



Interpreting Your Process Map
Day 2: Module 5

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Lean Project Flow

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	Review Baseline Data	Identification of VA, NVA, NVAN	Clean Sheet Redesign	Visual Management - Dashboard	Change Management
Data Collection Plan (Baseline Data)	Interpreting	Analysis of Current State	Future State	Project Savings	Monitoring and Follow-up

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Root Cause Analysis

- Root cause analysis is a method that separates the symptoms from the true cause of the issue or problem



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Root Cause Analysis

- We want to make sure we are not treating the symptoms but curing the disease.

Example: Takes too long to get permit.....everybody work faster!

- Several Lean Six Sigma Root Cause Analysis Tools:
 - 5 Whys
 - Fishbone Diagram
 - Pareto Chart
 - FMEA

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why?
why?
why?
why?
why?

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Classic Five Why Example
The Lincoln Memorial was disintegrating

Why?



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Classic Five Why Example

Why is the Lincoln Memorial is disintegrating?

Why do we use harsh chemicals to clean pigeon poop?

Why are there so many pigeons?

Why so many spiders?

Why so many gnats?



Classic Five Why Example

Solution: Turn on the lights at a later time.



Interpreting Your Process Map



What does this tell me?

Interpreting Your Process Map

- All process maps have common red flags
- Mapping standardization allows for easy interpreting
- The more you map, the more you see common process issues

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Red Flags

- Multiple Entry Points
- Several Decisions in a Row
- Multiple Databases
- High Level Staff Performing Administrative Work
- Everything going to a certain section (i.e. Legal, Director, IT)
- Multiple Reviews, Inspections, Approvals
- Loop Backs Between Sections, Employees, Functional Areas
- Different "ways" of doing some thing

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DOP Example

Process mapping shows that DOP has multiple databases:

- Why?
 - Each section created their own database for tracking purposes
- Why?
 - Because our policy said so
- Why?
 - Because Meghan lost an application in 2006 (it made the news)
- Why?
 - No standard process for dealing with that issue
- Why?

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Interpreting Your Process Map



What is going on in this map?

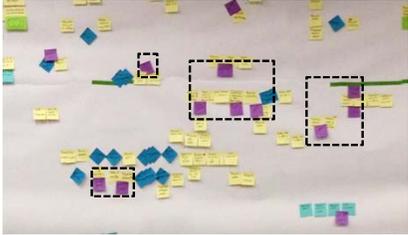


Too many decisions in a row

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Interpreting Your Process Map

What is going on in this map?



Too many delay points

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Interpreting Your Process Map



What is going on in this map?

Too many functions

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Interpreting your Process Map Exercise

- In your groups – Review your current state DOP map and identify Red Flags.
- Record Red Flags on Flip Chart



5

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Questions on Interpreting you Process Map?

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