



LEAN Ohio
BOOT CAMP

Course Overview
Day 1 Module 1

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Why are we here?

- Changing world / increased demands
- Simpler, faster, better, and less costly
- Success in state government
- Provide opportunities for local government to learn and apply these best practices



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Course Learning Objectives

- Participants will be able to:
 - Distinguish lean and six sigma
 - Identify an improvement project
 - Identify customers and their needs
 - Map a process
 - Identify and remove waste from a process
 - Apply at least two tools at home or work
 - Prepare an action register
 - Be ready to be on an improvement team!

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Course Overview

- 5 day course
- Focus primarily on Lean
- Principles, practices, and tools
- Highly interactive with exercises and a simulation

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Course overview

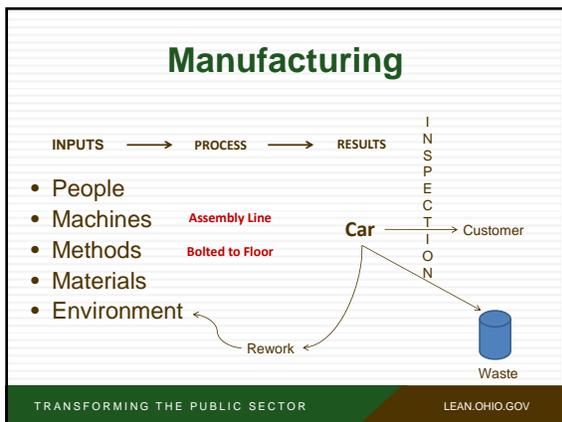
Day 1	Day 2	Day 3	Day 4	Day 5
Introduction, Overview and Basic Principles	Making the Invisible visible	Analyze and Improve	Achieving transformation: Process Redesign	Leveraging Results
<ul style="list-style-type: none"> • Lean Six Sigma Overview • Listening to the Voices • DOP Simulation • SIPOC – Introduction to Scoping 	<ul style="list-style-type: none"> • Project Charter • Metrics and Data Collection • Operational Definitions • Process Mapping • Identify Waste and Value-Add • Interpret the Process Map 	<ul style="list-style-type: none"> • 5 S + safety • Batching, Flow, Push – Pull, Standard work • Poka Yoke, Pareto diagram • Brainstorming, Affinity diagram, Impact-Control matrix 	<ul style="list-style-type: none"> • Clean sheet redesign • Create future state • Making the future state happen • Implementation plans and tools 	<ul style="list-style-type: none"> • Measures of success • Team management • Change management • Taking Lean back to your workplace

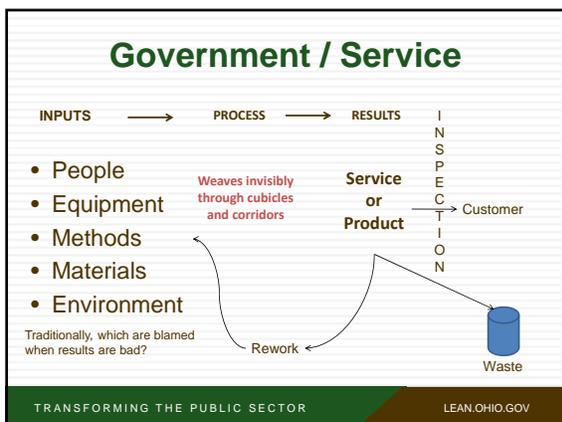
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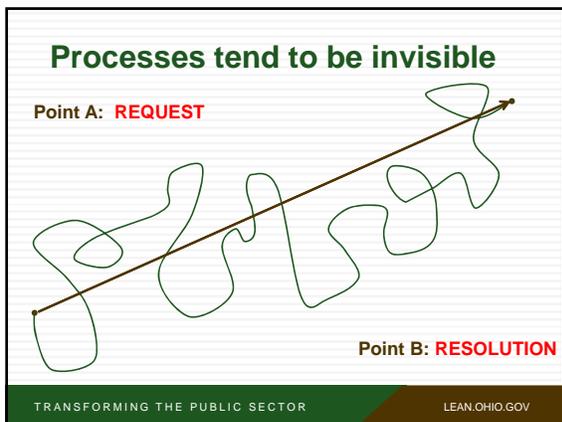
What is LeanOhio?

- An approach to making government services simpler, faster, better, and less costly
- Based on business best practices of Lean and Six Sigma
- State government
- Local government

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The Key Differences

- The main challenges of adapting “lean manufacturing” to government are:
 - Processes are not as visible in government
 - Measurements, tolerances, specifications, and data are more routinely required in manufacturing
- Even the private sector does not routinely apply Lean to the back office service processes

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In manufacturing or government, Whatever your results...

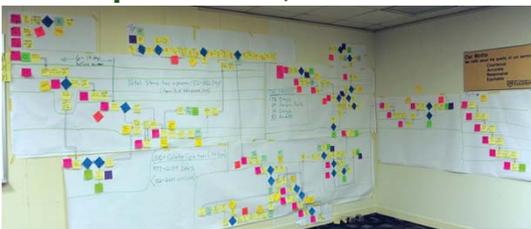
- Lead time
- Cycle time
- Errors
- Costs
- Rework
- Customer satisfaction or frustration

.....your process is **perfectly** designed to achieve those results

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Fix processes, not blame



Current State = 143 steps, 4 entry points
Future State = 96 steps, 1 entry point
Lead time reduced from 32 months to as few as 7 - 20 days



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Ohio's Approach to Lean

- Ohio state government utilizes an approach called "Kaizen events"
- Kaizen means *to break for the better*
- A Kaizen event is 5 days where a team of people who do the work examine a process and determine how to improve it
- Initial implementation of the improvement occurs starting the following Monday

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Simpler

BEFORE IMPROVEMENTS

56% REDUCTION

AFTER

Number of Process Steps

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Faster

BEFORE IMPROVEMENTS

53% REDUCTION

AFTER

Process Time

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BETTER



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LESS COSTLY

RETURN ON INVESTMENT:
 In **FY2013**, for every **\$1** invested in LeanOhio activities,  the state gained more than **\$40** in projected savings.

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More Demonstrated Success

- Returned injured workers to work 4 days sooner
- Eliminated a 16,000 volume backlog of tax appeals
- Licensed car dealerships an average of 186 days faster, saving those businesses between \$200,000 and \$300,000 each
- Reduced time to process DNA samples from 126 to 21 days, ensuring the right person is convicted

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LGIP / LGEP

- Local Government Innovation Program (LGIP)
- Local Government Efficiency Program (LGEP)
 - Scholarships
 - Grants
 - Support

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Facilitator Introduction

- Name, Credentials/Experience
- Contact Information
- Why I am excited about this session

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Introductions

- Name, Organization, Position
- Quality Improvement Experience
- Expectations
- First or Most Interesting Job

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Ground Rules

- Everyone participates
- Open and honest dialogue
- Respect Opinions
- Consensus
- Blameless Environment
- Leave Rank at the Door
- Other?

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Housekeeping

- Silence your cell phones
- Keep interruptions to a minimum
- Be on time
- Stand up and stretch when you need to
- It's always snack time
- Dress code
- Restroom Location
- Schedule/Breaks/Lunch

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Class Logistics: Dates and Times

- Dates:

- Lunches:

- Class Times:

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Icebreaker



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Lean is all about Change

- Improvement means change!
- Change is not always easy
- Changing how you do your job, AND
- Changing how you think about your work



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Circles of Learning

- Comfort Zone
- Learning Zone
- Panic Zone



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Lean Boot Camp Expectations

- Identify problem/opportunity in your organization
- Utilize and apply Lean Tools
- Become a member of the LeanOhio Network

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The Fable of Complexity



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Questions / Comments



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