

# ...From the Inside to the Outs

Utah OPS: Building on SUCCESS



# Overview

## Utah OPS: Building on SUCCESS

- The big picture at Corrections and UCI's role in the agency's goal
- Results & lessons learned so far in UCI (Correctional Industries)
- How implementing SUCCESS Framework has improved efficiency (data and stories)
- How new efficiencies contribute to UCI and DOC goals
- How UCI is helping to reduce recidivism

# Theory of Constraints (TOC) and SUCCESS at Corrections

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- Prisons: Reduce disciplines, increase activities toward goals = focus prison time on productive rehabilitation = offender success/safer communities (Oquirrh  $\frac{3}{4}$ )
- Probation/Parole: Reduce offender “risk scores” = increased likelihood to succeed = safer communities (Biz Intel)
- Programming: Staff taught classes = more fidelity = more effective rehabilitation = offender success = safer communities (SATP)
- Programming: Standardized Substance Abuse Treatment process = less redundancy/rework = efficient offender success = safer communities
- UCI: Efficiency & Quality = more work = more inmate jobs = more offenders prepared for real world = offender success/safety

# Utah Correctional Industries (UCI)

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- Who are we, what do we do?
- UCI provides public safety and reduces recidivism by offering opportunities for offenders to make successful choices
- UCI is a high performing organization that utilizes a quality management system to ensure continuous improvement to build quality products and improve offenders' lives....

# UCI Goals

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- Better throughput = more jobs
- Be profitable – UCI funding structure
- More Inmates graduating the program
- Inmates trained for job skills
- Resulting in less recidivism – studies
- Increasing the reliability of on-time delivery and quality

# Barriers/Obstacles to meeting our Goals

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- Perception of lead times are longer
  - No accurate completion date
- Takes too long = lost opportunity to increase business
- Throughput stifled
- Perception of poor quality
  - Environment
  - Rushed projects
- Flow is frequently interrupted
  - Priorities set by screaming
- On-time delivery

# Where to Start?

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- Furniture
  - Most visible UCI shop
  - Some issues anecdotal
  - Some actually needed to be solved



# What to do?

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- Call bottleneck busters
- Engage staff
- Engage inmate workers

# TOC Tools: Capacity Planning

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- Capacity Planning (Furniture Shop)
  - Find the bottleneck
  - Look at your flow
  - Visually ID every step of a process
  - Which steps are necessary/which aren't?
  - Current/Ideal/Future state
  - 8-week plans to step toward ideal

# Train the Trainer Team

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**SUCCESS**  
— FRAMEWORK —

# “The Team”

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# Capacity Planning; What it looks like

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# Capacity Planning in Furniture Shop

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- Addressing the “bottleneck”
- Match the flow of production with the flow of the bottleneck.
- Find the bottleneck and analyze units needed
- Adjust units to floor space (2 days storage)
- Adjust personnel to maximize capacity
- Sanding identified as bottleneck.
- Capacity is defined as 1 Unit = 60 sq ft of natural “Moab” surface or one hour of work per sander.



# TOC Tools: Simplified Drum Buffer Rope (SDBR)

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- What is SDBR?
- Simplified Drum– Buffer - Rope (SDBR) is an operations scheduling methodology based on Dr Eli Goldratt’s Theory of Constraints (TOC)



# SDBR in the Print Shop

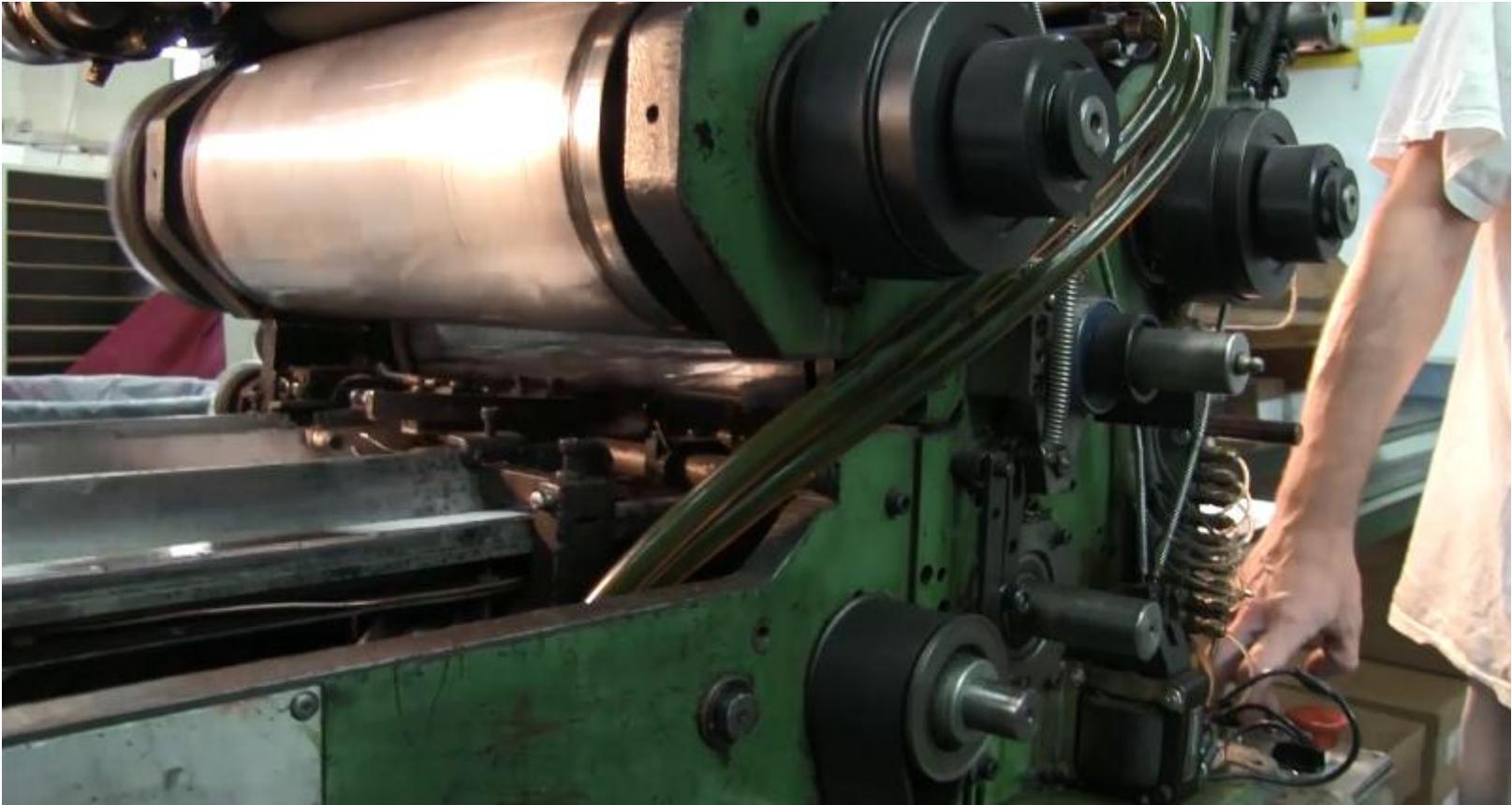
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- Print shop is able to track job in real-time, and forecast the **capacity** and the **load** accurately. (explain bolded words in simple terms)
- There has been a 32% increase in **jobs handled**, **30% increase in sales revenue**, and **lead times** have been shortened by 12%.
- Revenue increased by \$323,633 in FY15 as a result
- “...the method of calculating **touch time**, **buffer penetration**, and scheduling start dates accordingly is “**meshing really well with the numbers we calculated**”.
- “The approach ...is working out “**amazing**” for us in determining **touch times** etc. for scheduling jobs.”



# Print Shop

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— FRAMEWORK —

# TOC Tools: Critical Chain Project Management (CCPM)

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- What is CCPM ?
- (CCPM) is a project management method of planning and managing projects that emphasizes the resources required to execute project tasks. It was developed by Dr. Eliyahu M. Goldratt.

# CCPM in Construction

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### MAJOR ACCOMPLISHMENTS:

- Teaches the group proper scheduling of their time and resources.
- It is already playing a crucial role as a visual tool to see exactly when to start and where they should be in the process. (If it's a visual tool, show an example on screen)
- It helps UCI construction managers more effectively work with customers on time frames and aligns various stakeholders in the process around a common understanding and project vision.
- Leading UCI Construction to confidently provide accurate due dates on a still-realistic but more aggressive timeline (what does a more aggressive timeline do for you – win more jobs, attract more work, expand your capacity for more jobs or more inmate hires?)
- Staff and inmate workers are excited about the prospects.



# Challenges in Implementation

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- Training and Education
  - Help from GOMB/Consultants
- Buy-in
  - Comes with time, involvement and results
  - High level support from UCI and Department
- Perception of added work
  - It's a way of thinking to enhance existing work

# Results Summary

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- Greater participation and team mentality
- Business side improvements
  - Production, lead time efficiency, quality
- Working smarter – not harder
- Everybody has a voice
- Greater customer satisfaction, improving image
- Other quantifiable results discussed earlier
  - Inmate jobs
  - Enhances UCI sustainability

# The “Crew”

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# CCPM in Practice

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# Q&A

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# Questions?