

# LEAN Ohio

OPOTC

Academy Oversight Kaizen

June 5-9, 2017

# Mary

# How Did We Get Here?

- Need to:
  - Work smarter
  - Reduce stress
  - Reduce time
  - Save money
  - Reduce redundancies that do not stand up to cost/benefit analysis

# A-OK

## Academy Oversight Kaizen

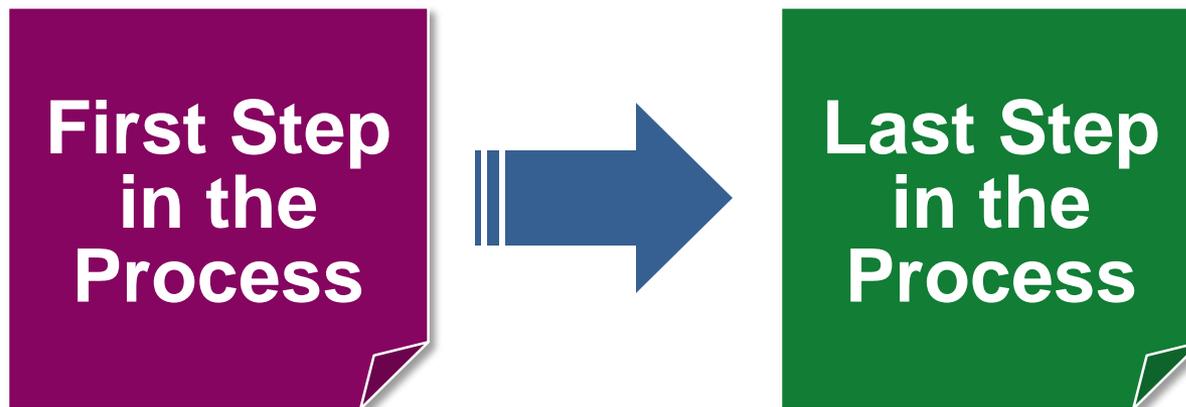


SIMPLER. FASTER. BETTER. LESS COSTLY.

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# Event Scope

- What is the first step in the process?
  - Our process begins with a person applying to be an instructor or commander
- What is the final step in the process?
  - Our process ends with a student receiving a certificate and becoming an officer



# Event Baseline Data

- Number of customers
  - 436 Commanders
  - 954 peace officer agencies
  - Approx 8,500 students per year
- Number of completed items
  - 7,459 program certificates & 1,041 open enrollment letters issued in 2016

# Process Improvement Goals

Eliminate Backlog

Faster processing  
of openings and  
closings

Shorten  
instructor/comman  
der application  
times

# Stephanie

# 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

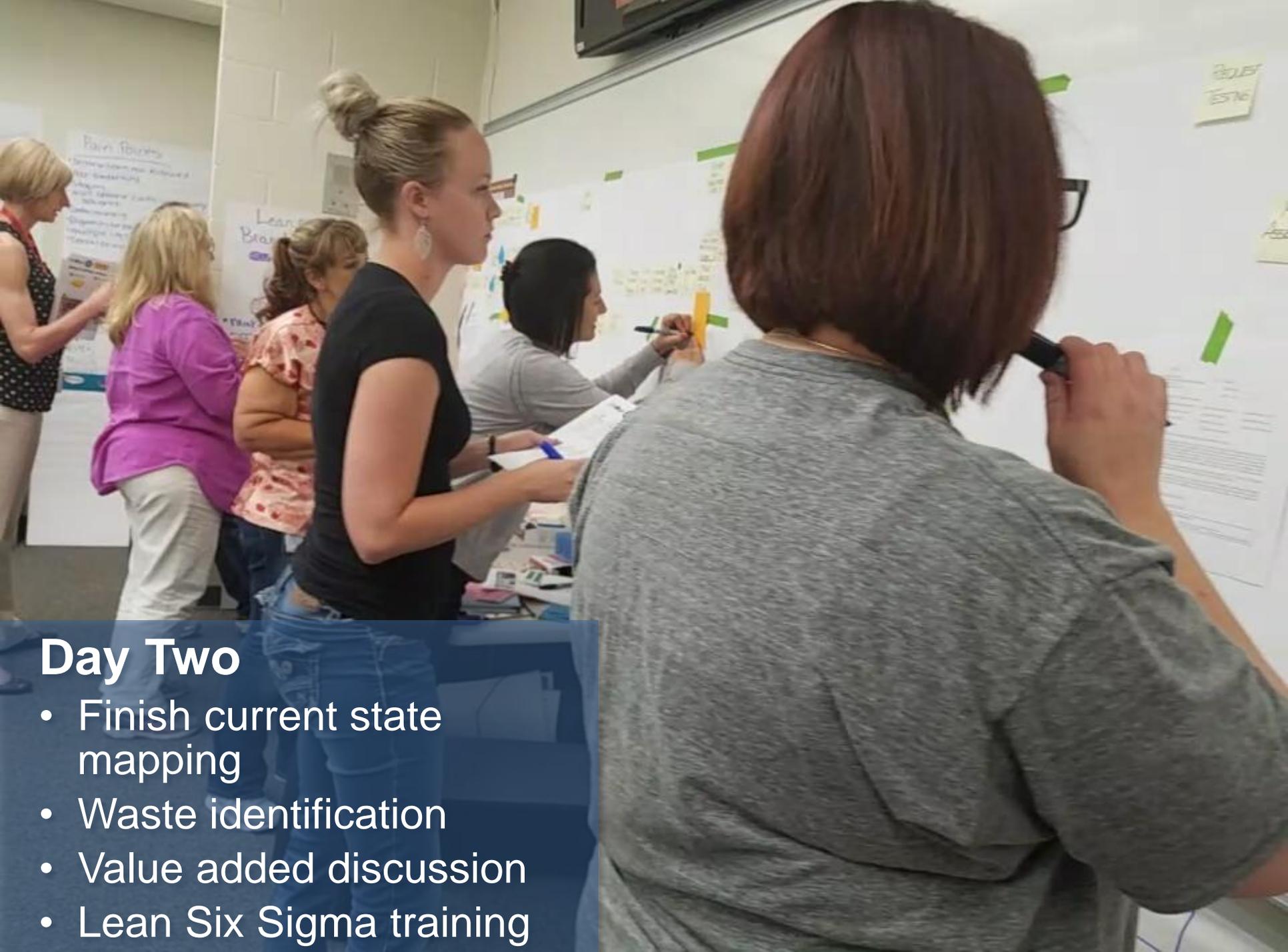


# Arienne

# 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

# Brittany



## Day Three

- Brainstorming
- Analysis
- Problem solving
- Process redesign



## Day Four

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

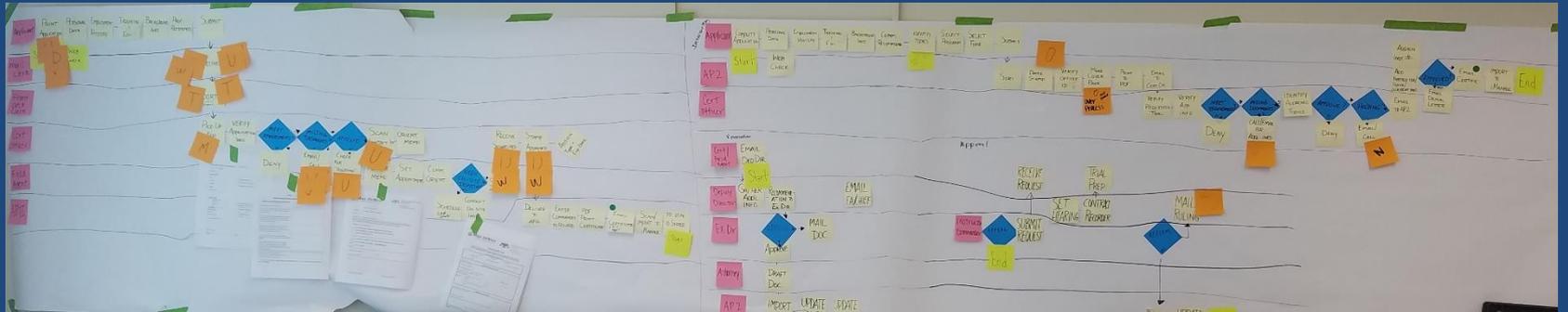


## Day Five

- More implementation planning
- Celebration
- Sharing results

# Greg

# Current State

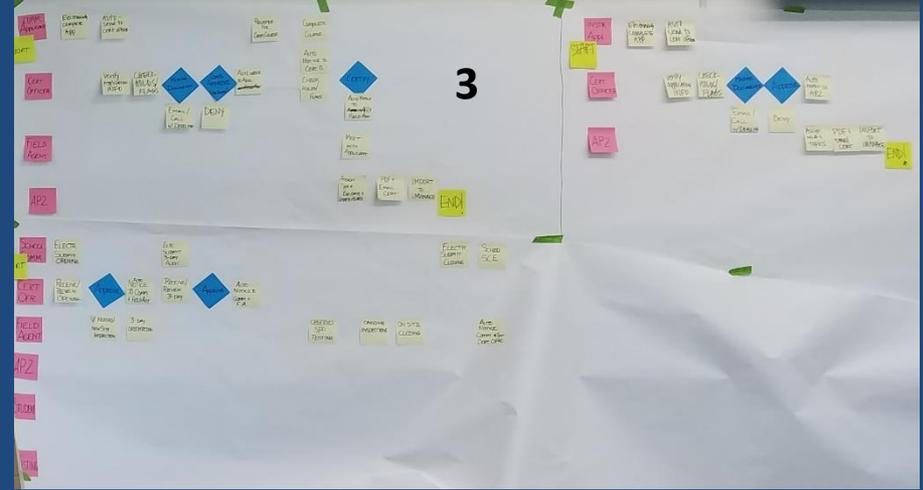
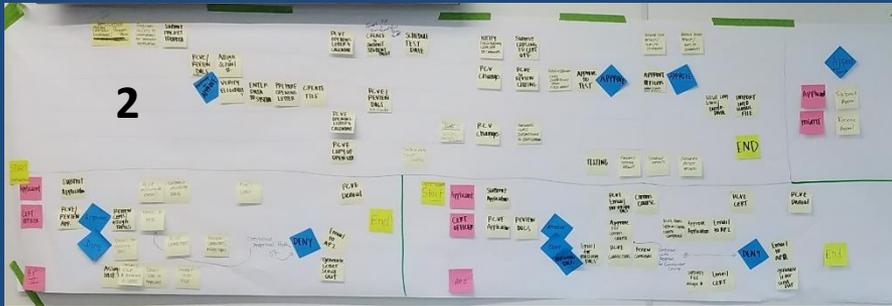
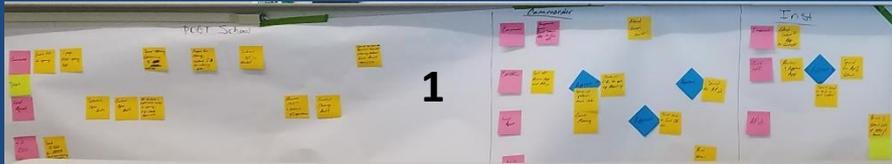


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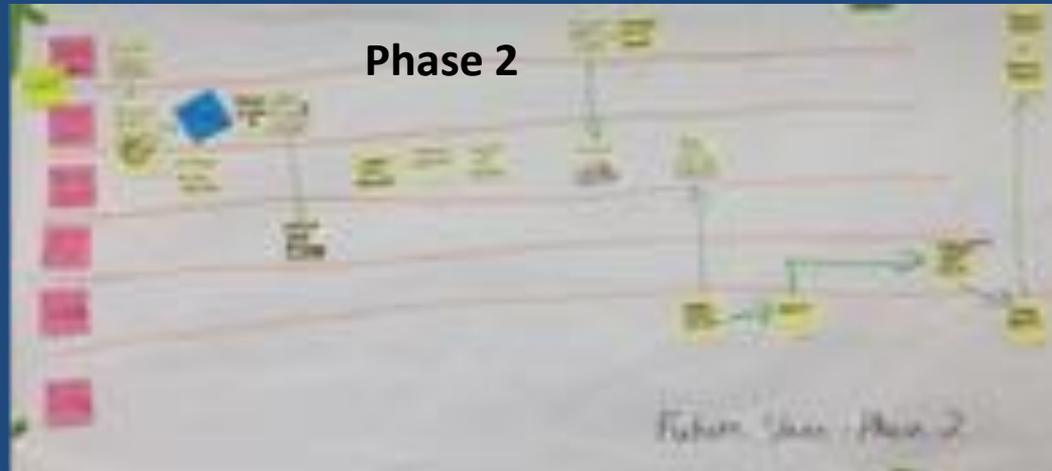
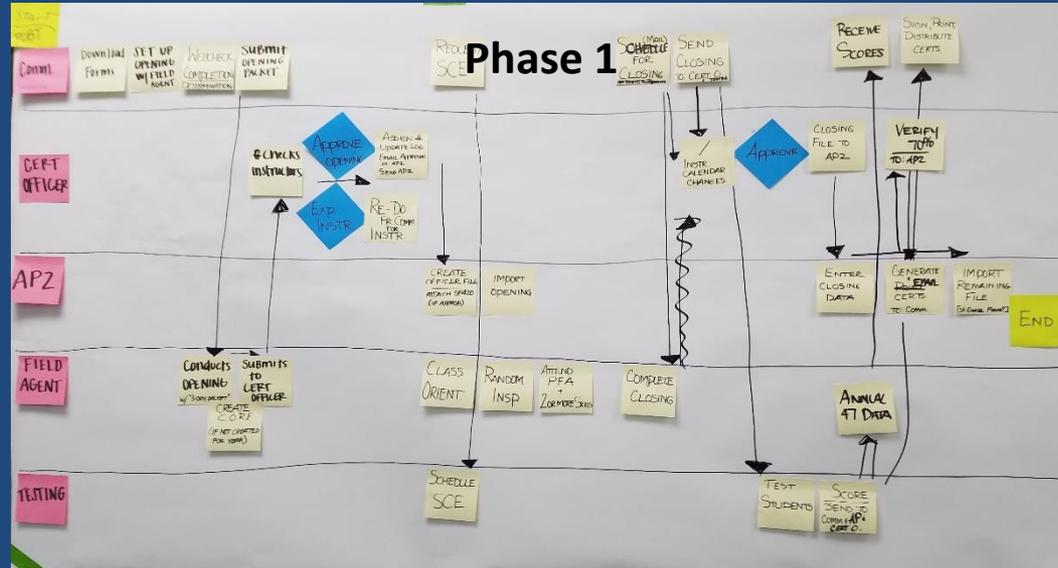
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# Courtney

# Clean Sheets Redesigns (3)



# Future State



# Anne

# Major Improvements

- Fewer and more consolidated forms will result in less paperwork submitted to OPOTC and maintained by the school
- Enhanced technology will result in time savings, less hands in the process, and provide a much more user friendly platform for employees and customers
- Cost savings due to less paper, mailing, travel and postage
- Focus in the field will be re-deployed to compliance
- Better turn-around times based on efficiencies

# Mike

# Simpler



- User friendly for customers & staff
- Less repetition / fewer hands on
- More streamlined process
- Less backlog

# Faster



- Less enrollment forms / paper in the process
- Electronic submission
- More streamlined process
- Less backlog
- Less repetition / fewer hands on

# Better



- Better product = better image to customers
- Better work environment & satisfaction
- More simple & easy process
- More in the field

# Toni

# Less Costly



Cost Savings

STAFF 10 ceets = \$6.10  
↳ Paper -.04  
   INK-.10  
   Env-.05  
   Postage-.42

Commanders 10 Students = \$36  
↳ Student Enrollment -.40  
↳ Opening audit -.10  
↳ Closing audit -.10  
↳ Postage -.20

Field Agents  
2 less trips to meet w/ Comm. \$520 gas  
   avg 200 miles x \$3 gallon = ~~\$600~~  
-2 less Hours per visit - Opening <sup>TRIP</sup>  
   2 less hours x 5 FA. = 10 hrs = \$250  
- closing 7 less Hours per visit = \$875  
- 2 hrs gone from Enrollment <sup>Salary</sup>

Totals      Avg BAS

Commander  
100 schools x \$36 cost = \$3,600

Staff  
Ceets  
100 schools x 10 Students x \$6 cost = \$6,100

Field Agents  
TRIPS  
200 miles x \$3 gallon x 2 trips = \$1,040  
Visits/Hours  
11 hrs x 5 FA x \$25 salary = \$1,375  
100 Schools = \$138,540 Bucks

\$150,000 annually!

# Jill

# Summary Scorecard

Measure	Current Level	Phase 1	Phase 2	% Reduction
Process Steps	213	35	21	84%-90%
Decision Points	25	3	1	88%-96%
Handoffs	46	9	9	80%
Functions	12	5	5	58%

# Lynn

# Implementation Plans

- Forms & New System Requirements
- Policies & Procedures
- Backlog
- Communication
- Training
- Information Technology



# Judy & Sheryl

# Backlog Plan

Backlog

WHAT	WHO	WHEN
Openings/closings	AP2/Cert.	2wks - 4wks
<del>4</del> K/9	AP2/Cert	1 month
Instructor App's	AP2/Cert	3 weeks
Commander App's	AP2/Cert	?

# Training Plan

Cross Training  
(Regionalize APZ & Cert. officers)

<u>What</u>	<u>Who</u>	<u>When</u>
Openings/closings	<u>Cert. officer</u> APZ	1-2 mo.
K/9	<u>cert officer</u> APZ	1-2 mo.
Instructor APB	<u>cert officer</u> APZ	July 10th
Commander APs	<u>cert officer</u> APZ	As Received Not before June 30
Cross Training Manuals for Above Processes	APZ	June 30th
Forms/Web ✓	APZ	1-2 mo.

# Communication Plan

Communication		
WHAT	WHO	WHEN
Commanders Conference	Mary & Alice (ED) Cert. Officers, Ed.: Policy, Field Agents	Within 6 mo.
Email to OPOTC Personnel of Changes	Alice	<del>ASAP</del> July 1, 2017
Email on any updates & Field Agent Follow ups	All OPOTC Staff, & Instructors & Commanders if appropriate.	As they occur
OPOTA News	Mary & Alice to Sheryl	Ongoing as they occur
Inhouse Meetings - for Program/Process Changes - Agenda Items Meeting Summaries	All <del>involved</del> Staff Staff to Alice Alice or Meeting Head	As they occur Mondays Immediately after meeting

# IT Plan

IT

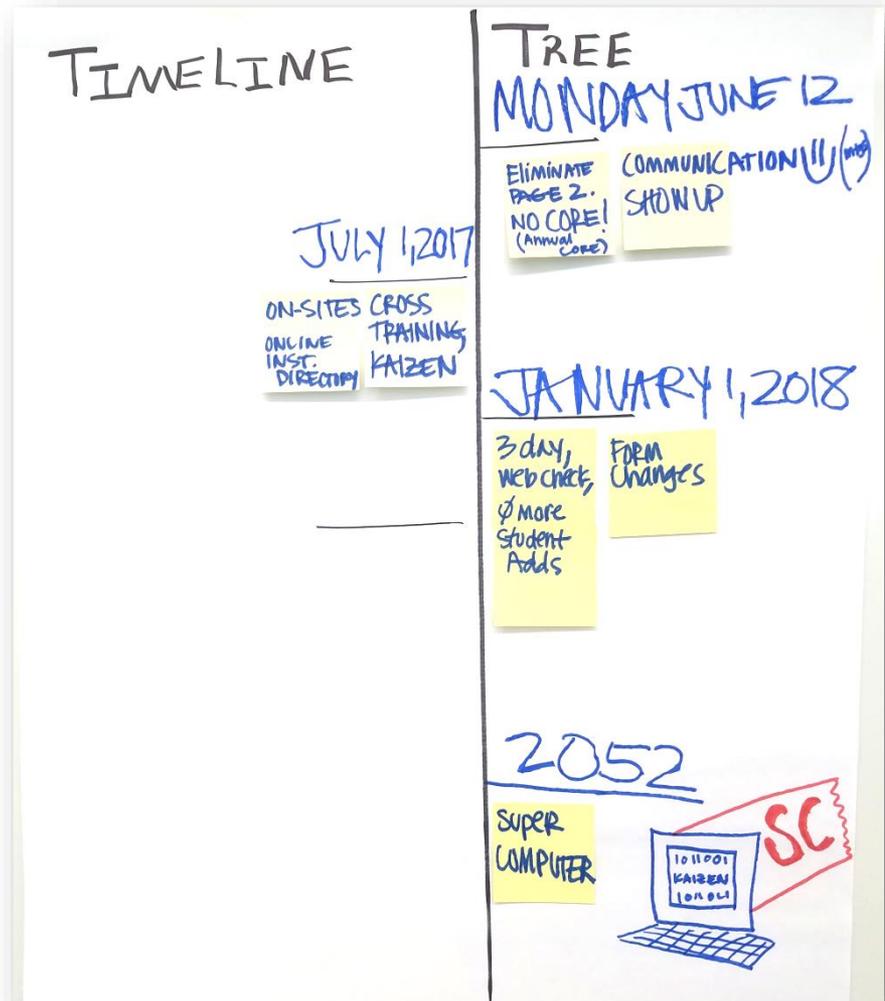
WHAT	WHO - <small>MARY REQUIR. ALL</small>	WHEN
ADOBE UPGRADE	STEPHANIE/MARY	NEXT WEEK
ADOBE TRAINING	ALICE/AGO UNIV. <small>AP2/DI</small>	AS SOON AS AVAIL.
EDIT TEMPLATES	AP2's own	AS SOON AS POSSIBLE
School AUTOMATION	(COMMITTEE)	3-6 mos. PROPOSED
No limit on size of Data/EMAIL TRANSFER	AP2's → MARY	AS SOON AS POSSIBLE
Compatibility with current Equipment for new prog./pac (SURFACE PROS)	ANY COMMITTEES	UPON CHANGES
INCREASE SERVER SPACE ???	IT	

# Presenter Name

# Arienne

# What Begins Monday?

- Eliminate page 2
- No CORE
- Communication – Show up!



# Arienne & Brittany

# Your Kaizen Experience



Stephanie

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**Your Kaizen Experience**

# Questions or Comments

# Special Thanks to...

## Senior Leadership:

Mary Davis

## Sponsor:

Alice Robinson-Bond

## Team Leader:

Alice Robinson-Bond

## Subject Matter Experts:

Paul Weber, Commander

Lynnette Rodrigue, Deputy Director/Commander

Eric Schaefer, Commander/LETO

# Results



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## Major Lean Events sorted by date 2011-2014

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

### 2014

August 2014 • Ohio Office of Health Transformation

9 grant application processes streamlined into 1

[Fact Sheet](#) · [Report-Out Presentation](#)

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](#)

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