

# LEAN Ohio

## Newsletter

### Project Spotlight – Alyshia Benedict, Department of Job and Family Services

#### Green Belt Project

I work for the Ohio Department of Job and Family Services, in the Office of Employee and Business Services (OEBS). Internal Operations including Mail Services are managed through the Information Management section in my office. I was asked to review the Office of Unemployment Insurance Operations' (OUIO) PO Box Management process for my Green Belt project.



The project's scope began with mail being received at the post office and ended with mail being delivered to the appropriate section for processing. The metrics we reviewed included the cost of PO boxes, the number of documents associated with PO boxes, the amount of mail received, the steps in the process and the number of defects. We started tracking mail being received in the wrong PO Box in December 2018.

As we know, FMEA stands for Failure Mode and Effects Analysis and it is used to identify the severity, frequency and likelihood of issues in a process. The major problem in this process included the fact that PO boxes were being paid for and maintained but not used. Mail was received in PO boxes not designated for the type of mail being received. Re-work and sorting frequently occurred and forms and envelopes were associated with incorrect PO boxes.

The risk priority numbers were highest for the problem that PO boxes were being paid for and not used and Mail was being received in the incorrect sections. Based off this information, we were able to focus on decreasing the risk of each of these problems. See FMEA chart below:

Problem	Severity	Likelihood	Detection	RPN Score
PO Boxes paid for and maintained but not used	9	10	10	900
Mail is received in PO Box not designated for the section	9	10	8	720
Over-processing and re-work of mail sorting is occurring	8	9	7	504
Forms and envelopes are associated with incorrect PO Boxes	7	5	5	175

The data provided us with the determination that a reduction in the number of PO boxes would decrease the number of defects in the process. During this analysis, the OUIO mail room was consolidating and merging with the OEBS mail room. This change included moving employee work locations to another facility, new coworkers and a new mail process.

The merge of the OEBS and OUIO mail rooms played an important role in this project and helped guide the decision to postpone the recommendation to consolidate to three PO boxes. Using resources such as the Project Change Triangle and the ADKAR Scale, we came to the resolution that a re-evaluation of the PO box management process will need to be conducted after the mail room merge. Two important lessons were learned during this project. 1) It's crucial to look at a project from all points of view and acknowledge how people and teams are affected by organizational transitions. 2) A successful project will help prepare and support individuals affected by organizational change using change management tools.

We look forward to re-evaluating the process and continuing to make Internal Operations at ODJFS simpler, faster, better, and less costly.

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## Network Resource – Michael Buerger, LeanOhio

### Unwrapping the Gift of Feedback

Four members of the LeanOhio network attended last month's Women's Leadership Forum at the OSU Fawcett Center sponsored by the Fisher College of Business Center of Operational Excellence (COE). The keynote speaker was Michelle Brown, former Chief Operating Officer and current head

of leadership initiatives for Columbus-based healthcare technology firm and perennial “best place to work” [CoverMyMeds](#).

Brown’s impassioned presentation titled “[Unwrapping the Gift of Feedback](#)” shared highlights from her career through the lens of how the voices of others have been critical to her personal and career development. Her presentation addressed three main areas:

- *How we can change the slope of our development through asking, receiving, and acting on feedback*
- *What stops us from hearing the feedback we need*
- *How to gather more feedback from our colleagues*

Since the four voices and feedback in general is such an integral part of Lean, I thought it would be a good idea to feature each of the four LeanOhio attendees’ insights and takeaways from the forum as a two-part series. To kick off part one of the series, this month’s article spotlights feedback from Mugsy Reynolds, Project Manager and Black Belt from the Department of Insurance. Mugsy had this to say:

As a project manager, at the closing of major projects, I always use a simple two-question survey as a final “lessons learned” task to obtain feedback from everyone who was involved in the project:

1. *What did we do really well?*
2. *What can we improve on next time?*

I share the feedback with the entire project team and keep it for future reference. Most importantly, if applicable, and if I have the authority to leverage the feedback on current open projects, I do so immediately.

Ms. Brown’s presentation not only confirmed that I should continue this practice, but also encouraged extending it to include 360-degree peer reviews. This can be initiated by any team member as an individual request or managed as a shared peer review with leadership. Again, a simple two-question survey will provide a wealth of insight into what others view as our strengths and possibly uncover blind spots as opportunities for personal growth and development:

1. *What are two things I do really well?*
2. *What are two things I can improve upon?*

Mugsy said obtaining honest feedback from people you work with is a very vulnerable and brave thing to do. As Lean practitioners, if we are truly committed to improvement, 360-degree peer review is something we should all engage in on a regular basis.

Next month, we continue with part two of this series and spotlight feedback from the COE Women’s Leadership Forum.



Pictured above from left to right: Karen Stone, PUCO; Mugsy Reynolds, Department of Insurance; Kelly Reo, Executive Director, OSU Center for Operational Excellence; Michelle Brown, Chief Operating Officer, CoverMyMeds; Julie Finnegan, LeanOhio; and Sarah Molski, Higher Education.

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## Training Update

### **LeanOhio Boot Camp – August**

Congrats to the newest members of the LeanOhio Network. 24 employees representing 15 different agencies completed Boot Camp last month. These attendees are newly equipped to apply Lean thinking and tools to improve processes back at their agencies.

We will be offering Green Belt training in September/October and our last Boot Camp session of 2019 is scheduled for the week of November 4<sup>th</sup>.



Front row from left: Jennifer Kelbley, JFS; Vlada Furmanova, JFS; Leanne Sanderson, ODI; Yolonda Frierson, DYS; Melissa Smith, COM; Middle row from left: Nicole Sieber, OBM; Jill Schuler, COM; Heather Wagner, DODD; Heidi Fisher, DODD; Kate Munger, Supreme Court; Crystal Tanner, BWC; Kim Ross, ODM; Lula Jordan, DAS; Mark Richards, EDU; Tammy Aneshansley, COM; Keneka Jordan, DSA; Back row from left: Nathan Fowle, MHA; Josh Babbert, TAX; Akil Hardy, COM; Michael Odogwu, ODI; Dan Rako, ODM; Ryan Smith, DYS; Jared Mutchler, DODD; Richard Hardy, AG

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# Upcoming Events

[OSU COE Event:](#) September 17, 2019

[LeanOhio Open House:](#) September 13, 2019

[Green Belt Training:](#) September 30 – October 3, 2019



**“It’s the little things you do that make the big things happen.”**

-- Mike Dooley, *New York Times* Bestselling Author

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

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