Process Walks

Go Further by Walking Together

King County
Finance & Business Operations

goLEANsIXSIGMA.com
Presenter Introductions

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Finance and Business Operations Division

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King County

14th

$9,000,000,000

13,000

50+
Equity & Social Justice
Climate Change
Mobility
Best run Government
King County
Finance & Business Operations Division

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

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
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
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

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

<table>
<thead>
<tr>
<th>Questions</th>
<th>Data</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. How many people work on this step? How many people are shared resources and work elsewhere too?</td>
<td></td>
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<tr>
<td>2. What % of the time do people have available to work on this step?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. How long from the time work is available to you until it is passed to the next step?</td>
<td>Lead time</td>
<td></td>
</tr>
<tr>
<td>4. How long would it take to complete this activity if you could work on it without being interrupted or without waiting?</td>
<td>Work (touch) time</td>
<td>% complete and accurate</td>
</tr>
<tr>
<td>5. What % of units received at this step are complete and accurate?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. How many units are waiting to be worked on right now? Is that normal? How old is oldest job in the queue?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Do you have to set-up anything (equipment, etc.) before doing this step? If so, how long does that take?</td>
<td>Setup time (if applicable)</td>
<td>Information flow</td>
</tr>
<tr>
<td>8. What system is being used for this step? How do you track needed information (reports, spreadsheets, etc.)?</td>
<td>Information flow</td>
<td></td>
</tr>
<tr>
<td>9. Batching: Is work “bundled” before moving to the next department? If so, how many units move to the next step at a time?</td>
<td># items in each batch</td>
<td></td>
</tr>
<tr>
<td>10. What issues or barriers to flow make this step painful or time-consuming?</td>
<td>Banners to fix, waste identified</td>
<td></td>
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<tr>
<th>AHAs/Observations</th>
<th>Potential Opportunities</th>
<th>Potential Solutions</th>
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Completed Process Walk Interview Sheet

- Questions answered
- Barriers to Flow Identified
- A-Has, Observations, and Possible Solutions Captured
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
Process Improvement Actions

Current State vs. Future State Map

<table>
<thead>
<tr>
<th>Travel w/o Annual Plan</th>
<th></th>
<th></th>
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<th></th>
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<td>Traveler Submits a new Travel Form</td>
<td>Admin Review</td>
<td>Section Manager Review</td>
<td>Division Admin Review</td>
<td>Division Director Approves</td>
<td>Department Admin Review</td>
<td>Department Director Approves</td>
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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

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

King County Walks the Talk
With Chris Franco | Lean Six Sigma Success Story
Tracy O'Rourke | Chris Franco

Streamlining the Architectural, Engineering and Professional (AEP) Procurement Process
With Kara Cuzzetto | Lean Six Sigma Success Story
Tracy O'Rourke | Kara Cuzzetto

Improving Position Eligibility by Identifying & Reducing Waste
With Kimberly Fleming | Lean Six Sigma Success Story
Tracy O'Rourke | Kimberly Fleming
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INTEGRIS PERFORMANCE ADVISORS