

LEAN Ohio
BOOT CAMP

Identify Waste
Day 2: Module 4

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Lean Project Roadmap

Preparation	Level Setting	Current State: Make the Invisible Visible	Improvement Design	Implement and Action	Control and Sustain
Scoping and SIPOC	Team Formation	Current Process Map	Brainstorming and Evaluation	Implementation Plans - Action Registries	Reporting - Celebration
Project Charter	Consensus on Project Charter and SIPOC	Identification of Waste	Lean Principles in Process Design	Poka-Yoke	Project Management
Identify Team	Identify Waste	Identification of VA, NVA, NVAN	Clean 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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Value Added (VA)

- Value Added Activities (VA)-Transforms information into services and products the customer is willing to accept
- VA Activities Must Meet Three Requirements:
 - Done right the first time
 - Transformational
 - Customer is willing to *pay* for

Typically 1% of a process is Value Added

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Non Value Added (NVA)

Non-Value Added Activities (NVA)

- Consumes resources
- Does not directly contribute to service
- Customer does not care

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Non Value Added but Necessary (NVAN)

Non-Value Added but Necessary (NVAN)

- Customer does not care
- Required to perform the step by current statute or law

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Meet TIM U WOOD



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Transportation

- Transport from office to office
- Transport from floor to floor
- Transport from building to building
- Trucking



Inventory-Information

- Finished product
- Storage
- Printed in advance
- Work in process
- Excess information on a form, email or report



Motion

- Going to the copier/scanner
- Going to the FAX
- Going to the storeroom
- Reaching
- Bending
- Clicking



Underutilization

- Employees
- Office Space
- Technology
- Equipment



Waiting

- Non productive time
- Waiting for:
 - Approvals
 - Copier/Scanner
 - Delivery
 - Catch up
 - The person upstream
 - Mail/UPS
 - Computer



Over Production

- Making too many
- Making in advance of requests
- Throwing excess away
- Things get outdated
- "We have to be ready"
- Not cautious, but wasteful



Over Processing

- Adding things that nobody wants
- Report that nobody reads
- "Gold Plating"
- The best
- Better than good enough
- Beyond meeting customer expectations



Defects

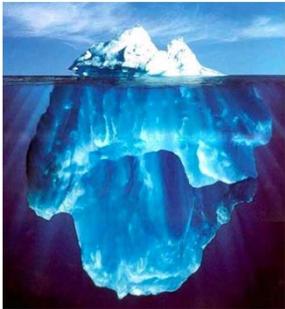
- Mistakes
- Broken
- Inaccurate
- Can't read
- Can't understand
- Wasted materials
- Returned



Causes of Waste

- Functional Organization
- Technology Gaps
- Excessive Controls
- Dated Process Design
- No Back-up/Cross Training
- Unbalanced Workload
- Batching of Forms
- Data Entry Batching
- Extreme Risk Adversity
- Changing Government Practices and Policies
- No Decision Rules
- Poor Visual Control
- Disorganized Workplace
- Lack of Training
- Obsolete Forms or Form Design
- Poor Layout
- Government Regulations

Customer complaints
Customer calls
Calls to legislators
Waiting
Defects
Transportation
Inventory
Motion
Over production
Over processing
Misplaced skills
Bad materials
Slow machines
Re-work
Waste
Storage
Paperwork
Approvals



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TIM U WOOD & VA Activity

- Identify TIM U WOOD in the DOP process
 - Use the designated stickers
 - Identify steps in your current state that represent (TIM U WOOD)
- Identify VA in the DOP process
 - Use the designated stickers
 - Identify steps in your current state that are value added (must meet the three requirements)
 - Done right the first time
 - Transformational
 - Customer is willing to *pay* for

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Questions on Identifying Waste?

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