



Lean Six  
Sigma  
Quarterly  
April 2018

## Tool of the Quarter

### Upcoming Classes

**April 2018**

Root Cause  
April 26<sup>th</sup> – 8:30 am

Introduction to Lean (Lean 1)  
April 26<sup>th</sup> – 1:00 pm

**May 2018**

Lean Indicators (Lean 2)  
May 17 – 8:30 am

Lean Simulation (Lean 3)  
May 17 – 1:00 pm

**June 2018**

Flowcharts  
June 21 – 8:30 am

Creative Thinking  
June 21 – 1:00 pm

The full schedule can be viewed [here](#) and, with your supervisor’s approval, you can register [here](#). See you soon!

In what is probably the least technical of the Lean Six Sigma classes, Creative Thinking covers a multitude of techniques that can be used to generate ideas in the workplace or during a decision-making work session. One of the tools that will be covered in the June 21 class is the Random Word Technique.

The Random Word Technique is easy to use and effective for pushing teams to look at a problem from a variety of perspectives. Individually or as a team, you start by listing at least 9 random nouns and writing them on a table. Take the word “random” literally, and list the first nouns that come to mind. Once the nouns have been selected, pick one and ask yourself the following question: “how can I associate this word with the problem I am trying to solve?”

Here’s an example. Let’s say you are having an issue paying invoices on time and, through the Random Word Technique, you selected the word “dog”. Using the word dog, think of ways that you can find solutions to paying your invoices on time. You know a dog has 4 legs, so maybe you can recommend having a 4-step invoice review process. Dogs also typically bark in order to warn their owners that something is wrong; this can lead to a recommendation of having some sort of warning when specific invoices are overdue. The method of identifying these solutions may be unorthodox, but the solutions are not far-fetched and may not have been identified under normal circumstances.

The idea behind the Random Word Technique is to force thinking from different perspectives. By applying concepts and words that are not usually related to the problem, teams can find creative solutions to their problems.

Use the table below and [send us](#) your solutions to paying invoices faster. We will share some of our favorites at the creative thinking class and in the next newsletter.

Hammer	Mug	Tractor	Jacket	Ruler
Soup	Sloth	Calculator	Dog	Printer
Car	Camera	Water	Sandwich	Book

# Green Belts

This quarter we completed the County's 7<sup>th</sup> wave of green belt projects. These projects were led by a Lean Six Sigma Master Black Belt with the Florida Benchmarking Consortium (FBC). The projects were sponsored by the Miami-Dade Public Library System, the Parks, Recreation and Open Spaces Department (PROS), and the Miami-Dade Police Department. The four teams focused on the improving the time needed to transport Library materials, reducing purchasing time at ZooMiami, improving the accuracy of budgeting Special Assessment Districts (formerly Special Taxing Districts), and reducing the number of police vehicle accidents.

For each of these projects, the teams followed the traditional DMAIC problem solving method used in Lean Six Sigma. Each team identified a performance gap, stratified available data until they arrived at an actionable problem statement, identified root causes and countermeasures to eliminate the root causes, and developed and action plan and a process control system. The teams then presented their findings to management including two Deputy Mayors and other senior department staff. All of their recommendations were designed to address existing standards, including how well the standards are being followed.

The recommendations are being implemented and progress will be tracked in the County's performance management system (ASE). We will be updating you on the results of their solutions.



# Recent Graduates

Please join us in congratulating our 22 green belts and the five employees who obtained Orange and Lean certifications.

## Green Belt

- **Juan Armas**, PROS
- **Philip Berry**, Library
- **Nadine Blake**, PROS
- **Gigi Bolt**, OMB
- **Lilly Borges**, Police
- **Daniel Crespo**, OMB
- **Jose Espinoza**, OMB
- **Will Fowler**, Library
- **Leo Gomez**, Library
- **Armando Gonzalez**, PROS
- **Lorena Guerra-Macias**, PROS
- **Carlo Hollis-Brown**, Police
- **Jannene Howard**, Police
- **Jessy Jarra**, Library
- **Eric Kaminsky**, PROS
- **Garret Keefe**, Police
- **Ryan Lafarga**, OMB
- **Sylvia Lopez**, OMB
- **George Perera**, Police
- **Elaine Ramirez**, PROS
- **Jeff Rosenberg**, Library
- **Alessandra Williams**, PROS

## Orange Belt

- **Teri Aking-Dindial**, PROS
- **Richard Penuela**, RER
- **Darlene Rolle**, WASD

## Lean Certification

- **Antoaneta Apostolakos**, Aviation
- **Olive Oddman Hamilton**, MDCR