Get LEAN! #MoreValueLessResources

Shannon Keleher, CRPE City of Gainesville, FL keleherse@cityofgainesville.org

Learning Objectives

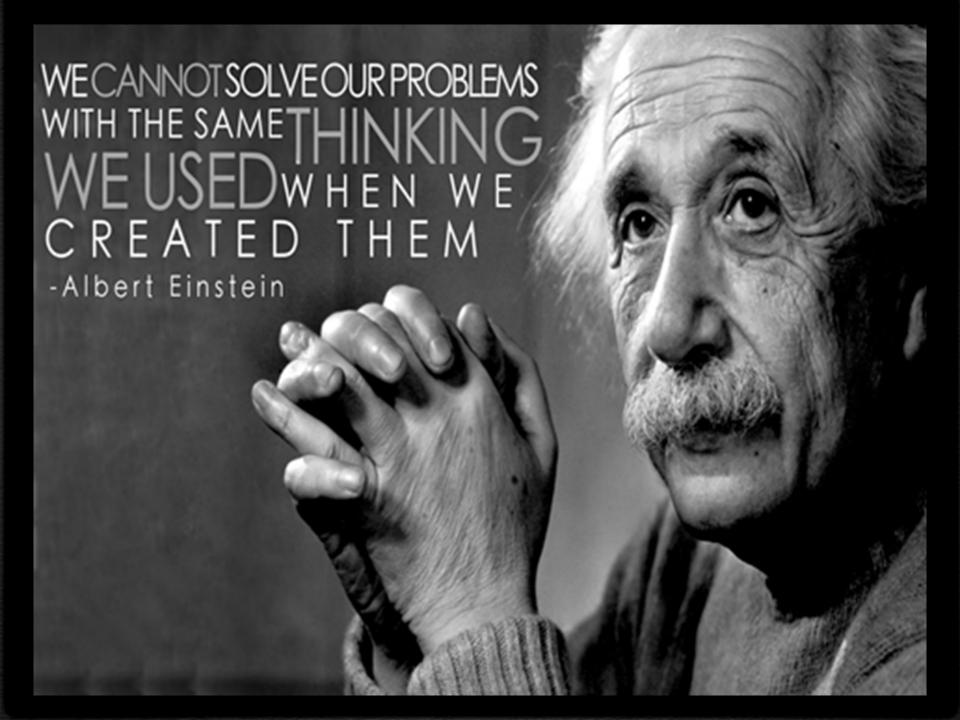
- Oldentify the value your customers are looking for and map the steps required to provide it.
- Explain the importance of the planning, innovation and sustaining the innovation phases of LEAN.
- •Identify and define the 8 wastes.

LEAN...

- What is it?
- How do we identify opportunities?
- OHow do we initiate action?
- Getting results...

Why would we use LEAN?

- Complex environment
- Multiple stakeholders
- Varying and complex demands



We need an organization that...

- Is more flexible and agile
- OHas a strategy and plan for doing "more with less" without impacting quality and effectiveness
- Encourages all employees to be involved and engaged



LEAN...

- •Focuses on improvements that deliver customer value with little or no waste
- Creates more value for the customer
- Is driven by our colleagues; NOT top down
- Identifies waste
- Eliminates waste

What does LEAN help us do?

- ODo "more with less"
- Meet and exceed customer expectations
- Create flexibility/agility in order to respond to the diverse needs of the customers/stakeholders
- Help employees create success in their departments
- Increase customer-focused innovation
- Reduce costs for services without impacting quality
- Reduce the time it takes to deliver value to customers
- Increase transparency internally and externally
- Improve employee morale

Lean thinking is Lean because it provides a way to do more with less – less human effort, less equipment, less time, less space – while coming closer to providing exactly what the customer wants.

-Dr. James P. Womack, Lean Enterprise Institute



Types of Innovations



Small Scope
1 Day
One to a few
people involved



Larger Scope
1-3 Days
Few to several participants



Larger Scope
3-5 Days
Several
participants
Requires upfront analysis



Very Large Scope
Long-term
Many
participants

A3-based, data-driven, & customer-focused

Green Belts

Black Belts

Meals Per Hour

https://www.youtube.com/watch?v=EedMmMedj3M

The 8 Wastes

- 1. Defect
- 2. Overproduction
- 3. Waiting
- 4. Non-utilized/underutilized human talent and things
- 5. Transportation
- 6. Inventory
- 7. Motion
- 8. Excessive Processing

Identifying Improvements Let's Brainstorm...

The A3 Form

1 Why Change is Needed

<u>Planning</u>

2 Current State

3 Future State

4

Innovation

Gap Analysis / Assumptions

5

Brainstorming

6

Experiments

Sustain the Innovation

7 Action Plan

8

Results

9

Lessons Learned



A3

Title	
Team Members	
Event Date	
Author/Facilitator	

Executive Sponsor(s)	
Process Owner	
Version Date	

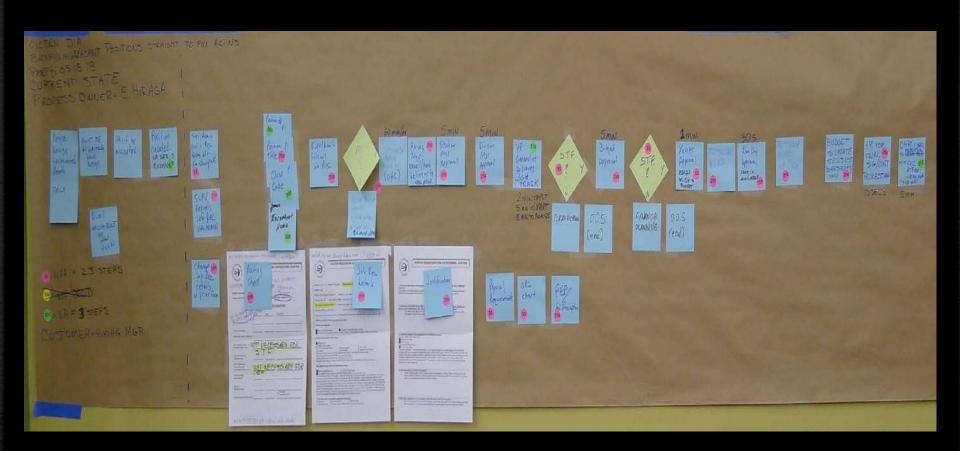
1 Why Change is Needed	4 Gap Analysis	7 Action Plan
Sample Questions: Why are we doing/changing this? What is the circumstance or emergency demanding change (burning platform)? What is the chief complaint (e.g. Voice of the Customer)? What is the impact of this issue? Intent of the action Scope – Start & end points	What holds us back from the future state? What are the root causes of these road blocks? What tools are available to ID waste? Process maps, communication circles, fishbone diagrams, spreadsheets	Action Item Assigned To Date Completed
2 Current State	5 Brainstorming	8 Results
Quantitative metrics of the current state (X widgets go through the process per year in Y-days on average) Qualitative metrics - customer satisfaction, etc. Graphically present picture of Current State	If we Then we	CS FS 30d 60d 90d
3 Future State	6 Experiments	9 Lessons Learned
Quantitative metrics for the future (e.g., cut process time in half, double the output with current level of resources, etc.) Qualitative metrics (e.g.,increase customer satisfaction by 25%, etc) Include hard dollar savings, soft dollar savings, service level improvements, and human development Ensure metrics are clearly defined and achievable	Action/Innovation Actual Outcome	Went Well / Helped What Didn't Go Well / Hindered

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1st Quarter 2016

TITLE:Current Date:	Team:	PE K ACADEMY
1 Why Change is Needed	Executive Spo	onsor: Process Owner:
In October 2012, New York City was devastated by Superstorm Sandy. Six months later, people in the Rockaways are still hungry.	4 Gap Analysis / Assumptions WEEK PROPERTY OF THE PROPERTY OF	Action Plan Action Item Assigned Date Completed
2 Current State PACKING TIME 03:00	5 Brainstorming If we Then we	Results George and Metro can now feed almost 400 more families in half the time.
3 HOURS	PACKING TIME OO:11	新说的价价价
3 Future State -Serve and feed more families in need	6 Experiments Innovation / Action Actual Outcome	9 Lessons Learned "I learned how to structure things 1-by-1."
-Reduce wait time for citizens -Get food to people faster -Better utilize volunteer time -Reduce packing time -Create flow	BOXES PER TRUCK: BOXES PER TRUCK: = 864_	"If you have a good system I think the work takes care of itself"

Value Stream Mapping



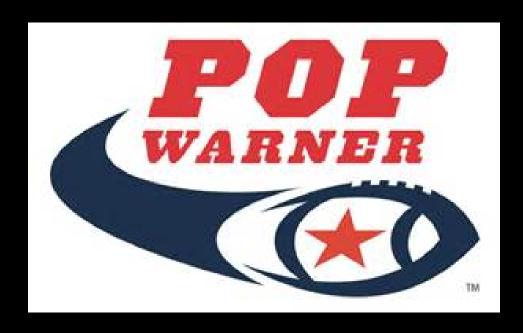
Other Tools...

- 1. GEMBA Walk
- 2. Spaghetti Diagram
- 3. Communication Circle
- 4. Fishbone Diagram
- 5. Visual Management Reference Guide
- **6.** 5 Why's
- 7. Checklist Reference Guide
- 8. 6-S Reference Guide
- 9. Mistake-proofing Reference Guide

To implement LEAN you need to be a LEAN Leader

What are the Behaviors of a LEAN Leader?

Success Stories from the Recreation Division in Gainesville





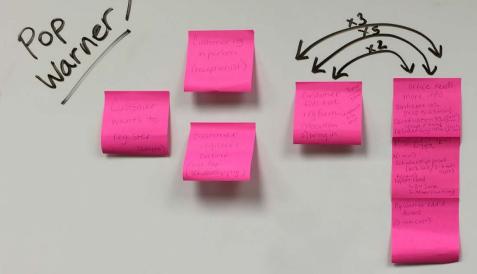
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Title	POP Warner Registration Session #1	
Team Members	Beverly, Constance, Kristy,	
	Mary, Diane, Michelle, Jeffrey,	
	Ben	
Event Date	03-2-16	
Author/Facilitator	Shannon Keleher & Alisa Tolbert	

Executive Sponsor(s)	
SESSION	Completed box 5 & 7
ACCOMPLISHMENTS	
Version Date	2 nd session version 2 of A-3

		7 Action Plan
Registration for POP Warner is very time consuming for both parents and staff. A parent has to return to the Thomas Center multiple times because they do not have all of the required documentation or the documentation (s/a physical) is not correct. Also staff has to assist with documentation (s/a residency).	^Parent not fully informed of documentation requirements for registration Complete Packets (w/ examples & highlights) not available to parentsaka "Updated Packet" *Low internal & external communication	Action Item Assigned To Completed Project Manager Michelle W. See Attached Excel File- Items A-F
2 Current State	5 Brainstorming	8 Results
10% (16 app.) of the time Registration is complete the 1st time 165 apps x90% = 149 applications not complete 1 st time. Customer Time: 149X 6hours x \$20 avg wage = \$17,880 Staff Time: 149 apps x 1 hour x \$15 avg wage = \$2,235	If we See Attached Excel See Attached Word Doc items A-F items A-F	CS FS 30d 60d 90d
	6 Experiments	9 Lessons Learned
50% (91 app.) of the time Registration is complete the 1st time 149 x50% = additional 75 applications complete 1 st time. 4 Customer Time:75 apps x 6hours x \$20 avg wage = \$9,000 4 Staff Time: 75 apps x 1 hour x \$15 avg wage = \$1,125 total savings \$10,125	Action/Innovation Actual Outcome	Went Well / Helped What Didn't Go Well / Hindered

Registrations - LEAN-Session#1 3/1/16











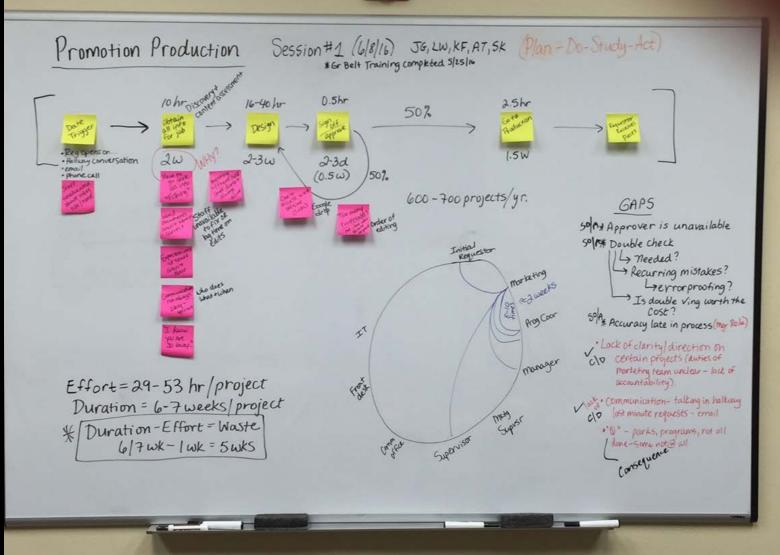
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Title	Discovery & Content Phase	
Team Members	Kim Harris, Jen Gelfand,	
	Ludovica Weaver, Kat Forbes	
	(absent)	
Event Date	08/9/16 Session 4	
Author/Facilitator	Shannon Keleher & Alisa Tolbert	

Executive Sponsor(s)	
Process Owner	
Version Date	08/9/16 Session 4

1 Why Change is Needed	4	Gap Analysis		7	Action P	lan			
The discovery and content phase of a large project takes too long. During this phase staff spends an extensive amount of time trying to get all information required, and determine who should be a part of the project. The delays in this phase significantly increase the length of the project. 80 large projects per budget year	1. 2. 3. 4. 5.	or aware of # and type No firm deadlines for co ask for time extensions Unclear Roles Lack of accurate inform	ontent (requestor does not) ation the amount of work and	SE	Action Iter		Assigned ¹	o Date	Completed
2 Current State	5	Brainstorming		8	Results				
864 staff hours per yearto complete the discovery and content phase. Staff Time: 864 hours x \$40 avg. wage = \$34,560 annually	SEE A	If we 3 Continued	Then we		CS	FS	30d	60d	90d
3 Future State	6	Experiments		9	Lessons	Learn	ed		
648 staff hours per yearto complete the discovery and content phase. Staff Time: 648 hours x \$40 avg. wage = \$25,920 annually \$\\$\\$\\$\\$\\$\\$Cost \$8,640		ion/Innovation 3 Continued	Actual Outcome		Went Well /	Helped	w b	nat Didn't (Hinde	







born sicles = (5) Brain Storming > Value and 1 Then We frustrations 4 Gap Analysis If we Know type of Communication add Marketing Vlist andis reguester not sure aware Picces and # frequency Social media to program Planning form of peices needed Continously Evaluate # and Appe · requester will know and improve process add marketing to evaluation · No firm deadlines for therefore Staff will be what is Ancillable educted + higher communication, satisfronces Content needed for toRM Project no request basic info 7 for time Extens up front @ Lonsequences for Deadlines will be while waiting · Unclear Profes Met therefor D+C sor odel. missing deadlines Phase will be short · Lack of accurate 3 Define Roles and infor mation PESponsibilits and ID Streamline Process project 5 · Staff needs to be CWNERS of each Role goes to production/tiDesign quickère Onprogram Planning form Educated there for SAULTIME + MONEY on time fearnes tamount A) require proofing ofwork Of different more accurate in to 1st time therefore ~ in D+C phase Deices Streamline Entire project = SAINE time 5) Add time lines of and money different pieces to -Program Planning Staff Knows how long for Each Peice + time frame for next step in promotion





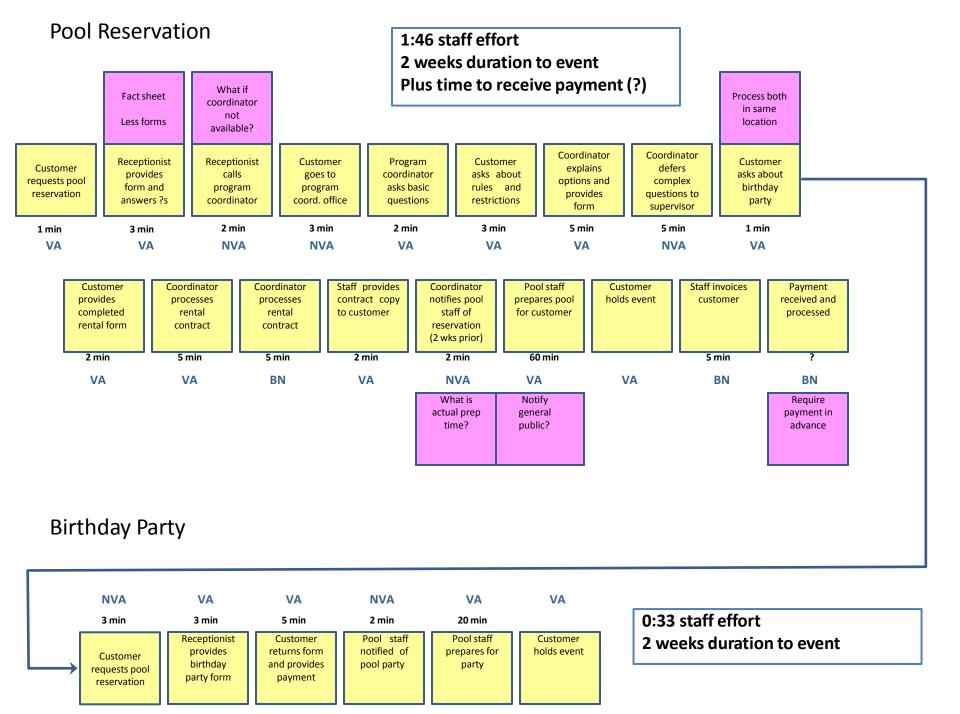
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Title	Pool Reservation Process
Team Members	Jeff Moffitt; Michelle
	Weydert; Zachary Frando
Event Dates	2/22/16; 3/23/16; 4/19/16; 6/13/16
Author/Facilitator	Michelle Park and Scott Wright

Executive Sponsor(s)	
Process Owner	
Version Date	

1 Why Change is Needed	4 Gap Analysis	7 Action Plan
 Takes a long time, especially with billing/payment Considerable staff time involved One person responsible for most of process Unnecessarily complicated form and fees A lot of back and forth between staff 	 Staff not always available to process Forms not available online or at pools Many complex factors affect the reservand costs Bill cannot be provided upfront (due to unpredictable costs) 	Action Item Assigned To Date Completed 1. Train Sports Staff Jeff 4/14 (basic) 2. Provide Forms at Pools and Online 3. FAQ Sheet (pavilion only) Michelle 6/30/16 (online) 4. Update Form and Revise Fees 12/16/16
2 Current State	5 Brainstorming	8 Results
 Process duration = 2 weeks-3 months Staff time (effort) = 2-3 hours Customer time = 1 hour *Approx. 100 reservations per year 	Provide forms/info at pools and online Take reservations and fees at pools Train additional staff in parts of process Simplify fee schedule with flat rate and Then we Save customer time & effort/improve converting are staff effort Save customer time are staff effort Save staff effort and slower time are staff effort and slower time are staff effort.	staff nience nd None FAQs for all pavilion FAQ online None FAQs for all pavilion FAQ online None FAQs for all pavilion FAQ online
3 Future State		9 Lessons Learned
 Process duration = 1-2 weeks Staff time (effort) = 1-2 hours Customer time = ½ hour *Approx. 120 reservations per year	Action/Innovation Train other sports staff Increase availability of forms and information Simplify forms and fees Actual Outco Basic understanding reservation process Reduction in calls is supervisor -	ng of Break into small bits • Break an appear

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Now It's Your Turn...

Let's Try One Together



Questions?

Shannon Keleher
keleherse@cityofgainesvile.org
@Shannon_Keleher