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

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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 universal
- Easy versus correct
- Doing the wrong things well
- “A lie repeated often enough will become fact”
- Special exceptions are for special 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

Set Targets, Expectations and Standards

Measure Results against Targets

Identify Gaps between targets and results

Take action to close gaps
What is a Management System?
**ARIZONA MANAGEMENT SYSTEM**

**PERFORMANCE MANAGEMENT**
- Goals, Metrics, & Targets: Connecting the Organization
- Business / Performance Reviews
- Visual Management: Performance & Process Adherence
- Tiered Huddles & Huddle Boards

**LEADER BEHAVIORS**
- Leader Standard Work
- Gemba Walks
- Andon Response
- One-On-One Coaching

**PROBLEM SOLVING**
- Process Standardization & Standardized Work
- Basic Problem Solving: All Employees
- Intermediate Problem Solving: Managers & Select Employees
- Complex Problem Solving: Continuous Improvement Staff

**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.

**STANDARDIZED WORK** - The documented current 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 AS3.

**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

- Don’t Mess With It!
  - Anyone Else Know?
    - YES
      - Your’re SUNK!
    - NO
      - Hide It
  - NO
    - #&%@%!!!

- Is It Working?
  - YES
    - #&%@%!!!
  - NO
    - Anyone Else Know?
      - YES
        - #&%@%!!!
      - NO
        - Can You Blame Anyone Else?
          - YES
            - #&%@%!!!
          - NO
            - Look The Other Way

- Did You Mess With It?
  - YES
    - #&%@%!!!
  - NO
    - Will it Blow Up In Your Hands?
      - YES
        - #&%@%!!!
      - NO
        - Can You Blame Anyone Else?
          - YES
            - #&%@%!!!
          - NO
            - Look The Other Way

- NO PROBLEM!
Basic Problem Solving

PROBLEM
Clearly define the “Real” Problem
What data do we have and what have we observed?
What do we know? What don’t we know?
How do we learn what we don’t know?

CAUSES
Explore the potential causes with appropriate tools.
Practice the 5 Whys
Checksheets, Fishbone, Pareto

SOLUTIONS
Explore solutions
Consider risks and benefits
Consider impact and difficulty, urgency and priority

STANDARDIZE
Keep the solutions from rolling back to the previous condition

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

• How does Arizona do it?
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Questions?