

Classification System Kaizen Event Report Out

“CSI” Team

December 3-7, 2007

The Team



Team Members

Judi Cooper

- Cheri Norris, DOT
- Bill Gardam, DHS
- Betty Tschetter, DIA
- Chris Peden, DAS
- Tracy Hunt, DPS
- Greg Anliker, DEA
- Steve King, Lottery
- Karen Cram, IDR
- Jim Scott, TBM
- Mike Rohlf, DOM
- Keith Hyland, IVR
- Judi Cooper, IDC
- Leon Schwartz, IPERS
- Mary Ann Hills, DAS
- Bill West, DAS
- Jerry Groff, DAS
- Stefanie Hill, DAS
- Erich Grubert, IWD
- Sally Jagnandan, DNR

Scope

Chris Peden

- This event will address the job classification system from the creation of a job classification to the use by a customer to establish or re-classify a position.

Objectives

Erich Grubert

- Reduce the complexity of the system
- Be responsive to the needs of the customers (dept., individual, union, enterprise)
- Be responsive to the taxpayer
- Examine the classification system based on existing systems
- Plan for the future
- Communicate with departments on new job classifications

Goals

Karen Cram

- Reduce the time it takes to get a classification review completed (from employee submission to DAS initial action) to 14 calendar days *(for existing classes only)
- Reduce the time it takes to get a new/vacant position classification review completed (from submission to DAS initial action) to 14 calendar days *(for existing classes only)

Goals

Karen Cram

- Reduce the time it takes to revise a job classification to 14 days for a simple revision (title change, competencies, work examples or selective certifications, etc.)
- Reduce the time it takes to revise a job classification to 45 days for a complex revision

Goals

Karen Cram

- Reduce the time it takes to develop a new job classification to 90 days
- Develop a systematic process for the review of job specifications and guidelines

Kaizen Methodology

Mike Rohlf

- Clear objectives
- Team process
- Tight focus on time
- Quick & simple
- Necessary resources immediately available
- Immediate results (new process functioning by end of week)
- 5S “mindset”, use the steps to support the event activities

Current Process

Bill West



Brainstorming

Leon Schwartz

- New and improved
- Common themes
- De-selection process

De-Selection

Steve King



Value Stream Map

Stefanie Hill

- Information on JD is accurate and complete (develop a checklist)
- Previous discussion with classifier depending on request (for standard job classes-no discussion required)
- All internal levels of approval have been achieved
- DOM approval
- Issue decision
- Appeal process
- Posted or Re-classified

What needs to be in place to make it work?

Cheri Norris

- T - Trust in each other
- R - Respect for the process
- U - Understanding
- S - Sincerity
- T - Team Effort

New Job Description

Bill Gardam

- If we do what we've always done, we should not expect different results, and we want different results!
- Goals
 - Simplify and streamline
 - Consistency and standardization
 - Combine/reduce # forms/documents
 - Automate as much as possible
 - Permit department flexibility

STATE OF IOWA

Department:	Iowa Department of ABCDEFG
Working Title:	DIVISION ADMINISTRATOR/SERVICE AREA MANAGER
Classification:	PUBLIC SERVICE EXECUTIVE 5
Location:	4 th Street, High Building, Cedar Rapids, Iowa
Org. Name:	Cedar Rapids Service Area
Paygrade:	4 Billion
Pay Range:	
Hours of Work:	Sunrise to Sunset and then some more
Supervisor:	Sally Titus, DHS Deputy Director

Standardized format with flexibility to tailor to each Department

POSITION PURPOSE: This position is the senior manager....

SUMMARY OF WORK PERFORMED AND CORE RESPONSIBILITIES

(Re-write; expand list; create pre-populated automatic list – deselect items to exclude; create box to add/write new example/duties specific to a position that are inserted at end; add percentages)

✂

✂

✂

✂

✂

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(Expand list using DAS-HRE Competency Library; create pre-populated automatic list – deselect items to exclude; identify core or priority competencies – rank)

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ESSENTIAL FUNCTIONS REQUIRED

(List essential functions from DAS-HRE database; drop down list.)



Jorja Fox, CSI

Include essential functions more visibly in class description – use database with drop down menu to help achieve consistency and protect State liability for all.

EDUCATION, EXPERIENCE, AND SPECIAL REQUIREMENTS

(Review and update ALL minimum qualifications; reduce the number of “Or’s” where appropriate – example: DHS proposes to change minimum qualifications for a Social Worker 2 to: Graduation from an accredited four-year college or university with a degree in social work, psychology, early childhood education, child care, or social science. Note: In this example, years of experience without a degree would not qualify a candidate.)

This is existing for PSE 5...

SELECTIVE CERTIFICATION (Expand list and use a drop down select box that shows all selectives that can be applied to a position using DAS-HRE list of selectives; do not use a pre-populated list because not all positions apply selectives. Only show a selective if it is actually being used for that position. All positions should be able to apply a bilingual (language) selective.

This position requires advanced skills and/or training in the selective areas shown below. Applicants must list coursework, experience, certificate, license, or endorsement when applying for this position or making a contract transfer request that has selective requirements. Unless specifically stated, the applicant must possess a minimum of twenty semester hours of education, two years of experience, or a combination of both, or a specific certificate, license, or endorsement to meet the requirements of each selective listed below.

208 Financial management (accounting, auditing, budgeting, economics, finance)
000 Bilingual - Spanish

OTHER

Is this position eligible to receive overtime compensation? ☐ Yes ☐ No

Does this position require a background check? ☐ Yes ☐ No.

If yes, indicate the background check requirements below:

☐ Iowa Criminal History

☐ Criminal – National - NCIC/FBI Fingerprint

☐ Iowa Child Abuse Registry, the Iowa Dependent Adult Abuse Registry

☐ Sexual Offender's Registry

This job description is not an employment agreement or contract. Management has the exclusive right to alter this job description at any time without notice.

Signature below acknowledges that I have received a copy of my job description and my supervisor has discussed it with me.

Employee Acknowledgment/Signature Date

Supervisor Signature Date

Simplify Classification System

Jerry Groff

- Development of standardized level criteria
- Combine class descriptions and guidelines into simplified form w/ explanation of class differences
- Selective certification definitions

Delegated Authority Criteria

Mary Ann Hills

- What is the impact to state agencies
 - Process required for review
 - Timeline required for review
 - Volume of work
 - Staff time required
 - Challenge to agencies/state
 - Internal politics
 - Commitment to the process

Academy

Sally Jagnandan

- Purpose
- Roles and responsibilities
- Accountability
- Code of ethics
- Certification based on demonstrated competencies
- Performance audits
- Ongoing communication

Training (Job Description)

Stefanie Hill

Checklist for Quality Control

Cheri Norris

- Using existing DOT checklist
- Why important
- Supervisory support for QC
 - Get it right the first time!

Rollout Plan

Bill Gardam

- Phased rollout
- Non contract classifications first
- Implement with vacancies and annual reviews (phased in)
- IT system funding, research and development
- Training programs
- Ongoing evaluations
- Rule changes
- Tool development
- See homework

Homework

Erich Grubert

Item	Item Description	Person Responsible	Due Date
1	Develop automated system project plan	Bill West	1/11/08
2	Annual best practices conference plan	Sally, Bill	1/11/08
3	Establish academy plan	Jerry	1/11/08
4	Develop training courses for supervisors	Stefanie, Tracy	1/11/08
5	Develop training courses for generic courses for all	Tracy, Stefanie	1/11/08
6	Criteria for decision for delegation of authority	Mary Ann	1/11/08

Homework

Erich Grubert

Item	Item Description	Person Responsible	Due Date
7	Develop plan to consolidate class descriptions and guidelines	Chris, Jerry	1/11/08
8	Revise administrative rules draft	Mary Ann, Chris	1/11/08
9	Funding needs and options	Nancy, Leon	3/15/08
10	Develop “new” job description template	Bill and Sally	1/11/08
11	Develop the audit process for oversight of agencies	Nancy	1/11/08
12	Revise DOT Checklist	Betty	1/11/08

Team Member's Experience

Betty Tschetter

Tracy Hunt

Comments

Mike Rohlf

Comments

Jim Scott

**We welcome your
questions and comments!**