



Interpreting Your Process Map
Day 2: Module 6

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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 Registers | 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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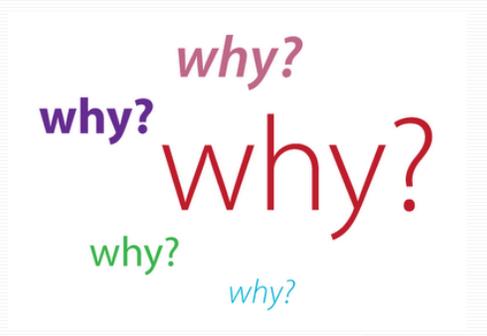
Root Cause Analysis

- 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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Classic Five Why Example

The Lincoln Memorial was disintegrating

Why?



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Interpreting Your Process Map



What does this tell me?

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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?

Interpreting your Process Map Exercise

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



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Questions on Interpreting your Process Map?
