



OHIO DEPARTMENT OF TRANSPORTATION

Green Belt Six Sigma Project Report Out

October 13, 2016

Rochelle Jones

Ohio Department of Transportation

**OFFICE OF LABOR RELATIONS ~ ODOT ONE STOP SHOP:
MOVING INTO THE 21ST CENTURY**

Meet the Team



*Rochelle Jones,
Labor Relations Officer 3
Office of Labor Relations
Ohio Department of Transportation*



**Ohio Department of Transportation
District Labor Relations Officers**
(John Sumner, John Tornes, Jacqueline Visintine, Tricia Maassel, Machel Price, Regina Ford, Gail Lindeman, Janet Page, Jill Dible, Bill Hudec, Rochelle Jones)

BACKGROUND- SCOPE

Problem/Opportunity Statement:

The problem is that ODOT Labor Relations processes are outdated. The information is spread-out amongst many different outlets. The discipline is entered into the ODOT's homegrown database, Discipline Management System (DMS). DMS only tracks the disciplines received, it does not let you download any documentation; such as investigation, Pre-Disciplinary Meeting Report, discipline packet or Discipline Letter, etc. It also, does not track if the discipline results in a grievance, or if the grievance was forwarded for NTA/Mediation and/or Arbitration. There is also no final outcome fields for Settlement Agreement, Withdrawal, Arbitration Decisions, etc. All these documentations are housed in two different places; as a pdf and stored in a file folder on the computer and in a file cabinet, both under the employee's last name. The grievances are entered and tracked through OHGrievance. Monthly Report are pulled from many different systems; DMS, DATS, GQL, and spreadsheets.

Scope:

First Step: Report of an incident and the investigation initiated.

Last Step: Issuance of discipline. If grievance filed then NTA or Arbitration decision or Withdrawal.



PROJECT GOALS



Project Benefits:

One Stop Shop: Investigations, Disciplines, Grievances, NTA, Mediation and/or Arbitrations all in one database. Labor Relations Officer will not have to search several different files/outlets to research prior discipline on an employee. Efficiency and better customer service to our internal and external customers.



Goal Statement:

The goal is to establish a One Stop Shop for all Labor Relation processes. This include a faster and more efficient process by having one database that will encompass the investigations, discipline, grievances, NTA, Mediation Notes, Arbitration Decision, Settlement Agreement, and/or Withdrawal form.

To improve the effectiveness and efficiency of the Office of Labor Relations reporting database. To obtain reports and employee's discipline record in a easy and fast manner:

- Establish a One Stop Shop for all Labor Relations processes. {One database/system.} Go-Live by January 2, 2017
- Establish Uniformity ~ Train all District Labor Relations Officers on the new process by October 31, 2016
- Determine how many active disciplines are in DMS and enter them into the new system by December 31, 2016
- Faster Monthly reports ran from one system and not 4 different ones. Error reduction by 50%
- Year End Report will be easier to pull from one database - all Districts will be using same system/format
- All discipline with documentation will be included under employees' name. Starting January 2, 2017
- Easy navigation of the database, click on investigation link and it come up and it will do the same for each link; discipline, grievance, reports, documentation, etc.
- Streamline processes and timelines; Less steps. Less delays. Less storage points
- All District Labor Relations Officer will have access to the information. Transparency



PERFORMANCE METRICS

Performance Metrics:

- Reports ran in a quick and timely manner reduced by 75%. From 1-2 hours to 30 minutes
- End to End processing time reduced by 50%. From 60 steps to 31 steps
- End of Month report errors reduced by 80%. From 10 errors to 2 errors
- Reduce of paper in the first 6 months by 50%

Current



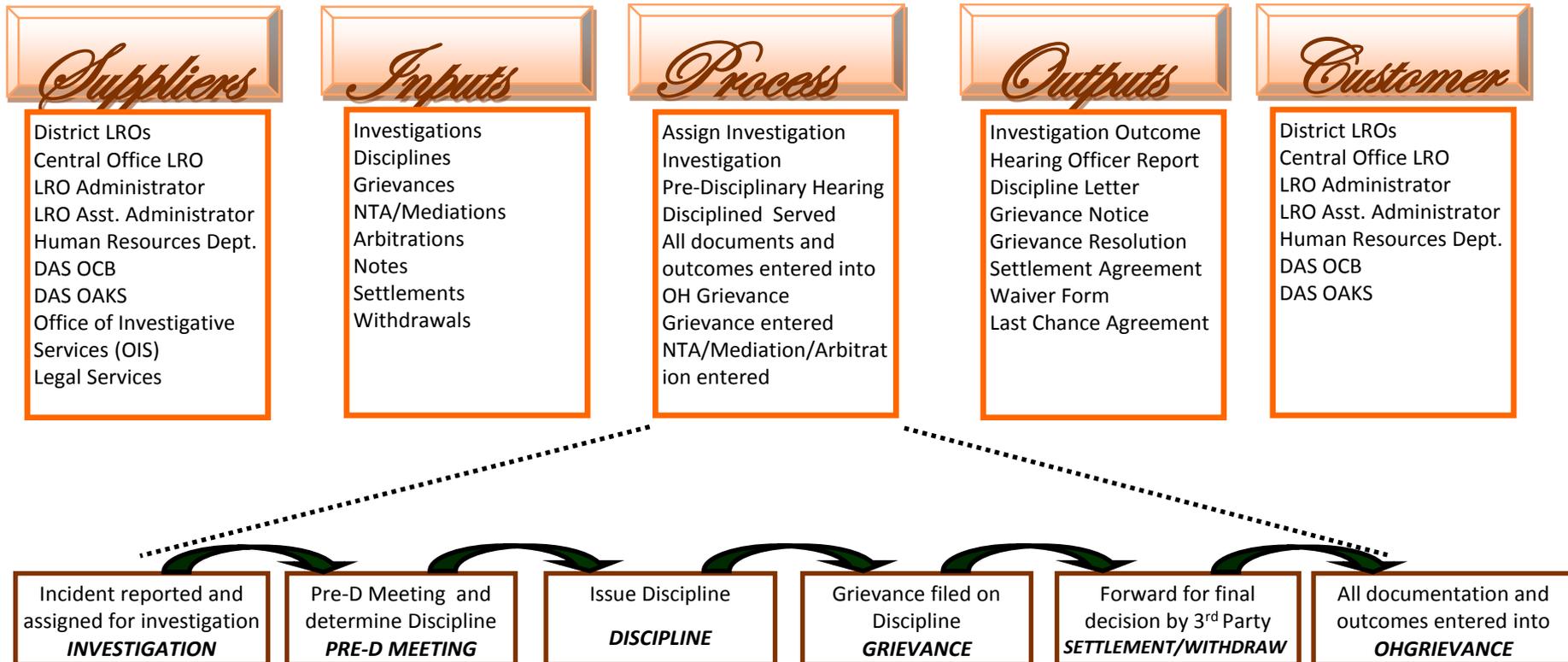
Lean



HIGH LEVEL PROCESS - SIPOC

SIPOC Diagram

Office of Labor Relations ~ OHGrievance System





BRAINSTORMING/BARRIERS/ISSUES

- **How to transition from current databases/systems; DMS, DATS, & GQL**
- **What do we do with current active discipline stored in DMS**
- **Can OCB make ODOT specific modifications to current OHGrievance system and can they do training**
- **ITS - Interface DMS and OHGrievance or do we have to manual input prior disciplines**
- **What do our new process look-like; For Investigations, Disciplines and WOCs**
- **What is the timeline on all these changes**



PAIN POINTS ~ WASTE

- **Current process outdated – 60 steps**
- **No standardization of the process per district**
- **Process too long – Current process is 13-24 days**
- **Not utilizing existing technology – Using of pdf & paper files**
- **Too many decision points – Currently 11 decision points**
- **Too many documentation storage outlets – 7 storage points**
- **Pull information from too many outlets to run a report – 4 outlets {DMS, DATS, GQL, Spreadsheets}**



OPPORTUNITIES

OHGrievance vs OAKS Enterprise for Labor Relations

■ OHGrievance

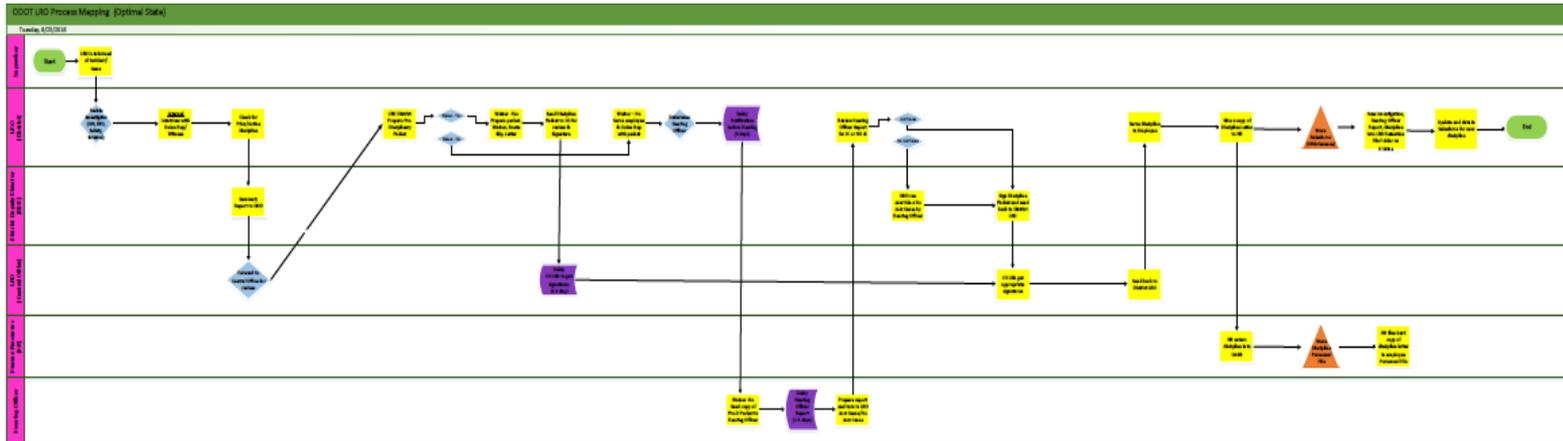
- Storage of all documentation from Investigations, Discipline and Grievances
- Send out Outlook Request for Grievance Meetings, Mediations, Arbitration
- Dashboard - Run Reports
- One Stop Shop for “All Things” Labor Relations

■ OAKS Enterprise

- Drug and Alcohol Testing Results
- Limited tracking of discipline
- Limited storage of documentation
- Does not track investigations and/or grievances

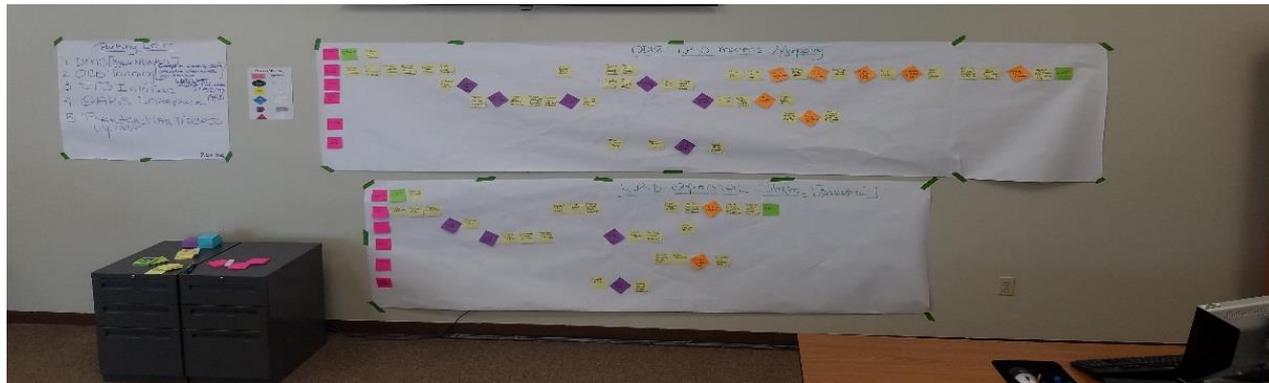
- ✓ ***ODOT Labor Relations Office decided to move forward with OHGrievance for now.*** This was determine after the OAKS Discovery Session, at this time Salesforce will be a better fit for ODOT.

OPTIMAL STATE PROCESS MAP



Process Map Key

- Function Different functions of the process
- Beginning & End Points Beginning and end points of the process
- Task Any task/activity where work is performed
- Inspect & Decision Places where information is checked against established criteria (Standards) & decision made on what to do next
- Delay Any time information is waiting before the process or decision (i.e. in-baskets, out-baskets, waiting to be batched)
- Store When information/product is placed in inventory (i.e. a file cabinet, directory)



PROJECT METRICS

Measure	Result		
	Current	Optimal	Difference (%)
Waste			
Process Steps	60	31	29 (48%)
Decisions Points	11	5	6 (54%)
Delays	7	3	4 (57%)
Document Storage	7	2	5 (71%)
Handoffs	13	10	3 (23%)
Loop Backs	4	2	2 (50%)
Process Times ~ Days	13-24	5-10	8-14 (58-61%)

✓ **ODOT will continue to review the process and make improvements as necessary.**

TIME SAVINGS

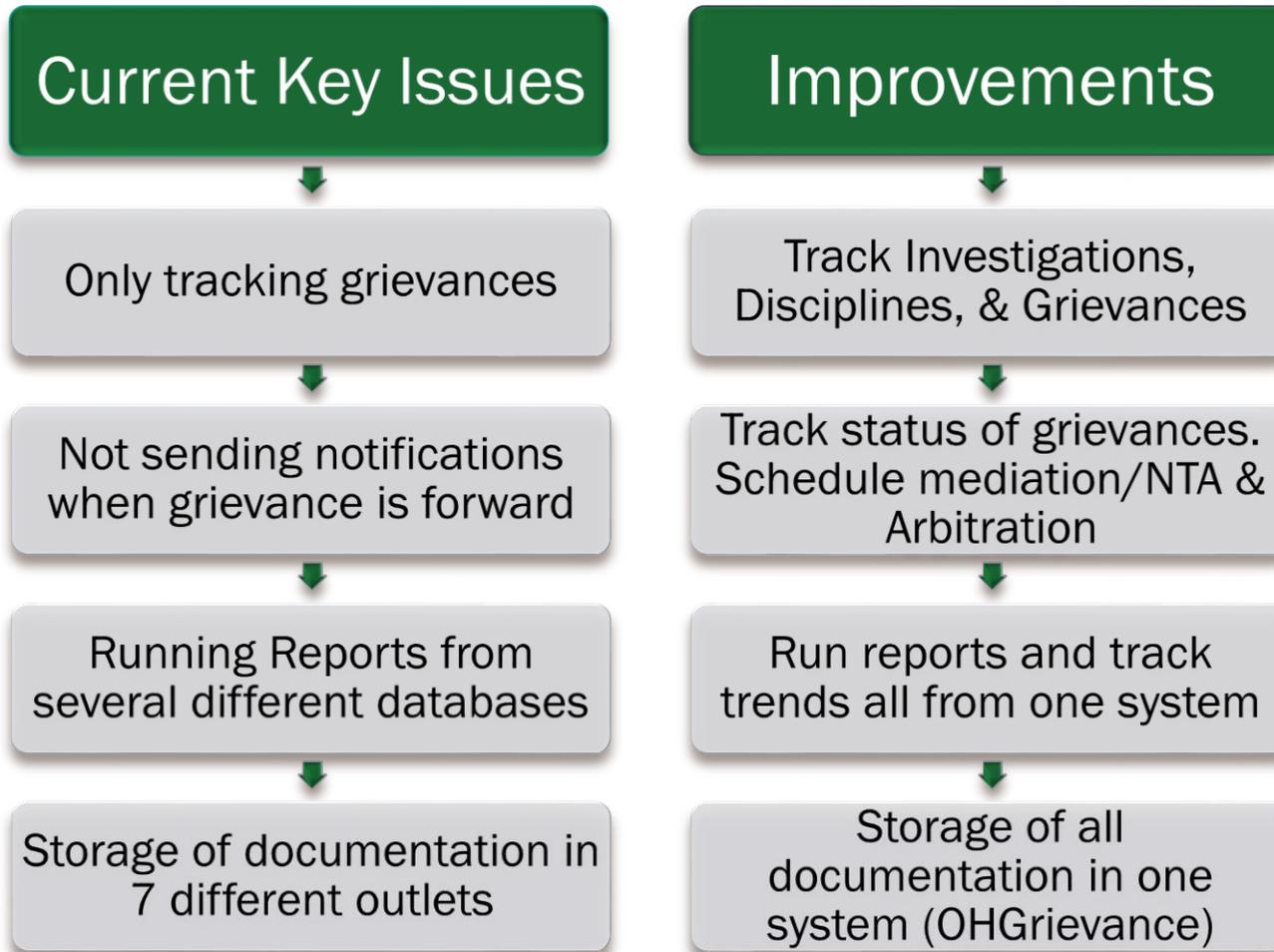
➤ **The biggest time savings is reduction:**

- 1) Going paperless
- 2) Storage of documentation
- 3) Processing steps
- 4) Loopbacks

➤ **These 3 items alone will save up to 8-14 days of processing time and reduce storage duplication efforts by 71%.**

❖ Current Process:	60 steps	New Process:	31 steps
❖ Current Storage:	7 areas	New Storage:	2 areas
❖ Current Loopbacks:	4 returns	New Loopbacks:	2 returns

IMPROVEMENT SUMMARY





PROJECT BENEFITS - INTANGIBLE

- Labor Relations Officer Satisfaction
- Labor Relations Officer time (No duplication of efforts)
- Labor Relations Officer have a more efficient way of doing business
- One Stop Shop “All Things Labor Relations”
- Faster and easier service when pulling employee discipline history
- More effective and efficient method of running reports. (Faster & easier)
- Improved Employee’s Records Management
- Better customer service to our internal & external customers

*“No matter how much falls on us, we keep plowing ahead. That's the only way to keep the roads clear.”
— Greg Kincaid*



AS A RESULT ~ BENEFITS

IMPROVEMENT	SUCCESSSES
Standardize the Labor Relations Process	<ul style="list-style-type: none">❖ Create a Resource Key/List❖ Create Flowchart/Checklist❖ Standardize Procedures❖ Improved Records Management
Streamline the process	<ul style="list-style-type: none">❖ Reduce delay while maintain communication❖ Shared decision-making❖ Less steps (Paperless Processing)❖ Reduction of storage areas
Make the process transparent	<ul style="list-style-type: none">❖ More accurate reports❖ Better communication❖ Making the process clearer and more efficient❖ Utilization of existing technology

✓ ***OHGrievance is One Point of Contact for all Labor Relations Procedures.***

✓ ***One centralized storage area for employee's history.***



IMPLEMENTATION BARRIERS

- Look at possible migration of current storage systems into OHGrievance ~ Discipline Management System (DMS), O drive, file cabinet (Central Office & District), and spreadsheet {Maintain all systems for 3 years-if cannot migrate systems in OHGrievance}
- OCB Training {ODOT only specific training}
- OCB – OHGrievance modification. Customize features for ODOT use; alerts for active discipline when entering new discipline, alerts when discipline becomes inactive, alerts add an new end date for new discipline, specific reporting features, etc.
- OCB add fields for Last Chance Agreement, Employee Assistance Programs and Safety/Vehicle Accident Reports include beginning and end dates
- ODOT ITS - Interface DMS, and OHGrievance?
- OAKS Enterprise - Interface with OHGrievance? (Drug & Alcohol Testing Results)
- Retention Process Schedule needs updated for OHGrievance Procedures
- What to do with current active discipline in DMS and active Drug and Alcohol test in DATS
- Add ODOT Work Rules and Polices to OHGrievance System along with some other minor agency specific features to make processing easier and consistent for all districts



IMPLEMENTATION PLAN

Task	Who	When	Status
OHGrievance Training	Rochelle Jones & OCB	5/06/2016	✓ Completed
Overview of OHGrievance	Rochelle Jones & Kandie Carson	6/23/2016	✓ Completed
LRO Process Mapping	Rochelle Jones & District LROs	8/23/2016 10/05/2016	✓ Completed ✓ Completed
Determine number of active disciplines per district	Rochelle Jones	8/26/2016	✓ Completed
New process overview LRO Administrator	Rochelle Jones	9/27/2016	✓ Completed
OHGrievance Training	District LROs, OCB, & Kandie Carson	10/05/2016 11/02/2016	✓ Completed On Target
Create an ODOT Cheat Sheet of Terms used	ODOT Labor Relations Team	10/07/2016	✓ Completed
Work with OCB on OHGrievance Modifications {create ODOT fields}	Rochelle Jones & OCB	10/31/2016	In Progress
Input discipline from other databases in OHGrievance	ODOT Labor Relations Team	12/31/2016	On Target
Kick-off Using new OHGrievance system	ODOT Labor Relations Team	1/02/2017	On Target
Review new process & evaluate if working/improvements	ODOT Labor Relations Team	06/30/2017	Follow-up Review On Target



LEAN BENEFITS

Simpler

- ✓ One Stop Shop for all labor relations processes
- ✓ Less steps. Less delays. Shorter processing time. Less storage points
- ✓ Process Dashboard Reports and Trend Analysis at your fingertips

Faster

- ✓ All documentation in one database for easier reference
- ✓ Reduce in reporting time, do not have to access DMS, DATS and GQL to run a report
- ✓ Faster decision-making

Better

- ✓ Improve communication between the Districts
- ✓ More transparent
- ✓ More consistently and accountability
- ✓ Utilization of existing technology ~ OHGrievance
- ✓ Improved Employee's Records Management and Employee's Records Retention

Less Costly

- ✓ Less time processing disciplines resulting in value added work in the office
- ✓ Less paper (Moving towards a Paperless process)
- ✓ Less storage points (File cabinets, pdfs, spreadsheet, computer files)
- ✓ Less reviews and decision points (Reduction of Loopbacks and Delays)



SPECIAL THANKS TO...

Sponsor:

*Bobby Johnson,
ODOT Labor Relations Administrator*

Subject Matter Experts:

*DAS Office of Collective Bargaining
Kandie Carson, Labor Relations Officer, ODNR*

Lean Mentor:

*Daveen Goodman,
ODOT Employee Development & Lean Administrator*

*Scott Burbacher,
DAS Office of LeanOhio*

Special:

*ODOT Leadership
ODOT Labor Relations Officers (Districts 1-12)
ODOT Employee Development & Lean Team
LeanOhio Team*

QUESTIONS/COMMENTS

