

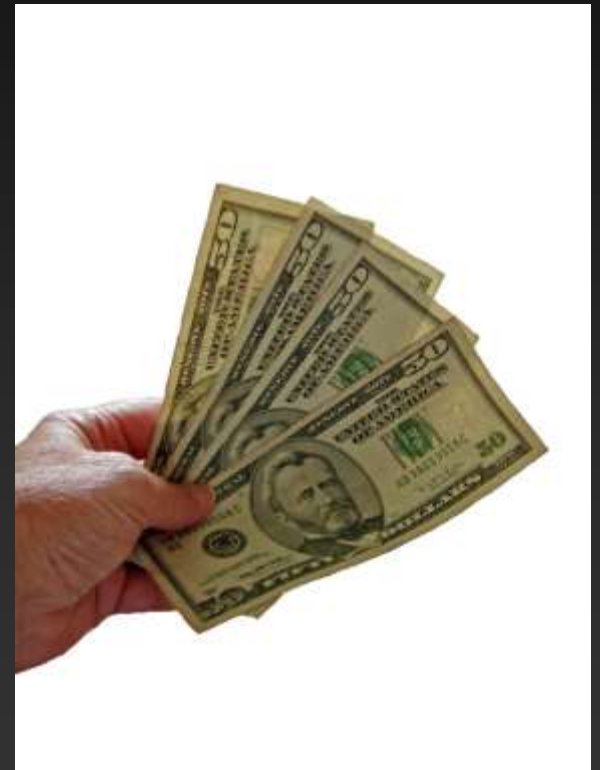
# ***DOH - Seminole County Requisition Process***

## ***Kaizen Event***

**January 13-17, 2014**

# What Is Our Challenge?

Reduce the Transactional cost of Goods and Services (our labor to perform the transaction and the price of the goods and services themselves)



# Results:

## *What Do We Think Has Been Achieved?*

- Reduction in labor required to process an order > 40%
- Upside: Cycle time to process the order > at least 1 week
- Cost of the goods and services targeted reduced > \$4500/qtr
- Upside: the process and changes can be applied to additional goods resulting in even more significant savings

Now Some Details...

A Little Background to Start

# What is Continual Quality Improvement?

Achieving sustainable performance beyond what is thought possible by unlocking the limitless capacity of an organization's most valued resource – **its people**

Through the identification of **focused** improvement areas, elimination of **non-value added work** through the use of improvement **methods** to diagnosis and **solve** problems, **test** solutions, **measure** results, **learn**, and **install** sustainable change

# WHAT IS KAIZEN?



A group of methods for making work process improvements. Planned teamed events conducted in the workplace that systematically uncover waste in a work process and eliminate it in rapid fashion...

# ... AND WHAT ARE VALUE AND WASTE?

## Value Is

Anything that

- a. the customer recognizes as valuable and is willing to pay for, AND
- b. Changes the product or information, AND
- c. Is done right the first time.

## Waste Is

Anything that consumes resources without adding value

# Waste Presents Itself in Different Forms

- 1. Moving**
- 2. Stopping**
- 3. Searching**
- 4. Inspecting**
- 5. Getting Ready**
- 6. Things Gone Wrong**
- 7. More Than Needed**
- 8. Not Needed**



*So let Kaizen  
improvement  
begin!*



Daily Newspaper

# Our Team



# *Day 1*

# Getting Focused: Our Goal

WORKING WITH OTHERS		
If You Want to...	Then...	Consider Saying...
Discover what a person is thinking and why he/she is sharing it with you	Clarify by: 1. Asking questions or 2. Requesting the person to tell you more about his/her thinking	Who says—for example, "Why do you think this is important?" or "Tell me more about..."
Make sure you have understood a person	Confirm by summarizing what you heard in your own words	"What you're saying is..."
Share a concern about another person's idea	Constructively criticize by: 1. Specifying value 2. Specifying concern 3. Inviting or offering a suggestion	1. "What I like is... because..." 2. "What concerns me is... because..." 3. "You might want to handle this?" or "what if we..."
Build on another person's idea	Witchhike by: 1. Acknowledging connection 2. Adding value 3. Checking back	"I'd like to build on your idea." "I think... another way to use your idea is..." "another benefit your idea offers is..." "a first step might be..." "What do you think?"

© 2001 Vistal Enterprises, Provo, Maine 05497. All rights reserved.  
ISBN 0-5722819-2-8

## Today's Agenda

- Introduce Team
- Why are we here?
  - Goal / Measures
  - Scope / Start
- Event Info
- Sub-Process Map - DALK IT
- Waste / Value Analysis
- Prioritize
- Wrap Up

## AIM

Goal: Reduce transactional Cost of goods/svcs thru MFMP

→ \*Time / Money\* ←

Start ID of need → OK by State

Target

- ↓ Category Cost
- ↓ # P.O.'s
- ↓ Employee time

Value	Waste								
<p>Recognized</p> <p>The customer recognizes an valuable and is willing to pay for it.</p> <ol style="list-style-type: none"> <li>1. changes the product or information good</li> <li>2. does not pay for it</li> </ol>	<p>Ignored</p> <p>The customer recognizes an unnecessary and is willing to pay for it.</p> <p>Recognized but unnecessary</p> <p>Recognized but unnecessary</p>								
The 8 Forms of Waste									
<b>MOVING</b>	Any movement of people, items, or information Motion (Carry) • Stock (Inventory) • Transport (Over-packed, over-stored)								
<b>STOPPING</b>	Any delay or value-adding activities Waiting (Queue, product, information) • Searching (Waiting for an item) • Processing (Information) • Production (Waiting)								
<b>SEARCHING</b>	Locating something or someone needed to do work Misheard • Misread • Miswritten								
<b>INSPECTING</b>	Checking to ensure work has been done correctly								
<b>GETTING READY</b>	Working in progress to do work Setup • Changeover • Changeover								
<b>THINKING SOME MORE</b>	Any unprocessed customer Solving (Solving a problem that does not meet needs), searching for information (Research, research a topic), finding a thing (That is used in work)								
<b>MORE THAN NEEDED</b>	<table style="width: 100%;"> <tr> <td>Use More</td> <td>Use Less</td> </tr> <tr> <td>Inventory (over-stocked, over-ordered, in stock)</td> <td>Overstuffed (over-stuffed, over-stuffed)</td> </tr> <tr> <td>Overproduction (over-producing)</td> <td>Overproduction (over-producing)</td> </tr> <tr> <td>Overuse (over-using)</td> <td>Overuse (over-using)</td> </tr> </table>	Use More	Use Less	Inventory (over-stocked, over-ordered, in stock)	Overstuffed (over-stuffed, over-stuffed)	Overproduction (over-producing)	Overproduction (over-producing)	Overuse (over-using)	Overuse (over-using)
Use More	Use Less								
Inventory (over-stocked, over-ordered, in stock)	Overstuffed (over-stuffed, over-stuffed)								
Overproduction (over-producing)	Overproduction (over-producing)								
Overuse (over-using)	Overuse (over-using)								
<b>NOT NEEDED</b>	Something not necessary or possible value to the customer Use or Talk or Process (Information or Information, Information) Process or Product (Information)								



# Our Goal

## 4. Goal or Target Condition (What is the objective? Which piece of the gap are you addressing?)

TO: Reduce the transactional cost of goods and services procured thru the MyFloridaMarketPlacesystem.

Transactional cost is defined as: actual monetary cost of item and employee time cost related to salary.

## 5. Customers and Beneficiaries (Who benefits from achieving the goal? What populations are targeted?)

- Clients of the Department of Health in Seminole County who rely on our operational availability
- Contracted State of Florida vendors who rely on timely notification of goods and payment for those goods
- State Office Representatives who must review and correct errors on submitted purchase orders
- Staff of the Department of Health in Seminole County who rely on the timely receipt of needed goods to provide services to our population

## 6. Benefit (What are the benefits from achieving the goal?)

SO THAT:

- More time can be spent on direct client services
- Consistency is obtained in the cost of goods
- Increased financial accountability and cost savings for the organization
- Purchasing structure that promotes cost savings and time efficiency



# Measures and Targets: Cost, Labor and Quality

What Measured	How Measured	Target	
		How Much	By When
Quality: Submitted order forms	% = correct & complete forms / submitted forms -incorrect forms recorded by Michael & Mitzi (daily) -total forms captured by Udgit (monthly)	> 75%	May 1, 2014
Quality: Submitted purchase requisition	% = correct & complete forms / submitted forms -incorrect forms recorded by Tallahassee (monthly) -total forms captured by Udgit (monthly)	> 90%	May 1, 2014
Cost: Reduced cost of purchased items	\$ = negotiated savings when price is lower than preferred vendor recorded by Udgit (quarterly) \$ = when multiple quotes are obtained price is lower than preferred vendor recorded by purchaser (quarterly) # = new negotiated vendors on the preferred vendor list (quarterly)	\$4500 / qtr  5 new negotiated vendors/ qtr	May 1, 2014
Time	Total employee labor time (Form completion to submission to State). 5 time studies completed monthly.	<ul style="list-style-type: none"> <li>25% less time than January 2014 Waste Analysis estimation</li> </ul>	March 1, 2014

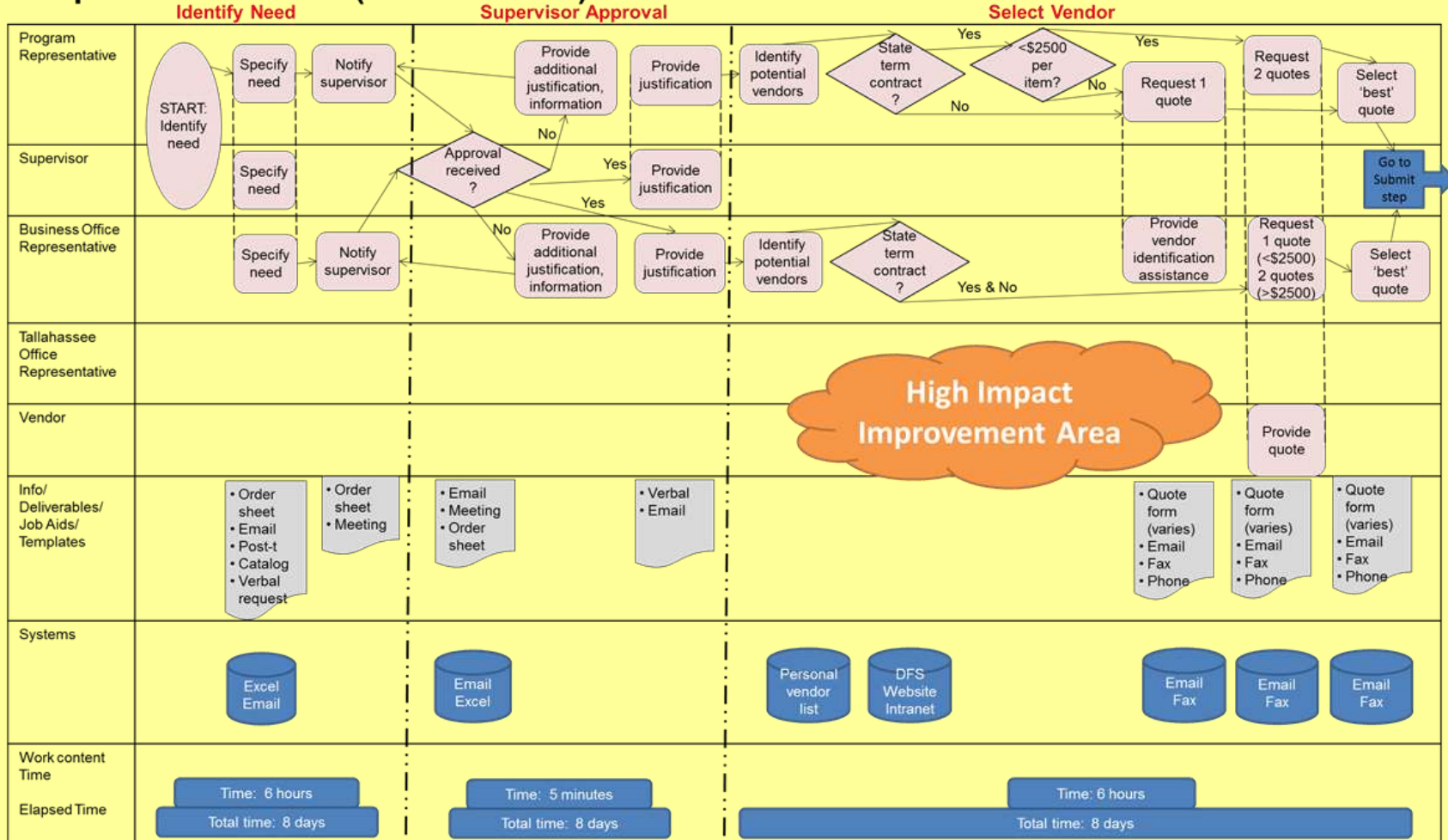
# Our Current Process



**Lots of opportunities! Things gone wrong (defects and rework), Stopping and waiting, Inspection and approvals, Searching...and we found even more observing the process!**

# Seminole County Health Department Requisition Process (Current State)

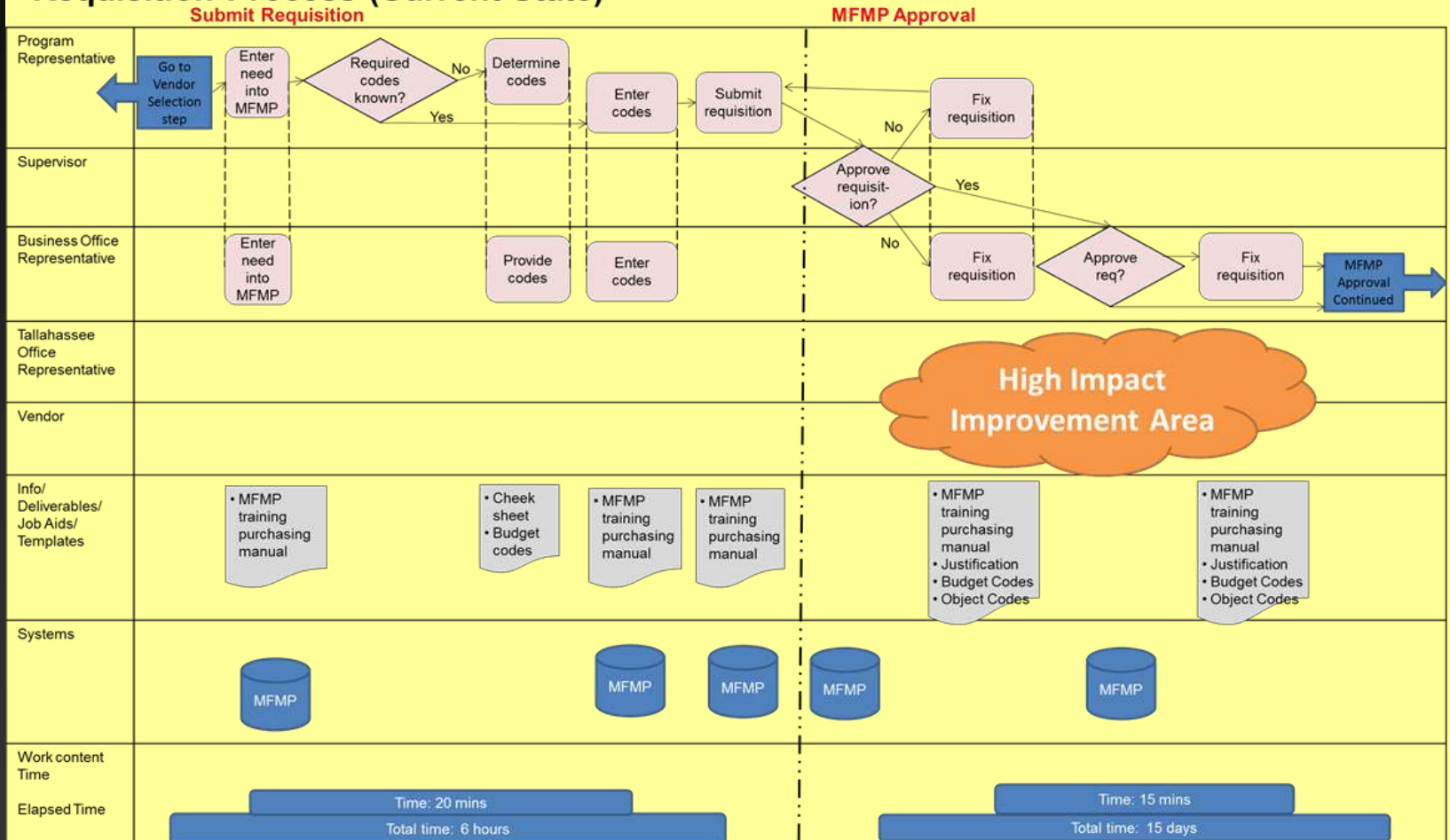
Date created: January 13, 2014





# Seminole County Health Department Requisition Process (Current State)

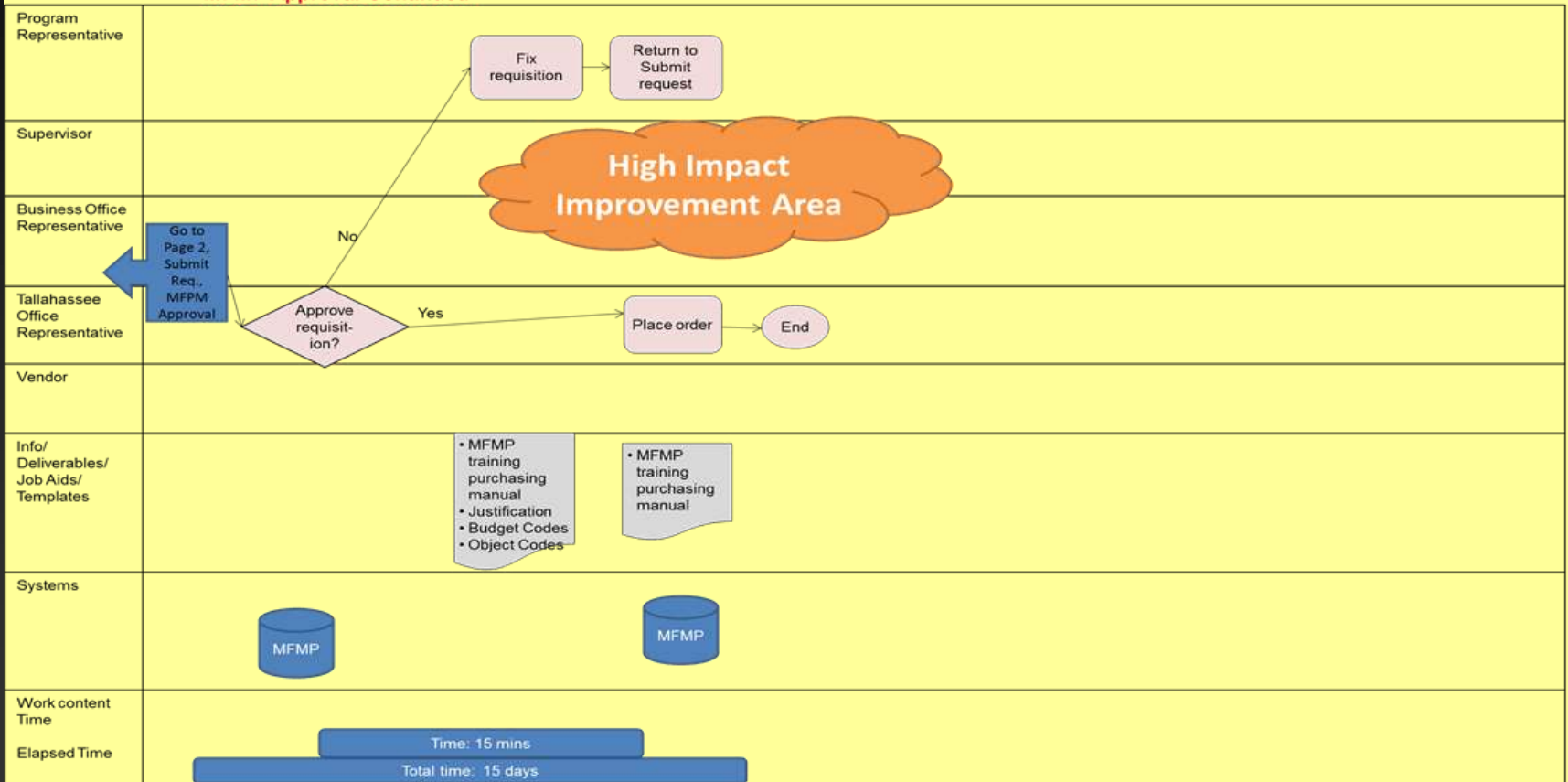
Date created: January 13, 2014



# Seminole County Health Department Requisition Process (Current State)

Date created: January 13, 2014

MFMP Approval Continued



# *Day 2*

### KAIZEN EVENT DAY 1 WRAP UP

- Introduction of team, review of roles.
- Overview of Kaizen "rapid change" and event components including: working with others and utilization of question/suggestion "parking lot"
- Confirmed goal statements: To reduce transactional cost of goods and services procured through the MyFloridaMarketPlaceSystem.
  - Confirmed Scope: Identification of need for supply or service to approval from State office.
  - Confirmed Measures: Reduce monthly cost per purchasing category by \$1500 per month. Reduce employee time by 20% on a monthly basis. Reduce number of submitted purchase requisitions by 20% per month.
- Review, revision and completion of sub-process mapping.
- Group discussion with program purchasers to identify variations in purchasing process, possible job aids and best practices.
- Group review of forms of waste and identification of various process waste points and areas of variation.

### KAIZEN EVENT DAY 2 AGENDA

- Overnight thoughts from the team
- Review and completion of waste value analysis
- Review and addition of identified waste utilizing the Cause and Effect Diagram
- Prioritization of process issues, 2x2 prioritization matrix
- Conduct root cause analysis on top prioritized issues
- Generation of solutions to root cause issues
- Wrap Up

MITZI

UDGIT

PAM

DIANA

PRANAV

SARA



MICHAEL



# Parking Lot

Handwritten notes on sticky paper:

- Action Items**  
- MAMP timeline  
- report time per request.
- Purchasing Schedule**  
(disagreed weeks)  
- mental calendar
- Solution Overview**  
- Fax  
- E-mail  
- VNET
- Get rid of Tally**  
- Mitsu
- E-Chures**  
- VNET
- Standard justification**  
- from heritage
- Bring all purchase and quotes into main office**
- Centralize To BC**
- Return from LIST of core items**

# Groundrules

- Use good working w/ others skills
- No ideas are bad
- Focus on process, not people
- Declare confidentiality - when needed
- Frustration shared in this room, not out.
- Stay on time
- Have fun

# Waste Evaluation

## Value - Waste Analysis - Sub Process Map

Work Process: Seminole County HD Purchasing Process (one item on PO)

Date: 1/12/2014

Current Work Process Information					Waste Evaluation				Impact		Actions					
Step No.	Step / Activity	Work Content Time (mins.)	Elapsed Time mins. (including wait time between step)	Frequency (# times completed per week)	Waste Type (see Forms of Waste Table)	Waste	Value-Added	Confidence in eliminating waste (%)	Rate/hr.:	\$25		Priority (High, Med, Low)	Before	Before	After	After
									Potential Reduction in Time mins./wk.	Potential Reduction in Cost / wk.	Work Content Time					
	Identify/Clarify item need	15	1440	1	stopping/searching/movement/ready	99%	1%	50%	712.8	\$ 297	med					
	Approve	5	1440	1	stopping/inspecting/not needed	100%	0%	50%	717.5	\$ 299	med					
	Quotes	360	4800	1	stopping/moving	93%	8%	50%	2220	\$ 925	high					
	Submit Requisition	20	480	1	searching/getting ready/stopping	96%	4%	40%	184	\$ 77	low	Step / Activity	Work Content Time	Elapsed Time mins. (including wait)	Work Content Time	Elapsed Time mins. (including)
	MFMP Approve	15	7200	1	inspecting/more then needed/things gone wrong/stopping	100%	0%	70%	5029.5	\$ 2,096	high	Identify/ Clarify item	15	1,440	15	120
		415	15360									Approve	5	1,440	-	-
												Quotes	360	4,800	180	3,360
	Identify/Clarify item need	15	120	1			13%		0	\$ -	med	Submit Requisition	20	480	20	480
	Quotes	180	3360	1		95%	5%		0	\$ -	high	MFMP Approve	15	7,200	10	3,840
	Submit Requisition	20	480	1		96%	4%		0	\$ -	low	Total	415	15,360	225	7,800
	MFMP Approve	10	3840	1		100%	0%		0	\$ -	high	% Potential			46%	49%
		225	7800													



# Identifying Issues



# Identifying Issues

The image shows two people in a meeting room. On the left, a woman in a black top is pointing to a whiteboard titled "Cause & Effect Analysis". The diagram is a fishbone-style flowchart with boxes for "Timeline", "Approval", "Queries", "Budget Requests", and "Approval" at the top. Below these are boxes for "Machinery", "Systems & Equipment", "Software", "Personnel", and "Other". A central box contains the text "Underlight Color & Target". On the right, a man in a dark shirt and glasses stands next to a whiteboard titled "Prioritize Issues: 2x2 Ranking Matrix". The matrix has a vertical axis labeled "Severity of Issue / Impact on Problem" and a horizontal axis labeled "Issue Frequency". The matrix is divided into four quadrants with numbers: top-left is 2, top-right is 1, bottom-left is 4, and bottom-right is 3. A yellow sticky note is attached to the bottom-right quadrant with the text "Investigate the RFI".

**Cause & Effect Analysis**

**Prioritize Issues: 2x2 Ranking Matrix**

2	1
4	3

Investigate the RFI



# Prioritizing Issues

## Cause & Effect Analysis



## Prioritize Issues: 2x2 Ranking Matrix



Over \$2000 more to pay

# Start Designing the Future Process



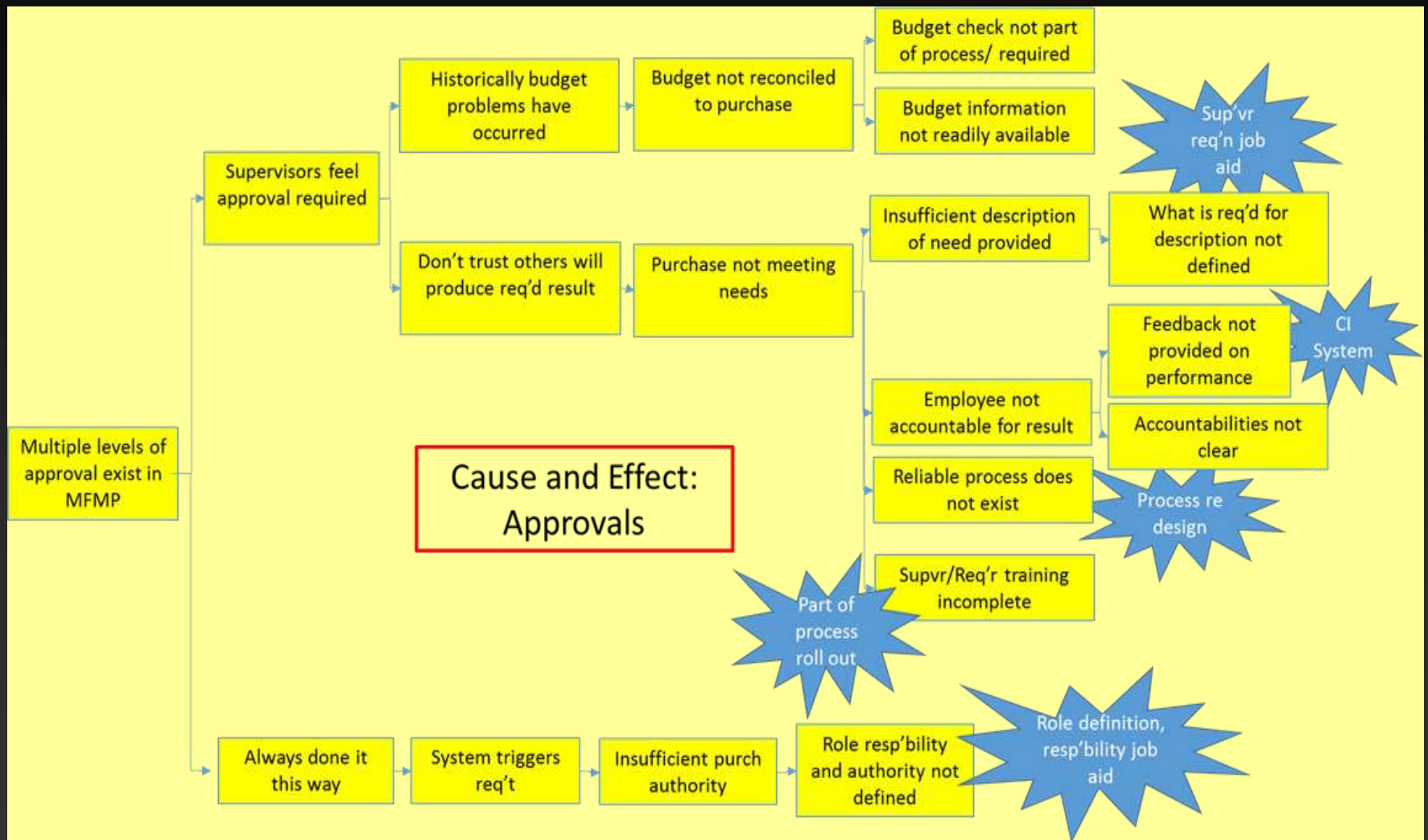




# *Day 3*

# Getting to the Root of Issues





# Root Cause Summary

Category	Issues/Wastes	Root Causes	Solutions or Additional CI Methods to use	Speed and Cost to Implement
Work Process	Waiting, searching, inspection and rework exist in current process Role clarity and standardized work gaps exist	<ul style="list-style-type: none"> <li>Reliable process does not exist</li> <li>Standardized work and job aids not readily available and understood</li> <li>Measures of performance not tracked</li> <li>Process understanding and training gaps exist</li> <li>Accountabilities for use not clear and trusted; multiple approval steps apparent</li> <li>Historic budget accountability concerns</li> </ul>	<p>Create an improved (effective and efficient) process particularly in obtaining quotes and approval of the selection that reduces wastes (overlapping tasks, rework) including job aids, measures and clear accountability</p> <p>Operationalize and roll out process effectively including training, measurement and accountability for use.</p>	One week Kaizen event, training and follow-up time
Purchased cost of OCO, Promotions and Services	Gaps exist in obtaining and evaluating quotes, negotiating prices in order to provide cost reduction	Decision making criteria for quoting requirements and evaluating quotes not available. Accountability for negotiating not clear. Preferred suppliers not identified and available for convenient use.	<p>Provide decision making guidance as part of above process changes and job aids</p> <p>Create and make available preferred supplier list based on quality and competitiveness</p> <p>Implement new policies for obtaining, evaluating and negotiating quotes</p>	One week Kaizen event, training and follow-up time



# Identifying Potential Solutions (short and long term)



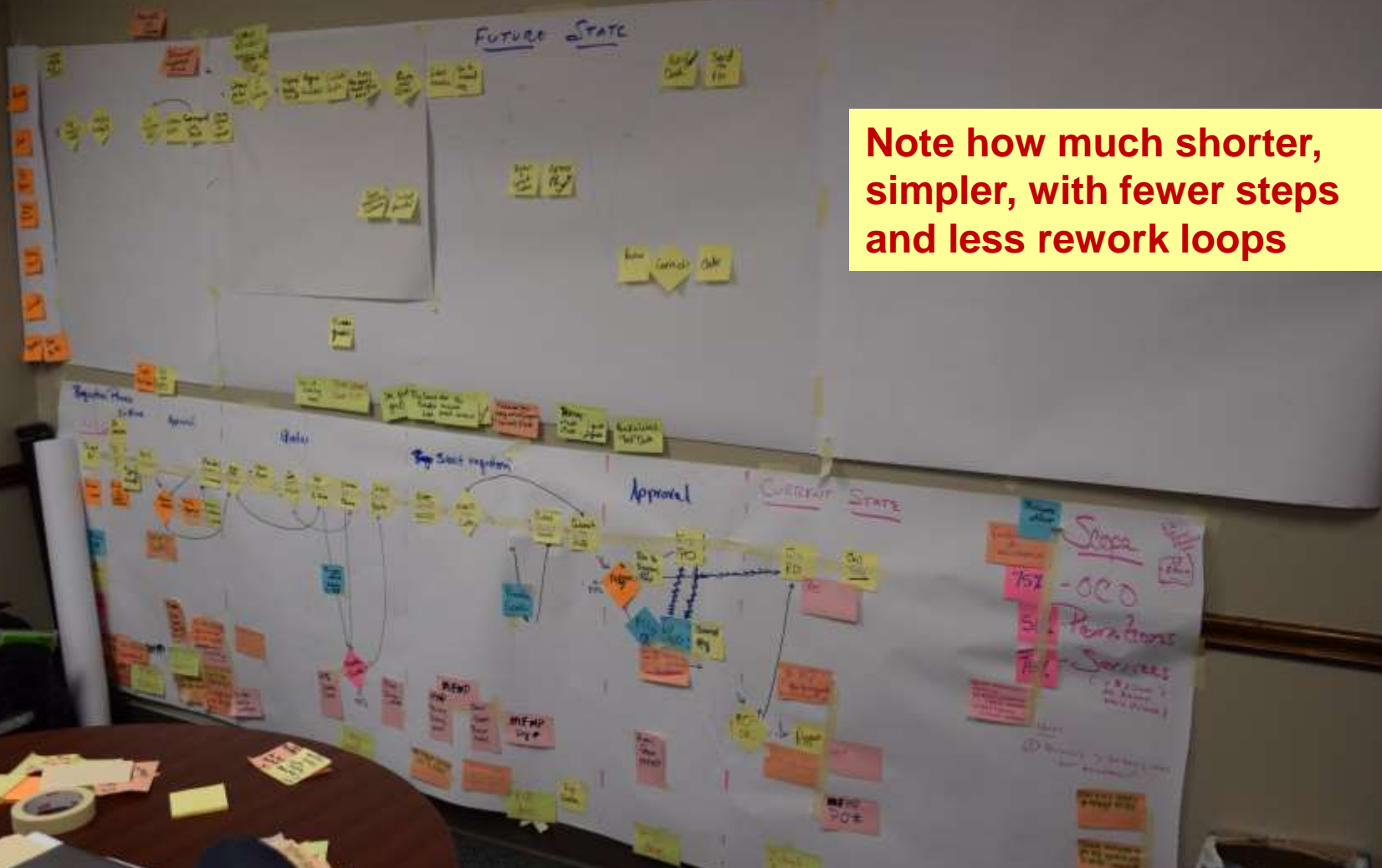


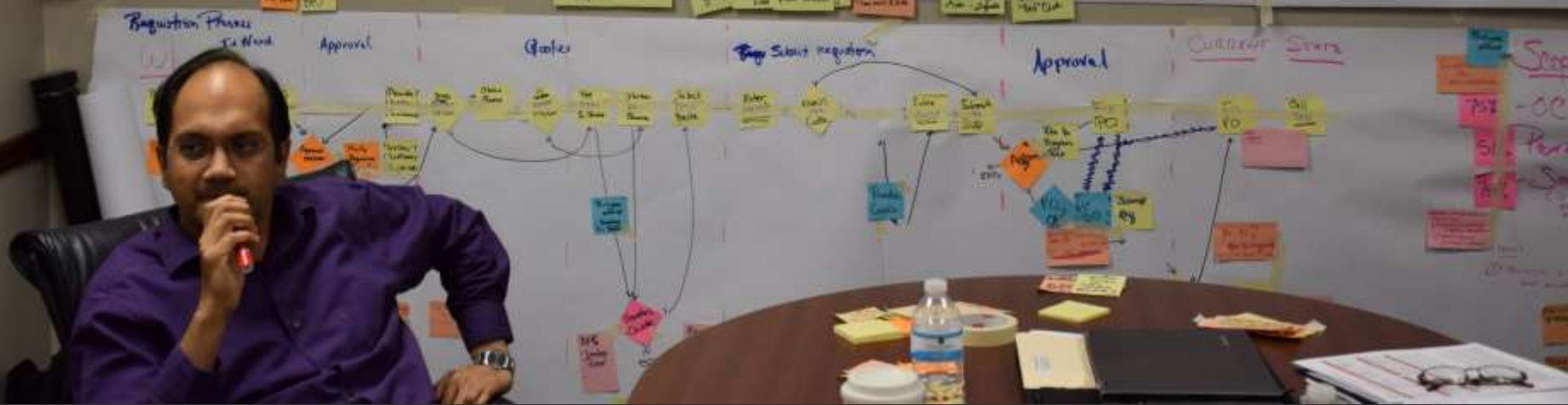
# Our Improvement Hypothesis

Issue	Improvement	Expected Results
Work process	If we redesign the process to eliminate wastes and redundancies (particularly in the quoting and approval areas), provide reference information for completing tasks, decision making guidelines and job aids to help identify needed and correct information...	... then defects and rework loops will be reduced and overall labor time required (employee time) to complete the process will be reduced
Cost reduction opportunities in purchased goods and services	If we identify preferred suppliers (quality and price) for requisitioners to use, obtain multiple quotes for comparisons, and negotiate as appropriate as part of an integrated and consistent work process...	...then, procured costs for OCO, promotions and services will decrease as measured by cumulative savings identified by requisitioners and the business area

# Continuing to Build the Future Process

Note how much shorter, simpler, with fewer steps and less rework loops





## FA Role

- Object Code
- Org Code

## Supr

- ~~Authorizing~~ purch.
- Budget

## Requestor

- Allowable purch.
- Provide  
- All request doc  
for PO.

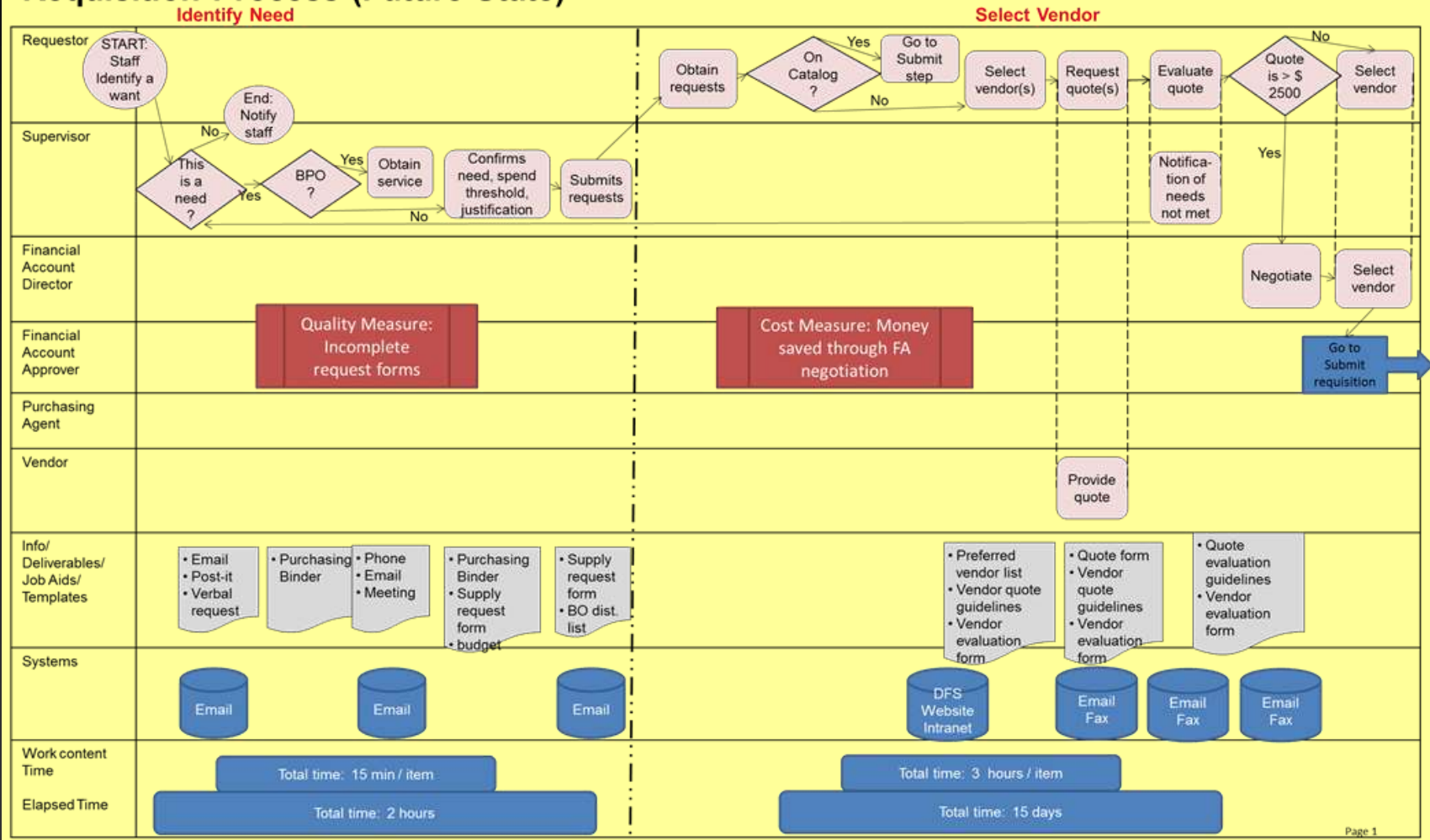
## Purchasing Agent

- Justification
- Quotes match  
PO
- Central office forms
- Allowable purchase
- Purchasing Threshold

# Clarifying Roles & Responsibilities

# Seminole County Health Department Requisition Process (Future State)

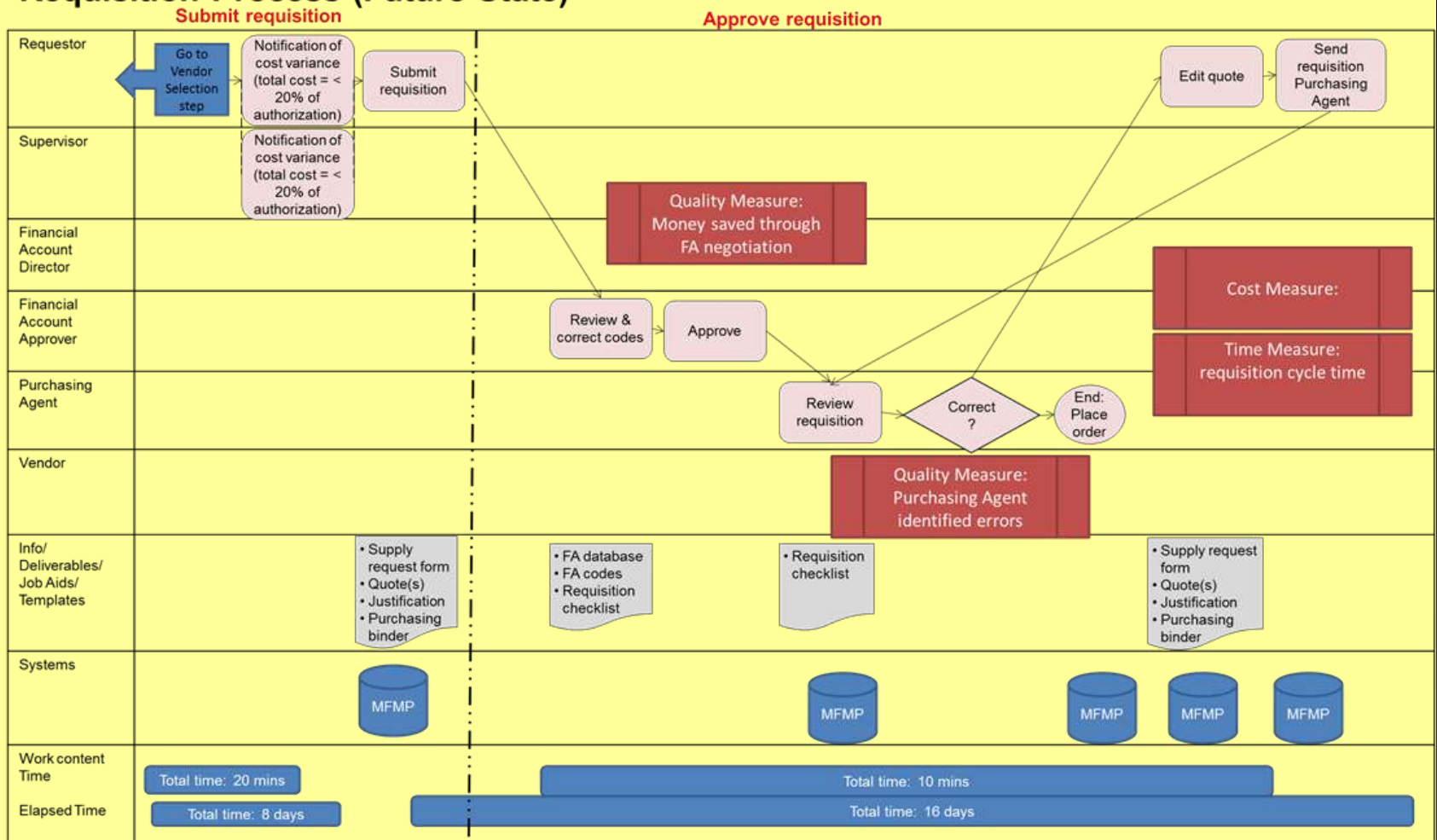
Date created: January 15, 2014





# Seminole County Health Department Requisition Process (Future State)

Date created: January 15, 2014



# Issues We Solved!

**Issues**   **FIX**   **IMPACT**   **NOT FIX**

**Addressed**   **Open**

**Suggestions**

The image shows a wall covered in numerous sticky notes. On the left, a large white sheet of paper is pinned, serving as a central workspace. It is divided into four columns: 'Issues', 'FIX', 'IMPACT', and 'NOT FIX'. The 'Issues' column is filled with notes describing various problems, such as 'Vendor by people', 'Talk about meeting', '25% of time no quotes', and 'Follow up doesn't always occur'. The 'FIX' column contains notes on solutions like 'Mys don't know budget', 'Consistency of central office relationships', and 'Tap demand list, generate Edit'. The 'IMPACT' column has a single note: 'EQ work of training'. The 'NOT FIX' column is empty. To the right of the white sheet, the wall is covered with more sticky notes, organized into two vertical columns labeled 'Addressed' and 'Open'. The 'Addressed' column includes notes like 'Kellan Ideben', 'Standard validation', and 'Request Authority'. The 'Open' column includes notes like 'GPO Selection' and 'Training'. At the bottom of the wall, a white sheet of paper is pinned with the word 'SUGGESTIONS' written in red.

# Developing the job aids to enable the new process

Supply Promotional/OCO Request Form  
Type of Request:  
 General Support  Service Support  Promotional/Marketing  OCO Item

Date of request:  
Name of Manager:  
Phone number:  
Department/Program:  
Organization Code: (0000) (00) (00)

Service requested: Please provide as much information as possible. Attach photos, numbers, dates, times, etc. and where you found the item. One request per request form.

Qty	Item Description	Color	Size	Additional Information

Justification and description of the item (include what it is and why it is necessary. Be as detailed as possible. Promotional/Event: include date, time, location, etc.)

Submit Request: To approve the purchase enter a date of 1/1

Delivery Date: Maximum 30 days. If emergency provide date.

Submit Request: Request Form to be mailed to:  
OLC/OCO Services Office  
10000 W. 16th Avenue, Suite 1000  
Golden, CO 80401

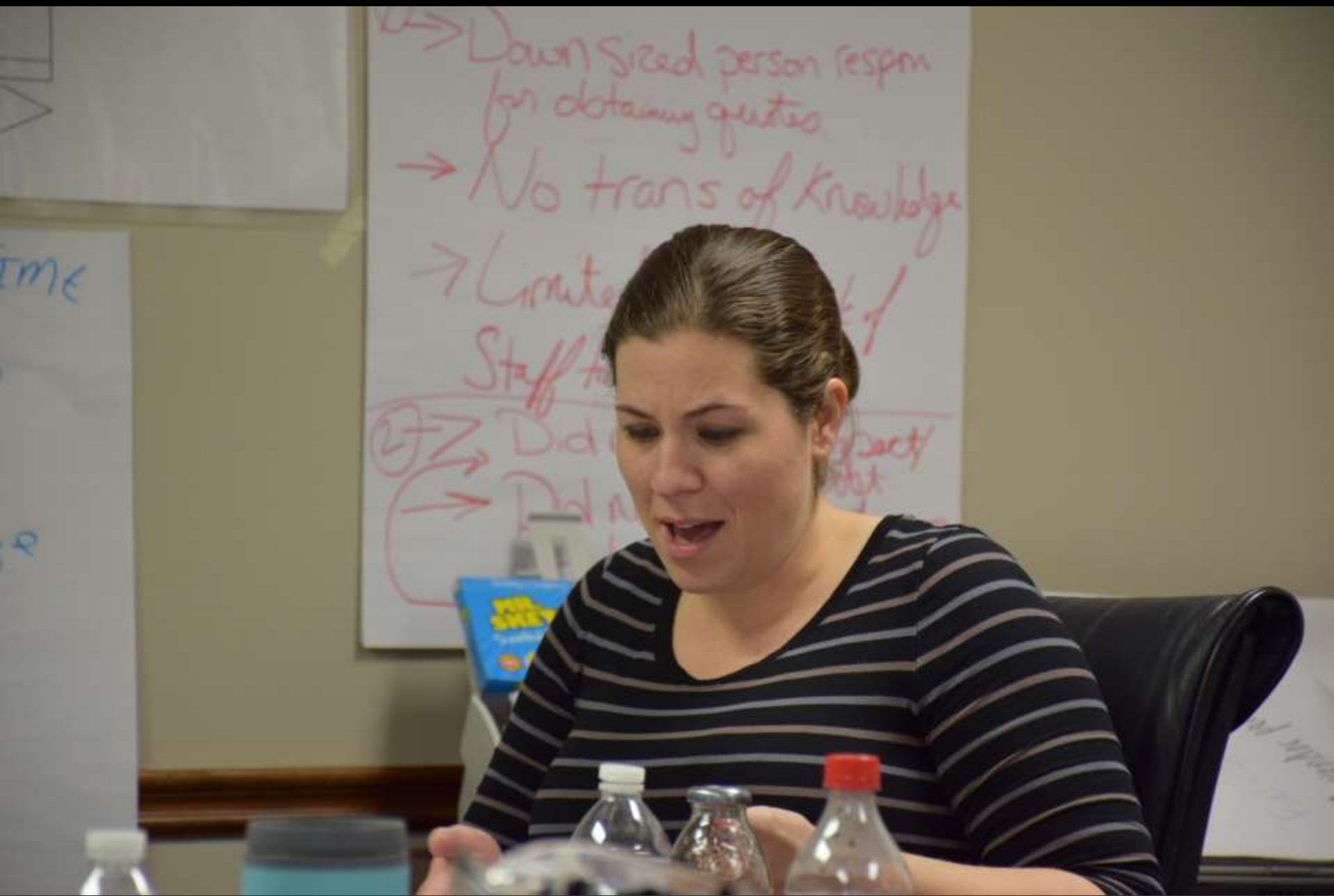
Check boxes: "General Support Request" "Promotional/Event Request"

\* Standardized Objective/End Goals

- Down sized person respon for obtaining guests
- No trans of knowledge
- Limited Time, lack of Staff to train
- Did not know impact of the process
- Did not understand the set measure

NO FUTURE REQUEST!  
Must be required  
Must be required





↳ Down Sized person respon for obtaining quotes  
→ No trans of knowledge  
→ Limited Staff to  
② → Did not impact budget  
→ Did not impact budget

# Getting Input On The New Process



# Future State

# Current State

# *Day 4*



**Agenda Day 3**

- Overnight Thoughts
- Define future state
- Validate future state
- Confirm solutions to be developed
- Develop solutions
- Wrap Up

WORKING WITH OTHERS		
When...	Think...	Consider Saying...
Discover what a person is thinking and why before sharing it with you	Clarify by: 1. Asking questions 2. Paraphrasing the person to let you know about whether you're listening	1. "I'm not sure... Why do you think this is important?" 2. "Let me repeat that..."
Learn how you have impacted a person	Clarify by: summarizing what you heard to your own words	"What wasn't saying to..."
Share a concept about another person's idea	Constructively criticize by: 1. Specifying value 2. Specifying context 3. Inviting or offering a suggestion	1. "What I like is... because..." 2. "I understand that... because..." 3. "You might be basing this on..." or "What if...?"
Build on another person's idea	Rebuild by: 1. Acknowledging contribution 2. Adding value 3. Checking back	"The use of... in your idea..." "I liked... another way to use your idea..." "Another benefit you mentioned..." "What if you...?" "What are you thinking?"

**Agenda - Day 4**

- Overnight Thoughts
- Develop solutions
- List solutions
- Roundtable - modify solutions
- Documentation & Report Out
- Wrap Up

**AIM**

Goal: Reduce transactional Cost of operations thru KRMP

~~\* Time / Money \*~~

Start: ID of need → OK by State

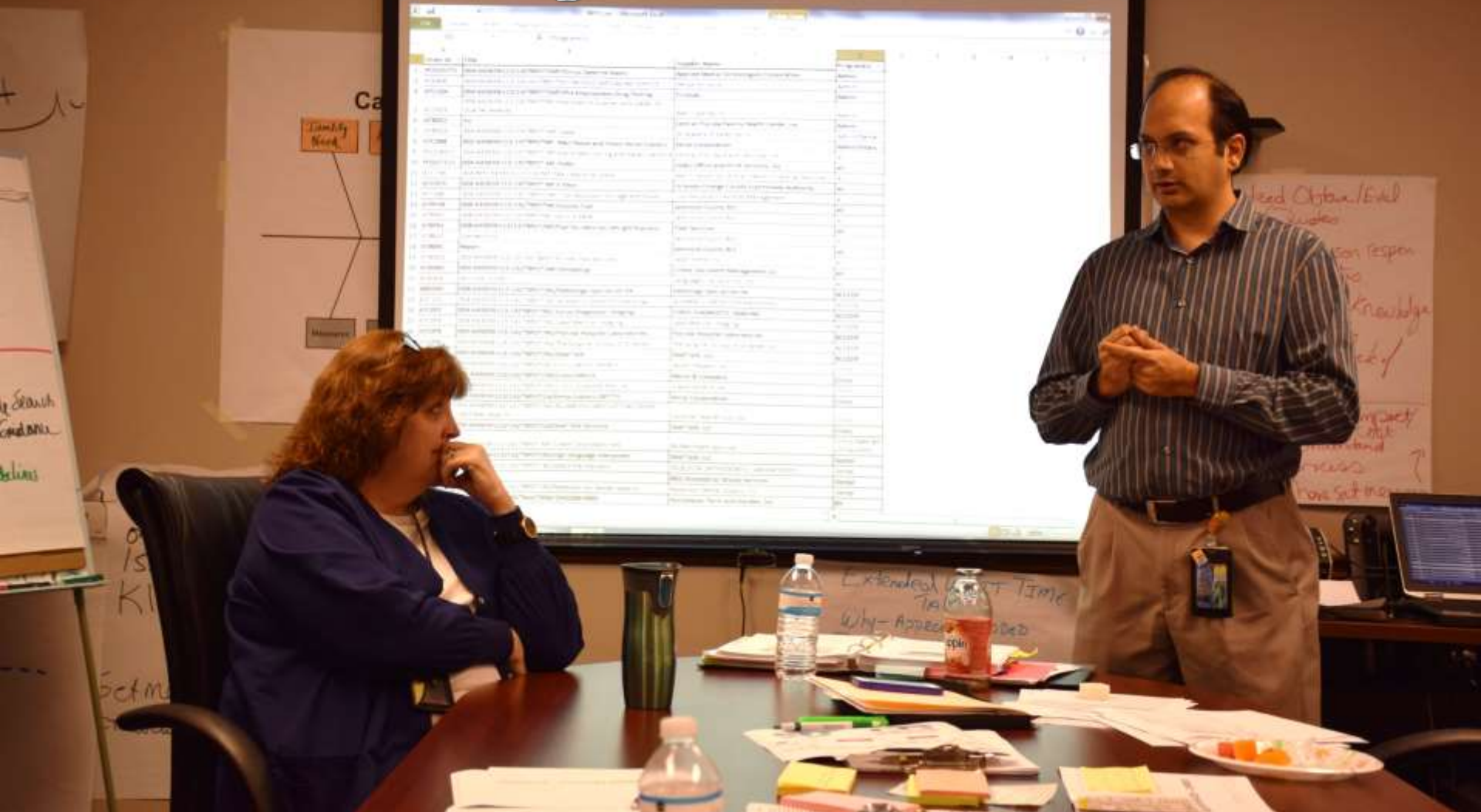
Target: ↓ Category Cost  
↓ # PO'S  
↓ Employee time

Item	Value
<b>The 8 Forms of Waste</b>	
1. Inventory	Excess inventory
2. Motion	Unnecessary movement of people or materials
3. Transport	Unnecessary movement of materials
4. Processing	Unnecessary operations
5. Waiting	Unnecessary delay in the process
6. Defects	Unnecessary rework
7. Unused Talent	Unnecessary use of human resources
8. Overproduction	Unnecessary production of goods or services

**PK P&I**

- Object Work
- Org Code
- Budget
- Risk
- Control
- Allowance
- Planning

# Testing the Process and Extracting Lessons Learned





# Tests To Perform

Tests	How	When	Who	Successful if...
Identify Need Process & Job Aid test	Provide instructions on Id Need process, request form, justification, binder material Complete the form, record time & questions, solicit feedback (+/-)	Thursday	Udgit, Sara, Parnav	Form is clear, clean, complete
Preferred vendor list	X# Supervisors Provide instructions & list Id missing / not recommended vendors	Thursday	Dianna	List has >90% of vendors for all program areas
Select Vendor process & job aid test	Provide instructions on process, vendor list, quote form, quote guidelines, evaluation guidelines, form to capture savings  Complete the form, record time & questions, solicit feedback (+/-)	Thursday		Form is clear, clean, complete
End to end test	Perform this test for 1. OCO, 2. Services, 3. Promotions Identify program areas Provide instructions on process, <b>Identify need</b> (binder, form) & <b>select vendor</b> (vendor list, quote form, quote guidelines, evaluation guidelines) job aids  FA Approver review	Thursday	Udgit, Sara, Parnav	Follow process Code, form accuracy  Captured modifications to the process map

# Testing the Process

**Supply/Promotional/COO Request Form**  
\* ITEM IS ON A BPO THIS FORM IS NOT REQUIRED

Type of Request: Select Only One  
 Clinical Supplies    General Supplies    Promotional Items    COO Items

Date of Request: 02/28/2014   Program Manager: Palar, Joyce  
Organization Code: 447012222   EO: CL   OCN: CLEEE

Items requested: Please provide as detailed a description as possible, including item number, size, color, etc., and where you found the item. One request type per request item.

Qty	Item Description	Order	Rate	Additional Information

Justification and benefit to the state explain what it is and why it is necessary. For promotional items include (Conditional Sales, Cash-able Code)

Budget Authorization: Authorize the purchase up to a total of \$\_\_\_\_\_. (This includes freight)

Delivery Date (maximum 30 days. Emergency provide waiver.)

Submit Supply Request Forms via email to:  
DL CHDS Business Office  
Include in Email Subject Line: Type of Request  
"Clinical Supply Request", "General Supply Request", "Promotional Item" or "COO Item".

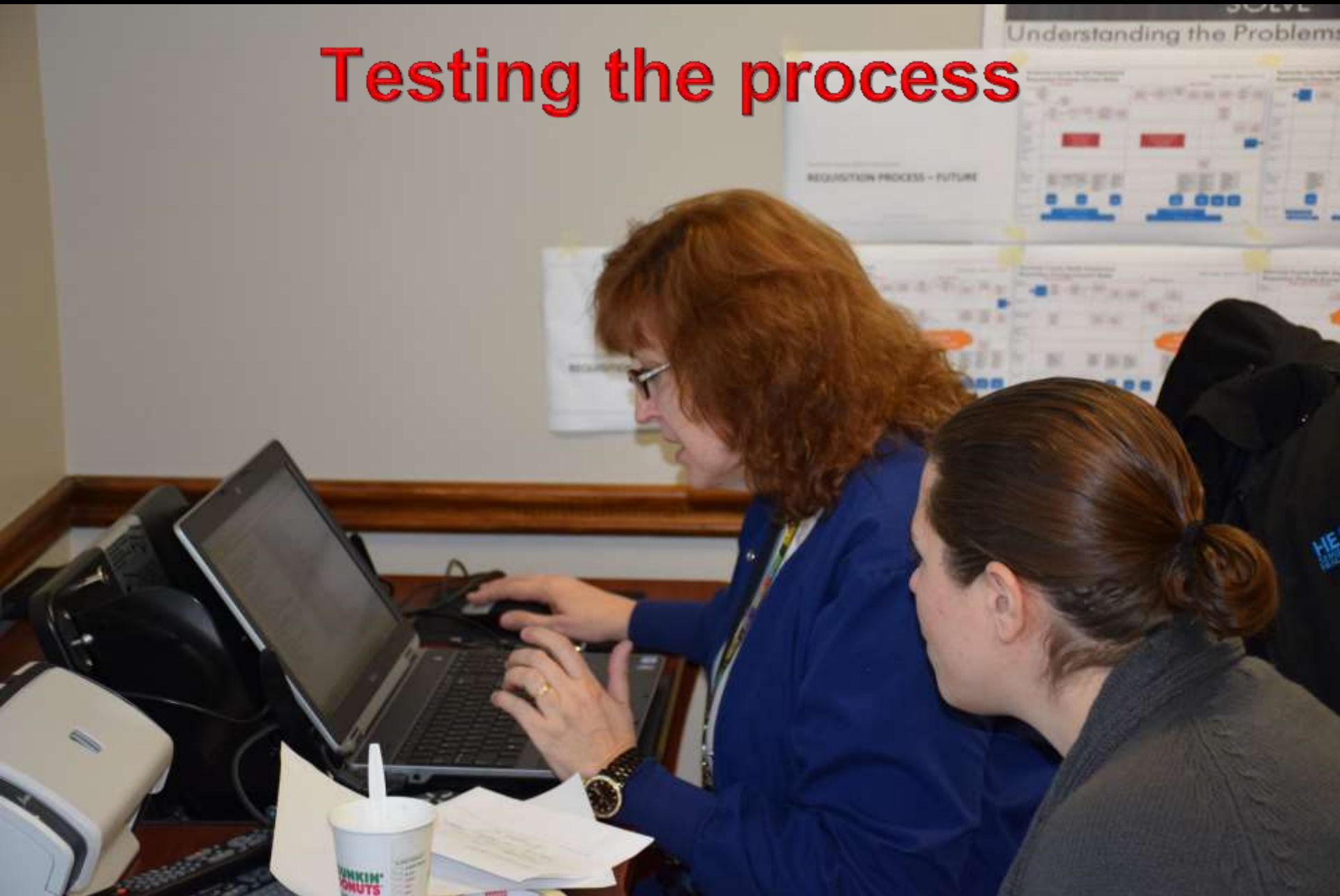
Parking Lot

Search done



Extended WAIT TIME  
Why are people added

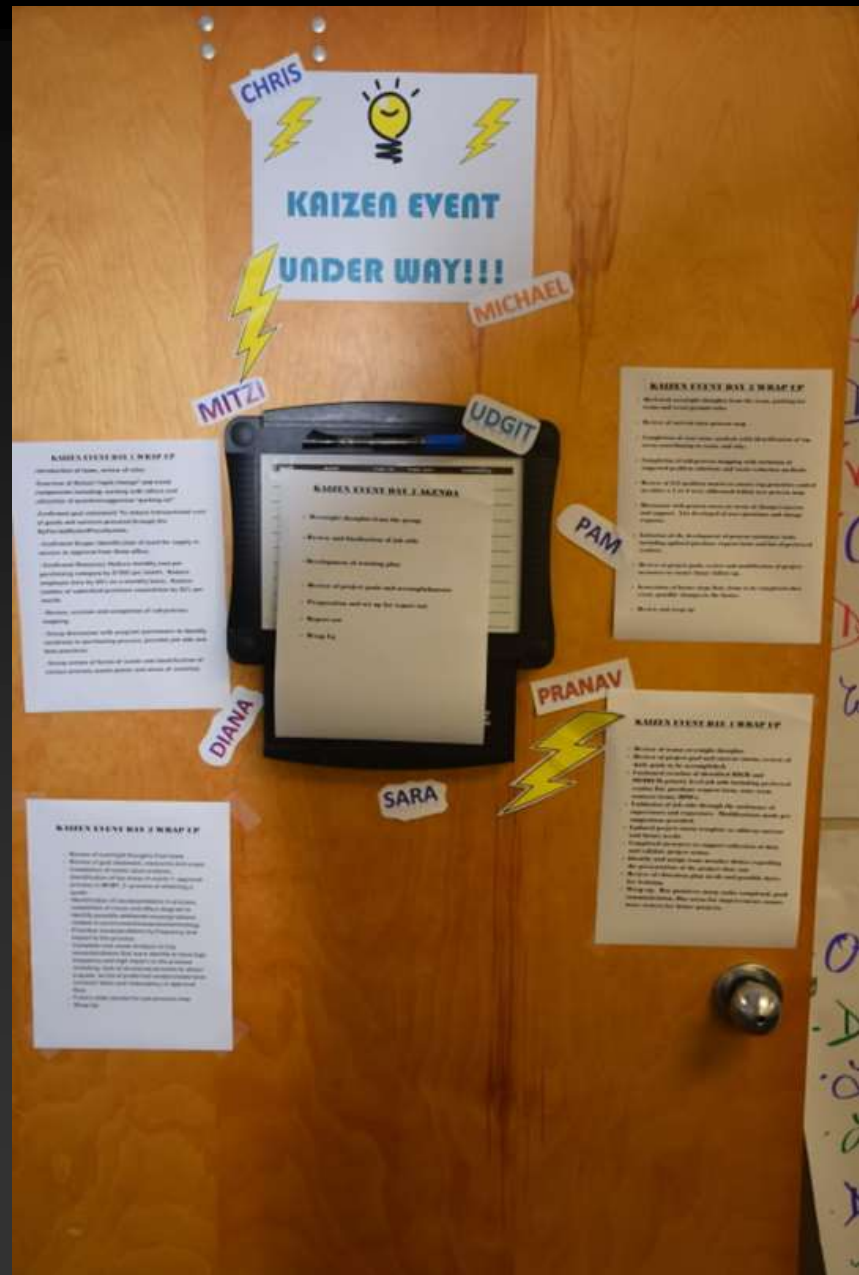
# Testing the process



# Lessons Learned: SRLD

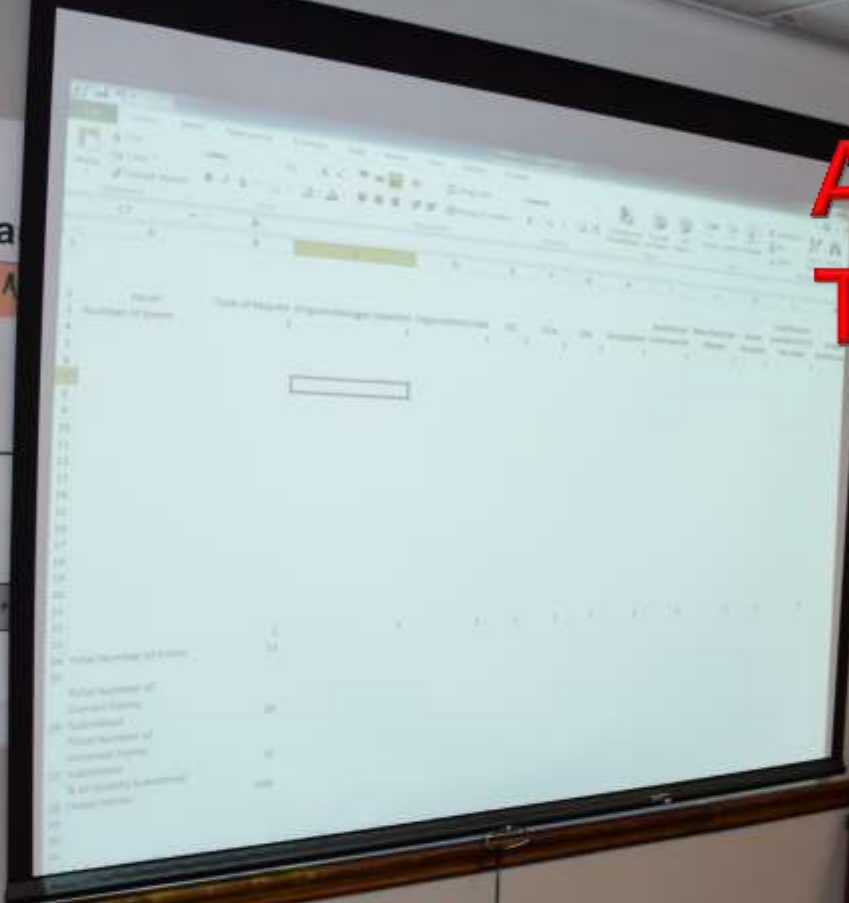
Reasons	Learning: Why?	Direction: Actions to be taken
<p>Request Form:                      +form is simpler                      +form has links to codes                      +form has references to other required info (BPO, justification)                      -entering in the codes with separate boxes is clunky                      +More structured                      -Supr may delegate to requestor</p>	<ul style="list-style-type: none"> <li>• Errors can still be made in the request form</li> <li>• We still have 4 different request forms</li> </ul>	<ul style="list-style-type: none"> <li>• Modify the code input section for easier entry – obtain IT assistance</li> <li>• Modify the form to cover supplies and services</li> </ul>
<p>Preferred Vendor List:                      +add vendor email, vendor contact email, STC (Y/N), catalog (Y/N)</p>	<ul style="list-style-type: none"> <li>• Programs have some preferred vendors recorded in their own area</li> </ul>	<ul style="list-style-type: none"> <li>• Diana requested list input from 4 program areas</li> </ul>
<p>End to End:</p>	<ul style="list-style-type: none"> <li>• We have the potential to save time for the requestor and approvers</li> </ul>	

# Day 5





# Incorporating The Learning And Continuing To Develop The Solutions





# Managing Our Plan— Kaizen is Action!

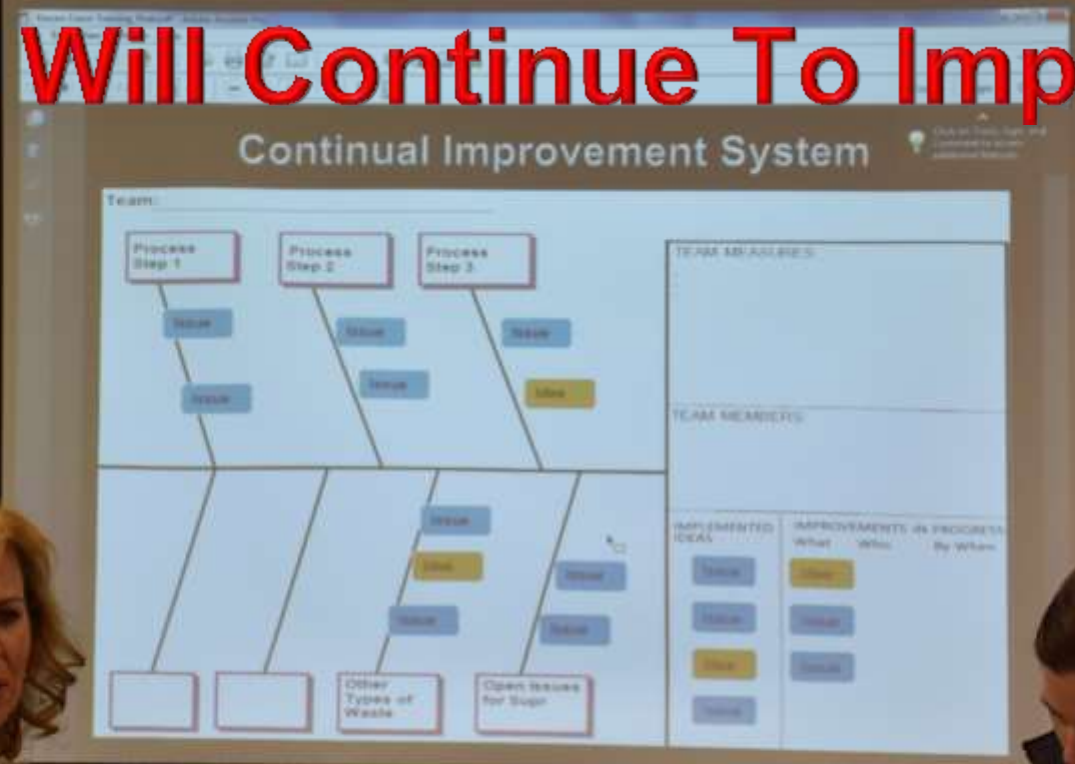
WHAT	WHO	DELIVERABLE	BY WHEN	STATUS
17. Define time measure	Sara, Ujgr	WQD		
18. Define cost measure	Sara, Ujgr	WQD		
19. Define quality measure - % time not complete job and	Sara, Ujgr	WQD		
20. Define quality measure -	Sara, Ujgr	WQD		
21. Define quality measure -	Sara, Ujgr	WQD		
22. Full Telluride error data to establish baseline	Sara, Ujgr	WQD		
23. Vendor quote guidelines	Ujgr	WQD		In Progress
24. Vendor evaluation form	Chenoudj	LOW	10/28/14	In Progress
25. Quote evaluation guidelines (includes does the quote meet the need time, quality, ...). Turn around time. If it does go back to vendor	Chenoudj	LOW	10/28/14	In Progress
26. Proof approval process guideline	Mia	LOW		
27. Training packet (quick ref)	Ujgr/Sara	WQD	10/28/14	In Progress
28. Vendor training	Premer	WQD	10/28/14	In Progress
29. All documentation to be posted to SharePoint	AD	WQD		
30. Form to capture savings of/d by inspectors & Ujgr	Ujgr	WQD		

+ interactive on track-on time / Short lead process map  
- KIS

Handwritten notes on a whiteboard, including phrases like 'Vendor training', 'Proof approval process guideline', and 'Training packet (quick ref)'. There are also some diagrams and arrows.



# Planning Our Rollout And How We Will Continue To Improve



Standardized Object Level  
Down sized person resp  
for clothing quality  
No trans of knowl  
Limited Time, lack of  
Staff to train  
Did not know impact



# Our Kaizen Improvement Journey Storyboard

**PrISM™ PROJECT TEAM PROBLEM SOLVING**

**SOLVE**

What is the Gap?      What is the Goal?      What is the Approach?      What are your Conclusions?

Understanding the Problems:

**TRY, LEARN, INSTALL**

Try Solutions; What did you learn?      How will you make the new way happen?

17. Plan Rollout & Execute  
18. Measure Success

REQUISITION PROCESS - FUTURE

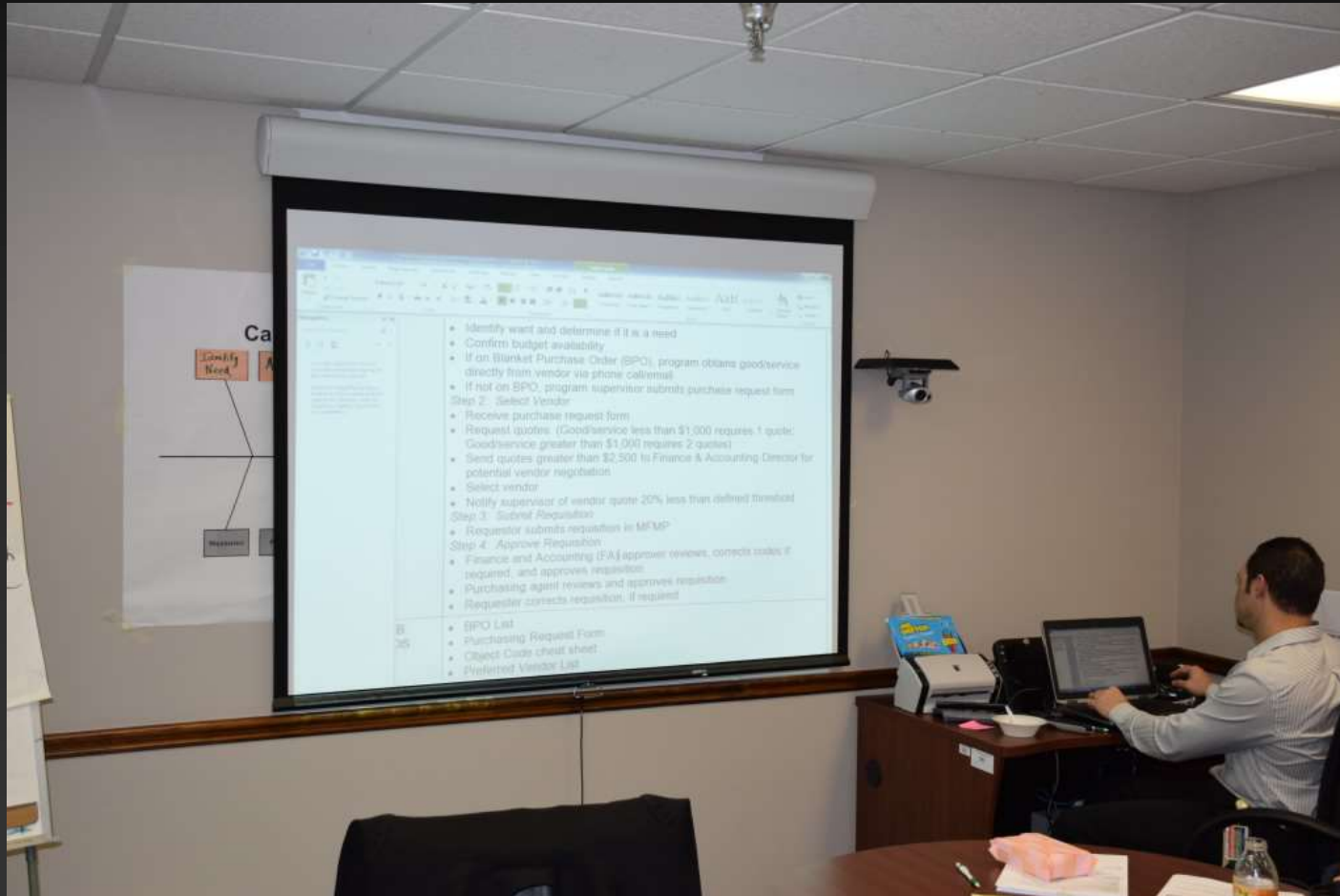
REQUISITION PROCESS - CURRENT

# Potential Process Time Improvement

	Before	Before	After	After
Step / Activity	Work Content Time (mins.)	Elapsed Time mins. (including wait time between step)	Work Content Time (mins.)	Elapsed Time mins. (including wait time between step)
Identify/Clarify item need	15	1,440	15	120
Approve	5	1,440	-	-
Quotes	360	4,800	180	3,360
Submit Requisition	20	480	20	480
MFMP Approve	15	7,200	10	3,840
Total	415	15,360	225	7,800
% Potential Improvement			46%	49%



# Starting to Develop the Training Materials





# Reporting Out: Getting Set Up



# Reporting Out





# Getting Feedback From Leadership

# What Is Next?

- Finish Training materials
- Conduct training (1<sup>st</sup> wk of Feb)
- GO LIVE!
- Measure, monitor and continue to improve!

# Our Team !!!

