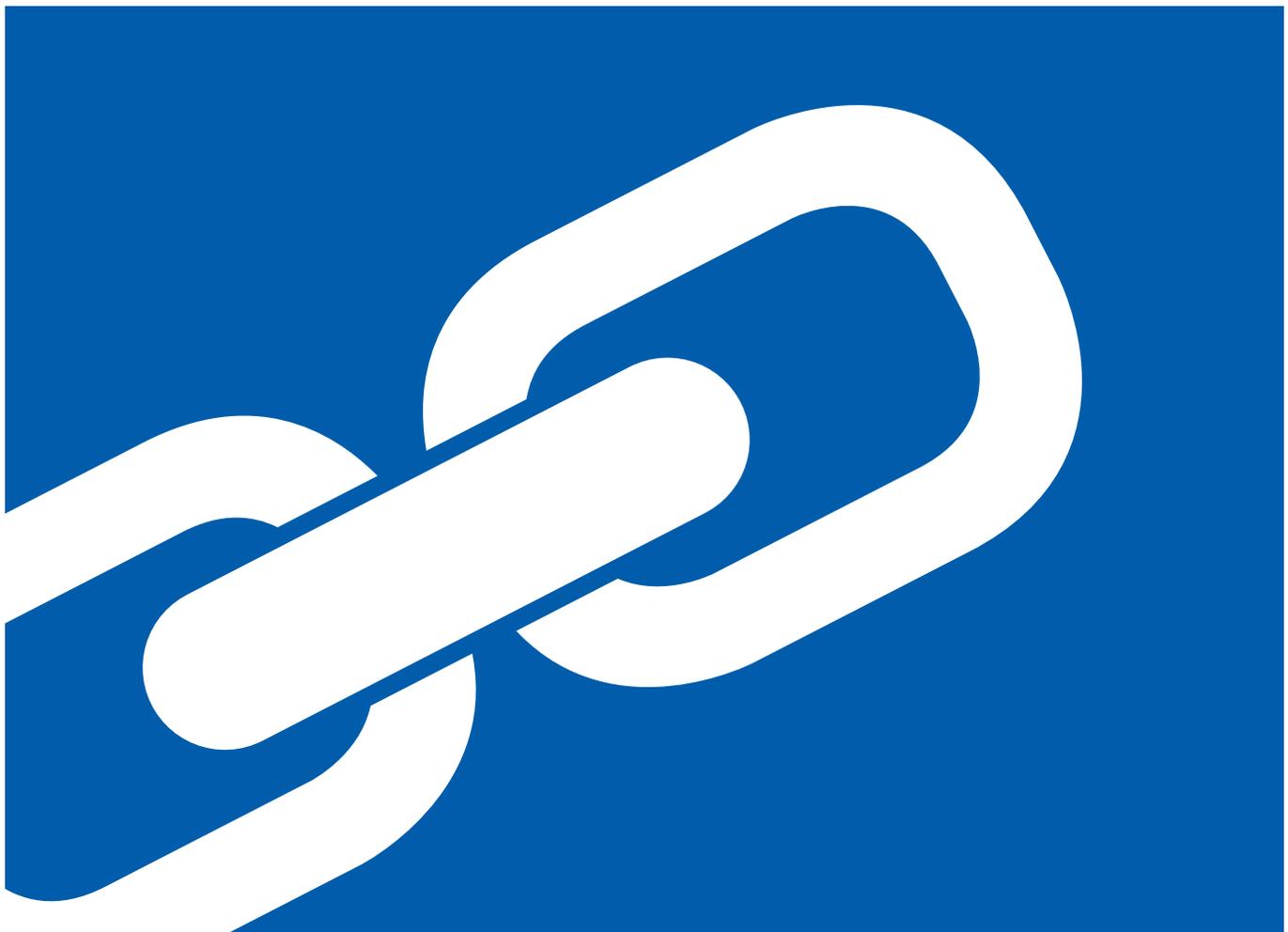


LeanOhio Lean Liaison Orientation Packet

A guide for Lean Liaisons to bring Lean Six Sigma to their agency



So they made you a Lean Liaison...

Now what?

This document is to be a helpful guide for current and new Lean Liaisons as they work to bring Lean Six Sigma to their agency. These materials are here to help you work with LeanOhio, those trained in your agency and your leadership. This document is often used as an orientation guide with new Lean Liaisons.

Items included:

- LeanOhio Mission
- LeanOhio Overview
- The Role of Agency Lean Liaison
- LeanOhio Website
 - LeanMatch
 - Lean Calendar
- Lean Liaison Quarterly Meetings
- Lean Six Sigma Project Report Outs
- Training
- Training Offerings
 - White Belt
 - Yellow Belt
 - Camo Belt
 - Green Belt
 - Black Belt
- Types of LeanOhio Projects
- Entrepreneur-in-Residence Program
- Lean Leader Development Program
- LeanOhio Newsletter
- LeanOhio Staff Contact List



LeanOhio Mission

The mission of LeanOhio is to make government services in Ohio simpler, faster, better, and less costly. Using the improvement methods of Lean and Six Sigma, Ohio's state agencies are cutting red tape, removing inefficiencies, improving customer service, and achieving measurable results.

The LeanOhio Network includes hundreds of state employees who have been involved in Kaizen events and other improvement projects. Many have earned Green Belt or Black Belt certification. The Network includes state employee unions and members who promote Lean, improve processes, and partner with the state to teach Lean tools and strategies.

Each state agency has a Lean Liaison. This ensures communication and coordination throughout state government. Liaisons identify improvement opportunities, engage agency staff in improvement efforts, and ensure that changes are implemented and sustained.

LeanOhio is coordinated by the LeanOhio Office, within the Ohio Department of Administrative Services. Office associates are Lean Six Sigma experts who serve as internal systems improvement consultants.

LeanOhio Overview

Major Process Improvement



Consultants from the LeanOhio Office lead major process-improvement events which include Belt projects, Lean Routines, Strategy Deployment, and Kaizen events. In 5-day Kaizen events, teams transform key processes – eliminating red tape, removing bottlenecks, reducing process time, strengthening service, and saving money.

lean.ohio.gov/results

Lean Six Sigma Consultation



LeanOhio consultants assist agencies in using Lean Six Sigma tools to find major improvement opportunities. This is accomplished through mistake-proofing forms, reorganizing the workspace, analyzing data, gathering feedback from customers, and more.

lean.ohio.gov/consult

Training and Development



The LeanOhio Office has a robust program of training, development, and mentoring. Offerings include White Belt Training (1.5 hrs), Yellow Belt Training (1 day), LeanOhio Boot Camp (4 days + project), Green Belt Training (8 days + project), and Black Belt Training (5 weeks + project).

lean.ohio.gov/training

LeanOhio Network



The LeanOhio Network unites State employees who have attended LeanOhio training. The group is over 1000 people strong, with more than 60 Black Belts and over 200 Green Belts. Among state governments, Ohio leads the nation with the most in-house Lean expertise.

lean.ohio.gov/network

Lean Leader Development Program



LLDP provides high-potential state employees with an immersive experience of advanced learning, practice, and knowledge transfer back to their agencies. Participants work in-house with the LeanOhio team for up to 3 months strengthening their skills around process improvement.

lean.ohio.gov/EIR

Improvement Resources



To power new thinking and higher levels of improvement, the LeanOhio Office routinely adds to its library of improvement resources.

lean.ohio.gov/resources.aspx

The Role of the **AGENCY LEAN LIAISON**

Each Cabinet agency has a Lean Liaison. This person fills an essential role that involves sharing information about Lean, promoting its use, coordinating agency Lean activities, serving as a link to the LeanOhio Office, and more. The full role is described below.

Throughout the AGENCY

- Communicate what Lean is all about and how it's making state government simpler, faster, better, and less costly. Your agency communications can include:
 - How Lean and Six Sigma are being used in the agency
 - Success stories, measurable results
 - Training opportunities
- Promote and coordinate Lean training of agency staff.
- Publicly recognize those individuals who are using Lean to effect change and achieve results.

With the AGENCY'S DIRECTOR AND SENIOR STAFF

- Promote a plan for advancing Lean in the agency. Keep it updated to ensure ongoing progress.
- Keep leadership informed of Lean activities inside the agency, in other agencies, and statewide.
- Promptly fill requests when senior staff ask for Lean-related information.
- Provide guidance to ensure that projects align with agency goals.
- Encourage leadership to recognize people who are putting Lean to work.

With BELT-TRAINED COLLEAGUES

- Promote training opportunities.
- Work closely with your agency's embedded LSS Belts to ensure their expertise is fully utilized.
- Ensure that all Belt-trained staff are identifying, starting, and completing projects.
- Provide needed support, especially when trained colleagues are working on their first projects.
- Recognize colleagues as they move from learning Lean to using Lean and achieving results.
- (If the agency's embedded Black Belt is not also the Liaison, the Black Belt can assist with all of the above.)

With PROJECT SPONSORS

- Team up with the LeanOhio Office to guide the scoping process so that improvement projects are set up for success.

With TEAMS AND TEAM LEADERS

- Ensure that projects are facilitated by Lean-trained staff. (For instance, every Kaizen event needs at least two experienced Kaizen practitioners.)
- As projects unfold, answer questions relating to the improvement process – or find people who can.
- After events, follow up with teams and attend update meetings to ensure implementation and sustained results.

With the LEANOHIO OFFICE

- Serve as the link between the LeanOhio Office and agency leadership.
- Know what's available from the LeanOhio Office, and put the resources to work. (Go to lean.ohio.gov for guides, tools, and more.)
- Contact the LeanOhio Office for help with planning, prioritizing, and implementation.
- Request help with big Lean Six Sigma projects.
- Submit key Lean-related agency measures, which are used to calculate statewide results.
- Following major improvement events and projects, submit key info and before/after data.

LeanOhio Website

The LeanOhio website: lean.ohio.gov is full of additional resources including: results from events and projects, headlines, additional information on training, one pagers, network links and LeanOhio calendars. We strongly encourage you to visit the website for new information and resources you can use to make your agency better!

lean.ohio.gov

LeanMatch

The website also features LeanMatch where upcoming trainings, projects, and improvement events that call for Lean know-how are listed. It is a place for those in the network that have participated in LeanOhio training, and be matched for events or projects that need additional resources. If you have anything that you would like to be placed on the LeanMatch board please contact your Agency Connector. Click here to view current LeanMatch opportunities:

lean.ohio.gov/match

Calendar

The online calendar features scheduled Lean Six Sigma trainings, Kaizen Events and other upcoming LeanOhio events. Click here for a preview of scheduled events:

lean.ohio.gov/Calendar



LEAN LIAISON ROLE IN BRIEF:

- Communicate and promote Lean
- Coordinate activities
- Provide guidance
- Support projects
- Track and report results
- Recognize and celebrate success
- Build bonds with the LeanOhio Office and with other Liaisons
- Keep learning and growing

Lean Liaison QUARTERLY MEETINGS

Lean Liaison Meetings are conducted quarterly in order to communicate updates and new initiatives to the network through the Lean Liaisons and Black Belts. These meetings give time for Lean Liaisons to meet with their peers from other agencies and your agency connector. If you need to know who is currently trained in your agency you can check out the Network page on the LeanOhio website.

Lean Six Sigma PROJECT REPORT OUTS

Green Belt and Black Belt candidates report out on their projects quarterly at the Lean Six Sigma Report Outs. These events are designed to give current Belt candidates an opportunity to present their project status to their management, champions, and peers. We encourage everyone interested in the Lean Six Sigma methodology, or those who have a vested interest in the current projects, to attend.



TRAINING



White Belt Training

White Belt training is an online training session that introduces participants to core Lean Six Sigma concepts. It shifts mindsets from tolerating process problems to addressing those problems and seeking solutions - while pointing the way to improvement opportunities and building interest in furthering people's Lean learning.

Length: 1.5 hours



Yellow Belt Training

Yellow Belt training is an introductory course for learning about Lean thinking and how it can be used to make daily improvements in the workplace. The training will focus on providing tools for attaining and sustaining awareness around Lean Daily Management.

Length: 1 day • Participants receive a Yellow Belt pin



LeanOhio Boot Camp: Transforming the Public Sector

LeanOhio Boot Camp is an intensive week-long training that gets people learning and using Lean methods and tools. The entire program is tailored to the public-sector workplace and public-sector processes. This is practical training aimed at generating results. Participants will be able to use their new knowledge and skills immediately – to make government simpler, faster, better, and less costly.

Length: 4 days + Project

Belt earned: Camo (after completing project)



Green Belt Training

Green Belt training serves as the foundation for learning about Lean and Six Sigma, and about practical process improvement tools, techniques, and applications for overall improvements in the workplace. Participants are required to apply the knowledge and skills back in their agencies for process improvement projects, and to collaborate and mentor with other employees in the agency networks.

Length: 4 additional days or [online](#) + Project (Boot Camp is a prerequisite)

Belt earned: Green (after completing project and presenting to network)



Black Belt Training

Black Belt training is an additional three weeks (extending over a number of months) focused on advanced Lean and Six Sigma principles and tools. A full week focuses on how to scope and conduct a Kaizen event.

Length: 3 additional weeks (Green Belt is a prerequisite)

Belt earned: Black (after completing project and presenting to network)

TYPES OF PROJECTS



Kaizen Events

In a typical Kaizen event, team members meet for five straight days to overhaul a core work process. Their week begins with just-in-time training in the Kaizen methodology. Then they map out the current state of the process, analyzing every step to find all forms of waste: overprocessing, delays, loopbacks, handoffs, excessive inventory, defects, and so on. They use their findings to develop a new process that is simpler, faster, better, and more cost-effective. Action plans address all aspects of implementation, including training and communication.



Value Stream Mapping

Value stream mapping helps visualize and resolve disconnects, redundancies, and gaps in your value delivery system. More than merely a tool to eliminate operational waste, value stream mapping is a highly effective means to transform leadership thinking, define strategy and priorities, and create customer-centric work flow



Strategic Planning / Strategy Deployment

Organization to develop its direction and allocate resources to support that direction



Lean Routine

Lean Routine is taking elements employed in a Kaizen and/or other Lean Tools and using them on smaller sub-processes



DMAIC

Define, Measure, Analyze, Improve and Control: is a structured problem-solving method where each phase builds on the previous one, with the goal of long term solutions. These projects are data driven and are often used when process is in control/stable but needs further improvement.



PDCA

The Plan, Do, Check, Act cycle is a simple standardized method for making improvements. It is repeatable and consistent and serves as the fundamental model for all other improvement methods. The PDCA cycle should be repeated again and again for continuous improvement.



Entrepreneur in Residence

In September 2015, three executives from small business participated in the Entrepreneur-in-Residence Program (EIR). Led by the LeanOhio office, the pilot program aims to strengthen the connection between small business and state government.

During their year-long participation in the program, EIRs and their businesses gain experience and tools from leaders in process improvement. The state gains insights into private-sector best practices and challenges -- while learning ways to make government more responsive to the needs of small business. lean.ohio.gov/eir



Lean Leader Development Program

The Lean Leader Development Program (LLDP) provides high-potential state employees with an immersive experience of advanced learning, practice, and knowledge transfer back to their agencies. Participants work in-house with the LeanOhio team strengthening their skills around process improvement. lean.ohio.gov/lldp

LLDP participants team up with LeanOhio and focus on four major areas:

- 1) Scoping and facilitating major process improvement events
- 2) Conducting training for Lean learners at other agencies
- 3) Building a resource or other deliverable to support statewide Lean Six Sigma efforts
- 4) Developing a strategy aimed at further strengthening the Lean Six Sigma capacity in state government

LeanOhio Newsletter

The LeanOhio Newsletter is designed specifically for the LeanOhio Network and was started in 2018 to provide a way to better share results and also provide technical tips, useful resources and upcoming events occurring at LeanOhio, as well as all over the state with our partner agencies, boards, and commissions. The Newsletter provides updates on how other organizations are succeeding with Lean initiatives in Ohio and around the country.

The LeanOhio Network is over 1000 people strong and will continue to play a vital role as change leaders in state government. The Newsletter strives to keep the network engaged and spotlights individuals and agencies experiencing success and generating results through their continuous improvement programs.

lean.ohio.gov/LeanOhioNewsletter



Contact List

lean.ohio.gov/Services/MeettheLeanOhioTeam

Michael Buerger

Administrator, LeanOhio

Michael.T.Buerger@das.ohio.gov

614-466-6023

Scot Burbacher

System Improvement Consultant, LeanOhio

Scot.Burbacher@das.ohio.gov

614-728-8411

Julie Finnegan

System Improvement Consultant, LeanOhio

julianne.finnegan@das.ohio.gov

614-466-6022

