



## Project Title ODOT Onboarding process

February 18, 2014

### Project Summary

The purpose of this project is to address ODOT's need to be able to put their new hires to work faster with all available tools at their disposal from the first day of employment." The problem statement contends that district new hires and transfers wait several days, if not weeks, to obtain all necessary tools to perform the job. This presents much wasted time on the clock and can also affect the morale of the newly hired employee. With fewer and fewer resources available to complete tasks, it is necessary to optimize the working time of each individual.

### Project Goals

The goals of this project are to:

- Get ODOT employees to work faster
- Eliminate waste
- Standardize the process
- Realize savings during the on-boarding process

### Project Methodology

The methodology for conducting research was the use of in-person interviews with various ODOT district stakeholders. The information gathered from these sessions was used to complete flow-charts of the current process. The project team spent several months gathering and analyzing this information to make recommendations to ODOT, in order for its current on-boarding process to be improved and streamlined. After all the process flows were completed, team meetings were held with ODOT stakeholders to complete a clean-sheet redesign of a "to be" process.

The report includes research, best practices and recommendations in the following areas:

- Drug testing
- Assigning the employee # early in the onboarding process
- Maintaining use of the e-PAR system
- Better utilizing the current magic ticketing system
- Creating the BALS account
- Entry into the e-PAR system
- Better management of work tickets
- Supervisors providing software needs for new staff prior to their arrival

The report also includes recommendation for future enhancements of the process.

### Project Team

For more information about this project, contact team members:

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# **ODOT ONBOARDING PROCESS IMPROVEMENT**

**Jennifer Bishop - Commerce, Jill Jones - ODOT, Alphrena Prince - ODJFS, Patrick Reardon - ODJFS, Tanowa Troupe – PUCO**

**OCPM Project Paper**

**Submitted February 18, 2014**

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# Introduction

## Description, Purpose and Goal

The Ohio Certified Public Manager coursework required that the group complete a project using the skills that we learned during the course. Through a process of elimination and election, this team adopted the proposal submitted by Jill Jones of the Ohio Department of Transportation. The team consists of Jennifer Bishop, Commerce; Jill Jones, ODOT; Alphrena Prince, ODJFS; Patrick Reardon, ODJFS and Tanowa Troupe, PUCO.

The business case<sup>1</sup> “discusses ODOT’s need to be able to put their new hires to work faster with all available tools at their disposal from the first day of employment.”<sup>2</sup> The problem statement contends that district new hires and transfers wait several days, if not weeks, to obtain all necessary tools to perform the job. This presents much wasted time on the clock and can also affect the morale of the newly hired employee. With fewer and fewer resources available to complete tasks, it is necessary to optimize the working time of each individual.

The project team evaluated the requirements and created a scope that was achievable in the allotted time frame for the class. The scope statement<sup>3</sup> describes the definition of the project and the tasks that are included in the scope. The purpose of the project is to get employees their tools faster with the goal being the first day of work. Also listed are the project initial stakeholders. Stakeholders were identified and the original list is included in the Scope Statement on page viii of Appendix B. As the project progressed, the list of Stakeholders and SMEs (subject matter experts) was expanded and is listed in Appendix F page xxi.

This paper includes, in the appendix sections, the relevant documents that were used during the project. The text will talk to how we completed the project, how the OCPM principles and classes played into the completion and will refer to the relevant

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<sup>1</sup> Appendix A, business case

<sup>2</sup> Excerpt from business case, Appendix A

<sup>3</sup> Appendix B, scope statement

documents as needed. The key sections will describe the process we used to work the project, the process mapping tool we used, the people part of the experience and the outcomes of the project.

## Project Methodology

### Planning the Project and Project Execution



**Managing  
Work –  
Project  
Planning**

Immediately following our project management studies and project selection, the team was selected and roles were identified for each team member. The roles were assigned as follows:

Jill Jones	Project Leader
Alphrena Prince	Project Co-leader
Jennifer Bishop	Communications
Tanowa Troupe	Time Management
Patrick Reardon	Scribe



**Developing  
Self –  
Emotional  
Intelligence**

During those first meetings the team spent time discussing the project scope, scheduling meetings with the team sponsor to ensure a clear understanding of parameters and finalizing the project charter.

After minor changes were made to the project charter<sup>4</sup>, the team focused on identification of tasks that needed to be completed. A work breakdown structure<sup>5</sup> (WBS) was developed and timeframes assigned to each task. Risks were identified and a strategy for management of the potential risks discussed<sup>6</sup>. We also developed an initial communication plan<sup>7</sup> to identify meeting schedules, stakeholder updates and communication with the impacted areas of ODOT.

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<sup>4</sup> Appendix C, Project Charter

<sup>5</sup> Appendix D, Work Break Down Schedule

<sup>6</sup> Appendix E, Risks

<sup>7</sup> Appendix F, Communication Plan

A cost analysis wasn't needed for this particular project. ODOT identified that expenditure of money for the project was outside the scope of the project. We were mindful; however, of the on-going projects that could potentially impact the project at hand and the budget assigned to those projects. As a team, we felt that it was possible to collaborate where needed to accomplish the project goals; however, this didn't come to fruition.

Speaking of goals, the project consisted of four main goals:

- Get ODOT employees to work faster
- Eliminate waste
- Standardize the process
- Realize savings during the on-boarding process

Our project lead initially had a better understanding of the project goals and why they were put in place. They became clearer to the rest of the team as we began meeting with various ODOT districts to gather information on the current process and talk about solution requirements.

In teams of two, the team scheduled meetings with ODOT districts to discuss the project with the IT, HR and Fiscal staff and to gather as much detail as possible about the current process. It became very apparent that each district handled on-boarding just a little differently. This presented some unique challenges with the development of "to be" process flow charts!

The finalized "to be" process flow charts<sup>8</sup> were analyzed by the team to develop a strategy for the next phase of the project, clean sheet re-design.

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<sup>8</sup> Appendix G , process flow charts

# Technical Aspects of the Project

## Development of documents and Process mapping

As far as the technical aspects for process mapping, there were seven objectives needed to successfully fulfill those

requirements. The first objective was to compile as much data and information relating to the various onboarding processes across the districts. In order to accomplish this, the second objective was to identify the key players. We reached out to several district/central offices IT, HR and Fiscal staff, these departments and points of contact were identified as pivotal if we were going to significantly impact change in the agency's onboarding processes.



**Managing  
Work –  
lean tools**

During the process mapping activity two major sections include objective three - identifying what adds value to a process and objective four - what is non-value adding. In performing the value added process, the following questions had to be answered:

Does the activity change the product or service towards something that the customer wants?

Is it done right the first time?

Would the customer be willing to pay for it?

In sorting through the answers to each of the questions posed, there was a consensus that the following activities met the requirement:

Drug testing

Assigning the employee # early in the onboarding process

Maintaining use of the e-PAR system

Better utilizing the current magic ticketing system

Creating the BALS account

Entry into the e-PAR system



**Change  
Leadership –  
change the  
way things  
are done**

Better management of work tickets

Supervisors providing software needs for new staff prior to their arrival

In the second half of the process we identified where and what type of waste was occurring. To help with this task, we used the "TIM WOOD" Kaizen tool. "TIM WOOD" is an acronym for the following waste: transport, inventory, motion, waiting, over producing, over processing and defects. The group came to a consensus to identify waste in the following areas:

Waiting for employee ID #'s from central office

Waiting for drug test results

Waiting for e-PAR entry by central office

Waiting for SSN #'s

Closing unnecessary work orders

Calling supervisors to inquire about software needs

The fifth objective in completing the mapping process was to review the data and information as it was presented and to make sense of it. A clean sheet redesign is the product of this process. In completing this process participants are charged with the task of objectively looking at the process based on the previous activities and to organize it in a manner that increases efficiency and effectiveness while reducing waste and redundancy.

This process was intense to say the least, but the people aspect will be addressed shortly. From a technical prospective, new and inconsistent information was introduced on process mapping day. The team had to smooth out some of the rough edges relating to sketchy information received or omitted by participants.

The final objective was to map out a "To-Be" state. A rough draft was completed on mapping day as the team had to research some information provided during mapping that would directly impact its recommendations. The result of the mapping session was a reduction of processing steps from 38 to 19, from 3 decision points to 1, from 6 handoffs to 3 and from 6 waste points to 1. I believe that we met the objectives for the process mapping day because we were able to successfully identify means to get ODOT employees to work faster, eliminate waste, standardize the process and realize savings during the on-boarding process as an agency and across various districts.

# People Aspects of the Project

## Team Dynamics and Participant Characteristics



### Developing Self – MBTI

The project team could not have worked better together, and we seemed to “click” as a group right away. Our project leader, Jill, is an ESTP, and she was so enthusiastic at the start of the project that the rest of the team couldn’t help but be excited as well. Once the team members were decided, we fell into our roles pretty easily. Alphrena, one of three ISTJs in the group, had not only project management experience, but a background in HR as well, so she fit the role of co-project lead perfectly. Jennifer, an ENFP, also had a background in HR and was a natural fit for the communications lead. Tanowa, also an ISTJ, is very organized, thus a great fit as the team time management person. And finally, Patrick, the third ISTJ, seemed a perfect fit for team scribe, for his ability to listen and process things in a detailed manner.

We were very lucky to have some strong backing at first from our sponsor and ODOT Assistant Director. Unfortunately, we lost our sponsor part way through the process and it took some time to get a meeting with a new potential sponsor so our project didn’t end up D.O.A. This is where our 360 Leadership module came in handy. Not only did we have to manage a project and people, but we had to find a way to lead up with the new Assistant Director in order to secure a new team sponsor. The techniques learned paid off, as we were able to sign him on as the new sponsor.



### Leading People – on your own power



### Change Leadership – conflict management

The project team ran into some problems once we brought other people (i.e. our stakeholders) into the process, on the process-mapping day. We encountered two extremely resistant people, one being out of a district office and the other out of the central office. It was a struggle to get much participation out of either, but with lots of pointed questions, we at least got some feedback.

Those of us that were not ODOT employees had to step up and not be afraid to push back, but needed to find a delicate way to do it, as to make Jill's working relationships pleasant. Once the central office HR contact got back to the office, she was less than enthusiastic about what she learned of the project and passed that along to her coworkers and managers. The response we got back from central office HR was less than enthusiastic and unsupportive.

The follow-up meeting we had with our Stakeholders did not go as well as planned. A document for the reasons why our project would fail was presented to us. We were also told that the numbers we were using in our documentation were

incorrect, but they were exactly what had been given during the process mapping. During this same meeting, our co-sponsor seemed to have a change of heart regarding our recommendations, with the excuse the district just didn't have the manpower or time to handle the extra duties that we were moving from central office to the districts. This was

QUITE a surprise to the team, as it had been agreed upon just days before.



**Personal &  
Organizational  
Integrity –  
integrity**

In the meantime, our team suffered a great loss as we lost a team member, Alphrena, as she had to withdraw from the OCPM program. This and the negativity we were experiencing from outside parties put a damper on our enthusiasm for the project.

We were beginning to feel dejected and were unsure if we would even be able to complete the project. After many team discussions and gripe sessions, we took a step back and remembered why we began this project in the first place. We wanted to make the onboarding process more efficient for the new employees – period.

Once we got back to our main reason for being, we gained a new perspective on the project and set to work on a compromise.

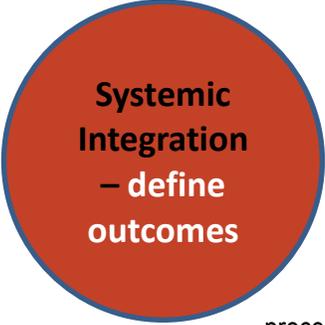


**Public  
Service  
Focus -  
reinventing**

In the end, we were able to create a process that won over not only our project sponsors, but our stakeholders as well. This was a HUGE accomplishment, as the pushback we had received through the process was constant. We just kept at it and never gave up until we knew we had a consensus among our ODOT stakeholders. Every team member was able to take something away from this experience. If something could have gone wrong, it did. But the

team persevered and came out better for it in the end. And the best surprise of all near the end of all the “organized chaos” was Alphrena being able to rejoin our team to help us tie up all the loose ends!

## Project Outcomes



**Systemic  
Integration  
– define  
outcomes**

The purpose of the project was to create a standardized new hire onboarding process to be implemented across the board in all ODOT district offices with the goal of getting employees to work faster. The agency would benefit greatly by saving an abundance of money by decreasing wasted employee hours. Many district offices were utilizing different onboarding procedures, with some being more efficient than others. An issue was quite apparent, as employees and contractors could not produce work until they were able to have access to all the necessary things for them to perform their job functions.

The original plan involved a recommendation to have the processing of information for new hires occur within each district office. After presenting our recommendations to the stakeholders, who included the ODOT central office as well as a variety of district office personnel, much resistance was expressed with the process flow that was established. The stakeholders identified the following concerns with our team’s recommendation of having the district offices process the information for new hires:

- The processing time had improved within central office from 5.9 days to 3.7 days
- Detailed and ongoing training would need to be administered by central office to the district offices
- Central office would not have the ability to correct errors that were submitted by district offices
- The workload would increase for district HR personnel
- A 100% satisfaction rate was received by central office when a survey was sent out to district offices about the process
- The Highway Technician was the targeted pilot group, and it was discovered that the e-PAR system could not engage isolated access for just this one classification, and the system would be open to all

An additional meeting was held after receiving a revised version of our recommendations from our stakeholders, and the above list of concerns. A mutual compromise was established to continue to have the central office staff generate personnel actions within the e-PAR system, but also to implement changes for the six identified areas of waste that the team recommended as lean areas.

Emotional intelligence became a big factor throughout the process, as the internal political aspects came shining through when dealing with a majority of the individuals from HR involved with the project. The “Developing Self” class really prepared our team to effectively navigate and strategically plan to counter against the identified agendas of some of our stakeholders. Even when our team was blindsided at times, we were able to bounce back from the unanticipated blows that we had received.



Although all of our recommendations were not fully implemented, we accomplished our ultimate goal. People throughout ODOT developed more of awareness in regards to the broken and inconsistent onboarding process. In addition, our project was able to put some pressure on those that were aware of the issues to create procedures to develop a solution. We



received support from the top with our project sponsor, and used that support to efficiently trickle the message all the way down. The OCPM class that involved a discussion on “leading up” was critical for our team in this regard.

Recently, ODOT has introduced the addition of some new program software called Service Now and Person Manager. These particular programs will assist with the onboarding process greatly. The two new software programs have the ability to provide additional automation with data input which can eliminate steps between the ODOT central office and district offices.

## OCPM Core Competencies in practice

As we progressed through the project, we were able to apply the learned skills from our class. Many of the core competencies applied to different parts of the project. Starting with the “developing self” competency, we applied MBTI and emotional intelligence when forming the team, assigning team roles and when dealing with stakeholders and SMEs. Business writing and presentations played into many aspects of the project from documentation development, sponsor update presentations, email communications and the final presentation and paper.

The “leading people” capstone taught us about leading from the middle and leading up. This allowed us to better connect with our sponsors and other ODOT employees to gather the correct information and to arrive at a consensus for implementation. “Managing work” had the greatest impact on the flow of our project since we attempted to change a long ingrained process. We employed the lean tool of process mapping and used many of the project management methodologies.

“Personal and organizational integrity” came into play when we ran into difficult people and experienced the swing of our project sponsor. This competency helped us to process the situation and determine that the goal took priority over our feelings. It allowed us to re-direct our energies on the overall goal of the project and to remove focus from one aspect of the change. “Change leadership” also helped in this situation as we used our skills developed in the conflict management class. Change leadership also taught us to persevere and change the way things have always been done.

We were able to redirect our efforts and maintain a “public service focus” by knowing that we were working to re-invent the way things were done. We defined outcomes and displayed some of the skills learned in the systemic integration capstone. This project allowed the team to fully practice the competencies that we learned through our OCPM journey.

## **APPENDIX A – Project Business Case**

## **Executive Summary**

This business case discusses ODOT's need to be able to put their new hires to work faster with all available tools at their disposal from the first day of employment. ODOT's structure consists of a central office and 12 outlying districts with their own HR, Finance and IT staff. ODOT processes many employees for seasonal employment as well as other employees who are new hires, transfers from another agency or who transfer to a new location. Each of the moves requires a new set of tools and access to different equipment.

It can take a few days to several weeks to get an employee access to every tool that they need to perform their job. Most of these tools are electronic in nature where the employee requires access to a variety of applications. This also impacts their managers who have to make or approve requests for each tool and IT, Facilities, Finance & HR staff who are involved in providing the tools.

The loss to ODOT in missed time to work is also reflected in the ability of contractors to request access to the correct applications to enter information.

## **Business Opportunity**

The business at ODOT is building and maintaining transportation systems, mainly roads. ODOT is tasked with spending gasoline tax dollars wisely to maintain Ohio's transportation system in a way that maximizes the funding provided. The faster that projects are completed, the lower the cost to the project. In turn, any savings can then be reinvested in the maintenance and building of these transportation thoroughfares. Putting employees to work with all the necessary tools on the first day of employment is one way to put projects on the right track.

By creating a streamlined process for employee hires and creating employee "profiles" or "templates", workers can start doing the work rather than struggle with finding the right tools to do the job.

## **Benefits**

This assessment can create a pathway for all agencies to follow when hiring. This process crosses many agencies and affects most all agencies in their hiring processes as well.

- Employee can get to work faster
- Saves money in time of employee, time of manager and time of support worker
- Projects for benefit of Ohio citizens are completed faster
- Eliminate wasted time in trying to find the correct person to grant or approve the tool needed

### **Project Description**

If chosen, this project team would create a process mapping of the current hiring process, particularly for district employees, determine bottlenecks or unnecessary steps in the process, create a standard template for tools to reflect the worker type, document the new process and implement that process.

The team would possibly hold a Kaizen event or a minimum a process mapping event to determine the existing process and the bottlenecks.

The team would work with ODOT and DAS (OAKS) to determine a best plan of action for the go forward. The team would also help to create worker job role models and create a process to do that type of assessment.

## **APPENDIX B – Project Scope Statement**



# Ohio Department of Transportation

*Division of Information Technology*

## ODOT Onboarding (OCPM)

**Project Scope Statement**

Version 1.0

Revision History			
Date	Version	Description	Modified By
5/16/2013	1.0		Jill Jones

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## **1 Purpose**

The overall goal of the scope document is to provide a common understanding of the project between the business and the project team as well as facilitate communication among the stakeholders. The scope statement is an agreement between the project team, the project sponsor and the key stakeholders. It describes the attributes and characteristics of the item being created including how it will be used and the work and only the work that must be completed to deliver the product or service to the specified functions and requirements. This includes relating the project to business objectives, and defining the boundaries of the project including approach, deliverables, milestones and budget.

### **1.1 Author(s)**

The Project Manager is the owner of the document and should complete the document with the assistance of the requestor or business unit sponsoring the project.

### **1.2 Audience**

Anyone involved or requesting information pertaining to the project.

### **1.3 Approvals Required**

Project sponsors, stakeholders, and Project Management Team.

## 2 Project Overview

### 2.1 Business Objectives

#### 2.1.1 Business need, opportunity and objectives

Onboarding is the mechanism through which employees receive their necessary tools to perform their designated job. Onboarding is the first impression to make a new hire feel welcomed, valued and prepared. This team will focus on the provisioning portion of onboarding. They will create a process map of the current District onboarding process, determine bottlenecks or unnecessary steps in the process create a standard template for tools to reflect the worker type, document the new process and implement that process.

#### 2.1.2 Product Description (Solution)

The end product will be a standard process for the onboarding of new employees. Once the process is identified we will automate and implement that process. We will also document that process for further use to expand the project out to all job functions.

### 2.2 Project Description

#### 2.2.1 Scope

Identify the needs of all new hires and then select one position description to define further. We will map out the current onboarding process, create a new process and implement that process in at least one district as a pilot.

**In Scope:** Process Mapping of as-is and to-be processes. Develop a pilot for a specific position description and implement that process in at least one district. Evaluate existing tools for use in implementation

**Not In Scope:** Evaluation and purchase of new tools for implementation.

#### 2.2.2 Assumptions

All districts would benefit from a new standardized process. Standardizing and mapping the process would shorten the employee onboarding time frame. Time saved can be equated to dollars saved.

#### 2.2.3 Constraints

A constraint is the time availability of all personnel involved in this project.

#### 2.2.4 Expectation of Business Participation

SMEs, stakeholders and project members will be expected to participate 2 days in a process mapping, 2 hours for requirements meeting, and general availability for questions and clarification from SMEs and stakeholders.

### 2.2.5 Acceptance Criteria

Acceptance and use of the process will show acceptance. Approval will be required from Regan Morrison on the improvements.

### 2.2.6 Change Management

Changes will be evaluated during the project timeline and adjustments made to the process as needed so that the end product is an approved process map. A template will be developed to allow for additional mapping of other positions descriptions for inclusion into this process.

A process will be developed to make request for the inclusion of a new position map.

## 2.3 Product Owner

The product owner will initially be the district where the pilot is implemented. As this project progresses and owner of the product will need to be identified.

## 2.4 Approvals

Signature	Name	Role
	Assistant Director, Mike Cope	Business Executive Sponsor
	BHR D06, Regan Morrison	Business Stakeholder
	BHR D07, Donna Slagel	Business Stakeholder
	BHR D07, Jim Fife	Business Stakeholder
	BHR D12, Kathey Germany	Business Stakeholder
	Jill Jones	Project Manager

## **APPENDIX C – Project Charter**

# Project Charter

## New Hire Onboarding Process Evaluation and Improvement

**Project Description:** Onboarding is the mechanism through which employees receive their necessary tools to perform their designated job. Onboarding is the first impression to make a new hire feel welcomed, valued and prepared. This team will focus on the provisioning portion of onboarding. They will create a process map of the current District onboarding process, determine bottlenecks or unnecessary steps in the process create a standard template for tools to reflect the worker type, document the new process and implement that process.

**Project Manager Assigned and Authority Level:** Jill Jones shall be the project manager for this project and has authority to select team members and determine the final project budget.

**OCPM Team Members:** Tanowa Troupe (Time Management), Patrick Reardon (Scribe), Jennifer Bishop (Communication Management), Alphrena Prince (Co-Project Manager)

**Stakeholders:** Assistant Director of ODOT, District HR Administrators, District IT Managers, District Finance Managers, District Facilities Manager, DAS HCM, ODOT Central Office HR PA processors, Central Office IT helpdesk manager and staff, Central Office Payroll staff and Central Office Facilities staff. Subject matter experts (SME) to include Central office IT staff and District managers for input on worker profiles.

### **Measurable Objectives:**

- Reduce the time between initial start time and actual working time for new hires
- Recognize cost savings of “down time” versus “productive time”

### **Deliverables:**

- Project Charter
- Communication Plan
- As Is documentation (Process Map)
- To Be documentation (Resolution recommendation – Standardized on-boarding)
- Updated procedural documents to meet auditor requirements
- Time associated with project development
- Implementation of Pilot

**High level project cost estimate:** The time investment of the SMEs is the foreseeable costs associated with this project. The team will track time spent on the project for close out.

**Business Case:** This project addresses ODOT’s need to be able to put their new hires to work faster with all available tools at their disposal from the first day of employment. ODOT’s structure consists of a central office and 12 outlying districts with their own HR, Finance, and IT staff. ODOT processes many employees for seasonal employment as well as other employees who are new hires, transfers from another agency or who transfer to a new location. Each move requires a new set of tools and access to different equipment.

It can take a few days to several weeks to get an employee access to every tool that they need to perform their job. Most of these tools are electronic in nature where the employee requires access to a variety of applications. This also impacts their managers who have to make or approve requests for each tool and IT, Facilities, Finance and HR staff who are involved in providing the tools.

**Identified Project Risks:**

- Buy-in from stakeholders
- Managers may not always know what they need
- Access to social security numbers (CPI)
- Coordination of systems
- Resources that have jobs and lives
- Existing projects that impact this project (Revamping forms)
- Stakeholders may not want to participate (DAS)
- Currently provided OAKS data is 4 weeks behind start date

**Constraints/Assumptions:**

- Must have a deliverable by February 2014
- There are no policies that would hinder changing the existing process
- Recommendation must be approved by sponsor before implementation
- The SMEs will be available to complete the process mapping
- IT requires 2 weeks’ notice for imaging of the computer
- Every employee needs an ID badge and access to KRONOS for payroll purposes
- DAS has a role in this process

**Milestones:**

- Signed Project Charter (May 16, 2013)
- Signed Business Requirements documentation (May 16, 2013)
- Communication Plan
- As Is documentation (Process Map)
- To Be documentation (Resolution recommendation – Standardized on-boarding)
- Implementation of Pilot

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<hr style="border: 0; border-top: 1px solid black; margin-bottom: 5px;"/> <b>Sponsor</b>	<hr style="border: 0; border-top: 1px solid black; margin-bottom: 5px;"/> <b>Date</b>

## **APPENDIX D – Work Breakdown Schedule**

WBS	Title	Start Date	Due Date	Estimated hours	Actual Hours	Status	Priority	Predecessors	Assigned to
1.1	Create Charter	5/2/2013	5/3/2013	0.25	0.25	Completed	(2) Normal		
1.1.1	Charter signature	5/3/2013	5/7/2013	2	2	Completed	(2) Normal	Create Charter;#1	Jill Jones;#2366
1.1.2	Develop Communications Plan	5/23/2013	5/29/2013	2		Completed	(2) Normal		c_Jennifer Bishop;#5589
1.2	Identify As is state	5/22/2013	6/26/2013	64		Completed	(2) Normal		
1.2.1	Put together questions for the session	5/21/2013	6/24/3013	0.5	0.5		(2) Normal		c_Tanowa Troupe;#5591
1.2.2	Requirements Meeting	5/22/2013	5/22/2013	23	23	Completed	(2) Normal		c_Tanowa Troupe;#5591;#Jill Jones;#2366;#c_Patrick Reardon;#5590;#c_Jennifer Bishop;#5589;#c_Alphrena Prince;#5588
1.2.3	Process Map	6/25/2013	6/30/2013	200		Completed	(2) Normal	Order post-its;#8;#Gather office supplies;#9	c_Alphrena Prince;#5588
1.2.3.1	Order post-its	5/16/2013	5/22/2013	0.25	0.25	Completed	(2) Normal		Jill Jones;#2366
1.2.3.2	Gather office supplies	5/16/2013	6/24/2013	0.25	0.25	Completed	(2) Normal		Jill Jones;#2366
1.2.4	As is documentation	6/25/2013	7/12/2013	8		Completed	(2) Normal		Jill Jones;#2366
2.1	Identify To Be state	6/25/3012	7/15/2013	40		Completed	(2) Normal		
2.1.1	Process Map	6/25/2013	6/25/2013	200		Completed	(2) Normal		c_Patrick Reardon;#5590;#c_Jennifer Bishop;#5589
2.1.2	To Be documentation	6/25/2013	6/1/2013	40		Completed	(2) Normal		Jill Jones;#2366
2.1.3	Gather feedback	7/12/2013	7/26/2013	16		Completed	(2) Normal		
2.1.4	Take pictures	5/22/2013	2/14/2014	0.25		Completed	(2) Normal		c_Jennifer Bishop;#5589
2.2	Planning for implementation	5/22/2013	9/30/2013	200		Completed	(2) Normal		
2.2.1	Tools available for Implementation	5/22/2013	9/30/2013			Completed	(2) Normal		
2.6	Produce training documents	7/26/2013	1/31/2014	80			(2) Normal		
2.7	Produce process documents	6/25/2013	1/31/2014	80		Completed	(2) Normal		
2.8	Develop pre and post survey	5/31/2013	6/21/2013	8			(2) Normal		c_Patrick Reardon;#5590
2.9	Send out pre survey	9/1/2013	9/29/2013				(2) Normal		
3.0	Pilot	9/30/2013	1/31/2014			Completed	(2) Normal		
3.0.1	Analyze data	9/30/2013	1/31/2014	140			(2) Normal		
3.0.2	Send out post survey	12/1/2013	12/30/2013				(2) Normal		
3.0.3	Compare Pre and post survey results	12/30/2013	1/30/2014	8			(2) Normal		
3.1	Roll out	1/30/2014	4/30/2014			Completed	(2) Normal		
3.1.1	Reassess	11/15/2013	12/31/2013	40		Completed	(2) Normal		
4.1	Presentation	2/1/2014	2/14/2014	0.25		Completed	(2) Normal		
4.1.1	Develop PPT	2/1/2014	2/14/2014	5		Completed	(2) Normal		
4.1.2	Develop talking points	2/1/2014	2/14/2014	5		Completed	(2) Normal		

## **APPENDIX E – Risks/issue Log**

Search this site... 						
<input type="checkbox"/>	 Issue ID	Title	<input type="checkbox"/> Assigned To	Issue Status	Priority	Due Date
	1	Buy-IN		Active	(2) Normal	
	2	Time availability issues		Active	(2) Normal	
	3	Money/Approval for purchasing of new tool for implementation		Active	(2) Normal	
	4	Access to documentation for all Team members to SharePoint		Active	(2) Normal	
	5	Cannot implement until new hire happens		Active	(2) Normal	
	6	Synchronization of data from variuos sources		Active	(2) Normal	
	7	Adjust PA process at DAS to accomodate faster information flow at ODOT		Active	(2) Normal	
 Add new item						

**APPENDIX F – Communication Plan**



# Ohio Department of Transportation

*Division of Information Technology*

## Onboarding Process

**Communication Plan**

**Version 1.00**

**Project ID: ####**

<b>Revision History</b>			
<b>Date</b>	<b>Version</b>	<b>Description</b>	<b>Modified By</b>
06/05/2013	1	Communications Plan	Jennifer Bishop

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- 1 Purpose..... XX
  - 1.1 Author(s)..... XX
  - 1.2 Audience..... XX
  - 1.3 Approvals..... XX
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  - 2.1 Project Team Directory..... xxi
  - 2.2 Communications Matrix ..... xxii
- 3 Guidelines for Meetings ..... xxiii
  - 3.1 Meeting Agenda ..... xxiii
  - 3.2 Meeting Minutes ..... xxiii
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  - 3.4 Parking Lot..... xxiii
  - 3.5 Escalation..... xxiv

## **Purpose**

The communication plan outlines the methods of providing information both internally (within the project) and externally (the business, other projects, the public, and so on). The communication plan outlines the information to be communicated throughout the project, how the information will be communicated, the frequency of communication and the persons responsible for the communication.

## **Author(s)**

The Project Manager is the owner of the document.

## **Audience**

Anyone involved or requesting information pertaining to the project.

## **Approvals**

As needed.

## Communications Management Approach

It is the responsibility of the Project Manager to ensure timely and effective communications on this project.

### Project Team Directory

Role	Name	Email	Phone	Office / District
Business Sponsor	Mike Cope	<a href="mailto:Mike.Cope@dot.state.oh.us">Mike.Cope@dot.state.oh.us</a>		Central Office
IT Sponsor				
Project Manager	Jill Jones	<a href="mailto:Jill.Jones@dot.state.oh.us">Jill.Jones@dot.state.oh.us</a>	740-833-8050	Dist. 06
Project Stakeholder	Donna Slagle	<a href="mailto:Donna.Slagle@dot.state.oh.us">Donna.Slagle@dot.state.oh.us</a>		Dist. 07
Business SME - Finance	Denise Palmer	<a href="mailto:Denise.Palmer@dot.state.oh.us">Denise.Palmer@dot.state.oh.us</a>		Dist. 07
Business SME - IT	Gail Corley	<a href="mailto:Gail.Corley@dot.state.oh.us">Gail.Corley@dot.state.oh.us</a>		Dist. 06
Business SME – Personnel	Aimee Cavazos	<a href="mailto:Aimee.Cavazos@dot.state.oh.us">Aimee.Cavazos@dot.state.oh.us</a>		Dist. 06
Business SME - Finance	Kathy Stepanovsky	<a href="mailto:Kathy.Stepanovsky@dot.state.oh.us">Kathy.Stepanovsky@dot.state.oh.us</a>		Dist. 06
Network – Business SME	Freddy Caraballo	<a href="mailto:Freddy.Caraballo@dot.state.oh.us">Freddy.Caraballo@dot.state.oh.us</a>		Dist. 12
Network – Business SME	Belinda Mozel	<a href="mailto:Belinda.Mozel@dot.state.oh.us">Belinda.Mozel@dot.state.oh.us</a>		Dist. 07
Network – Business SME	Robin Penewit-Raby	<a href="mailto:Robin.Penewit-Raby@dot.state.oh.us">Robin.Penewit-Raby@dot.state.oh.us</a>		Dist. 08
Project Stakeholder	Kathey Germany	<a href="mailto:Kathey.Germany@dot.state.oh.us">Kathey.Germany@dot.state.oh.us</a>		Dist. 12
Project Stakeholder	Jim Fife	<a href="mailto:Jim.Fife@dot.state.oh.us">Jim.Fife@dot.state.oh.us</a>		Dist. 08
Business Sponsor	Regan Morrison	<a href="mailto:Regan.Morrison@dot.state.oh.us">Regan.Morrison@dot.state.oh.us</a>		Dist. 06

## Communications Matrix

Communication Type	Objective of Communication	Medium	Frequency	Audience	Owner	Deliverable
Kickoff Meeting	Introduce the project team and the project. Review project objectives and management approach.	Face to Face	Once	Project Sponsor Project Team Stakeholders	Project Manager	Agenda Meeting Minutes
Software Architecture Design Meetings	Discuss and develop technical design solutions for the project.	Face to Face	At least once and then as needed	Project Technical Staff	Technical Lead	SAD Document
Project Status Meetings	Report on the status of the project to management.	Face to Face Conference Call	Weekly	Project Team Stakeholders  Project Sponsor	Project Manager	Meeting Minutes
Project Status Reports	Report the status of the project including activities, progress, costs and issues.	Email	Monthly	Project Sponsor Project Team Stakeholders PMO	Project Manager	Project Status Report
Sponsor Status Meeting	Relay status of the project to the sponsors including any risks and issues that may be impacting the projects progress	Face to Face	Bi-Weekly	Project Sponsors	Project Manager	Executive Status Report

## Guidelines for Meetings

- All meetings will begin and end at their scheduled times
- All the participants should arrive on time
- All materials relevant to the meeting should be sent out at least 2 business days prior to the meeting
- Mobile phones to be kept in silent mode
- Laptops should be used for meeting relevant tasks ONLY
- Only one speaker at a time

## Meeting Agenda

At least 1 business day prior to any meeting, the meeting agenda will be distributed to meeting participants. Each topic within the agenda will have a time limit as well as a person responsible for presenting the topic. After the first meeting's agenda, all future agenda's the first item should be a review of action items from the previous meeting.

## Meeting Minutes

Within 2 business days following a meeting, the meeting minutes will be distributed via email, distributing the link and/or document. Meeting participants will have 2 business days to review the meeting minutes and let the meeting note taker know of any discrepancies. The meetings minutes will provide the status of all the items on the agenda as well as a list of new action items. The list of parking lot items should also be included in the meeting minutes.

## Action Items

Action items should have an owner, the due date for the action item and the status of the action item. All meetings will begin with a review of the status of the action item and end with a review of new action items. At a minimum, action items will be recorded in:

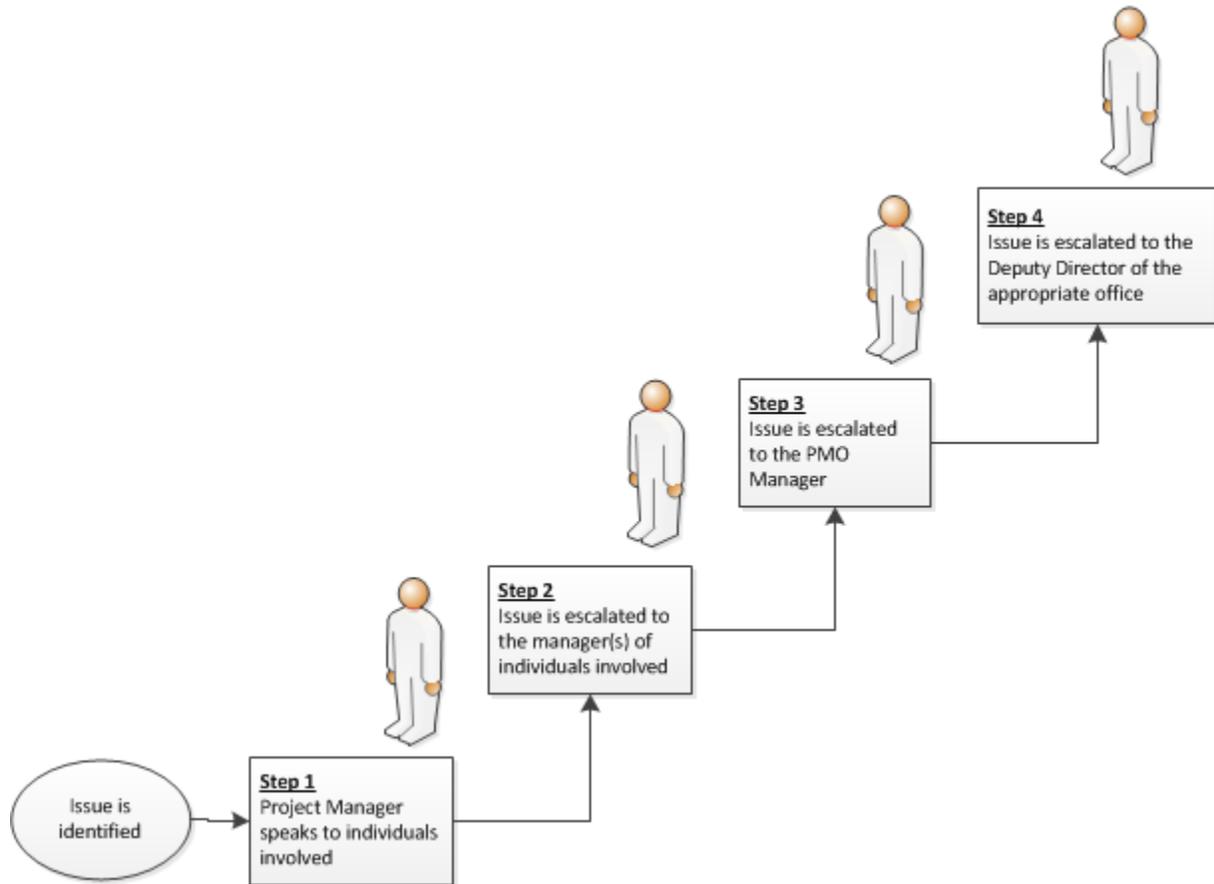
- Meeting Minutes
- Meeting Agenda – included in subsequent meeting agendas until the task is completed
- Project Status Report

## Parking Lot

During the meeting any items which are not on the agenda but need further discussion should be deferred to another time and recorded in the parking lot. The parking lot items should be included in the meeting minutes and the person responsible for follow-up for the parking lot item should be identified.

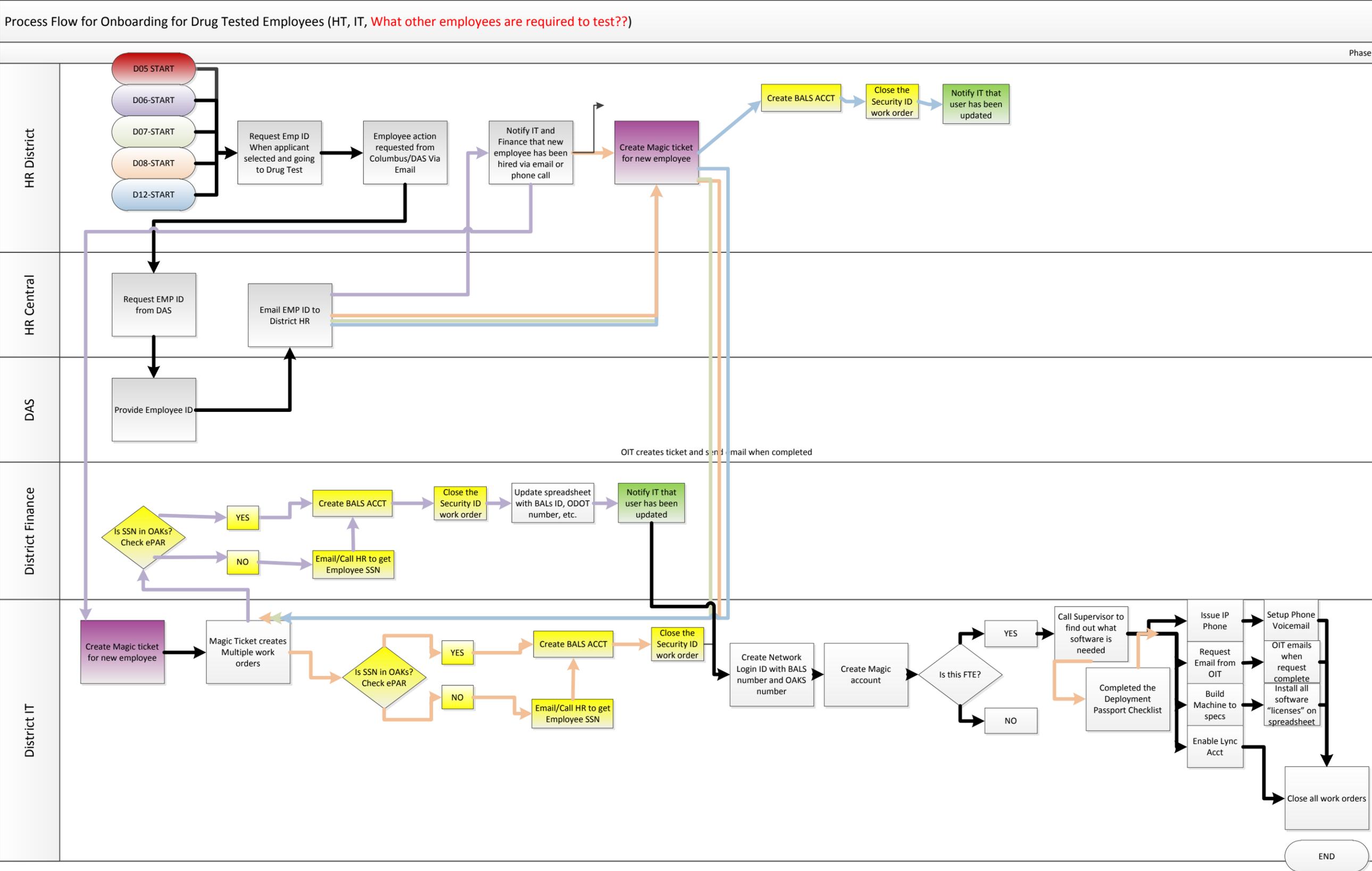
## Escalation

Outline the escalation process for the project to get project issues, development issues, and testing issues resolved.

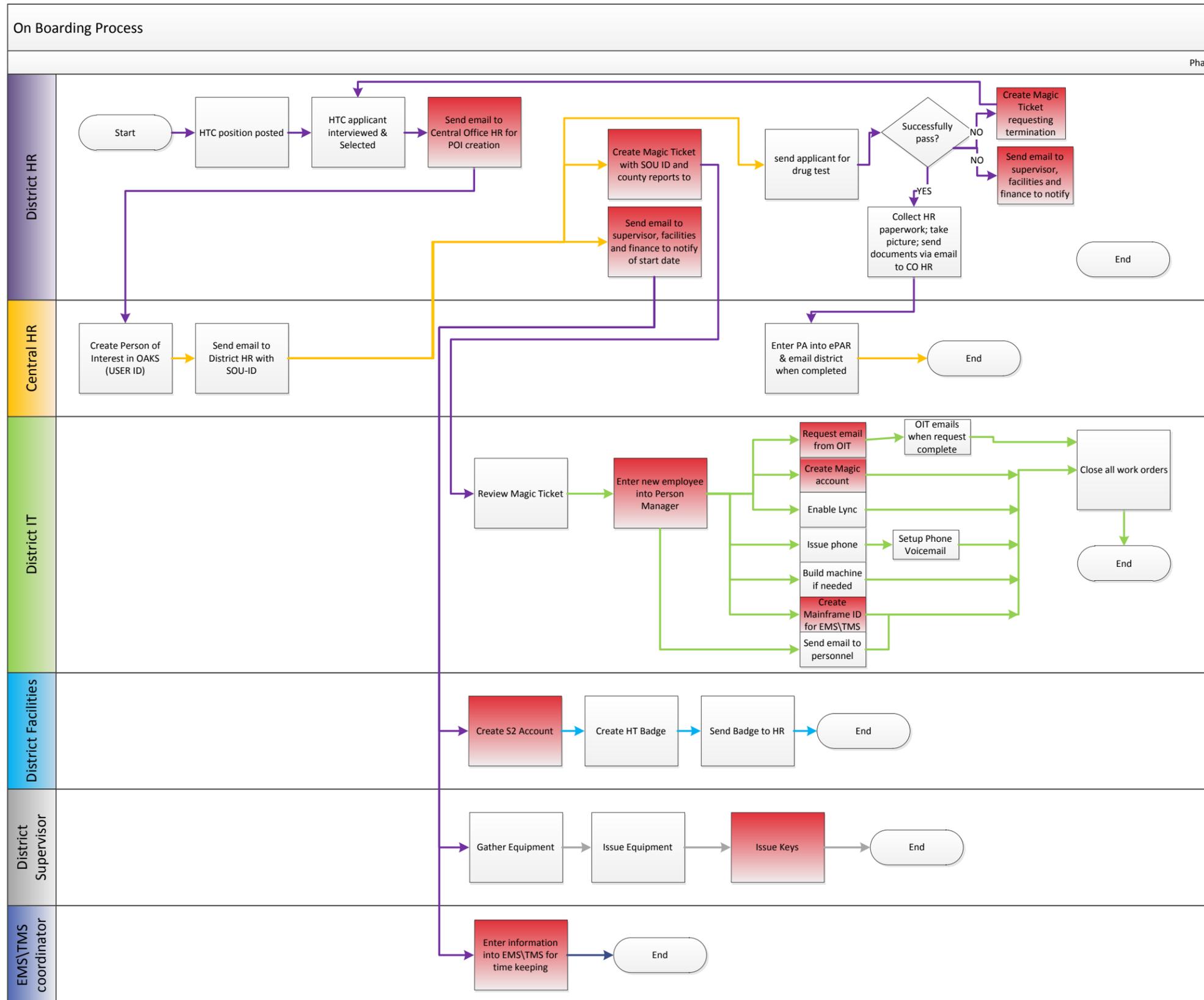


## **APPENDIX G – Process Flow Charts**

# "AS-IS" State Process Flow Chart



# "TO-BE" State Process Flow Chart





**OHIO DEPARTMENT OF TRANSPORTATION**

**JOHN R. KASICH, GOVERNOR**

**JERRY WRAY, DIRECTOR**

# **ODOT Onboarding Process Improvement**

**Jennifer Bishop, Commerce   Jill Jones, ODOT   Alphrena Prince, ODJFS  
Patrick Reardon, ODJFS   Tanowa Troupe, PUCO**

# Team & Stakeholders

## Team

- **Jill Jones – Project Manager**
- **Tanowa Troupe – Time Management**
- **Patrick Reardon – Scribe**
- **Jennifer Bishop – Communication Management**
- **Alphrena Prince – Co-Project Manager**

## Stakeholders

- **Assistant Director of ODOT,**
- **District HR Administrators,**
- **District IT Managers,**
- **District Finance Managers,**
- **DAS HCM**
- **Central Office HR**

# The Problem

- **ODOT structure**
- **Tools**
- **Managers make request**
- **Volume**

# Scope of Project

- **Identify needs; select one position**
- **Process map as-is and to-be**
- **Develop and implement pilot**

## Out of Scope

- **Evaluation and purchase of new tools for implementation**

# Project Methodology





# Project Goals

- Get employees to work faster
- Eliminate wasted time requesting, granting, approving
- Standardize process across all Districts
- Realize cost savings, employee time, manager time, and support worker time

# Mapping Day



# Process Mapping - Technical

- **Objectives**
  - Gather data
  - Identify key players
  - Identify Value Added
  - Identify TIM WOOD
  - Document As-Is state
  - Perform Clean sheet Redesign
  - Document To-Be State

# Modified Kaizen Approach

Kaizen	Modified Kaizen
Day of Learning and Level setting	questionnaires
Day of Discovery	gathered info from various districts
Day of Improvement	Met for process mapping
Day of Design	Brainstormed
Day of Fine Tuning and Communication	Clean Sheet redesign

# Process Mapping - Technical

Gather data

Identify key players



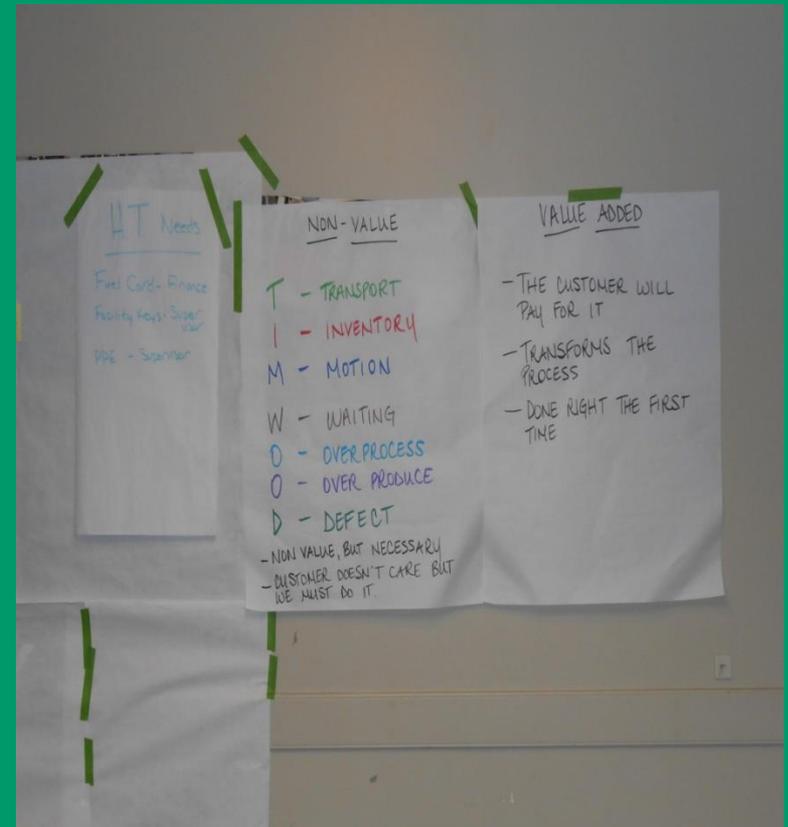
# Identified Value Added



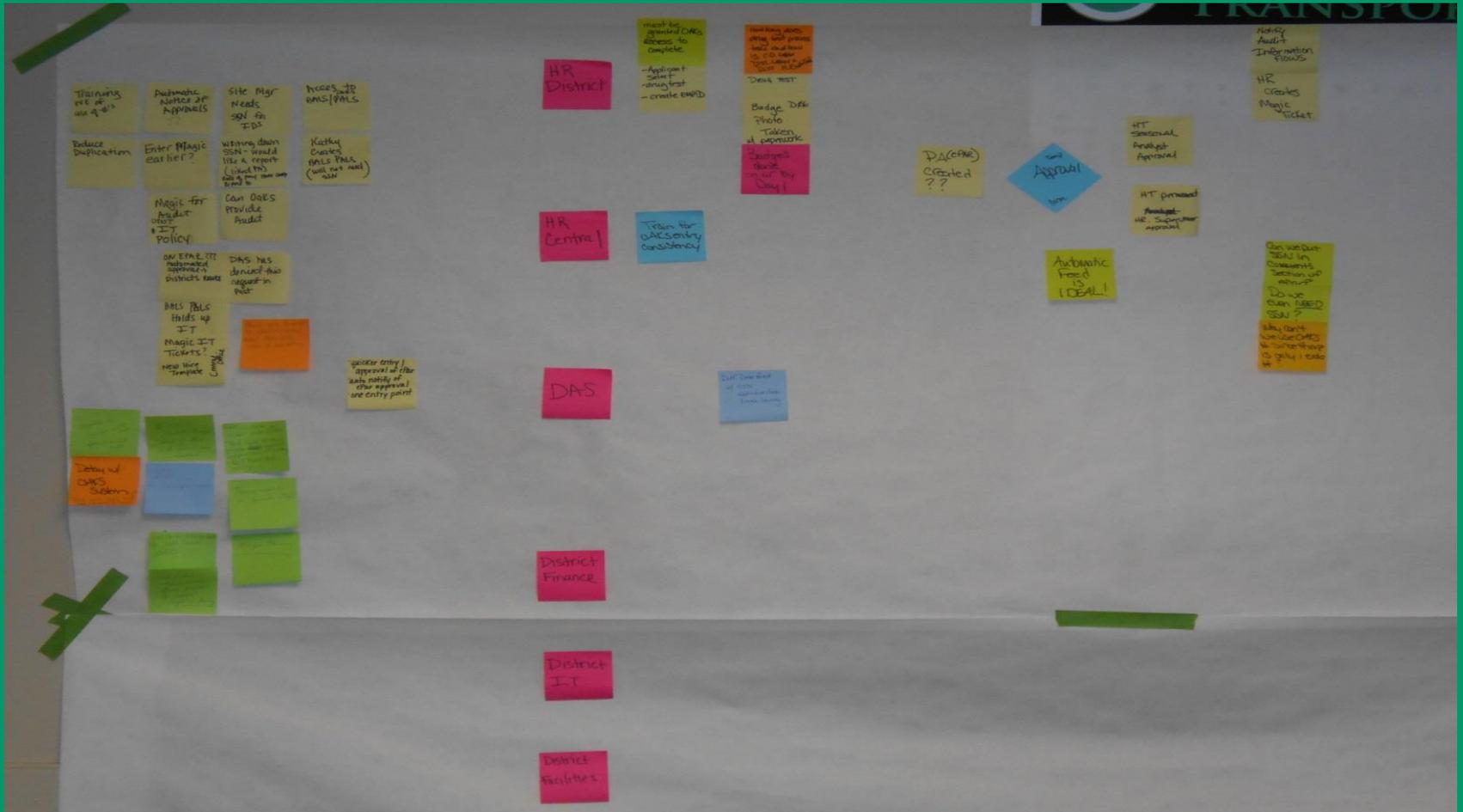
- Does this activity change the product or service towards something that the customers wants?
- Is it done right the first time?
- Would the customer be willing to pay for it?

# Identified and Removed Waste

- T** – transport
- I** – inventory waste
- M** – motion waste
- W** – waiting waste
- O** – over producing
- O** – over processing
- D** – defects



# Clean Sheet Redesign



# To Be State

Measure	Current Level	Projected level	Change
Process Steps	38	22	Streamline process
Decision Points	3	1	Provide information remove need for determination
Handoffs	6	3	Complete departmental processing at point of contact, without need to re-process
Waste Points	6	5	Streamline process and provide information at necessary intervals



# Human Aspect

## Putting the team together

- **Natural fit**
- **HR backgrounds**
  - Alphrena and Jen
- **Potential of the project**
  - Tanowa and Patrick

# MBTI Personality Types

**Jill – ESTP**

*The Inspirer*

*The Doer*

**Jen – ENFP**

**Alphrena – ISTJ**

**Tanowa – ISTJ**

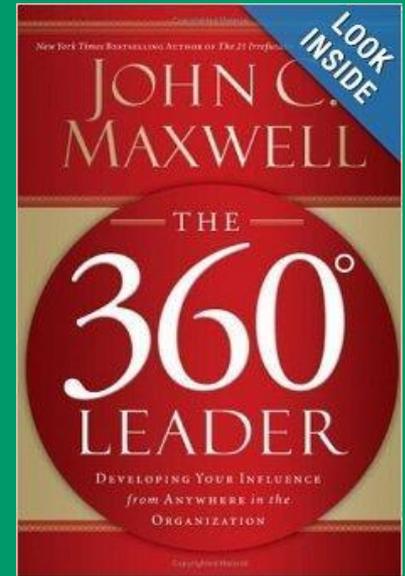
**Patrick – ISTJ**

*The Duty Fulfiller*

# Leading Others

## Maxwell's 360 Leadership

- **Integral part of project management**
- **Often the team lead is not the most senior person on the team**
- **Must learn to lead up, across AND down**



# What Could Go Wrong Did

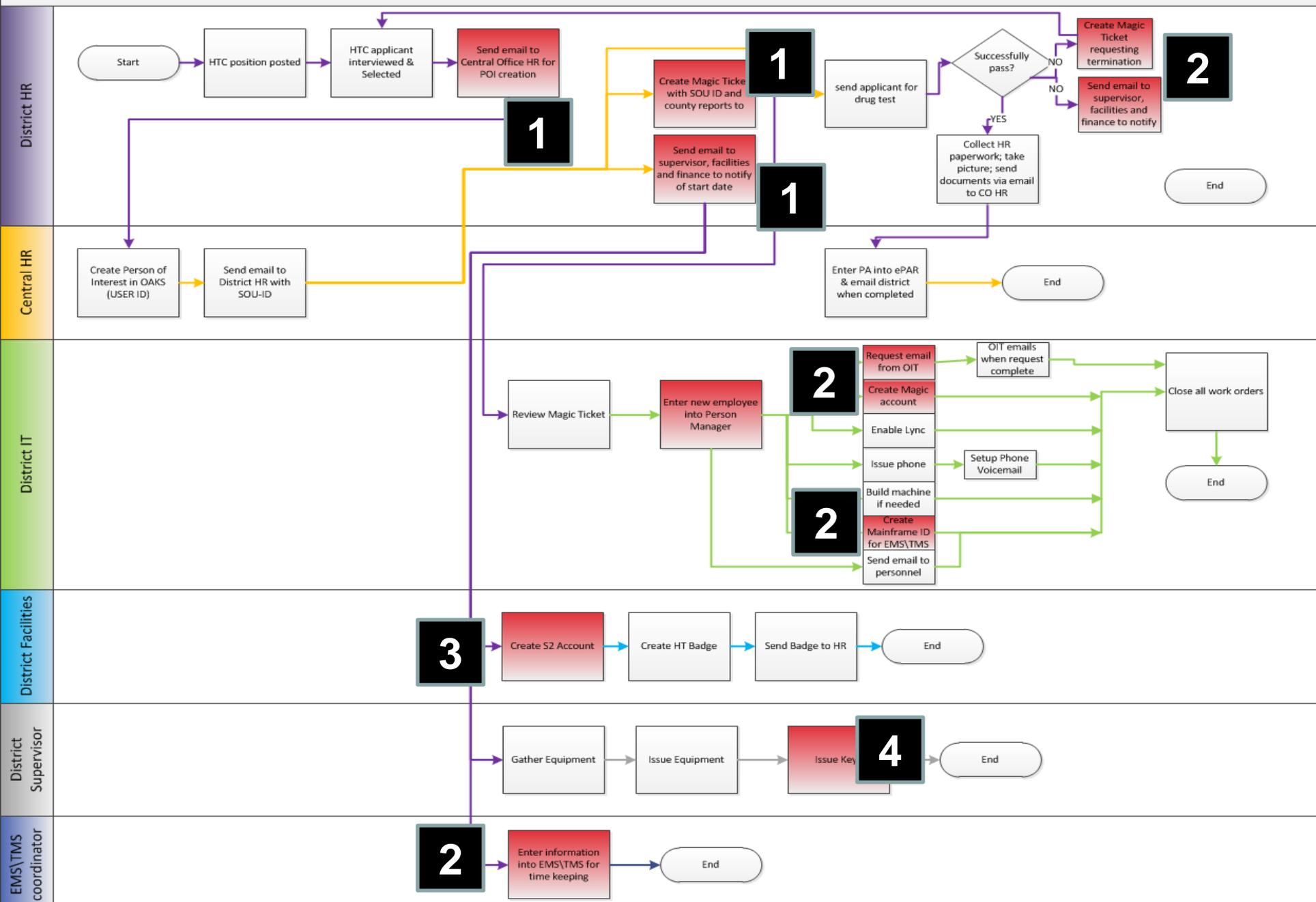


# Project Outcomes

- **Problem acknowledgement**
- **Changed the mind set**
- **Got people talking about the issues**
- **Process improvement**

# Project Outcomes

Get employees to work faster	HT Series Employees have electronic tools on day 1
Eliminate wasted time requesting, granting, approving	Removed 16 steps in process, 2 decisions points, 1 hand off and reduce wait time up to 10 days
Realize cost savings, employee time, manager time, and	1 HT employee lost 8 hrs of productivity during hire process. Process improvement equates to \$695,000 in productivity gained
Standardize process across all Districts	Waiting for Service Now implementation



# Summary

- **HTs get their tools at orientation**
- **Framework in place**
- **Process being redeveloped**
- **Process “to-be” in place at Do6**
- **Sometimes you need to refocus**

# Questions/Comments

