



KeyStone Research Corporation  
Building Capacity for Performance Excellence

**Process Improvement Techniques for Program Evaluation: Value Stream and Process Flow Mapping**

*Joyce A. Miller, Ph.D.*  
*Tania Bogatova, MBA, ABD*

Skill Building Workshop  
American Evaluation Association 2013  
Washington, DC  
October 18, 2013

[www.ksrc.biz](http://www.ksrc.biz)  
Copyright KSRC 2013

---

---

---

---

---

---

---

---



KeyStone Research Corporation

**What we will do:**

- Provide an overview of *lean thinking* as a framework for improving organizational processes
- Examine value stream and process flow mapping as a *lean tool* used to analyze processes and determine improvements
- Discuss implications of using *lean concepts and methods* in your evaluation practice



[www.ksrc.biz](http://www.ksrc.biz)  
Copyright KSRC 2013

---

---

---


---

---

---


---

---



KeyStone Research Corporation

**How are Lean and Evaluation Connected?**



[www.ksrc.biz](http://www.ksrc.biz)  
Copyright KSRC 2013

---

---

---

---

---

---

---

---

 **KSRC**  
KeyStone Research Corporation

### What is lean thinking?

*A framework for **problem solving** and **designing** organizational **processes** that focuses on delivering the most **value** to **clients** while consuming the **fewest** **resources**.*

*It provides a set of **concepts** and **methods** that enable organizations to identify and eliminate **waste** embedded in their organizational processes and strive for **performance excellence**.*

[www.ksrc.biz](http://www.ksrc.biz)  
Copyright KSRC 2013

---

---

---

---

---

---

---

---

 **KSRC**  
KeyStone Research Corporation

### What are Unacceptable Results?



*Unacceptable Results (URs) are the **negative consequences** of the way work processes are designed and implemented. They are experienced by staff, clients, and/or other stakeholders, causing them to be dissatisfied or frustrated.*

[www.ksrc.biz](http://www.ksrc.biz)  
Copyright KSRC 2013

---

---

---

---

---

---

---

---

 **KSRC**  
KeyStone Research Corporation

### What is waste?

*Waste is any activity that consumes resources but creates no value from the perspective of an organizational client.*



[www.ksrc.biz](http://www.ksrc.biz)  
Copyright KSRC 2013

---

---

---


---

---




---

---

---



## Concept-Value

- Value** is defined from the vantage point of the client (i.e., what the client needs).
- Types of work activities in process steps:
  - Value-added (VA) 
  - Non-value added (NVA) 
  - Required non-value added (RNVA) 

[www.ksrc.biz](http://www.ksrc.biz)  
Copyright KSRC 2013

---

---

---


---

---

---


---

---

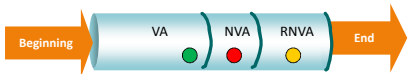


## Concept-Value Streams

*Current State*



*Future State*



[www.ksrc.biz](http://www.ksrc.biz)  
Copyright KSRC 2013

---

---

---


---

---



---

---

---



## Typical Lean Performance Measures


- Time: *Lead Time, Cycle Time, Value-Added Time, Nonvalue-Added Time*
- Number of Errors
- Number of Process Steps
- Number of People
- Cost of Materials/Supplies/Labor
- Number of Clients

[www.ksrc.biz](http://www.ksrc.biz)  
Copyright KSRC 2013

---

---

---


---

---

---


---

---



## Practical Tools for Lean Transformations

- **Mapping**
  - Value Stream Maps (VSM)
  - Process Flow Maps (PFM)



www.ksrc.biz  
Copyright KSRC 2013

---

---

---


---

---

---

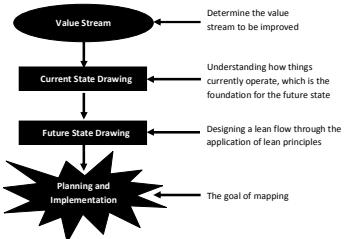
---

---



## Mapping the Value Stream

Figure 7.1. Using the value stream mapping tool



From Administrative Lean™ of Lean Concepts, LLC. Retrieved from [http://leanconcepts.com/case\\_studies.htm](http://leanconcepts.com/case_studies.htm)

www.ksrc.biz  
Copyright KSRC 2013

---

---

---


---

---

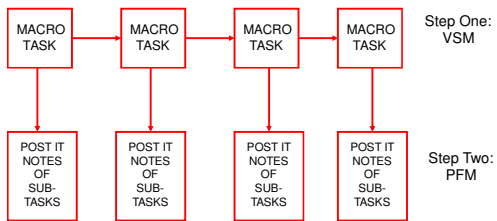
---

---

---



## Mapping a Work Process



www.ksrc.biz  
Copyright KSRC 2013

---

---

---

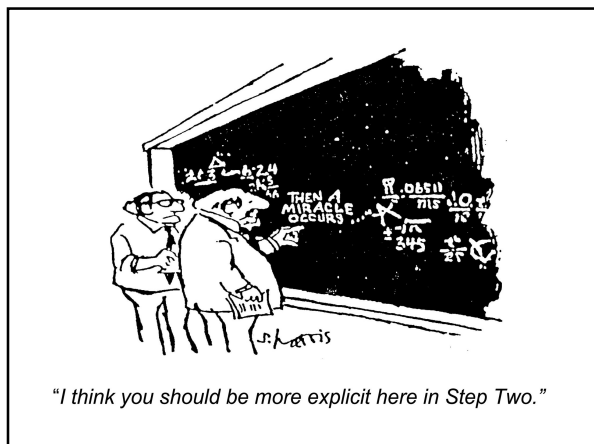
---

---

---

---

---




---

---

---

---

---

---

---

---

**KSRC**  
KeyStone Research Corporation

### Mapping Exercise: Visit to the Doctor's Office

- Map the Value Stream
  - Identify macro steps
  - Attach data: Lead time (total of all CTs); estimated VAT and NVAT
- Complete a Process Flow Map
  - Map the macro step: day 5 at the PCP's office
- Discuss what might be an ideal "future state."
  - Video of ideal future state for visit to the doctor's office

[www.ksrc.biz](http://www.ksrc.biz)  
Copyright KSRC 2013

---

---

---

---

---

---

---

---

**KSRC**  
KeyStone Research Corporation

### Practical Tools for Lean Transformations

- **Mapping**
  - Value Stream Maps (VSM)
  - Process Flow Maps (PFM)
- **Root Cause Analysis**
  - 5-Whys
  - Fishbone Diagrams
- **Generating Problem Solutions**
  - Brainstorming
  - Benefit vs. Cost/Time Matrix
- **Lean Solutions**
  - 5S (sort, set in order, shine, standardize, sustain)
  - Workload balancing
  - Visual controls and management

[www.ksrc.biz](http://www.ksrc.biz)  
Copyright KSRC 2013

---

---

---


---

---

---

---


---



## Benefits

As a means to ensure organizational sustainability and performance excellence, the **benefits** of a lean transformation include:

- Releases resources trapped in a vicious cycle of wasted work efforts
- Optimizes use of time, money, and other scarce resources
- Taps into the latent energy and innovative ideas of personnel
- Enhances client service
- Increases organizational effectiveness and operational efficiency
- Establishes accountability



[www.ksrc.biz](http://www.ksrc.biz)  
Copyright KSRC 2013

---

---

---


---

---


---

---

---



## Questions and Answers



- What do you think are the significant ideas within Lean Thinking?
- How do you think you can use Lean concepts and methods in your evaluation practice?
- What next steps will you take to make this happen?

[www.ksrc.biz](http://www.ksrc.biz)  
Copyright KSRC 2013

---

---

---

---

---

---

---

---



## For More Information

- Joyce Ann Miller, Ph.D., [joycem@ksrc.biz](mailto:joycem@ksrc.biz)
- Tania Bogatova, MBA, ABD, [taniab@ksrc.biz](mailto:taniab@ksrc.biz)

Miller, J., Bogatova, T., and Carnohan, B. (2011). *Improving Performance in Service Organizations: How to Implement a Lean Transformation*, Chicago, IL: Lyceum Books, Inc.

KeyStone Research Corporation  
 3823 West 12<sup>th</sup> St.  
 Erie, PA 16505  
 814-836-9295

[www.ksrc.biz](http://www.ksrc.biz)  
Copyright KSRC 2013

---

---

---

---

---

---

---

---