

**The LeanOhio Mission:** Lead and support efforts that make government services simpler, faster, better, and less costly.

**Vision:** To be recognized as a national leader and the go-to resource in Ohio for making government more efficient and effective.

Visit [lean.ohio.gov](http://lean.ohio.gov) for detailed information, results, and resources.



**BEFORE:** The above process map, created by a Commerce team during its Kaizen event, shows how the Unclaimed Funds claim process used to look.

**AFTER:** The team leaned up their process in a major way. The “future state” process has 82% fewer steps and serves customers up to 150 days faster.

## Putting Lean and Kaizen to work

The **LeanOhio Office** can provide crucial guidance and facilitation.

BEFORE  
KAIZEN EVENT

1. Present an overview of Lean and Kaizen events to management. *optional*
2. Conduct a “pre-scope” on potential issues, core processes, and opportunities. *optional*
3. Meet with management for scoping session (at least 4 weeks before Kaizen event).
4. Collect and analyze baseline data (after scoping session).
5. Conduct customer satisfaction survey (after scoping session).
6. Conduct “voice of the customer” focus group(s). *optional*

DURING  
KAIZEN EVENT

1. Present statistical analysis of current process data.
2. Present results of customer satisfaction survey.
3. Provide just-in-time training on Lean and Six Sigma principles and tools.
4. Identify and document all steps in the current process, mapping it in detail.
5. Analyze the current process to uncover value-added steps and waste.
6. Identify, evaluate, and reach consensus on best ideas for improvement.
7. Create and reach consensus on a new ideal process based on a pull system and proper flow.
8. Use Lean tools as needed to increase speed and reduce waste in the process.
9. Create implementation plans with action registers for communication, training, IT, etc.
10. Develop a scorecard to track implementation progress and results.
11. Prepare a presentation on results and plans that’s delivered to leadership and staff.

AFTER  
KAIZEN EVENT

1. Write an article that highlights results, posting it to [lean.ohio.gov](http://lean.ohio.gov) in Web and PDF form.
2. Coordinate with the Ohio Certified Public Manager program to assign a project manager to help the team implement the innovations.
3. Conduct update checks at 30-day, 60-day, 90-day, 120-day, 6-month, and 1-year intervals.
4. Conduct customer survey 6-9 months after Kaizen to identify progress and needs.
5. Promote recognition opportunities for successful teams.



### Here’s what Kaizen team members are saying about their experience...

“I was skeptical.... I thought, there’s no way we’re going to be able to do this in a week. But by the second day, I was starting to realize, we’re getting it done! **It’s amazing.** We did it in four days.”

Brenda Gerardi, Office of the Ohio Attorney General, Bureau of Criminal Investigation

“We’re at the lab working and working, but we’ve never been able to take a step back, look at our process, and make the process better. But Kaizen allowed us to do that. **Stepping back has made all the difference.** We’ve had time to think and figure out, how can we do this?”

Tammy Qualls, Highway Patrol, Crime Lab

“**This is an unbelievably effective tool** to help get work done more efficiently and effectively. I’m also a taxpayer, so I’m thrilled we have reduced program costs without spending any additional state dollars.”

Diane Luff, DAS

“The great thing about this event and Kaizen is that this is going forward beginning Monday morning. **We have something that will actually work** because we can put the changes into process right away.”

Dana Warner, Ohio Department of Public Safety, Bureau of Motor Vehicles