

LEANOhio Newsletter

March 2019

Welcome to the March newsletter. This month features an update on LeanOhio Boot Camp and an interesting story on how an animal shelter applied Lean Six Sigma strategies to improve their entire operation which includes reducing the time it takes for animals to be adopted into homes. More information is provided in the *Lean in the News* section.

This month begins a five-part series for our *Featured Tool* section. Over the next five months we will provide background about each of the five phases of the DMAIC (Define, Measure, Analyze, Improve, and Control) process.

We are very excited to announce a new member to the LeanOhio team. Julie Finnegan is a Lean Six Sigma Green Belt and joins us after working for the past seven years at the Ohio Rail Development Commission. Julie is passionate not only about helping others improve processes, but also teaching people the tools and methods to go out and help others maximize their potential. Throughout her experiences in communications, public relations and marketing, Julie has developed the skills necessary to listen to a variety of problems and points of view and translate them into common themes and customizable solutions to everyday challenges. Julie holds a Master's Degree in Art History, with undergraduate foundations in psychology and business. Her diverse educational and professional background prepared her for the task of applying Lean Six Sigma principles to a variety of workplace processes.



Julie will be the primary point of contact for LeanOhio Boot Camp and will be reaching out to the Network soon to connect with members that would like to teach Lean tools in a future training session. Having a variety of instructors with different backgrounds from different organizations is one of the reasons Boot Camp continues to be so successful. Julie's first day with LeanOhio is Monday, March 4th. Her contact information will be Julianne.Finnegan@das.ohio.gov.

Training Update



[LeanOhio Boot Camp](#) sessions are scheduled for 2019 and are available to view on the [LeanOhio Calendar](#). LeanOhio Boot Camp is an intensive four-day training that gets participants learning and using Lean methods and tools. The entire program is tailored to the public-sector workplace and public-sector processes. Included is an in-depth simulation involving a prototypical agency, so participants build their toolkits by way of a real-world situation. Completion of a process improvement project and an [A3 report](#) are required to earn a

Camo Belt.

Click [here](#) for instructions on how to enroll for LeanOhio Boot Camp.

Network Resource

LeanOhio Network Directory

If you are starting a new process improvement project and are in need of support, the LeanOhio Network page is a great way to get a quick snapshot of individuals trained in your agency. Just go to lean.ohio.gov/Network and use the Search field to filter by agency name. This can also be used to find your agency Lean Liaison.

Please let us know if there is any incorrect information in our Network Directory that needs to be updated by sending an email to: leanohio@das.ohio.gov.

LeanOhio Network Directory

The LeanOhio Network includes hundreds of state employees who are making government simpler, faster, better, and less costly. Many have special training and certification, including Black Belts and Green Belts. They promote Lean, improve processes, and partner with the state to teach Lean tools and strategies.

Use the directory below to find Lean practitioners in our Network.

Browse records in that [Search](#) [Reset Search](#)

| First Name | Last Name | Agency | Phone | Email | Belt Level | Liaison |
|------------|-----------|--|--------------|-------------------------------|------------|---------|
| Melissa | Anderson | Ohio Department of Administrative Services | 614-466-4763 | Melissa.Anderson@das.ohio.gov | Camo | |
| Steven | Baker | Ohio Department of Administrative Services | 614-466-8454 | Steven.Baker@das.ohio.gov | Camo | |
| Joe | Banicki | Ohio Department of Administrative Services | 614-387-5432 | joe.banicki@das.ohio.gov | Black | |
| Lisa | Barna | Ohio Department of Administrative Services | 614-728-4910 | lisa.barna@das.ohio.gov | Camo | |



Breaking Down DMAIC

When creating a Lean Six Sigma (LSS) project plan, two questions come to mind:

- 1) Which tools would be best for improving the process?
- 2) When should I use those tools?

For the answer to both questions, I usually go to the [LeanOhio Tool Kit](#) (a.k.a “The Blue Book”). On page 7, there is for a list of all the tools that apply to each phase of the DMAIC framework. As a reminder, DMAIC is an acronym for **D**efine opportunities, **M**easure performance, **A**nalyze opportunity, **I**mprove performance and **C**ontrol performance. DMAIC is the common Lean method to solve a problem. Each phase of the DMAIC framework builds on the previous phase and the tools used work together to resolve the problem.



The DMAIC framework is used when the problem at hand is complex and there is no obvious solution. For the next several months, we'll take a deeper dive into DMAIC and share the tools that can be used in each phase of the framework. This month we will explore the Define phase.

In the Define phase, the LSS professional obtains an understanding of the purpose and scope of the project, gathers information from the four voices (customer, process, business and employee), and develops a project plan.

Understanding the Purpose and Scope

To obtain a better understanding of the process or product, the LSS professional meets with the process owner and the potential sponsor to gather information about the perceived problem. In this meeting, the following are points of discussion:

- Explanation of the perceived problem
- Desired outcome
- Who is involved
- Available data
- Project team
- Commitment/priority
- Determine next steps

The LSS professional should confirm that fixing the problem is a high priority to the project sponsor and will have a high impact.

Gathering information from the Four Voices

To determine requirements of the process and to ensure that there is a problem to fix, the LSS professional gathers information from stakeholders of the process. While gathering information through interviews and observations, the LSS professional will learn of pain points that are specific to those that have input or receive output from the process. When gathering information, the LSS professional obtains a better understanding of what the customer, business, and employees want and think of the current product or service. The LSS professional can obtain feedback in the following ways:

- Surveys
- Telephone calls
- Complaint data
- Focus groups
- Interviews

Developing a Project Plan and Goals

The prerequisite for developing a project plan is to develop a clear problem statement. A project plan consists of the following:

- Work to be completed (scope)
- Roles and responsibilities
- Timeline for completing the project
- Description of required resources
- Goal statements
- Objective measures of success

The LSS professional should ensure that the goals are linked to key business objectives and that completing the project improves customer satisfaction. The problem, goals, and priority of the project should be clearly communicated and understood before work begins.

Define Phase Tools

The tools used in the Define phase determine the direction of the project and are foundational for project success. Thus, it is important for the LSS professional to have a thorough understanding of

the tools and how to apply them to a project. Knowledge of tools that are used in the Define phase helps the LSS professional to strategize and execute on solving the problem.

In next month's newsletter, we will explore the Measure phase. Until then, more information on all the tools used in the DMAIC framework can be found on the [LeanOhio website](#).

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

Humane Society for Greater Savannah



Although Lean Six Sigma (LSS) has its roots in the manufacturing industry, one of the benefits of LSS's principles is that they are applicable to any organization which houses an operation. This is evident in the following [editorial](#) from CEO William Brown at the Humane Society for Greater Savannah (HSGS). This non-profit agency desires to improve their operations in

moving foster animals through a process to find permanent homes.

Brown discusses the series of improvements the agency made by combining standard business procedures with LSS best practices to improve operating efficiency, save thousands in operating costs, and increase adoption rates. Brown became familiar with LSS principles while serving in the US Air Force and later at the Department of Defense.

First the agency addressed how the staff of the shelter aligned to functions of the organization. Brown and his team focused on streamlining personnel and job functions, comparing previous operating procedures with guidelines from the Association of Shelter Veterinarians in 2010. They discovered they either had one person performing too many tasks or the right people doing the wrong tasks. They conducted interviews with staff and aligned the right people with the right positions. This resulted in the reduction of staff hours and operating costs.

In addition, they looked at their inventory management. Originally, they had two employees who made daily runs to department stores for supplies, often only buying one or two items at a time. They hired a company that specializes in inventory management, purchasing and delivery. The company helped develop and maintain a proper inventory level, delivered items as needed, and helped them save space, time, effort and operating costs.

Another improvement was reducing an animal's average length of stay significantly by "fully" utilizing the software system they were using to track the animal's progress towards adoption. They now measure the length of time an animal spends in each stage. In addition, they now hold staff accountable for the length of time an animal spends in each stage. As a result, HSGS reduced the average length of stay from 45 days to 6.6 days! This now means animals are more quickly adopted in homes that will provide love and care for them.

Brown concludes by writing “you can’t manage what you don’t measure.” Because of their efforts, HSGS has reduced personnel expenses by 34.89% from August 2017 to August 2018 by applying standard business procedures, best practices and LSS principles to their entire operation. It’s great to see that LSS principles are assisting in helping these animals as well as providing joy for their human owners.

Pictured below are a few of our LeanOhio network members and their adopted pets:



Left: Megan Altier and Sophie (Cardigan Corgi), Center: Hilary Stai and Toby (Husky Mix), Right: Chris Reeg and Gunner (Golden Retriever Mix)

Upcoming Events

[American Society for Quality \(ASQ\) Spring Conference](#): March 11, 2019

[OSU Center of Operational Excellence Summit](#):
April 9-11, 2019

[LeanOhio Boot Camp](#): April 22-25, 2019



“There are so many possibilities for streamlining processes.”

-- Cindy Money, *Ohio Environmental Protection Agency*

The LeanOhio Newsletter is published by the
Department of Administrative Services, LeanOhio Office.

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