

# 2019 NASPEs AWARD

Eugene H. Rooney, Jr. Award Nomination

*Innovative State Human Resource Management Program*

Nominations from dues-paying states are considered for eligibility. Nominated leaders and programs should have a positive effect on the administration of state human resource programs. A state's central human resource department or line agency human resource operations may administer nominated programs.

Programs and projects must have been operational for at least six months and must be transferable to other states. Selection criteria are based on the questions asked on the award application. Included in this packet are the specific criteria for each award and their categories. Nominations are encouraged in all areas of human resource management administration.

Additionally, please attach a one-page summary of the program and prepare a narrative answer for the questions listed below. Do not send supporting documentation. Provide a narrative answer for each of the following questions.

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## PROGRAM INFORMATION

Program Title: LeanOhio

State: OH

Contact Person: Michael Buerger

Contact's Title: Administrator

Agency: Ohio Department of Administrative Services

Mailing Address: 30 E. Broad St., 27th Floor, Columbus, OH 43215

Telephone: 614-466-6023 Fax: n/a

E-mail: Michael.T.Buerger@das.ohio.gov

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### **ALL SUBMISSIONS MUST:**

Meet all eligibility requirements. • Meet deadline requirements stated on the NASPE website. • Be entered in the correct category and be correctly identified. • Include a complete nomination packet. • Conform to all copyright laws.

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## NOMINATOR INFORMATION

Nominator: Kevin Milstead    Title: Deputy Director

State: OH    Agency: Ohio Department of Administrative Services

Telephone: 614-466-0767    Fax: n/a

E-mail: Kevin.Milstead@das.ohio.gov

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## DETAILS

1. Please provide a brief description of this program.

The Office of LeanOhio leads and supports efforts to make state government services simpler, faster, better and less costly. This is accomplished by helping state agencies, boards and commissions (also known as organizations) learn and use the principles of Lean and Six Sigma to focus on core mission priorities, identify and remove operational barriers, create efficient processes that flow efficiently and meet the needs of a diverse customer base. LeanOhio provides diagnostic expertise to help organizations thoroughly understand their process-related problems and ensure that recommended next steps are tailored to a given situation. This office facilitates major Lean events, such as week-long Kaizen events, to transform high-priority processes and achieve significant measurable improvements. This office also provides services to expand, support and leverage the LeanOhio Network which includes employees from state agencies, boards and commission who have completed training and participated in Lean event and other improvement projects.

2. How long has this program been operational (month and year)?

In the early 1990s, Lean principles were introduced to State of Ohio government. Originally, the focus was on Total Quality Management (TQM). In the mid-1990s, it shifted to Quality Services Through Partnership (QSTP). As a result, the Office of LeanOhio became operational in 2011.

3. Why was this program created? (What problem[s] or issues does it address?)

The State of Ohio has 26 cabinet agencies under the authority of the Governor, as well as non-cabinet agencies, boards and commissions. This structure helps sharpen an organization's focus on its core mission. At the same time, this structure can also create silos. Lean training sessions include employees from five or more agencies to provide outside perspective and establish relationships beyond their home agency. The Office of LeanOhio and its Network breaks down these silos by creating a unified learning community and fostering a healthier organizational culture across the state.

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#### 4. Why is this program a new and creative method?

The concept of having an office dedicated to and specializing in process improvement has been a priority for the State of Ohio since the 1990's. By establishing the Office of LeanOhio in 2011, the state created a centralized office to assist all Cabinet Agencies and various non-cabinet agencies, boards and commissions. The first training had 20 state employee participants and with every training that followed, the word began to spread, interest grew, and additional training resources were scheduled and filled with participants representing a wide variety of state organizations.

As employees concluded their training and returned to their organizations, the LeanOhio staff began to wonder: Is there was a way to keep these practitioners connected? Could agency silos reduced by building a community of improvement-trained personnel who would learn and work together to transform processes and services to internal and external customers? As a result, the LeanOhio Network and Online Network Directory were created.

The LeanOhio Network includes thousands of state employees who make government simpler, faster, better, and less costly to Ohio taxpayers. They promote Lean principles, improve processes and partner with the state to teach Lean tools and strategies. Many of them also have advanced training and certification, including Black Belts and Green Belts.

The Online Network Directory consists of contact information of all Lean-trained state employees. Lean practitioners can search the directory by agency and/or level of expertise. This feature makes it easier for Lean practitioners to connect with individuals who were in their Lean training classes. The directory is also able to search [Lean Liaisons](#) which each Cabinet Agency has. This role fills an essential need that involves sharing information about Lean, promoting its use, coordinating agency Lean activities and serving as a primary contact to the Office of LeanOhio.

Additional improvements include the creation of the [LeanMatch posting board](#), quarterly meetings, an [Entrepreneur-in-Residence](#) program and a [monthly newsletter](#). The posting board promotes upcoming trainings, projects and improvement events that call for Lean know-how. Every request for assistance has been filled which increases cross-agency assistance. Quarterly meetings lead to more information sharing, in-person coaching and mutual support among agency Lean leaders. The Entrepreneur-in-Residence program brought three business owners and their private-sector knowledge into the Network. The monthly newsletter keeps the LeanOhio Network members fully up-to-date on all Lean projects, presentations, trainings and calls for assistance in state government.

#### 5. What was the program's startup costs? (Provide detailed information about specific purchases for this program, staffing needs and other expenditures, as well as existing materials, technology and staff already in place.)

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Startup costs include the salary and benefits for two full-time employees and one part-time employee. LeanOhio established partnerships with private sector employers to assist with early training at no cost to the state. An additional full-time employee was also provided on “loan” to help jumpstart the training program.

6. What are the program’s operational costs?

Operational costs are made up of the salary and benefits for three full-time employees. Additional costs include project supplies (i.e. post-it notes, process mapping paper, markers, etc.) and continuing education to maintain Lean Six Sigma certifications.

7. How is this program funded?

The Office of LeanOhio is located within the Ohio Department of Administrative Service’s Human Resources Division. The program is funded through a check-off charge to state agencies, boards and commission which is based on the organization’s headcount.

The Office of LeanOhio is located within the Ohio Department of Administrative Services’ Human Resources Division, which is primarily supported by non-General Revenue Funding (GRF). However, the revenue received from state agency, board and commission customers for services support the LeanOhio program.

8. Did this program originate in your state?

The LeanOhio program originated in Ohio, however, benchmarking was performed with two private sector companies at the beginning of the journey. Cintas Corporation and Parker Hannifin were key partners during the creation and early successes of the program.

9. Are you aware of similar programs in other states?

If yes, how does this program differ?

LeanOhio was one of the first Lean Six Sigma programs to be implemented within state government. Since its inception in 2011, states, cities and local townships have looked to LeanOhio as a benchmark and a path to create similar programs of their own. As a result, Ohio has become a national leader with its LeanOhio community of internal Lean Six Sigma expertise, and the LeanOhio Network has grown substantially over the years.

10. How do you measure the success of this program?

The Office of LeanOhio measures the success of the program using four different measurements; simpler, faster, better and less costly. Definitions and results of each measurement can be found in the program’s one-page summary.

11. How has the program grown and/or changed since its inception?

Since the creation of LeanOhio in 2011, multiple administrations have supported the office and its mission. In 2019, support continued when the newly elected Governor signed his first executive orders, one was the RecoveryOhio Initiative, and selected the Office of LeanOhio to

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facilitate work group meetings and make operational recommendations which focus on the following:

- Coordinating substance abuse and mental health prevention, treatment and recovery services
- Engaging private sector partners to align efforts to do the most good for Ohioans struggling with a mental illness or substance use disorder
- Initiating and guiding enhancement to the behavioral health system to improve the patient's experience during treatment and treatment outcomes.

LeanOhio facilitated six work group meetings in two months and used a variety of Lean tools and techniques to help RecoveryOhio Advisory Council members reach consensus on a list of actionable recommendations that will improve the mental health and substance use disorder systems people encounter. These recommendations were provided in the Council's initial report and will serve as the framework for the work that will follow.

Due to continued support, the Office of LeanOhio has been able to substantially grow its Network over the years. Today, the Network includes over 1,000 employees. The Network is truly a unified force for process improvement that learns and leads together in order to make state government simpler, faster, better and less costly. Members routinely use their improvement expertise in their own organizations; however, their greatest impact occurs when they serve others. For example, individuals from the Network serve as "fresh perspective team members" to organizations outside of their own during week-long Kaizen events. Network members also serve as improvement project facilitators, data analysis and overall improvement consultants.

In recent years, a handful of state organizations have also created their own Lean Offices. The organization specific offices are made up of LeanOhio-trained employees who can facilitate their own internal Kaizen events and conduct process improvement training using LeanOhio's training and facilitation materials.

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**The LeanOhio Mission:** Lead and support efforts that make government services simpler, faster, better, and less costly.

**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](http://lean.ohio.gov) for detailed information, results, and resources.



LeanOhio accomplishes its mission of improving processes in Ohio by helping state agencies, boards and commissions learn and use the principles of Lean and Six Sigma. These services include:

- Providing diagnostic expertise to help thoroughly understand process-related challenges.
- Facilitating major Lean events, such as week-long Kaizen events, to transform high-priority processes and achieve significant measurable improvements.
- Training, mentoring and coaching state employees so they are well-equipped to effect major improvement in their own agencies and enterprise-wide.
- Expanding, supporting and leveraging a network of Lean practitioners throughout state government and Ohio's subdivisions. The LeanOhio Network is over 1,000 people strong, representing tremendous in-house capacity for improvement.
- Promoting the latest best practices and newest proven approaches for improvement by keeping Lean practitioners well supplied with new tools, guides and other practical resources.

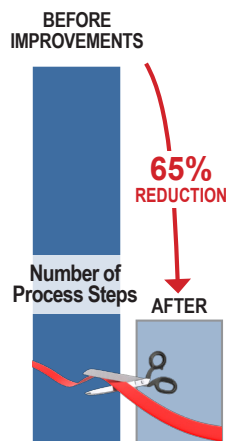
**Results** Over 300 reported projects have been led and facilitated by LeanOhio staff and Lean-trained employees. These projects consist of Kaizen events, Lean Routines, Camo, Green and Black Belt projects.

**Internal Expertise** Powering these gains are 69 embedded Black Belts, 226 Green Belts and over 500 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 implemented improvements will lead to:

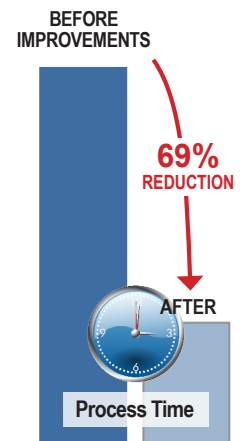
- **65%** average reduction in the number of process steps
- **Over 11,000** process steps eliminated
- **55%** reduction in handoffs for projects reporting this metric



## FASTER

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

- **69%** average reduction in start-to-finish process time
- **65%** reduction in delays for projects reporting this metric
- **12,518** days reduced in start-to-finish 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 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. Kaizen teams have identified **millions of dollars in potential savings**, to be realized when the new processes and other improvements are fully implemented.