



Day 4

Simpler, Faster, Better, Less Costly - Lean.Ohio.gov

DAY FOUR

PROCESS REDESIGN AND IMPLEMENTATION

Day #4



What We Will Cover

- Making the Future State Happen
- Implementation Plans and Tools
- DoP Simulation
- Measures of Success
- Taking Lean Back to your Workplace
- Change Management
- Show What You Know
- Certificates

LEAN IN ACTION: SARTA

Stark Area Regional Transit Authority



STARK AREA REGIONAL TRANSIT AUTHORITY

SARTA provides over 2.8 million rides a year in Stark County through Fixed Route, Proline and Medicaid Services. Our goal is to ensure that Stark County residents including disabled individuals, seniors, veterans, commuters and students have access to a quality transportation system that is both reliable and affordable.

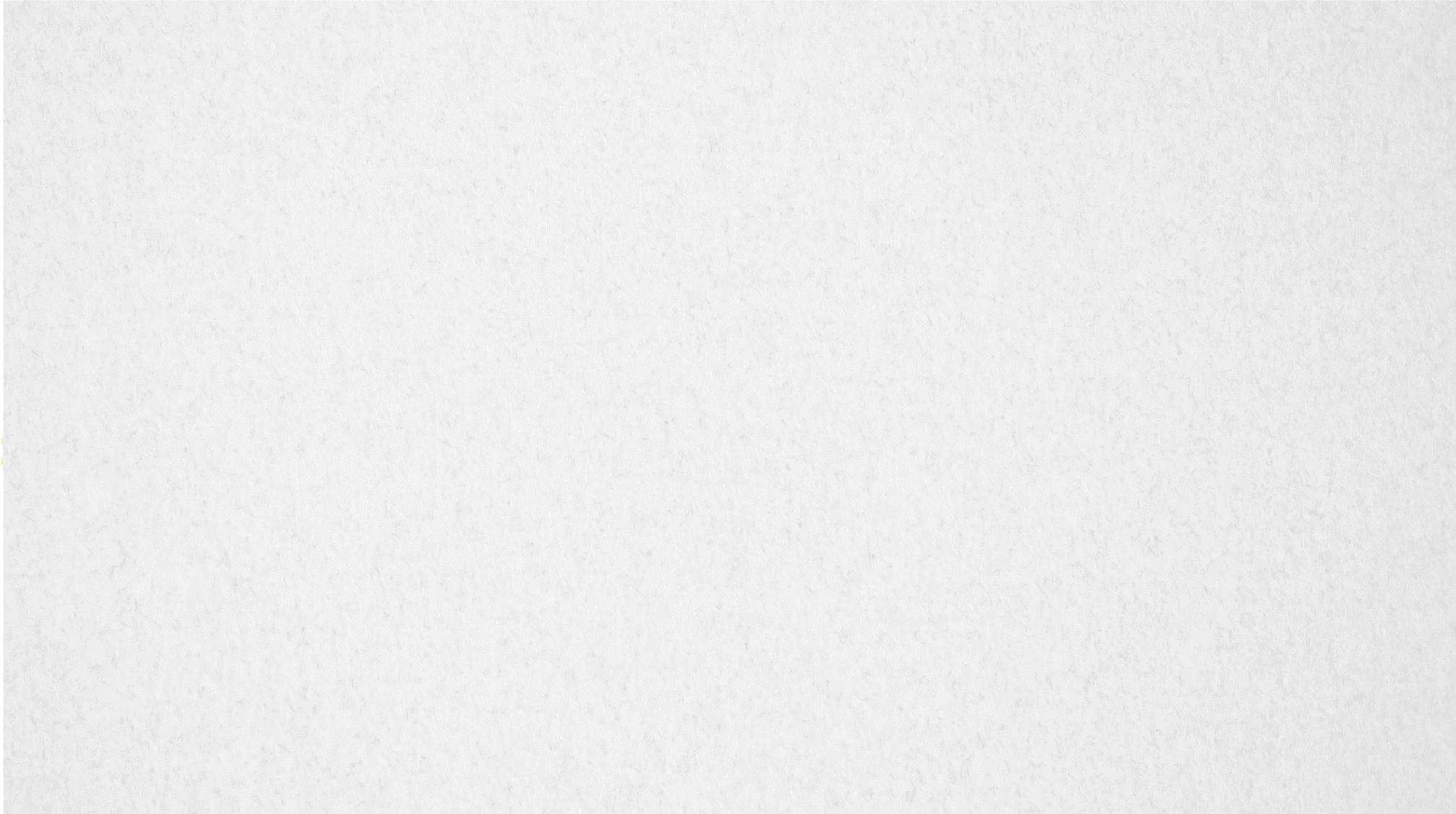
SARTA is funded by a one-quarter of one percent sales tax (.25 or 1/4%). So, every time you purchase an item that has a sales tax, one-quarter of one percent is sent to SARTA.

The sales tax revenue SARTA receives covers approximately 80% of our operating expenses. The remaining 20% is funded from fares paid by the riders, SARTA's contracts (Contract Services) with various agencies and Federal, State or Local grants.

Every five years SARTA must renew the one-quarter of one percent sales tax. Without the sales tax revenue, SARTA would not be able to provide quality, reliable transportation to Stark County residents.

VIDEO:
SARTA

PLAY TIME:
6 mins





WHERE ARE WE NOW?

COMPLETED

PLAN

- Identify the problem
- Determine current state
- Establish goals
- Analyze the problem
- Determine best improvements

TODAY

DO

- Plan the test of improvements
- Implement test solution

CHECK

- Check/study results of the test

NEXT

ACT

- Adopt, Adapt, or Abandon
- Monitor results
- Tell Your story



Getting To The Future State: Implementation Planning

GETTING TO FUTURE STATE



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IMPLEMENTATION PLANNING

- Critical to assuring success of the improvement project
- May need a designated project manager
- Communication planning and change management are essential



IMPLEMENTATION PITFALLS

- Having a plan simply for plans sake – putting it on the shelf
- Not having the right people involved
- Unrealistic goals or lack of resources
- Lack of leadership/sponsor support
- No accountability or follow-through
- Unwillingness or inability to change
- Not communicating early and often!

IMPLEMENTATION PLANNING: ACTION REGISTERS

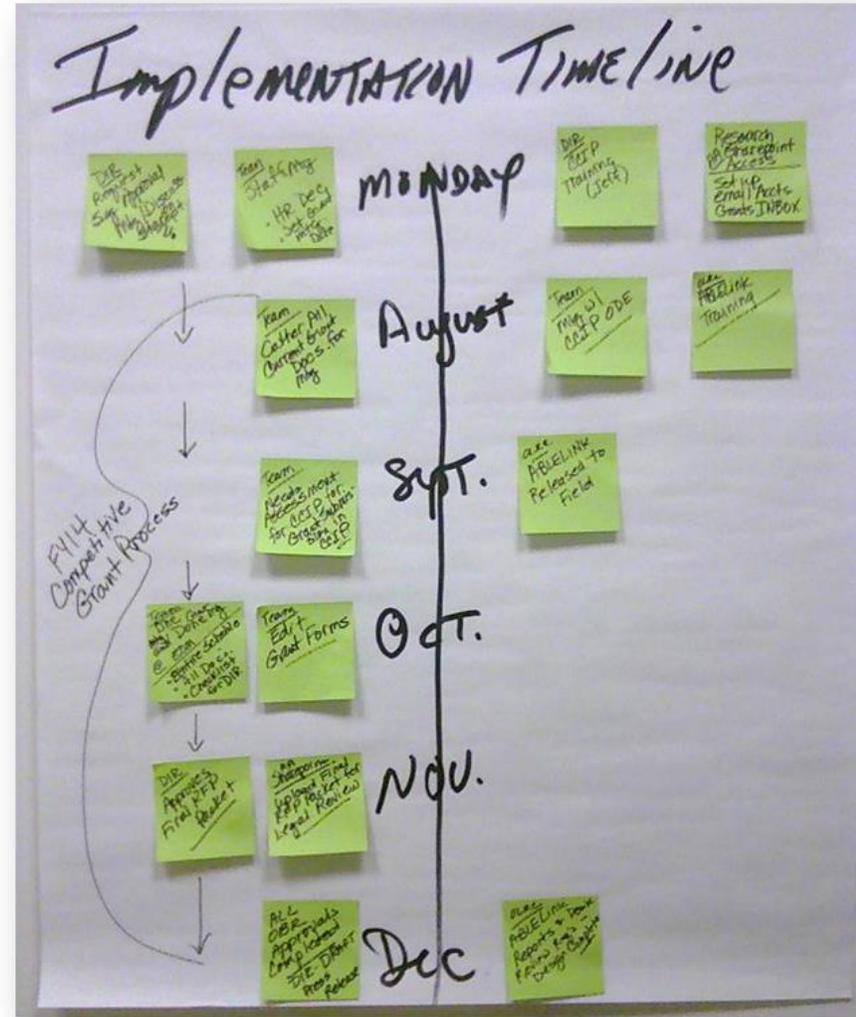
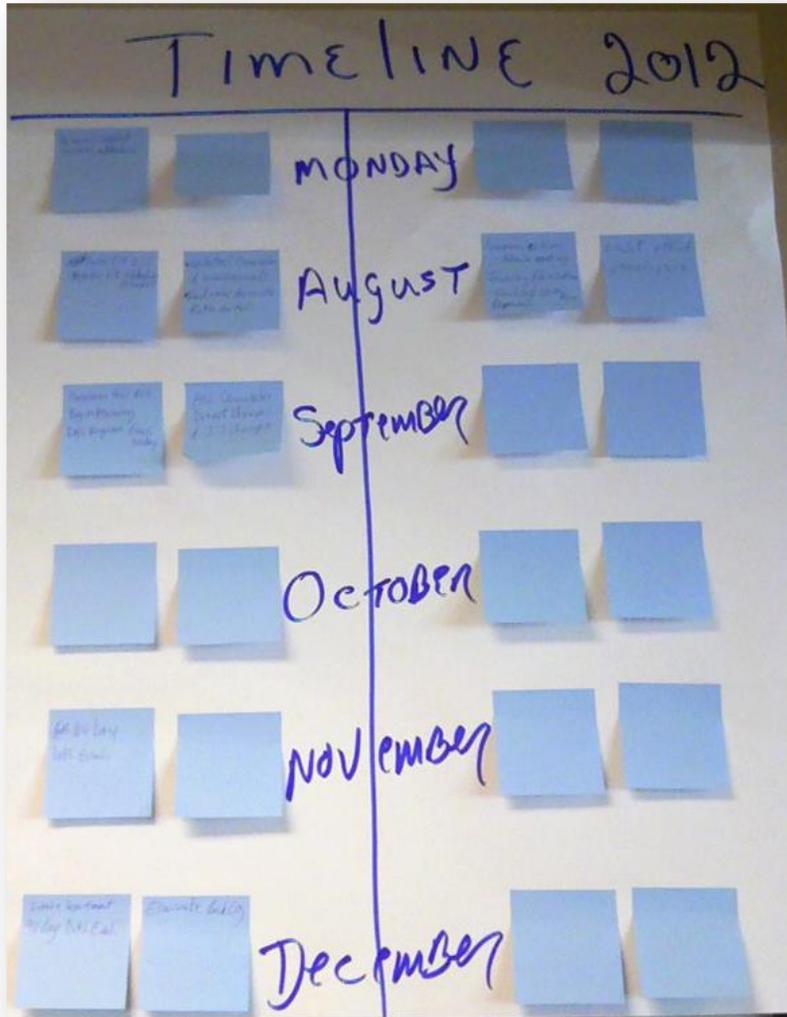
COMMUNICATION

<u>WHAT</u>	<u>WHO</u>	<u>WHEN</u>
1 CHECKLIST - LETTER TO OAKS & TOS WEBSITE - EMAIL TO CFO'S	Jennifer B. AGENCY	9/24/12
LETTER & CHECKLIST VIA EMAIL	Nike Frasca TOS/INTERNAL	9/24/12
LETTER & CHECKLIST VIA EMAIL	Jennifer B./Nike Frasca AUDITOR OF STATE	9/24
LETTER & CHECKLIST ON OAKS WEBSITE	Jennifer B./Nike Frasca IT - Vicki Arthur-Turn OIBM/OAKS	9/24

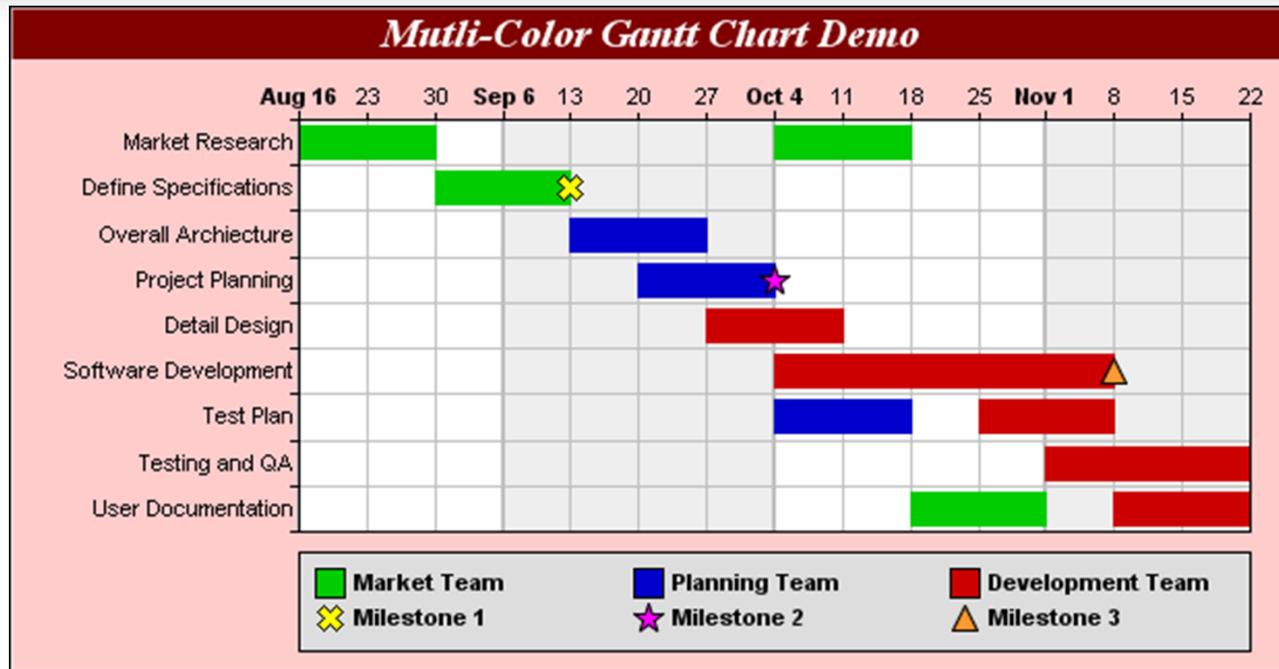
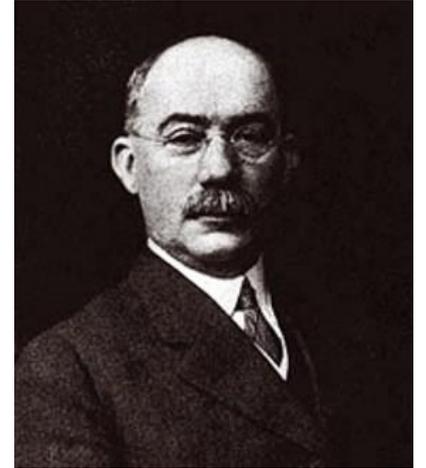
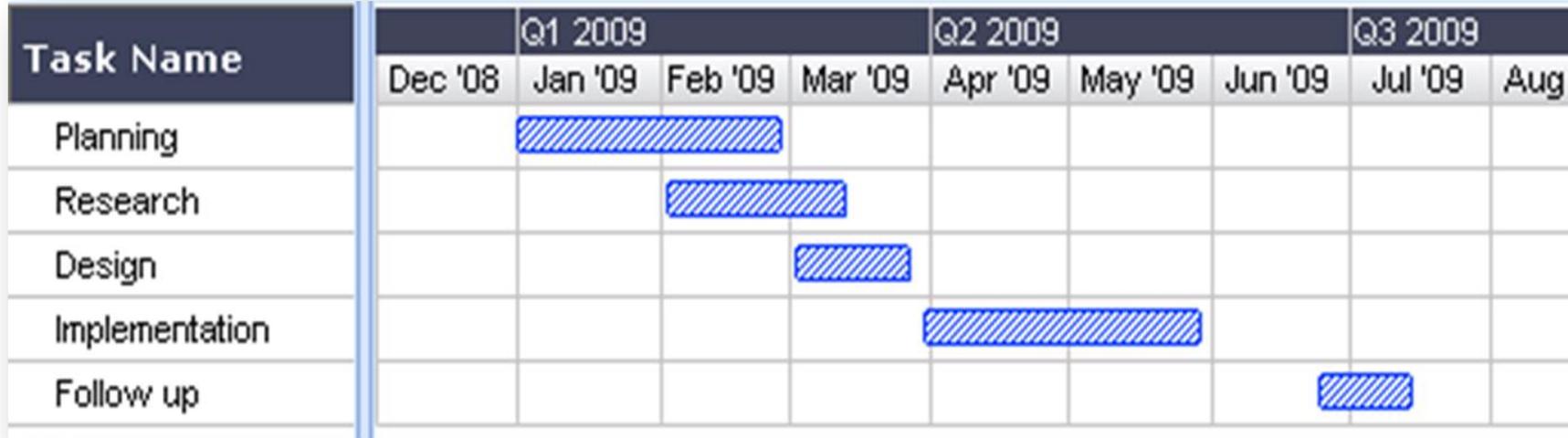
Communications/Training

<u>What</u>	<u>Who</u>	<u>When</u>
Report Out	G. Calcara	1 week
New Process Map. (Visio) .pdf	G. Calcara	now/1 day
Current Map	N. Trombley	1 week
Report Out Doc	R. Martuski	by report out
Marketing Plan	T. Walker	2 weeks
Training Plan + Training	internal { R. Wiley K. Clouse/N. Green D. Hennessy external { L. Jones T. Walker guidelines "docs" any other "docs" for customer	8 wks 6 wks

TIMELINE TREE



GANTT CHART



DOP ACTIVITY: DEVELOPING FUTURE STATE

All Clean Sheet Groups Form 1 Team

- Develop 1 Future State: Build Consensus and Map it
- Implementation planning – without technology
 - Create action registers (at least one)
 - Create any new forms or letters or job descriptions
 - Prepare training instructions (Standard work)
 - Design “office space”
 - Do a trial run of your new process
- A3 – start the team’s A3



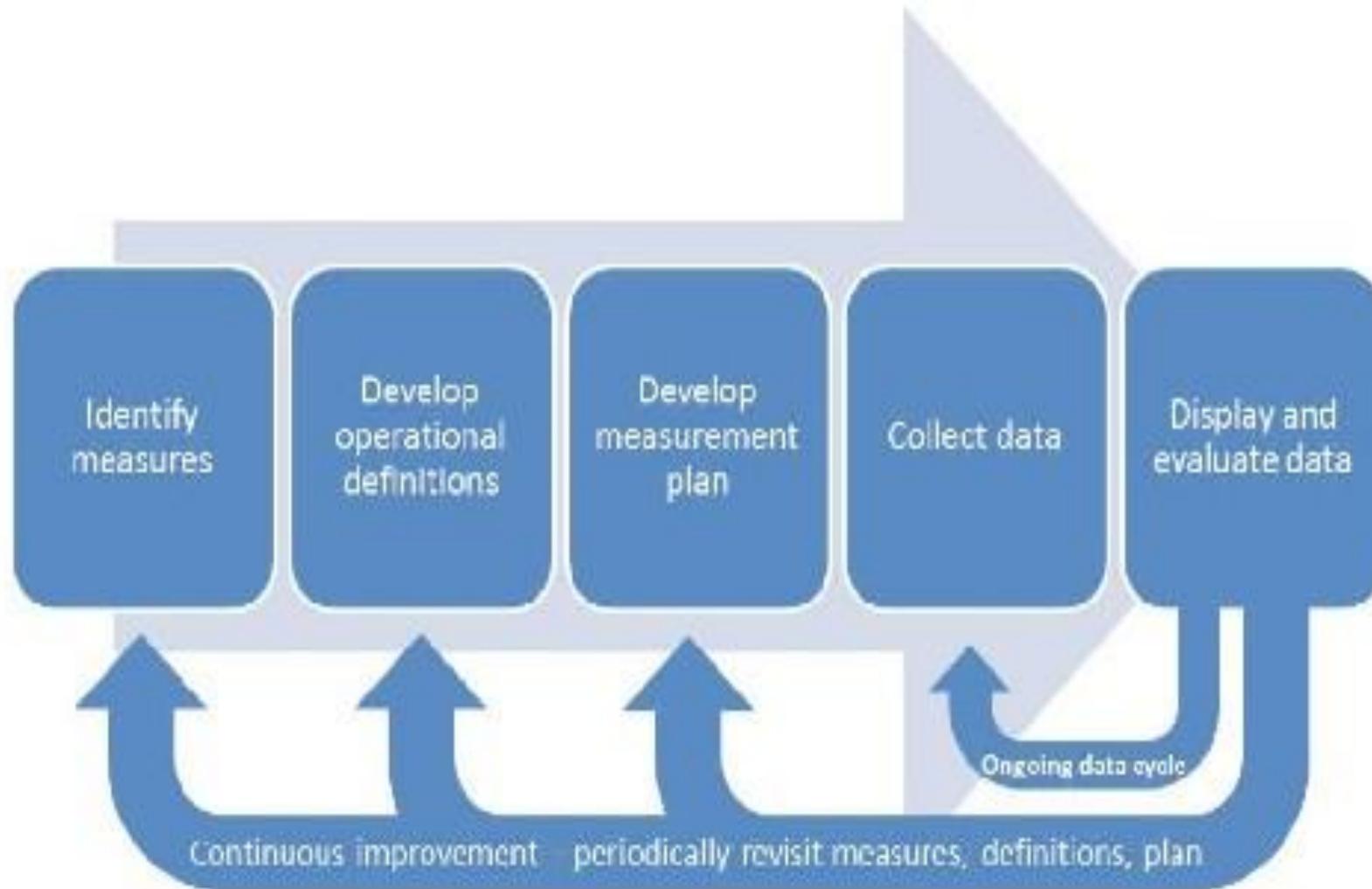
Measures of Success

MEASURES OF SUCCESS

*

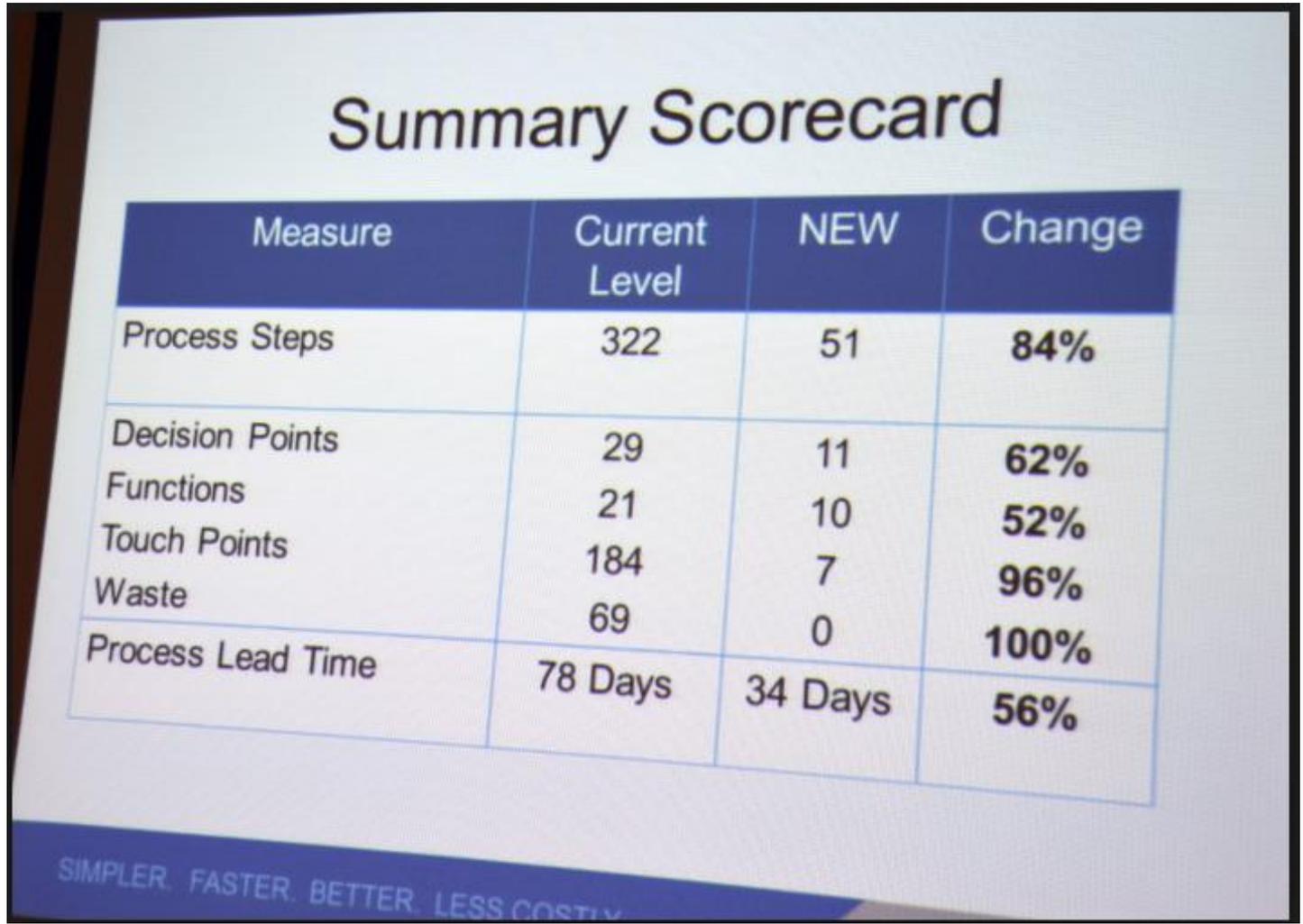


DATA AND MEASUREMENT



SCORE CARD

Documents measurable success in improvement projects. Lean Ohio tracks simpler, faster, better, and less costly.



Summary Scorecard

Measure	Current Level	NEW	Change
Process Steps	322	51	84%
Decision Points	29	11	62%
Functions	21	10	52%
Touch Points	184	7	96%
Waste	69	0	100%
Process Lead Time	78 Days	34 Days	56%

SIMPLER. FASTER. BETTER. LESS COSTLY.

SIMPLER: CURRENT/ FUTURE STEPS



SIMPLER: REDUCTION IN STEPS

$$183 - 26 = 157$$

CURRENT STEPS

FUTURE STEPS

REDUCTION IN STEPS

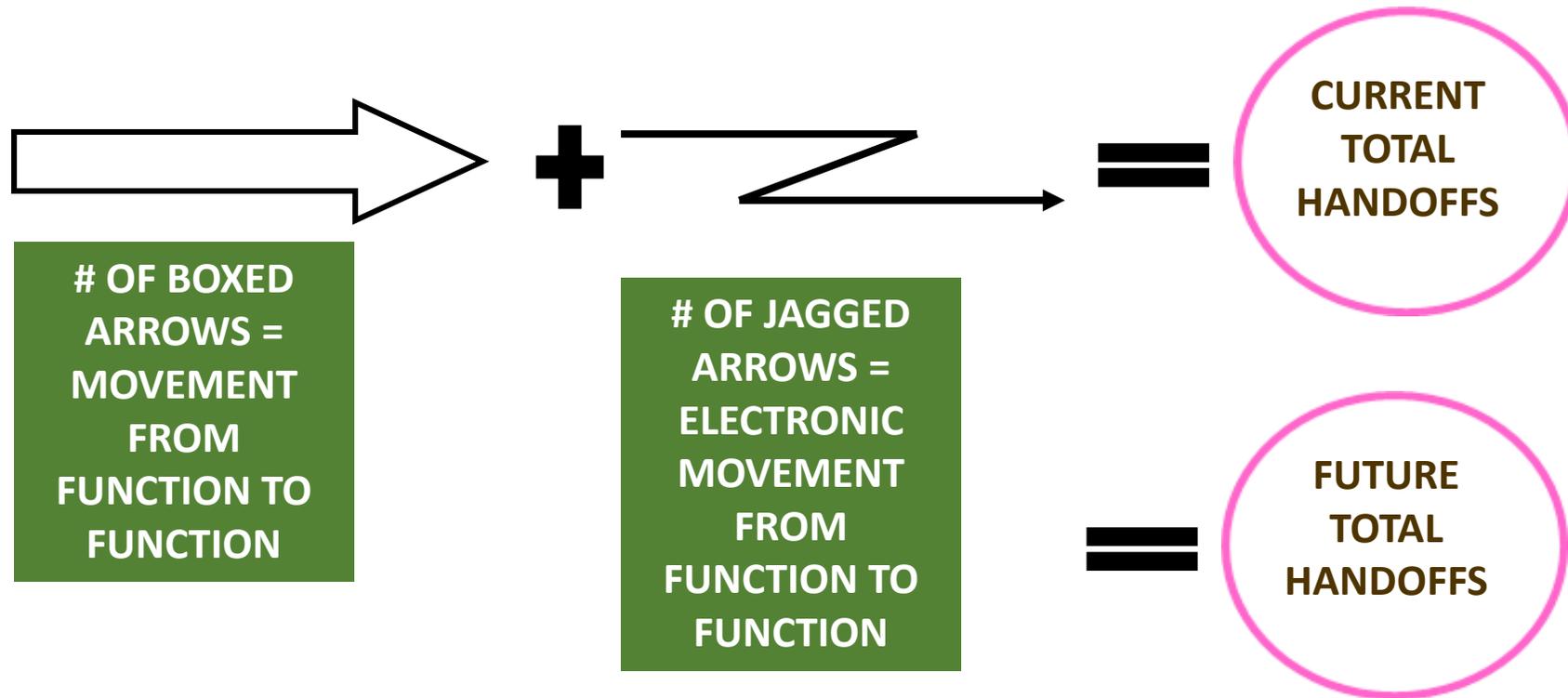
$$157/183 = 85.7\%$$

REDUCTION IN STEPS

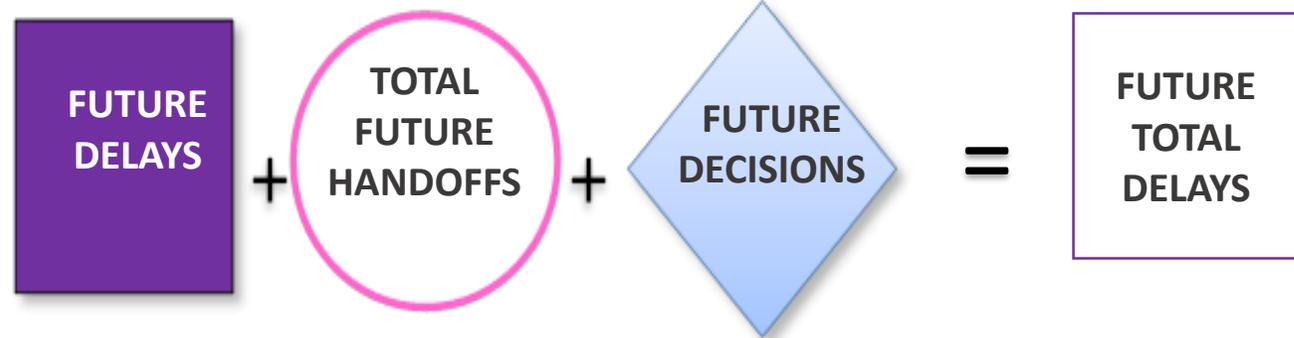
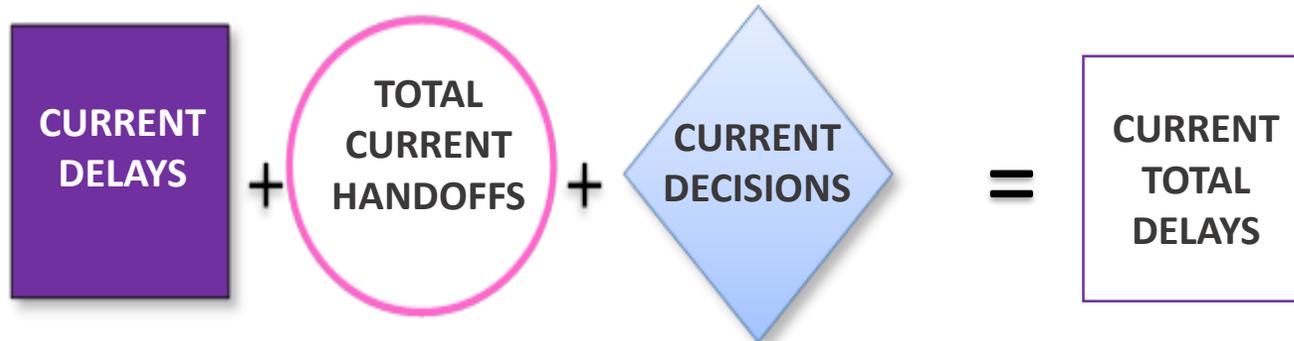
CURRENT STEPS

% REDUCTION IN STEPS

Simpler: Total Handoffs



SIMPLER: TOTAL DELAYS



FASTER:



FASTER

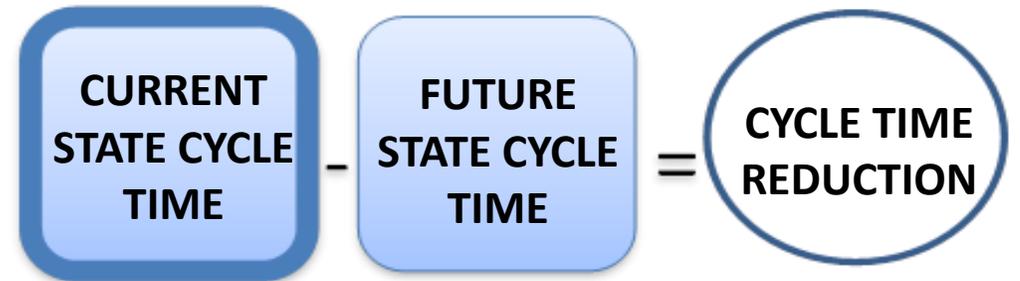
Lead Time:

The time gap between when a customer request is placed for a product/service and when it is delivered. Lead times vary by process and may even vary for the same process in different situations, like during renewal periods, seasonal demand, etc.

Cycle Time:

The time elapsed from the start to the end (one cycle) of an operation. It is the time taken to complete processing of a single unit of a product/transaction and includes the time consumed by all activities within the process area including product/service creation or transformation, wait time, transportation, and rework.

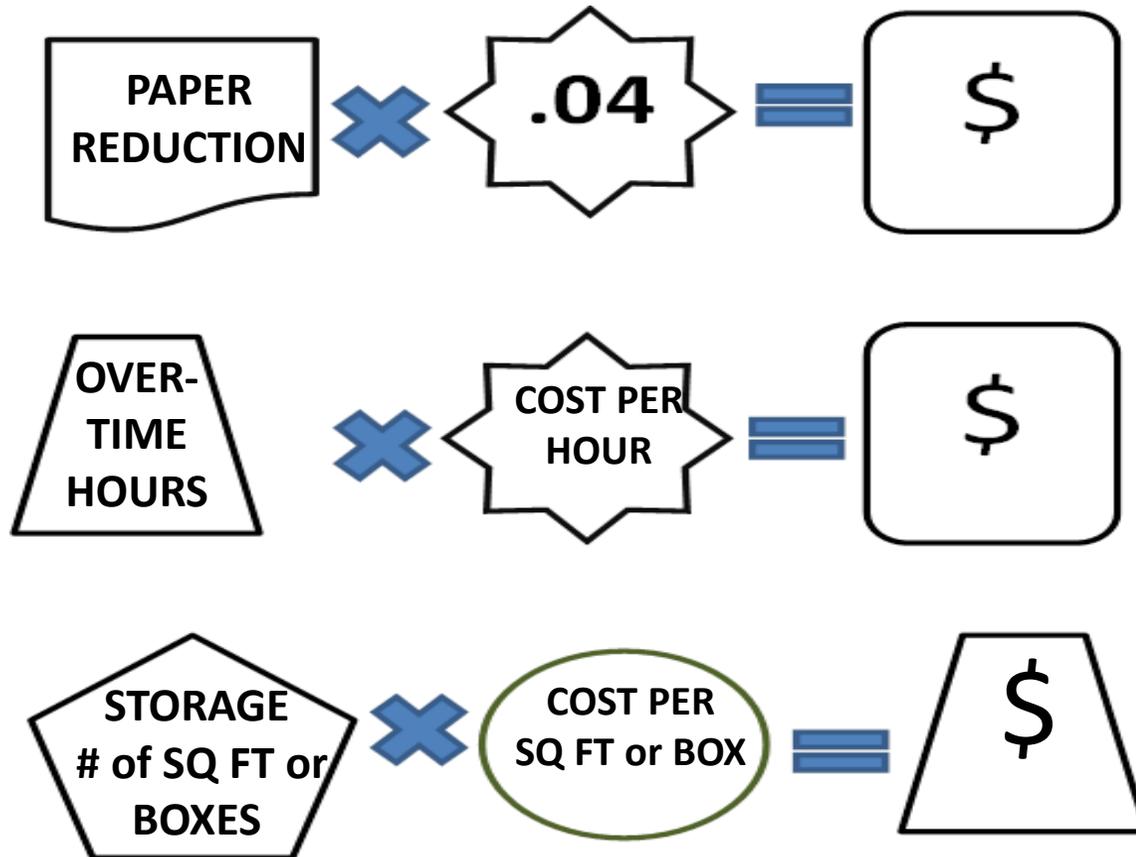
FASTER: LEAD/CYCLE TIME REDUCTION



BETTER: IMPACT ON CUSTOMERS

- Ohio's state agencies will process purchase orders 77% faster, resulting in quicker delivery of commodities used for daily operations
- Energy Assistance Clients will receive credits for utility bills up to 12 weeks faster – keeping the lights on!
- Ohio mental health clients will now have better access to Health Home services to improve their care and quality of life

LESS COSTLY: POTENTIAL SAVINGS



LESS COSTLY

*

- **Cost avoidance** – won't need to hire additional staff/ won't need layoffs (unemployment costs)
- **Direct savings** – reduction in overtime, office supplies, rent, travel costs, postage, equipment
- **Redirect staff time** to other projects

CAUTION



It is imperative that you document how cost savings were calculated. Also, share your findings with the leadership team and/or finance area before you report-out.

DOP: CALCULATE IMPROVEMENTS

- In your DOP groups calculate the **Current State and Future State Score Card** for your DOP Group

Measure	Current State	Future State	Change
Process Steps			%
Decision Points			%
Handoffs			%
Delays			%
Waste Points			%
Process Lead Time			%

VISUAL MANAGEMENT: A DASHBOARD...

- Is a concise visual indicator that displays:
 - clear, measureable and valid metrics for each objective,
 - targets for each metric,
 - the status of each metric
- Provides feedback on how you are doing on your journey
- Uses charts to tell stories, evaluate alternatives, understand trends or find-out if everything is normal

DASHBOARD – VISUAL MANAGEMENT



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DASHBOARD: OHIO SHARED SERVICES

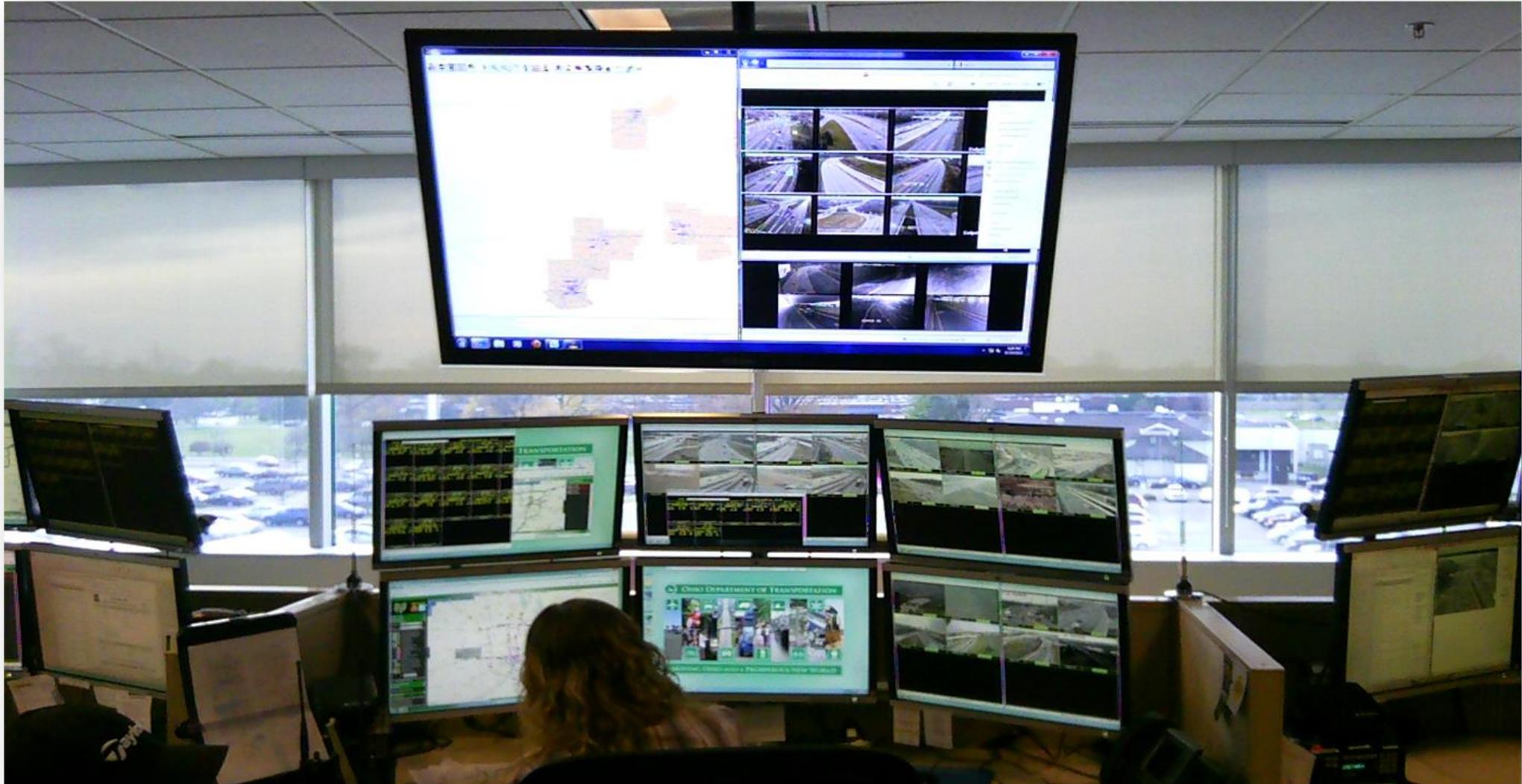


Customer Service Center

Uses monitors for tracking:

1. Employee 'status' – available, not available
2. Current customers in queue
3. Longest current 'hold' time

DASHBOARD: OHIO DOT



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DASHBOARD

When implementing an improvement, develop your dashboard. Determine:

- what measures are needed to track on-going progress
- how to make those measures visible
- how often data will be reported



DASHBOARD

Topic	This Month (Sept.)	2013 to Date	2013 Annual Goals	Status	Total Since 1/1/11
Major Kaizen Events/ 3P's facilitated by DAS:	2	14	12	ahead	41
Average percent of process steps eliminated:	N/A	73.7%	50%	ahead	58%
Percent lead time in processes reduced:	N/A	80.1%	50%	ahead	52%
Paper reduction / office supply cost savings			New	N/A	
Total projected cost savings:	N/A	\$125M	\$10M	ahead	\$151M
Kaizen event follow-up meetings facilitated:	3	23	25	on target	57
Total requests for services completed by Lean Ohio:	38	217	150	ahead	337
Other improvement events using Lean tools:	7	33	40	on target	53
Number of miscellaneous meetings facilitated:	6	37	20	ahead	51
Number of Lean Ohio presentations given:	2	13	6	ahead	20
Customer Satisfaction Ratings (1-10 scale)	N/A	9.45	8/10	ahead	9.4
Lean Six Sigma training courses completed:	3	18	8	on target	33
Number of employees attending	117	337	250	ahead	527
Number Y/G/B Belts or Lean Certified graduated:	43	85	75	ahead	153
Kaizen events in agencies completed by graduates	0	5	6	on target	7
Other internal improvement efforts by graduates	13	43	80	behind	89
Total major Lean Events completed state-wide:	2	19	18	on target	52
Total improvement efforts completed state-wide:	22	93	130	on target	181
Total hours eliminated from state processes:			NEW	N/A	
Time no longer spent waiting on government:	Hours:	4,767,965,126		(544,288 years)	

DASHBOARD



TELL YOUR STORY: A3

In your DOP team, complete an A3 for your improvement

Title:	Date Started:	Team:
Your Name:	Current Date:	Sponsor:
P1: Background/Why change is needed	P4: Analyze	C7: Check Results
P2: Current State	P5: Potential Solutions	C7: Other Results
P3: Project Goals	D6: Action Plan & Test	A8: Follow-up and Monitoring

Title: Date Started:	Current Date:	Team: Executive Sponsor:
P1: Why change is needed	P4: Analysis	C7: Check Results
<p>Why are we working on this problem/opportunity? What is the business case? What is the pain point? What is the impact? Scope?</p>	<p>What is preventing achievement of the goal? What is the root cause or causes of the problem? Fishbone or 5 whys.</p>	<p>Collect data. Check the results of your improvement. Did you close the gap? Simpler, faster, better, less costly.</p>
P2: Current State	P5: Potential Solutions	A7: Check Results
<p>What is currently happening? Extent of the problem? Data. Statement of the problem. Graphically present a picture of the current state.</p>	<p>Brainstorm solutions. Analyze them. Select a solution to test.</p>	<p>What went well? What didn't? If you didn't achieve goal, then go back to test another solution. If goal is achieved, put into standard work.</p>
P3: Future State	D6: Action Plan	A8: Follow-up and Monitoring
<p>What specific outcome is required? What is the goal? What is the gap? Specific improvements in performance needed? Pictures/graphs.</p>	<p>Develop an action plan for running your test (or pilot) and implement it.</p>	<p>What is the plan for ensuring that solution benefits are maintained? How will you monitor?</p>



Taking Lean Back To Your Workplace

TAKING LEAN BACK TO YOUR WORKPLACE

**8. Adopt, Adapt
or Abandon
Follow-up
Monitor**



**7. Check/
Study results**

Plan:

1. Identify and Select Problem
2. Define Current State
3. Define Desired State
4. Analyze
5. Select Solution to test

**6. Plan and Test
Solution**

TAKING LEAN BACK TO YOUR WORKPLACE

- Lean Routine
 - Smaller process
 - 2-4 swim lanes
 - About 15 steps
- Kaizen
 - Bigger, more complex process
 - Needs a facilitator
 - Usually 5 days



GETTING TO NEXT: 30-90-180

Next 30 Days

Use it!

Next 90 Days

Practice!

180 Days

Being Intentional Keeps Lean Alive!!!!



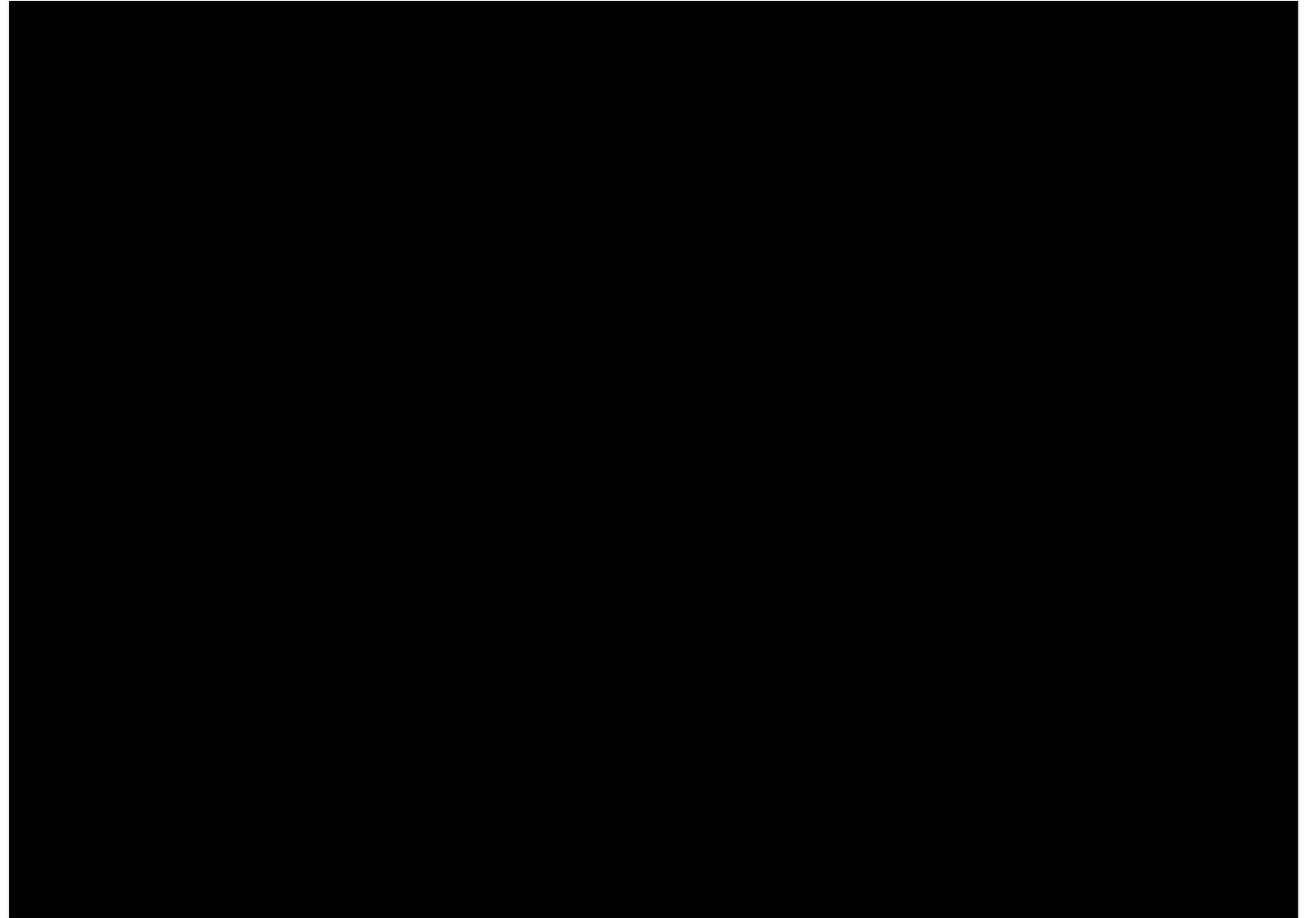


Embracing Change

VIDEO:

Embracing
Change: Jason
Clark

PLAY TIME:



PRE AND POST ASSESSMENT

Rate your knowledge of each item:

- 1 = little to no knowledge
- 2 = some knowledge
- 3 = some knowledge and application
- 4 = comfortable knowledge and application
- 5 = great knowledge and application



Date: _____	Name: _____	Date: _____
Before Boot Camp		After Boot Camp
<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5	a. Lean and Six Sigma	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5	b. Using data to make informed decisions	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5	c. Operational Definitions	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5	d. SIPOC	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5	e. 6S	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5	f. Process Map	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5	g. Poka Yoke	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5	h. Data Collection	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5	i. Standard Work	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5	j. Clean Sheet Redesign	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5	k. Implementing Lean	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5

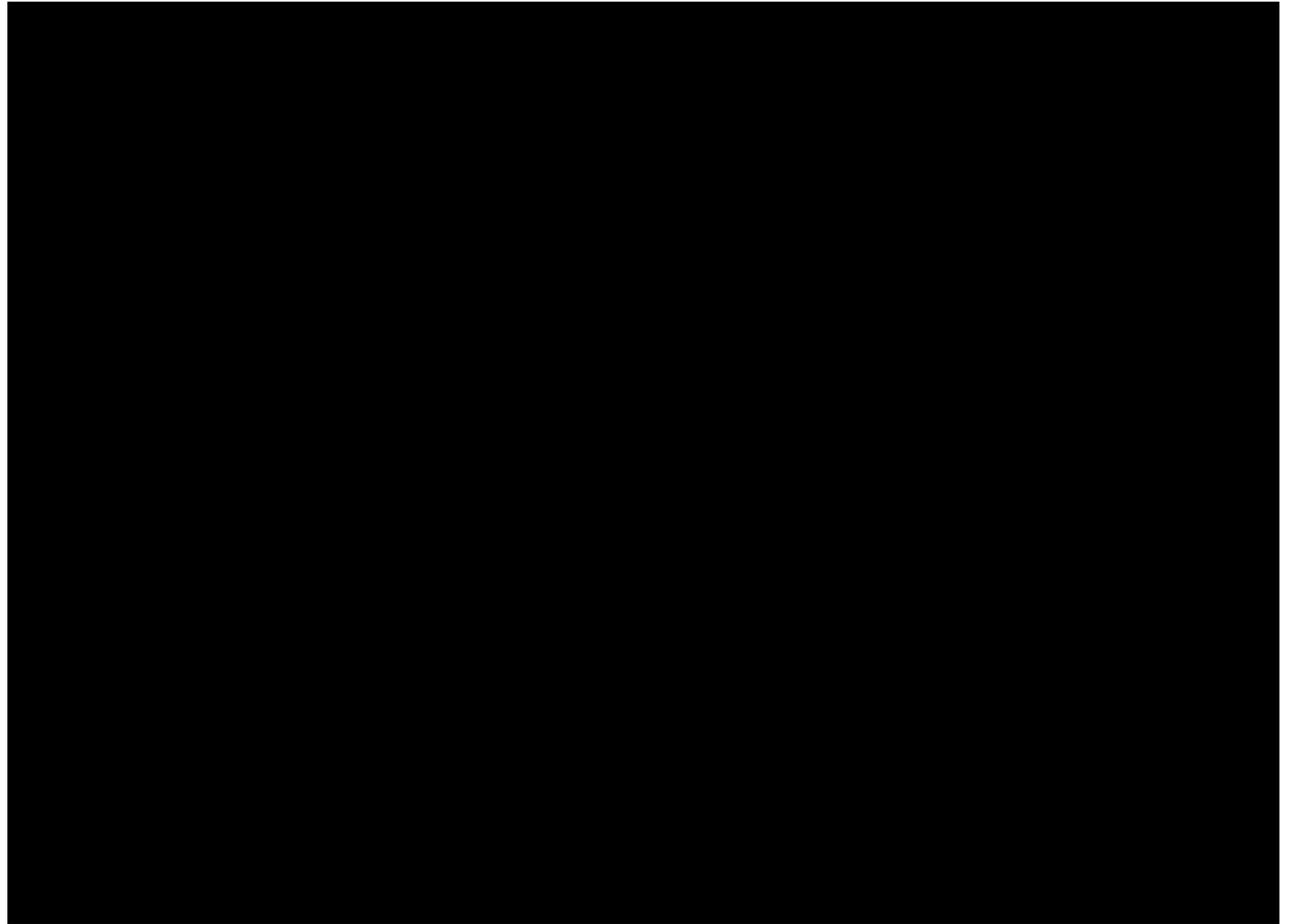
Rate your knowledge of each item: 1 = little to no knowledge 2 = some knowledge 3 = some knowledge and application 4 = comfortable knowledge and application 5 = great knowledge and application

VIDEO:

Pep Talk from
Kid President

PLAY TIME:

3 mins 27 sec



CERTIFICATES



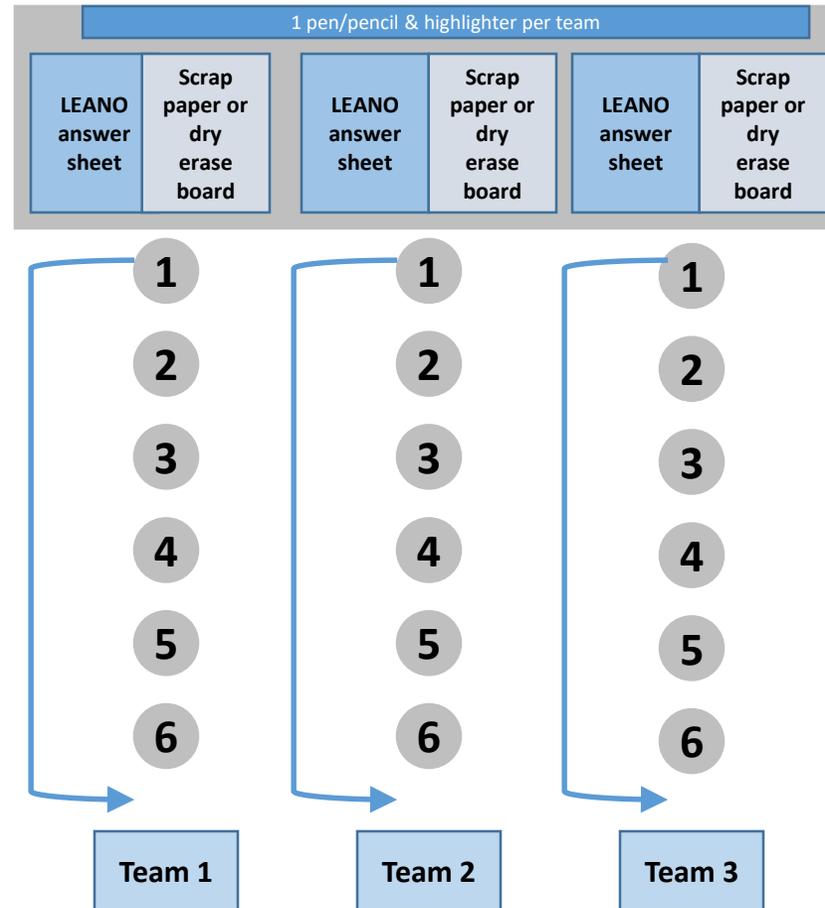
LEAN REVIEW GAME: LEAN-O

Instructions:

1. Team members will form a line. The team must maintain the same order in line throughout the game.
2. All answers are provided on the LEANO bingo sheet.
3. The Facilitator will read the question to the first person at the head of the line.
4. The person at the head of the line will **write down his/her answer on a clean sheet of scrap paper.** The Facilitator will call on the first person in line to read his/her response aloud. If the person's response is correct, the team will earn an X. A team member will mark an X through the appropriate answer box on the LEANO sheet.
5. If the team member makes an incorrect response, they should use a highlighter to mark the "correct answer" to show that the answer has already been used.
6. Once a team member has answered a question, he/she returns to the end of the line. The next person in line moves to the head of the line to answer the next question.
7. The first team to get a complete row, column, or diagonal filled with X's obtains a BINGO and wins! They must shout "LEANO!"

LEAN REVIEW GAME: LEAN-O

Set Up



LEAN REVIEW GAME: LEAN-O

	L	E	A	N	O
L	4 Voices	Storming	Variation	First Time Quality	SIPOC
E	Subject Matter Experts	Waiting (Waste)	Voice of the Business	Poka Yoke	Motion Waste
A	Standard or Standardized Work	Process Map	Inventory/ Information Waste	Underutilization	PDCA
N	Lean	TIMUWOOD	LeanOhio Boot Camp	Consensus	Over Processing
O	Defect	Visual Management	Parking Lot	Pareto Chart	Data Collection

Mark an X through correct answer boxes. Use a highlighter to cross out incorrect response to reflect that this answer was already used.

LEANO (LeanOhio Bingo)

	L	E	A	N	O
L	4 Voices	Storming	Variation	First Time Quality	SIPOC
E	Subject Matter Experts	Waiting (Waste)	Voice of the Business	Poka Yoke	Motion Waste
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L	4 Voices	Data Collection	Parking Lot	First Time Quality	SIPOC
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L	4 Voices	First Time Quality	Parking Lot	Data Collection	SIPOC
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L	4 Voices	First Time Quality	Parking Lot	Data Collection	TIMUWOOD
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