What's the deal with Progressions?

Carolyn Ritchie-Green Belt

Jennifer Betancourt-Black Belt

Project Team

- Carolyn Ritchie
- Jennifer Betancourt
- Erica Felix-Warwick
- Ken Factor
- Travis Osborne
- Clayton Edwards
- Terry Ball
- Desiree Quarles
- Alicia Norberg

RACI Chart & Project Team

RACI Chart-Progression Working Group

R - Responsible A - Accountable C - Contributor I - Informed

Role	Define			Measure		Analyze		Improve			Control	
	Develop Project Charter	Review Process Maps/ SOP's	Build Project Team	Data Analysis	Central Tendancy	Process Map Review	Five Whys	Affinity Diagram	Future State Process Flow	Implementation Plan	Training	Reporting
Green Belt-CR	R	R	R	R	R	A	R	R	R	C	I	I
Black Belt-JB	R	R	R	R	R	A	R	R	R	C	I	I
HR-Erica Felix-Warwick	I	C	I	I	I	I	C	C	C	I	I	I
HR-Travis Osbourne	I	C	I	C	I	C	C	C	C	R	R	R
W&S-Clayton Edwards	I	I	I	I	I	I	C	C	C	I	I	I
S&S- Terry Ball	I	I	I	I	I	I	C	C	C	I	I	I
W&S-Desiree Barnes	I	C	I	C	I	C	C	C	C	A	A, C	A, C
S&S-Alicia Norberg	I	C	I	C	I	C	C	C	C	A	A, C	A, C
HR-Ken Factor	I	C	I	I	I	C	C	C	C	R, A	R	R
S&S-Karl Blackburn	I	C	I	I	I	C	C	C	C	I	I	I
Mayo Baugher	I	I	I	I	I	I	I	I	I	I	I	I
Larry Hood	I	I	I	I	I	I	I	I	I	I	I	I
Penny Macias	I	I	I	I	I	I	I	I	I	I	I	I
Asset Mgmt-Mike Wallace	I	C	I	C	I	C	C	I	I	I	I	I

- 5 Whys
- Affinity Diagram
- Voice of Customer (survey)

Problem Statement

LSS Project Charter

Project Title: Progression Working Group	Project Manager: Carolyn Ritchie, Jennifer Betancourt

Project Description/Problem Statement (what is the product/service to be improved? What are current customer expectations? How are we currently failing to meet expectations/targets?)

The lack of progression classes offered are leading employees to not reach their 6, 9, 12 month progression goals to increase their pay.

Scope (what process will we deal with?): **We will survey new employees about progression and look at class data.**

Not in Scope (what steps or processes that relate to this will we not deal with?): **The type of classes offered.**

Expected Outcomes (what does success for this project look like?): **We expect to recommend HR to increase the number of classes and possibly included video classes to help ease the burden of employees not reaching their goals.**

Project Team:
Sponsor (should always include the work group sponsor and might include additional more senior level sponsors if applicable): **Erica Felix-Warwick, Ken Factor, Travis Osbourne**
Black Belt: Jennifer Betancourt
Green Belt: Carolyn Ritchie
Subject Matter Expert(s): Desiree Barnes, Alicia Norberg

- Lack of progression classes are frustrating employees and management

- Critical to Cost, Delivery, Quality
  - Cost
    - No room in budget for a dedicated trainer.
    - $1800 for an outside instructor for one 8-hour day for 30 students
  - Delivery
    - City classes are taught at various locations in the City
    - Not enough classes for all employees trying to reach progression steps.
  - Quality
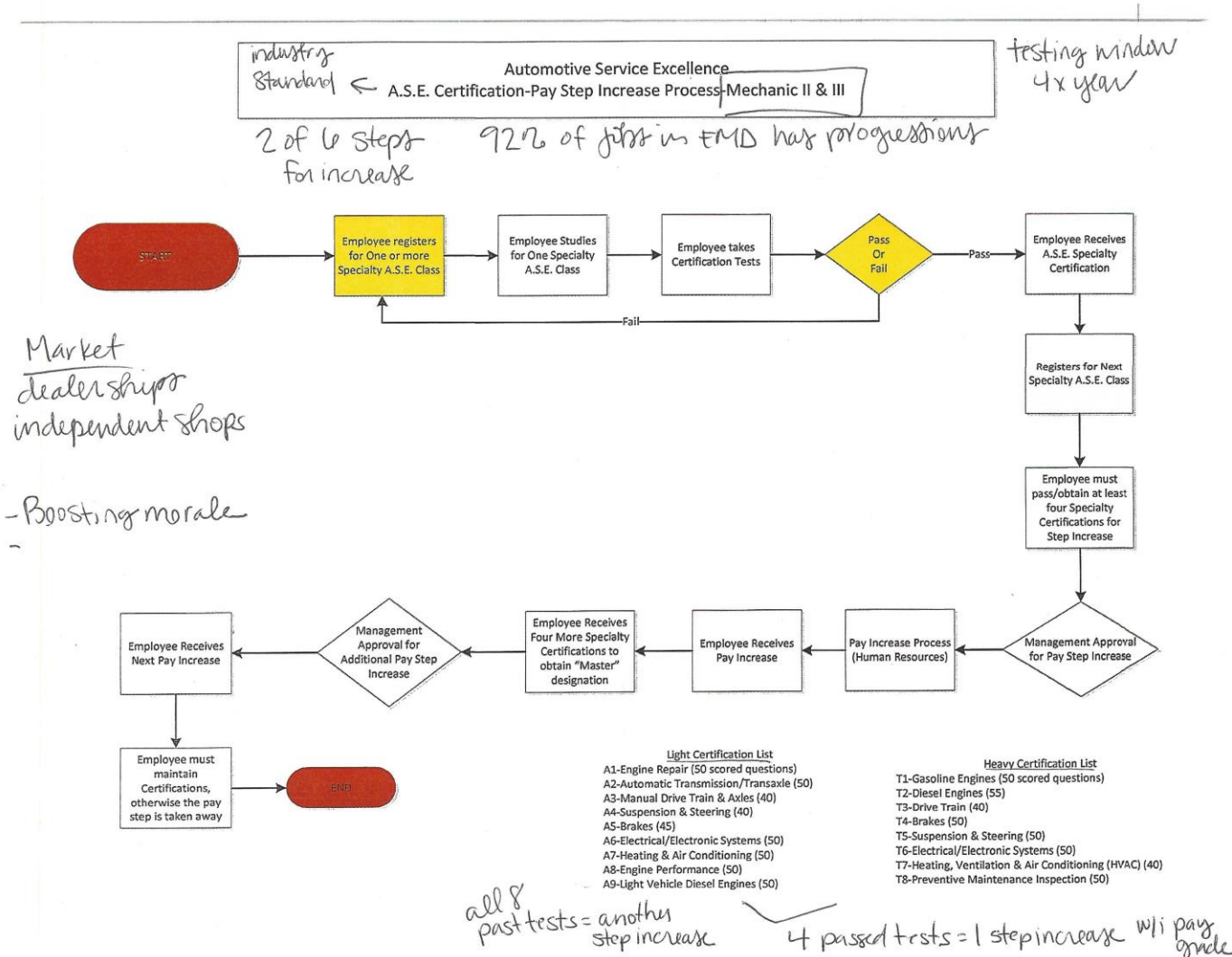   - Classes are relevant, informative, and beneficial to all employees

DEFINE: Voice of the Customer (VOC)

- Carolyn surveyed new employees from YTD in Water & Sewer and Streets & Stormwater departments

- She received 48 responses

- Results:
  - *Employees seem satisfied with process!*

1.Was the progression process clearly explained when you were hired?		2.Does your management team support your developmental goals?		3.Do you know where to get progression information?		4.Do you like the current progression process?		5.Are you currently working on a progression step?	
Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
79%	21%	100%	0%	71%	29%	67%	33%	78%	22%

Automotive Service Excellence
A.S.E. Certification-Pay Step Increase Process-Mechanic II & III

industry standard

testing window 4x year

2 of 6 steps for increase

92% of jobs in EMD has progressions

Market dealerships independent shops

-Boosting morale

START

Employee registers for One or more Specialty A.S.E. Class

Employee Studies for One Specialty A.S.E. Class

Employee takes Certification Tests

Pass Or Fail

Fail

Pass → Employee Receives A.S.E. Specialty Certification

Registers for Next Specialty A.S.E. Class

Employee must pass/obtain at least four Specialty Certifications for Step Increase

Management Approval for Pay Step Increase

Pay Increase Process (Human Resources)

Employee Receives Pay Increase

Employee Receives Four More Specialty Certifications to obtain "Master" designation

Management Approval for Additional Pay Step Increase

Employee Receives Next Pay Increase

Employee must maintain Certifications, otherwise the pay step is taken away

END

Light Certification List
A1-Engine Repair (50 scored questions)
A2-Automatic Transmission/Transaxle (50)
A3-Manual Drive Train & Axles (40)
A4-Suspension & Steering (40)
A5-Brakes (45)
A6-Electrical/Electronic Systems (50)
A7-Heating & Air Conditioning (50)
A8-Engine Performance (50)
A9-Light Vehicle Diesel Engines (50)

Heavy Certification List
T1-Gasoline Engines (50 scored questions)
T2-Diesel Engines (55)
T3-Drive Train (40)
T4-Brakes (50)
T5-Suspension & Steering (50)
T6-Electrical/Electronic Systems (50)
T7-Heating, Ventilation & Air Conditioning (HVAC) (40)
T8-Preventive Maintenance Inspection (50)

all 8 past tests = another step increase

4 passed tests = 1 step increase w/ pay grade

EMD NEWHIRE CHECKLIST

NAME:_____

Date of Hire:_____

Employee Number:_____

Permanent Hire _____   Temporary Hire _____

	DATE
Email Certification Selection Sheet back to Human Resources	
Complete EMD New Hire Setup Form and give to John Reel	
-Temporary employee setup in M5 only-	
Notify Tim Keiffer, Iesha YoungBlood and Diane Whalen	
Create a PPR	
Noitfy Unifirst for uniforms	
Verify set up in Kronos	
Obtain City ID/ City Drivers License	
Sign and date a Safety Commitment Form	
Sign and date EMD Cell Phone Policy	
Sign and date Distracted Driving Video Form	
Sign and date Employee to City Reimbursement Form	
Sign and Date CDL Form if required	
Go over EMD Absence Reporting Policy	
Get an alarm code	
Issue keys if needed	
Check for satety shoes and glasses	
- Get boot slip from Diane Whalen -	
Mandatory Classes for New Employees as of July6,2015	
New Employee Defensive Driving and CDL Introduction Training	
Spare Me the Pain-Office Ergonomics(office employees only)	
Safety Observation,Planning and Coaching	

MEASURE: Central Tendency

- Data from the Black Belt project
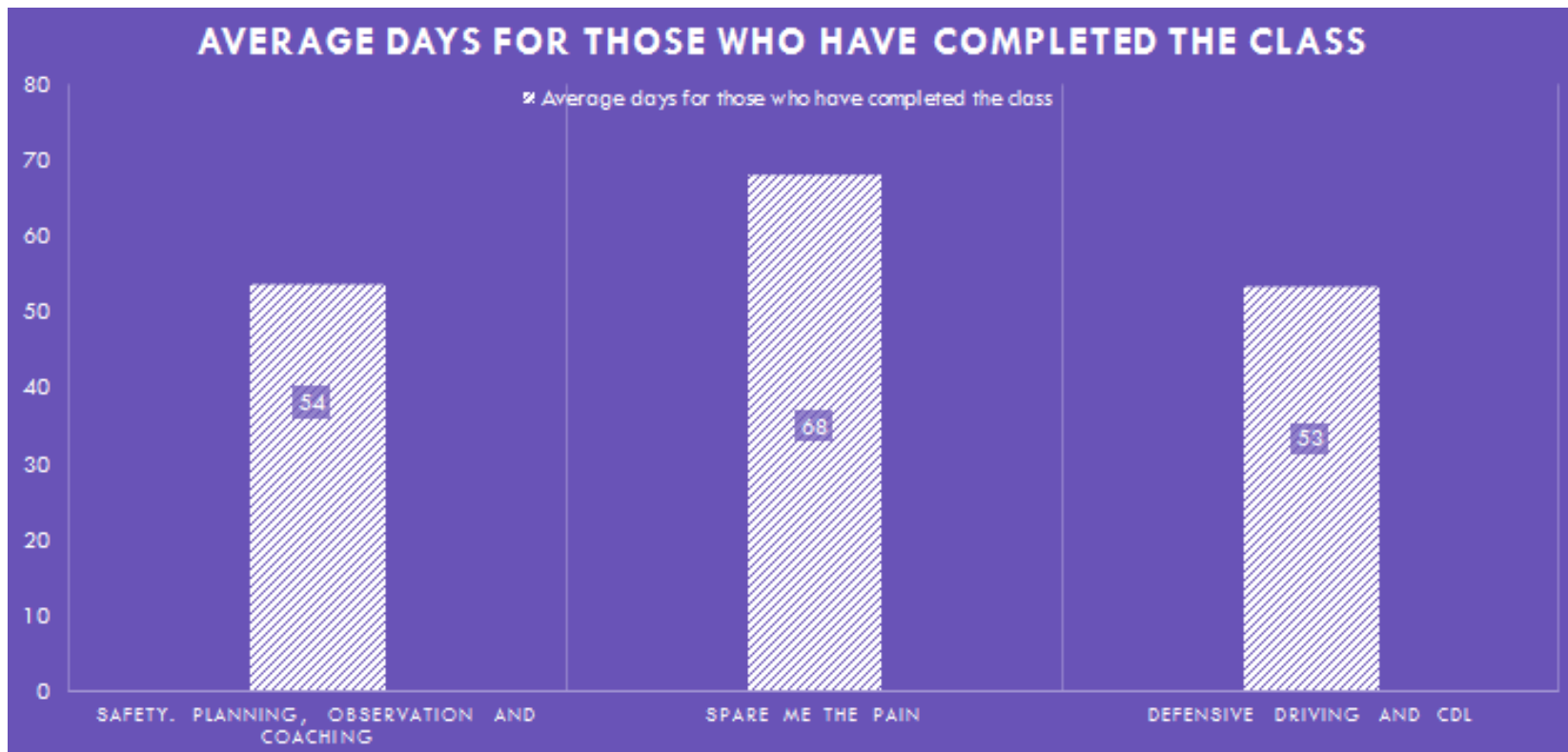
MEASURE: Evaluate Data Against Benchmarks

- After survey results, we asked for further data from the departments. There is currently <u>no</u> data being collected on who is <u>not</u> reaching progression goals.

- Only complaints about employees not reaching goals. No tangible data available.

Sorry ? No Data Available

- **The lack of data is not a reflection on the departments.**

- We fully expected data to support the discouraging comments from employees to management

ANALYZE: 3 Whys

- Why are employees not reaching goals?
  - Not enough classes
- Why are there not enough classes?
  - Too expensive because hire outside instructors
  - No dedicated trainer (Training Coordinator through HR)
- Why is there no dedicated trainer?
  - No room in budget but is a Training Coordinator needed? Data is needed to support this position

ANALYZE: 5 Whys

- **Why are employees not reaching goals?**
  - Supervisors not communicating to employees
- **Why are they not communicating?**
  - Lack of time
- **Why do they have lack of time?**
  - Field supervisors are doing more office work than being in the field.
- **Why are they doing more office work?**
  - More is required of them to maintain records for their employees.
- **Why are they not utilizing office admins for assistance?**
  - Unknown; need to possibly survey supervisors and admins.

IMPROVE: Affinity Diagram

- Our Affinity diagram showed three major items but we had three outliers (possible Parking Lot Issues)

    - Create incentives for supervisors who get the employees' progressions on schedule/completed on time

    - Consider proficiency increases in lieu of progressions

    - Survey supervisors and managers on what their training needs are for their employees
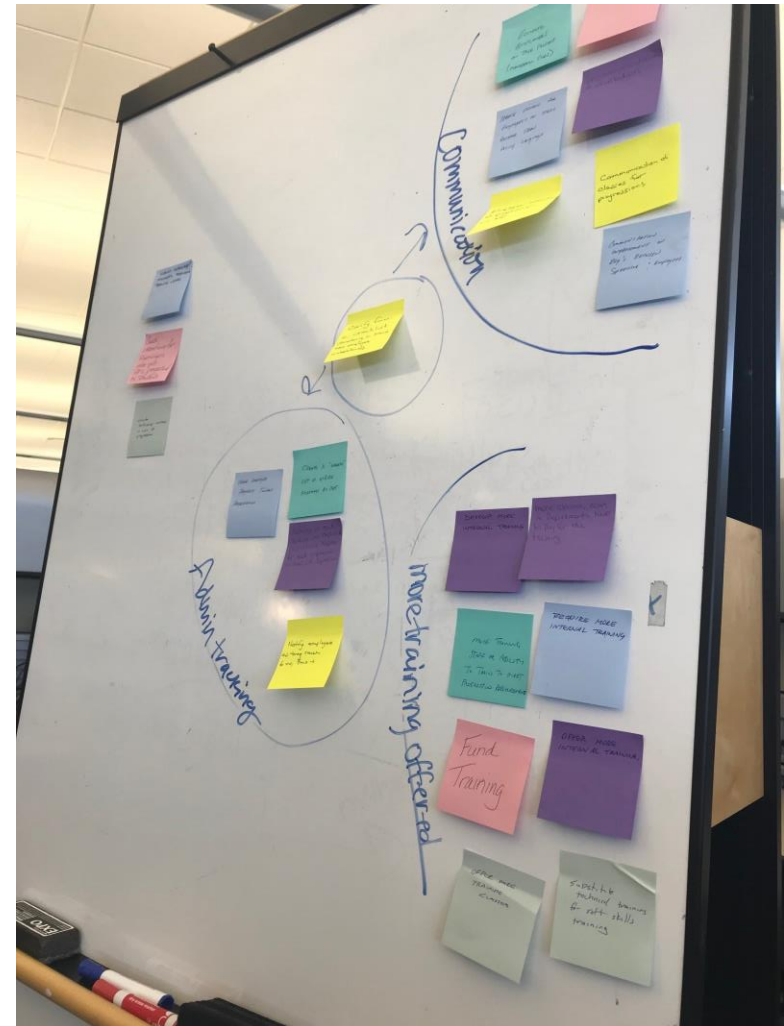
IMPROVE: Affinity Diagram

- Results:
  - Better communication between supervisor and employee
  - Office admins take responsibility of enrolling, tracking, and providing data to HR for employees' progression steps/checklist
  - More training needs to be offered.

IMPROVE: Recommendations

- Simplify the current checklist for employees, supervisors, and admins
- Create a master spreadsheet to be sent to HR on a periodic basis to collect data.
  - Needed to support training needs in the future
- Take burden off of supervisors and have section admins track all progression for employees
- Survey supervisors on their opinions on progression

CONTROL

- The lack of data restricted this project

- All we had were concerns and suppositions but no tangible supporting data towards original problem statement

CONTROL

- We will give our stakeholders our recommendations
- We hope the future data will support their goals

- **Again, the lack of data is not a reflection on the departments.**
  - We now fully expect data from our recommendations to support the discouraging comments from employees to management to help their needs.

Project Outcomes

- Lots were learned!
  - No data is currently tracked for progression classes
  - Remain open minded about what the problem is & the alternatives to the problem
  - Stakeholders are dedicated to a change