

What's the Real Problem?

Learn Root Cause Analysis to Solve
Organizational Problems

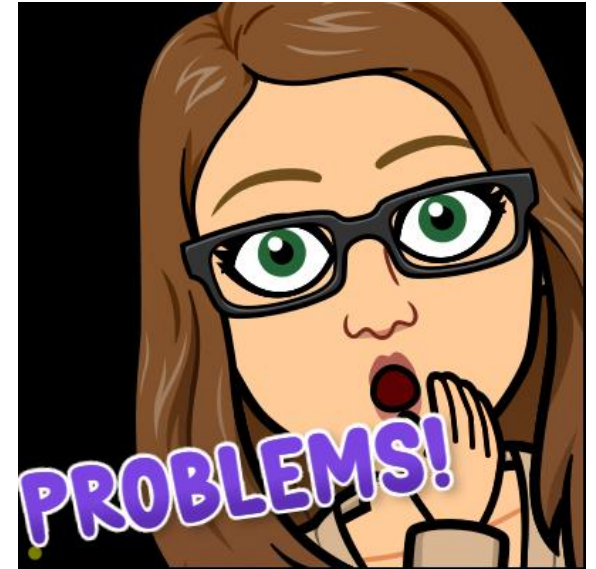
October 20, 2020

PROBLEMS??

YES!

In today's session we will cover:

- A3 problem solving method
- Root Cause Analysis (RCA)
 - Cause & Effect Analysis (Fishbone diagram)
 - 5 Whys





POLL

When it comes to A3 problem solving, I would say:

- I'm here to learn what it is.
- I know about it, but don't have experience with it.
- I've used A3 problem solving in my own work.
- I have taught others how to use A3 problem solving.

A3 Problem Solving |

<Insert Process Focus Area>

<Insert Team>

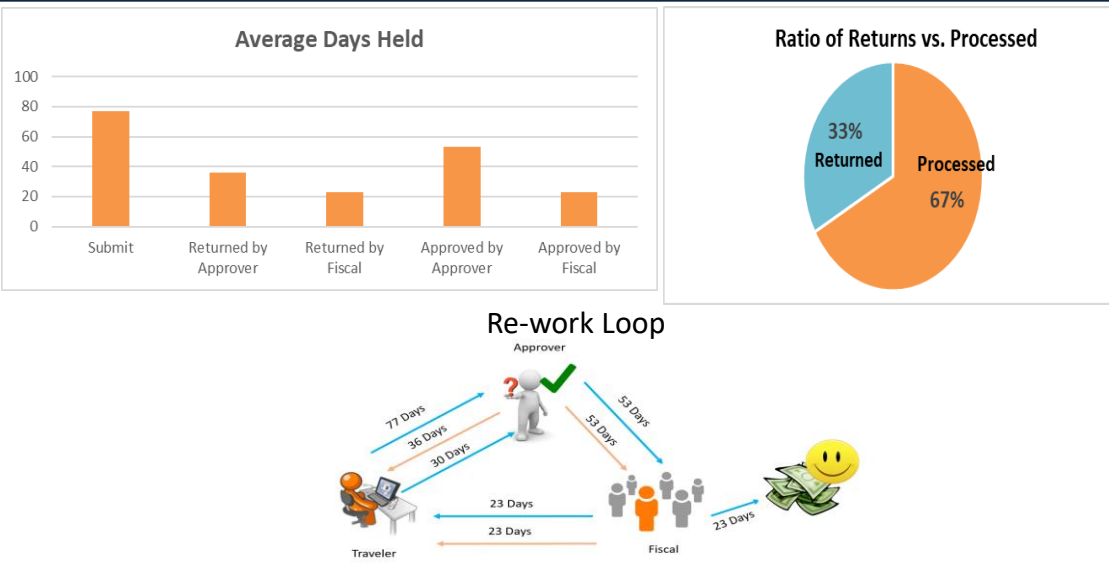
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Identify the Problem - Describe the concern and why it matters

From 1/1 – 12/31/18, the average # of days it took for a traveler to receive payment (from date of creation to payment date) was 153 days. The average number of days for Fiscal to take action was 23 days. If a reimbursement request had to be returned for correction, the average days to receive payment was increased by at least 106, resulting in grievances filed, increased workload, and disgruntled customers.

Observe and Measure the Current State - Show and describe what is actually happening- What we see and what facts we know, try to explain the who, what, when, where using visuals



Set a Target - Describe where we want to be and by when. Use measures for safety, cost, quality, timeliness, customer satisfaction, and/or employee engagement to frame your target.

Reduce the average number of days for a traveler to receive payment:
 10 days by 7/31/2019
 5 days by 10/31/19

Analyze the Gap - Show the root cause(s) of the gap, greatest contributors

Staff Training	Customer Training	Current Staffing Model
Inconsistent/inaccurate information provided to travelers	Inaccurate/incomplete/untimely submissions from travelers and approvers	Untimely review of reimbursements
Multiple trainers and rapid, undocumented changes in procedures	Approvers provide incorrect information to travelers and fail to full review requests before approving	Workload distribution: Travel staff to traveler ratio (approx. 4K:1)

Countermeasures - one at a time, if possible

Countermeasure	Lead	Due
Provide adequate training for staff	John	1/25/2021
Provide robust Policy training and hands-on training for travelers and approvers	Mary	6/01/2021
Review current staffing model to propose a model that will best meet the needs of the agency	Jessica	12/15/2020

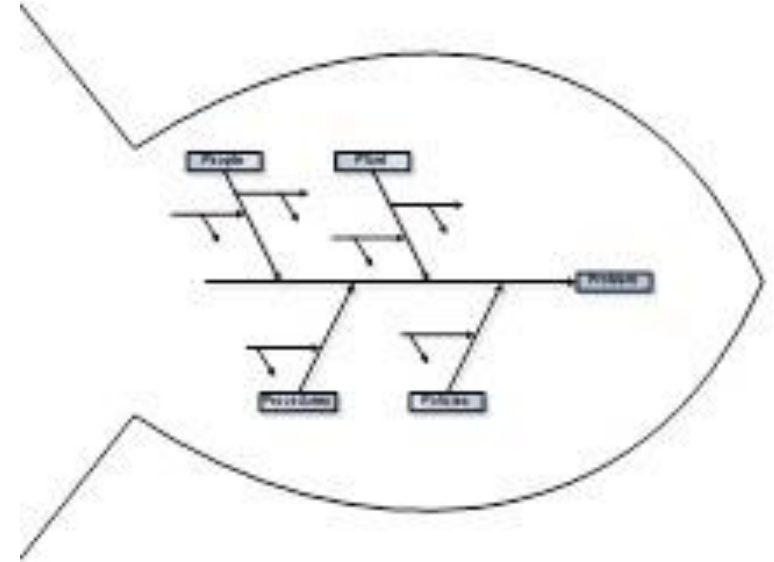
Action Plan – Outline a plan for testing countermeasures. Describe what was learned.

Countermeasure	Strategy	Action Plan Steps	Status
Staff Training	Ensure staff training is adequate and ongoing	(1a) Create and implement new staff training schedule/program (1b) Ensure all Travel Staff have attended Policy Training	On track
Customer Training	Training	Revise current training to be half-day of policy, half-day of hands on so more people are able to participate in hands on	Waiting approval
Staffing	Ensure staffing levels are adequate	Explore maintaining a continuous non-perm analyst to handle peak workloads, turnover, and unexpected absences	Complete

9) Adjust the Plan – Explain what will happen to continuously improve; pilot elsewhere, refine/adjust this countermeasure, or try a new countermeasure?

ROOT CAUSE ANALYSIS

- Cause & Effect Analysis (aka Fishbone)



- 5 Whys

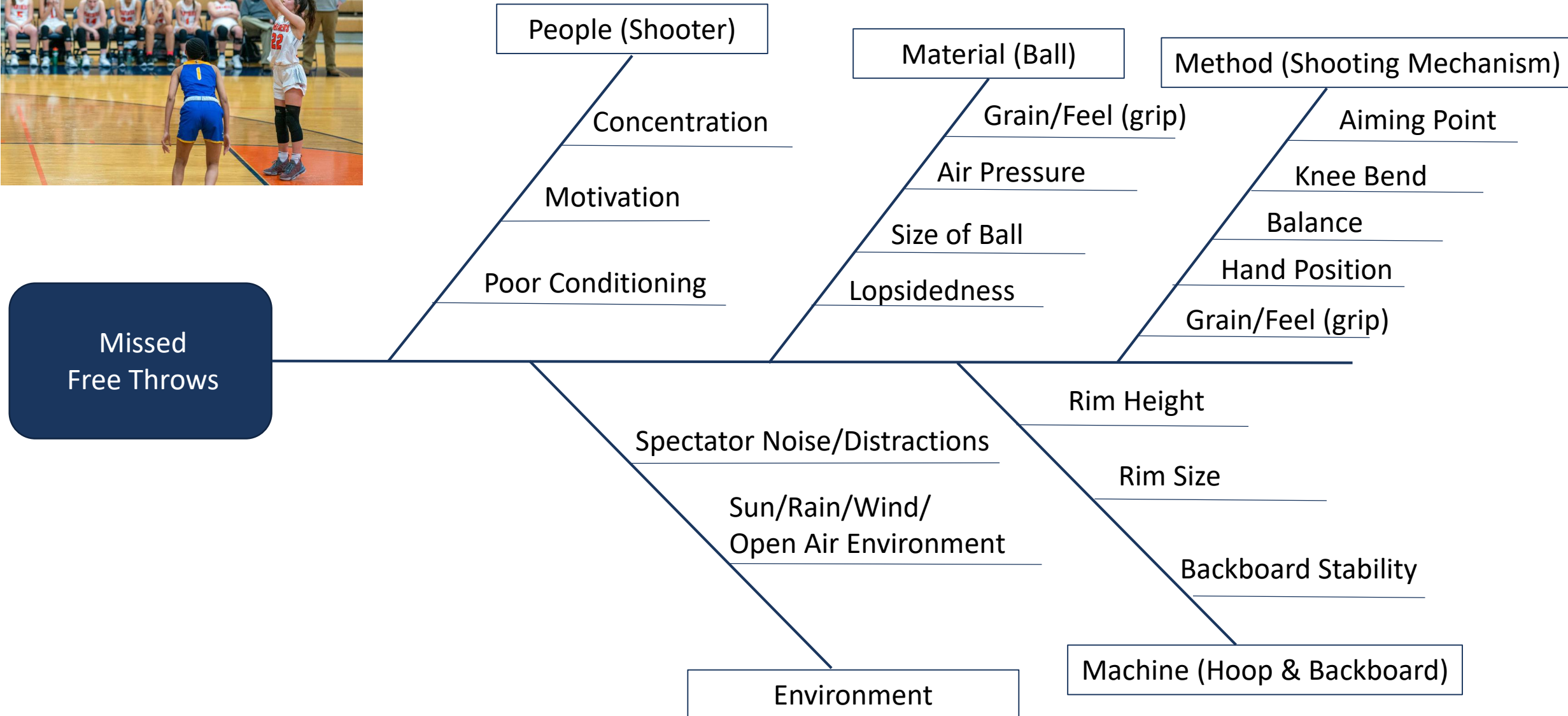


CAUSE & EFFECT ANALYSIS



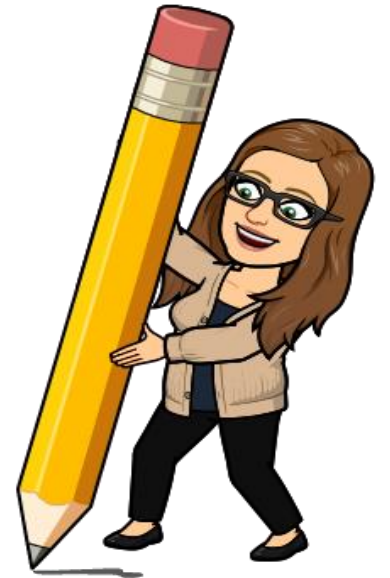
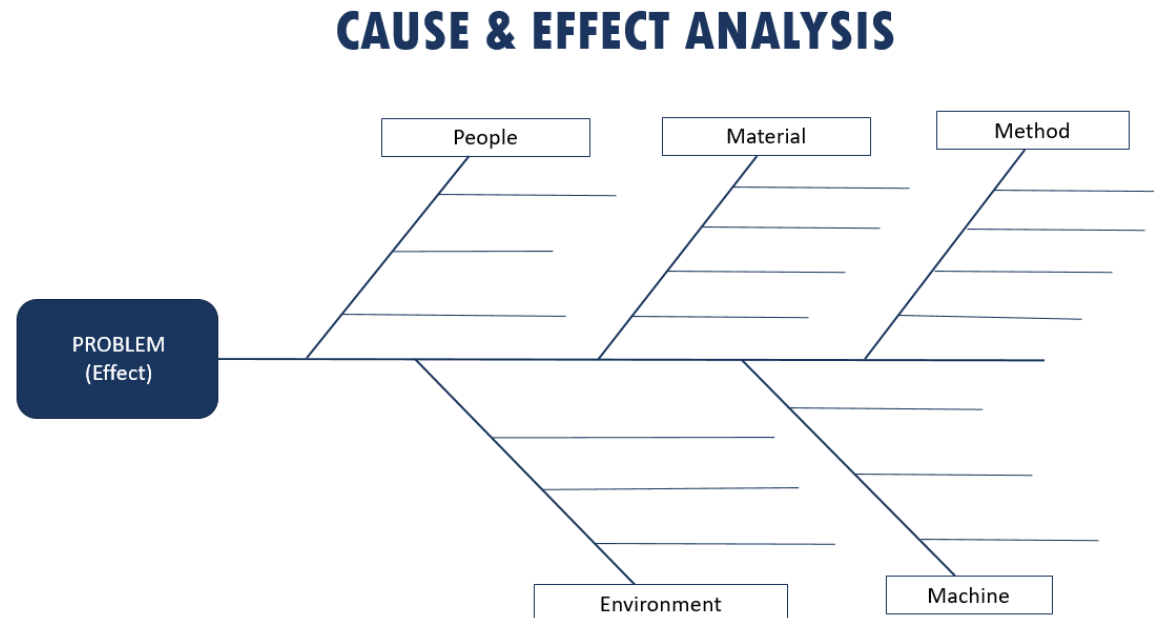


THE BASKETBALL DILEMMA

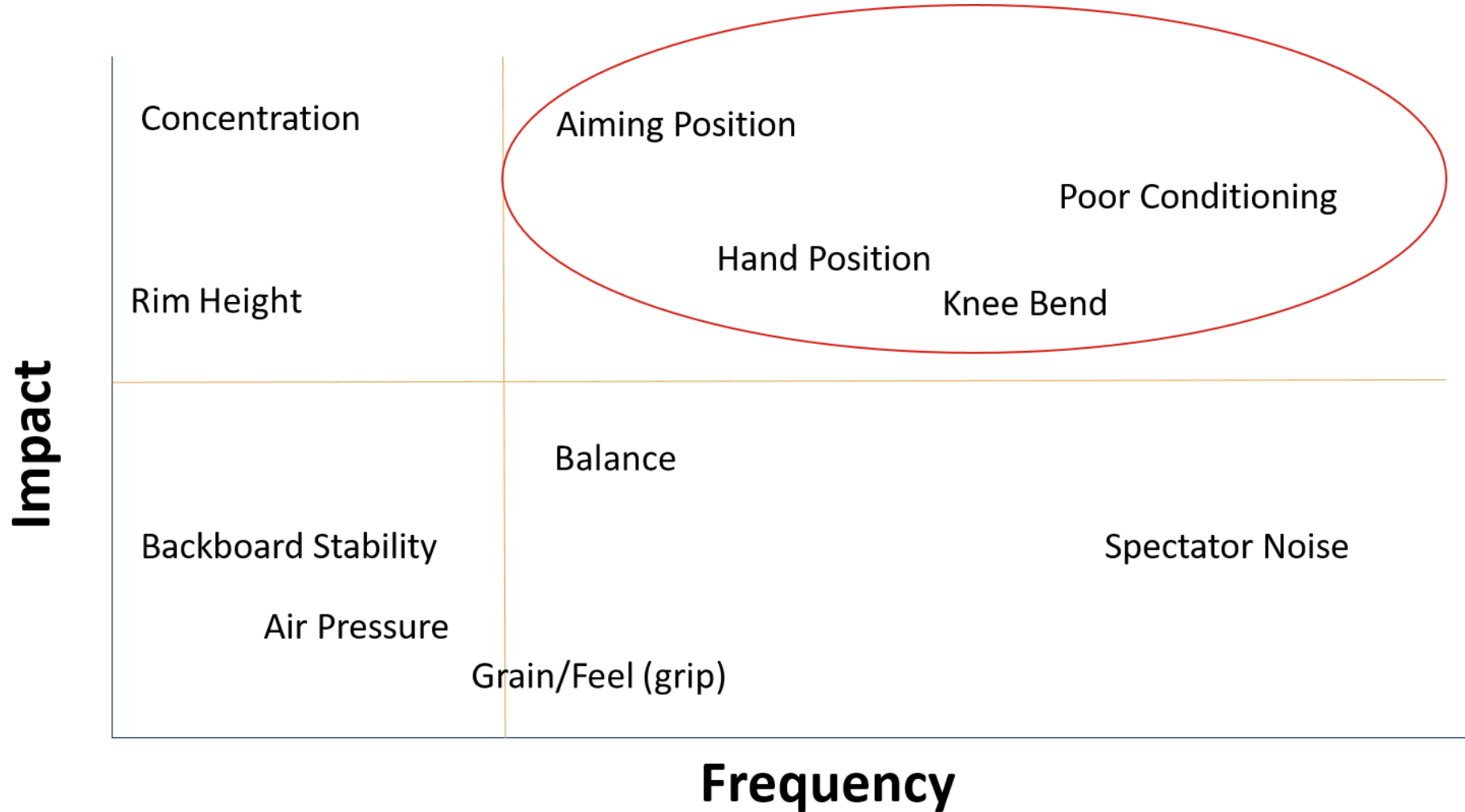


YOUR TURN TO TRY!

- Grab the Cause & Effect Analysis handout or a blank sheet of paper
- Think of a problem (personal or professional)
- Take 3 – 5 minutes to do Cause & Effect Analysis for yourself



PRIORITIZATION



Why?
Why?
Why?
Why?
Why?

5 WHYS





JEFFERSON MEMORIAL

5 Whys

Problem 1:

The Jefferson Memorial stone exterior is deteriorating.



Why?

Problem 2:

There are bird droppings on the building.



Why?

Problem 3:

Birds come to feed on spiders.



Why?

Problem 4:

Spiders feed on insects at night.



Why?

Problem 5:

Insects are attracted to the lights shining on the memorial.

Root Cause

YOUR TURN TO TRY!

- Grab the handout or a blank sheet of paper
- Think of a problem (personal or professional)
- Take about 3 minutes to do 5 Whys for yourself



5 Whys

Problem 1:

▼

Why?

Problem 2:

▼

Why?

Problem 3:

▼

Why?

Problem 4:

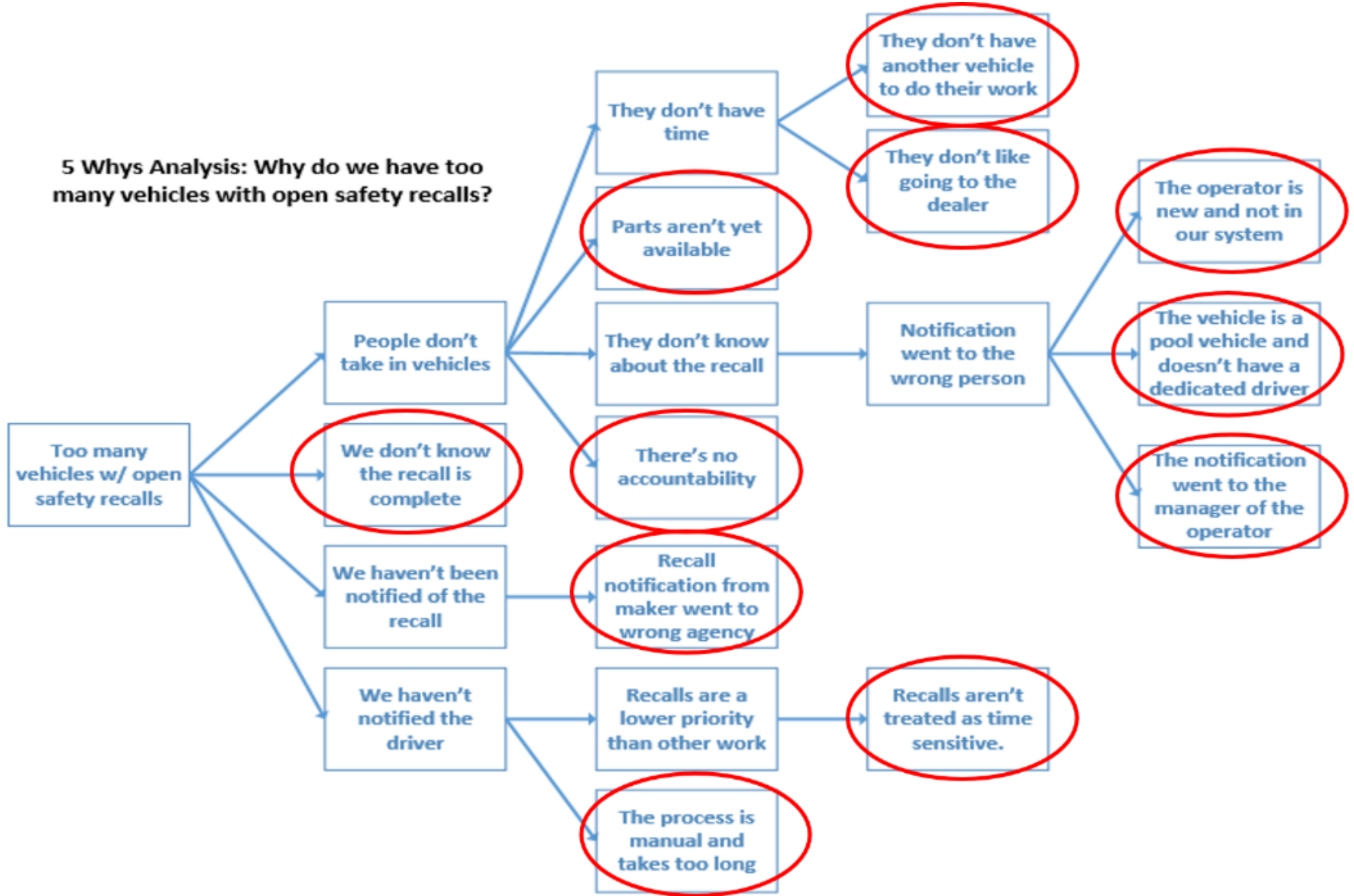
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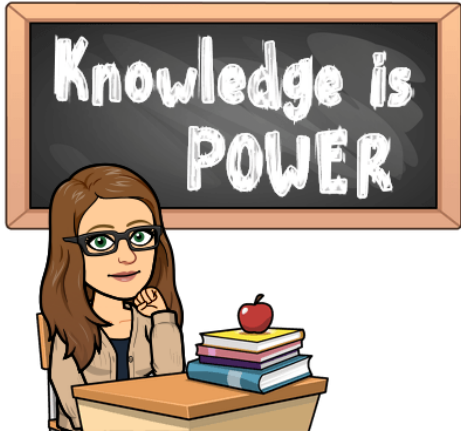
Why?

Problem 5:

Root Cause

5 Whys Analysis: Why do we have too many vehicles with open safety recalls?





WHAT WE LEARNED

- An introduction to the A3 Problem Solving method
- Root Cause Analysis
 - Cause & Effect Analysis
 - 5 Whys



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