

LEANOhio Newsletter

May 2018

Welcome to the May edition of the LeanOhio Newsletter. This issue features a spotlight on Value Stream Mapping (VSM) and how it was used to make improvements with DAS State Printing. Also in this issue, learn more about one of the top Lean Programs in Higher Education and what Miami University is doing to embed Process Improvement strategies into their culture.

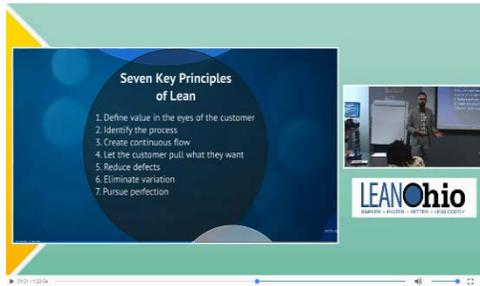
We're very excited to announce the launch of our first web-based training. More information about how to access online White Belt training is in the Training Update section of this month's newsletter.

And lastly, congratulations to the newest members of the LeanOhio Network. 19 attendees from 11 state agencies completed Boot Camp training in April.



Front row from left: Brenda Moore, ODM; Norma Tirado, ODM; Domonique Rice, DYS; John Lacey, DODD; Middle row from left: Melissa Anderson, DAS; Karen Duriat-Suehrstedt, MHAS; John Coleman, DRC; Shauna Hooks, OFCC; Laura Vilensky, ODH; Mary Fischer, PUCO; Theresa Bonn, ODH; Teri Combs, OBM; Back row from left: Hari Kosaraju, JFS; Joan Olivieri, OBM; Monica Satterwhite, DAS; Aaron Cydrus, ODM; Wendy Booth, DNR; Renee Whitfield, DNR; Patrick Sheely, OBM

Training Update



LeanOhio White Belt training is now available online. It is accessible to all employees through the state's Enterprise Learning Management (ELM) system. This online training is a high-level overview of why and how LeanOhio utilizes continuous improvement methodologies to help make state government in Ohio simpler, faster, better, and less costly. It introduces participants to core Lean Six Sigma concepts and aims to shift mindsets from tolerating process problems to addressing those problems and seeking solutions – while pointing the way to improvement opportunities and building interest in furthering people's Lean learning.

When White Belt training participants complete their online training session, they are newly equipped to:

- Effectively identify process improvements project opportunities within their agency and get an understanding of how Lean Six Sigma is being utilized in state government.
- Realize the importance of listening to the Voice of the Customer (VOC)
- Knowledge in how other companies use Lean tools to improve processes
- Make decisions and solve process-related problems

For more information about White Belt training and how to access the training, visit <http://lean.ohio.gov/Training/WhiteBeltTraining.aspx>

Featured Tool – Scot Burbacher, LeanOhio

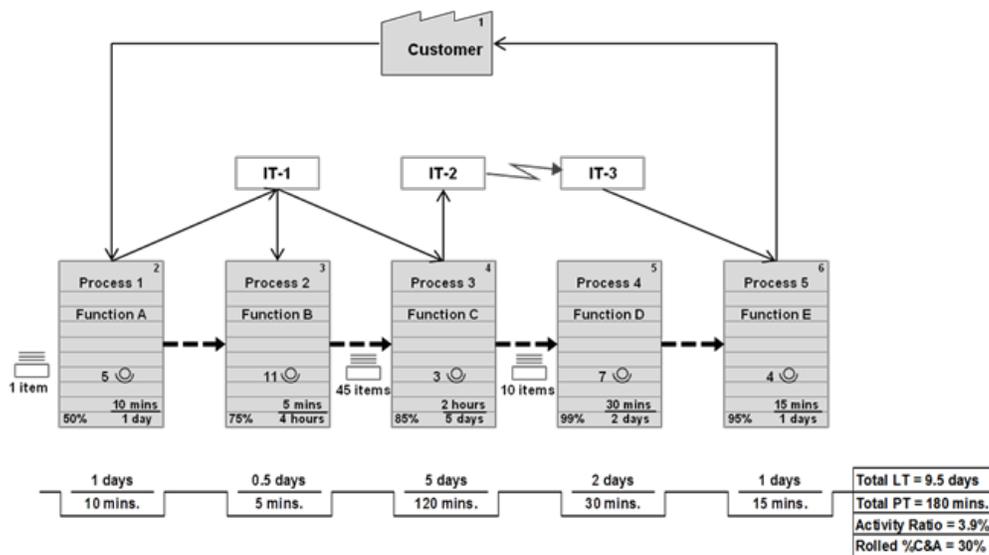
Many tools and templates are available and can be used for implementing Lean Six Sigma in your agency. Each month we feature one tool and accompany a detailed description and visual to help explain the tool and its capabilities.

Value stream mapping is a tool that helps organizations understand and improve their complex business systems. Documented and detailed in the groundbreaking book *Learning to See* by Mike Rother and John Shook in 1999, value stream mapping (or VSM) can trace its roots back to a visualization technique known as “material and information flow” used by the Toyota Motor Corporation.

Many readers in the LeanOhio Network will no doubt be familiar with process mapping, but the concept of VSM is probably a new one to most of you. While there may be some surface-

level similarities between the two (both utilize Post-it notes and butcher block paper, for example), value stream mapping is distinct from process mapping in many ways:

- **Strategic improvement:** While process-level mapping empowers the people who actually do the work to visualize and improve their processes at a *tactical* level, VSM events are intended to engage management and senior leadership in order to establish *strategic* direction for improvements (while still leveraging the insights of the folks on the front lines).
- **Data-driven:** The strategic decision making that occurs in VSM events is driven by the quantitative, data-focused nature of the VSM. The ability to illustrate value stream performance and highlight barriers to flow can be a highly impactful means of focusing improvement efforts where they're most needed.
- **Process and information:** Not only does a VSM capture how the work itself flows through the value stream, it also illustrates how the work processes interact with mission-critical information systems, and how the systems interact with each other.
- **Breaking down silos:** A typical value stream cuts across multiple functional areas. Often times these areas can be quite siloed from one another, making the work of a coordinated, holistic approach to improvement quite difficult. VSM pushes organizations to conceptually break down these silos and envision the value stream as one continuous flow from request to fulfillment – more in line with how the customer sees it.



When a value stream mapping event is executed well with the right people involved and with the right support, it can yield benefits that go much deeper than simply visualizing and improving the value stream:

- **Visual unification:** The act of making relatively invisible work visible can have the profound effect of providing a sense of clarity and consensus on how work gets done.

- **Customer focus:** A VSM demonstrates a clear connection to the customer from each functional area involved in the value stream, and models the value stream as a request-to-receipt flow which begins and ends with the customer. This depiction can help an organization re-focus on the importance of providing value to the customer.
- **Systems thinking:** From the award-winning book *Value Stream Mapping* by Karen Martin: “When organizations see the interconnectedness of various departments and processes, they make better decisions, work together in more collaborative ways, and avoid the common and costly trap of suboptimization.” Systems thinking means seeing the separate functional areas in a value stream as an interconnected whole, which can provide decision-makers with a fresh new perspective on reorganizing and redesign of the value stream.
- **Simplicity:** The macro level at which VSM operates (versus the lower level detail of a process map) provides an easy-to-digest means of comprehending complex systems. Again, from the Karen Martin book: “Very few things are unmanageable once they are distilled to their basic components. When you can gain alignment from people about how the basic components should operate at a macro level, you’ve taken a giant leap forward in gaining alignment about the specifics and creating ease in designing the specifics to meet a defined ‘macro’ state.”

Deliverables that come out of a value stream mapping session include a current state map, a future state map, and a transformation plan. Similar to action registers that are generated at the end of a Kaizen event, the transformation plan will contain the ‘who, what, and when’ of changes that need to occur in order to realize the desired future state.

Project Spotlight

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 will ‘spotlight’ individuals, projects, and agencies that are experiencing success through their Lean programs. A portion of each newsletter focuses on these successes.



A Value Stream Mapping event was completed with DAS State Printing in February 2017 to review the existing mainframe and fulfillment billing process. The existing process was found to contain numerous manual steps, no connectivity among the three systems that supported it, and poorly designed invoices which were confusing and hard to read. A transformation plan was developed to automate the billing process to reduce the amount of time and effort required to bill for services and to provide a customer-friendly invoice format.

Transformation work has been on-going since last February and here are a few of the accomplishments:

- State Printing staff learned about an automated process to “mass ship” print jobs for billing. Utilizing this feature saves staff an estimated four hours per month in processing invoices.
- The billing process used to take two employees two full days (32 hours) to complete every quarter. It was a manual process with the potential for billing incorrect warrant counts or billing the wrong customers. In the new process, an estimated two hours of staff time per quarter will be needed to process the invoices. Use of this technology will also provide more consistency in the appearance and content of DAS invoices.
- Utilizing new billing technology will save State Printing staff approximately two hours per month. Additionally, the invoice format is being redesigned to provide customers with detailed information about their mainframe and fulfillment charges in a more intuitive and understandable format.
- Other process improvements included separating charges into distinct revenue streams which facilitate more accurate budgeting and rate setting.

An additional phase of this project is scheduled for completion early next year and will eliminate the need for staff to manually aggregate and enter job details into the billing software. These tasks currently take approximately 24 hours of staff time per month.



After all improvements are implemented, the DAS State Printing VSM project team (pictured above) will be able to redirect an estimated 480 hours annually to more valuable activities as a result of this project.

Lean in the News – Sara Molski, ODHE

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 are utilizing Lean Six Sigma for operational and continuous improvement and provide a brief overview of their use of the famous methodology.



May is an exciting time for college and university campuses as many students finally graduate with their degree or credential. A college degree is an investment. Still, over the last couple of years, college affordability has become a national topic as reports of increasing student debt have flooded the media circuits. The discussion has magnified nationally as state funding for post-secondary education has become financially more strapped. This trend has caused the higher education industry to look more at efficiency practices to realign their operational priorities.

Here in Ohio, Miami University is leading the trend by focusing on operational excellence within higher education. In 2009, Miami rolled out their MU-Lean initiative as a business strategy and systematic method for eliminating waste within processes. Miami reports that since implementing Lean on their campus, they have avoided \$35,641,810 and reduced \$15,864,358 in costs. In addition, they have gained \$7,586,075 in revenue. They report a total savings of \$59,092,243. Furthermore, they have completed 1320 projects and currently are working on 140 projects.

One of the most exciting aspects of MU-Lean is that the initiative has now been embedded into the culture at the University. Their Lean Fairs have become a popular event on campus. In January of this year, nearly 850 representatives from around the University and external guests participated in learning about Miami's approach to continuous improvement, Lean concepts, and Lean tools.

Miami's efforts are paying off. U.S. News and World Report identified Miami as the "most efficient school" among top universities in an exclusive analysis. In addition, U.S. News identified Miami as one of the most cost effective universities nationally for the second time in three years. Although not the only factor, Lean is an important component in Miami University's recognitions. For more information on MU-Lean, click [here](#).

Network Opportunity



Did you recently attend a conference or training and learn a new skill? Do you have a case study you would like to present? Do you wish to lead a discussion on a process improvement-related tool or event and get feedback?

Give back to the Network and present at the next meeting in June!

Contact michael.t.buerger@das.ohio.gov for more information.

Ask LeanOhio

Q: I attended LeanOhio Boot Camp last year and my boss just recently asked me to map a process in our IT department. I really enjoyed the training but I haven't been able to apply any of the skills I learned since returning to work at my agency. Do you offer any refresher training or can you provide advice on how I should proceed?

A: While we at LeanOhio do occasionally offer focused "Sharpen the Saw" trainings on specific topics, my guess is that you'll probably need to get this done before we have a chance to offer a process mapping deep-dive course. Assuming that your supervisor would like you to move on this project sooner rather than later, let me offer some quick tips to help set you up for success in leading your first process mapping session.

Refresh Yourself

In the absence of a formal refresher training, the next best thing is to give yourself a quick review of the basic concepts of process mapping. Refer back to your Boot Camp materials, as well as the [Process Mapping Guide](#) and [YouTube video](#) available on the LeanOhio website. And while it's great to have a working knowledge of the mechanics and standard conventions of a process map, my next piece of advice is just as important...

Don't Get Hung Up

So maybe you threw in a few decision points where they might not have been necessary. So maybe you created one task when it could have been broken into three. So maybe you used green Post-its when you should have used purple. So *what?* Don't let yourself get caught up in the minutiae of how process maps are *supposed* to be created. The primary goal is simply to create a visual aide that the team can use as a baseline for identifying improvement potential; as long as the team can connect the work that they do with the map on the wall, *that's what* really matters. Take confidence from the fact that *there is no singular correct way to create a process map*. If you were to gather the very best process mappers in the industry and have them individually map out the same process, I can almost guarantee you that none of the resulting maps would be identical.

The Right Tools for the Job

Set yourself up for success by using the right tools. Be sure that you have plenty of Post-its of various colors, black Sharpie markers, and a good pencil. Using Post-it notes to represent your process elements will come in handy when your team suddenly remembers that they missed a bunch of steps back towards the beginning of the process (this WILL happen, trust me!) Using a pencil to sketch preliminary process flow arrows is useful for the same reasons. And writing on your Post-its with a black Sharpie will make them easier for the team to read.

Follow the Milestones

Consider doing a SIPOC (or at least the 'P' of the SIPOC) with the team as a prelude to your process mapping activities. Especially in the event that you as the facilitator are not sufficiently familiar with the process being investigated, creating a SIPOC first will help you ease into understanding the process in high-level, bite-sized chunks. Then, as you proceed with the



detailed process map, refer back to the high-level process blocks of the SIPOC as “milestones” to help gauge your progress and make sure you’re moving in the right direction.

Let the Team Do the Heavy Lifting

Remember: it is the duty of the team to provide the insight on how the process flows. It is your duty, as the facilitator, to simply record the input they provide and keep them moving forward. Prompt the team with questions like “what happens next?” or “and then who does it go to?” to keep the stream of information coming. Also be sure to enlist the help of team members by engaging them as scribes: hand out each color of Post-it note to a different person, along with a Sharpie, and give them their cue when you need them to jot info down to be placed on the map.

Upcoming Events

[PDCA & A3 Training](#) – May 10, 2018

NEW! [LeanOhio Learning Lab](#) – May 10, 2018

[LeanOhio Green Belt Training](#) – May 21-24, 2018

[OSU Center of Excellence Women’s Leadership Forum](#) – May 23, 2018



“People aren’t your problem. Your problem is that your work systems and processes don’t allow people to shine.”

-- Karen Martin



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