Training Spotlight

LeanOhio Boot Camp

Congrats to our June 2019 Boot Camp cohort. 24 attendees from 15 different agencies completed LeanOhio Boot Camp training last month. These newest members of the LeanOhio Network are now equipped to use their skills immediately to properly identify process improvement opportunities within their agency, identify causes of waste and simplify processes.

Front row from left: Dave Stewart, AG; Shane Blair, BWC; Seth Hooks, Adj. Gen; Andrew Bolzenius, ODOT; Nick Ehrke, EPA; **Middle row from left:** Lisa Gordish, MHAS; Amanda Roberts, JFS; Tonia Thompson, BWC; Sonya Dunlap, ODRC; Lori Wallace-Roberts, ODRC; Dionne Ingram, BWC; Beverly Martin, DAS; Kyra Horvath, Tax; Barbara Scanlon, MHAS; Anita Sirchia, Agriculture; Nick Immell, ODH; **Back row from left:** Justin Hickey, ODOT; Matt Ellis, ODH; Brittish Holland, DSA; Amilcar Calero, DPS; Charity Robl, Commerce; Tiffany Weitz, Commerce; Mandi Payton, EPA; Joseph Foster, Medicaid

Training Update

LeanOhio Green Belt Training

[Green Belt classroom training](#) is returning this fall! Don't forget, to be eligible applicants must have completed LeanOhio Boot Camp training and submitted project results to LeanOhio on an A3. Green Belt training focuses on applying data analysis in order to promote objective problem-solving and decision-making. Participants will learn basic analytical tools necessary to Define, Measure, Analyze, Improve and Control (DMAIC) Lean Six Sigma improvement projects.

More information about how to apply for Green Belt training will be coming soon.

Network Update

Lean and Change Management

Lean Six Sigma and Change Management (CM) go hand-in-hand. To implement a successful change within an organization, the principles of ADKAR (Awareness, Desire, Knowledge, Ability and Reinforcement) and Change Management should be applied. In fact, projects are six times more likely to succeed when a change management plan is in place. This is why LeanOhio urges participants in Boot Camp training to look into and pursue a certificate in Change Management to complement their process improvement knowledge. Understanding both Lean and CM principles enables team leaders to evaluate dips in productivity or morale and course correct during the implementation phase of the change, not after, bringing about more successful and impactful change to their organization.

Felicia Sherman, the Lean Liaison for the Ohio Department of Medicaid, was able to arrange for two training opportunities for state employees interested in learning Change Management. Just over two dozen employees attended training in May and are now PROSCI Change Management Certified. Congratulations to everyone!

Front row from left: Donacella Alexander (JFS, Green Belt), Dionne Addison (DRC, Camo Belt), Patti Gorman (JFS, Black Belt), Jondrea Parrish (DRC), Brandi Potts (ODM, Green Belt), Julie Finnegan (DAS, Green Belt); **Back row from left**: Richard Vann (Navigator, PROSCI Trainer); Aaron Cydrus (ODM, Camo Belt), John Rayle (DRC, Green Belt), Jessica Dennis (DRC), Stephanie Starr (DRC, Black Belt), Felecia Burdett (ODM, Green Belt), Lawissa Tidrick (ODH, Black Belt), Jon Field (DVS, Black Belt), Kevin Palicki (ODH, Green Belt)

Featured Tool – Kameelah Guthridge, Bureau of Workers' Compensation

DMAIC – Control Phase

While the Control phase of DMAIC is the last step to sustaining improvement, it is equally as important as the previous four phases. The Control phase ensures that the gains obtained during the Improve phase are maintained and the knowledge gained from the project is shared.

Key components of the Control phase include:

1. Standardizing and documenting the new process;

2. Training; and

3. Creating a plan to monitor and measure performance in response to changes in the environment.

Standardizing and Documenting the New Process

The new process should be designed and shared with the organization. Standardizing the new process includes:

- Defining the steps that are required to provide the product or service to the customer;

- Sequencing the order of operations;

- Sharing the expected time to complete the steps; and

- Explaining the criteria for quality.

Deliverables for documenting the new process may include using an observation sheet, writing procedural steps, mapping out the process or configuring a job aid.

Because continuous improvement is the goal, there should be a process in place to make changes to the new process as needed. Thus, standardized work is subject to change.

Training

Employees that are a part of the process or directly impacted by the process should be trained on the new process. It is equally important for the project team and LSS professional to make supported and supporting divisions aware of the new process. Depending on the size of the change, a Change Management professional may need to be included to coordinate the change to the organization throughout the DMAIC cycle. CM professionals may be especially helpful with explaining the changes, spreading awareness and buy-in of the improvement strategy. Hopefully, when others hear of your improvement efforts, it will encourage continuous improvement throughout the organization.

Creating a Plan to Monitor and Measure Performance in Response to Changes in the Environment

A control plan should be created to track performance of the improvement strategy. A control plan ensures that the process consistently meets the customer requirements. Elements of a control plan include documenting the following:

- Who is going to keep the process functioning properly?

- When will monitoring of the input variables occur?

- How will the input variables be monitored?

- When will the plan be updated?

- Where will the monitoring be conducted?

- Where should the plan reside?
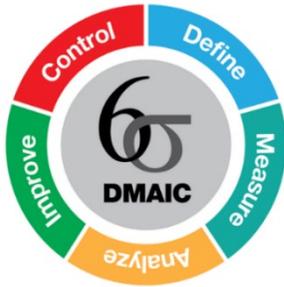
The LSS professional should encourage the project sponsor and owner to ensure that success is defined and that the new process is working and helping the organization to meet customer needs. Indications that the new process is working may include a decrease in delays, process lead time, or cycle time; and an increase in cost savings.

It is important for the LSS professional to follow-up with the project sponsor, and process owner 30, 60, and 90 days after the project ends to confirm that the team has followed-through on the plan and to verify that solutions result in substantial improvements.

Tools specific to the Control phase are Control Plans, Standard Work, and Visual Management. However, the same tools that are used in the previous four phases are used in the Control phase too. Remember, the LeanOhio Tool Kit ("The Blue Book") is a helpful resource to remind you how and when to use the Lean tools. A list of tools that can be used in the Control phase of DMAIC can be found on LeanOhio's website.

This sums up our 5-part series on DMAIC. Be sure to read the newsletter next month as we will share how LSS aligns with other approaches and methodologies.

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

Domino's Pizza uses a Slice of Quality Control Measures

At the heart of Lean Six Sigma is the never-ending pursuit of excellence and quality. Although technology might not be the best place to start or always the solution, it can go a long way in assisting companies and organizations in their pursuit of excellence and meeting customer expectations.

Take for example, Domino's Pizza. Early this summer, Domino's Pizza Australia and New Zealand announced the new use of artificial intelligent (AI) technology to guarantee each pizza they produce holds up to its quality standards. The pizza partnered with technology company Dragontail Systems the past two years to create the AI technology, named the DOM Pizza Checker. The need for the technology evolved out of the number of customer complaints Domino heard, saying the pizza received did not look like what was in advertisements. The Checker is a smart scanner that hangs above the cut bench at Domino's stores which checks each pizza made against a dataset of what the "perfect" pizza should look like. The Checker is designed to ensure each pizza is mistake-proof, and that pizzas are not missing toppings, lacking sufficient cheese, or the wrong temperature. Domino's is testing the technology at their franchisee's stores in Australia and New Zealand. There

has been no mention yet of the technology expanding to the United States or other international markets.

Domino's has been a leader in the pizza industry with developing and utilizing new technology. They recently announced an in-car ordering capability and the GPS tracking of pizza orders. Working with Xevo Inc., they rolled out the AnyWare pizza ordering platform, which will come pre-installed in millions of new cars later this year. With the push of a few buttons, customers are able to order a pizza via a touchscreen located on their car's dashboard. In addition, the company is rolling out a pilot program in which customers are able to track the location of their pizza delivery driver similar to the way Uber customers are able to track their driver. Store managers are also able to track drivers to better manage their safety as well as in-house delivery operations. Furthermore, the company plans to release additional quality-control features, including the ability for a customer to view a real-time image of their pizza on the cut bench. As part of the new process, the customer will be notified if their pizza failed to meet their quality testing and is being remade.

For more information on Domino's upcoming quality-control projects, visit the following sites: Nation's Restaurant News, Restaurant Dive, and ASQ.

Upcoming Events

LeanOhio Open House July 18, 2019

Network Belt Presentations: July 30, 2019

Lean Liaison and Black Belt Meeting: July 30, 2019

LeanOhio Boot Camp: August 19 - 22, 2019

"Getting things done efficiently transcends politics."

-- Graham Richard, *former Mayor of Fort Wayne, Indiana*

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