



LEAN Ohio
BOOT CAMP

The Four Voices
Day 1: Module 3

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Movie Theatre Thoughts

- You own a local movie theatre
- You are going on vacation for 10 days
- You have asked your theatre manager to email you 5 data items every other day

What would you want to know?



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VOICES

Listening to the immediate environment

4 Voices

- Voice of the Customer - VOC
- Voice of the Business - VOB
- Voice of the Process - VOP
- Voice of the Employees - VOE



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Customer Focus

"Whenever there is a product or service for a customer, there is a value stream."
"The challenge lies in seeing it."
-Learning to See
Jim Womack

Value Stream vs. Traditional View

The diagram illustrates two perspectives on a process. On the left, a silhouette of a customer's head is labeled 'Customer View of the Value Stream'. It shows a horizontal bar divided into three segments labeled A, B, and C, representing a continuous flow. On the right, a silhouette of an employee's head is labeled 'Our Traditional View'. It shows a horizontal bar divided into three segments labeled A, B, and C. Segment B is further divided into a 'Sub Process' and another part. The text 'End to End Process' is written below the bar. Dotted lines connect the customer's view to the traditional view, highlighting the difference in perception.

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VOC – Voice of the Customer

- Who are our customers?
- What do they want?
- What are we doing that they don't want?
- What do they think of our services?
- What would they like in addition?
- Are we fast enough?
- What are their reactions to staff?

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Recording the VOC

- Written Survey
- Email Survey
- Phone Calls
- Complaints
- Interviews - Focus Groups
- Data (Number & type of calls we get, etc.)
- Plus Delta - Scorecards

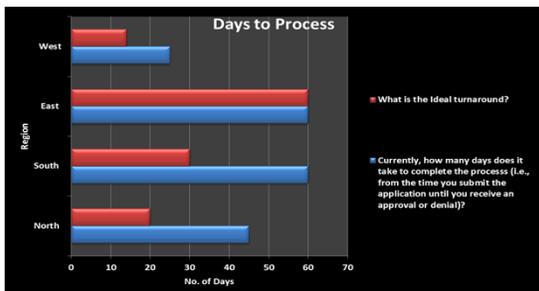
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Email Survey

Background: Processing time has increased significantly creating a backlog of applications to be processed. The department does not have an established goal for processing.

What survey questions would you ask?

Email Survey



Email Survey - Comments

- “Pre-logging is cumbersome due to the amount of pages or screens you have to go through to enter the info. It seems repetitive and unnecessary. Perhaps a format similar to this survey would be much easier.....just check boxes and less screen updating.”

Email Survey - Comments

- “The department treats me/us so well. They have always been accommodating to us - even when we screw up and need something done yesterday. The only complaint is getting the application processed quick enough for our customers who are always clamoring for results. The East Office probably could use a few more employees.”

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Voice of the Customer

How satisfied were you with the services received?

Department	Satisfaction Score
DAS	3.84
HRD	3.90
GSD	3.00

How do you rate the value of the services?

Department	Value Rating
DAS	3.57

Did you receive the services you expected?

Department	Percentage
DAS	88.0%
HRD	91.8%
GSD	92.8%
OIT	81.4%
EOD	78.7%
OCB	97.8%
Central Service	88.6%
LeanOhio	85.0%

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VOC - Customer Trends

- Immediate feedback – close to the service
- Utilize social media
- Web utilization
- Raised expectations
- Want it faster
- Want it on-line
- Want it INSTANTLY

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Do Customers Fail?

I followed correct procedure but the customer wasn't very happy.....

The customer clearly didn't follow correct procedure.

When they do...



have we failed?

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VOB - Voice of the Business

- The "voice of the business" is the term used to describe the stated and unstated needs or requirements of the organization
 - Mission Statement
 - Goals
 - Burning Platforms
 - What are other examples of VOB?

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Google's mission is to organize the world's information and make it universally accessible and useful

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Board of Health Mission

To prevent disease and injury, promote positive health outcomes, and to provide critical services to improve the health status of the community

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VOB - Goals

DAS Strategic Planning Process
DAS Mission: To provide Service, Support and Solutions that improve state government in Ohio.

CITY BUREAUCRACY / LOW COST
Reduce the cost of state government
Improve customer service and access to services
Improve customer service and access to services

IMPROVE CUSTOMER SERVICE AND ACCESS TO SERVICES
Improve customer service and access to services
Improve customer service and access to services
Improve customer service and access to services

SERVICES
Improve customer service and access to services
Improve customer service and access to services
Improve customer service and access to services

DAS Pillars

- Service
- Support
- Solutions

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VOB Burning Platforms

Congressional Inaction on Road Funding Hits the States

Concerned that Congress won't find enough money for planned projects by summer, Arkansas and Tennessee have scaled back transportation work. Other states are pondering similar moves.

by [Daniel C. Vock](#) | April 14, 2014

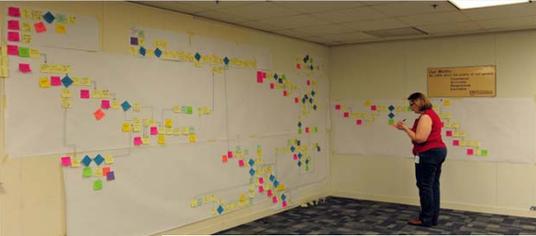
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Voice of the Process

- Process Time
- Errors in Process
- Rework
- Safety data
- Backlog
- Cost

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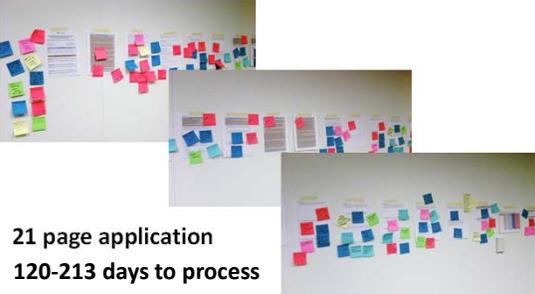
What is this process telling you?



Current State = 143 steps, 4 entry points

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What is this process telling you?



21 page application
120-213 days to process

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VOP – Voice of the Process

North	Central	East
Password reset	Benefits issues	Travel, Acc'ts payable, Vendor issues
\$28.81 sq.ft.	\$7.60 sq.ft.	\$10.50 sq.ft.
79,834/57% calls	25,389/18% calls	34,724/25% calls
4509/5.6% abandoned	4920/19% abandoned	957/2.8% abandoned
5-8 daily agents	2-3 daily agents	7-10 daily agents
11 calls/hr each agent	7.9 calls/hr each agent	4 calls/hr each agent
2:20 aver. call time	2:58 aver. call time	5:51 aver. call time
94% FCR (first call resolution)	U/K % FCR	93% FCR

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VOE - Voice of the Employee

- Ask
- Small group meetings
- One – on – one mee⁺
- Target surveys
- Sample s⁺
- Large⁺ group surveys

NEVER survey unless you intend to use the results!

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VOE - Voice of the Employees

OhioDAS
EMPLOYEE SURVEY SUMMARY REPORT

BACKGROUND: As part of the strategic planning process being conducted by DAS leadership, surveys were conducted to get input from external customers and DAS employees. This report provides findings from the employee survey conducted July 15-25, 2011.

SKY-HIGH RESPONSE RATE: 500 DAS employees completed the survey, out of a total agency population of 541. That's a response rate of 59% – far beyond what is typical for most surveys.

THOUGHTFUL COMMENTS: Employees provided 1,126 comments, with 344 people writing at least one comment. That's 69% of all survey-takers – and 41% of everyone in our agency.

IMPORTANT PRINCIPLES: If you were among those who completed the survey, you'll recall using a 1-to-10 scale. You rated each of four proposed guiding principles in terms of "importance" and "current ranking." The results (on the right) show agreement among

GUIDING PRINCIPLES:

- DAS will be the agency of choice for employment.
- DAS is the service

INSIDE:

Page 1 – Key Findings

Page 2 – Message from Director Blair

Beginning on page 3, the report gives you high-level trends and sample comments.

Pages 3-6 – Guiding Principle #1 (DAS will be the agency of choice for employment).

Pages 6-8 – Guiding Principle #2 (DAS is the service provider of choice for our customers).

Pages 9-11 – Guiding Principle #3 (DAS will operate more efficiently by using a diverse talent pipeline).

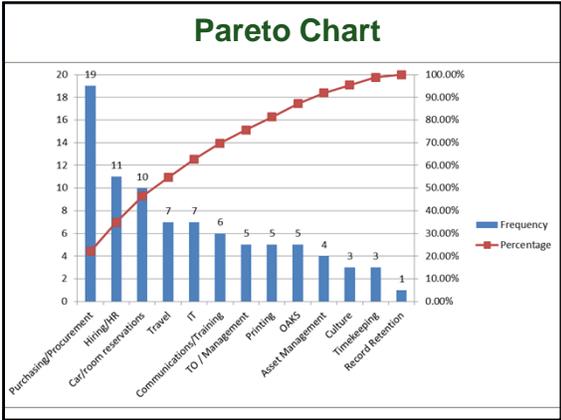
Pages 12-14 – Guiding Principle #4 (DAS will do things differently. In fact, instead, all divisions will work together).

Page 15 – Survey Question #5 (Are there other guiding principles to consider?)

SURVEY RESULTS (on a scale of 1 to 10)

How important is this guiding principle to the success of DAS?	8.7
Where do you think DAS currently rates in meeting this guiding principle?	4.5
How important is this guiding principle to the success of DAS?	9.0

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VOE - Voice of the Employees

- Is there anyone who know the inputs, process and outcomes better?
- Is there anyone better situated in your organization that, when positively engaged, can move your process improvements forward?

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VOE - Voice of the Employees

- Employees are closest to the work
- Feelings count
- Ideas come from employees
- A better place to work
- “Set them up for Success”
- Change can be very difficult
- Buy-in is critical
- Be aware of the “mood” and morale

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Remember the Customer



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Questions on the 4 VOICES?

- Four Voices
- Recording the Voices
- Customer Focus



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