

# **GREEN BELT SIX SIGMA PROJECT REPORT OUT**

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Silver Level – pending**

**Ohio** | Department of  
Youth Services

John R. Kasich, Governor  
Harvey J. Reed, Director

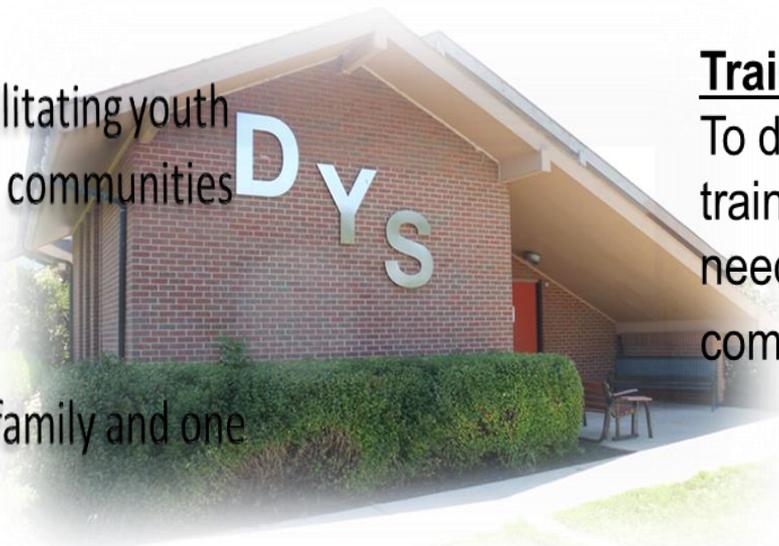
# Ohio Department of Youth Services

## Agency Mission:

Improve Ohio's future by habilitating youth and empowering families and communities

## Agency Vision:

A safer Ohio: one youth, one family and one community at a time



## Training Academy Mission:

To develop and deliver quality training to meet the evolving needs of DYS staff and community partners.

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## AGENCY TRAINING NEEDS ASSESSMENT

**Ohio** | Department of  
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# Four Voices

- ✓ Voice of the Customer – VOC
- ✓ Voice of the Business – VOB
- ✓ Voice of the Process – VOP
- ✓ Voice of the Employee – VOE



# The Kirkpatrick Model

- Level 4 – Results
- Level 3 – Behavior
- Level 2 – Learning
- Level 1 – Reaction



## PERFORMANCE

- EXCELLENT
- GOOD
- AVERAGE
- POOR



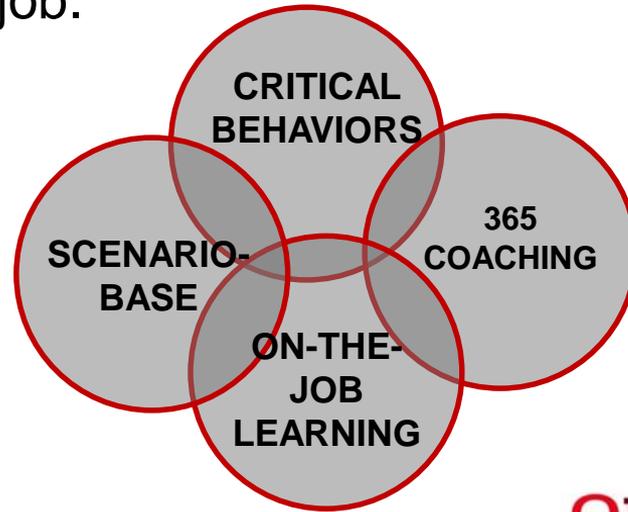
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# Project Benefits

- **Level 3 – Behavior**

- The degree to which participants apply what they learn during training back on the job.



Performance-  
based Model

# Ohio Department of Youth Services

**SPONSOR: Ursel McElroy Drake – Training Academy Director**

**MENTOR: Anna Karousis**

**FACILITATOR: Benita Neely**

**PROCESS OWNER: ODYS Training Academy**



# Project Goals

(1) Identify staff training needs: Learning and Development

(2) Develop training resources and/or job aids.

**THE ULTIMATE GOAL...To improve the business results**



# Project History & SCOPE



**Not  
meeting  
training  
needs...**



**TIM-U-WOOD**

**2016**



**Survey**

**25**

**participants**

**Ohio**

**Department of  
Youth Services**

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# Focus Groups – Data Collection



**Face to Face  
Communication  
about Training  
Needs, Learning  
& Development**



# Four Questions

1. What job skill (s) do you need to help you perform better and qualify for a promotion?

2. What specific training do need to acquire the specific job skill(s)?

- 3. Where can you and/or we go to get that specific training?
- 4. What helps you learn?

**ODYS  
Social  
Media  
Page**

**2017  
Training  
Needs  
Focus  
Group**



**Ohio Department of Youth Services** ✓

Written by Kim Jump [?] · April 15, 2017 at 1:30pm · 🌐

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Thanks to our Cuyahoga Hills JCF staff who participated in a training focus group.

Staff input and feedback makes a difference in our efforts for youth.



# Synthesize Data into Meaningful Categories



# Data/Results

**139 Participants in  
the 2017 Training  
Needs Assessment**

**All time high  
participation rate.**

<b>Training needs</b>	<b>135 training needs</b>
<b>Job skills</b>	<b>129 job skills</b>
<b>Where can we go</b>	<b>42+ locations for trainings</b>
<b>How do we learn</b>	<b>Visual and kinesthetic</b>
<b>Systematic issues (Bonus)</b>	<b>33 recommendations for improvement</b>

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**ODYS Training Academy**

<p>Contact the local agencies (resources) to ascertain how ODYS can collaborate with them to deliver specific trainings and/or be the host site for ODYS trainings. Endeavor to set up at least one (1) local training near each facility within the next ten (10) months. This should not include the scenario-based training. The training should be available to parole staff as well.</p>	<p><b>Robyn Ricks and Meredith P.</b></p>
<p>Identify the trainings, refresher courses, educational opportunities and job aids that are associated with each of the six (6) themes. Select at least one training for each theme and seek external SME's to come in and provide the training. Market the training as an outcome from the 2017 Training Needs Assessment.</p> <p>Endeavor to set up at least one (1) local training near each facility within the next ten (10) months. This should not include the scenario-based training. The training should be available to parole staff as well. These trainings, refresher courses and educational opportunities should count towards the annual 40-hours. Communicate when other trainings, etc. will be available.</p>	<p><b>Early Myles, Candace Stewart and Meredith P.</b></p>
<p>Have a discussion session called "<b>Setting the Standard &amp; Expectations</b>" with all pre-service students. Share performance expectations.</p>	<p><b>Ursel McElroy-Drake</b></p>
<p>Update the Training FAQ and deploy a marketing campaign for Training and the FAQ. The FAQ should be a living document placed on the intranet.</p>	<p><b>Robyn Ricks</b></p>
<p>STG (GANG) Trainings and refresher courses have to be a priority and ongoing. Collaborate with Parole, local law enforcement and the National Gang and Crime Research Center (NGCRC) to design training specifically for ODYS staff.</p> <p>Consult with Jeff Spears about grant money for staff to attend the national gang conferences hosted by NGCRC.</p>	<p><b>Art James &amp; Bill Stout</b></p>
<p>Review and update all Pre-Service training curriculums to ensure they incorporate Student-centered Learning (SCL) and have performance-based objectives. Continue to measure new employees' confidence level. Follow up on low levels of confidence during OJT.</p>	<p><b>Early Myles, Candace Stewart and Meredith P</b></p>
<p>Post the results of the 2017 Needs Assessment on the Intranet for the next 12 months. The site's Training Advisory Committees can make data driven decisions during the annual review of their training plans. Annual Training Plans and their evaluations are important to the agency and stakeholders; therefore, they should be available on the agency's intranet.</p>	<p><b>Ursel McElroy-Drake and Melissa Sherman</b></p>

