Ohio Department of Administrative Services

FISCAL YEAR 2014 ANNUAL REPORT

2014

OhioDAS Service · Support · Solutions | Department of Administrative Services

John R. Kasich, Governor / Robert Blair, Director

ANNUAL REPORT FISCAL YEAR 2014

Ohio Department of Administrative Services
John R. Kasich, Governor | Robert Blair, Director

Eric Harrell, Chief of Operations

Randall Howard, Chief of Performance and Results

Stephanie Loucka, Chief of Human Resources

David Payne, Chief of Staff

OhioDAS
Service · Support · Solutions

TABLE OF CONTENTS

Agency Overview 4

Central Service Agency 4

Office of Lean Ohio. 6

Equal Opportunity Division 11

General Services Division 15

Human Resources Division 21

Office of Collective Bargaining 27

Office of Information Technology 30

Fiscal Year Disbursements. 37

OhioDAS
Service · Support · Solutions

OHIO DEPARTMENT OF ADMINISTRATIVE SERVICES

Overview

The Ohio Department of Administrative Services (DAS) is committed to providing quality centralized services, specialized support and innovative solutions to state agencies, boards and commissions. Because DAS is a customer service organization, DAS team members continually look for ways to improve our work processes and final products. We listen earnestly to customers and empower team members to make a positive difference.

DAS has more than 40 program areas serving our Ohio government customers, who in turn directly serve the interests of Ohio citizens. We help procure goods and services, deliver information technology and mail, train personnel, promote equal access to the state workforce, lease and manage office space, process payroll, print publications and perform a variety of other services.

OhioDAS Service · Support · Solutions | Department of Administrative Services

CENTRAL SERVICE AGENCY

Overview

The Central Service Agency provides the following services to select State of Ohio boards and commissions: human resources and payroll functions, fiscal and budget assistance, procurement, administrative directives and other ad hoc, mutually agreed services.

The Central Service Agency currently provides services to the following 32 boards and commissions, 25 of which are autonomous licensing boards and commissions which receive no general revenue funds:

- Accountancy Board of Ohio
- Broadcast Educational Media Commission
- Counselor, Social Worker and Marriage and Family Therapist Board
- Ohio Air Quality Development Authority
- Ohio Architects Board/Ohio Landscape Architects Board
- Ohio Athletic Commission
- Ohio Board of Dietetics
- Ohio Board of Embalmers and Funeral Directors
- Ohio Board of Motor Vehicle Repair
- Ohio Board of Speech-Language Pathology and Audiology
- Ohio Board of Tax Appeals
- Ohio Chemical Dependency Professionals Board
- Ohio Commission on Minority Health
- Ohio Commission on Service and Volunteerism
- Ohio Latino Affairs Commission
- Ohio Liquor Control Commission
- Ohio Manufactured Homes Commission
- Ohio Occupational Therapy, Physical Therapy and Athletic Trainers Board
- Ohio Optical Dispensers Board
- Ohio Respiratory Care Board

OhioDAS Service · Support · Solutions

- Ohio State Barber Board
- Ohio State Board of Career Colleges and Schools
- Ohio State Board of Chiropractic Examiners
- Ohio State Board of Cosmetology
- Ohio State Board of Optometry
- Ohio State Dental Board
- Ohio Veterinary Medical Licensing Board
- State Board of Orthotics, Prosthetics and Pedorthics
- State Board of Psychology
- State Board of Registration for Professional Engineers and Surveyors
- State Board of Sanitarian Registration
- State Employment Relations Board

These customer boards and commissions combined license or assist more than 340,000 individuals, businesses and schools throughout Ohio.

Accomplishments

Central Service Agency saves state $4.7 million

The Central Service Agency saved the State of Ohio approximately $2.4 million during Fiscal Year 2014 by providing centralized human resources management for the 32 boards and commissions served. Likewise, the state saved approximately $2.3 million during Fiscal Year 2014 by providing a centralized fiscal office for 30 boards and commissions.

Related accomplishments of the Central Service Agency during Fiscal Year 2014 included the following:

- Provided technical assistance to boards and commissions to facilitate meeting their Minority Business Enterprise set-aside goal of 15 percent. Fiscal Year 2014 marked the first time all Central Service Agency customers met the goal in the same year;
- Represented customer boards and commissions during the design phase of eLicensing II, an Internet-based system allowing boards and commissions to provide online license renewal, application, licensure verification and reports related to licensure;
- Implemented a newly developed Electronic Data Interchange report to improve the efficiency and accuracy of accounts payable;
- Collaborated with the Treasurer of State to implement a remote deposit program to more efficiently deposit revenues into the state accounts. The Central Service Agency also worked with the Treasurer of State to transition to a new credit card processing vendor to increase service to boards and commissions;
- Successfully completed a financial and compliance audit by the State of Ohio Auditor with no findings;
- Initiated the use of payment cards to increase efficiency;
- Processed 236 personnel actions;
- Posted 27 job openings; developed a repeatable interview process; and managed 126 job candidate interviews;
- Worked with the Ohio Office of Budget and Management and the DAS Human Resources Division to develop workforce plans with a newly developed personnel ceiling for all customer boards and commissions;
- Added the Broadcast Educational Media Commission as a customer; and
- Assisted in transferring the Medical Transportation Board's fiscal and human resour ces responsibilities to the Ohio Department of Public Safety.

The Central Service Agency saved the State of Ohio approximately $4.7 million during Fiscal Year 2014.

OhioDAS
Service · Support · Solutions

OFFICE OF LEAN OHIO

Lean Ohio completed more than 300 requests for services.

Overview

The mission of Lean Ohio is to make state government services simpler, faster, better and less costly. That mission is accomplished by helping state agencies learn and use the principles of Lean and Six Sigma to focus on priorities, identify and remove waste, and create processes that flow efficiently and meet customer needs.

Lean Ohio offers a variety of services to assist state agencies, which include:

- Developing strategic plans, prioritizing needs and aligning goals;
- Discovering the "voice of the customer" through surveys and focus groups and facilitating constituent meetings;
- Collecting, analyzing and tracking data, and the creation of balanced scorecards and dashboards;
- Conducting systems assessments and providing improvement recommendations through analysis and value-stream mapping;
- Training, mentoring and coaching Lean Six Sigma boot camp participants and yellow, green and black belt students;
- Facilitating process improvement efforts such as week-long Kaizen events to improve existing processes, Production Process Preparation (3P) events to create new efficient processes, "Lean Routines" to improve less complex processes, 5S (Sort, Straighten, Shine, Standardize and Sustain) efforts to organize the workplace and Six Sigma projects that improve services through statistical process control; and
- Developing, supporting and coordinating a network of Lean practitioners throughout state government, local governments and the private sector.

LEANOhio

Accomplishments

Lean Ohio consultants double output

Complete more than 300 requests for services

During Fiscal Year 2014, the Office of Lean Ohio worked with every cabinet-level state agency and a variety of boards, commissions and offices of statewide-elected officials. The office conducted 19 major week-long improvement events. In addition, the demand and output increased dramatically in all of the other services the staff provides.

The office fielded more than twice as many requests over the previous fiscal year to help agencies organize, plan and diagnose system problems. Lean Ohio also helped facilitate nine strategic planning retreats. For the first time the office also was asked to use Lean strategies to create new processes, such as designing the method for approving "Straight A" grant applications to improve education in Ohio, creating a process for conducting newly required background checks for Medicaid and collecting customer feedback to redesign the state's Ohio Business Gateway.

OhioDAS
Service · Support · Solutions

There also were more requests to share Ohio's success with Lean. The office provided training at dozens of programs and events, helping thousands of people understand how to identify and remove waste from their systems. Those programs and events included the new leadership program at the John Glenn School of Public Affairs at Ohio State University, the International Association of Law Enforcement Planners annual conference, the OSU Fisher College of Business' Lean Educators conference, the Ohio Public Safety Leadership Academy and the International Association of Workforce Professionals annual conference.

Local Government Efficiency Program initiated

New program brings Lean to cities, counties and school districts throughout Ohio

Due to the successes achieved by state government using Lean, legislation (House Bill 59 of the 129th General Assembly) was created to support similar cost savings and improvements for cities, counties and school districts. As a result, the Local Government Efficiency Program began during Fiscal Year 2014.

The program, which is a partnership between the Ohio Development Services Agency (DSA) and DAS, encompasses the following three components:

- Providing grant money for political entities to use Lean experts to conduct process improvement events;
- Providing scholarships for local government employees to receive standardized Lean training focused on government-sector issues and examples; and
- Coordinating a network of coaches and mentors to ensure newly trained employees can gain experience and be successful implementing Lean in their agencies.

Lean Ohio's Meghan Altier leads a session of green belt training, a two-week training that equips people with skills and tools to achieve major improvement. (Photo by Trace Hull.)

Lean Ohio worked with DSA to create grant evaluation rubrics, the evaluation process and the system for tracking results. The staff also created the curriculum and material for a one-week course called "Lean Ohio Boot Camp: Transforming the Public Sector." Most of Fiscal Year 2014 was spent creating the training, recruiting learning institutions throughout the state to deliver the class and training their trainers. A total of 160 local government employees were trained in nine classes held during Fiscal Year 2014. The number of trained local government employees will increase dramatically during Fiscal Year 2015, with 13 learning institutions participating.

With more than 60 major Kaizen events completed since January 2011, Ohio can not only project more than $160 million in annual savings from those efforts, but also document actual results that were achieved and sustained over time.

Progress and Results

Lean goals exceeded

Great strides made on state-wide implementation plan

During Fiscal Year 2014, state government exceeded every annual goal regarding the Lean Ohio program, and significant progress was made in completing the following seven-step plan for implementing Lean Six Sigma strategies statewide:

Step 1: *Learn and test the effectiveness of "Lean Manufacturing" to improve government systems.*

Completed: It was critical that Ohio not invest in fads so the state formed a public-private partnership with organizations such as Parker Hannifin, Cintas Corporation and Honda to learn and use Lean Six Sigma tools effectively. Lean Ohio also benchmarked with many other organizations, both public and private, to learn better ways of making government more efficient and effective. It is now clear that with minor adjustments, Lean works as well for government as it does for manufacturing;

Step 2: *Focus preliminary Lean efforts on major "Kaizen events" to ensure significant results.*

With more than 60 major Kaizen events completed since January 2011, Ohio can not only project more than $160 million in annual savings from those efforts, but also document actual results that were achieved and sustained over time. The three major goals for Kaizen events are to:

- Save a million dollars a month (on average): During 36 months, approximately $160 million was saved;
- Cut waste in half (on average): Steps eliminated during Fiscal Year 2014 – 72 percent; and
- Respond twice as fast (on average): Lead time reduced during Fiscal Year 2014 – 55 percent.

That means well over half the red tape is eliminated from operations during Kaizen events, and citizens and businesses spend less than half the time waiting for those government services;

Step 3: *Communicate and celebrate those first tangible results to increase interest and demand for Lean.*

By promoting these results on the Web page (Lean.ohio.gov experienced a 62 percent increase in hits during Fiscal Year 2014), in webinars, at cabinet meetings, in the press and at trainings, demand for services from Lean Ohio more than doubled each of the last two years;

Step 4: *Develop a network of additional practitioners to meet the increased demand for Lean efforts.*

During Fiscal Year 2014, Lean Ohio tripled the number of state employees to 294 it trained as Lean Six Sigma yellow, camouflage, green and black belts. These new black and green belts are now saving millions of dollars through smaller process improvements within their agencies. Lean Ohio also created a three-hour white belt course for senior management teams.

In addition, every state agency appointed a Lean liaison to coordinate and prioritize Lean efforts;

Step 5: *Ensure major improvement efforts are prioritized, aligned and managed with appropriate visual metrics.*

Requests for assistance with strategic planning, goal-setting and measuring

Among the people bringing Lean to state government is Brandi Crowle, a systems improvement consultant and Lean Six Sigma black belt with Lean Ohio. (Photo by Trace Hull.)

results increased dramatically during Fiscal Year 2014. Lean Ohio facilitated major strategic planning efforts for many organizations, including the Ohio Department of Medicaid, Ohio Department of Transportation, Ohio Department of Veterans Services, Ohio Development Services Agency, Ohio Third Frontier Commission, Ohio Turnpike and Infrastructure Commission, and DAS. Dashboards to measure results are now a part of every improvement event, and system-wide value stream maps are helping to identify and prioritize future improvement events;

Step 6: *Support opportunities for greater use of Lean tools by everyone.*

During Fiscal Year 2014 Lean Ohio worked with the state's largest employee union, the Ohio Civil Service Employees Association, to develop a Lean Six Sigma tool kit that is given away in every training session or improvement event to encourage daily use. The office also partnered with the union to provide quarterly training to front-line employees to promote using basic Lean skills on the job. The team also created and has facilitated a new "Lean Routine" process to improve everyday, less complex issues.

Black belts and green belts were embedded in about half of the state's agencies during the fiscal year to drive the use of Lean tools and strategies everywhere by everyone. The goal for Fiscal Year 2015 is for every state agency to have at least one black belt driving mass waste reduction efforts; and

Step 7: *Lean thinking becomes the normal routine rather than something done just during an event.*

State agencies are recognizing that Lean tools and principles are not just for the week of a Kaizen event – but for all situations. Leaders are using strategic planning and value stream maps to anticipate, align and prioritize improvement efforts rather than just respond to problems. Each agency has a Lean liaison to coordinate continuous improvements and employees are being trained to use Lean Six Sigma strategies every day. More and more Kaizen events are being aimed at major systems and enterprise-wide solutions. People now just expect to streamline processes before they are automated. The value and use of Lean Six Sigma is being imbedded into state government's DNA.

During Fiscal Year 2014, Kaizen event teams averaged a 72 percent reduction in process steps.

Updated Results

Moving from projections to actual results

Since January 2011, Lean Ohio has completed more than 60 major events. Now the state can look back over the last three years and see actual results that have been sustained and not just projected savings.

Simpler – Kaizen event teams rip through red tape with a goal to at least cut waste in half. During Fiscal Year 2014, Kaizen event teams averaged a 72 percent reduction in process steps, which means fewer delays, decision points, loop backs, handoffs and aggravation for the users of government services. For example:

- The State of Ohio's Minority Business Enterprise (MBE) program is designed to assist minority businesses to obtain state government contracts through a set-aside procurement program for goods and services. By increasing opportunities for minority businesses to do business with the state, the MBE certification program facilitates economic growth and development within the minority business community. A Kaizen team chopped the certification process from 84 steps to just 27 steps, a 68 percent reduction in red tape. This included eliminating multiple reviews, creating an easier path for less complex applications and designing simpler, user-friendly forms. Today it takes an average of 19 days to be certified instead of the previous average of more than 60 days.

OhioDAS
Service · Support · Solutions

Kaizen teams have been able to eliminate overtime and redirect significant staff hours to higher priority efforts that improve customer service.

Faster – Lean is about speed, and the goal of each event team's new process is to be able to respond twice as fast. During Fiscal Year 2014, events were projected to average a 55 percent increase in speed, which means thousands of backlogged items are no longer waiting days, weeks or months to receive attention. For example:

- As of February 2014, people who apply for vocational rehabilitation services through the Opportunities for Ohioans with Disabilities are learning if they are eligible 77 days faster on average. As a result, they are getting help that much faster – and returning to work or applying for a job more than two months sooner; and
- The current time savings record (for completed projects sustained for more than a year) is the Ohio Department of Transportation's Office of Aviation's process for the annual registration of Ohio aircraft. The Office of Aviation eliminated a backlog of more than 12,000 applications. Aircraft owners now complete this registration process in a week – an average of 97 percent faster than the old process.

Better – Lean is about far more than just cutting waste and increasing speed – providing improved services to customers is a key element. By eliminating non-value added activities, Kaizen teams have been able to eliminate overtime and redirect significant staff hours to higher priority efforts that improve customer service. For example:

- The Ohio Department of Insurance significantly reduced the cost and time required to respond to customer complaints. They have eliminated a backlog of approximately 1,100 complaints and eliminated all overtime costs. They were able to redirect significant work hours no longer needed due to efficiency gains to the help desk. As a result, the average wait time for the help desk is now less than two minutes – down from 45 minutes at the start of the Kaizen event; and
- The Treasurer of State is processing 130,000 fewer sheets of paper than last year by eliminating back-up documents that used to be sent to its accounting office and the Ohio Office of Budget and Management. This is currently saving more than $6,000 per year. More importantly, 2,080 staff hours have been reallocated to more important duties.

One of the most challenging activities in a Kaizen event begins on the first day as team members develop a detailed map of the current process. Every step and decision of the current workflow is identified, agreed upon by the team and written down – in order to show everything that happens from start to finish. As a Kaizen event unfolds, the team analyzes its map of the current process to identify all instances of waste and to generate improvements. As shown in these photos, which is typical of most Kaizen events, the future-state process is truly lean. (Photo by Lean Ohio staff.)

Less Costly – Saving or making better use of taxpayer dollars is a critical component of the state's Lean Six Sigma efforts. During Fiscal Year 2014, the state passed a projected annual savings of $160 million.

- An example is the savings obtained by the Ohio Board of Tax Appeals, which completed a Kaizen event to redesign the decision-writing process for home appraisals. Since then the actual cost per decision has fallen dramatically. In 2010, each tax-appeal decision cost $520 in processing time and other expenses. As of October 2013, the cost-per-appeal decision was just $118 – a 77 percent reduction. During the first 10 months of 2013, savings totaled nearly $500,000 for 1,200 tax-appeal decisions.

OhioDAS
Service · Support · Solutions

EQUAL OPPORTUNITY DIVISION

Overview

The Affirmative Action/Equal Employment Opportunity Unit (AA/EEO) administers the state employee discrimination complaint procedure. This unit has the regulatory responsibility to enforce all EEO-related federal/state laws, regulations and gubernatorial executive orders as well as policies and procedures related to civil rights, non-discrimination and affirmative action. This program involves resolution methodologies for discriminatory actions and addresses issues of discrimination in state employment based on race, color, religion, age, sex, national origin, disability, veteran status, military status, sexual orientation and genetic information.

The Construction Compliance Unit is responsible for ensuring that contractors on state construction projects comply with equal employment opportunity and affirmative action laws and regulations. The unit monitors construction contractors through review processes that include project site visits and compliance reviews to ensure contractors utilize minorities and women in the construction trades as well as maintain a working environment free of discrimination, harassment and intimidation.

The MBE/EDGE Certification Unit certifies businesses for participation in the Minority Business Enterprise (MBE) and Encouraging Diversity, Growth and Equity (EDGE) programs, the purpose of which is enhancing access to state government contracts and business services. The MBE program assists minority businesses in obtaining state contracts through a set-aside procurement program for goods and services.

EDGE is a business development program for small, socially disadvantaged businesses. EDGE establishes goals for state agencies, boards, commissions and state universities in awarding contracts to certified EDGE businesses for the procurement of supplies and professional, information technology, construction and professional design services.

In addition, the Certification Unit assists state agencies with the selection of contracts for either MBE or EDGE, monitors program compliance, and conducts research and reporting. The unit works with state agencies to meet the mandated MBE 15 percent set-aside and EDGE 5 percent goal. The unit maintains a website of certified businesses by United Nations Standard Products and Services and Construction Specifications Institute codes to assist state agencies and contractors in identifying suitable vendors to fulfill contracts and purchases.

The Minority Affairs Unit houses the Ohio Dr. Martin Luther King, Jr. Holiday Commission and provides administrative support for commission initiatives. Each year the commission sponsors an oratorical contest for Ohio youth as well as the Ohio Dr. Martin Luther King, Jr. Commemorative Celebration, which includes an award ceremony honoring Ohioans who are carrying on the legacy of Dr. King.

"Ohio is strongest when as many Ohioans as possible have an opportunity to share in our state's growing economic strength," Gov. John R. Kasich said.

Accomplishments

State of Ohio sets records for buying from minority-owned businesses

The State of Ohio is making steady progress toward helping to ensure the growth of Ohio minority-owned businesses through the Minority Business Enterprise (MBE) program.

"Ohio is strongest when as many Ohioans as possible have an opportunity to share in our state's growing economic strength," Gov. John R. Kasich said. "The same is true for the way state government sources the goods and services it needs to carry out its mission serving Ohioans. The harder state government works to secure the best value for what it purchases, from the widest possible range of suppliers, the better it is for taxpayers and the better it is for Ohio.

"One way that Ohio does this is through the MBE program, which seeks to expand the options for state purchasing by encouraging minority-owned businesses both small and large to do business with the state and by directing state agencies to source a portion of their goods and services from minority vendors," Kasich said.

On Dec. 17, 1980, House Bill 584 established the MBE program which mandated that state agencies set aside 15 percent of their annual purchases for certified minority-owned businesses. Since 2011, the state has made steady progress in identifying set-aside opportunities, certifying minority-owned businesses and matching them with state contract opportunities. State agencies, boards and commissions now produce annual spending plans that project potential contract opportunities for qualified MBE-certified businesses.

In addition to MBE set-aside contracts, many minority-owned firms have secured state contracts through the open market, by bidding against non-minority firms.

Since 2011, the state has made steady progress in expanding its base of suppliers by identifying more qualified minority businesses and encouraging them to work with the state to supply the goods and services it needs. Fiscal Year 2014 was a record year, with highlights including:

The State of Ohio spent more money with minority-owned businesses than ever before.

- $165 million spent in Fiscal Year 2014 (This includes purchases set aside to be awarded via competitive bid to minority-owned businesses as well as purchases awarded to minority-owned businesses via competitive bid against all other types of businesses.)
- This is an increase from $106 million in Fiscal Year 2013 and from $27 million in Fiscal Year 2008.

More minority-owned businesses did work for the State of Ohio than ever before.

- The state purchased goods or services from 282 certified MBE businesses in Fiscal Year 2014 (up from 207 businesses in Fiscal Year 2013 and 168 in Fiscal Year 2008).

More cabinet agencies met their goal for purchases from minority-owned businesses than ever before.

- In Fiscal Year 2014, 17 out of 24 agencies met the 15 percent goal for purchases from minority businesses, up from 10 agencies in Fiscal Year 2013;
- In Fiscal Year 2014, 41 of 50 boards and commissions met the 15 percent goal, up from 14 in Fiscal Year 2013.

Applications for certifications from minority-owned businesses to be eligible for the MBE program were processed faster and more efficiently than ever before.

- Historically, processing a certification could take up to 90 days. Today, it takes an average of 19 days for certification and a new "fast track" system reduces priority applications to five days.

All state agencies project at least a 15 percent set-aside spend level.

- The MBE/EDGE Certification Unit requires all state agencies to submit an MBE spending plan that includes individual purchases with detailed descriptions and contracts to be set aside by both the agency and the DAS General Services Division.

  For Fiscal Year 2014, these spending plans outline in detail purchases that each agency anticipates setting aside for competition among only State of Ohio MBE-certified firms. State agencies had 100 percent compliance for plan completion for Fiscal Year 2014. This is the first time that all state agencies projected at least a 15 percent set-aside spend level.

Equal Employment Opportunity Academy held

The Affirmative Action/Equal Employment Opportunity (EEO) Unit launched a five-day training program to inform professionals in the following areas of EEO: equal employment opportunity and laws, human resources and diversity, and equal employment opportunity compliance. Subject-matter experts presented the course material ensuring professionals are keeping abreast of the causes and effects of discrimination, compliance with EEO laws, current issues, best practices, Affirmative Action and valuing diversity. The academy offered nearly 30 courses, of which 17 qualified for continuing legal education (CLE) unit certificates through the Supreme Court of Ohio. In total, 300 CLEs were issued. In addition, The Ohio State University's Office of Continuing Education issued 59 certificates of completion.

Administrative Rules approved through Joint Committee on Agency Rule Review

Administrative rules require agencies to comply with affirmative action and equal employment opportunity requirements for state agency employment. The rules administering these processes (Ohio Administrative Code 123:1-49) were successfully updated and went into effect in March 2014.

Construction reform participation continues

The Construction Compliance Unit continued to participate in Ohio State University pilot projects involving alternative methods of construction delivery.

The unit's work includes approving the university's EDGE goal and outreach programs and assisting the university in maximizing the use of EDGE contractors. The Equal Opportunity Division provides EDGE and workforce reports monthly to the projects' stakeholder's advisory panel. During Fiscal Year 2014, the Construction Reform team conducted 49 project site visits and eight EDGE compliance reviews.

OhioDAS
Service · Support · Solutions

The Construction Compliance Unit also accomplished the following during Fiscal Year 2014:

- Conducted 49 state construction project site visits;
- Issued 2,629 Certificates of Compliance to construction contractors bidding and receiving state construction projects; and
- Issued 2,076 Affirmative Action Program Verifications to contractors from whom the state and its political subdivisions make purchases.

Participants of the 2014 Ohio Dr. Martin Luther King, Jr. Commemorative Celebration honor student speakers (front row, from left) McKenna Hensley, Olivia Moore and Larry Fulton. Other featured speakers included (center, from left) Director Cynthia C. Dungey of the Ohio Department of Job and Family Services and Lt. Governor Mary Taylor. They are pictured with then members of the Ohio MLK Holiday Commission (from left) Robert Gordon, Will Turner, Napoleon Bell, Rabbi Harold Berman, Sen. Eric Kearney, David Jehnsen, Sgt. McKinley Brown, Rev. Lorenzo Norris and Rev. Joel L. King, Jr. The event was held Jan. 16, 2014, at Trinity Episcopal Church, Columbus. (Photo by Mike Elicson.)

MLK Commission continues oratorical contest tradition

The Ohio Dr. Martin Luther King, Jr. Holiday Commission, which receives administrative support from the Equal Opportunity Division, held its 15th annual statewide oratorical contest in April 2014 at the King Arts Complex in Columbus.

A total of 24 K-12 students from four regional contests competed. They shared their personal perspectives about the legacy of Dr. King. The top winners in each of the four grade-based categories were invited to participate in the 2015 annual celebration commemorating Dr. King.

During this January celebration, the commission recognizes Ohioans who have furthered Dr. King's dream of peace and racial harmony. During the 2014 celebration, speakers included Lt. Governor Mary Taylor and Cynthia Dungey, director of the Ohio Department of Job and Family Services.

The commission also sponsored a "Let Freedom Ring" Bell-Ringing Commemoration on Aug. 28, 2013, on the Ohio Statehouse lawn to mark the 50th anniversary since the March on Washington culminated with Dr. King's historic "I Have a Dream" speech.

GENERAL SERVICES DIVISION

Overview

The DAS General Services Division is comprised of seven offices of distinct back-office service areas that support state agencies, boards and commissions.

The Office of Procurement Services includes State Purchasing, Cooperative Purchasing and the Office of Procurement from Community Rehabilitation Programs (OPCRP). State Purchasing assists state agencies with the purchase of supplies and services through a number of methods, including competitive selection and negotiated contracts. Cooperative Purchasing extends the benefit of the state's contract pricing to participating political subdivisions, such as local governments, schools and universities. OPCRP assists work centers that employ people with work-limiting disabilities to establish contracts for providing supplies and services to state and local government agencies.

The Office of State Printing and Mail Services provides printing services for the state's many agencies through the operation of four in-house publishing centers, a mainframe printing center and a large packaging and mailing operation. Other functions within State Printing and Mail Services include procurement specialty printing services; Central Mail Services, which performs interoffice mail delivery, mail metering and presort services; and Records and Forms Management, which provides guidance regarding records retention and information management.

The Office of Risk Management administers insurance programs, including the state's self-insured vehicle liability program that covers more than 16,000 state vehicles. Risk Management is responsible for the placement of property insurance for more than $6 billion of the state's land and buildings as well as casualty insurance for agencies and bonds required for certain employees.

The Office of Fleet Management provides state agencies with comprehensive fleet management services for more than 12,000 state vehicles, including vehicle purchases, leasing, motor pool rental, fuel and maintenance credit cards, compliance reporting and vehicle assignment authorizations.

The Office of Real Estate and Planning provides state agencies with numerous services related to their land and office needs. Among them are office space assessments, planning and design; commercial leasing; acquisition and disposal of real estate; transfers of property between state entities; leasing of state buildings and land; appraisal review and valuation; surveyor services; and oversight of eminent domain actions. The office also assists agencies in leasing more than four million square feet of commercial office and warehouse/storage space.

The Office of Properties and Facilities manages and maintains more than five million square feet of state buildings operated by DAS. The office provides comprehensive property management services, including building management, contract and inventory management, maintenance, security and janitorial services.

OhioDAS
Service · Support · Solutions

The offices of Procurement Services and State Printing awarded more than 24 percent of their contract value (approximately $70 million worth) to MBE businesses.

The Office of Business Operations provides Asset Management Services, OAKS FIN Program Management, and State and Federal Surplus Services. Asset Management Services assists agencies in maintaining, reporting and certifying accurate inventories of state-owned assets. OAKS FIN Program Management provides statewide technical and training support for the purchasing, asset management, strategic sourcing and Ohio Marketplace modules of the financial systems of the Ohio Administrative Knowledge System (OAKS). State and Federal Surplus Services oversees property declared as surplus from state agencies, and makes it available to other state agencies and political subdivisions. Remaining property is sold at public auctions.

Accomplishments

Minority Business Enterprise Requirement

Awarded contract value for MBEs totals $70 million

A major requirement of the state's procurement activities is that 15 percent of the value of all competitively selected contracts be set aside as accessible only by certified Minority Business Enterprises (MBEs). During Fiscal Year 2014, the combined efforts of the offices of Procurement Services and State Printing awarded more than 24 percent of their contract value (approximately $70 million worth) to MBE businesses, resulting in a significant increase in the state's business relationships with Ohio's MBE community.

Office of Procurement Services

Overall improvement of procurement methods initiated

In recognizing a critical need for improving procurement operations and results, as well as the quality of customer service, the Office of Procurement Services initiated a re-examination of its procurement methods, policies and practices. The focus of these efforts includes maximizing methods of competition to ensure economic pricing; increasing access to purchasing opportunities by Ohio small businesses (including MBEs); and facilitating Ohio economic development through focused procurement strategies.

Ohio | MARKETPLACE eCatalog
Shop · Procure · Pay

Ohio Marketplace gains momentum

DAS continues to partner with the Ohio Office of Budget and Management in the implementation and rollout of the Ohio Marketplace, the state's new Web-based procurement and invoicing solution. The Ohio Marketplace provides a comprehensive electronic requisitioning, order delivery and payment solution for goods and services that allow the state to more efficiently manage the procurement process, automate the invoice process, and provide enhanced analytics related to vendor and product spending. The program's eCatalog purchasing tool was activated in August 2013, and through its pilot phase has already assisted 10 state agencies purchase nearly $4 million of needed commodities. The automated invoicing tool, eInvoice, will be put into action in Fiscal Year 2015.

OhioDAS
Service · Support · Solutions

In addition, the Ohio Marketplace helps state agencies target their purchasing opportunities more effectively to vendor programs such as the MBE and EDGE programs. The Ohio Marketplace also can help leverage more economic pricing through its volume-purchasing power and automated-ordering procedures. Of the 83 DAS purchasing contracts already accessible through the eCatalog, 16 are with certified MBE vendors, and another 35 contracts with MBE vendors are in the process of being added, providing agencies even more access to the goods and services offered by Ohio's minority businesses.

All state agencies, boards and commissions are scheduled to receive training and access to the Ohio Marketplace by the end of calendar year 2014. Local governments participating in the Cooperative Purchasing Program will be afforded access to the eCatalog in the future.

Contracts likely to save customers $35.8 million

During Fiscal Year 2014, state agencies spent just under $1 billion through the more than 2,000 contracts established and administered by the Office of Procurement Services. As a result of the competitive and negotiated contracts awarded this past fiscal year, a total estimated savings of nearly $36 million should be realized by the agencies making use of them.

Nearly $36 million should be realized by the agencies making use of competitive and negotiated contracts.

OPCRP works on five-year strategic plan

The Office of Procurement from Community Rehabilitation Programs (CRP), in collaboration with four other state agencies, has developed a five-year strategic plan to rejuvenate the program throughout the state. Four teams are working on key initiatives to improve program communication, education and agency awareness as well as CRP development and support. Activities are underway and improvement is beginning.

Office of State Printing and Mail Services

Rhodes Tower Mail Services adds new customer, saves money

The Ohio Department of Commerce became a customer of State Printing's Rhodes Tower mail processing services during Fiscal Year 2014, adding an annual volume of 450,000 mail pieces to that operation's workload. This 13 percent increase is being accomplished with no additional staff or equipment, and is saving Commerce more than $20,000 in annual equipment leases and maintenance.

Tom Carroll, print machine operator, works the Rhodes Tower Copy Center. (Photo by Susan Russell.)

Rhodes Tower Mail Services processed a total of 3,025,018 pieces of mail during Fiscal Year 2014.

OhioDAS
Service · Support · Solutions

The Office of Fleet Management has reduced the fleet administrative rates, saving agencies more than $310,000.

Print Procurement saves Taxation money through competitive bidding

The Print Procurement Services Unit worked with the Ohio Department of Taxation to competitively rebid its tobacco tax stamp contract, resulting in multiple-award contracts and a 45 percent unit price reduction that will save Taxation approximately $450,000 per year.

Overall, more than 1,500 specialty print jobs were purchased for agencies at a cost of $6.4 million.

Streamlining efforts continue

State Printing continues its efforts to streamline work processes and enhance quality controls, allowing an increase in production from 193 million to 197 million printed impressions during the fiscal year. As a result, the mainframe printing operation produced excess funding which was rebated to agency customers in the form of a "rate holiday," providing free printing for all mainframe print customers from April 1 through June 30, 2014. Future savings for mainframe print customers will come from a 30 percent rate reduction for Fiscal Year 2015.

Office of Risk Management

Base premiums reduced

Based on the annual actuarial study of risk factors in administering the state's self-insurance program for vehicle liability claims, the Office of Risk Management was able to reduce the Fiscal Year 2014 base premium rate from $125 per vehicle to $121 per vehicle for Fiscal Year 2015, saving agency customers approximately $65,000. Vehicle exposures include passenger vehicles, trucks, emergency vehicles, buses, watercraft, trailers and auxiliary equipment.

Lean project speeds payment processing

To improve efficiencies and benchmark against private-sector productivity, the Office of Risk Management participated in a Lean Routine that evaluated the turnaround time for vehicle liability claim payments. This exercise increased the percentage of payments being issued within seven days from 14 percent to 46 percent.

Office of Fleet Management

Fleet administrative costs reduced

For the sixth consecutive year, the Office of Fleet Management has reduced the fleet administrative rates to customer agencies, collectively saving them more than $310,000 over this past fiscal year. These reductions were made possible through the consolidation of fleet spend to the appropriate payment tool, improved contract incentives and streamlined processes.

Fleet Information Management System upgraded

Fleet Management also completed upgrading the fleet information management system (FleetOhio) to a Web-based platform. The new Web version of the software incorporates an easy-to-use, browser-based interface in lieu of the traditional desktop icon, reducing the need for desktop support.

OhioDAS
Service · Support · Solutions

Office of Real Estate and Planning

Legislative authority obtained to transfer or sell real estate

The Office of Real Estate and Planning secured authorization from the state legislature (Amended House Bill 477) to transfer or sell 20 parcels of real estate currently owned by various state agencies, colleges and universities. The value of the real estate is estimated to be nearly $23 million.

Consolidation of office space to save $2 million a year

The Office of Real Estate and Planning assisted the Ohio Department of Job and Family Services (ODJFS) with a statewide office consolidation plan that resulted in merging 13 commercial leases. This plan reduced the number of office locations from 23 to nine and minimized existing vacant office space. The overall required office space dropped from nearly one million to 500,000 square feet. Many of the consolidated operations were relocated from commercially leased space into state-owned facilities. Overall, this consolidation effort will save ODJFS an estimated $2 million per year.

Office of Properties and Facilities

Electricity supplier contracts to save nearly $5 million

The Office of Properties and Facilities received bids from 11 retail electric power suppliers and selected American Electric Power Services as the lowest/best bidder to provide electricity to the properties owned and managed by DAS. Building-specific contracts range in duration from 42 to 46 months and provide a 21.3 percent rate reduction for a term savings of $4.8 million.

Parking garage payment equipment automated

To eliminate expenses associated with employing attendants/cashiers at each location, “walk-up” pay stations and enhanced “pay-in-lane” equipment were installed in the parking garages connected to the Riffe Center in Columbus and the DiSalle Government Center in Toledo. Annually savings of 30 percent will pay for the investment in less than 20 months and continue well beyond.

Northern buildings receive DAS network connectivity

Connectivity to the DAS information technology network was installed in the DiSalle Government Center in Toledo, the Lausche Building in Cleveland and the Ocasek Office Building in Akron. With assistance from the DAS Office of Information Technology, the Office of Properties and Facilities created a local infrastructure in all three buildings to allow network access for the first time. This network access provides centralized control of the building automation systems and database information as well as enhanced security monitoring capabilities, which will provide the opportunity to significantly reduce security costs while improving local service levels.

Building-specific contracts provide a 21.3 percent rate reduction for a term savings of $4.8 million.

OhioDAS
Service · Support · Solutions

More than $4.2 million resulted from public auctions.

Office of Business Operations

Asset Management Services helps oversee $5.3 billion in assets

Asset Management Services assists agencies in overseeing and maintaining more than $5 billion worth of state-owned assets. To help ensure agency asset managers are up to date regarding state laws, policies and best management practices, 94 managers from 31 agencies received required training.

DAS OAKS FIN Program Management Office resolves 1,550 cases

The DAS OAKS FIN Program Management Office staff resolved 1,550 customer support cases for state employees within an average of less than three business days during Fiscal Year 2014. The staff also led many training and outreach efforts, including 73 instructor-led classes for 423 students.

State and Federal Surplus revenues exceed $4.8 million

State and Federal Surplus Services collected $4,838,943 in revenue during Fiscal Year 2014. In addition to revenue generated from sales to state agencies and other governmental entities, more than $4.2 million resulted from public auctions for vehicles and other miscellaneous surplus property.

OhioDAS
Service · Support · Solutions

HUMAN RESOURCES DIVISION

Overview

The Human Resources Division is responsible for the overall administration of the state's civil service and human resources operations for state employees. This division provides services and information to state employees and assists state agencies in conducting their human resources functions.

The Office of Benefits Administration Services oversees health benefits and wellness initiatives for state employees. In addition, the office is responsible for the vendor management of state-sponsored benefits.

The Office of Human Resources Operations is responsible for all functions supported by the Human Capital Management (HCM) module of the Ohio Administrative Knowledge System (OAKS) as well as providing customer service support for all agency human resources functions, including personnel action processing, statewide employee records, statewide payroll processing, statewide employee benefits processing and management of the state's drug-free workplace program.

The Office of Learning and Professional Development is the central resource for professional development opportunities for state employees. The office provides consultation, access to funding and the delivery of competency-based learning. Services are provided in the areas of professional development, skill building, compliance awareness and technical training.

The Office of Talent Management provides support and solutions to agency customers and their employees with direction on applicable state and federal statutes, regulations and contractual obligations in areas such as classification, compensation, test development and administration, and performance management. The office also supports a variety of tasks at the statewide level for recruitment, including overseeing the Ohio Hiring Management System, the State of Ohio's applicant tracking system. In addition, the office provides tools, resources and guidance for statewide workforce planning initiatives.

The Office of Policy for the Human Resources Division and Office of Collective Bargaining performs a variety of functions including providing technical assistance and support to state agencies regarding the application of employment laws and regulations; tracking legislation and regulatory changes affecting state employment practices;

The educational video entitled, "Goals vs. Competencies," has been viewed by approximately 22,500 state employees.

training agency HR professionals on employment law issues; working on proposed legislation and regulations; and evaluating and making recommendations to the director of DAS regarding exempt parity requests from state agencies; and providing policy support to the division.

The Office of Pay Fiscal Services is responsible for disbursing and reconciling tax withholdings and payroll deductions, including retirement, medical, dental, vision and other payroll-related deductions. Pay Fiscal also manages the state's relationship with the Ohio public retirement systems. The office also is responsible for all payroll-related IRS and Social Security Administration filings.

The Office of Applications and Reporting provides planning, design and configuration functions for HCM applications, which include payroll, position management and human resources, benefits and reporting. The office also oversees HCM system security approvals.

Accomplishments

The accomplishments of the Human Resources Division (HRD) during Fiscal Year 2014 included the following:

Office of Talent Management

- Expanded functionality of the ePerformance module. The ePerformance module is an online performance review system used by all of the governor's cabinet agencies, boards and commissions. The improved functionality includes an enhanced competency catalog, eight reports accessible via the OAKS Business Intelligence module, e-mail notification based upon actions taken within the module and two new ePerformance document approval workflows to aid executive-level staff as well as boards and commissions;
- Created and launched the educational video entitled, "Goals vs. Competencies," which has been viewed by approximately 22,500 state employees;

- Collaborated with the Office of Learning and Professional Development to provide system training to 179 ePerformance human resources administrators;
- Facilitated the development of agency workforce plans. Workforce plan guidance distributed during Fiscal Year 2014 included succession planning as a key component. HRD continues to provide training resources to assist agencies with workforce planning;
- Completed a 14-month project reviewing approximately 600 positions classified as Management Analyst Supervisor 1 or 2. The duties assigned to the positions were analyzed and appropriately allocated to other classifications within the classification plan. The Management Analyst Supervisor 1 and 2 classifications were subsequently deleted from the classification plan;
- Classification plan modifications made during Fiscal Year 2014 included creating 11 new classifications, deleting 68 classifications and revising 83 existing classifications as well as completing five pay range changes;
- Completed a six-month pilot during which five agencies required job applicants to submit applications online. No paper applications were accepted for positions posted during the pilot period by the participating agencies – Ohio Bureau of Workers' Compensation, Ohio Department of Job and Family Services, Ohio Department of Rehabilitation and Correction, Ohio Office of Budget and Management, and Opportunities for Ohioans with Disabilities. A total 66,210 online applications were received by pilot agencies. In a six-month period prior to the pilot, participating agencies received a total of less than 75 paper applications. Because these numbers support the readiness of eliminating paper applications, actions are in process to require the online submission of job applications for most agencies;
- Developed Ohio Hiring Management System (OHMS) Scorecards for cabinet agencies with the goal of standardizing and maximizing the system. Evaluated agency use of OHMS features against recommended best practices for recruitment and applicant tracking. Data from the agency scorecards has been used to identify gaps in system utilization and establish OHMS consultation and training plans. Plans will be implemented during Fiscal Year 2015; and
- Implemented OHMS for the State Highway Patrol's cadet recruitment process. The Ohio State Highway Patrol used OHMS to recruit and manage 2,532 applications for its 156th class.

Office of Benefits Administration Services

- Expanded benefits to include coverage for Autism Spectrum Disorder. Gov. John R. Kasich led the initiative to expand access to treatment services to individuals with autism. Effective July 1, 2013, coverage included treatment services to state employees and their dependents with a medical diagnosis of Autism Spectrum Disorder;
- Announced a rate holiday for the collection of the disability leave premium payroll check-off because the volume of claims was lower than anticipated in Fiscal Year 2014. There will be no rate increase for Fiscal Year 2015;
- Transferred the Ohio Employee Assistance Program (OEAP) from the Ohio Department of Health to DAS. The transfer included eight staff members and incorporated the services offered by OEAP into the overall benefits offered by the State of Ohio's wellness plan. The new structure, which is managed by the Benefits Administration Services team, leverages resources and provides physical, mental and emotional assistance to state employees;
- Introduced the new Employee Workplace Mediation Program. This program will offer state employees who are experiencing workplace interpersonal conflict, a fast, fair and informal alternative to address workplace disputes. The primary goal of the program is to resolve workplace disputes as quickly as possible using the Transformative

Gov. John R. Kasich led the initiative to expand access to treatment services to individuals with autism.

OhioDAS
Service · Support · Solutions

Approximately 20,000 recipients of W2s consented to receive W2s online instead of by paper, saving the state approximately $25,000 in printing and mailing costs.

Mediation Approach. This approach seeks to transform workplace relationships by encouraging the parties to openly discuss issues of dispute in a safe environment. On July 1, 2014, the Ohio Employee Assistance Program will launch the pilot program with five state agencies. The program is scheduled to be implemented statewide in January 2015. This program will not mediate issues reserved for the grievance procedure in a collective bargaining agreement;

- Transitioned administration of the Consolidated Omnibus Budget Reconciliation Act (COBRA) program benefits to UnitedHealthcare Benefit Services. The new automated process increases accuracy and allows the team to focus on high priority functions;
- Rebid the vendors providing the basic life insurance and supplemental life insurance coverage for exempt employees, resulting in approximately $400,000 in cost avoidance for basic life insurance;
- Began implementing the requirements of the federal Affordable Care Act (ACA) on the State of Ohio's benefits plan. For Fiscal Year 2014, this included mailing the ACA Exchange Notifications to state employees. Additional changes resulting from the ACA will be implemented during Fiscal Years 2015 and 2016; and
- Led the WageWorks account closure audit, resulting in a refund of approximately $300,000 to the state. WageWorks administers the state's Flexible Spending Account program.

Offices of Human Resources Operations, Applications and Reporting, and Pay Fiscal Services

- Saved $4.6 million through rate holidays for four payroll check-off rates. In addition to the disability leave premium payroll check-off mentioned under the Office of Benefits Administration Services section, controlled spending in the equal opportunity, collective bargaining and payroll processing programs allowed DAS to pass savings onto state agencies;
- Introduced online W2 statements for state employees through the myOhio.gov employee portal. This feature eliminated the need for DAS to provide manual reprints and made for a more efficient process. In this inaugural year, approximately 20,000 recipients (or 20 percent) of W2s consented to receive W2s online instead of by paper, saving the state approximately $25,000 in printing and mailing costs;
- Completed the implementation of the new electronic system for personnel action requests (ePAR). The ePAR system automated and streamlined the former paper-based process. ePAR is used by all of the governor's cabinet agencies, boards and commissions as well as the offices of the other statewide, executive branch-elected officials (attorney general, auditor of state, secretary of state and treasurer of state). In addition to creating efficiencies with agencies, the automation allowed HRD to not fill a vacant position that had been previously committed to scanning paper personnel actions. The cost avoidance is approximately $40,000 annually;
- Migrated four additional states (New York, Pennsylvania, Texas and Wisconsin) to Expert Pay which enables employers and obligors to electronically submit child support payments. The addition of these states (for a total of 11 states) means that all non-fee states have been successfully migrated to Expert Pay;

- Migrated all manual check paperwork to electronic storage for easy access for researching and maintaining audit documentation;
- Implemented a new statewide centralized procedure required by the Ohio Public Employees Retirement System (OPERS) whereby agencies are required to forward all contractor forms to HRD for redaction, tracking and remittance to OPERS to mitigate the risk of future claims for service credit and earnable salary; and
- Tested and implemented 31 enhancements to the OAKS Human Capital Management (HCM) module, resulting in improved system performance as well as increased efficiency and quality of work life for users.

Office of Policy for the Human Resources Division and Office of Collective Bargaining

- Completed the Human Trafficking Prevention and Awareness Policy and made the related 30-minute training available to all state employees through the OAKS Enterprise Learning Management (ELM) module. This supports Gov. Kasich's initiative to stop the proliferation of human trafficking in Ohio and across the nation;
- Amended and/or rescinded 26 sections of the Ohio Administrative Code as part of the Office of Policy's ongoing responsibilities to review and update all of the division's administrative rules to streamline procedures and provide better governance while maintaining compliance with the five-year rule review requirement; and
- Provided consultative services to multiple agencies, boards and commissions as a result of mergers, consolidations and abolishments required by legislative acts. These acts included the merger of the Ohio Department of Mental Health with the Ohio Department of Alcohol and Drug Addition Services; and the split of the Ohio Department of Job and Family Services to create the new Ohio Department of Medicaid. The services included assistance with payroll, benefits, personnel actions and position management.

The Human Resources Division completed the Human Trafficking Prevention and Awareness Policy and made the related 30-minute training available to all state employees through the OAKS Enterprise Learning Management (ELM) module.

OhioDAS
Service · Support · Solutions

Office of Learning and Professional Development

- Linked all Office of Learning and Professional Development courses to the new competencies in the ePerformance Competency Catalog and in the OAKS Enterprise Learning Management (ELM) module;

Learn It Ohio
TRAINING ON DEMAND 365/24/7

- Matched the new competencies to learning programs in Learn It Ohio, an online resource with hundreds of training courses, videos and books available to all exempt employees and all information technology professionals (bargaining unit and exempt). The result is an increase in the number of users accessing Learn It Ohio by 30 percent;
- Introduced the new online education reimbursement system for state employees who use educational development funds. The new system replaced a paper-based process, resulting in better insight into the reimbursement process, improved management of educational dollars available to employees and more timely reimbursements. The prior system required three staff members, while this new system reduced the number of staff to one employee to effectively review and approve requests for tuition reimbursement. The other staff members were refocused to support core learning initiatives;
- Eighty-six state employees participated in the Ohio Certified Public Manager (OCPM) program. The curriculum was updated and strengthened. In addition, OCPM granted 43 yellow belt certifications in Lean Six Sigma; and
- Coordinated the statewide launch of the compliance of the following two courses: Human Trafficking Prevention and Awareness as well as Securing the Human.

OhioDAS
Service · Support · Solutions

OFFICE OF COLLECTIVE BARGAINING

Overview

The Office of Collective Bargaining (OCB) serves as the principal labor relations representative for the State of Ohio as the employer. OCB represents those state agencies, boards and commissions under the governor's control in all aspects of the employment relationship, up to and including binding arbitration, with the five statewide unions.

OCB provides expertise in negotiation, advocacy and administration of the state's collective bargaining agreements. The division also guides the state's labor relations policies to help agencies and their employees provide high quality services to citizens within a positive labor relations environment.

OCB consists of the following sections:

Office of Policy for the DAS Human Resources Division and Office of Collective Bargaining

- Provides advice for the other sections of OCB;
- Assists management staff within state agencies with legal issues related to collective bargaining, including providing advocacy services;
- Coordinates the negotiation of all of the collective bargaining agreements, from bargaining preparation and research through the printing of the agreements;
- Represents state agencies when employees file unfair labor practice charges with the State Employment Relations Board (SERB) and represents the state on other matters with SERB; and
- Provides guidance to other sections of the Human Resources Division and guidance to agencies on matters related to exempt employees. For more information, please see the overview for the Human Resources Division.

Analysis and Operations

- Provides a variety of support services related to the labor contracts, including development of statistical and costing data necessary for contract negotiations and dispute resolution proceedings;
- Using wage progression and other models, advises negotiators on the impact of potential costs of contract changes;
- Provides assistance to employee representatives and agencies in the resolution of contract implementation and maintenance issues;
- Oversees and maintains Web-based grievance databases, electronic information storage systems and management reporting functions; and
- Manages the division's budget, facility and other ancillary services.

OhioDAS
Service · Support · Solutions

The Office of Collective Bargaining obtained an overall customer satisfaction rating of 4.8 on a 5-point scale.

Labor Relations and Training Administration

- Provides statewide guidance and direction to local management representatives regarding issues arising under all of the statewide contracts;
- Assists agencies with contractual issues that were not settled at the agency level;
- Advises agencies regarding how to resolve difficult contract interpretation grievances;
- Represents the employer in mediation and arbitration proceedings;
- Provides agency-level labor relations services, in conjunction with the DAS Central Service Agency, for state professional licensing boards that do not possess the resources to perform these functions internally. Provides guidance, coordinates and/or conducts investigations, conducts pre-disciplinary meetings and serves as the Step 3 designee on behalf of these boards; and
- Develops training materials for management representatives to ensure that state agencies remain current with the latest trends within the labor relations arena. All training programs are geared to support the management position regarding labor relations in state government.

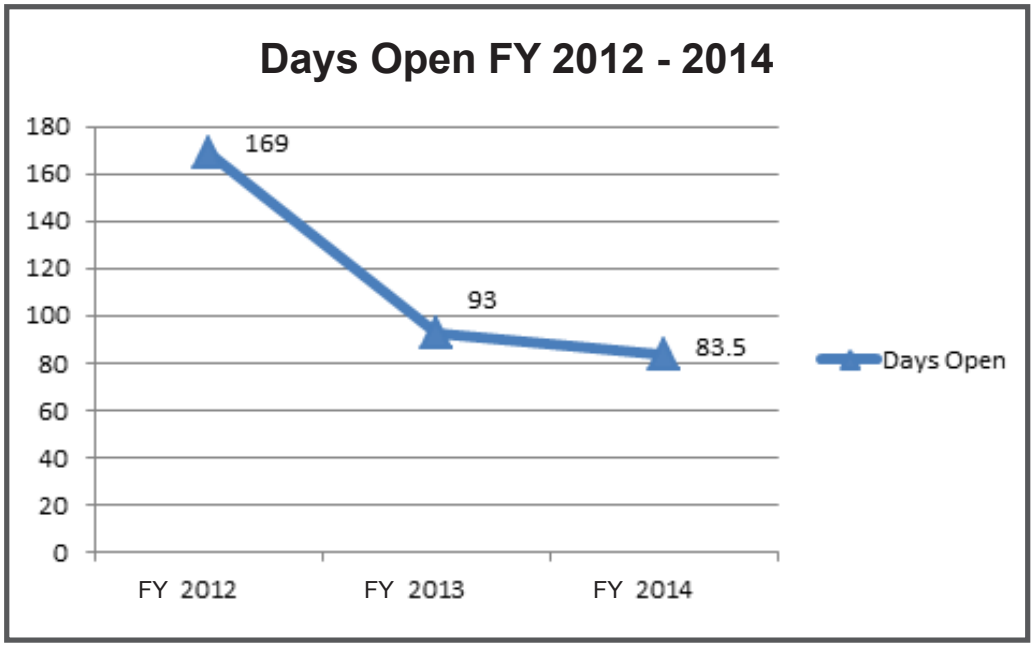
Accomplishments

The accomplishments of the Office of Collective Bargaining (OCB) during Fiscal Year 2014 included the following:

- Collaborated with agencies and the five unions representing bargaining unit employees to build a comprehensive grievance filing system that will be used by all parties. The new system is going live in stages. In May the system became available to the Ohio State Troopers Association and a small group of members of the Ohio Civil Service Employees Association at the Ohio Bureau of Workers' Compensation, Ohio Department of Developmental Disabilities, Ohio Department of Rehabilitation and Correction, Ohio Department of Transportation, Ohio School for the Deaf and the Ohio State School for the Blind. All other unions will be using the new system by December 2014;
- Obtained an overall customer satisfaction rating of 4.8 on a 5-point scale and an overall training satisfaction rate of 4.7;
- Managed 16 unfair labor practice charges involving state agencies filed at the State Employment Relations Board prior to May 12, 2014. Of those,

five were dismissed; nine were withdrawn; and two remain open. There also was one union representation case;

- Added new tools for agencies in the Bargaining Unit Exemption Guide, which is available on the DAS website, including checklists for agencies that can help facilitate conversations with managers;
- Successfully ensured that no state employees would be negatively affected by changes implemented to the requirements for social worker licensure;
- Remained consistent with a grievance closure rate of 48 percent during the fiscal year. Of the 846 cases appealed to OCB during Fiscal Year 2014, as of May 8, 2014, only 433 remained open. This closure rate reflects an effort to more closely review cases and work with agency labor relations staff to come to resolutions prior to advancing cases to more elevated steps within the process, continuing to reconcile records with the respective unions and aggressively scheduling all eligible cases for mediation or non-traditional arbitration;
- Decreased the number of days grievances remained open once received at OCB. Grievances received in Fiscal Year 2014 were open an average of 83.5 days as opposed to 93 days in the previous fiscal year, reflecting an 8.9 percent reduction from last fiscal year and more than a 50 percent reduction from two years prior. (See "Days Open" graph below);
- Handled 846 grievances appealed to OCB during the fiscal year. Of those 71 percent pertained to contract interpretation issues, 27 percent involved discipline and less than 2.3 percent related to working-out-of-class cases;
- Scheduled 88 days of alternative dispute resolution (i.e., mediation, non-traditional arbitration and expedited arbitration) to process 607 cases. Of those, 27 scheduled days were cancelled because more than 250 cases were resolved prior to the hearing date; and
- Scheduled 95 main panel arbitrations during the fiscal year. Of those cases, only 46 cases went forward. The amount of cases going forward remains consistent.



Grievances received in Fiscal Year 2014 were open an average of 83.5 days as opposed to 93 days in the previous fiscal year.

OhioDAS
Service · Support · Solutions

OFFICE OF INFORMATION TECHNOLOGY

Overview

The DAS Office of Information Technology (OIT) delivers statewide information technology and telecommunication services to state government agencies, boards and commissions as well as policy and standards development, lifecycle investment planning, and privacy and security management.

Seven specialized OIT sections carry out these responsibilities according to the DAS mission, vision, goals and principles to provide centralized IT services and shared solutions.

The Investment and Governance Division assists state agencies by providing IT policy, standards, bulletins and procedures as well as investment planning and management, IT procurement and contract management, research and project support services.

The **Infrastructure Services Division** operates the IT infrastructure for the state, which includes hardware, software and telecommunications. The division consists of the following units:

- Enterprise Mainframe Computing Services is a provider of shared mainframe IT infrastructure and resources. Services include computer operations, systems programming, database support and disaster recovery testing;
- Enterprise Open Systems is a provider of shared IT infrastructure and resources, offering a wide complement of traditional data center services across UNIX and Windows/ Open platforms;
- Unified Network Services provides voice and data solutions to state and local governments and functions as the state's Internet service provider;
- Enterprise Shared Services focuses on efficient use of technologies in support of enterprise and multi-agency initiatives by providing services that include electronic forms filing, secure data interchange and exchange, e-payment engine, business intelligence and reporting, collaborative tools and geographic information systems (GIS), including the administration of the Ohio Geographically Referenced Information Program (OGRIP); and
- The Multi-Agency Radio Communication System (MARCS) provides statewide, secure, reliable public service wireless communication for public safety agencies and first responders. MARCS provides a 700/800-MHz radio and data network that utilizes state-of-the-art trunked technology to provide statewide interoperability in digital clarity to its subscribers throughout Ohio and a 10-mile radius outside of Ohio.

Application Management coordinates strategies for delivery of government information and services electronically. This includes oversight of the Ohio portal, which enables constituent access to state information and services via the Internet, including Ohio.gov and the Ohio Business Gateway, a multi-agency reporting and payment application for businesses. During Fiscal Year 2014, the Ohio Business Gateway collected nearly $8 billion in tax liability.

The **Ohio Administrative Knowledge System (OAKS) Service Assurance Office** oversees OAKS, the enterprise resource planning software system integrating central government business functions, including human resources, procurement, budgeting, accounting and asset management.

Information technologist Quantez Johnson inventories equipment. (Photo by Susan Russell.)

The **Office of Information Security and Privacy** works with internal and external agency customers to lead the creation, implementation and management of enterprise efforts for information assurance, security, privacy, risk management, disaster recovery and business continuity.

DAS Desktop Support Services supports the effective use of information technology throughout DAS internal operations as well as boards and commissions. The staff provides application system development, desktop support, LAN (local area network) management and maintenance of the DAS Internet pages.

The **IT Shared Solutions Office** partners with the Health and Human Services (HHS) Cabinet and the Governor's Office of Health Transformation to streamline Health and Human Services. Together, the partners are enabling the vision of an integrated approach to the state's HHS programs and services based on a person-centered model of practice. The IT Shared Solutions Office worked with stakeholders to implement an integrated consumer access self-service system for the determination of eligibility and application across the state's HHS programs. The office offers statewide data sharing, business intelligence and analytical solutions.

The IT Transformation Program Office engaged multi-agency participation in nine functional teams to develop plans to move Ohio's information technology into the 21st century.

Accomplishments

IT Optimization continues

The Approach

To continue implementing Gov. John R. Kasich's directive to move Ohio's technology infrastructure into the 21st century, the DAS Office of Information Technology and its agency partners rolled out the next phase of the IT Optimization effort. The main objectives of IT Optimization are to create efficiencies and lower the state's total IT costs, resulting in a redirection of those savings into improved IT services and into programs and services that benefit Ohio citizens and businesses.

The IT Transformation Program Office, which was established to plan the approach to implement IT Optimization, engaged multi-agency participation in nine functional teams to develop plans to move Ohio's information technology into the 21st century. These nine functional areas are network operations, data center operations, unified communications and infrastructure applications, enterprise applications, IT security, enterprise planning/sourcing and vendor management, business relationship management, financial management and cost recovery, and workforce transformation.

The results are documented in the "Consolidated IT Transformation Approach" published in December 2013. The approach has three focus areas: private cloud expansion, adoption of enterprise shared solutions and growth of online government services. More information as well as the "Consolidated IT Transformation Approach" is available at http://das.ohio.gov/Divisions/InformationTechnology/ITOptimization.aspx.

A technology board was created to enhance enterprise IT alignment and ensure agency interests are represented within the IT governance process to minimize duplicative activities. The board organized agencies in lines of business with a lead chief information officer to facilitate the discussion of opportunities, issues and concerns within partner agencies and across five lines of business. Those lines of business and their respective state agencies are as follows:

- Health and Human Services: Aging, Developmental Disabilities, Health, Job and Family Services, Medicaid, Mental Health and Addiction Services, Opportunities for Ohioans with Disabilities and Veterans Services;
- Business and Industry: Bureau of Workers' Compensation, Commerce, Development Services, Industrial Commission, Insurance, Public Utilities Commission of Ohio, Taxation and Secretary of State*;
- Administration and Finance: Administrative Services, Auditor of State*, Board of Regents, Office of Budget and Management, Education, House/Senate/Legislative Information System*, Lottery Commission and Treasurer of State*;
- Public Safety and Criminal Justice: Adjutant General, Attorney General*, Inspector General, Public Defender*, Public Safety, Rehabilitation and Correction, Supreme Court* and Youth Services; and
- Infrastructure and Environment: Agriculture, Environmental Protection Agency, Natural Resources, Ohio Facilities Construction Commission, Ohio Turnpike and Infrastructure Commission*, and Transportation.

*Indicates voluntary participation.

These lines of business leads will help drive long-term alignment, adoption and sustainability of IT solutions that support the state's objectives for IT Optimization.

The Savings

IT Optimization has made significant progress with the numerous strategic efforts, saving the state more than $22 million. A few of the highlights are as follows:

- Launched the Ohio Integrated Eligibility System in October 2013 as planned and achieved every major deadline to date;
- Migrated 87 of 88 agencies to the centralized email platform, which now totals more than 62,000 email accounts;
- Completed the remediation of the State of Ohio Computer Center (SOCC), ensuring the facility has the necessary power to support state computing needs now and in the future;
- Established the Voice over Internet Protocol (VoIP) contract with potential annual savings of $3.2 million as users migrate from the Centrex system. More than 15,000 lines have been migrated to date;
- Enhanced information security through Enterprise Security Information and Event Management and centralizing reporting of information security personnel to support consistent practices and policy implementation;
- Migrated approximately 1,700 virtual servers to Ohio's private cloud throughout the fiscal year. Currently, a total of 2,300 physical and virtual servers are located at the SOCC data center;
- Established a memorandum of agreement for Internet service with OARnet, reducing costs from $9 to $6 per megabyte; and
- Centralized the IT procurement function within the Office of Information Technology.

A critical success factor in moving these initiatives forward has been the engagement and involvement of multiple agency IT professionals, working together for the enterprise.

IT Optimization has made significant progress with the numerous strategic efforts, saving the state more than $22 million.

Data center at the State of Ohio Computer Center. (Photo courtesy of CBRE.)

OhioDAS Service · Support · Solutions

The remediation of the SOCC is a major achievement for the IT Optimization initiative.

State of Ohio Computer Center (SOCC) Remediation

During the past year, the Office of Information Technology has been addressing power, computing and operating model improvements at the State of Ohio Computer Center (SOCC), a 358,000-square-foot, four-story data center that was opened in December 1991. Remediation of the facility was required to support IT Optimization, including the future consolidation of external agency data center operations.

The remediation of the SOCC is a major achievement for the IT Optimization initiative. Moving forward, the focus will be on fully implementing the State of Ohio private cloud. This includes continuing the work that is being accomplished to complete the Ohio One Network, storage and server virtualization and the consolidation of storage, server and mainframe environments.

Several tours were given during the fiscal year of the State of Ohio Computer Center during and after its remediation. Here Downtown Columbus High School students and DAS college interns listen to Ralph Barber, IT and business transformation program manager with the DAS Office of Information Technology, during a tour of the SOCC. (Photo by Lisa Donnelly.)

Remediation efforts have addressed the following:

- Increasing the power capacity for the building;
- Adding an additional protected power system;
- Increasing emergency power capacity;
- Adding three new diesel generators to the infrastructure support system;
- Constructing a new generator building to house up to five generators;
- Creating a way to add fuel during an emergency situation without shutting down the generators;
- Remediating one floor to provide an additional 70,000 square feet of data center space;
- Consolidating state computing assets to one floor; and
- Repurposing one floor to provide co-location services to higher education and local government entities.

Ohio Integrated Eligibility System

The Governor's Office of Health Transformation initiated a modernization project to simplify client eligibility based on income, streamline state and local responsibility for eligibility determination, and modernize eligibility systems technology.

DAS is overseeing the project in partnership with the Ohio Department of Medicaid and the Ohio Department of Job and Family Services.

The state launched the Medicaid eligibility system, named the Ohio Integrated Eligibility System, eight months after signing a contract with the implementation vendor, the fastest eligibility system implementation in the country.

This state-of-the-industry eligibility system includes a self-service portal that can facilitate real-time eligibility, a real-time interface with the state's Medicaid Management Information System. For applicants not eligible for real-time case processing, automated intake through case creation is available. These actions are improving the consumer experience and significantly reducing the workload associated with these processes.

The Ohio Integrated Eligibility System is a flexible and interoperable solution that will support the full continuum of health and human services programs and services. This solution is adaptive to changing policies and business rules, leverages modern technologies and uses best practices.

The Ohio Integrated Eligibility System supports almost 20,000 caseworkers in Ohio's 88 counties. It has:

- Processed 70 percent of the applications received regarding a total of more than 586,000 applicants as of May 31, 2014; and
- Processed approximately 60,000 applicants without worker intervention.

See the system in action at: http://benefits.ohio.gov.

The state launched the Medicaid eligibility system, eight months after signing a contract with the implementation vendor, the fastest eligibility system implementation in the country.

As a result of this initiative, a deeper relationship between the schools and law enforcement has been cultivated to improve school security awareness.

Multi-Agency Radio Communication System (MARCS) in Schools

In July 2013, the Ohio Legislature approved funding for a school security grant, which in part provides schools with the opportunity to obtain an emergency notification system which will communicate with each participating school's local law enforcement agency in the event of a school crisis. Funding for the MARCS in Schools radios is administered through the Ohio Facilities Construction Commission.

This program was created through a collaboration among school officials, law enforcement and the MARCS Program Office. The specially designed radio has an easy-to-operate emergency button, which when pressed, sends an alert banner to the appropriate law enforcement dispatch center. Additionally, there is a paddle microphone attached which can be utilized for voice communications during an emergency.

Participating schools are being encouraged to work with their local law enforcement agencies to develop a protocol for use of the MARCS in Schools radio. As a result of this initiative, a deeper relationship between the schools and law enforcement has been cultivated to improve school security awareness.

MARCS radio for first responders. (Photo by Beth Gianforcaro.)

Since the launch of the program, approximately 1,400 Ohio public schools have elected to participate in this initiative and to receive the MARCS emergency communications radio.

MARCS in Schools radio. (Photo by Beth Gianforcaro.)

FISCAL YEAR 2014 DISBURSEMENTS

The disbursements of the Ohio Department of Administrative Services during Fiscal Year 2014 totaled $498.3 million.

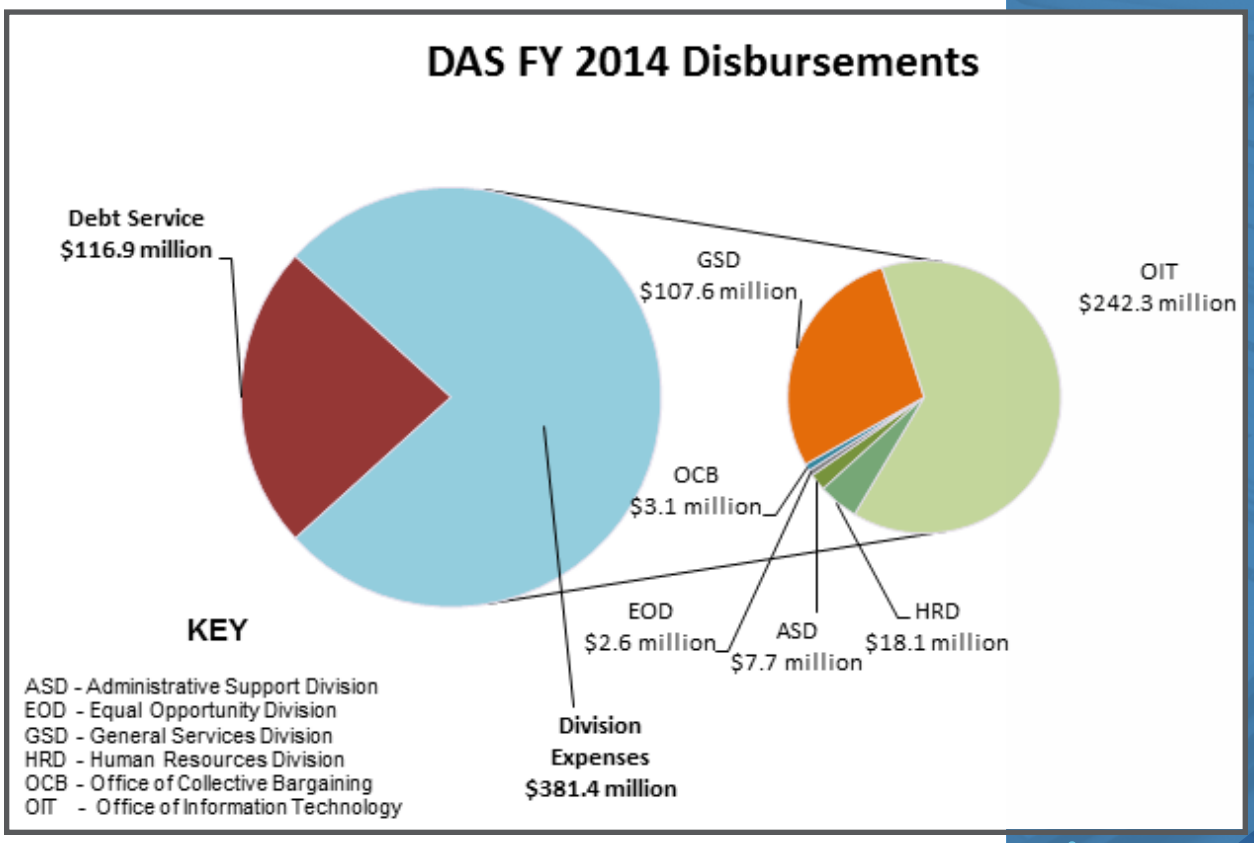
Disbursements included debt service totaling $116.9 million, which equaled approximately 23.5 percent of the total DAS disbursements for the year. These funds consisted primarily of rent and maintenance payments for state-owned and -occupied buildings.

The remaining disbursements were the expenses of the DAS divisions, which totaled $381.4 million. The expenses of the divisions included personnel services, supplies, maintenance, equipment, and certain pass-through and transfer payments.

The individual expenses of the divisions within DAS were as follows: Equal Opportunity Division, $2.6 million; General Services Division, $107.6 million; Human Resources Division, $18.1 million; Office of Collective Bargaining, $3.1 million; Office of Information Technology, $242.3 million; and Administrative Support Division, $7.7 million.

Of the total division expenses, only 7.6 percent ($29.0 million) was funded through the state's general revenue fund.

The following chart illustrates the distribution of the disbursements:



OhioDAS
Service · Support · Solutions

2014
OhioDAS
Service · Support · Solutions
Department of Administrative Services
John R. Kasich, Governor / Robert Blair, Director