

Increase Performance and Problem Solving Effectiveness

TIERED HUDDLES

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October 2017

Learning Objectives

- Kaizen Leadership purpose
- Clarify the functions of tiered huddles
- Define Leadership support of tiered huddles
- Review standardized work for huddles
- Discuss what types of things to measure to improve huddles



Lean Business & Development

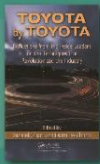
Lean Assessment
Coaching for Implementation
Trainer & Agent Certification
Training & Workshops

"HONSHA's explanation is proof of Lean's simplicity & effectiveness."

- Carlos Roberto Lopes / BOSCH

"The HONSHA seminar revolutionized my thinking and approach to process improvement."

- Sarah Merkey / JP Morgan Chase



Edited by Sammy Obara & Darril Wilburn
Written by HONSHA Associates

honsha.org

Over **150** Banks
certified Honsha Academy

Automakers

Kaizen Culture

Our experience, will help you improve operation performance.

17 proven curriculum

Implementation in **20** countries



Schools

honsha™

Military

Hospitals

More than **300** companies helped

Food and Beverage

Consulting firms

Over **60** senior associates

Humanitarian missions

Aeronautics

Entertainment

Over **80,000** people trained

Honsha Serves a Diverse Array of Industries



Your Current State

- What does **leadership** mean to you?
- **How** do we lead?
What are we doing every day?
- How/when do we **find problems**?
What do we do with problems we find?

Kaizen Leadership System Purpose

To support the work of our front line resulting in consistent service to our public stakeholders while developing human potential.



System Elements

1. Standard and Stable Processes
2. Visual Controls/Management
3. Daily Accountability Process: Tiered Huddles
4. Standardized Work for Leaders

“We get what we inspect!”

What Determines Public Service Experience?

- Process
 - Transactional
- Processes within processes
 - Window turn around
 - Information gathering
 - CSR training
 - Public education



Water permit application



Motor vehicle registration



Lottery product placement

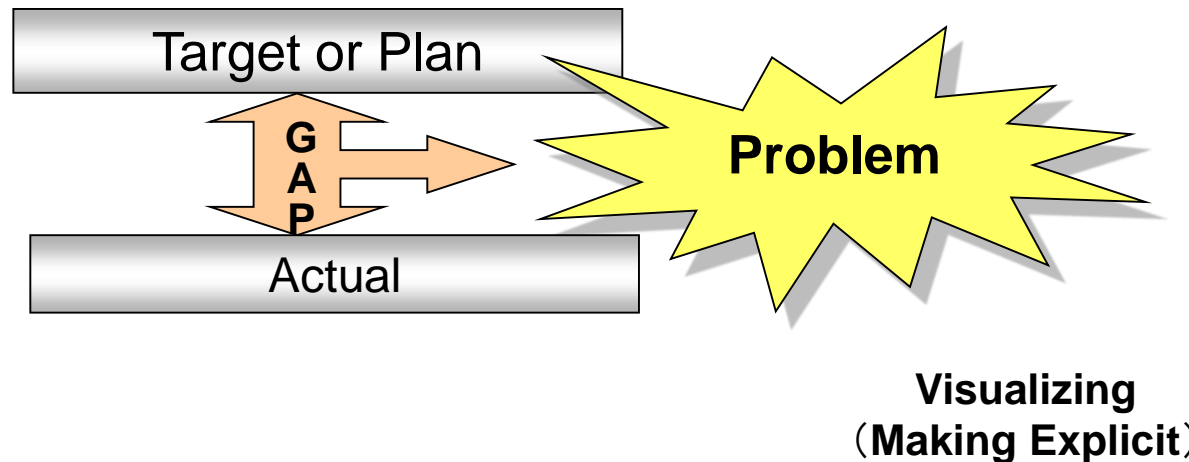


Administration communication



Veterans services pinnacle scores

Problem Definition



- **A vague “”Desired Situation”** ⇒ More Claims are closed faster
- **A Standard** ⇒ 99% of all claims are closed within 6 months

Tiered Huddles

- An overarching structure and system that manages inter-relationships between daily, weekly, monthly, quarterly meetings at every level of an organization
- Short, focused conversations by natural work group members to check work status, surface problems, take countermeasures, and plan the day's work

Purpose = Identify Problems

Tiered Huddles

- Agenda

Discuss the previous day's work and issues, the current day's expectations, any issues affecting today's performance, team member concerns, etc...

- Attendees

The Natural Work Group/Team

- Timing

- Tier 1 – Daily, 5-10 minutes in duration
- Tier 2 – Updated daily; Meetings either daily or weekly
- Tier 3 – Updated daily; Meetings either weekly or monthly



Keys to Problem Identification

Enable rapid problem
identification
by front line.

(Stop & Notify)

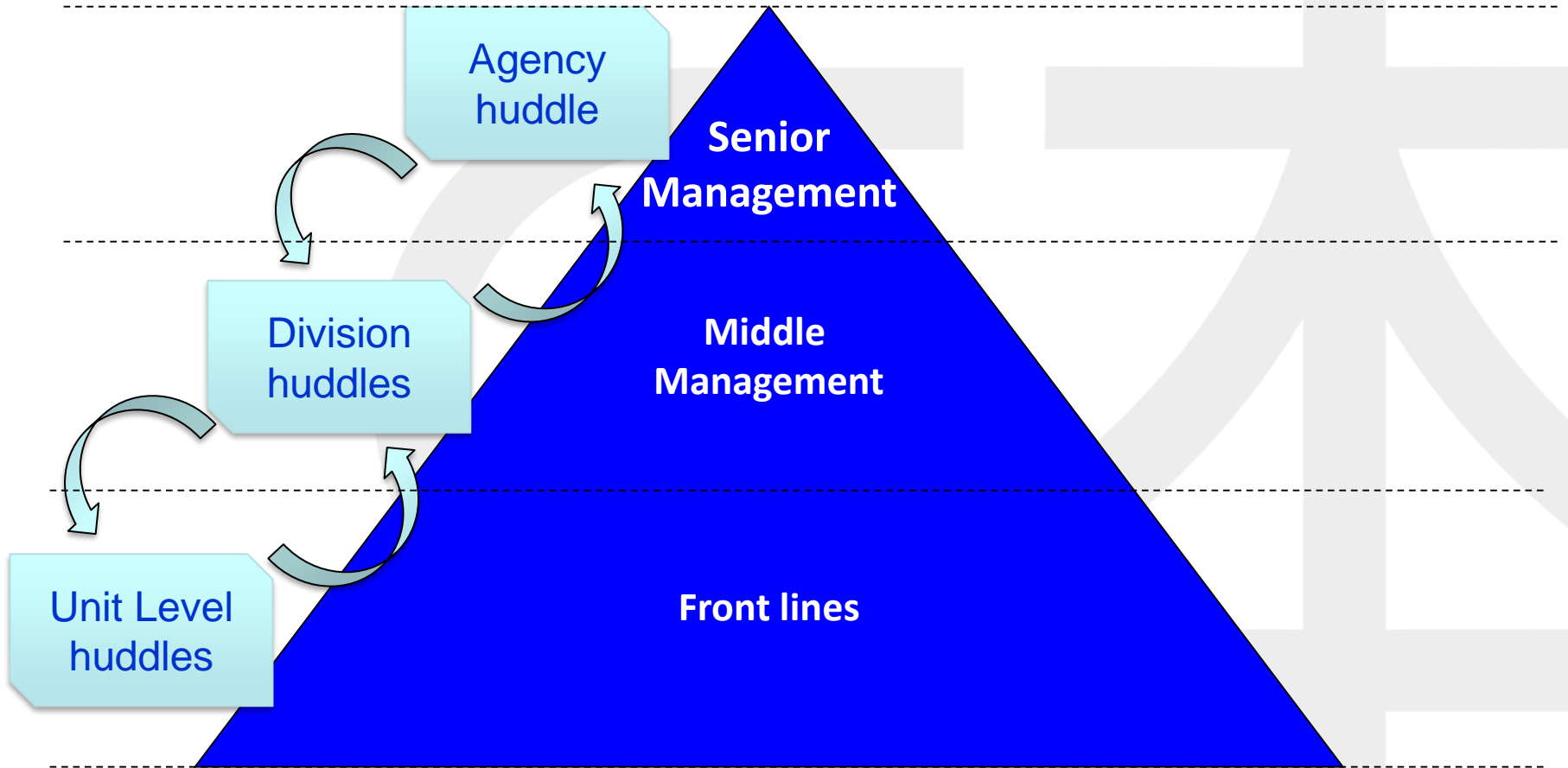
Enable rapid problem
response
by management.

(Sense & Response)



Make it normal for the
flow of service to be
continuous.
Reduce or eliminate
stagnation.

Problems and Results Roll-up



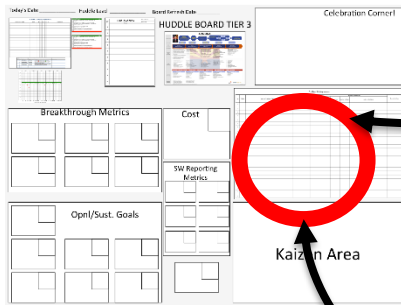
Problem Solving Register at Huddle

No.	Problem Identified Date	Start Date	Issue or Problem Statement (What is the Gap?)	Is this problem in a Team PDCA Project? Y/N	Owner	Problem Solving Stages					Comments	If escalated, Date	Due Date Completion Date
						Define Problem by:	Analyze Root Causes by:	Develop & test Counter-measures (CM) by:	Adopt & Standardize CMs by:	Prob. Solve Status (RYG)			
1													
2													
3													

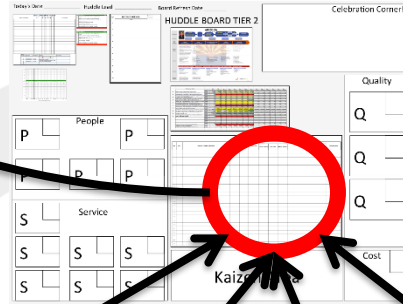
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1						
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11						

Problem Identification

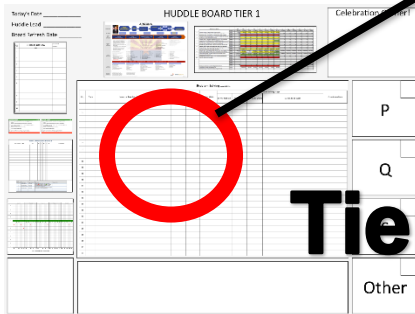
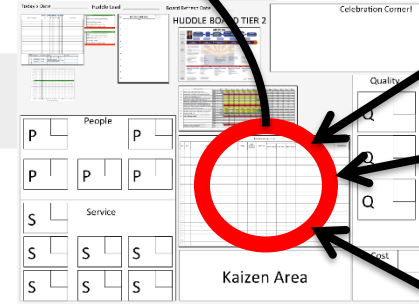
Problems Escalate Up Levels



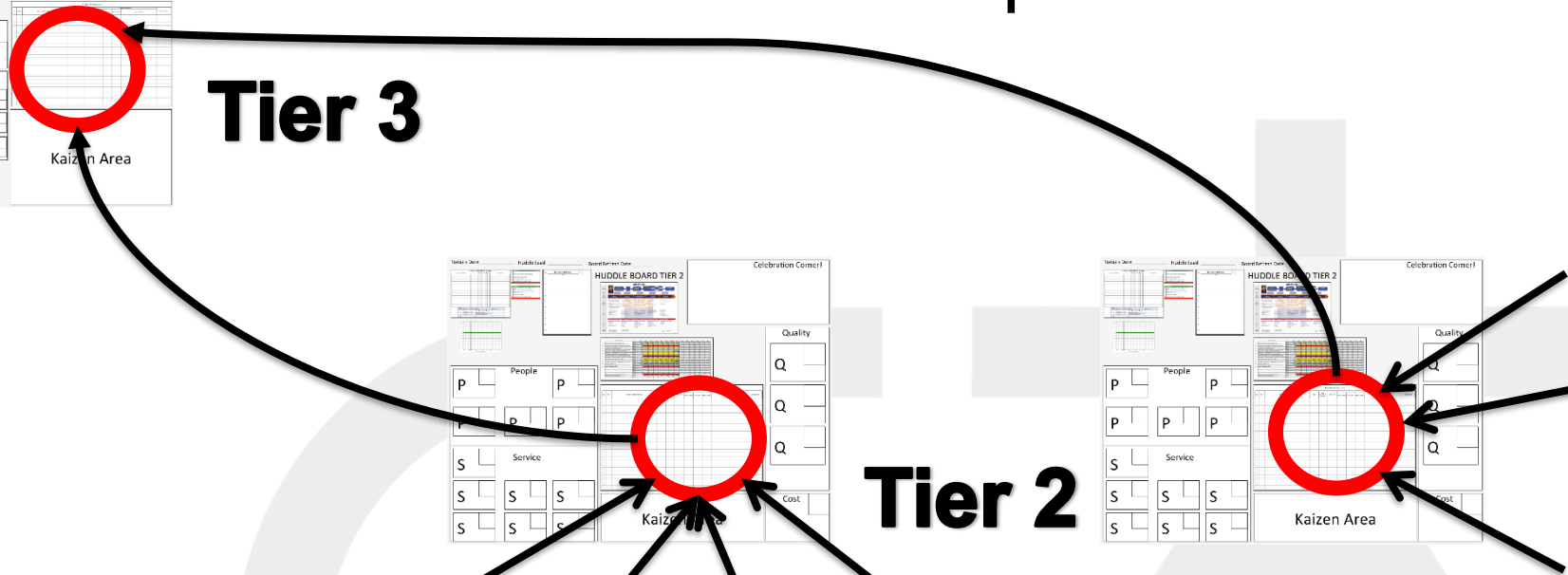
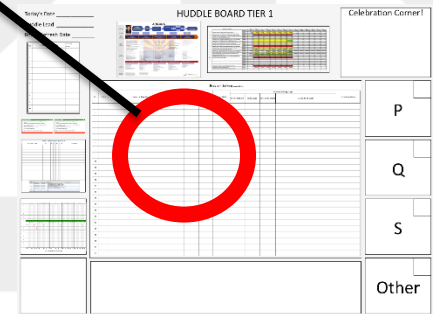
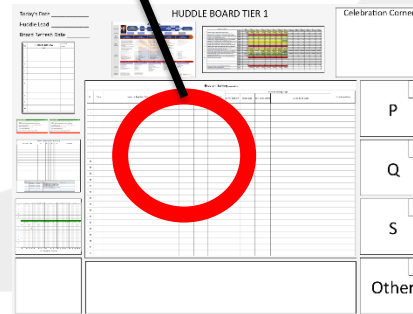
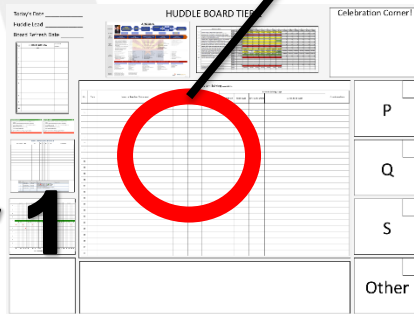
Tier 3



Tier 2



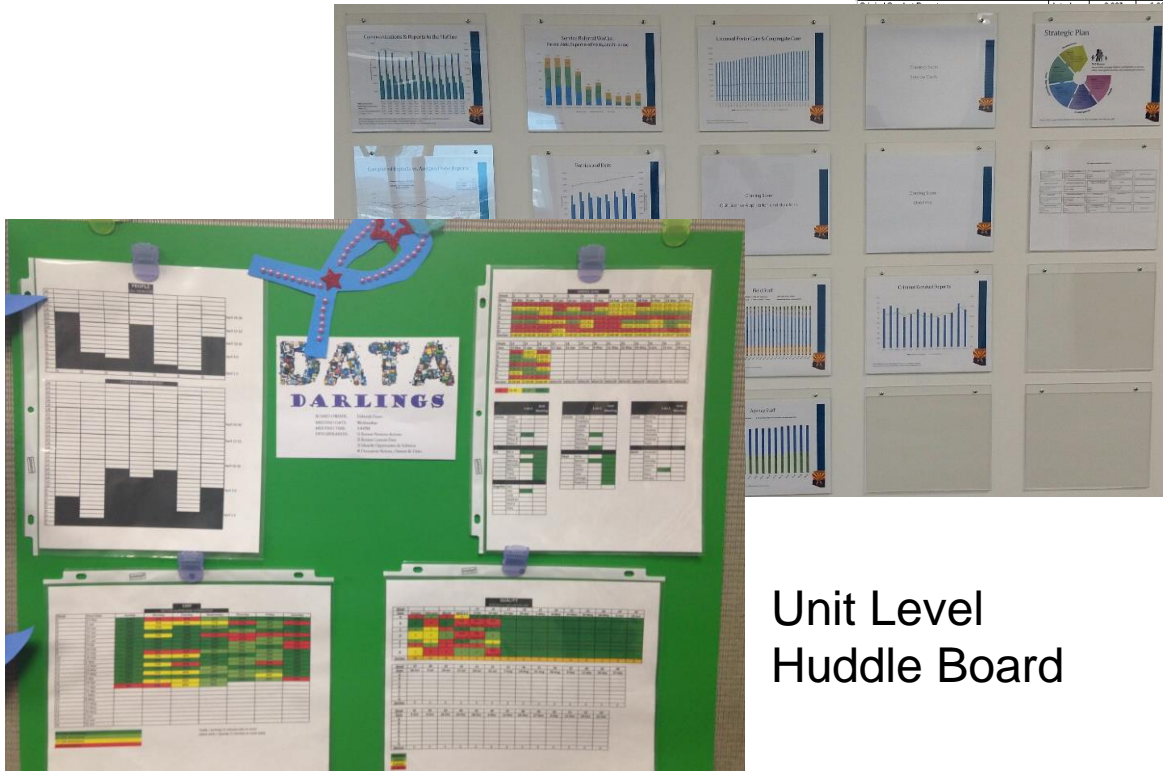
Tier 1



Results metrics from a lower level board appear or are related to metrics at the upper level board.

Department of Child Safety - M					
Metric	JOP	FY YTD	Jan	Feb	Mar
# of Child Care Staff	Actual 1,283	1,270	1,273	1,277	1,270
# of Admin Staff	Actual 1,204	1,431	1,464	1,450	1,431
% of registrable attrition	Target 50%	50%	50%	50%	50%
Actual	70%	56%	56%	61%	61%
# of Inactive Cases	Actual 14,402	11,665	15,005	11,665	10,547
Cong Care as First placement	Target 30%	30%	30%	30%	30%
Actual	23.2%	28.7%	26.4%	28.3%	27.0%
% of days in shelter and group home	Target 14.0%	14.0%	14.0%	14.0%	14.0%
Actual	12.73%	12.36%	12.34%	12.30%	12.55%
% of days spent with a kinship caregiver	Target 4%	4%	4%	4%	4%
Actual	4%	4.6%	4.6%	4.6%	4.6%
Total Communications at the Hotline	Actual 135,081	101,217	11,154	11,042	11,554
Total Reports Received	Actual 51,767	37,541	4,170	4,209	4,156
			684	665	740
			74.1%	72.1%	70.7%
			80%	80%	80%
			84.0%	85.0%	84.2%
			85.4%	87.2%	84.6%
			84.3%	87.7%	85.6%
			78.9%	81%	82.1%
			83.6%	88.7%	81.4%
			30,000	25,000	23,750
			25,842	24,452	22,276
			11.4%	12.4%	10.4%
			300	215	250
			206	230	238
			0.8%	0.8%	0.8%
			-0.5%	-0.4%	0.3%
			10,010	10,136	10,061
			7,200	7,250	7,200
			2,770	2,880	2,860
			2,950		
			5	5	5
			15	15	15
			112.7M	112.7M	112.7M
			115.6M	115.6M	110.6M
			100%	100%	100%
			5.30%	5.30%	6.00%
			1	1	1
			21	2	14

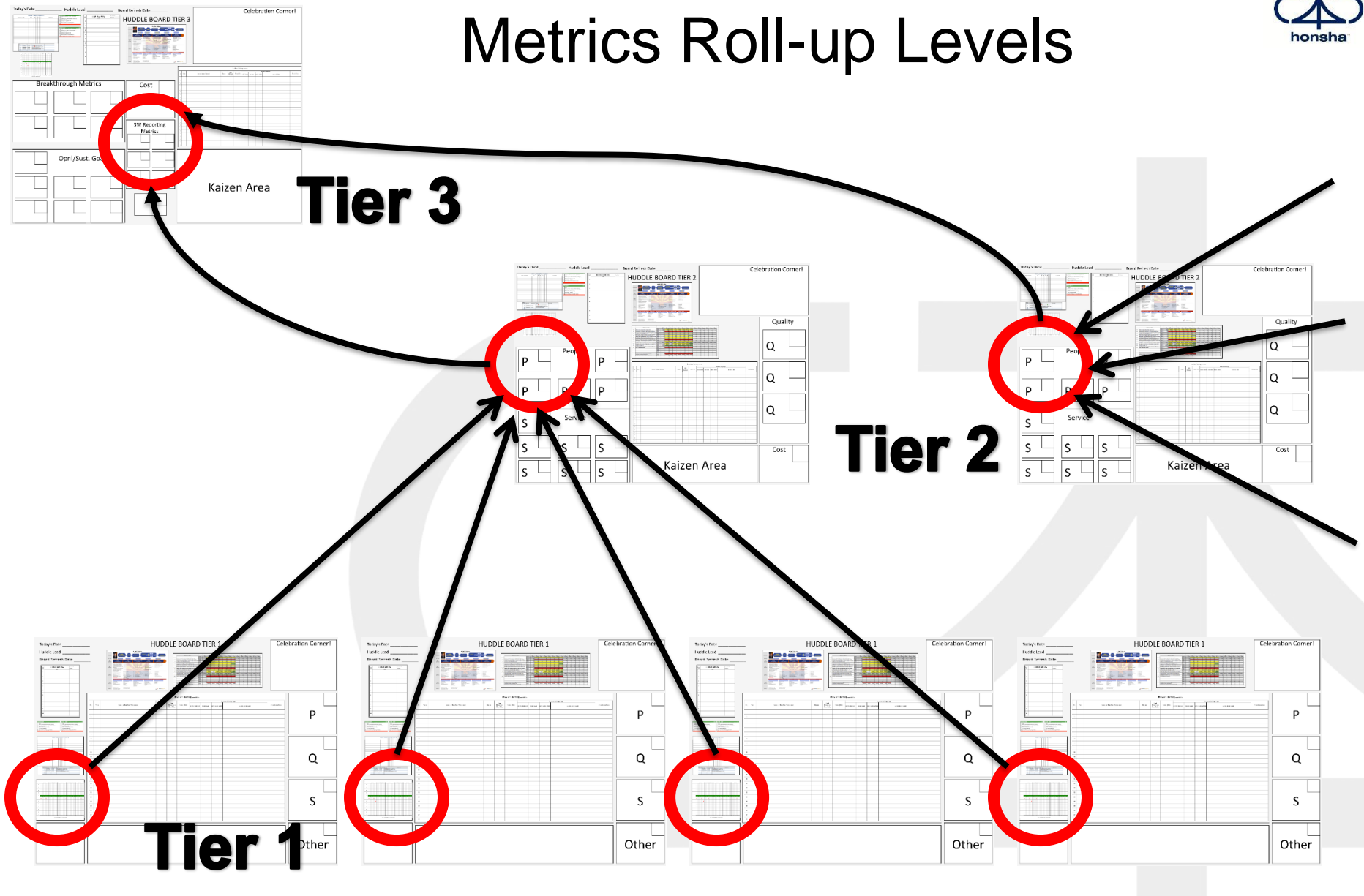
Agency Level Scorecard Driven Board



Division Level Huddle Board

Unit Level Huddle Board

Metrics Roll-up Levels

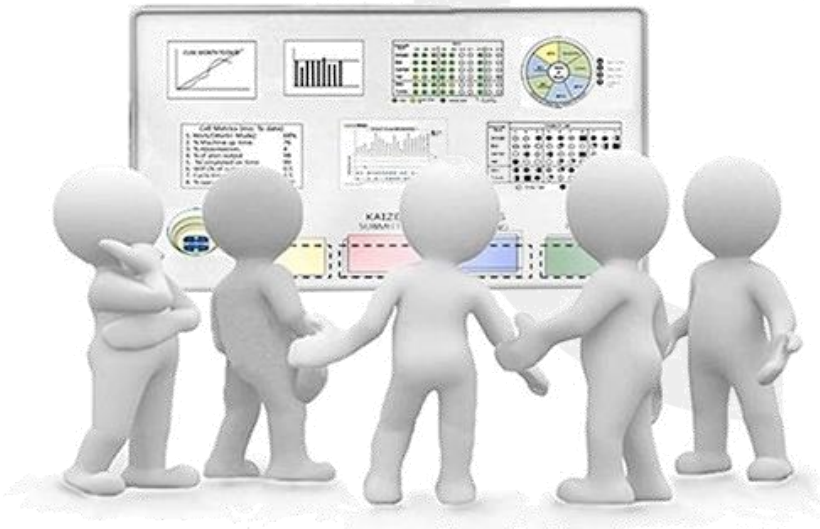


Three Key Questions

How did we do yesterday?

What's our plan for today?

Is there anything we need help with?



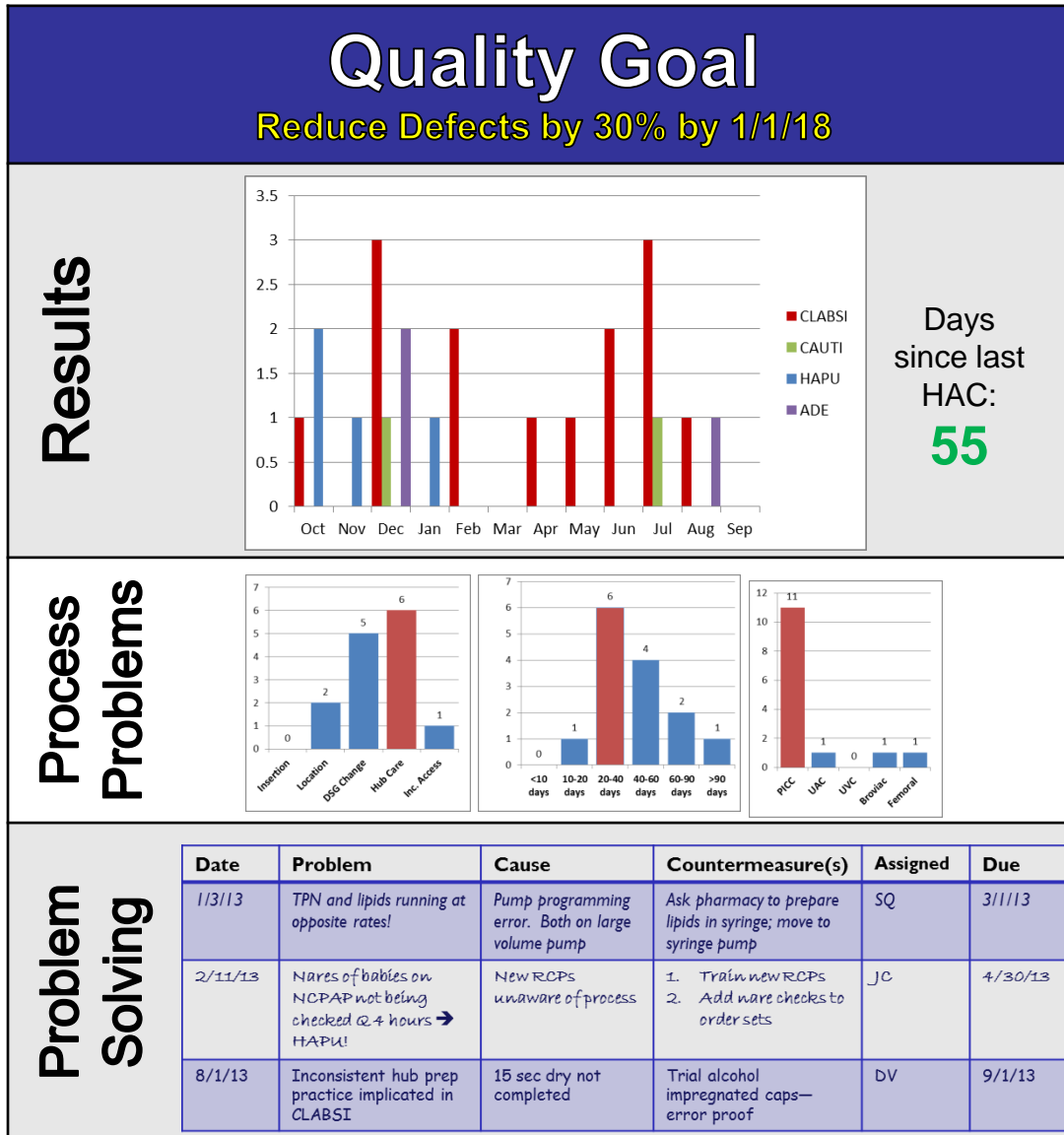
Tiered Huddles

- Quickly surface problems and potential problems
- Build teamwork through open and shared communication
- Support team members
- Share work status, ideas, and other information across levels
- Align the team's efforts for the day

Are we ready for a successful day?



Visual Controls



- Purpose:
 - Find problems.
 - Achieve goals.

- Alignment of goals, results, processes, and problem solving

Daily Visual Management Tiered Huddles and Checks

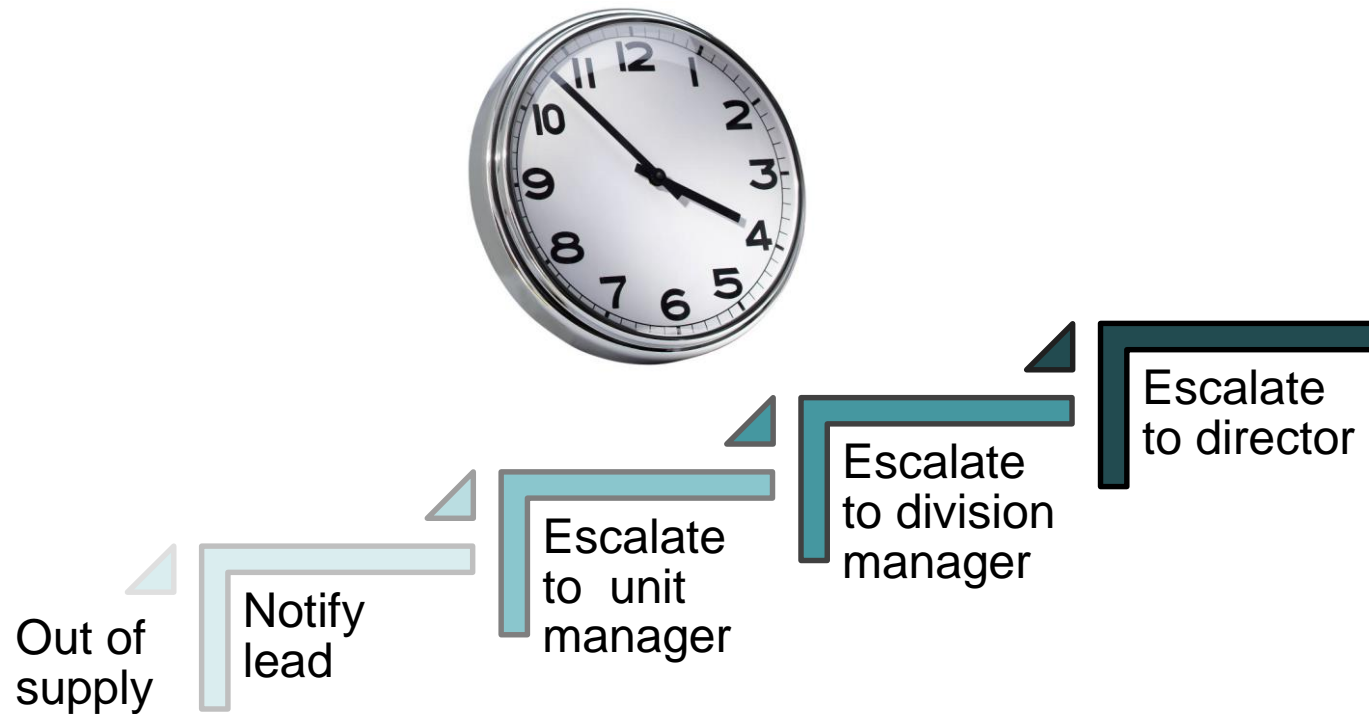
Find problems by reviewing process and result measures

Problem	Cause	Action
<p>Pt not wearing ID band. RN did not trace line/CK H/pids</p> <p>ID band not on pt (changed for bed) X 2 Forgot to ✓ exp. date Forgot to ✓ ID band</p>	<p>RN not aware what happened to ID band</p> <p>RN unaware of standards</p> <p>pt refuse to wear ID band</p>	<p>ID band replaced</p> <p>RN informed of standards</p> <p>Day shift RN to get new id band</p> <p>Reminded RN to place ID band & ✓ meds exp. dates</p>
<p>Did Not do hand hygiene before donning gloves.</p>	<p>Pt in contact ISO Room</p> <p>RN unaware of standard practice</p>	<p>- Reminded RN Policy of Hand Washing hygiene before donning gloves.</p>
<p>No date/time, + initial</p> <p>No dsy needed</p>	<p>Aspirone pt, needed extra Securement.</p>	<p>Will place dsy & date/time label.</p> <p>→ continue to monitor dsy ds</p>
<p>Car covered onto side rail after donning gloves</p>	<p>For pt safety, needed to ensure crib rail up front at back side, no sanitizer at bedside</p>	<p>Informal call out policy follow up by committee</p>
<p>No gel IN before entering room</p>	<p>Housekeeping not aware</p>	<p>Reminded to get IN + OUT after each room.</p>



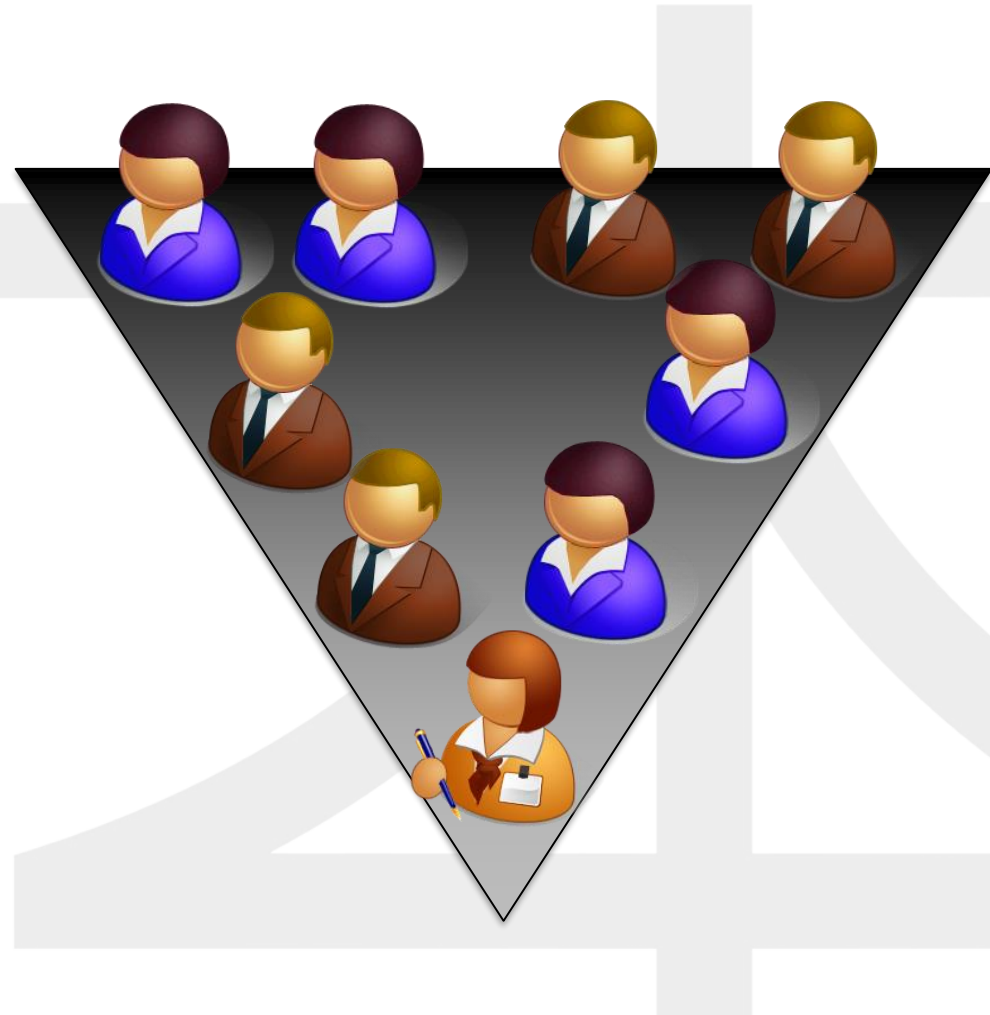
Timely Problem Response

Response is triggered when staff are unable to meet standards within agreed upon timeframe.



Standardized Work for Leaders

- Maintain integrity of huddle process
 - Attend huddles
 - Identify problems
 - Triage problems
 - Escalate problems that will interrupt flow for help



Leader's Role in Problem Solving

1. Provide standards (targets) that define what a pre-problem looks like.

Tools: process metrics, (graph, chart, table, flow board)



2. Coach team to be problem identifiers. Everyone, everywhere, identifying problems every day.

Tool: Problem Register



3. Model and teach everyday problem solving.

Tool: 8-step Problem Solving Worksheet



Huddle Leaders' Behaviors.....

- Courage / Humility / Kaizen
- Are good facilitators
- Seek to understand
- Practice active listening
- Align resources
- Don't problem solve:
save for problem solving
go-to-see
- Focus on process not person
- Are non-blaming, non-judgmental
- Build trust & respect
- Empower, motivate, encourage
- Model leader behavior

Problem Solving Register – at Go to See

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14								
15								

Problem Solving

How to Go to See

GOAL

What do we want to do?
Improve Rental Property Compliance monitoring and closure process for our 27,000 Low-Income Housing Tax Credit Units!

SERVICES

How do we get there?
By increasing the number of 100% compliant (initial) responses from 44% to a minimum of 80% by the end of Fiscal Year 2017.

QUALITY

558 Low Income Communities with 37,874 Units

CELEBRATE

Problem Cause Solutions Standardize

Countermeasure Worksheet

Use this form to document the analysis, problem solving, and actions taken to address a problem identified by the team.

Key Performance Indicator Affected	Target	Actual	Gap
JOB	60	40	

Box 1: Define Problem
 Box 2: Causes
 Box 3: Solutions

Countermeasure Worksheet

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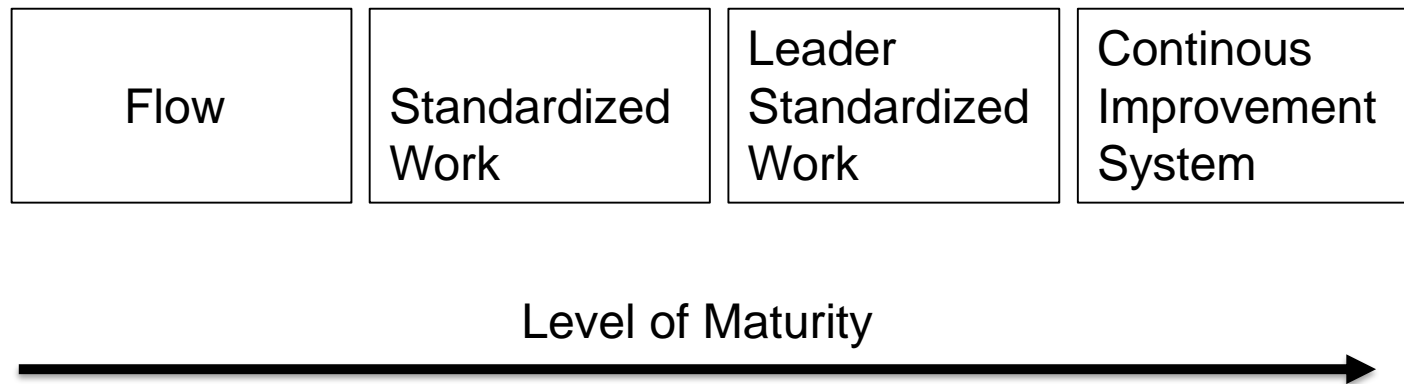
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Box 1: Define Problem
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 Box 3: Solutions

What to Measure Framework



What to Measure

- Process Measures
 - Number of shared improvements
 - Number of celebrations
 - Number of items in step 1, 2, 3, 4,
 - Number of problems assigned
 - Number of problems identified

- Quality Measures

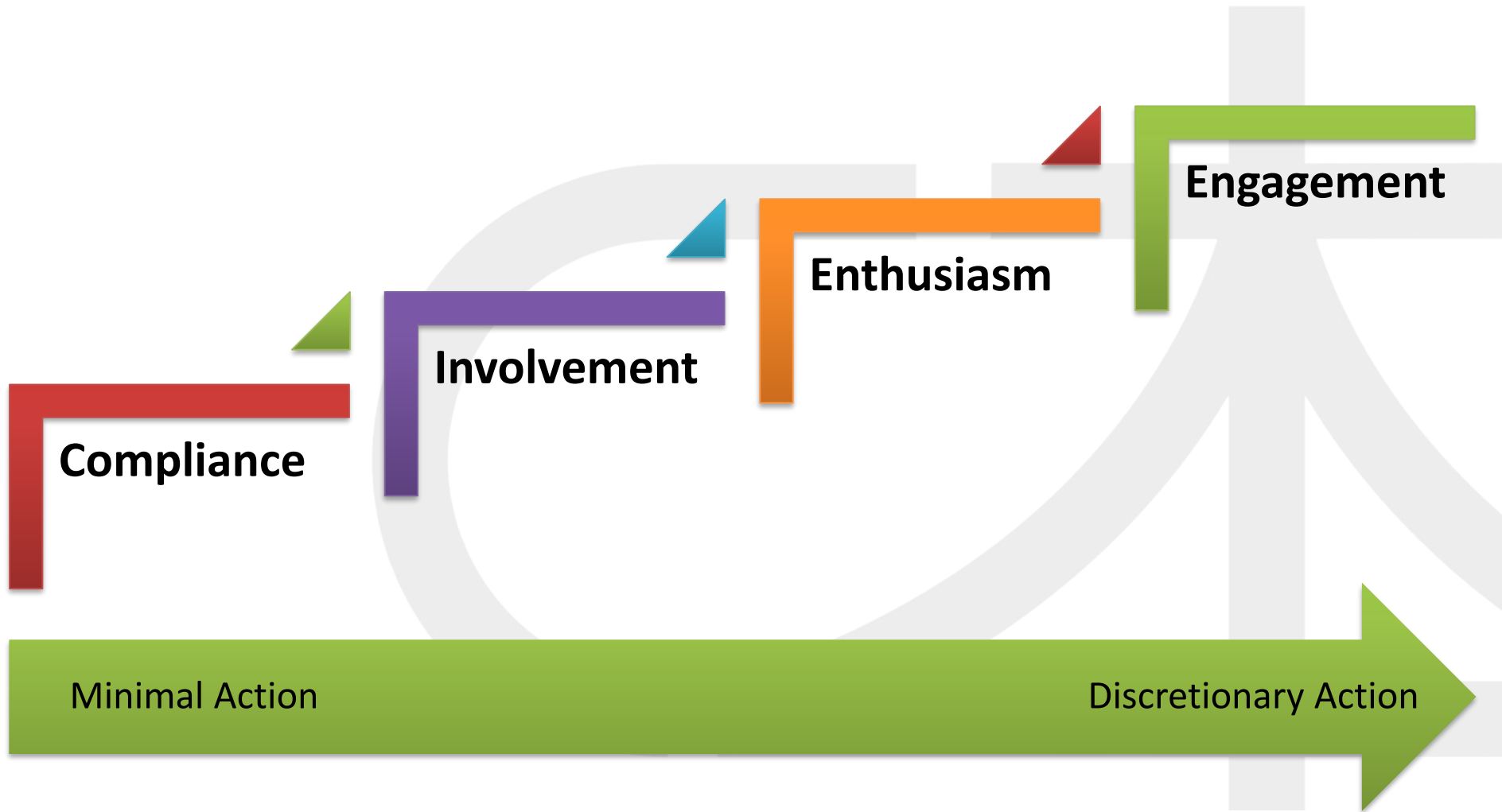
Quantity of problems identified

Number of items assigned to a person

Source of items in celebration

- Ideas
- Suggestion
- Kaizen
- Four box
- 8 step problem solving
- PDCA, RPI, RIE, Workshop

From Compliance To Engagement



What to Expect

- Solving larger and larger problems while working
- More effective workshops
- Engaged Employees
- Satisfied Customers

Standard Work for Unit Managers Example

Start of Shift		R/G	Mid Shift		R/G	End of Shift		R/G
0730-0800 Start of Day – Review Calendar & Plan			1200 Mid Shift Huddle (ANM/RSN)			1600-1700 DMS Communication/ Quick Hits/ Problem Solving/ Escalation F/U		
0800 – 0830 RSN/ Mgr Huddle/ Environment Checks						1700 Sign Out with Units		
3 NORTH		3 SOUTH	3 NORTH	R/G	3 SOUTH	R/G	NOTES	
<ul style="list-style-type: none"> • HPPD • Floats/ sick/ A day • Occupancy • Discharges (#) • Admits (#) • RN procedures • Care conference • Harm • Complaints • Care Concerns • Other Issues 			USA SW Check		USA SW Check		3 SOUTH:	
			RSN SW Check		RSN SW Check			
			HAC Assignments		HAC Assignments			
			Viz Board Magnets		Viz Board Magnets			
			D/C Nav Board		D/C Nav Board			
			• TDD		• TDD			
			• Goals		• Goals			
			• RN @rounds		• RN @rounds			
			• Escalations		• Escalations			
					R/G			
			1230-1330 Lunch			3 NORTH:		
Standard Work Checks			1330-1500 Meetings/ Project Work					
Reset Visibility Boards			1500-1530 Gemba Walk (S, E, N, Tx Room, Office)			Gemba Rounds		
HAC Assignments Done			Gemba Viz Board					
Meals/Breaks Assigned			D/C Nav Board Escalation F/U					
		R/G	Process Check Issues (NPSG, HAC)					
0830 Office Work- Manager Time			Review Andon Tracker					
• Quantros Reviewed & Assigned			Review Outcomes STP					
Productivity Grid Reviewed						TO DO:		
0900 Leadership Team Daily Huddle								
1000 Peds Manager Daily Huddle								
1030-1200 Gemba Time/ Andon Responses								
• Bedside Rounding								
• Email/ voicemail/ Project work								

Morning Huddles

Problem Solving

Problem capture

Gemba Rounds

Unit Rounds & Response

ホン

TODAY: 9-19-2016

WE ARE THE MVD TEAM WHO WILL DELIVER A 25 MIN EXPERIENCE TIME BY 12-31-16

OUT 11 12 1

Employee Name	Start	End	Hours	Rate	Total
Cynthia G	8:00 AM	5:00 PM	9:00	\$12.00	\$108.00
Brianna	8:00 AM	5:00 PM	9:00	\$12.00	\$108.00
Michelle G	8:00 AM	5:00 PM	9:00	\$12.00	\$108.00
Daniel	8:00 AM	5:00 PM	9:00	\$12.00	\$108.00
Amber	8:00 AM	5:00 PM	9:00	\$12.00	\$108.00
Alexis	8:00 AM	5:00 PM	9:00	\$12.00	\$108.00
Amy	8:00 AM	5:00 PM	9:00	\$12.00	\$108.00
Denise	8:00 AM	5:00 PM	9:00	\$12.00	\$108.00
Zulema	8:00 AM	5:00 PM	9:00	\$12.00	\$108.00
Alicia	8:00 AM	5:00 PM	9:00	\$12.00	\$108.00
Krystal	8:00 AM	5:00 PM	9:00	\$12.00	\$108.00
Jessie	8:00 AM	5:00 PM	9:00	\$12.00	\$108.00
Noemi	8:00 AM	5:00 PM	9:00	\$12.00	\$108.00
Margaret	8:00 AM	5:00 PM	9:00	\$12.00	\$108.00
Cynthia J	8:00 AM	5:00 PM	9:00	\$12.00	\$108.00
Yameli	8:00 AM	5:00 PM	9:00	\$12.00	\$108.00
Alberto	8:00 AM	5:00 PM	9:00	\$12.00	\$108.00
Rosa	8:00 AM	5:00 PM	9:00	\$12.00	\$108.00
Amber	8:00 AM	5:00 PM	9:00	\$12.00	\$108.00
Amber	8:00 AM	5:00 PM	9:00	\$12.00	\$108.00
Victoria	8:00 AM	5:00 PM	9:00	\$12.00	\$108.00
Fabian	8:00 AM	5:00 PM	9:00	\$12.00	\$108.00
Sal	8:00 AM	5:00 PM	9:00	\$12.00	\$108.00
Alexis	8:00 AM	5:00 PM	9:00	\$12.00	\$108.00

AVERAGE EXPERIENCE TIME

	M	T	W	T	F
"M" LINE	9:57	6:35	3:26	7:12	10:49
LOBBY TRANS	14:12	15:29	11:35	13:18	16:05
TOTAL	82:30	30:48	23:32	28:35	36:22

LAST CUSTOMER IN LOBBY

	M	T	W	T	F
GETTING GONE	7:45	5:50	3:44	5:25	8:25
GONE	6:10	5:15	4:58	5:00	4:40

APPOINTMENT

	M	T	W	TH	F
MAX LOBBY LINE	41:59	55:40	37:25	43:52	48:20
MAX TRANSACTION	45:31	1:46	25:19	1:23	40:34
UNCALLED #	81	66	58	49	51
KIOSK USAGE	87	91	93		

NAME	# OF TICKETS	# OF WINDOWS

AVERAGE TOTAL EXPERIENCE TIME PAST MONTH



SUP/LEAD

- "ANDON" Person
- INFO @ 11
- INFO @ 11 - LEADS 8-11
- LEADS @ 11 - WINDOW 21-LEAD

INFO INFO INFO 3D 3D FACI TEST TEST BU RT RT BU

Division / Unit: W. Phoenix MVD Problem Solving Register

No.	Issue or Problem Statement (What is the Gap?)	In R & Team (POCA Project? Y/N)	Owner	Start Date	Due Date	Analysis	Problem Solving Steps: 1. Analyze Root Cause 2. Develop & test Solution 3. Implement 4. Monitor 5. Review	Assign R. Date	Assign R. Date	Comments	Resolved Y/N & Date	Complete Y/N & Date
	Credit Card Machines not updated	Y	Keith	7/31	7/31	Revised to use the new software	Resolved	N	G	KEITH SENT EM SM KYLE 2 Em AV	Y	8/24
	Teachment in lobby and time	N	Ramona	7/31	7/31	Not updated	Not solved	N	G	OUT Program test Mike & Kyle Arrive	Y	9/25
	Minor Signature on Det. Photo	Y	Amber	8/4	8/4	Signature updated	Resolved	Y	G	Send Email to Clarify Standard	N	8/4
	Kiosk Down	N	Ramona	8/28	8/28	Restarted kiosk	Resolved	N	G	Heat Ticket	N	8/28
	No Road test list	N	Sarona	8/28	8/28	Created road test list	Resolved	N	G	Heat Ticket	N	8/28
	File Management PC - middle of day	N	Kamara	8/28	8/28	Restarted PC	Resolved	N	G	work order submitted	N	8/28
	Camera live needs adjusting	N	Keith	9/29	9/29	Adjusted camera	Resolved	N	G		N	8/28
	CC machine on 29 not doing PINS	N	Keith	8-31		Not fixed	Not solved	Y/N	G	Bank status updated	N	
	Qmatic went down	N	Maria	9/11	9/11	Restarted Qmatic	Resolved	N	G	Matrix Reset - Down for 10 mins	Y	9/11
	Eric sent a link showing down	N	Josana	9/18	9/18	Restarted Eric	Resolved	N	G		Y	9/15
	New app - any / no new app	N	Keith	9/18	9/18	Checked app	Not solved	Y/N	G	Printing	Y	
	No answer on CC machine High Volume	N	Keith	9/18	9/18	Checked machine	Not solved	N	G	CC Machine Too Answer	N	
	Keypad on monitor issues	N	Sarona	9/21	9/21	Replaced keypad	Resolved	N	G	Submit Heat ticket	Y	9/21
	PODS Down	Y	Ramona	9/21	9/21	Restarted PODS	Resolved	N	G	PADS UP & AIDS	Y	9/21
	Kiosk - Money Jam	N	Ramona	10/3	10/3	Cleared kiosk	Resolved	Y	G	Create work standard	Y	10/1
	Not updating testing info	N	Amber	10/3	10/3	Updated testing info	Resolved	Y	G		Y	10/1
	Classification on Returned Credits	N	Sarona	10/5	10/5	Classified credits	Resolved	N	G	Read Memo T629	Y	10/5
	Bluetooth down	N	Ramona	10/6	10/6	Restarted Bluetooth	Resolved	N	G	Print Slip 2 Hours	Y	10/6
	Surveys are low	N/Y	Boy	10/11	10/11	Checked surveys	Not solved	Y	S	Down until 9:45am	Y	10/1
	In Service Log	N	Ramona	10/11	10/11	Updated log	Resolved	Y	G	Customer Care - Low	N	10/1
	Facilitator Duty Change	Y	Eugene	10/12	10/12	Changed duty	Resolved	Y	G	Assign someone on new sched	N	10/12
	Problem with Desk needing Supply	N	Ramona	10/12	10/12	Restocked desk	Resolved	Y	G	Assign someone to get supply	N	10/12
	OCR HST pulling	N	Sarona	10/12	10/12	Fixed OCR	Resolved	N	G	Heat ticket - 4 days back log	Y	10/12

OUT 11 12 1

TRANS TOTAL 0.21 0.4
82:30 30.5

LAST CUSTOMER
m -
7.45T
51

GETTING GOING GONE

AVERAGE TO TA

Tester Name	Start	Average Transaction Time	Max Transaction Time	Total Transactions
Wednesday 10 21	9	0:00:11	0:00:18	0:00:11
Wednesday 10 22	1	0:00:03	0:00:04	0:00:07
Wednesday 10 23	43	0:00:20	0:00:24	0:00:24
Wednesday 10 24	3	0:01:20	0:01:26	0:01:26
Wednesday 10 25	27	0:00:30	0:00:36	0:00:36
Wednesday 10 26	11	0:00:38	0:00:41	0:00:41
Wednesday 10 27	31	0:00:41	0:00:48	0:00:48
Wednesday 10 28	40	0:00:38	0:00:45	0:00:45
Wednesday 10 29	38	0:00:41	0:00:47	0:00:47
Wednesday 10 30	36	0:00:38	0:00:45	0:00:45
Wednesday 10 31	34	0:00:35	0:00:42	0:00:42
Wednesday 10 32	22	0:00:32	0:00:39	0:00:39
Wednesday 10 33	20	0:00:29	0:00:36	0:00:36
Wednesday 10 34	18	0:00:26	0:00:33	0:00:33
Wednesday 10 35	16	0:00:23	0:00:30	0:00:30
Wednesday 10 36	14	0:00:20	0:00:27	0:00:27
Wednesday 10 37	12	0:00:17	0:00:24	0:00:24
Wednesday 10 38	10	0:00:14	0:00:21	0:00:21
Wednesday 10 39	8	0:00:11	0:00:18	0:00:18
Wednesday 10 40	6	0:00:08	0:00:15	0:00:15
Wednesday 10 41	4	0:00:05	0:00:12	0:00:12
Wednesday 10 42	2	0:00:02	0:00:09	0:00:09
Wednesday 10 43	0	0:00:00	0:00:07	0:00:07
Wednesday 10 44	0	0:00:00	0:00:05	0:00:05
Wednesday 10 45	0	0:00:00	0:00:03	0:00:03
Wednesday 10 46	0	0:00:00	0:00:01	0:00:01
Wednesday 10 47	0	0:00:00	0:00:00	0:00:00
Wednesday 10 48	0	0:00:00	0:00:00	0:00:00
Wednesday 10 49	0	0:00:00	0:00:00	0:00:00
Wednesday 10 50	0	0:00:00	0:00:00	0:00:00
Wednesday 10 51	0	0:00:00	0:00:00	0:00:00
Wednesday 10 52	0	0:00:00	0:00:00	0:00:00
Wednesday 10 53	0	0:00:00	0:00:00	0:00:00
Wednesday 10 54	0	0:00:00	0:00:00	0:00:00
Wednesday 10 55	0	0:00:00	0:00:00	0:00:00
Wednesday 10 56	0	0:00:00	0:00:00	0:00:00
Wednesday 10 57	0	0:00:00	0:00:00	0:00:00
Wednesday 10 58	0	0:00:00	0:00:00	0:00:00
Wednesday 10 59	0	0:00:00	0:00:00	0:00:00
Wednesday 10 60	0	0:00:00	0:00:00	0:00:00
Wednesday 10 61	0	0:00:00	0:00:00	0:00:00
Wednesday 10 62	0	0:00:00	0:00:00	0:00:00
Wednesday 10 63	0	0:00:00	0:00:00	0:00:00
Wednesday 10 64	0	0:00:00	0:00:00	0:00:00
Wednesday 10 65	0	0:00:00	0:00:00	0:00:00
Wednesday 10 66	0	0:00:00	0:00:00	0:00:00
Wednesday 10 67	0	0:00:00	0:00:00	0:00:00
Wednesday 10 68	0	0:00:00	0:00:00	0:00:00
Wednesday 10 69	0	0:00:00	0:00:00	0:00:00
Wednesday 10 70	0	0:00:00	0:00:00	0:00:00
Wednesday 10 71	0	0:00:00	0:00:00	0:00:00
Wednesday 10 72	0	0:00:00	0:00:00	0:00:00
Wednesday 10 73	0	0:00:00	0:00:00	0:00:00
Wednesday 10 74	0	0:00:00	0:00:00	0:00:00
Wednesday 10 75	0	0:00:00	0:00:00	0:00:00
Wednesday 10 76	0	0:00:00	0:00:00	0:00:00
Wednesday 10 77	0	0:00:00	0:00:00	0:00:00
Wednesday 10 78	0	0:00:00	0:00:00	0:00:00
Wednesday 10 79	0	0:00:00	0:00:00	0:00:00
Wednesday 10 80	0	0:00:00	0:00:00	0:00:00
Wednesday 10 81	0	0:00:00	0:00:00	0:00:00
Wednesday 10 82	0	0:00:00	0:00:00	0:00:00
Wednesday 10 83	0	0:00:00	0:00:00	0:00:00
Wednesday 10 84	0	0:00:00	0:00:00	0:00:00
Wednesday 10 85	0	0:00:00	0:00:00	0:00:00
Wednesday 10 86	0	0:00:00	0:00:00	0:00:00
Wednesday 10 87	0	0:00:00	0:00:00	0:00:00
Wednesday 10 88	0	0:00:00	0:00:00	0:00:00
Wednesday 10 89	0	0:00:00	0:00:00	0:00:00
Wednesday 10 90	0	0:00:00	0:00:00	0:00:00
Wednesday 10 91	0	0:00:00	0:00:00	0:00:00
Wednesday 10 92	0	0:00:00	0:00:00	0:00:00
Wednesday 10 93	0	0:00:00	0:00:00	0:00:00
Wednesday 10 94	0	0:00:00	0:00:00	0:00:00
Wednesday 10 95	0	0:00:00	0:00:00	0:00:00
Wednesday 10 96	0	0:00:00	0:00:00	0:00:00
Wednesday 10 97	0	0:00:00	0:00:00	0:00:00
Wednesday 10 98	0	0:00:00	0:00:00	0:00:00
Wednesday 10 99	0	0:00:00	0:00:00	0:00:00
Wednesday 10 100	0	0:00:00	0:00:00	0:00:00

Friday, September 16, 2016

1 CYNTHIA G
2 MARBELLA
3 BRIAN
4 CRUZ
5 MICHELLE G
6 ADRIANA
7 DANIEL
8
9 AMBER
10 MARTHA
11 ALEXIS
12 NANCY
13 AMY
14 DENISE
15 ZULMA
16 ALICIA
17
18 KRYSTAL
19 JESSIE
20 NOEMI
21
22
23 MARGARITA
24 CYNTHIA J
25 MARIA "ANDON" Person
26 DERRICK

INFO YAMILE NANCY YANIRA
INFO ALBERTO ROY
INFO ROSA
SD MARTHA
SD CYNTHIA J
FACI MARSHA
TEST AMANDA

of Testers
SUP/LEAD

50
40
30

M T W T F
653 581 584 6
11 11
53 53 5

INFO @ 11
INFO @ 11 - LEADS 8-11
LEADS @ 11 - WINDOW 21-LEA

GONE

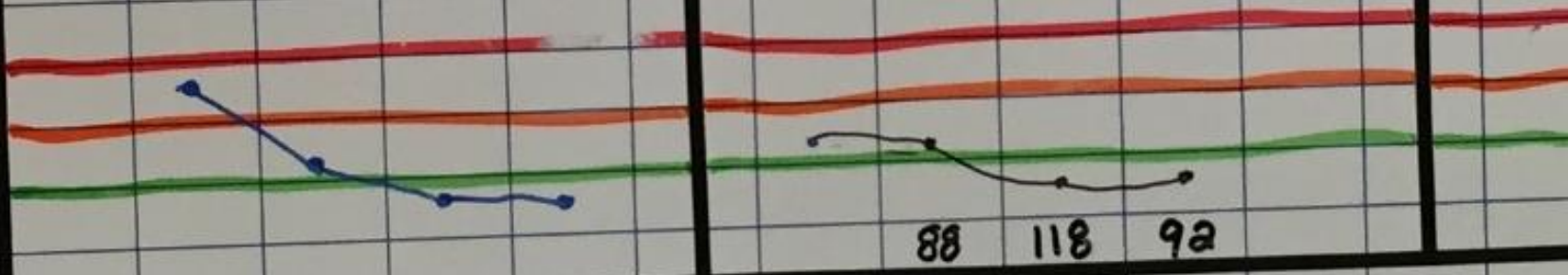
510 515 4:58 5:00

AVERAGE TOTAL EXPERIENCE TIME PAST MO

M	T	W	T	F
✓	653	581	584	662
✓	11	11	12	12
✓	53	53	55	55

M	T	W	T	F
663	613	633	580	706
13	15	14	12	17
51	41	45	48	

50
40
30



esters

Division / Unit: **W-Phoenix MVD**

Problem Solving Register

No.	Issue or Problem Statement (What is the Gap?)	Is it a Team PDCA Project? Y/N	Owner	Start Date	Due Date	Problem Solving Stages				Comments	Escalate Y/N & Date	Complete Y/N & Date		
						Plan		Do / Check					Act	
						Define Problem	Analyze Root Causes	Develop & test Counter- measures (CM)	Adopt & Standardize CMs				Prob. Solve Status (RYG)	
1	Credit Card Machine's not updated	Y	Keith	7/21	7/31	unable to use Pin #	Machines not updated last day of month	Email Accts Reachable Blitz Resour			Both confirmed all machines updated.	N	Y-7/3	
2	71 customers in lobby @ one time	N	Ramona	7/31	7/31	High Volu.	High turn around	Blitz Resour	N	G	Mike sent 1 fm SM Kyle 2 fm AV. CSR	Y	Y-7/3	
3	7 trainees in office	Y	Ramona	7/19	9/25	CSR need training	High turn around	Pilot off Blitz OJT	Y	G	OJT Program test Mike & Kyle Approve.	Y	9/25	
4	Minor Signature on ID Photo	Y	Amber	8/4	8/4	Unclear on standard	Training	Send email to staff	Y	G	Send Email to Clarify Standard	N	8/4	
5	Kiosk Down	N	Ramona	8/28	8/28	Kiosk unavailable	Web Down	Email	N	Y	Heat Ticket	N	8/28	
6	No Road test list	N	Sarcia	8/28	8/38	Suzanne web down	web down	Email Accts	N	Y	Heat ticket	N	8/38	
7	Fire Alarm went off - middle of day	N	Ramona	8/28	8/28	Water pressure	water when up	submitted to facilities	N	Y	work order submitted	N	8/28	
8	Camera line needs adjusting	Y	Keith	8/29	9/11			reconfigure i/c	N	Y	Reassigned Keith to bus	N	8/30	
9	CC machine on 29 not doing PINS	N	Keith	8-31		all cost sign		need update of software			Bank states updated	N		
10	Automatic went down	N	Maria	9/1/17	9/11	could not issue #		Reset Q	N	G	Maria Reset - Down for 10 mins	N	9/11	
11	Blue zone + Len issues / down	N	Sarina	9/15/17		unable to log on			N	G		Y	9/15	
12	New App - only / No Dup App		Keith	9/16					Y/N	G	Piloting	Y		
13	NO Answer on CC machine High Volume	N	Keith	9/8		No answer on CC machine	Def A		Y	G	CC machine no answer	Y		
14	Window 28 monitor issues	N	Sarina	9/15	9/15	Monitor issues	Old	Replace	N	G	Submit Heat ticket	N	9/15	
15	PDPS DOWN	N	State wide	9/21	9/21		N/A	None	N	G	PDPS UP at 4:20	Y	9/21	
16	Kiosk - Money Jam	Y	Ramona	9/21	9/27	Kiosk down Money	stand on where techs			G	Create work standard	Y	9/26	
17	Not updating testing info	Y	Ang	10/3		NOT CHECKING OO'S	NOT CHECKING TESTING	Follow Procedure	Y	G	Create work standard	Y	10/4	
18	Clarification on Returned Creds	N	Sarina	10/5	10/5	Read memo	Confusion		N	Y	Read Memo T6329	N	10/5	
19	Bluezone down	N	Ramona	10/2	10/2	down			N	Y	Down App 2 Hours	Y	10/2	
20	Bluezone down	N	Ramona	10/6	10/6	unable to MDSFP			N	Y	Down until 9:45am	Y	10/6	
21	Surveys are low	N/Y	Roy	10/11										
22	In Service day	N	Ramona	10/11	10/11	Close till noon			N	Y	Customer Count - low	N	10/11	
23	Facilitator Duty Change	Y	Esmeralda	10/12	10/12	change duty	Not need full day		Y	Y	Test new duties on new sched.	N	10/12	
24	Problem w/ CSR needing Supply	N	Roy	10/12	10/12	Supply	CSR going from window		Y	G	Assign Someone to get Supply	N	10/12	
25	OCR NOT pulling	N	Sarina	10/12	10/12	ITG	VNK		N	Y	Heat ticket - 4 days back log.	Y	10/12	

51st Ave MVD

May 3, 2016 1:33 pm



51st Ave MVD

August 31, 2016 2:11 pm





A User's Perspective

Rob Woods - Administrator
Government Transformation Office
State of Arizona

Questions and Answers

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