

LEANOhio

Ohio Department of Education Professional Conduct

October 30 – November 3, 2017

How Did We Get Here?

- Cases are staying open too long (currently about a 12 month average)
- Increasing volume of incoming referrals
- Process has not scaled well to handle increased volume over the years; lots of “band-aid” and “one-off” steps

Case Crushers

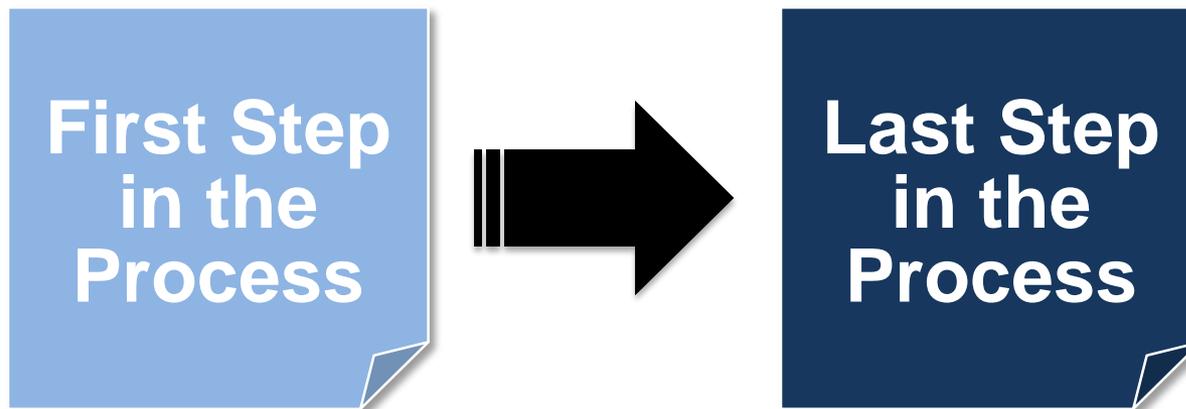


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Event Scope

- What is the first step in the process?
 - A complaint is received, or application comes into PC inbox.
- What is the final step in the process?
 - The referral is closed



Event Baseline Data

From the 2016 Annual Report:

- Number of customers

318,000 licensed educators; 8,900 applicants

- Number of incoming items

11,537 referrals

- Number of completed items

1,361 investigations conducted (11.8% of referrals)

1,032 cases resolved (75.8% of investigations)

553 resulted in disciplinary action (53.6% of dispositions)

479 resulted in no disciplinary action (46.4% of dispositions)

- Number in backlog items

329 unresolved cases

- Current open cases

1,569

Process Improvement Goals

Reduce time to investigate cases by 50%

Create consistent standards for case report to reduce guesswork in decisions

Reduce intake process time/steps by 50%

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



A woman in a maroon jacket and white scarf stands at the front of a conference room, addressing a group of people seated at long wooden tables. The room has a patterned carpet and a grid ceiling with recessed lights. The audience consists of men and women of various ages, some looking towards the speaker and others looking at their notes or devices. A projector is visible on the ceiling.

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

(in unneeded info from interviews)
 Instead of writing lengthy affidavits summarize on statements. (usually place main points of interview)
 spend less resources in work cases that will likely settle
 EDIS DUNS ELECTRONIC COMPANED BY SA
 The attorneys to stop asking for all of their work to be done asap
 Revise the applicative questions
 (A w/ no req. + suspend the expiration + should not req. app)
 Coaches take up large % of + time
 Basic Briefing - no briefing?
 Pending Referrals - attend process for reviewing them + processing them
 Have Rob draft list of draft of CA to cut out stop
 Use suggestions for police reports in conduct whether immediately review than public events + requests to cut + review on back from violated
 Add language to CA that R will look directly at but who cannot unless from violated
 Point number between SA - Paa... etc.
 Audio record invest gather interviews
 Paralegals do again have things or Outlines for
 Add another color printer
 Paralegals sign & send interview request letter
 document-Management System
 Reliance on written distribution class roster. Main Calling to interview HR. Remuneration to confirm.
 only handle VS by Casenit before court
 USE MANUAL STANDARDS EACH PROCESS
 Less approvals req. for drafting
 Slightly lower compensation (local) firms - VS case - WA advice
 Bigger Mail box/ Drop off for Paralegals
 Intake create file with Atty and Paralegal Name
 Open investigation list - standard for "regular" cases including visiting - substitute law off.
 Referrals - FIFO
 Utilize Intern Admin Professionals for interviews + scanning doc for files
 Sticker on case file ID Attorney + Paralegal
 Scanning Process... Faster equip?
 Finishing - use less (ex. staples, paperclips...)
 Auto Fill Forms
 Prepare all cases for court when 80% go to hearing
 Vague language VS shouldn't be reviewed multiple times like regular VS
 Bigger mail boxes
 Is anything written in case report used? remain consistent info.
 In investigation process shortening interviews by cutting to confirm without statements rather than having them
 Standardization of allegation in every party from the initial case report -> type & summary, etc.
 LESS HANDS TOUCHING PARALEGALS
 Track changes using word when editing docs (make does own changes)
 Do we need extra hearing dates? or can we dispense with it all?
 One Database Not 3
 Atty mail own work
 Adm - standard personal handling for handling the case for relevant response + how many ready - prepared
 Status to Ad's office put in excel/inform pages?
 I intake creates investigation WS
 involving AG up front
 Have paralegals prepare responses for criminal files @ file creation so when SA gets file can begin.
 LESS FILES BACK AND FORTH
 A More Streamline way to process back and checks
 Team approach to complex cases
 Enforce 15 day deadline for response to Consent Agreement
 ABME gives a range to negotiate in and a bottom line. Only one review by ABME
 Witnesses ad dresses in 1 place.
 Assign cases to express love (certain attorneys?)
 Revise the subpoena template to accommodate contract cases
 MORE PARALEGALS IF COUNTE TO HAVE SO MANY SAs
 Put a hard line on # of case filings committed to all Rs
 Eliminate some cases by calls to attorneys at the first end of intake?
 Less interruptions throughout the day
 Intake close out referrals that are known to be closed (but) so not so many in between living in labor
 Narrow down excel sheets have 1 live excel sheet.
 Living spreadsheet Doc that would be used to communicate between SAs + Paralegals
 automation receipt of electronic background checks
 Use cheap tech to help write up interviews
 DOWNGRADE THE FIRST TIME
 More attention to returning all 3 pages of CA's
 Minimize discipline CA options
 Poke Yoke intake forms (phone, address -
 Standardize processes
 Detailed points to monitor CA, attorneys work on hearing process (including getting materials) - assign
 Revise the interview letter template to accommodate all the staff attorneys
 Consider having As assigned to case draft - consider direct of language that are controversial with
 MONITORING OF CAS DUNS BY ANOTHER STAFF MEMBER
 Create FAQ page. If you have one already, review and update.
 Better flow of work to be mailed. Missing the drop off time + having to make
 Intake create Atty worksheet for Paralegals
 Better instructions for attorney worksheets (LESS DISCUSSING)
 All staff attorneys to use the worksheet
 Paralegals can sign does themselves or sign for attorney
 Remove Atty's review of VS.
 Remove SA from routing w/ inactive process
 redoing case files
 Application Filled out Comply
 get more paralegals
 Sharepoint?
 Bottle-necked @ Rob? (re-assign)
 Review rate summary as they are completed
 Delete unnecessary forms (if any) from use files
 Consider having As assigned to Intert (issues) also in hearing be back some As?
 Make sufficient other parties in the process resolution in case investigation
 Speed record - keeping on cloud sharepoint/Google Docs
 Revise the LOA Cover Letter
 Use last page of folder for records
 Discipline should automatically go to databases once scanned in relation to taking multiple steps
 Reduce paralegal contacts (less attorneys per paralegal)
 Online Admin Reporting Forms
 Decrease process in many areas by eliminating some review of SE.
 Some intake can be moved directly to paralegals without first being reviewed by managing attorney (put on CA routing slip)
 Stop printing things from CA/RE unless necessary
 Have a way to many S.A. Draft letters
 allow paralegal to sign attorney name on multiple cases
 shared database tracking system
 Some letter case really need attorney review + approval
 Keep the files organized
 Simply ASMR we meet
 Separate SA assigned to urgent updates and dependencies and dependencies to make sure cases in back track, not being handled
 Discontinue w/ assigned case status
 Read Technique training for untested
 Intake + investigations should come to staff meetings (for rep for each)
 Staff attorney participate in discipline recommendation
 Reduce need to date, triple log msgs + notes
 Repeat text - can use get a report that shows on hold for over 30 days
 Create work orders of case notes to reduce variance
 Eliminate place of decision (Paa, paper, etc)
 request agencies send us electronic records
 Standard for subpoena for back logs from what is needed
 Add other states for to be a paralegal only a person?
 Administrative Professional
 Small case assignment for attorneys + paralegals + investigators
 Case report
 Have one person A.G. can go to for a decision
 More public can participate in discipline + resulting discipline
 Briefing, Share your tracking process with Jason. (Following Up)
 ref. complaints to provide agency names
 Use subpoenas first instead of records requests and interview letters
 Digital case records
 file system
 make req. on req. come
 create work orders of case notes to reduce variance
 make req. on req. come
 Schedule of paralegals
 Final Subpoena Individual Order
 Attorney Paralegal Assignments
 I Memo to AG for case Assign
 interests/needs for Scanning
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 Schedule of paralegals
 Final Subpoena Individual Order
 Attorney Paralegal Assignments
 Change layout of office for better flow
 Review website and forms for readability & clarity
 Highlight key documents + send OAG entire case file
 Spreadsheet for all cases (live doc)
 create criteria for turning in case to close
 NOT getting 10 cases at 1 time.
 when all parties all have all referrals in court default order

Day Three

- Brainstorming
- Analysis
- Problem solving
- Process redesign

157 Brainstormed Ideas!



Day Four

- Future State Process
- Discussion and consensus
- Implementation planning
- Details

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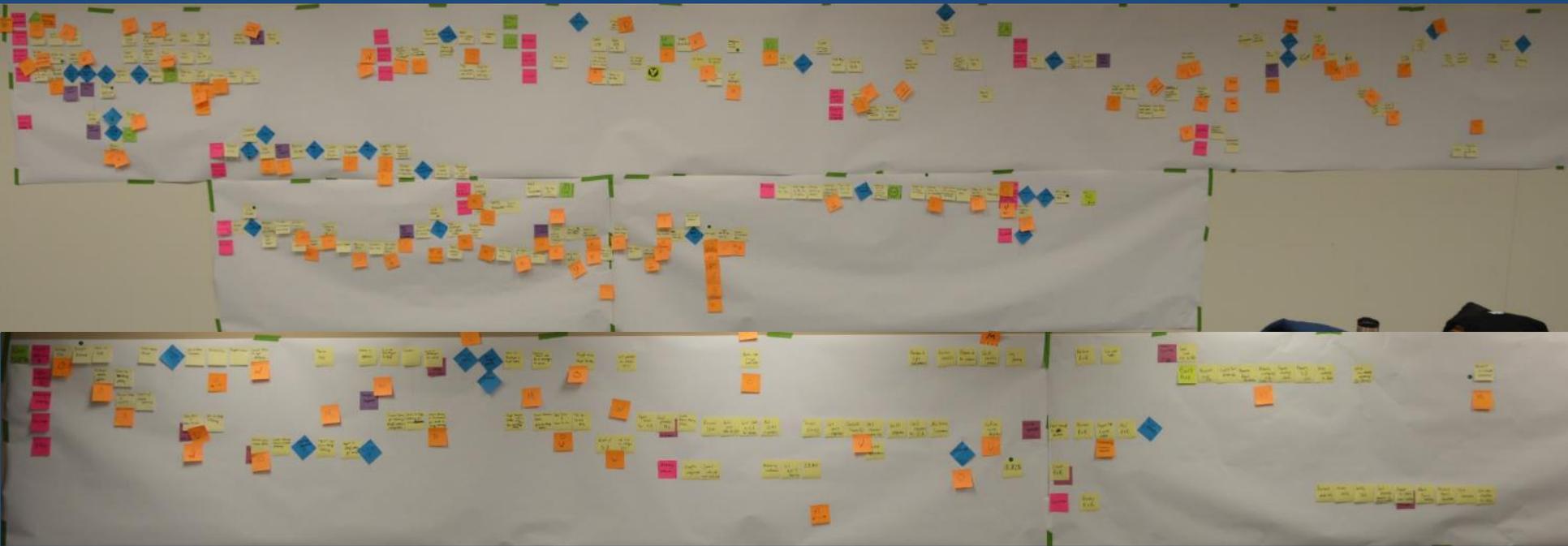
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Today - Day Five

- More implementation planning
- Celebration
- Sharing results

Current State



Future State



Simpler



- Single point of entry; one Intake inbox
- Paralegals out of Investigation process
- Staff Attorneys no longer scheduling interviews
- More autonomy
- Less duplication of effort

Faster



- Less time in Administrative Reviews
- Due dates for documents to be returned
- Disciplinary ranges for ABMR; less back and forth
- Recorded interviews

Better



- Revised Case Report
- Same AAG throughout process
- Increased follow-up on pending documents
- Intake checklists / decision trees
- Improved quality of records to AG
- Legal analysis in Investigation Report

Summary Scorecard

Measure	Current Level	NEW	Change
Total Steps	291	200	31%
- Intake	38	16	58%
- Investigations	62	26	58%
Decision Points	34	21	38%
Handoffs &	116	62	47%
Loopbacks	34	16	53%
Process Lead Time	~ 12 months	6 months	50%

Implementation Plans

- Quick Hits
- Training
- Case Report
- IT

Quick Hits

- Update Case Report
- Update/Create training materials
- Best Practice Review
- Remove unnecessary forms/files from network storage

Quick Hits

What	Who	When
Add intake's Investigator to Monday Meetings Once a month	Admin Pro to Schedule	First Monday of month done by week 2 Monday
Printing off Invest. Worksheet/adding Proj/Att. Names. Not Printing on computer to save space	Intake Team	Monday
1 procedure to request off-site files (email Jason w/ director ID)	Jason	immediately
Get clarification on office * Supplies → basement or Staples?	Lori/ Admin	ASAP
(1 procedure to request off-site supplies) Request Supplies through email to Jason, if not in basement.	Jason	Monday
Study Research Transcription/ Recording Tool (interviews)	Abbie/IT	Thurs 11:09
Delete unnecessary files/forms on Drive	Rob/Admin	Jan. 1
First In First Out (whenever possible)	Managing Attorneys	Monday
New Employee Training "Best Practice Review"	Managing Attorneys	Monday
Larger Mailboxes : order/ install	Order/approve Lori/Jason	Lori/Jason ASAP
Condense Birthday Wednesday	Sarah/office	Jan. 1
Update/Create Training Materials	Aaron	December
Update Case Report	Brandon	11:09

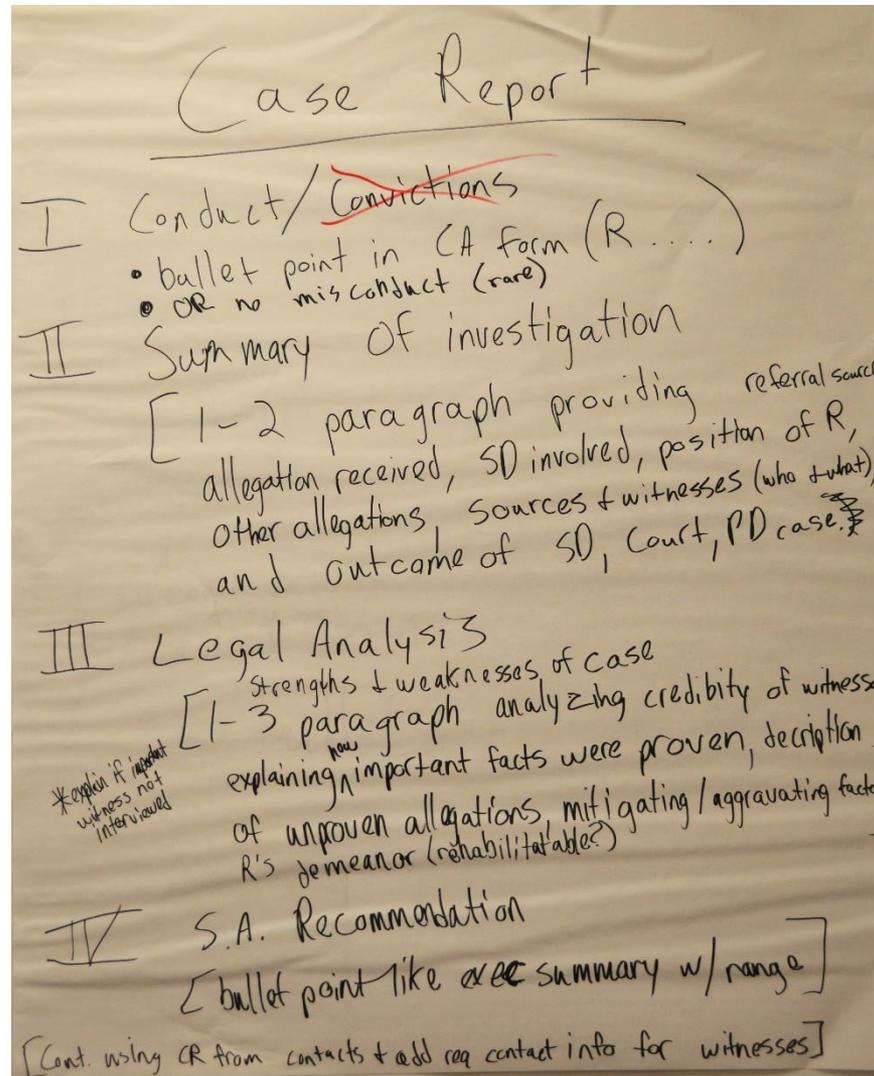
Training Plan

- Develop training, guidelines, and checklists for:
 - Paralegals
 - staff attorneys
 - new intake process
- Training when new electronic process is developed

A handwritten table titled "Training" on a piece of paper. The table has three columns: "what", "who", and "when". It lists four training tasks with their respective assignees and start/end dates.

what	who	when
(for Paralegals) Develop training & Update Manuals Develop ✓ lists	Aaron (Brittany)(Rob)	Start now Due Jan 31
For Staff Atty's Develop Training	Kelly (Abbie, Brandon Jessica)	Start now Due Jan 31
Intake Team Develop Training Guidelines ✓ lists	Tom (Jason, Sarah Montana)	Start now Due Jan 31
New System Training	?	?

Case Report



IT Plan

- Auto-fill / online forms
- Internal dashboard
- Queue for Intake
- Tickler system
- Notifications for task changes

What Begins Monday?

CAN DO NOW	CANT DO NOW
<ul style="list-style-type: none"> - Everyone starts trying to move towards a graduated FIFO now - Quick Doc Mods (LOA CA - paralegals sign) In the new letters - update paragraphs with sign call atty update letters to be signed by paralegal not SA - Staff Attys draft subs paras with still draft IV letters (?) - Sarah check with mail room to see if mail box can be moved to a later time - New Case Report # Mod witness interviews/signature - Abbie to research transcription software - Send Tom IPTI Procedures (Jason) - Classy ETR Final case file was sent * Schedule Discussion - Agree on what needs to be printed in case file - set up meeting w/ Morgan RE re position 	<ul style="list-style-type: none"> - Re-do Non-Disciplinary Process - Have a non-staff atty schedule interview - Staff Attys draft interview letters? - Have "Mose" inbox - Streamline IPTI back-and-forth with OEL staff

Special Thanks to...

Senior Leadership:

Paolo DeMaria, Superintendent, ODE

Melissa Huffman, Chief Operating Officer, ODE

Sponsor:

Julia Simmerer, Senior Executive Director, Center for the Teaching Profession, ODE

Team Leader:

Lori Kelly, Director, Office of Professional Conduct, ODE

Subject Matter Experts:

Max Hennon (Data/IT), Adam Bessler (OAG), Morgan Webb (HR), Sanjay Konar (IT), Maggie Sanese (Communications)

Results and Fact Sheet



HOME RESULTS SERVICES TRAINING RESOURCES NETWORK LOCAL CALENDAR CONTACT

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Search...

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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.

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July 2014 • Ohio Turnpike Commission
Procurement process for Turnpike facilities will move up to 85 days faster
[Fact Sheet](#) - [Report-Out Presentation](#)

July 2014 • Value-Stream Mapping Event
11 state agencies map out streamlined approach for managing federal grants
[Report-Out Presentation](#)

June 2014 • Ohio Development Services Agency
Grants for crucial heating and cooling assistance will be processed 10 weeks faster on average
[Fact Sheet](#) - [Report-Out Presentation](#)

June 2014 • Ohio Department of Rehabilitation and Correction
Streamlined reception process will move inmates more quickly to their home institutions, strengthening safety and family support
[Fact Sheet](#) - [Report-Out Presentation](#)

May 2014 • Ohio Department of Youth Services
Youth-focused intake process will ensure better communication, greater personalized attention, and faster assignments to home institutions
[Fact Sheet](#) - [Report-Out Presentation](#)

Dashboard Change to Process Monitor Add Results

Personalized Follow Ups	Customers can select if they would like to be contacted and how they would prefer to be contacted. Customers can fill out a follow up survey if they choose.
Customers able to Pull Work Order Information	Dashboard will allow customers to track, modify, and close ITS work orders.

Current State Process Map



Future State Process Map



Team members: Mark Smith (Team Leader), Laura Weatherspoon, Aaron Shore, Chad Ivery, Glen Patterson, Mark Edwards, Angela Cherry, Heather Stubbs, Kim Vinova, Joy Endrulas, James Gregory, Debra Hufstader, Conchita Matson, Amy Brown, Delores Elliott, Dustin Lazzarine, Lakeima Roberts, Lindsay Gladman (ODJFS), and Kris Hilty (Federal Reserve Bank of Cleveland).

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