Ohio Department of Rehabilitation and Correction

Hiring Process

March 6-10, 2017
How Did We Get Here?

• High volume of hiring
• Imbalance between institutional needs and overall process
• Need for efficient, effective, and streamlined process for hiring staff in all positions
Process Eliminators
Event Scope

• What is the first step in the process?
  – Our process begins with… a vacancy within DRC is known/pending

• What is the final step in the process?
  – Our process ends with… effective date of hire
Event Baseline Data

- 15 week average form vacancy to hire
- 5,140 officer assessments completed in 2016
- 1,454 hired
Process Improvement Goals

- Design a more efficient process for hiring staff
- Quality of managing positions within the process
- Manage resources to be more accountable with state funds
Change for the Better

- Customer focused
- Right people changing the process
- One week-quick and action oriented
- Necessary resources available immediately
- New process implementation begins next Monday
Day One

- Level setting
- Scope of event
- Stakeholder identification
- Current state mapping
Day Two

- Finish current state mapping
- Waste identification
- Value added discussion
- Lean Six Sigma training
Day Three
• Brainstorming
• Analysis
• Problem solving
• Process redesign
Day Four
- Future State Process
- Discussion and consensus
- Implementation planning
- Details
Today - Day Five

- More implementation planning
- Celebration
- Sharing results
Current State
Simpler

• Fewer steps
• Fewer approvals
• No SME sheet
• Updated forms
• Review of MQ’s by filtering
• More consistency and standardization
Faster

• Fewer delays
• Less back and forth
• Fewer handoffs
• MQ and SME screenings
Better

- Improved customer satisfaction
- Institution staff can focus more on mission instead of hiring process
- Ability to find a more desirable candidate
- More similar process across different hiring entities
- Better alignment of resources
Less Costly

- Less time spent on vacancy → hire
- Paper savings – less forms used in process
- Screen applications electronically
- Ink savings (less printing)
  - SME sheet
  - Apps
# Summary Scorecard

<table>
<thead>
<tr>
<th>Measure</th>
<th>Current Level</th>
<th>NEW</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Process Steps</td>
<td>187</td>
<td>34</td>
<td>82%</td>
</tr>
<tr>
<td>Decision Points</td>
<td>24</td>
<td>7</td>
<td>71%</td>
</tr>
<tr>
<td>Functions</td>
<td>22</td>
<td>8</td>
<td>64%</td>
</tr>
<tr>
<td>Delays</td>
<td>21</td>
<td>2</td>
<td>90%</td>
</tr>
<tr>
<td>Processes</td>
<td>5</td>
<td>2</td>
<td>60%</td>
</tr>
<tr>
<td>Process Lead Time</td>
<td>15 weeks</td>
<td>8 weeks</td>
<td>7 weeks</td>
</tr>
</tbody>
</table>

**Changes:**
- Process Steps: 82%
- Decision Points: 71%
- Functions: 64%
- Delays: 90%
- Processes: 60%
- Process Lead Time: 7 weeks
Implementation Plans

- Policy
- Forms
- Communication/Training
- Resources/Functions
# Policy

<table>
<thead>
<tr>
<th>WHAT</th>
<th>WHO</th>
<th>WHEN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revise 34-PRO-Ø4</td>
<td>BoP Mgt team BIASC</td>
<td></td>
</tr>
<tr>
<td>#? Background Check</td>
<td>BoP Mgt Team BLR Team</td>
<td></td>
</tr>
</tbody>
</table>
# Forms

<table>
<thead>
<tr>
<th>WHAT</th>
<th>WHO</th>
<th>WHEN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electronic Request For Time (replacing approval levels from 3 to 2)</td>
<td>On Line Forms (Dean)</td>
<td>Prior to Implementation (after approved Policy)</td>
</tr>
<tr>
<td>Qualification Screening Form + CPE Tools</td>
<td>Committee of Q &amp; E Group + Hiring Managers + Local Inst. Personnel</td>
<td>- Prior to Implementation (after approved Policy)</td>
</tr>
<tr>
<td>Boiler Plate PD’s</td>
<td>Comp Unit + Local HE - DRS Hiring Group</td>
<td>- Prior to Implementation (after approved Policy)</td>
</tr>
<tr>
<td>Applications - Supplementary Questions for RDS to Filter</td>
<td>RDS/I+ Hiring Group (Key)</td>
<td>- Prior to Implementation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- ON GOING</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>WHAT</th>
<th>WHO</th>
<th>WHEN</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Training for:</em></td>
<td>Managing Director</td>
<td>Bo&amp;P Mgt.</td>
</tr>
<tr>
<td>- Compliance</td>
<td>of Org Development</td>
<td></td>
</tr>
<tr>
<td>- Background Unit</td>
<td>- Bo&amp;P Mgt.</td>
<td></td>
</tr>
<tr>
<td>- Hiring Specialists</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Personnel Coordinators</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Local Personnel Staff</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Managing Directors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Regional Administrators</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Wardens</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Labor Relations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- EEO</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Training Coordinators</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Fiscal</td>
<td></td>
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</tr>
</tbody>
</table>

| *New Process*              | Managing Director          | Bo&P Mgt.                  |
| Notify:                    | of Org Development         |                            |
| - Background Unit          | - Bo&P Mgt.                |                            |
| - Hiring Specialists       |                            |                            |
| - Personnel Coordinators   |                            |                            |
| - Local Personnel Staff    |                            |                            |
| - Managing Directors       |                            |                            |
| - Regional Administrators  |                            |                            |
| - Wardens                  |                            |                            |
| - Labor Relations          |                            |                            |
| - EEO                      |                            |                            |
| - Training Coordinators    |                            |                            |
| - Fiscal                   |                            |                            |

**Communication/Training**
Resources/Functions

<table>
<thead>
<tr>
<th>WHAT</th>
<th>WHO</th>
<th>WHEN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional Hiring Unit</td>
<td>Asst. Chief</td>
<td>6 months</td>
</tr>
<tr>
<td>- Hiring Specialist</td>
<td>Cathy Simerl</td>
<td></td>
</tr>
<tr>
<td>- Planning Coordinator</td>
<td>Kim Fullen</td>
<td></td>
</tr>
<tr>
<td>- Assessment Specialist</td>
<td>Jason White</td>
<td></td>
</tr>
<tr>
<td>- Hiring Manager</td>
<td>Lisa Carthy</td>
<td></td>
</tr>
<tr>
<td>- Assessment Specialist</td>
<td>Shirley Smith</td>
<td></td>
</tr>
<tr>
<td>- Assessment Specialist</td>
<td>Kimberly Freeman</td>
<td></td>
</tr>
<tr>
<td>- Assessment Specialist</td>
<td>Carmen Kimbro</td>
<td></td>
</tr>
<tr>
<td>- Shelly Harness</td>
<td>Tami Hamlin</td>
<td></td>
</tr>
<tr>
<td>2) Class &amp; Comp Unit</td>
<td>Some as above</td>
<td>6 months</td>
</tr>
<tr>
<td>- Planning Coordinator</td>
<td>Asst. Chief</td>
<td></td>
</tr>
<tr>
<td>- Hiring Specialist</td>
<td>Bobby Whitten</td>
<td></td>
</tr>
<tr>
<td>- Assessment Specialist</td>
<td>Chris Lambert</td>
<td></td>
</tr>
<tr>
<td>- Class &amp; Comp Manager</td>
<td>BS Staff</td>
<td></td>
</tr>
<tr>
<td>3) Agency Background Unit</td>
<td>Bobby Whitten</td>
<td>6 months</td>
</tr>
<tr>
<td>- Combat BS Staff/Survey</td>
<td>BS Staff</td>
<td></td>
</tr>
<tr>
<td>- 4 additional combat Staff</td>
<td>BS Manager</td>
<td></td>
</tr>
</tbody>
</table>

**Functions**

- Post positions
- Manage case intake
- Verify intake packet
- Create Effs
- Approve Effs
- Log Case intake
- Verify MVR
- Filter MVR
- Drug Testing
- DOTs/MDDs

**Class & Comp**

Unit 2:
- Create/Review P&Ps
- Update Class Spec's
- PSMAl Requests
- Job Audits
- Assessment Tools
- CO/API Ass
- OCS/EA 281 UP 04/11/19
- Create Boiler Plate Postings
- (Red Standard)
- Interview Questions

Unit 3:
- LEADS
- Criminal History
- PDEA
- Local Law/Compliance
- Employment verifications
What Begins Monday?

Timeline Tree

1. Identify and Create Units
2. Establish Unit Functions and Responsibilities
3. Collaborate with Labor and Legal
4. Communicate Plan Details
5. Update P.D.s
6. Create new Terms
7. Training Plan Developed
8. Present Training Plan & Meeting Directors
9. Roll out & Conduct training

10. Months

SIMPLER. FASTER. BETTER. LESS COSTLY.
Special Thanks to...

**Senior Leadership**
ODRC Director Gary Mohr

**Sponsor:**
Ed Banks

**Team Leader:**
Cathy Simerl, Kim Rowe, Stephanie Starr

**Subject Matter Experts:**
Leah Morgan, Beth Gersper, Ray Justice, Sharon Seaman
Results and Fact Sheet

Major Lean Events sorted by date 2011-2017

Click here for links sorted by agency • Go to the Events and Results summary table

2017

January 2017 • Ohio Department of Medicaid
Improved information flow will benefit patients of long-term care
Fact Sheet • Report-Out Presentation

January 2017 • Ohio Housing Finance Agency
Streamlined post-award process strengthens communication and ensures compliance while giving developers faster access to needed funds
Fact Sheet • Report-Out Presentation

2016

December 2016 • Opportunities for Ohioans with Disabilities
Employment will be retained or gained 80% faster for employed and job-ready individuals with disabilities
Fact Sheet • Report-Out Presentation

September 2016 • Ohio Department of Natural Resources
ODNR uses Kaizen event to plan an efficient future for merging Parks and Watercraft Divisions
Fact Sheet • Report-Out Presentation

July 2016 • Ohio Department of Administrative Services
Customers of central procurement will see faster service with implementation of one standard process and a one-stop web page
Fact Sheet • Report-Out Presentation

LeanOhio Kaizen Event Fact Sheet

Ohio Attorney General

Issue: Improving customer satisfaction for people who are served by the Ohio Attorney General’s Information Technology Services call center.

<table>
<thead>
<tr>
<th>Department</th>
<th>Changes to Process</th>
<th>Metrics</th>
<th>As a Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ohio Attorney General ITIS</td>
<td>Reduced process steps from 80 to 39 (54% reduction)</td>
<td>It will take just 5 days to get a new employee up and running w/ all</td>
<td>IT support from the AG’s Office will be easier for employees and law enforcement agencies.</td>
</tr>
<tr>
<td>Cell Center Process</td>
<td>Reduced phone calls from 12 to 6 (66% reduction)</td>
<td>their computer equipment and systems in place and fully operational</td>
<td></td>
</tr>
<tr>
<td>January 27-31, 2014</td>
<td>Eliminated 5 at 6 Report(53% reduction)</td>
<td>in just a few days, more than double the amount of work the previous</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>process took in the same amount of time.</td>
<td></td>
</tr>
</tbody>
</table>

Current State Process Map

Team members: Mark Smith (Team Leader), Laura Wetheanpaw, Aaron Shope, Chad Ivory, Glen Patterson, Mark Edwards, Angela Cherry, Heather Stolte, Kim Vazza, Joy Mundias, James Gregory, Debra Huthsater, Conchita Marson, Amy Brown, Deborah Elliott, Dustin Lazzini, Leahna Roberts, Lindsey Goodman (ODHS), and Kim Willy (Federal Reserve Bank of Cleveland).

For more information please visit lean.ohio.gov or contact Steve.Walsh@das.ohio.gov