



LEAN Ohio
BOOT CAMP

Process Mapping
Day 2: Module 3

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Lean Project Roadmap

Lean Project Flow

Preparation	Level Setting	Current State: Make the Invisible Visible	Improvement Design	Implement and Action	Control and Sustain
Scoping and SIPOC	Process Mapping	Current Process Map	Brainstorming and Evaluation	Implementation Plans - Action Registries	Reporting - Celebration
Project Charter	Consensus of Project Charter and SIPOC	Identification of Waste	Lean Principles in Process Design	Poka-Yoke	Project Management
Identify Team	Review Baseline Data	Identification of VA, NVA, NVAN	Clear Sheet Redesign	Visual Management - Dashboard	Change Management
Data Collection Plan (Baseline Data)	Data Analysis	Analysis of Current State	Future State	Project Savings	Monitoring and Follow-up

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What is Process Mapping?

- A process map is a picture of a process
- Illustrates functional areas, tasks, decisions, and delay in a process
- Shows the process flow

Lean Mantra: Make the Invisible Visible

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Why Should You Process Map?

- Clear and detailed visual of what is occurring in the process
- Create common understanding
- Detail all stakeholders involved in the process
- Identify process handoffs and loop backs
- Identify waste and value add activities

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Process Mapping Fundamentals

- Use your agreed upon scope or SIPOC
- Always map with the employees who conduct the tasks that need to be detailed in the process
- Develop and maintain the appropriate level while mapping

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Process Map Key

-  **Function**
Different functions of the process
-  **Beginning & End Points**
Beginning and end points of the process
-  **Task**
Any task / activity where work is performed
-  **Inspect & Decision**
Places where information is checked against established criteria (standards) & decision made on what to do next
-  **Delay**
Any time information is waiting before the next process or decision (i.e. in-baskets, out-baskets, waiting to be batched)

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Process Map Arrows

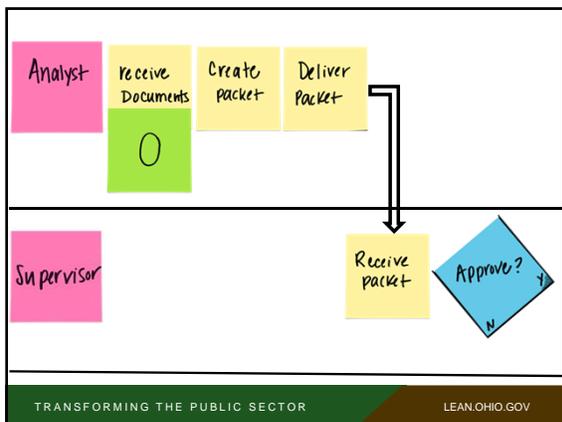
-  Used between tasks performed by the same person or area, but no physical movement has occurred
-  Indicates physical movement of information/product from one function to another
-  Demonstrates electronic movement of information from one person/function to another

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Process Mapping Materials

- Flip chart paper or butcher block paper
- Masking tape
- Washable markers
- Fine point Sharpie markers
- Pink, Yellow, Blue, Green, and Purple 4"x5" Post-it notes

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Process Mapping Set Up

- Title and date your map
- Hang flip chart paper near the map for Parking Lot issues or Ah-Ha Moments
- Create group ground rules before mapping
- Review mapping key before mapping
- Assign roles to the team-involve them!

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Process Mapping Steps

- Start by identifying the functional area that starts the process
- Detail the tasks, decisions, and delay in each functional area
- Follow a swim lane model
- Connect your steps with appropriate arrows
- Draw in your swim lane lines

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Process Mapping How-To

- Use your SIPOC or scope as the guide to the beginning and ending steps on the map
- Refer to the SIPOC or scope often to keep on track
- Avoid getting into the weeds
- Document Operational Definitions
- Take the happy path first

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Process Mapping Decisions



Decisions are:

- Whenever there are two distinct paths in the process map
- Or, if it changes the end result for the customer (internal or external)

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Process Mapping How-To

- One person acts as facilitator
- Only map what is currently happening
- Repeat tasks back to the group
- Focus on the individual(s) doing the work
- Do not jump to solutions while mapping

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Process Mapping Tips

- Use the 80/20 Rule
- Use letters, numbers, or stickers to connect loopbacks
- Use different color Post-it notes when mapping multiple groups or use a different space on the map
- Draw lines in with a pencil first before using the marker

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Process Mapping Tips

- One Voice
- Write tasks in Noun-Verb or Verb-Noun format
- Stay at the average 10,000 foot level (zoom in when needed)

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Process Mapping Guidance

- Take breaks!
- Be patient and stay engaged
- Read the group-watch for body language
- Never judge the group

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Process Mapping Questions

- Who starts this process?
- How does the process start?
- And then what...?
- What happens next...?
- Are we in the weeds?
- If I am the customer I do...?

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Process Mapping Example

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Process Mapping Activity

- In your DOP groups **assign a facilitator** to begin mapping the current state
- Rotate the role of facilitator during the activity
- Be prepared to report out your group's progress

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Questions on Process Mapping?

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