

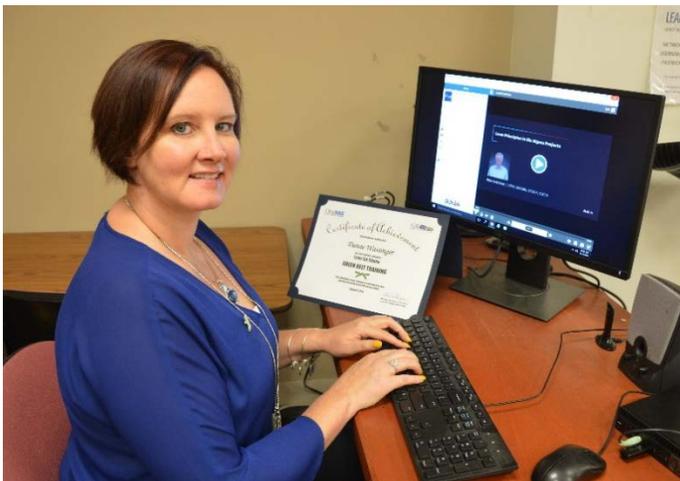
# LEANOhio Newsletter

September 2018

Welcome to the September edition of the LeanOhio Newsletter. This month features a spotlight on the Ohio Facilities Construction Commission (OFCC) and their pursuit of an award in process excellence.

This edition also includes an article on the power of partnerships and how the Ohio Department of Education, the Ohio Business Roundtable, and the Fisher College of Business at The Ohio State University came together to create a program that focuses on using Lean methodology to prepare individuals to take on the challenge of serving as a principal at a high-poverty public school in Ohio.

Congratulations to Danae Wassinger (pictured below) for being the first person to complete the new online LeanOhio Green Belt training through Learning On Demand (LOD). Danae is a Business Process Analyst with the Division of Information Technology Services at the Ohio Department of Developmental Disabilities.



*“Taking the Online Green Belt Training guided me to look into my current organization and evaluate limited resources, identify and eliminate repeatable errors, and improve Business Process and Sustain Quality improvement. Being able to do the training online allowed me the flexibility to work at my own pace and made it easier to balance my work duties and training. Why wouldn’t anyone take advantage of this great opportunity?”*

*-- Danae Wassinger*

## Agency 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 spotlights individuals, projects, and agencies that are experiencing success through their Lean programs. A portion of each newsletter focuses on these successes.*



The Ohio Facilities Construction Commission (OFCC) was created in 2012 as a result of the merger of the Ohio School Facilities Commission and the State Architect's Office. The newly formed OFCC spent several years navigating the four stages of group development (forming, storming, norming, and performing). Director Williamson arrived in 2015 and looked to develop an accepted and meaningful way to achieve the necessary levels of uniformity, consistency, and standardization which would allow the organization to establish goals for the most efficient and effective operations of the relatively new organization.

As part of the organization's mission to be a premier resource for public facility construction planning and project management in state government, the OFCC is pursuing the Platinum Governor's Award for Excellence through [The Partnership for Excellence \(TPE\)](#). TPE is a program that uses the Baldrige Quality criteria for organizational excellence in the recognition of high performing organizations in industry, education, and government.

Following extensive discussions with his executive staff, Director Williamson decided that utilizing the principles and tools of Lean Six Sigma (LSS) would be the most effective way to best align process management, organizational dynamics, operations, and future planning of the Commission. OFCC is currently utilizing one of the LSS tools, Process Mapping, to help provide a framework for a comprehensive review of its key processes. The following LeanOhio Network members are leading the process mapping exercises:

- Amanda Gillespie, Department of Medicaid;
- Sara Molski, Department of Higher Education;
- Ravone McGeachy, Bureau of Workers' Compensation; and
- Joe Pichert, Department of Medicaid.

OFCC anticipates that by having a program with clear strategic goals, and comprehensive efforts at assessing, identifying, and documenting its administrative/business/financial/operations processes via the LSS approach, it will be able to achieve its organizational goals; positioning themselves to receive the TPE Platinum Governor's Award for Excellence. Past award recipients 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. This 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.*



September is the start of fall, which means it is time for back to school. Education generates knowledge, which is a powerful force within culture and society. However, education is one of society's greatest challenges, specifically in enhancing K-12 education in high-poverty areas.

In 2015, a partnership between the Ohio Business Roundtable, The Ohio State University's Fisher College of Business, and the Ohio Department of Education formed to address this specific issue. The partners developed an experimental program,

BRIGHT New Leaders for Ohio Schools. The program enrolls mid-career professionals, referred to as fellows, to the Fisher College of Business to train them to run high-poverty schools around the State. The fellows earn a Master's in Business Administration from OSU and are certified by the State to serve as a principal. Upon graduation, the fellows must serve as a school administrator for three years. Fisher College of Business explains more about the program [here](#).

According to the following [article](#), Peg Pennington, one of the BRIGHT educators and former Executive Director of the Fisher College of Business's Center for Operational Excellence (COE), wanted to conduct an experiment of her own. Thinking about the methodology and skills taught and used within the Center for Operational Excellence, Pennington began incorporating problem-solving skills and tools, such as A3 and root-cause analysis, into the curriculum. Pennington knew the power of these tools and believed they could help cut to the heart of the issues facing Ohio's education system.

The fellows have seen positive results through the utilization of the tools. David Maile, a former plant farmer, enrolled in the BRIGHT program, and upon graduation became the administrator for a school in the Cincinnati suburb of Middletown. Middletown has seen their poverty rate jump from 9 percent to 14 percent in 15 years. Maile used root-cause analysis and A3 problem-solving to improve math scores in the school. A significant part of solving the problem was ensuring consistent and precise data collection.

Many former State employees have pursued the BRIGHT fellowship:

- Astrid Arca, former Senior Revenue Analyst, OBM;

- Valerie Kunze, former Assistant State Public Defender, Office of Ohio Public Defender;
- Aneesa Locke-Hines, former Assistant Deputy Director, OOD;
- Taylor Porter, former Business Analyst, JFS; and
- Jennifer Vargo, former Director of the Office of Innovation & Improvement, ODE.

Kudos to these fellows for adjusting their professional careers to take a deep dive into managing and improving schools with extreme challenges. Fortunately, Lean principles and tools included within the LeanOhio and BRIGHT curriculums are transferrable and useful in any setting. If you are interested in pursuing a BRIGHT fellowship, more information is available at the following [site](#).

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## Featured Tool

– Michael Buerger, 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.*

A process map is a tool used to display the current process and information from the time of the customer request to the delivery of the product or service to the customer. It's often used to "make the invisible, visible." Over time it's common that processes get steps added to them for various reasons and instead of slimming down, they become more complex.



There are many benefits to mapping out a process. It gets the right people involved and determines what makes the process work and then displays that information visually. This can result in a much easier identification of process waste and allows everyone involved to see the big picture.

LeanOhio has many resources that can assist a facilitator with the task of process mapping. A [process mapping guide](#) is available on the LeanOhio website and visit the [LeanOhio YouTube Channel](#) to watch a [video](#) about how to map out a process and learn more about the benefits of using this tool.

## 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.*



Are you a LeanOhio-certified Black Belt or Lean Liaison looking for additional resources to assist your agency with achieving operational excellence? If so, I'd suggest checking out The Ohio State University (OSU) Fisher College of Business's Center for Operational Excellence (COE)! The COE is an interactive forum for business leaders and educators that provide professional development seminars and research to assist companies with achieving excellence in their operations. The COE partners with over 35-member companies from

many different industries to develop strategies for working better, faster and smarter. LeanOhio is a COE member company, which means that in addition to the resources and assistance that LeanOhio provides to state agencies, there are over 35 additional companies to potentially connect with for benchmarking, obtaining best practices and networking.

The OSU COE believes that "operational excellence is not a destination, but a journey," so to help its members companies on their journey, they offer the following events and activities:

- Annual Summit
- Educational Seminars
- Interactive Forums
- Peer On-site Tours
- Executive Leadership Education

I personally have taken advantage of many of COE's educational seminars, forums, and events. This year I attended OSU's 2018 Leading Through Excellence summit, which included six educational sessions on various operational excellence topics and four keynote sessions. All the sessions touched on valuable leadership competencies and provided relevant information that could be utilized upon returning to the office. I enjoyed the information shared in every session that I attended.

In the Disney's Approach to Customer Experience seminar, I gained valuable insights on Disney's business methods. Their business methods include empowering employees to make decisions, encouraging top-down and bottom-up teamwork to create solutions to problems and ensuring that customers have memorable experiences. Another session that stands out to me was the Clarity First keynote presentation delivered by Karen Martin, the author of the books:

“The Outstanding Organization” and “Clarity First.” She emphasized in her keynote presentation that the outstanding organization has clarity, focus, discipline and engagement. In the keynote presentation from Charles Duhigg, author of “The Power of Habit” and “Smarter, Faster, Better,” I learned that “those that think differently are more productive and have better outcomes,” which aligns with concepts that we've learned in our Lean trainings.

If you are a LeanOhio Black Belt or Lean Liaison and would like more information on seminars, forums, and/or the annual summit, you can find information on [LeanOhio's calendar](#) or [OSU's COE website](#).

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## Network Update



Rose M. Handon is the new Lean Liaison at the Office of Attorney General and serves as the Director of Consumer Advocacy inside the Consumer Protection Section at the Office of Attorney General Mike DeWine. She leads a team of up to fifteen complaint specialists who respond to daily consumer complaints within the scope of the Ohio Consumer Sales Practices Act and other relevant statutes. She brings a unique blend of 40 years in public service that includes local city, county and state leadership / managerial experiences. Rose can be reached at [rose.handon@ohioattorneygeneral.gov](mailto:rose.handon@ohioattorneygeneral.gov).



The Public Utilities Commission of Ohio is pleased to announce Karen Stone as the new Lean Liaison. Karen works in the fiscal division and offers a variety of support services for project teams and business units, including process improvement and organizational change management. As a LeanOhio-trained Camo Belt and Prosci-certified change practitioner, she coordinates with the PUCO Lean-trained staff to increase the utilization of lean tools, and she also works closely with teams to improve employee engagement. She can be reached at [karen.stone@puco.ohio.gov](mailto:karen.stone@puco.ohio.gov).

# Upcoming Events

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

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

[OOD Kaizen Event](#) – September 17 – 21, 2018

[LeanOhio Network Belt Presentations](#) – September 27, 2018

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



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“Success is only meaningful and enjoyable  
if it feels like your own.”

-- Michelle Obama



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