RAPID RESULTS

Illinois Department of
Central Management Services

SIAAB Fall Conference

October 25, 2017

What is Rapid Results?

RAPID RESULTS *Principles*

The Rapid Results improvement initiative at its core embodies two basic principles: Respect for People and Continuous Improvement. Successful Rapid Results implementers understand that the people doing the work within an organization are the true experts on that work, and should be included in planning because they know best how to improve the work.
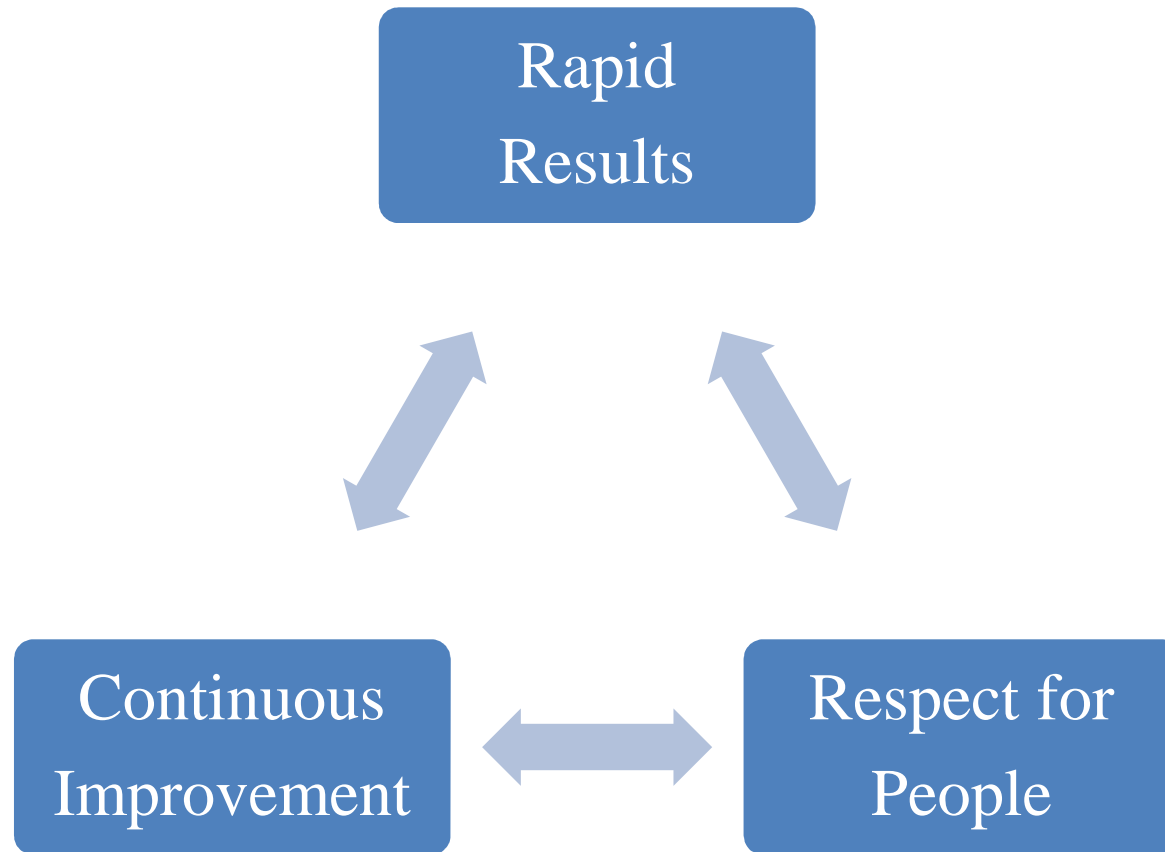
When attempting to improve our work processes we go to the Gemba (the real place or where the truth may be found) to identify any of the 8 wastes common to Rapid Results process improvement. When we find a waste we ask the question "why" repeatedly to identify and correct a consistent root cause for the waste.

Rapid Results focuses on creation of value for the customer and the elimination of waste at each process step, to make work easier, better, faster and cheaper – in that order.

CI Goals

Cheaper · Easier · Better · Faster

Underutilized People · Overproducing · Inventory · Waiting · Extra Processing · Correction · Excess Motion · Transportation

Go to the Gemba

Respect for People · Continuous Improvement

What is Rapid Results?

Rapid Results

Continuous Improvement

Respect for People

Rapid Results Means Going to the Source

➢ We teach people to "Go to the Gemba"

➢ **Gemba** translates to English as *"the real place"* or *"where the truth may be found"*.

➢ "Going to the Gemba" often means we go to front line workers for answers because they are the real experts in that work.

The Eight Wastes of Rapid Results

- Overproduction
- Inventory
- Waiting
- Extra Processing
- Correction
- Excess Motion
- Transportation
- Underutilized People

The Four Goals of Rapid Results

To make things:

➢ Easier

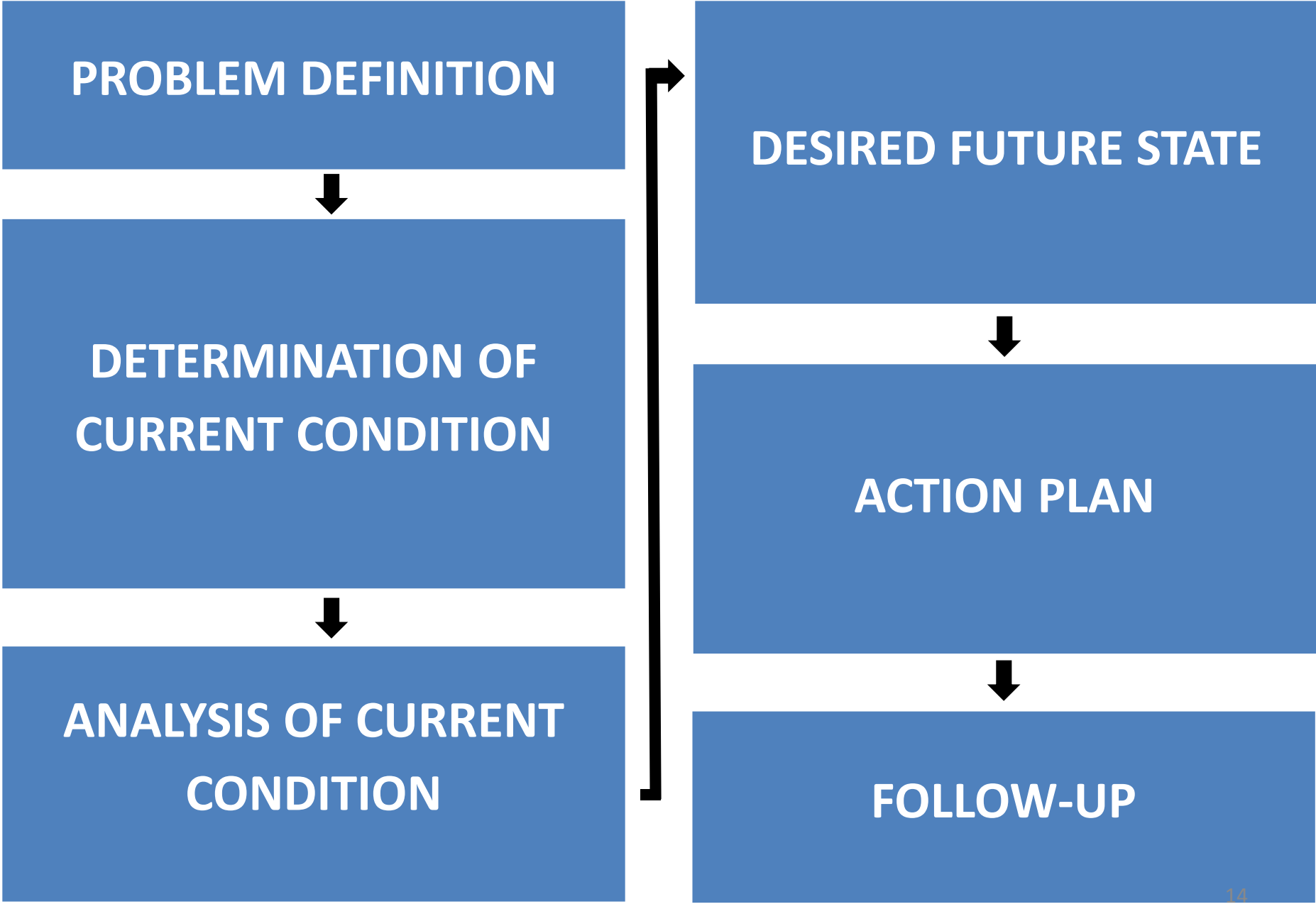➢ Better

➢ Faster

➢ Cheaper

In that order…

What is the Rapid Results Approach?

Rapid Results Boundary Conditions

➢ No one loses their job.

➢ No additional financial resources (i.e. no $).

➢ No IT redesigns or new systems.

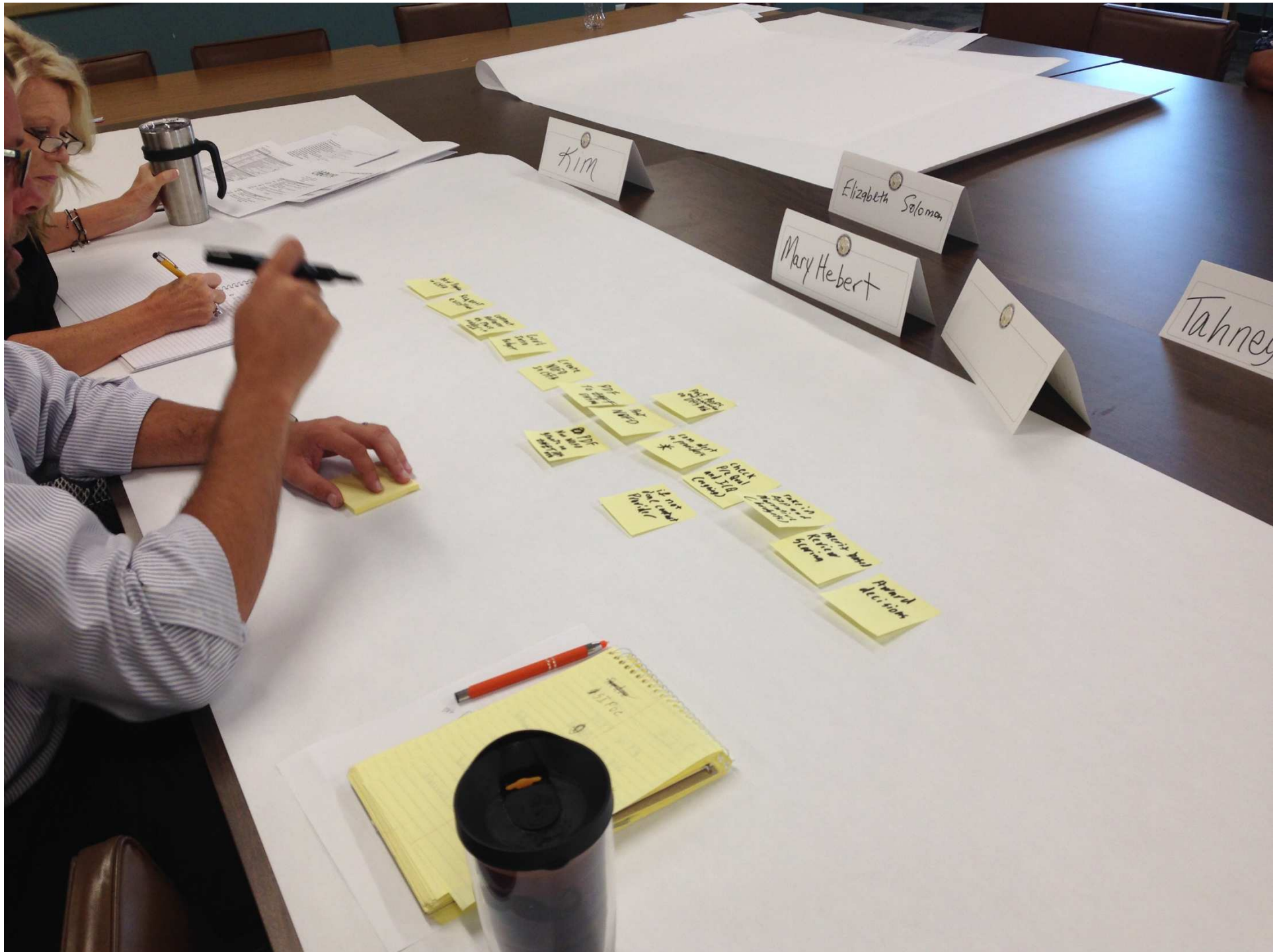➢ No statutory or administrative rule changes.

Problem Definition

➢ Define the problem you want to solve.

➢ Develop an effective problem statement.

➢ Identify improvement measurement and target.

Determination of Current Condition

➢ Map the current value stream/process.

➢ Determine process cycle times (P/T).

➢ Determine process lead times (L/T).

➢ Determine costs associated with current condition.

Analysis of Current Condition

➢ Determine customer requirements.

➢ Identify wastes/value added steps.
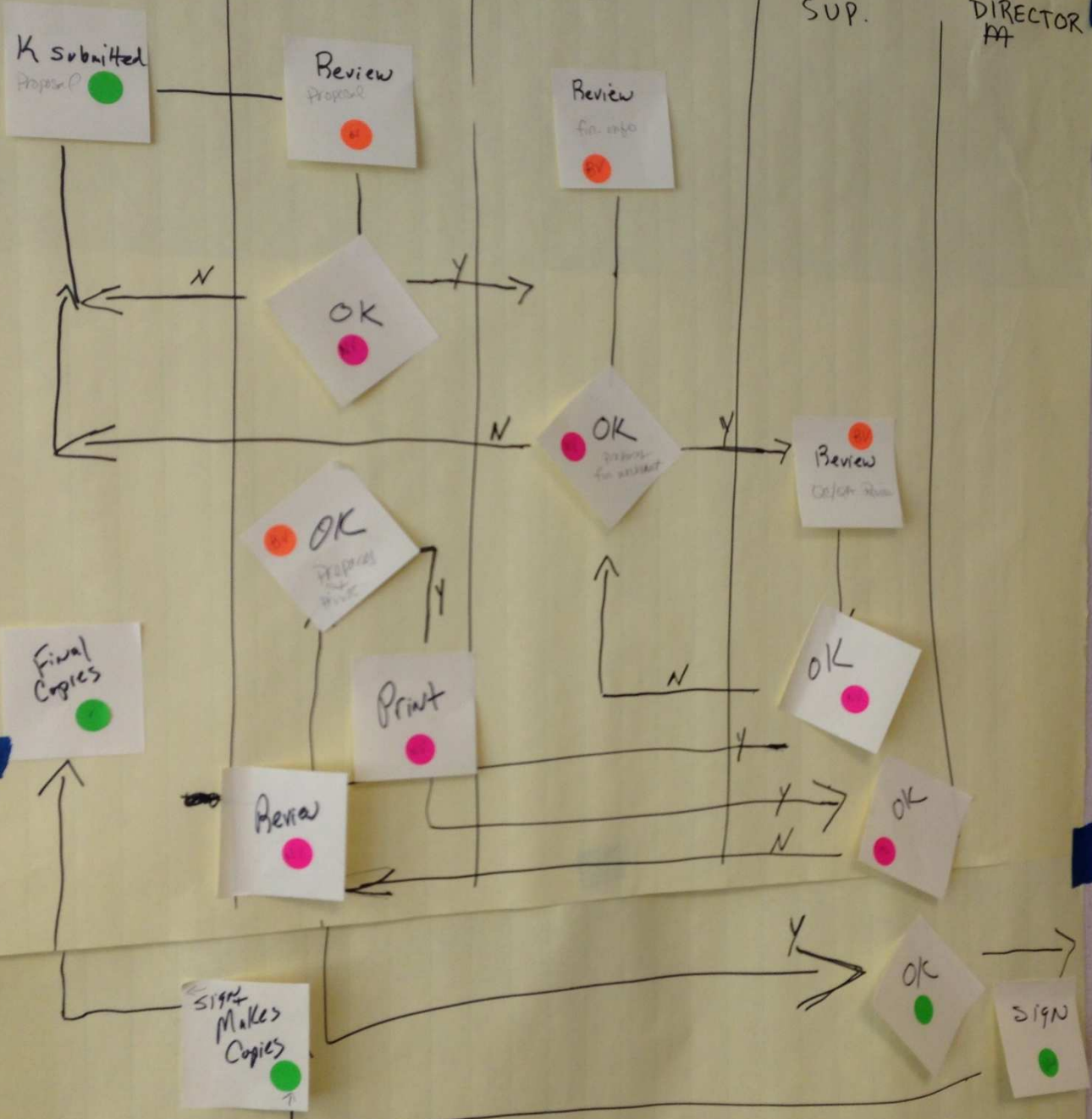
➢ Perform root cause analysis on wastes.

Desired Future State

➢ Map a desired future state.

➢ Work to identify ways to create flow.

➢ Identify ways to level work.

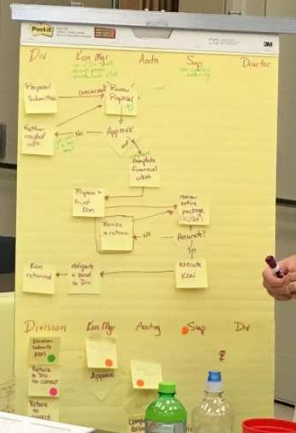➢ Focus on maximizing value for the customer.

Action Plan

➤ Develop an action plan for improvement.

➤ Ensure action items are SMART.

➤ Identify the impact of action items (Easier, Better, Faster, Cheaper).

➤ Formalize plan with appropriate metrics.

Follow-Up

- ➢ Track implementation of action items.

- ➢ Measure and evaluate results.

- ➢ Standardize improvements.

- ➢ After action process review.

Rapid Results Statewide Progress to Date

METRIC	COMPLETED TO DATE
RAPID RESULTS EVENTS (PROJECTS)	586
RAPID RESULTS ANNUALIZED SAVINGS	$7,582,153
RAPID RESULTS ANNUALIZED HOURS SAVED	222,152
EMPLOYEES TRAINED (RAPID RESULTS CLASSES)	1,890

What is a Rapid Results Workshop?

Rapid Results Workshop Approach

➢ Three day Rapid Results workshop.

➢ Two days of training in the principles of Rapid Results.

➢ Third day of workshop four weeks later for follow up presentations.

➢ SMEs to assist participants between sessions.

➢ Project required for completion of class.

Rapid Results Workshop Methodology

➢ Applied learning.

➢ Heavily interactive discussions.

➢ Group breakouts to practice principles on case studies.

Rapid Results Workshop Learning Objectives

At the conclusion of the workshop attendees will be able to:

➢ Explain the principles of Rapid Results to their team members and employees.

➢ Develop an effective problem statement for a Rapid Results Event.

➢ Map the current state of a value stream, identify process wastes and determine root causes.

Rapid Results Workshop Learning Objectives

➢ Design an improved future state for a value stream that improves flow, minimizes wastes and maximizes customer value.

➢ Develop and implement an action plan to achieve the desired future state.

Rapid Results Workshop Agenda

DAY ONE

➤ Welcome/Introductions

➤ Rapid Results Overview

➤ Continuous Improvement Video

➤ Principles of Rapid Results

➤ Customer Value

➤ A3 Problem Solving Overview

➤ Problem Definition

➤ Determination of Current Condition

Rapid Results Workshop Agenda

DAY TWO

➤ Analysis of Current Condition

➤ Desired Future State

➤ Action Plan and Follow-Up

➤ Team Leadership Skills

➤ Scoping of Rapid Results Events

➤ Closeout

Five Basic Questions

- What is the target condition (ideal process)?
- What is the actual condition now?
- What obstacles are likely to prevent us from reaching the target?
- What is our next step to add value toward target, and our expectations of that step?
- How quickly can we measure what we learn taking that step?

Rapid Results Workshop Agenda

DAY THREE

➢ Welcome/Introductions

➢ Project Status Presentations

➢ Closeout and Discussion of Next Steps

What is the Rapid Results Portal?

Rapid Results Portal

Home   Current Initiatives ▼   Scorecard   Success Stories   Get Involved ▼   Resources

Welcome to the Rapid Results Portal!

The Rapid Results team seeks to empower State of Illinois employees to serve faster and smarter. The mission of the Rapid Results office is to drive results and instill a culture of continuous improvement.

SharePoint

BROWSE   PAGE

AGENCY	TRAINED EMPLOYEES	TOTAL PROJECTS	IMPLEMENTED PROJECTS	ANNUALIZED $ SAVINGS	ANNUALIZED HOURS SAVED
AGE	2	1	1	$ 314	0
AGR	26	0	0	$ -	0
CDB	25	10	6	$ -	106
CEO	7	3	3	$ -	1,040
CFS	19	2	1	$ -	1,664
CMS	125	29	16	$ -	3,210
DES	101	24	11	$ 1,171,878	15,848
DHR	6	0	0	$ -	0
DHS	154	38	20	$ 141,622	21,040
DMA	2	0	0	$ -	0
DNR	3	2	2	$ -	0
DOC	175	234	183	$ 2,197,078	65,664
DoIT	70	8	5	$ -	1,821
DOL	6	2	2	$ 4,040	494
DPH	87	17	2	$ 9,468	90
DVA	2	0	0	$ -	0
EMA	2	0	0	$ -	0
EPA	2	1	1	$ -	1,600
FPR	5	1	1	$ 592,540	16,518
GAC	7	2	2	$ -	0
GOV	9	4	3	$ 2	653
HFS	164	35	21	$ 3,371,016	47,891
HPA	4	3	2	$ -	2,400
ICCB	2	0	0	$ -	0
ICJIA	1	0	0	$ -	0
IDOT	182	53	20	$ 7,725	13,508
IHDA	77	12	1	$ -	120

✓ Current Initiatives

Use this page to track your projects and chart your success. To add a new project, click here!

Only projects that are active will appear on this page. Active projects are those that have implementation dates within the last 6 months or outstanding stats. To access a list of completed projects, click here!

	Project Name	Agency	Project Contact	Status	Start Date	Implementation Date	Cost Savings	Hours Saved	Custo
☐ ☐	Fair Employment Practices - Goal Setting: Phase II	CDB	Kathryn.Martin	Waiting on Implementation	9/1/2016	12/31/2017	$0	0	
	Pre-Bid Process	CDB	Martin, Kathryn	Waiting on Implementation	12/1/2016	12/31/2017	$0	0	
	Prescreening AE Selection	CDB	Martin, Kathryn	Waiting on Implementation	12/1/2016	12/31/2017	$0	0	
	eBuilder Implementation	CDB	Martin, Kathryn	Planning Phase	2/14/2017	2/28/2018	$0	0	
	Adoption Subsidy Process Improvement Project	CFS	Skene, Neil	Planning Phase	12/6/2016	12/31/2017	$0	0	
	Fleet Acquisition Phase 2	CMS	Bonansinga, Barb	Waiting on Implementation	1/1/2017	9/1/2017	$747,922	878	
	ClearStud	CMS	Tapscott, Sheila	Pilot	4/1/2017	7/26/2017	$0	11,563	

Current Initiatives – Contract Release Orders

Edit Item | Alert Me | Delete Item | Close

Manage | Close

Rapid Results Project Tracker

Project Name:	Contract Release Orders	
Agency: CMS	**Status:**	Pilot
POC *(Last, First or Email):* Rembert, AnnMarie	**Start Date:**	8/17/2017
Project Level: Level 1	**Implementation Date:**	9/15/2017
Participants: *(Last, First or Email):*	Beck, David; Traynor, Lance; Rutter, Tracy	
Problem: *(Explain the problem your team faced including any metrics used.)*	Staff requested ordering file folders. Why? More file folders were needed to store the Contract Release Orders that are received daily. CROs come in three copies: vendor copy, central purchasing copy and agency copy. CROs then have to be sorted into the three groups: the first two are routed for signature and the third held until the signed ones are returned. Then the vendor copy is mailed to the vendor; the central purchasing copy is filed individually and the agency copy is forwarded to the agency via interoffice mail. Why is the central purchasing copy stored separately and how long does it take? It was estimated that the file folder preparation for each Contract Release Order (CRO) was approximately 5 minutes in addition to the supplies (file folder, labels, manually typing the label).	

Discussion

How can Internal Audits add value to the
Rapid Results Initiative?

Questions?