



Kaizen Event Report Out  
DAS Equal Opportunity Division  
February 4-8, 2013

# MBE CERTIFICATION PROGRAM

# “MBEasy”



# TEAM MEMBERS

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- Michael Davis, MBAC
- Gayle Blankenship, DAS/GSD
- Marlene Chukes, DSA
- Jackie Gonzalez, DSA
- David Zak, DSA
- Charolette Harris, MBAC
- Jennifer Averil Frost, MBAC
- RoShawn Winburn, MBAC
- Felicia Sherman, Aging
- Casey Cannon, Taxation
- Rand Howard, DAS
- Orvell Johns, DAS/CSA
- Richard Scott, DAS/EOD
- Todd McGonigle, DAS/EOD
- David Payne, DAS
- Jay Easterling, JFS
- David Wood, MBAC
- Paul Holliman, DAS/EOD
- Joseph Brooks, DSA
- Theo Efobi, MBAC
- Stacy Cornett, DAS/EOD
- Michael Bridges, Customer

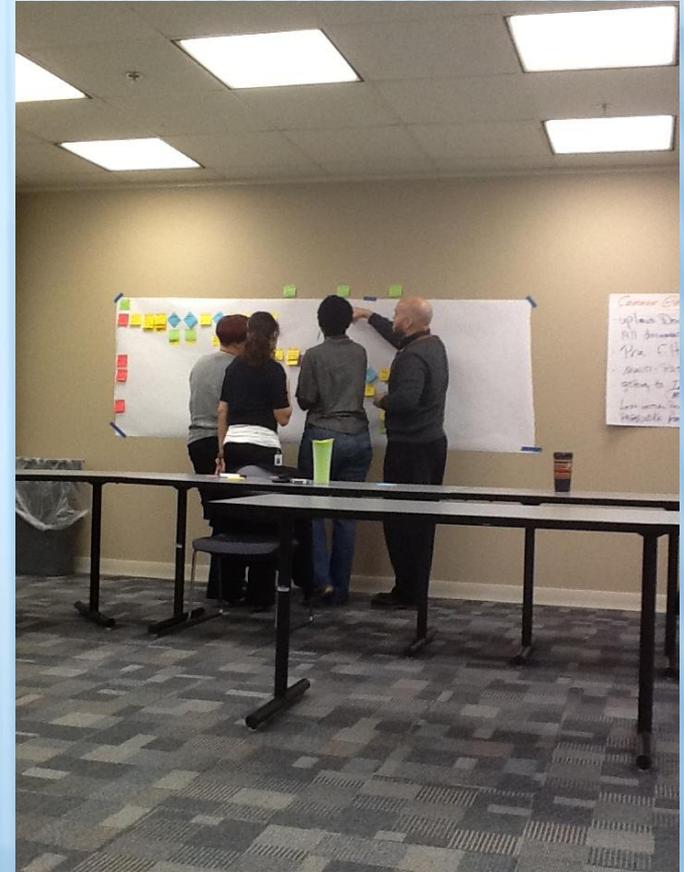
# STAKEHOLDERS

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- Minority-owned businesses
- State agencies
- The Administration and State Legislature
- Taxpayers
- Local governments and private companies that operate their own MBE programs

# BACKGROUND

- By increasing opportunities for MBEs to do business with the State, the MBE Certification Program has the objective of facilitating economic growth and development within the minority business community.



# SCOPE OF EVENT

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- The First Step in the Process-  
Research Certification Application Process
- The Last Step in the Process-  
Customer Receives Certification Decision

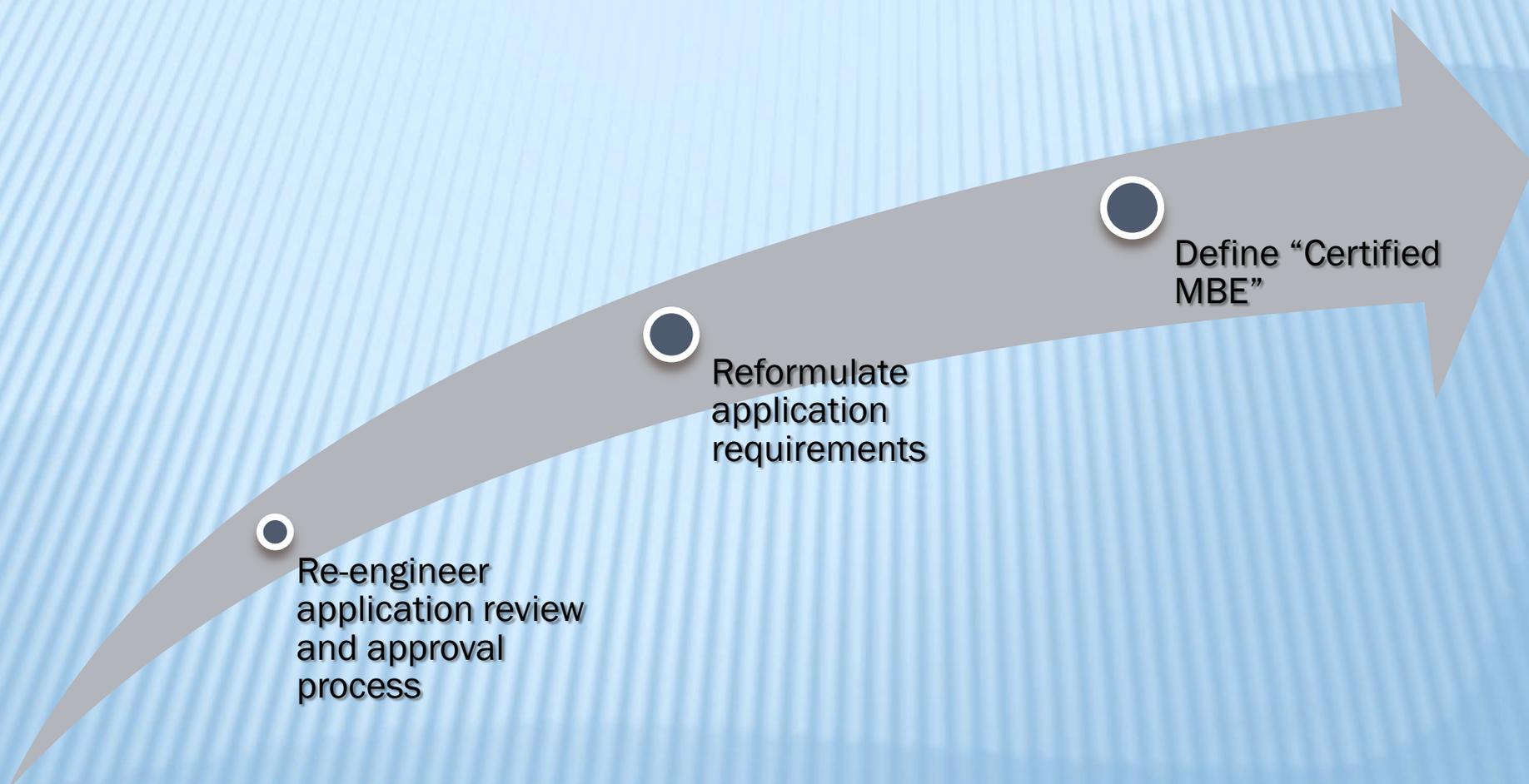
# OUT OF SCOPE

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- 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

# PROJECT GOALS

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Re-engineer  
application review  
and approval  
process

Reformulate  
application  
requirements

Define “Certified  
MBE”

# DAVID PAYNE

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# KAIZEN DEFINED

- Customer Focused
- Work level team
- One week
- Quick and Simple, action first
- Necessary resources available right away
- Immediate results, new process functioning by end of next week



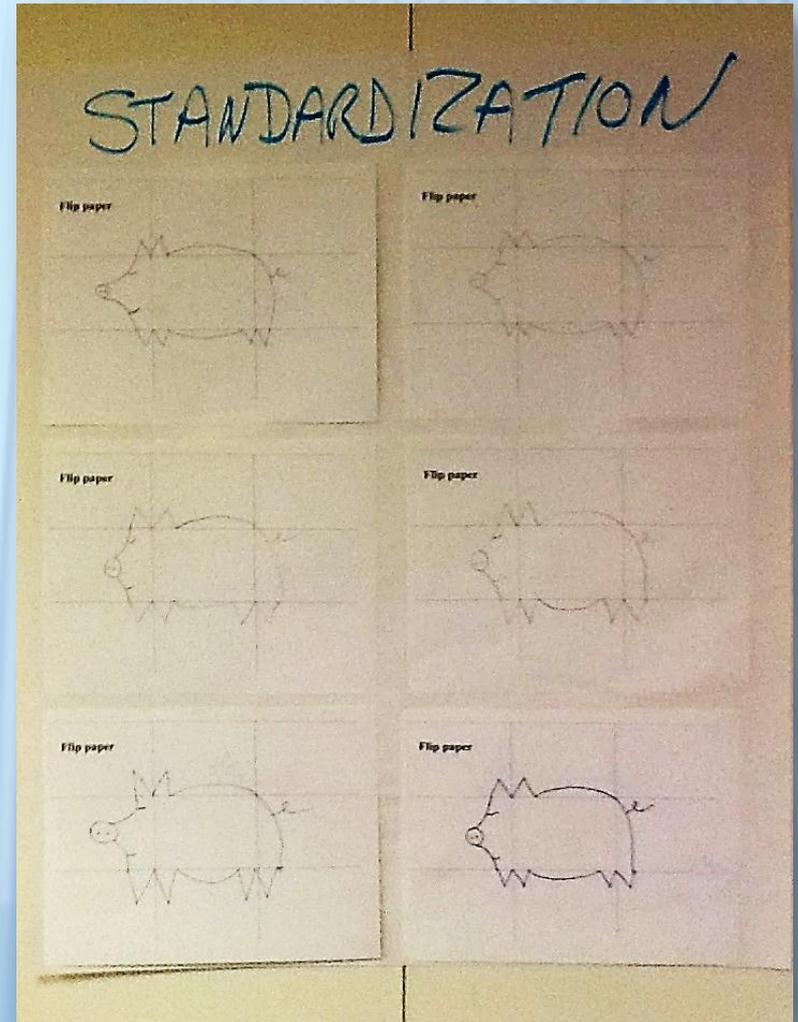
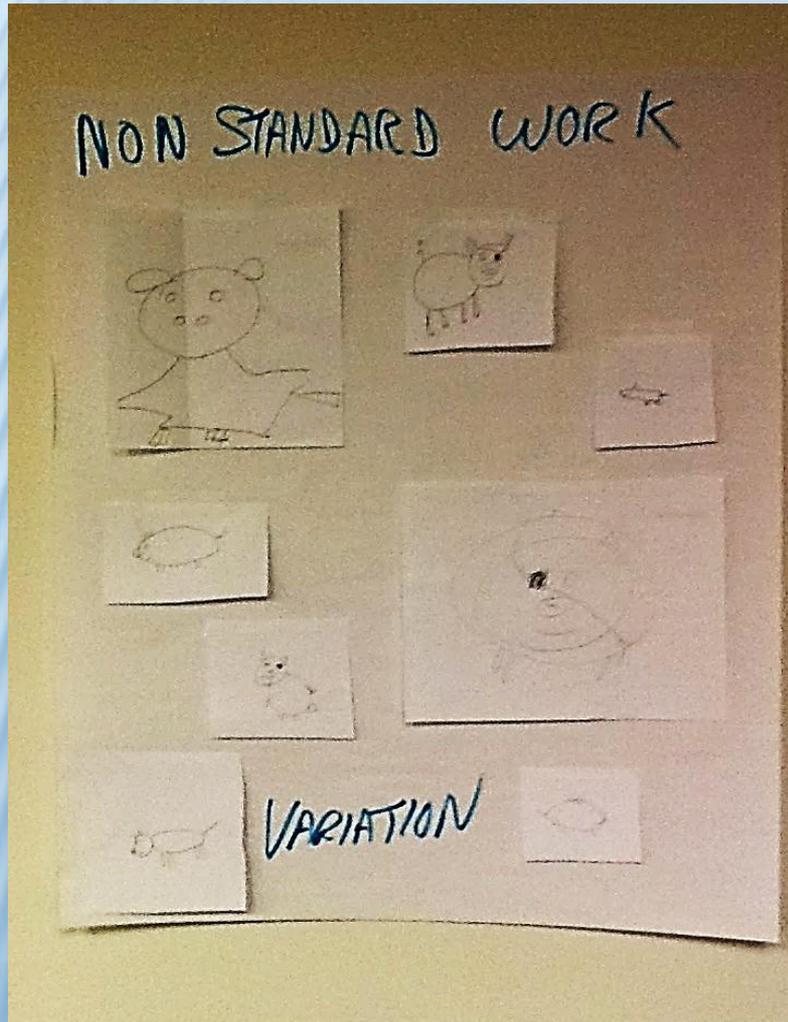
# THE KAIZEN APPROACH

Team-based energy and creativity drives immediate process improvement

DAY 1	DAY 2	DAY 3	DAY 4	DAY 5
<b>Day of Learning and Level Setting:</b>	<b>Day of Discovery:</b>	<b>Day of Improvement:</b>	<b>Day of Design:</b>	<b>Day of Fine Tuning &amp; Communication:</b>
Getting everyone of the same page	Making the invisible visible	Creating the new process	Implementation & action planning	Celebration & sharing results

At the end of the week, each Kaizen team has designed dramatic operational improvements and plans for 30-60-90 day follow ups

# STANDARDIZATION



# RICHARD SCOTT

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# BASELINE DATA

Number of Customers

- 1500+

Number of incoming apps

- ~1000 per year

Number of completed apps

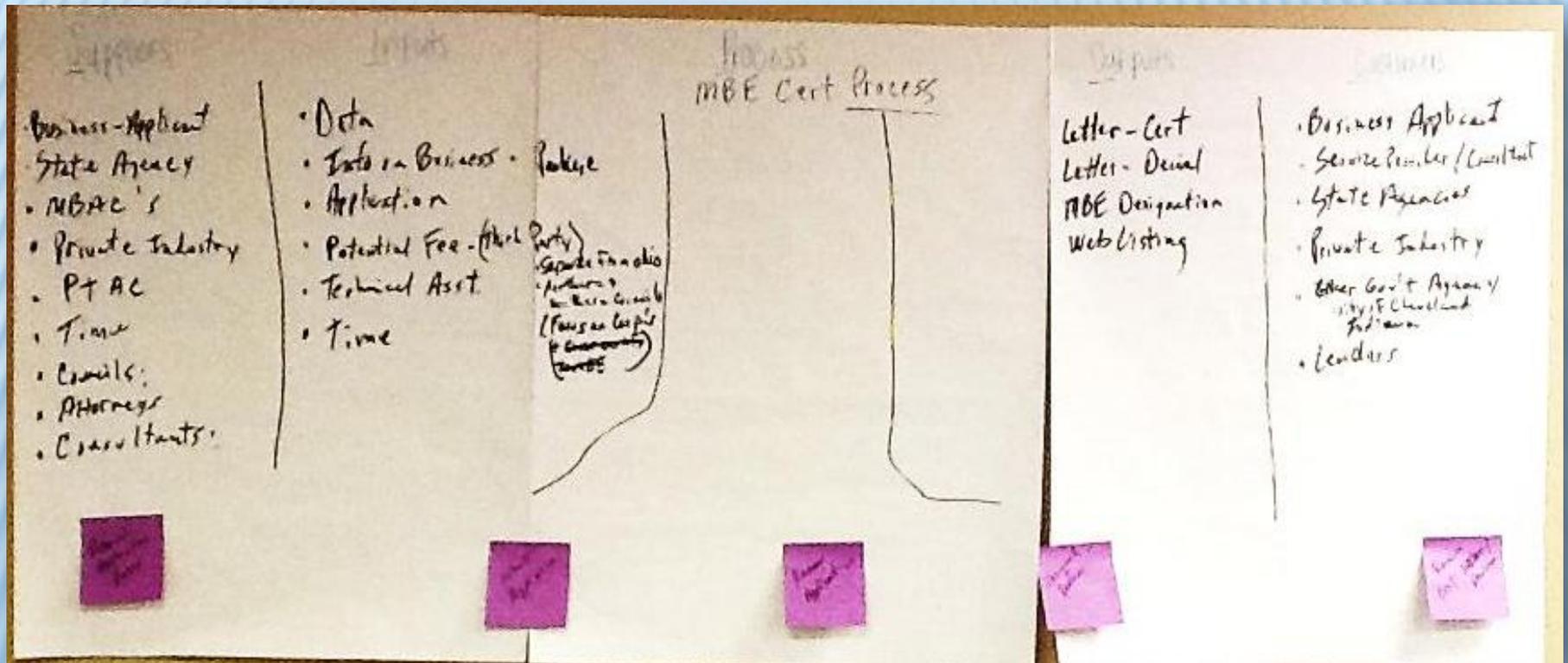
- Less than 1000 per year

Number of apps in backlog

- ~150 at any given time

9% of certified MBE businesses do business with the State

# HIGH LEVEL PROCESS - SIPOC



# TODD MCGONIGLE

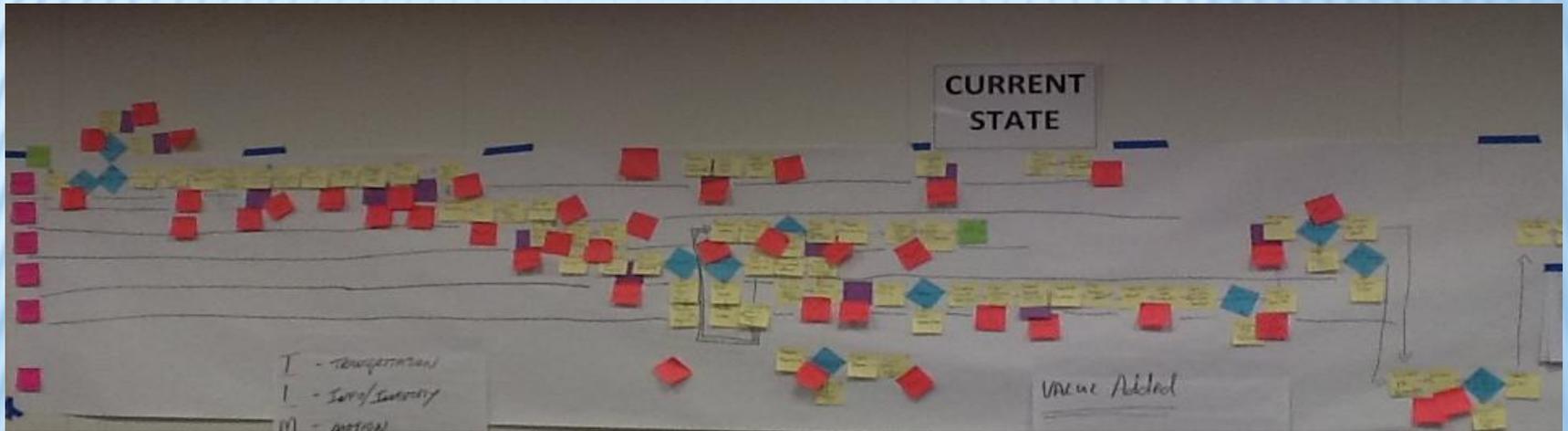
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# CURRENT STATE PROCESS MAP

- Too many steps
- Too many loopbacks
- Too many delays
- Too many decisions
- Too much TIM WOOD



# CURRENT STATE MAP



# GAYLE BLANKENSHIP

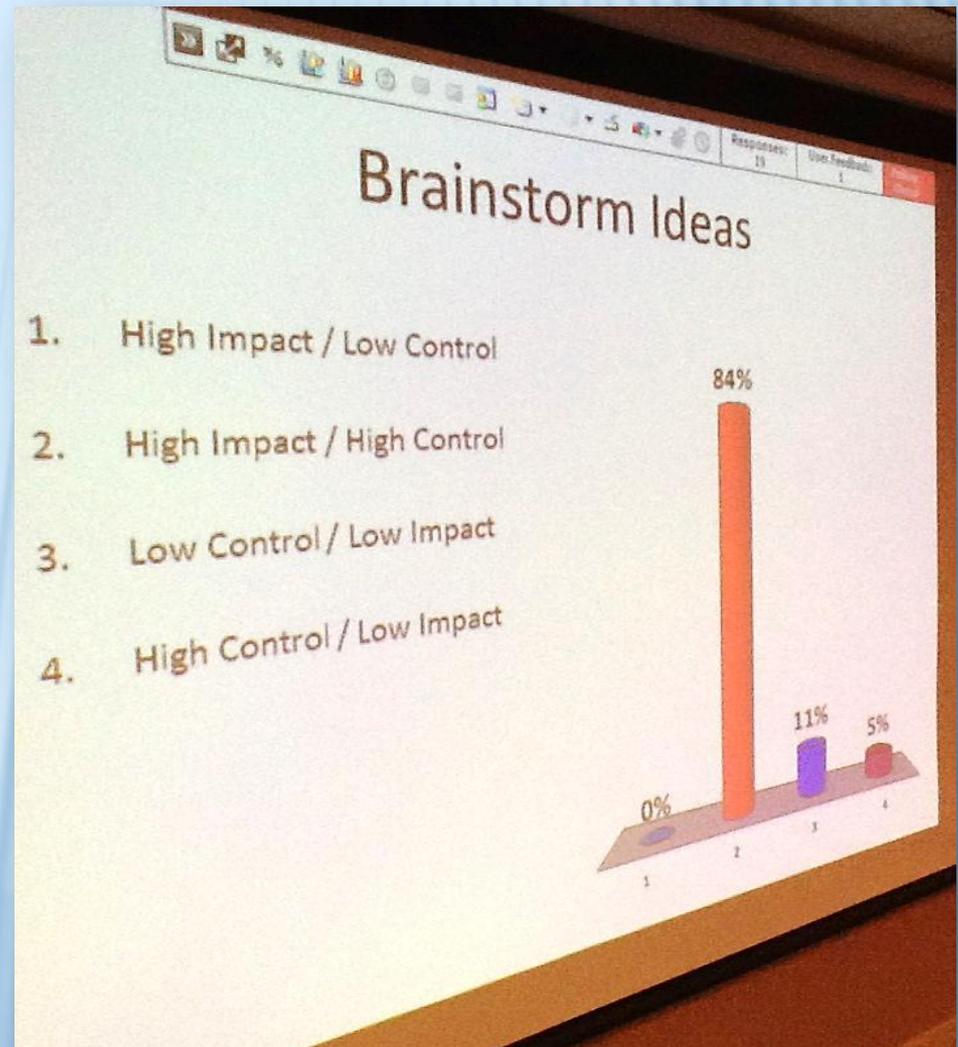
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# TEAM BRAINSTORMING



# TEAM BRAINSTORMING

- Over 100 ideas
- Prioritized
  - Impact vs. Control



# ROSHAWN WINBURN

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# CLEAN SHEET REDESIGN

- **Common Ground**
  - Upload documents
  - Pre-filter
  - Multi-path
- **Unique to Keep**
  - Track timeframe
  - Bi-weekly work apps
  - On-site visits



# CHAROLETTE HARRIS

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# SCORECARD

Measure	Current Level	NEW	Change
Process Steps	84	27	68%
Decision Points	12	5	58%
Delay Points	13	4	69%
Process Lead Time	14 - 38 days	10 - 20 days	29 - 47%

# STACY CORNETT

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# COST SAVINGS/COSTS DEFERRED

STATE Directed Costs	STATE Hours Deferred
Deputy Director EEO Coordinator \$ 156,592.00 *	30% → 4,991 Hours Saved
PM	Deputy Director EEO Coordinator 5%
Specialist	PM 25%
Comp officer	Specialist 80%
Comp officer	Comp officer 20%
Comp officer	Comp officer 20%
Comp officer	Comp officer 20%
Admin Asst.	Comp office 20%
	Admin Asst. 45%

\* Operating Cost

## CUSTOMER Costs

printing costs saved  
 mailing costs  
 Phone  
 time spent

Mental Health ☺

# MORE RESULTS

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- Improved service
- More accountability
- Improved application process
- Faster processing
- Better use of technology
- Better utilization of staff
- Standardization of forms
- Uniform process

# AVERI FROST

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# IMPROVEMENT SUMMARY

## Current Key Issues

Significantly reduced time for MBE certification

Improved internal and external communication

Creation of Minority Owned Business (MOB) Certification

## How We Improved

Streamlined Process

Eliminated Multiple Reviews, Standardized Forms/Checklists, Creation of Super Site, and One-Stop Shop

Created Customer Feedback Track

# MARLENE CHUKES AND JACKIE GONZALEZ

# IMPLEMENTATION PLAN

- Supersite
- Tutorials
- Checklist
- Forms
- YouTube
- Survey



# ACTION REGISTERS

MOB Certification  
Minority-Owned Bus.

Task: develop an action register

Who	What	When
MOB + RS ✓	develop survey <sup>Survey MBAC Act</sup>	<del>MOB (+ Richard)</del> Feb. 21
Richard Scott	Send out cert MBAC	(week) Feb. 28
Marlene Chukos (PSA - Plan B)	collect + analyze data	March 8 30 day
MBAC	Send out time MBACs	(week) Feb. 28
Min Finance	"	"

Recruitment (in general)

WHO	WHAT	WHEN
. Wood	Det.	Feb. 22
D. Johns	wkg group	
D. Zak	+ invite	
J. Brooks		
T. Efoti		Feb. 22 - Mar. 8 (-3)
J. Easterling	Meeting	
M. Chukos	dev plan	
J. Gonzalez		Mar. 8
PATRICE D	Plan/Doc	

# ACTION REGISTERS

Action WHAT	Register When	Who
4 Doc List IT Change Order	Wed 2/13 Mon 2/18	Todd M. Todd M.

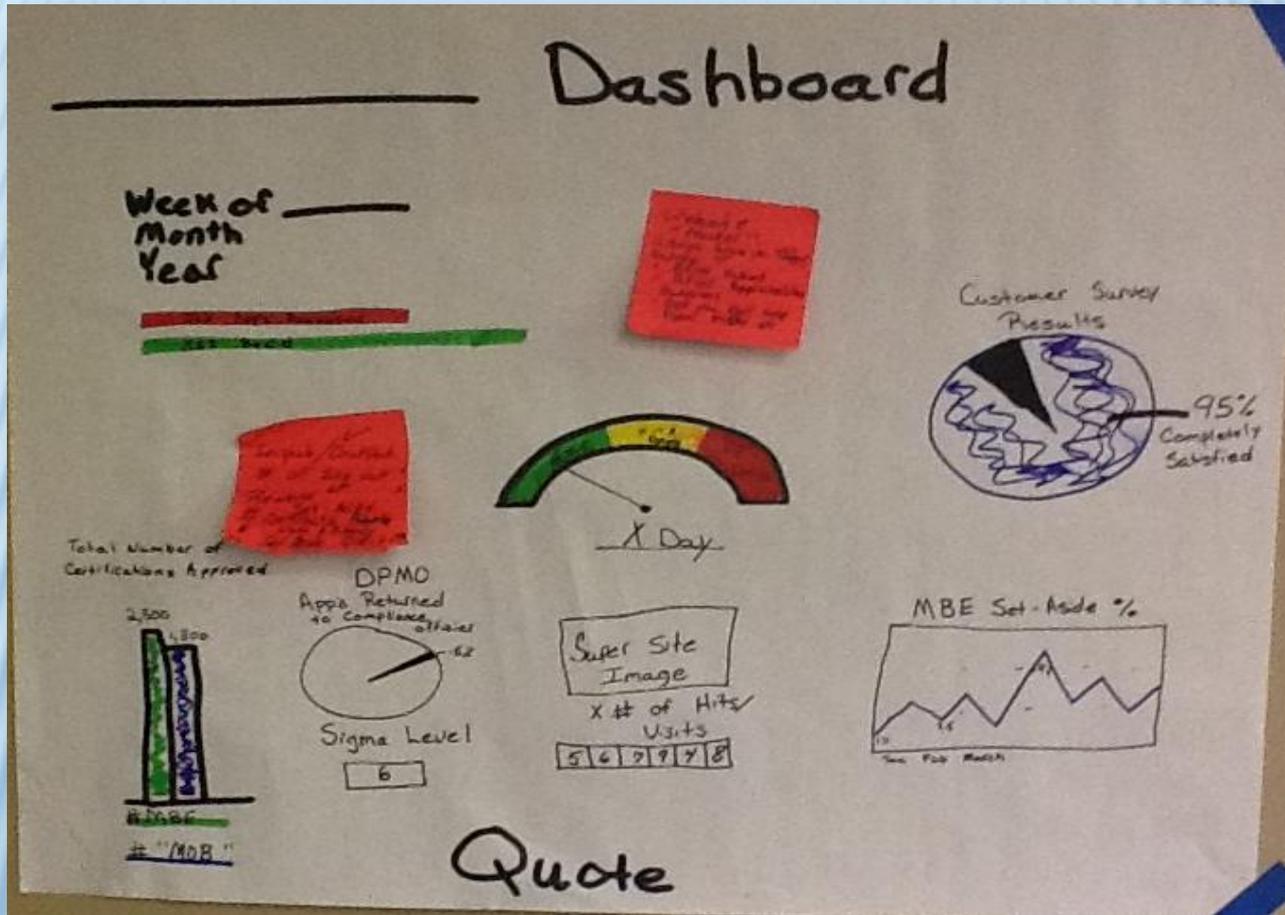
FORMS

COMMUNICATION		
WHAT	WHEN	WHO
<u>External Customers</u> Press release/PSA	<del>2/6/13</del> 7/1/13 6/1/13 End Date	Orvell DAS Communication
Publications	7/1/13	EOD & DAS Joe
VIDEO	→ See Super Site	DAS/EOD
TOWN HALL	<del>EOD</del> → May & June	DAS & MBAC DSA David Wood Theo Joe
EMAIL BLAST • Updates - As needed • Townhall - April	7/2/13	<del>Orvell</del> Jay
<u>Internal Customers</u>		
STAFF TRAINING on New Process Method of delivery • Workshop • Policy manual • Video Participants MBAC • EOD • GSD • EEO Liaisons	April As Needed	EOD Paul, Todd Joe, Jay

# THEO EFOBI

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# DASHBOARD



# FELICIA SHERMAN

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# WHAT BEGINS MONDAY?

#	Task	Assigned To	Start	End	Dur	2012			2013				2014				
						Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
	<b>MBE Certification</b>		5/3/12	7/1/14	563.5												
1	<b>MBE Acceleration</b>		5/3/12	6/19/12	34												
2	<b>Recruitment (In General)</b>		2/6/13	3/8/13	22												
2.1	<b>Determine Working Group &amp; Invite</b>	Joe Brooks	2/6/13	2/22/13	12												
2.2	<b>Meeting Development Plan</b>	Roshawn Winburn	2/22/13	3/8/13	10												
2.3	<b>Plan/Doc</b>		2/7/13	3/8/13	21												
3	<b>Communications</b>		2/11/13	7/8/13	105												
3.1	<b>Press Release</b>	Orvell Johns	6/15/13	7/2/13	11												
3.2	<b>PSA</b>	Orvell Johns	7/1/13	7/1/13													
3.3	<b>Publications</b>	Joe Brooks	6/1/13	7/8/13	25												
3.4	<b>Videos</b>	TBD	2/11/13	7/1/13	100												
3.5	<b>Town Hall</b>	David Wood, Theo Efobi, Joe Brooks	5/1/13	6/30/13	43												
3.6	<b>Email Blast</b>	Jay Easterling	2/11/13	7/2/13	101												
3.7	<b>Staff Training</b>	Paul Holliman, Todd McGonigle, Joe Brooks, Jay Easterling	4/1/13	7/1/13	65												
4	<b>Minority Owned Business</b>		2/6/13	4/29/13	58												
4.1	<b>Develop MBACs Survey</b>	David Zac	2/6/13	2/21/13	11												
4.2	<b>Send Out to Certified MBEs</b>	Richard Scott/MBACs	2/21/13	2/28/13	5												
4.3	<b>Collect &amp; Analyze Data</b>	Marlene Chukes	3/8/13	4/8/13	21												
4.4	<b>Establish Minimum Financial Review Group</b>	David Zac, Marlene Chukes, MBACs	2/6/13	2/22/13	12												
4.5	<b>30-Day Review Meeting</b>	LEANOhio	3/15/13	3/29/13	10												
4.6	<b>60-Day Report</b>	Marlene Chukes	2/7/13	4/29/13	57												
4.7	<b>Internal Review</b>	David Zac	2/7/13	3/8/13	21												
5	<b>Super Site</b>		2/7/13	7/1/14	363												
5.1	<b>Informational</b>	TBD	2/7/13	7/1/13	102												
5.2	<b>Systems Development</b>	TBD	7/1/13	7/1/14	261												
6	<b>Forms</b>		2/6/13	2/18/13	8												
6.1	<b>Create Checklist</b>	Todd McGonigle	2/6/13	2/13/13	5												
6.2	<b>Create IT Change Order</b>	Todd McGonigle	2/6/13	2/18/13	8												

# DAVID WOOD AND JOSEPH BROOKS

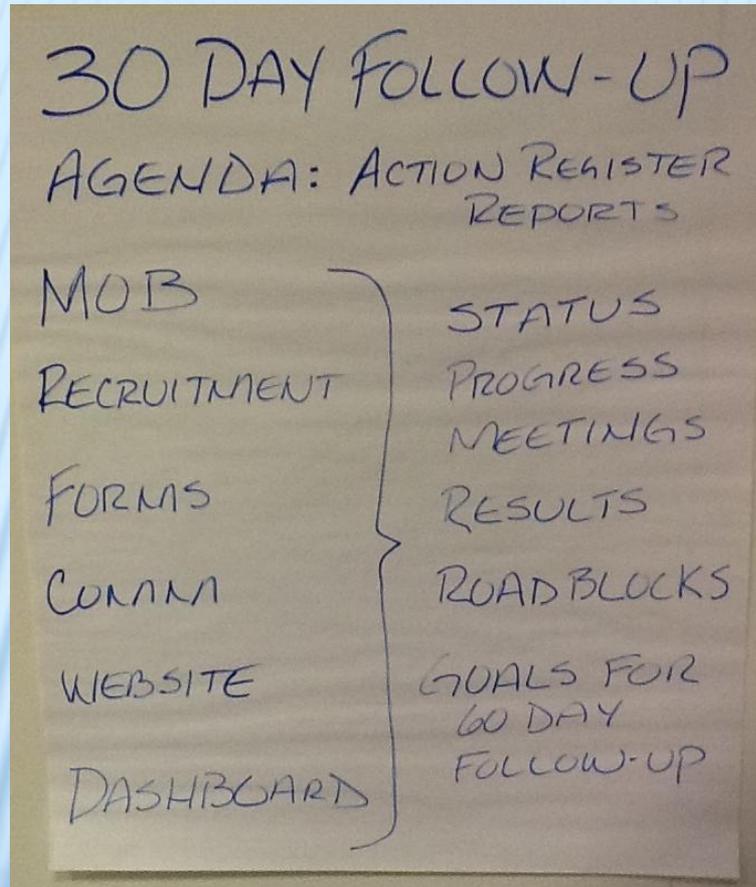
# LIFE AS A KAIZEN EVENT PARTICIPANT...



# JAY EASTERLING

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# 30 DAYS FOLLOW UP



# SPECIAL THANKS TO...

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## Senior Leadership:

- Rand Howard, DAS Assistant Director
- David Payne, DAS Policy Director

## Sponsor:

- Richard Scott, EOD Deputy Director

## Team Leader:

- Orvell Johns, EOD Administrative Officer

## Subject Matter Experts:

- Cathy Perkins, DAS Legal Counsel
- David Zak, DSA Business Services Chief
- Heeraj Shah, DAS OIT
- Kris Weldy, DAS OIT
- Beth Gianforcaro, DAS Deputy Director of Communication
- Lynn Stevens, Governor's Office Director of Minority Affairs
- Senator Shirley Smith, Ohio Senate District 21

# QUESTIONS/COMMENTS

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