

Green Belt Lean Six Sigma Project Report Out
Julianne Finnegan
Ohio Rail Development Commission
September 27, 2018



ON-THE-JOB TRAINING REPORTING

HOW DID WE GET HERE?

- The current “On the Job Training” process is not accurately capturing the hours being worked by Apprentices when reported by Construction Companies to ODOT. The process is difficult and the current computer software, CRL, is not user friendly.

OJT KAIZEN EVENT, MAY 16, 2018



OHIO DEPARTMENT OF
TRANSPORTATION

OJT TEAM



Front Row: Lloyd MacAdam, ODOT; Lauren Purdy, ODOT; Robin Kaufman, Kokosing; Jackie Jacob, The Great Lakes Construction Co.; Laurie Leffler, FHWA; Gary Kramer, ODOT; Second Row: Clint Bishop, ODOT; Isaac Sneed, OOD; David Walker, ODOT; Advait Supanekar, ODOT; Peter Jones, ODOT; Brad Jones, ODOT; Brian Hupp, ODOT; Gary Angles, ODOT; Deborah Green, ODOT; Jack Marchbanks, ODOT; Sabrina Bell, ODOT; Chris Engles, OCA Rachyl Smith, FHWA; Not Shown: Eric Ross FHWA.

SCOPE OF THE EVENT

Goal is Set



Report to Federal
Highway
Administration

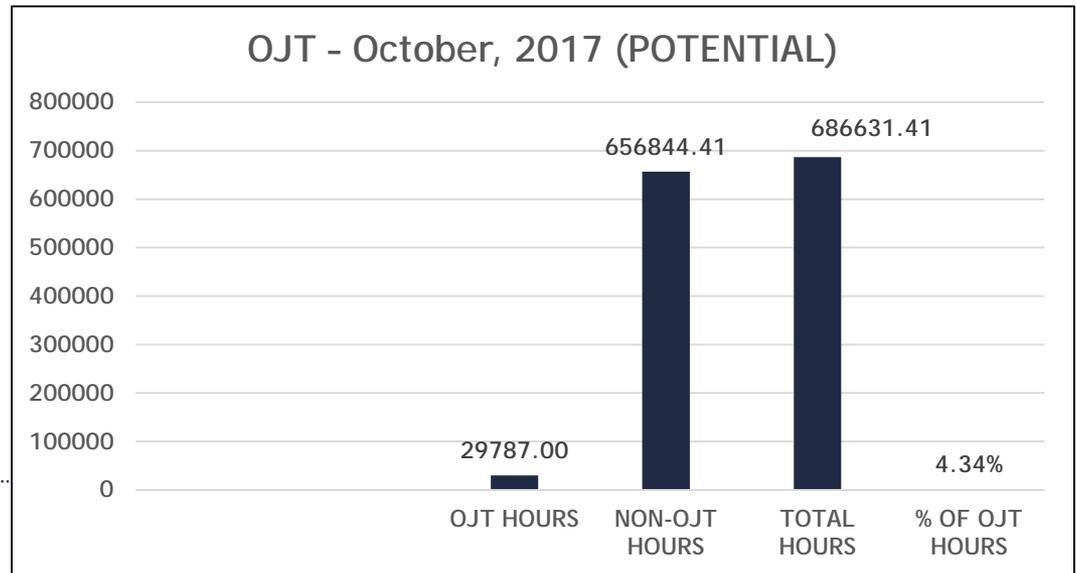
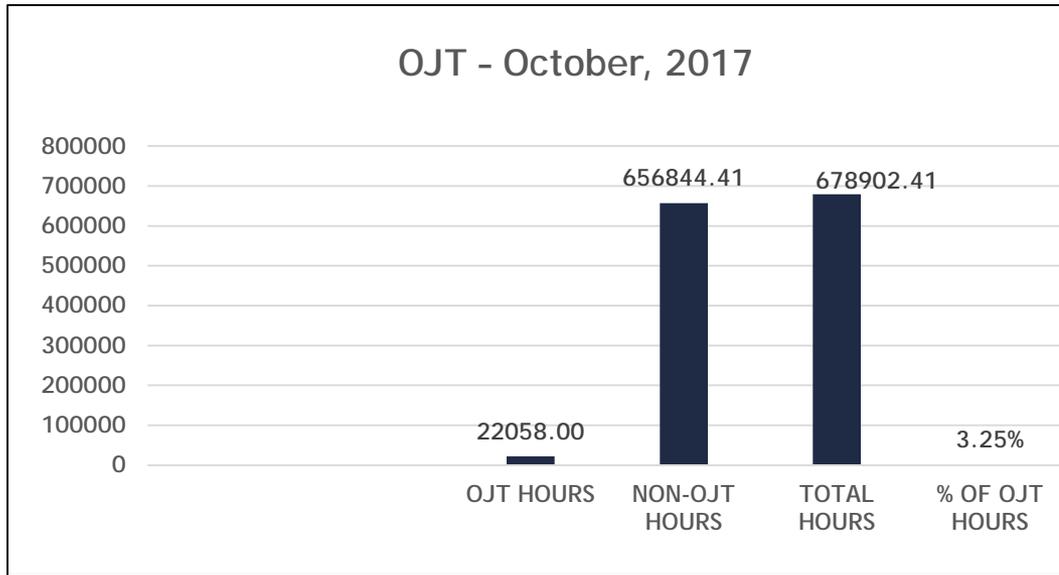
PROCESS IMPROVEMENT GOALS

- ODOT to become the leader/create the best practice for OJT process

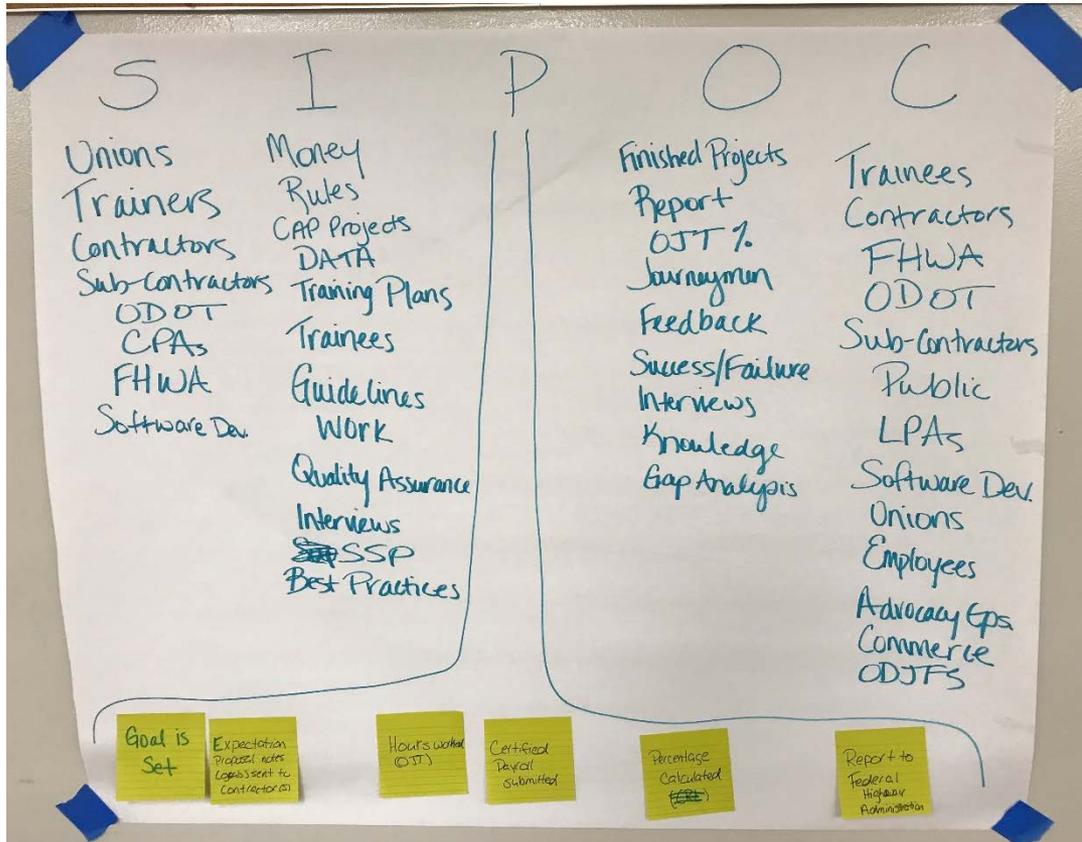
- Foster ODI/Construction Partnership
- Accurate & Complete On the Job Training

- Reach established goal for OJT program
- Review current CRL system

BASELINE DATA

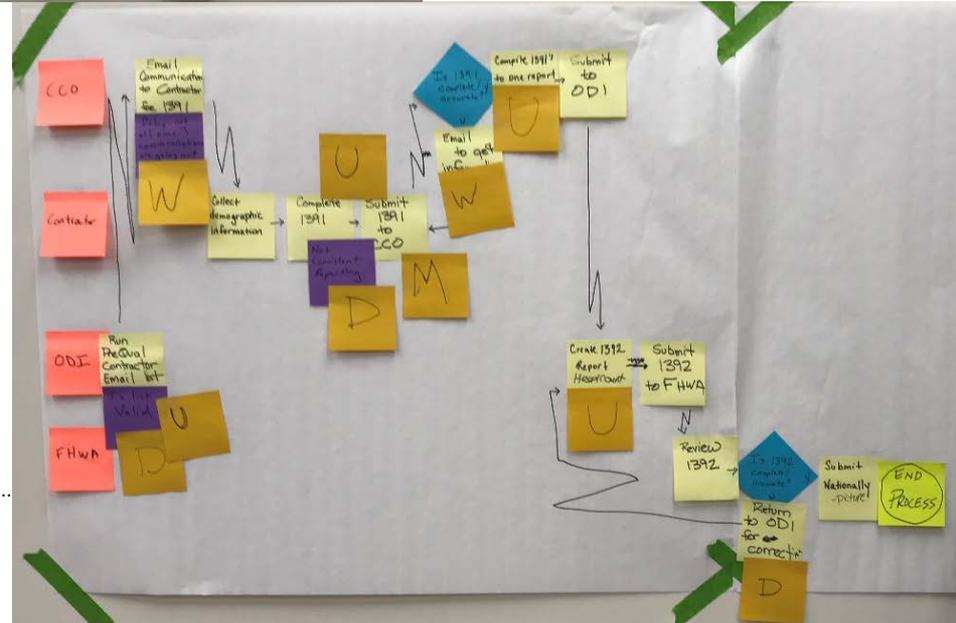
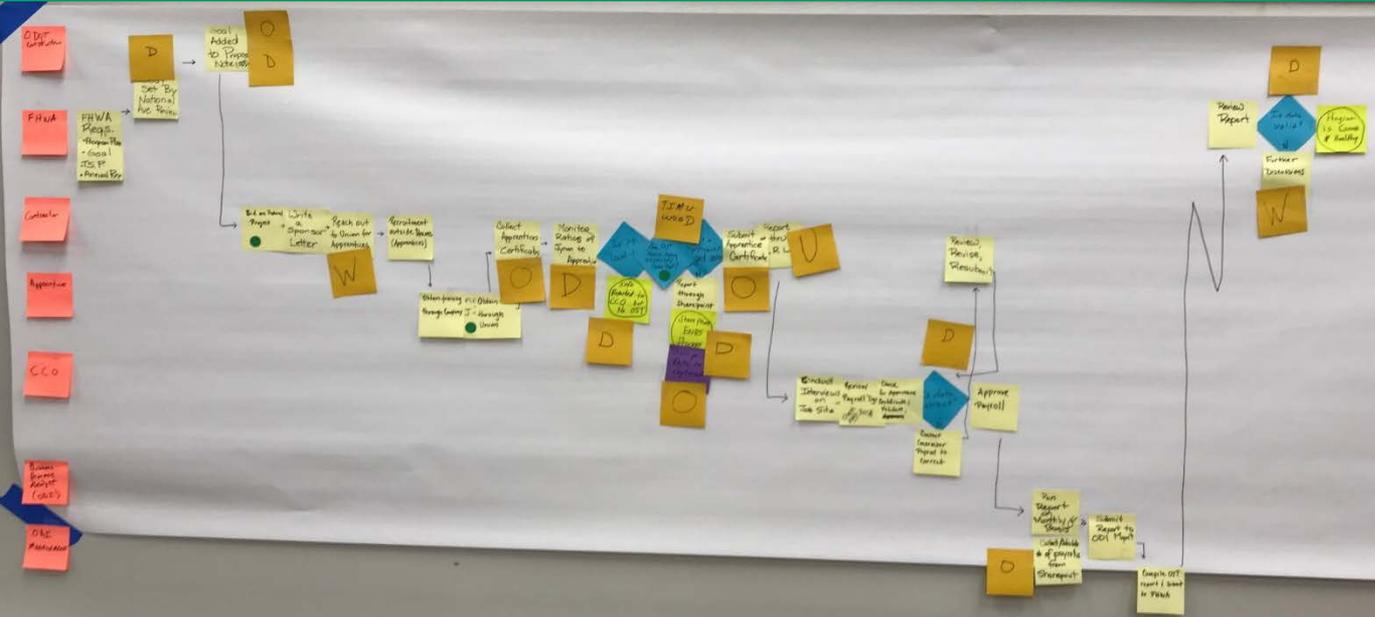


SIPOC



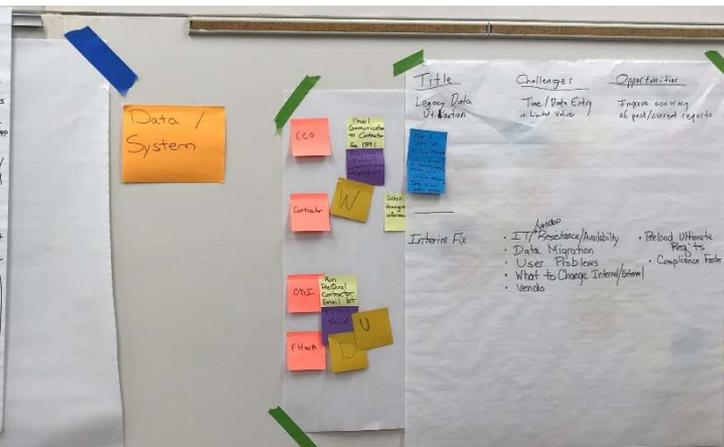
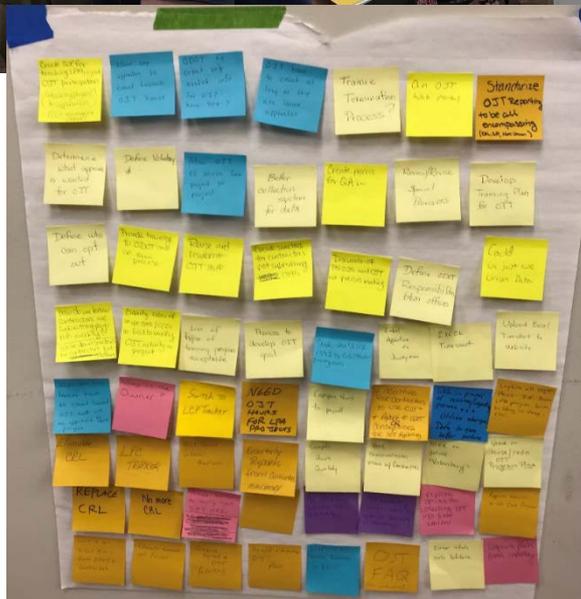
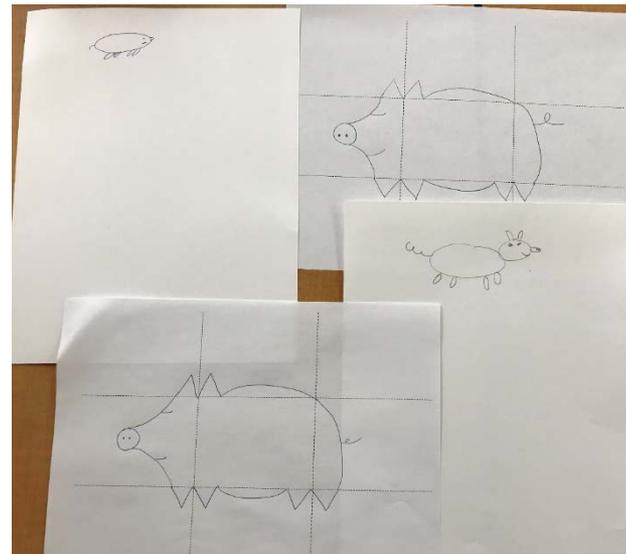
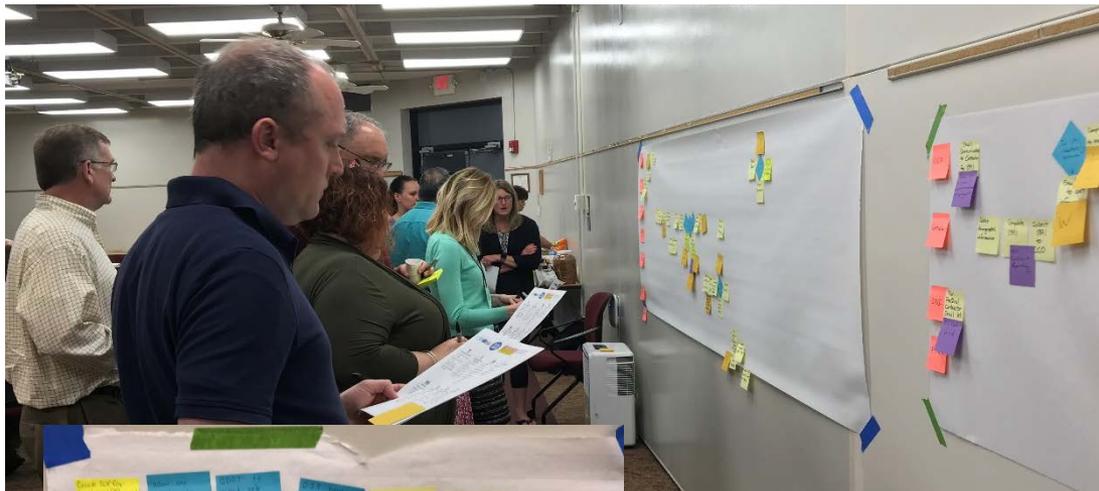
Identified Scope of Event, Suppliers, Inputs, Outputs and Customers

CURRENT STATE PROCESS MAP



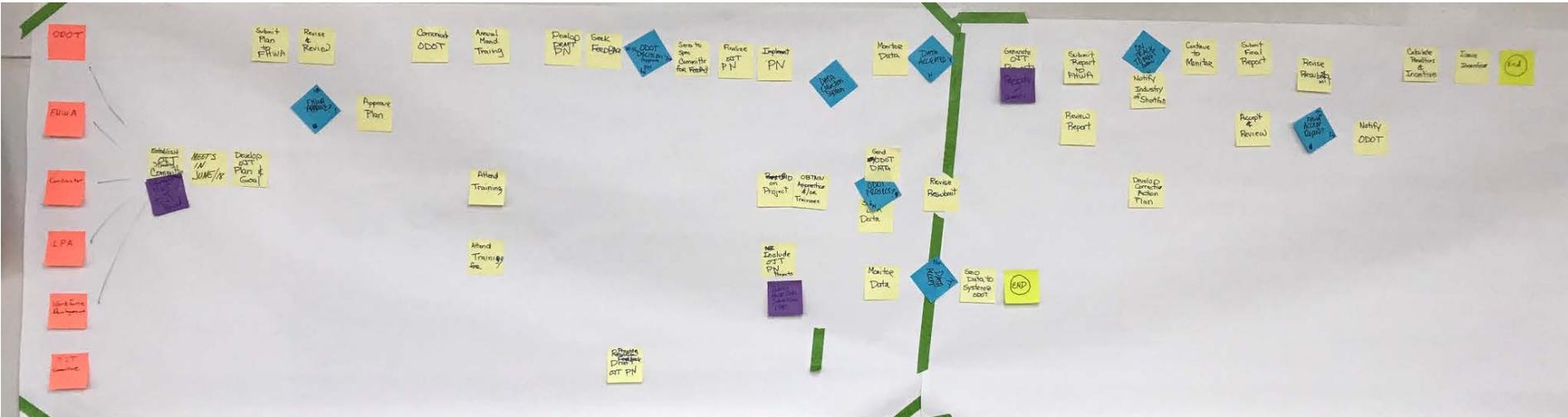
Team process mapped the current OJT process

LEAN TOOLS



TIM U WOOD, Standardization, Brainstorming (70+ ideas!), Challenges and Opportunities

FUTURE STATE



Team reported out on Future State



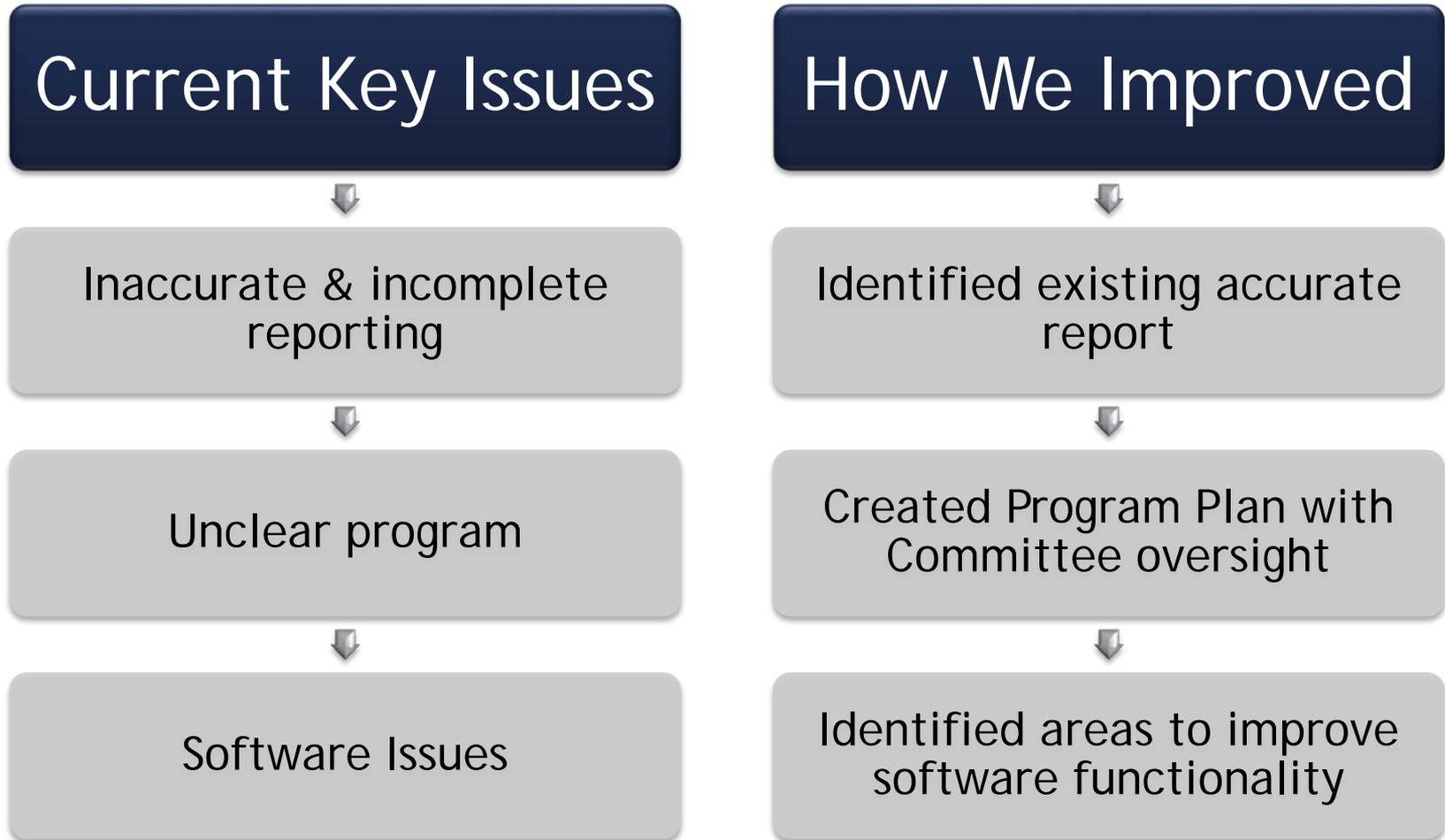
PROJECT METRICS

Measure	Before	After	Difference
Process Steps	26	37	11
Decisions	5	8	3
Handoffs	11	7	-4
Loop Backs	2	7	5
Waste Points	16	n/a	n/a

PROJECT BENEFITS - INTANGIBLE

- Identified what wasn't working
- Created OJT Committee
- Established a process that works
- Created stakeholder network/
right team invested in process

IMPROVEMENT SUMMARY



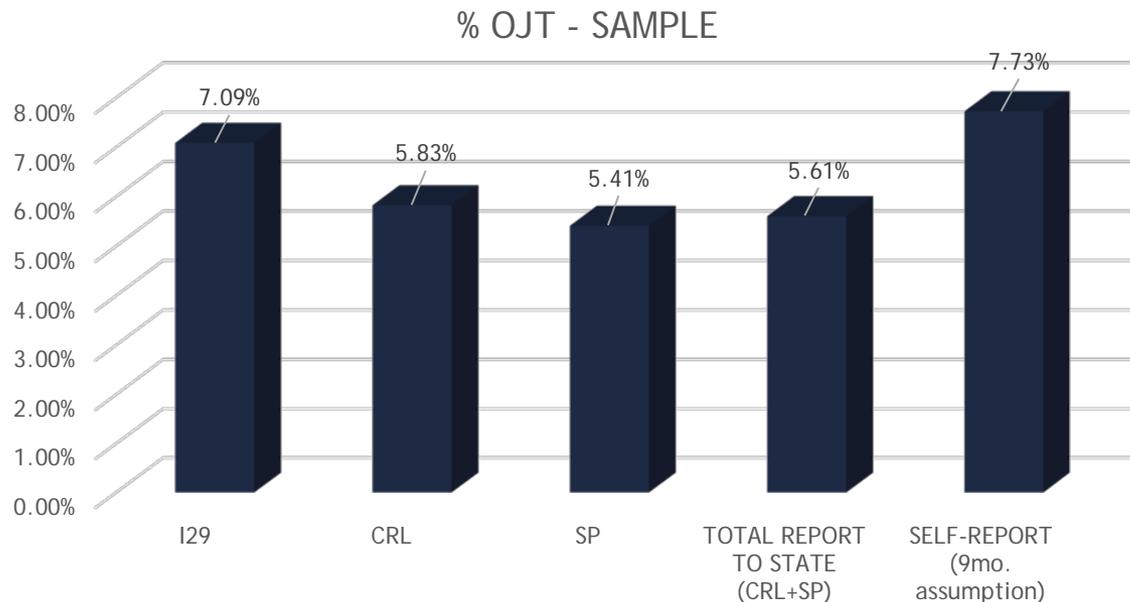
IMPLEMENTATION PLAN



Sub-committees created to work on Data, Workforce, and Goals

AS A RESULT

- Program Plan submission early October
- Defined Workforce
- ODI/Industry Communication
- ODOT = Best Practices
- Data Solution



SPECIAL *THANKS* TO...

Senior Leadership:

- Director Wray, Executive Director Dietrich

Sponsors:

- Jack Marchbanks, Lloyd MacAdam and Laurie Leffler, FHWA

Team Leaders:

- Lauren Purdy and Brad Jones

Subject Matter Experts:

- Mark Kelsey, City of Upper Arlington; Chris Engle, OCA

Customers:

- Kokosing, The Great Lakes Construction Co.

SPECIAL *THANKS* TO...

MEGHAN ALTIER - Mentor, Co-Facilitator, Champion

QUESTIONS



Last updated 9/26/2018