

LEANOhio Newsletter

October 2018

Welcome to the October edition of the LeanOhio Newsletter. We start off this newsletter by announcing the retirement of a friend, colleague and leader in process improvement. Read more about LeanOhio Systems Improvement Consultant, Racquel Graham, in the Network Update section.

In anticipation of Halloween, this month features an article on how candy manufacturers are constantly looking for ways to improve their process and highlights a few familiar companies that use Lean ideas to reduce waste and improve production.

Congratulations to the newest members of the LeanOhio Network. 19 attendees from 9 state agencies completed Boot Camp training in September.



Front row from left: Kathlyn Carano, ODM; Alice Ewing, ODH; Ann King, DRC; Ana Carter, DAS; Dawn McAllister, ODH; Middle row from left: Soraya Kenny, ODH; Karen Murphy, DAS; Melissa Ayers, ODM; Amanda Jenkins, ODM; Ursel McElroy, JFS; Debra Fisher, ODT; Patricia Magazine, DAS; Back row from left: Scott Marzec, DPS; Lacie Sheets, ODH; Andrew Cox, DRC; Eric Mundy, ODM; Josh Counciller, JFS; Nicole Northrup, ODM; Josh Fraser, MHAS; Not pictured: Tyson Lamielle, DNR

Network Update

LeanOhio's own Racquel Graham is retiring from state government and while we're sad she's leaving, we are extremely happy for her as she embarks on her life's next chapter. Racquel provided her skillset to two states, working in Iowa and then transitioning to Ohio. She has over 25 years of public service experience in developing quality and performance improvement initiatives, leadership development programs, and organizational consulting.

Racquel is well-known in the Lean Six Sigma community as an industry leader. She was recently awarded a DAS STAR (Special Thanks and Recognition) Award in Innovation and Improvement for her tremendous efforts in updating and improving one of the state's most highly successful and sought after training programs, LeanOhio Boot Camp. Raquel also led efforts to establish and support the Lean Local Program, which in partnership with the Development Services Agency, offered grants and scholarships to local communities to implement Lean projects and training. More about the results of Lean Local can be found in the Project Spotlight section of this month's newsletter.

An open-house celebration for Racquel will be held on **Thursday, October 25th from 1:00 p.m. to 3:00 p.m.** at the Rhodes building in room 1845. Please plan to stop in and share a story and wish her well as she embarks on her next journey.



Project Spotlight

– Racquel Graham, LeanOhio



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.

LeanOhio for Local Government



Based on early success of the State LeanOhio program, in June 2013 the Legislature and the Governor decided to make available to local “political sub-divisions” the training, and support needed to learn and apply Lean Six Sigma methods to innovate, provide better service, and save local government funds. This created an opportunity for local and state government to

have the same training, the same language and the same model for improvement.

The first session of LeanOhio Boot Camp for local government was held in January 2014 at Cleveland State University. From that initial course through FY2016, scholarships for the LeanOhio Boot Camp supported training for over 2200 employees from local government entities, (city, county, local government, and public school systems). These classes were provided around the state by a network of fifteen partner organizations, primarily public community colleges and universities. These scholarships were provided through the Local Government Innovation Fund (LGIF), which also provided competitive grants to local governments to implement improvement projects while learning these methods.

Approximately 80 project grants were awarded through June 2016 and 65 of them have now reported their results. Additionally about 50% of the participants in LeanOhio Boot Camp for Local Government have reported completing non-grant funded projects in their organizations. Many of these initial projects have continued to spur other improvement efforts and the application of Lean Six Sigma methods.

For a listing of completed grant funded projects, go to: <http://lean.ohio.gov/Local/Results.aspx>.

Although the Local Government Innovation Fund (LGIF) legislation expired June 30, 2016, interest in the LeanOhio Boot Camp has continued to be strong. Eight of the original partners are continuing to offer the LeanOhio Boot Camp for a fee. For more information, go to: <http://lean.ohio.gov/Local/BootCamp.aspx>.

In the past year over 125 participants have completed local Boot Camp sessions. Several of these local partners are now also offering a Green Belt training program.

Featured Tool

– Cindy Money, Environmental Protection Agency



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.

Have you heard the phrase, go to Gemba? Have you ever wondered what it means? To understand the phrase, it helps to know that the Japanese translation for the word “Gemba” is “the real place.” Therefore, go to Gemba means to go to the real place. While this concept was developed by Toyota in a manufacturing setting, it can be applied in many different industries, including public service sectors. So, depending on the field you are in, going to Gemba may mean visiting the office, the factory floor, or even a dance studio.

The Gemba Walk is a very important tool used in Process Improvement. When working on a project it’s necessary to analyze the data, but you don’t want to get bogged down with all that information and make assumptions based on theory. It’s important to look at what is going on with the process where the action happens. By taking the opportunity to observe the process, you can interact with those doing the work, you can ask questions and get firsthand information from those that have been working with the process. When you go to Gemba, be prepared to listen, don’t jump in and tell employees how to do their jobs. Once observations have been made and information has been gathered, the team can take that information and decide what changes need to be made. Remember to follow up with another Gemba Walk after the changes have been made. You want to see for yourself how the process has been improved and make minor tweaks to the process if necessary.



When used correctly the Gemba Walk helps accomplish more than an improved process. It increases communication with employees, helps build relationships and improves morale. For more information about Gemba you may want to read, *Gemba Walks*; a book by Jim Womack. Also, click the [video](#) to the left to learn how the Arizona Department of Transportation (ADOT), Office of Continuous Improvement is implementing Gemba

Walks into their everyday workplace culture.

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.



Ah, October. Fall is here. Kids are in school. And the holidays are around the corner, starting with Halloween – a night full of costumes, candy and fun! The time leading up to Halloween is one of the highest purchases and consumptions of candy. Yet, did you ever think about the production of candy in terms of a process? It is amazing to think about the number of processes that are used to produce the products we constantly use and consume. Even producing candy is a process, and one that is constantly being evaluated and perfected.

In the United Kingdom town of York, the Nestlé plant produces over a billion Kit Kats annually and has a zero waste initiative. One zero waste practice is that the waste wood is crushed, chipped and sold to a local firm that uses the material to manufacture kitchen counters. Another practice includes food waste being processed into animal feed and sold within 50 miles of one of the factories. Other waste that cannot be recycled is incinerated locally to generate electricity.

Another example is Dum Dums. The candy’s production factory is here in Ohio, and they produce 12 million Dum Dums a day! There are over 15 flavors, including a mystery flavor that left consumers squealing for more. In 2017, the Spangler Candy Company revealed the secret behind their mystery flavor, and it simply started because of the company’s need to save time and maximize profits. Originally, the factory would stop production between each batch to clean out the machines. However, it suddenly occurred to the production team to continue running the machines as they changed batches, creating a new combination flavor –the mystery flavor! As a spokesperson for the Ohio-based company revealed, “It’s an efficiency thing – it’s fun.”



As Lean Six Sigma practitioners know, a key ingredient to continuous improvement is eliminating waste. Even in manufacturing candy, eliminating waste is a factor. If you would like to find out more information, visit the following sites on [Kit Kats](#) and [Dum Dums](#).

Project Results

A team from Opportunities for Ohioans with Disabilities (OOD) completed a week-long Kaizen event in September that will transform the way they match job seekers with employers. Employees from OOD's Division of Employer and Innovation Services and Division of Vocational Rehabilitation worked hard all week long to streamline their Job and Candidate Sourcing process, which lacked consistent communication among staff and was not producing desired results.

Once fully implemented, the new process will involve 65 percent fewer steps and 85 percent fewer decision points which will result in a faster overall process. The time it takes to link job candidates with OOD employer partners will be reduced by 19 days. Key to these measurable improvements will be future implementation of a "Job Now" tool that will have the capability to quickly source quality candidates for high in-demand jobs and allow employer partners to obtain qualified matches for available positions. The revamped process will also clarify roles and responsibilities for all the parties involved – a sure way to reduce rework and improve processing time.

To review the report out presentation, [click here](#). To review the fact sheet, [click here](#).



Front row from left: Kristin Ballinger, Stephanie Andrian, Steve Tribbie, Jennifer Roeder; Stephanie Branco, Jennifer Remus and Devin Aumend
Back row from left: Jean Jones; Craig Marsh; Jon Hackathorn, Mark Fay, Jessica McClain; Quinn Peterson (Fresh Perspective)

Upcoming Events

[LeanOhio Boot Camp](#) – October 16 – 19, 2018

[OSU COE Event](#) – October, 19, 2018



“The way to achieve your own success is to be willing to help somebody else get it first.”

-- Iyanla Vanzant, *Inspirational Speaker, Author, and TV Personality*



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