

Ohio Board of Regents

Kaizen Event Report Out



Ohio ABE Grants Management
July 23-July 27, 2012

Team “One and Done”



The Team

Jeff Gove, State ABLE Director

Jandi Adams, ABLE Program Manager

Donna Albanese, ABLE Program Manager

Sharon Brannon, ABLE Administrative Specialist

Lauren Massie, ABLE Program Manager

Cindy Zengler, ABLE Program Manager

Cheryl Brueggeman, ABLE State Leadership Manager

Dawn Gatterdam, Fiscal Director

Lois Sunderland, ODE External Audit Mgr

Barbara Seib, ABLE Coordinator, Columbus City Schools

Cindy Wolfe, ABLE Administrator, Delaware Area Career Center

Stakeholders

- Federal Government
- State of Ohio
- Taxpayers
- OBR Staff
- State ABLE Staff
- ODE Staff
- Local ABLE Programs Staff
- ABLE Program Services Recipients (students and communities)
- Local Workforce and Economic Development Regions
- Employers



Background

This project will analyze and evaluate the effectiveness and efficiency of the ABLE program grant process for local programs.

Our event theme is Simplify - streamline processes, reduce redundancies, eliminate errors and focus communications in order to foster collaboration and best practices for continuous improvement among all stakeholders.

Scope of Event

This event will identify the grants process for ABLE programs from the proposal process through completion of the grant cycle for local Adult Basic and Literacy Education programs to provide direct instructional services accessible to all students in all Ohio counties. The event will provide an opportunity to examine the strengths and weaknesses of the current processes and to identify opportunities to enhance effectiveness and efficiency through lean process improvements.

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.
- ⦿ No Procrastination

Project Goals

1. **Reduce time/effort** committed to the grants application, management and reporting process for all Ohio stakeholders -
 - streamline procedures;
 - meet the needs of internal and external stakeholders; and
 - reduce program and state staff time.
2. **Eliminate data input errors** in initial grant applications, reporting and budget revisions.
3. **Increase local program quality** – both the quality of the grant application process and resulting quality of local ABLE programs based on an improved application and process.

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)



Team-based energy and creativity drives immediate process improvement

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

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

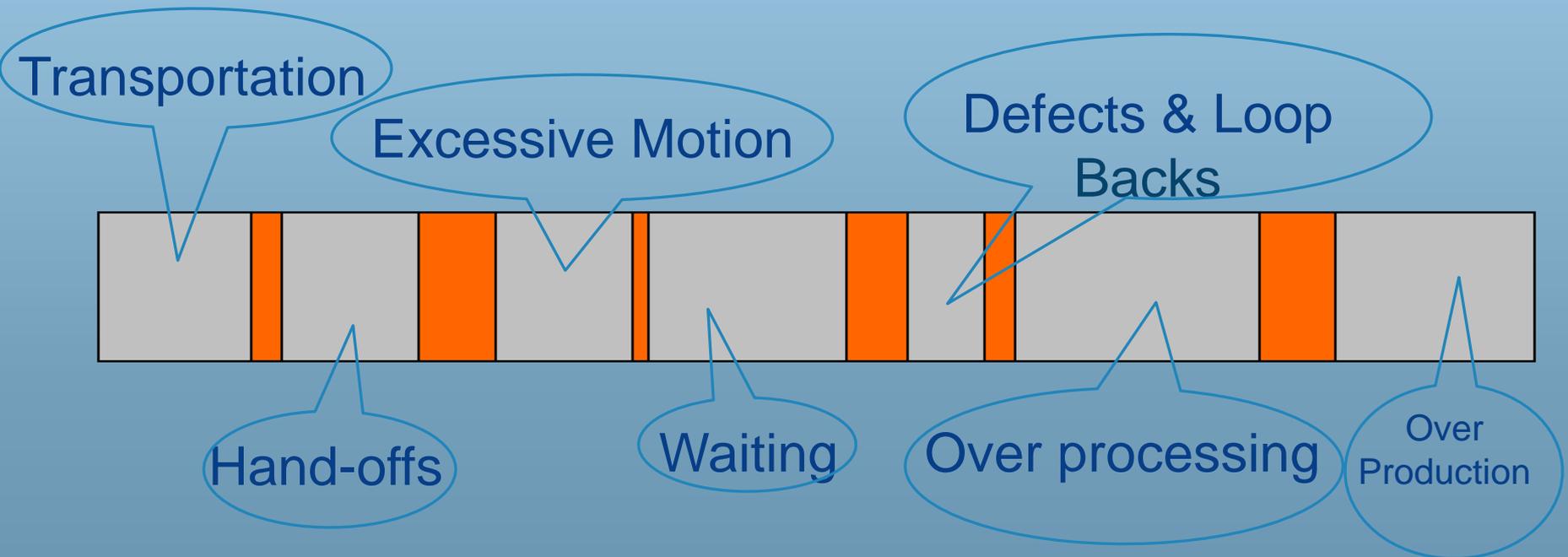
Identify and remove waste



Waste



Value Added



The Process without Waste

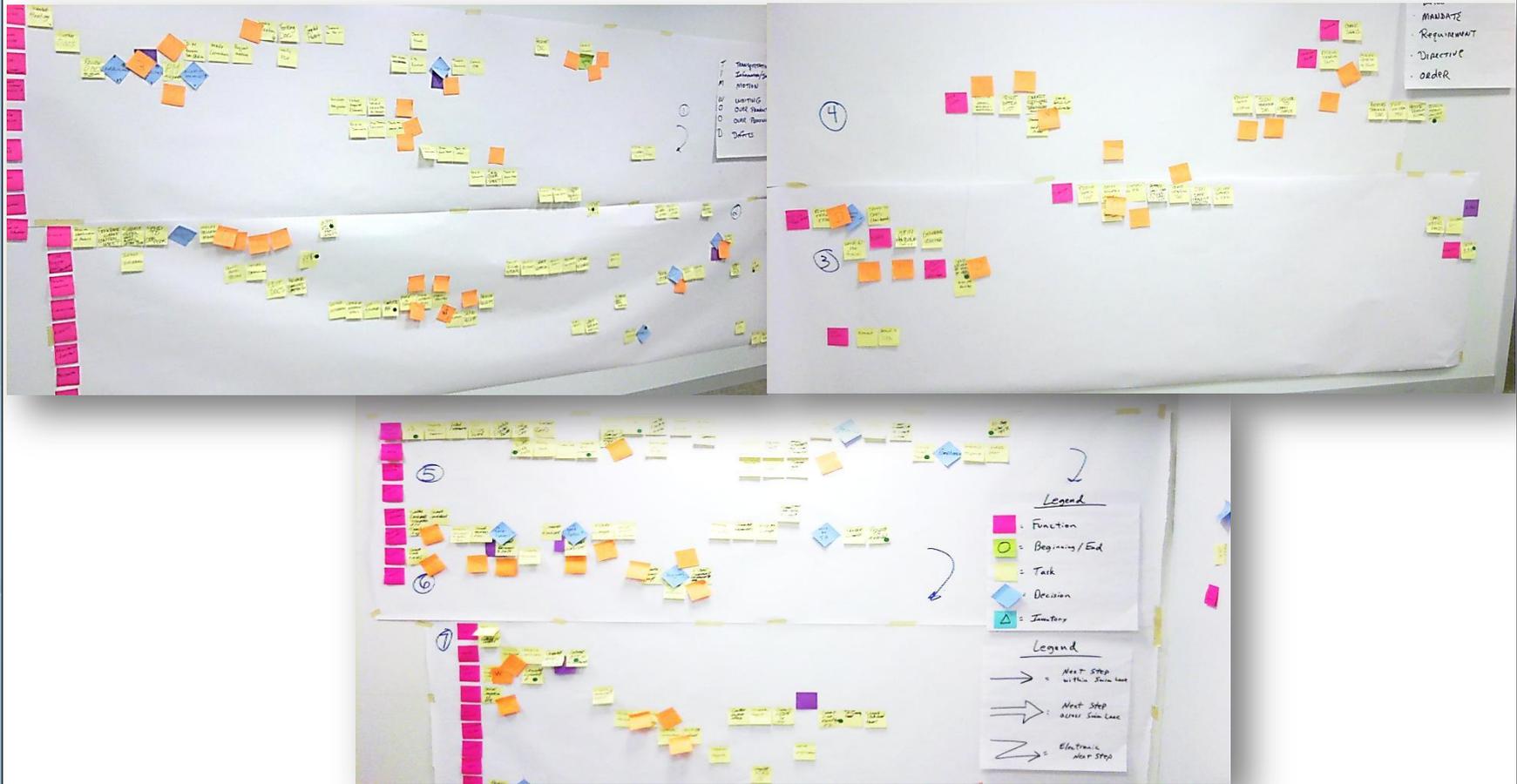
Baseline Data

Program Type	FY 2009	FY 2010 (competitive grants)	FY 2011 (continuation grants)	FY 2012 (continuation grants)
Local Education Agency (LEA)	86	57	57	57
JVS/Career Center subset of LEA	34 (.40)	27 (.47)	27 (.47)	27 (.47)
College	8 (6 community colleges, 2 four-year)	6 (community colleges)	6	6
Community Based Organization (CBO)	17	3	3	3
State Agency	2	0	0	0
County	2	2	2	2
Other	3 (Faith-based)	0	0	0
Total Fiscal Agents	118	68 (.42 fewer fiscal agents)	68	68

High Level Process - SIPOC

Suppliers	Inputs	Process	Outputs	Customers
State of Ohio	Funding	Biennial Budget		
Federal Government	Funding	RFP/Application	Grant Awards	Ohio ABLE
Local ABLE Pgms	Grant Application	Application/Reporting	Pgrm Admin	Local ABLE students
OBR ABLE	Grant Approval	CCIP	Grant Recipients	Local ABLE Pgms
ODE Pgms	Funding Approval	CCIP	Grant Funds	Local ABLE
OBR ABLE	Grant Reviews	CCIP Comments/Technical Assistance	Program Guidance/Accountability	Local ABLE Pgms
OBR ABLE	Desk Reviews/Site Visits	Program Reports	Program Review	Local ABLE Pgms Visits
State ABLE Director	Local Pgm Data	Reporting	Accountability	NRS/OVAE
OVAE/NRS	Comments	Feedback	Accountability	Ohio ABLE

Current-State Process Map



220 Steps – 17 Decisions – 60 Handoffs

Orange “Post-its” are points of waste!

Intense work identifying Value and Waste



60 Points of Waste Identified

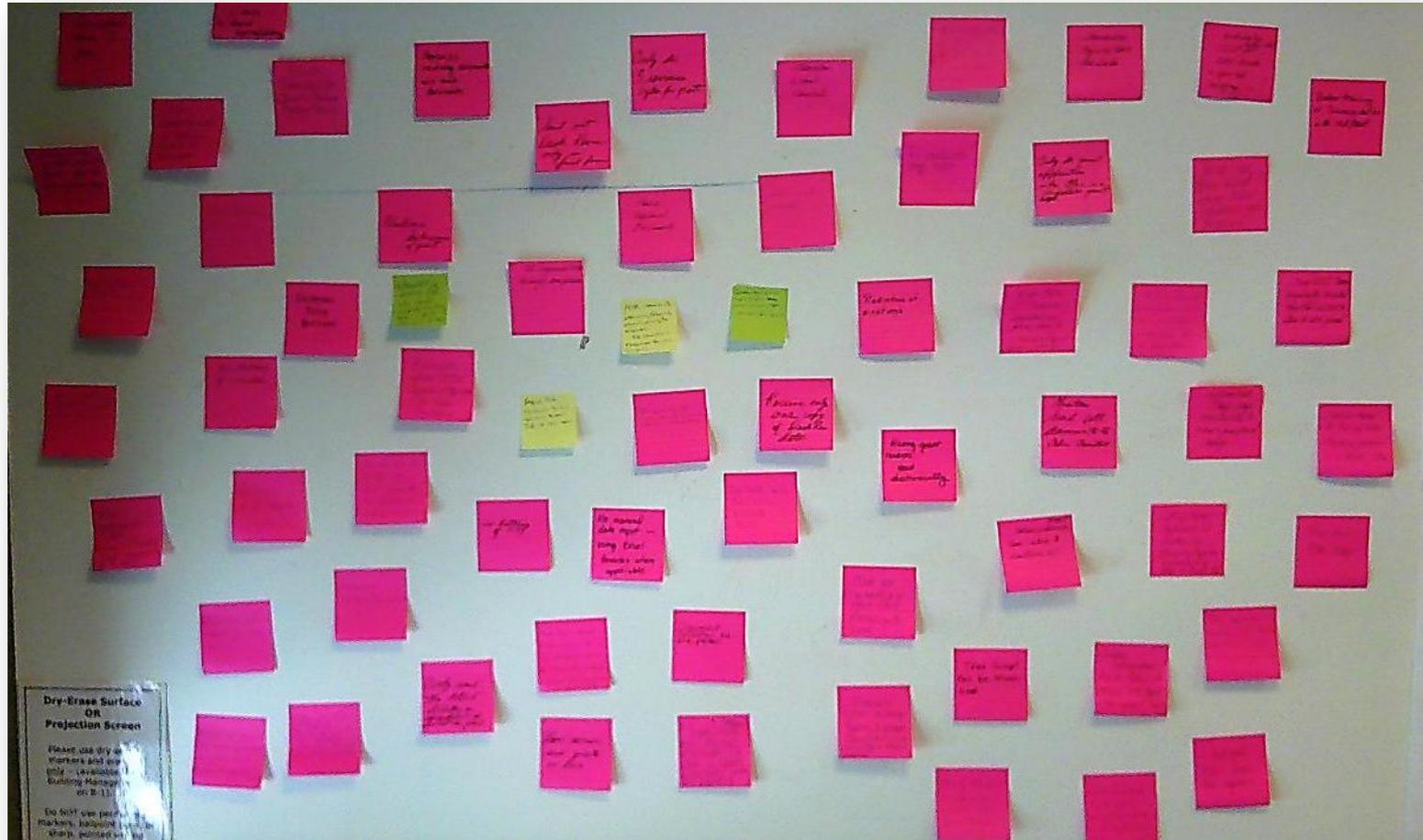


The original processes had:

- Too many steps
- Too many handoffs
- Too many delays
- Many Loopbacks
- Too much TIM WOOD



The team brainstormed and evaluated more than 70 improvement ideas

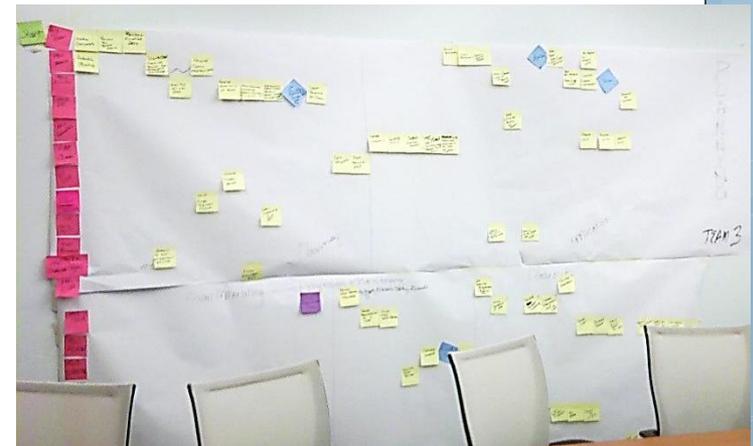
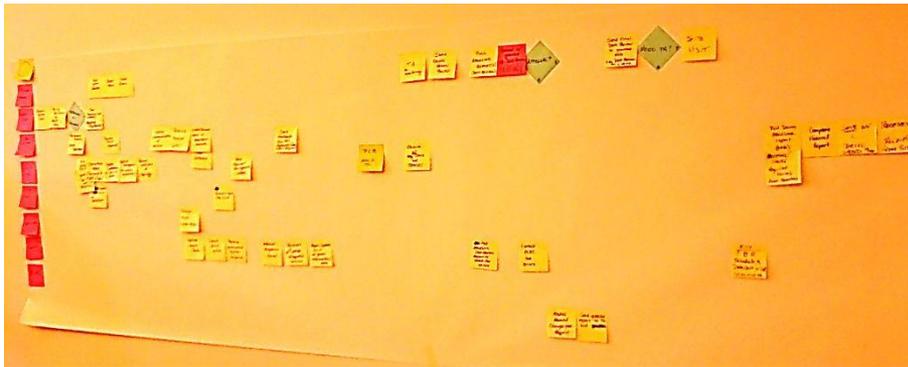
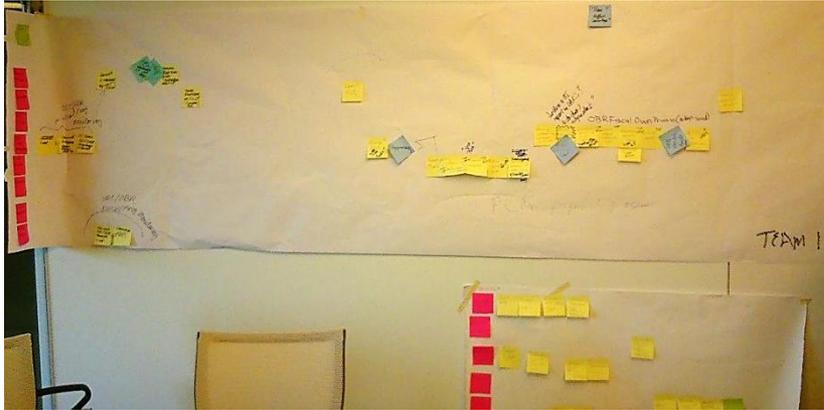


The team analyzed and evaluated each of the ideas

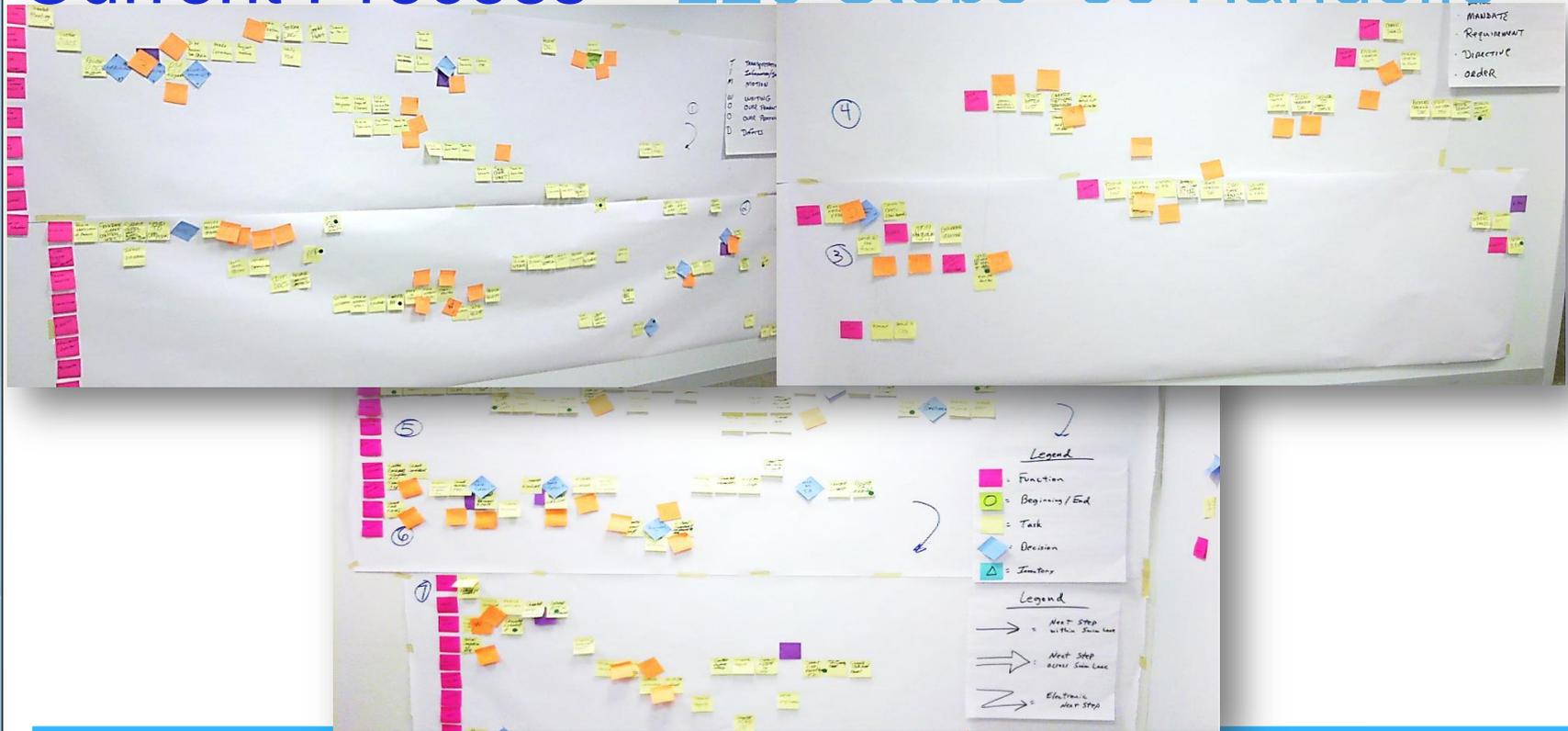


Clean Sheet Redesign

Ideas turned into actions!

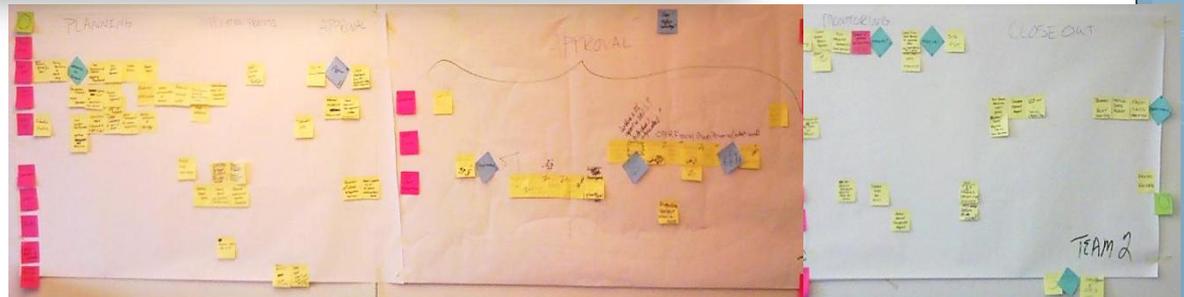


Current Process 220 Steps 60 Handoffs



New Process

93 steps 21 handoffs



Scorecard - Process

Measure	Current Level	NEW Process	Change
Process Steps	220 steps	93 steps	58%
Decision Points	17	9	47%
Handoffs	60	21	65%
Loopbacks	7	2	71%
Process Lead Time	442 days	125 days	72%
Planning	24	14	
Application	79	88	
Approval	43	12	
Monitoring	166	3	
Reporting	130	8	

More Results

- ⦿ Improved application process
- ⦿ Revised forms
- ⦿ Faster processing and reviews
- ⦿ More efficient monitoring tools
- ⦿ Better use of technology
- ⦿ Better utilization of staff



Implementation Plans

- Time Line
- Policy/Procedures/Protocols Plan
- Information Technology
- Training Plan
- Communications Plan
- Human Resources



Communications Plan

What	Who	When
* Verify Signature Approval Regs/Process for RFP	DIR / Legal/Fiscal/OBR Leadership	by 10/31/12
* Determine RFP Grant Mtg. Schedule for FYB	Team / Team + Grant Recipients	by 10/31/12
* Compile RFP Packet (NEW) for Legal Review	FAA/OBR Team / Legal	by 12/15/12
* Send Notification to OBR Communications to Release RFP	DIR / OBR Comm.	by 1/15/13
* RFP Released	OBR Comm / Public	2/1/13
* Conduct Guidance Docs Webinar (Bidder's Conf)	DIR / Public	2/15/13 - 2/22/13 (Archived)
* Reviewer Nominations (RFP) (Resubmission v. Requirement)	Bidders/Team/others	by 2/28/13
* Reader Notification & Selection/Verify Request	Team / Grantees	by 2/15/13
* Reader Training Verification Completion	Readers / Team or FAA or OLR	by 3/20/13
* Reader Pre-Reading Assign/Team/FAA to Readers of Selected Grants	Team/FAA to Readers	before 4/1/13
* Reader Pre-Reading (electronically)	Readers	pk at 4/8/13
* FaF Reader Mtg	Readers / Team	4/22 + 4/23 Instmt 4/24 ELEW20
* Team Grant Award Mtg	Team / DIR	4/29
* CCIP Memo to Enter Data	DIR / Grantee	TBD (on schedule)
* Verify Correct CCIP Data	Team / Grantees	by 7/15
CCIP Log Approval	Jeff (Comment Log)	Any Time After July 1
Desk Review (on schedule)	Team Dir / Grantee	Pre-Desk Reviews
Team Review	"	Pre-App Review
T/A	Team/Grantee	Ongoing

Release of RFP

Training Plan

New
Internal/External
Training

TRAINING ACTION REGISTER		
WHAT	WHO	WHEN
Bidders' Conference (Webinar) Archive	DIR / Public	2/15 and 2/22
Reviewer Training (Eliminate)	Team / Reviewers	3/15/2013 (Archived)
CCIP Training (Eliminate Archived)	Team / Grantees	6/03/2013
Required Grantee Trainings	RCN / Grantees	on RCN Calendar (Sept 13)

Procedures/Protocols Plan

Revised Forms

PROCESS WHAT	FORMS WHO	REGISTER WHEN
Competitive Grant Process	DIR/TEAM	August
Create Form for Comp Grant - app CIP - addendum - review guidelines - review - check list - request for review	PM/TEAM	August - October
Review Process for Comp grant	Director (TEAM)	March
Procedure for review for C.G.	PM (TEAM)	April
Documents for review for C.G.	PM (TEAM)	April
Fiscal Procedures written	OBR Fiscal	September (?)
Forms revision	OBR Fiscal	Oct (?)
Monitor Program Review Manual	PM (OSU)	October
Desk Review Process	TEAM	October
D.R. Procedures	PM - TEAM	November
D.R. Document	PM - TEAM	January
Process for Continuous Grant	TEAM	next year Feb (2015)
Procedures for Cont Grant	TEAM	next year March (2015)
Documents for Cont Grant	PM	next year April (2015)

Information Technology Plan

In house "ABLE" system

Line, Web-based Grant		
What	Who	When
Senior Leadership - Chance for - John Conley - others	Built by operations	7/1/14
ABLE Team	<ol style="list-style-type: none"> Buy in from Sr. Leadership Cost Estimation Tasked to OBR IT/Manet Formal Plan & Budget 	
Programmer's		
IT staff (may need to be contracted)		

CCIP Portal Access		
What	Who	When
Need direct access to information w access to CCIP for study of applying engineering consultant	OBR Fiscal staff OBR ABLE ODE IT DDE Grant Mgt. Director	Starts 7/30 2:30pm

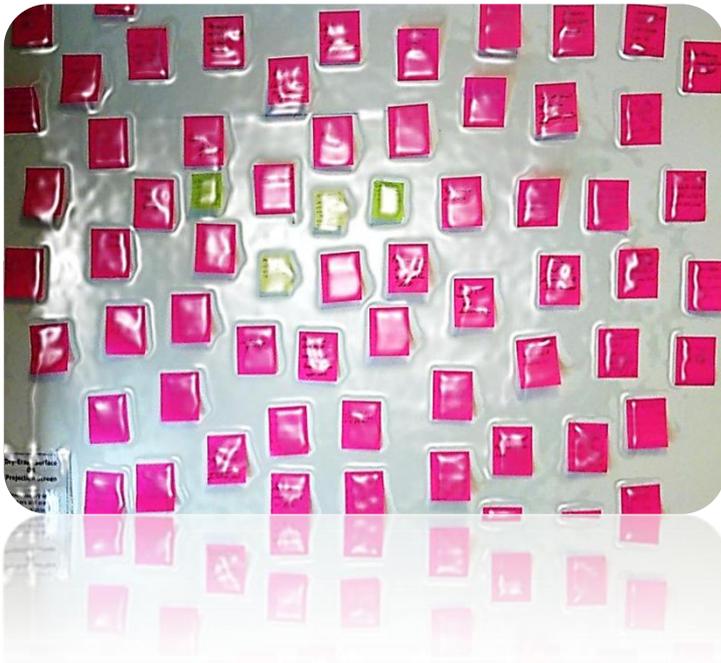
ABLE Link 2013		
What	Who	When
ABLE Program HIS Enhanced on line system	OBR CCIP ODE ABLE, Manet, IT	August, 2012
Redesign function for State Staff & Local Programs	OBR CCIP ODE ABLE IT OBR ABLE Team OBR Fiscal	Dec 2012
Training	OBR CCIP ODE ABLE, Manet, IT State Staff Local Programs	Built, tested & ready by 3/13

Personal Lessons Learned

- Change is Good
- Listen and Learn
- Good Organizational Skills
- Learned a lot about other Departments
- Affirmation – feels good to see items actually on paper and moving
- Influence is Powerful
- Change is Dynamic



What begins Monday?



WHAT Begins Monday (NEXT WEEK)

- Jeff-follow up on 7/26-27 email to Senior Leadership for responses Request Metrics
- DBRFiscal team begins CCIP training at ODE (Jeff incl.)
- Research SharePoint resources & what's needed for use by ABLE
- Begin setting up email accounts for grants' submission
-

Special *THANKS* to...

Senior Leadership: Jim Petro, Chancellor, Lana Ruebel, Deputy Chancellor

Sponsor(s): Gary Cates, Senior Vice Chancellor, Brett Visger, Deputy Chancellor

Team Leader: Jeff Gove, ABLE State Director

Subject Matter Experts: Ohio Board of Regents – ABLE state staff, legal; fiscal, Dawn Gatterdam; Ohio Department of Education – CCIP fiscal, Lois Sunderland

Agency: **Regents** Section: **ABLE Program**

Major Changes:

- Reduced process lead time by 58% from 442 to 125 days
- Cost Saving to Ohio grantees of \$15,275
- Time Savings to State of 8 weeks of working hours

Measure	Before	Projected After	Difference
Process Steps	220	93	58%
Decisions	17	9	47%
Handoffs	60	21	65%

