

LEAN Ohio

PROJECT STARTER KIT

With this quick-take assessment, you can pinpoint opportunities for putting your Lean know-how to work.

PROJECT SELECTION ASSESSMENT

INSTRUCTIONS: Read each item, then check a box on the 1-to-5 scale to show how often this occurs in your workplace:
 1 = never 2 = rarely 3 = sometimes 4 = often 5 = very often

! Have a well-defined scope as you respond to each assessment item. Avoid trying to evaluate the agency as a whole. Rather, focus on the work area or office or section that you manage, and maintain this same scope throughout the assessment. If you don't manage a given office or section, narrow your scope to your immediate work area.

1	In my work area, we spend too much time looking for the items we need to do our jobs: files, materials, equipment, and so on. If the physical work area was better organized, we'd be more productive and less frustrated.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
2	When we get inputs from customers or from other sources (from paper forms or online web forms, for example), we often find that the incoming information is incomplete or inaccurate. We have to circle back to people to get the information we need. If we received complete information from them the <i>first</i> time around, we'd be a lot more efficient.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
3	We find ourselves wondering what our customers are thinking. <i>Are we meeting their needs and expectations? Are they happy with our work? Are there things we can do to increase their satisfaction?</i> If we had answers to these questions, we could serve our customers better.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
4	My co-workers and I don't really know whether our day-to-day work is having a positive impact. We can't tell for sure whether it's meeting customer expectations, helping the agency achieve larger goals, or contributing in some other way. If we had a set of meaningful measures that were easy to see and understand, we'd have a better sense of how our work makes a difference.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
5	I work with good people, but it sometimes seems like one person doesn't know what the other person is doing, even though we all work in the same work process. If we had a better sense of what each person does and how we all fit together as one system, we'd be more productive and probably even happier.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
6	We've been getting complaints from our customers. We respond the best we can, but it's on a case-by-case basis. If we dug deeper to understand what's <i>causing</i> the complaints – and if we went on to fix those underlying causes – we would end the complaints and set the stage for some compliments.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
7	The work process that I work in moves too slowly. If we took the time to step back and fully analyze the process, we'd come up with major improvements to the workflow.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
8	When my co-workers and I talk about our work and our overall work process, we talk mostly about negative things: delays, rework, overwork, red tape, confusion, and so on. If we as a group had the opportunity and guidance to dig deep and rework the process, we'd develop some big improvements.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5

LEAN Ohio

PROJECT STARTER KIT

Continued...

With your quick-take assessment from the previous page, you can get a better idea of which Lean-related tools and methods are most needed in your workplace. This will help you as you move closer to identifying a worthwhile project where you can successfully put your Lean know-how to work.

If you checked “often” or “very often” here, then you should consider...

1	In my work area, we spend too much time looking for the items we need to do our jobs: files, materials, equipment, and so on.	<p>5S+</p> <p>5S+ stands for sort, straighten, shine, standardize, sustain, and safety. The 5S+ process, which can be used individually (for your own work area) or by a group, is used to create and maintain well-organized work areas.</p>	Go to page 3
2	When we get inputs from customers or from other sources (from paper forms or online web forms), we often find that the incoming information is incomplete or inaccurate.	<p>Poka-Yoke</p> <p>From the Japanese term for mistake-proofing, poka-yoke is all about putting measures in place to prevent errors from occurring as a process unfolds. In government, a big improvement opportunity relates to forms, because forms that arrive with incorrect or incomplete information require extra processing time.</p>	Go to page 4
3	We find ourselves wondering what our customers are thinking. <i>Are we meeting their needs and expectations? Are they happy with our work?</i>	<p>Voice of the Customer</p> <p>When it comes to improvement, understanding the customer’s spoken and unspoken requirements is essential. You can develop different approaches, including interviews, surveys, polls, focus groups, complaint logs, and more.</p>	Go to page 5
4	My co-workers and I don’t really know whether our work is having a positive impact. We can’t tell for sure whether it’s meeting customer expectations, helping the agency achieve larger goals, or contributing in some other way.	<p>Meaningful Metrics & Visual Management</p> <p>If you keep an eye on the scoreboard when watching sporting events, you know what this is about. By having a select few measures that show how well the process is doing, and by developing a dashboard or some other visual to make those measures readily visible and easy to comprehend, everyone can feel a greater sense of ownership.</p>	Go to page 6
5	I work with good people, but it sometimes seems like one person doesn’t know what the other person is doing, even though we all work in the same work process.	<p>Process Mapping</p> <p>A well-constructed process map makes the entire workflow visible. It shows inputs, work steps, decisions, work flows, outputs, and more. This allows people who work in one part of the process to see how their works fits into the larger system – and it gives people the visual they need to pinpoint occurrences of inefficiency.</p>	Go to page 7
6	We’ve been getting complaints from our customers. We respond the best we can, but it’s on a case-by-case basis.	<p>Process Improvement</p> <p>Process improvement can be scaled to fit your situation and intended outcomes.</p> <ul style="list-style-type: none"> • A full Kaizen Event typically involves five straight days of work. The Kaizen team consists of people who work in all the various stages of the process, and there’s usually a customer or two. With guidance from a Kaizen facilitator, the team maps the process, pinpoints inefficiencies, identifies improvement opportunities, develops a redesign of the process, and builds action plans to ensure implementation. 	
7	The work process that I work in moves too slowly.	<ul style="list-style-type: none"> • A Lean Routine 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. This narrower scope focuses on clearly defined “pain points” that clearly call for improvement. When properly scoped, this 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. 	
8	When my co-workers and I talk about our work and our overall work process, we talk mostly about negative things: delays, rework, overwork, red tape, confusion, and so on.	<ul style="list-style-type: none"> • You can use process improvement tools on an even smaller scale. Perhaps you want to develop your own process map to see and improve the work steps for which you are solely responsible. Or perhaps you get together with two co-workers to map out and improve a small process that you are responsible for together. 	Go to pages 8-10