



## LeanOhio Kaizen Event Fact Sheet

## **Ohio Department of Natural Resources**

**Issue:** ODNR has historically maintained a paper process for administering administrative investigations (AI), with nonstandardization across divisions. The Kaizen team set out to develop a standardized process between all divisions for expediting notice and approval of AI's, implementation of online AI assignments, and discipline/non-discipline issuance through HR/leadership.

Department	Changes to Process	Metrics	As a Result
Ohio Department of Natural Resources Administrative Investigation and Discipline Process February 29 – March 4, 2016	Process steps reduced from 91 to 34 (63% reduction)  Decision points reduced from 11 to 6 (45% reduction)  Handoffs reduced from 26 to 13 (50% reduction)	Process time currently ranges from 70 days to 547 days (depending on the type of administrative investigation), and will be improved to 11-74 days when the new approach is fully implemented  One-third fewer full investigations will be conducted in the field, equivalent to 3,000 freed-up hours that can be redirected to more value-added work	Overhauled approach for administrative investigations and discipline will clarify and quicken a challenging process

<b>Major Improvement</b>	How it was accomplished
Standardized process	Created resource teams at the Division level, and standardized training and policies/procedures
Streamlined process	Reduced handoffs in the process while improving overall communication and empowering decision-making at appropriate levels
Transparent process	Utilized existing technology (OH Grievance) to enhance and standardize reporting throughout agency



**Future-State Process Map** 



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