LEANOhio

April 30, 2019

ODRC

Changing OPI

How did we get here?

Defining a new direction for OPI

Reassessment of the current operations and future direction of OPI

Attenda Bed project (Camo-Belt): As a result, we isolated several key areas of concern with our sales department process

Late delivery issues appear to be systemic within OPI

Impact numerous shops and product lines

Staff Survey

Comparing what we think we know to what staff tell us!

Anecdotal Observations

- Lack of cohesive supervision model
- Lack of customer focus
- Lack of re-entry
- Lack of managerial follow-through
- Low staff moral
- Knowledgeable staff

Staff Survey Responses

- We train offenders well
- Customer service issues
- Communications, sales, marketing issues
- Management issues
- People buy from us because they have to

Strategic Planning Event

Areas addressed through brainstorming and affinity diagramming

- Mission
  - Focus on skills training and product quality
- Vision
  - Focus on training, reentry, and customer service
- Engagement and Morale
  - Focus on communication, teamwork, and training
- Staff Development
  - Focus on communication, pay/benefits, training, and staff accountability
- Reentry
  - Focus on training, partnership, and pay
- Global Shop
  - Focus on system specific training, system improvement

SWOT

A SWOT was a conducted based on all information collected

- Core competency/Competitive advantage

- State of Ohio law(s) requiring state agencies to purchase from OPI

- The mission of providing training to offenders in support of successful reentry allows us a strong selling point with our customers

- Low overhead due to advantageous purchasing contracts, low fixed asset costs (building costs, etc.) and low offender labor costs

- Talented staff capable of adapting to various product lines

Organizational Strategy

LEAN/SIX SIGMA

- Implement plans that focus on customer intimacy and operational excellence.

- Plans developed and managed through a LEAN/SIX SIGMA (LSS) approach to governmental operations.

- In many instances these projects will be completed and documented utilizing LSS principles.

- Intentionally develop projects geared to the advancement of the below strategic objectives.

Strategic Objectives

Cascading Goals & Metrics

- Establish a comprehensive customer service plan.

- Develop an offender reentry and post incarceration job placement plan.

- Develop Global Shop Solutions improvement plan.

- Develop a staff engagement plan

- Develop a Marketing Plan

- OPI Budget Planning

- Goals/Metrics Scorecard

Staying on Course

The Scorecard

- Forty-five tracked metrics

- A reference column is included that relates back to the Strategic Plan cascading goals plan

- The goals general time period is indicated as either short term (ST), or long term (LT)
  - ST = One year or less
  - LT = One to three years

- Baseline as of the implementation date of plan

- Monthly indicators are based on progress toward target
  - Red – Not started or needs immediate attention
  - Yellow – Started or progressing toward target
  - Green - On target

Score Card

1.Establish a comprehensive customer service plan								
Metrics	**Dictionary**	**Goal Reference**	**Time Period Short Term/Long Term (ST/LT)**	**Baseline**	**Target**	**1/1/2019**	**2/1/2019**	**3/1/2019**
Days to resolution	Number of days between initial report and resolution of claim in the calendar month.	1.1	ST	0	1	2	2	3
Number of tier 1 customer service complaints. (resolved at level of PIM1 or lower)	Number of customer issues reported directly to a customer service representative in the calendar month. (PIM1 CSR, or sales representative).	1.2	ST	0	<4	5	4	7
Number of tier 2 customer service complaints. (resolved at level of PIM2 or PIM3)	Number of customer issues reported directly to or escalated to the Sales/Marketing Manager/PIM3 in the calendar month.	1.2	ST	0	<4	2	1	2
Number of tier 3 customer service complaints. (resolved at level Chief or higher)	Number of customer issues reported directly to or escalated to the Chief of OPI in the calendar month.	1.2	ST	0	< or =1	2	1	1
Staff customer service training	Number of currently employed OPI staff that have received customer service training in CY2019 divided by the current number of staff on the payroll for the month, multiplied by 100.	1.2	ST	0	100%	0	0	0
Website traffic	Number of website visits in the calendar month.	1.5	LT	0	> or =1000 hits/month	0	0	0
Customer survey statistics	Percentage of respondents highly satisfied with their experience with OPI multiplied by 100. Indicated on the most recent survey.	1.2.5 & 1.5	ST/LT	0	High satisfaction	0	0	0
*Reduce the days required to process sales order to acceptance of product by the customer by product line. (*Unless otherwise quoted for specialty order or manufacturing needs.)	Average number of days from purchase order to delivery for all sales during the month. This may exclude some products that are specialty items of quoted for more than 45 days to deliver.	1.3.1	ST	N/A	<45 days	70.77	68	64
Reduce the days required to process quote to sales order.	Number of days from quote to submission of the sales order. Average from all sales orders in the month.	1.3.1	ST	N/A	< or =1 day			
Reduce time frame for completing the DRC1289	Number of days from customer request to final completion of DRC1289. Average of all DRC1289's created in the calendar month.	1.3.1	ST	23 days	< or =7 days	9	9	5.7
Reduce time frame for completing the DRC6431	Number of days from initiation of DRC6431 until completion. Average of all DRC6431's created in the calendar month.	1.3.1	ST	14 days	< or =7 days	7	0	7.5
Create a documented sales process from Initiation to acceptance.	Month that changes to the sales process are made based on the Kaizen event. Enter "S" for started, "N" for not started, and "D" for done in the appropriate month.	1.3.1	ST	N/A	Create process			

Kaizen Event
January 14-18, 2019

Event Scope

- What is the first step in the process?
  - Our process begins with…Customer contacts the sales department

- What is the final step in the process?
  - Our process ends with…Product delivery
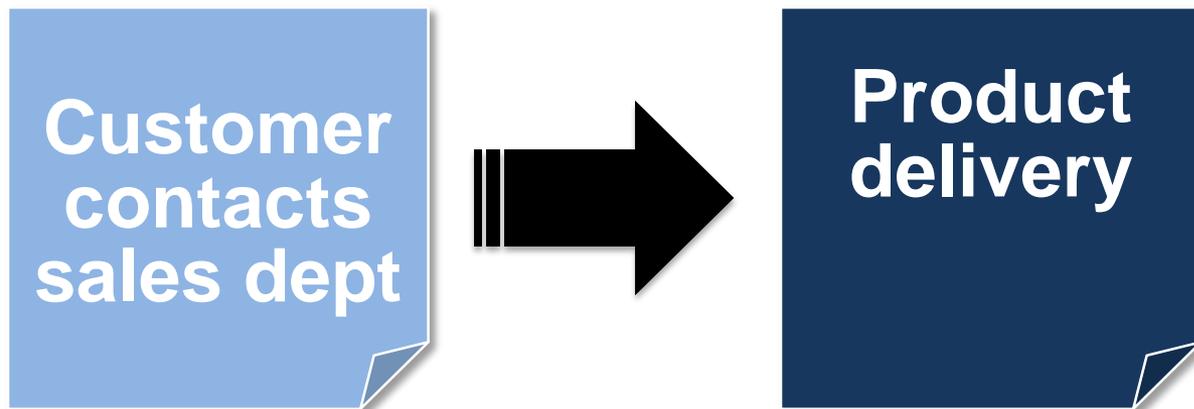
Event Baseline Data

- **DRC 1289:**

  - As of 1/14/19 approximately 11.14 days

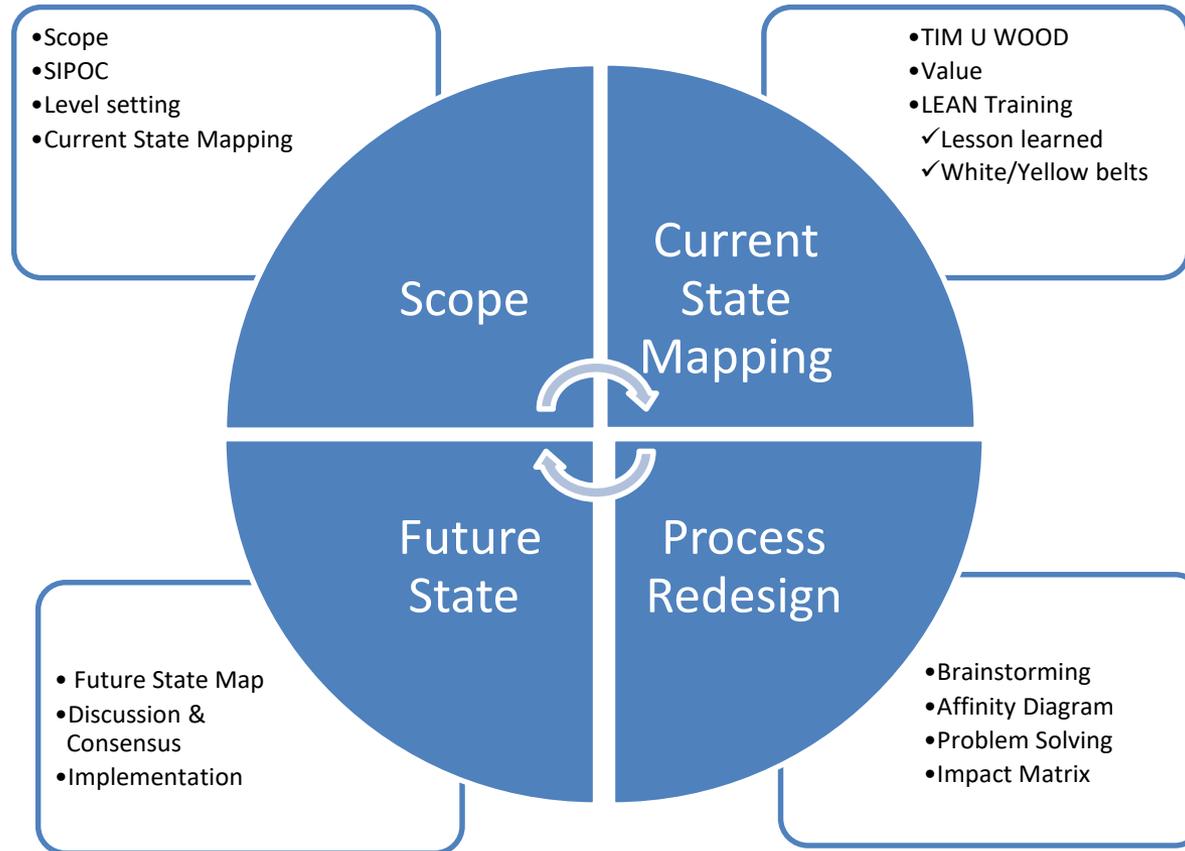 - As of 4/22/19 approximately 9.4 days

Process Improvement Goals

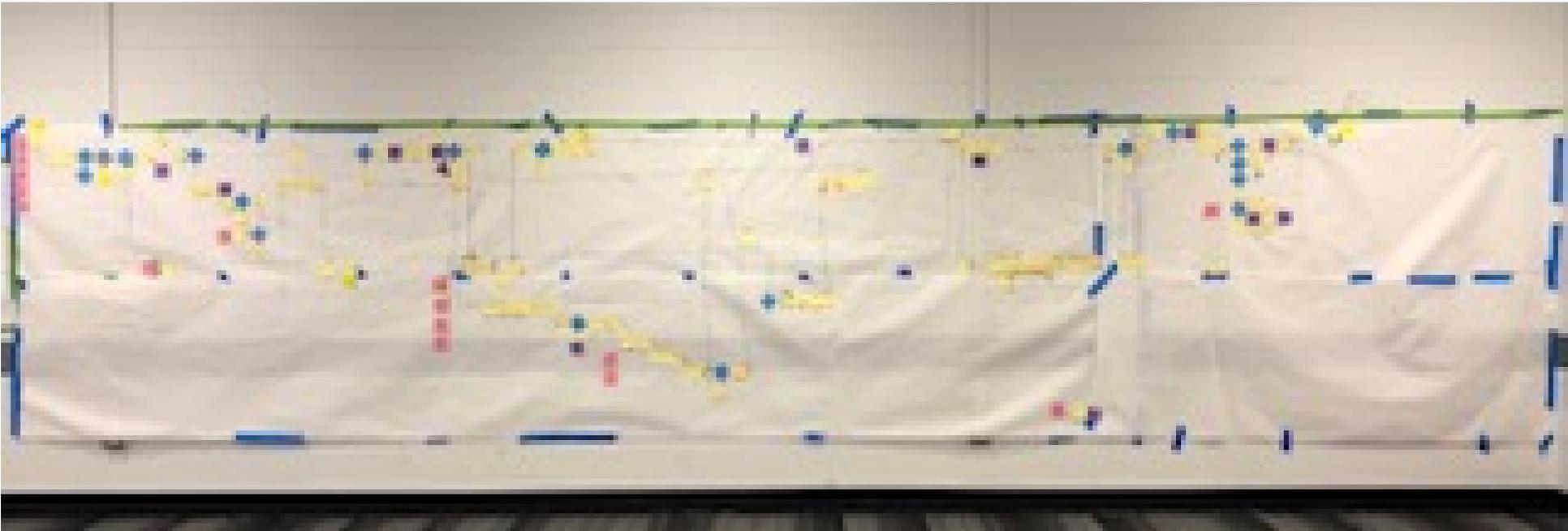**Create a documented sales process from initiation to acceptance**

Reduce the time required from initial sales contact until sales order

Reduce time frame for completing and usage of DRC Form 1289

Our Process

•Scope
•SIPOC
•Level setting
•Current State Mapping

•TIM U WOOD
•Value
•LEAN Training
  ✓Lesson learned
  ✓White/Yellow belts

Scope

Current State Mapping

Future State

Process Redesign

• Future State Map
•Discussion & Consensus
•Implementation

•Brainstorming
•Affinity Diagram
•Problem Solving
•Impact Matrix

Current State

Future State

Measure	Current Level	NEW	Projected Change
Process Steps	111	34	**69%**
Delay Points	13	6	**54%**
Decision Points	20	5	**75%**
Functions	15	12	**20%**
Waste	77 Steps	0	**100%**
Lead Time	Standard – 45 Non-Standard – 138	Standard – 30 Non-Standard – 85	Standard – **33%** Non-Standard – **38%**

Summary Scorecard

Forms Action Plans

Who	What	By When	Status
Chief	Memo on new DRC1289 process to staff. (MRP, Sales, PIM's)	1/22/19	Done
Sales Manager/PIM 3s	Begin new product review process (committee)	1/28/19	Implemented-Ongoing
Sales Staff	Complete all open DRC1289's	2/26/19	Done
GSS Work Group	Develop new DRC1289	2/26/19	Meets Bi-weekly (every two weeks)
MRPs	Request routable process through ITGG on Onbase	2/26/19	Cancelled-New form process working
MRPs	Advise staff on new process	2/26/19	Done
All staff	Go live with new DRC1289	2/26/19	Done
MRPs	ADVISE staff on new process through Onbase	7/21/19	Cancelled-New form process working
Pete Carroll	Go live with new process through Onbase	7/21/19	Cancelled-New form process working
Marketing Manager, MRP, OSC section	Update policy 25-OPI-02	3/29/19	Done

Implementation Plans

Training Action Plans

Who	What	By When	Status
MRP GSS Work Group	GSS/CRM Training	CRM – 30 Days GSS – 6 Mos (Ongoing)	Done-Ongoing
Marketing Manager	Website Training	30 Days (once website is live)	In design phase with vendor
Reentry Coordinator/ Sales Manager	Develop position specific training/certifications	90 Days	On target-Ongoing

Implementation Plans

Communication Action Plans

Who	What	By When	Status
MRP	Provide quick reference guide for staff on updating, adding, and deleting customer information in CRM.	1/29/19	Done
Sales Rep.'s Staff/Offender	Update customer contact lists in CRM.	2/12/19	Done-Ongoing
AP4	Chief's email update on OPI matters including Kaizen. Bi-monthly Thursday after Executive Staff meeting.	2/14/19	Implemented-Ongoing
OSC Communications	Update OPI intranet page	2/26/19	Done
Marketing Manager	Implement new OPI website.	4/19/19	In design phase with vendor
Marketing Manager	Customer Survey satisfaction survey.	7/21/19	
Marketing Manager	Update and distribution of marketing material.	7/21/19	
Sales Rep.'s Staff/Offender	Purge inactive customers in CRM.	7/21/19	
Inside Sales	Update all customer bill to and ship to information.	7/21/19	

Implementation Plans

Impacted Staff Survey

Question	SA/A	Percentage Responding
The 1289 process has improved since the Kaizen event?	13/21 = 61.9%	21/38 = 55.3%
The timeframe for 1289 approval improved since the Kaizen event?	15/21 = 71.4%	21/38 = 55.3%
Are you being notified when your 1289 request is approved and loaded into GSS?	10/19 = 52.6%	19/38 = 50%
I feel the new processes implemented in the Kaizen event are having a positive impact on daily operations?	14/21 = 66.7%	21/38 = 55.3%
I feel like I fully understand the new processes as implemented in the Kaizen event.	17/21 = 81%	21/38 = 55.3%

Initial Impact Survey

Next Steps: Brainstorming future Projects

- Customer Service
  - Reduce delivery time
    - Shop Assessments
  - Follow-through
  - CDC scheduling
- Define punch-out procedure
  - Modular Installation
  - Construction
- BRITE
  - Certifications
  - Job placement
  - PICEP

- Global Shop (ERP)
  - Implementation
  - Business Intelligence
  - Raw material bar coding
  - Product configuration
  - LEAN Team development
  - Financial Reporting
  - Staff Development

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- Kevin Stockdale

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- Kevin Stockdale

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- John Coleman/Stephanie Starr/Hannah Thomas/Rachel Griffin/John Rayle

- **Subject Matter Experts:**
- Pete Carroll/Kevin Stockdale/Erica Johnson/Rob Jeffreys