



# LookOut

July 28, 2000

Volume 4, Issue 1

**ORS Mission:**  
We deliver pensions related benefits and services to promote the future financial security of our customers.

**ORS Vision:**  
Fast, easy access to complete and accurate information and exceptional service.

## ORS Calendar

### August

DMB Employee Recognition Celebration ----- 2nd  
Public School Employees Board Meeting ----- 3rd  
State Employees Board Meeting ----- 10th  
Capital Quality Initiative Breakfast ----- 16th  
Pension Paydate ----- 25th

### September

Labor Day ----- 4th  
Public School Employees Board Meeting ----- 14th

## All-Staff Meeting shows where ORS is heading

The ORS All-Staff Meeting on Thursday, July 13, gave ORS employees a glimpse into the future of Vision ORS.

Director Chris DeRose reminded us where we've come from, where we're going, some of the challenges that lie ahead, and why we're striving to become a process based organization. "Statistics show that ORS will see an increase of 40% in business

over the next few years, with no significant increase in the number of staff," Chris explained. "If we

don't do something, and do it quickly, there will be many customers to whom we won't even be able to provide the current level of service.

"The point of Vision ORS is to

measurably enhance productivity

*See All-Staff on Page 3*



## ORS is honored for Customer Service

The Office of Retirement Services will be honored by Capital Quality Initiative at a breakfast meeting on August 16, 2000. Capital Quality Initiative is an organization dedicated to the promotion of quality in the Capital area. Its mission is to inspire and assist organizations to become more effective by providing learning opportunities in quality management philosophies and practices.

At the breakfast, ORS Director Chris DeRose will be part of a

panel discussion with three other organizations that have significantly improved customer service. The other groups are West Side Care, the Capital Area Response Effort (CARE), and the Shiawassee Intermediate School District. Along with ORS, these organizations are being recognized for having taken steps in the pursuit of quality and customer service.

ORS Staff interested in attending the breakfast should e-mail Lisa Schmidt by 4:00 PM on August 4.

## GOB upgrades to G3 phone switch

by Marisa Nedock, Student Assistant

Recently, the General Office Building phone system received an upgrade, expanding capability and ensuring reliability. As a result, the Customer Information Center (CIC) and others received new phones, which will provide them with easy access to new system features.

Some new features include a display of the reader board on individual phones so CIC representatives know how many customers have been waiting and how long. Caller ID is another available feature displayed on many phone units throughout ORS.

Capabilities not yet implemented include estimated wait time, in which customers



will be informed when a CIC representative will be available; call work codes, that will provide details for statis-

tical reports in CIC; and after-call work, which provides a CIC representative with time to finish entering or documenting data from their previous call before taking the next customer call.

**Susan Park**, CIC Manager, is currently working with DMB Office of Computing and Telecommunications to coordinate efforts and complete implementation of the many features the new G3 system has to offer.

## Summer Rush 2000 achieves record success

by Marisa Nedock, Student Assistant

In July, Claims Processing placed a record number of retirees (3,045) on payroll. These retirees will receive their first pension check the same month that they retiree. This success represented an increase of 54.6% of retirees placed on payroll from last year.

In early February, the Claims Processing staff met to construct and implement a plan in which staff could minimize stress and maximize the number of retirees they placed on payroll. "Our success is largely due to the commitment of staff in meet-

ing their processing goals and the support that we received from the rest of ORS," commented **Mary Ann Vicini**, Business Process Owner for Pension and Insurance Eligibility and Determination. "With all of the different people and processes involved working synergistically we were able to set a new record."

Claims Processing has an additional 1,940 applicants to place on payroll in August. With a proven record of success, ORS will continue to provide exceptional service.

### Thought for the Day

A talent is formed in stillness, a character in the world's torrent.

— Johann Wolfgang von Goethe



Published by: State of Michigan  
Department of Management  
& Budget  
Office of Retirement Services  
P.O. Box 30171  
Lansing, MI 48909-7671  
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Printed by Authority of 1984 P.A. 431

Total number of copies printed: 350

Total cost: \$183.44 Cost per copy: \$0.52

## All-Staff

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and significantly improve customer service. We need to take advantage of the next several months to ensure that we streamline our processes to accomplish our goals."

**John Friedrich**, Vision ORS Project Manager, introduced the Vision ORS and Complete Business Solutions, Inc. (CBSI) teams. Back in April, ORS selected CBSI to partner with us to guide and direct us through the next three steps of Vision ORS. These steps are:

Step 2 - As-Is: Documenting current ORS business processes, identifying problems and issues with processes, and identifying "quick fix" recommendations.

Step 3 - Best-in-Class: Examining other retirement systems and organizations for "best practices" in business, comparing ORS' performance to other retirement systems,

and developing an overall best practice picture that may be useful to ORS.

Step 4 - To-Be: Identifying how information from the As-Is and Best-in-Class can help improve ORS People, Process, and Technology, and constructing To-Be People, Process and Technology components that support excellent customer service.

*"The point of Vision ORS is to measurably enhance productivity and significantly improve customer service."*

Steps 5, 6, and 7 (Design, Build, and Deliver a Solution) are scheduled to be completed in 2001.

**Joanne Busley** talked briefly about the next steps in fulfilling the project. Between now and February we will be working on Steps 2, 3, and 4

of the project. During this time a prioritized list of actions will be created to ensure that ORS will be able to continue to provide excellent service while dealing with the increase in volume.

**Laurie Hill** reported on the recent findings of a customer needs survey conducted by the Customer Needs and Expectations Team. In short, our customers are looking for what we're striving to provide through our vision - "Fast, easy access to complete and accurate information and exceptional service."

The meeting concluded with Chris addressing staff concerns and questions related to Vision ORS. A short reception followed the meeting where ORS staff was able to get acquainted with the CBSI team.

For those not able to attend the meeting, a videotape is available in the Resource Library on 3A by pillars D3 and E3.

## Survey Results

Nearly all participating ORS staff filled out an evaluation survey form at the end of our July 13 All-Staff Meeting. The number of completed forms, 130, was the best ever! The following results are based on a six-point scale.

On the question **Benefit of Spending Time at the Meeting**, 81 percent of participating staff rated the meeting "Beneficial to Greatly Beneficial." The average rating was 4.3.

On the question **Improved Understanding of Vision ORS Project Language**, 69% responded "Improved to Greatly Improved." The average rating was 3.9.

On the question **Improved Understanding of Next Steps of Vision ORS Project**, 75% responded "Improved to Greatly Improved." The average rating on this question was 4.1.



## Vision ORS Update

This past month, Complete Business Solutions Incorporated (CBSI), the vendor selected to assist us in the Vision ORS project, arrived on-site. A Kickoff Meeting was held between the Leadership Team, Business Process Owners (BPOs), and the folks from CBSI to review the project purpose, approach, and deliverables. Following the Kickoff Meeting, the BPOs attended a System Mapping Workshop, which provided an opportunity for the BPOs to identify existing or potential performance gaps.

This past week, the first session of a Process Management Toolkit Training was held. In this training, the BPOs learned how to use the mapping tools that will be used during the course of the project. During this training the BPOs were able to apply the tools they learned to begin documenting their processes.

## Meet more Vision ORS team members

### Kathy Manning, Process Facilitator (CBSI)



Kathy Manning

Kathy will be partly responsible for facilitating the development and documentation of the "As-Is" and "To-Be" processes. As a Business Process Engineering facilitator, Kathy will be working closely with the ORS Business Process Owners (BPOs) and Subject

Matter Experts (SMEs) to clearly define the current state as well as the redesign of selected ORS processes.

Kathy has over 25 years of collective business leadership experience with specialty expertise in the areas of Process Management, Project Management, Training Development and

Delivery, Quality Assurance, Total Quality Management Practices, Business Process Reengineering, Credit and Collections, and General Business Administrative Processes. Her experience includes Methodology Development and Management, Quality System Management and 17 years of functional business practice in areas ranging from inventory control to credit and collections. This broad range of business experience has provided Kathy with a unique knowledge of business techniques and approaches which manifests itself in the development or redesign of "real life executable" business processes.

Kathy enjoys landscape design for her new home, but also likes to spend her leisure time attending concerts with her daughter. "I guess I created a music monster," says Kathy of her daughter, Beth. "While she was growing up, I insisted that in addition to the rock or country music that she listened to during the week, that Saturday night was reserved for 'Oldies' and Sunday was reserved for 'Classical'. So we run off to concerts and theatre performances on a regular basis, be it Jimmy Buffet or Aida - we enjoy it all."

### Bob Boehringer, Process Team Leader (CBSI)



Bob Boehringer

Bob Boehringer will guide the effective execution of process analysis and redesign and help integrate process changes into the final ORS implementation plan.

His responsibilities include: leadership of system analysis and process selection activities, management of project planning and execution for all "As-Is" and "To-Be" process activities, coordination of process team activities, curriculum design, process skills training, and targeted process team guidance.

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#### KEY DATES

October ..... Step 2 (As-Is) completed  
October ..... Step 3 (Best-In-Class) completed  
January ..... Step 4 (To-Be) completed

Bob has 20 years of experience helping professionals improve quality and productivity via the implementation of organization improvement methodologies (i.e. Total Quality Management, Team-Based Problem Solving, and Process Reengineering). He has trained more than 10,000 people from both private and public sector organizations in process improvement techniques. His record of accomplishments in aiding organizations in the application of these techniques is as impressive as it is diverse. Bob's clients have included Microsoft, Bowne, Citibank, EDS, Pfizer, Aventis Pasteur, Doylestown Hospital, City of Stamford, and Warner Lambert. These experiences include both technical process redesign and organization redesign successes. They will be leveraged to ensure ORS achieves world-class process and organization designs.

When he isn't piling up frequent flyer miles, Bob is coaching his children in soccer and teaching them how to sail.

#### Ralph Smith, People Team Leader (CBSI)

Ralph Smith will drive critical assessment activities and oversee the facilitation of process teams. Ralph will take the lead role in performing organization, team, and cultural assessment activities that will shape how the project is executed and impact what the ORS of the future will look like. He will advise his colleagues on issues of team effectiveness.

Ralph is no stranger to ORS. As a consultant for DMB, he helped develop DMB's strategic plan and balanced scorecard. Ralph has guided the strategic performance improvement efforts for more than 50 organizations worldwide. He is also recognized as an expert facilitator. Ralph teaches *Facilitating High-Performance Teams* for Michigan State University's Executive Development Programs. Prior to becoming a consultant, he oversaw the facilitation of Total Quality Management teams at 23 plants for the Kawneer Company.

A true team player, Ralph is always willing to route his flights through Las Vegas to save the company money. His older daughter Lindsey, age eight, is a consultant in waiting.

## Annual interest posting comes off without a hitch

The annual posting of interest to Member Investment Plan (MIP) and Other Employer Contributions (OEC) accounts for public school employees took place over several nightly runs from July 3 to July 12. "Unlike some times in past years, this process ran without any problems this year," said **Susan Park**, BPO for Customer Accounts and Information Center. "Everything went smoothly

because of the efforts made over time to prevent the same problems from recurring, and the excellent communication and teamwork of those who were involved. Everything came together and I'm very pleased. Many thanks to **Fred Covert, Colleen Daley, Denise Hansen, Lois Musbach, Kathy Parisian, Lori Powell, Carla Price, and Neil Slagle** for their efforts in making this a success."

## Strategic Team Update

**Team #4 - Partner with State Service Providers to Acquire Consistently High Quality Service**

**Team Members: Fred Covert, Carla Price, Carol Keyes Baubie, and Darlene Workman**

**Team Sponsor: Deb Gearhart**

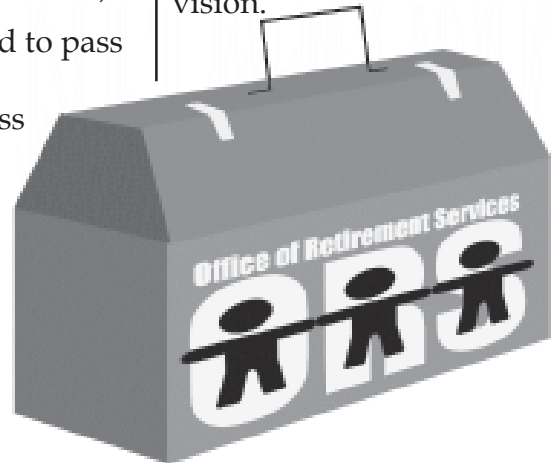
The Strategic Partnership Team recently passed the “tools” for partnering with other State Service Providers to the appropriate Business Process Owners (BPO). The training was accomplished through the distribution of a “toolbox” which provides the BPOs with the instruction they need to develop and sustain win/win relation-

ships with those state agencies they rely upon for services.

The “toolbox” follows the format of building a house by providing nuts and bolts (purpose), a contract (roles and responsibilities), a blueprint (steps) and a building inspection (issue resolution).

The team was excited to pass on to the BPOs the techniques for success they learned when they piloted partnerships with the Consolidated Print Center and Mail and Delivery Services. BPOs are now responsible for

initiating contact and developing an ongoing relationship with the agencies they depend on for services. This continuing process should allow accurate information and exceptional service to be provided by both agencies involved, and bring ORS one step closer to fulfilling its vision.



## *This Scramble has our seal of approval*

Your friendly Scramble editor went to the beach, hoping it would help him forget about his lost love. Unfortunately, it didn't work, because her name was Sandy. But while he was there, he saw a mother seal teaching her offspring to swim. The kid doesn't like to practice, though—he wants to move to Christmas Island on the Indian Ocean to become a Christmas Seal.

We're sure you'll do swimmingly in solving this issue's Scramble. Once you do, talk about the idea with your co-workers. The answer will appear in the next issue.

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- vekni benrikerey



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