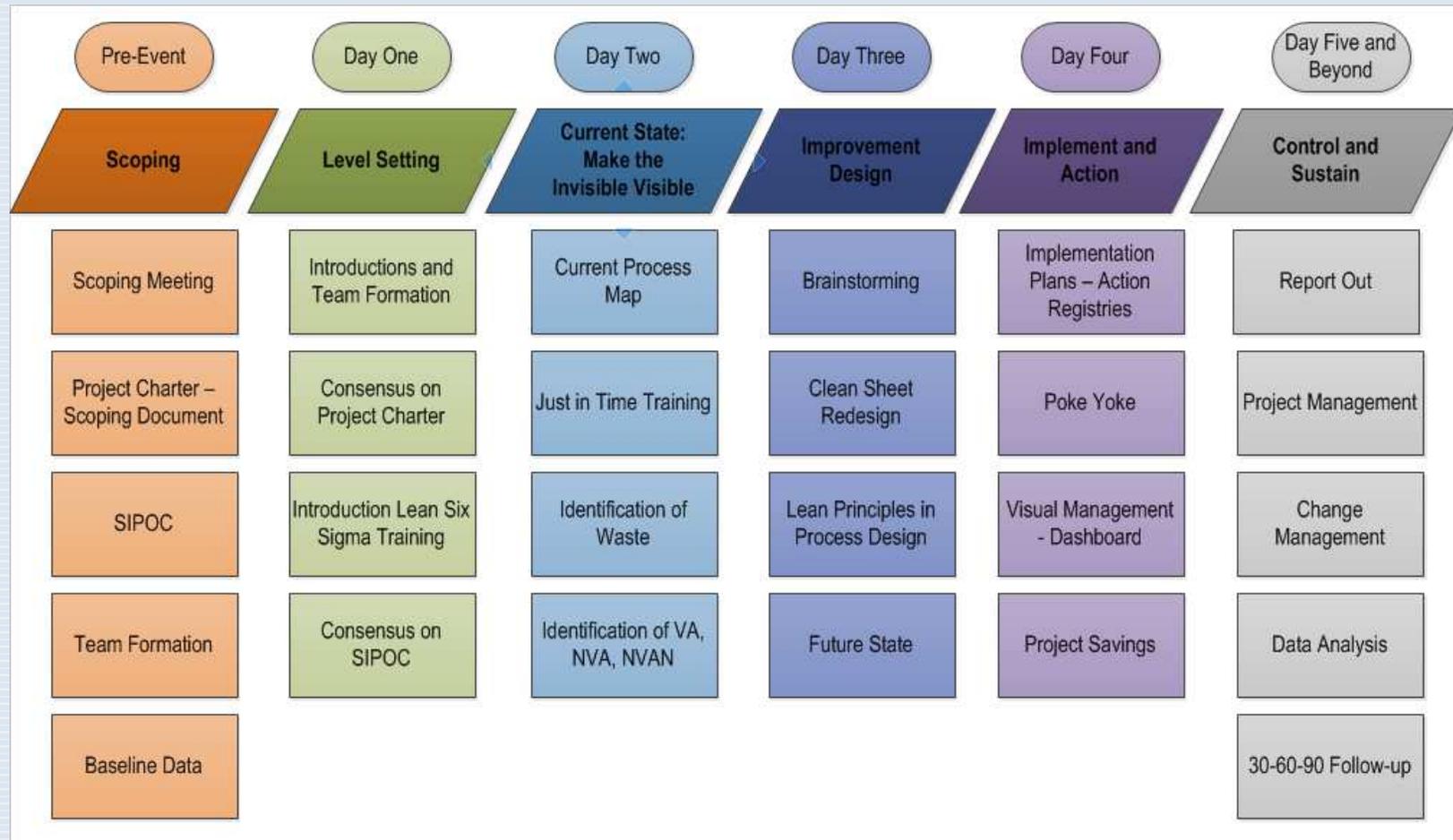


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## Interpreting Your Process Maps

SIMPLER. FASTER. BETTER. LESS COSTLY.

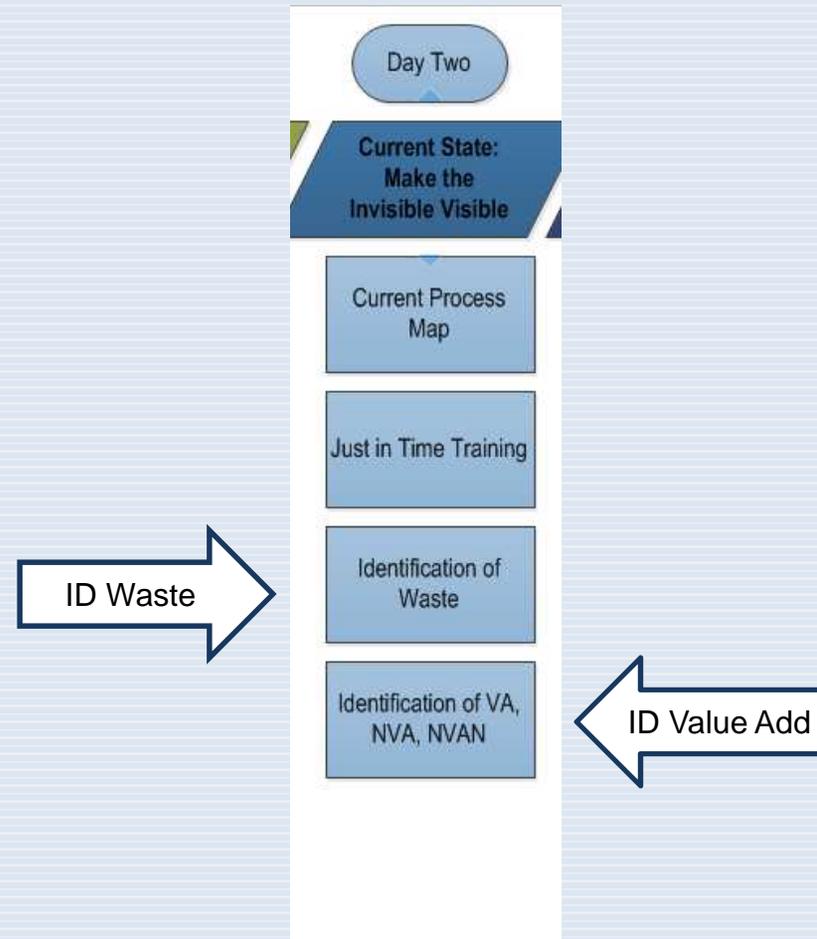
# Lean Kaizen Flow



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# Lean Kaizen Flow: Interpreting Your Process Map



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# Agenda

- Review of Lean Principles
- Waste Identification
- Tim U Wood
- VA, NVA, NVA but Necessary
- Interpreting Process Maps

# SIPOC: High Level View



SIPOC

- SIPOC: 50,000 Feet View



Business  
Process  
Map

- Business Process Map: 10,000 Feet View



Standard  
Work

- Standard Work: 1,000 Feet View

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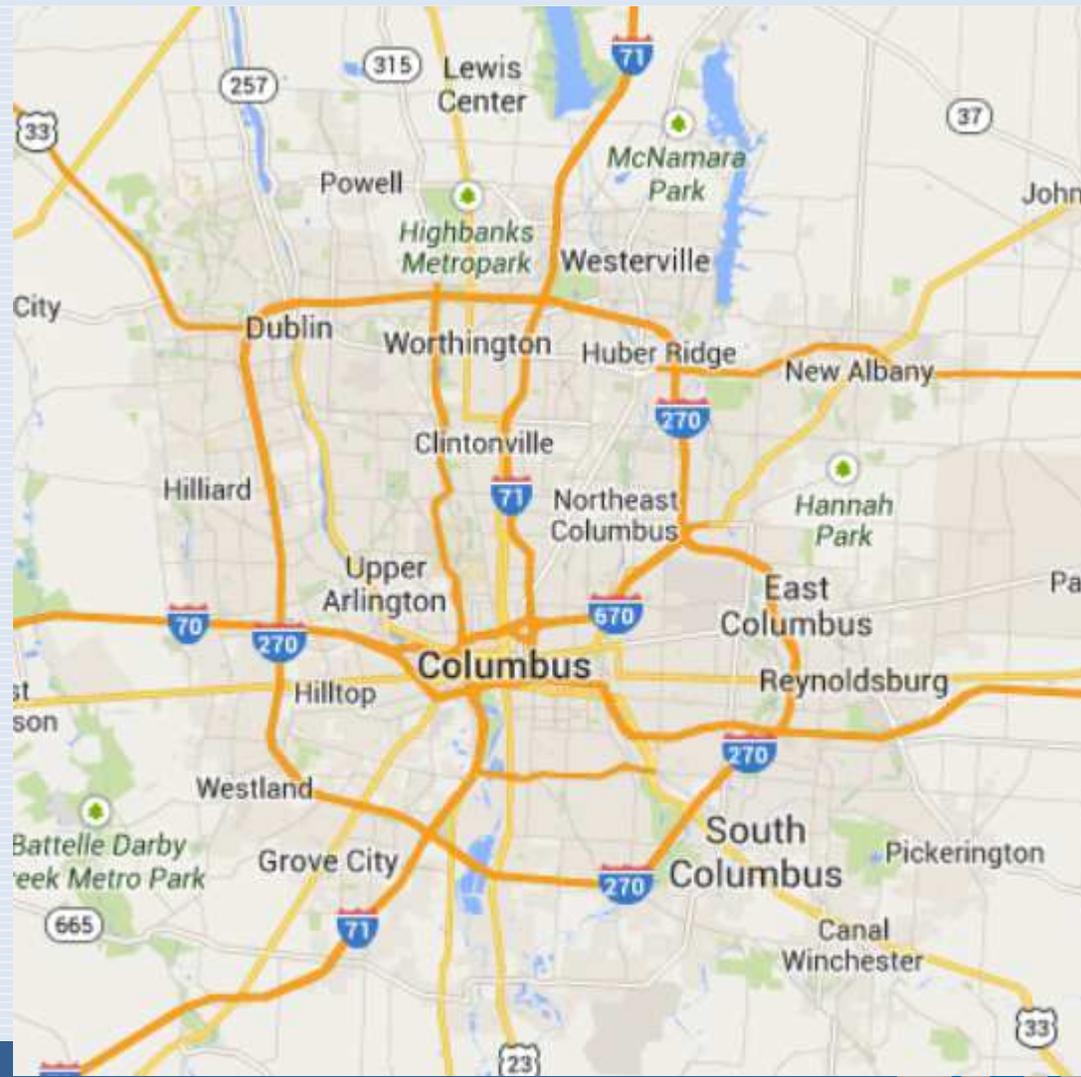
# SIPOC – 50,000 Foot View



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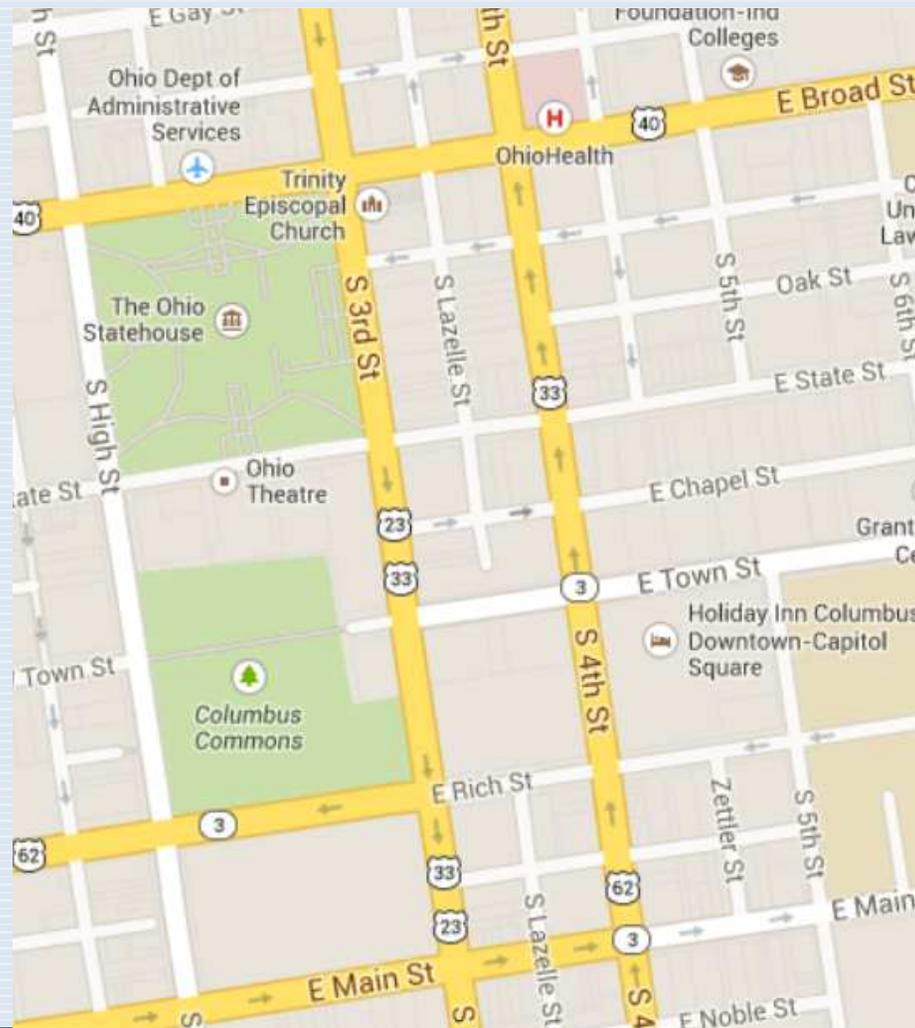
# Process Mapping: 10,000 Foot View



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# Standard Work – 1,000 Foot View



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# What is Lean

“A systematic approach to identifying and eliminating waste (non-value added activities) through continuous improvement by flowing the product at the pull of the customer in pursuit of perfection”

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# Lean Thinking

- Elimination of waste improves performance
- Many minor improvements can lead to perfection



# Waste is:

- Anything other than the minimum amount of equipment, materials, space, and an employee's time, which are necessary to add value to the product or service.

# TIM U WOOD



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# Transportation

- Transport from office to office
- Transport from floor to floor
- Transport from building to building
- Trucking



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# Information/Inventory

- Finished product
- Storage
- Printed in advance
- Work in Process
- In the warehouse
- Requiring unnecessary information on a form

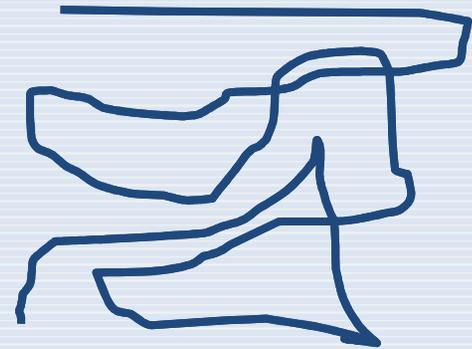


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# Motion

- Inter-office movement
- Office to office
- Cubicle to cubicle
- Going to the copier/scanner
- Going to the FAX
- Going to the storeroom
- Reaching
- Bending



# Underutilization

- Employees
  - Talent
  - Office Space
  - Technology
  - Equipment



# Waiting

- Non productive time
- Waiting for:
  - Copier
  - Scanner
  - Delivery
  - Catch up
  - The person upstream
  - Mail/UPS
  - Computer



# Over Production

- Making too many
- Making in advance of requests
- Throwing excess away
- Things get outdated
- “We have to be ready”
- Not cautious, but wasteful



# Over Processing

- Adding things that nobody wants
- Report that nobody reads
- “Gold Plating”
- The best
- Better than good enough
- Beyond meeting customer expectations



# Defects

- Mistakes
- Broken
- Inaccurate
- Can't read
- Can't understand
- Wasted materials
- Returned



# Value Added (VA)

**Value Added Activities (VA)**-Transforms information into services and products the customer is willing to accept

- VA Activities Must Meet Three Requirements:
  - Done right the first time
  - Transformational
  - Customer is willing to pay for

Typically 1% of a process is Value Added

## **Non Value Added (NVA)**

### **Non Value Added but Necessary (NVAN)**

#### **Non-Value Added Activities (NVA)**

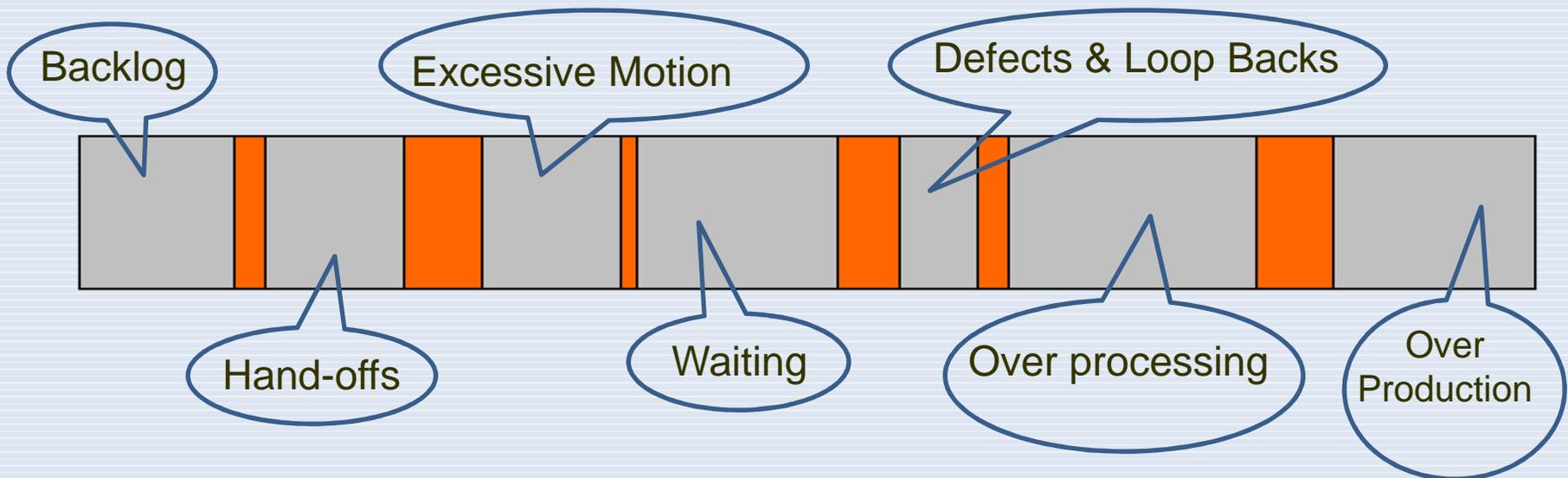
- Consumes resources
- Does not directly contribute to service
- Customer does not care

#### **Non-Value Added but Necessary (NVAN)**

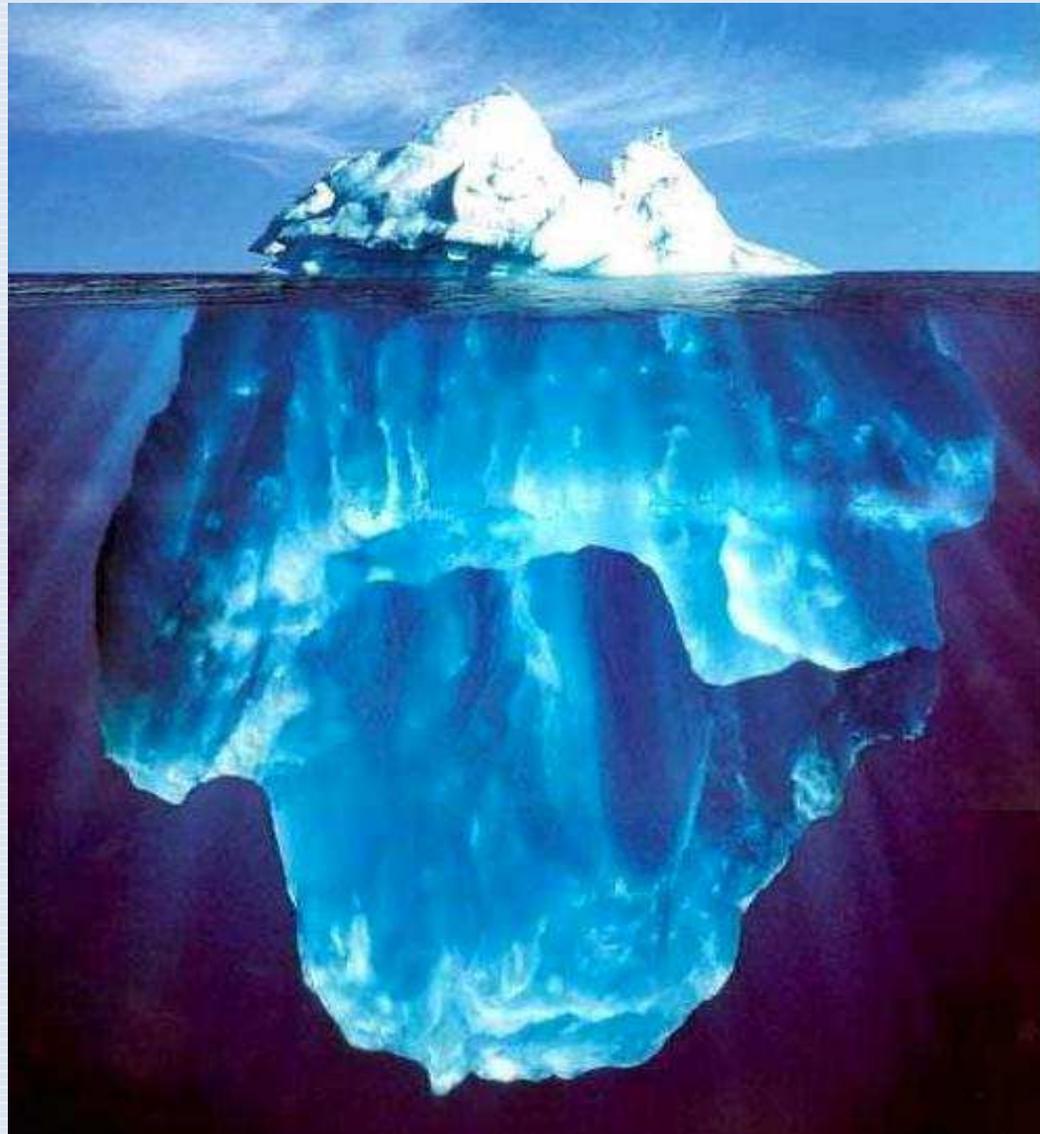
- Customer does not care
- Required to perform the step by current statute or law

# Lead-Time Reduction

■ Wasted Time and Activity    ■ Core Process Value Added



Customer complaints  
Customer calls  
Calls to legislators  
Waiting  
Defects - Returns  
Transportation  
Inventory  
Motion  
Over production  
Over processing  
Misplaced skills  
Bad materials  
Slow machines  
Re-work  
Waste  
Storage  
Paperwork  
Approvals



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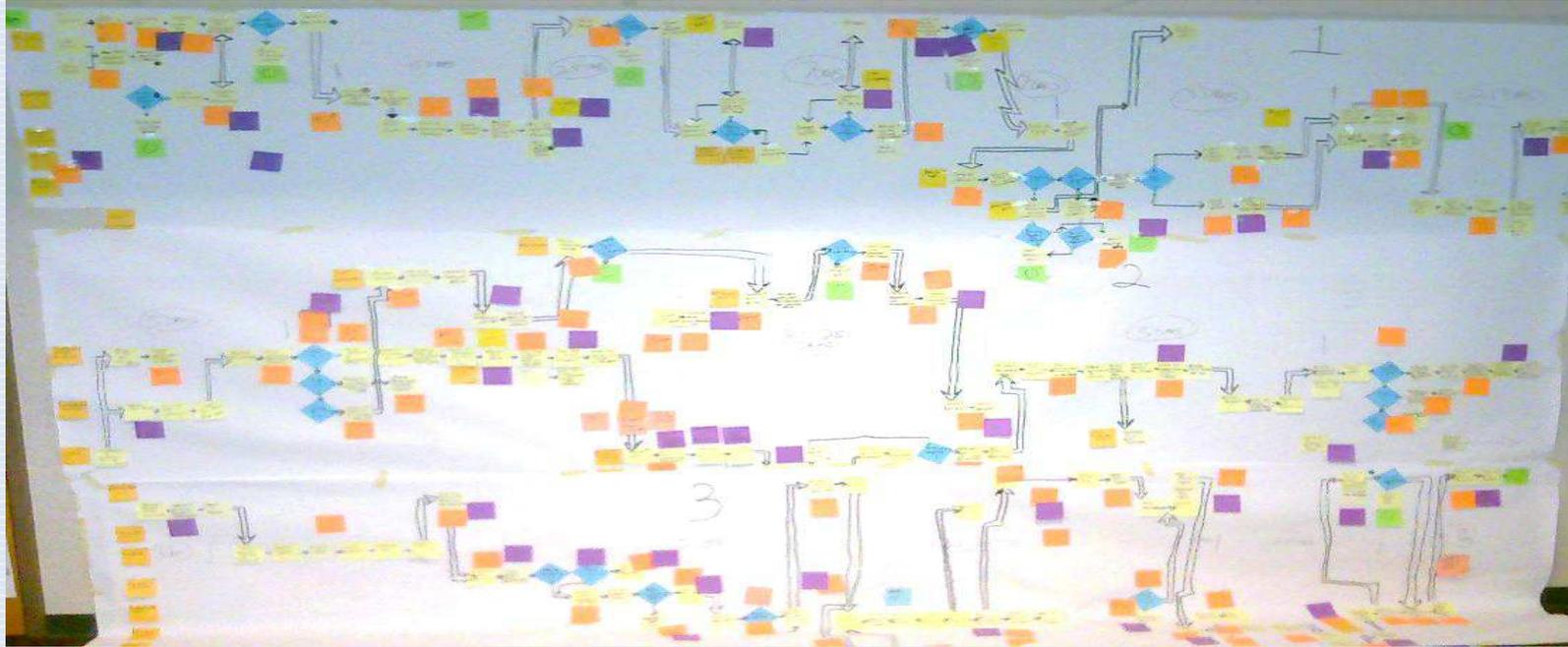
# Causes of Waste

- Functional Organization
- Technology Gaps
- Excessive Controls
- Dated Process Design
- No Back-up/Cross Training
- Unbalanced Workload
- Batching of Forms / Applications
- Data Entry Batching
- Changing Government Practices and Policies
- No Decision Rules
- Poor Visual Control
- Disorganized Workplace
- Lack of Training
- Obsolete Forms or Form Design
- Poor Layout
- Government Regulations w/ Ambiguous Interpretation

# Interpreting Your Process Map

- Understand what to listen for and observe while process mapping
- Identify examples of waste in process mapping
- Recognize that you are the facilitator

# Interpreting Your Process Map



What does this tell me?

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# Interpreting Your Process Map

- All process maps have common red flags
- Mapping standardization allows for easy interpreting
- The more you map, the more you see common process issues

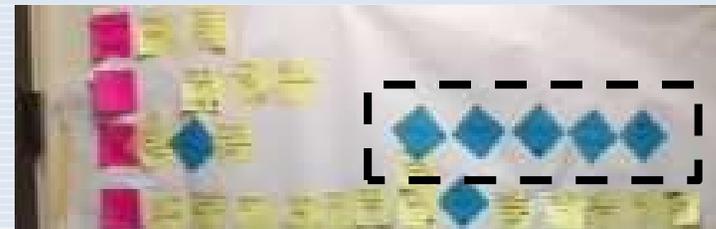
# Things to Listen For...

- Multiple Entry Points
- Several Decisions in a Row
- Multiple Databases
- High Level Staff Performing Administrative Work
- Everything going to a certain section (i.e. Legal, Director, IT)
- Multiple Reviews, Inspections, Approvals
- Loop Backs Between Sections, Employees, Functional Areas
- Different “ways” of Doing Something

# Interpreting Your Process Map



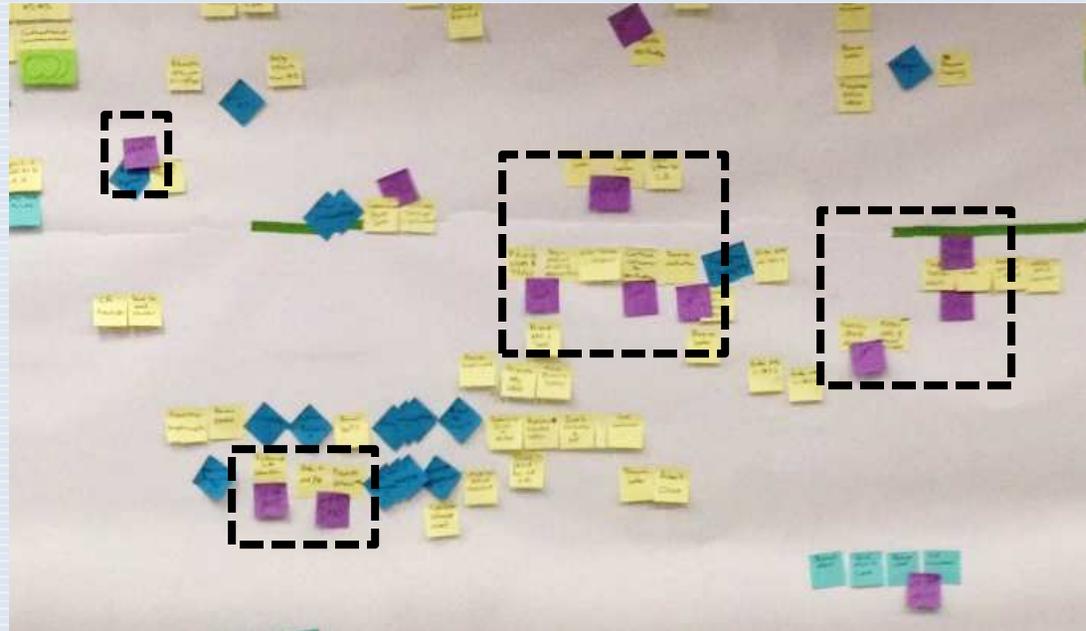
What is going on in this map?



Too many decisions in a row

# Interpreting Your Process Map

What is going on in this map?

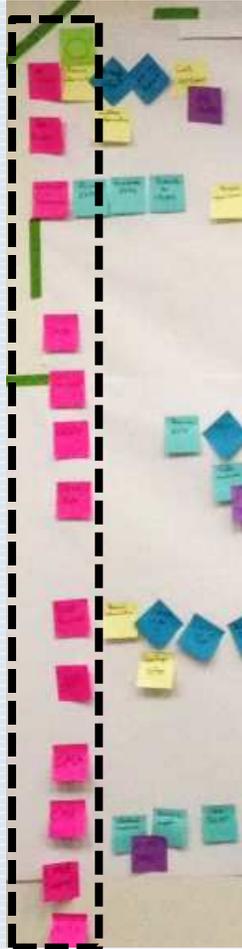


Too many delay points

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# Interpreting Your Process Map



What is going on in this map?

A lot of handoffs

# Facilitating Process Improvement

- Dr. Phil Time
- You are the coach-but ultimately the team has to find their way
- Empower the team
- Allow the team to label  
TIM U WOOD
- Use your fresh perspectives
- Watch your facial expressions
- You are the Facilitator



# Key Learning Objectives

**The Lean Practitioner should now be able to:**

- Identify common red flags to listen for and observe while process mapping
- Understand their role as a facilitator

**Questions?**

# SIPOC Exercise

- In your groups – create a SIPOC for the DOP Application Processing Section
- Start with the Process