Black Belt Training

Day 2 – Tools to Identify Waste
Gemba Walk Readouts

**Readout Format**

- 10 Minutes: Present findings from Gemba Walk
- 10 Minutes: Comments from Gemba Walk hosts and tool critiques from the Peak Team
Video: Hiring the Best Talent in Less Time
Hiring the Best Talent in Less Time

Discussion

• Thoughts?
• How did process improvement tools help the Talent Acquisition Team?
• What are some processes you can process map in your work environment?
Break Time!

(10 Minutes)
**SAY IT**

- We are here

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**Peak Innovation Form**

<table>
<thead>
<tr>
<th>Innovation Name:</th>
<th>Peck Innovation Form</th>
<th>Start Date:</th>
<th>End Date:</th>
</tr>
</thead>
</table>

**Problem — Why Change is Needed (1-2 Sentences)**

**Qualitative [Overhead]:**
- Current State ($) Costs
- Future State ($) Costs

**Money:**
- $1,000

**Errors:**
- 5%

**Amount:**
- 100%

**Time:**
- 8 hours

**Yearly Savings (10% Cost — $3 Cost):**
- $2,000

**Fully Support to Customer:**
- Action of Conference Room

**Waste Observed (Check All That Applies):**
- Defects
- Overproduction
- Wait/Idle
- Non-Utilized Space/Things
- Excessive Processing

**Additional Information:**
- If any...

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**Action (What Did You Do? 1-2 Sentences):**

<table>
<thead>
<tr>
<th>Action Date</th>
<th>Action</th>
<th>Ongoing?</th>
</tr>
</thead>
</table>

**Please Add Photos or Screenshots of What You Did:**

**Results (Does It Everyone Better? 1-2 Sentences / Updated Metrics):**

<table>
<thead>
<tr>
<th>Current State</th>
<th>Future State</th>
<th>Before</th>
<th>After</th>
<th>Money</th>
</tr>
</thead>
</table>

**Learned:**
- What Went Well (+)
- What Didn’t Go Well/Needs Changed (-)

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**Additional Innovation Notes here:**
System of Work

(Workbook pg. 40)
Video: We Don’t Make Widgets
Ken Miller – We Don’t Make Widgets
3 Myths in Government

<table>
<thead>
<tr>
<th>Myth #1: We don’t make widgets</th>
<th>Myth #2: We don’t have customers</th>
<th>Myth #3: We’re not here to make a profit</th>
</tr>
</thead>
</table>

Do you believe these government myths?
A ‘System of Work’ shows a high-level overview of a process.

“Organizations are collections of systems that produce hundreds of widgets. By improving the systems, we can improve the organization.” – Ken Miller
Voice of the Customer (VOC)

(Workbook pg. 41)
Definition & Purpose

What does the customer want & require from your product or service?

This voice is used to deliver an improved process, better widgets, with improved service.

Why are we here?

• We work to make a difference in people’s lives.
• It is only when people use our widgets that we achieve our goals. Providing greater value means a greater difference in our customers’ lives.
Customers Fit Into Two Distinct Roles

Who is the Customer?

There are two types of customers:

Internal Customers

- People in a process downstream from you, but still in your organization
- It’s important to understand their needs and identify where unnecessary waste may be

External Customers

- People, organizations, or processes outside your organization
- They are the ones “paying” for the products or services
Customers fit into two distinct roles:

End Users
- Most important customers - those for whom the widget was designed

Brokers
- Acts as an agent for your product or service, transferring it to the end user
- Makes the widget easier to use, more appealing, and/or more accessible
Who is the Customer?

• Customers may be seen as “primary” or “secondary” based on their role
  • End Users are primary because they are the entity that the product or service is designed for

• There are also “Investors” who play an important, indirect, role in helping to meet customer demand
Gathering the Voice of the Customer

Focus on listening to what is important to the customer, including:

- Wants
- Needs
- Perceptions
- Expectations
- Requirements

Strategies for collecting the customer’s thoughts include:

- Comment Cards
- Customer Complaints
- Focus Groups
- Requests for Rework
- Secret Shoppers
- Online Reviews (e.g. Yelp)
- 311 Data

What strategies can you think of or have you used? How did they affect your operations?
Defining Value

What they said
• Ask the customers what they want; DON’T ASSUME.
• Get their thoughts on the steps to deliver the product and/or service and potential activities that improve the widget (add value).

What they meant
• Why did they say that?
• What are the underlying interests behind their comments (e.g. service availability, choice, quality, safety, etc.)?

Application to agency
• What do these statements mean for the agency?
• What actions are required to adjust processes to meet these underlying interests and achieve valued outcomes?

Value is driven by customer outcomes, not agency processes.
How We Integrate the Customer Experience

• What is the customer experience?
• The three litmus tests of customer experience are:
  • Did the customer get what they wanted?
  • Was it easy?
  • Was it enjoyable?
• Providing residents with the same experience across the city demonstrates our commitment to providing a consistent level of service, no matter how they interact with us.
The Pillars of Customer Experience

Customer

Website  PocketGov  311  In-Person Interaction  And More

Must maintain consistency in information and experience across all pillars
Measuring the Customer Experience

• First call resolution:
  • The higher the better

• Case Closure: PocketGov

• Departmental Customer Satisfaction Metrics
  • Counter survey, email pushes, etc.

• Departmental Service Standards
  • Counter wait times, average handle time, processing time, etc.
# SOW Exercise (20 Minutes)

1. Create a SOW chart for your work process
2. Determine your:
   a) **Factory:** How your group does what they do?
   b) **Widget:** What does your customer require, want, and expect?
   c) **Customers:** Who are your primary, secondary, and tertiary customers? (Are they internal or external, an end user or a broker?)
   d) **Outcomes:** Why your group does what they do. What they strive to accomplish.
3. Present your analysis to the rest of your group

<table>
<thead>
<tr>
<th>Factory</th>
<th>Widget</th>
<th>Customers</th>
<th>Outcomes</th>
</tr>
</thead>
</table>
| **How I do it**
Example: Construction of traffic signals | **What I do/produce**
Example: Traffic Signal | **Who I do it for**
Example: Drivers, Cyclists, Pedestrians | **Why I do it**
Example: To ensure safety and order for everyone on the roads |
Day 2 Wrap-Up

What things did you like about today?

What things do you think would make the rest of the days in training work better?