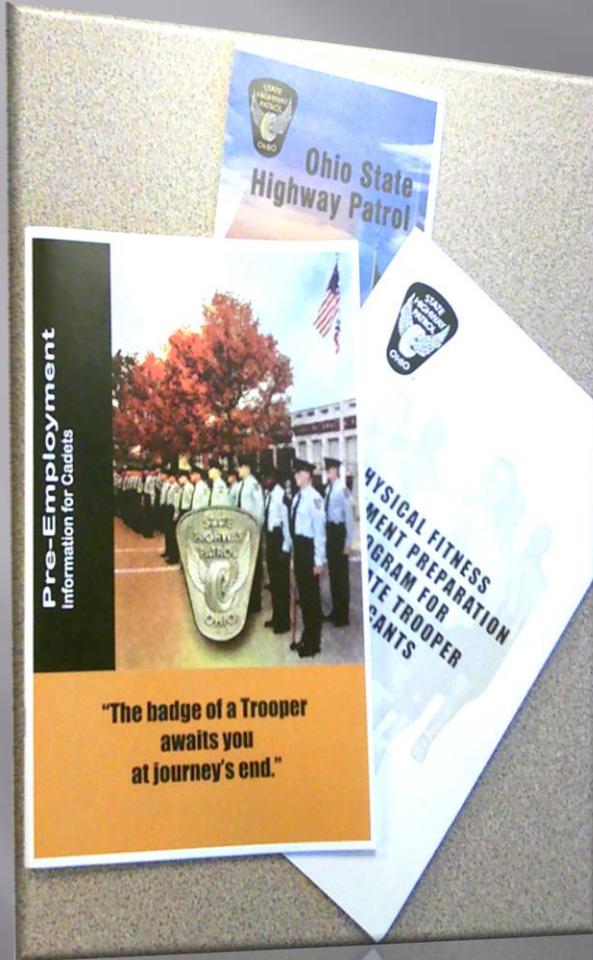


Ohio Department of Public Safety

Kaizen Event Report Out

Ohio State Highway Patrol Recruitment Process

June 4-8 , 2012



Team "Recruit the Berry Best"



The Team

- ▣ Tom Chodzin –Health & Wellness
- ▣ Tammy Fast – Recruitment
- ▣ Sgt Levente Berry – Recruitment
- ▣ Dr. Theresa Martelli
- ▣ S/LT Gene Jarvi – OIS Commander
- ▣ Sgt. Kevin Weber – Background Investigations Supervisor (DHQ OIS)
- ▣ Trooper Justin Slusser (Class 151)
- ▣ Trooper Jenn Fouty (Class 151)
- ▣ Trooper Anetra Franklin, Academy
- ▣ S/LT Mike Crispen – Academy/Recruitment
- ▣ Lt Steve Mahl – Regional Training Unit
- ▣ Trooper Christopher Carpenter – Recruitment
- ▣ Mark Gibson. Deputy Director, ODPS
- ▣ Nathaniel Trombley, Department of Development

Stakeholders

1. Taxpayers
2. OSHP
3. DPS
4. Applicants
5. Academy Staff
6. DAS



Background

The OSHP Recruitment process starts with recruiting efforts that lead to completion of application. This is followed by fitness test and written test. If they pass, they move on to polygraph followed by 4 person committee vote to move to the next level. This is followed by a background check and to committee again. From there, the process is moved to a health and wellness test, a psychological exam/interview and a final fitness test. An applicant can be removed at any point in this process. If they complete this process successfully, they are scheduled to attend the academy in which about 25-35% quit in the first few weeks.

Scope of Event

To reduce the time, increase the efficiency of the process and retention of the applicants. Reducing the cost of the process and the inconvenience of the number of trips to Columbus by the applicants.



Out of Scope

The basis for transformation is improving the process with...

- ◉ 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

- ▣ Reduce application process time to 60 days from recruitment to confirmation of employment
- ▣ Reduce the recruitment process cost by 50%
- ▣ Increase applicant test appearance to 50%

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 Kaizen Approach

Team-based energy and creativity drives immediate process improvement

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

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

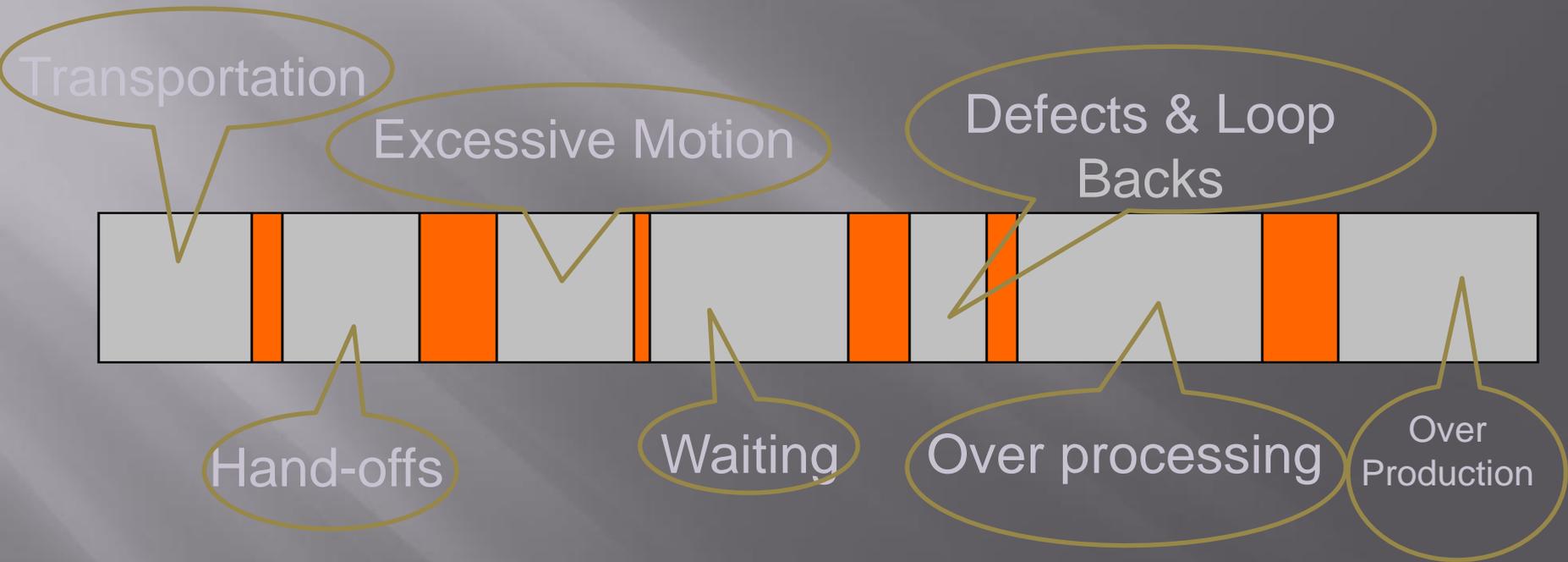
Identify and remove waste



Waste



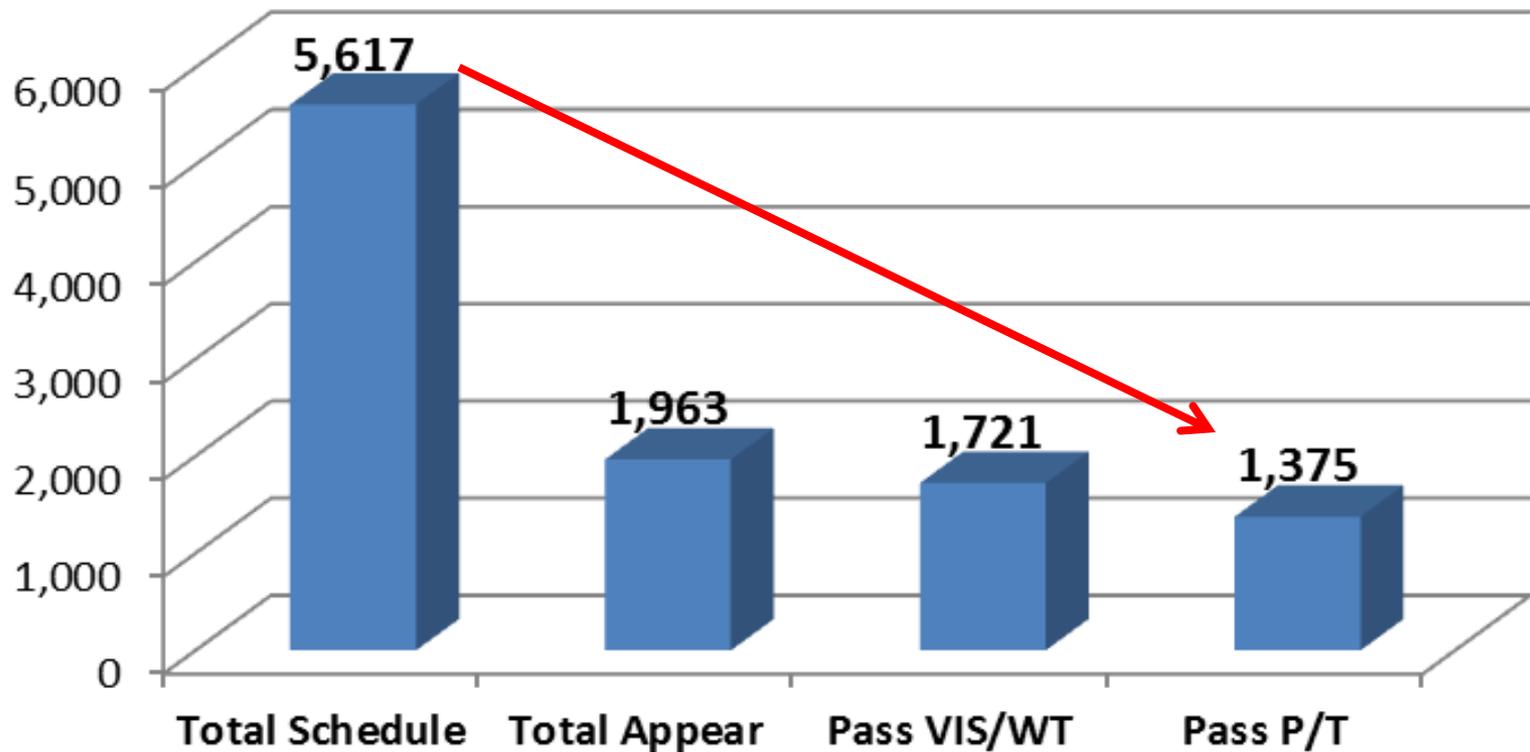
Value Added



Process without Waste

Baseline Data

2010-2012 Recruitment Results

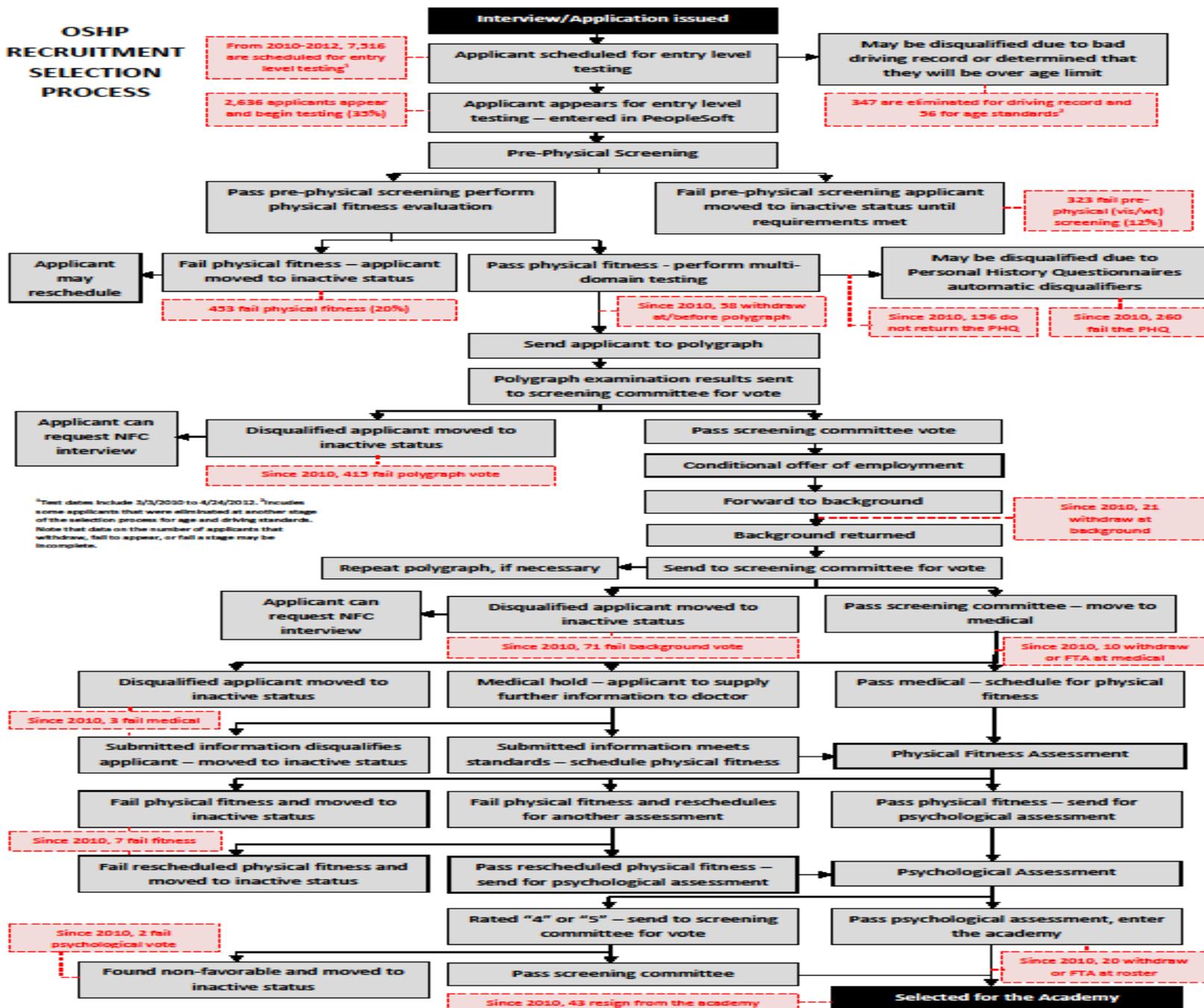


2010-2012 Classes

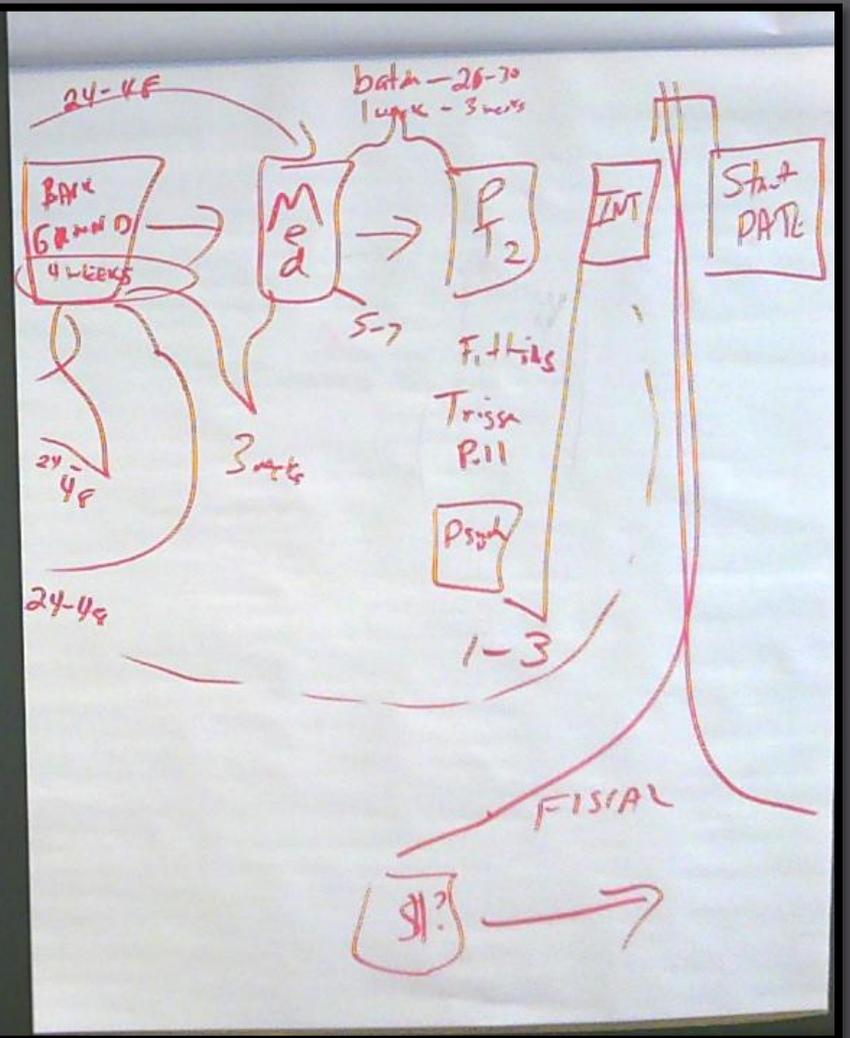
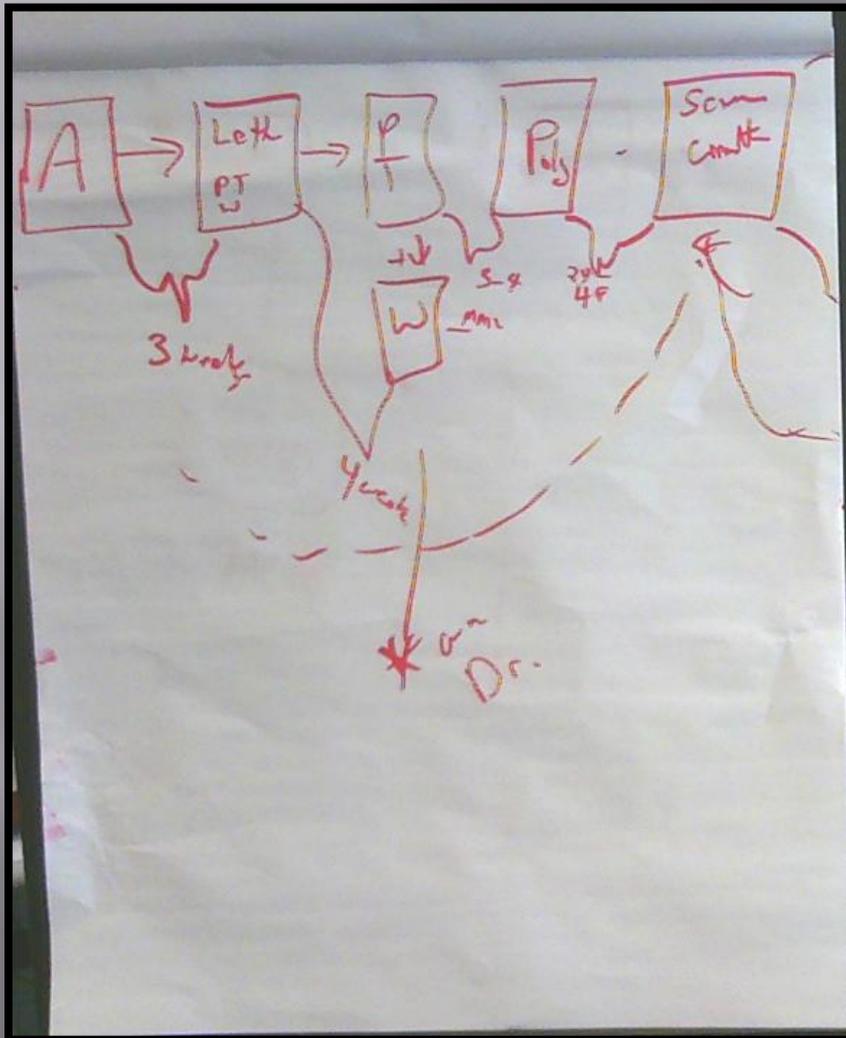
5,617 Processed Applications	100%
1,963 Appeared for LESI testing	35%
1,721 Passed LESI testing	31%
1,375 Passed Second PT	24%
214 Passed background and Polygraph (academy)	4%
152 Successfully completed academy (troopers)	<u>3%</u>

Projected to appear as a result of Kaizen Event 100%

OSHP RECRUITMENT SELECTION PROCESS



High Level Process



Current-State Process Map



235 Steps – 28 Decisions – 50 Delays – 86 Points of Waste

Orange “Post-its” are points of waste!

Intense work identifying Value and Waste



The original processes had:

- ▣ Too many steps
- ▣ Too many handoffs
- ▣ Too many delays
- ▣ Too much TIM WOOD
- ▣ A “Push” process



The team analyzed and evaluated the all the ideas

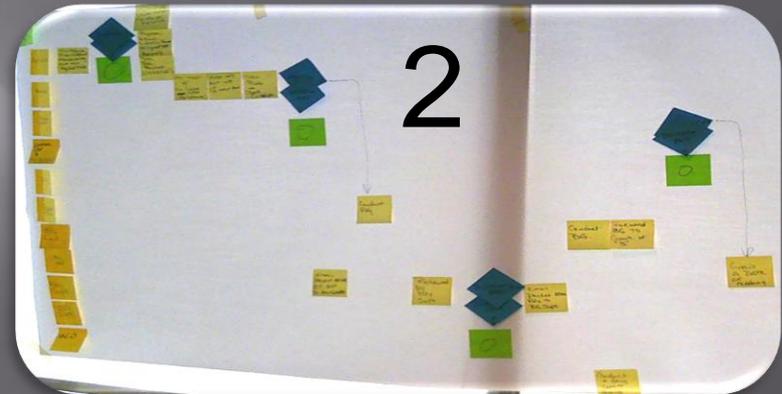


Categorized



Clean Sheet Redesign

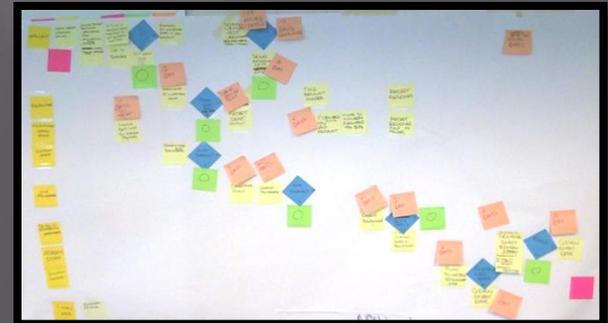
Ideas turned into actions!



Old Process 235 Steps 76 Handoffs



New Process 34 steps 11 handoffs



Scorecard - Process

Measure	Current Level	NEW	Change
Process Steps	235 steps	34 steps	74%
Decision Points	28	8	71%
Handoffs	76	11	86%
Delay Points	50	15	70%
Process Lead Time The actual "waiting" time can be from 4 to 30 months.	171 to 191 days	61 days	68%

Scorecard - Costs

AVG COST PER APPLICANT	
CURRENT	NEW
TRIPS TO COLUMBUS = 8	TRIPS TO COLUMBUS = 0
AVG DAYS OFF WORK = 11	AVG DAYS OFF WORK = 3
AVG OUT-OF-POCKET EXPENSE \$1,665	AVG OUT-OF-POCKET EXPENSE \$ 515

Cost Savings

REDIRECTED COST SAVINGS

RECRUITMENT SUPPORT STAFF

CURRENT = 120 DAYS @ 8 HRS @ \$28.00 = \$26,880

NEW = 61 DAYS @ 8 HRS @ \$28.00 = \$13,664

REDIRECTED 59 DAYS ANNUAL REDIRECTED SAVINGS = \$13,216

MEDICAL

230 APPLICANTS PROCESSED @ 5 PER DAY = 46 DAYS SINCE 2010

DOCTOR = 46 DAYS @ 6 HRS @ \$154 PER = \$42,504

EXC. THERAPIST SUPER = 46 DAYS @ 8 HRS @ \$35 = \$12,880

EXC. THERAPIST = 46 DAYS @ 8 HRS @ \$25 PER = \$9,200

NURSE = 46 DAYS @ 8 HRS @ \$30 PER = \$11,040

REDIRECTED 46 DAYS REDIRECTED SAVINGS OVER 3 YR TOTAL = \$75,624
ANNUAL REDIRECTED SAVINGS = \$25,208

★ COMBINED ANNUAL = \$38,424

CURRENT SYSTEM COST (2010-CURRENT)

5,617 APPLICATIONS PROCESSED

1,963 APPEAR FOR TESTING - \$265,005 (\$135 PER)

1,375	PASS TESTING	-	
1,375	POSTAGE + FORMS	-	\$19,446.86 (1.33 PER 5,617 8.71 PER 1,375)
1,375	PSYC TEST	-	\$584,375 (\$425 PER)
1,375	CHEST X-RAY	-	\$151,250 (\$110.00 PER)
1,375	BLOOD WORK	-	\$27,500 (\$20 AVG PER)

TOTAL COST = \$1,047,576.80

COST PER APPLICANT = \$761.87

OF WHICH...

214 BECAME CADETS

OF WHICH...

152 BECAME TROOPERS

COST SAVINGS UNDER NEW PROCESS

More Results

- ◉ More accountability expected from applicant
- ◉ Standardization of forms
- ◉ Faster processing & access to records
- ◉ Better use of technology
- ◉ Better utilization of staff



Improvement Summary

Current Key Issues	<u>How</u> we improved it
Reduced significant costs and delays in the process	Eliminated the existing psychology test and replaced the LESI with a validated, version that is simpler, faster, and less costly
Reduced the redundancy of steps in the process	Example: Took two medical tests and reduced it to one, combined 3 physical training test into one
Reduced the number of no shows	Front-loaded prescreening process to have more prequalified applicants

Implementation Plans

- ▣ Future State Plan
- ▣ Standards/Manual Plan
- ▣ Forms Plan
- ▣ HR/Information Technology
- ▣ Communication Plan
- ▣ Training Plan



Future State Plan - Standards/Manual Plan

Future STATE

<u>WHAT</u>	<u>WHO</u>	<u>WHEN</u>
APPLICATION (PACKET)	RECRUITMENT COMMANDER	0-10 DAYS
EXAMS/REGIONAL PT	RECRUITMENT COMMANDER	0-30 DAYS
TRAINING OF DIST. STAFF	DIST. STAFF ACADEMY STAFF	0-30 DAYS
TRAINING OF RECRUITMENT #	ACADEMY STAFF?	0-10 DAYS
TRAINING OF OIS/B/GI EXT	S/LT & JARVI	0-30 DAYS
TRAINING OF RECRUITERS	RECRUITMENT COMMANDER * IS3 CLASS	0-30 DAYS
ONLINE DESIGN OF APP PROCESS	IT PROJECT MANAGER * IS4 CLASS ←	0-9 MONTHS

Training Issues Identified

<u>What</u>	<u>Who</u>	<u>When</u>
* Update Standards	Standards Committee Levente	by 6/30/12 ?
* CLARIFY Grey AREAS	Standards Committee Levente	by 6/30/12 ?

Standard Committee Mtg

Forms Plan - Testing Plan

INITIAL ON LINE

- Items Needed
- Medical Exam Sheet Completed
- Vision Sheet Completed
- Heart/Venot/Bio for Completed
- Pressure History Questionnaire Complete
- ONLINE APPLICATION COMPLETED
- GEOSOC CURSES
- DRIVERS LICENSE

FORMS

TESTING

Forms Available Online

Testing

What	Who	When
*USE on hand IN house exam	EED	To Test 154 th
*Develop new m-house test	EED	June 2012
Start job analysis		+ July 2012
Develop test Questions		
* Validate with 153 rd	EED	Ready for use 155 th
* Research Need for Psy - mountain 154 th 155	EED	As they go through training/career June 2012
* Make contact with Captstreet	EED	Summer 2012
* On-line offer		

Psychological Evaluations

- KENTUCKY S... Police - 5275/HP
- LESI - w/DR CUTLER
- PENNSYLVANIA S... - In House TEST/DR
- COPSTEST NE In House TEST
- INDIANA
- ILLINOIS LESE
- CALIFORNIA HIGHWAY PATROL - 2521
- STATE Psych Board - 5275/HP

Timelines for Testing Updates

Communications Plan

Communication Internal

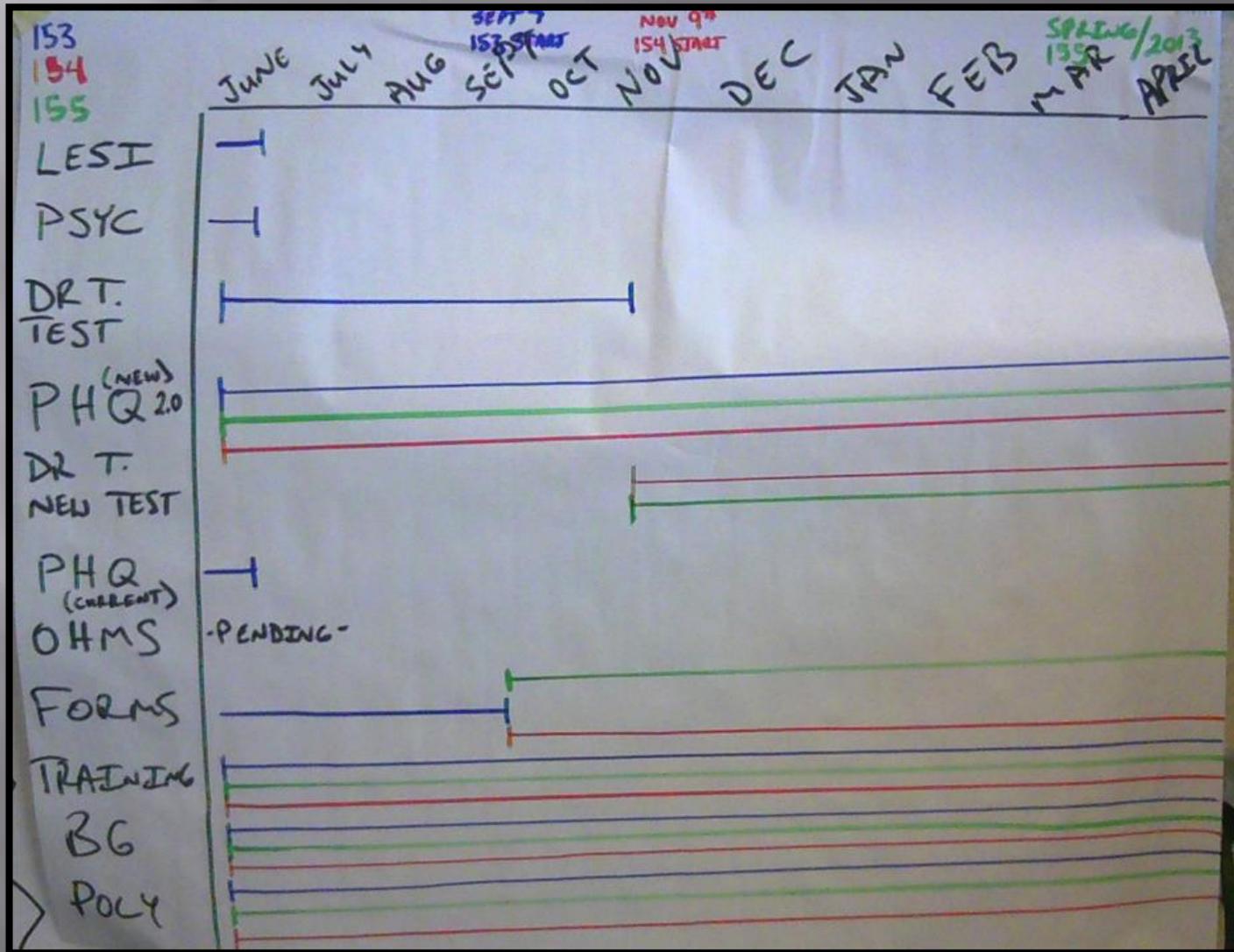
Updates	Who	When
Poly	OIS	Next Week
Roll Call	Ann R.	Next Week
Rec/Staff	Crispen	End of June
Investigators	OIS	July

External Communications Action Registers

<u>What</u>	<u>Who</u>	<u>When</u>
Newspaper	Rec	TBD
Radio	"	" "
Job Fair	"	" "
Colleges	"	" "
Speech	"	" "

Internal/External Comm. Plans

Implementation Gantt



Personal Lessons Learned

- Intimidating at first. Did not know what to expect. Had a voice in how it changed.
- If folks are allowed to do their job it empowers them to accomplish tasks that seem insurmountable.
- Neat to see different levels working together.
- Change is good.



Overall Benefits of Kaizen

- ▣ People responsible for the process are empowered to change it and make it better
- ▣ Made the process visual
- ▣ By having those involved included a 360 degree view
- ▣ Actual visualization of not in “ethosphere”



What begins Monday?



- New written/PHQ Test
- Training
- Eliminate Psych & Health/Wellness Test

Life as a member of a Kaizen event Team...



What Questions/Comments do you have?

Lean.Ohio.gov



Special *THANKS* to...

Senior Leadership: Colonel John Born

Sponsor(s): Tom Charles, Director of Public Safety

Subject Matter Experts: Dr. Kovach (Academy), Dr. Marzelli (Psychiatrist), Jim Canepa (Legal), Bob Hartman (IT), Colleen Peterson (HR), Sgt Chuck Bower (Polygraphist), Tom Halligan, Investigator, John Audet, Director HR, Julie Lee, Ass't Director HR, Beth Dziatkowlez, HR

