### Arizona Department of Veterans' Services

For Arizona veterans and those who care for them.

#### Playing Monopoly at Someone Else's House: Connect with Standardized Work

Presented by Scott Kurish
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#### **Monopoly: The Great American Board Game**



- Original Concept -1904
- Released by Parker Brothers in 1933













### How do we learn to play?

- Family member or friend explains the game
- Learn by doing approach
- Sometimes modifications are made based on who is playing
- Over time we enter the "expert zone"
- We become the trainers



## **Trouble Brewing**

- Rules are remembered as taught, not as written
- Assuming personal interpretation is
   Special exceptions are for special universal
- Easy versus correct
- Doing the wrong things well

- "A lie repeated often enough will become fact"
- circumstances
- Go along to get along





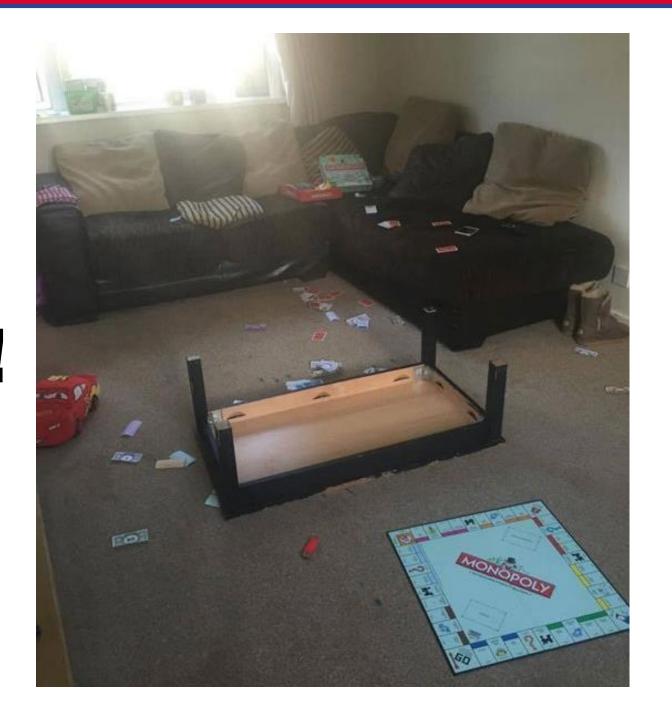








# Game Over!



### Related Behaviors on the job

- He doesn't know what he's doing
- He works too slowly
- How does he get his work done so quickly?
- You can't do that because there is a rule/law/regulation against it
- His work does not meet my expectations
- We don't do that/need that anymore



#### **The Solution – Standardized Work**

Standardized Work is the current, single best way to do a task.



#### Clarification

- Current Standard work is not carved in stone. It changes with new ideas as we improve on a daily basis.
- Single There can only be one best way and we need to be on the look out for it daily.



#### **Elements of Standardized Work**

- What
- How
- How many
- How fast
- How often



### **Types of Standardized Work**

- Policy Manual
- Standard Operating Procedures
- Desk Top Procedures (Job Break Down Sheets)
- Check Lists
- Pictures/Illustrations



### Getting Standardized, It's a Process

- Map your process
- Decide on single best way The new standard
- Pilot and validate
- Document the new standard
- Train everyone
- Regular Gemba walks The cycle starts over











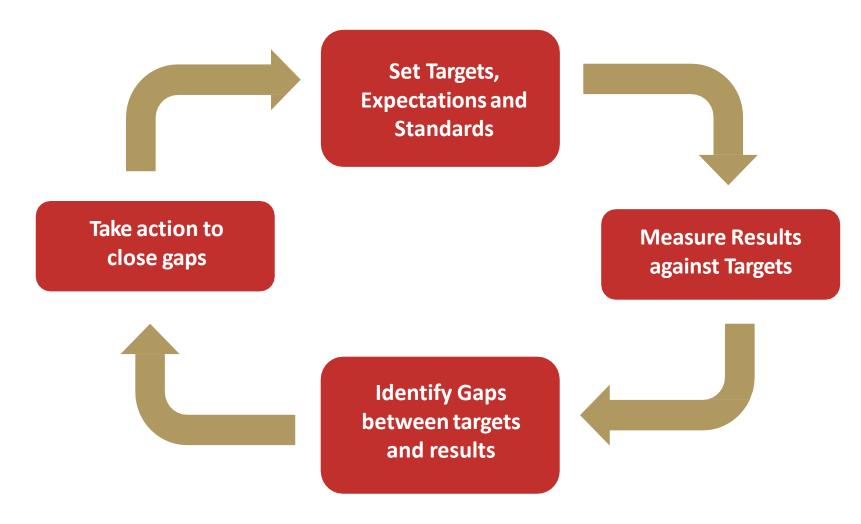


### **Baselining Performance**

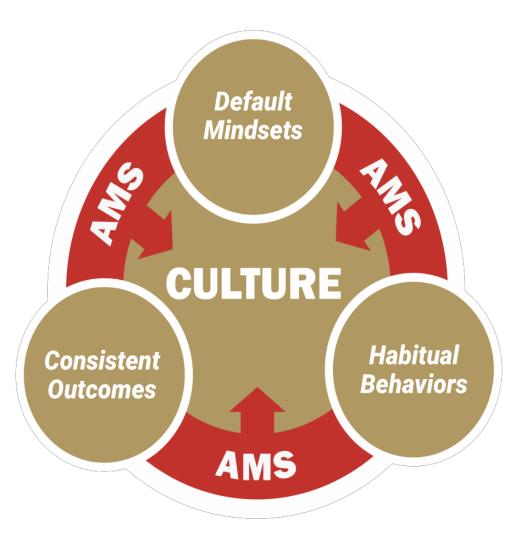
- Everyone knows the "rules of the game"
- Standardized work is your baseline for performance
- All continuous improvement begins at Standardized Work
- Results become consistent
- Defects and rework are reduced
- Training becomes easier



#### Arizona Management System, Standardized Work for Driving Our Culture



# What is a Management System?





PERFORMANCE MANAGEMENT Goals, Metrics, & Targets: Connecting the Organization

Business / Performance Reviews

Visual Management: Performance & Process Adherence

Tiered Huddles & Huddle Boards

LEADER

Leader Standard Work

Gemba Walks

Andon Response

One-On-One Coaching GOAL - priority mission outcome an agency seeks to achieve

METRIC - the actual score measured at a given point in time TARGET - a measurable item that defines the status of achieving the goal

- BUSINESS / PERFORMANCE REVIEW The foundation of the management system, this comprises a review of the agency performance metrics and countermeasures, financials and business breakthrough projects.
- VISUAL MANAGEMENT The visual indicators that enable quick, informed assessment of how a process is performing whether standard work is being adhered to and if outcomes are being met.
- TIERED HUDDLES & HUDDLE BOARDS Brief daily or weekly meetings performed by teams using visual management to reflect on performance, identify and solve problems and commit to making adjustments. The tiered structure facilitates communication and problem solving at each level of the organization.
- LEADER STANDARD WORK The maintenance system for processes and the overall management system. It is the written plan that ensures leaders model AMS behaviors and provide coaching to teams. The plan includes Gemba Walks, Andon Response and One-on-One Coaching.
- GEMBA WALKS The personal observation of work by leadership for confirming standardized work and providing coaching.
- ANDON RESPONSE The Andon is a communication tool that announces a process problem at the place and time it occurs so that leaders provide support in a timely, effective manner.
- ONE-ON-ONE COACHING The regular cadence of discussion between managers and staff for the purpose of developing employees and providing regular feedback.

PROBLEM SOLVING Process Standardization & Standardized Work

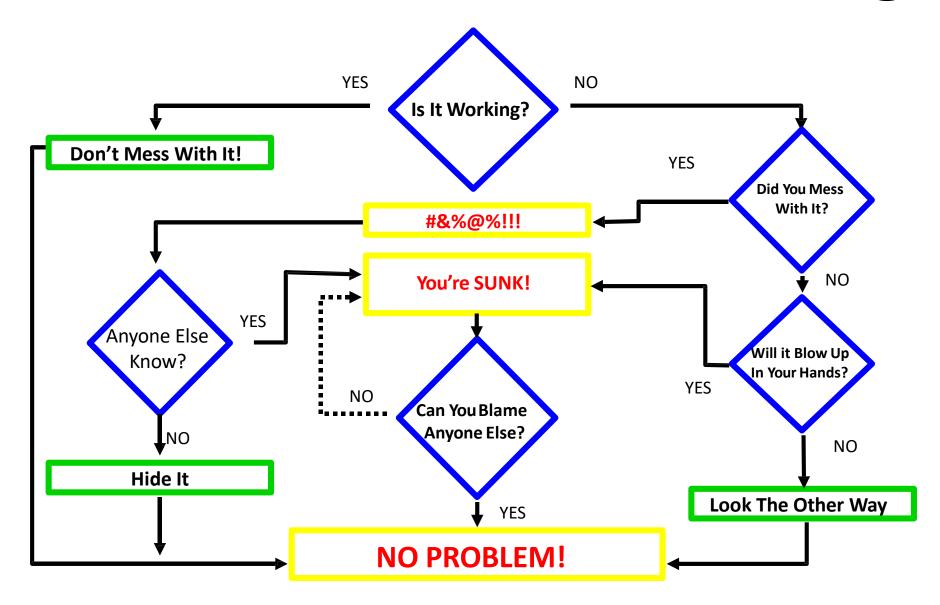
Basic Problem Solving: All Employees

Intermediate Problem Solving: Managers & Select Employees

Complex Problem Solving: Continous Improvement Staff

- STANDARDIZED WORK The documented current one best way to perform a process. It is the foundation for the Plan-Do-Check-Act cycle of continuous improvement.
- BASIC PROBLEM SOLVING A simple and effective set of problem solving tools that everyone in the organization is expected to apply as problems are surfaced.
- INTERMEDIATE PROBLEM SOLVING This builds on the basic problem solving methods with a structured approach to identifying and documenting root causes and potential countermeasures. Problem solving at this level is documented using an A3.
- COMPLEX PROBLEM SOLVING Advanced skill sets and tools for breakthrough or high-impact, cross-agency projects involving staff trained in Lean/Six Sigma techniques.

#### **Conventional Problem Solving**



### **Basic Problem Solving**

SOLUTIONS

Clearly define the "Real" Problem

What data do we have and what have we observed?

ROBLEM

What do we know? What don't we know? How do we learn what we don't know?

Explore the potential causes with appropriate tools.

Practice the 5 Whys

Checksheets, Fishbone, Pareto **Explore solutions** 

Consider risks and benefits

Consider impact and difficulty, urgency and priority

Keep the solutions from rolling back to the previous condition

STANDARDIZE

Only then...

Only then...

Evaluate each to choose the best known at the time













# **Our Agency**



- Arizona Department of Veterans' Services is headquartered in Phoenix, Arizona
- We employ 400 people who:
  - Operate two Arizona State Veteran Homes that serve the long-term care and rehabilitative needs of the veterans and their dependents
  - Operate three State Veterans' Memorial Cemeteries
  - Advocate for Arizona's service members, veterans and their families with receiving federal and state veteran benefits
  - Advocate for Veterans in crisis
    - Suicide prevention
    - Employment
    - Homelessness













#### **Contact Information**

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# Questions?

