

LEANOhio

Ohio Department of Natural Resources PARKS-WATERCRAFT MERGER

September 26 - 30, 2016

Facilitator: Y'vette Helm - Green Belt
Mentor: Kandie Carson - Black Belt

Senior Leadership: Gary Obermiller, ODNR Assistant Director
Sponsor: Michael Bailey, Deputy Director /Chief- Division of Parks & Watercraft
Stephen Harvey, Assistant Chief- Division of Parks & Watercraft
Team Lead: Richard Corbin

Team Members:

Tom Arbour, Cindy Bellar, Lori Benhase-Wolf, Pat Brown, Kathy Cochrane, Nick Hall, Lacey Harrier, Heidi. Hetzel-Evans, Kemmeth Kirk, Judi Love, Jayne Maxwell, Frank Meravy, Jacqueline Mustard, Natalie Pirvu, Scott Sharpe, Amy Smith, Stacie Stone, Margaret Thompson, Todd Yourkin

How Did We Get Here?

- Senate Bill 293 of the 131st General Assembly established terms for the merger of the ODNR Division of Parks and Recreation and Division of Watercraft effective 09/11/2016. This merger will result in newly defined and overlapping roles and operations.

OPERATION 293



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Event Scope

- **What is the first step in the process?**
 - Identify current work tasks, redundant/overlapping roles, and management structure
- **What is the final step in the process?**
 - Implement post-merger administrative roles and supervisory assignments

Event Goals

IDENTIFY WORK TASKS
AND ASSIGNMENTS

DESIGN REVISED
ROLE/TASK ASSIGNMENTS
AND MANAGEMENT
OPERATIONS STRUCTURE

COMPLETE
COMMUNICATIONS RAMP
UP AND ENSURE CROSS-
FUNCTIONAL TRAINING

Event Baseline Data

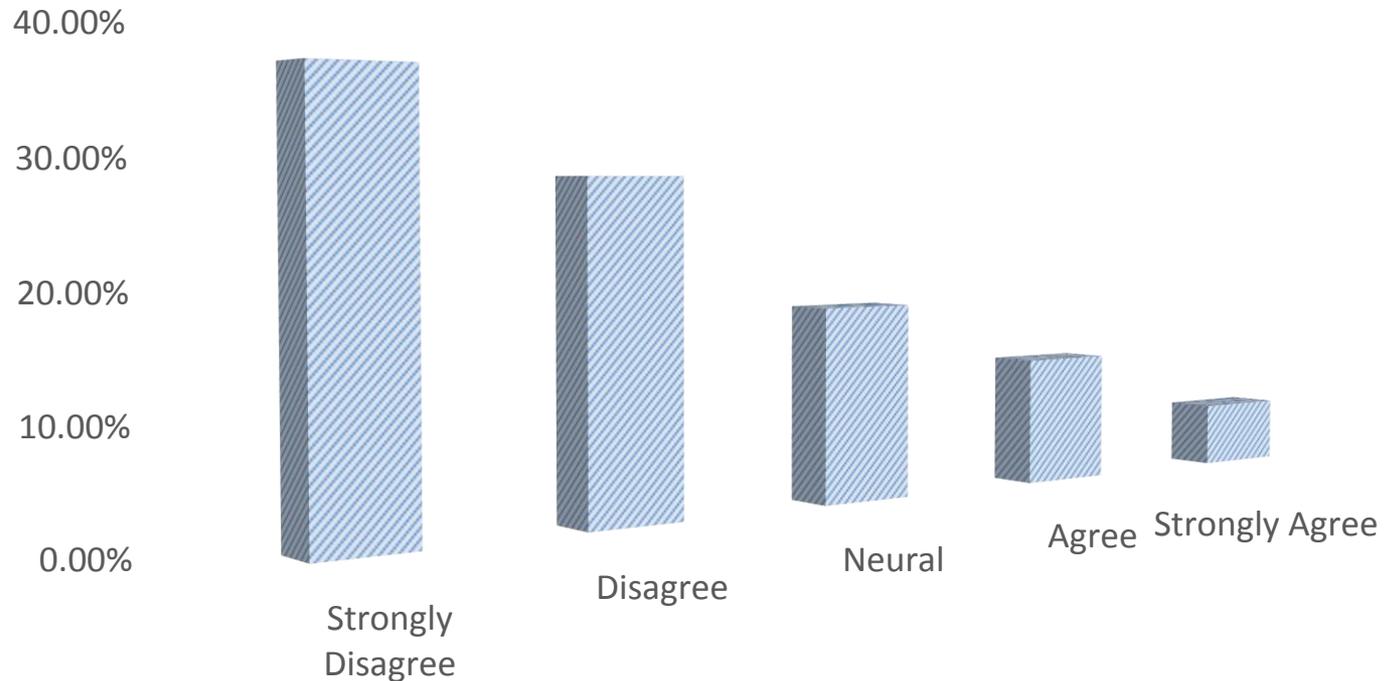
HOW WOULD YOU RATE THE LEVEL OF COMMUNICATION/DISSEMINATION OF INFORMATION AMONG STAFF?

Needs Improvement	Poor	Neutral	Good	Excellent
35.71%	39.29%	14.29%	10.71%	0.00%

- ~ No Communication top down or between Parks and Watercraft Employees
- ~ Division employees are not receiving the same information or at the same time (Watercraft employees feel that Parks employees receive preferential treatment.
- ~ There has been no communication on which set of policies and procedures that will be followed or if new ones will be integrated.
- ~ Management does not do a good enough job recognizing and acknowledging employees.
- ~ Feelings of mistrust – Administration not being truthful
- ~ No communication between the two divisions

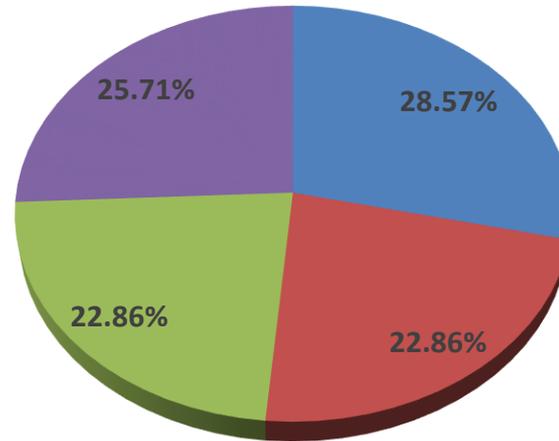
Event Baseline Data

Communication between senior leaders and employees is good in my organization.



Event Baseline Data

Satisfied with Involvement in Work Decision



■ Strongly Disagree

■ somewhat Disagree

■ Neutral

■ somewhat Agree

■ Strongly Agree

- **Management has not requested input from subject matter experts**
- **Duties should be assigned considering employees strengths/weaknesses/career goals**
- **More involvement of Watercraft employees**
- **No opportunities offered to provide input outside of the survey**

Event Baseline Data

What central office functions could be improved

- Fair postings and interviews
- Effective Communication
- Development of Mission, Vision and definite goals based on both Divisions. (equal importance)
- Fiscal, Fleet, Law Enforcement
- Provide accurate position descriptions
- Defined guidelines on how to charge time to various codes (especially those assigned to grants. (No misuse of funding sources)
- Consistent and accurate dissemination of all information and updates
- Redistribution of duties based on education, experience, employees strengths, weaknesses, career goals and career development plans.
- Implementation of Checks and Balances

Change for the Better

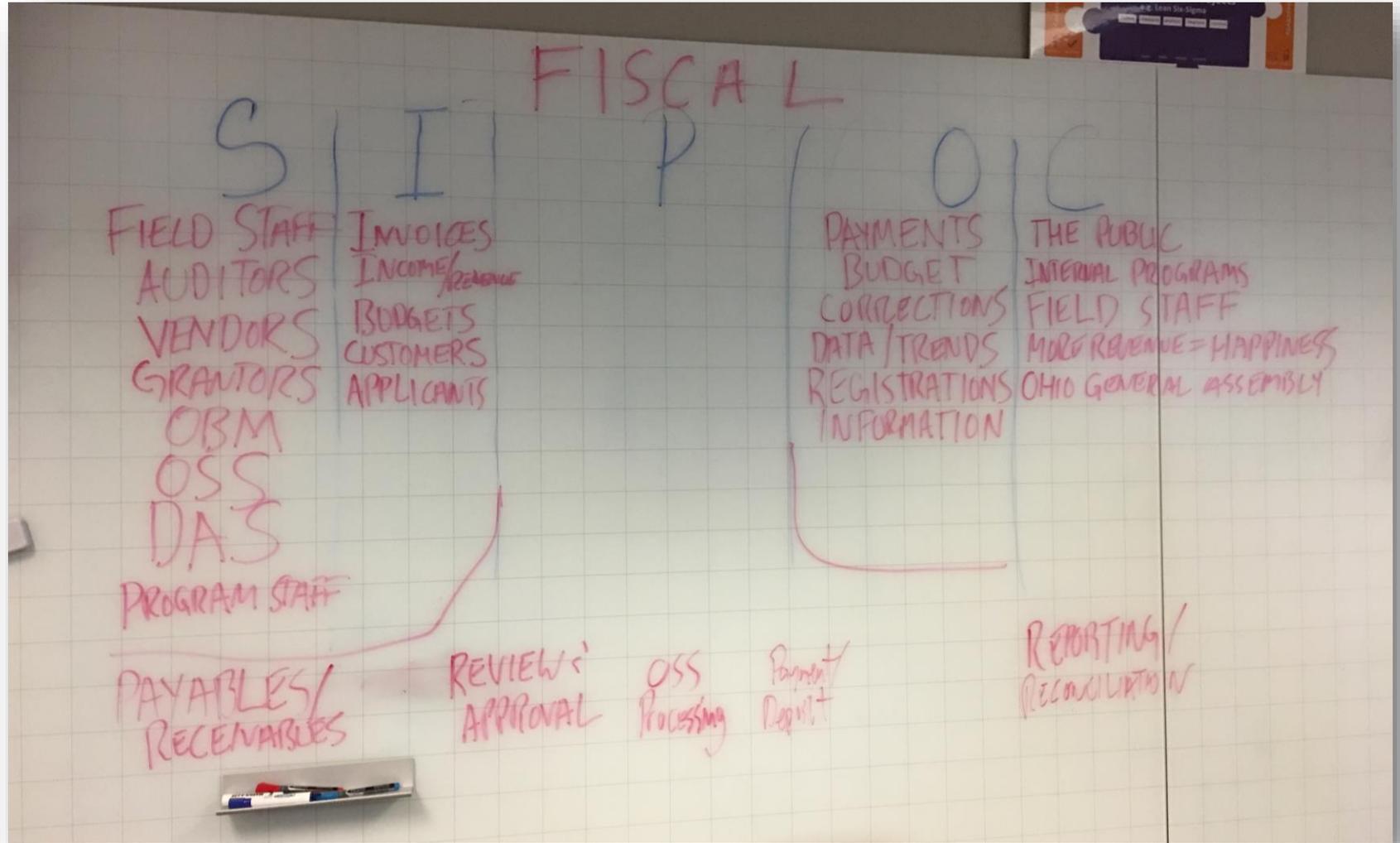
- Customer focused
- Right people changing the process
- One week-quick and action oriented
- Necessary resources available immediately
- New process implementation begins next Monday



Not included in Kaizen

- No additional staff
- No additional money
- No changes to laws or labor contracts
- No IT solutions until the process is improved
- No one loses their job because of the Kaizen event, although duties may be modified

SIPOC



Two Groups (Fleet & Fiscal)



Fleet Current State



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Fiscal Current State

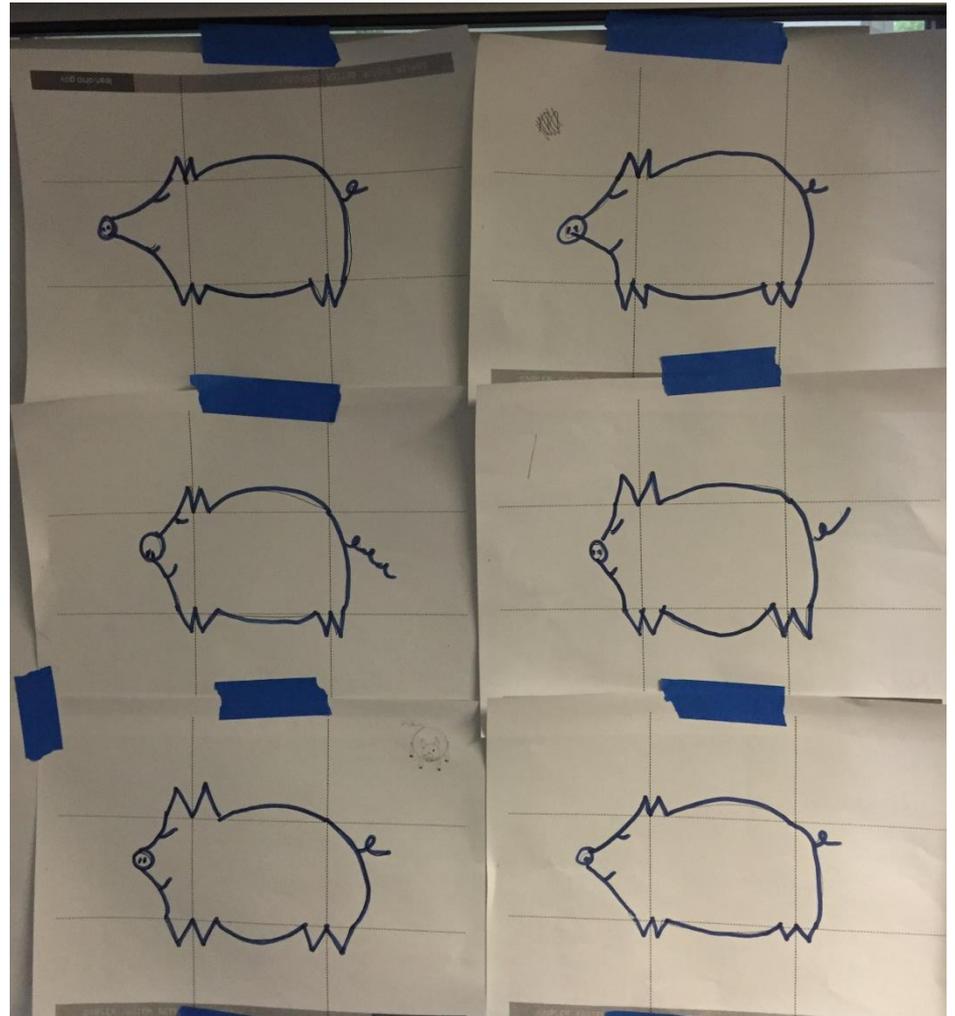
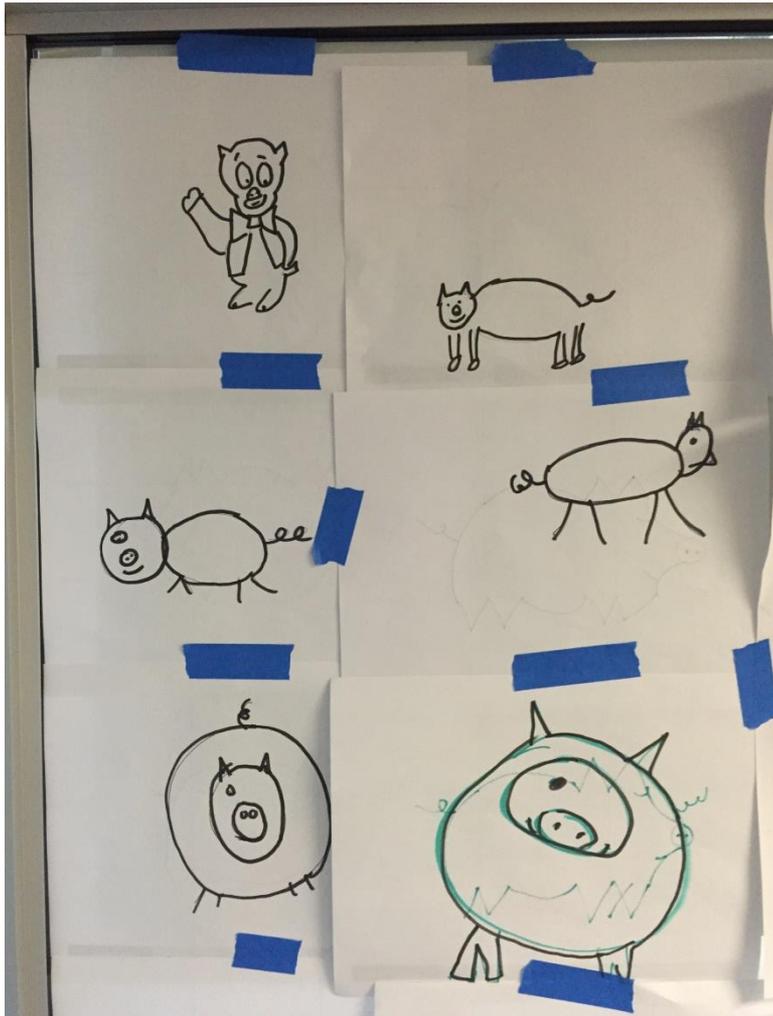


Current State Analysis

- Too many steps
- Redundant processes
- Inconsistencies
- TIM U WOOD

(Transportation, Information, Motion, Underutilization, Waiting, Over-Processing, Over Production, Defects)

Standardization



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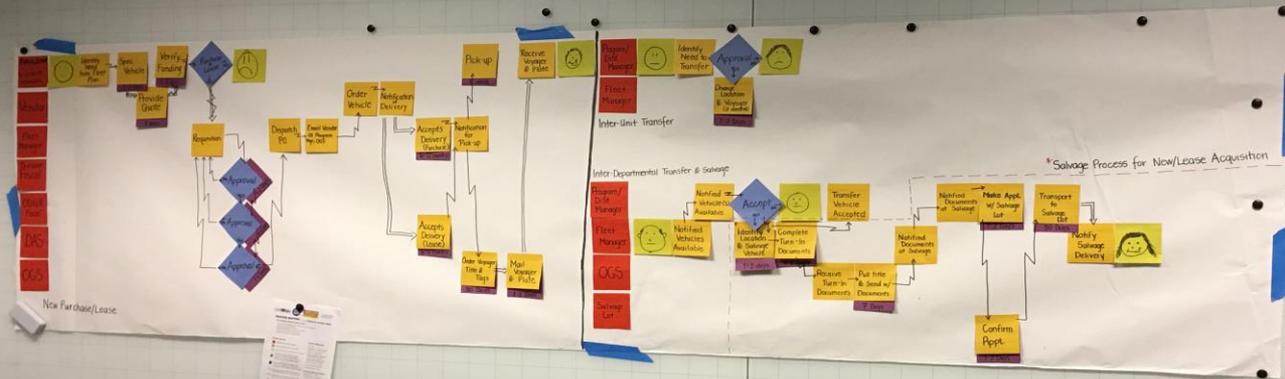
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Fleet Future State

LEAN Ohio

Simpler

Faster



	Now	New
Decisions	4 2 2	4 1 0
Handoffs	15 9 6	14 4 7
Loops	0 0 1	1 0 0
Delays	9 8 6	9 1 6
Lead Time	24 months 12 days 45 days	14 months 4 days 45 days
Steps	24	15 9 10

<u>Score Card</u>	<u>Current</u>	<u>New</u>	<u>%Δ</u>
Process Steps	46	29	37%
Loop Backs	1	1	0%
Hand-Offs	30	25	17%
Decision Pt.s	8	5	38%
Waste	23	10	57%
Process Lead Time	17 Months	14½ Months	15%

Fiscal Future State



Implementation: Fiscal

<u>What</u>	<u>Who</u>	<u>When</u>
Address Staffing	Senior Leadership	ASAP
Communication	Fin. Manager DMS, AC supervisors, Fin. Analyst Sup. Operations, Fin. Analyst sup.	on-going
- Directory - Districts - Other Sections		
Oaks Securities + Approvals	Fin Analyst Super.	ASAP
Cross Training	Fin. Analysts/Assoc. NRA Fin. Analyst Super.	on-going

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LESS COSTLY

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or

Financial Manager

Fin. Analyst Supervisor
Purchasing + Payables

Fin. Analyst Supervisor
Revenue + Receivables

NRA #1
Grants

Fin. Analyst
Purchasing + Payables

NRA #2
Grants
Records Ret.
Nou

Fin. Analyst
Revenue + Receivables

Fin. Associate
Revenue + Payables

Fin. Analyst
Revenue
Payables
Purchasing

Benefits

- Elimination of redundant roles and operations resulting in cost-savings
- Redeployment of staff to alternate roles to maximize resource utilization
- Increased employee engagement and proficiency via communication of decisions for role determination and retraining

Implementation Plans

- Foundation
- Policy
- Job responsibilities
- Communication
- Operations
- Fleet

FOUNDATION

CATEGORY: FOUNDATION

TOP IDEAS:	PAYOFF	Challenges
Mission <i>CREATE MISSION VISION</i>	Brand Culture Values	-merging current values/cultures -Good representation -Financial/-equity issues
Strategic Planning <i>Planning vs. Doing</i>	-direction of expectations -shared goals	-legislative/political pressure -"changing" priorities -resources to implement plan
Defined Culture	-efficiency in operations -improved morale & job security & satisfaction -improved work ethic	-takes time! -pre-conceived ideas of past cul -can't wipe slate for all -can't mandate

Work Ethic

BRAND

Foster the positive, acknowledge the good

Parks
To enhance the quality of life through exceptional outdoor recreational experiences and sound resource management.

Watercraft
The ODNR Division of Watercraft shall provide the finest boating services, facilities, protection and education for users of Ohio's waterways through the innovative and wise use of our resources

Natural Areas
Administer a system of nature preserves and scenic rivers by identifying and protecting Ohio's significant natural features

WHAT	WHO	WHEN
MISSION/VISION STATEMENT	Committee of field and central office staff + management.	Immediately, finish by Jan 1 2017.
Create a Strategic Plan	Senior Leadership Field Managers Consultants Survey staff	>1 year < 2
Foster a Combined Culture	↓ ↓ All Staff, Volunteers Consultant Creative Services Management, Staff	Immediately and Continuously By Memorial Day 2017

POLICY

What Who When
 S.O.P. Specialized Personnel Prioritize
 - LE
 - Ed.
 - Bus.
 - Op.
 - HR.

Why - Helps to
"Culture"



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JOB RESPONSIBILITIES

What	Who	When
Define ^{current} Job Roles ⁽²⁾	Program Admin & Section Staff	2-4 weeks
Define ⁽¹⁾ Section Resp (current)	Program Admin & Section Staff	1 week
Reallocate ⁽³⁾ Resources & Resp as needed	Program Admin & Senior Leaders	1 day
Create Section TO	Program Admin (Approval by sr. leaders)	2-3 days
Create Division TO	Senior Leaders HR	2 weeks
Identify training needs & opportunities	Program Admin & Staff Senior leaders	On-going

COMMUNICATION

Top Ideas	Payoffs	Challenges	What	Who	When
<p>Communication</p> <p>Better</p> <p>Priorities are not clear or change often</p> <p>Define chain of command or appropriate domains for info</p>	<p>Increase Trust</p> <p>Improve morale</p> <p>Improve Communication</p> <p>Comm in all directions</p>	<p>Inclusion</p> <p>Implementatic</p> <p>Buy IN</p> <p>(Two way) Communication</p>	<p>Intranet</p> <p>Interactive Information</p> <p>overall Summary Section</p> <p>Resp. projects by Section</p> <p>Rec. Accomplish-ments</p> <p>List Employees</p> <p>Recommendations</p> <p>Question's events/Bdays</p>	<p>IT</p> <p>In house IT DUE IT</p> <p>Div. IT</p> <p>Central Office</p> <p>Part-Craft</p>	<p>ASAP</p>

Fleet

What	Who	When
E stablish a Division Fleet Program	Melissa, Lacey	Monday, October 3
M eet with OGS Fleet	Division of Parks & WC Fleet; OGS Fleet staff	Monday, October 3
S et internal protocols	Melissa, Lacey	By January 2017
D istribute protocols	Melissa, Lacey	By the end of January 2017

Your Katzen Experience



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Special Thanks to...

Senior Leadership:

Gary Obermiller, ODNR Assistant Director

Sponsor:

Michael Bailey, ODNR Deputy Director and Parks Chief

Stephen Harvey, Assistant Chief, Division of Parks & Watercraft

Team Leader:

Richard Corbin, ODNR Parks Staff Administrator 4