

# LEANOhio Newsletter

August 2018

Welcome to the August edition of the LeanOhio Newsletter. This month features a spotlight on the Ohio Department of Taxation and how they are introducing Lean to new employees and empowering their managers to utilize Lean on a daily basis.

This edition also includes an overview on the new Major IT Project Oversight Policy. This policy establishes statewide major project oversight and project management requirements to improve success rates for enterprise and agency-level initiatives. The requirements ensure that major projects are pre-identified, delivered on time, and within budget. We've outlined a few key areas for Lean Practitioners to be aware of in the article below.

As a reminder, all past newsletters can be found [here](#) on the LeanOhio website. Also, just added to our website is a new white paper; "[Lean & Six Sigma: What's the Difference?](#)," written by Joe Pichert, Lean Six Sigma Black Belt (LSSBB), with the Department of Medicaid. In the world of process improvement there is an ongoing debate about which is better to implement and the differences between the two systems. Read Joe's entire write-up to know how they overlap and the benefits of both methodologies.

And lastly, congratulations to the newest members of the LeanOhio Network. 19 attendees from 13 state agencies completed Boot Camp training in July.



Front row from left: Michelle Mountjoy, EPA; Amanda Parson, MHAS; April Madden, DAS; Rose Handon, OAG; Middle row from left: Lakeisha Palmer-Yawn, ODM; Charuta Kelkar, OOD; Sheila Lovell, SCO; Sara Stiffler, SCO; Cydney Hoffman, DPS; Jihyun Noble, Tax; Quinn Peterson, MHAS; Jamileh Assaf, ODM; Alana Evans, OOD; Back row from left: John Tyler, ODM; Eric Harvey, MHAS; Deborah Brewer, ODH; Maurice Bryant, DRC; Jason Smith, OBM; Eric Johnson, AOS

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## Agency Spotlight – Theresa Slaminko and Matt Weber, Department of Taxation

*The LeanOhio Network is now over 1000 people strong and will continue to play a vital role as change leaders in state government. The LeanOhio Newsletter spotlights individuals, projects, and agencies that are experiencing success through their Lean programs. A portion of each newsletter focuses on these successes.*



The Ohio Department of Taxation has undergone some big changes! Tax Commissioner Joe Testa wanted to further ingrain Lean thinking throughout our Department. In order to help achieve this goal, the Department took a two-pronged approach: introducing Lean to our new employees and empowering our managers to utilize Lean on a daily basis. We, at the Department of Taxation, put together a three-

minute animated video geared to new employees. This video gives a brief overview of Lean and how they can get involved. This video is part of our new employee training curriculum through our onboarding program. You can view the video [here!](#)

We were able to work with our friends at LeanOhio to offer Yellow Belt training to our managers. The Department decided to have mandatory training for many of our front-line managers; however, the training is available to all management employees. We offered our first class in June. Since then, over 90 managers have successfully completed the Yellow Belt course. The response has been fantastic! Several of these managers would like us to highlight some of the tools on a periodic basis and have inquired if their direct reports would be able to attend this training.

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## Major IT Project Oversight Policy – Michael Buerger, LeanOhio

Recently, Directors Robert Blair (DAS) and Timothy Keen (OBM) signed the [Major IT Project Oversight Policy \(IT-16\)](#). The new policy became effective June 1, 2018.

The policy establishes statewide major project oversight and project management requirements to improve success rates for enterprise and agency-level initiatives. The requirements ensure that major projects are pre-identified, delivered on time, and within budget. As Lean Practitioners, please take note of three areas in this new policy:

- *Page three of the policy states that one of the required work products in the **Plan Phase** is an evaluation/comparison of current and future states. For us LeanOhio belts trained in Lean/Six Sigma, process mapping current and future states is one of our commonly used tools and techniques for eliminating waste, improving efficiency, and ensuring that all steps are truly ‘value added’ or ‘non-value added but necessary’.*
- *Page three of the policy also states that another one of the required work products in the **Monitor Phase** is a Key Performance Indicator (KPI). From our Lean training, we know that a KPI is a measurable value that shows how effectively the project achieved its objective(s). Therefore, it will be essential to state the method of measurement and target objective(s) early on in the project’s **Initiate Phase**. Just as we did in our LeanOhio Green Belt and Black Belt project charters, agencies will now be required under this new policy to record baseline and goal performance metrics.*
- *Page nine of the policy requires eight components be documented in the Business Case. A Business case is one of the requirements in the **Concept Phase**. Component #4 of the Business Case is the “identification and implementation of lean process improvements for existing and new processes”. The type of lean process improvement selected (Kaizen, Lean Routine, A3, etc.) will vary greatly depending upon the total project cost, overall project impact, level of risk, and other factors.*

As agencies identify their majors projects falling under this new policy, LeanOhio anticipates more network requests for Lean/Six Sigma support. As always, we will be sure to pass those

along in our monthly newsletter and on our Lean Match web page (<http://lean.ohio.gov/match.aspx>).

If you have any questions regarding this new policy, contact the State IT Policy Manager ([DAS.State.ITPolicy.Manager@das.ohio.go](mailto:DAS.State.ITPolicy.Manager@das.ohio.go)) / 614-466-6930 or the Value Management Office Budget Section – Office of Budget and Management ([ValueManagement@ohio.gov](mailto:ValueManagement@ohio.gov)) / 614-466-6674.

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## Project Results

### OHIO RAIL DEVELOPMENT COMMISSION



A team from the Ohio Rail Development Commission (ORDC) completed a Kaizen event on July 27<sup>th</sup>. The ORDC identified the need to develop a standardized and consistent workflow to reduce process bottlenecks and uneven workloads among members of the staff.

The team mapped out a process successfully reducing, by 66 percent, the number of steps to complete a grade crossing safety project from intake to completion. The team reduced the number of decision points in the process from eight to six (25 percent) and handoffs from 37 to 25 (34 percent). When process improvements are implemented, project completion time will be reduced from 16 to nine weeks (a 44 percent reduction). The process improvements will be accomplished through better organization, a streamlined/online process and creating a single point of entry for each project into the system's workflow. The end result will mean increased capacity to evaluate more rail crossing safety projects per year. Results of the Kaizen event can be found [here](#).



## Lean in the News – Sara Molski, Department of Higher Education

*As members of the LeanOhio Network, we know the great strides LeanOhio has made in implementing and influencing a culture of continuous improvement for the State of Ohio. Yet, the methodology is utilized at a vast number of organizations. This section, “Lean in the News”, features different organizations that utilize Lean Six Sigma for operational and continuous improvement and provides a brief overview of their use of the famous methodology.*



It's August, which means it's summer time! Summer produces more travel, including vacations, weekend getaways and day trips. We know that vehicle fuel can often be expensive. Yet, have you ever thought about using the principles of Six Sigma to optimize your fuel usage?

Well that is what one Six Sigma blogger Brian Dunn did in his case study “Optimizing Fuel Economy.” He used various Six Sigma tools to determine how to optimize his fuel usage, including a fishbone diagram and a Pareto chart. The key principle from his study, using

data to guide improvement, was vital to his experiment. By using the data he collected, he was able to determine the root causes of his fuel usage. He found that the tailgate position, driving speed, and tire pressure impacted his fuel usage.

He determined that by driving with the tailgate down, 5 mph below the speed limit, and having his tire pressure fully inflated, he was able to realize a maximum fuel economy of 21 mpg, and a savings of over \$400 per year. You can read the case study [here](#). The study is a good reminder that there is always room for continuous improvement. You just need to look at the data.

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## Network Resource – Kameelah Guthridge, Bureau of Workers' Compensation

*Many resources are readily accessible on the LeanOhio website and also available through other organizations. This section, “Network Resource,” features additional Lean resources to support your process improvement efforts.*



The Project Management Institute Central Ohio Chapter (PMICOC) provides a forum for the Project Management community to promote PMI principles. PMICOC supports members as they pursue their Project Management Institute certifications and growth in their Project, Program and Portfolio Management careers. PMICOC provides training as a means to promote professional development, enhance career opportunities for members, as well as popular, vibrant networking events. PMICOC builds Project Management awareness through outreach to

communities, corporations, government entities, non-profit organizations, and educational institutions.

PMICOC offers opportunities to gain experience by participating in leadership or volunteer positions while supporting the chapter and serving the local community. With over 2,000 members, the Central Ohio Chapter has a wide array of resources including our Job and Resume Banks.

PMICOC also provides a platform for members to share project experiences and explore new opportunities by networking with other Project Managers while earning continuing education credits. If you would like more information about PMICOC please visit their website at [www.pmicoc.org](http://www.pmicoc.org) and see what they have to offer.

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## Network Update



We are pleased to announce Benita Neely as the new Lean Liaison at the Department of Youth Services. Benita works in the Division of Quality Assurance and Information Technology Services as the Strategic and Process Administrator. Her responsibilities include agency strategic management and performance measures as well as special projects for the division.

Benita's contact information is [Benita.Neely@dys.ohio.gov](mailto:Benita.Neely@dys.ohio.gov).

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## Upcoming Events

[OSU COE Event](#) – August 8, 2018

[LeanOhio Boot Camp](#) – September 11-14, 2018

[OSU COE Event](#) – September 14, 2018



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**“Plans are worthless. Planning is essential.”**

-- Dwight D. Eisenhower



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Ideas or feedback? Please send to: [leanohio@das.ohio.gov](mailto:leanohio@das.ohio.gov)