

# LEANOhio Newsletter

May 2019

Congratulations to the newest members of the LeanOhio Network. 22 attendees from 10 different agencies completed Boot Camp in April. We look forward to seeing some great projects come out of this group!



Front row from left: Asia Pope, DAS; Amanda Tedrick, BWC; Sharnee Jennings, AGO, Edith Blosser, MHA; Lisa Charlton, OOD; Middle row from left: Aaron Locker, SOS; Sandra Lytle, OBM; Emily Bright, SOS; Jessica Folsom, OOD; Gwen Biglin, OOD; Tammy Miller DOT; Tony Veljanoski, DPS; Parvinder Singh, SOS; Back row from left: David Arn, BWC; Thomas Papacostas, ODM; Matt Dodovich, TAX; Josh Vittie, DPS; Jeff McNulty, DRC; Shannon Arnett, ODM; Janeece Keyes-Shanklin, BWC; Donna Deely, SOS; Andrew Winkel, TAX

# Training Update

## LeanOhio Open House



Have questions about a Lean tool? Looking for a little guidance on a project? Needing a Lean skills refresher? Come to our LeanOhio Open House! We are launching a new initiative to supplement our trainings where LeanOhio staff and leaders within our network will be available for an entire day to answer your questions, walk you through Lean tools and be available for project assistance. The first Open House will be Thursday, May 16<sup>th</sup> from 8:30a-4:30p. There is no need to sign up, just drop on by Rhodes Room 1845 whatever time works best for your schedule; someone will always be there to help. If you have project-specific questions, bring as many supporting materials as possible. We look forward to seeing you on the 16<sup>th</sup>!

---

# Network Update



Joe Rust is a new Lean Liaison for the Ohio Attorney General's Office. In the role of Director of Operational Excellence he supports AGO leadership helping to meet and support the need for data-driven decision-making. Since completing his Black Belt training in 2012 with the Auditor of State's Office, Joe has been involved with a number of Lean Six Sigma project and activities with the goal of delivering more economical, efficient, and effective services for Ohioans.

Joe's contact information is [Joseph.Rust@OhioAttorneyGeneral.gov](mailto:Joseph.Rust@OhioAttorneyGeneral.gov) or 614-466-2862

---

# Project Results

LeanOhio recently certified 9 Lean Six Sigma belts in April. Certification belts are awarded to individuals that complete training and then go on to apply their learning and successfully complete a process improvement project.

Camo belt recipients completed the 4-day LeanOhio Boot Camp training and went on to complete a process improvement project using the Plan, Do, Check, Act (PDCA) methodology and submitted their results in an [A3](#) format.

Green belts are awarded to participants that've either completed the 4-day classroom training or online training through [Learning On Demand](#). To earn the belt, they also are required complete a project using data analysis and report out their project results to their peers in the LeanOhio Network. John Coleman, Ohio Penal Industries (OPI) Chief, recently finished the online training program and completed a project that will significantly speed up the time it takes for OPI to deliver products and services to customers. Click [here](#) to read more about John's Green belt project and new Lean strategies being implemented at OPI.



Camo belt recipients from left: Sean Hathorn; ODM, Patty Magazine, DAS; Nicole Northrup, ODM; Soroya Kenny, ODH

---

## Featured Tool – Kameelah Guthridge, Bureau of Workers' Compensation

### Breaking Down DMAIC

In March we focused on defining the problem (Define phase). In April, we shared information about obtaining baseline data to understand how the process is performing (Measure phase). This month we will explore the Analyze phase.



The Analyze phase focuses on the information learned in the Measure phase. The purpose of the Analyze phase is to find key factors and determine the root cause(s) of the problem and to prioritize those root cause(s). The question that the Analyze phase seeks to answer is, “Why is this problem occurring?” To find out “why,” it is important to study and determine the relationship of information and understand the key factors in the process. In this phase, the Lean Six Sigma (LSS) professional and the project team search for significant inputs (X) that effect outputs (Y). They also look for similarities, differences and interrelating information to establish how to categorize the information.

Analyzing is figuring out what the data suggests about the process. A thorough analysis includes an examination of both the data collected as well as the process. Analyzing, includes the following:

- Finding the underlying source of process variability. The LSS team reviews the process map to identify the pain points, waste (using TIM U WOOD) and identify the value-added steps.
- Obtaining the voice of the process by examining the data. The data reviewed can be collected from reports, scorecards/dashboards and check sheets to identify metrics that are out of specification.
- Developing hypothesis about the root cause(s) of the process. There are usually many contributors to a problem, the Fishbone Diagram (Cause and Effect), 5-Why Technique and brainstorming can be used generate and organize those ideas.
- Verifying that the issues identified are the root cause(s) of defect(s) in the process. The LSS professional must ensure that he or she looks beyond the symptoms and get to the bottom of what is really causing the problem. This ensures that the undesirable effects no longer impact the process.

It is important to note that the brainstorming in this phase is to find the root cause of the undesirable condition in the process, not to solve the problem. Sometimes, project teams will enter into discussions about how to resolve the problem(s) as they identify them. The LSS professional should ensure that this does not occur as it takes away from the time and spirit of understanding the true root cause(s) and defect(s) within the process.

Remember, some of the tools can be used in more than one phase, so select the tool that is most helpful for your project. A list of tools that can be used in the Analyze phase of DMAIC can be found on [LeanOhio's website](#).

Next month, we will focus on the Improve phase of DMAIC.

---

## 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 from a variety of Lean practitioners across state government?

Give back to the Network and present at a future LeanOhio Network meeting!

Contact [michael.t.buerger@das.ohio.gov](mailto:michael.t.buerger@das.ohio.gov) for more information.

---

## Upcoming Events

[Dept of Agriculture Kaizen Event](#): May 6 – 10, 2019

[OSU COE Event](#): May 10, 2019

[LeanOhio Open House](#): May 16, 2019

[LeanOhio Boot Camp](#): June 17 - 20, 2019



---

**“If you define the problem correctly, you almost have the solution.”**

-- Steve Jobs



Department of  
Administrative Services

LEANOhio

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