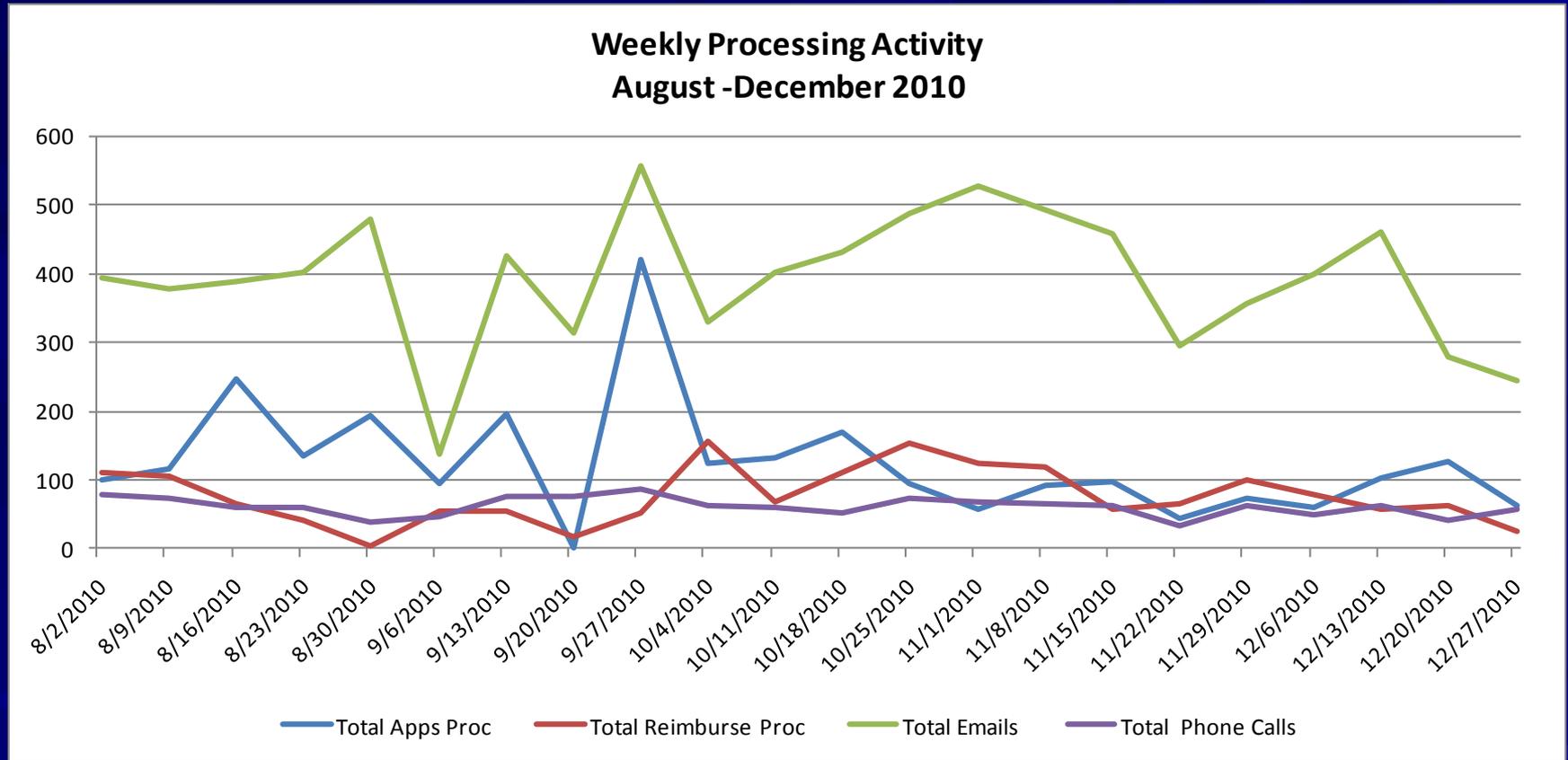
Data Analysis

Historical Program Overview



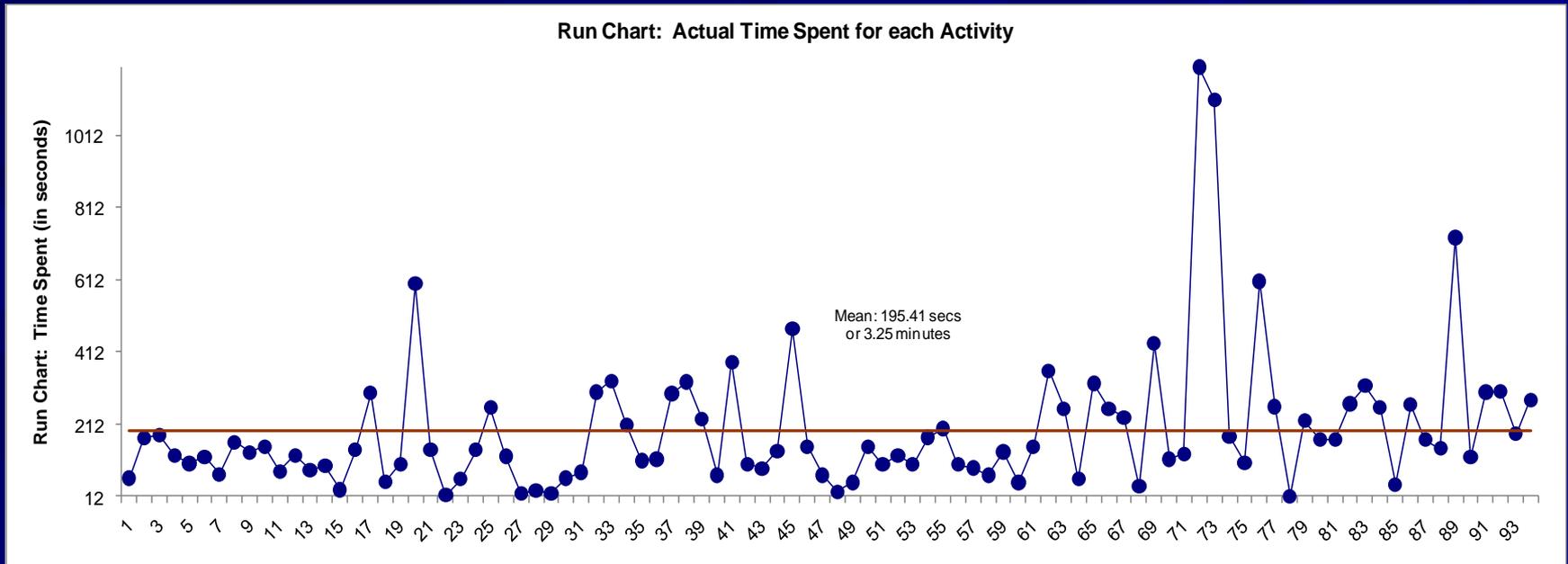
In the 10 year period from FY 2001 to FY 2010, the number of employees participating in the education and training reimbursement programs has grown exponentially, from 191 in 2001 to 2,349 in 2010 – a 1230% increase.

Processing Time



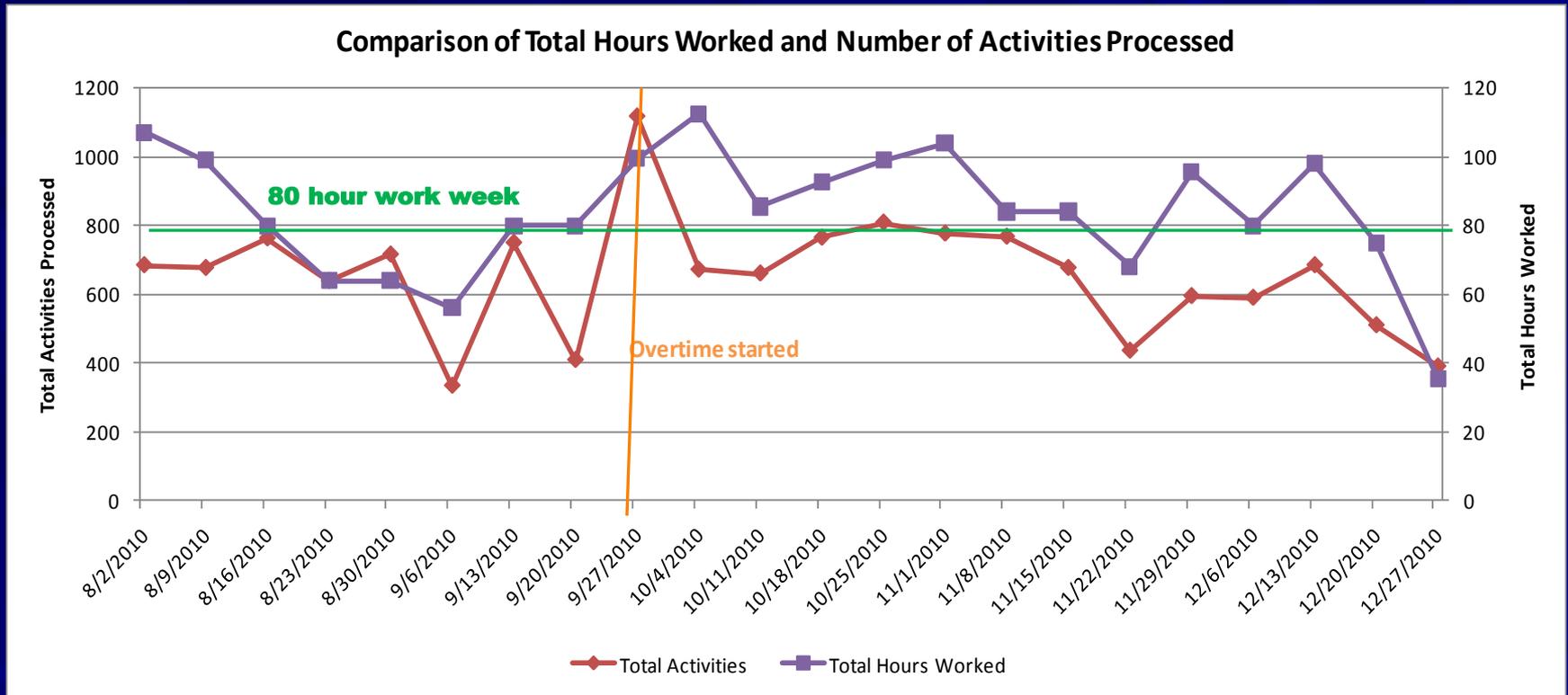
Staff have the most activity during the week responding to e-mails which can include e-mails sent while processing applications. Processing applications is the next most common activity, then reimbursement processing.

Time Study Results



The time study was conducted on 2 separate days with the EDF staff. Time was recorded for each activity that they worked on. The run chart illustrates the time spent on each of the 94 activities observed.

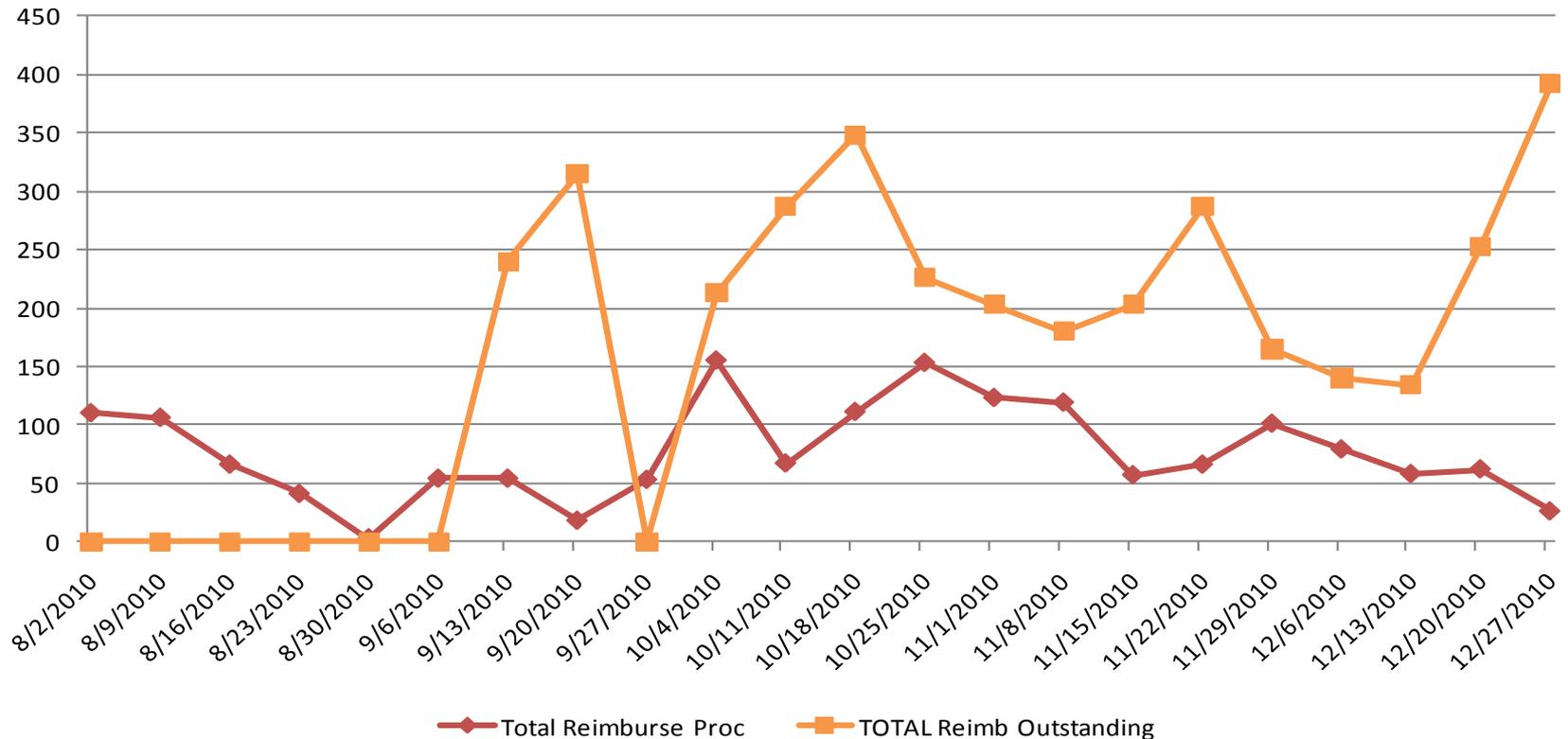
Work Hours



This chart looks at the relationship between the number of activities performed per week and the amount of hours worked per week. Once overtime started, the hours worked and activities processed tracked nicely. In other words, as hours worked increased, total activities increased.

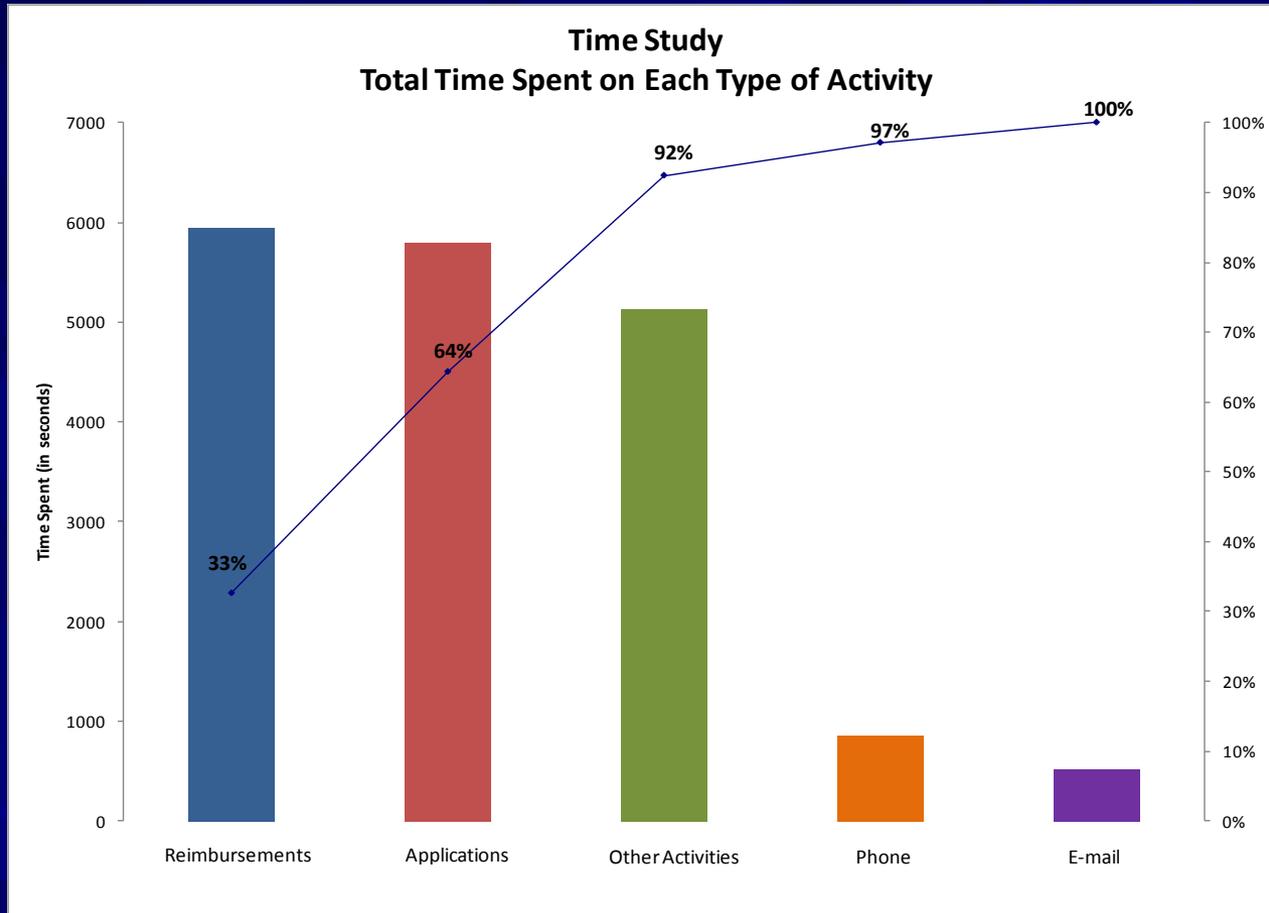
Reimbursement Processing

Comparison of Reimbursements Outstanding vs Processed



The reimbursements processed during the week are only a fraction of the total number of outstanding reimbursements.

Time Spent by Activity



This chart displays the total time spent on each type of activity that was observed during the time study.

Weekly Processing & Pending Assumptions (pre-Kaizen event)

- Application processing is kept up-to-date with no (or minimal) backlog.
- E-mails are processed daily with little or no backlog.
- Reimbursements are processed in batches. On average, there are 233 reimbursements pending at the end of any given week.

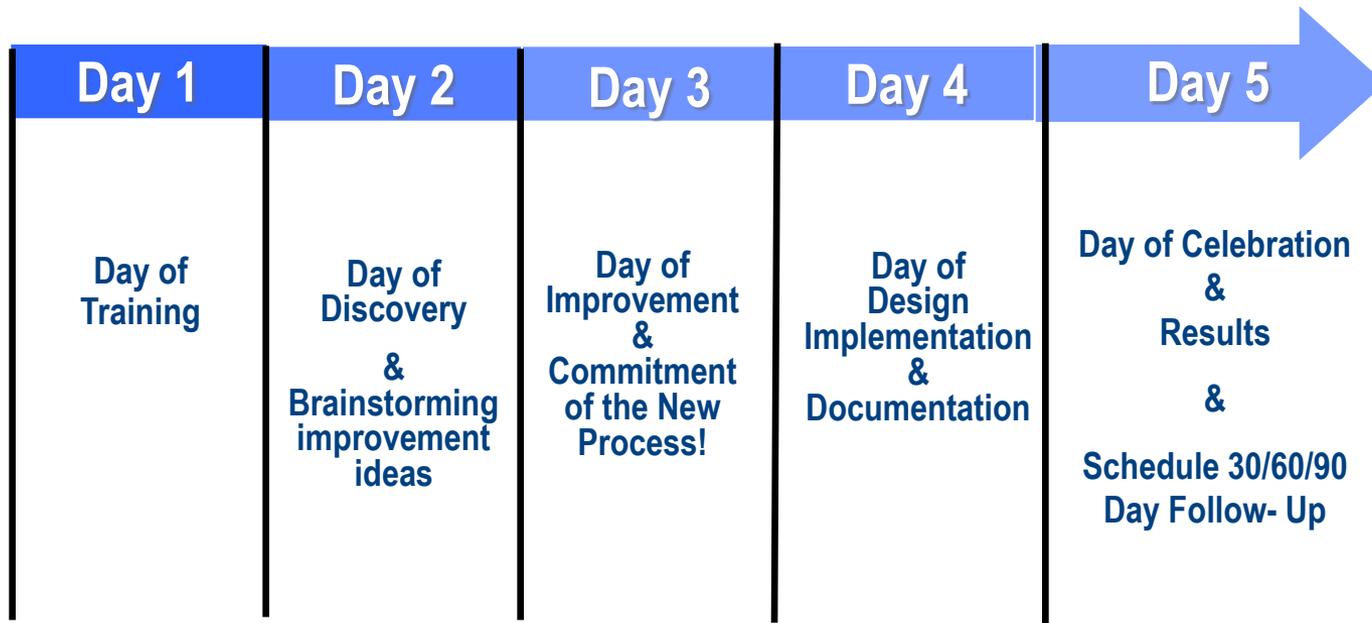
Measures of Success

Measure	Current Level	Target	Gap
Improve customer satisfaction 50%	56%	At least 80%	24%
Decrease lead time from 4 -6 weeks to 2 weeks	4-6 weeks	2 weeks	2+ weeks
Eliminate overtime	14 hours	0 hours	14 hours
Eliminate backlog	270 Reimbursements Cases = 6 Weeks	Operate with no cases older than 24-48 hours	5 1/2 Weeks

Our Approach to the Week

Kaizen Breakthrough Experience

Team-based energy and creativity drives immediate process improvement



*At the end of the week, each Kaizen team
has achieved dramatic operational improvements*

Key Principles

- Clear objectives
- Team process
- 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)



Existing Process for Applications & Reimbursements



	OLD
Cycle time	A 19-32 min
	R 39-51 min
Lead time	A 1-2 days
	R 23-24 days
Tasks	40
Hand-offs	14
Decisions	10

Opportunities for Improvement

Brainstorming Ideas

EDF Go paperless
One form
Step up e-mail auto reply for receipt of materials
Make e-mail submission available to BU
Create an application checklist (job aid)
Give examples of what shows proof of course cost
Simplify app-only things necessary to pre-approve
Require direct deposit
Online submission w/auto kick-back if missing field ??
E-mail notification when packet sent to OBM
Establish annual review team to meet to talk about issues (made up of union, exempt, EDF, OBM/OSS)
Reps/advocates (HR) in each agency re: policy changes, marketing, etc.
Eliminate signature by mgr on BUs forms
Re-establish the EDF advisory board
Ad hoc advisory board
Labor Mgmt meetings with all unions

Include national board certification (funding for)
Move checklist to beginning of process
Bullet point instructions (checklist simplified)
With Pam's help, revisit how it has helped
Set aside errors so flow isn't broken
Lena & Donna pick 2 or 3 human errors that are made and coach and support each other
Invite Gloria back every 6 months to do the numbers. She could teach staff to run the numbers
Electronic contact with employees
Develop template responses for most common errors
Staff keep log of problem patterns and evaluate at the end of week
Send evals to employees once packet sent to OSS
Communicate to employees in the beginning how process will go (timeframe)

**65 TOTAL IDEAS FROM
BRAINSTORMING !!!!!**

Impact/Difficulty Matrix

Impact

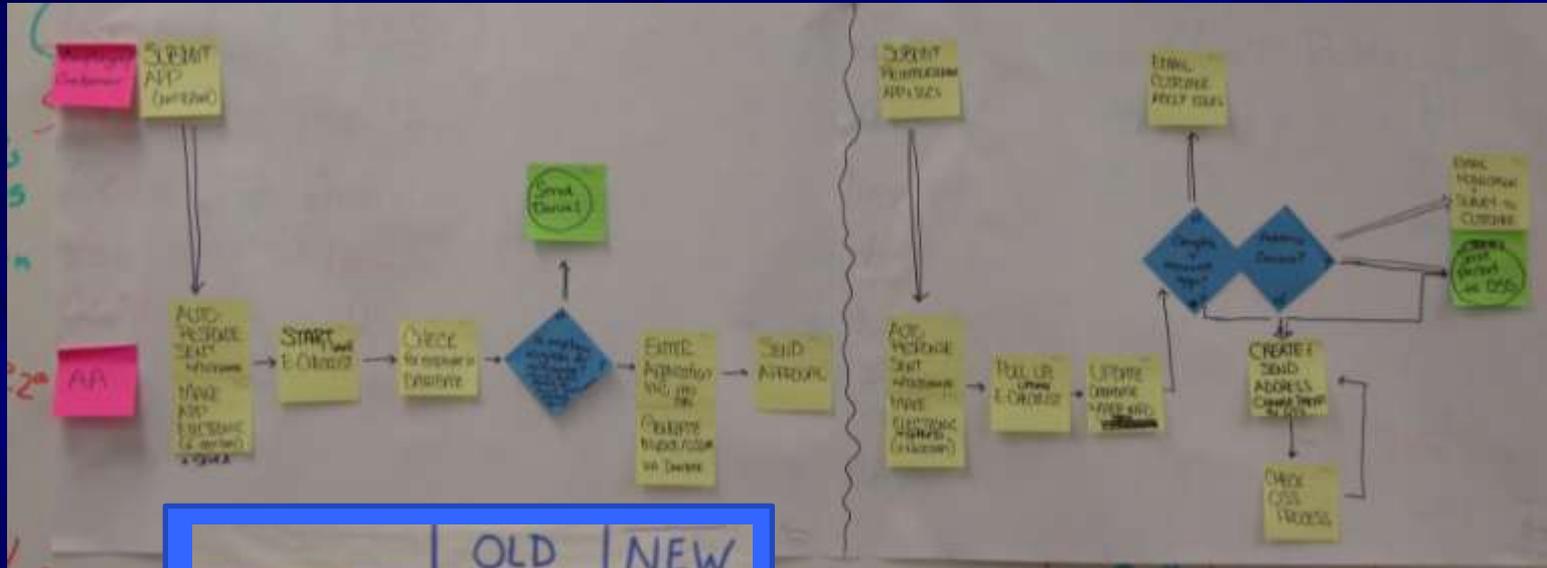


Difficulty

Common Themes

- One application
- No batching
- Electronic submission & auto-reply
- Going paperless
- One database

New Design



	OLD	NEW
Cycle time	A 19-32 min	A 10-15 min
	R 39-51 min	R 15-30 min
Lead time	A 1-2 days	A 1/2-1 day
	R 22-24 days	R 2-5 days
Tasks	40	17
Hand-offs	14	7
Decisions	10	3

Major Process Improvements

- Take one, Make one
- No batching
- Single application form
- Paperless processing
- Standardized naming convention
- No backlog
- No overtime

Kaizen Results

Measure	Current Level	Target	Gap	Projected Results
Customer Satisfaction	56%	At least 80%	24%	At Least 80%
Lead Time: Decrease from 4 -6 weeks to 2 weeks (50%) A=Applications R=Reimbursements Days =Business Days	A= 1-2 Days + R= 23-24 Days Total = 24-26	50%	A=1 Day R = 12 Days	A=1/2 -1 Day + R = 2-3 Days Total 2.5- 4
Backlog	270 cases on 1-10-11	Cases no older than 24-48 hours	Cases - weeks old	Processed within 24-48 hours
Overtime	14 hours	0 hours	14 hours	0
Tasks (Steps)	40	50%	20	17 or 58%
Handoffs	14	50%	7	7 or 50%
Decisions	10	50%	5	3 or 70%

Implementation

Action Registers

Action Register: POLICY

What	When	Who
Review for Duplication and Errors	<i>1/13/11</i>	FOP: Marla OEA/SCOPE: Dominic SEIU: Bob EPDP: EDF staff
Create First Drafts	1/20/11	Diane
Review First Drafts DAS Legal OCB FOP OEA/SCOPE SEIU/1199 EPDP	<i>????</i>	<i>????</i>
Approve Final Policies	<i>????</i>	<i>????</i>

Action Registers

Action Register: PAPERLESS

What	When	Who
Discuss e-implementation principles with implementation at APC	2-9-11 (for MH)	Bob for 1199 Ashley for mgt
Post new form online with "Submit" button	1/14/11	Diane
Identify e-mail by Subject line Type Union status	???	IT
Set up auto reply message & confirm no infinite loops (e-mail/template vs macro)	1/13/11	Anyone who knows how
Set up shared folders with "save as" policy	1/13/11	Diane, Donna, Lena, Pam
Post on internet pages	1/14/11	Agency HR/IT departments
Order Adobe Professional for AAs	ASAP	Diane with purchase approval

Action Registers

Action Register-CLEAN SHEET REDESIGN

What	When	Who
Set up auto-response for e-mails	1/14/11 or next week	EDF e-mail administrator
Make electronic (use scanner, shared folders, standard naming convention for folders)	Week of 1/21/11	Lena & Donna
Create e-checklist	1/14/11 or next week	EDF staff
Columns added to database (Invoice#, checklist of things employee provided)	2/14/11 or sooner	IT or whoever owns the database
Create template for common responses for approvals/denials (pre-approval and reimbursement)	1/14/11 or next week	EDF staff
Create/tweak customer service evaluation	2/14/11 or sooner	EDF staff and Lisa Springer

Action Registers

Action register: APPLICATION FORM AND CHECKLIST

What	When	Who
Pre-approval Letter		
1a Review for content relevant to new process	1/14/11	Donna & Susan
1b Redesign with more white space and for readability. Highlight "Reimbursement Documents Needed" <u>Seminar</u> <u>Tuition</u> Proof of Pymt Invoice showing Proof of attend charges, etc Flier or description	1/18/11	Donna & Susan
Application		
2a Clarify w/ Bob Stinson (and others) "tech fee" & "other assistance" questions	1/18/11	Susan/Trace Hull
2b Merge draft of B/U forms with exempt for to make it 1 form	1/18/11	Susan/Trace Hull
2C Design 1 form (Decide which program (eg WORD) is best for this form)	1/18/11	Susan/Trace Hull
2D If FOP box is checked, is there a way to make course relatedness and mgmt signature fields writeable? If FOP box is not checked, other B/Us & exempt won't be able to write in for them. Consider some technology for different fields needed in Tuition vs Seminar requests. Exempt may also need certain fields writeable.	1/18/11	Susan with input from Donna & Lena
2e Link approval letter so that when application is received, the letter is automatically sent (as currently happens w/ exempt application)	1/21/11	Susan

Action Registers

(continued)

Action register: APPLICATION FORM AND CHECKLIST

What	When	Who
Website		
3a Ensure updates to tuition/workshop reimbursement section of DAS website is complete	????	Susan
Database/Checklist		
4a Determine if process requires a checklist (probably not) since the database serves the purpose of a checklist	1/31/11	Donna & Lena with support from Shawn Shellstead
4b If checklist is not needed, determine what fields need to be added to the database (if any)	1/31/11	Donna & Lena with support from Shawn Shellstead
4c If new fields need to be added, work with Shawn Shellstead or designee to modify ACCESS database	1/31/11	Donna & Lena with support from Shawn Shellstead

Communication Plan

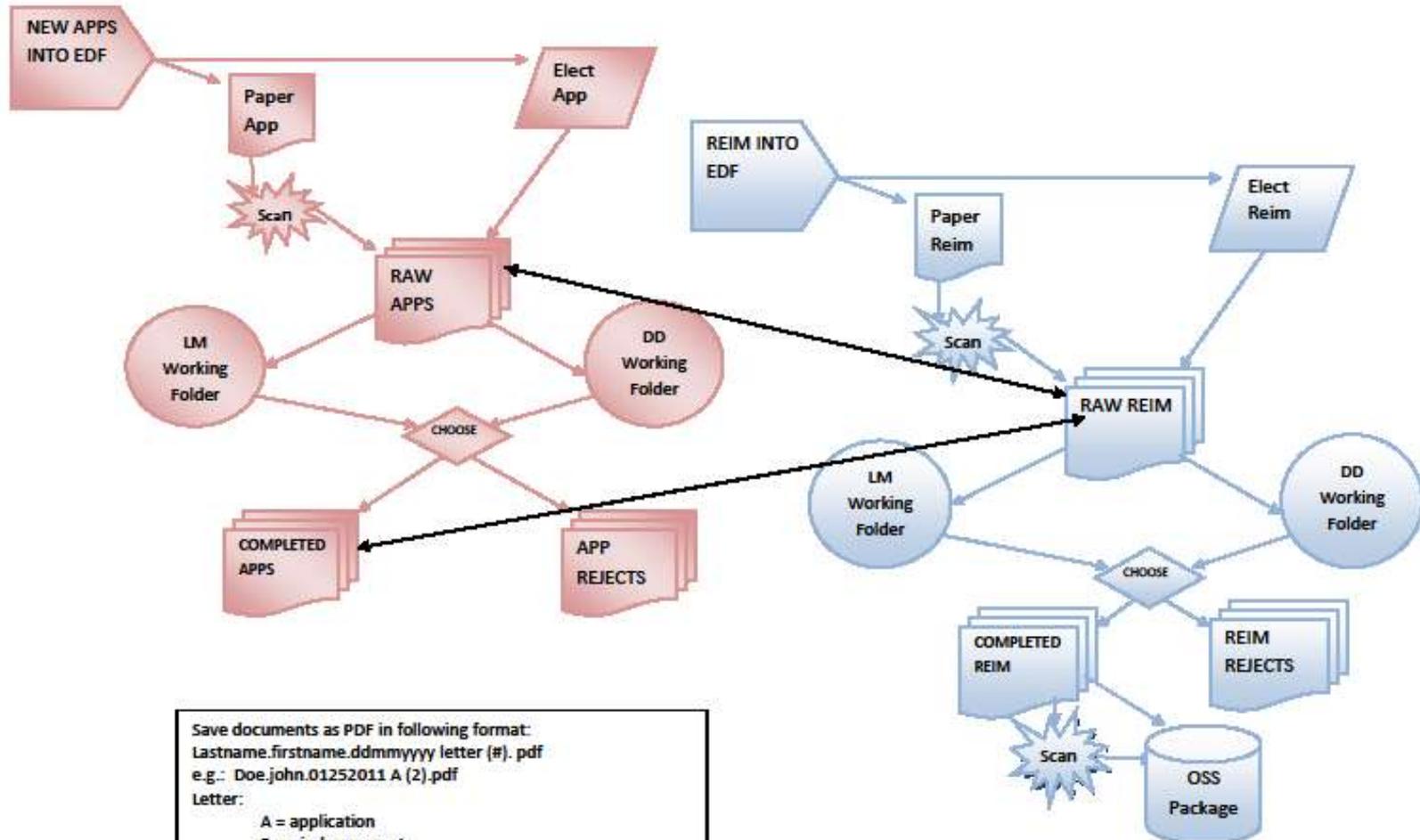
- Update website
 - Provide clear information on how to complete the forms and what is required for reimbursement documentation
 - ENCOURAGE ELECTRONIC SUBMISSION
 - Open up communications with:
 - HR
 - Agency newsletters
 - Union
- Labor Management Meetings
 - Meet individually with each union
 - Clarify issues and information
- Contacts
 - Agency
 - HR
 - Training officers
 - Union reps
- Invite respective agencies to the Report Out
- E-mail notifications to customers
 - Application received
 - Application pre-approved
 - Reimbursement documents received
 - Packet sent to OSS/OBM for approval
- Internal Communications
 - Communications Plan approval – Lisa, Deputy Director, Director
 - Meet with unions & Legal re: new language
 - Database fixes: IT
 - Language written on forms: Communications

What Changes Tuesday

- Internal meeting
- No printing apps - establish e-files
- No batching (Take one, make one)
- Scanning all hard copies
- Bring together Action Items/Sequencing
- Backlog plan
- Apps: Reimb are 1st priority
- All e-mail responses (no phone calls)

NEW PROCESS FLOW

G:\Training\EmployeeDevFunds\A-R



Save documents as PDF in following format:
 Lastname.firstname.ddmmYYYY letter (#). pdf
 e.g.: Doe.john.01252011 A (2).pdf
 Letter:
 A = application
 R= reimbursement
 S= Shared Services
 (#) = number of apps or reimbursement submitted on that date.

The Latest from “WEDF” Radio

- Paperless
- Backlog update
- Overtime
- Statistics
- Application form
- Job aid

4 FORMS

TO

1

- Exempt
 1199 OSTA
 OEA FOP

Submit by Email

APPLICATION FOR TUITION/EVENT REIMBURSEMENT

Email: EPDP@das.state.oh.us / Fax: 614.728.3710

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat.

Please Note: Your application will not be processed unless all information is completed.

APPLICANT INFORMATION

Last Name	First Name	Date	
Agency		Work Phone	
Classification and Work Title		Employee ID	
Home Address	City	State	ZIP
Alternate Phone		Work Email	

Check one:

COLLEGE/SCHOOL INFORMATION

College/School Name
Degree Type <input type="checkbox"/> Associate <input type="checkbox"/> Bachelor <input type="checkbox"/> Graduate <input type="checkbox"/> Doctoral <input type="checkbox"/> Continuing Ed.

COURSE INFORMATION Note: If the course(s) is not job related, you may still be eligible for reimbursement if your degree is related.

Course No.	Course Name	Book Costs	Course Type	Start Date	End Date	Credit Hours	Cost/Credit Hour	Lab Fees	Course Total

*FOP Only

How is the course(s) related to your job, or to other positions in the bargaining unit?

--

Technology Fee (if applicable)

Other Assistance Rec'd

TOTAL AMOUNT REQUESTED

EVENT INFORMATION

Client Provider	Type of Event		
Event Title	Event Start Date	Event End Date	
Event City	Event State		

* FOP Unit 2 Only: If the event (seminar, workshop, or conference is NOT job-related, it must be approved by management to receive reimbursement

Event Cost

Other Assistance Rec'd

Management Signature: _____ TOTAL AMOUNT REQUESTED

In order to receive reimbursement, the following information must be attached to an email or received electronically:

For Seminars: Proof of Payment
 Proof of Attendance/Certificate
 Flyer or Description of Seminar

For Tuition: Proof of Payment/Book Receipt
 Invoice Showing Charges
 Final Grade

The application form, receipts, and any other necessary attachments are to be sent to:

Office of Learning and Professional Development Staff

Email: EPDP@das.state.oh.us
 Fax: 614.238.3710
 Voice: 614.728.3127 or 614.752.2451

4200 Surface Road Columbus, OH 43228-1395

Draft

Personal Lessons Learned

- Lena & Donna ROCK!!!
- Significant improvement is really possible
- Amazing collaboration
- Tight, intense process
- You really can break things for the better
- EDF staff can see the light at the end of the tunnel
- Change is possible
- The only expense was “time”- no consultant fees
- This is just a little example of the changes that can be made in other agencies
- Achieved clarity in the difference between EDF and agency reimbursement funds
- The Governor will be proud!!!

Tell your story . . . What the Kaizen Event was like...

Sonja Hunter

David Sapper

Diane Luff

Thank You!

**What Questions/Comments
do you have?**