

Process Walks

Go Further by
Walking
Together



King County

Finance & Business
Operations



goLEANSIXSIGMA.com



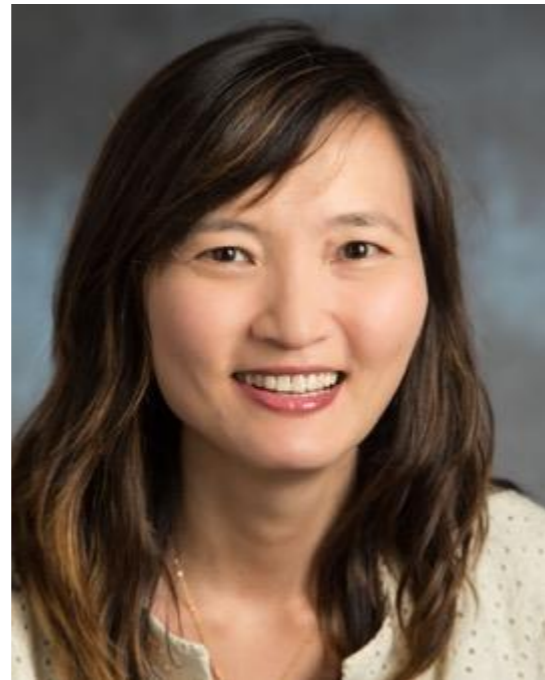
INTEGRIS
PERFORMANCE ADVISORS



Presenter Introductions



Ken Guy
Director
King County
Finance and Business
Operations Division



**Eunjoo
Greenhouse**
Deputy Director
King County
Finance and
Business
Operations
Division



Kara Cuzzetto
Continuous
Improvement
Manager
Finance and Business
Operations Division



Tracy O'Rourke
Consultant
GoLeanSixSigma.com
&
Integrus Performance
Advisors

King County

A photograph of the Seattle skyline at dusk. The Space Needle is the central focus, illuminated against a dark blue sky. Other skyscrapers are visible, some with lights on. The foreground shows some greenery and a building with a red roof.

14th

\$9,000,000,000

13,000

50+

A detailed map of King County, Washington, showing its geographical features, major roads, and surrounding areas. The map is the background of the slide. Four green rounded rectangular boxes are overlaid on the right side of the map, each containing a white text label. The King County logo is in the bottom left corner.

Equity & Social Justice

Climate Change

Mobility

Best run Government

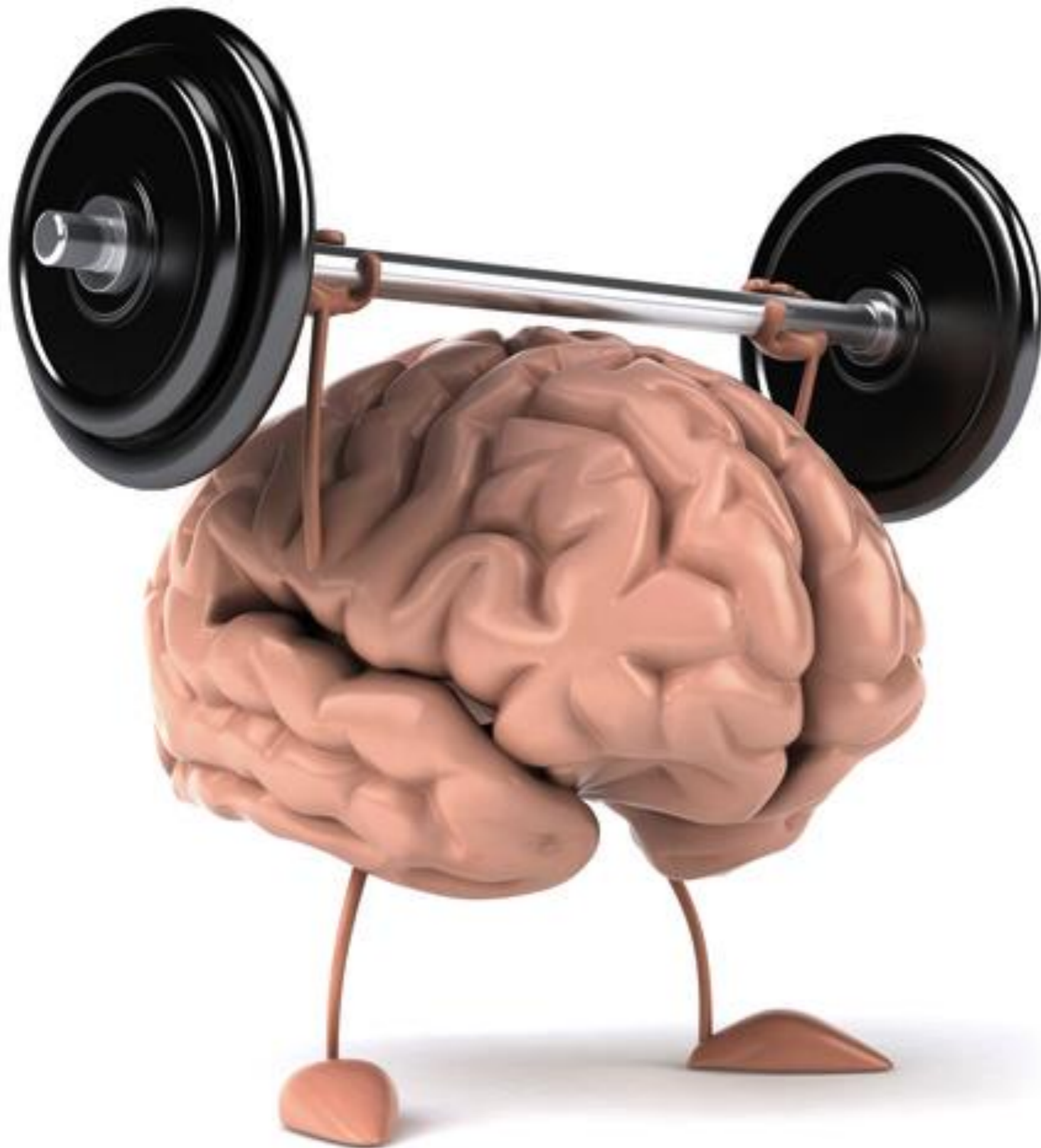
Finance & Business Operations Division

A pair of hands is shown from the left, cupping a stack of silver coins. A small, vibrant green plant with several leaves is growing out of the top of the coin stack. The background is a bright, clear blue sky with soft, white clouds. The overall image conveys a sense of financial care, investment, and growth.

200 employees

\$60M 17/18 budget

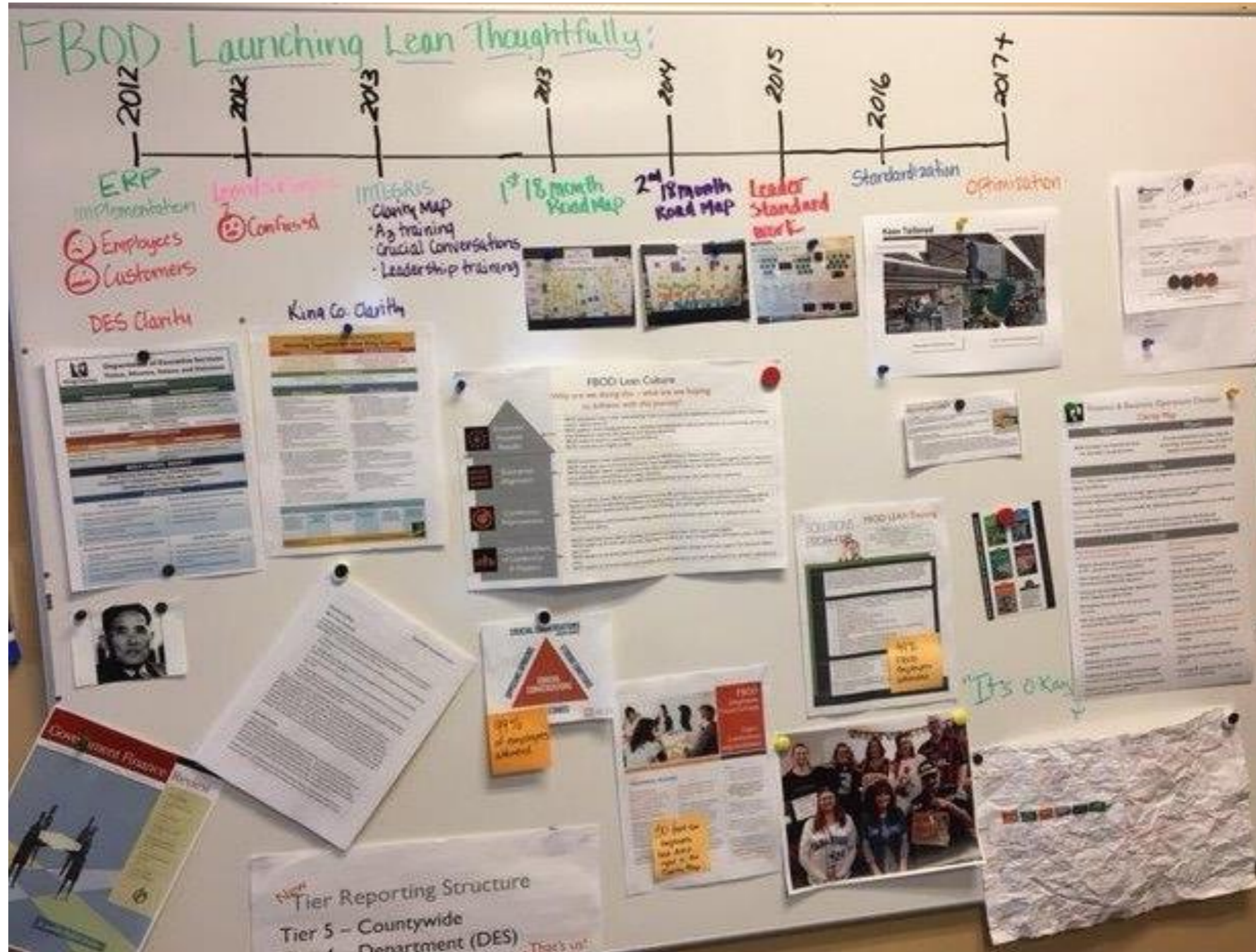
“Best Run Financial Services for the Best Run Government”



**Build
the
problem-
solving
muscle
of
every
employee**



FBOD Lean Journey





Process Walks at FBOD

Case Study: King County Finance and Business Operations Division - Washington

A video player interface showing a man in a dark suit, light blue checkered shirt, and blue patterned tie. He is looking slightly to the right and appears to be speaking. The video player includes a progress bar at the bottom with a red segment, and control icons for play/pause, volume, and full screen. The text '0:20 / 4:49' is displayed next to the volume icon. In the bottom right corner of the video frame, there is a logo for 'goLEANSIXSIGMA.com' featuring a lightbulb icon.

0:20 / 4:49

goLEANSIXSIGMA.com

<https://www.youtube.com/watch?v=6mFvH08vnzA>



What Is a Process Walk?

- **Process Walk:** Physically going to where work happens (Gemba) and interviewing the process participants
- Conducted by process participants
- Builds profound knowledge of the process



Utilize subject matter experts (SMEs) to walk the process, and collaborate with the field



Build profound knowledge of the process and the root causes of problems



Identify the solutions and an implementation plan related to process analysis



Some Processes Are Invisible



Do you see a Process?



Process Design Becomes...





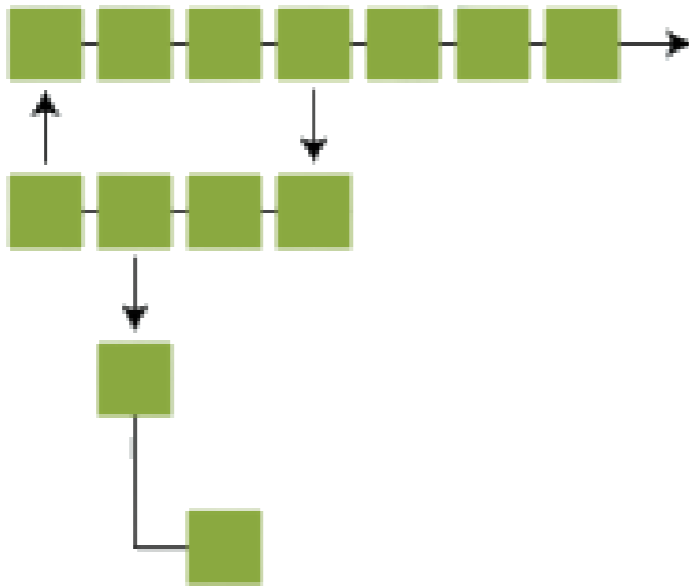
Processes Are Like Junk Drawers



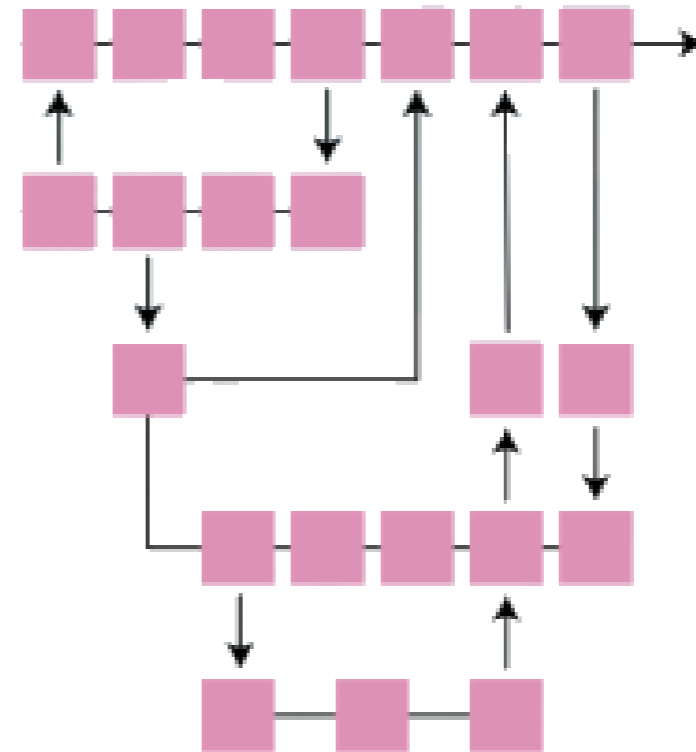


Every Process Has Four Versions

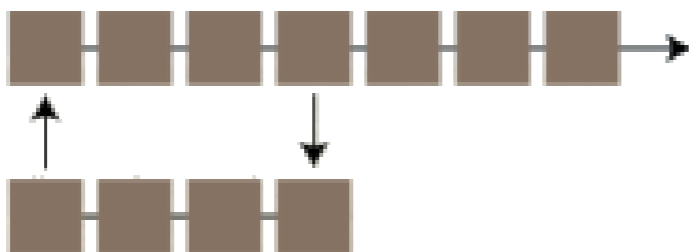
What you think it is...



What it really is...



What it should be...

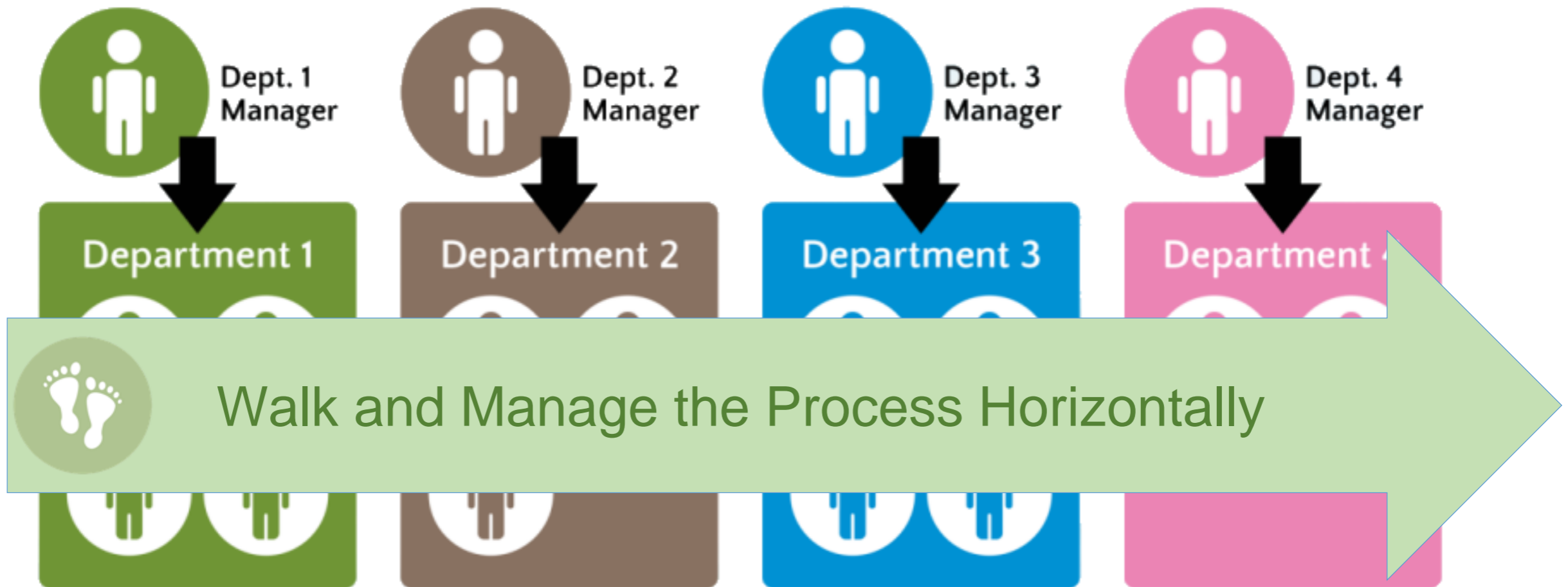


What it could be...





Structure vs. Process



People are managed vertically and processes run horizontally –
Process Walks view the whole process
Avoid silos and manage by process!



Benefits of a Process Walk

- Build profound knowledge of the current state
- Confirm or bust assumptions
“We don’t know what we don’t know”
- Gain understanding of the whole process





Build a Shared Understanding





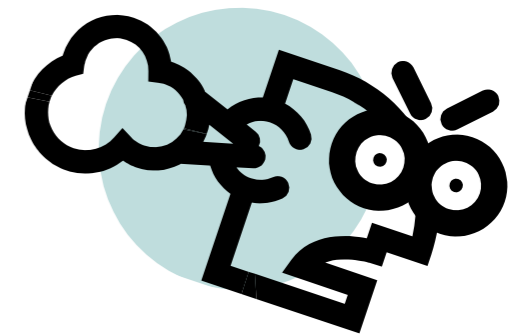
Process Walk Ground Rules

- Focus on the process, not the people
- Maintain a blame-free environment
- Be a student of the process
- Be respectful of all parties involved
- Be empathetic; Process workers are the biggest victims of poor process design
- Stay engaged and seek to learn
- Rank has no privilege
- Finger-pointing has no place
- Do not correct interviewees during the walk



Capturing Process Data During the Walk

- **Work (Process) Time:** The time that the guy who remodeled your kitchen billed you for
- **Wait Time:** The time during the job, that nothing was being worked on
- **Lead Time:** How long your life was completely disrupted before the job was finished (Total Elapsed Time)





During a Process Walk

- Do not divide and conquer – stay together
- Ensure everyone sees the whole process
- Record what happens 80% of the time
- Focus on building profound knowledge
- Hold-off on brainstorming solutions



During a Walk: Look for the 8 Wastes



Defects

Efforts caused by rework, scrap, and incorrect information.



Overproduction

Production that is more than needed or before it is needed.



Waiting

Wasted time waiting for the next step in a process.



Non-Utilized Talent

Underutilizing people's talents, skills, & knowledge.



Transportation

Unnecessary movements of products & materials.



Inventory

Excess products and materials not being processed.



Motion

Unnecessary movements by people (e.g., walking).



Extra-Processing

More work or higher quality than is required by the customer.



Process Walk Interview Sheet

Process Walk Interview Sheet		
Interviewer: _____	Step #: _____	<i>Don't forget to take pictures of the interviewees and the space.</i>
Interviewee: _____	Step Name: _____	
Date: _____		
Questions	Data	Notes
1. How many people work on this step? How many people are shared resources and work elsewhere too?	# of staff: # of shared resources:	
2. What % of the time do people have available to work on this step?	% of time available:	
3. How long from the time work is available to you until it is passed to the next step?	Lead time:	
4. How long would it take to complete this activity if you could work on it without being interrupted or without waiting?	Work (touch) time:	
5. What % of units received at this step are complete and accurate?	% complete and accurate:	
6. How many units are waiting to be worked on right now? Is that normal? How old is oldest job in the queue?	# of units in inbox (WIP):	
7. Do you have to set-up anything (equipment, etc.) before doing this step? If so, how long does that take?	Setup time (if applicable):	
8. What system is being used for this step? How do you track needed information (reports, spreadsheets, etc.)?	Information flow:	
9. Batching: Is work "bundled" before moving to the next department? If so, how many units move to the next step at a time?	# Items in each batch	
10. What issues or barriers to flow make this step painful or time-consuming?	Barriers to flow, waste identified:	
AHAs/Observations	Potential Opportunities	Potential Solutions

- Simple form for transactional/office processes
- Includes common questions
- Complete form for each step
- Use information to build a process map



Completed Process Walk Interview Sheet

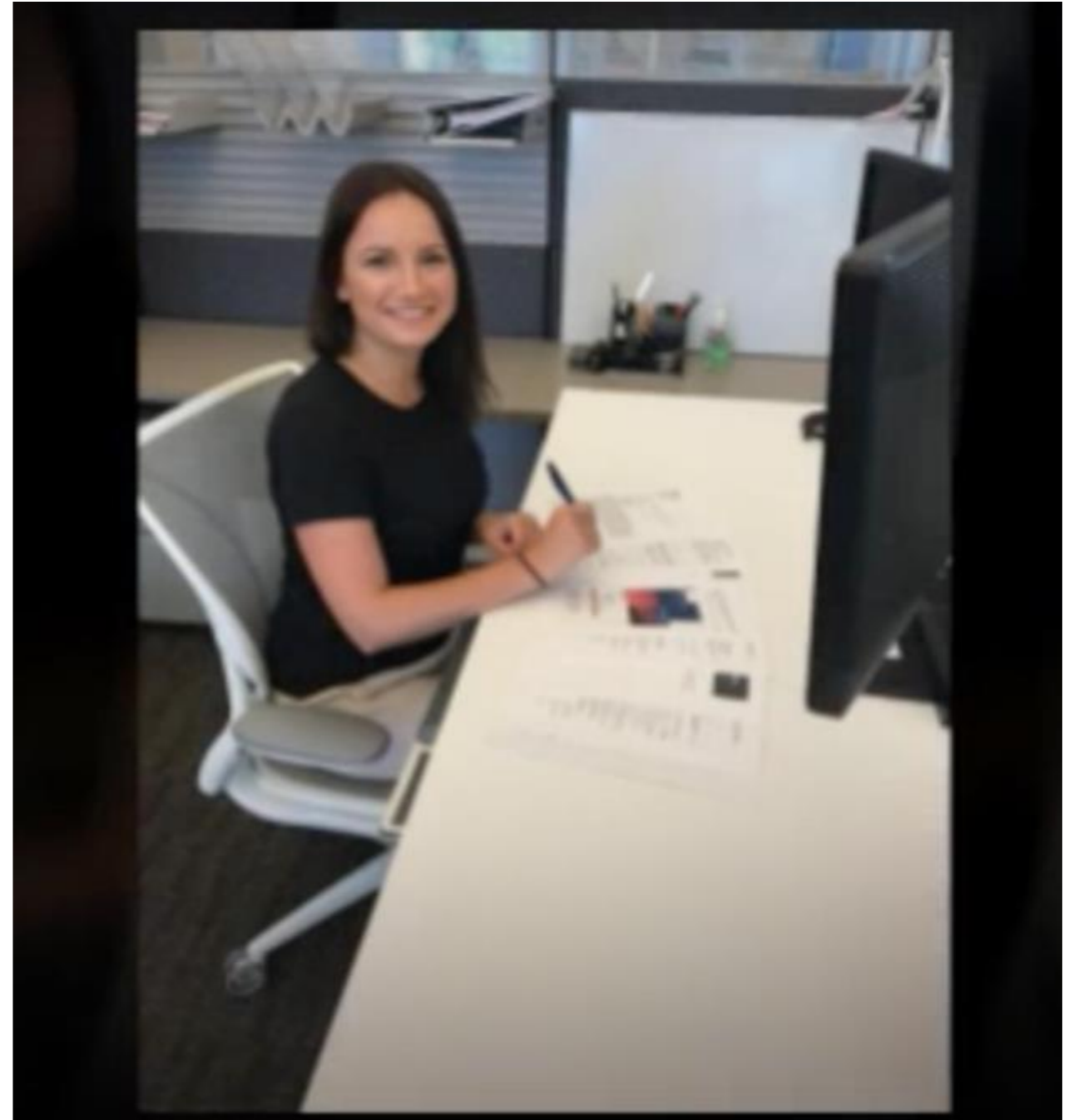
- ✓ Questions answered
- ✓ Barriers to Flow Identified
- ✓ A-Has, Observations, and Possible Solutions Captured

Process Walk Interview Sheet		
Interviewer: <u>Scott</u>	Step #: <u>5</u>	<i>Don't forget to take pictures of the interviewees and the space.</i>
Interviewee: <u>Tracy</u>	Step Name:	
Date: <u>15-Sep</u>	Package Order	
Questions	Data	Notes
1. How many people work on this step? How many people are shared resources and work elsewhere too?	# of staff: 1 # of shared resources: 1	She is a shared resource
2. What % of the time do people have available to work on this step?	% of time available: 15%	
3. How long from the time work is available to you until it is passed to the next step?	Lead time: 10	There is some waiting for supplies
4. How long would it take to complete this activity if you could work on it without being interrupted or without waiting?	Work (touch) time: 3	
5. What % of units received at this step are complete and accurate?	% complete and accurate: 93%	Some have to be sent back
6. How many units are waiting to be worked on right now? Is that normal? How old is oldest job in the queue?	# of units in inbox (WIP): 18	Oldest item in queue has been there 20 minutes
7. Do you have to set-up anything (equipment, etc.) before doing this step? If so, how long does that take?	Setup time (if applicable): 10	Prior to shift, pre-stock supplies needed for the lunch rush
8. What system is being used for this step? How do you track needed information (reports, spreadsheets, etc.)?	Information flow:	Point-of-Sale Order system
9. Batching: Is work "bundled" before moving to the next department? If so, how many units move to the next step at a time?	# Items in each batch: 1	Ideally, she wants to package them right away, so the food doesn't get cold
10. What issues or barriers to flow make this step painful or time-consuming?	Barriers to flow, waste identified: Yes	Often lots of orders are ready at the same time; Often I don't package them FIFO
AHAs/Observations	Potential Opportunities	Potential Solutions
<div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">It's very busy at lunch</div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">Lots of activities for</div> <div style="border: 1px solid black; padding: 5px;">She is taking payments & answering phones</div>	<div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">Difficult to know which customers are waiting</div> <div style="border: 1px solid black; padding: 5px;">Customers complain if they get there 1st but wait for food longer</div>	<div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">Install VM for help with FIFO</div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">Cordless phone with headset will help multi-</div> <div style="border: 1px solid black; padding: 5px;">Better communication with chef on</div>



Walk the Process With Us!

Travel Expense Pre-Approval Process



https://www.youtube.com/watch?v=_XOEEBNerfE&utm_source=notification&utm_medium=email&utm_content=consumer&utm_campaign=video_export



What Waste Did You See?



Defects

Efforts caused by rework, scrap, and incorrect information.



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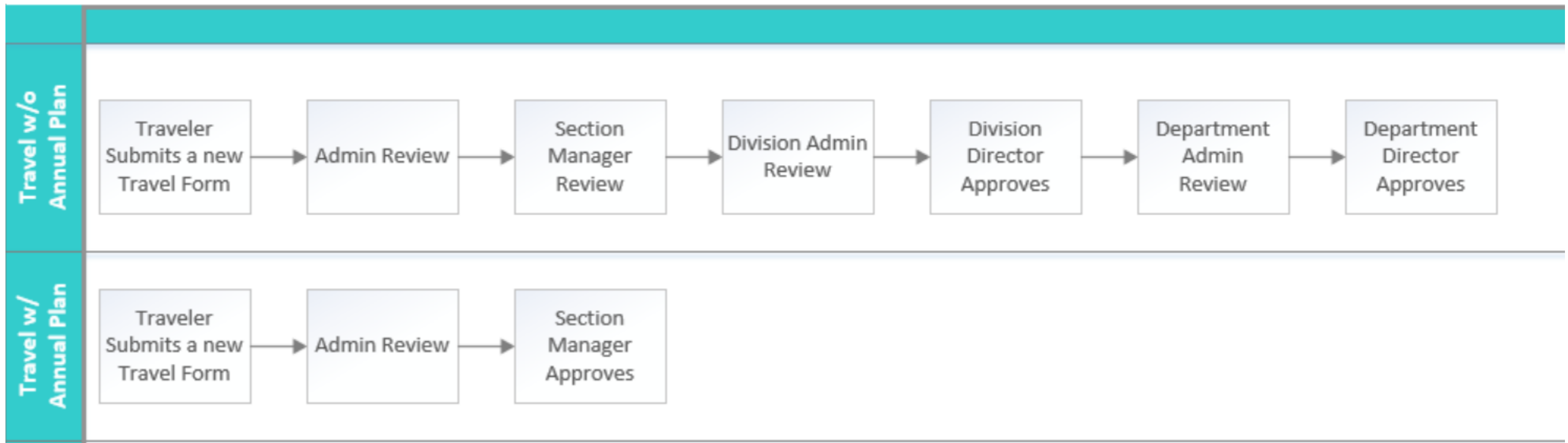
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Process Improvement Actions

Current State vs. Future State Map



Process Improvement Results

Improve – Pilot Results



- ✓ Reduced cycle time from 15-30 days to 1.6 days
- ✓ Improved error rate from 25/37 rejects to 0/13
- ✓ Next Step: Rollout to King County



Success Story



How Lean Six Sigma Reduced Travel Expense Approval Time by 94%

With Eunjoo Greenhouse & Valerie Ceban | Lean Six Sigma Success Story



Tracy O'Rourke



Eunjoo Greenhouse



Valerie Ceban

SUCCESS
STORY



goLEANSIXSIGMA.com

<https://goleansixsigma.com/success-story-lean-six-sigma-reduced-travel-expense-approval-time/>



More FBOD Success Stories



How Lean Six Sigma Makes It Easier for Veterans to Be Suppliers for Government

With Jim Shoemaker | Lean Six Sigma Success Story



Tracy O'Rourke



Jim Shoemaker

SUCCESS STORY



King County Walks the Talk

With Chris Franco | Lean Six Sigma Success Story



Tracy O'Rourke



Chris Franco

SUCCESS STORY



Streamlining the Architectural, Engineering and Professional (AEP) Procurement Process

With Kara Cuzzetto | Lean Six Sigma Success Story



Tracy O'Rourke



Kara Cuzzetto

SUCCESS STORY



Improving Position Eligibility by Identifying & Reducing Waste

With Kimberly Fleming | Lean Six Sigma Success Story



Tracy O'Rourke



Kimberly Fleming

SUCCESS STORY





Q&A



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