

LEANOhio Newsletter

December 2018

Dear LeanOhio Network,

As the end of 2018 approaches, it's a good time to reflect on the accomplishments that have been made in process improvement at the State. Over the past eight years, [over 300 reported projects](#), including Kaizen events, Lean Routines, and Belt projects, have transformed processes and helped to make state government more efficient. As a result, the concepts of process improvement are now embedded throughout state agencies, boards, and commissions, and we look forward to accomplishing even more in 2019. The LeanOhio team plans to expand our resources and continue offering belt training in various formats for diverse types of learners. We'll also be introducing tools for Strategy Deployment, known as Hoshin Kanri in the Lean Six Sigma world.

It's been almost a full year since we started the LeanOhio Newsletter, spotlighting individual Lean leaders and agency Lean initiatives. A big thank you goes out to members of the newsletter [committee](#), who help put it together and provide monthly high-quality information and resources to our readers. As we strive for continuous improvement, we would like your feedback on the types of information included in this newsletter. Please use the link provided to let us know how our communication can better serve you. [Link to: LeanOhio Newsletter Survey](#)



We look forward to working with the new administration and will be sure to keep an open line of communication with the LeanOhio Network. We also request that you let us know of any changes at your agency, as we continue to rely on each of you as partners and change leaders in state government. Thanks to all of you for trusting the methods used in our training and for your dedication in using Lean tools to make government services simpler, faster, better, and less costly.

Wishing you all a joyous, safe, and “efficient” holiday season!

Respectfully,
Michael Buerger

Project Spotlight

The Ohio Department of Health (ODH) recently celebrated National Public Healthcare Quality Week in October for the second year. ODH offered five free Lean-related training sessions for their employees that included the ODH Laboratory in Reynoldsburg. Luz Allende, Program Administrator and Lean Liaison for ODH, coordinated the weeklong event with the agency's Quality Improvement Committee (QIC). All five of the 90-minute sessions were facilitated by Camo, Green, and Black Belts in the LeanOhio Network.

A popular session was the "Project Management Overview" presentation at the ODH Public Health Laboratory on East Main Street in Reynoldsburg. Attendees were mostly laboratory scientists and administrators, all of whom work on and/or lead projects.

Since the laboratory campus is also home to Agriculture and EPA employees, the invitation to attend the training was also extended to them. Attendees were intrigued by the wide-ranging content that was shared by Mugsy Reynolds, Project Manager and Black Belt from the Department of Insurance.



Feedback from the attendees indicated that they enjoyed the engaging and interactive Q & A at the end of the session where dialogue centered around 'IQ' (intellect quotient) and 'EQ' (emotional quotient) strategies in project team dynamics. Another highlight was training on how to organize and use a project status board.

Perhaps the best takeaway of all is the idea of carving out opportunities to share and celebrate continuous quality improvement (CQI) activity happening in your agency. This is a great way to tap into the knowledge and skills of Lean Six Sigma belts. If you are interested in doing what was done at ODH and offer some Lean trainings in your agency, but need a little guidance on how best to leverage the talent pool of the Network, contact the LeanOhio staff at leanohio@das.ohio.gov.

Lean Leader Spotlight



Karen Stone began her service with the State as an assistant to the Chief of Staff at the Ohio Department of Education in 2014. She then transitioned to the PUCO in 2015 where she is currently employed as Manager of Continuous Improvement. Karen earned a Bachelor of Arts in International Studies from Miami University (Ohio) and a post-baccalaureate certificate in Paralegal Studies at Capital University Law School. She acquired six years of experience as a paralegal in the private sector before coming to work for the State.

Karen earned her LeanOhio Camo Belt in 2018 and in her role as PUCO Lean Liaison she is integrating Organizational Change Management (OCM) into continuous improvement projects. Scot Burbacher recently interviewed Karen as part of our Lean Leader Q & A Series. [Read the entire Q & A here!](#)

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

Santa Claus is Comin' to Town... via Six Sigma!



We all know the tune..."He's making a list, he's checking it twice, he's gonna find out who's naughty and nice, Santa Claus is coming to town." Yet, have you ever thought about how efficient Santa must have to be in order to get all those presents to children in one night? Now we know Santa has an incredible project team with Mrs. Claus baking cookies and the elves making the toys, but Christmas Eve night for Santa and his team is nothing but an incredible operation that has left children with twinkles in their eyes for years.

The blogger in the attached [article](#) applies Six Sigma principles and tools to Santa's big night, and concludes that Kris Kringle must have received his Master Black Belt (think about that black belt around his red suit). Consider how Santa and his team begin in the define stage by creating a project charter: clarifying who is part of the team, including the elves, reindeer, and Mrs. Claus. The team's opportunity statement is to improve the behavior of children around the world by rewarding children who have been good and withholding toys from children that have not been so nice. And their goal is to deliver presents to all the good children by Christmas morning. Finally, their performance measures? Making their deadline.

Then Santa establishes the critical to quality customer requirements so well behaved children receive the toys they want. How does Santa do this? By obtaining the voice of the customer through survey tools including letters, emails and reports from parents. Once they have their customer requirements, Santa and his elves must ensure their operation is down to a T, by decreasing

variability in time and production, sustaining toy quality, maintaining stock requirements, and ensuring all the toys are produced by Christmas Eve night. Talk about a Lean routine!

Santa's workshop needs to be one efficient place. It includes tracking, monitoring, manufacturing, transporting and coordinating delivery. So, the next time a curious kid asks you how Santa delivers presents to children all over the world in one night, just smile and say, because Santa is the TRUE Master Black Belt of Lean Six Sigma.

Featured Tool

– Loretta Medved, Ohio Department of Insurance



The Four Voices

The Four Voices is a strategy that is applied in the “Define” stage of a DMAIC project and identifies four different types of data points for collecting information.

Voice of the Customer (VOC) tells us what the customer wants. VOC is a valuable LEAN tool, useful in project selection, process mapping, and in making any business decision. Gathering opinions can seem overwhelming; they may be viewed negatively, or difficult in generating useful information. To keep VOC in prospective, first determine who the customer is for your project.



You may obtain VOC in several ways; whenever possible focus on immediate feedback. The closer the feedback is to the service, the more valuable or trusted the feedback. Online surveys, complaints, focus groups, interviews and social media are all ways to acquire VOC.

LeanOhio has a [Customer Feedback Form](#) that can be used to identify ways to get useful feedback from customers.

Voice of the Process (VOP) – Voice of the Process is what we observe from the process and what the data tells us. The Voice of the Process leads us to areas that need attention. Be proactive by reviewing processes and observe areas for improvement to prevent problems. Lastly, use a scorecard when reviewing VOP information.

Voice of the Employee (VOE) – The Voice of the Employee is crucial to carrying out the message and mission of the organization by incorporating personal ownership and a sense of responsibility that employees are directly contributing to the success of the organization. Through their voice, employees provide a dialogue with management that sheds light on areas of success or concern within the organization.

Voice of the Business (VOB) – The Voice of the Business is the needs, wants, expectations, and preferences of the people that govern the business. VOB metrics, such as Key Performance

Indicators (KPI) are often generated from customer inputs and are used to make decisions about the business.

VOB can be looked at in two ways: Top-Down Approach and the Bottom-Up approach.

Top-Down Approach - driven by Key Business Goals and Objectives	Bottom-Up Approach - driven by known problems and operational issues
<ul style="list-style-type: none">• Are key objectives being met?• Changing business conditions• New objectives that challenge current reality	<ul style="list-style-type: none">• Activity-level objectives not being met• Excessive use of resources• New objectives that challenge current reality• Changing business conditions

More information about this tool and others can be found in the [LeanOhio Toolkit](#).

Network Opportunity



The Ohio Department of Rehabilitation and Correction, Ohio Penial Industries (OPI) is seeking a fresh perspective for an upcoming Kaizen event. The event will focus on OPI's sales process from 1st contact through sales order submission. The event is scheduled for the week of January 7, 2019 and will be held at the Corrections Training Academy in Orient, Ohio. The fresh perspective is expected to attend all five days of the event and serve as a full-time member of the Kaizen team.

If interested, please e-mail Michael Buerger at michael.t.buerger@das.ohio.gov.

“Excellence is not a destination; it is a continuous journey.”

-- Michael Eisner, *Former CEO of the Walt Disney Company*



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Ideas or feedback? Please send to: leanohio@das.ohio.gov