

Enterprise Grants Management (EGM) Program



Governor's Office of
Health Transformation

Business Process Engineering (BPR) Project Closeout Report

June 30, 2015

EGM Program

- 1 Summary 3
- 2 Business Project Reengineering (BPR) Project Background..... 4
 - 2.1 Problem Statement 4
 - 2.2 Enterprise Grants Management (EGM) Program Vision..... 4
 - 2.3 Projects of the EGM Program 5
 - 2.4 Enterprise Software Solution (EGSS) Project..... 5
- 3 Project Organization 6
 - 3.1 Governance..... 6
 - 3.2 Project Leadership..... 6
 - 3.3 Agency Leadership Team (ALT) 6
 - 3.4 LEAN Leaders..... 7
- 4 BPR Project Scope 9
 - 4.1 Business Process Reengineering (BPR) Project Scope Statement..... 9
 - 4.2 Processes 9
 - 4.3 Other Items 9
 - 4.4 The BPR Project participating agencies:..... 10
 - 4.5 Out of Scope..... 10
 - 4.6 Deliverables..... 10
- 5 Project Approach 11
 - 5.1 Decomposing the work..... 11
 - 5.2 Determining Standardization 13
 - 5.3 The BPR Process 15
- 6 Project Results 19
 - 6.1 Lean Events 19
 - 6.2 Project Deliverables 21
 - 6.3 Project Milestones 22
 - 6.4 Unresolved Issues..... 23
- 7 Value Metrics 23
- 8 Lessons Learned..... 23
- 9 Appendix..... 26
 - 9.1 Agency Work Products 26
 - 9.2 Tools and Templates 26
 - 9.3 Miscellaneous Information..... 26

1 Summary

The primary purpose of this document is to present key artifacts and information from the Enterprise Grants Management (EGM) Business Process Reengineering (BPR) Project within the context of the project. The primary target audience for this document includes the members of any technology team pursuing an enterprise technology solution for grants management, as well as those who are undertaking a similar process project in the future.

This document is intended to allow for easy access to the project's work products within the context of the report. Hyperlinks are used at the appropriate places in the document to allow for access to the appropriate information within the context presented. All external files are stored on the BPR SharePoint site, and access to that site is required to access them.

[Section 2](#) presents a background of the project, including the problem statement and the overall EGM effort this BPR project supports.

[Section 3](#) provides the project's organization and

[Section 4](#) the project's scope.

[Section 5](#) discusses the project's approach. Since this project was unique in many respects, it is thought useful to capture the approach and some of the thinking that went in to delivering the outcome the project stakeholders expected.

[Section 6](#) presents the project's results, which includes links to the project's deliverables.

[Section 7](#) presents the project's Value Metrics.

[Section 8](#) discusses the Lessons Learned by this project.

[Section 9](#) is the appendix containing work products produced by this project which are not directly discussed in the earlier sections of this report.

2 Business Project Reengineering (BPR) Project Background

2.1 Problem Statement

The grants management processes employed by agencies within the State of Ohio involves over 700 employees and are antiquated, inefficient and ineffective. This fact is not a reflection on the diligent administrators who perform well with the resources provided. Rather, it is attributed to the State having no consistent practices, processes, tools or data to support grant administrators in managing the grant programs consistently well.

Without guidance or support from a centralized function, the agencies are left on their own to develop ways to “get the job done.” Therefore, administrative functions and processes that are indeed common to many if not all agencies are often performed differently by each agency and are not informed using best practices. In addition, these individual agencies leverage different tools and technologies which have nearly identical purposes yet do not allow for the economies of scale that simplified, standardized processes and tools can provide.

For the State of Ohio, this disjointed approach to grant management at the enterprise level results in severely restricted visibility into how approximately \$25 billion—nearly 40% of the State’s spending authority—is being spent on grant programs annually. With the current condition of grants management, providing answers to practical operational questions for decision makers, such as the impact of Federal Sequestration on the State’s budget, is a slow and expensive endeavor. The State currently does not have a cost effective way to provide Ohioans meaningful answers as to how grant dollars are being spent and for what outcomes.

For agency executives and grant administrators, the current approach increases the likelihood that agencies do not maximize grant opportunities that could further their missions and the State’s goals and objectives. The administrators also have no access to valuable cross-program information to inform their decisions.

For Ohioans, inefficiencies in the grant management process results in less grant-provided resources reaching the intended recipients.

2.2 Enterprise Grants Management (EGM) Program Vision

The vision of the EGM Program is to simplify and modernize grant management in Ohio. The future State of Ohio grant management, envisioned by the EGM Program, is highlighted below:

- Ohio’s Governor and Agency Executives have grants management business intelligence at their fingertips. They have access to data via customizable views, and can drill down to find information across a range of dimensions, providing answers to their important questions in near “real time”.
- The process State agencies use for selecting grants maximizes federal grant funding while ensuring grants are aligned with the State and agency goals and objectives. State and local government agencies have the ability to identify grants to which they want to apply and track application workflow and status by individual grants. Executives routinely access information which allows

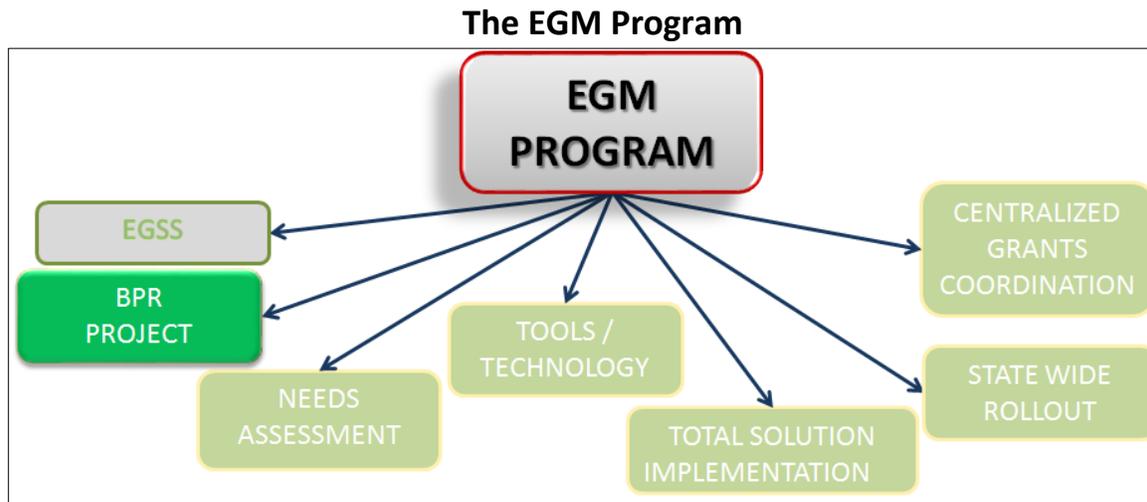
EGM Program

them to view the efficiency and effectiveness of their grant application processes as well as outcomes by program or across their entire agency.

- A state grant management governance body provides change and configuration management over the processes and tools, ensuring consistency and continual improvement of the state's grant management capabilities. This office is also facilitating a grant management forum which is improving the performance of State and local government grant professionals through a "community of practice" forum which disseminates and improves upon best practices.

2.3 Projects of the EGM Program

The results of the EGM Program stem from the execution of separate but integrated projects chartered under the EGM Program. The illustration below shows potential EGM projects. The BPR Project is the only project currently chartered under the EGM Program.



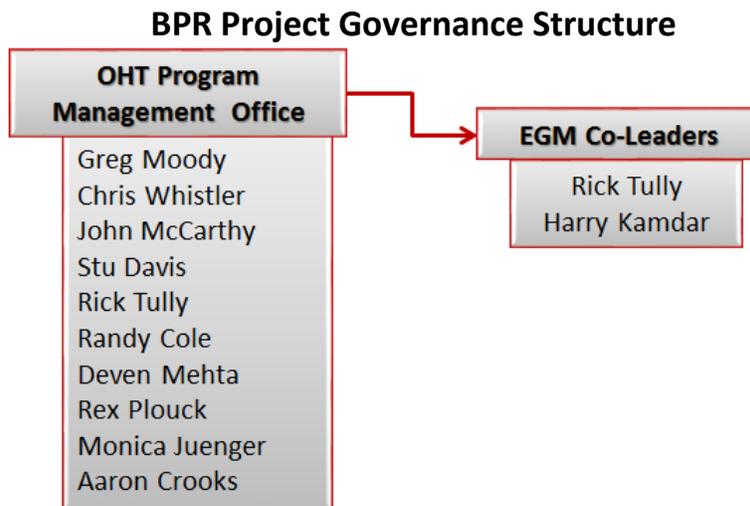
2.4 Enterprise Software Solution (EGSS) Project

The Enterprise Software Solution (EGSS) Project was a predecessor to the BPR Project. The EGSS Project was primarily a study of the technology used across the State to manage grants. The purpose of the EGSS Project was to recommend an enterprise solution for the State. The project accomplished its objective in delivering a [draft business case for technology](#). Though the business case was not adopted in total, the document's recommendation that a "business process design project should be undertaken as the first step" resulted in this BPR project.

3 Project Organization

3.1 Governance

This project was funded by the Governor's Office of Healthcare Transformation (OHT) and was governed according to OHT's standard governance structure (see illustration below). The OHT Program Management Office (PMO) provided the executive guidance and support for the project. Rick Tully and Harry Kamdar were the project's co-leads. The detailed planning and execution of the project was the responsibility of the project's Core Team.



3.2 Project Leadership

The project leadership was provided by the Core Team (see Table Below). The core team led and managed the planning, execution and day-to-day operations of the BPR Project. Augmenting the Core Team was a LEAN Ohio advisor.

BPR Project's Core Team

Team Member	Agency	Role
Rick Tully	OHT	Project Co-Leader
Harry Kamdar	ODH	Project Co-Leader
Norm Crouch	OHT	Project Manager
Derek Bridges	DAS / OAKS	Technical Consultant
Betsy Bashore	OBM	Value Management Consultant
Racquel Graham, Bill Demidovich, Brandi Crowley	LEAN Ohio	Lean Ohio Advisor

3.3 Agency Leadership Team (ALT)

The ALT members are listed in the table below. Membership of the ALT changed over the course of the project. The table lists the final ALT members. The ALT was instrumental in many respects. The team ensured the project was “agency led” and addressed the concerns and interests of the agency. Also, the BPR project was actually had 10 projects: the enterprise project plus an individual project within each

EGM Program

participating agency. A very important role of the ALT members was the one of project manager for the project within the agency. In this role they ensured the proper participants were at the events and the pre- and post-event work within the agencies was accomplished. The role of the ALT members is defined by the expectations below:

ALT Member Expectations

Manages the BPR project within the agency from inception to conclusion, delivering both a solution and the desired outcomes.

- Reports on progress and mitigation strategies to Agency leadership, Process Owner, and the OHT BPR PM.
- Guides Sponsor and Business Owner in articulating problems, proposed solutions, and anticipated work.
- Drives project toward completion of desired outcome within time, resources and budget constraints.
- Raises critical issues for the agency sponsor and business owner to resolve.
- Maintains appropriate project management artifacts.
- Closes project and transitions “run” to the Process Owner
- Provides Project Management Guidance and Coordination within the agency to keep the project on target.
- Member of the EGM Program's Agency Leadership Team and Primary Agency representative to the EGM Program/BPR Project.
- Determine who in their agency needs to participate in BPR Events
- Represents Agency in BPR Kaizens, Check Ins, and ALT meetings.
- Raises EGM/BPR project issues impacting the agency to the OHT BPR PM for resolution.

Agency Leadership Team

Member	Agency	Member	Agency
Jessica Levy	DDD	Bobbi Burke	DOH
Kristi Oden	DYS	Jennifer McCauley	DOH
Thomas Holsinger	JFS	Erika Scott	DPS
Joseph Hill	DMH	Patrick Wilson	DPS
Kevin Flanagan	AGE	Teresa Peters	DPS
Brian Jones	EDU	Michael Hiler	DEV

3.4 LEAN Leaders

The Lean Leaders are listed in the table below. The Lean Leaders role was created part way through the project. The role was borne out of the need for a resource with Lean-certified skills to assist the ALT member with the Lean aspects of this project within their agency, including the pre- and post-Lean Event work as well as implementation. The Lean Leader would also need to have a working knowledge of the BPR Project, so a person assigned to the project as part of the team was warranted. It is important to note that this was a project-specific role regarding the BPR project only and should not to be confused with the Lean Liaison role established by Lean Ohio. The role of the Lean Leader is defined by the expectations below:

Lean Leader Expectations

Responsible for the quality and timeliness of reengineered processes as well as implementation support related to the EGM BPR Project (only) for the agency.

- Leads and coordinates the agency's LEAN efforts
- Applies recognized LEAN Ohio principles and practices
- Facilitates definition of the Agency's current state processes.
- Helps define required process changes for an improved agency Future State which conforms to the EGM/BPR Future state using BPR Project tools.
- Facilitates development of the Agency Future State process maps and tools.
- Identifies the organizational change management needs.
- Assists in the deployment of the future state processes and tools.
- Supports the Agency's other BPR LEAN Activities as requested by the Agency's ALT/PM.
- Coordinates activities with LEAN Ohio, the agency's ALT member/PM and the BPR PM.

Agency Lean Leaders

Lean Leader	Agency	Lean Leader	Agency
Kim Mowry	DDD	Quanta Brown	DOH
Hannah Thomas	DYS	Jennifer McCauley	DOH
Herschel Elkins	JFS	Patrick Wilson	DPS
Terry Porter	DMH	Hilary Stai	AGE

4 BPR Project Scope

4.1 Business Process Reengineering (BPR) Project Scope Statement

The Business Process Reengineering (BPR) project scope is to deliver a process map for the Standard Enterprise Grants Management process. In addition, each agency was to deliver a future state process map which is informed by the Standardized EGM process, agency implementation of their future state processes, a Grants Management glossary of terms and support of the formation of a Grants Management Learning Community (GMLC).

4.2 Processes

The BPR project documented the standardized grants management process from the perspective of the state agencies. The grants management process is comprised of the following high-level steps:

- Pre-Award
 - A. Program Identification and Initiation
 - B. Application and Budget Development
 - C. Application Review and Award
 - D. Grant Award Contract/Agreement
- Post Award Grants Management
 - E. Grants Administration
 - E.1 Sub-award Management
 - E.2 Procurement/Contracting
- Closeout
 - F. Grant Renewal and Closeout

4.3 Other Items

- The BPR project supported the implementation of the To-Be (future state) processes in the BPR participating agencies during the project. For most agencies implementation is ongoing after the conclusion of the BPR project, and many agencies have implementation plans in place.
- The BPR project initially considered only federal awards (including pass-through dollars).
NOTE: The final version of the Standardized Enterprise Grants Management Process is for all grants and is not limited to Federal Awards.
- The BPR project supported the formation of a Grants Management Learning Community (GMLC).

EGM Program

4.4 The BPR Project participating agencies:

- Department of Aging (AGE)
- Development Services Agency (DEV)
- Department of Developmental Disabilities (DDD)
- Department of Education (EDU)
- Department of Health (DOH)
- Department of Job and Family Services (JFS)
- Department of Mental Health and Addiction Services (DMH)
- Department of Youth Services (DYS)
- Department of Public Safety (DPS)

4.5 Out of Scope

The following were out of scope for the BPR project:

- The purchase of new technology and tools.
- Implementation in any agency not designated as a BPR participating agency.
- Any process improvements that require additional funding or new personnel.

4.6 Deliverables

The BPR project delivered the following:

- The Standard Enterprise Grants Management Process.
- Agency Future State Processes which are informed by the Standardized Enterprise Grants Management Process.
- Grants Management Glossary
The glossary contains standard definitions and terminology regarding grants management to support the implemented processes.
- Standardized Processes Implementation within the participating agencies.
Agencies delivered plans to implement their future state process. The agencies' implemented processes may deviate from the defined standard EGM process, but deviations are noted in the form of a gap analysis.

5 Project Approach

This section describes the approach used in completing the BPR project. This project was unique for the State in many facets. Therefore, an explanation of how this project was executed may be of value for projects which are similar in the future.

The primary goal of this project was to arrive at an enterprise standard grants management process. The agencies would then be able to define their own future state process (with some variations only if necessary) but without the need for new technologies. Within the overall EGM context, the broader concept the project supports is that enterprise technologies will be developed to support the standardized process (i.e., process driving the technology and not the reverse).

While the end goal was clear from the outset, the approach to getting there was not. This fact may be true for most enterprise projects, but the degree of uncertainty regarding the path to successful completion was unusually acute in this instance. While the skills and structure brought by Lean Ohio were critical to the success of the project, this project was also unique to Lean Ohio. Thus the project leadership (including Lean Ohio) was keenly aware that they would need to adapt the plans, approach, methods, techniques, etc., as the team learned lessons from each step.

Some specific challenges the team faced:

- How to standardize a process which is so large?
- How to get 9 agencies to agree to a standard process when their current processes (apparently) vary so widely and are essential to the agencies?
- At what level to map the processes so it is useful to drive functional requirements for technology but still allow for flexibility across the agencies?

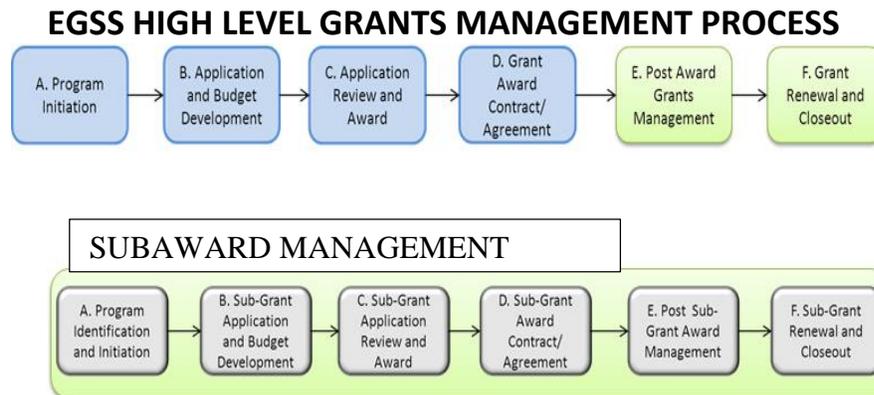
The project team met these challenges by being flexible and willing to learn and adapt as the project unfolded.

5.1 Decomposing the work

This size of the grants management process is large and the team accepted the fact that multiple events would be required to define and standardize the process. There were multiple approaches to decomposing the large grants management process considered. The approach decided upon was to break the work up into logical sub processes with the scope being inclusive of all grant types. Once the sub processes were defined they would be integrated into a final standard EGM process.

Defining a High Level Grants Management Process was essential for decomposing the process into “work packages” which could be completed using sessions of five days duration or less. The BPR project required two events to arrive at a final High Level Grants Management Process. This first effort at decomposing the work was completed at the project’s first event: a Value Stream Mapping (VSM) held in July 2014. The primary goal of this effort was to agree to the high-level process and to define the process one level lower by identifying tasks under each high level step. This would allow for a sizing of the work which was necessary to plan out the events. The initial high level breakdown of the process was taken from the EGSS project (see illustration below).

EGM Program



The top level steps A through F represent the agency as the grant recipient (e.g., the state agency receives a federal grant). The bottom steps A through F (Subaward Management) represents the process when the state agency is the pass through entity (e.g., the agency is sub awarding the funds to a local agency).

During the VSM, the team defined “Level 2” of the process by identifying steps for each of the sub processes ([EGM Process: Level 2](#)).

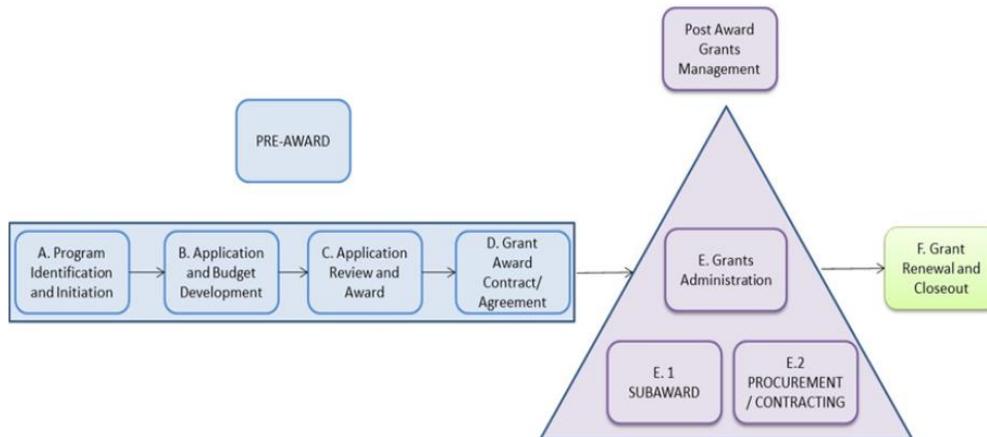
From the VSM’s definition the team determined to define events as follows:

- Kaizen 1: Steps A-D (State as Grant recipient)
- Kaizen 2: Step F (State as Grant recipient)
- Kaizen 3: Subaward Management
- TBD: Step E (State as Grant recipient)

The logic of putting Steps A-D and F before Step E and Subaward Management was by consideration of team factors rather than process factors. Steps A-D and F are the simplest sub processes. Subaward Management and Step E are the most complex (and arguably the most important) sub processes. At this point in time the team was still in the “forming” stage. It was project leadership’s decision that it would be best to be working on Steps A-D and F during the team’s “storming” phase and hopefully have the team in the “performing” stage for Subaward Management and Step E (which was the case).

Also, it was known by project leadership that Step E was ill defined before and after the July VSM. The EGSS project presupposition was there were fundamentally two process: the agency as the “Grantee” and the agency as a “Grantor”. While a valid perspective, if one looks at the process as a single integrated process the Subaward Management sub process is viewed as part of the Post Award Grants Management (Step E). It was this perspective which was applied during the second VSM in December 2014. This VSM resulted in the (final) high level Enterprise Grants Management Process.

HIGH LEVEL ENTERPRISE GRANTS MANAGEMENT PROCESS



In this high level process view there are three phases: Pre-Award, Post-Award Grants Management and Grant Renewal and Closeout. The Pre-Award phase and Grants Renewal and Closeout (Step F) are the same as defined in the EGSS high level process definition. However, the Post Award Grants Management Phase takes a perspective of one integrated process. During this phase the recipient state agency performs grants administration (which may include delivery of the services/products of the grant), and they may also pass through the money in the form of a subaward to subrecipients or procure/contract for services and products. Therefore, this perspective views the Post Award Grants Management phase encompassing all activities which are between pre-award and Renewal/Closeout and the grants manage process as a single, integrated process.

Given this high level process perspective, the following represents the final decomposition of the process for the project's events.

- Kaizen 1: Steps A-D (Pre-Award)
- Kaizen 2: Step F (State as Grant recipient)
- Kaizen 3: Subaward Management
- Kaizen 4: Step E and Step E2
- Capstone Event: Final process integration and standardization

The Capstone event allowed for an integration of the sub processes into a single integrated process and also allowed for "final adjustments" to maximize standardization.

5.2 Assessing Standardization

It was known at the outset that any enterprise process could not be strictly applied to all agencies and still meet their business needs. The concept of this project allowed for variations. The mantra was, "We will standardize where we can. We will vary where we must. We will not vary simply because we won't standardize."

Allowing variance begs the question, "How "standard" are the nine agencies' future state processes?" To answer this question the team devised what was termed the "[map/gap analysis](#)" tool. Using this MS Excel tool, the agency would map their process step(s) to each EGM Standard Process step. They would also

EGM Program

state for each step in the EGM process if their current state process was Standard, Different or Gap as compared to the EGM process.

The purpose of this mapping to the agency's current state step was to aid the agency in identifying changes they should make (or consider) for their future state process map. It also identifies areas requiring training during implementation when compared to their future state's map/gap analysis.

When applied to the agency's future state step, the map/gap analysis allows for an assessment regarding the level of standardization the agency's future state has to the Standard EGM Process.

When aggregated across all agencies, this gap analysis gives an enterprise view of which agencies are not standard and where the gaps are in the process. This tool was used in the final (Capstone) event to slightly modify the process where appropriate to ensure the Standard EGM Process achieved the highest level of standardization across all nine agencies. For the system analysts, the areas where there are still gaps and differences point to potential areas for system flexibility or customization requirements.

The Gap Analysis Definitions for Standard, Different and Gap are below, as is a sample from a map/gap analysis workbook:

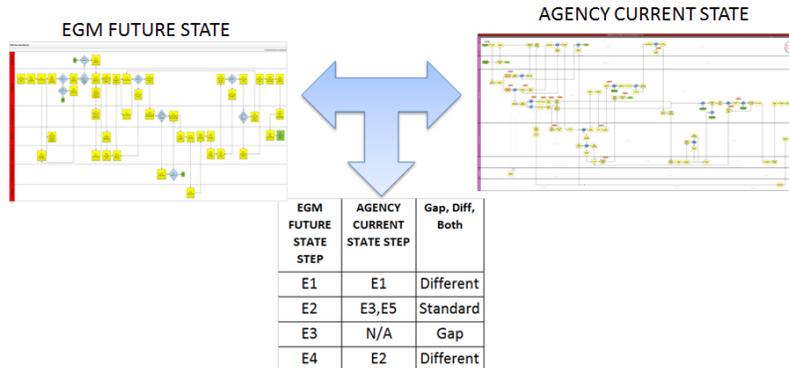
Gap Analysis Definitions

Standard: (1) An EGM Standard Process step is included in the agency's process as intended by the EGM process, (2) the agency's process includes the EGM Standard Process step but it is accomplished by a different role, or (3) the agency's process includes one EGM Standard Process path but does not include an EGM Standard process step (or steps) which are part of a series of steps in an alternative path and the agency does not intend to use the alternative path.

Different: (1) The agency accomplishes the objective of the EGM Standard Process step in a different order or combines the EGM Standard Process step with another step, or (2) the agency skips the step entirely because the agency does not foresee circumstances requiring it to perform the step AND by skipping the step the agency does not otherwise impinge on the integrity of the EGM Standard Process.

Gap: The agency's process does not include the EGM Standard Process step as intended by the EGM process.

GAP ANALYSIS EXAMPLE: EGM Future State vs. Agency Current State



5.3 The BPR Process

The “BPR Process” was a highly modified version of the Lean Ohio’s Kaizen and other techniques. The skills of Lean Ohio’s facilitators were instrumental in the success of this project. As important was the mastery the Lean Ohio team members displayed regarding the tools and techniques, which was necessary for them to modify and leverage their tools for the unique requirements of this project. A key example of this was the Kaizen.

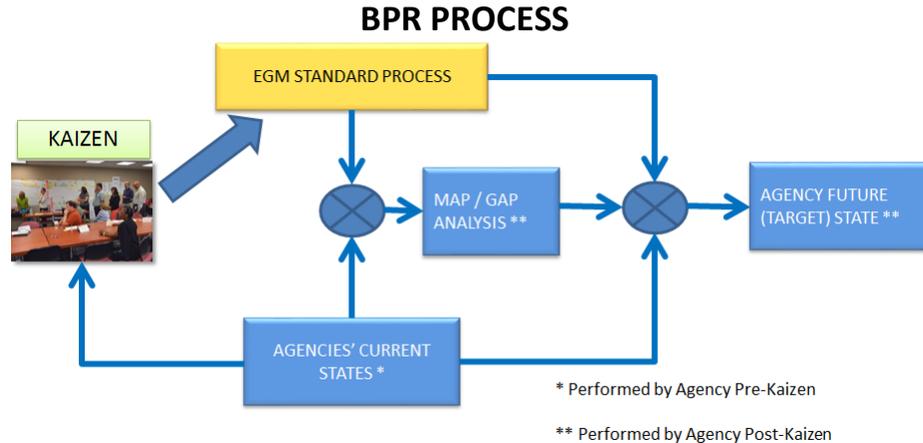
Strictly speaking, while the project used the term “Kaizen” to describe the project’s “events/workshops”, the term as used here is inaccurate. By definition, a Kaizen event is a concentrated, one-week improvement effort aimed at overhauling a core work process and has a prescribed agenda (see below):

TYPICAL KAIZEN AGENDA

DAY 1 LEARNING	DAY 2 DISCOVERY	DAY 3 IMPROVEMENT	DAY 4 IMPLEMENTATION	DAY 5 RESULTS
Learn Kaizen methodology	Finish mapping current process	Design new process	Review and re-fine changes	Present results and changes
Begin mapping current process	Develop ideas for improvement	Calculate measurable impact	Develop implementation plans	Schedule follow-ups

However, the primary aim of the “BPR Kaizens” was process standardization at the Enterprise Level. The “real” process improvement is to be found in the implementation of future state processes at the agencies. Also, because of the differences between the agencies, finding metrics and corresponding baseline metrics which could be used to calculate measurable impact was often not practical at the enterprise level, particularly with many agencies not having a defined process and no data available, not to mention a lack of standardization between agencies. Also, the five day timeline was an issue. In some cases the team needed five days to define a sub process, but others took less time (Step F was defined in two days).

The tools and techniques of the Kaizen were extremely useful, as well as the concept – albeit in a modified manner. Over the first two events the leadership team learned lessons and modified the approach into a process used to define each sub process (both at an enterprise level and at an agency level). An outline and explanation of the “BPR Process” is below:



- **Agencies' Current States:** This work is done at each agency prior to the Kaizen. The agency brings their current state maps into the event.

Note: The agencies' current states were developed in the Kaizens during the first two events (per the orthodox approach). For subsequent events the agencies developed their own current states before the event. This was more productive for two reasons: (1) for practical reasons, the agencies were limited to two participants in the Kaizen. The current states were more accurately developed by all the necessary people in the agencies and without the time constraints of the Kaizen, and (2) the agency representatives at the Kaizen were more informed regarding all aspects of the their agencies' current states.
- **Kaizen Event:** The typical event had one or two representatives from each agency (both fiscal and program perspectives were represented from each agency) and generally had the following steps:
 1. Kickoff meeting prior to the event to discuss the scope of the event and align the team.
 2. Kickoff presentation (to align the participants).
 3. Lean training activities (as necessary; these became less necessary as the project progressed).
 4. Each agency would present their current state process flow.
 5. Analysis of all current states for similarities, differences, best practices, etc.
 6. Brainstorming activity to generate ideas regarding process improvement, best practices, tools, data, etc.
 7. Break into three groups. Each group was tasked to work on a clean sheet redesign of the event's sub process.
 8. Bring the entire team back together for a presentation by each group of their clean sheet redesign.
 9. Discussion of the three redesigns (similarities, differences, best practices, etc.).
 10. Break into groups per below:
 - One group consisting of a representative from each agency would work on the process mapping the EGM Standard process.
 - Other groups would refine ideas which came out of Brainstorming activity (item 4).
 11. Bring the group together to:
 - Modify and validate the EGM Standard process
 - Review the refined ideas from the Brainstorming Activity
 12. Implementation planning
 13. Event Report Out

- EGM Standardized (Sub) Process: This sub process map was the primary product of the Kaizen.
- EGM Standardized Process vs. Agency Current State map/gap analysis: This is a post-event step performed at each agency. During this step the agency would perform a map / gap analysis of their current state versus the EGM Standardized Process. The purpose of this was to aid the agency in identifying changes they should make (or consider) for their future state process map. It also identifies areas requiring training during implementation when compared to their future state’s map/gap analysis.
- Agency Future (Target) State Process Map: This is a post-event step performed at each agency. Each agency develops its own unique future state process map which is informed by the EGM Standard Process map. This process is then mapped to the EGM Standard process and a gap analysis is performed. The objective is for the agency to design an improved process which is aligned with the EGM Standard process.

5.4 Check In Meetings

Another LEAN Ohio technique which the project leveraged in a modified manner are Check In Meetings (normally 30, 60, 90 and 120 days post-Kaizen). After a standard Kaizen the team emerges with a new process and are ready to start implementation. After a BPR Kaizen the team emerged with an EGM Sub Process with the task of developing their future state sub process. In some instances, even after the agencies defined their future state sub processes implementation of a partial process was not practical. Also, the concept of the timing didn’t apply cleanly since there would be multiple sub processes in different points of the 30, 60, 90 and 120 day post-Kaizen cycle. Add to that is the fact that agencies would not be in the same place in their post-Kaizen process if for no other reason than the disparity of agency sizes and organizational structures.

However, the BPR Project did use the Check In Meeting concept by establishing what was called the “BPR Monthly Meeting”. These meetings incorporated the Check In as part a broader meeting which included a tradition project team meeting (ALT meeting), a meeting for the Lean Leaders and Lean Ohio to share information and ideas from a Lean perspective, and a time for the Grants Management Learning Community (GMLC) to meet. The project had these in February, March and May 2015. Below is the description of typical BPR Month Meeting used by the team during the project:

BPR MONTHLY MEETING DESCRIPTION

1. **ALT meeting:** This is a “standard” program/project team meeting. We will update the Agency Leadership Team (ALT) on the broader project and program status. We will also have team discussions and make team decisions to help guide our project.

Target Audience: The ALT members should attend (at a minimum, one from each agency). This meeting is optional for the LEAN Leaders.

2. **Check In.** The LEANOhio prescribed post-Lean Event meeting to discuss the implementation efforts at your agency. This meeting will be a guided discussion facilitated by an agency team member. The intent is to have a different agency team member guide the discussion each month. The purpose is for the team to understand the progress at each agency. In addition, we want to understand what is working well and what may be challenging. In this way we learn from each other and make adjustments consistently and as a team.

Target Audience: The ALT members and LEAN Leaders should attend. You may also invite anyone in your agency associated with the BPR project at the agency, including those who have participated in past project Lean Events. (The expectation is that the ALT member and LEAN Leader will jointly decide and forward the invitation to whomever could benefit, or benefit the project, by attending the Check In meeting).

3. **LEAN Leaders meeting:** Affords LEANOhio and the LEAN Leaders the opportunity to discuss expectations and LEAN activities (current and planned) at the agencies. Experiences related to the work going on at the agencies from a LEAN perspective will also be shared to help foster and improve the quality of work across the entire project.

Target Audience: The LEAN Leaders should attend.

4. **GMLC Meeting:** Since we have most everyone currently associated with the Grants Management Learning Community (GMLC) present at our monthly meeting, it makes sense to append this meeting onto our monthly meetings. The Grants Management Learning Community (GMLC) is something you stated a need for in our first LEAN Event. While the project supports the GMLC, it is an autonomous group which also supports our project.

Target Audience: GMLC Members or anyone interested in the GMLC. This meeting is for any grant professional in the state, including BPR Participating and non-Participating agencies.

NOTE: The LEAN Leaders Meeting and the GMLC Meeting will be held simultaneously.

5.5 Process Implementation/Deployment

The scope of the BPR project includes process implementation at the agency level. However, the BPR Project ended in June 2015 with most of the implementation of the agencies' future state processes yet to be completed.

To mitigate the dichotomy between the project's scope and its timeline, the project team developed tools to help the ALT members plan the execution of the implementation. This came in the form of an excel workbook and was accompanied by a user guide ([Guide to the ALT Process Deployment Workbook](#)). Additionally, the ALT members were to deliver implementation plans as final deliverables (and many did so). Finally, regular EGM meetings with the ALT beyond the BPR project are planned and will include a Check In as part of those meetings.

6 Project Results

From the perspective of designing a Standard EGM Process the project was successful. The aggregated gap analysis (see §5.2 Assessing Standardization) quantitatively shows the level of standardization across all participating agencies' future state processes is 83% with only 4% of the total steps containing gaps.

However, the BPR Project is officially over and the implementation of the agencies' future state processes is incomplete. Deployment of the future state processes within the agencies is a prerequisite to obtaining the level of standardization that is demonstratively achievable. Also, with the implementation of their future state processes the agencies will not only achieve standardization but also reap the benefits of the improved processes they have development during this project.

6.1 Lean Events

Much of the project results are best understood when viewed through the context of the project's Kaizens (Lean Events) described in this section. While much work was done at the agencies outside of these events, the Lean Events were the focus and determined the content of the agencies work and deliverables.

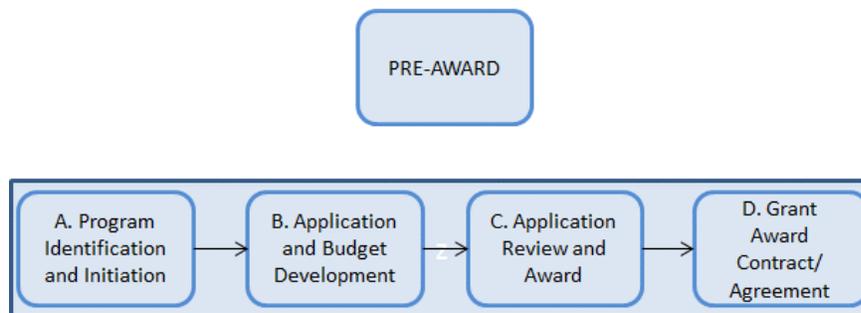
Aside from the VSMs, the following were the major events for the project:

- Kaizen 1: Steps A-D (Pre-Award)
- Kaizen 2: Step F (State as Grant recipient)
- Kaizen 3: Subaward Management
- Kaizen 4: Step E and Step E2
- Capstone Event: Final process integration and standardization

Kaizen 1

The theme for Kaizen 1 was "Bringing Money in the Door". This event was scoped to cover the Pre-Award Phase (see diagram below); Steps A-D. A key scope constraint of this event was it concerned new grants only. The logic being the task was to define a grant lifecycle process, and it was during this phase that a grant's life within our process began. The team would subsequently loop back into this phase during the renewal portion of the process (Step F). This event resulted in the following process map: [Enterprise Grants Management Steps A-D](#).

KAIZEN 1 SCOPE: Pre-Award



Kaizen 2

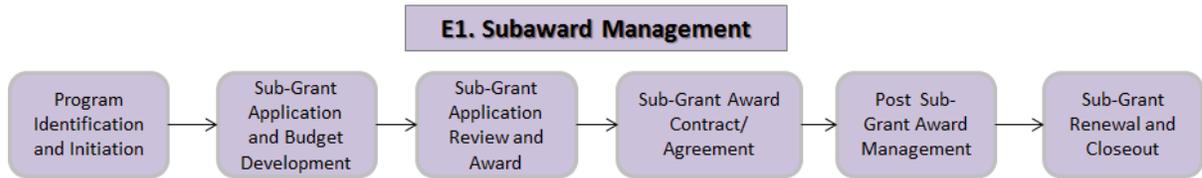
The scope for Kaizen 2 was Close Out and Renewal; Step F. This event resulted in the following process map: [Enterprise Grants Management Step F](#).

EGM Program

Kaizen 3

The Scope of Kaizen 3 was Subaward Management; Step E1: (see diagram below). This event resulted in the following process map: [Enterprise Grants Management Step E1](#).

KAIZEN 3 SCOPE: Subrecipient Management



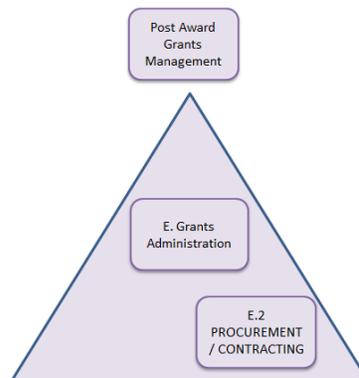
Kaizen 4

The scope for Kaizen 4 contained two sub processes: Grants Administration (Step E), and Procurement/Contracting (Step E2) (see diagram below). It is worth noting that these two sub processes are extended by other processes outside the scope of this project. In these instances, this process defers to the external processes and simply connects to them at the appropriate steps.

All agencies employ the Grants Administration sub process (Step E). This sub process also includes the steps required of an agency delivering the grants purpose. This sub process leverages the HR process and connects to it as an external process in the process map. The resulted in the sub process map from this event for Step E: [Enterprise Grants Management Step E \(Grants Administration\)](#).

The Procurement/Contracting process employs the DAS recommended procurement process. During this event participants included subject matter experts (SME's) which included procurement specialists from the agencies as well as a representative of DAS procurement. The process documented in the standard process is a high-level process map of the accepted DAS standard process (used if either DAS or the agencies are performing the procurement activities). This event resulted in the following process map for Step E2: [Enterprise Grants Management Step E2 \(Contracting\)](#).

KAIZEN 4 SCOPE: Subrecipient Management



Capstone Event:

EGM Program

The primary goal of the Capstone Event was to produce the Standard Enterprise Grants Management process. For this to occur, three things had to happen:

1. The sub processes had to be integrated into a single process map and
2. The team had to ensure the resulting process was indeed standard by making necessary modifications to the process, and
3. The team had to agree the resulting map was acceptable as the Standard Enterprise Grants Management process.

To expedite the first matter, the integration of the sub processes was performed outside of the meeting. The team walked through the entire process, including the integration points, and made adjustments as required to ensure the process was correct. During this process the team also made the adjustments necessary to all the expansion of the scope of this process to include all grants from all grantors (the initial scope was federal grants only).

The second step was accomplished by using an aggregated view of the map/gap analysis of all agencies' future states versus the EGM process map. The team analyzed the steps where several agencies had either gaps or differences. Where reasonable, the team made adjustment to the EGM process map.

After accomplishing the second step, a [final aggregate gap analysis](#) was completed. Upon review of the final process map and the gap analysis, the team agreed that the EGM process map produced by this project represented the [Standard EGM process](#).

Summarizing the results across all steps for all agencies, the standardization metrics are as follows:

Standard: 83% (1,310 steps)
Different: 14% (217 steps)
Gaps: 4% (57 steps)

Also worth noting: one agency accounts for 25 of the 57 steps (44%) marked as "gap".

6.2 Project Deliverables

The following are the BPR project deliverables. With the exception of the requirements, hyperlinks are provided to allow access to the deliverables.

- [The Standard Enterprise Grants Management Process](#)
This pdf file contains the process map for the fully integrated Standard Enterprise Grants Management Process.
- [The Aggregated Gap analysis](#)
This pdf file contains the final gap analysis by the Standard EGM Process.

- Agency Future State Processes: The links below provide access to folders containing the agency’s Future State Process maps. These folders contain multiple maps based on the Kaizen events (with the exception of the Department of Aging) and are in Visio format.
 - [Department of Aging \(AGE\)](#)
 - [Development Services Agency \(DEV\)](#)
 - [Department of Developmental Disabilities \(DDD\)](#)
 - [Department of Education \(EDU\)](#)
 - [Department of Health \(DOH\)](#)
 - [Department of Job and Family Services \(JFS\)](#)
 - [Department of Mental Health and Addiction Services \(DMH\)](#)
 - [Department of Youth Services \(DYS\)](#)
 - [Department of Public Safety \(DPS\)](#)

- Ohio Glossary of Grant Terms
 This is a lexicon of standard definitions and terminology regarding grants management to support the implemented processes and agency collaboration. The need for the Ohio Glossary of Grant Terms was apparent from the first event. As the project was beginning the lack of a standard terminology was an impediment to team communications and collaboration. The team decided this glossary would be a deliverable of the project. The document was written, edited and is managed by the Grants Management Learning Community (GMLC).

- Functional Requirements for an Enterprise Grants Management System
 The project developed functional requirements for inclusion in a Request for Proposal (RFP) for an enterprise grants management system. This procurement effort is subsequent to the BPR project. The requirements developed are not included here since the RFP is not generally available to the public at the time of this report.

6.3 Project Milestones

MILESTONE	Date Completed
Project Charter Approved	6/16/14
Value Stream Map (VSM)	7/17/14
Kaizen: Pre-Award (Step A through D)	8/29/14
Kaizen: Grant Closeout/Renewal (Step F)	11/7/14
Glossary of Terms Version 1.0 Delivered	12/11/14
Lean Event for Step E (including Steps E.1 and E.2)	12/17/14
Kaizen: Sub Recipient Mgt. (Step E.1)	3/12/15
April Event: Contracting / Delivery (Steps E and E.2)	4/8/15
Capstone Event: Integration and Validation	5/21/15
Glossary of Terms Delivered	5/25/15

EGM Program

6.4 Unresolved Issues

Per standard project management practices, issues were noted and managed by the Core Team throughout the project. Below are the issues which were not resolved. These issues are beyond the scope of the BPR project.

#	Description	Notes
9	Data Retention and Release	5/26/15: This issue will be handled during the technology project. The general stance is that this is an agency-by-agency. 3/27/15: Enterprise Data and Retention policies will be an essential framework in order to fully implement the requirements of an EGM system.
10	Wave 1 Participants	5/26/15: This issue is on hold until vendor responses to the RFP (to be released in July) are received. Criteria needs to be set by Derek, Steven and Norm and this may be included the RFP's SOW. 3/27/15: Selection and recruitment of the appropriate set of Wave 1 EGM System participants is likely to be critical for the long-term success of the initiative. Criteria for the entire set of participants should include the coverage of grant type representative within the group.

7 Value Metrics

Value metrics are critical for assessing the actual value this project brings to the enterprise. To that end, the team developed and established the project's value metrics. The Value Management Office made this project available on the Value Reporting Portal, thus allowing each agency to self-report their metrics. The Value Metrics for the BPR project are contained in the table below:

Measurement	Metric	Increase / Decrease
Grant Applications Submitted	Number	Increase
Percent Awards Granted	Percent	Increase
Time from NOA to Subaward Disbursement	Time	Decrease
Percent Subrecipients Achieving Performance Targets	Percent	Increase
Closeout Audit Findings	Number	Decrease
Percent Awarded Funds Spent During the Grant Period	Percent	Increase

8 Lessons Learned

The lessons learned from this project may serve similar projects in the future. Most of the following lessons may be more useful for other projects which have similar characteristics. Primarily:

- Business Process Standardization
- Multiple (perhaps several) participating agencies.
- Large process scope.
- **Solid Executive Support**
This project required multiple types of commitments from the participating agencies. This project would not have even started if not for the support of OHT. Having the commitment of leadership at the agency is also essential for any enterprise project (Directors, Deputy Directors, etc.). This was not the case in all respects for this project (the BPR project began with 12 agencies).

EGM Program

- **Having the right agency team members**

This project was fortunate to have agency team members who possessed the following characteristics: highly knowledgeable regarding their area of grants (fiscal and/or programmatic), good communication skills, a solid team attitude, a passion for making the State's grants management better and the ability to stay motivated over the course of a relatively long process project.

- **Engagement of Lean Ohio**

Projects such as these must engage Lean Ohio's help and expertise to be successful. Without the efforts of Lean Ohio this project would not have succeeded.

- **Having a Well-Defined Project Leadership Structure**

A dedicated project manager is important. Just as important is having the leadership in the agency with defined expectations and responsibilities (for this project it was the ALT). Most of the effort in making this project successful occurred within the participating agencies and that effort was managed and driven by the ALT members.

- **Engagement of the Lean Resources within the Agencies**

This project did not recognize the need for a structured approach for the engagement of the Lean Resources until after the first two events. Having to do this project again, the leadership team would have included the Lean Leader concept at the outset. The impact of the Lean Leaders was significant for those agencies who utilized them. Having people with Lean capabilities to support the effort at each agency greatly increases the odds of success.

- **Clear Purpose**

The ultimate purpose of this project was to develop a solid process with which to drive technology, and this was clearly stated and reiterated over the course of the project. There were times during the project when discussion of technology (and rumors of technology) could have derailed the effort, but by leveraging the ultimate purpose as a touchstone the team could then be brought back on track.

- **Flexible Plan and Execution**

It was clear where the project was going, but unclear as to the how the team was going to reach its destination. Our collective ability to alter and accept changes in our plans as well as our methods of execution was a key factor to success. A phrase often used by one team member: "We reserve the right to learn as we go."

- **Maintaining the Momentum Between Events**

When a project stretches over multiple events, it is important to give thought to maintaining the agencies' engagement in the project and the overall project's momentum. This project was relatively long for a process project. The amount of work required of the agencies before and after each event required the team to have a couple of months or more between events. This could have led to a loss of momentum.

The project team did two things to specifically mitigate this risk:

EGM Program

- (1) Monthly project team meetings with the ALT members and the Core Team. These were typical project status and team meetings. Later in the project these meetings were incorporated into a BPR Monthly meeting which also included a Check In, Lead Leaders Meeting and a GMLC Meeting.
- (2) Weekly Touch Base Meetings. The project manager had weekly, individual “touch base” meetings or calls with each of the ALT members. Using a work plan containing each agency’s unique pre- and post-event activities to provide a focus for these meetings, the project manager was able to monitor status, help the agencies when they were having difficulties, provide guidance and maintain the agencies’ engagement throughout the duration of the BPR project.

9 Appendix

This appendix contains links to selected work products and information from the BPR project that were not otherwise presented in earlier sections of this document.

9.1 Agency Work Products

The links below provide access to folders containing the specific agencies work products. Generally these folders contain the agencies' future state maps, current state maps, gap analysis workbook and implementation plans.

[Department of Aging \(AGE\)](#)

[Development Services Agency \(DEV\)](#)

[Department of Developmental Disabilities \(DDD\)](#)

[Department of Education \(EDU\)](#)

[Department of Health \(DOH\)](#)

[Department of Job and Family Services \(JFS\)](#)

[Department of Mental Health and Addiction Services \(DMH\)](#)

[Department of Youth Services \(DYS\)](#)

[Department of Public Safety \(DPS\)](#)

9.2 Tools and Templates

[Process Supporting Tools](#) (Tools which support the Standard EGM Process)

[Process Deployment Tools](#) (Tools which support deployment of a new or modified process)

[BPR Project Tools](#) (Tools which were developed specifically to help this project)

9.3 Miscellaneous Information

[BPR Contact Rooster](#)

Excel files containing contact information of all the project's participants.)

[BPR SharePoint Site Tips](#)

SharePoint was an important tool and was extensively used by this project team. This Power Point file was created to help team members use and find information on the BPR SharePoint Site).