

LEANOhio Newsletter

July 2018

Welcome to the July edition of the LeanOhio Newsletter. This issue features a very important update about our Training Program and announces an exciting new partnership with the state's eLearning resource, Learning On Demand (LOD).

Also, be sure to check out this month's [interview with Lawissa Tidrick](#), a LeanOhio Black Belt at the Department of Health and find out how she applies Lean Six Sigma to improve processes while working as an IT Project Manager.

Congratulations to all the LeanOhio Boot Camp participants that completed their project and recently received their Camo Belt. Keep up the great work!



Front row from left: Domonique Rice, DYS; Mary Beatty, OOD; Wilma Perez-Rhone, BWC; Sheree Smoot-Johnson, BWC; Rachel Griffin, DYS; Brittany Schuch, EPA; Back row from left: Ravone McGeachy, BWC; Regina Curtis, DYS; Steve James, ODH; Rhonda Jackson, BWC; Brandi Robinson, ODH; Laura Vilensky, ODH; Rebecca Sandholdt, ODH; Amanda Hill, ODC; Ambur Banner, ODM

Training Update



We are excited to announce that LeanOhio has partnered with Learning On Demand and are now offering online LeanOhio Green Belt Certification training. LOD can be accessed via the new MyOhio portal. LOD supports development through innovative online learning tools and resources that can be accessed 24 hours a day, 7 days a week and is mobile ready.

A Lean Six Sigma Green Belt is an essential member of every project team. Whether you're tasked with leading projects or looking to expand your knowledge, this Lean Six Sigma Green Belt program will help you develop skills in process improvement tools, techniques, and applications. The training provides content on Six Sigma, with added focus on data and data analysis in order to promote objective problem-solving and decision-making.

This training is designed to meet the needs of state government employees and is aligned to the American Society of Quality (ASQ) Body of Knowledge. Completion of this coursework will assist employees toward achieving their LeanOhio Green Belt Certification.

The completion of LeanOhio Boot Camp and submission of an A3 will continue to be a prerequisite for Green Belt training. To earn a LeanOhio Green Belt Certification participants will still be required to complete a process improvement project using the DMAIC methodology and report out to the LeanOhio Network.

Learn more about eligibility and how to access the training by visiting:

<http://lean.ohio.gov/Training/OnlineGreenBeltTraining.aspx>

Lean Leader Spotlight

The LeanOhio Network is now over 1000 people strong and will continue to play a vital role as change leaders in state government. The LeanOhio Newsletter spotlights individuals, projects, and agencies that are experiencing success through their Lean programs. A portion of each newsletter focuses on these successes.



Lawissa Tidrick spent a large portion of her work history in the private sector with a manufacturing and distribution company. The company founded the promotional products industry over 100 years ago. As industry consolidations and the presence of technology increased, they were constantly reinventing themselves to keep up. She was introduced to six sigma tools and utilized process improvement tools to reduce inefficiencies within the administration departments.

Lawissa transferred to state employment with the Department of Health in July of 2004 and began using her experience from the private sector as opportunities came up but quickly realized that many tools she had experience with did not readily translate to use for public sector initiatives. "The lack of data

became daunting, and when LeanOhio was formed, I requested the chance to expand my process improvement background and signed up for LeanOhio Green Belt training.”

Lawissa was excited to start her Lean journey and grateful for the training that expanded her understanding of how process improvement tools could be relative for state government. “You could say that I drank the Kool-aid because I readily jumped at the chance to pursue my black belt.”

The entire Lean Leader Q & A with Lawissa can be viewed [here](#).

Featured Tool

– Vivian Rice, Department of Job and Family Services



Many tools and templates are available and can be used for implementing Lean Six Sigma in your agency. Each month we feature one tool and accompany a detailed description and visual to help explain the tool and its capabilities.



5S is simply defined as organizing a workplace to increase quality, identify waste, identify standard processes and to promote visual controls. Check out the [LeanOhio 5S YouTube video](#) to find out more about 5S and view an example of how it was applied at the Department of Administrative Services (DAS).

5S is typically the first Lean method which organizations implement. The tool encourages

employees to improve their working conditions and helps them to learn to reduce waste, unplanned downtime, and in-process inventory.

Network Resource

– Kameelah Guthridge, Bureau of Workers' Compensation



Many resources are readily accessible on the LeanOhio website and also available through other organizations. This section, “Network Resource,” features additional Lean resources to support your process improvement efforts.



Are you looking for additional resources to supplement your Lean Six Sigma training? If so, Juran’s website <https://www.juran.com> is a great resource! The Juran Institute, now known as Juran, was founded by Dr. Joseph Juran in 1979 to “Create a global community of practice to empower organizations and people to push beyond their limits.” Dr. Juran who is known as the father of quality, is one of the founding members of the American Society of Quality Control (ASQC) now known as the American Society of Quality and the U.S. Malcolm Baldrige National Quality Award Board of Overseers. He is well-known for creating the “Pareto

principle” (featured in our April newsletter), management theory, Juran trilogy, and transferring knowledge about quality between companies in the United States and Japan.

Dr. Juran has authored many books, which are still used today including: Managerial Breakthrough; Quality Control Handbook; Quality Planning and Analysis; Upper Management and Quality; Juran on Planning for Quality; and Management of Quality Control. Juran’s website has an array of free resources to assist agencies with improving performance:

- Monthly complimentary live webinars that cover various topics associated with process improvement;
- Free assessments to measure an organization’s effectiveness and efficiency, which includes a fitness score;
- A Quality Essentials App that helps business leaders achieve operational excellence;
- Case studies to share the work that Juran is doing;
- Webinars that cover various trending topics;
- White Papers that explain Juran’s philosophy and create awareness on quality, continuous improvement, and Lean Six Sigma topics;
- A Blog to assist with staying up to date on industry-relevant news, opinions, and expert advice;
- Press releases to share major events, activities, and news about Juran.

If you are interested in additional resources to supplement your LeanOhio training, consider Juran’s resources <https://www.juran.com/resources>.

Lean in the News

– Sara Molski, Department of Higher Education



As members of the LeanOhio Network, we know the great strides LeanOhio has made in implementing and influencing a culture of continuous improvement for the State of Ohio. Yet, the methodology is utilized at a vast number of organizations. This section, “Lean in the News”, features different organizations that utilize Lean Six Sigma for operational and continuous improvement and provide a brief overview of their use of the famous methodology.



Often when one thinks of July, you think of summer, sun, picnics, and fun. And when you think of the 4th of July, those same connotations come to mind. Yet, the 4th of July is a significant and monumental moment in American history. And history tells us that although this date of declaration was important, it was the years of war that followed that made the America we know today. From that very first war, America has taken pride in its military and armed forces who protect and serve our country. However, did you know that even the U.S. military uses Lean Six Sigma (LSS)?

According to 6sigma.us, the U.S. military has saved billions of dollars by utilizing LSS tools. And not only has LSS saved the U.S. military money, the tools have helped strengthen the effectiveness of our military. The military cannot afford to be inefficient. Inefficiency cost lives. As those of us in the LeanOhio network know, Lean Six Sigma is not only about saving or cutting costs, it is also about improving quality.

The U.S. Army specifically utilizes Lean Six Sigma tools due to the focus on measurement, statistical analysis, and post optimization process control. Here are a few examples of the U.S. Army’s use of LSS tools.

- In 2005, LSS was used by the U.S. Army Recruiting Command center in Fort Knox, Kentucky to cut recruitment times by using value stream mapping and analysis. After their efforts in looking at what truly brought value, the number of actions potential recruits were required to complete drastically reduced. This produced a more streamlined and efficient service.
- LSS tools have helped to improve military hardware maintenance operations. For example, at the Corpus Christi Army Depot, military personnel have the crucial task of overhauling Black Hawk and Apache engines. By implementing LSS tools, personnel have cut overhaul times while also improving the quality of the overhaul. Metrics show that the number of reworks has reduced by about 75%.
- The 96th Regional Readiness Command utilized LSS tools to cut deployment times down to 3 days from the original 30 days, which we know during a national security threat is a huge value.

According to 6sigma.us, “In 2006 the army took steps to engage Lean Six Sigma deployment army-wide. This is the largest science based training initiative ever deployed in the armed forces. It is also the most extensive Lean Six Sigma project ever launched with more than a million participants spread in numerous nations across the world.” More information is available at the following website: <https://www.6sigma.us/six-sigma-articles/big-role-for-lean-six-sigma-in-army/>.

ATTENTION LEANOHIO NETWORK VETERANS: If you have prior military service that involved Lean or Six Sigma, we want to hear from you! Please e-mail leanohio@das.ohio.gov and tell us in a sentence or two about how Lean was used during your particular military or other branch of service and compare it to how you currently use Lean in state government. We would like to compile a feature article in a future newsletter about the various ways Lean was and is currently being used by our veteran LeanOhio network members.

Network Opportunity

LeanOhio is seeking a fresh perspective for an upcoming Kaizen event with the Ohio Department of Transportation, Rail Development Commission. The event is scheduled for July 24-27, 2018 and will be held in the Rhodes building, room 1845. The fresh perspective is expected to attend all four days of the event and serve as a full-time member of the Kaizen team.

If interested, please e-mail Scot Burbacher at scot.burbacher@das.ohio.gov.

Upcoming Events

[LeanOhio Boot Camp](#) – July 17-20, 2018

[ODOT Rail Commission Kaizen Event](#) – July 24-27, 2018

[OSU COE Event](#) – July 27, 2018

[OSU COE Event](#) – August 8, 2018



“Every improvement begins with I.”

-- Arnold H. Glasow, *American businessman and humorist*



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Ideas or feedback? Please send to: leanohio@das.ohio.gov