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LeanOhio Information Kit

Included are seven documents that provide extensive information about Lean, Kaizen, and Six Sigma in Ohio state government.

1. 7 Steps for Implementing Lean (1 page)
These steps provide a strategic overview of how Lean is being implemented in Ohio state government. The end in mind is to have Lean become the routine way of doing business.

2. 2011-2020 Results Summary (1 page)
Review a set of meaningful measures that show the positive impact of LeanOhio in state government.

3. LeanOhio Service Overview (1 page)
See the full range of services and programs that the LeanOhio Office is delivering to state agencies -- in order to make government simpler, faster, better, and less costly.

4. Kaizen Event Services (1 page)
Some of the biggest savings and gains in efficiency are through Kaizen events – but they require careful guidance before, during, and after the event to ensure success. Learn about LeanOhio services that support this comprehensive approach.

5. All About Kaizen Events (1 page)
Learn what happens during a Kaizen event – and how the Kaizen approach is far better than previous approaches to improvement.

6. Kaizen Event Go/No-Go Checklist (3 pages)
If you're considering a Kaizen event for your agency, this checklist is an essential first step. Use it to get your event set up for success.

7. Lean Routine (1 page)
While full Kaizen events tackle major processes, the Lean Routine is for projects that are more narrowly scoped. It can be faster and more flexible – but just as results-driven.

Ohio | Department of Administrative Services

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Vision: To be recognized as a national leader and the go-to resource in Ohio for making government more efficient and effective.

Visit lean.ohio.gov for detailed information, results, and resources.

7 Steps for Implementing Lean in State Government in Ohio

7

1. Learn and test the effectiveness of "Lean Manufacturing" to improve state government systems.

Do not invest in fads
A team of state employees works with business experts to learn and experiment with Lean Six Sigma tools and principles to determine their effectiveness in improving government services.

2. Focus preliminary Lean efforts on major Kaizen events to ensure significant results.

Selling results is easier than selling theory
Select high-opportunity projects and champions who will do what it takes to succeed, and accumulate a variety of significant, transformative results throughout state government.

3. Communicate and celebrate those first tangible results to increase interest and demand for Lean.

If you improve it, they will come
Use website, articles, and meetings to share results and recognize and reward excellence.

4. Develop a network of additional practitioners to meet the increased demand for Lean efforts.

Matching supply and demand
As more people and agencies wish to use Lean, increase capacity by developing a variety of opportunities for training, mentoring, and gaining experience – both within the LeanOhio Office and interested agencies.

5. Ensure that major improvement efforts are prioritized, aligned, and managed with appropriate visual metrics.

From random projects to aligned system improvements
Widen the focus to include strategic planning, understanding and improving systems through value stream mapping, creating efficient processes the first time, and building visual management systems to better ensure complete success.

6. Support opportunities for greater use of Lean tools by everyone.

Push Lean down and out
Promote bottom-up improvement efforts so everyone is improving all the time (and not just through Kaizen events), and ensure that new Lean champions in all agencies have support from experienced practitioners.

7. Lean thinking becomes the normal routine rather than something done just during an event.

Lean embedded in state government's DNA
How else would you do any state business except by using the best practices for improvement and efficiency? Lean is naturally a part of all meetings, projects, day-to-day work activities, and new employee orientation.

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2011-20 RESULTS SUMMARY

Results from January 2011 through December 2020

Since the launch of LeanOhio in January 2011, the methods and tools of Lean Six Sigma have been used extensively to make state government simpler, faster, better, and less costly. Below is a summary of key measures.

Results **Over 400 reported projects** led and facilitated by LeanOhio staff and Lean-trained state employees.

These improvement projects consist of **Kaizen events, Lean Routines, Camo, Green and Black Belt Projects**.

These improvement projects have been at **45 state agencies, boards, commissions and elected officials**.

Internal Expertise Powering these gains are **70 embedded Black Belts, 240 Green Belts and over 600 Camo Belts** trained in-house by LeanOhio staff.

SIMPLER

Lean Six Sigma is about cutting red tape and making processes simpler. For process improvement projects reported in 2011-2020, implemented improvements will lead to:

- **64%** average reduction in the number of process steps
- **Over 13,000** process steps eliminated
- **56%** reduction in handoffs for projects reporting this metric

BEFORE IMPROVEMENTS

Number of Process Steps

64% REDUCTION

AFTER
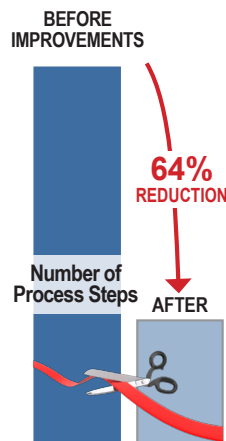
FASTER

Lean is about serving customers faster. According to calculations done by the project teams, implementation of the improvements will lead to:

- **68%** average reduction in start-to-finish process time
- **75%** reduction in delays for projects reporting this metric
- **13,454** days reduced in start-to-finish process time

BEFORE IMPROVEMENTS

68% REDUCTION

AFTER
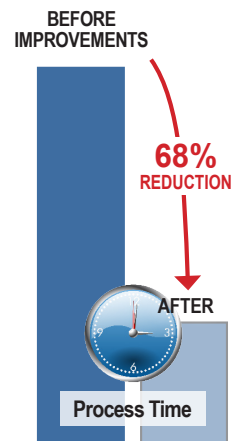
Process Time

BETTER

When transforming processes to make them simpler and faster, Lean teams free up staff time that can be redirected to other work. Improvement teams from 2011-2020 identified close to **1,000,000 potential redirected hours**, to be realized when the new processes are fully in place.

LESS COSTLY

Saving money and making better use of taxpayer dollars are major priorities. Since January 2011, Kaizen teams have identified **millions of dollars in potential savings**, to be realized when the new processes and other improvements are fully implemented.

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CURRENT STATE

FUTURE STATE

BEFORE: Created during a Kaizen event, the map above shows how the process used to look.

AFTER: On the right is the simpler and faster "future state" process designed by the Kaizen team.

LeanOhio Overview

Here's how the LeanOhio Office is making government simpler, faster, better, and less costly.

|	
Major Process Improvement	Consultants from the LeanOhio Office lead major process-improvement events. In 5-day Kaizen events, teams transform key processes – eliminating red tape, removing bottlenecks, reducing process time, strengthening service, and saving money. Since January 2011, LeanOhio has led over 80 Kaizen events. (See "before" and "after" photos above.)
Strategy Deployment	LeanOhio consultants assist agencies in developing business strategy. This methodology provides leaders with a mechanism for deciding which priorities truly matter right now, and create a linkage between continuous improvement initiatives and the organization's strategic goals -- a critical component to ensuring support and sustainment of any Lean initiative.
Training and Development	The LeanOhio Office has a robust program of training, development, and mentoring. Offerings include White Belt Training (1.5 hours), Yellow Belt Training (1 day), Boot Camp (4 days + project), Green Belt Training (8 days + project), Black Belt Training (5 weeks + project).
LeanOhio Network	The LeanOhio Network unites state employees who have attended LeanOhio training. The group is over 1000 people strong, with 66 Black Belts and over 200 Green Belts. Among state governments, Ohio leads the nation with the most in-house Lean expertise.
Lean Leader Development Program	LLDP provides high-potential state employees with an immersive experience of advanced learning, practice, and knowledge transfer back to their agencies. Participants work in-house with the LeanOhio Office for up to 3 months strengthening their skills around process improvement.
Resources	To power new thinking and higher levels of improvement, the LeanOhio Office routinely adds to its library of improvement resources.
lean.ohio.gov	Since its 2011 launch, lean.ohio.gov has become the nation's largest public-sector Lean website.

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CURRENT STATE
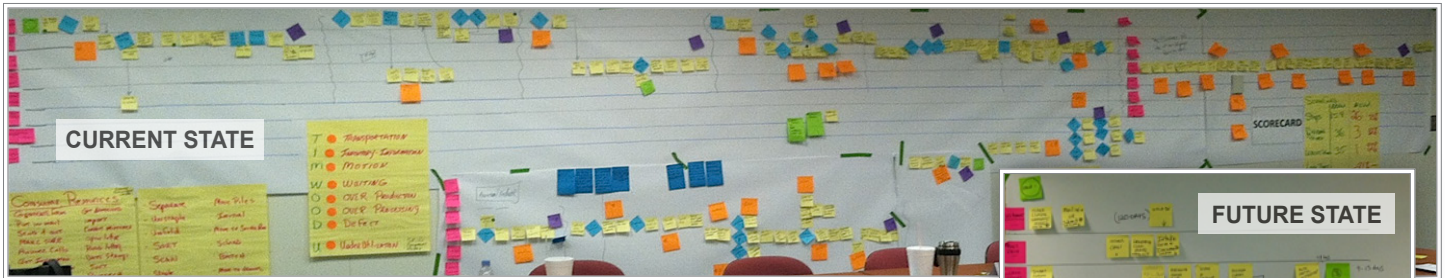
FUTURE STATE

BEFORE: The above process map, created by a Commerce team during its Kaizen event, shows how the Unclaimed Funds claim process used to look.

AFTER: The team leaned up their process in a major way. The "future state" process has 82% fewer steps and serves customers up to 150 days faster.

Putting Lean and Kaizen to work

The **LeanOhio Office** can provide crucial guidance and faciliation.

BEFORE KAIZEN EVENT

1. Present an overview of Lean and Kaizen events to management. optional
2. Conduct a "pre-scope" on potential issues, core processes, and opportunities. optional
3. Meet with management for scoping session (at least 4 weeks before Kaizen event).
4. Collect and analyze baseline data (after scoping session).
5. Conduct customer satisfaction survey (after scoping session).
6. Conduct "voice of the customer" focus group(s). optional

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DURING KAIZEN EVENT

1. Present statistical analysis of current process data.
2. Present results of customer satisfaction survey.
3. Provide just-in-time training on Lean and Six Sigma principles and tools.
4. Identify and document all steps in the current process, mapping it in detail.
5. Analyze the current process to uncover value-added steps and waste.
6. Identify, evaluate, and reach consensus on best ideas for improvement.
7. Create and reach consensus on a new ideal process based on a pull system and proper flow.
8. Use Lean tools as needed to increase speed and reduce waste in the process.
9. Create implementation plans with action registers for communication, training, IT, etc.
10. Develop a scorecard to track implementation progress and results.
11. Prepare a presentation on results and plans that's delivered to leadership and staff.

AFTER KAIZEN EVENT

1. Write an article that highlights results, posting it to lean.ohio.gov in Web and PDF form.
2. Coordinate with the Ohio Certified Public Manager program to assign a project manager to help the team implement the innovations.
3. Conduct update checks at 30-day, 60-day, 90-day, 120-day, 6-month, and 1-year intervals.
4. Conduct customer survey 6-9 months after Kaizen to identify progress and needs.
5. Promote recognition opportunities for successful teams.

Here's what Kaizen team members are saying about their experience...

"I was skeptical.... I thought, there's no way we're going to be able to do this in a week. But by the second day, I was starting to realize, we're getting it done! **It's amazing.** We did it in four days."
Brenda Gerardi, Office of the Ohio Attorney General, Bureau of Criminal Investigation

"We're at the lab working and working, but we've never been able to take a step back, look at our process, and make the process better. But Kaizen allowed us to do that. **Stepping back has made all the difference.** We've had time to think and figure out, how can we do this?"
Tammy Qualls, Highway Patrol, Crime Lab

"**This is an unbelievably effective tool** to help get work done more efficiently and effectively. I'm also a taxpayer, so I'm thrilled we have reduced program costs without spending any additional state dollars."
Diane Luff, DAS

"The great thing about this event and Kaizen is that this is going forward beginning Monday morning. **We have something that will actually work** because we can put the changes into process right away."
Dana Warner, Ohio Department of Public Safety, Bureau of Motor Vehicles

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Kaizen Events

A Kaizen event is a one-week improvement blitz aimed at overhauling a core work process. Used extensively at leading private-sector companies and public-sector agencies, Kaizen is an approach of choice for increasing efficiency, boosting customer satisfaction, and cutting costs.

In Ohio state government, Kaizen teams are on the move and getting great results: streamlined processes, reduced red tape, greater efficiency, increased customer satisfaction, and big savings.

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The term **KAIZEN** is Japanese, meaning to change (kai) for the better (zen). Kaizen teams do just that, analyzing every part of a work process, then rebuilding it to be simpler, faster, better, and less costly.

Here's how Kaizen is different...and better

Improvement has always been a priority in state government, but Kaizen takes it to a new level. Here's how:

INTENSITY

A Kaizen team does all its work in a nonstop stretch from Monday through Friday. This compressed time frame ensures continuity and efficiency.

IMMEDIACY

Too often in the past, teams generated recommendations that never got implemented. With Kaizen, implementation is more immediate. While some improvements may need to be phased in, many changes are put in place during the Kaizen week. Agency directors, assistant directors, team sponsors, and other key leaders visit with the team as the week unfolds to get updates, give input, make decisions, and remove barriers.

IMPORTANCE

Kaizen has its biggest measurable impact when used to improve major processes. The best candidate for a Kaizen event is a costly, complex, delay-ridden process that is crucial to customers and integral to the agency's strategic priorities.

Here's what happens during a Kaizen event

A Kaizen event begins with just-in-time learning on Monday...and ends with a celebration and presentation of plans and projected results on Friday. In between, team members dive deeply into their work process. They question their assumptions, apply their experience, exercise their creativity, analyze the data, and build a process that's far simpler, faster, better, and less costly.

DAY 1 LEARNING	DAY 2 DISCOVERY	DAY 3 IMPROVEMENT	DAY 4 IMPLEMENTATION	DAY 5 RESULTS
Learn Kaizen methodology	Finish mapping current process	Design new process	Review and re-fine changes	Present results and changes
Begin mapping current process	Develop ideas for improvement	Calculate mea-surable impact	Develop imple-mentation plans	Schedule follow-ups

A Kaizen team typically involves 10-18 people. This includes staff who work the process, managers or supervisors of the process, one or more customers or other stakeholders, and even an outsider with no knowledge of the process who can bring a fresh perspective.

On the right is a snapshot of a Kaizen event on its fourth day. Here's what's happening:

A. A subgroup fine-tunes plans to develop informational materials and training to support the improvements.

B. A LeanOhio consultant fine-tunes the new process map based on input from the team.

C. One of the Kaizen participants consults with a subgroup for clarification.

D. The group on the right is working on details of an especially complex part of the new process. They will report their findings to the whole group in order to build consensus.

E. Stretching from the wall on the right and continuing on the left is a complex map of the current process. On the facing wall (B) is a map of the new approach – with 101 fewer steps!

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The above photo shows a complex core process that met its match during a Kaizen event. The team eliminated 103 steps, reducing overall process time by as much as 70%.

Kaizen is a powerful philosophy, methodology, and tool set. Kaizen events are a proven best practice for analyzing processes, identifying waste, understanding roots causes, creating new processes that are far simpler and faster, and achieving major results.

To date, more than 50 Kaizen events have been conducted in state government. They've reduced the number of process steps and the start-to-finish process time by more than 50% on average. Kaizen is cutting the complexity in half while delivering service in half the time.

Over the course of all these events, we have seen that what happens *before* the Kaizen event is often the biggest key to success *during* and *after* the event. Care must be taken to clarify the focus of the Kaizen event and to scope the initiative properly.

That's why this Go/No-Go Checklist. It spells out crucial questions that need to be answered in order to set up a Kaizen event for success.

Kaizen Event Go/No-Go Checklist

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Is the scope complete and appropriately sized?

___ Is the scope too large to achieve success? (Don't try to boil the ocean.)

___ Is the scope so small that success will not be transformational? (Don't spend this kind of time and energy unless you can achieve significant results – at least a 50% improvement.)

___ Are you improving a complete system instead of putting Bandaids on parts of the process?

___ Is there any info/decisions made about future plans, "sacred cows," or past or potential problems that the team needs to understand and to be fully empowered to implement change?

Are the right people on the team?

___ Do you have all the areas of the process being improved represented on the team?

___ Do you have the horsepower needed to make critical decisions on the team?

___ Do you have customers on the team, or have you surveyed or discussed the event with process users so the "voice of the customer" is represented?

Continued...

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___ Have you included thoughtful organizational thinkers with little or no knowledge of the process to provide a fresh perspective to the team?

___ Are the team members strong, well respected, knowledgeable employees – and not simply the people you can most afford to do without for a week?

Is the necessary data and information to ensure and measure success available?

___ Is there baseline data (monthly, yearly volumes; number of FTE's assigned to the process; etc.) available for current lead time / cycle time / performance measures?

___ If there was a data-gathering plan developed, has the information been collected?

Is the agency ready to implement significant improvements and changes immediately?

___ Are there decisions to be made by management before the team can implement change?

___ Is there a strong mandate to do things differently the Monday following the Kaizen event?

Is the event a top priority of the agency for that week?

___ Is the entire team committed and scheduled to spend the full week focused on the event?

___ Is a large meeting room and breakout rooms available the entire week?

___ Is the team leader committed to change, available all week, and able to put in the time before, during, and after the event to ensure success?

___ Are subject matter experts able to be on standby to support the team as needed?

___ Is the sponsor committed to implementing the results and available to help remove barriers during the course of the week?

Within the agency, is there a common understanding and commitment to the Kaizen process?

___ Is there an understanding within the agency that the team is not just making recommendations – but that it will make decisions in consultation with management during the week that will begin to be implemented immediately?

___ Are all levels of the organization (management, unions, and affected workers) aware of the Kaizen event and understand that there will be significant changes as a result?

___ Is there a commitment to designing and implementing the best solution and improvements for the customer by using data, Lean tools, and the process?

Continued...

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Out of Scope

Money

We will not improve by throwing money at the problem. The focus will be on eliminating waste, though after redesigning the process the team may consider and make a business case for an investment that increases effectiveness or has a positive return on investment.

People

We will not improve by simply assigning more people to do the work. This does not mean that people may not be redistributed to other parts of the process when it makes sense as part of the redesigned flow, or to temporarily reduce a backlog.

IT Solutions

We will not improve by automating the existing process. After the team has eliminated waste and designed a more efficient work flow the team may consider and develop a business case for implementing an IT solution. In fact, a Kaizen Event can be an effective way to develop the requirements for an IT project.

Job Loss

Job duties may change as a result of the team's redesign of the process, but in no case will any team members become unemployed as a result of their improvement efforts.

Laws, Statutes, Regulations, and Contracts

The team will focus its improvement efforts on opportunities in their control. The team will not try to change rules, laws and regulations outside their control, but will very carefully examine the language to ensure existing interpretations are accurate.

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The Lean Routine

When it comes to improvement, week-long Kaizen events are the approach of choice for achieving big-hitting results. But there's a quick-hitting approach as well – an approach that can be faster, more flexible, and more grassroots in nature.

We call it the Lean Routine. It uses many of the same tools that are put to work in a full Kaizen event. But it uses them on smaller processes and sub-processes. That's the key distinction: With Lean Routine, you narrow the scope of the improvement effort, focusing on clearly defined "pain points" that call for permanent improvement.

Lean Routines FAQs

How long does it take?

Lean Routines are flexible. When properly scoped, they can be completed in one full day – or in five 90-minute meetings over the course of several weeks, or in two half-day meetings, and so on. The breaks in between meetings can be a big positive because they allow for discussion, idea generation, reinforcement, and consensus-building. All of this keeps the momentum alive.

Who is involved?

The process owner serves the key role at the start, working with the Lean facilitator to clarify the scope and develop a charter. This planning step is vital. The team itself should consist of people who do the work of the process or sub-process that's being improved.

How do I get started with this?

First, identify a small part of a process that is a true "pain point." It needs to be in your control or your team's control. Narrow in on specific steps of the process – 8-15 steps is an ideal range, involving 2-4 different functions. The scope should be narrow enough to allow for quick improvement, yet big enough that improvement will make a significant difference.

What are some of the keys to success?

- **Narrow the focus of what you're trying to improve.** The Lean Routine should not be used with large, complex processes that cross many sections or agencies. (With those, you need a full Kaizen event.)

- **Work with a skilled Lean facilitator from the very start.** They can help you scope the project, plan the meetings, and ensure that the meetings run smoothly and stay on track.

- **Plan your way to a successful outcome.** A well-scoped project won't guarantee success, because there are other factors involved as the Lean Routine unfolds. But a poorly scoped project guarantees frustration, confusion, and a lack of results.

- **Make sure that the people who do the work are the people who make up the team.** They have the know-how that's needed to analyze the current approach and identify meaningful improvements.

- **Do the hard work of sustaining the improvements.** While the Lean Routine process moves quickly and has a clear end point, implementation of the changes often requires ongoing work. The process owner has lead responsibility for maintaining the momentum and ensuring that everyone sticks with their implementation timetable.

The Lean Routine in Action

LEAN ROUTINE

PREP MEETING
Facilitator and process owner conduct pre-scope, identify team, and finalize logistics. Outputs can include first draft of charter and first draft of SIPOC.

STEP 1 – SCOPE IT
Scope the issue to ensure it's the right size. Outputs can include a charter, SIPOC, clarity on what is excluded from the project, a set of metrics, etc.

STEP 2 – MAKE IT VISIBLE
Make that part of the process visible. Gather data (lead time, cycle times, error rates, costs, etc.) for steps being studied. Outputs can include a process map, data collection plan, etc.

STEP 3 – ANALYZE
Analyze data, identify waste and non-value added activities. Tools includes TIMUWOOD, NVA-NVAN, root-cause analysis, brainstorming, etc.

STEP 4 – LEAN IT UP
Team creates a clean-sheet redesign, mistake-proofs key forms, standardizes the work, etc.

STEP 5 – IMPLEMENT AND SUSTAIN
Implement the improvements, and sustain the changes over time. Tools include action registers and control plans. Also key are project management and training and education.